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I Am Not a Tractor: How Florida Farmworkers Took on the Fast Food Giants and Won, By Susan L. Marquis (2017) Ithaca and London: ILR Press/Cornell University Press, 279 pages.
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manœuvre autant des travailleurs que des gestionnaires, et les verbalisations collectives sur le travail réel. Cependant, l'ensemble de ces actions prend une nouvelle dimension lorsque les CHSCT sont confrontés aux RPS. De fait, l'appel à l'expertise et à une contre-expertise en lien avec les risques psychosociaux se fait souvent dans un contexte juridique, ce qui n'est pas nécessairement favorable à la prévention des enjeux psychosociaux ni au dialogue social.

La dernière contribution (rédigée par Bourdeleau) relate un projet de conception d'un assistant numérique personnel. Le processus de conception lui-même a été générateur de fortes tensions au sein de l'entreprise. Il est intéressant de constater comment un projet de conception, revu et corrigé à la suite d'une première implantation ratée, peut devenir l'objet d'un dialogue collectif sur les conditions de travail et, ainsi, favoriser la prévention des RPS.

Malgré l'ambition des directeurs de cet ouvrage de produire un livre à la frontière entre le manuel pratique et le recueil académique, nous sommes réellement devant des actes académiques d'un colloque, à l'exception de la dernière contribution. Plusieurs raisons expliquent cela, et elles ne sont d'ailleurs par camouflées par les directeurs, à savoir que le réel de la production d'un tel ouvrage est difficilement compatible avec la pratique quotidienne des gestionnaires, travailleurs et intervenants impliqués dans la prévention des risques psychosociaux. Au surplus, un grand nombre de contributions sont difficilement généralisables à l'extérieur du contexte français.

Cela étant dit, plusieurs éléments dans l'ouvrage sont très pertinents et méritent d'être considérés pour les chercheurs qui s'intéressent aux RPS, parce qu'elles sont tout à fait en phase avec d'autres ouvrages et articles traitant des mêmes enjeux. C'est le cas notamment lorsqu'il est question des difficultés à mettre en place la pluridisciplinarité et du rôle des médecins du travail comme « animateurs » de ces équipes pluri-

disciplinaires. Un autre enjeu qui ressort de façon forte de l'ouvrage est la difficulté pour les intervenants de donner accès aux informations de manière uniforme autant aux travailleurs qu'aux directions d'entreprise. Enfin, ce livre montre aussi clairement comment les enjeux de santé et sécurité du travail, même dans des cadres censés être « neutres » ou paritaires, donnent souvent lieu à des luttes de pouvoir entre les syndicats et les directions.

Au final, cet ouvrage est très pertinent pour les chercheurs impliqués en prévention des RPS, notamment en prévention des risques plus physiques, tout comme pour les chercheurs en ergonomie. On y trouve plusieurs exemples d'intervention qui permettront de faire avancer la réflexion sur les différents enjeux touchant la prévention des risques professionnels au sens large.

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By Susan L. Marquis (2017) Ithaca and London: ILR Press/Cornell University Press, 279 pages. ISBN: 978-1-50171-431-3.

The last three or four decades have not been kind to trade unions. Aggressive anti-union campaigns by employers aided and abetted by technological change, especially computers, government legislative changes and decisions by courts have been associated with a rapid decline in unions across the globe. Success stories concerning unionism are far and few between. Susan Marquis' *I Am Not a Tractor: How Florida Farmworkers Took on the Fast Food Giants and Won* provides an account of a union success story by Florida tomato farmworkers. The majority of the workforce were migrant workers from Haiti, Mexico, Guatemala and El Salvador, who spoke a variety of languages and dialects. Together

with activist leaders they developed innovative strategies to improve their income and employment conditions, more generally their human rights.

Historically, farmworkers in America, not just Florida tomato workers, have been subject to appalling employment conditions. Working long hours from sunup to sunset, seven days a week during harvest season, they have been denied shade, water and toilet breaks. They have been subject to underpayment for hours worked and wage theft, and in addition, forced to pay high prices for food and other necessities at farm owned shops. Farmworkers have also been provided with poor and substandard housing/accommodation. They have been subjected to violence, beatings and murder, with females particularly experiencing sexual harassment extending to rape, and being held as slaves. Out of the public eye farm owners were able to maintain such practices following the end of the Civil War well into the latter part of the Twentieth Century.

An organization called the Florida Rural Legal Service was founded in 1966 to mount legal challenges to examples of farm owner abuses against individual farmworkers, such as wage theft. Such cases were not resolved quickly and did nothing to challenge the systemic nature of abuses. In the early 1990s, a small coterie of activists decided to move from this top down legal approach to a grass roots organizing model and formed the Coalition of Immokalee Workers (CIW). Through a slow and gradual process, these activists interacted with the workforce and developed a collective approach on how to redress employment problems and abuses.

