

INTEGRATED PROGRAMME OF THE EU SOCIAL DIALOGUE 2009 – 2011
JOINT STUDY OF THE EUROPEAN SOCIAL PARTNERS:

THE IMPLEMENTATION OF FLEXICURITY AND THE ROLE OF SOCIAL PARTNERS

4TH Cluster Seminar Amsterdam, 8 February 2011

EVALUATION OF THE QUESTIONNAIRE SURVEY RESULTS

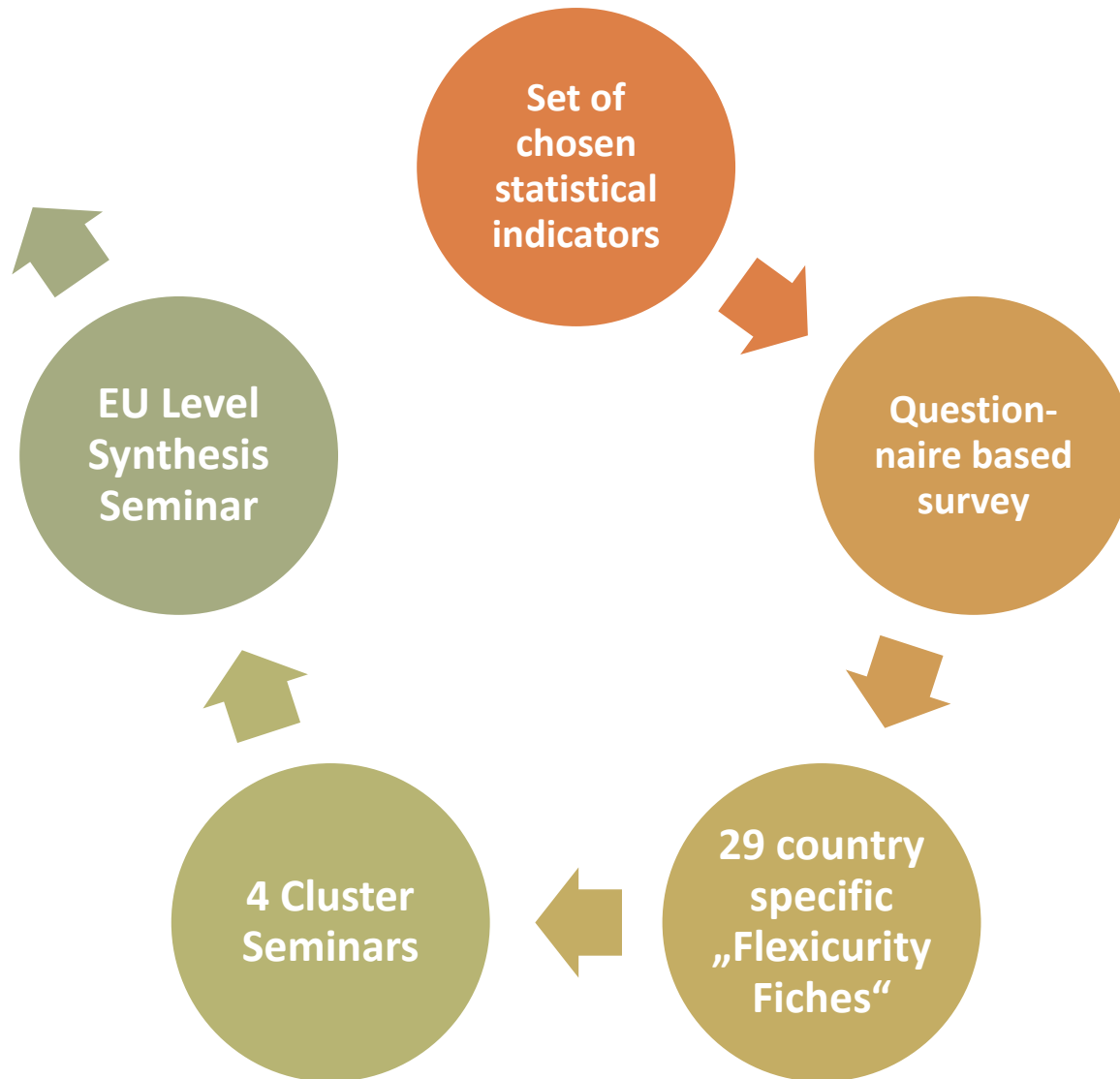
Eckhard Voss, Alan Wild & Anna Kwiatkiewicz

