

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

EVALUATION OF THE QUESTIONNAIRE SURVEY RESULTS

Alan Wild & Eckhard Voss

Cluster Seminar Warsaw, 22-23 November 2010



SURVEY METHODOLOGY AND RESPONSE RATES

The EU Social Partners' Study on Flexicurity

- The expert team, with the advice of European Social Partners, agreed on a *set of chosen statistical indicators* in the field of employment, economic and social development with labour market relevance.
- National social partners were asked to participate in a *questionnaire-based survey* focussing on the relevance of the flexicurity concept within national labour markets, the role of the social partners in policy implementation and their views of the flexicurity concept. To complement the research, the expert team visited a number of countries and carried out interviews with national social partners.
- Based on the two sources above and a review of available written materials and information, the expert team prepared 29 national “fiches” on the implementation of the flexicurity principles.
- Four “*country cluster seminars*” are due to be held at the end of 2010 and start of 2011 bringing together national social partners from either seven or eight countries to discuss initial results and to give further inputs.
- The results of the study will be presented and discussed at an *EU-level synthesis seminar* in 2011 before a final comparative report will be prepared and major conclusions and recommendations will be drawn.

The eight Principles of Flexicurity

1. Flexicurity is a means to **reinforce the implementation of the Lisbon Strategy, create more and better jobs, modernise labour markets, and promote good work** through new forms of flexibility and security to increase adaptability, employment and social cohesion.
2. Flexicurity involves the deliberate **combination of flexible and reliable contractual arrangements, comprehensive lifelong learning strategies, effective active labour market policies, and modern, adequate and sustainable social protection systems.**
3. Flexicurity approaches are not about one single labour market or working life model, nor about a single policy strategy: they should be **tailored to the specific circumstances of each Member State.** Flexicurity implies a balance between rights and responsibilities of all concerned. Based on the common principles, each Member State should develop its own Flexicurity arrangements. Progress should be effectively monitored.
4. Flexicurity should promote more open, responsive and inclusive labour markets **overcoming segmentation.** It concerns both those in work and those out of work. The inactive, the unemployed, those in undeclared work, in unstable employment, or at the margins of the labour market need to be provided with better opportunities, economic incentives and supportive measures for easier access to work or stepping-stones to assist progress into stable and legally secure employment. Support should be available to all those in employment to remain employable, progress and **manage transitions both in work and between jobs.**
5. **Internal (within the enterprise) as well as external Flexicurity are equally important** and should be promoted. Sufficient contractual flexibility must be accompanied by secure transitions from job to job. Upward mobility needs to be facilitated, as well as between unemployment or inactivity and work. High quality and productive workplaces, good organisation of work, and continuous upgrading of skills are also essential. Social protection should provide incentives and support for job transitions and for access to new employment.
6. Flexicurity should support **gender equality**, by promoting equal access to quality employment for women and men and offering measures to reconcile work, family and private life.
7. Flexicurity requires a **climate of trust and broadly-based dialogue** among all stakeholders, where all are prepared to take the responsibility for change with a view to socially balanced policies. While public authorities retain an overall responsibility, the **involvement of social partners in the design and implementation** of Flexicurity policies through social dialogue and collective bargaining is of crucial importance.
8. Flexicurity requires a **cost effective allocation of resources** and should remain fully compatible with sound and financially sustainable public budgets. It should also aim at a fair distribution of costs and benefits, especially between businesses, public authorities and individuals, with particular attention to the specific situation of **SMEs.**

Survey Design

Main Section	Contents	Number of subsections	Number of questions	"Closed" with Likaert scaling	"Open" questions
A	Details of 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

