

Changing Organization of Work and the Future of Occupational Health

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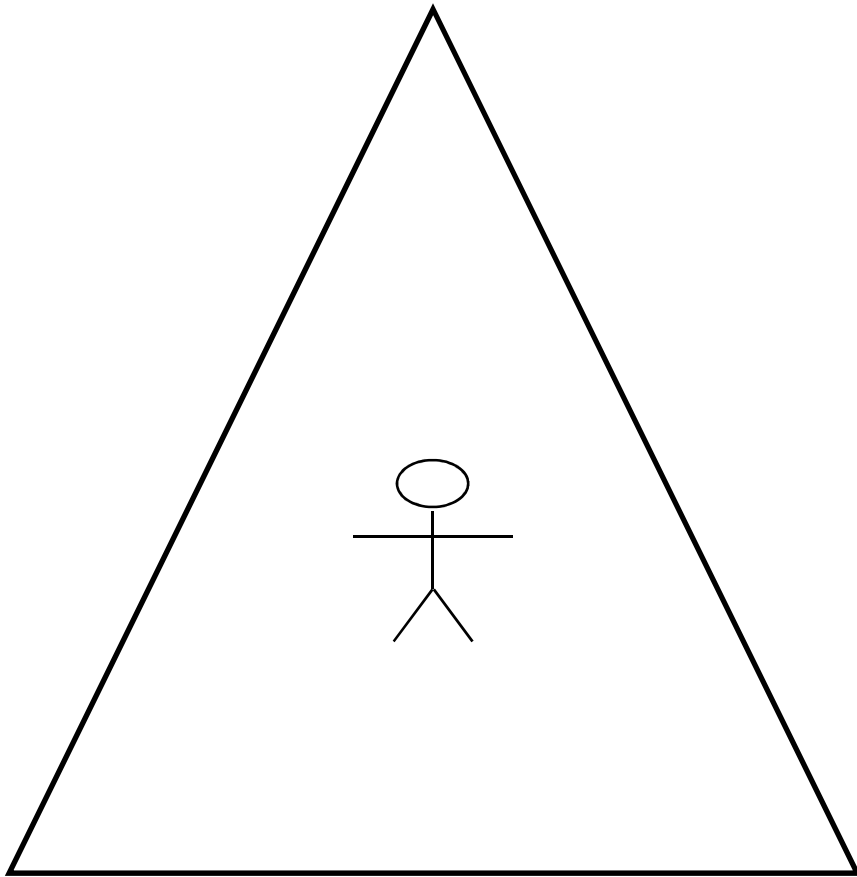
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Overview

- Changes in Employment Relations
- Some Implications for Occupational Health and Safety
- Policies and Responses

Standard Employment Relationship



- Pillars:
 - Bilateral Employment Relation
 - Standardized Hours
 - Continuous Employment
- Access to
 - Regulatory protections
 - Training
 - Careers
- Adult Male Citizens (Male breadwinner model)
- Fordist Manufacturing
- Basis of Labor Laws

The Big Changes, 1970s-2000s

➤ Globalization

- Internationalization of product, capital and labor markets
- Increased price competition for products and labor
- Growth in international networks of people and firms

➤ Technological Innovations

➤ Continued Growth of **Service Sector**

➤ Growing Importance of **Markets**

➤ **More Labor Force Diversity** (e.g., Gender, Age, Family, Immigration Status, Race/Ethnicity)

**Macro
Changes**



**Pressures
for Greater
Flexibility**



**Employer &
State
Responses**

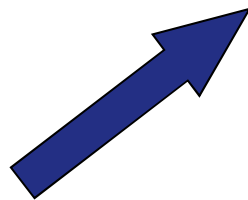
**COUNTRY DIFFERENCES:
Corporate Strategies
Government Policies**