What is distinctive about the CIW is how innovative it was in developing an increasing multifaceted approach to improving the human rights of tomato farmworkers. Marquis not only provides a clear account of the various dimensions of the evolution

of the CIW's evolutionary approach but also suggests that it is an approach that could be implemented by other agricultural or 'similar' workers.

Beginning in the mid-1990s, the CIW pursued strike action to protect and/or improve wages/income and mounted a campaign against a grower who had bashed a sixteen-year-old worker who wanted to drink water during the heat of the day. More significantly, it exposed examples of slavery and 'educated' public authorities to such practices, which resulted in successful prosecutions and broader publicity concerning the plight of tomato farmworkers. However, the CIW worked out that it needed to do more than pursue actions from growers if it wanted to be successful in the pursuit of its objectives. It looked at the tomato supply chain and believed that they would need to persuade fast food outlets, later supermarket chains, the most important being Walmart, to pay higher prices for tomatoes, an extra penny a pound, to enable growers to finance higher incomes for farmworkers and improvements to their working conditions.

Marquis provides details of how the CIW with the aid of community groups—that is religious organizations, students, trade unions, non-government organizations, and celebrities such as Bruce Springsteen and former President Jimmy Carter—successfully entered into partnerships with an increasing number of fast food and supermarket chains to agree to such payments and establish *Fair Food Programs* to enhance the human rights of farmworkers. The essential idea of such programs was that if growers did not adopt or abide by such an approach that the chains would suspend their purchases of tomatoes (and as the programs spread with the passage of time to other agricultural products) until the issue(s) were rectified.

The most interesting part of *I Am Not a Tractor* is Marquis' account of the devel-

opment and operation of the *Fair Food Program*. Key features of the scheme are a *Code of Conduct*, a *Guideline Manual* running to 43 pages, continuing and extensive education of farmworkers to their rights, continual auditing with an inspectorate with power to investigate and make recommendations for rectification, including, if necessary, an ability to suspend a grower from the *Fair Food Program*. The *Fair Food Program* is self-regulating and does not rely on state/governmental regulation. CIW spent some time in the pilot stages of this scheme using leading consultants to operate the *Fair Food Program*. It quickly learnt that their off-the-shelf schemes, which employed staff with no knowledge of tomato and agricultural production, and who, moreover, were not prepared to work the same hours, as tomato workers were unable to operate such a program. It decided to mount the *Fair Food Program* itself, train persons from its own ranks who understood the demands of tomato picking and the needs of both farmers and workers. One of the dominant themes that Marquis emphasizes is that CIW and *Fair Food Program* operatives are looking for solutions to improve the efficiency of tomato production, while one and the same time, enhancing the income and human rights of workers.

I Am Not a Tractor: How Florida Farmworkers Took on Fast Food Giants and Won provides an interesting and clearly written account of how a group of migrant tomato workers developed an innovative and unique approach, focusing on the supply chain of tomato production which has delivered benefits to workers, growers, fast food and supermarket chains and consumers. It documents a new model—that contradicts the normal doom and gloom associated with unions—, which potentially could be replicated elsewhere.

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**When Things Don't Fall Apart:
Global Financial Governance and
Developmental Finance in an Age
of Productive Incoherence**

By Ilene Grabel (2017) Cambridge, MA: MIT Press, 400 pages. ISBN: 978-0-26253-852-7.

**Laid Low: Inside the Crisis that
Overwhelmed Europe and the IMF**

By Paul Blustein (2016) Waterloo, Ontario, Centre for International Governance Innovation, 504 pages. ISBN: 978-1-92809-633-7.

Students of national industrial relations systems are wise to take note of the global economic and financial order, and the way it constrains and conditions collective bargaining, labour-market regulation, and income redistribution. Just as the Bretton Woods era of fixed exchange rates and regulated capital flows was conducive to institutionalized collective bargaining, financial globalization has been an important factor in undermining unions and wage setting institutions, decoupling productivity increases and wage gains, and driving down the labour share of income.

More than a decade on from the global financial crisis and recession, political turbulence is forcing international financial institutions and multilateral organizations to confront the political and economic by-products of globalization. In many parts of the world, the long stagnation of working-class incomes, rising inequality, and resentment of austerity policies are fueling authoritarian right-wing challenges to liberal nostrums.

As part of a growing concern with poor job quality and precarious employment, the OECD now promotes "inclusive growth." Recent publications have relaxed the OECD's singular emphasis on labour-market flexibility, and given limited support to collective bargaining and social dialogue as a mechanism for sharing productivity gains. Similarly, IMF economists studying inequality and wage stagnation have found that structural reforms to collective bargaining regimes increase inequality, but with little benefit in terms of economic growth.