Wilke, Maack und Partner | wmp consult



SURVEY METHODOLOGY AND RESPONSE RATES

The EU Social Partners' Study on Flexicurity



The eight Principles of Flexicurity (I)

- To reinforce the implementation of the LS, create more and better jobs, modernise labour markets, and promote good work
- Combination of:
 - flexible and reliable contractual arrangements
 - comprehensive lifelong learning strategies
 - effective active labour market policies
 - modern, adequate and sustainable social protection systems
- Should be tailored to the specific situation of each MS
- To overcome segmentation
 - Promoting more open, responsive and inclusive labour markets
 - Managing transitions both in work and between jobs

The eight Principles of Flexicurity (II)

- Internal (within the enterprise) as well as external flexicurity
- To support gender equality
 - Equal access to employment
 - Promoting reconciliation of work and private life
- Based on trust and broadly-based dialogue
 - Sharing responsibilities
 - Social partners involvement
- To ensure cost effective allocation of resources
 - Compatible with sound and financially sustainable public budgets
 - Fair distribution of costs and benefits
 - Attention paid to the specific situation of SMEs

Survey Design – the questionnaire

Main section	Contents	Sub-sections	Questions	Closed	Open
A	Details on the respondent				
B	Relevance, main national measures and trends	3	33	22	11
C	The role of social partners	5	27	23	4
D	Overall opinion on flexicurity	1	4	4	0
	4	9	64	49	15

Response rates

Country	Overall replies	Trade Unions	BUSINESSEUROPE	UEAPME	CEEP
Austria	4	1	1	1	1
Belgium	2	1		1	
Bulgaria	1	1			
Croatia	0				
Cyprus	2	1	1		
Czech Republic	2	1	1		
Denmark	4	1	1		2
Estonia	1	1			
Finland	3		1	1	1
France	3	3			
Germany	4		1	1	2
Greece	1	1			
Hungary	2	1	1		
Ireland	2	1	1		
Italy	4	3			1
Latvia	1	1			
Lithuania	0				
Luxembourg	0				
Malta	0				
Netherlands	2	1			1
Poland	2	1		1	
Portugal	4	2	1	1	
Romania	0				
Slovakia	0				
Slovenia	1			1	
Spain	2	1		1	
Sweden	3	2		1	
Turkey	1	1			
United Kingdom	1				1
Total	52	25	9	9	9

Responses

- **52 replies from 23 countries**
- No reply: Lithuania, Luxembourg, Malta, Romania and Slovakia
- **Trade union** replies came from **19 countries**
- **17 countries** are covered by **employers' replies**
- 13 countries: replies from at least one trade union and one employer organisations
- 6 countries: only replies from trade unions
- 4 countries: only replies from employers' organisations
- 7 countries: just one questionnaire

Caution note

- Survey replies not representative
- Not necessarily an „official statement“
- Coverage!
- Snapshot of opinions & assessment

Replies from different country groups

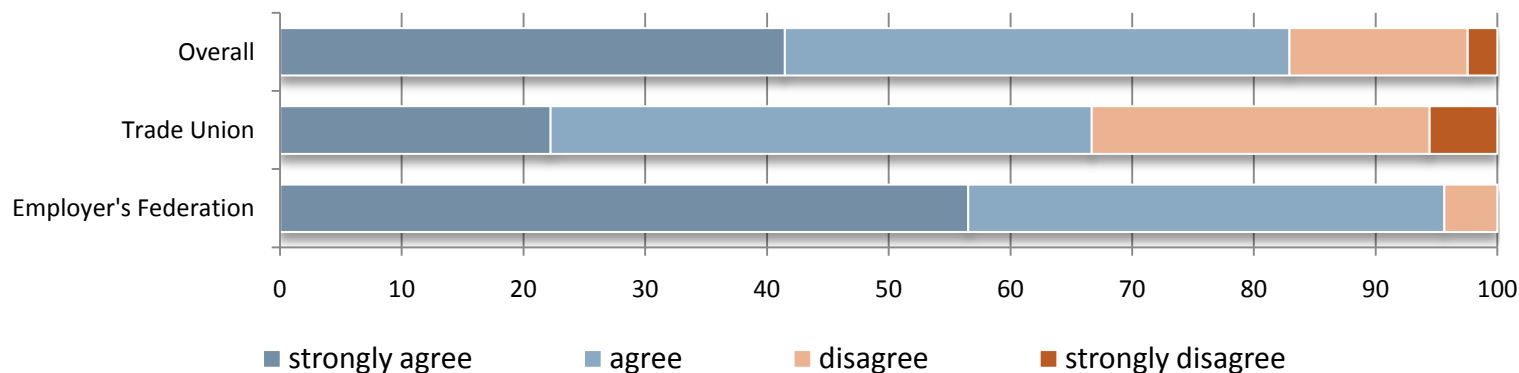
	Total	CEEC Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Poland, Slovenia	Southern Cyprus, France, Greece, Italy, Portugal, Spain, Turkey	Northern Denmark, Finland, Sweden, Ireland, UK	Continental Austria, Belgium, Netherlands, Germany
Countries with no reply	6	Lithuania, Romania, Slovakia	Croatia, Malta	-	Luxembourg
Total number of replies	52	10	17	13	12
Trade union replies	25	6	11	4	3
Employer organisation replies	27	4	5	9	9

