

ICTs and the Adaptability of Work Arrangements in the European Union

by

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- Indicators for measuring change and adaptability: AWAI -
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The Outset

“The EU is to become the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth and **more and better jobs** and **greater social cohesion**”

European Commission,
Lisbon European Council,
March 2000

Why another index ?

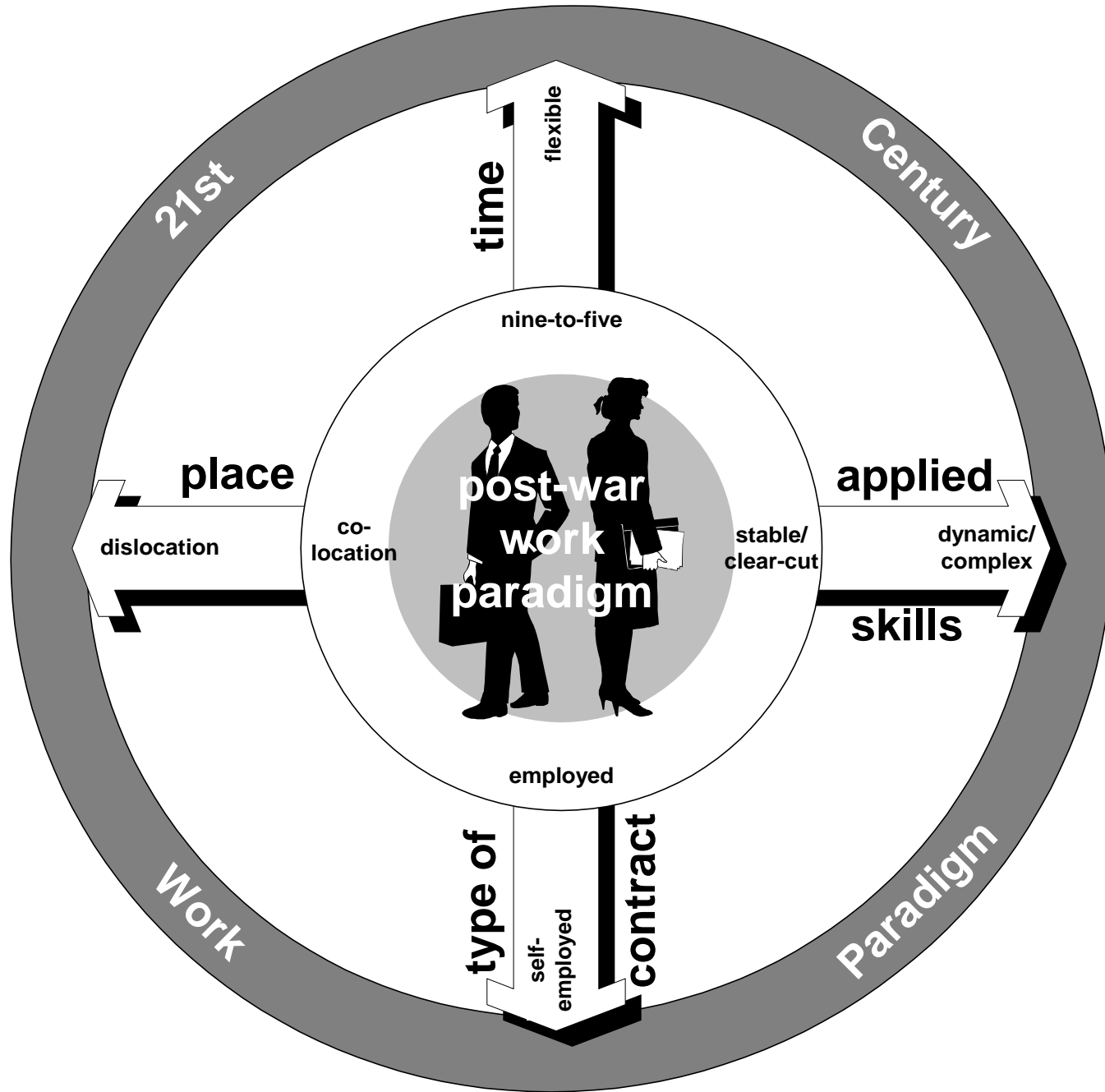
- European Employment Policy stresses adaptability instead of just flexibility
- Emphasis on labour market adaptability is not reflected in available indices (eg. from OECD)
- Available Labour Market Flexibility Indices only represent employer-centred flexibility
- Available Information Society Indices focus on technical equipment instead of outcomes at level of the individual
- **Adapatability of Work Arrangements Index**

What has changed since the first draft?

- Discussion with indicator experts and policy-makers at EU and Member State level
- Selection of indicators revised to more adequately reflect European Employment Strategy objectives
- Need to distinguish between worker-centred and company-centred flexibility
- Use of data from European Foundation (European Survey on Working Conditions)

What has changed since the first draft?





