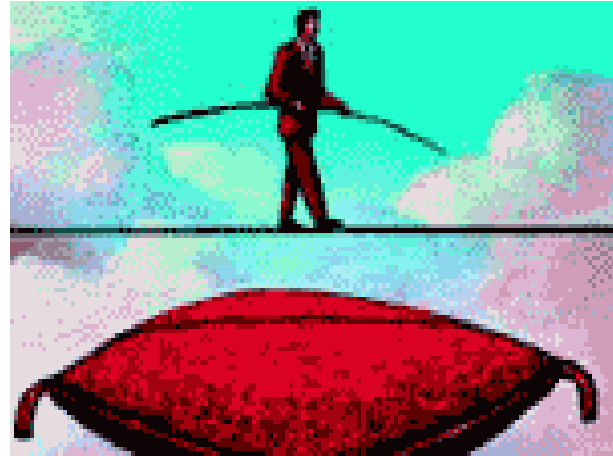


Flexicurity: first signs of a workplace revolution?



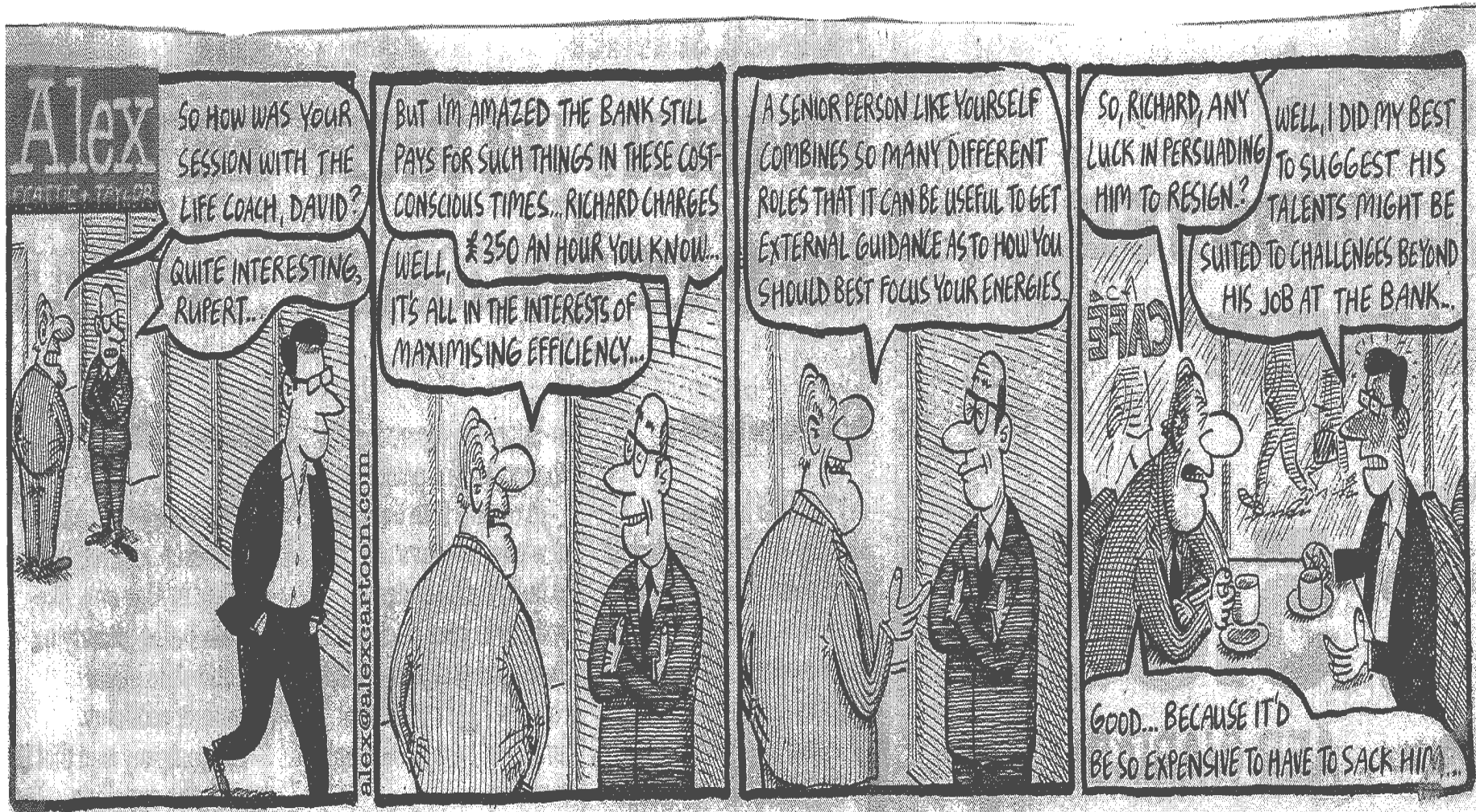
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Flexicurity at the workplace?