- ▶ Fairly equal coverage of four main groups of countries
- ▶ Rather weak coverage of CEEC countries and “new” member states
- ▶ Trade unions in Southern Europe more likely to respond than employers organisations
- ▶ In Northern and continental countries the opposite is the case

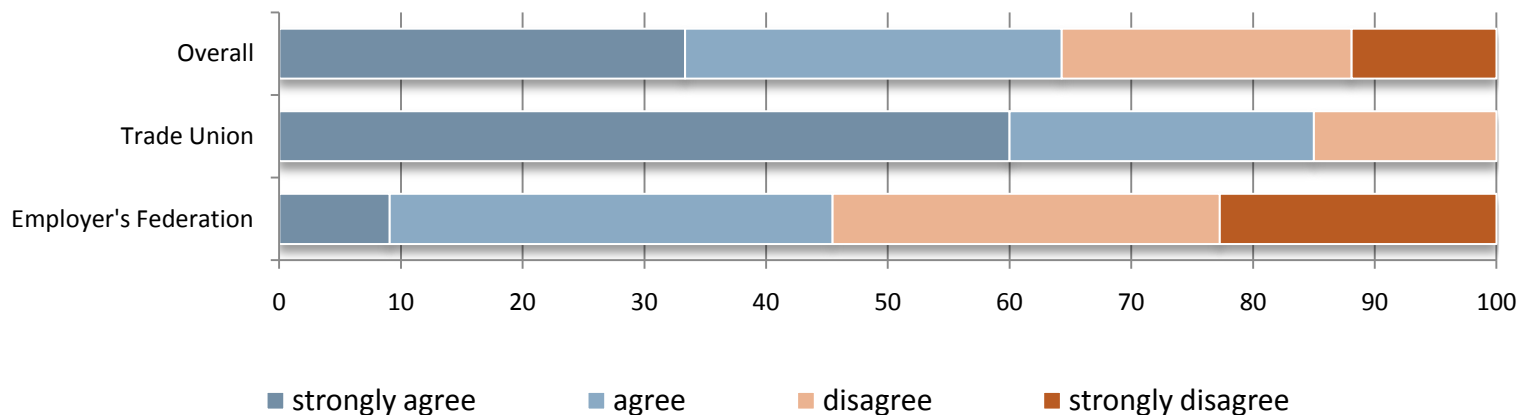
SELECTED RESULTS - CLOSED QUESTIONS

Overall opinion on the aims of flexicurity

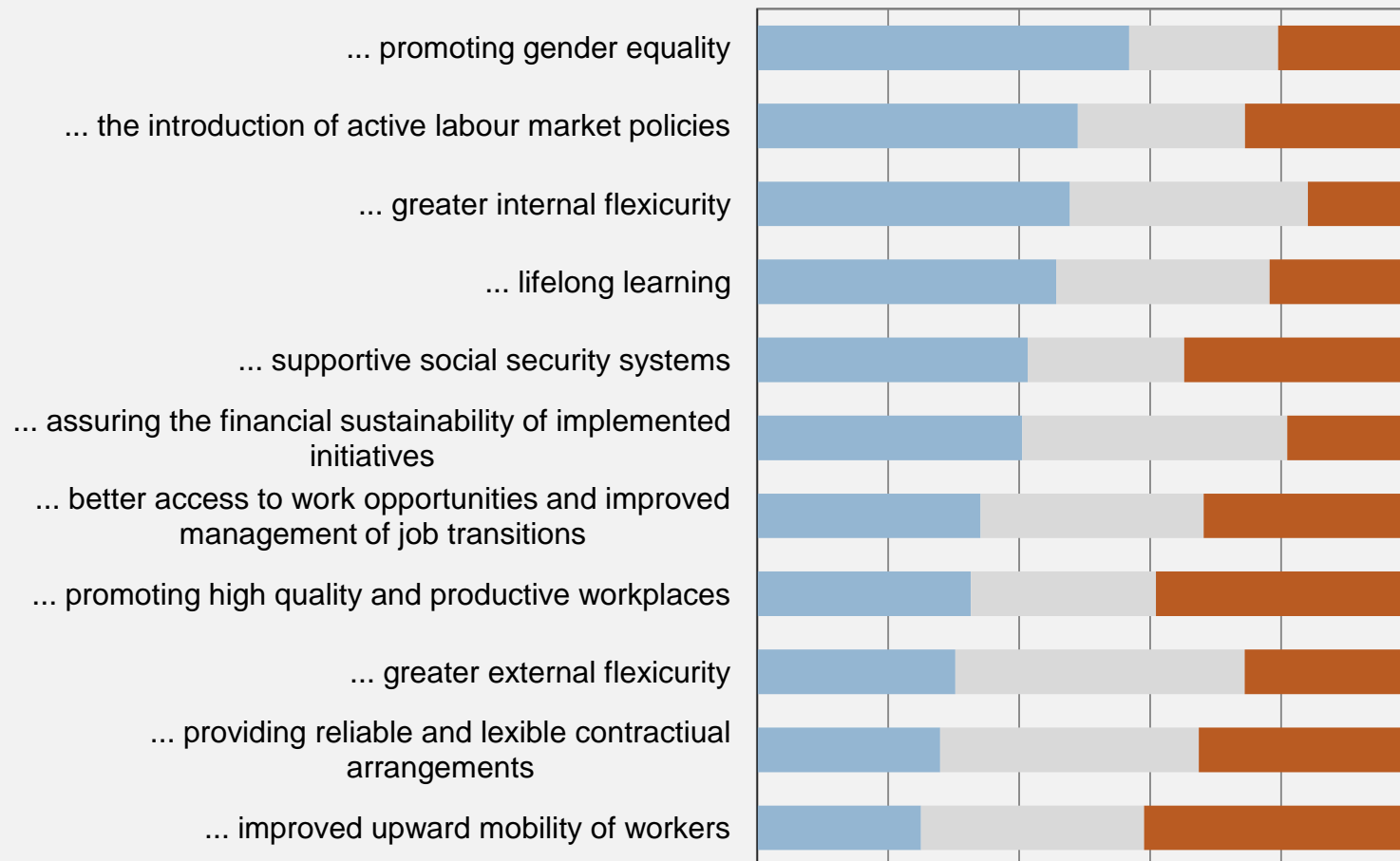
If Implemented in a balanced and holistic way, the common principles of flexicurity can provide a win-win situation for workers and enterprises



