

The National Challenge to Measure the Transformation of Working Life

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Overview

- **What are new work environments?**
 - Components of a definition, related concepts
- **Why measure it?**
 - Practical relevance and policy background
- **What to measure?**
 - Readiness, intensity, impacts/outcomes
- **The challenge**
 - Combine findings from diverse research fields
 - Ex-ante indicators, feasible benchmarking framework
- **Approach chosen**
 - Focus on critical factors/determinants and impacts
- **State of the art in research**
- **A framework for benchmarking NWEs**
- **Next steps**

What are new work environments?

- **Work organisation**
 - Flat hierarchies, decentral decision-making
 - Semi-autonomous work teams
 - Flexible ways of working (time, location)
 - Corporate culture: focus on people (workers, customers)
 - Continuous investment in education & training
 - Innovative performance measurement & reward schemes
- **Work content and processes**
 - Collaboration
 - Boundary spanning
(space, time, function, culture, organisation)
 - Work in virtual teams, tele-mediation
 - Coordination
(reciprocal or intensive interdependence arrangements)
 - Technology

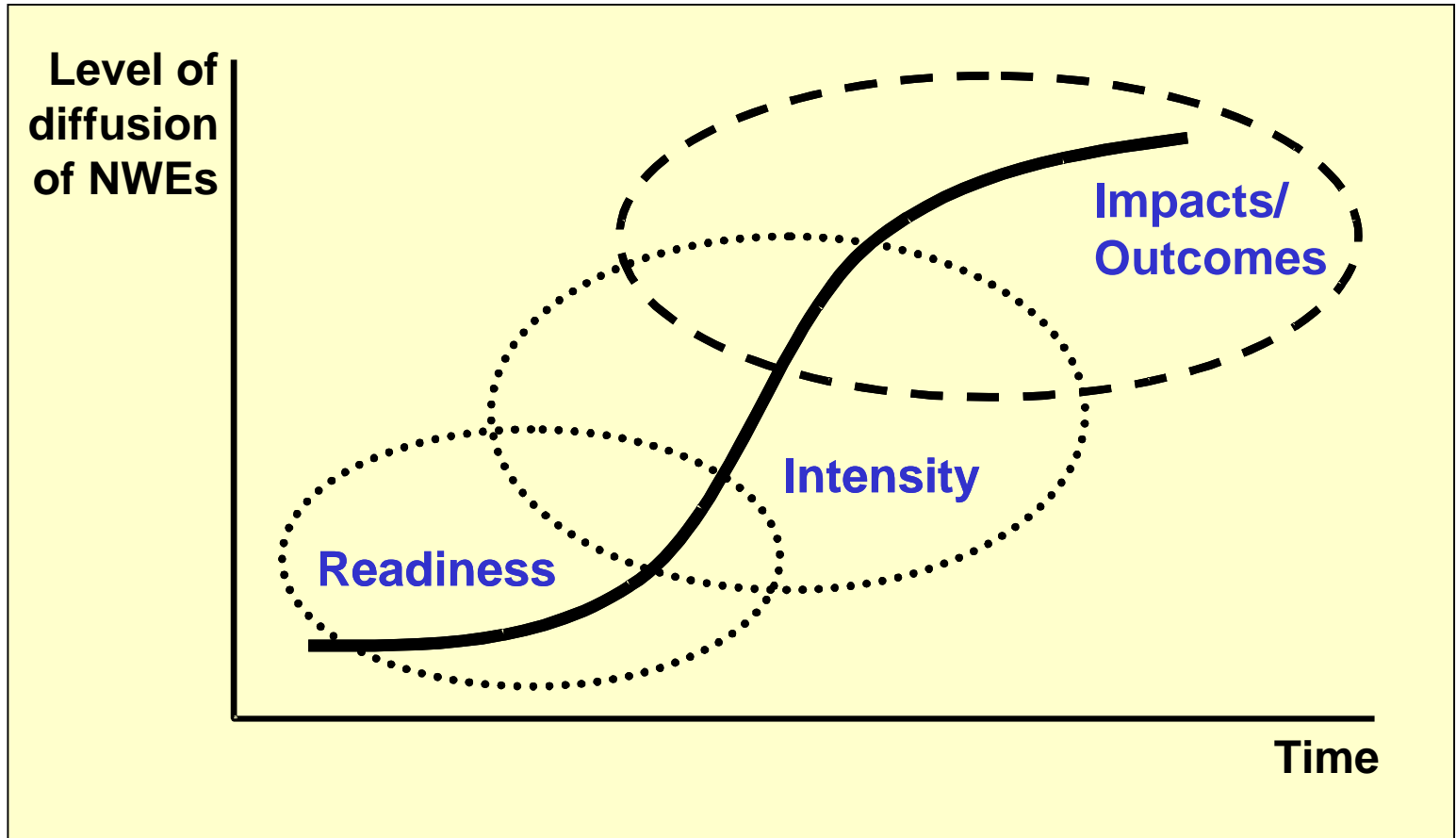
Related concepts

- **Organisation-centred concepts**
 - High Performance Work Organisation (OECD)
 - Flexible work organisation
 - Workplace innovation
 - Modernisation of work organisation (European Commission)
 - Proactive workplaces (Antila & Ylöstalo)
- **Technology-centred concepts**
 - CSCW
 - Virtual organisations
 - Networked Collaborative Working Environments
 - Mobile Virtual Work
 - eWork, eLancers, eOutsourcing
- **Lack of integration between both approaches**

Why measure it?

- **Relevance for national economies and societies**
 - Competitiveness and quality of work
 - Low skill trap
 - Disappointing take up so far
 - Case studies not necessarily representing whole picture
- **Policy background: European Community**
 - Social Policy Agenda
 - Lisbon, Amsterdam, Stockholm Processes
 - Partnership for a New Organisation of Work (1997)
 - Employment and Social Policies: A Framework for Investing in Quality (2001)
 - European Employment Strategy
- **Political initiative to support NWE**
 - EU: European Social Fund
 - National: eg Finnish Workplace Development Programme

What to measure?



