

# Flexibility for whom?

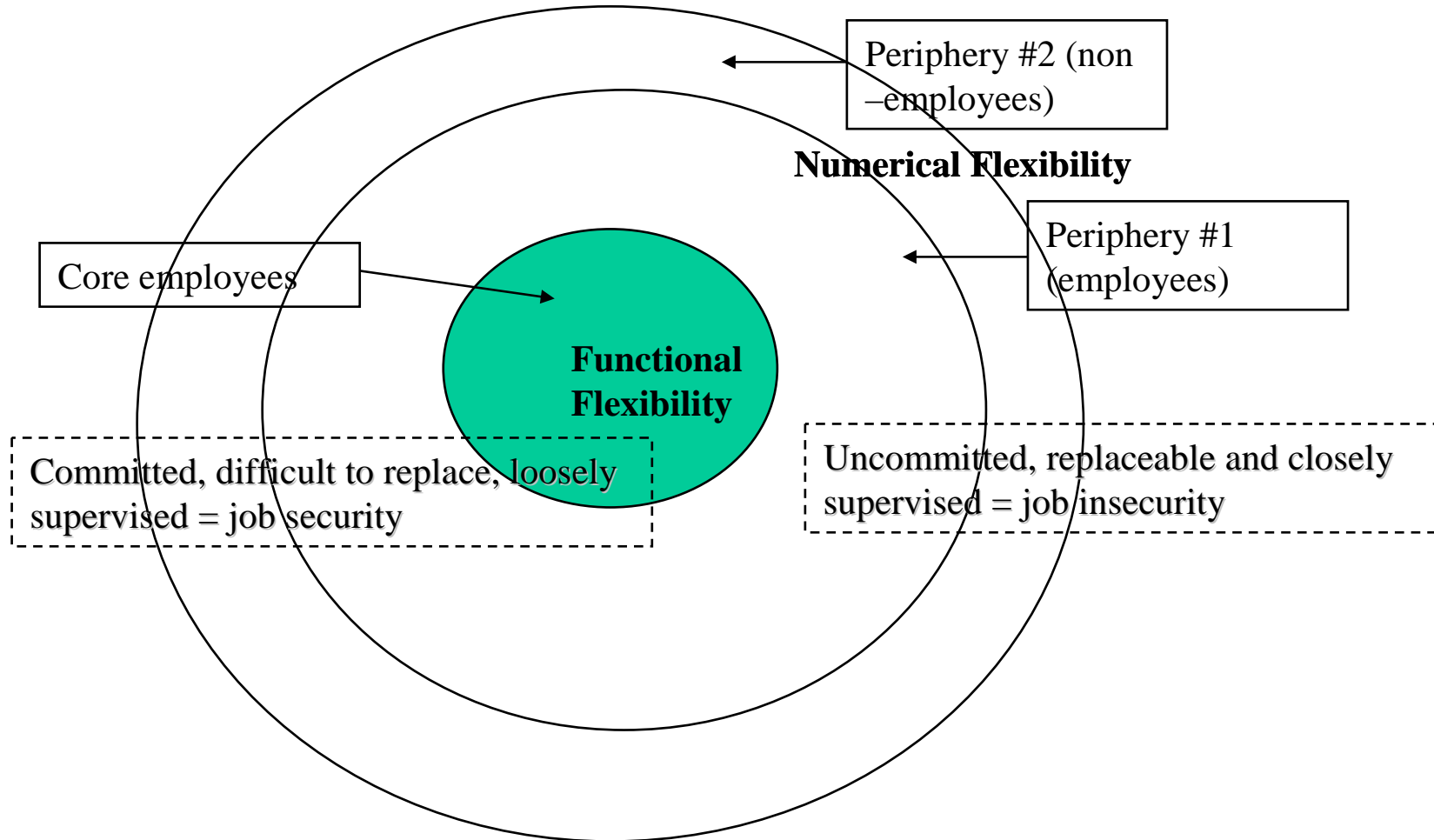
ELM Session #2a

Castellanza 11 March 2008

# Outline

- Who wants flexibility?
  - » Demand – employers
  - » Supply – employees
  - » Win/win or imposed?

