New forms of employment

Status quo and first findings on crowd employment and ICT based, mobile work

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Dynamics of Virtual Work
European Cooperation in Science and Technology (COST) Working Group Meeting

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• Anecdotal evidence of the emergence of new employment forms
• Little information on
  ▶ Their specific characteristics
  ▶ Their impact on working conditions
  ▶ Their effects on the labour market
• Eurofound project in WP 2013 and 2014 to
  ▶ Identify and characterise the new employment forms in Europe
  ▶ Illustrate their implications on working conditions and the labour market
  ▶ Illustrate their legal and policy framework
  ▶ Derive some policy pointers
Methodology and status

- Mapping exercise May – December 2013
  - Identification of new employment forms by national correspondents
  - Systematisation/classification by Eurofound
- Literature review October 2013 – June 2014
  - By Eurofound and contractors
  - To characterise the employment forms and summarise findings on implications on working conditions and the labour market
- Case studies November 2013 – August 2014
  - By contractors, with pilots by Eurofound
  - Employment relationships, legislation, collective agreements, support instruments
  - To illustrate selected new employment forms and their implications on working conditions and the labour market
- Reporting
  - By Eurofound
  - Publication planned for end of 2014/early 2015
**What is a ‘new form of employment’?**

<table>
<thead>
<tr>
<th>Non-conventional workplace (e.g. ‘around’, own-office, etc.)</th>
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</thead>
<tbody>
<tr>
<td>Employment relationship</td>
</tr>
<tr>
<td>- 1:n</td>
</tr>
<tr>
<td>- n:1</td>
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<tr>
<td>- n:n</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Support of ICT (e.g. mobile phone, iPad, etc.)</th>
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<tbody>
<tr>
<td>Employment terms</td>
</tr>
<tr>
<td>- Discontinuity</td>
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<tr>
<td>- Intermittent</td>
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<td>- Non-conventional fixed term</td>
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| Networking among self employed                             |

<table>
<thead>
<tr>
<th>Existing or new forms of contract</th>
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</thead>
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| Whole economy/all occupations or individual sectors/occupations |

⇒ Established or of increasing importance since about 2000
## Identified new employment forms

<table>
<thead>
<tr>
<th>Employee sharing</th>
<th>Job sharing</th>
<th>Temp. management</th>
<th>Casual work</th>
<th>ICT based, mobile work</th>
<th>Portfolio work</th>
<th>Voucher based work</th>
<th>Crowd employment</th>
<th>Cooperation among self-employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Both</td>
<td>Both</td>
<td>Self-employed, freelancers, micro enterprises</td>
<td>Employment terms</td>
<td>Networking</td>
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</tbody>
</table>
Identified new employment forms
By target group and country
Case studies

- Crowd employment: CZ, DE, DK, ES, LT, LV, PT, UK
- ICT based, mobile work: DK, EL, FI, LV, NL, NO, SE, SI
- Employee sharing: (AT), BE, CZ, DE, FI, FR, HU, LU
- Temporary management: CZ
- Casual work: HU, IE, NL, RO, UK
- Job sharing: CZ, SI, SK, PL
- Service vouchers: (AT), BE, EL, IT, LT
- Coworking: DE, ES

- In total, 60+ case studies
Crowd employment
Analysed platforms

- CZ: Top designer
- DE: clickworker
- DK: Boblr
- ES: Adtriboo
- LT: lingjob
- LV: Academy ideas
- PT: Idea hunting
- UK: Amazon Mechanical Turk, Task hub
Crowd employment

Commonalities of approaches

- No specific legal framework
- Very recent establishment of the platforms
- Coverage
  - Mainly creative activities
  - Mainly national clients
  - Rather young workers
  - Spare-time, ‘next to something’ activities
- Motivation for clients
  - Access to a large pool of resources
  - Flexibility
  - Costs
- Motivation for workers
  - Interest in the work offered
  - Access to job opportunities
  - Potential to improve employability
• Initiator and ownership structure
  ▸ Spin-off or subsidiary of larger companies
  ▸ Owner-manager

• Eligibility
  ▸ Open for all vs. for registered users
  ▸ Immediate publishing of offered tasks vs. check by platform management

• Working method
  ▸ Competition crowdsourcing
  ▸ Procurement of tasks by the client
  ▸ Offering of services by the worker
  ▸ Non-virtual service provision
• Payment
  ▶ On agreement between client and worker vs. minimum/fixed price given by platform management
  ▶ Direct payment vs. through the platform

• Funding
  ▶ Registration fee
  ▶ Publishing fee
  ▶ Commission fee
Crowd employment
Implications on working conditions

- Flexibility
- Autonomy
- Virtually no job and employment security
- Virtually no social protection
- Potential of increased employability and career development
- Small additional income
Crowd employment
Labour market effects

- Increased flexibility and productivity
- Access to work opportunities
- Potential of labour market integration of disadvantaged groups
- Enhancement of skills and experience
- Potential to establish client networks
- Possibility to ‘try’ self-employment/freelance activities
- Potential transformation from dependent employment to self-employment in certain sectors
- Potential crowding out of ‘standard jobs’
ICT based, mobile work
Emergence in Europe

Yellow – yes
Green – no
• DK: Grontmij
• EL: Microsoft Hellas
• FI: Suomen Pienyrittäjän Mainostoinisto
• LV: Belam-Riga Ltd
• NL: YoungCapital
• NO: HP Norway
• SE: Engbergs Transportsystem
• SI: Faculty of Social Sciences at the University of Ljubljana
ICT based, mobile work

The concept

1. Full mobility
   On the move, nomadic: journalists, multi-site managers, regional-global sales persons, service engineers. Multi-time shift work patterns. Individual and team workplace.

2. Site mobility
   On site: context-sensitive locations, kiosks, encounter designs, hospitals. Co-located but mobile and collaborative teams e.g. researchers and construction site workers

3. Multi-location Workplace
   Fixed locations and ad-hoc mobility: building on campus, field engineers, home work

4. Networked Workplace
   Work is distributed over many sites. Sites may change. Work is carried out collaboratively. E.g. 24h software development, complex design and engineering tasks

Source: Schaffers et al. (eds.), 2006
- Heterogeneity of sectors, company size and ownership/management structure
- Rather young workers
- Rather high-skilled specialists, management
- In general permanent full-time employment contracts
- Introduction in the mid/late 2000s
No specific legal framework

Motivation for the employer
- Innovation of work organisation
- Attracting skilled labour
- Efficiency and productivity gains
- Lack of office space

Motivation for the workers: flexibility

Preconditions
- Technical set-up
- Suitability of jobs/tasks
- Trust

Rather informal implementation and procedures
• Flexibility/autonomy regarding working time and work organisation
• Some risk of unpaid overtime
• Partly higher stress levels and expectations to be ‘always available’ experienced
• ‘Outsourcing’ of health & safety responsibility
• Mixed assessment of access to information and knowledge sharing
• Feeling of isolation and loss of socialisation
• Higher employee satisfaction
• Potential of labour market integration of disadvantaged groups

• Mixed assessment of work-life balance

• Improved quality of the work conducted
• Efficiency and productivity gains
• Cost reduction
• Positive impact on employer branding
Thank you for your attention!

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