Flexicurity has not yet proven itself to offer a balanced approach for workers and enterprises



Areas of strength and weakness in the implementation of flexicurity policies



■ Strength

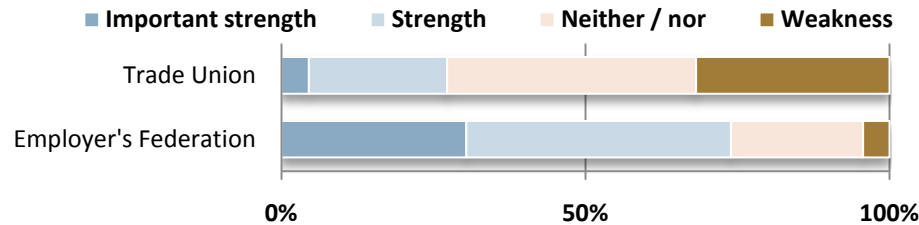
■ Neither / nor

■ Weakness

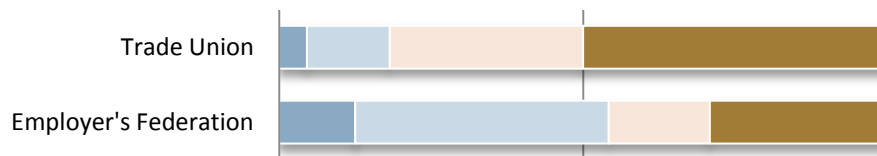
Areas of strength and weakness in the implementation of flexicurity policies

- The strength/weakness ranking differed significantly between employers and trade unions in three areas: *lifelong learning, reliable and flexible contractual arrangements* and *quality and productivity of workplaces* - employers saw these issues as important strengths:

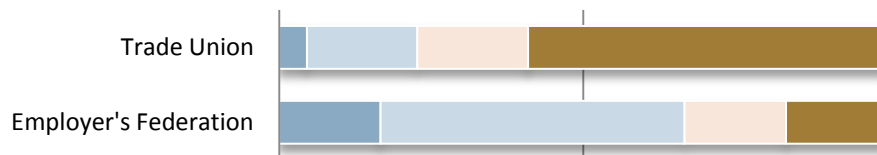
Lifelong learning



Reliable and flexible contractual arrangements



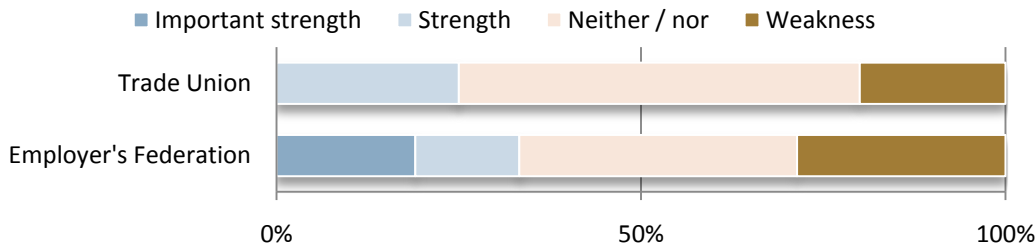
Promoting high quality and productive workplaces



Areas of strength and weakness in the implementation of flexicurity policies

- The employers' scores differentiated significantly between what they saw as areas of strength and weakness whereas the trade unions differentiated within a much narrower band and were equally unhappy about the national approach taken on most of the eleven policy fields.
- Both social partners saw the *financial sustainability* of initiatives as equally weak.

Assuring the financial sustainability of the implemented initiatives



Effects of the crisis on flexicurity policy fields and principles

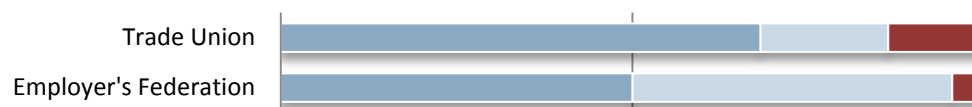
Both trade unions and employers regard three out of 11 policy/reform fields as having become more important in particular:

Lifelong Learning

■ More important ■ No change ■ Less important



Reliable and flexible contractual arrangements



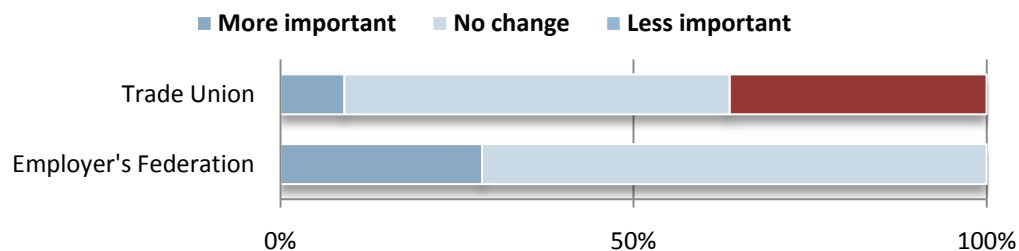
Active labour market policies



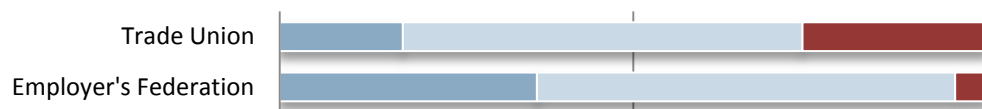
Effects of the crisis on flexicurity policy fields and principles

Both social partner organisations see little or no change in the following:

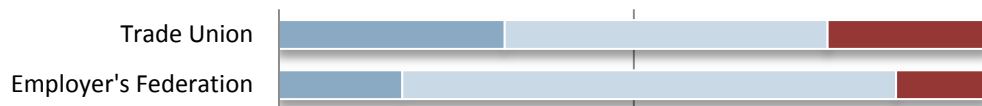
External flexicurity



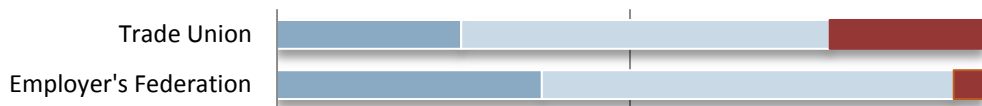
Improved upward mobility of workers



Gender equality



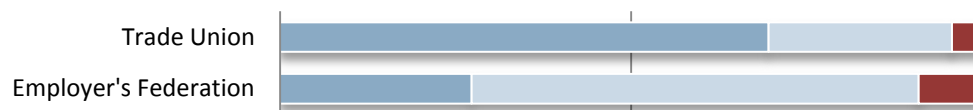
Promoting high quality and productive workplaces



