







**DO YOU WORK as hard now as you did under piecework?**

YES, THERE IS no doubt about this at all.

The proof of this is the massive rise in productivity, which in our opinion is at least 200 per cent. There are now less workers in the factory and more cars being produced than when the agreement was signed.

**HOW ARE your lines laid out for Measured-Day Work?**

THIS IS DONE by giving each man a 'man-assignment'. This is the amount of work each man is expected to do.

The company puts a stop-watch on the job and decides how long each job should take. They then give you work based on this, i.e. if the line was running at 30 per hour they would give you two minutes' work on each car based on their timings—which are not mutually agreed.

The timings make no difference to your money, of course, which is a fixed rate.

**DO YOU HAVE disputes about this?**

YES. THE Imp and Arrow line was manned originally for a programme of 52 per hour, but ran at only 46—yet the 'man-assignments' were fixed by the company so that each man had more or less a full effort.

In other words, the manning for 52 was only a theoretical figure.

The company then came forward and said that they wanted to increase the programme to 52. As far as we are concerned this is impossible—but under the agreement, of course, they have the right to do it.

**WHY did you let them get away with it? Surely you should have taken action at the time you were laid out at 42, and made sure you only had work equal to the programme?**

YES. MAYBE we should have had a dispute at that time, but under our system effort is not connected to money. Our members tend to take the view that since they can hold the work at that time, and money is not involved, why worry.

This is wrong, but a fact of life under MDW.

You see, the whole thing is a con trick. When your time goes in it can be held, but you have sold your availability time.

**CAN THE company change a 'man-assignment' once it is fixed?**

YES. THEY can do this whenever they like.

If they notice that someone has an 'easy time' in their opinion, they will usually wait until a change of some sort takes place and put this right, right as far as they're concerned, that is.

## AFTER TWO AND A HALF YEARS SPEED-UP

# CHRYSLER STEWARDS SLAM MEASURED-DAY WORK

*BRITISH-LEYLAND motor workers in the Midlands now face a determined new push by the £410 million car and bus combine's top management to replace their traditional piecework payment system with various forms of Measured-Day Work.*

*Industrial relations director Pat Lowry has produced a 13-point, 36-page strategy—now under discussion by senior company officials—for making the switch.*

*A former Engineering Employers' Federation chief, Lowry has the full backing of Leyland chairman Lord Stokes in his battle plans.*

*Why a battle? Because despite all their talk about providing more security of earnings and suchlike for their workers, Lowry and Stokes know that the real purpose of MDW is to boost their 67-plant empire's plummeting profitability by intensifying the exploitation of all its 185,000 workers.*

*And they know that growing numbers of these workers know this as well.*

*But with this year's profits expected to show a slump from the 1969 figure of £40 million to almost zero, Britain's only remaining non-US owned car giant is desperate.*

*It is counting, however, on union leaders—with whom the Lowry plan is already believed to be under consideration behind the scenes—betraying their members' prolonged and heroic struggle against MDW at the crucial moment; a task which they performed without compunction at Rootes' Linwood plant two-and-a-half years ago.*

*As a sop to the opportunism of these*

*union leaders, Lowry's document is known to allow for tactical sweeteners such as so-called 'mutuality' over manning.*

*Shop stewards are contemptuous of such juggling with words.*

*'MDW provides for mutual agreement on none of the main principles of the system', one leading steward told Workers Press after seeing the company's proposals for Oxford's Morris Motors plant.*

*Of course, there are particular points of difference between the systems at Ford, Rootes and Vauxhall and what they're offering to us at Morris—but when you come down to it all these systems mean:*

- The end of "mutuality".
- Fixed pay-rates.
- Complete abolition of negotiation about wages.

*It was in order to bring home this point to their members that Oxford stewards recently held detailed discussions with their opposite numbers at Ford's Dagenham car complex and Rootes' Linwood plant—now directly part of Chrysler (UK).*

*The revealing article resulting from the Ford discussion was reprinted in Workers Press on August 20 from the Transport and General Workers' Union's 5/55 (Cars) branch magazine.*

*With the kind permission of the editors, we reproduce below their article on Measured-Day Work at Chrysler's after two-and-a-half years.*

On top of that would be a so-called 'bonus'.

The basis of earnings under the Emerson plan was the bonus pool.

A pool is created when actual labour costs for a particular month drop below the figure of allowed labour costs made by the company, and calculated as a percentage of total sales for that month.

The percentage used is

known as the bonus ratio and is arrived at by taking into account the costing of the company's various products.

From the actual payroll deductions are made for sick time, holiday pay, etc. The figure thus reached is called the participating payroll and is the sum of the factory earnings eligible for bonus.

The results of this were immediate.

It enabled the Pressed-Steel company (who owned the factory at this time) to turn a £1,500,000 loss in 1962 into a £1,500,000 profit in 1963. The system got worse for the workpeople, who actually ended up—instead of getting bonus—owing the company money.

A big conflict blew up and the system was changed to MDW.

Out of the frying-pan into the fire!

**WHAT IS your opinion of MDW now that you are on it?**

ONE OF the assembly workers made the point very clearly: 'There is only one place for MDW as far as I am concerned—out the door.'

**HOW MUCH break time do you get on the lines? SEVEN-and-a-half minutes in the morning, and the same in the afternoon.**

**DO YOU get shut out?**

WE HAVE been laid off continually in the past.

We have just concluded a new agreement on shut-outs, which will give us an eight-day guarantee against external shut-outs at the rate of £17 10s per week—just above the dole.

This agreement is little use because the company can just work the same old fiddle: keep us in for three days to earn our £17 10s, and then shut us out for the other two.

