

3rd European Company Survey

Workplace practices: creating win-win arrangements for companies and employees

**Joint conference organised by Eurofound in cooperation with the
Latvian Presidency of the Council of the European Union**

Monday 30 March 2015

**The Saeima, Parliament of the Republic of Latvia
Red Hall, Jēkaba iela 11 (Jekaba str.11), Riga 1811**

- **Gunārs Kūtris**, Deputy Secretary of Saeima, National Parliament of Latvia
- **Juan Menéndez-Valdés**, Director, Eurofound

- **Valdis Dombrovskis**, Vice-President of the European Commission in charge of the Euro and Social Dialogue

- **Aija Barča**, Chair, Employment and Social Affairs Committee at the Saeima, Latvia
- **Uldis Augulis**, Minister for Welfare, Latvia

- **Gijs van Houten**, Research Officer, Working Conditions and Industrial Relations Unit
- **Stavroula Demetriades**, Senior Programme Manager, Working Conditions and Industrial relations Unit

Workplace practices: Patterns, performance and wellbeing Overview report of the 3rd European Company Survey

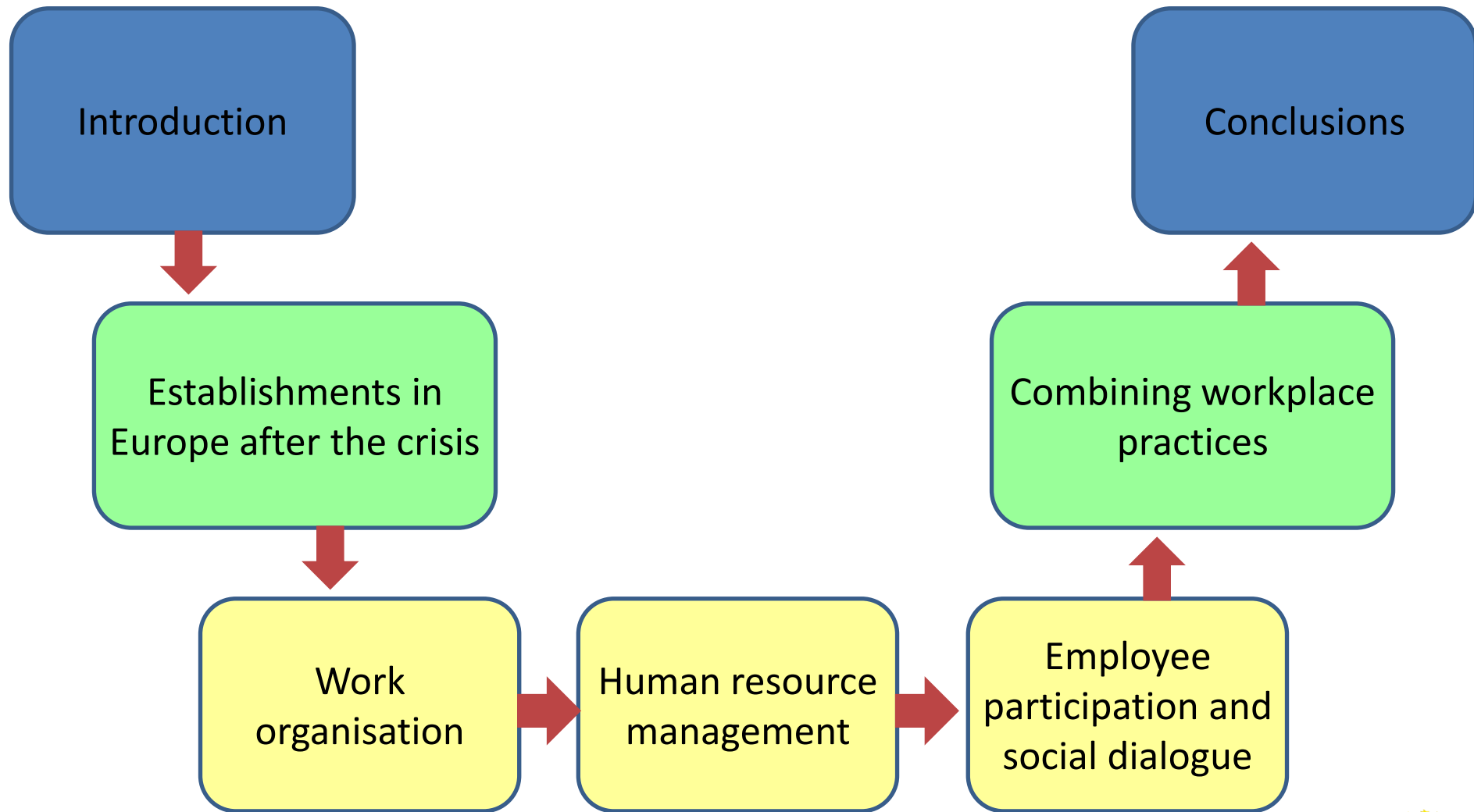
Gijs van Houten

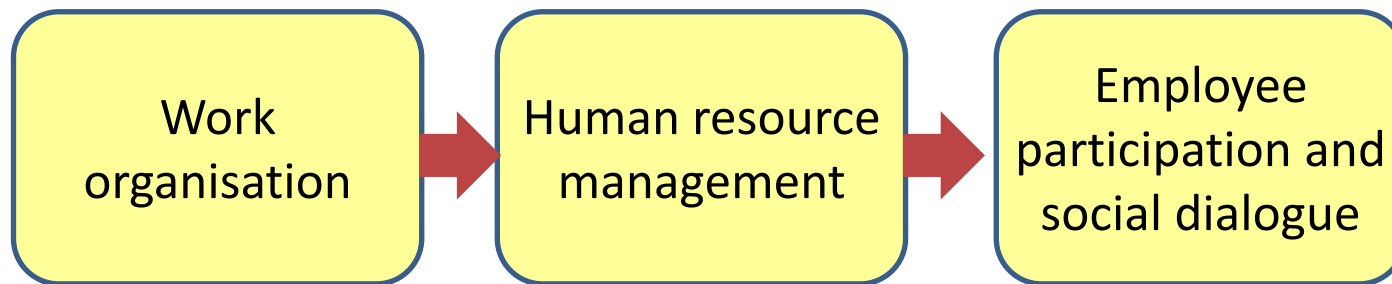
Research Officer, Working Conditions and Industrial Relations Unit

Riga, 30 March 2015

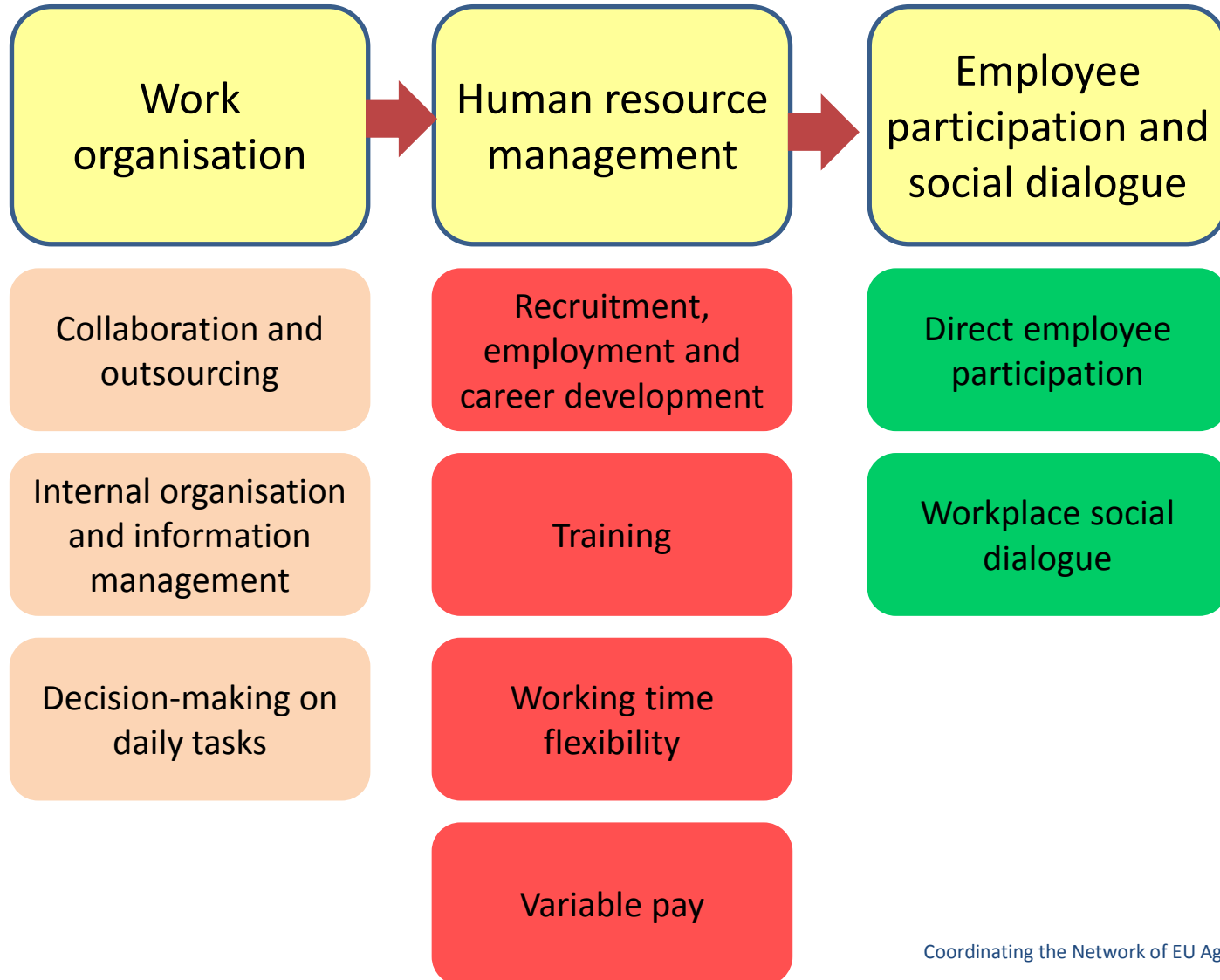
- Conducted in 2013
- Data at establishment level from managers and employee representatives
- Workplace practices with regard to:
 - work organisation
 - human resource management
 - direct employee participation
 - social dialogue

- What is the incidence of different workplace practices in European companies and how does it differ across countries and in terms of size, type, sector, etc.?
- How do different workplace practices bundle together?
 - What types of organisations can be identified with similar sets of characteristics?
- How are different types of organisation distributed across countries, sectors and size classes?
- What is the relationship between different types of workplace practices and establishment performance and workplace well-being?