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	24	9	9	9

Survey Responses

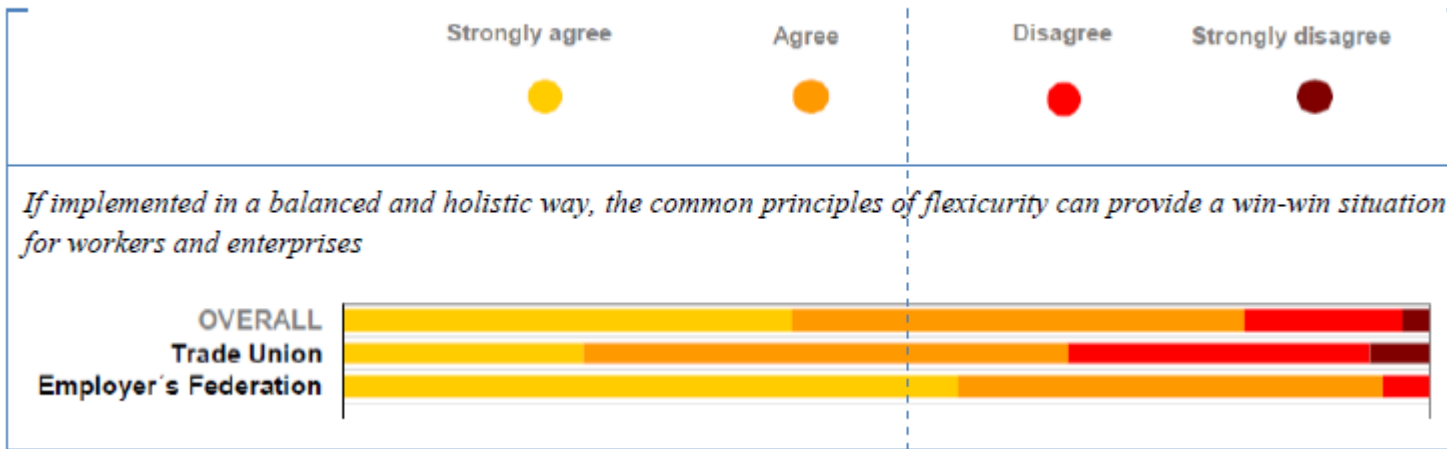
- 24 replies from trade unions and 27 from employers' organisations
- Trade union replies came from 19 countries;
- 17 countries are covered by employers' replies;
- For 13 countries replies of at least one trade union and one employer organisations were received;
- For six countries only replies from trade union organisations were received;
- For four countries only replies from employers' organisations were received;
- There are seven countries where just one questionnaire was received (either from trade unions or employers' organisations);
- Replies from different country groups quite equal

	Total	CEEC Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Poland, Slovenia	Southern Cyprus, France, Greece, Italy, Portugal, Spain, Turkey	Northern Denmark, Finland, Ireland, Sweden, United Kingdom	Continental Austria, Belgium, Germany, Netherlands
Countries with no reply at all		4	1	---	1
Total number of questionnaires	52	10	17	13	12
Trade unions	24	6	11	4	3
Employers	27	4	5	9	9

GENERAL OPINIONS ON FLEXICURITY

Which of the following expressions reflect your overall opinion on the overall aims of flexicurity?