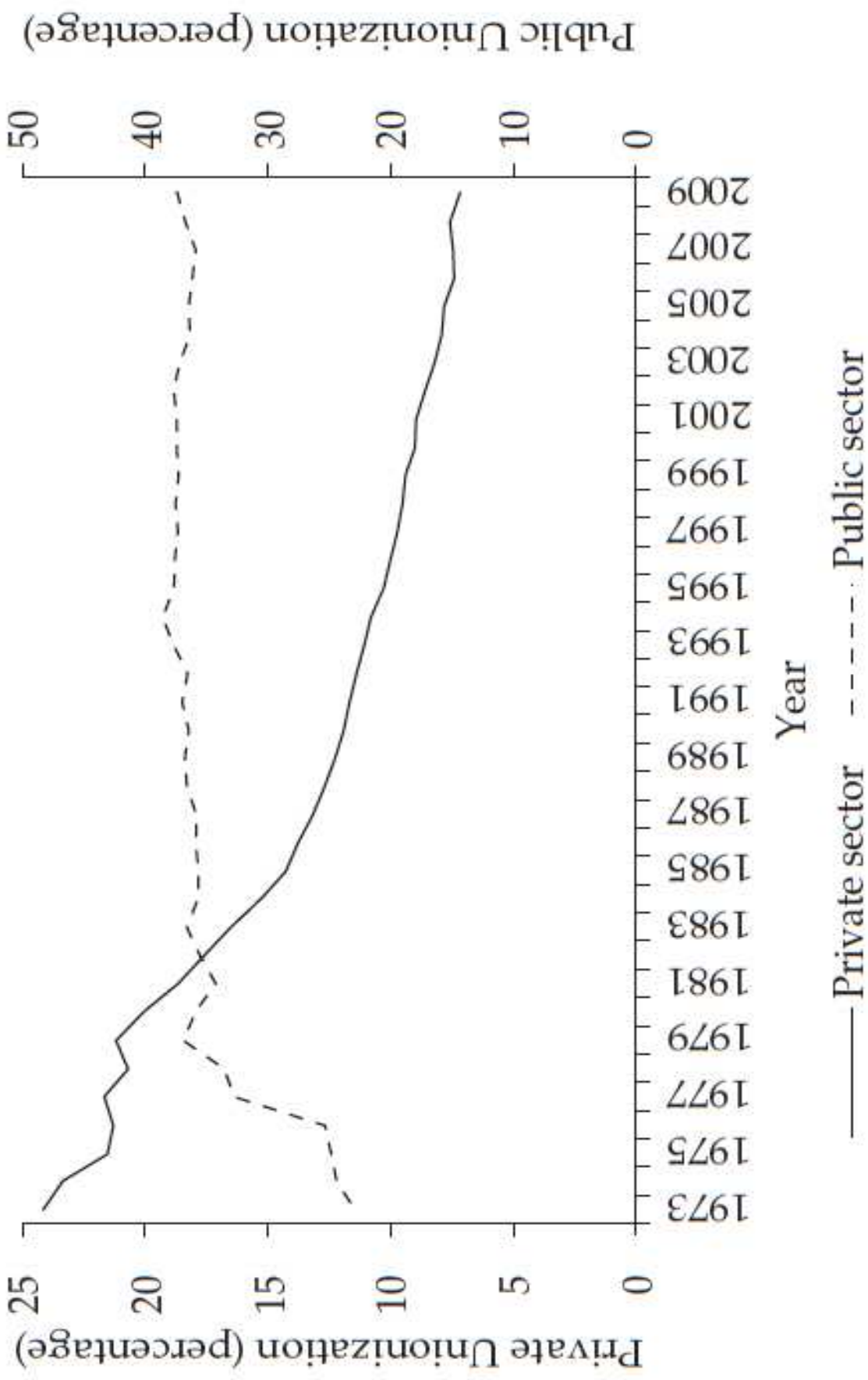
SER



**Precarious
Work**

Shift in Employment Norms





Sources: Author's figure based on Current Population Survey data from Hirsch and McPherson (2010) and Rosenfeld (2010).
Note: Rosenfeld provides 1982 estimates by averaging 1981 and 1983 rates.