Flexicurity protest demonstration by Communist Trade Union, Lisbon 13 September 2007



On a more positive note ...

CNN - Lego flexicurity



ILO
Documentary
on flexicurity in
Denmark

See
[youtube.com](https://www.youtube.com)

[link](#)

“I am not particularly concerned if would lose my job. They are good at taking care of you at Lego when you are fired. They do not just leave you on your own.”

This presentation

- Necessity of a flexicurity workplace revolution
- Country/regime specificity of this revolution
- “Content” of the revolution

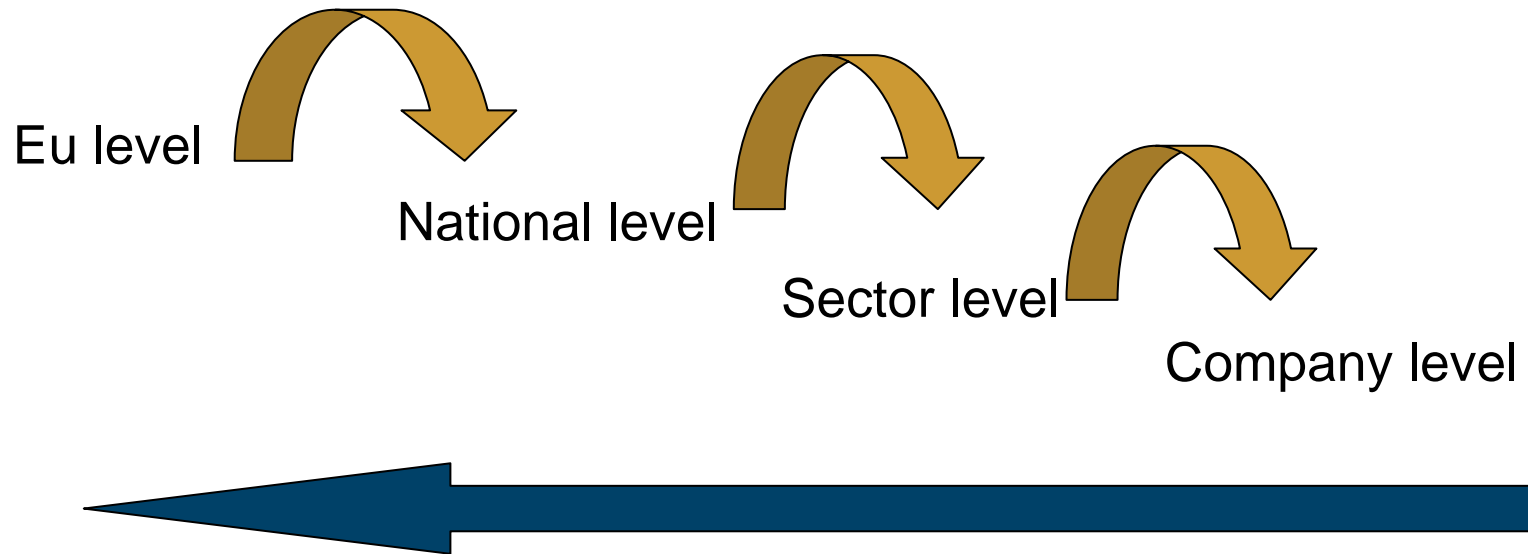
1. Necessity of workplace revolution

- How to give flesh and bones to the idea of a sustainable European Model with high performance in both the economic and social dimension.
- How to increase the adaptability and the capacity for anticipating and dealing with change of both workers and businesses?
- in the age of globalization, rapid technological change, ageing, labour market shortages/ mismatches and changing employment and industrial structures."The world does not owe us a living" (Anthony Giddens)

