

# Independant workers

## Kickoff Meeting

16th of June 2016

Milano

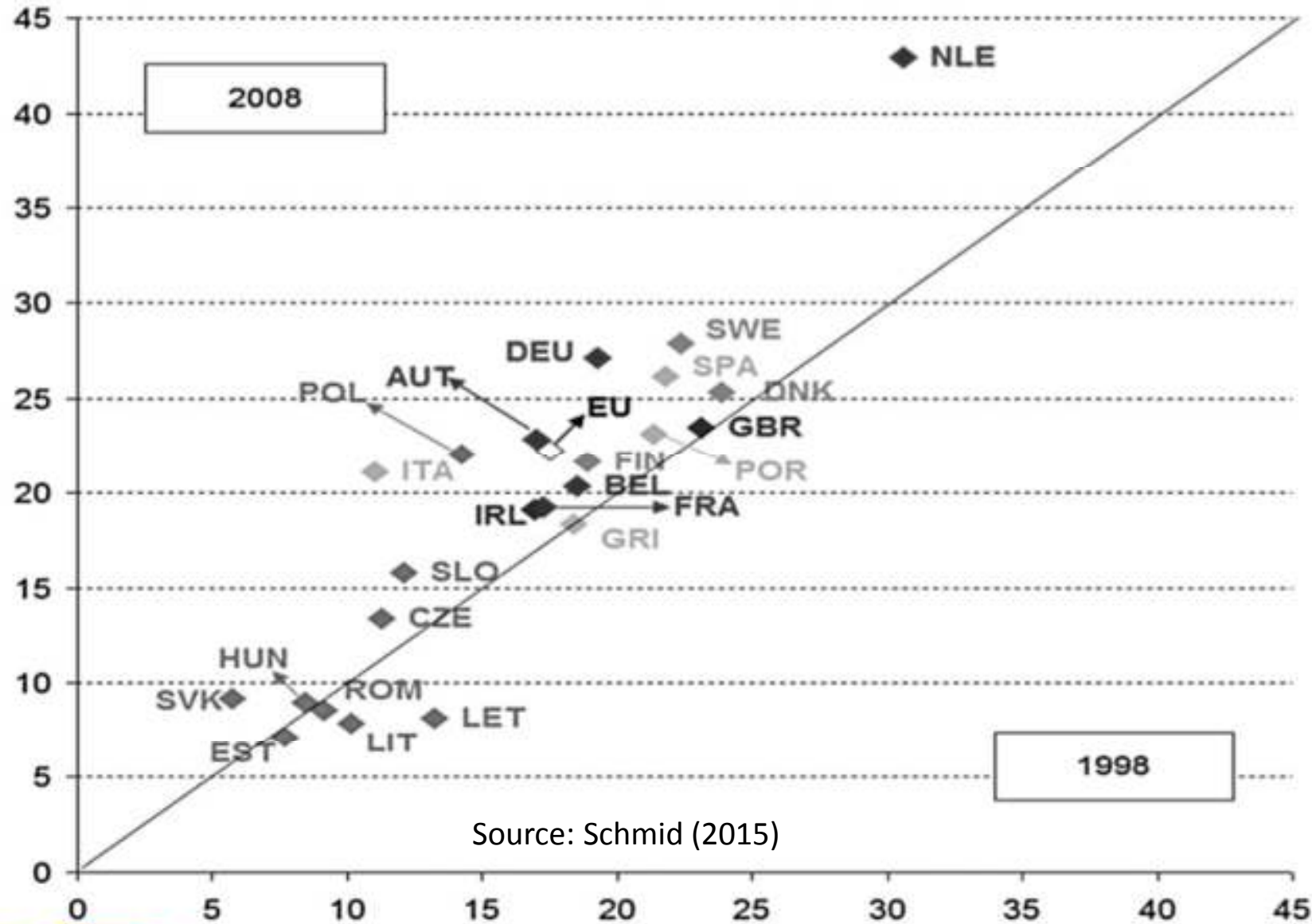
# Starting point: nonstandard work arrangements

