

*The Quality of Industrial  
Relations and the Lisbon  
Process*

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*Jelle Visser*

*University of Amsterdam*

*Amsterdam Institute for Advanced Labour  
Studies AIAS*



# *Industrial relations and Lisbon Strategy - why?*

- 1.** The two have become interwoven in practice: Lisbon issues (training, active ageing, reconciliation of work and family, working conditions, etc.) have entered collective bargaining agenda
- 2.** Without support of social partners Lisbon agenda cannot be carried out in “world of work”



# *Lisbon strategy - in employment domain*

## **More and better jobs**

- 1. Attract and retain more people in labour market - lower dependency**
- 2. Improve adaptability of workers and firms**
- 3. Improve investment in human capital**

✓ **How relevant now? Same priorities?**

✓ *Caveat: the research of this report "is based on based on evidence from more tranquil times" (commissioner's foreword)*



# *Six policies or policy areas*

*different responsibilities state/social partners*

1. Active labour market policies targeted at vulnerable groups
2. training and the entry of young people in the labour market;
3. life long learning and older workers;
4. working hours and time flexibility;
5. the reconciliation of work and family;
6. working conditions.

# ***Different instruments***

1. Influence policy making through lobbying or pressure
2. Tripartite bargaining: social pacts
3. Assuming a “self-governing” and rule-making role through bipartite bargaining (autonomous agreement)
4. Negotiate agreements that are enforced and implemented by law (sponsored agreement) or implement a particular law (dependent or derogation agreement);
5. Adopting an advisory or co-managing role with regard to the execution of public policies.

