



Work organisation arrangements: implications for older workers

Oscar Vargas Llave

Improving working conditions: contribution to active ageing

Eurofound Foundation Seminar Series

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Basque workers older than 60 years are already more than workers younger than 25 years old

- Workforce is getting older at accelerated pace because of the crisis and demographic change
- There are 83% more older workers than in 2002

Los trabajadores vascos mayores de 60 años son ya más que los menores de 25

La mano de obra envejece a un ritmo acelerado por la crisis y los cambios demográficos

Los empleados de más edad se disparan un 83% desde 2002

El mercado laboral vasco envejece a un ritmo vertiginoso. Las serias dificultades de los jóvenes para incorporarse a él por la crisis y el retraso en la edad de jubilación han conducido a Euskadi a una situación sin precedentes: los trabajadores con más de 60 años superan, por pri-

mera vez en la historia, a los que aún no han cumplido 25, con los que se ha cebado especialmente la destrucción de empleo por el parón de la economía. El número de empleados más veteranos ha crecido un 83% desde 2002.
ANA BARANDIARAN Y J. L. GALENDE P52 EDIT. P40

Rationale

Context: higher life expectancy and retirement age

- ▶ Companies need to maintain qualified workforce: ensuring older workers have good working conditions and access of young trained workers to companies
- ▶ Older workers need to have adequate working conditions
- ▶ Both need a proper work organisation to allow career extension

- ▶ Work organisation: production system and social component
 - Organisation of work (e.g. autonomy, pace, team)
 - Organisation of time
- ▶ Consequences for working conditions and performance
- ▶ Implications for older workers

Sources of information

- ▶ Recent Developments in work organisation in the EU 27 and Norway (2010)
- ▶ Working conditions in the European Union: work organisation (2009)
- ▶ Working conditions of an ageing workforce (2008)

Four types of work organisation

Better quality of work

- Discretionary learning
- Lean production

“New”

Sector
Company size
Countries
Occupation

- Taylorist
- Tradional or simple structure

“Old”