Precarious Work

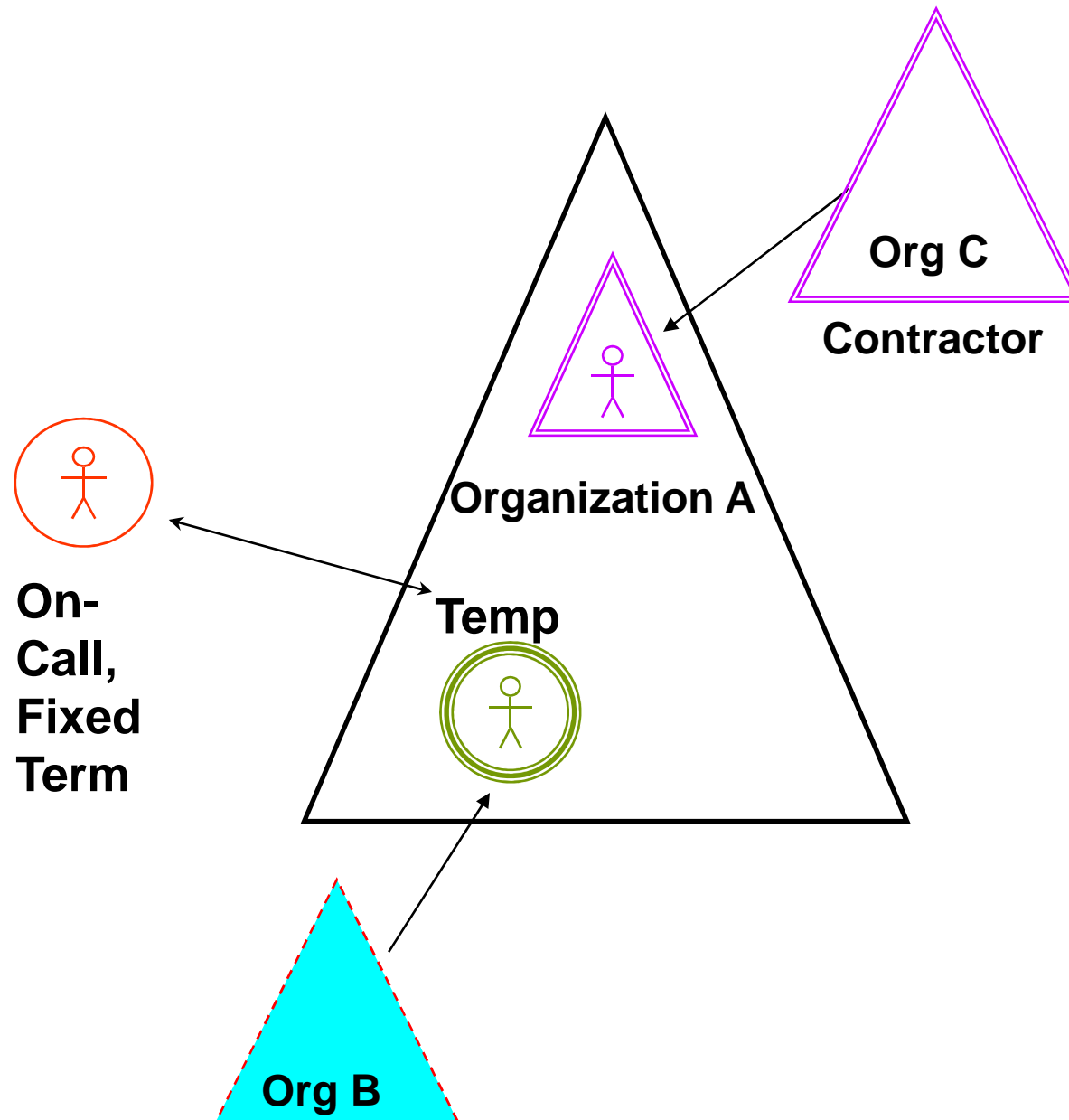
➤ Work that is:

- Insecure
- Uncertain
- Risks borne by workers
- Limited income and benefits
- Little potential for better jobs