# *Some examples*

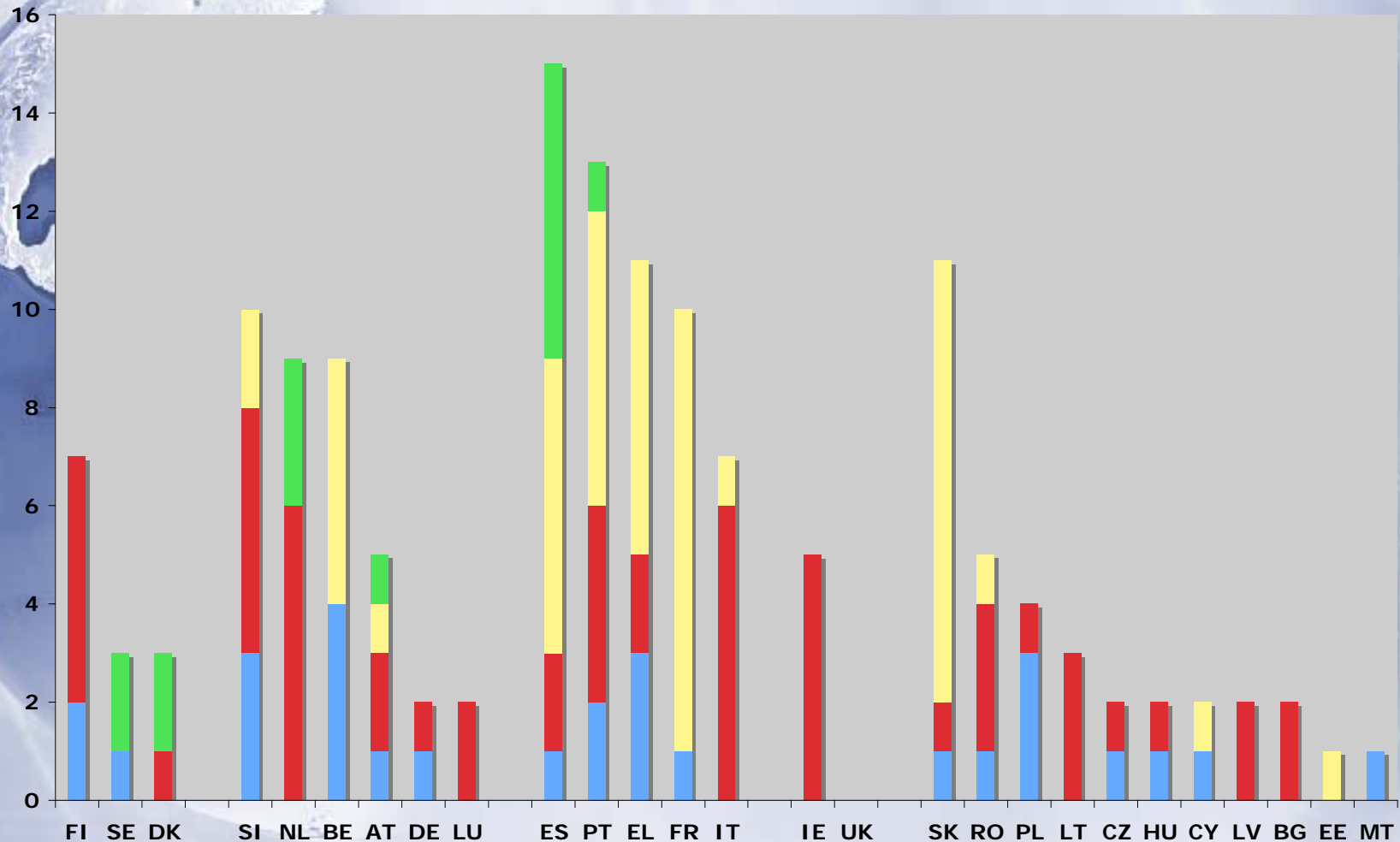
## National level

1. Social pacts: Ireland, Slovenia, Netherlands
2. Autonomous agreements: Danish agreements on most employment conditions
3. Sponsored agreements: Polish agreement on telework; or French agreement on vocational training
4. Dependent or derogation agreements: Belgian national wage agreements

## European level

1. Autonomous agreements: telework; stress; harassment
2. Sponsored agreements: parental leave; part-time; fixed-term employment
3. Social partners advisory role in social policy coordination for migrant workers
4. Co-management: ?

