

**HBS-WZB-Konferenz:  
„Arbeitszeitpolitik im Lebensverlauf. Ambivalenzen und  
Gestaltungsoptionen in deutscher und europäischer Perspektive“  
Berlin (WZB), 14. – 15. Juni 2007**

**„Ebenen der Lebenslaufpolitik“**

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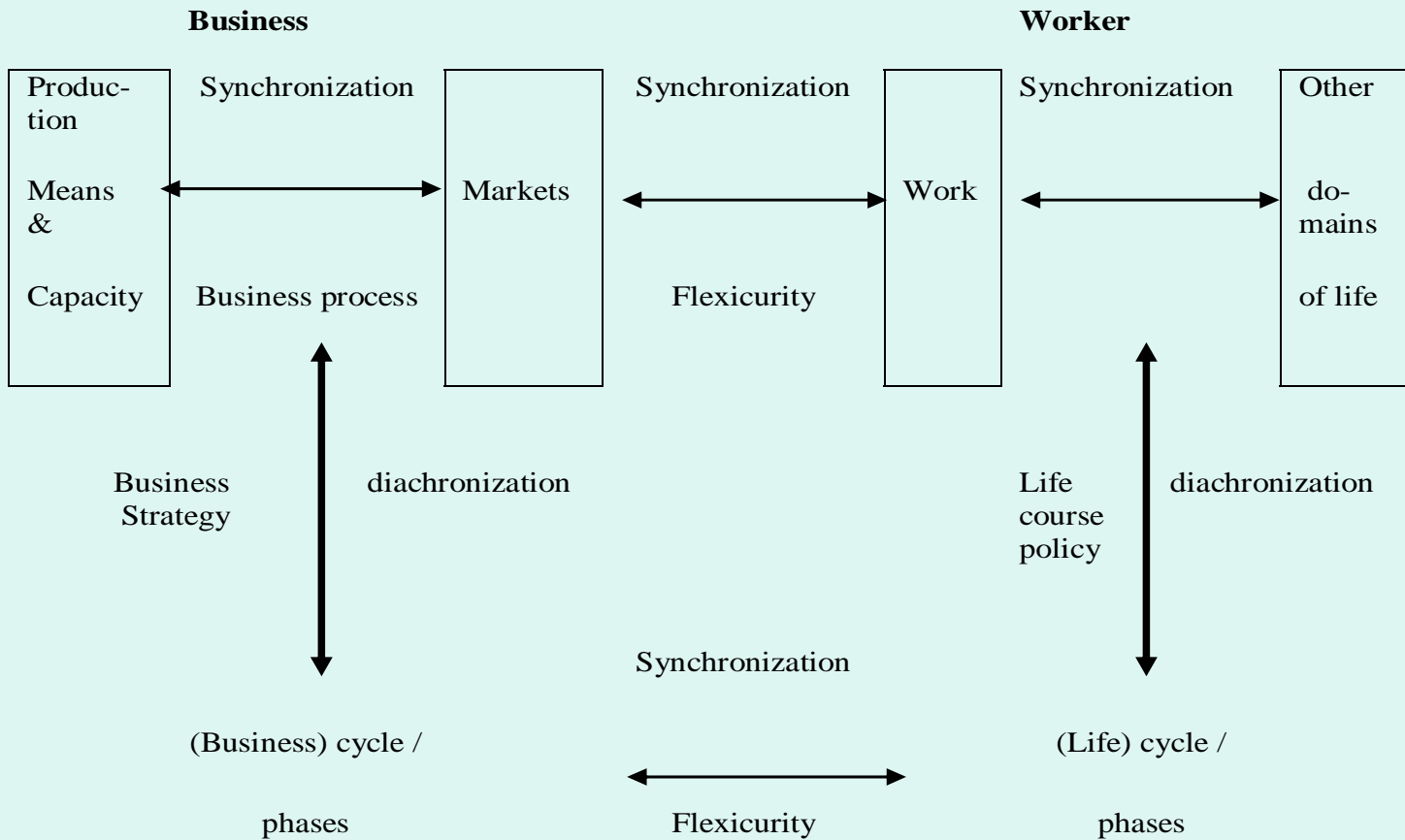
## **Fragestellung:**

„Lebenslaufpolitik“ aus der Perspektive des individuellen Arbeitnehmers und des Betriebs –  
Übereinstimmungen?  
Konflikte?  
Handlungsbedarf?

