



Stress and well-being for mature workers during restructuring: a focus on the Italian regulatory and managerial approach

ELDERS training session – Vienna, 18 October 2010

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ELDERS VS the Italian context: economic crisis, retirement age system, OSH, training regulation and active ageing

Economic crisis as a global phenomenon and the increase of mature workers' unemployment rates;

Reform of retirement age system: the slow introduction of “active ageing approach”?

Reform of OSH regulatory framework: risk assessment, workers' representatives, qualification of enterprises and training programmes;

The traditional approach and the lack of a systematic strategy on the issue of mature workers as vulnerable workers and the recent evolution of the Italian system.

Methodology and stakeholders involved

Public Institutions

Italian Ministry of Labour and Welfare;

ISPESL (National Institute for Occupational Safety and Prevention);

Social partners

Trade Unions (CISL; UIL; UGL),

Confindustria (National Enterprise Confederation);

2 national NGOs

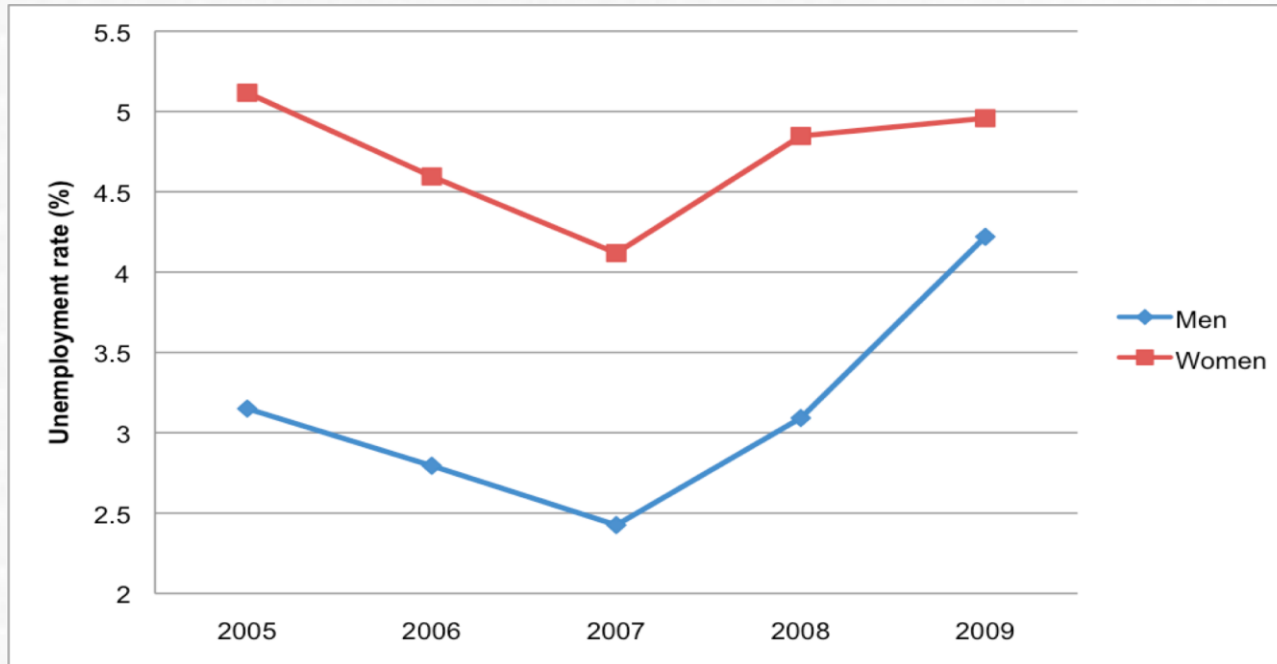
Associazione Lavoro over 40;

ATDAL Associazione over 40;

Unemployment and age gap

- In Italy the unemployment gender gap in the class 45-54 has been constant since 2005, but in 2009 there was an increase of males in unemployment rate;
- In 2008 Italy had a very strict protection against collective dismissals and a very strict regulation of temporary agency work among OECD countries;
- The Italian scenario is characterized by a trend quite similar to the European one: in the period 1990-2009 the share of unemployed people in age class 15-24 has rapidly and permanently fallen, halving its share (from 49.78% to 23.13%). On the other hand the classes 25-44 and 45-64 have consistently risen: the first one has passed from 42.50% to 57.16%, becoming the most consistent group of the unemployed workers, while the second one has almost tripled, passing by 7.61% to 19.68%. Data show that the gap between young and old workers has fallen to 3.45%: this stresses the rising importance of workers aged 45-64, concerning the labour market issues. From a more accurate analysis it becomes evident that this phenomenon is quite similar for men and women.