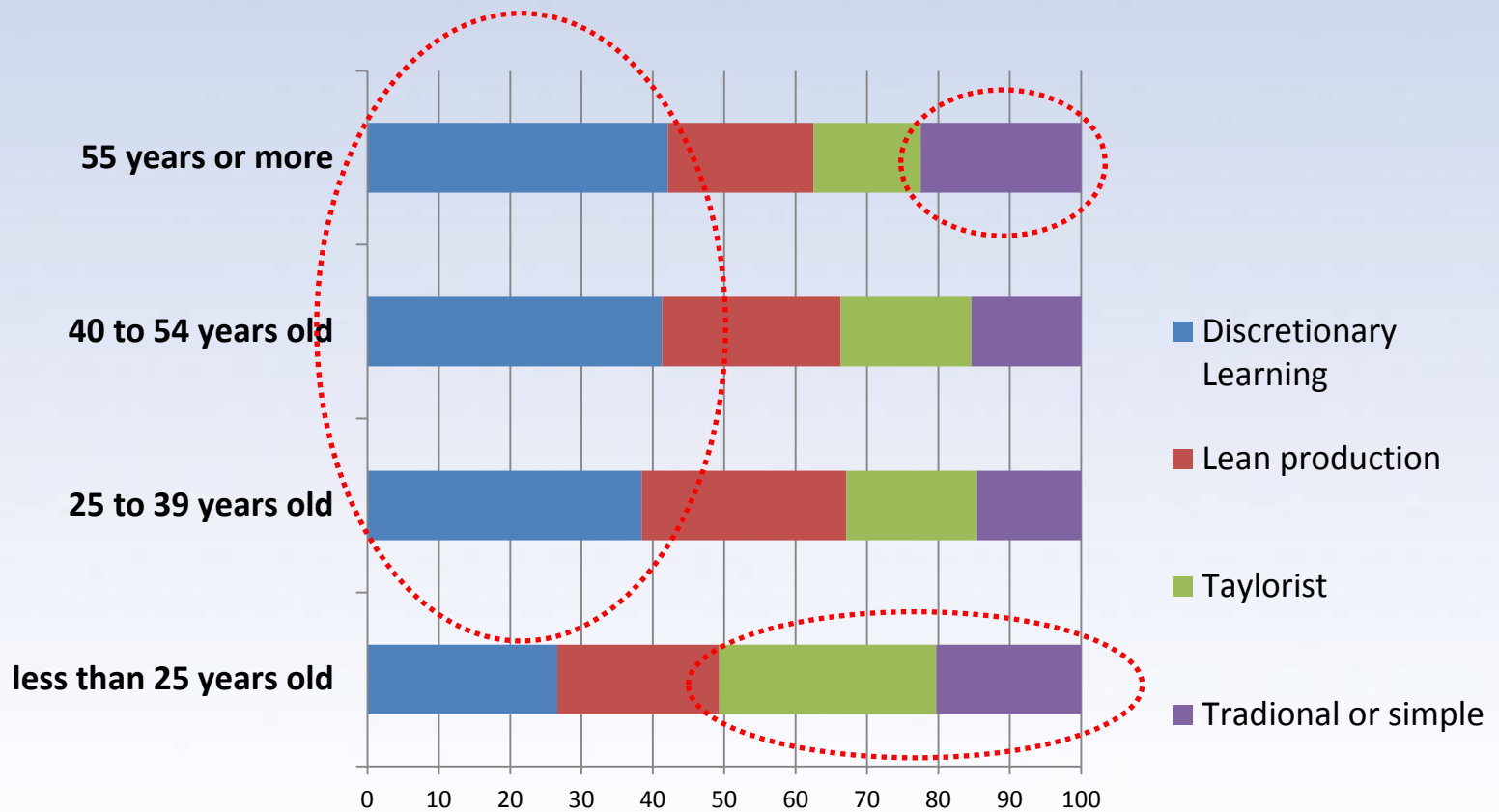
Poorer quality of work

Source: working conditions in the European Union: work organisation (Eurofound 2009)



Work organisation arrangements: implications for older workers

Type of work organisation and age



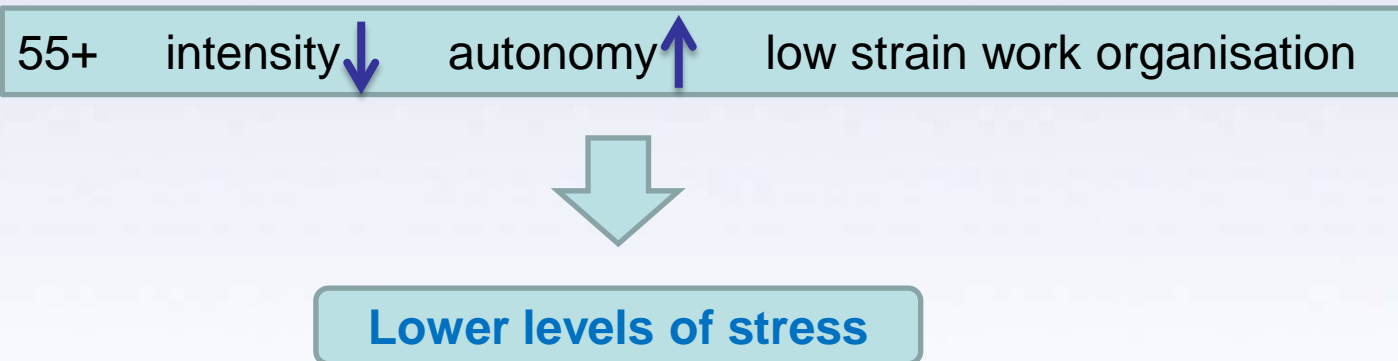
Source: working conditions in the European Union: work organisation (Eurofound 2009)

‘New’ forms of work organisation characteristics – age

%	Evolution (2005-2010)	Under 30	30-49	+50
Autonomy (methods)	+ 0.4	60.1	68.5	70.4
Influence	n.a.	27.8	41.6	46.6
Team work	+ 2.3	62.1	58.3	52.5
Learning	- 0.9	70.5	69.6	62.7
Complex tasks	n.a.	51.3	60.1	57.9

