



Newsletter

September 2017



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The Gig Economy: Member Reflections and Case Studies

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**Rick Holden, EAPM
newsletter editor**

The Gig Economy

The theme of this issue of EAPM News is the 'gig economy'. It follows on nicely from 'Digitisation and HR' discussed in the April Issue. Both are features of what the WEF call the Fourth Industrial Revolution and both raise important questions about how economies – advanced and developing – are managing the rapidly changing relation between technology and work. The 'gig economy' – alternatively labelled the 'demand economy', and even the 'Uber economy' after the San Francisco based taxi company proclaimed its drivers were not their employees (see also p 12) – has emerged in the digital era of the last 10 – 15 years. A Google search describes it as a labour market characterized by the prevalence of short-term contracts or freelance work as opposed to permanent jobs.

It seems to polarise opinion. On the one hand, it is proclaimed as a brave new world of flexibility, choice, and new patterns of work. For others, it captures nightmare scenarios where 'gig workers' are poorly paid, subject to job insecurity, degrading working conditions and furthermore, contributes to the steady erosion of meaningful and enriching work. The UK's Leadership Institute suggests an hourglass characterisation: people at the top comprise highly-skilled, sought-after talent that is relatively well paid and, indeed, expects to

work flexibly. Workers at the bottom end of the hourglass, however, are likely to be on temporary, fixed-term, zero-hour contracts and have a number of jobs that could be characterised as insecure, low-paid work.

A critical issue is how any one employer seeks to pursue a business model based on labour flexibility. Even in respect of low and unskilled work it does not necessarily mean a return to Taylorist principles and ignoring all responsibility for workplace engagement, training and development and reward. This is a choice of the employer and it is here that HR professionals have a key role to play. But, a recent PwC report, *The Future of Work*, implies that most HR departments are failing to get to grips with the issues. It found that less than one-third of employers are basing their future talent strategies on the rise of the portfolio career, even though 46% of HR professionals expect at least 20% of their workforce to be made up of contractors and temporary workers by 2020.

This issue of EAPM News incorporates perspectives on the gig economy from Ireland, Norway and the UK. It also includes insight into the UK's Taylor Report, one of the first (of many?) government commissions exploring the issue and the reviews

in Publications and Resources section have also been selected with this theme in mind. Important questions for HR remain. Some form of new regulation may be necessary. But in a way, this is a second order issue. Fundamentally the challenge is how to effectively manage a talent pool and develop an employee value proposition that works across a blend of permanent and portfolio workers and how to integrate contract terms and conditions into a cohesive, seamless whole and offer pertinent benefits and rewards – and become an employer of choice for 'gig workers'.

These are indeed exciting (and challenging) times to be engaged in people management. But, does the HR professional community, I wonder, occupy a sufficiently influential 'space' to ensure the human in HR and HRD is not sacrificed in pressures for business efficiency and technological advancement. EAPM News looks forward to discussion and debate amongst members to generate clear perspectives and an influential voice on this most pressing issue of our time. I conclude this Editorial with a thanks to all contributors, both in relation to the 'gig economy' and those on Brexit, the HR Club member profile, the HRD Forum Conference etc. and a note that I look forward to meeting you at the forthcoming Congress in Paris.

*Dr Rick Holden,
Liverpool Business School*

Welcome from EAPM President Bob Morton



Bob Morton, EAPM President

Welcome to this edition of the EAPM newsletter. We've received some very positive feedback on our recent newsletters and this is due to the excellent work of our new Editor, Rick Holden and also Barbara Orlik's unstinting drive in improving the format and developing themes for content and chasing up contributions.

We continue to seek articles from our members. So please contact Barbara if you have a contribution to make. It's your opportunity to share HR practice from your country with the rest of EAPM's membership.

Barbara is also working with the membership committee on the upgrading and redesign of the EAPM website and we hope to have this completed before the Delegate's Assembly in October. Barbara will already have been in touch to request input and data for the member's country pages we are creating. Please take this opportunity to share your association's information.

This reminds me to officially welcome the Belgium association HRPro.be as our latest full member. Our previous corresponding member from Belgium, PMClub, which was only active in the Flemish part of Belgium, has recently succeeded in bringing together the Northern and the Southern part of Belgium into one united organization with national outreach. The EAPM Delegates Assembly has warmly welcomed the unification of the various regional organizations and has therefore unanimously approved full membership for HRPro.be.

Since our last newsletter the ExCom has met in Berlin where we received reports on the work of the committees. One important topic was the future of EAPM congresses and events. Raffaele Credidio Chair of the Events Committee proposed a shift from the "traditional" EAPM Congress towards a new concept of "National Congresses of EAPM members with EAPM presence". This concept will be developed and tested with members over the coming months. The ExCom agreed to the committees' suggestion to make a promotional video about the EAPM that could be presented at each National Congress. The committee is also considering how EAPM can introduce a range of smaller HR learning events.

We also received an update from Bénédicte Ravache and Izy Béhar on the next EAPM Congress which will be hosted in October in Paris by ANDRH. This will be a unique and exciting event which takes a ground-breaking approach to conference participation. It will also be the occasion of ANDRH's 70th Anniversary and we congratulate them on reaching this important

milestone in their long and prestigious history. We are currently finalising the venue for the 2019 Congress and we hope to announce this in Paris.

Paris is also the venue for our next Delegate's Assembly which will be held in conjunction with the Congress and members will be receiving details of the meetings and related social events in due course. We encourage all our members to attend and participate in the Delegates Assembly and also in the Congress.

I mentioned in the last newsletter that there have been a number of approaches and discussions over the past year on HR certification and qualifications across Europe and I am now setting up a working group to consider a way forward for greater collaboration across Europe. More details will follow at the Delegate's Assembly in Paris. In the meantime, if any association is interested in participating in such discussions, please contact me.

Finally, on a personal note I wish to extend my, and EAPM's great appreciation and thanks to Izy Béhar, EAPM's immediate Past President and member of the WFPMA Board who has been a pivotal influence in ANDRH and in EAPM. Izy is standing down from the EAPM and WFPMA Boards when he completes his terms of office at the end of this year, and we wish him every success in the next phase of his life. I'm sure we'll have an opportunity to thank him personally and show our appreciation to him and the other retiring Excom members in Paris.

Bob Morton



Independent working in the gig economy

by Mary Connaughton, Director, CIPD Ireland

Any view of the issues and implications resulting from a rise in independent working needs to be considered against a context of significant shifts in the role of labour. Figure 1 presents a startling picture both of the scale of change and its rapidity. The norm of a career with one employer is fast disappearing and the variation in working patterns and income sources will continue to increase. Predictions for those about to join the labour force expect they will hold up to 15 jobs over their career. However these statistics, and much government data collection, do not adequately recognise how individuals may work independent of an employer, whether this is as an independent contractor or a supplier of services, and move in and out of employment relationships.

According to recent research by McKinsey Global Institute (MGI), independent work has three defining features: a high degree of autonomy; payment by task, assignment, or sales; and a short-term relationship between worker and client. They identified four separate segments of independent workers: “free agents” who actively choose independent work and derive their primary income from it; “casual earners” who use independent work for supplemental income by choice; “reluctants” who make their primary living from independent work but would prefer traditional jobs; and the “financially strapped” who do supplemental independent work out of necessity. Those who do independent work by choice (free agents and casual earners) report greater satisfaction with their work lives than those who do it out of necessity (reluctants and



THE DECLINING ROLE OF LABOUR

Detroit 1990:

The three largest companies had a combined market value of \$65 billion (real) with 1.2 million workers.