- Two different ways may be used:
  - Listing various forms of nonstandard work arrangements (considered as more or less autonomous) → paving the way to quantitative studies
  - Proposing generic criteria through which the level of autonomy of any work activity may be assessed → pleading for more qualitative approaches

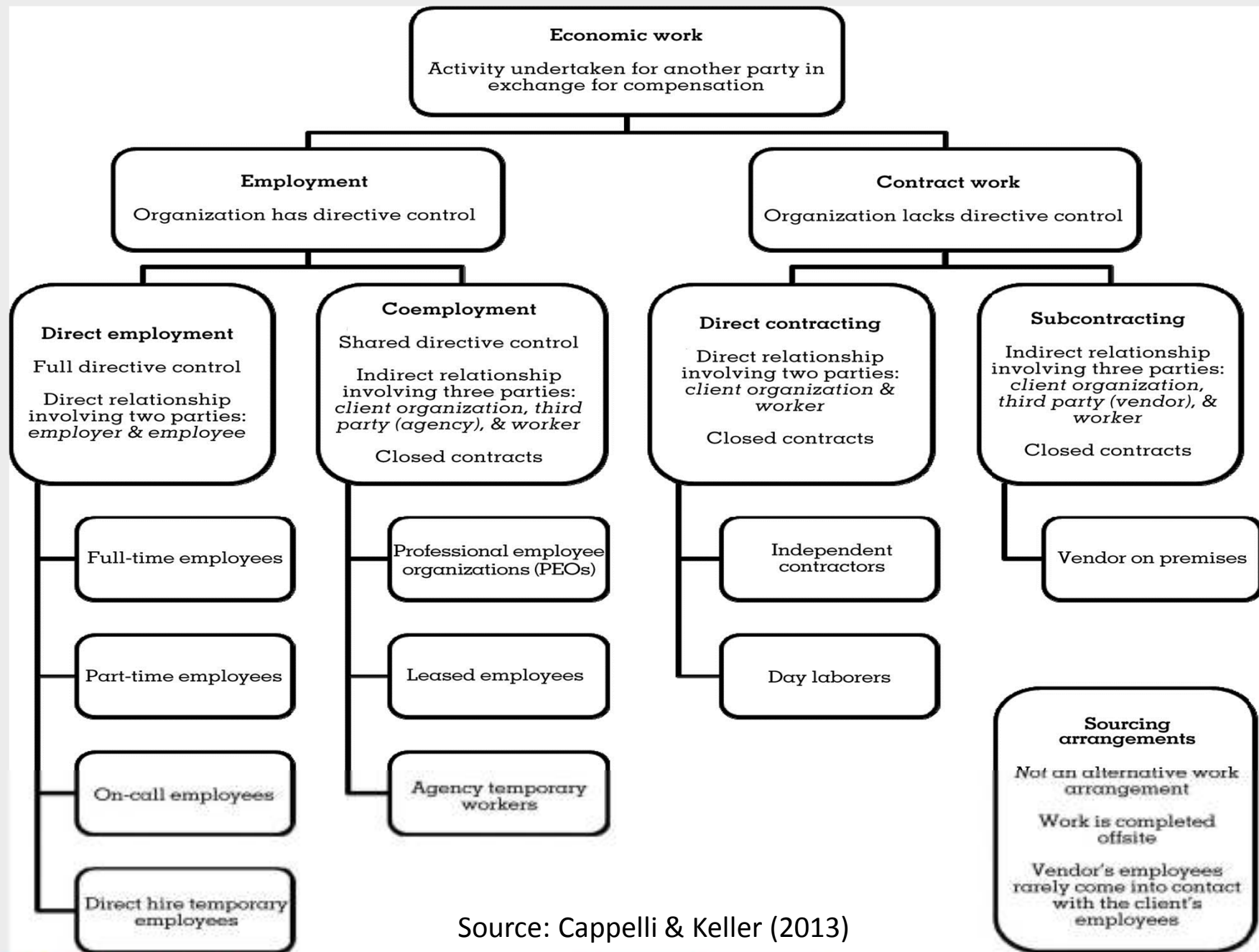
FIGURE 2

Aggregate Non-Standard Employment Rates in Europe, 1998 and 2008.