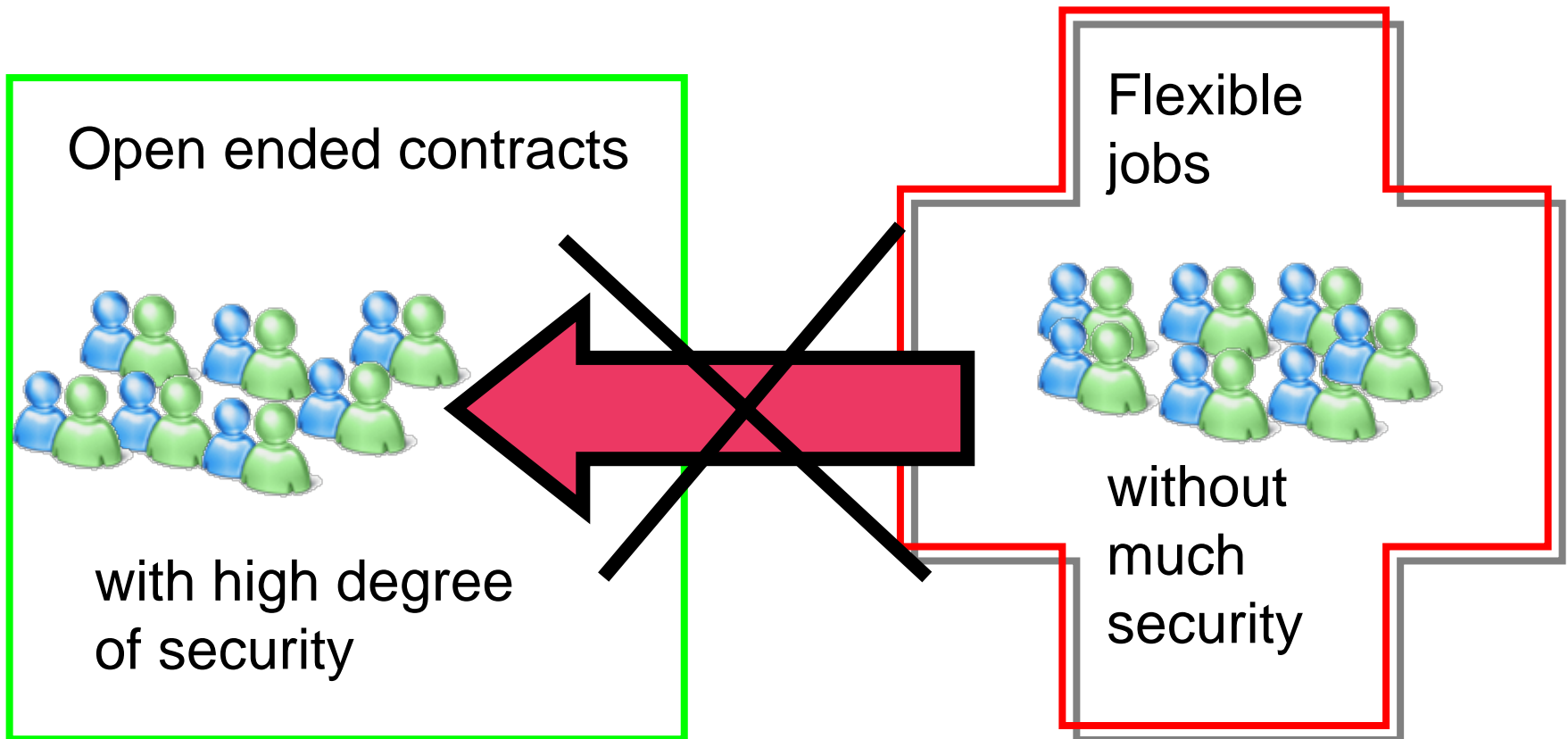
What is flexicurity?

- A policy strategy to enhance, at the same time and in a deliberate way, the flexibility of labour markets, work organisations and labour relations on the one hand, and security – employment security and income security, on the other.
- Very recently EU has established a policy framework on flexicurity, it's now up to Member States to make flexicurity work. Different pathways – common progress.