Silicon Valley 2014:

The three largest companies had a combined market value of \$1.09 trillion with just 137,000 workers.

Fig 1: The new work order (Foundation for Young Australians, 2015)

the financially strapped), a finding that held across countries, age, income, and education.

Drawing on labour force statistics and a workforce survey of 8,000 respondents in the US, France, Germany, Spain, Sweden and the UK, MGI argue that 20 to 30 percent of the working-age population in the United States and the EU-15, or up to 162 million individuals, engage in independent work, higher than previous estimates (See also Figure 2). Digital platforms are helping to grow independent work,

with increased access to online marketing places and skills. An Australian analysis found that 80% of Australians aged 25 to 34 were willing to source future income from online digital talent platforms, more than older cohorts. Research from CIPD UK found 4% of UK working adults were working in the ‘gig economy’, and nearly two-thirds of them (63%) believe the Government should regulate to guarantee them basic employment rights and benefits. The most common reason for taking on gig work was to boost income (32%), followed by achieving a short-term goal such as saving for a new car or holiday (25%) or because it provided a back-up so people don’t have to worry about having the security of a regular income (21%).

With the pace of change, it is likely that at different points in a person’s life, there will be different drivers. With high rates of change in the nature of work and ways of working, individuals will move in and out of roles more frequently, including periods of independent work. For example, younger people who require financial stability at a certain point in their life may find themselves as independent workers out of necessity, and yet at a different point in their working life, this may be their preferred choice.

It is important that organisations are flexible enough to respond to these trends effectively and be agile to work around different models of resourcing. Key issues and implications include:



	Primary income	Supplemental income
Preferred choice	<p>“Free agents”</p> <p>30% 49 million</p>	<p>“Casual earners”</p> <p>40% 64 million</p>
Out of necessity	<p>“Reluctants”</p> <p>14% 23 million</p>	<p>“Financially strapped”</p> <p>16% 26 million</p>

Fig 2: The independent workforce across US and EU-15
(McKinsey Global Institute, 2016)

- Difficulty in sourcing specific skills in a reasonable time frame will force more employers to be open to flexible ways to deliver a programme of work.
- The contingent workforce has to be considered in the culture, values and ways of work of an organisation. This can involve investing in onboarding and development of independent contractors’ as much as in permanent employees.
- Issues such as equality of access, equal pay and pensions will have to be considered in designing workforce planning and reward systems.
- The capability to contract clear targets and deliverables that connect into wider programmes of work and are delivered with no face-to-face connection will have to grow.

Protecting precarious workers in Ireland

In Ireland there is a belief that the gig economy is growing, involving more of the labour force, but it is difficult to get firm numbers. This is exacerbated by the lack of a clear consistent definition of the gig

economy and independent workers. The definition of independent work that is emerging is one where a worker:

- Has a high degree of autonomy
- Is paid for by task, assignment or sales,
- Where the relationship between the worker and the client is short term in nature (generally understood to be under 12 months).

Ireland’s Central Statistics Office (CSO) identified that 12% of the Irish labour force is self-employed with no employees, a number that has increased by 12% in the past 6 years. This represents a very diverse segment of the labour force, from those who earn income from platforms such as Airbnb and eBay, farmers and those who provide professional and trade services.

Often analysis and the media equate those working in the gig economy with those in low pay precarious work, sometimes operating with zero hour contracts. This creates a lot of confusion and mixed messages. Recent judgements have found that well-known companies such as Uber

and Deliveroo have not adequately respected the entitlements of individuals and have generated negative publicity and concern around the risk of exploitation of low-paid workers, and tainted the image of the gig economy, which can also provide high pay opportunities. As skills tighten, and in Ireland 78% of organisations in the CIPD HR Survey faced skills shortages last year, organisations are increasingly looking at alternatives to the traditional job to get work done, leading to an expansion of opportunities.

The prevalence of zero hours contracts in Ireland

A study on zero hours contracts commissioned by the Government and carried out by University of Limerick in 2015 found that zero hours contracts are not extensively used in Ireland. Under Irish law, employees on zero hour contracts are entitled to compensation of 25% of the hours for which they have to be available, or for 15 hours, whichever is the lesser, even where they are not given work in a particular week. Statistics from the CSO indicated that 5.3% of the Irish labour force were working variable hours, though this is not defined by employment type.

Interestingly, the research found evidence of so called If and When contracts, where individuals get short-term work though they are not contractually required to make themselves available for work. Individuals with a zero hours contract are contractually required to make themselves available for work and receive a minimum payment if there is no work available.



Overall the results indicate considerable variability and flexibility in the Irish labour market. The main advantages of 'If and When' contracts to employers were flexibility, as they can increase or decrease staff numbers when needed, and cost as organisations only pay people for hours actually worked. The study identified the drivers behind this as:

- Increasing levels of work during non-standard hours
- A requirement for flexibility in demand-led services
- The absence of an accessible, affordable childcare system
- Current employment legislation
- The particular resourcing models of education and health services.

In examining the legal position of people on 'If and When' hours, the study found that their employment status is not clear. Legally, they are unlikely to be deemed employees and this raises questions about the extent to which they are covered by employment law.

Of concern was that personal service and sales workers were found to regularly work low hours, and given that these occupations are highly feminised, more women than men work low hours in Ireland. Consequently working hours, patterns of working time and employment protection are a vital strategic consideration for the employment and retention of women for a productive economy and a balanced healthy society.

The UL study also compared how working hours are regulated across Europe. Zero hours contracts do not exist in a number of countries, and where zero hours-type practices are regulated, some countries have placed limitations, such as time limits, on their use. A number of countries have increased regulations on zero hours-type work in recent years.

Additional legal protection planned for casual and temporary workers

In response in May 2017 the Irish Government approved proposals to increase the employment protection for casual and temporary workers and to strengthen the regulation of precarious work. While these changes are stated to be targeted at low-paid precarious workers, they go beyond this and will impact all future employment relationships

The draft proposals are far-reaching and will require employers to:

- Provide basic employment contracts in the first week of employment. Within five days, employers will have to state the expected duration and nature of the contract, working hours and pay.
- Increase payments to those on minimum wage when called in to work but not provided with minimum hours of work. A floor payment of three times the national minimum wage for low-paid workers who are called into work and not given three hours work will be introduced. It is unclear what is expected to happen where individuals have agreed mutually convenient contracts for less than three continuous hours.

Do 'zero hours' and 'If and When' contracts work for individuals?

The CIPD Employee Outlook survey of zero-hours contract workers in the UK, where there is no payment obligation, suggest that these types of working arrangements do in the majority of cases suit the individual. People on these types of arrangements are significantly more likely to be satisfied with having no set minimum contracted hours than to be dissatisfied.

Among those workers who are either very satisfied or satisfied with no set minimum hours, 44% said this was because they like to work flexibly 'as it suits my circumstances at the moment',

The survey also highlighted that such contracts suit many older workers. Just less than a fifth (16%) of respondents say they are satisfied with having no minimum set contracted hours because 'I am retired and just need occasional hours to top up my pension'.

In addition to the flexibility they valued, these individuals were as likely to be satisfied with their job as the average employee. They are also more satisfied with their work-life balance, and less likely to think they were treated unfairly by their employer.



- Stay clear of using zero hours contracts in most circumstances. The phrase 'zero hours practice' will be deleted from Irish legislation.
- Provide employees with a right to move from a low hours contract to a higher band of hours that reflects actual hours worked. This will follow a reference period and improve the predictability of both hours of work and earnings.