Structure of the main chapters



Structure of the main chapters

Human resource
management

Recruitment and
career development

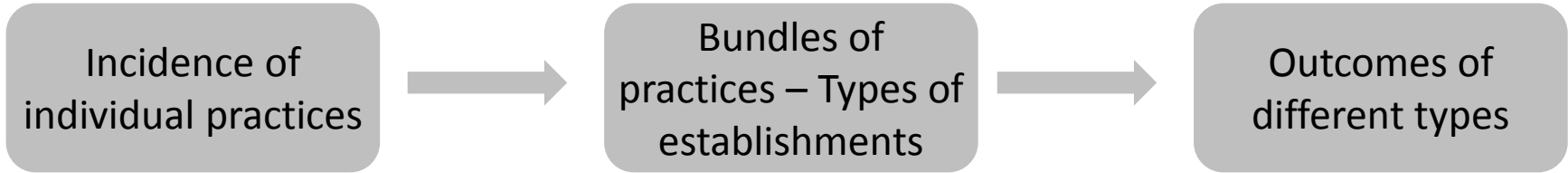
Training

Working time
flexibility

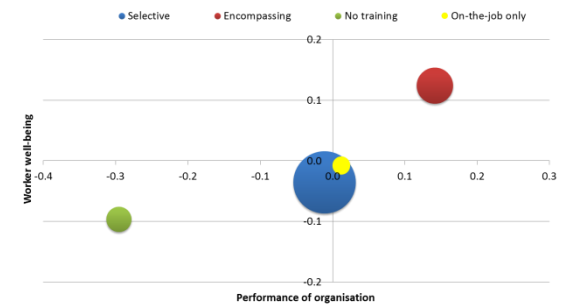
Variable pay schemes

Training

Training



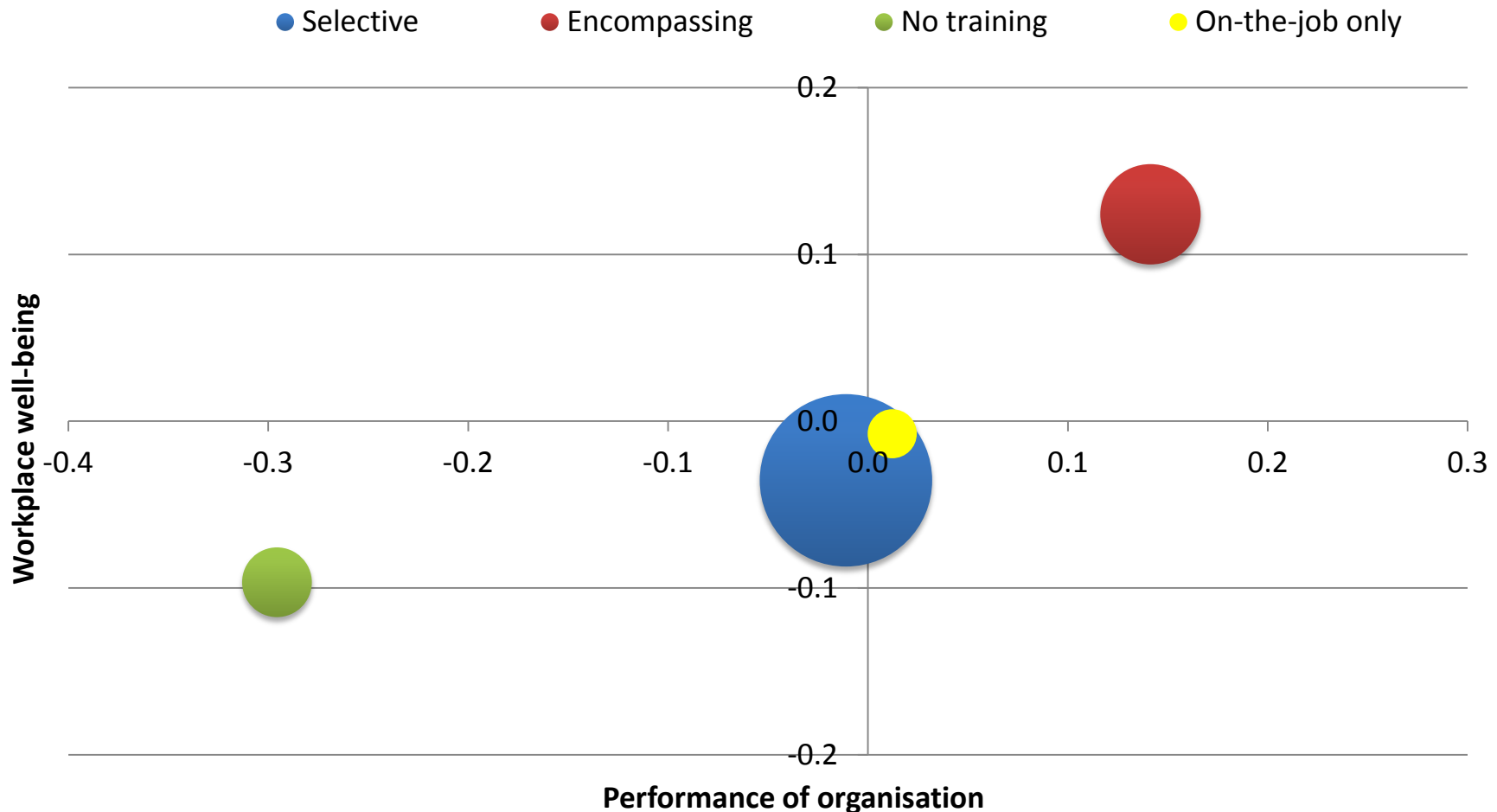
	'Selective'	'Encompassing'	'No training'	'On-the-job only'
Proportion of establishments	63	21	10	5
Time-off provided by the employer for training				
None at all	21	7	100	83
Low (less than 20% of workforce)	30	15	-	15
Medium (20% to less than 80%)	36	33	-	1
High (80% of workforce or more)	14	45	-	-
On-the-job training				
None at all	26	-	98	-
Low (less than 20% of workforce)	29	-	2	-
Medium less than 80%)	43	14	-	2
High (80% of workforce or more)	2	86	-	98