## **Grundlage der Präsentation:**

Paper von Klammer/Wilthagen (unter Mitarbeit von Chung/Thiel) für das Projekt „Flexibility and Security over the life course: main findings and policy implications“ im Auftrag der European Foundation, Dublin; Projektbericht im Erscheinen.

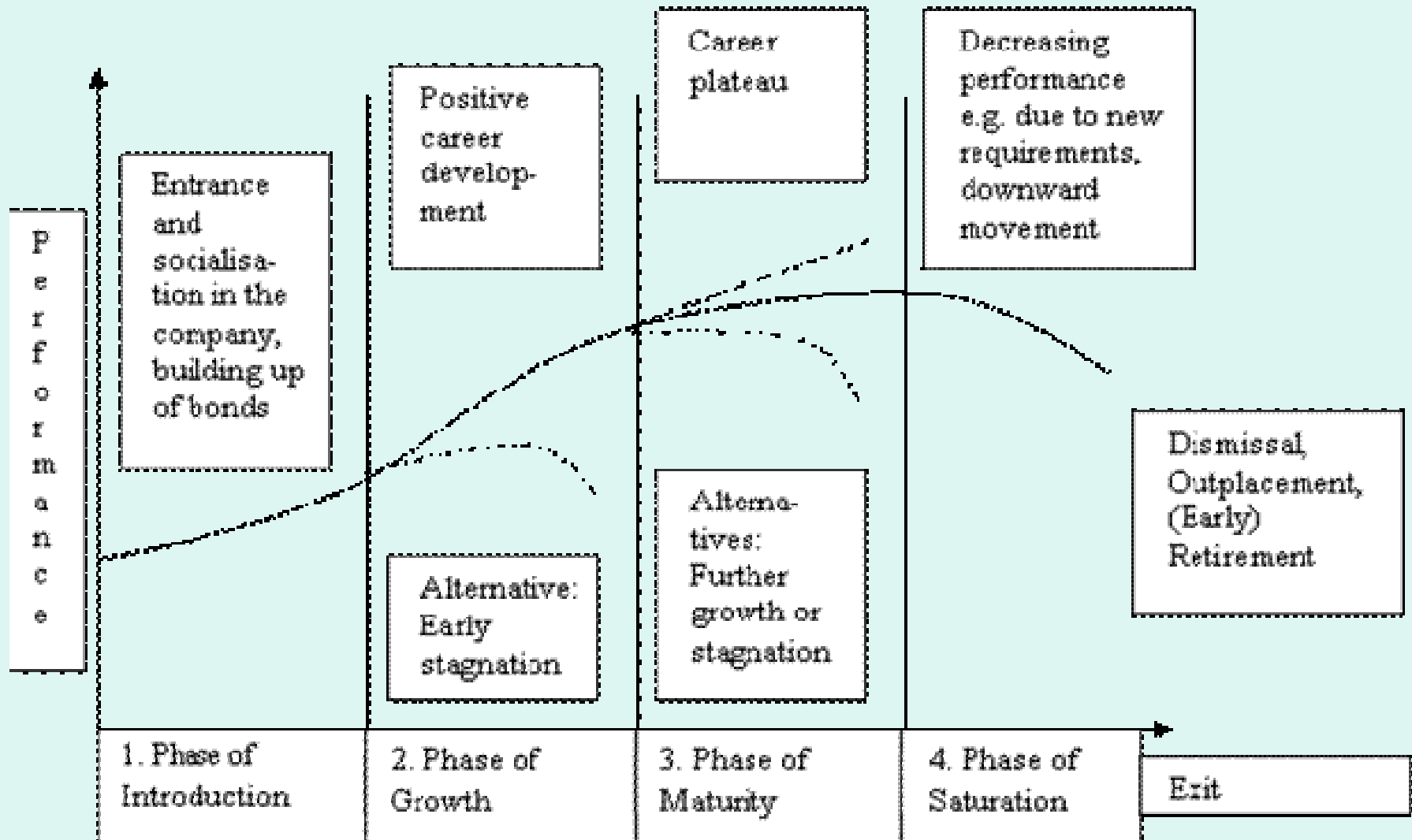
*The synchronization of business cycle and life cycle*