There is also a clause which suspends the agreement in the event of there being any disputes or restrictive practices on the plant, even if they are not connected with the shut-out.

**HAS MDW given you security of employment?**

NO. EIGHTEEN months after MDW went in, they sacked

Imps on the track at Linwood



### CHRYSLER (UK), SCOTLAND Wage Grading and Productivity Plan

#### OBJECTIVES

- To secure a long-term agreement ensuring a period of good, stable, and understanding management union relationships in which improvements in productivity and working practice can be achieved with fullest co-operation from the trade unions and their members. In return the company guarantee regular and defined improvements in both wages, fringe benefits and conditions of employment for hourly rated employees.
- To adopt a common method of payment for all hourly rated productivity operators. This form of payment, known as high day rate or controlled day rate, to be identical with the payment system successfully adopted in the south plant some 18 months ago.
- To introduce a unified graded wage structure for all hourly rated employees.
- To establish new union-management consultative and negotiating machinery.

It is recognized that the improvements in wages and other benefits to employees which this agreement implements, are a very substantial cost burden on the company. It is understood that such costs can only be met by real savings in manpower employed. For these reasons, it is implicit that the following conditions are accepted as satisfactory by all parties and further, that strict adherence to them by employees in their day-to-day contact with management is secured with full co-operation.

#### CONDITIONS OF THE AGREEMENT

1. Work-study techniques will be used to establish work standards and man assignments for all operators. In the determination of the work standard and subsequent man assignment, standard operator performance will be expected and applied. 'Standard performance' is defined as an average trained operator working at a normal pace under normal conditions equivalent to 100 performance.
2. It is agreed there will be full co-operation from all employees and their representatives in working to these standards. Everything possible will be done by the company to assist employees to achieve and maintain the standards. However, if investigation of regular failure of any operator to maintain standard performance shows the fault to rest with the operator, any action contemplated will be taken under the normal company disciplinary procedures.
3. In the event of any disagreement arising, the normal working at standard performance will continue during the operation of the procedure for avoiding disputes.
4. The grading for all jobs into six categories is acceptable and the differences between the various grades are a fair reflection of the variations in job content. No movement of any job between grades will take place unless a substantial change in job content is proved and agreed by all parties.
5. Wage levels are based upon standard performance.

#### RATES OF PAY

|   |            |
|---|------------|
| Grade I. Skilled men                    | 14s 4.50d  |
| Grade II. Production line workers       | 12s 11.50d |
| Grade III. Material handlers (Progress) | 12s 4.50d  |
| Grade IV. Plant Attendants etc.         | 11s 9.50d  |
| Grade V. Cleansing                      | 10s 6d     |
| Grade VI. All females except cleaners   | 8s 6d      |

These rates are the full consolidated rate which came into effect with the final stage of the deal on January 1, 1970.

#### 4. Repeated absence for Medical Reasons.

An employee will be considered to have been repeatedly absent for medical reasons if he is absent on more than three occasions during any one year, on each occasion for medical reasons. When this occurs, the employee will be interviewed by the personnel department and medically examined by the company medical officer.

#### HOW WOULD you sum up the situation?

WELL, THE main point is this: when we accepted this agreement for MDW we sold everything we had.

Now when we come up to the first review after three years, we have nothing left to sell.

For example, before MDW the track didn't start up until six minutes after the claxon and it stopped six before the claxon at the end of the shift. Even that was sold.

The problem is—where do we go from here?

Reproduced by courtesy of the T&GWU 5/55 branch committee.

## NEW PARK PUBLICATIONS

|  |  |
|--|--|
| BOOKS  |  |
| L. TROTSKY: GERMANY 1931/32 paperback cloth                        | 25s 0d <input type="checkbox"/><br>37s 6d <input type="checkbox"/>   |
| WHERE IS BRITAIN GOING? HISTORY OF RUSSIAN REVOLUTION 3 vols       | 7s 6d <input type="checkbox"/><br>30s 0d <input type="checkbox"/>  |
| AGE OF PERMANENT REVOLUTION REVOLUTION BETRAYED                    | 9s 0d <input type="checkbox"/><br>paperback 12s 6d <input type="checkbox"/><br>cloth 21s 0d <input type="checkbox"/> |
| PROBLEMS OF CHINESE REVOLUTION                                     | 22s 6d <input type="checkbox"/><br>37s 6d <input type="checkbox"/>   |
| PERMANENT REVOLUTION, RESULTS & PROSPECTS                          | 25s 0d <input type="checkbox"/>  |
| R. BLACK: STALINISM IN BRITAIN                                     | 22s 6d <input type="checkbox"/><br>cloth 40s 0d <input type="checkbox"/>   |
| PAMPHLETS  |  |
| L. TROTSKY: DEATH AGONY OF CAPITALISM (The Transitional Programme) | 1s 0d <input type="checkbox"/>   |
| CLASS NATURE OF THE SOVIET STATE                                   | 4s 0d <input type="checkbox"/>   |
| CLASS AND ART  | 2s 0d <input type="checkbox"/>   |
| YOUNG PEOPLE STUDY POLITICS  | 1s 9d <input type="checkbox"/>   |
| MARXISM AND TRADE UNIONS   | 3s 6d <input type="checkbox"/>   |

Please tick those books required

NAME: .....  
ADDRESS: .....

Amount enclosed £ s d plus 6d postage for each pamphlet 1s 6d postage for each book.

Complete form and send with money to New Park Publications, 186a Clapham High St, London, SW4.

'We have nothing left to sell . . . the problem is—where do we go from here?' Below: The Rootes plant at Linwood, Scotland