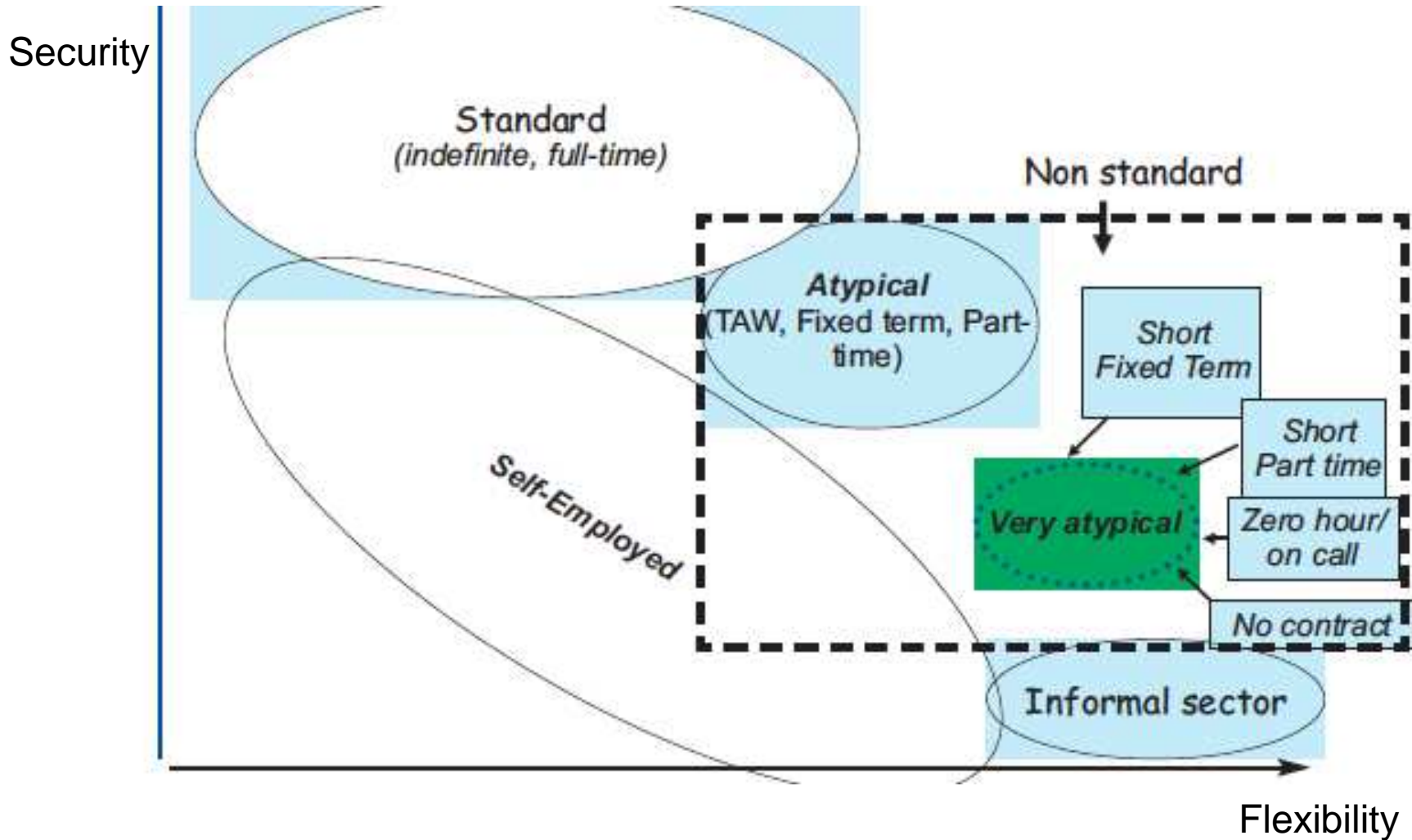
➤ *Examples:*

- Informal economy work
- Temporary work
- ↑ “Regular” jobs in the formal economy