# Atkinson's onion



# Flexibility (Regini)

Form	Flexible	Gains	Loss
Functional	Tasks	Tasks suit demand; high trust; Innovation; Commitment	permanent employment
Numerical	Headcount	Numbers suit demand	Trust; high supervision; inflexible task
(Time)	Hours	Hours suit demand	Complexity of management
Wages	Payments	Payment relates to demand and/or input	Complexity; poaching; social partnership undermined; commitment

# Firm flexibility: FINE model

*Figure 13: Forms and methods of personnel flexibility*

	quantitative (numerical)	qualitative (functional)
internal	Working-time organisation: - variable working times - employment of part-time workers	Work organisation: - multitasking, multiskilling - job enrichment, job rotation - delegation of responsibilities
external	Outsourcing of working time: - workers with temporary contracts - agency staff	Outsourcing of competencies: - self-employed subcontractors - external companies, networks

Source: Own representation, drawing on Atkinson 1984, Gadrey et al. 1999, Lehndorff 1999, Merllié/Paoli 2001

# Growing insecurity

- 'The end of the historical trend towards the salarisation of employment' (Castells)
- BUT LTE (Long Term Employment Rate is **growing**)
  - Including in part-time work
  - ^ faster than total employment
  - ^ in all occupational groups (least in low skilled)
- Explanations
  - Media
  - Market openness
  - Legal changes
- So people feel insecure (even if they are not)

# New labour forces...

and national contexts

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Women

But increasingly full-time

Immigrants

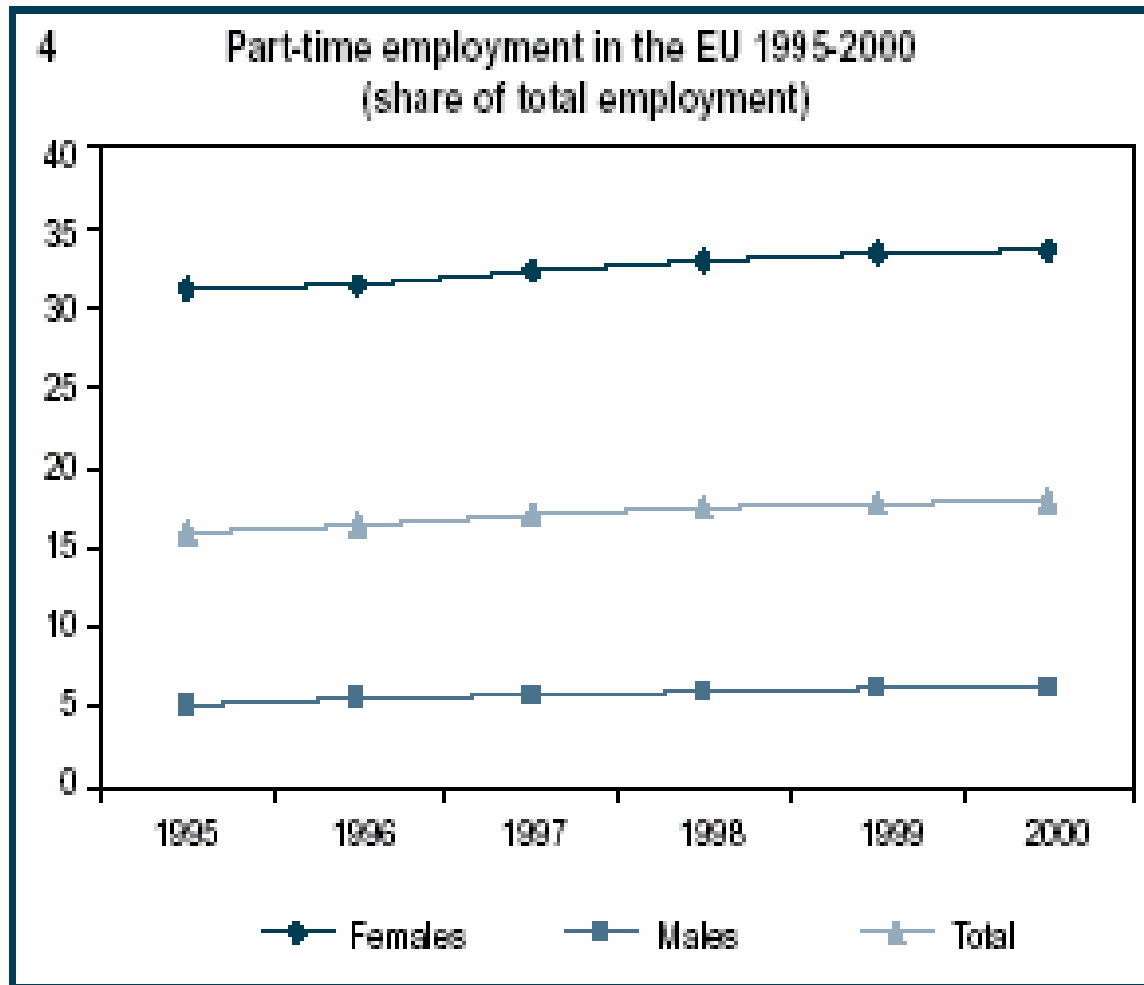
But want full-time work

Students

Older people

But why should they bother?