# Agreements and pacts, 1993-2007

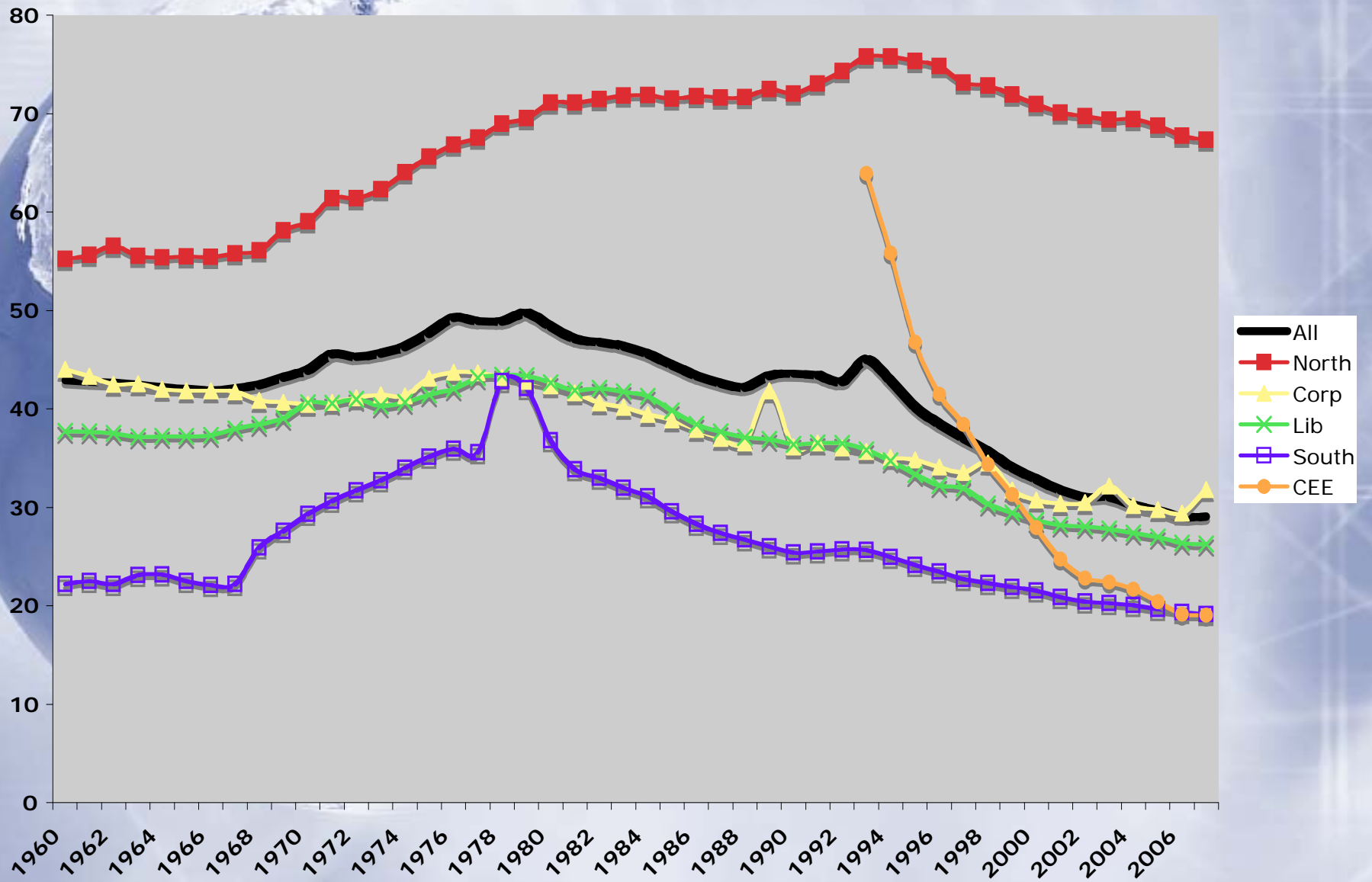


■ pact attempts
 ■ pacts signed
 ■ sponsored agreements
 ■ autonomous agreements

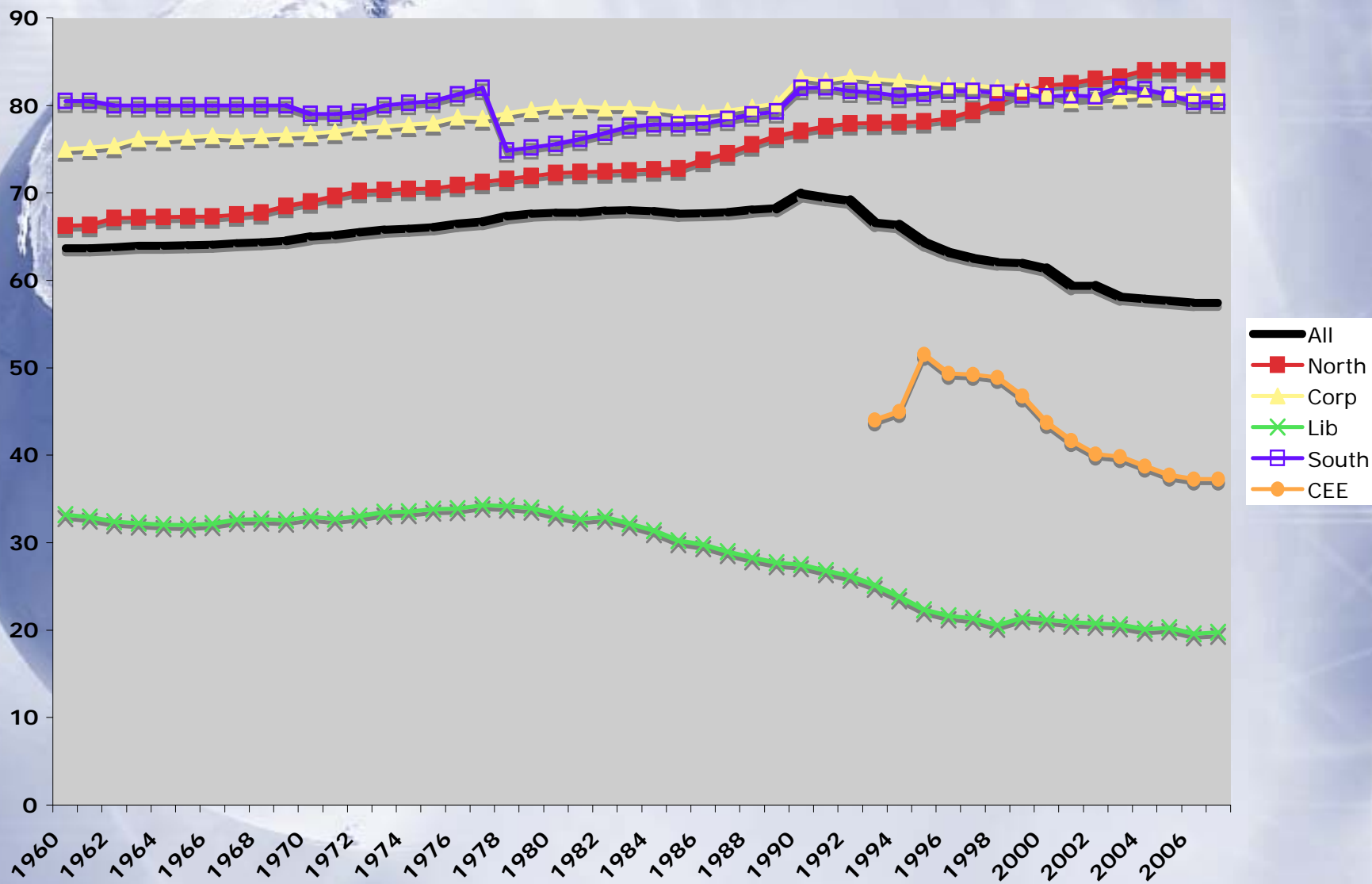
<b>Organised corporatism</b>	<b>Social partnership</b>	<b>Polarised / state-centered</b>	<b>Liberal</b>	<b>Transition</b>
Labour-oriented	balanced	alternating	Employer-oriented	Employer-oriented (FDI)
Sector	sector	variable	company	company
Institutional role in social policy	Institutional role in public policy	Variable / political climate	Rare / event driven	Irregular / politicized
Limited role of state in IR	"Shadow of hierarchy"	Frequent intervention	Non-intervention	Variable: organiser of transition
Union-based workplace representation	Dual systems	Mostly dual	Union-based (but change?)	Union-based (but change)
High coverage	High coverage	High coverage	Low coverage	Low coverage