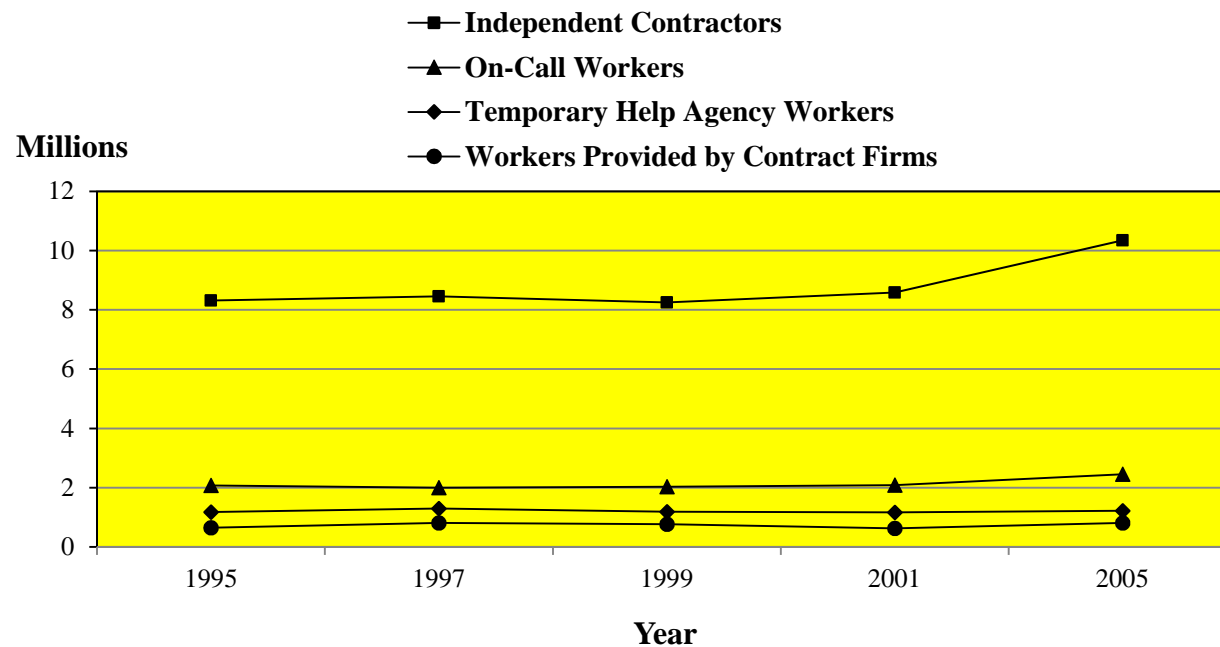
Nonstandard Employment Relations



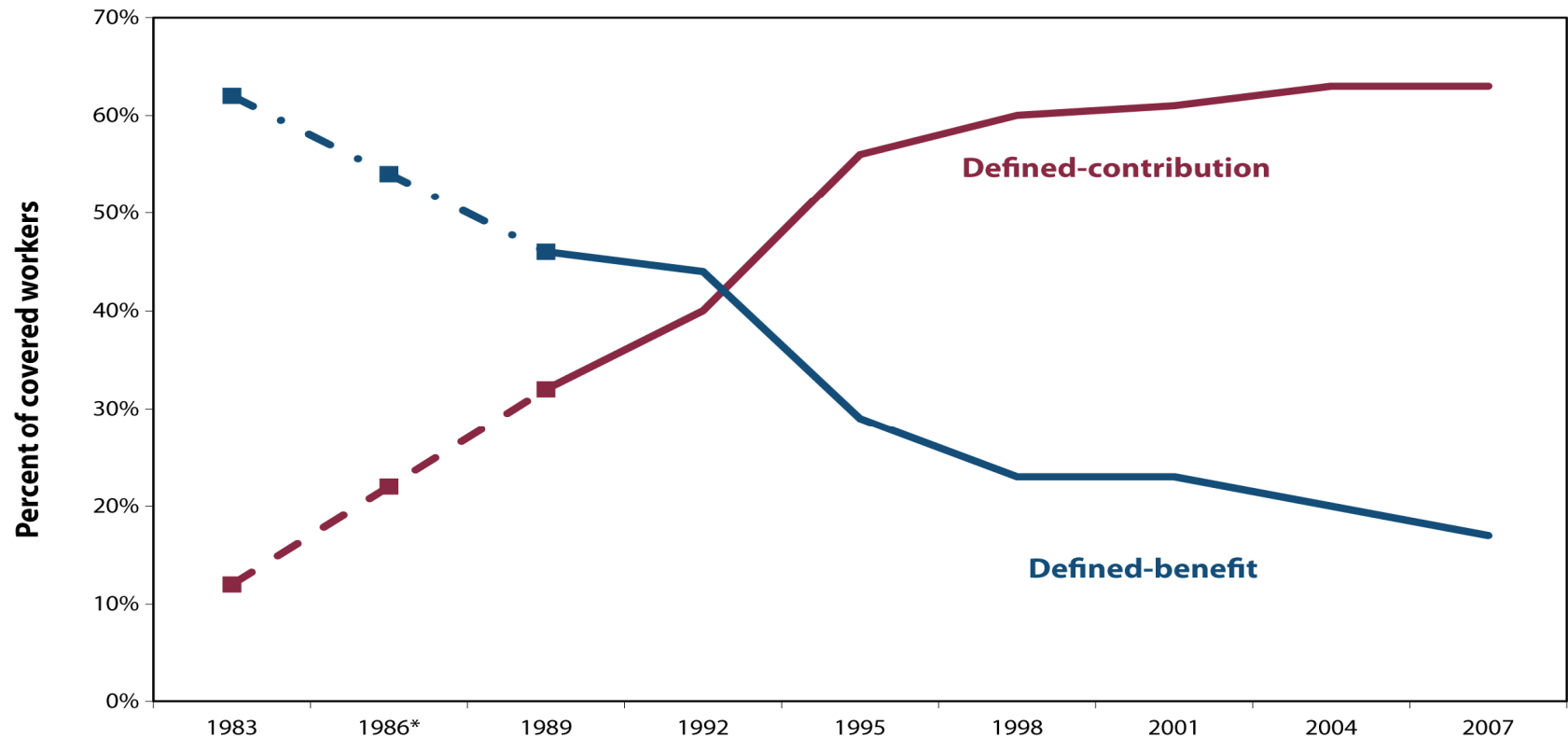
Overview of Standard and Non-Standard Forms of Work



Trends in Nonstandard Employment Relations, 1995-2005



Shifting Risks: Increase in Defined Contribution vs. Defined Benefit Pension Plans, 1983-2007



* There is no data for 1986. Data for 1986 is the midpoint between 1983 and 1989.