- Training provision can contribute to innovation and competitiveness
- Training enhances and extends workers' skills, improving performance, and employability
- 71% of establishments provide paid time-off for training
- 73% of establishments offer on-the-job training

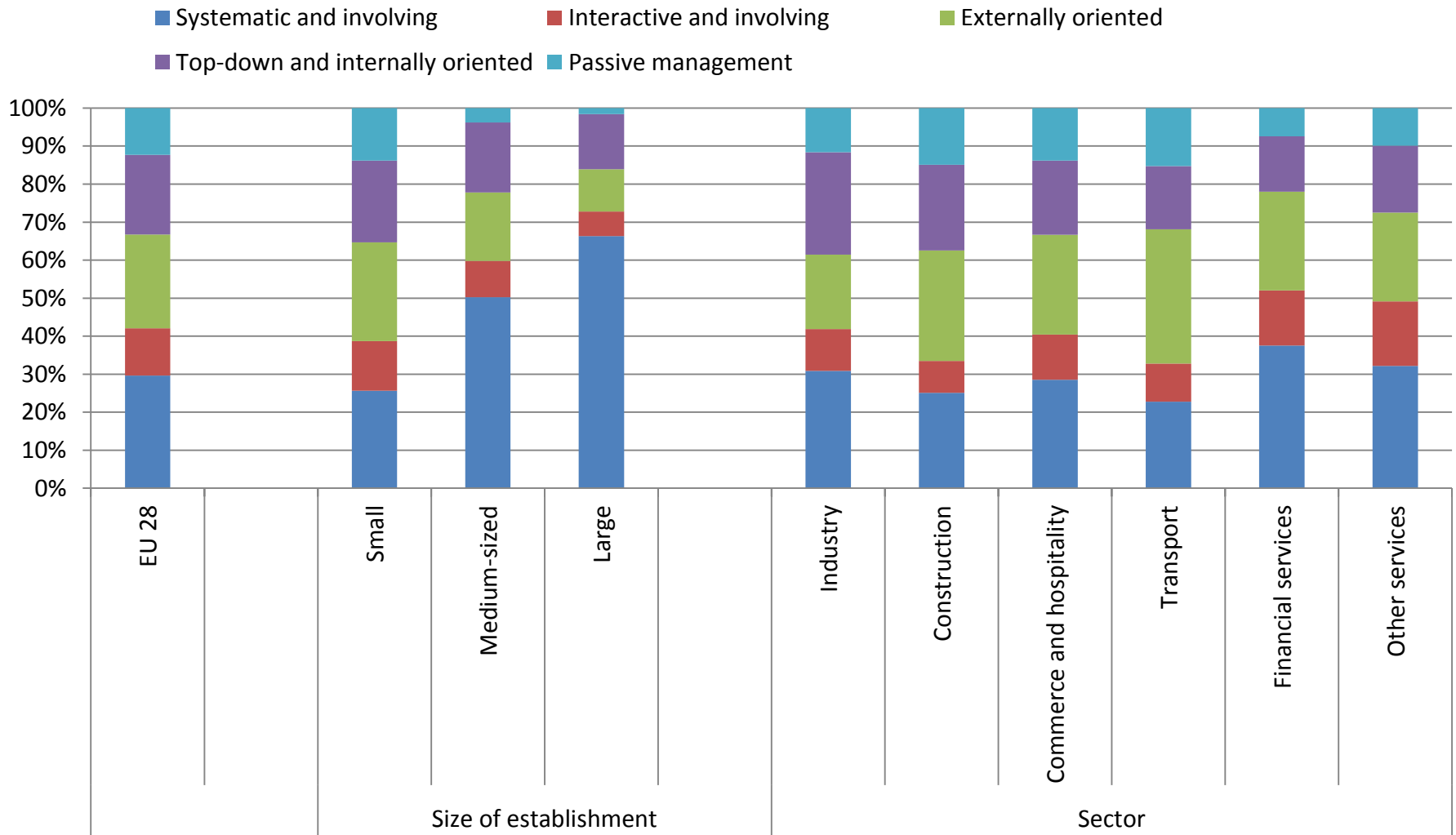
	'Selective'	'Encompassing'	'No training'	'On-the-job only'	EU28
Proportion of establishments	63	21	10	5	100
Time-off provided by the employer for training					
None at all	21	7	100	83	29
Low (less than 20% of workforce)	30	15	-	15	23
Medium (20% to less than 80%)	36	33	-	1	30
High (80% of workforce or more)	14	45	-	-	19
On-the-job training					
None at all	26	-	98	-	27
Low (less than 20% of workforce)	29	-	2	-	19
Medium less than 80%)	43	14	-	2	30
High (80% of workforce or more or more)	2	86	-	98	24

