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Bundesanstalt für Arbeitsschutz und Arbeitsmedizin



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ELDERS

Regulatory framework and practices Germany

Dr. Götz Richter & Janine Dorschu
Federal Institute for Occupational Safety and Health
(BAuA)

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German regulatory framework

Institutional characteristics

- Older employees are usually better protected against lay-offs by a longer period of employment than younger employees
- Younger workers are more likely to be employed on a temporary basis than older workers
- The risk of remaining in unemployment is higher for older than for younger employees
- Short-time work is supported by the unemployment insurance

German regulatory framework

Current changes in the company employment policy

- Paradigm shift from the policy of early retirement to the policy of extending the working life

Central distinction

- External restructuring – by external labour market
- Internal restructuring – by internal labour market

Regulatory framework for internal restructuring

Legal regulation

- Labor protection law
 - Risk assessment, human labour conditions
- General Act on Equal Treatment
- Social security code
- agreements on company level or industry sector
- company agreements on health promotion, conflict resolution, addiction, mental illness, ...

Institutional financial support

- Short-time compensation
- Costs for further training

Occupational health management



Regulatory framework for external restructuring

Transfer benefit

- Transfer agency
- Transfer short-time compensation
- Unemployment benefit
- Further training, placement, integration



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Stress and well-being in restructuring

- “In companies with restructuring, the proportion of employees, who report high psychological job demands, rises considerably” (Beermann 2010)
- “On the basis of the German ELDERS survey it cannot be assumed that older employees have more stress during restructuring than younger ones. However, this analysis is based on only a very small survey in one German company, so of course these results are not representative” (Dorschu & Richter 2010)
- “An assessment of the performance after the calendaric age is not possible because of the strong variation of the preconditions of the performance within the group of older people” (Maintz 2000)

Resume

Overall picture is contradictory

- Employees in restructuring companies report high psychological job requirements
- Labor market opportunities of older people are adverse
- Working hypothesis: Older workers should be more stressed by the uncertainty of the restructuring process than younger workers

Recommendations for healthy restructuring

External restructuring needs “ Flexicurity“ arrangements

- Income security
- Professional and personal perspective
- Individual appreciation



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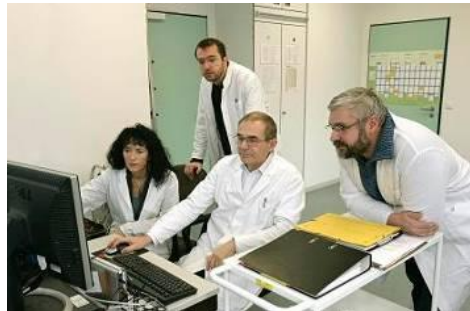
Internals restructuring needs a responsible management

- Avoid lay-offs
- Transparent and consistent communication of the current decision processes
- Comprehensible and fair decisions
- Participation
- Management training for dealing with change processes

Recommendations for healthy restructuring

Occupational Safety and Health (OSH) in restructuring process

- Further education during restructuring processes
- Health measures during restructuring processes
- Evaluation of the workload of the "survivors"



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Thank you for your attention!

References

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