

INTERNATIONAL LABOUR ORGANIZATION
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REGIONAL FORUM

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Topic 4. From job security to employment security: Creating
new employment opportunities

Adapting Human Resource Policies to Business Uncertainties

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UNITED NATIONS

From Job Security to Employment Security

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Alignment of Human resource policies to business uncertainties

- Sponsored by ILO
- Focused on two multinational companies operating in Western Europe:

Telecom

Financial services

Confronted with major downsizing

Job vs. Employment Security

- **Speed of job change accelerates:**
 - ✓ Technology
 - ✓ Automation
 - ✓ Organizations
 - ✓ Privatization
 - ✓ Mergers/divestitures
 - ✓ Telecommunications

Job vs. Employment Security

- **New jobs are created**
 - ✓ From Manufacturing to Services
 - ✓ Information Technology
 - ✓ Response Centers
 - ✓ Remote jobs

Job vs. Employment Security

- **People may be looking for change:**
 - ✓ For self development
 - ✓ For promotion
 - ✓ For higher income

Employment Security

May not be guaranteed indefinitely:

- ✓ Business downturns
- ✓ Competition
- ✓ Technological change
- ✓ Efficiency gains

From Employment Security to Employability

- **Internal Employability:**

Flexibility of the internal job market:

- ❖ Bankforce: In- House temporary agency
- ❖ Job bits: Young mothers, students
- ❖ Life-crisis counseling
- ❖ Old age part-time
- ❖ Intrajobs: Job posting
- ❖ Flex-time
- ❖ Collective part-time
- ❖ Re-education
- ❖ Placement
- ❖ Early retirement

From Employment Security to Employability

External employability

- Preparing people for positions outside the company:
 - ❖ Job Coaching
 - ❖ Bankpower: External temporary agency
 - ❖ Acquisition of a diploma
 - ❖ Support of business creation
 - ❖ Management support (Consulting)

Human Resource policies (1)

- **Anticipation**
- HR policies must anticipate downturns
- Don't wait until "platform is burning"
- Discussion with social partners made easier in absence of crisis
- Less time pressure
- Permanence of HR policies

Human Resource policies(2)

“One size does not fit all”

Policies must take into account diversity of situations:

- Age
- Education
- Employment market
- Level of social protection

Human Resource policies (3)

Communication

- Open communication as part of company culture
- Don't catch people by surprise
- Individual counseling

Human Resource policies (4)

- Every alternative must have been exhausted prior to proceeding with lay-offs
- Take good care of survivors

- Food for thought rather than ready-made solutions
- Your solutions must be in line with
 - ✓ Culture
 - ✓ Legislation
 - ✓ Social protection