Well-being and performance of workplaces with different training practices

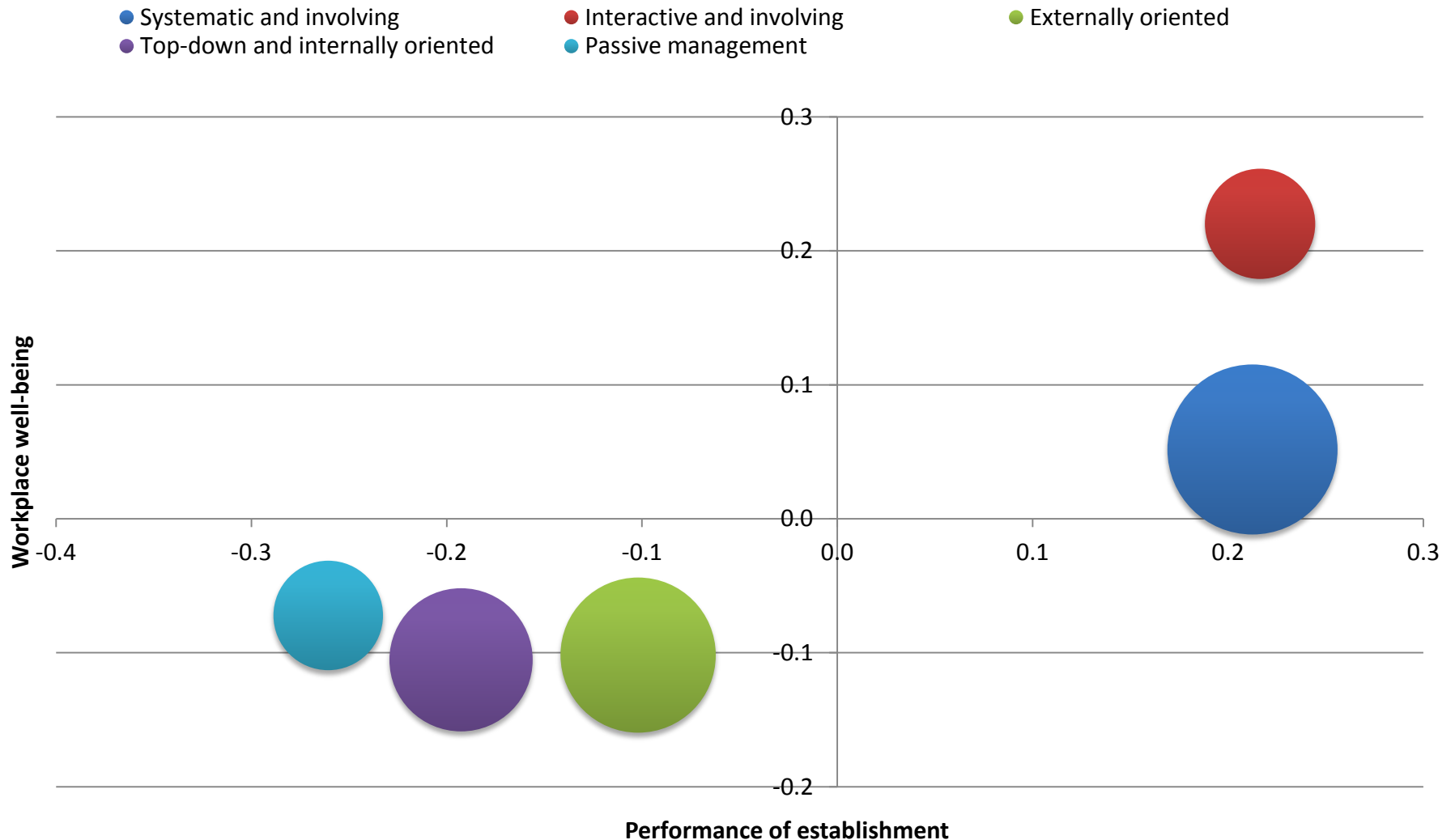


- Systematic and involving (29%)
 - top-down, highly structured internal organisation, high investment in HRM, extensive practices for direct and indirect participation
- Externally oriented (25%)
 - top-down, moderately structured internal organisation, outward looking, moderate investment in HRM, little direct and indirect participation
- Top-down and autonomous (20%)