Source: Munnell, Alicia H., Golub-Sass, Francesca & Muldoon, Dan. 2009. "An update on 401(k) plans: Insights from the 2007 SCF." Center for Retirement Research at Boston College: no. 9-5.

Karl Polanyi's "Double Movement"

Flexibility



Security

1800

Precarious Work

Uncertainty

1930

SER

> Growth; > Certainty

1975

Precarious Work

Uncertainty

2015

A New Social Contract???



Precarity as Loss

- Loss of labor rights (including health and safety protections) historically won by workers' movements
- Loss of stable employment relationships and employment protections due to spread of temporary and part-time employment relations
- Reduction in social protections such as health insurance and pensions and in unemployment benefits associated with transformations in labor conditions and labor contracts

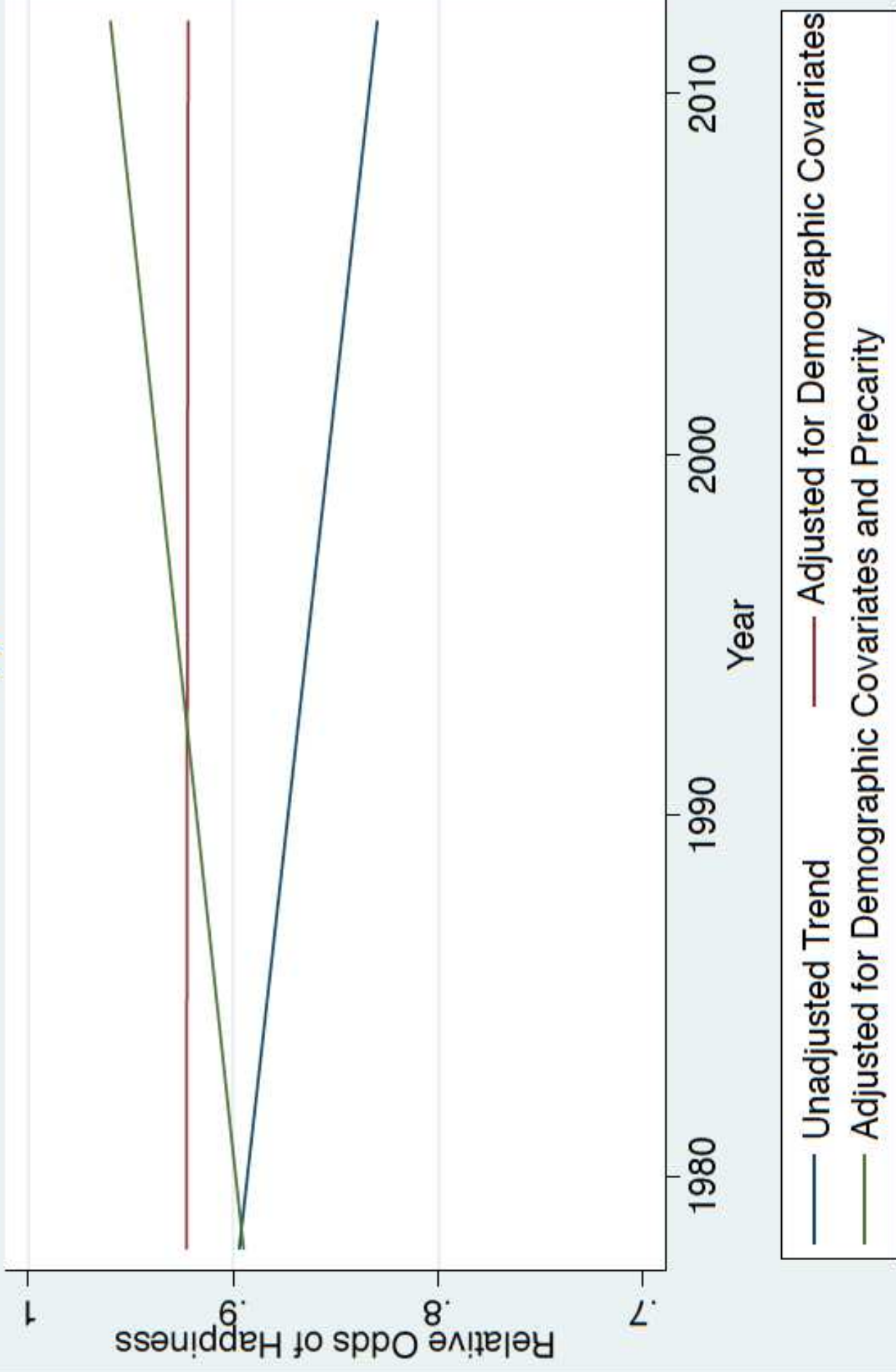
No Return to SER

- Continued uncertainty in employment
- Gender contract on which it was based (Male breadwinner/female caregiver) has crumbled
- Citizenship boundaries changing
- Diversity of labor force → Diverse employment preferences