FIGURE 1: OVERALL OPINION ON THE POTENTIAL BENEFIT OF FLEXICURITY



Note: dotted line= mid-point

FIGURE2: OVERALL ASSESSMENT OF THE ACTUAL IMPLEMENTATION OF FLEXICURITY SO FAR

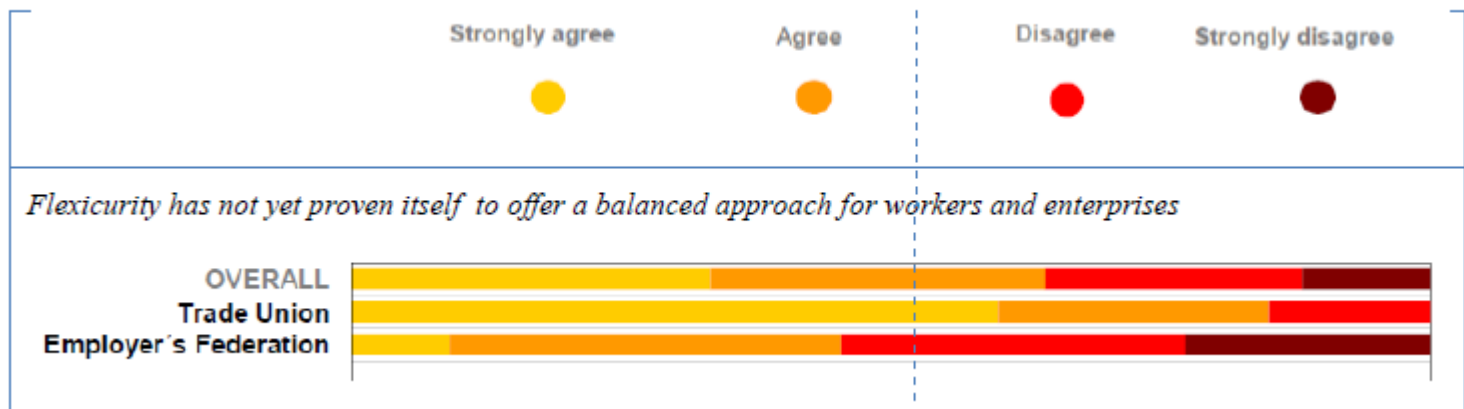
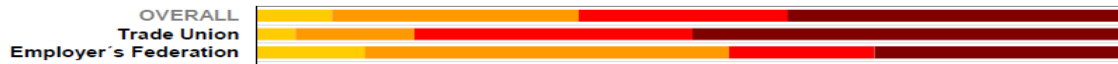


FIGURE 5: AREAS OF STRENGTH AND WEAKNESS IN THE IMPLEMENTATION OF FLEXICURITY POLICIES

Lifelong learning



Providing reliable and flexible contractual arrangements



The introduction of active labour market policies



Supportive social security systems



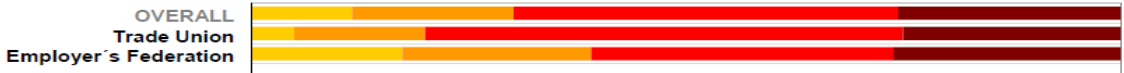
Better access to work opportunities and improved management of job transitions



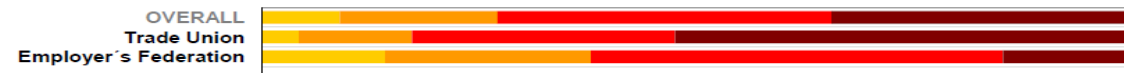
Greater internal flexicurity



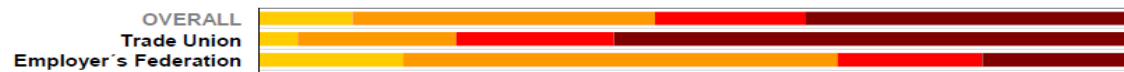
Greater external flexicurity



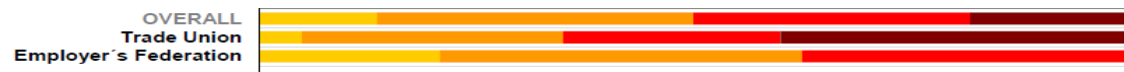
Improved upward mobility of workers



Promoting high quality and productive workplaces



Promoting gender equality



Assuring the financial sustainability of implemented initiatives



- Generally negative;
- Employers consistently more optimistic.

Have the following issues related to the flexicurity Principles become “more” or “less” important as a result of the current financial, economic and social crisis?

- Both trade unions and employers regard policy/reform fields as having become more important. Lifelong learning; reliable and flexible contractual arrangements; active labour market policy; financial sustainability.
- Both social partner organisations see little or no change. External flexicurity; improved upward mobility of workers; gender equality; and promoting high quality and productive workplaces.
- Policy fields where trade unions and employers’ organisations have quite different opinions on the effects of the crisis:
 - Trade unions believe there is a strong need for supportive social security systems (nearly 70% of union responses) this assessment is only shared by a minority of the employers (27%);
 - There is a strong belief amongst trade unions that better access to work opportunities and improved management of job transitions is becoming more important (65% of all union responses) while this view is shared by only a minority of employers (45% of responses)
 - For employers, greater internal and external flexicurity have become more important (internal flexicurity: 55%, external: 29%), whilst this view is shared by only a small proportion of trade unions respondents (internal flexicurity: 36%, external flexicurity: 9%). External flexicurity ranks lowest in terms of importance amongst trade union replies