Effects of the crisis on flexicurity policy fields and principles

Policy fields where trade unions and employers' organisations have quite different opinions:

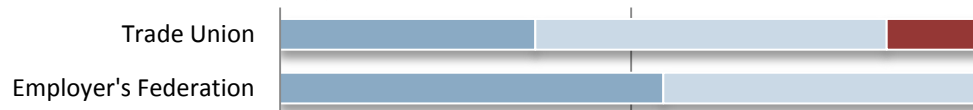
Supportive social security systems



Better access to work opportunities and improved management of job transitions



Greater internal flexibility



„The European Social Partners recognize that in today's labour market it is necessary to improve policy measures which address both flexibility and security dimensions for workers and employers alike. Applied in the right way the flexicurity approach can create a win-win situation and be equally beneficial for employers and employees. European Social Partners agree that there is no one single model applicable for all 27 Member States of the EU”

ETUC, BUSINESSEUROPE, UEAPME, CEEP, *Key Challenges facing European Labour Markets: A joint analysis of European Social Partners*, Brussels, 18 October 2007, p. 53.

Questions:

- C.1.: General role of SP in policy design and implementation
 - Consultation of the social partners by the government
 - Role of social dialogue
 - Policy concertation and/or collective bargaining at national, sectoral and company level

Effects of the 2008 global financial and economic crisis on the role of social partners
- C.2. Dynamics of social dialogue over the last five years with regard to different fields of practice
 - Labour law reform and legislation
 - Lifelong learning frameworks, vocational education and training;
 - Active labour market policy /frameworks of job-to-job transitions;
 - Social security policy and social protection
 - Collective bargaining and collective agreements
 - Other measures mitigating recent crisis

Questions (cont.):

- C.3: Main instruments and action levels
 - Lobbying
 - Awareness raising campaigns
 - Civil society initiatives
 - Consultation by public bodies
 - Tripartite negotiations and/or agreements,
 - Joint or unilateral initiatives or collective bargaining at various levels

What are the most important instruments of influence?

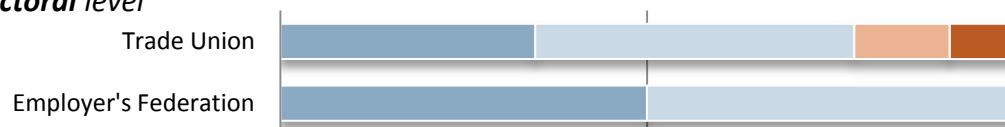
- Rather common experience in regard to most important instruments of influence
- Only marginal role: Unilateral initiatives and civil society initiatives

Employers' Organisations	Trade Union Organisations
Consulation by public bodies, tripartite negotiations and agreements (>50%)	Consulation by public bodies, tripartite negotiations and agreements (>50%)
Joint social partner initiatives (>50%)	Joint social partner initiatives (40%)
Sector level bargaining (>40%)	National level bargaining (30-40%)
Company level bargaining (40%)	Company level bargaining (30-40%)
Lobbying, awareness raising campaigns (>30%)	Sector level bargaining (30-40%)

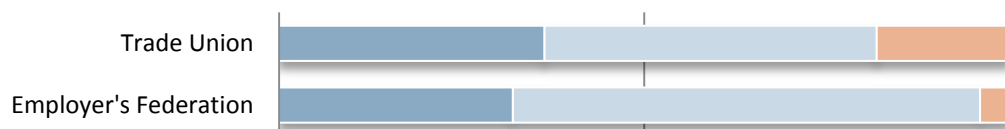
The role of social partners and social dialogue in policy making

- Both social partners believe that most important role they play is through sectoral and company level bargaining:

*Social dialogue collective bargaining between employers' organizations and trade unions play an important role at the **sectoral** level*