 - top-down, highly structured internal organisation, self-sufficient, moderate investment in HRM, moderately supported direct and indirect participation
- Passive management (18%)
 - top-down, moderately structured internal organisation, but hardly any HRM, and little direct and indirect participation
- Interactive and involving (8%)
 - joint approach to decision-making, moderately structured internal organisation, limited investment in HRM but extensive practices for direct and indirect participation

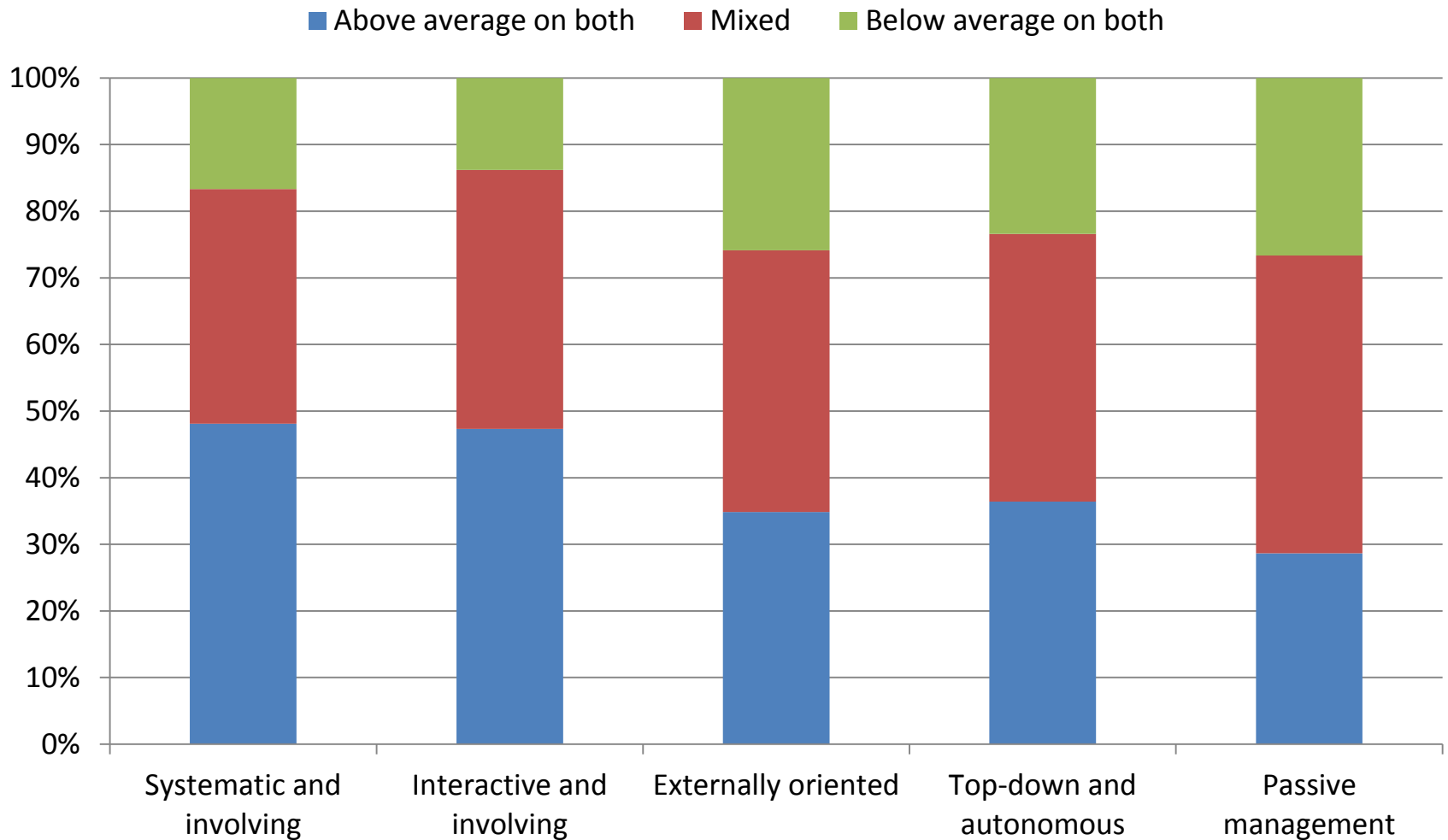
Distribution of the five groups of establishments