THE ROLE OF SOCIAL PARTNERS IN IMPLEMENTING FLEXICURITY

“The European Social Partners recognize that in today’s labour market it is necessary to improve policy measures which address both the 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.”⁸

FIGURE 7: THE ROLE OF SOCIAL PARTNERS AND SOCIAL DIALOGUE IN POLICY MAKING

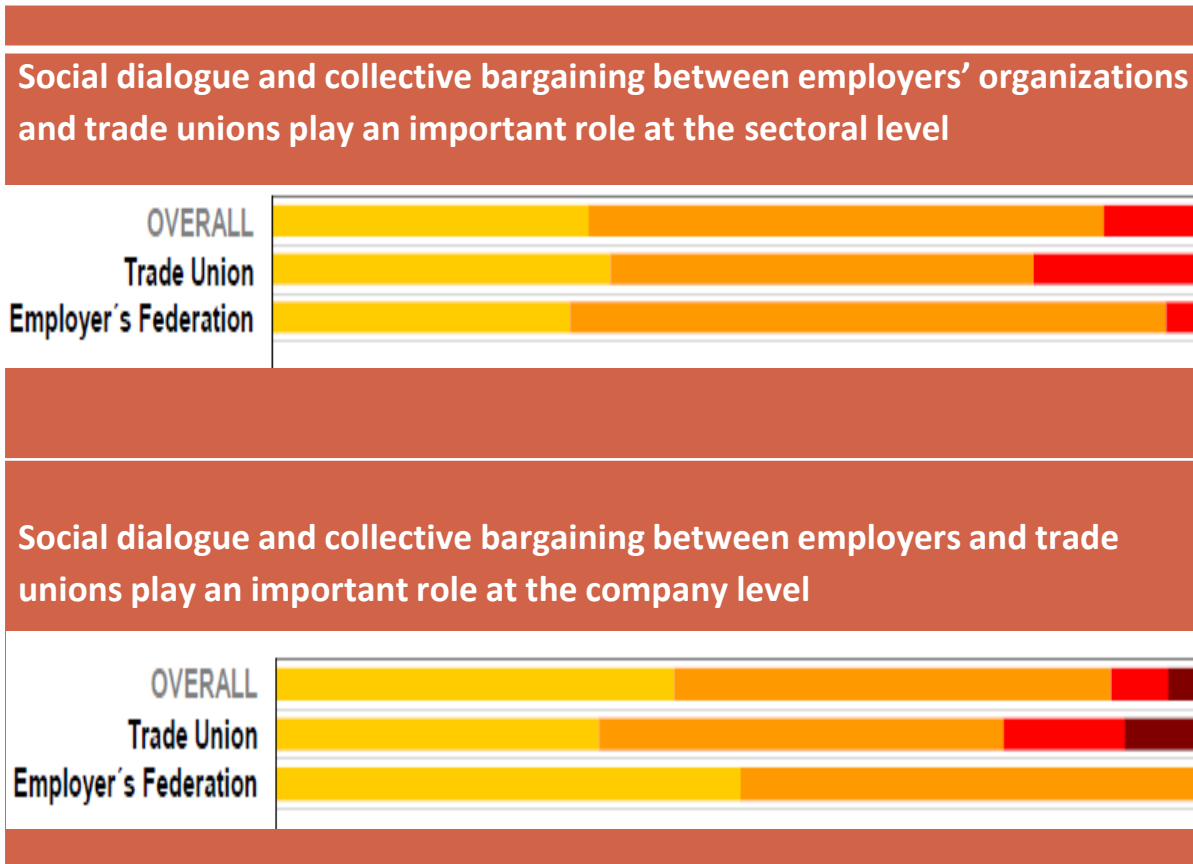
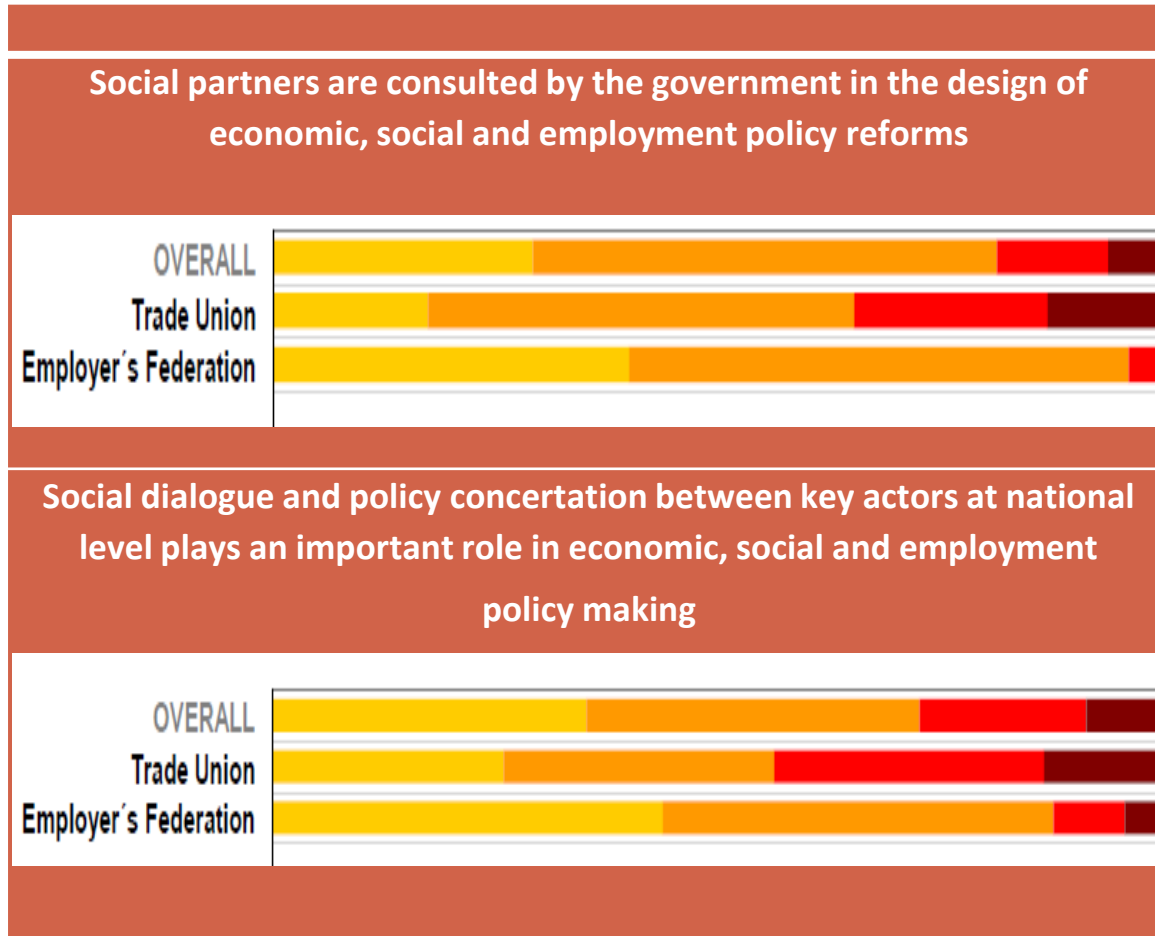
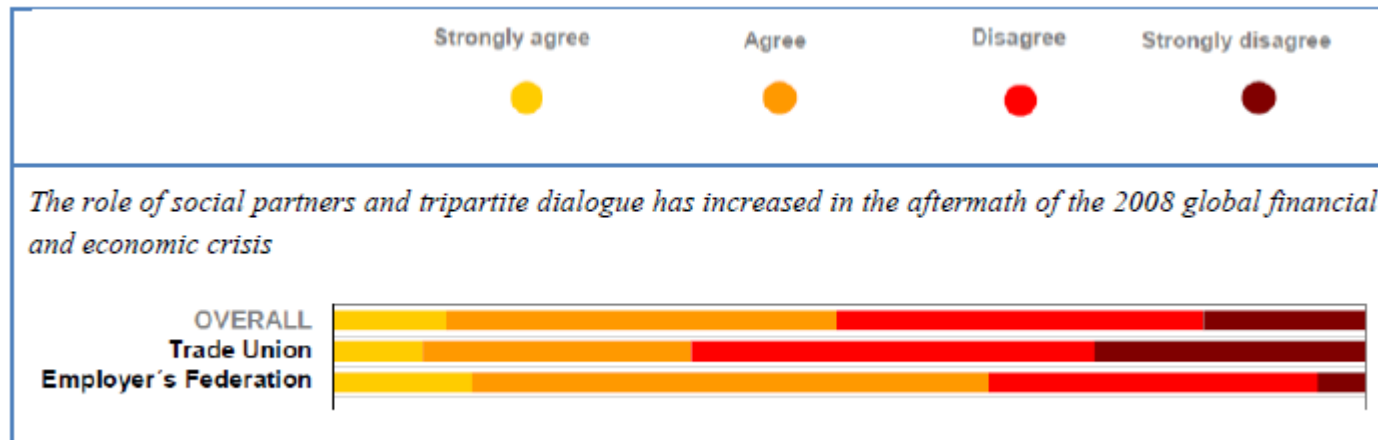