## Important changes in the individual's different "life-cycles"

<b>Life-cycle</b>	<b>Dominant changes</b>
<b>Biological life-cycle</b>	-growing life-expectancy -changing health risks and health chances
<b>Family life-cycle</b>	-changes in marriage and divorce behaviour -decreasing fertility -changing family and household forms
<b>Professional life-cycle</b>	-changing values concerning paid work -"compression" of working life (due to longer education and earlier retirement) -new forms of work -increase of transitions, discontinuous work biographies -increasing importance of lifelong learning
<b>Life-cycle in the company</b>	-flattening of hierarchies in the company -changes in the career orientation -shift towards more responsibility for the employee ("entployee") -changing age structures, aging of the workforce
<b>Life-cycle in the job</b>	-changes in the working conditions -changes in the required qualifications

## Phases of the employee life-cycle in the company



## The employee life-cycle – efficiency of the employee in different stages of his employment at a company

Phase:	Hiring	Assessment, development	Ongoing attachment	Separation
uncertainty about skills	high	medium	low	very low
range of possible tasks	unclear	increasing	stable	decreasing
investment in development	medium	high	low	very low
profit	very low	medium	high	decreasing

Source: Klammer/Wilthagen et al. on behalf of the European foundation, forthcoming, inspired by Gerpot (1999).

**Companies' adjustment to new requirements:  
Three different routes towards flexibility in  
Human Resource Management**

<b>Type</b>	<b>Commercialisation</b>	<b>Negotiated stability</b>	<b>Mutualisation</b>
Exchange relationship	Market	Power	Confidence
Type of contract	Contract of sale	Labour contract	Pact
Steering instrument	Competition	Control	Conviction
Traditional elements	“rim” workforce	Core workforce	Company community
Traditional requirements concerning the worker's behaviour	Indifference/ restriction	Long-term affiliation between worker and company, complementarity	Affinity
New elements	Externalisation , sham self-employment	Mobilisation of the employees, more request for (internal) flexibility	Teamwork, joint efforts and achievements
new requirements concerning the worker's behaviour	Economisation of own abilities, “entployee”	Flexibility and availability according to changing demands	Self-selection and -organisation, adaptation

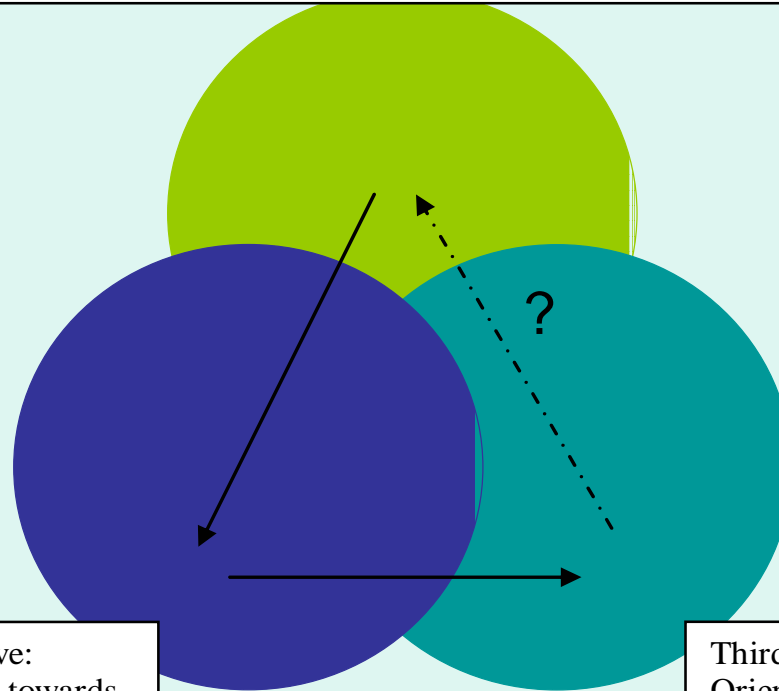
Source: Klammer/Wilthagen et al., forthcoming, inspired by Diewald/Brose/Goedicke (2005).

# **Ansatzpunkte zur Implementation einer Lebenslaufpolitik im Betrieb?**

**Einige Fallbeispiele.**

*The different waves of working time flexibilisation*

First wave:  
Orientation towards the employees' needs and wishes  
(= fourth wave?)