Some Implications for Occupational Safety and Health

- Subjective well-being
- Accidents due to inadequate training and familiarity with work sites
- Workers' reduced ability to obtain collective protections

Happiness



Contract Workers and Job Safety in the Petrochemical Industry



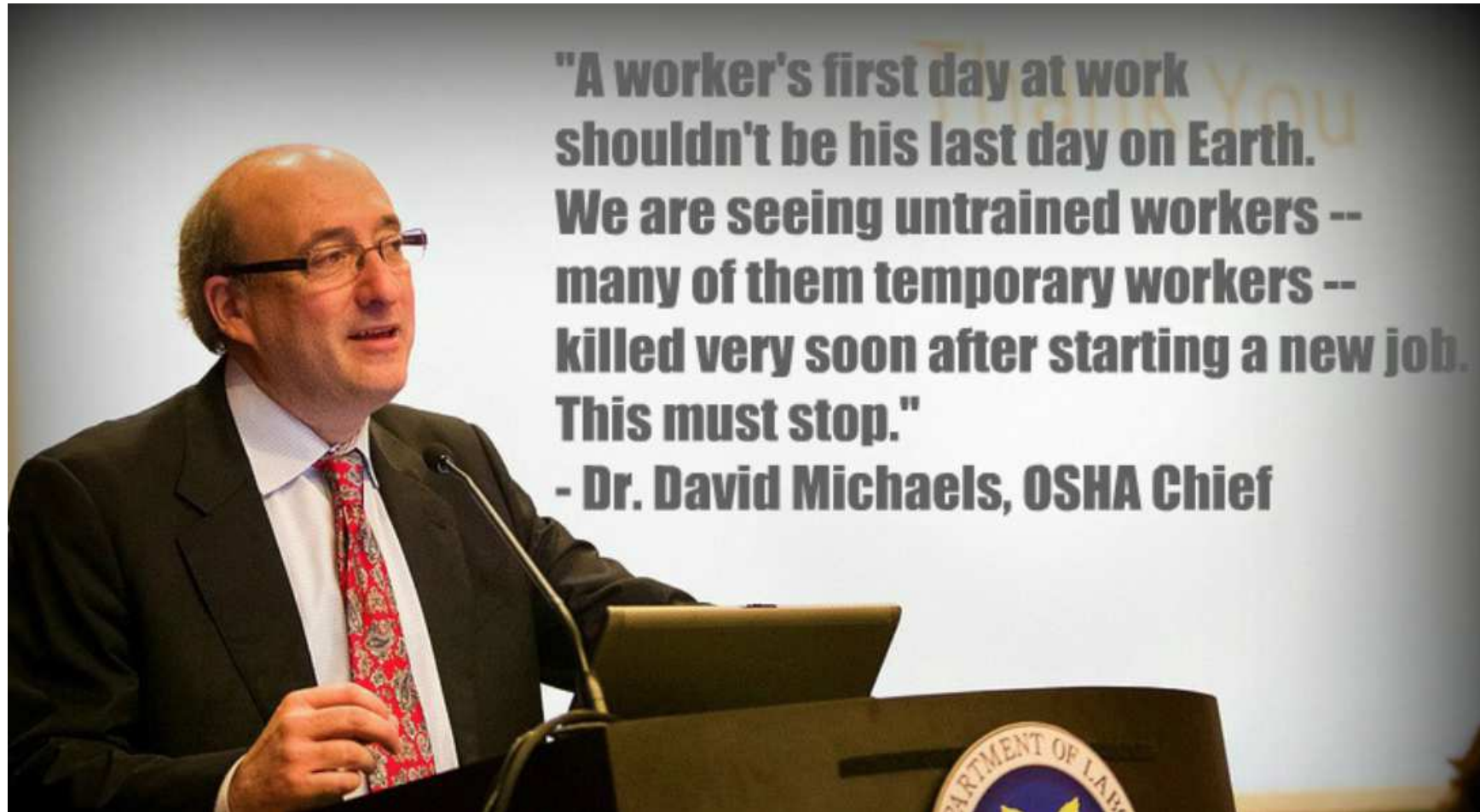
- High use of contract workers (especially in maintenance functions)
- Client firms reduce their liability by giving control over work to contractors
- But contractors often lack facility-specific knowledge nor economic incentives for effective safety supervision and training
- Rebitzer (1995): Safety training by client firms associated with lower accident rates than those provided by contractors