(part-time work, fixed-term employment —including temp-agency work— and self-employment, controlling for overlaps)



Source: Schmid (2015)



Source: Cappelli & Keller (2013)

# Towards an inclusive proposal

- Crossing work status, work content and work conditions:
  - Work status: employee/self-employed
  - Work content: nature and order of tasks, methods of work, speed of work, etc.
  - Work conditions (HRM): wage, skills development, time and space arrangements, etc.

# New forms of autonomous work

- **Freelancers:**
  - Self-employed workers who work for multiple clients to produce one-off pieces or are hired for short-term projects (Cohen, 2012)
- **Portfolio workers:**
  - Self-employed working simultaneously for a large number of clients (Handy, 1995)
- **IPros:**
  - Self-employed independent professionals (Leighton & McKeown, 2015)
  - High skilled self-employed individuals who do not employ other people (Leighton & Brown, 2013)
- **Interim managers:**
  - Specialized workers ‘leased out’ by a company to other companies temporarily and for a specific purpose (Eurofound, 2015)
- **Moonlighters:**
  - Regular employees developing an extra-activity as self-employed (Bureau & Corsani, 2015)

# New forms of autonomous work

- **Casual workers:**
  - People engaged in not stable and non-continuous work, without employer obligation to regularly provide the workers with work, but with the flexibility of calling them in on demand (Eurofound 2015)
    - Intermittent work
    - On-call work
- **Project-based workers:**
  - Workers taking charge of distinct, complex tasks limited in time and scope within large-scale projects
    - Within long-term employment relationships (Lindgren et al., 2014)
    - Within short-term employment relationships (Marsden, 2014)
    - As self-employed (Gregoire et al., 2016)
- **« Precog » workers:**
  - Workers who conciliate low paid - or non-paid - activities considered as highly valuable with bread and butter work (De Peuter 2011)
- **ICT-based mobile workers:**
  - Virtual workers working digitally anywhere and everywhere (Popma, 2013)

# New forms of autonomous work

- **Job sharing workers:**
  - Several workers sharing the same full-time position (Eurofound, 2015)
- **Co-workers:**
  - Self-employed workers, freelancers or small enterprises owners sharing premises and back-office services to save costs, increase efficiency and stimulate peer exchange (Eurofound, 2015)
- **Crowd workers:**
  - Pool of 'virtual workers' taking charge of limited tasks that would normally be aggregated and given to one single employee (Felstiner, 2011; Saxton et al, 2013)
- **Umbrella organisation users:**
  - Freelancers provided with administrative support such as invoicing clients, dealing with tax issues or opening the access to the social security system (Arvas, 2011)
- **Salaried entrepreneurs:**
  - Independent contractors with an employee status, responsible for generating their own business (Bureau & Corsani, 2015)



# Autonomy @ work

| Standard employee |  | Standard self-employed |
|-------------------|--|------------------------|
|                   |  |                        |
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|                   |  |                        |
|                   |  |                        |

# Autonomy @ work

| Standard employee | Nonstandard work arrangements | Standard self-employed |
|-------------------|-------------------------------|------------------------|
|                   |                               |                        |
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|                   |                               |                        |

# Autonomy @ work

| Standard employee | Nonstandard work arrangements     |                             |                            | Standard self-employed |
|-------------------|-----------------------------------|-----------------------------|----------------------------|------------------------|
|                   | Responsibility of work conditions | Flexibility in work content | Support in work conditions |                        |
|                   |                                   |                             |                            |                        |
|                   |                                   |                             |                            |                        |
|                   |                                   |                             |                            |                        |
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|                   |                                   |                             |                            |                        |

# Autonomy @ work

| Standard employee | Nonstandard work arrangements     |   |                            | Standard self-employed      |
|-------------------|-----------------------------------|---|----------------------------|-----------------------------|
|                   | Responsibility of work conditions | Flexibility in work content             | Support in work conditions |                             |
|                   | ICT-based mobile workers          | Interim managers                        | Freelancers                | Coworkers                   |
|                   | Job sharing workers               | Moonlighters                            | Portfolio workers & IPros  | Umbrella organization users |
|                   |                                   |   | Crowd workers              | Salaried entrepreneur       |
|                   |                                   | Casual workers (on call, intermittents) |                            |                             |
|                   |                                   | « Precog » workers                      |                            |                             |
|                   |                                   | Project-based workers                   |                            |                             |