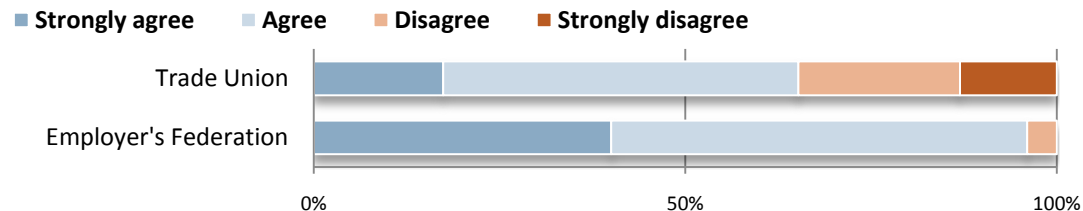
*Social dialogue collective bargaining between employers' organizations and trade unions play an important role at the **company** level*



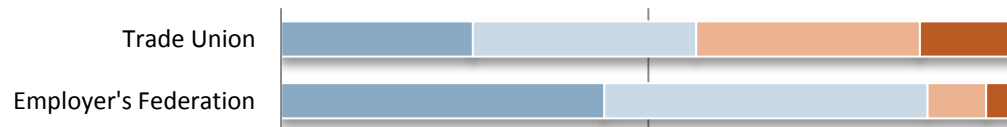
- Views of employers and trade unions are relatively close, but trade unions are generally more cautious in their assessment (around 20% of responses disagreeing or strongly disagreeing that social dialogue plays an important role at sector and company level)

The role of social partners and social dialogue in policy making

- More than one third of trade unions do not regard the consultation of social partners as a common practice in their respective country and a significant share expressed a strong disagreement with the statement that *“social partners are consulted by the government in the design of economic, social and employment policy reforms”*



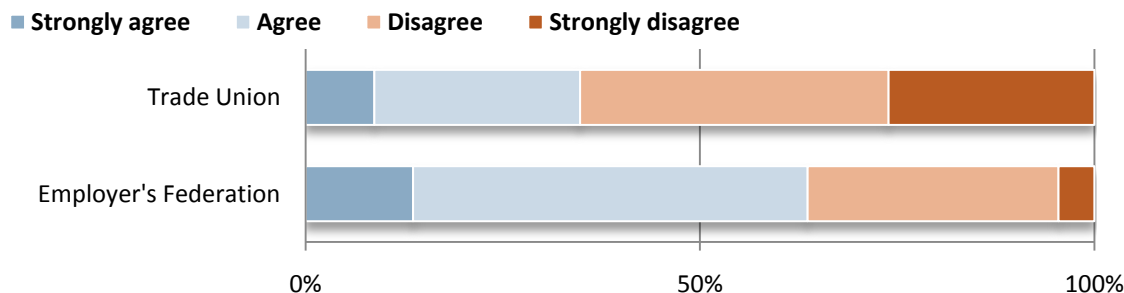
- 40% of trade unions disagree or strongly disagree with the statement that *social dialogue and policy concertation plays an important role in economic, social and employment policy making*



The role of social partners and social dialogue in the aftermath of the crisis

- Whilst a majority of employers' responses (64%) agree with the statement that the role of social partners and tripartite dialogue has increased in the aftermath of the crisis and only one third disagree or strongly disagree, the trade union view is the opposite
- Only a third of trade union responses report an increasing role of social partners and dialogue whilst two thirds report a decrease

The role of social partners and tripartite dialogue has increased in the aftermath of the 2008 global financial and economic crisis






































The role of social partners and social dialogue in the aftermath of the crisis

Question C.1-5:

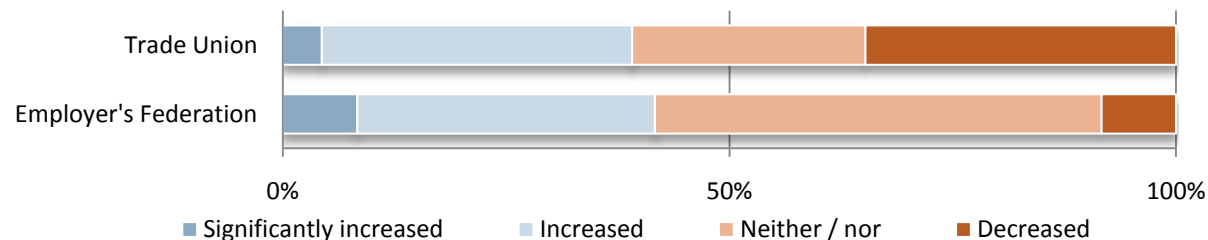
The role of social partners and tripartite dialogue has increased in the aftermath of the 2008 global financial and economic crisis

