
Contents

Preface	v
1. Negotiating structural and technological change in telecommunications services: An overview	1
(Brian Bolton)	
Introduction	1
The major technological and structural changes of the 1980s	4
Deregulation, the establishment of national corporations, and the creation of service subsidiaries	8
The impact of the changes on employment in the PTOs	10
Negotiating structural and technological change	12
Information disclosure	14
Participatory debate or imposed solution?	15
The cooperative approach to the future of the PTT/PTO	15
The restrictive approach to the future of the PTT/PTO	23
Summary	29
2. Negotiating structural and technological change in the telecommunications services in Australia	31
(Edward M. Davis)	
Introduction	31
Telecom Australia	32
Management structure	34
Workforce and unions	35
Negotiating technological change	37
Negotiating structural change	40
Conclusions	41
3. Negotiating structural and technological change in the telecommunications services in France	43
(Yann Landreau)	
Introduction	43
The final debate on the future of telecommunications in France	44
Period I 1986-87	44
Period II 1988-89	44
Period III 1990	46
The setting up of France-Télécom as an autonomous organization	47
Labour issues	47
Introducing technological and organizational change	48
The role of the personnel department	48
Forward planning for redeployment	49

Methods of managing modernization: Consultation and modelling	49
Two examples of organizational change	51
The change in structure of the Directorate of Commercial Affairs and Telematics (DACT)	51
The Production Directorate's Master Plan for Technical Operations (MPTO)	51
Conclusions	53
4. Negotiating structural and technological change in the telecommunications services in Ireland	55
(Sean O'Ceallaigh)	
Introduction	55
The period up to 1980	55
Negotiating procedures before 1984	56
The traditional system for introducing new technology	56
Recruitment and training	57
Compensation of staff for the introduction of new technology	58
Union organization	59
State of telecommunications services in the 1970s	59
The introduction of new technology and services from 1980	60
New switching and transmission equipment	60
New services	61
Computerization	62
The setting up of Telecom Eireann	62
Decision to establish a new company	62
Negotiations with staff on setting up the new company	63
Status, objects and duties of Telecom Eireann	64
Relationship between the company, the Minister and the Oireachtas	65
Telecom Eireann's monopoly position	65
Telecom Eireann's subsidiary companies	66
Negotiations with staff on the introduction of new technology and on compensation for increased productivity	67
The first productivity agreements	67
The 1985 company-wide productivity agreement	69
Productivity deal for switchboard operating staff	69
Other improvements in the pay and conditions of staff	70
Reorganization of telecommunications work	70
Greater grading flexibility	70
Headquarters reorganization	71
Devolution of responsibility to the districts	71
Staff participation in the introduction of new technology and other changes	72
The joint committees	72
Other forms of management-staff communication	74
Telecom Eireann's attitude to staff participation	75
Other personnel issues: Recruitment, redundancy and training	76
Recruitment	76
Redundancy	76
Training	78
Conclusions	80
Extent to which union expectations and fears have been realized	80
Extent to which management's objectives have been realized	81

5.	Negotiating structural and technological change in the telecommunications services in Japan	83
	(Norio Wada)	
	Structural reform in the telecommunications industry	83
	Background	83
	Changes in the structure of the industry	84
	The privatization of NTT	85
	Establishment of the NTT group	86
	Effects of the changes on labour union issues	87
	Effects of privatization on labour relations	88
	Labour-management relations before 1 April 1985	88
	Labour-management relations since privatization	89
	The establishment of consultation procedures	89
	Consultation and new technology	90
	Operating changes since privatization	91
	Introduction of a new divisional structure	91
	Introduction of new technologies and systems	93
	Changes in the workforce	95
	Changes in the personnel management system	95
	Improvements in education and training	98
	Summary	99
6.	Negotiating structural and technological change in the telecommunications services in the United Kingdom	101
	(Paul Willman)	
	Introduction	101
	The evolution of telecommunications services in the United Kingdom	101
	The regulatory and competitive environment	102
	Reorganization of British Telecom	103
	Recent technological changes	104
	Changes to industrial relations and the employment structure	107
	Bargaining to achieve greater flexibility	111
	Levels and composition of pay	114
	Bargaining over technological change	116
	Conclusions	119
7.	Negotiating structural and technological change in the telecommunications services in the United States	123
	(Brian Bolton)	
	Introduction	123
	AT&T: The situation before divestiture	123
	Union organization	123
	The Osark Plan	124
	Agents of change	125
	Divestiture of AT&T	126
	Structural changes	126
	Effects on employment and unionization	129
	The role of regulation	133
	Some of the results of regulation	134
	Effects of technological change	135
	Domestic and international expansion	135
	Effects on employment	137

Negotiating change	140
The Technological Change Committees	140
The issue of training	141
Conclusions	142

Figures

1. Membership trends, STE and NCU, 1980-89	109
2. Employment in telecommunications, United Kingdom, 1982-90	111
3. Pay in telecommunications, managerial grades, United Kingdom, 1984-90	114
4. Pay in telecommunications, non-managerial grades, United Kingdom, 1984-90	115

Tables

1. Profile of full-time Telecom Australia staff by designation, 1975-91	35
2. Profile of Telecom Australia unions, 1987	36
3. Growth in staff numbers in Telecom Eireann, 1970-80	76
4. Competition in the Japanese telecommunications market, March 1990	85
5. NTT revenues and expenditures since privatization	86
6. Changes in the NTT workforce, 1985-89	95
7. British Telecom performance, 1986-90	103
8. International network comparisons	104
9. Network access lines of major telcos in the United States, 1988	127
10. Composition of telephone industry employment in the United States, 1950-80	130
11. Employment figures for major telecommunications companies in the United States, 1984-90	131
12. Telco employment in unregulated operations in the United States, 1988	131
13. Unionization in the major telephone companies in the United States, 1988	132
14. Impact of changing technology in the telephone industry in the United States	139