

4. HEALTHY LABOUR RELATIONS

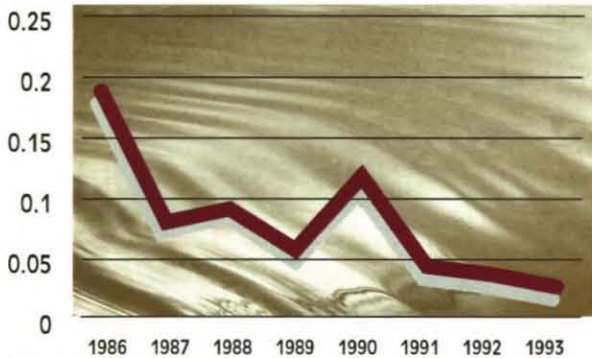
Two important trends bear out Canada's claim to one of the most productive labour-management environments in the G-7 countries: strikes are on the downturn, while employee share ownership plans are on the rise.

International firms have won many productivity improvements in their Canadian operations through workplace initiatives in labour-management rela-

tions. Firms in Canada are moving forward in cooperation with their workers to institute quality management practices throughout the economy.

Many companies find that, relative to their experience in other countries, Canadian operations experience low turnover and absenteeism rates. Siemens Electric Ltd., for example, estimates that labour turnover is less than 5% per year in its Canadian plants, compared with 15% in the U.S. and an even higher rate in Mexico.

Fewer Days Lost to Work Stoppages
(% of estimated working time)



Source: Labour Canada 1994.

"IN SPITE OF THE RHETORIC TO THE CONTRARY, THE CAW (CANADIAN AUTOMOTIVE WORKERS UNION) HAS BEEN OUR PARTNER IN TQM, JIT, HEALTH AND SAFETY AND IN-PLANT PROBLEM SOLVING."

HUGH SLOAN JR., PRESIDENT,
WOODBRIDGE AUTOMOTIVE GROUP

"BOTH DOMESTIC TRENDS AND INTERNATIONAL COMPARISONS PRESENT A FAVORABLE PICTURE OF EDUCATION AND TRAINING IN CANADA."

CONSTANTINE KAPSALIS,
LABOR ECONOMIST

"ALL THREE SECTORS - GOVERNMENT, LABOUR AND MANAGEMENT - ARE ACTIVELY PARTICIPATING AT FEDERAL AND PROVINCIAL LEVELS TO DESIGN MORE EFFECTIVE AND EFFICIENT TRAINING PROGRAMS FOR THE WORKFORCE. AT THE FEDERAL LEVEL, FOR INSTANCE, THE CANADIAN LABOUR-MANAGEMENT PRODUCTIVITY CENTRE IS RAPIDLY BECOMING A MODEL FOR DEVELOPING THE BEST METHODS TO ACCOMPLISH THESE GOALS."

GEORGE A. PEAPPLES,
FORMER PRESIDENT, GENERAL MOTORS OF CANADA LTD.