CIPD research in the UK has found that there are a cohort of part-time employees who opt to work low-hours, and these need to be catered for (see box). CIPD welcomes the recognition that additional protection is needed for low paid workers in precarious employment, but is concerned that we do not over-regulate this area, and lose flexibility valued by both employees and employers, and a key aspect of the Irish economy.

The challenge faced is how to provide protection for those who are involved in precarious work and the gig economy out of necessity and would prefer traditional jobs if they could find the right fit, against those who are content to be independent flexible workers and seek maximum flexibility in both the nature of the work and working arrangements.

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The 'gig' economy: freedom or exploitation?

by Dr Wilson Wong, Head of Insight & Futures, CIPD UK

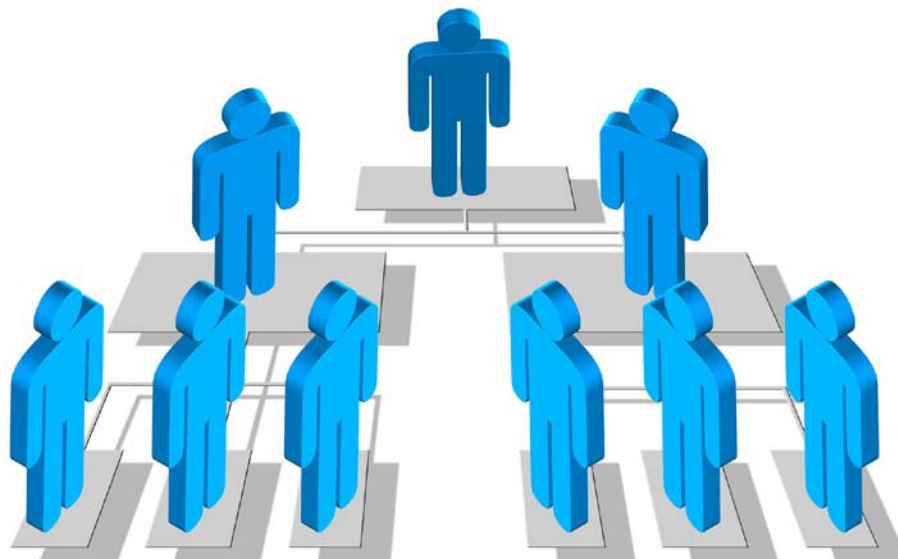
The 'gig' economy is a popular, imprecise label to capture the idea of short-term and unpredictable work arrangements where individuals are paid for each 'gig' – separate discrete jobs usually with different hirers. As the term suggests, the traditional 'gig' economy refers to how musicians, freelancers, and other creative professionals have long described their work.

According to CIPD's 2017 survey, 4 percent of the UK's working age population were engaged (sporadically) with the gig economy over the past 12 months and of these 14 percent are self-employed because they are unable to find traditional employment. The University of Oxford's Online Labour Index (Ledonverta, 2017) estimates that 52 percent of U.S. employers are using online labour.

A 2016 survey Freelancing in America (Upload, 2016) estimates that one in three is now freelance and could hit 50 percent by 2020. In the UK this is currently 6.3 per cent, with the total number of freelancers at two million with the prospect of reaching 50 per cent of the workforce by the end of 2030.

The benefits of gigging

The 'gig' economy is part of a spectrum of terms that describes peer-to-peer marketplaces (e.g. networklocum; TaskRabbit; Mechanical Turk; UpWork etc.) that enable people to monetise their skills and assets whenever, and often from wherever they want. This makes it possible for people to earn income while accommodating personal



priorities like child/ eldercare. Gigs can also helpfully provide additional income while giggers hone their skills and expertise in areas not always visible to the principal employer.

Approached thoughtfully, the diversity of platform companies provides opportunities for many to learn new skills and build contacts for gigs, but when platforms like Uber and Upwork begin to disrupt the formal economy, it has the potential to cannibalise permanent jobs, reduce tax receipts and end up with many working for less than the minimum wage.

The risk of financial precarity with no possibility of social mobility is of concern to governments. In May 2017, the parliamentary work and pensions committee called for a change in law to protect workers from being 'exploited' by gig platforms.

It demanded that anyone who falls into this category be classed as a worker and given the appropriate benefits. MPs argued the shift work did not provide a happy flexible working life and simply added strain to the welfare system and reduced potential tax revenue. The Office for Budget Responsibility estimated last year that by 2020-21, the gig economy will cost the UK Treasury £3.5 billion. An independent review of modern working practices in the UK, the Taylor Review, has just been published (see article on page 12).

The gig has characteristics of the pre-organised labour era, for example, piece work in garment factories or domestics in aristocratic homes. Then, as now, exploitation is largely invisible, hidden in private homes and businesses or in dispersed work hubs/ home working



arrangements. The media have raised the profile of cases like Uber and Hermes which highlight the need to protect workers from being treated as contractors.

In many of these cases, the argument for the platform companies is that their 'giggers' want the freedom and flexibility to work whenever they choose. The judges examined the reality of the working relationship including the control and flexibility allowed, and concluded that these 'giggers' were in fact workers. The judgments suggest that flexibility and employment rights are not binary options and that organisations using these platforms are in fact engaging workers. Should the flexibility be curtailed, they may be even regarded as employees with the full protection of employment legislation. Uber in the UK recently agreed to start providing sick pay, for drivers that have undertaken 500 trips and agree to pay £2 per week. Uber is, however, appealing the decision.

Implications for HR

The gig economy offers opportunities and risks for HR. Giggers offer skills as and when required. For HR, there is delicate balance of ensuring these giggers (and potential workers) do

not pose reputational risk as they represent the firm or financial risk if they turn out to be workers not contractors. There is the risk of falling foul of minimum wage laws, and the danger of disengaging permanent employees with a constant flow of giggers.

The online platforms use of photographs and rating systems (like Tripadvisor) help organisations to select giggers may be humanising and engender trust, but there are implicit biases in online rating systems (as evidenced by both buyers and sellers on peer-to-peer platforms) that will challenge firm's support for diversity and inclusion, and fairness.

The gig economy is here to stay, and individuals, organisations, societies and governments will have to respond. Societies and nations will decide if current employment protections should apply as the norm, or that of pre-industrial society. Interestingly in the UK, a new trade union for 'giggers', the IWGB, has just been launched. Perhaps some interesting new regulatory approach will emerge that will maintain fairness in the gig economy for all concerned.

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HR Competencies for the next decade – ready or not ?

by Even Bolstad, Managing Director, HR Norge

Welfare offices from the first industrial revolution were the origin of Personnel. Through the last three decades, personnel has been transformed into and rebranded as HR. But is HR an end state? Surely not. And if we as professionals are not ready to take the next step, our responsibilities might slide back to personnel again.

HR is there for a cause. Our overall objective is producing capabilities for the company – to the benefit of company, employees and society. After several years with much focus on the resource side of HR, many advocate that we should not forget the H in HR. And they are of course right. At the same time, we need to integrate some major changes in our environment in how we design HR for the future. And in such respect, a strong, positive but unilateral and narrow focus on own employees might be a trap.

The world is in the middle of the fourth industrial revolution. We are experiencing twelve Gutenberg-moments – simultaneously, experts tell us. We live in a VUCA world; volatile, uncertain, complex and ambiguous. And facing such changes, where 'disruption' is waiting around every corner, everything should be 'agile'. Yes, buzzwords are flourishing these days. And we might smile a bit when management consultants are telling us that everything we did and knew yesterday suddenly has been obsolete. They are not. But they may be highly insufficient.



