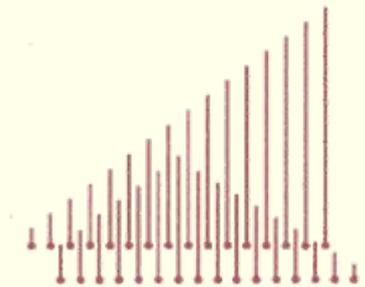


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State approaches to protecting workers from low paid, insecure work

Hilary Metcalf and Amar Dhudwar

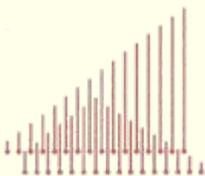


National Institute
of Economic and
Social Research

Aims of the study

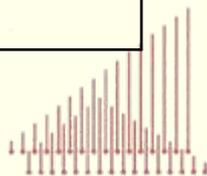
To identify ways in which employers might shift their low paid, insecure employment towards more secure employment

- pressures for low paid insecure employment
- possibilities for alternatives
- barriers to change



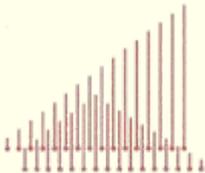
Employer case studies

	Case study employers	Source of variations in labour demand
cleaning	3 companies (1 small, 2 large) 1 public sector (hospital)	seasonal (small company only). Highly competitive industry
food processing	3 large companies	seasonal; unpredictable supermarket demands.
packing	4 companies (2 small, 1 medium, 1 large)	seasonal. Highly competitive industry for small packers
waste management	3 companies: (1 small, 2 large, including 1 sub-contractor to public sector)	fairly stable
teaching assistants	4 state schools (2 primary, 2 secondary school)	Pupil needs; external budget changes
childcare workers	3 companies (2 small, 1 part of a large chain) 1 public sector (attached to a school)	small seasonal
sports and leisure facilities workers	2 companies (1 small, 1 part of a large chain, which is a sub-contractor to public sector) 1 public sector (Council)	Seasonal, weekly and daily



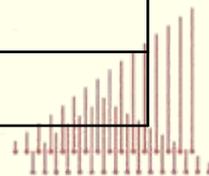
Human Resource practices and insecurity

- core-periphery model
 - agency workers
 - temporary employees
- non-core-periphery models
 - multi-skilling and flexible tasking
 - flexible hours (overtime, part-timers)
 - Temps
- temp to perm
- hire and fire culture



Employment models

	core-periphery	non-core-periphery
cleaning	Public sector hospital: in-house bank	Multi-skilling; prefer permanent: control and quality; temps rare (seasonal; failed to recruit, exceptional contracts).
food processing	Permanent minimised	
packing	Agency temps 2 weeks – 6 months	No temps due to cost
waste management	Directly employed and agency (seasonal) and agency	Cost of training; use overtime and flexible hours. Conflicts with ethos.
childcare workers	Regular casuals; agency, but less reliable, less commitment.	Public sector: voluntary flexibility. Temps expensive.
sports and leisure	In-house bank (after 2 years, automatically permanent). Regular casuals, plus multi-skilling, flexible hours	Part-time increase hours. Temps only when fail to recruit. Cost
teaching assistants	None permanent	Increase hours; flexible deployment



Pressures and enablers

Cost pressures

- highly competitive market
 - customer power
- public sector purchasing
 - shareholders/owners

Demand fluctuations

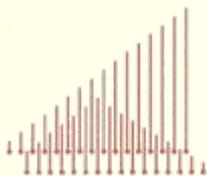
- seasonal
- customer base
- product range

Production methods

- low capital/low skilled
- production flexibility

Employee behaviour

- trade unionism
- employee flexibility
 - turnover



Actors for change

Private sector employers

Private sector purchasers

Employees and trade unions

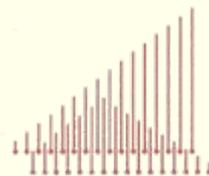
Consumers

The state

Regulation and support

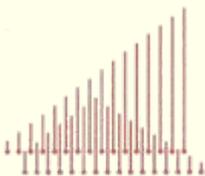
Public sector employers

Public sector purchasing



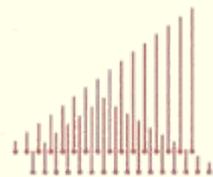
Actors: private sector employers

- smoothing labour fluctuations
 - stocks/JIT
 - product diversity
 - customer diversity
- greater production flexibility
- upskilling/productivity
- Employee flexibility: task, time



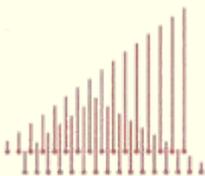
Actors: private sector purchasers

- ?



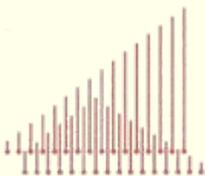
Employees and trade unions

- Trade unions
 - membership and representation
 - Campaigns/publicity: cheap=low wage
- Flexibility



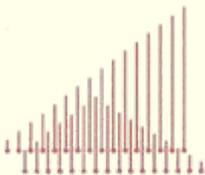
Consumers

- Individual's purchasing policy
- Campaigns/publicity
 - cheap=low wage; 'Fair trade'



The state (1)

- Employment legislation
 - agency workers
 - employment protection
 - minimum wage: level, location
- Trade union support
- Subsidised training



The state

- Purchaser practices: legislation and regulation
 - control
 - monopsony legislation
- TUPE extension?
- Public sector as purchaser
 - ease price pressure
 - wage and terms and conditions requirements
 - contract selection criteria (pay and conditions)
- Public sector as employer