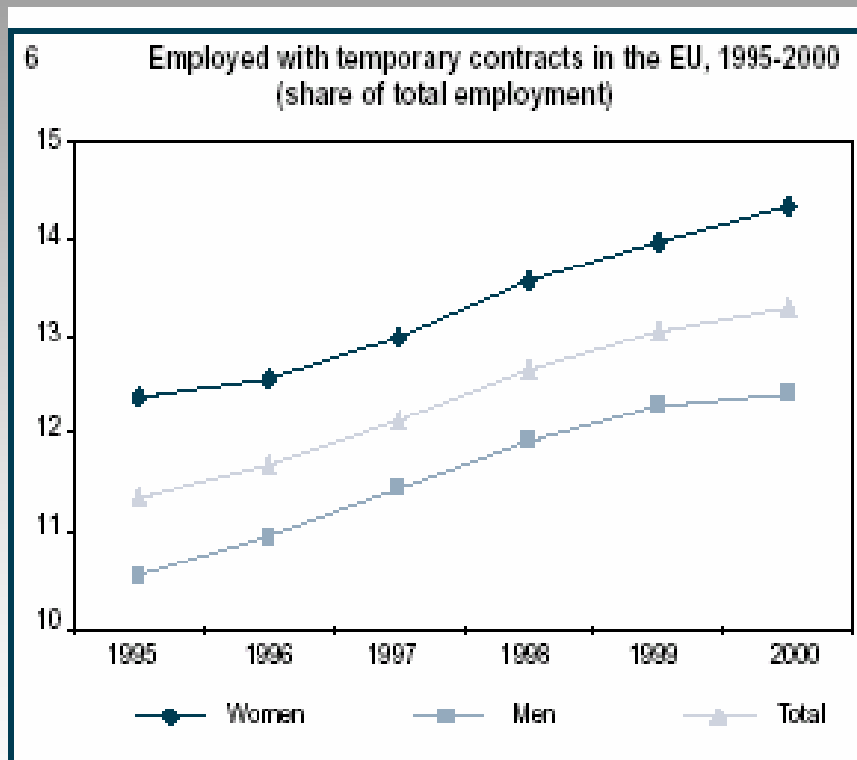
# Part time work growing slowly



Source: Eurostat, LFS



# Temporary employment growing



Source: Eurostat, LFS

# New immigration

Largely 'spontaneous'