Source: Statistics Canada for OECD

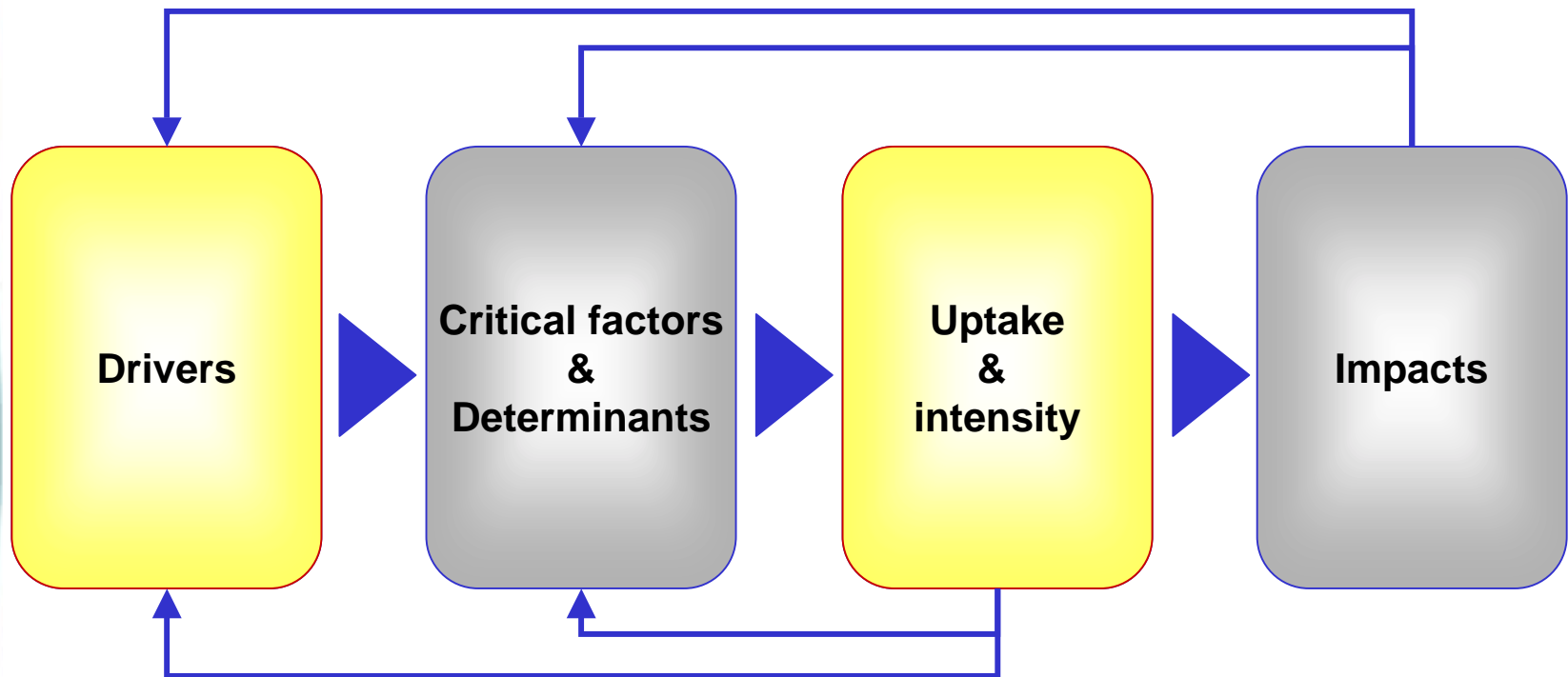
The challenge

- **The need for evidence**
 - What types of NWEs are most beneficial for society?
 - Maintaining and further developing the European Social Model in an increasingly volatile global environment
- **The need for ex-ante indicators**
 - Rapid pace of techno-economical change
 - Upcoming, disruptive technologies
- **Primary uses of national data on NWEs**
 - Policy guidance
 - Assessing the case for policy intervention

The challenge