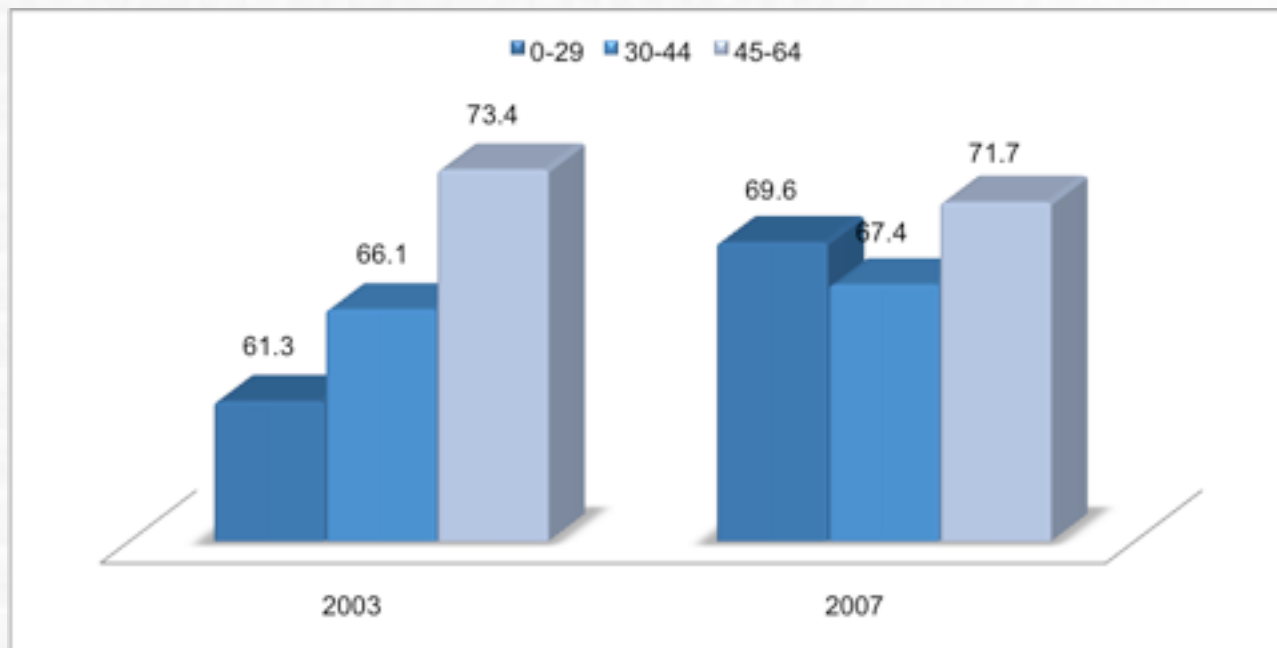
Unemployment and age/gender gap in Italy (2005 - 2009): source OECD 2010



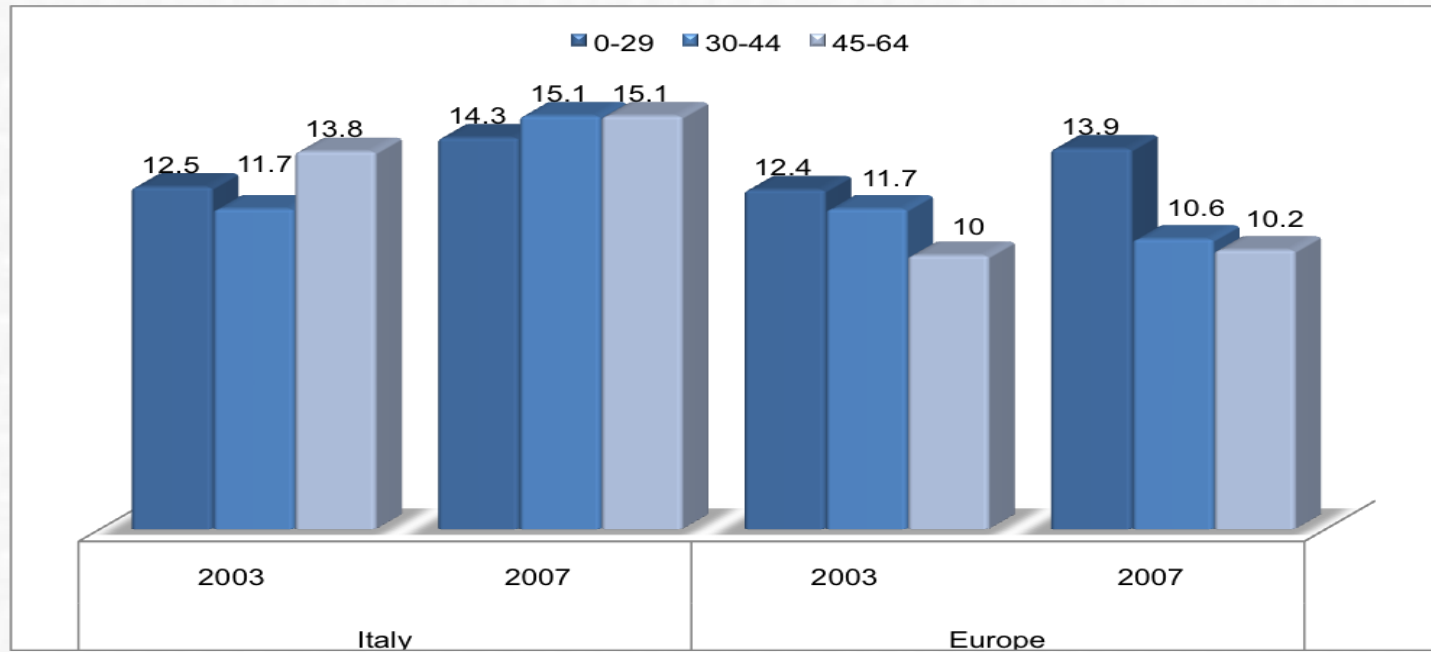
Quality of life Survey (2003-2007)