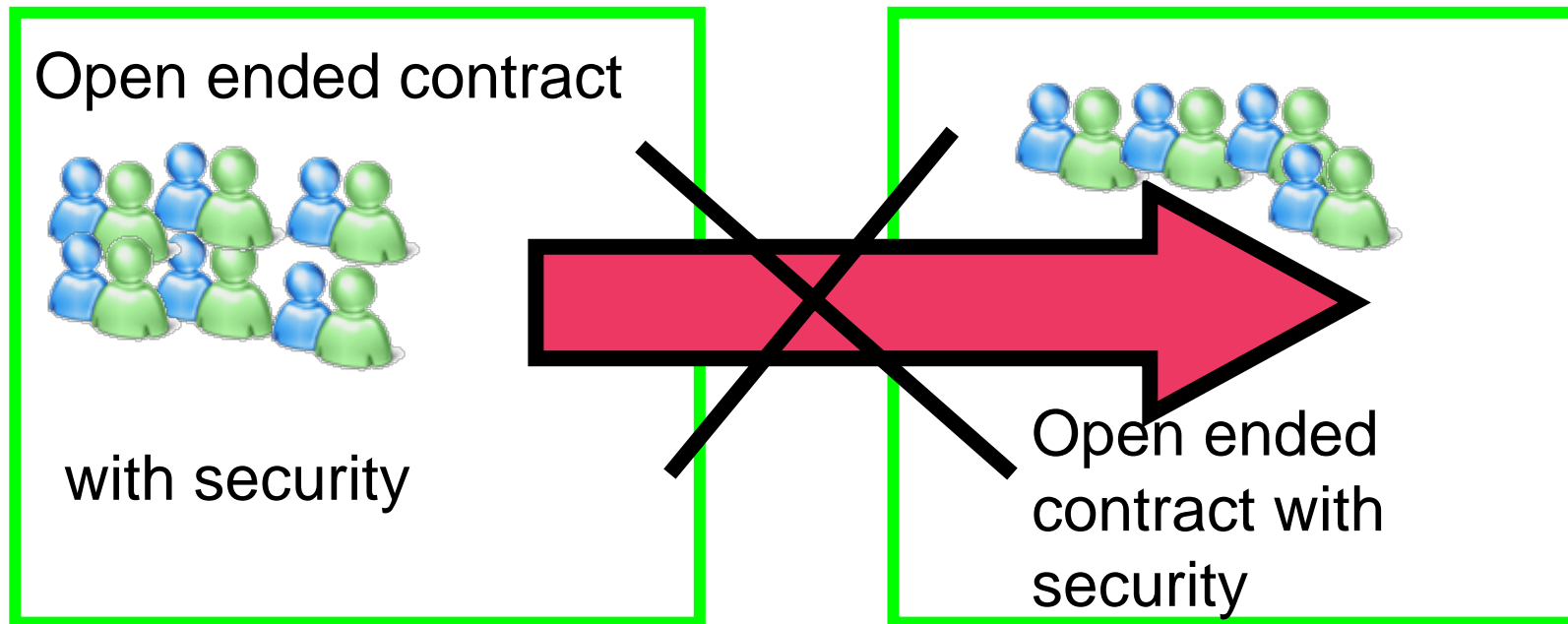
Multi-level nature of flexicurity policies