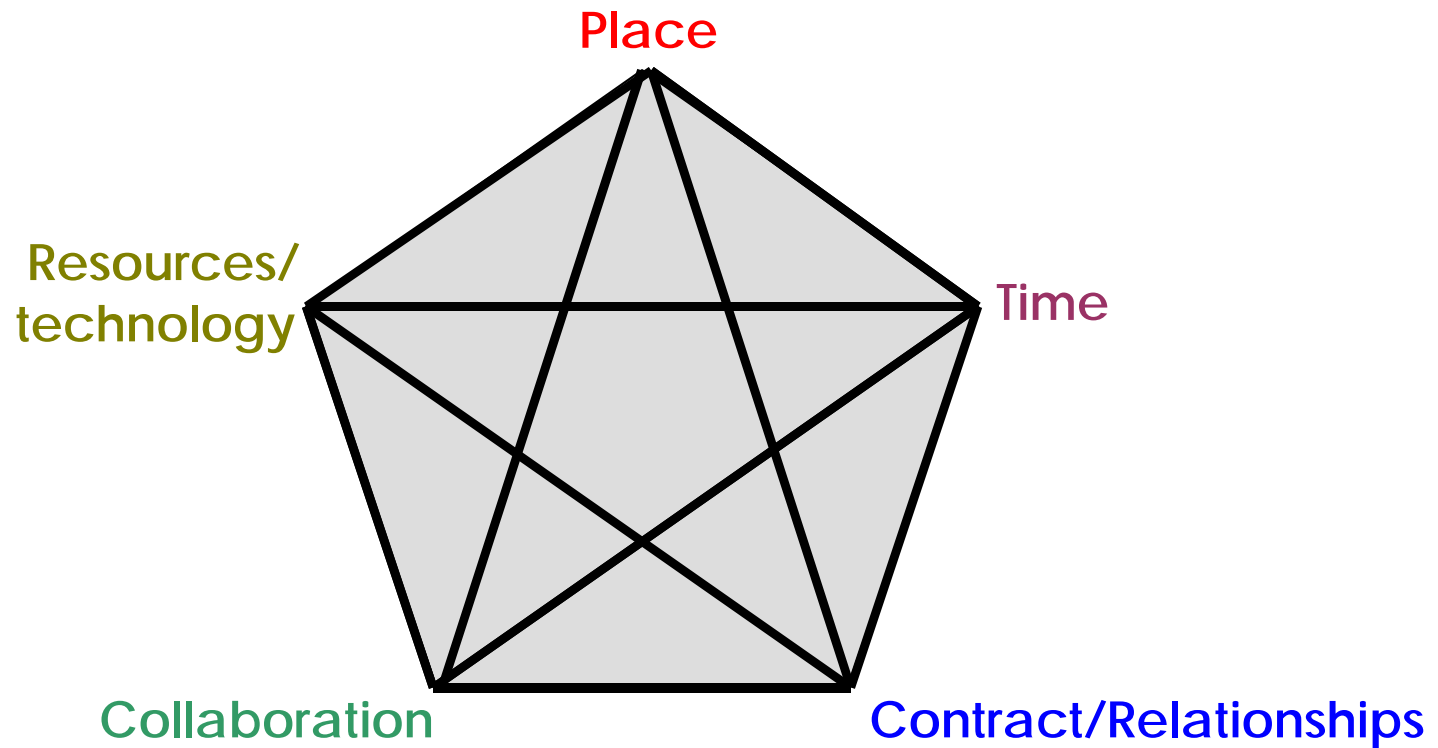
- **Integrate and synthesize findings from diverse research fields:**
 - CSCW, Virtual collaboration & technologies, mobile work
 - Work flexibility, eWork
 - Organisation management
 - Ecological sustainability
 - Regional and urban development
 - Life satisfaction & happiness
- **Make them measurable through a benchmarking framework for NWEs which is capable of**
 - giving guidance to policy-making at all relevant levels
 - producing methodologically sound data
 - and is feasible with available resources