- Countries where both social partners experience an increase in their role: Austria, Czech Republic and Poland
- Further countries reporting an increasing role of social partners in the aftermath of the crisis: Belgium, Finland, Germany, Slovenia, Turkey
- Countries where social partners are reporting a contrary experience: Cyprus, Denmark, France, Portugal, Spain
- Countries where both social partners are reporting a loss of influence:
 - Italy, Sweden (both sides)
 - Estonia, Greece, Hungary, Ireland, Netherlands, UK

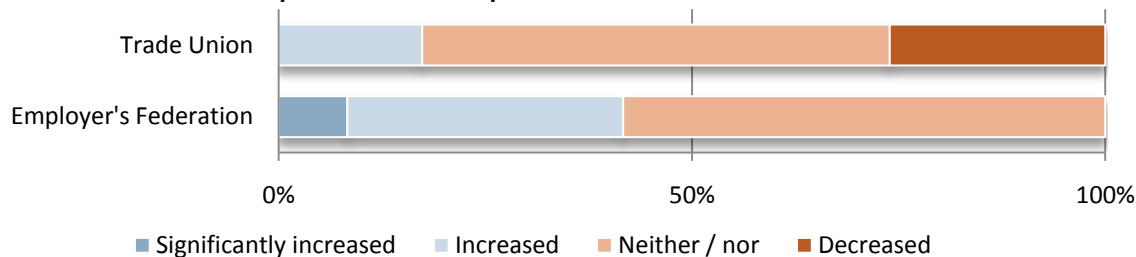
Country	Trade Unions		Employers	
	Strongly agree / agree	Disagree / strongly disagree	Strongly agree / agree	Disagree / strongly disagree
Austria				
Belgium		[]		
Bulgaria				[]
Cyprus				
Czech Republic				
Denmark				
Estonia				[]
Finland		[]		
France	 			[]
Germany		[]		
Greece				[]
Hungary				[]
Ireland				[]
Italy				
Latvia				[]
Netherlands		[]		
Poland				
Portugal				
Slovenia		[]		
Spain				
Sweden				
Turkey				[]
United Kingdom		[]		

How has the influence of social partners and dialogue changed ?

- Almost universal view that social partner influence has not changed during the last five years
- Neither increase nor decrease: *labour law reform, lifelong learning, active labour market policy, social security policy, collective bargaining at national level*
- Around 40% of social partners believe that the influence has increased in the context of *measures adopted in response to the 2008 global financial and economic crisis* - trade unions as well as employers' organisations seem to experience a similar trend



- Only area of difference relates to *company level collective bargaining* - area that has increased during the last five years (>40%) according to employers – whereas only around 15% of trade union respondents report this



COMMENTS BY NATIONAL SOCIAL PARTNERS AND GOOD PRACTICE

Qualitative Responses

- Nearly every respondent used the opportunity to comment on the survey
- B.1 reflects a large variety of initiatives, experience and information on national background in the 11 policy fields
- Also many respondents stressed experience of good practice
- Open space used to summarize general positions on flexicurity, national backgrounds and frameworks and current trends as well as general challenges from the national point of view

Question	Number of survey responses
B.1: Qualitative comments on eleven policy fields of flexicurity	46
C. 4: Good practice Number of replies with reference to good practice experience	42
C.5: Open space for general remarks	22

Good Practice Examples

Country	Number of cases	Reported by trade unions	Reported by employers organisations
Austria	5	-	5
Belgium	1	1	-
Bulgaria	2	2	_*
Cyprus	1	-	1
Czech Republic	4	2	2
Denmark	6	2	4
Estonia	2	2	-
Finland	3	_*	3
France	3	3	_*
Germany	7	1	6
Greece	0	-	_*
Hungary	1	1	-
Ireland	2	1	1
Italy	7	7	-
Latvia	3	3	_*
Netherlands	6	3	3
Poland	2	-	2
Portugal	3	2	1
Slovenia	0	_*	-
Spain	1	-	1
Sweden	3	2	1
Turkey	2	2	_*
United Kingdom	0	_*	-
Total	64	34	30

- 64 cases reported from 19 out of 23 countries
- Up to six cases reported from one country
- Most cases/examples reported in the following policy fields:
 - LLL and mobility
 - Contractual arrangements and internal flexicurity (working time)
 - ALMP, job transition
- Much less:
 - High quality workplaces
 - Gender equality, work-life balance
- 6 cases of national flexicurity pathways and alternatives to flexicurity

THANK YOU FOR YOUR ATTENTION!