- The levels of stress increase together with age. The percentage of workers claiming to be stressed, however, are very high for all age groups and it changes between 61.3% for class 0-29 and 73.4% for the 45-64 class. Looking at 2007 survey we notice a significant change indicating a significant deterioration in conditions for young workers. In particular, the proportion of older workers stress decreases by almost 2% (71,7%) and, at the opposite, the percentage of workers stressed among the youngest reaches 69.6%, while the rate among workers in the 30-44 class reaches 67.4%.
- The European Quality of Life Survey (ed.2003-2007) collects also data on the boredom of work, which collects statistics for Italy and Europe, divided by age, shows that Italians generally are more bored at work than their European counterparts.
- Another interesting aspect is that, in general, both in the 2003 and in the 2007 surveys, work-related boredom increases with age, while in Europe we notice the opposite phenomenon as boredom tend to decrease with increasing age, underlining an huge difference between Italian and European workers aged 45-64. In particular, the number of bored workers in Italy in 2007 was 15.1% (13.8% in 2003), while in Europe it was 10.2% (10.0% in 2003): Italian older workers undertake tasks uninspiring more frequently than the European ones.
- In Italy the levels of job satisfaction are more age-related and in general, except the 65 + class (95.0%) are lower than those in Europe: the percentage of workers satisfied in the range of 0-29 is 66.7%, the satisfaction rate is 75.4% in class 30-44, while in class 45-64 is 79.9%.