Unpredictable and fast changes in the competitive environment put a new focus on how company resources could be rearranged to generate a competitive advantage instead of an Achilles heel. But the same way HR expanded Personnel from internal to external and from an individual to an organizational focus, the next step might be to take responsibility for and develop the new agile workforce.

Flexibility has always been closely linked to productivity. Mainly, the agenda has been on numerical flexibility – the ability to scale up and scale down following fluctuations in product plans and market demand. Agility might in many ways be regarded as "Flexibility 2.0", mixed with thoughts well known from the maple leaf model Charles Handy advocated in the 90's and The Flexible Firm Atkinson proposed in the 80s. It is about bringing in consultants, gigsters and integrating partners and others

in a well-functioning ecosystem, and it is about establishing strong task teams for specific projects. It is about speed and focus, and making external resources work seamlessly together with internals – often across geographical borders, sometimes as pure virtual teams.

Last but not least it is about change, mindsets and culture. No one should be better equipped for taking overall responsibility for decisions and development processes in such open-boundaries organizations. But if HR is not up for the task, others will. Huge demographic shifts are taking place in countries like India and China. The size of the population is by itself so massive that when the level of education is rising rapidly this represents a massive shift in global talent. Obviously, these shifts are opening new possibilities for societies, companies and individuals. With new technology and increased globalization, this talent is suddenly becoming more mobile and globally



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accessible. With a more global competency market, domestic market prices on labour – tariffs and salary levels – might be expected slowly to converge and new markets for products and services to evolve.

On top of this, business transformation and digitalization is taking place at what many describe as an exponential pace. New business models evolve and competition increases dramatically. Companies will struggle in their strive for effectiveness, where the interaction between the competencies and areas of responsibilities represented by Chief HR Officer (CHRO) and Chief Technology Officer (CTO) will be a critical success factor.

We will see increased unemployment in combination with need for internal shift in competencies. Changes will open opportunities for entrepreneurs with the possibility of designing organizations more agile and tech-savvy than those they are challenging.

With traditions, competencies and passion anchored in the people side of HR, many HR professionals are struggling when being challenged on the business and strategic perspective in HR. The next step may be even harder and more challenging than the shift from personnel to HR once was. Excellent people skills will definitively be necessary - but insufficient. Strategy, digitalization, design thinking and service procurement are among what should be added to the basket of



competencies HR will have to master in order to stay relevant....at least at a strategic level.

In the HR competency model, developed by RBL Group in cooperation with EAPM as partner, 'strategic positioning' has become one of the core strategic competencies. Strategic positioning is very much about foreseeing overall trends, navigating through scenarios and translating business strategies into HR activities and deliverables. HR is about Humans and Resources. But unless the function is able to step up and take an overall responsibility for the resource side, someone else will. Maybe we will see the emergence of a role which de facto is a CCO – Chief Capability Officer. She might not necessarily be an HR specialist, but someone who is more able to integrate organizational architecture, technology and people into a greater

whole than those who have a professional track through HR and often HR only. In such a scenario, the proud profession known as HR might slowly be marginalized as one of several reporting this new, influential member of the board. And if so, the circle might be closed when HR once again become a function mainly focusing internally and limited to own employees.

If a scenario described above should evolve, we as a function would have a crisis. It is mainly up to ourselves to avoid that to happen. On the contrary - actively developing our skills, being strong on our core "classical" competencies but at the same time integrating new areas of expertise into the function, these times might represent a grand window of opportunity for HR.

Good Work:

the Taylor review of modern working practices

In September, 2016, responding to growing concerns about aspects of the changing labour market, the UK government commissioned an independent review to be led by Mathew Taylor. The brief was to look at how employment practices need to change in order to keep pace with modern business models and to examine how flexibility can be maintained while also supporting job security and workplace rights. Of greatest interest in Taylor’s work was what the review would say about the so-called gig economy, particularly in the context of a London Employment Tribunal ruling, towards the end of 2016, against Uber’s argument that its drivers were not their employees – see Box.

Reporting in July, the Taylor Review seeks to promote ‘good quality work for all’. “Good Work is shaped by working practices that benefit employees through good reward schemes and terms and conditions, having a secure position, better training and development, good communication and ways of working that support task discretion and involve employees in securing business improvements.” (Taylor Review, 2017). The Report develops a set of principles to guide ‘good work’ and from these makes a number of recommendations.

Seven principles are outlined for fair and decent work:

- that the “national strategy for work” should have the explicit goal of good work for all. Government is accountable but businesses also need to embrace responsibility;
- worker status should be renamed dependent contractor status and it should be made easier to distinguish between these individuals and those who are genuinely self-employed;
- employment law and the way it is enforced should help companies make the right choices and enable individuals to know and exercise their rights;
- good corporate governance and strong employer relations, not more employment law, are the best way to achieve better work;
- everyone should feel they have “realistically attainable ways to strengthen their future work prospects”, whether through formal learning or on-the-job activities;
- organisations should take a more proactive approach towards workplace health, given that “the shape and content of work” and wellbeing are closely related; and
- employers in different sectors should form sectoral strategies to ensure individuals do not get stuck at national living wage level and are able to progress in their careers.



Uber, the San Francisco based taxi company, had argued that its drivers were not their employees, but were instead self-employed contractors, and were therefore not entitled to minimum pay, sick-leave, or paid holidays. In the UK, the GMB union have challenged this position on behalf of two Uber drivers. A London employment tribunal towards the end of 2016 decided in their favour. According to the tribunal, ‘The notion that Uber in London is a mosaic of 30,000 small businesses linked by a common ‘platform’ is to our mind faintly ridiculous.’

Uber is challenging this ruling, so there may well be further changes down the road, but if this decision stands, it will have huge repercussions for the entire industry that goes by the name of the “Gig Economy”. The rhetoric underpinning this sector is the same rhetoric used by Uber - that it is worth sacrificing employment benefits such as minimum wage in order to get the flexibility of not having to be an “employee”.

Note: The ‘gig economy’ is sometimes referred to as the ‘Uberfication of work’.



Worker Status

It is the report's second principle that has received most attention immediately following publication. Taylor recommends that it is made clearer how organisations should distinguish workers from those who are legitimately self-employed. Also it is recommended that employers should offer additional protections for dependent contractors and that there should be stronger incentives for companies to treat them fairly.

Companies that have a “controlling and supervisory” relationship with workers should have to offer them a range of benefits, including paying

national insurance contributions. A ‘right to request’ guaranteed hours is a further recommendation. The review acknowledges that, while platform-based working (typically based on technology platforms where consumers hire people’s services, such as Deliveroo and Uber) can be a way to work flexibly for many people, dependent contractors can fall victim to “one-sided flexibility”, hence the need for additional protection.

Wages

Relatedly the report called for those running platform-based working to be able to show they are paying their average worker 1.2 times the national minimum wage. Furthermore, companies that use technology platforms to commission work should use the data these apps generate to give workers a more accurate guide of their potential earnings – so workers have the freedom to choose lower-rate jobs but there is greater transparency.

Zero-hours contracts rights

The review suggests the creation of a right that would allow those who have worked on a zero-hours contract for 12 months or longer to request fixed hours from their employers that better reflect the hours they have

actually been working. Much like the zero-hours contracts right, the Taylor review also suggested a right that would allow agency workers who have been placed with the same hirer for at least 12 months to request a direct contract of employment. The hirer would be obliged to treat any such requests seriously.

Enforcement ?

Importantly though, the Review argues that the best way to achieve better work is not national regulation but “responsible corporate governance, good management and strong employment relations within the organisation, which is why it is important that companies are seen to take good work seriously and are open about their practices and that all workers are able to be engaged and heard.”