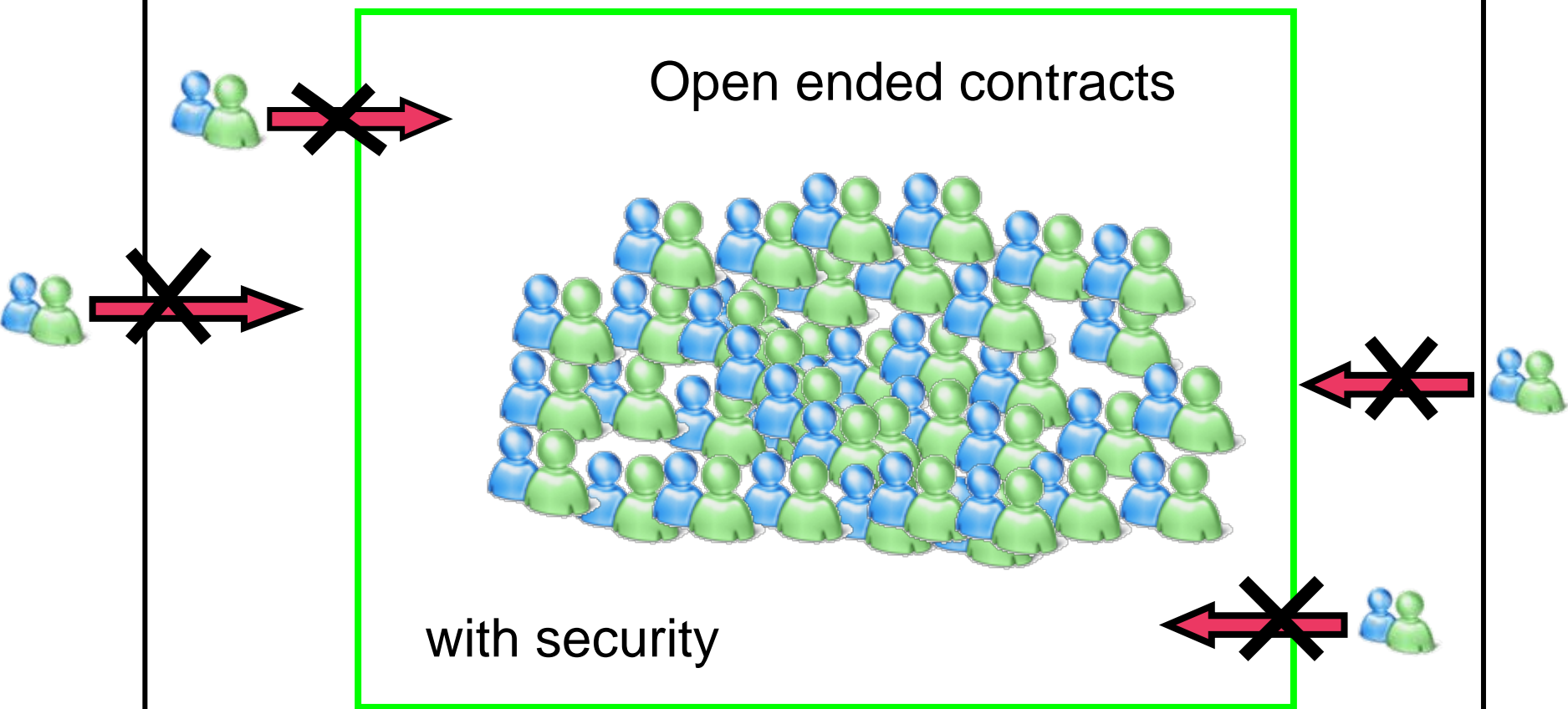
Typical labour market situation (1)



Typical labour market situation (2)



Typical labour market situation (3)