Approach chosen



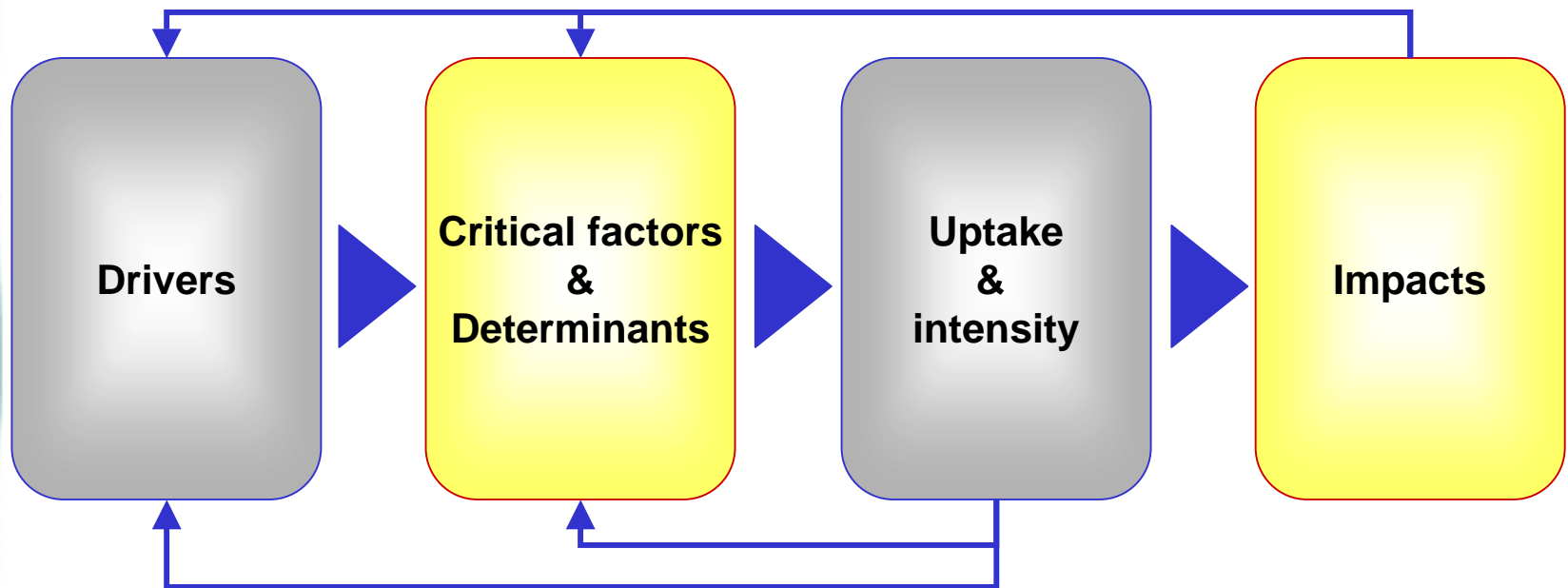
Uptake & Intensity

Dimensions to describe uptake & intensity of new work environments:



Source: Based on Vartiainen 2004, Gareis & Korte 2000

Approach chosen

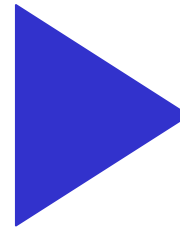


Virtual collaboration

Research findings about critical factors & impacts

Critical factors & determinants

- Processes & technology (Efficiency, effectiveness)
- Trust
- Goals and motivation
- Co-operative behaviours
- Leadership & participation
- Openness
- Information flows
- Knowledge management
- Skills



Impact dimensions

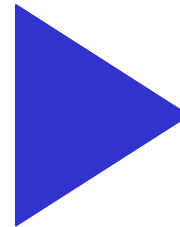
- Performance
- Competitiveness
- Time to market
- Time to action
- Innovation
- Adaptiveness
- Job satisfaction
- Skill requirements
- Transport patterns

Flexible work organisation

Research findings about critical factors & impacts

Critical factors & determinants

- Distribution of flexibility gains
- Flexibility & security
- Job autonomy & control
- Information flow between management & workers
- Participation & employee involvement
- Attitudes
- Lifelong learning
- Support for employability
- Efficiency, effectiveness

