



May 6, 2010

Dear Stakeholder,

CVA GROUP is conducting an all-round strategic review of workflow structure at the Museo Nacional Centro de Arte Reina Sofia (MNCARS), with a focus on the potential for synergies through horizontal convergence and OUTHOUSING. We would welcome your contribution to the consultation process.

Please fill in the attached consultation form and return it to CVA GROUP, 10th Floor, London, WC1B 4BS, to arrive no later than May 30, 2010. The results of the consultation and the final recommendations will be submitted to the Trustees of the Museum.

Dr. C. Hulbeck
Chief Innovation Officer

CVA Group is an independent Crisis Management consultancy and Social Enterprise, established with support from the 10th Floor, London.



CONSULTATION DOCUMENT

EVERY COOK CAN GOVERN (C.L.R. James)
and every governor can cook

INTRODUCTION

The global financial crisis and the resulting need for fiscal consolidation both in Spain and internationally have made efficiency, transparency and best governance more crucial than ever for public cultural institutions. In particular, a world-leading Museum such as MNCARS, tasked with representing Modernity, must demonstrate responsiveness and a capacity for innovation. Fortunately MNCARS is in a strong position to meet these challenges. Elements of organizational creativity were already introduced on some levels before the present fiscal crisis began. If these resources are fully leveraged, they should allow the Museum to overcome public sector structural rigidities and assure itself of a sustainable future.

SECTION 1.

The competitive advantage held by MNCARS in an era of global 'structural adjustment' lies in the flexibility that already exists at several distinct levels of workflow structure. In turn, this organizational creativity serves and reflects the Museum's fundamental commitment to cultural innovation and radical critique. We believe that the 'crisis' can indeed be turned into an opportunity for MNCARS, if the various 'hot spots' of creative instability within the organizational structure are allowed to converge. As well as leading to financial synergies, the process of convergence should drive change in attitudes and habits among MNCARS people, building up a dynamic momentum strong enough to sweep away entrenched special interests.

SECTION 2.

Specifically, the two most dynamic and flexible layers of the organization should converge in a single workflow unit. Curators and other strategic professionals should share tasks and expertise directly with outsourced logistical support staff (gallery attendants, cleaners, caterers). Operational and financial responsibility for the new unit, with its unique pool of skills and knowledge resources, should be devolved to the most efficient of the outsourcing contractors currently providing the Museum with logistical services. We refer to this in-house convergence of cutting-edge outsourced services as OUTHOUSING.



SECTION 3.

The concept of OUTHOUSING draws both on successful international practices of Public-Private Partnership, and on contemporary 'Demoradical' theories of life and work in the service and 'cognitive' sectors*. These theories highlight the affinity between the two skillsets recommended for convergence here, based on their shared experience as 'early adopters' of the kind of innovative working arrangements that will need to become the norm if Europe is to maintain its competitiveness in a fully global, post-crisis age.

CONCLUSION

The move towards a new way of working must inevitably involve some short-term pain, especially for those whose current jobs or remuneration packages sadly prove not to be sustainable. However we firmly believe that the convergence of workflow segments (cognitive and logistical, paid and unpaid) through OUTHOUSING represents the fairest** way to 'spread the pain', optimizing efficiency while deepening empathy between members of the organization. Convergence between job categories with historically different ethnic and gender mixes should also boost the standing of the organization in Diversity indices.

OUTHOUSING allows MNCARS to turn a global crisis into a true opportunity, by leveraging its strengths as an organization and seizing a unique 'primitive accumulation' moment in the emerging world of work and culture.

*See for example:

<<http://precariousunderstanding.blogspot.com/2006/07/27/chris-carlsson-interviews-alex-foti/>>

**On the importance of the perception of fairness in people's acceptance of necessary change, and in particular the link between fairness and punishment, verified by peer-reviewed science, see George A. Akerlof & Robert J. Shiller, *Animal Spirits: How Human Psychology Drives the Economy, and Why it Matters for Global Capitalism*, Princeton UP, 2009.



CONSULTATION FORM

Given the efforts already made by the logistical outsourcing contractors at MNCARS to eliminate unsustainable jobs and wage levels, many of the sacrifices essential to the OUTHOUSING process will unavoidably be borne by strategic professionals. This is why you are the first group to be approached for consultation.

We are particularly interested in your feedback on an option which could serve to soften the impact of OUTHOUSING at professional level. The practice known as 'bumping' allows an employee facing redundancy to nominate a more junior colleague whose job s/he would be willing to assume, so that the more junior employee becomes redundant instead. (This system is now regarded as best practice in the US, while in the UK employers who resort to redundancy without considering 'bumping' may be subject to penalties imposed by an employment tribunal.)