FIGURE 8: THE ROLE OF SOCIAL PARTNERS AND SOCIAL DIALOGUE IN POLICY MAKING

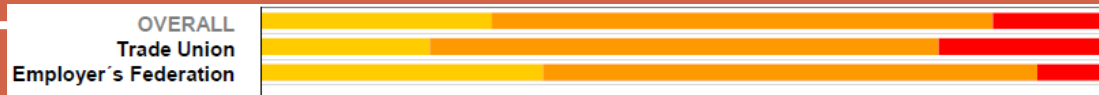


Role of social partners and social dialogue in the aftermath of the crisis

- 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



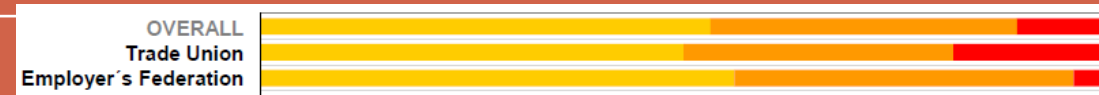
Lobbying, awareness raising campaigns



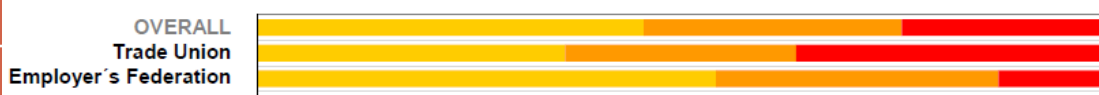
Civil society initiatives



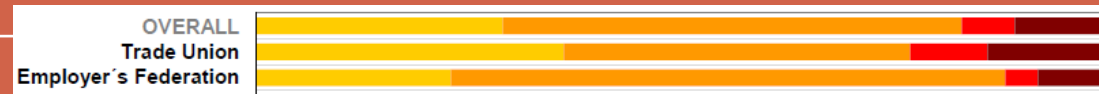
Consultation by public bodies, tripartite negotiations, agreements