New unregulated low wage sectors

Agriculture

Construction

Also in high skilled sectors

Medicine

Teaching

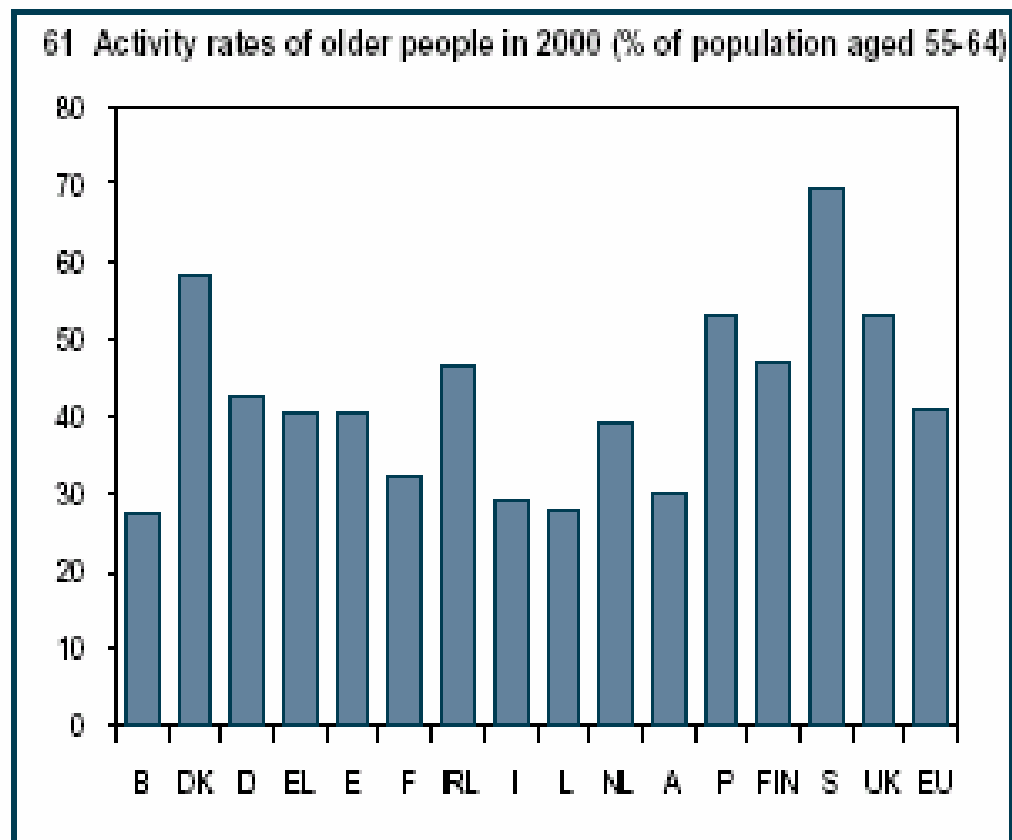
Software

Worse conditions, contracts etc

# Older people

- Pensions crisis
  - Demographics
  - State deficit
  - Equities crisis
- Policy change
  - **From** early retirement **to** flexible retirement
- Supplementary income
- Flexible?

# Older people in the labour force

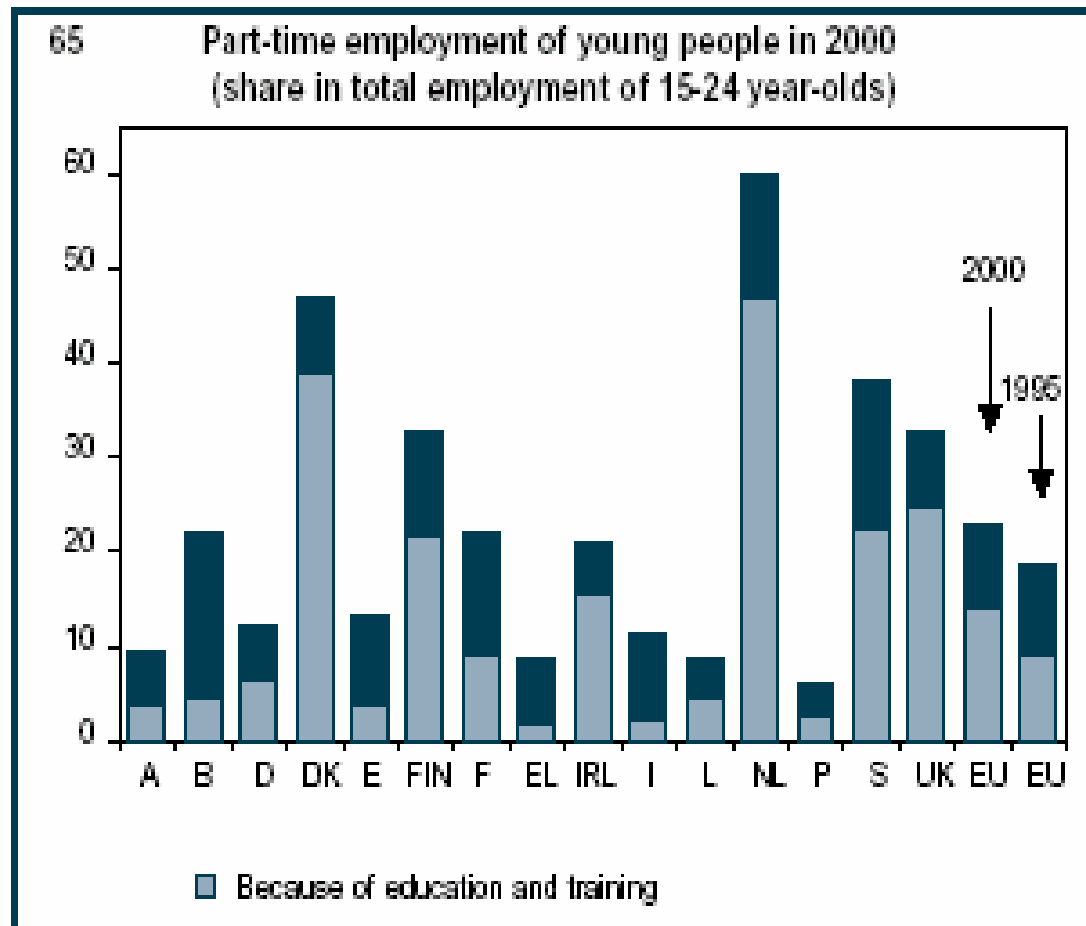


Source: Eurostat, QLFD

# Younger people

- New work orientations
- Work refusal
- Career rejection
- Postponed fertility
- Childlessness
- Lifelong learning

# Students: the new labour force



Source: Eurostat, QLFD

# Who wants flexibility?

For numerical flexibility?

For different groups?

For functional flexibility?