Accidents Among Power Linemen

- **High use of contractors in line repairs**
- **Twice as many contractors killed as employees of utility companies**
- **Accidents often due to contractors' lack of experience with particular site and inadequate safety training**



Temporary Workers and Training



OSHA's Temporary Worker Initiative

- Covers temporary workers supplied to host employer and paid by staffing agencies

- Goals of Initiative:

- Protect temporary workers from workplace hazards
- Ensure staffing agencies and host employers understand their safety obligations
- Learn information re: hazards in workplaces that utilize temporary workers

News Release

U.S. Department of Labor

OSHA News Release: 12-000-0417

April 28, 2012

Subject: Anne Lavelle

Phone: 202-693-4061

Fax: 202-693-4060

OSHA's Temporary Worker Initiative

OSHA launches initiative to protect temporary workers
Workers' Memorial Day remembers those who died on the job

WASHINGTON – The U.S. Department of Labor's Occupational Safety and Health Administration today announced an initiative to further protect temporary employees from workplace hazards. The announcement was made during a program at the department's headquarters marking Workers' Memorial Day – an annual observance to honor workers who have died on the job and renew a commitment to making jobs safer across the country.

OSHA today sent a memorandum to the agency's regional administrators directing field inspectors to assess whether employers who use temporary workers are complying with their responsibilities under the Occupational Safety and Health Act. Inspectors will use a newly issued code in their information system to decide when temporary workers are exposed to safety and health violations. Additionally, they will assess whether temporary workers received required training in a language and vocabulary they could understand. The memo, which can be viewed at <http://www.osha-slc.gov/OSHA>, underscores the duty of employers to protect all workers from hazards.

On Workers' Memorial Day, we mourn the loss of the thousands of workers who die each year on the job from preventable hazards," said A. David Michaels, assistant secretary of labor for occupational safety and health. "Many of those killed and injured are temporary workers who often perform the most dangerous jobs. They have limited English proficiency and are not receiving the training and protective measures required. Workers must be safe, whether they've been on the job for one day or for 25 years."

Workers' Memorial Day is observed nationally on April 28.

In addition, OSHA has begun working with the American Staffing Association and employers that use staffing agencies, to promote best practices ensuring that temporary workers are protected from job hazards.

In recent months, OSHA has received a series of reports about temporary workers suffering fatal injuries – many during their first days on the job. OSHA has issued citations where the employer failed to provide adequate protections, including safety training.

Last week, the department's Bureau of Labor Statistics released new data from the Census of Fatal Occupational Injuries about workers killed on the job in 2011. Fatal work injuries involving contractors accounted for 542 – or 12 percent – of the 4,693 fatal work injuries reported. Hispanic/Latino contractors accounted for 28 percent of fatal work injuries among contractors, well above their 16 percent share of the overall fatal work injury total for the year. Additional details are available at <http://www.bls.gov/news.release/archives/cfoi2011.pdf>.

Unions and Occupational Health and Safety

Unions have historically been central to the improvement and protections and workplace safety and health



*"Alas, poor Yorick...
he had a dangerous job in a non-union plant."*

Implications of Changes in Work Organization for Occupational Health Policies: Summary

- Growth of Service Economy
 - Update safety policies and legislation that were predicated on manufacturing work
- Triadic Employment Relations
 - Establishing joint liabilities for accidents
 - Joint training and safety responsibility
- Reduced Job Security
 - Workers' unfamiliarity with work situation
- Reduced Union Protections
 - Need to provide social protections that are not tied to employment with a particular employer

Challenges for Occupational Health Education Curriculum

Changes in organization of work requires that occupational health and safety curricula emphasize:

- Challenges related to service (vs. manufacturing) work (e.g., customer relations, irregular or inflexible schedules)
- Employment laws related to triadic employment relations and definitions of who is an employee (e.g., [mis] classification of independent contractors)
- Challenges associated with working from home (e.g., ergonomics) or remote locations

Some Pressing Research Questions

- How can we best establish joint responsibility health and safety training for contract and temporary workers?
- What are the impacts of changes in work organization on job quality and work-related well-being in diverse occupations?
- How have changes in work produced health and safety disparities among gender and race/ethnic groups?
- What are the consequences of irregular or inflexible work schedules and shift work for work-family relations and work-related stress?
- How can we design “age friendly” workplaces to accommodate an aging workforce?