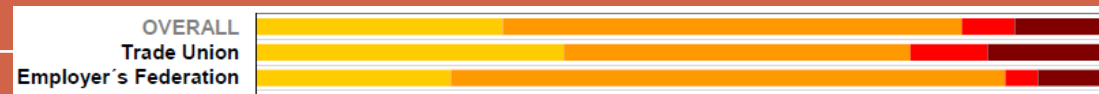
Joint employer/trade union initiatives



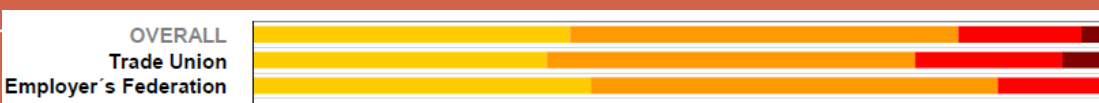
Collective bargaining at national level



Collective bargaining at sectoral level



Collective bargaining at company level



Unilateral initiatives of employers organisations



Unilateral initiatives of trade union organisations

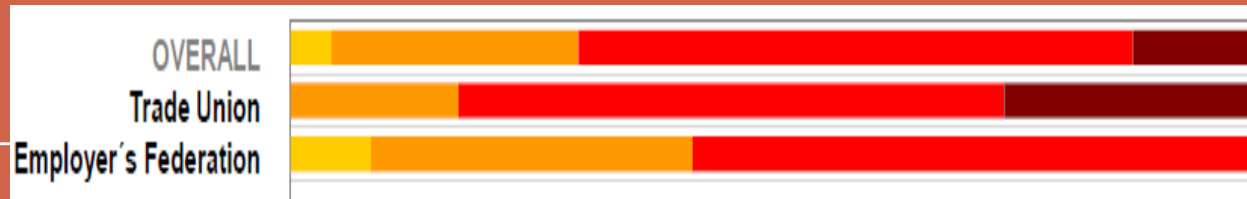


TABLE 12: MOST IMPORTANT INSTRUMENTS AND LEVELS OF SOCIAL PARTNERS' INFLUENCE

FIGURE 14: CHANGE IN THE ROLE OF COLLECTIVE BARGAINING AND COLLECTIVE AGREEMENTS AT THE ENTERPRISE LEVEL

Most important result = NO CHANGE

On collective bargaining and collective agreements at the enterprise level



In the context of other measures adopted by public authorities in response to the current economic, financial and social crisis

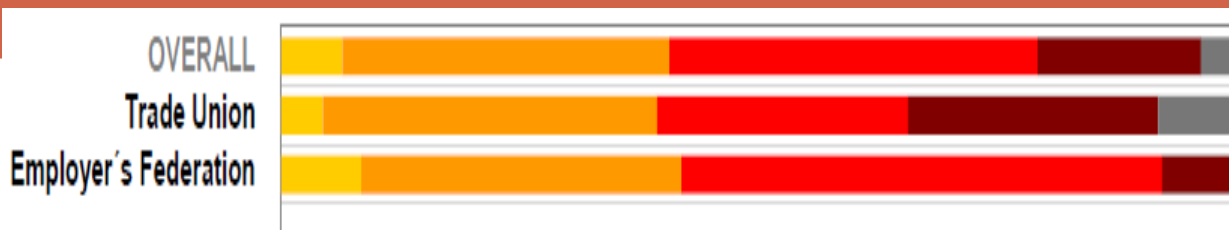
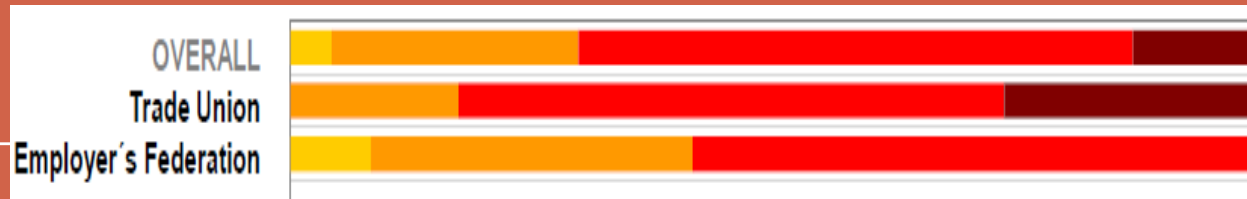


