

Fichter/Helfen/Sydow: Global Framework Agreement Implementation Scale 2012






	Information and communication practices					
	Transnational Corporations (TNCs)	✓	✓	✓	✓	✓
1	Internet and/or Intranet access					
2	Informing subsidiaries/first-/second tier suppliers					
3	Informing the public					
4	Text available in all relevant languages					
5	Making GFA part of internal management communication					
6	Integrating in other PR/marketing activities					
7	Communicate quantitative/qualitative criteria for evaluation					
8	Social reporting about fulfillment of standards					
9	Make evaluation reports available to public					
	Global union federations (GUFs)					
1	Internet and/or Intranet access					
2	Informing local affiliates/employee reps					
3	Informing the public					
4	Text available in all relevant languages					
5	Defining GFA as an organizational strategy					
6	Campaigning					
7	Establishing information & communication bottom-up					
8	Involving experts, media and NGOs (hearings, etc.)					
	Joint initiatives					
1	Joint web page					
2	Joint press releases & joint conferences					
3	Roundtables and discussion groups					
4	Posters/announcements/information joint meetings in subsidiaries and suppliers					
5	Joint criteria development and communication					
6	Joint reporting of criteria fulfillment					
7	Devise joint evaluation and (re-)evaluation processes					

Table 1: Union and management instruments for implementation: Information and communication practices

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	Training practices					
	Transnational Corporations (TNCs)	√	√	√	√	√
1	Including in general management training programs					
2	Special training programs for management functions and product divisions (e.g. HR, sourcing, compliance)					
3	Special training programs for subsidiary managers					
4	Special training programs for suppliers					
	Global union federations (GUFs)					
1	Exchange of experiences across single GUFs					
2	Union training programs for affiliates					
3	Special training programs for subsidiary unions/employee reps					
4	Special training programs for supplier unions/employee reps					
	Joint initiatives					
1	Joint training workshops at headquarter					
2	Joint training workshops at subsidiaries					
3	Joint training workshops at suppliers					

Table 2: Union and management instruments for implementation: Training practices

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	Operational practices					
	Transnational Corporations (TNCs)	✓	✓	✓	✓	✓
1	Organizational changes (clear responsibilities, new positions, boards, task forces)					
2	Establish formalized complaint procedure; hotlines					
3	Provision of adequate financial resources					
4	Integration into business processes (performance evaluation, process manual)					
5	Self-auditing/external auditing					
6	Integrate GFA in subsidiary managers' incentive schemes					
7	Support subsidiary managers to fulfill criteria					
8	Make GFA part of supplier evaluation					
9	Support suppliers to fulfill criteria					
10	Neutrality/encouragement for local union organizing					
11	Contribute to sectoral level initiatives					
	Global union federations (GUFs)					
1	Organizational changes to support GFA policy (e.g. clear responsibilities)					
2	Provision of financial resources					
3	Invest in local unions' capacity building					
4	Establishing company networks					
5	Support local organizing initiatives					
6	Organize for controlling management failure					
7	Contribute to sectoral level initiatives					
8	Organize community support					
	Joint initiatives					
1	Support each other's initiatives					
2	Joint complaint handling & conflict resolution					
3	Joint implementation program (pilot projects, social audits, supplier workshops)					
4	Institutionalize joint efforts					
5	Joint criteria development and communication					
6	Joint reporting of criteria fulfillment					
7	Devise joint evaluation and (re-)evaluation processes					

Table 3: Union and management instruments for implementation: Operational practices