Second wave:  
Orientation towards  
the customers' needs and wishes

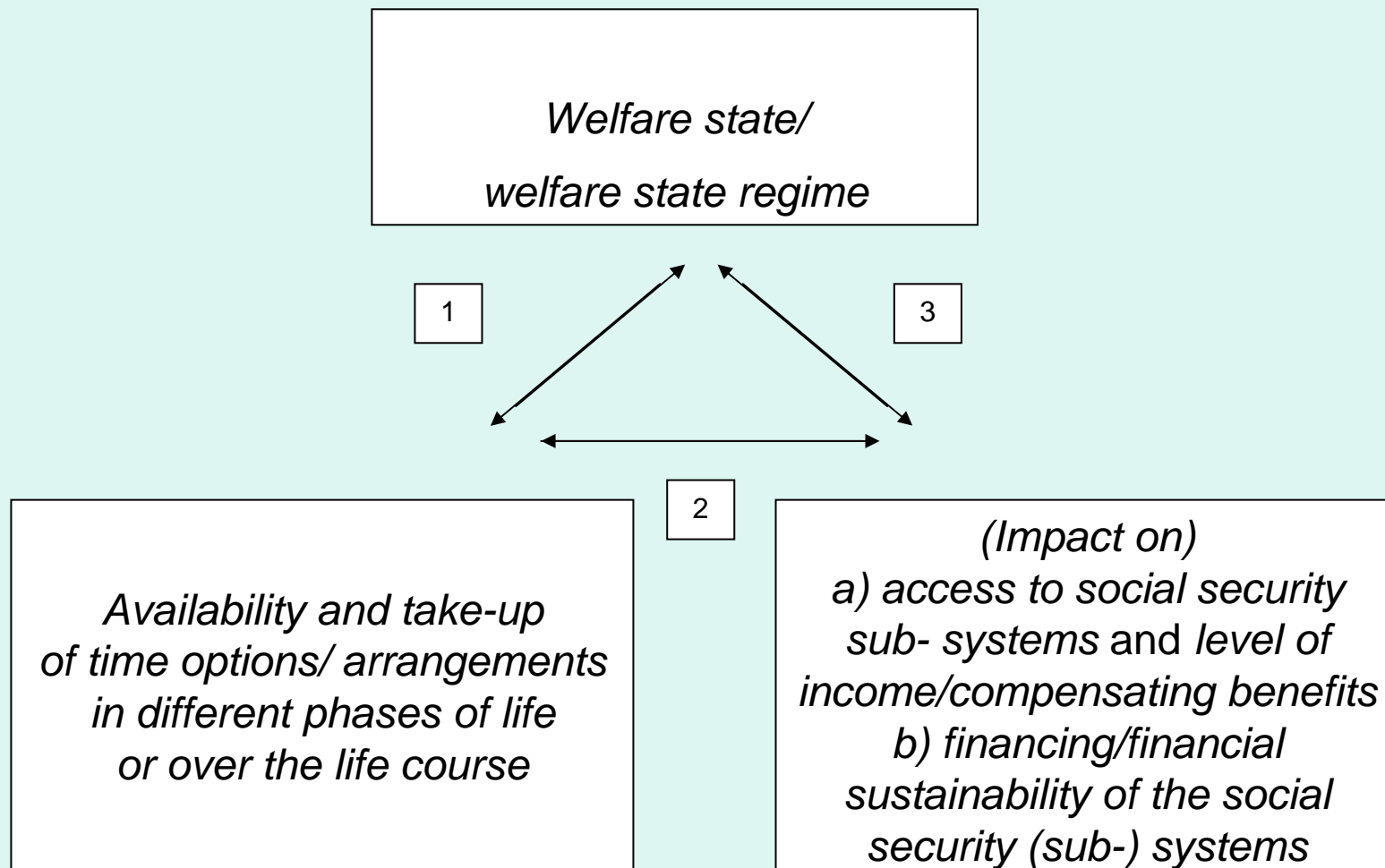
Third wave:  
Orientation towards  
economic efficiency

# **Konsequenzen für eine (sozial-)staatliche Lebenslaufpolitik?**

**Befund: Deutliche Unterschiede  
zwischen den EU-(Sozial-)Staaten**

# Labour market integration/ working time options and social security

## in different welfare states



# **Konsequenzen für eine (sozial-)staatliche Lebenslaufpolitik?**

## **Perspektive (für Deutschland?)**

Kombination der niederländischen  
„Lebenslaufregelung“ (o.ä.) mit kollektiven  
Ausgleichselementen für bestimmte  
Phasen/Tatbestände und einer  
verbesserten Mindestsicherung