# Risks linked to autonomy @ work

|                    |   | WORK STATUS |                 |
|--------------------|---|-------------|-----------------|
|                    |   | Employment  | Self-employment |
| <b>JOB QUALITY</b> | Dependency in work content:<br>-Health & safety<br>-Workload<br>-Participation                            |             |                 |
|                    | Precariousness in work conditions:<br>-Skills development<br>-Wage<br>-Time & space arrangements          |             |                 |
|                    | Discontinuity in social rights:<br>-Unemployment allowances<br>-Sickness coverage<br>-Retirement benefits |             |                 |

# Risks linked to autonomy @ work: portfolio work

|                    |   | WORK STATUS |                 |
|--------------------|---|-------------|-----------------|
|                    |   | Employment  | Self-employment |
| <b>JOB QUALITY</b> | Dependency in work content: <ul style="list-style-type: none"> <li>- Health &amp; safety</li> <li>- Workload</li> <li>- Participation</li> </ul>                        |             | XXX             |
|                    | Precariousness in work conditions: <ul style="list-style-type: none"> <li>- Skills development</li> <li>- Wage</li> <li>- Time &amp; space arrangements</li> </ul>      |             |                 |
|                    | Discontinuity in social rights: <ul style="list-style-type: none"> <li>- Unemployment allowances</li> <li>- Sickness coverage</li> <li>- Retirement benefits</li> </ul> |             |                 |

# Risks linked to autonomy @ work: casual work

|                    |   | WORK STATUS |                 |
|--------------------|---|-------------|-----------------|
|                    |   | Employment  | Self-employment |
| <b>JOB QUALITY</b> | Dependency in work content: <ul style="list-style-type: none"> <li>- Health &amp; safety</li> <li>- Workload</li> <li>- Participation</li> </ul>                        | XXX         | XXX             |
|                    | Precariousness in work conditions: <ul style="list-style-type: none"> <li>- Skills development</li> <li>- Wage</li> <li>- Time &amp; space arrangements</li> </ul>      | XX          | XXX             |
|                    | Discontinuity in social rights: <ul style="list-style-type: none"> <li>- Unemployment allowances</li> <li>- Sickness coverage</li> <li>- Retirement benefits</li> </ul> |             | XX              |

# Risks linked to autonomy @ work: crowd work

|                    |   | WORK STATUS |                 |
|--------------------|---|-------------|-----------------|
|                    |   | Employment  | Self-employment |
| <b>JOB QUALITY</b> | Dependency in work content: <ul style="list-style-type: none"> <li>- Health &amp; safety</li> <li>- Workload</li> <li>- Participation</li> </ul>                        |             | XXX             |
|                    | Precariousness in work conditions: <ul style="list-style-type: none"> <li>- Skills development</li> <li>- Wage</li> <li>- Time &amp; space arrangements</li> </ul>      |             | XXX             |
|                    | Discontinuity in social rights: <ul style="list-style-type: none"> <li>- Unemployment allowances</li> <li>- Sickness coverage</li> <li>- Retirement benefits</li> </ul> |             | XXX             |



# Risks linked to autonomy @ work: « precog » work

|                    |   | WORK STATUS |                 |
|--------------------|---|-------------|-----------------|
|                    |   | Employment  | Self-employment |
| <b>JOB QUALITY</b> | Dependency in work content: <ul style="list-style-type: none"> <li>- Health &amp; safety</li> <li>- Workload</li> <li>- Participation</li> </ul>                        |             | X               |
|                    | Precariousness in work conditions: <ul style="list-style-type: none"> <li>- Skills development</li> <li>- Wage</li> <li>- Time &amp; space arrangements</li> </ul>      |             | XXX             |
|                    | Discontinuity in social rights: <ul style="list-style-type: none"> <li>- Unemployment allowances</li> <li>- Sickness coverage</li> <li>- Retirement benefits</li> </ul> |             | XXX             |