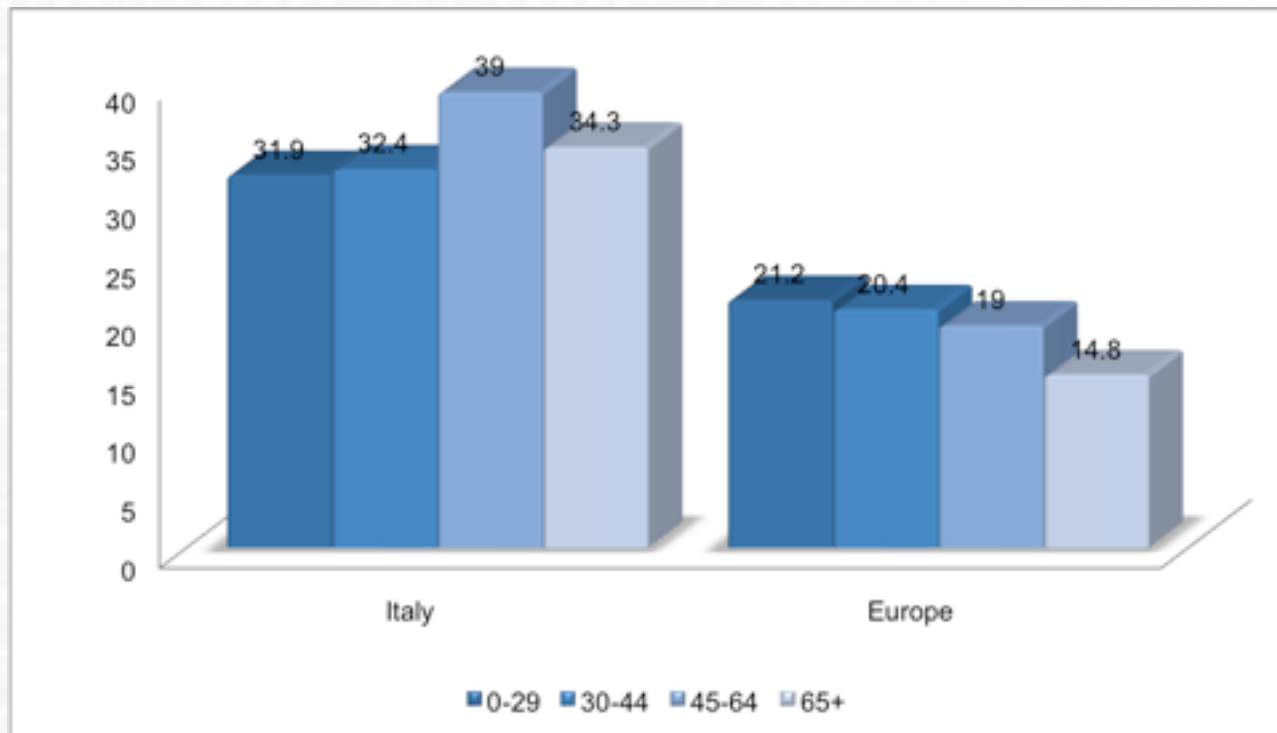
Workers and stress perception by age



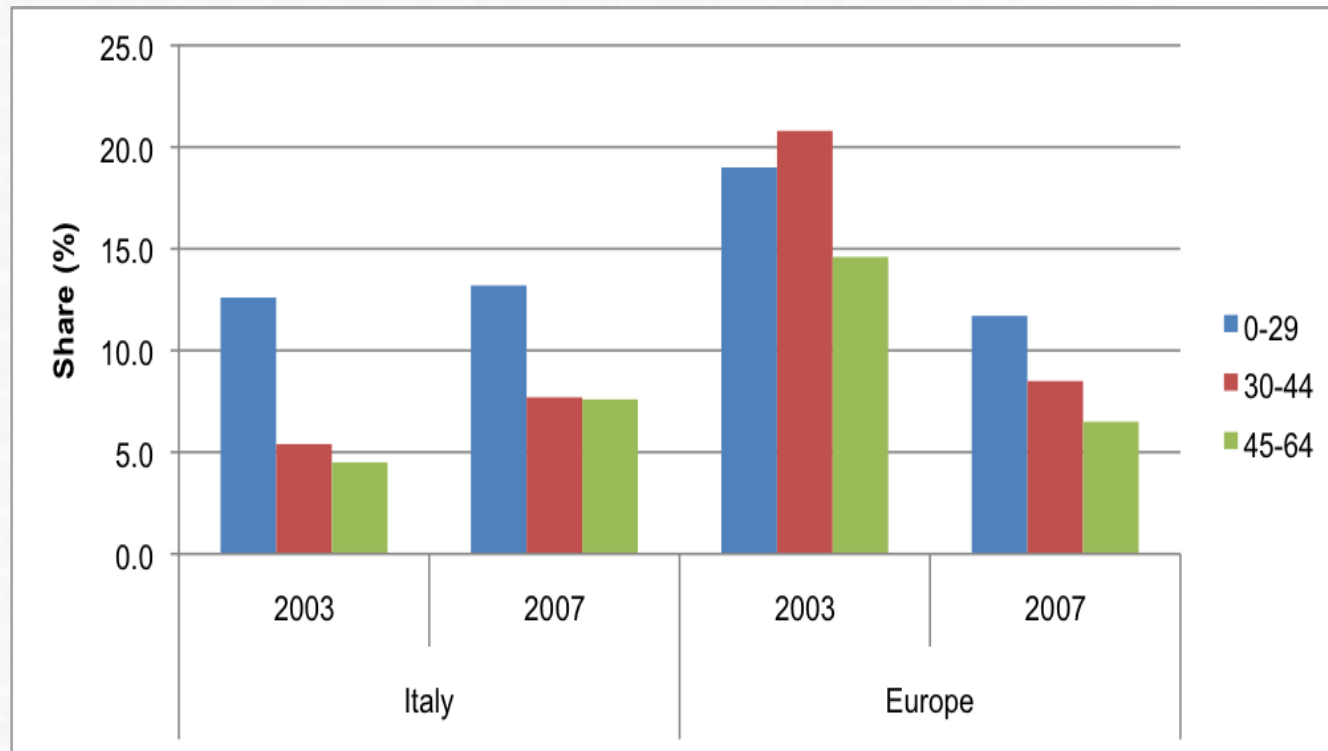
Boring and dull work perception by age



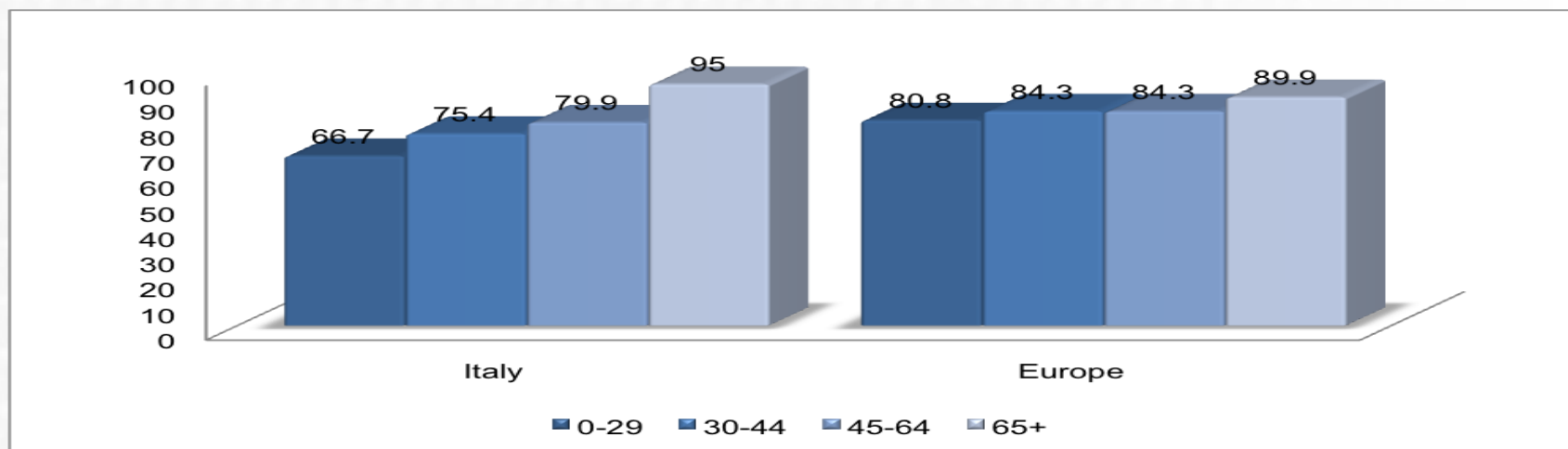
Perception of unsafe and unhealthy working conditions by age