<b>Organised corporatism</b>	<b>Social partnership</b>	<b>Polarised / state-centered</b>	<b>Liberal</b>	<b>Transition</b>
Denmark Sweden Finland (Norway)	Belgium Luxembourg Netherlands Germany Austria Slovenia (Switzerland)	France Italy Spain Portugal Greece	United Kingdom Ireland Malta Cyprus  (USA Canada Australia New Zealand)	Czech Rep. Slovakia Hungary Poland  Estonia Latvia Lithuania  Bulgaria Romania

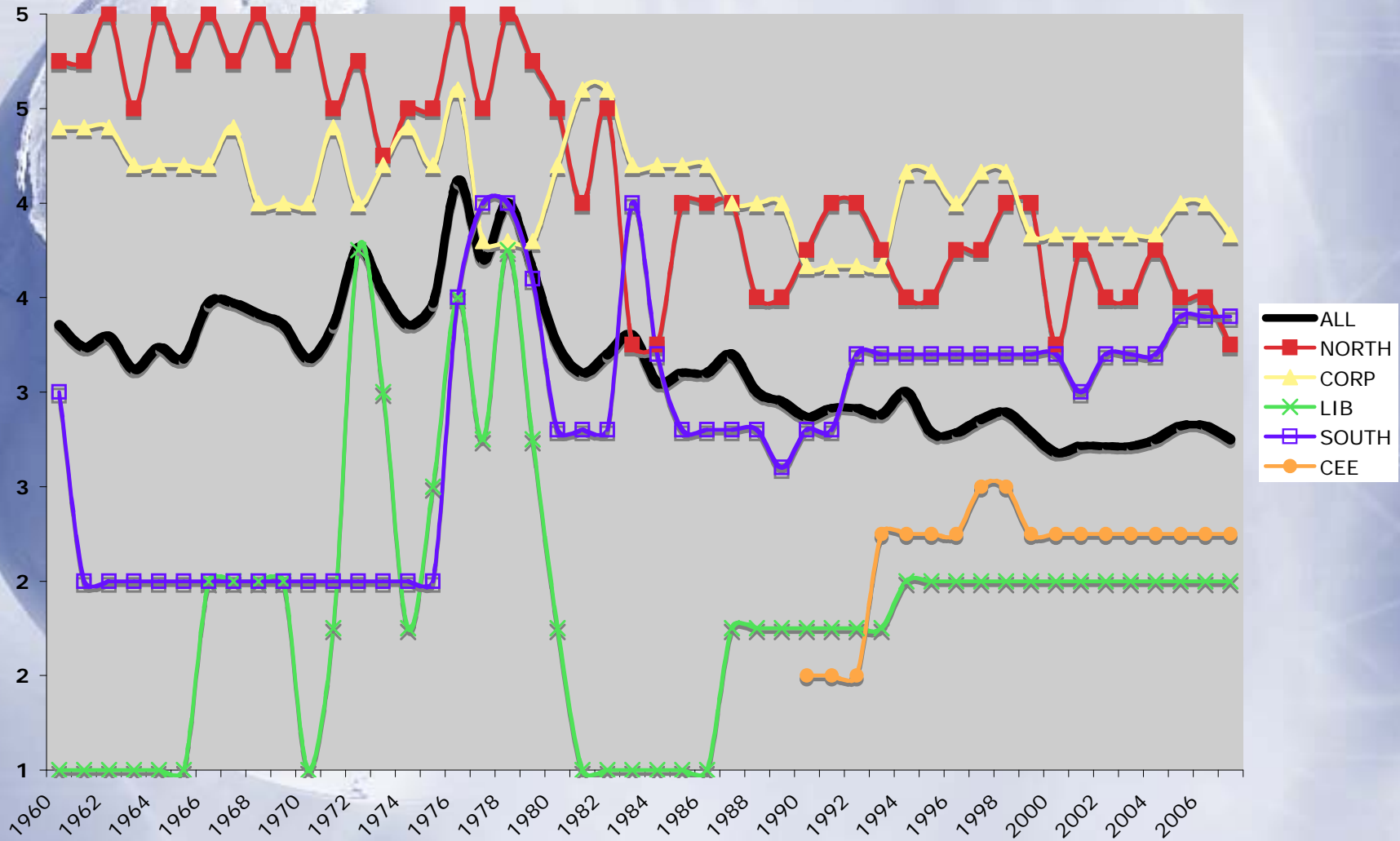
# *Union density*



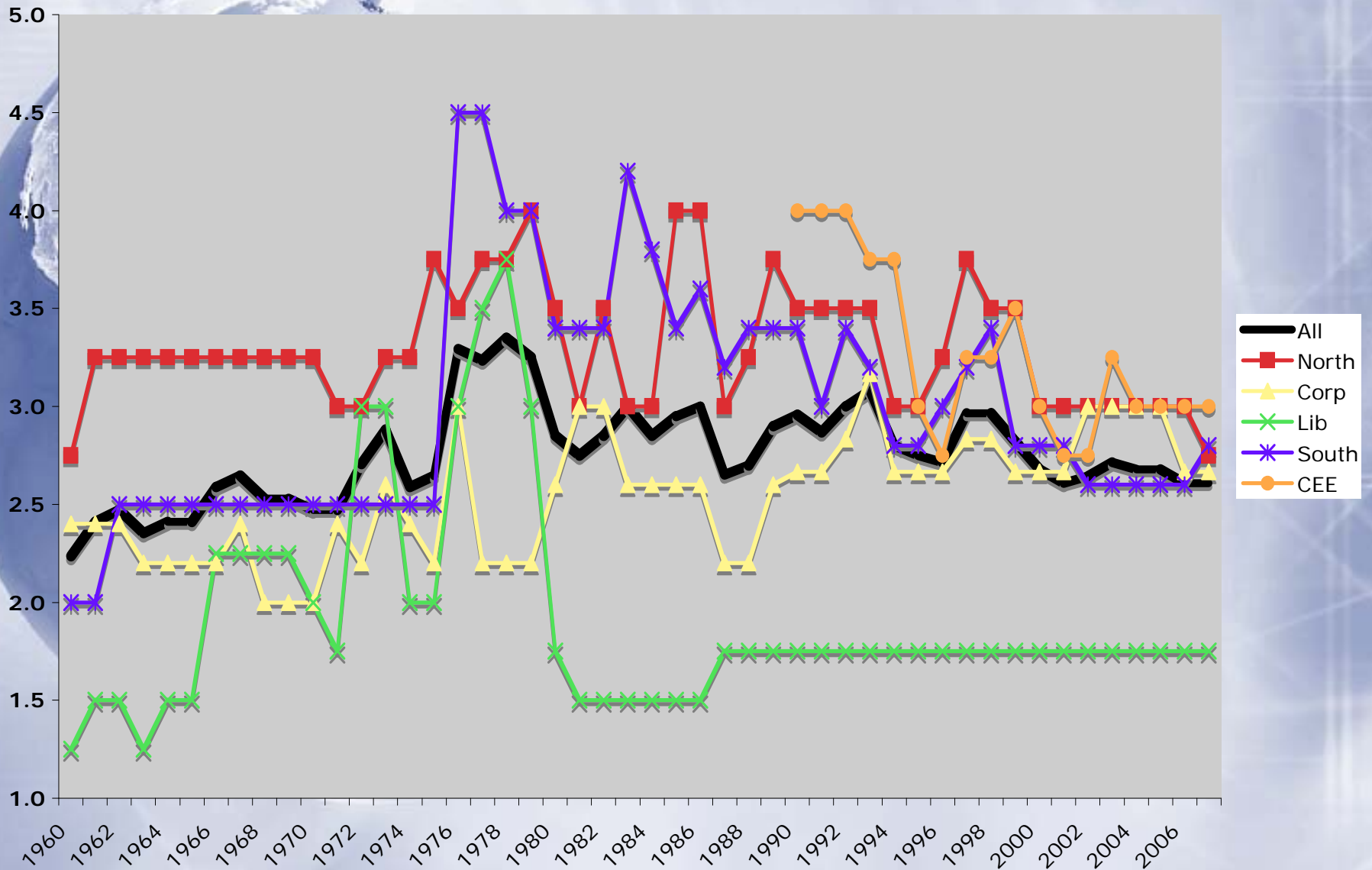
# *Bargaining coverage*



# *Coordination (of wage policies)*



# *Government intervention*



	Nordic corporatism	Social partnership	Liberal pluralism	Polarised pluralism	Transition economies
Employment rate	<b>73.3</b>	<b>67.3</b>	<b>70.1</b>	<b>63.0</b>	<b>61.3</b>
F/M gap	<b>-5.5</b>	<b>-13.9</b>	<b>-14.9</b>	<b>-19.4</b>	<b>-10.7</b>
16-25	<b>49.0</b>	<b>42.9</b>	<b>51.6</b>	<b>30.9</b>	<b>26.4</b>