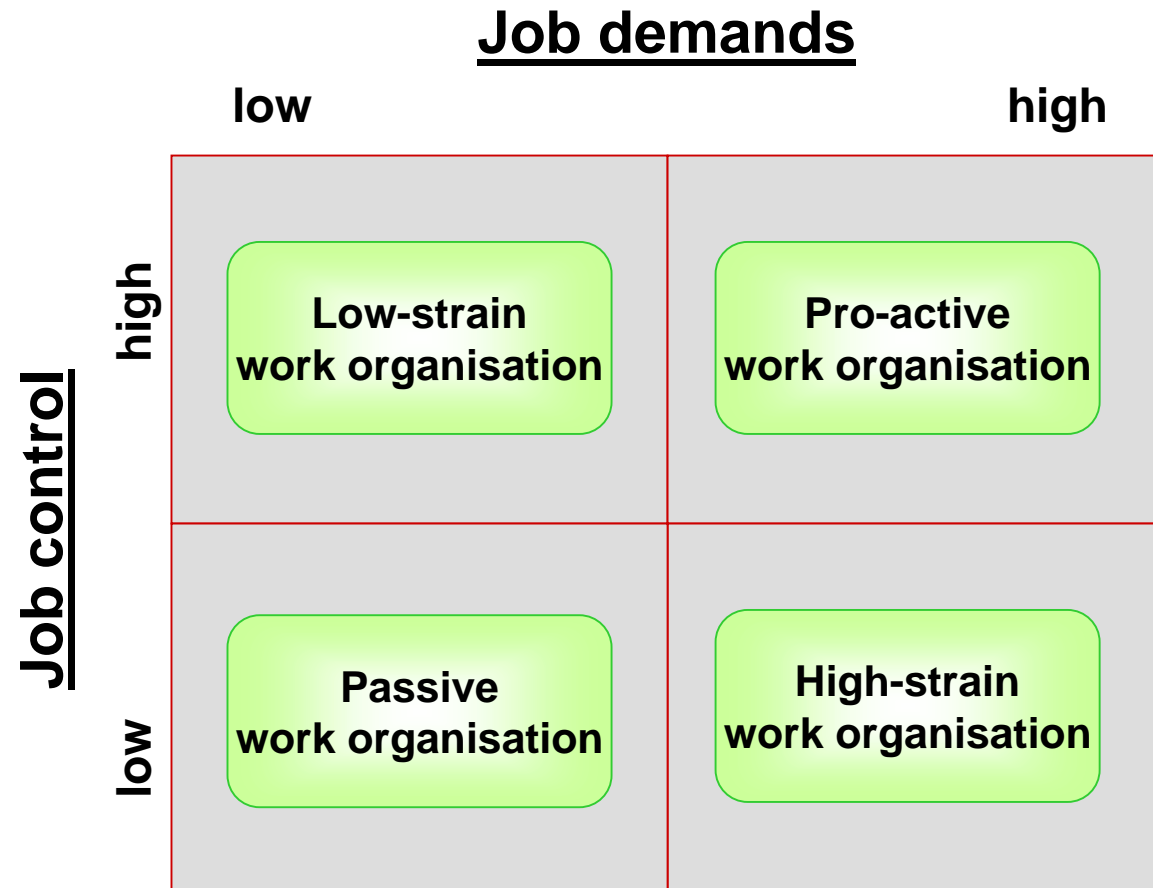


Impact dimensions

- Performance
- Competitiveness
- Adaptiveness
- Job satisfaction
- Work-family balance
- Skill requirements
- Social disparities

Flexible work organisation

Research findings about critical factors & impacts



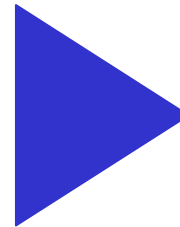
Source: Based on Karasek & Theorell 1991, Antila & Ylöstalo 2005

Social & ecological sustainability

Research findings about determinants & impacts

Determinants

- Employment
- Social disparities
- Participation & freedom
- Regional disparities (unbalanced development)
- Resource consumption
- Production of emissions
- Industrial production, settlement systems, transport patterns



Impact dimensions

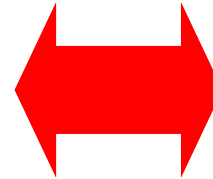
- Well-being
- Individual life options
- Options for social development
- Options for economic development
- Disruptions

Satisfaction/Happiness

Research findings about determinants & influences

Determinants

- Close relationships (partnership, family, close friends)
- Financial resources, in comparison to others (!)
- Work
- Community (level of trust in others)
- Health
- Personal freedom
- Personal values



Factors increasing unhappiness

- Decrease in any of the left
- Lack of security
- Lack of stability
- Lack of respect
- Change for its own sake
- Comparison: Awareness of others having it better (“rat race”)

Source: Based on Layard, R., London School of Economics, 2005

A framework for analysing impacts of NWEs

COLLABORATION

Critical factors

Impacts

Technology & skills

Trust

Goals, motivation

Participation

Openness

Knowledge mgt.

Uptake / intensity

Competitiveness

Time to action

Innovation

Adaptiveness

Job satisfaction

Transport patterns

HAPPINESS

Determinants

Influences

Relationships

Relative wealth

Work

Health

Freedom/values

Stability

Security

Comparison to others

Decrease in any of the factors on the left

Critical factors

Impacts

Flexibility distribution

Security / control

Information flow

Involvement

Lifelong learning

Employability support

Uptake / intensity

Performance

Competitiveness

Adaptiveness

Job satisfaction

Work-family balance

Social disparities

Determinants

Impacts

Employment

Social disparities

Participation

Resource consumpt.