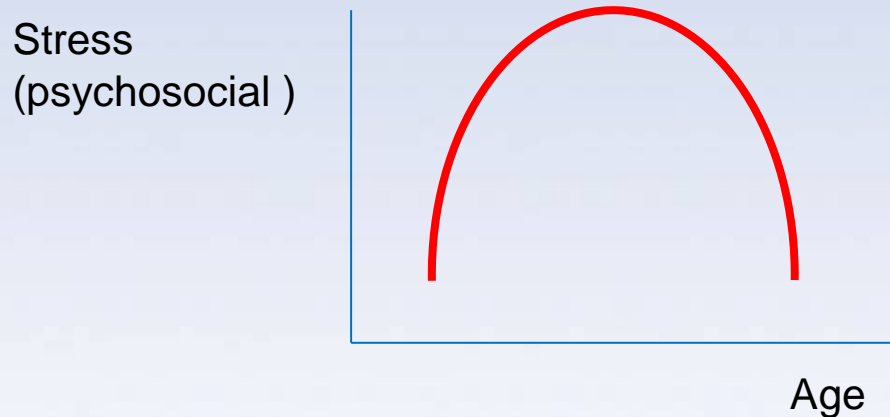
Karasek's model:

Intensity and autonomy levels are combined in the Karasek's model (Working conditions with high demands and low autonomy will generate stress and negative effects on health and satisfaction).



Source: working conditions of an ageing workforce (Eurofound, 2008)

Inverted U shaped relationship stress - age



Source: Ageing, work related stress and health (Griffiths, Knight and Nor Mohd Mahudin, 2009)

High Performance Work Organisation (HPWO) is a work organisation characterised by horizontal hierarchical structures, task rotation, team work and active involvement of the workers, including unskilled ones, in decision-making processes.

“HPWO, with teamwork as one of its core functions, aims to be more **innovative, flexible and more productive**, placing the importance on both the organisation and the worker. A company using the HPWO model invests in its human resources and supports employees’ technical and innovative skills, which contribute to employability” (Kyzlinková et al., 2007).

Source: working conditions of an ageing workforce (Eurofound, 2008)

‘New Forms’ or ‘HPWO’ and working conditions

- ‘New forms’ or ‘HPWO’ ----- double-edge sword:



- ▶ Autonomy/involvement/responsibility/task complexity/flexibility
- ▶ Innovation/Productivity/Reduced employee turnover



- ▶ Stress/work pressure/workload/poor work-life balance (AT, UK, IE, DK)
- ▶ Team work and direct participation is not always related to more autonomy and control over work