Please indicate below:

- (1.) Whether you would be prepared to invoke the right to 'bump' a junior colleague if faced with redundancy

- (2.) Which job or jobs lower on the MNCARS pay scale, if any, you would be willing to move to through 'bumping' in the context of a wider programme workflow convergence

Guía de exposición

'POTOSÍ' PAMPHLET, ACCOMPANYING THE 'EXHIBITION GUIDE' FOR THE REINA SOFIA (MADRID) EXPLANATORY TEXT, THE CURATORS REQUESTED A SHORT PASSAGE ON 'PRIMITIVE ACCUMULATION' FROM 'CAPITAL' V.1. RATHER THAN IMPORTING AN UNDIGESTED QUOTE IN THE ACADEMIC MANNER, WE TOOK THE MOST TELLING PHRASES FROM THE PASSAGE AND APPLIED THEM TO THE GALLERY FLOOR BUT EVENTUALLY STUCK TO THE WALL (SEE FOLLOWING PAGES FOR MORE OF THESE), AND SOME 'REAL LIFE' REDUNDANCY AND EMPLOYER (HEAVILY ANNOTATED AND EXHIBITED IN BREACH OF 'CONFIDENTIALITY') ALONGSIDE THE 'CURSES'.

evidence of 'masses of people violently separated from subsistence', violently separated from an 'archive' form elsewhere. On the wall, behold 'the "free" worker thrown onto the labour market', robbed of redundancy pay. On the floor, the Bolivian worker on 23 euros a day who loses an arm in a Spanish bakery, the boss who throws the arm in the bin (June 2009). The elements of the subjective starting point for this 'archive' are real but INDEFINITE . . .

GLOSSED THIS WAY, WE IMAGINED, THE CURSES = CASES = CONJUNCTIONS MIGHT MODESTLY RESIST THE COMPLEMENTARY RACKETS OF 'SIMPLE FACT' AND CUT-&-PASTE CATALOGUE THEORY.

BUT WE UNDERESTIMATED THE ACUTE IDEOLOGICAL INSTINCT BUILT INTO 'BEST PRACTICE' AT AN INSTITUTION LIKE THE REINA SOFIA. WHEN THE PAMPHLET CAME BACK FROM THE REINA PRINTER, THE TEXT LOOKED LIKE THIS (TOP OF FACING PAGE):

evidence of 'masses of people violently separated from subsistence', violently separated from an 'archive' form elsewhere. On the wall, behold the "free" worker thrown onto the labour market', robbed of redundancy pay. The elements of the subjective starting point for this 'archive' are real but INDEFINITE

OF COURSE THERE'S NOTHING SPECIAL ABOUT THIS KIND OF PETTY EDITORIAL VANDALISM. IT'S A SIGN THAT CULTURE MANAGERS ARE DOING THEIR JOB. OF MUCH MORE INTEREST, THOUGH, WERE THE EXCUSES THAT EVENTUALLY TRICKLED DOWN TO OUR LEVEL. THE STORY OF THE SEVERED ARM WAS SEVERED FROM THE TEXT BECAUSE:

(1.) "IT'S OLD NEWS NOW",
AND (2.) "THE CASE HAS
BEEN RESOLVED FAIRLY:
THE BOSS IS
IN JAIL."

IN OTHER WORDS, A DEFENSIVE REFLEX WAS
SET OFF SOMEWHERE IN THE INSTI-
TUTION, BRINGING FORTH
PERFECT STATEMENTS OF
AT LEAST TWO OF THE
NOXIOUS PRINCIPLES
WE SET OUT
TO NEGATE.

THE WEALTH OF NEGATIONS

SIMPLE FACT: "THE STORY IS OLD NEWS" (PREVIOUSLY IT WAS NEW NEWS, AND THEREFORE WORTH TELLING, BUT NOW ITS TIME IS UP). THE RULES OF THE NEWSROOM ARE STRICT: A FACT IS A FACT IS A THING, A SELF-SUFFICIENT MONAD REFLECTING NOTHING BUT ITSELF AND A BACK-DROP OF ETERNAL ETHICAL PIETIES. ONCE THE FACT IS TRANSMITTED AS 'INFORMATION', IT'S ALREADY REDUNDANT: ITS BLOODY HISTORY REVERTS TO NON-EXISTENCE.

FAIRNESS, i.e. PUNISHMENT: "FAIRNESS RESTORED BY A PRISON SENTENCE!" THIS IS THE 'FACT IS A FACT' DOCTRINE IN ACTION: WHAT HAPPENED IN THE SPANISH BAKERY IS THE STORY OF ONE BAD DEED BY ONE BAD PERSON, AND ONCE HE IS PUNISHED THE MATTER IS 'RESOLVED'. THE AMPUTEE WORKER DISAPPEARS, AND THE FORCES THAT CARRIED HIM TO THE 'ACCIDENT' RAMPAGE ONWARD UNDISTURBED.