Particular groups suffer from serious gaps

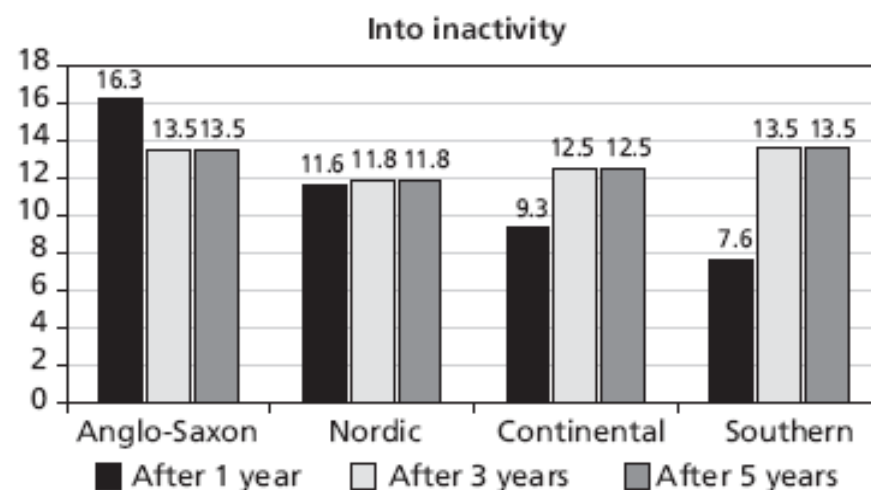
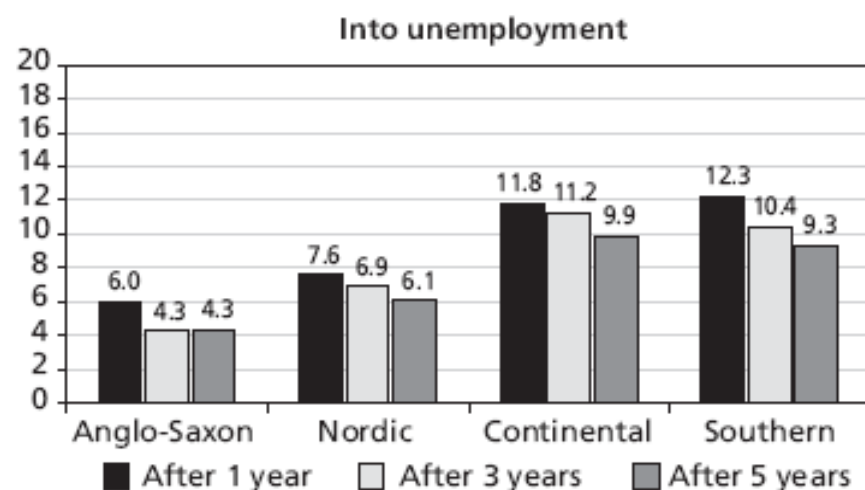
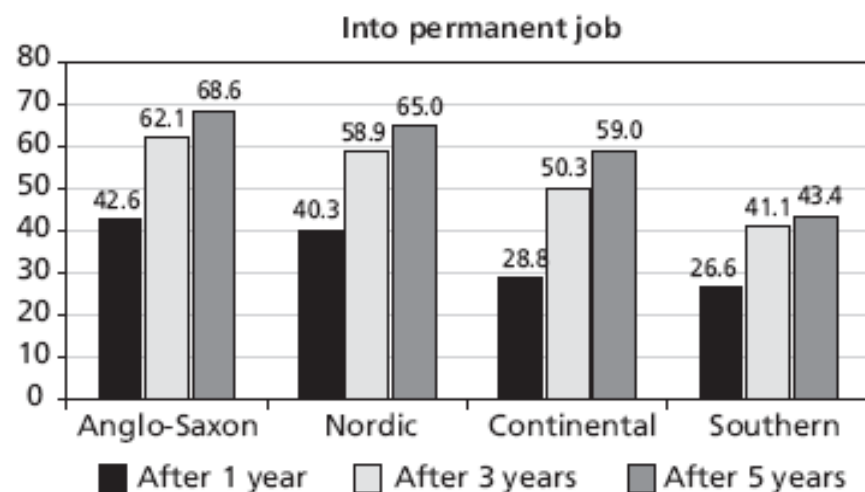
Typical labour market situation (4)