Well-being and performance of the five groups of establishments



'Win-win' arrangements



- Establishments with more extensive practices for direct employee participation score well in terms of performance and well-being
 - “Win-win” arrangements need to include practices that facilitate the optimal use of the tacit knowledge of employees
- Achieving ‘win-win’ outcomes is not a given even when favourable practices are in place.
 - Institutions and context matter
- 13% of establishments do not provide any training at all and only a small group of establishments follow an encompassing approach.
 - Barriers to the provision of training by companies need to be addressed, paying attention to the ways in which workers learn and develop

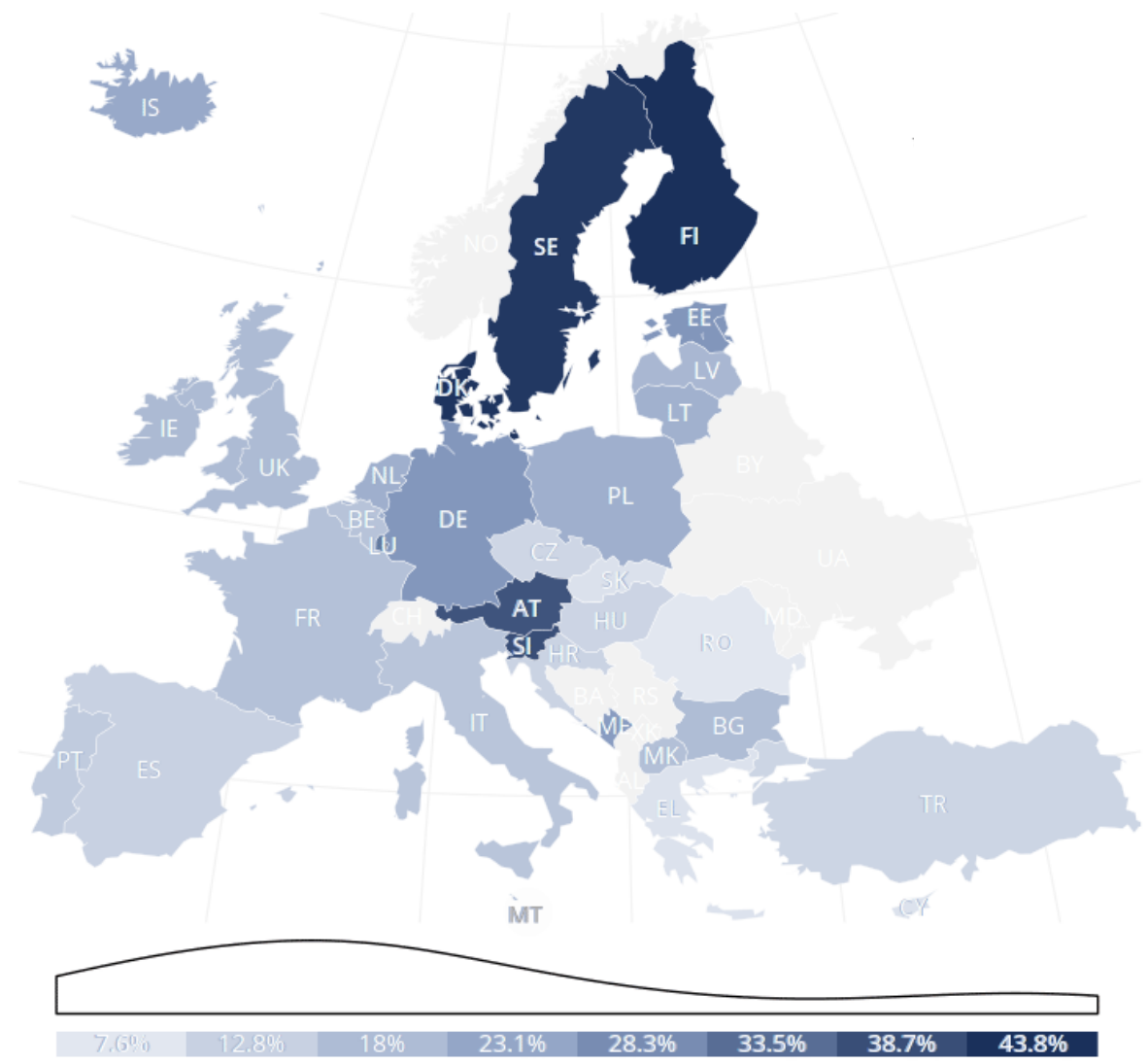
- Only one in ten establishments offers a broad range of variable pay schemes. Those that do score better on both performance and well-being
- Social dialogue is functioning well in a fairly large proportion of establishments, but there also is a sizable group where a lack of resourcing and a lack of trust go hand-in-hand with a high likelihood of industrial action
 - Both this variability in the functioning of social dialogue and the uneven geographical spread of social dialogue structures across European countries are reasons for concern
- Eurofound is carrying out further research into the drivers for companies to introduce potentially beneficial bundles of practices and the conditions determining the effectiveness of these practices