According to the TUC “It’s no secret that we wanted this review to be bolder. This is not the game-changer needed to end insecurity at work.” A key issue is that of enforcement. Unions argue that unscrupulous employers are ignoring the rights which workers already have. According to Frances O’Grady (TUC General Secretary) “better enforcement of existing rights rather than a new status was needed”.



Greek People Management Association

Conference Report

The HR Forum, 2017, hosted by the The Greek Association of People Management (GPMA), addressed the future of Human Resources Management, specifically: trust, leadership culture and the role of Human Resources Management in the era of the 4th Industrial Revolution and digital disruption.

What will be the Human Resources Management response to the changes precipitated by technology and globalisation? How will the digital economy affect the way that decisions are reached by enterprises? How will we learn to re-learn? How can we help our Companies shape a culture of trust? Which are the competences necessary for senior executives to develop their leadership skills? How can HR leadership nurture trust in employees so that their company can anticipate and adapt to future developments?



These were the questions that were the subject of the annual conference of the GPMA held on the 10th of May 2017 in Athens. Under the auspices of the Hellenic Federation of Enterprises, the conference was attended by 300 senior HR officers from several companies.

The aim of the HR FORUM 2017 was to keep HR professionals abreast of the new trends in the digital economy and help turn HR people into reliable leaders so that all Line Managers and Enterprise Leadership work in tandem to lead their companies into the future.



The President of the GPMA, Sotiris Stamatou, set the tone of the conference with the question “What do we need to adapt to and what needs to be changed?” Rena Bardanis, Director of Social Affairs of the Hellenic Federation of Enterprises (SEV), referred to the digital strategy of the Hellenic Federation of Enterprises and highlighted the importance of a fast-paced implementation of changes.

‘Adapting’ to change

According to Lucas Van Wees, Vice-President of the European Association for People Management (EAPM), to which GPMA is affiliated, HR Management Executives need to prepare their Companies for the



Greek People Management Association

transition into the new digital reality, as the number of traditional jobs in Europe (and Greece is no exception) is expected to drop significantly in the years to come. To address these changes, the European HR Association has been working closely with 49 countries to set up a European Human Governance ISO standard that will include the human factor into the decision-making process at top enterprise level so that the human and social implications are properly reflected into its strategy.

The power of ‘employee benefits’

Dimitris Mazarakis, CEO & Vice-President of Met Life Insurance SA and Chairman of the Board of the Hellenic Association of Insurance Companies, presented the results of an international Metlife survey about the value of benefits to employees, especially in countries facing financial difficulties. “The greatest concerns for executives in Greece are the financial resources if they want to buy a house and the discredit of the pension scheme. At the same time, a high percentage of respondents attach great importance to insurance benefits offered by employers and they would change employers if the salary and insurance benefits were higher,” he said.

Trust and Leadership

Several keynote speakers in the conference addressed the importance of trust within leadership. Gianpiero Petriglieri, Associate Professor of Organizational Behavior at INSEAD, stressed that the vision of building resilient organisations, customer loyalty and employee



dedication requires inspirational leaders with vision, who are able to support the digital transition into the future. He also said that “Real leadership exists when we work together for the common interest and not on one’s own.”

Rolasind Searle, Professor of Organizational Behavior and Psychology at Coventry University, introduced attendees to the secrets of trust and consistency as a necessary factor of company prosperity and development. She also spoke of “control” as an additional level of trust and not as an undermining factor, and stressed that “It is the combination of trust and consistency we rely upon to deal with clients and suppliers. The lack of consistency creates problems. Trust arrives on foot but leaves on horseback.”

HR & SMEs

During a panel discussion coordinated by Olga Epitropaki, Professor of Management at Durham University Business School UK, the panel members discussed the specific challenges and difficulties encountered as medium-sized companies under the present circumstances and how company leaders/owners inspire a feeling of trust in their employees.

The members also gave their own views about the future of employment, the role of technology in it, and how the role of Human Resources Management will evolve to have a decisive effect on the companies’ strategic decisions.

Brexit Update

by Bob Morton, EAPM President



Bildtext

This update focuses on the UK perspective on Brexit and particularly the issue of immigration and the workforce. Future updates will seek to give perspectives of other EU member states as they learn more about the impact of the negotiations.

The negotiation dance has now commenced! The opening round of the Brexit negotiations took place on Monday 19th June. These will be arguably one of the most complex negotiations ever undertaken by the British government and the European Union.

In the opening exchanges Theresa May reaffirmed the importance of controlling migration to the UK from other EU countries as a central aim of Brexit. At a press conference in Brussels, she underlined the fact that once Britain formally leaves the EU, in 2019, controlling immigration will

be a key priority, which she believes voters were demanding when they backed Brexit last year. In response, EU leaders have described the UK's opening offer to protect EU citizens' rights as vague and inadequate, suggesting the British government needs to go further. Donald Tusk, president of the European council, said the offer was "below our expectations" and would worsen the rights of the EU citizens.

Clearly there is a long way to go in the negotiations and my personal view is that the 'dance' will continue well beyond the two year timeframe given for the exit process.

Employer Concerns

There is still a worrying lack of detail about what the future immigration system in the UK will look like. Research published in June by the

CIPD and the National Institute of Economic and Social Research (NIESR) clearly shows that businesses are sounding the alarm on access to talent, and are very concerned that sweeping changes to immigration will leave them unable to access the talent they need. Government needs to address those concerns by consulting much more widely with business to ensure that the future immigration system serves the needs of the economy and allows organisations to access both the skilled and unskilled talent that they need."

The research, 'Facing the future: tackling labour and skills shortages post-Brexit', analyses employers' perspectives on migration restrictions following the end of free movement and is based on a survey of more than 1,000 organisations, employer focus groups held around the UK and in-depth interviews with HR leaders.

A key finding is the end of free movement of people from the EU will damage UK businesses and public service delivery unless post-Brexit immigration policies take account of the need for both skilled and unskilled labour from the EU. It also calls on businesses to broaden their recruitment and people development strategies to ensure they are doing all they can to attract and develop UK born workers, and highlights the need for significant changes to Government skills policy.

Peter Cheese, Chief Executive of the CIPD, commented: "Access to skilled and un-skilled labour is a huge concern for employers. If

the Government does not provide a straightforward, flexible and affordable immigration system for EU nationals post Brexit, as set out in our recommendations, significant numbers of employers are likely to face real skill shortages which may hold back their growth and performance.

“There is still little clarity on the immigration system that the UK will adopt after Brexit. An overly blinkered approach focused on simply cutting immigration to tens of thousands and focusing only on high skilled employees could leave employers high and dry, especially those who rely more on EU migrants to fill low-skilled jobs. The Government must therefore consult far more widely about their plans and invite employers to play a key role in shaping the future of UK immigration policy to ensure it works for businesses and the economy.

“Our research also suggests that while Brexit will encourage some employers to work harder to recruit local candidates and people from under-represented groups in the UK, many employers are already working to build links with schools, provide apprenticeships and invest in training and yet are unable to find the skills and people they need.”

Employers have difficulty attracting sufficient UK nationals to work in low paid and low-skilled jobs particularly where hours are anti-social or the work environment challenging - especially in regions such as the East Midlands and South West of England despite offering higher pay and investing in the skills of the workforce in some cases. However employers in low paid sectors such as retail and hospitality are more likely to report they employ EU migrants because



Brexit Simplified

they have lower expectations around pay and employment conditions (15%) than the all employer average in the survey (7%).