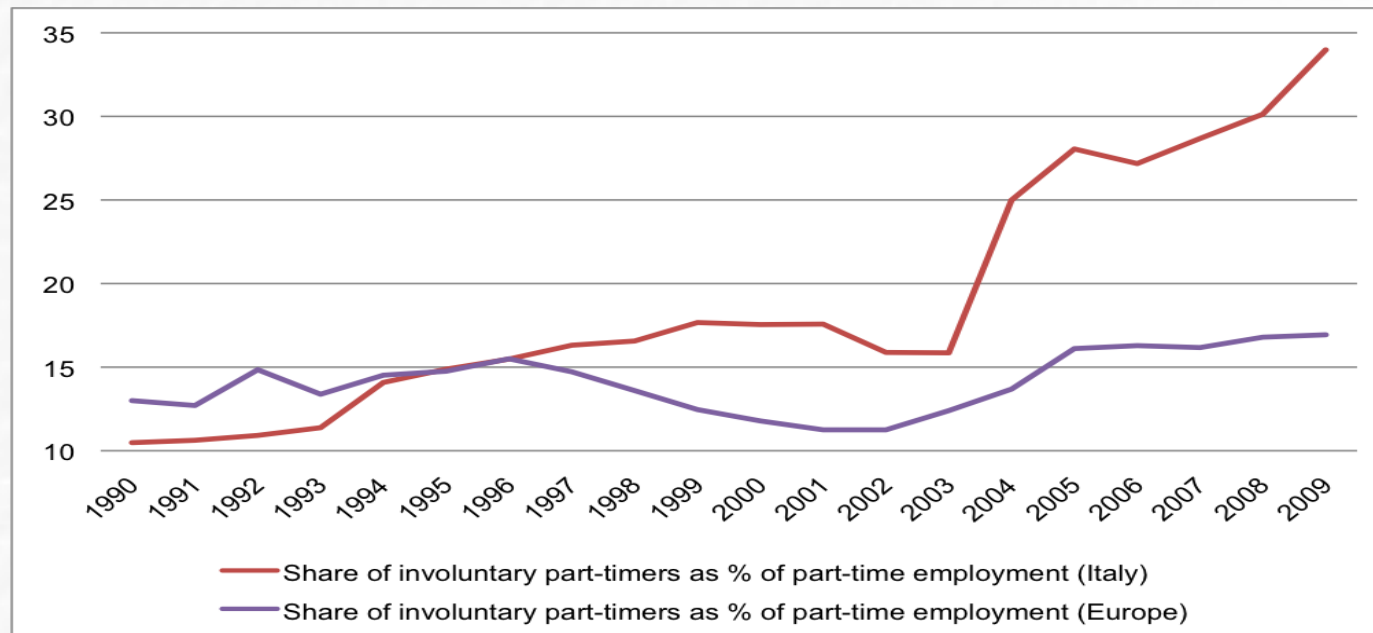
Perception of future job-loss in the next six months by age



Job satisfaction by age



Involuntary part-time over the time



New strategies in training and life-long learning: a focus on the person

Lifelong learning as a means for skills' maintenance and active inclusion in the labour market

- Training doesn't stop at the first years of one's life and it's not only connected to traditional places.
- The use of "training book of citizens" (the Biagi Law)
- Training must fit with workers' age
- Training, knowledge and skills must be validated and effective
- Mature workers as tutors for younger ones

Guidelines on training 17 February 2010; De Rita Report on the future of training in Italy, November 2009

- Training to include vulnerable workers
- Training must be held on the job
- Training must be addressed to the qualification, re-qualification, re-employment and maintenance of skills for workers

The evolution of training in the field of OSH

Art. 34 and 37 of the Italian Consolidated Act on OSH:

- *New strategies for training of employers, workers and managers, including specific training on new risk (ex. Age-related risks; workrelated stress; psychosocial risks);*
- *Introduction of new technologies and the transition from front lessons to e-learning);*
- *Introduction of instruments for the validation of competencies and skills;*
- *New qualification for training bodies and teachers;*
- *OSH training within schools, universities and educational institutions;*
- *Public fundings for training in SMEs*

The Italian Consolidate Act on OSH (2008) and the new workforce diversity management approach

- **Art. 28:** risk assessment based on workforce diversity management and new forms of risks and factors of vulnerability (gender differences; age-related risks; work-related stress and the form of contractual relationship);
- **Art. 176:** improvement of medical surveillance for over 50 workers;
- **Art. 190:** special risk assessment and management for over 50 workers exposed to vibrations and noise;
- **Artt. 34 and 37:** introduction of new training methodology and programmes for workers, managers, employers and workers' representatives including special sessions on work-related stress and new risks;
- **Art. 27:** introduction of a system of qualification and selection in the labour market of enterprises based on the improvement and the implementation of effective training programmes;
- **Annex XXXIII:** musculo-skeletal disorders and low-back pain special surveillance and risk management based on age-related approach;

Future development

- **Art. 6.:** the adoption of the national work-related stress management guidelines: a long and delicate debate;

Ageing, atypical contracts and retirement age reform

The issue of restructuring has traditionally been faced with early retirement strategies or collective dismissal for redundancy. Now we use to apply two new options:

- The implementation of traditional models (part-time & fixed term contracts) or “new forms” atypical labour contracts (Access-to-work-contracts, for 55 aged workers in the Biagi Law in parallel with the implementation of apprenticeship and VET schemes for younger workers);
- Reform of retirement age regulation (2010-2011) with an increase from 61 to 65 for women, retirement after 12 months from the completion of the mandatory retirement age and public financial support for late retirement;

OSH and workers' participation (RLS)

RLST e RLSS (artt. 48 - 49)

Workers' representatives activities:

- Right to participate at the risk assessment process and the draft of risk assessment report
- Consultation on medical surveillance and training programmes
- Access to internal accidents rate informations
- 3 degrees of participation (general representatives, local representatives and enterprise representatives)

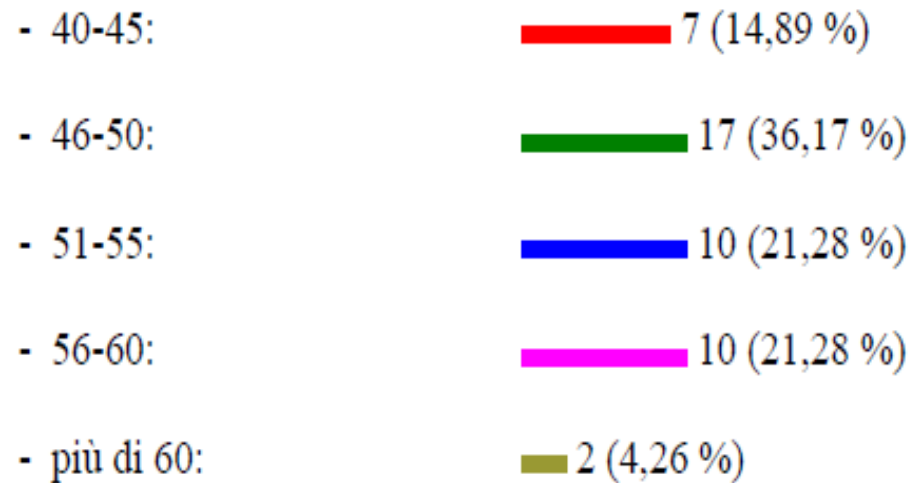
Questionnaires

Operational difficulties: the topic was too delicate for companies?

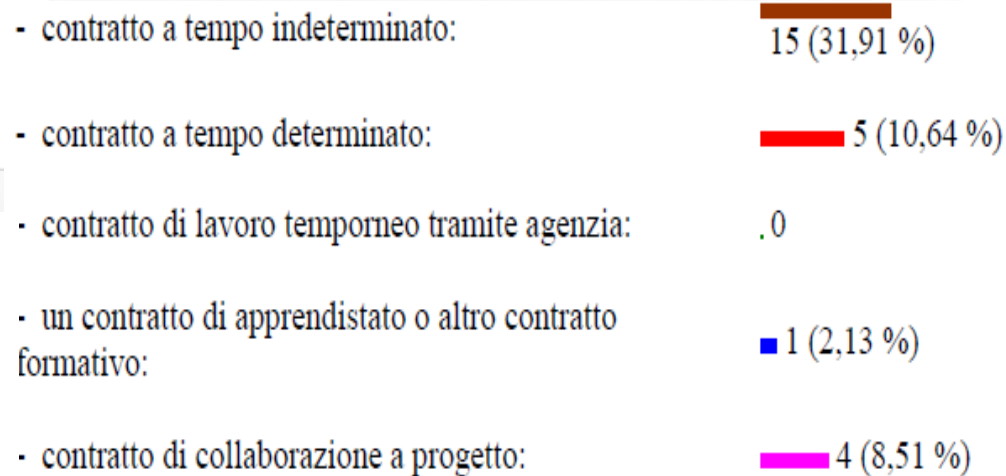
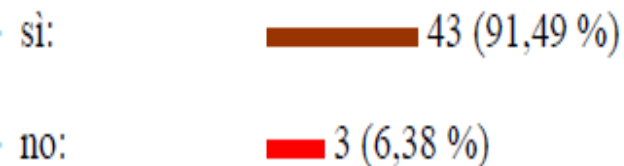
80 workers from from different sectors and coming from all over Italy: commerce; energy; metal; chemical; education and training; ITC; textile; communication and marketing; hospitals; farmaceutico; restaurants and tourism; constructions; food; personal care services; real estate.