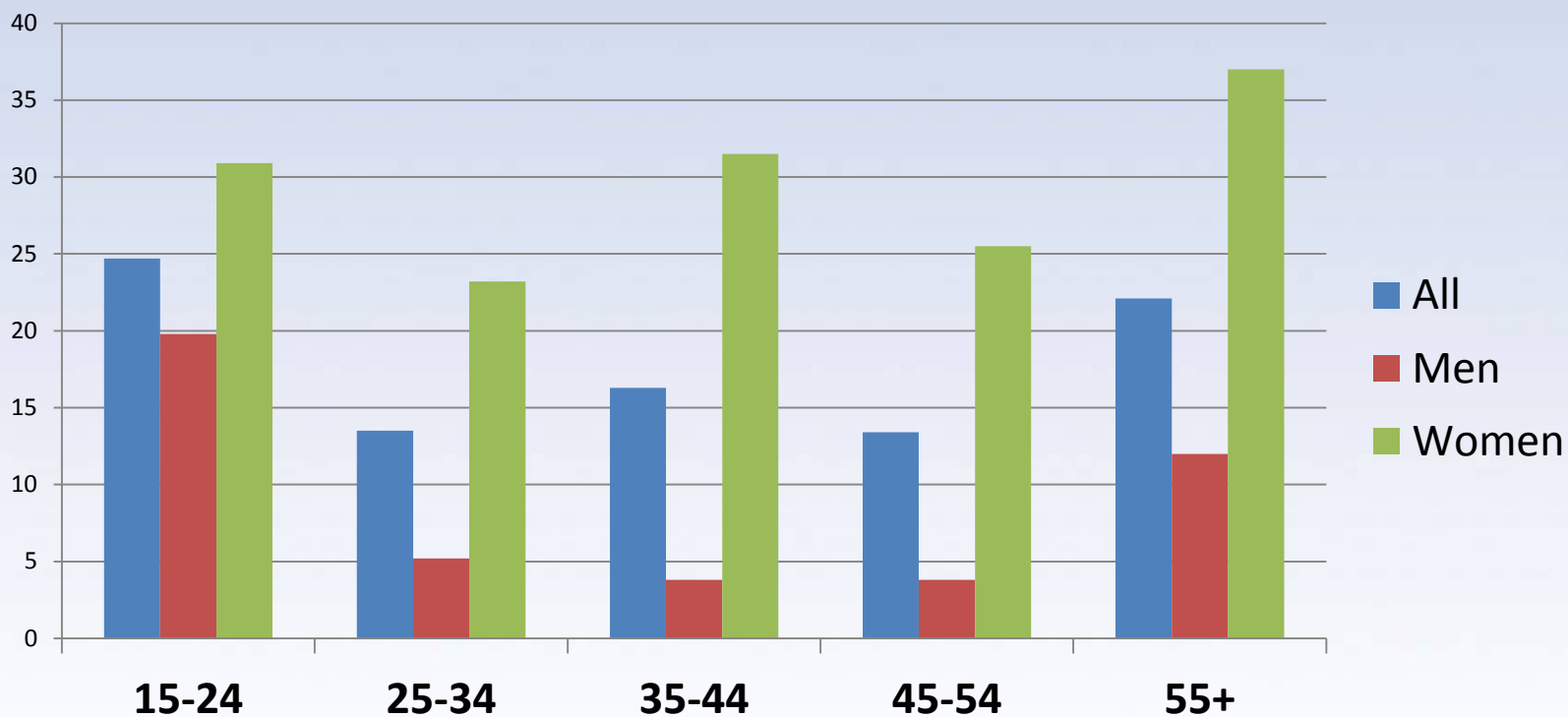
The introduction of new “forms” or HPWO is increasing in several EU countries

Older workers (+55) have greater autonomy, reduced work intensity, reduced incidence of HPWOs.