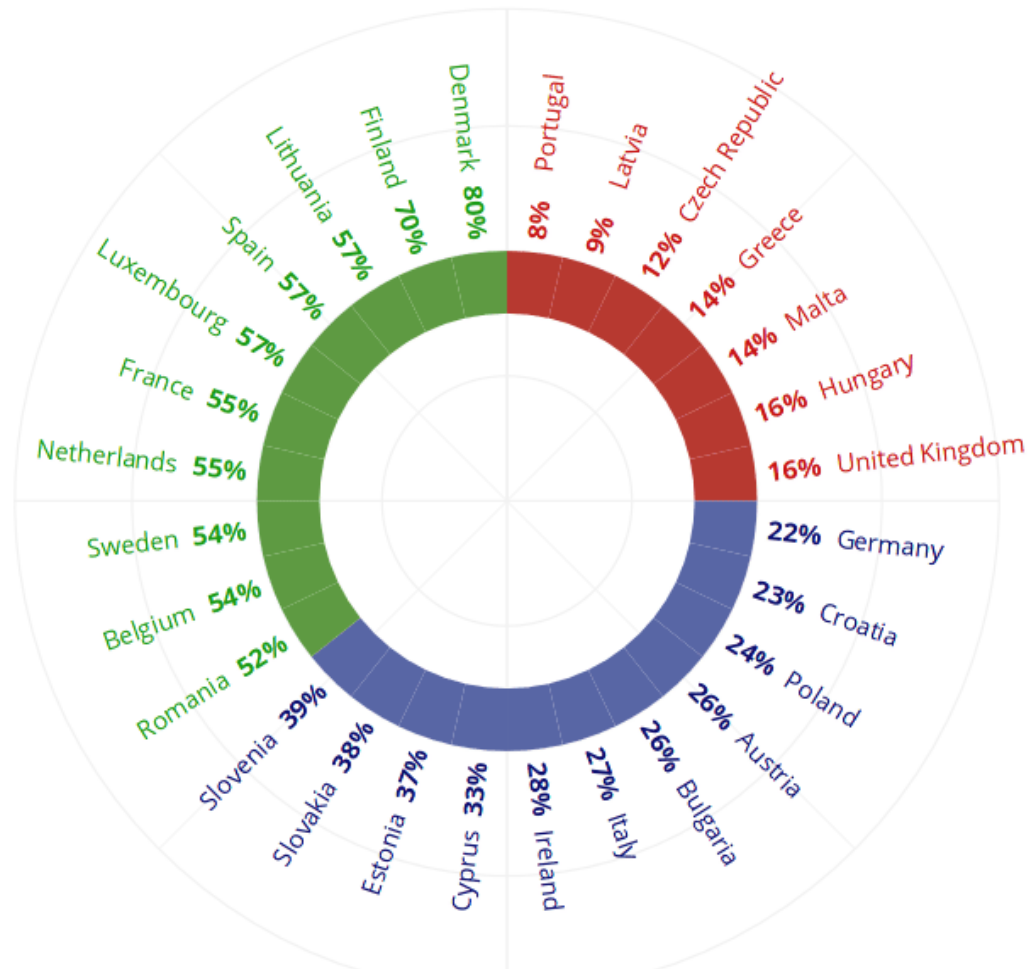


3rd European Company Survey



3rd ECS:
 Autonomous
 teamwork in
 establishment





3rd ECS: Official structure of employee representation present

Thank you for your attention!

Coffee Break
(back in 15 minutes)

*Chair: **David Foden**, Head of Unit, Working Conditions and Industrial Relations, Eurofound*

- **Rie Vejs Kjeldgaard**, Deputy Regional Director for Europe and Central Asia, International Labour Organisation (ILO)
- **Patrick Itschert**, Deputy General Secretary, European Trade Union Confederation (ETUC)
- **Maxime Cerutti**, Director of Social Affairs, **BUSINESSEUROPE**

Q&A with panel and floor

Lunch
(back in 30 minutes)

Chair: Erika Mezger, Deputy Director, Eurofound

- **Steven Dhondt**, EUWIN Coordinator, TNO
- **Leila Kurki**, Senior Adviser, Finnish Confederation of Professionals (STTK)
- **Simon Marsh**, Employment and Communications Director, UK Chemical Industries Association

Q&A with panel and floor

**Coffee Break
(back in 15 minutes)**

*Chair: **Einars Cilinskis**, Deputy Chair, Employment and Social Affairs Committee of the Saeima*

- **Gerwig Kruspel**, Vice President, HR Trends and Strategy, BASF
- **John Budd**, Industrial Relations Land Grant Chair, Centre for Human Resources and Labour Studies, University of Minnesota, USA
- **Aline Hoffmann**, Head of Unit, European Trade Union Institute (ETUI)

Q&A with panel and floor

*Chair: **Juan Menéndez-Valdés**, Director, Eurofound*

- **Jordi Curell Gotor**, Director, Social Dialogue Unit, DG for Employment, Social Affairs and Inclusion, European Commission

End

Dinner for participants organised jointly with the Employers Confederation of Latvia (LDDK)

**Kaļķu vārti Old Riga, Kaļķu iela 11, Rīga,
LV-1050, Latvia**