Emission production

Well-being

Life options

Social development

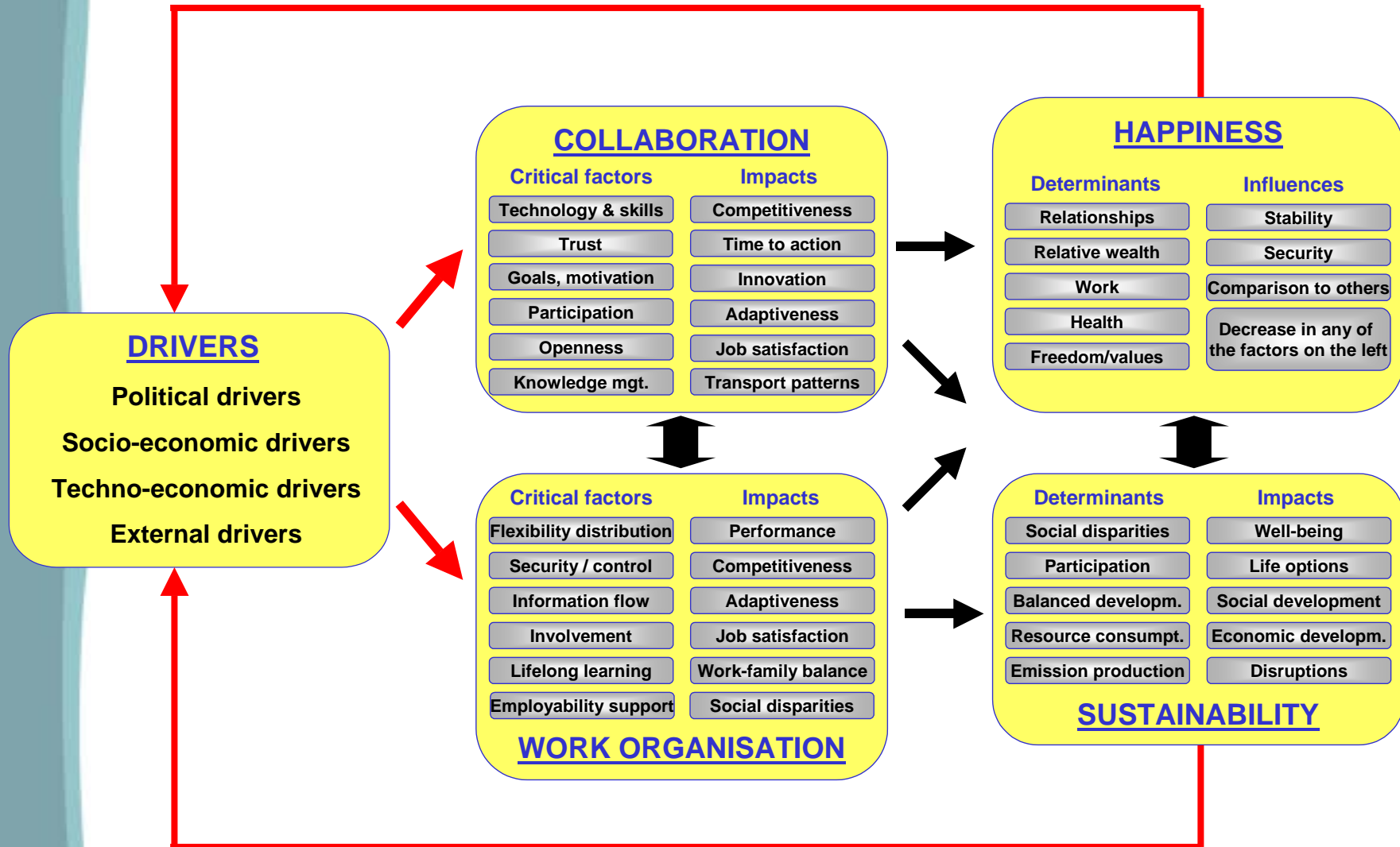
Economic developm.

Disruptions

WORK ORGANISATION

SUSTAINABILITY

Contextualisation



Next steps

- **Operationalisation of indicators**
- **Checking availability from established sources**
- **Assessing feasibility of gathering data through existing data collection mechanisms**
- **Debate with European Statistical System (Eurostat, National Statistical Agencies)**
- **Pilot surveys**
- **Revising benchmarking framework**

Thank you for your attention!

More information:

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