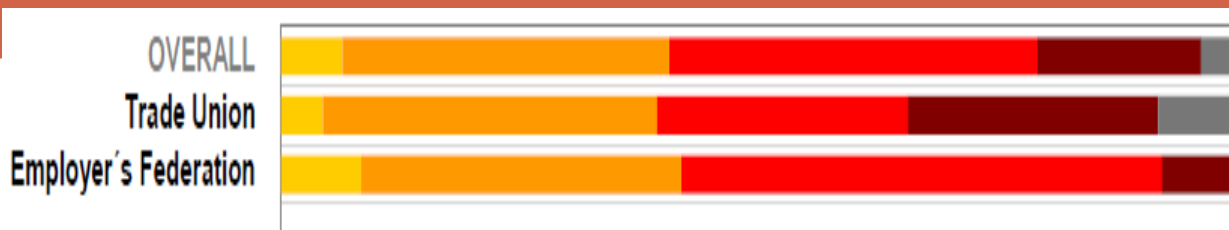
FIGURE 14: CHANGE IN THE ROLE OF COLLECTIVE BARGAINING AND COLLECTIVE AGREEMENTS AT THE ENTERPRISE LEVEL

Most important result = NO CHANGE

On collective bargaining and collective agreements at the enterprise level



In the context of other measures adopted by public authorities in response to the current economic, financial and social crisis



COMMENTS BY NATIONAL SOCIAL PARTNERS AND GOOD PRACTICE

Qualitative Responses

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	0	-	-
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	63	33	30

* No questionnaire response received Cluster Seminar Warsaw 22-23 Nov 2010

Good Practice – Flexicurity Principles

Country	Number of cases reported
Lifelong learning and mobility	14
Contractual arrangements	12
Active labour market policy, job transition and inclusion	11
Social security (including financial sustainability)	9
Internal flexicurity	8
Flexicurity pathways, redefining flexicurity and alternatives to flexicurity	6
High quality workplaces	2
Work-life-balance, gender equality	1

Good Practice – Overview of cluster 1 countries

Country	Type / title of good practice case	Reported by	Flexicurity principle addressed
Czech Republic	<ul style="list-style-type: none"> - Introduction of a short time work scheme - Pension reform 	CMKOS / ETUC	<ul style="list-style-type: none"> - Reliable contractual arrangements - Financial sustainability / Social security
	<ul style="list-style-type: none"> - Flexicurity arrangements in companies - Confederation of Industry of the Czech Republic (SP) – promoting flexicurity inside and outside the organizations 	SPCR / BE	<ul style="list-style-type: none"> - Internal flexicurity - Lifelong learning - Social security of workers
Estonia	<ul style="list-style-type: none"> - social partners initiated the merger of the Unemployment Insurance Fund and the Labour Market Board in order to make employment market services more efficient and effective - Trade unions negotiated higher unemployment insurance benefits in 2008 in tripartite negotiations 	EAKL / ETUC	<ul style="list-style-type: none"> - Active labour market policy - Social security
Finland	<ul style="list-style-type: none"> - High-level tripartite flexicurity Committee - Perlos case of restructuring - Tripartite cooperation in flexicurity 	EK / BE	<ul style="list-style-type: none"> - Flexicurity pathway - Job transition
Italy	<ul style="list-style-type: none"> - 2009 food and beverage industry-wide contract - Pirelli: collective agreement: flexibility of working hours and reduction of labour costs - 2008 collective national agreements valid for the temporary agency workers (TAWs) 	CGIL / ETUC	<ul style="list-style-type: none"> - Contractual arrangements/internal flexibility - Internal flexibility - Contractual arrangements
Italy	<ul style="list-style-type: none"> - 2009, CGIL-CISL-UIL, Assolavoro (representing the Temporary employment agencies), income support for temporary workers 	IUL / ETUC	<ul style="list-style-type: none"> - Social security
Italy	<ul style="list-style-type: none"> - "Linee Guida per la Formazione del 2010" - "Modello Mantova" - Apprendistato alta formazione (Art. 50 D.L. 276) Regione Piemonte 	CISL / ETUC	<ul style="list-style-type: none"> - Lifelong learning - Work life balance
Poland	<ul style="list-style-type: none"> - 2009 – "Appeasement crisis effects Act" Amendment of "Employability Promotion and Labour Market Institutions Act" (2008) 	ZRP / UEAPME	<ul style="list-style-type: none"> - Contractual arrangements - Active labour market policy - Lifelong learning and VET
Belgium, Malta and Greece: No cases			

Comments on the survey

- 22 out of 52 used the opportunity to comment on the survey
- More comments received from trade unions (15) than from employers organisations (7)