WHAT MARX CALLED 'THE SO-CALLED PRIMITIVE ACCUMULATION' CREATES 'FREE' LABOUR POWER: THAT IS, INDIVIDUAL 'RESPONSIBILITY'—OR LIABILITY—IN EXACT PROPORTION TO INDIVIDUAL POWERLESSNESS. AMONG THE BIGGEST WINNERS IN THE FINANCIAL/SOCIAL CRISIS HAVE BEEN PRIVATE OPERATORS OF PRISONS, DETENTION CENTRES AND 'WORKFARE' SCHEMES (OFTEN THE SAME COMPANIES).

WHEN A MUSEUM MANAGER, A BEHAVIOURAL ECONOMIST OR A 'FISCAL HANK' USES THE OXYMORON 'FAIR PUNISHMENT' TODAY, SHE SINGS THE PRAISES OF CAPITAL'S BASIC LAW WHILE GAMBLING RECKLESSLY ON ITS FUTURE INDULGENCE IN HER OWN CASE.

A DEBT IS
A DEBT, AS
A FACT IS
A FACT.

¿Como podemos cantar el canto del Señor en tierra ajena?

France Télécom acknowledges the existence of an internal 'social crisis' after media coverage of 35 suicides & several more attempts among workers within two years. Management claims in its defence that this rate is not all that unusual at the company or in French industry in recent years. But the suicide notes repeatedly blame restructuring, aggressive management and forced job transfers. 20,000 jobs have been lost over three years, with 'reclassification', eg. from engineering to call centres, offered as the only alternative to 'voluntary' redundancy; other employees were rotated regularly between jobs and parts of the country under a Human Resources policy called 'Time to Move'. Now that 'workplace stress' has acquired a media profile, the state shareholder steps in: Stéphane Richard, a political fixer from the finance minister's office, is lined up to replace CEO Didier Lombard, who made an unfortunate quip about a "fashion for suicides". 'Time to Move' is temporarily suspended as the new boss promises "consultation on stress". This turns out to mean hiring consultancy firm Technologia to draft a 165-page 'stress questionnaire' for 102,000 workers to fill out in their own time. The consultants process 85,000 responses and duly produce a document about "declining company loyalty", "weak identification with the business", etc. Richard promises a "new social contract", with a "charter of rights and responsibilities for all employees".

2010: Job transfers are restarted as some unions sign up to a deal putting them on a 'voluntary' basis. Not voluntary are transfers to a new 'zero suicides' headquarters in Seine Saint-Denis (where the 2006 banlieue riots started): sealed windows, 'secure' staircases, no access to terraces... Under the "new social contract", management bonuses will be partially assessed on 'social' criteria: rates of absenteeism, number of strike days, recourse to employment tribunals, etc. A labour inspectorate report attributes several suicides to management methods, explicitly blaming Lombard and other senior executives rather than subordinates. Prosecutors file manslaughter charges against 'persons unknown'. April 2010: At least 12 more France Télécom workers have killed themselves since the beginning of the year, apparently unmoved by management promises to 'listen'.

[Dec. 2009] Poland declares a State of Emergency after the 'ARBEIT MACHT FREI' sign is stolen from the gate of the Auschwitz tourist attraction. World leaders clamour for urgent action to restore ARBEIT MACHT FREI ('work makes [one] free') to its proper pedestal.

Curse 30

[through 2009 and ongoing] 'Austerity' thrives in central Asia: in the course of 2009 the Kyrgyzstan government installed by the 'Tulip Revolution' has imposed retail price increases of 100% on electricity and 500% on central heating. These 'necessary structural reforms' raise domestic utility bills to the approximate equivalent of \$40 a month, against an average monthly wage of \$134. Late in March 2010 heavy street-fighting breaks out in Bishkek, leading to dozens of deaths, and the government flees the capital. The 'provisional government' proclaimed by 'dissident' former ministers promises to reverse unpopular privatizations, but is silent on utility prices, apparently preoccupied with pursuing 'looters'.??

Curse 45

[mid-2009] A Marseille supermarket fires 19 workers on suspicion of allowing people to leave without paying. The next day around 40 masked 'proletarian shoppers' arrive, loot thousands of euros' worth of luxury food and drink and electronic goods and walk out. The police are waiting for them outside, but are pelted with stones and other missiles from surrounding housing blocks, and the re-appropriators escape.

Curse 15

[July 2009] Tonghua, Jilin province, China. 30,000 workers at the state-owned Tonghua Iron & Steel Group protest against takeover of the plant by privately-financed, Beijing-based Jianlong Steel Holding. A Jianlong manager orders the workers to stop the protest, and is attacked. An ambulance is not allowed through and the manager dies. Local authorities immediately cancel privatization of the steelworks.

Curse 27

Criminality picks up in a recession. So yes, we'll have a little bit of negativity around more robberies on our trucks. But on the other hand, there'll be a bigger increase in crime and more civil unrest, so we'll get more business in that respect." – Nick Buckles, chief executive of G4S, global 'security' firm specializing in prisons and immigration detention.