Heather Rolfe, Associate Research Director at the NIESR, co-authors of the report, stated that: “Our research adds further weight to evidence that employers don’t recruit EU migrants in preference to British workers, but because they attract too few British applicants. Ideally, many employers would like to recruit more young people but working in a meat factory or a care home is not top of the list for school leavers now, and never has been.”

“It would be very unwise indeed for the Government to end free movement without putting in place new policies which enable employers to meet their needs for lower skilled labour. Our key sectors and services will suffer damage if policies to replace free movement are

introduced in haste and are costly, complex and bureaucratic.”

Report Recommendations

The report recommends that future immigration policy to replace free movement must be:

Straightforward:

- New policies for EU nationals should be aligned as closely as possible with the existing points based system for non EU nationals
- Government should avoid introducing a complex array of sector or regional based immigration policies which could lead to disparities and unfairness
- Any changes to immigration policy for EU citizens should be introduced at the end of a three-year transitional period once negotiations are completed

Flexible:

- Government should review and expand the labour shortage occupation list for EU nationals to include jobs at lower levels of skills and salary where there is evidence that labour shortages are difficult to address and damaging to employers
- Government should review the Resident Labour Market Test and make it more appropriate for employers facing damaging labour shortages by reducing the requirement to advertise jobs through Job Centre Plus from 28 to 14 days
- The Youth Mobility Scheme should be extended to all 18-30 year old EU migrants and EU students with a bachelor's degree or above should be allowed to remain in the UK, without requiring a job, for two years



Affordable:

- In applying the existing points-based system for non EU workers to EU workers, Government should halve the sponsorship licence fee for public sector employers and review the other costs that employers are subject to, for example the health surcharge, the skills levy and the fee to for every non-EU national they employ.

The report is available from CIPD via the following link:

<https://www.cipd.co.uk/knowledge/fundamentals/emp-law/recruitment/post-brexit-skills-shortages>

Further updates will be given in our future Newsletters as the negotiations progress.

Skills in Europe labour market: New CEDEFOP initiatives

To inform the design of VET and employment policies, Cedefop identifies and anticipates future skill needs and potential skill mismatches. It provides high quality evidence on trends in the labour market and skill needs by producing regular skill supply and demand forecasts for Europe and analysing the potential labour market mismatches and imbalances. Cedefop also investigates skill and competence needs in selected sectors, has collected its own European data on skills and jobs. Against this backdrop three initiatives in 2017 initiatives are notable:



Governance of skills anticipation and matching: Supporting EU countries

Cedefop's research shows that the goal of reducing skills mismatches requires reforms to increase the responsiveness of education and training systems to labour market needs, such as enhancing work-based learning. But skill mismatch changes over time, so striving to achieve a balance between skills and job needs is dependent on the provision of continuing vocational learning that goes hand in hand with skill-intensive jobs. Mitigating skill mismatch due to technological obsolescence therefore requires an integrative approach to skills governance among stakeholders, which can ensure a virtuous feedback loop between labour market and education and training actors. In 2017 Cedefop began to provide technical advice to countries asking for its support to improve their 'governance of skills anticipation

and matching'. In doing so, Cedefop works to identify country-specific challenges, bottlenecks and policy solutions for achieving effective skills governance. In 2017-2019 Cedefop will work closely together with national authorities in Greece, Bulgaria, Slovakia and Estonia.

Big Data analysis from online vacancies

Over the last decade, the usage and importance of online job vacancies platforms significantly increased. The Internet has therefore become a rich source of real-time labour market information on skills demand by employers, which is now accessible thanks to technological advances in big data collection and analysis. The European Commission has highlighted the collection and analysis of big data as one of the priority action of the New Skills Agenda for Europe.

Taking these developments as a backdrop, Cedefop is joining forces with Eurostat and DG EMPL to develop a fully fledged EU-wide system to collect and analyse data on skill demand using online job postings. Cedefop has already developed a prototype multilingual system and successfully tested it in five countries (UK, DE, CZ, IT, IRL) and is now refining the tool. First data will be released in 2018 and the EU system will be fully operational end 2020.

European Company Survey

Cedefop and Eurofound are sharing expertise and resources to carry out the next European Company Survey. The survey will explore the strategies deployed by companies to meet their skill needs, through recruitment, HR development practices and work organisation. In this context, special emphasis will be put on the impact of digitalisation.



This 4th European Company Survey will ensure continuity with core issues that have been explored previously by Eurofound. However, this wave will be informed by findings and expertise of Cedefop stemming from earlier projects:

- Cedefop's pilot survey on skills obsolescence, which showed the importance of the key role of organisations for workers' ability to keep their skills up to date
- Cedefop's European Skills and Jobs Survey that showed the key role of workplace organisation in the way skills are utilized. Job tasks affects the extent to which workers draw on their skills and the adoption of a complex job design, including challenging duties, can lead to skill development.
- Third, the survey questionnaire also borrows from the ongoing Cedefop analysis of eight qualitative

case studies on learning strategies in successful companies from the project on learning cultures in organizations.

Survey preparation has started and field work will take place at the end 2018 / beginning 2019. First results will be published towards the end 2019.

Stay tuned for the European skills index!

Cedefop's **Making Skills Work Index** measures the comparative performance of the skills formation and matching system of each EU country. The index considers three dimensions: a) skills development, b) skills activation, and c) skills matching. These are distinct areas but, all together, they capture three different stages of the route of skills



from cultivation to utilisation in the labour market and at work.

The European skills index thus provides useful information to multiple recipients interested in different aspects of the 'skills ecosystem' while at the same time providing a snapshot view on countries' 'skills performance'. The index aims to serve as inspiration for countries and stakeholders that want to improve certain areas, understand what is driving their results and would like to know more about other countries' performance. Based on extensive expert discussions, Cedefop will carry out further work and a new version of the European skills index will be launched early 2018.

Existing Skills index data can be located at http://skillspanorama.cedefop.europa.eu/en/indicators/making-skills-work-index3?utm_source=MSW&utm_medium=SLIDER&utm_content=SPSLIDER&utm_campaign=Making%20Skills%20Work

ILO to establish Global Commission on the Future of Work



International
Labour
Organization

The formation of a Global Commission on the Future of Work marks the second stage in the ILO's Future of Work Initiative. Its job is to undertake an in-depth examination of the future of work that can provide the analytical basis for the delivery of social justice in the 21st century. The Commission will produce an independent report on how to achieve a future of work that provides decent and sustainable work opportunities for all. This report will be submitted to the centenary session of the International Labour Conference in 2019. The Commission will be co-chaired by Ameenah Gurib-Fakim, President of Mauritius, and Stefan Löfven, Prime Minister of Sweden.

Over the past 18 months, the ILO's tripartite constituents - governments, employer and worker organizations - have held national dialogues in over 110 countries in the run-up to the launch of the Global Commission. The Commission will focus in particular on the relationship between work and society, the challenge of creating decent jobs for all, the



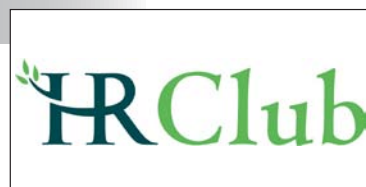
organization of work and production, and the governance of work.

Speaking at the launch, ILO Director-General Guy Ryder reminded the audience that these were key issues of our time which increasingly occupy political life and define hopes, and sometimes fears, of families across the world. "It is fundamentally important that we confront these challenges from the conviction that the future of work is not decided for us in advance. It is a future that we must make according to the values and preferences that we choose and through policies that we design and implement," he said.