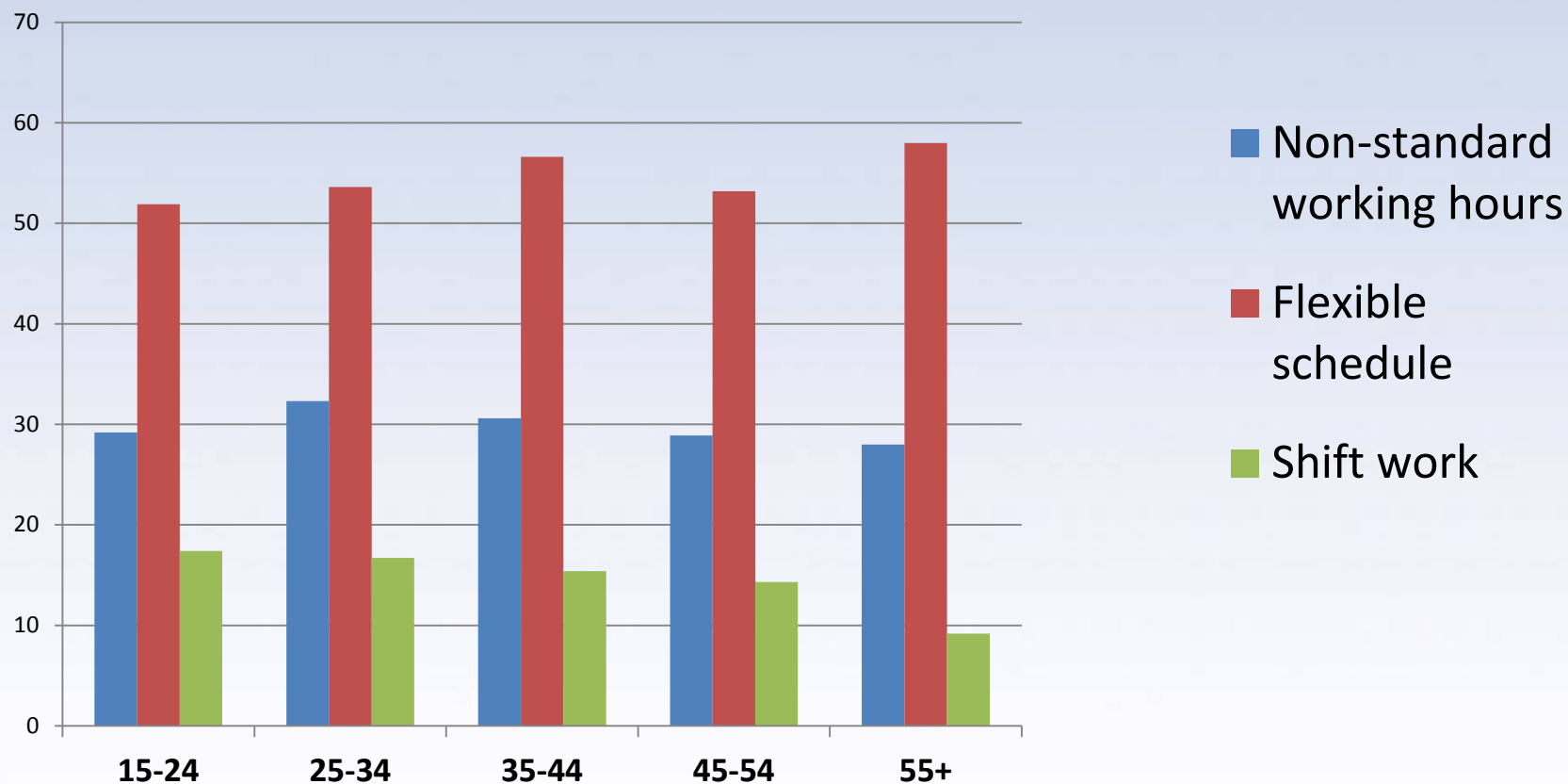
Towards a variety of working time arrangements

- Standard work week
- Part time work or reduced hours
- Overtime work
- Shift work
- Staggered hours
- Compressed workweeks
- Flexi-time arrangements/time-savings accounts
- Annualized hours & other hours averaging schemes
- “Atypical” or “precarious” working-time arrangements