Figures: look at the following slide

Questionnaires: age, sex, contract and job loss

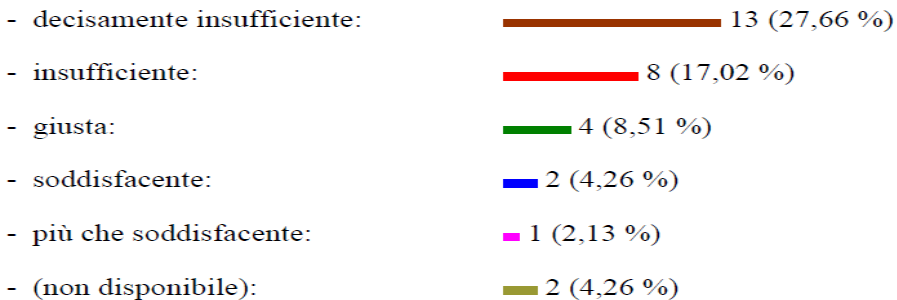


Si è mai trovato nella situazione di aver perso il lavoro?

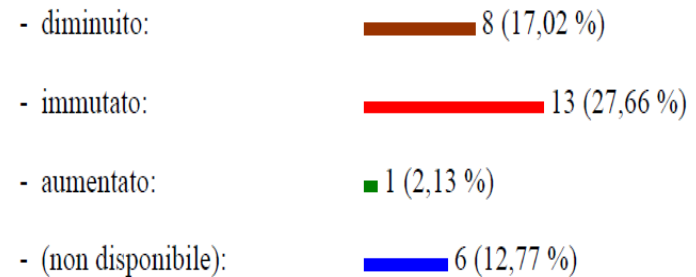


Questionnaires: consultation, use of know-how, pay and position

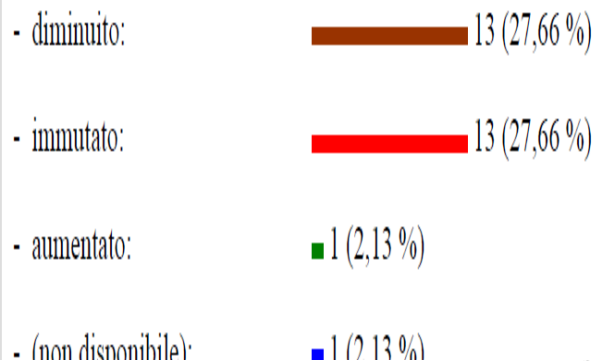
Provveduto ad informarmi sullo stato attuale del cambiamento in atto in maniera



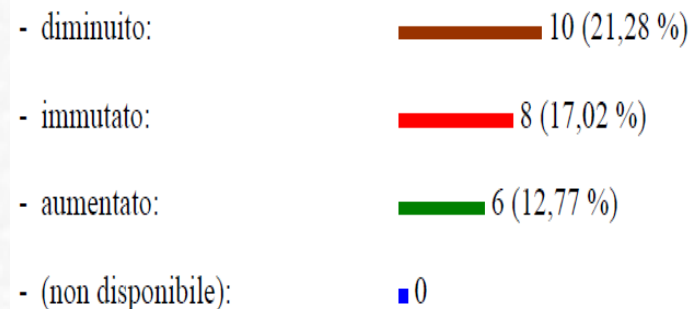
La sua posizione nella gerarchia aziendale



Il suo reddito su base mensile

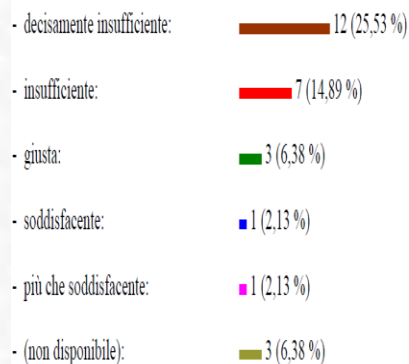


Livello di applicazione della propria esperienza e competenza

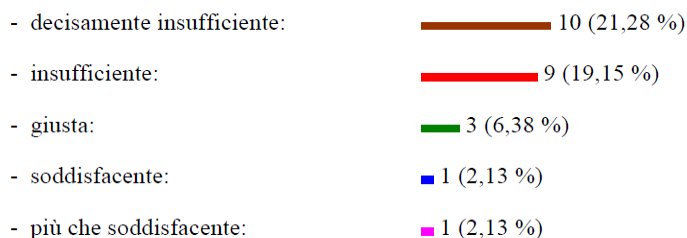


Questionnaires: support, discrimination, training and qualification and career advice