Ed Note: The ILO's Future of Work Portal is well worth a visit – go to <http://www.ilo.org/global/topics/future-of-work/lang--en/index.htm> There is an excellent short video and various other resources including emerging

trends and a new report which offers a summary of the panels which brought together leading economists, academics and representatives from governments and social partners.





Member Profile: HR Club (Romania)



About us

HR Club is the association of human resources professionals in Romania. It has over 450 members, representing 275,000 employees, working in multinational or Romanian companies, from various industries such as: Manufacturing; Banking & Insurance; IT&C; FMCG; Oil & Gas; Pharmaceuticals; Distribution & Logistics. HR Club's mission is to encourage the development of the human resources community by supporting and promoting the best practices in the field.

HR Club was legally established in 2004 at the initiative of a group of HR professionals that had been functioning informally since 1998. HR Club membership has increased from 40 individuals in 2004 to over 450 in 2017. We continue to grow and in 2016 we opened a branch in the second largest Romanian city, Cluj-Napoca. As an association, HR Club is proud of the high level of

satisfaction with the quality of HR Club services and activities. Yearly satisfaction surveys consistently indicate that over 94% of our members they are satisfied/very satisfied. The yearly membership renewal rate is consistently over 90%.

HR Club is actively involved in public policy change as a Member in the Social and Economic Council of Romania and the Coalition for the Development of Romania. Starting with 2007, HR Club is a member of The European Association of People Management (EAPM) and The World Federation of People Management Associations (WFPMA).

HR Club Values:

- Responsibility
- Cooperation
- Evolution
- HR Club Strategic Directions:
- Represent the interest of the HR community in changing the relevant legislative projects.

- Develop a common network with other business associations in order to raise the profile of the HR profession.
- Increase the representativeness of the association.
- Ensure the professional development of our members through HR communities of practice.
- Support the educational process in the development of young professionals in accordance with labor market needs.

Activities

HR Club is committed to achieve its objectives by sustaining a number of successful projects, including: National Conference (soon the 13th edition); HR Club Excellence Awards Gala (9 editions); HR Best Practices Manual (launching the 8th edition in 2017); HR Best Practices Seminars (5 per year); HR Club Next Generation Summer School (11 editions); HR Practice Communities on Industries (implemented for the Banking, IT&C, FMCG, Production and Retail Industries).



HR certification system

HR Club launched the first 100% Romanian HR Certification System in May 2017. It was created by experienced professionals and targets three levels of seniority: generalist, integrator and strategist

This certification, recognized by the members of the HR Club Community, will offer HR professionals not only an insight into their level of mastery of the most relevant competencies that guarantee success in this field, but also a guide for their future development.

The certification exam is based on case studies inspired by real-life scenarios from multinational and Romanian companies, designed to evaluate the applied professional competencies rather than theoretical knowledge. This Certification System is based on the HR Competency Model that HR Club introduced in 2016, an ambition that the community has had ever since its establishment in 2004.

High future conference

On October 4th, 2017, the 13th edition of the HR Club Conference – the HighFuture Conference – will be about exploring the future and its new concepts and challenges. At this event the most influential HR people in Romania will gather in a friendly environment and catalyze a great learning and networking experience.

HR Club will bring as speakers people whose stories are inspiring and start changes in mentality, people who can motivate the participants to make their right decisions and people who will teach them to create the right environment in their companies so that all of these changes can be successfully implemented.

For example, Erin Meyer, Senior Affiliate Professor in the Organisational Behavior Department at INSEAD, will offer a highly practical and timely perspective on one of today's most pressing

issues: how do different cultures influence the way we do business when working globally. Isaac Getz, Professor in Idea, Involvement, and Innovation Management at ESCP Europe School of Management, will show the Romanian HR professionals how to transform their organization into a liberated company.

Professor Getz has studied over 300 companies from 30 countries and published research on diverse topics related to innovation, leadership, corporate transformation, employee engagement, and freedom and responsibility culture. More details on the agenda and registration are available at www.hr-club.ro/en

The ‘gig economy’: employee, selfemployed or the need for special employment regulation?

by Adrian Todoili-Signes University of the Balearic Islands, Spain



The author begins his article by noting that the legal concept of an employee is rooted in a pre-Internet era. The advent of the digital era has changed employment relationships dramatically, causing considerable legal uncertainty about which rules apply now apply in an increasingly digital age. Technology is transforming business organisations, Todoili-Signes argues, in a way that makes employees – as subordinate workers – less necessary. New types of companies, based on an ‘on-demand economy’ or ‘sharing economy’ and dedicated to connecting customers directly with individual service providers, are emerging.

These companies conduct their core business completely through workers classified as self-employed. The essential question which the article addresses is whether, in this context, employment law faces its greatest challenge. A very useful contextual discussion precedes the author’s conclusions. He outlines the characteristics of new business models before assessing the impact of such on labour relationships. This is well informed drawing in both pertinent research literature and case law.

Todoli-Signes is clear that his research and analysis presents a clear case for change. “Rules protecting working conditions do not fully match the new business model, one of the main characteristics of which is working time flexibility. Workers are allowed to choose when and for how long they wish to work, a concept distant from traditional regulations on working hours schedules, compulsory rest periods and holidays. Fixed salaries and minimum wages seem difficult to fit into a business model where a worker can also choose how long he/she is going to work”. The argument, sometimes presented by companies operating with new kinds of worker relationships, that they do not have control over their workforce and, therefore, should be classed as self-employed is rejected. Not to consider them employees “would mean that labour law would be neglecting the subject – workers – which it has tried to protect since its very origins.

The author notes that in Spain and Italy and some other legal systems, there are different labour regulations for different professions. This is known as ‘special labour law’. For example, there are special employee regulations for high-level managers, sportspeople, salespeople, artistic professions, domestic work and lawyers, among others. These special labour laws aim to adapt employment regulations to the specific necessities of a profession. His argument is that “by using this institution it should be simpler to include gig economy workers within

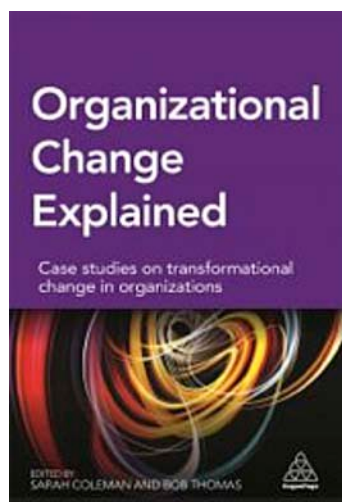
the scope of the employment law, provided that those regulations incompatible with this new business model are modified to take account of the latter’s circumstances.” Thus, Todoili-Signes concludes with a proposal for the creation of a special employment relationship and a new regulatory framework which recognises and addresses companies and workers operating within the gig economy.

The article is published in *Transfer: European Review of Labour and Research* (a Sage Journal) which seeks to stimulate dialogue between the European trade union movement and the academic and research community. It contributes research findings on issues of strategic relevance for trade unions, in particular with regard to developments at the European level. The author’s research ‘The regulation of the collaborative economy’ of the Spanish Ministry of Economy and Competitiveness, n_ DER2015-67613-R. A version of the article can be downloaded at https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2960220 and it should be noted that the article’s abstract is presented in three languages: English, French and German.

Adrian Todoili-Signes, 2017, The ‘gig economy’: employee, selfemployed or the need for special employment regulation? Transfer: European Review of Labour and Research, 23:2.

Organizational Change Explained: Case studies on transformational change in organizations

by Sarah Coleman and Bob Thomas (Eds), Kogan Page, 2017



Organizational Change Explained shares stories and insights from experienced change practitioners so professionals can reflect on their own work and consider strategies and approaches to any organizational change issue they may face.