Part time by age

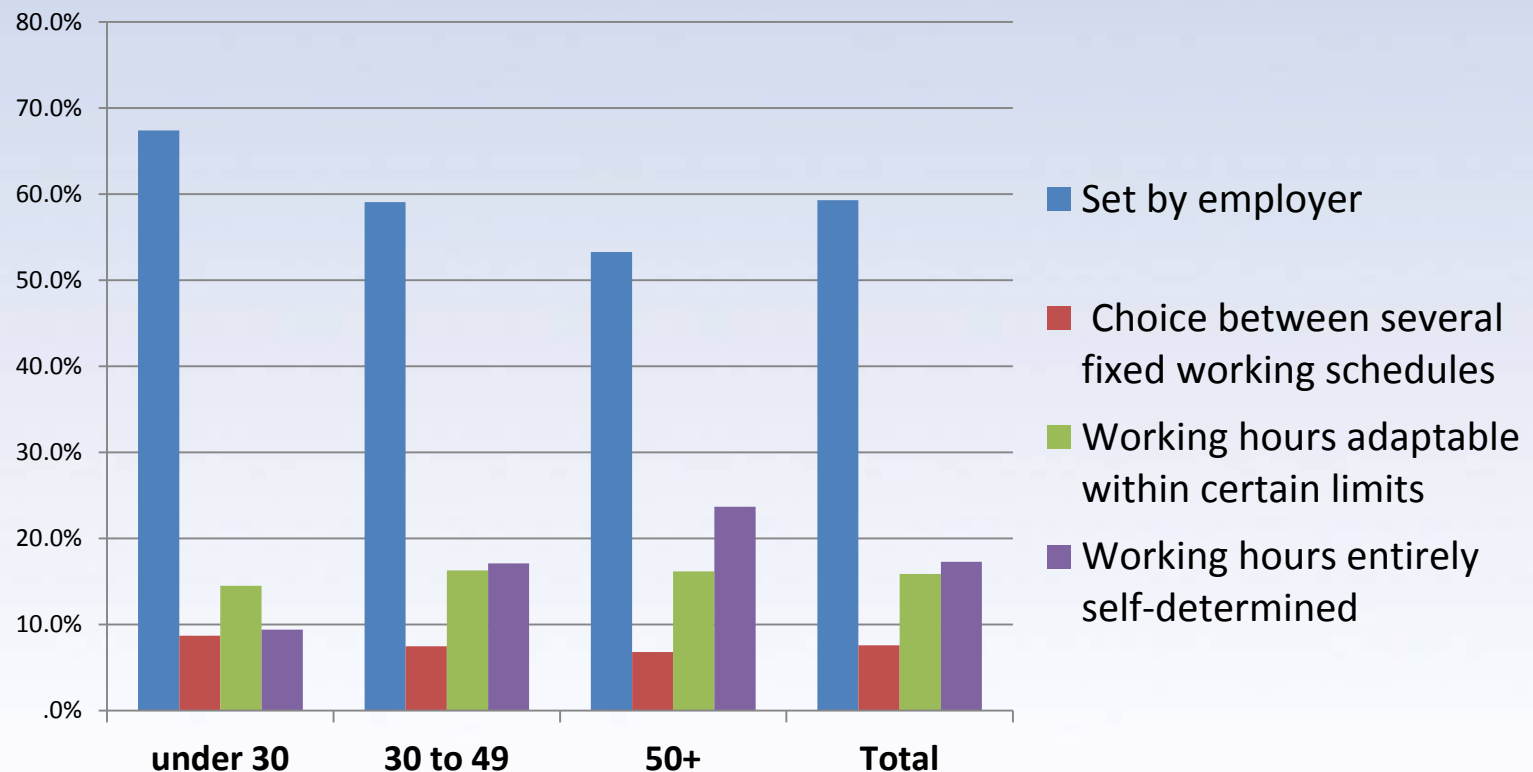


Working time arrangements by age

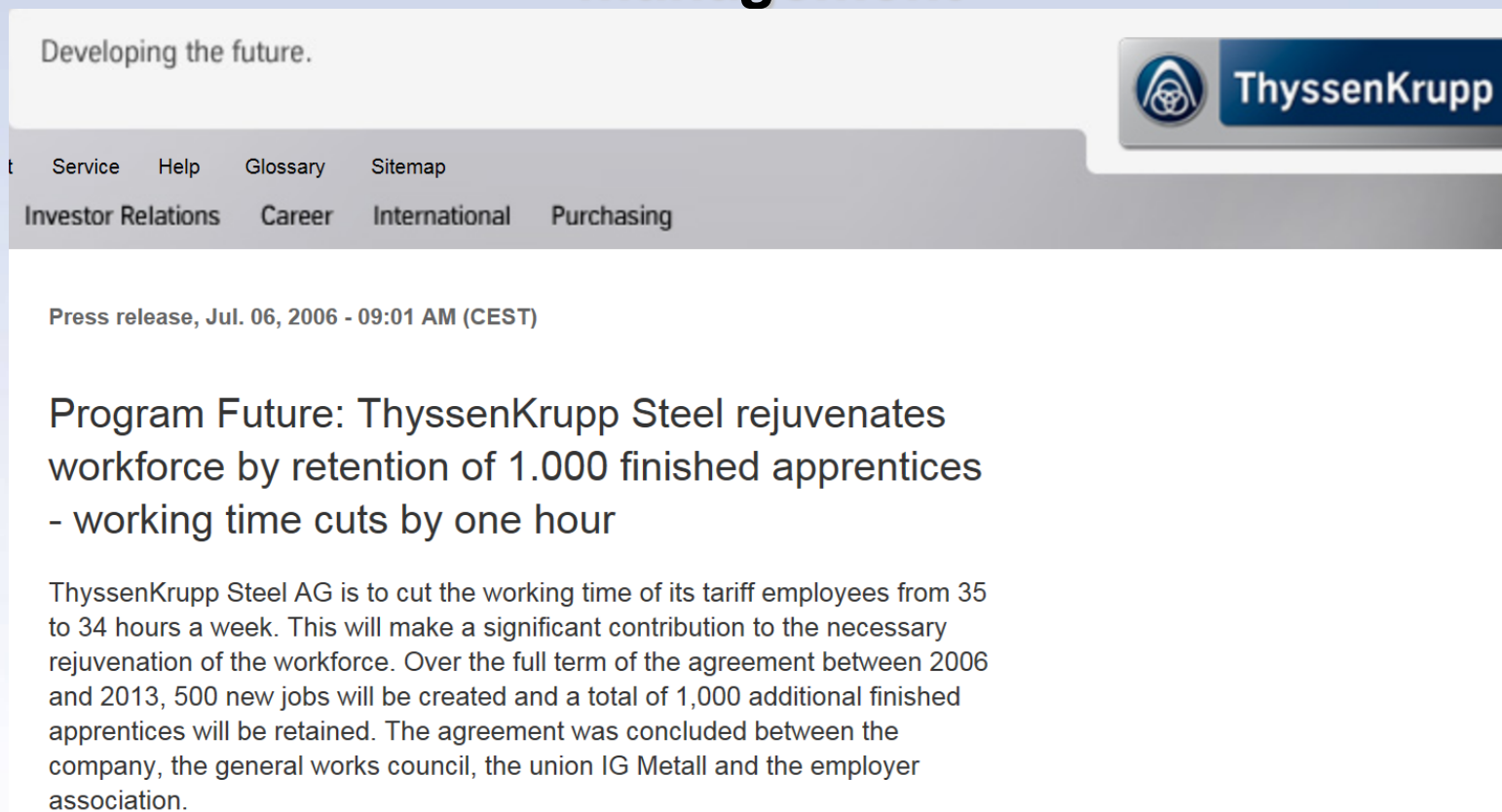




Working time flexibility – worker influence



Companies measure: sustainable demographic management



Developing the future.

Service Help Glossary Sitemap

Investor Relations Career International Purchasing

ThyssenKrupp

Press release, Jul. 06, 2006 - 09:01 AM (CEST)

Program Future: ThyssenKrupp Steel rejuvenates workforce by retention of 1.000 finished apprentices - working time cuts by one hour

ThyssenKrupp Steel AG is to cut the working time of its tariff employees from 35 to 34 hours a week. This will make a significant contribution to the necessary rejuvenation of the workforce. Over the full term of the agreement between 2006 and 2013, 500 new jobs will be created and a total of 1,000 additional finished apprentices will be retained. The agreement was concluded between the company, the general works council, the union IG Metall and the employer association.

Eurofound project for 2012: Initiatives with the aim to improve quality of work of older workers

- Map initiatives and its contribution to keep older workers in the LM
- Focus on those sectors with more difficulties for older workers to continue working and a lack of qualified workers
- Questionnaires, in-depth interviews and contribution of the secondary analysis of the EWCS 2010

Are the characteristics of 'new' forms of work organisation more friendly for older workers?

What changes of work organisation / time are needed in order to facilitate that Workers remain active longer?

What is the most suitable working time arrangement for older workers?

At societal level, is it going to be possible to distribute the working hours between generations?

Thank you