F/M	<b>-0.6</b>	<b>-4.7</b>	<b>-4.7</b>	<b>-9.6</b>	<b>-7.9</b>
55+	<b>61.6</b>	<b>39.4</b>	<b>55.3</b>	<b>41.3</b>	<b>42.5</b>
F/M	<b>-6.2</b>	<b>-16.9</b>	<b>-22.4</b>	<b>-21.2</b>	<b>-16.2</b>

	Nordic corporatism	Social partnership	Liberal pluralism	Polarised pluralism	Transition economies
<b>Lifelong learning 2006</b>	<b>26.2</b>	<b>10.4</b>	<b>17.1</b>	<b>5.9</b>	<b>4.4</b>
Low education	57.1	43.3	23.4	23.4	12.7
High education	90.4	77.8	63.6	66.2	56.3
Firms 1-49	70.0	55.2	63.0	32.8	29.3
50-249	88.3	78.4	75.0	61.4	55.6
250+	94.7	92.2	83.0	85.2	78.2



## *Conclusion*

- ✓ **Quality of IR: not one metric or standard - different across countries and policy areas**
- ✓ **Add support, direction and 'flexibility' (= adaptation to national/local situation)**
- ✓ **Bottom line: Quality is related to social and institutional support - leadership, adherence and recognition (sharing public space)**