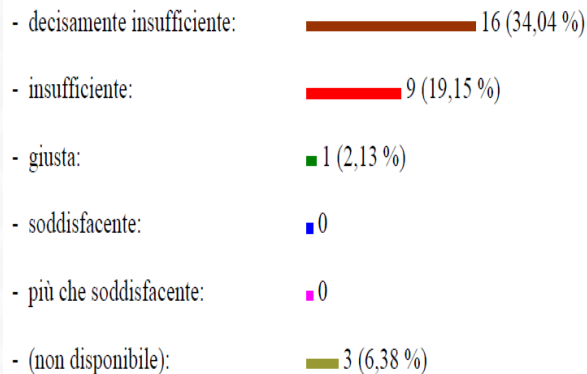
Si è assicurato che vi fossero sufficienti servizi di supporto al cambiamento in maniera



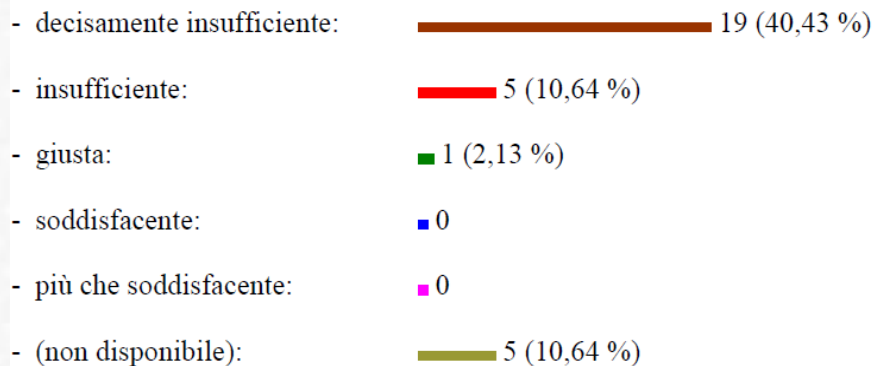
Assicurato che le decisioni siano state attuate in maniera non discriminatoria in modo



Provveduto a fornirmi supporto in termini di career advice in maniera



Provveduto alla mia riqualificazione in maniera



Interviews

- **NGOs (Unanimous):** No support and no transparency during change; improve the role of mature workers as tutors
- **Trade Unions (Only apparently unanimous):** age-related risks and work-related stress are not considered in the practice; enforce social dialogue and consultation of Workers' representatives in risk assessment and training; (anyway great divergencies during the seminar round table)
- **Ispesl:** job- insecurity is the most dangerous warning; training on psychosocial risks, workrelated stress and age related risks; use of validated instruments for work related stress assessment (experimental use of HSE method)
- **Ministry of Labour:** implementation of work-related stress guidelines based on a gradual approach: checklists; interventions in training and prevention; individual questionnaires and deep analysis; distinction between age-related risk and stress; improve training and the use of atypical labour contracts such as access-to-work contracts
- **Confindustria:** There's no relation between restructuring, change and psychosocial issues; work-related stress must be assessed preferably through objective checklists, no individual questionnaires

Case studies and good practices

- **Bank group UNICREDIT and ENEL energy group:** experimental involvement of mature workers in the consultation and industrial relations system during the process of restructuring, thanks to European Works Councils (2007);
- **Electrolux-Zanussi holding (Italian plant of Scandicci, 2008):** The Group has developed over the years an industrial relations system based on a number of specific information and consultation procedures. Investigative procedure phase, during which the company showed its willingness to consider alternative use for the closure of the plant. The number of meetings held between the parties, and the quality of information and dialogue, are believed to have favoured an agreement on management of the restructuring process to ensure the largest possible re-employment of redundant workers. The Trade Unions also facilitated the agreement with Energia Futura, a company operating in the alternative energies sector, which guaranteed employment of 370 workers previously employed by Electrolux, the maintenance of the conditions stipulated by the collective agreement for the metalworking sector, the continuation of previous wage levels. For the other workers who were not re-employed, Electrolux, created an outplacement service available to help their re-employment
- **Gucci textile and clothes company (2000):** implementation of workers' financial participation (more specifically mature workers) in order to face the closing of some plants during a restructuring process;

Prospects for future development

- Evolution of training methodology;
- Final approval of national agreements on training of workers, managers, workers' representatives and employers;
- Final approval of the national guide-lines on work-related assessment based on a progressive structure: check-lists (first mandatory analysis); individual questionnaires (further deep analysis);
- Implementation of social dialogue, consultation and involvement of workers;
- New forms of contractual relationships and use of Access-to work - contracts (Biagi Law);