Indicators for Measuring **Worker-centred** Flexibility of Work Arrangements

Time	<ul style="list-style-type: none">• Voluntary part-time working• Temporal autonomy in job
Place	<ul style="list-style-type: none">• Home-based Teleworking• Teleworkability
Contract	<ul style="list-style-type: none">• Job security (satisfaction with)• Job tenure
Applied skills	<ul style="list-style-type: none">• Participation in lifelong learning• Participation in decision-making

Indicators for Measuring **Company-centred** Flexibility of Work Arrangements

Time	<ul style="list-style-type: none">• Part-time working• Atypical working times
Place	<ul style="list-style-type: none">• Tele-cooperation• Mobile teleworking
Contract	<ul style="list-style-type: none">• Employment protection legislation• Temporary work contracts (voluntary)
Applied skills	<ul style="list-style-type: none">• Training provided by employer• Management by objectives

Indicators for Measuring Adaptability: Voluntary Part-time Work

- Strong increase in part-time work throughout the EU (in last decade)
- Large country differences in share of voluntary among all part-time work
- Voluntary part-time work is more adequate indicator of adaptability
- Often enabled by ICTs (better coordination of different time schedules through asynchronous communication and tele-cooperation)

Indicators for Measuring Adaptability: Temporal Autonomy in Job

- Flexitime work arrangements on the rise
- Adapted to increasingly diverse and manifold lifestyles
- Adapted to more varied business requirements (just-in-time working)
- Also often enabled by ICTs (better coordination of different time schedules)

Indicators for Measuring Adaptability: Teleworking

- Spatial flexibility enabled by telework: Location of work can be changed in the short term.
- Companies are more adaptable to changes in their business environment
- Very dynamic development in last decade, but huge differences between countries

Indicators for Measuring Adaptability: Tele-cooperation

- Collaboration across boundaries of establishments by means of ICTs
- Boost to productivity and innovation in companies
- Flexible configurations of human capital without moving people from one place to another
- Except for Finland, in all EU countries less than half of the labour force do tele-cooperate (average 30%)

Indicators for Measuring Adaptability: Growth in Freelance Self-employment

- Expected to rise as a result of ICTs that have boosted opportunities
- Self-employment has been decreasing until only a few years ago
- Excluding farming and self-employment with employees = freelancers
- Share of freelancers has risen in last decade
- AWAI uses growth in share of freelancers

Indicators for Measuring Adaptability: **Employment Protection Legislation**

- Compound Indicator developed by OECD
- Measures stringency of national labour market regulation
- Includes information on provisions re dismissals (hire & fire), part-time and temporary work etc.

Indicators for Measuring Adaptability: Managerial Responsibility

- Business re-engineering asks for flatter hierarchies and more responsibility handed to workers
- Job enrichment and worker empowerment means that managerial responsibility is spread over more members of staff

Indicators for Measuring Adaptability: Lifelong Learning of Employees

- Shorter technology life-cycles require workers to be trained continuously
- Lifelong learning boosts adaptability of both companies and individuals on the labour market
- Today lifelong learning schemes are primarily targeted at the unemployed
- AWAI uses data on employees (persons holding a job) having participated in training in 4 weeks prior to the survey

AWAI Index Calculation Results:

Worker-centred flexibility

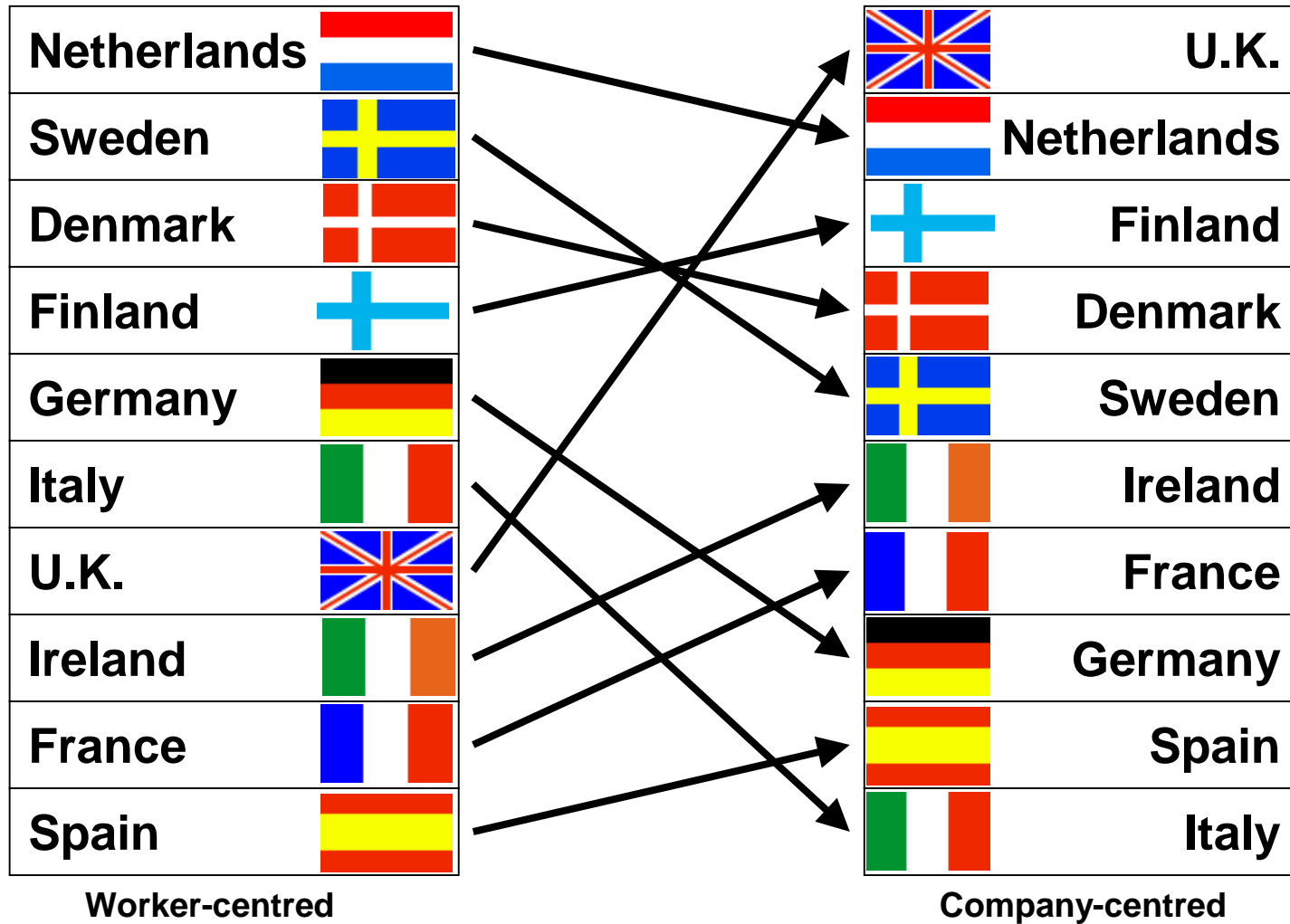
Dimension	TIME		PLACE		CONTRACT		CONTENT		AWAI-2 Worker-centred Flexibility Index ¹	Country rank
	Voluntary part-time working	Discretion over working time	Home-based teleworking	Teleworkability	Job security	Job tenure	Participation in decision making	Lifelong learning		
Netherlands	100	77	60	99	94	79	100	72	6.63	1
Sweden	44	75	79	76	87	95	88	100	6.13	2
Denmark	46	82	67	73	100	70	98	96	5.88	3
Finland	20	100	100	83	87	83	97	91	5.88	3
Germany	44	82	22	93	88	85	75	24	5.13	5
Italy	13	81	24	100	86	100	67	24	4.63	6
U.K.	59	74	36	92	84	69	86	97	4.50	7
Ireland	39	75	15	75	84	78	76	24	2.50	8
France	33	63	18	85	77	93	80	13	2.38	9
Spain	16	70	19	87	83	83	56	23	2.00	10

AWAI Index Calculation Results:

Company-centred flexibility

Dimension	TIME		PLACE		CONTRACT		CONTENT		AWAI-2 Company-centred Flexibility Index ¹	Country rank
	Part-time working	Atypical working hours	Mobile teleworking	Tele-Cooperation	Employment Protection in Legislation	Involuntary temporary workers	Management by Objectives	Employee training provided by company		
U.K.	57	86	49	85	100	14	85	96	6.63	1
Netherlands	100	72	100	90	58	39	96	84	6.63	1
Finland	20	84	60	100	64	37	69	100	6.00	3
Denmark	47	70	49	63	78	14	100	89	5.13	4
Sweden	44	73	53	75	58	37	56	80	4.63	5
Ireland	35	85	7	75	89	6	69	67	4.00	6
France	31	83	19	53	42	43	71	47	3.50	7
Germany	43	75	35	64	49	21	56	56	3.38	8
Spain	16	100	12	48	40	100	67	36	3.00	9
Italy	14	93	33	54	38	21	65	42	2.38	10

AWAI Index Calculation Results: Comparison between both subindices



Thank you very much for your attention!

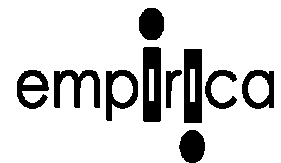
For more information please visit:

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