Importantly the book is not offering a simplistic checklist of do's and don'ts, but rather the basis for a critical consideration of the learning generated through the analyses presented.

The way organizations are approaching change is itself changing: over the past 15 years, the authors argue, "the conversation about organizational change has evolved from the very basic level (for example, an occasional discrete, local change programme) through to a more mature level (for example, where an organization is managing a portfolio of multiple and often overlapping change initiatives). And now increasingly the change

conversation is evolving further into major, complex transformation which is unpredictable, iterative, experimental and often involves high risk".

The book is in two parts. Part 1 uses case material across different industry sectors to look at how change is practically shaped, delivered and embedded. Cases include the UK's NHS, GlaxoSmithKline and what the authors suggest is Europe's largest construction project – Crossrail. One chapter focuses on leading change in the not for profit sector.

Importantly, each chapter does not simply describe the organisational change in the context of a particular organization or sector. Rather key themes are integrated into and drawn out from the analysis presented. Whilst the usual suspects – resistance to change, communication and engagement, shared vision etc - feature strongly, themes that have emerged in more recent years are also given sound attention. So, for example two chapters draw on insights from applied neuroscience – the impact of organizational change on the brain – and relatedly change behaviours, whilst the growing acknowledgement that leadership of change is not all about the executive level is also usefully explored.

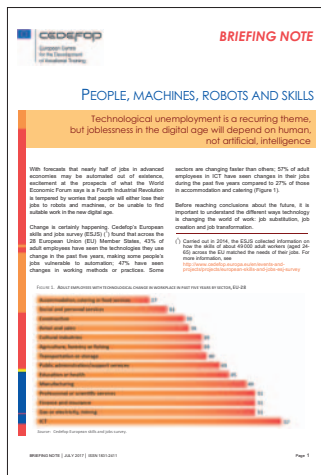
Part 2 uses shorter opinion pieces to understand how change might influence industry sectors and organizations in the future. A highlight is the chapter addressing "the shift from complicated to complex". Here Heather Bewers reflects that

as the operating environment of organizations becomes increasingly complex (multiple variables, greater unpredictability) rather than just complicated (where multi-variable activities are nonetheless fairly predictable and hence capable of planning and controlling) this traditional approach may itself need to change. Change management, Bewers argues, may need to adopt a more iterative format as options are explored and decisions made to scale up accordingly.

The book is a sound resource; equally well suited to a complete read or being dipped into as necessary. Recognising the latter, the editors provide a very helpful introductory section which summarises each chapter, references the cases and sectors involved, and cross references related chapters.

The book is a welcome addition to the voluminous literature on organisational change; principally because it provides accessible insight from real, organisationally based case studies and which can be used by any professional concerned with change management, to help to inform their thinking about how they might approach and manage change.

People, Machines, Robots and Skills – CEDEFOP Briefing Note 9121



The latest in CEDEFOP's series of Briefing Notes addresses, broadly speaking, the future of work. Countries in Europe face an increasingly evident tension as regards the relationship between technology and work; one with important implications for HR professionals wherever they may operate. With forecasts that nearly half of jobs in advanced economies may be automated out of existence, excitement at the prospects of what the World Economic Forum says is a Fourth Industrial Revolution is tempered by worries that people will either lose their jobs to robots and machines, or be unable to find

suitable work in the new digital age. However, the Briefing Note is at pains to point out that speculation about the future is of little value without careful consideration of the different ways technology is changing the world of work: job substitution, job creation and job transformation.

Job substitution is the real source of concern over job losses. Fears that technology will replace labour are not new, but historically technology has had positive effects on employment. Today, as technology becomes cheaper and penetrates deeper into the economy, labour's share of total income is falling. Technology is polarising the labour market, creating high-skilled, well-paid jobs at one end of the scale and low-skilled, low-pay jobs at the other, hollowing out the middle. New technology sectors also tend to employ fewer people. In 2014, the smartphone messaging company WhatsApp, with 55 workers was purchased for USD 19 billion, the same value as US clothes retailer GAP with 137,000 employees.

Importantly, though, how technology affects employment is complex, dependent upon a range of factors. Critically there are decisions

to be made – by governments, by companies, and indeed by professional bodies whose role is to lead, advise and influence the debate and discussion on such issues. EAPM is but one player in a broad field of interested stakeholders. But, it could do worse than to lend its voice and support to CEDEFOP's conclusions: "Technology does not decide how many jobs there are; how far technological progress translates into a jobless society will come down to human, rather than artificial, intelligence.

The Briefing Note is a concise but informative introduction to one of the most pressing issues facing European economies. It provides an excellent resource to begin a more detailed exploration of how such changes may affect your sector, your industry company, professional body etc. It is available at: <http://www.cedefop.europa.eu/en/publications-and-resources/briefing-notes>

Briefing notes are published in English, French, German, Greek, Italian, Polish, Portuguese and Spanish, and the EU Presidency country's language.

EAPM Event Calendar – 2017

Date	Event	Location	Internet link
OCTOBER 2017			
Oct. 3-4, 2017	HRcomm Annual Conference: HR 2020	Bratislava, Slovakia	
Oct. 4-5, 2017	Dansk HR – Træfpunkt HR/ Meetingpoint HR	Copenhagen, Denmark	
Oct. 12-13, 2017	OPWZ – Forum of Human Resource Management 2017	Salzburg, Austria	
Oct. 17-18, 2017	LAPM Annual HR Conference “Darba tiesības un personāls” / HR Pro	Riga, Latvia	
Oct. 25, 2017	EAPM Board meeting	Paris, France	
Oct. 26, 2017	EAPM Delegates Assembly	Paris, France	
Oct. 26, 2017	70th anniversary of ANDRH	Paris, France	
Oct. 27, 2017	EAPM Congress: European New HR Landscapes	Paris, France	
Oct. 27, 2017	Flora – HR Day: Future of work	Reykjavík, Iceland	
Oct. 30, 2017	NVP Congress: HRM bevordert innovatiecapaciteit	Nijmegen, The Netherlands	
NOVEMBER 2017			
Nov. 1-2, 2017	HR Norge – HR Forum: Digitalization, Bridging skills & Leadership of tomorrow	Oslo, Norway	
Nov. 14-15, 2017	DGFP // lab: Moving HR forward, fast and furious	Berlin, Germany	
Nov. 16, 2017	APG 50º Encontro Nacional da APG	Lisbon, Portugal	
Nov. 21, 2017	HENRY – HRx 2017 “Technology and People”	Helsinki, Finland	
Nov. 30, 2017	PMClub / HRPro.be Congress: Langer Werken – Help ik word 100!	Brussels, Belgium	



European HR New Landscapes

HR new fields, new spaces, new boundaries... the 28th EAPM Congress will deal issues about the most recent UE's and European matters which make sense for HR managers.

INVITATION

A top-level event hosted by the French association ANDRH created in 1947 which celebrates its 70th anniversary.

Exclusive and priceless for active members only.

The 28th EAPM Congress will take place on 27th October, 2017 at the Economic, Social and Environmental Council (ESEC), an institutional and great location in Paris.

REGISTER NOW ON www.andrh70.eu

Useful information:
From 8:30 to 18:00 & cocktail
ESEC, 9 Place d'Iéna
75016 Paris.

KEYNOTES – PLENARY SESSIONS – WORKSHOPS –
DISSIMINATION OF REPORTS– NETWORKING

Speakers: officials from UE organizations,
experts recommended by the EAPM board, HR managers
who deal with European issues.

Special thanks
to our partners



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