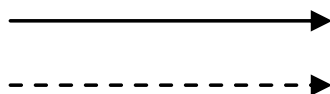
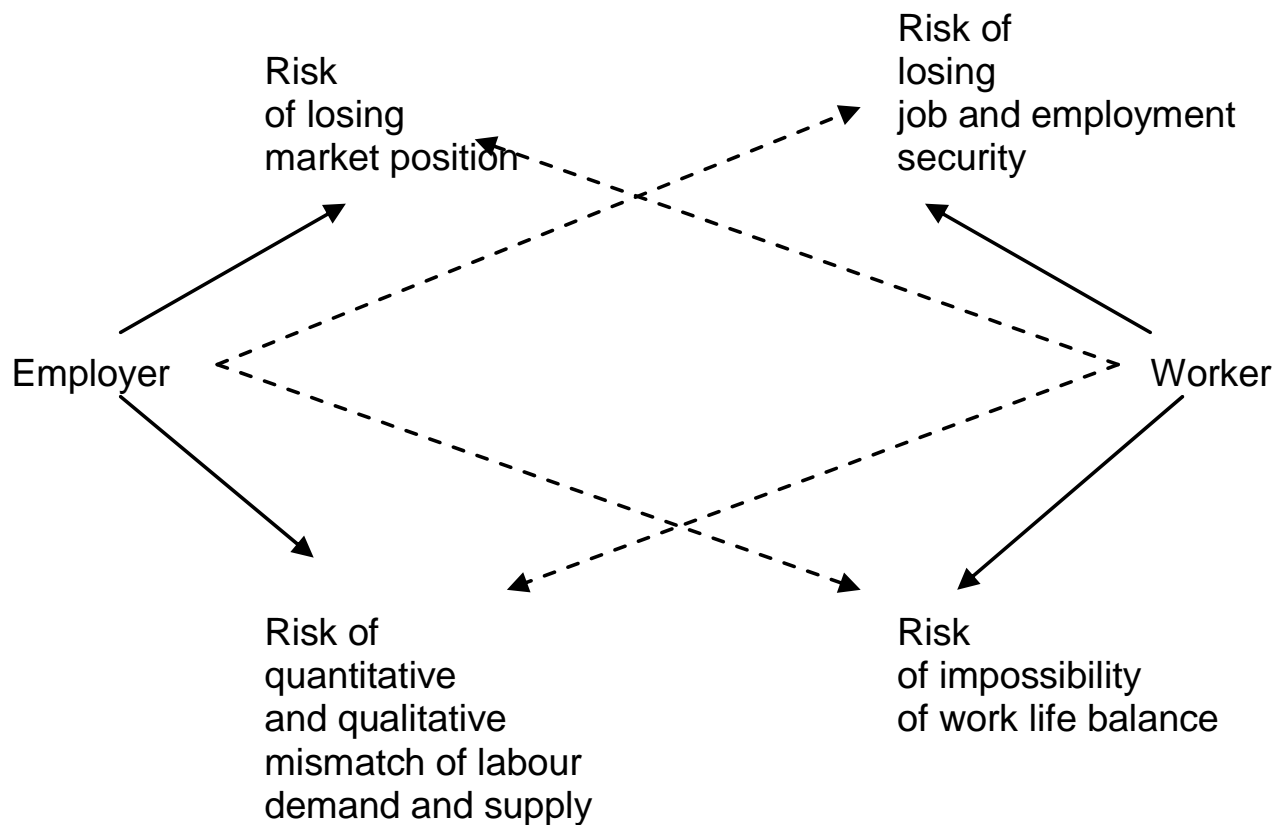
General flexicurity pathways direction

- Reduce asymmetries between non-standard and standard employment
- Enhance companies' and workers' adaptability by developing and strengthening transition security
- Address opportunity and skills gaps among the workforce by broadening and deepening investments in skills.
- Enhance employment opportunities for benefit recipients, prevent long-term welfare dependence, regularise informal work and build up more institutional capacity for change

Figure 6 Workers moving from a flexible contract into another situation, by time and regime type (%)



Flexicurity als gezamenlijk en wederkerig risico-management



management of own risks
facilitation of risk management by other party

Content of the revolution: new and old psychological contract

'Old' psychological contract	'New' psychological contract
Job security, dismissal protection, severance pay	Employment security, transition arrangements
Company specific training	Generalised training and portable competencies and skills
Decrease of training with age, voluntaristic approach	Permanent upskilling, mutual responsibility
Career opportunities within company	Network opportunities outside company
Hierarchical control of worker	Worker's autonomy on workplace level
Wages increase with seniority and tenure	Market and performance based pay
Collective labour agreements are key	Individual arrangements gain importance

(Adapted from Stone and Marsden)

Flexibility and security modalities (Flexicurity Matrix)

flexibility	security	Job security	Employment security	Income security	Combination security (work and care)
External - numerical (hire and fire)					
Internal - numerical (working-time flexicurity)					
Functional (employability)					
Variable pay					

Flexibility and security modalities: examples

flexibility	security	Job security	Employment security	Income security	Combination security (work and care)
External - numerical (hire and fire)		Tenure track systems	Job to job schemes	Support during transitions	Leave schemes for flexible workers
Internal - numerical (working-time flexicurity)		Shift work, over-time	Temporarily reduced working hours	Additional social security	(Long-term) working-time accounts
Functional (employability)		Updating of skills, retraining	Job rotation and mobility schemes	Support for education and training	Teleworking
Variable pay		real-time productivity schemes	Subsidized jobs as stepping stone	Additional social security	Life-course arrangements