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Nota di contenuto	Module 1 -- Contents -- ACKNOWLEDGMENTS -- HOW TO USE THE CD-ROM -- MODULE 1 OVERVIEW OF PPIAF LABOR TOOLKIT -- Introduction to the Toolkit -- Objectives -- Structure of the Toolkit -- Support for and Contributors to the Toolkit -- Labor Issues In PPI:An Overview -- Labor Issues in Infrastructure Enterprises -- Labor Impacts of PPI -- Dealing with Labor Issues In PPI -- Defining Objectives -- Assessing the Size and Scope of Labor Restructuring -- Staff Audits -- Benchmarking -- Work Force Analysis -- Developing Strategies and Options for Labor Restructuring -- Timing and Sequencing Issues -- Restructuring Options -- Developing Key Elements of a Labor Program -- Severance Payments -- Pension Arrangements -- Redeployment Programs -- Employee Share Ownership Plans -- Managing the Restructuring Process -- Engaging with Stakeholders --

Implementation Arrangements -- Monitoring and Evaluating Labor Programs -- Objectives -- Concepts and Approach -- Integrating Labor Programs in the PPI Process: A Road Map -- Phase 1: Initial Assessment -- Phase 2: Design of the Labor Program -- Phase 3: Implementation -- Phase 4: Monitoring and Evaluation -- Additional Material (on the CD-ROM) -- Background and Overview Articles -- PPIAF Case Studies of Labor Issues in PPI -- Web Sites -- References -- FIGURES -- 1.1 Organization Chart for a PPI Team (Sample) -- 1.2 Road Map for Labor Adjustment -- BOXES -- 1.1 Technology and Reform in Ports -- 1.2 Argentina Rail: Crisis and Reform -- 1.3 Evidence of a Public Sector Wage Premium -- 1.4 Labor Market Flexibility and Work Force Adjustment-A Snapshot in Estonia and Slovenia -- 1.5 Generic Labor Benchmarks -- 1.6 Brazil-Work Force Analysis in Rail Privatization -- 1.7 World Bank Support for Severance -- 1.8 South Africa-Pensions at Johannesburg Water Company -- 1.9 Bolivia's Capitalization Program. 1.10 Brazil Rail-Pension Reform and Labor Adjustment -- 1.11 Active and Passive Labor Market Programs -- 1.12 Malawi-Experience of Consulting with Labor in Privatization -- 1.13 Key Points for Stakeholder Analysis -- 1.14 Côte d'Ivoire Railways-Participatory Processes -- 1.15 Port of Santos, Brazil-The Special Labor Fund -- 1.16 British Coal Enterprise-Privatizing Redeployment -- 1.17 Monitoring vs. Evaluation -- 1.18 Guidelines for Submissions to Decisionmakers -- TABLES -- 1.1 Standard Severance Formulas-Advantages and Disadvantages -- 1.2 Benefits and Costs of Participatory Engagement Processes -- 1.3 Understanding Stakeholder Interests -- 1.4 Analysis, Monitoring, and Evaluation in Labor Adjustment Programs -- Module 2-7 -- Contents -- MODULE 2 LABOR IMPACTS OF PRIVATE PARTICIPATION IN INFRASTRUCTURE -- Overall Trends -- Employment Impact -- Factors in Employment Reduction -- Rail -- Ports -- Water -- Electricity -- Telecommunications -- Postal Services -- Labor Productivity -- Pay -- Benefits -- Pensions -- Other Benefits -- Work Practices -- Working Conditions -- Subcontracting and Outsourcing -- Gender Impacts -- Summary -- Additional Material (on the CD-ROM) -- Web Sites -- Other Materials and Sources -- MODULE 3 ASSESSING THE SIZE AND SCOPE OF LABOR RESTRUCTURING -- Overview -- Staff Audits -- Objectives -- Scope -- Collecting Personnel Data -- Collecting Information on Skills -- Benchmarking -- What Are Benchmarks? -- Sources of Benchmark Data -- Using Benchmark Measures -- Benchmarking Labor Costs -- Work Force Analysis -- Objectives of Work Force Analysis -- Work Force Analysis Tools -- Who Should Do the Assessments? -- Tools (on the CD-ROM) -- Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- MODULE 4 STRATEGIES AND OPTIONS -- Restructuring-Who Should Do It? -- Labor Restructuring by the Private Sector. Labor Restructuring by Government -- A Mixed Approach -- Menu of Options -- Sequencing of Options -- Soft Options -- Payroll Management -- Enforcement of Retirement Age -- Enforcement of Disciplinary Proceedings -- Staff Transfers to Other Public Organizations -- Recruitment and Promotion Freezes -- Advantages of Soft Options -- Workplace Restructuring -- Reducing Working Hours -- Placing Workers on Administrative Leave -- Reorganizing the Work Force -- Restructuring the Enterprise -- Retirement and Redundancy -- Key Considerations in Developing Strategies and Options -- Labor-Related Legislation -- Employee Status Prior to PPI -- Employment Protection in the Bidding Process -- Strategies-A Decision Tree -- Tools (on the CD-ROM) -- Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- MODULE 5 KEY ELEMENTS OF A LABOR PROGRAM -- Severance -- Statutory Payments -- Contractual

Benefits -- Ex Gratia Severance Payments -- Adverse Selection and Targeting -- Implementation Issues -- Tools (on the CD-ROM) -- Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- Pensions and PPI -- The Pension Challenge -- Types of Pension Plans -- Addressing Prior Pension Obligations -- Pensions and Labor Restructuring -- Future Pension Design -- Pensions: Implementation Steps -- Tools (on the CD-ROM) -- Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- Redeployment Support -- Design and Implementation of Redeployment Programs -- Counseling -- Job-Search Assistance -- Retraining -- Employee Enterprise -- Job-Creation Initiatives -- Tools (on the CD-ROM) -- Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- Employee Share Ownership -- Compensation Packages for Redundant Workers -- Shares as an Incentive or Reward -- Employee Share Ownership Plans.

Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- MODULE 6 ENGAGING WITH STAKEHOLDERS -- Fundamentals of Engagement -- Forms of Engagement -- Designing an Engagement Strategy -- Acquiring Engagement Skills -- Communication -- Objectives -- Preparing a Communication Plan -- Consultation -- Role of Consultation -- Methods of Consultation -- Negotiation -- Steps in Negotiations -- Cooperation -- Cooperation in Practice -- Circumstances that Suit Cooperation -- Tools (on the CD-ROM) -- Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- MODULE 7 MONITORING AND EVALUATION OF LABOR PROGRAMS -- Overview -- Assessing Financial Returns -- Financial Costs-A Checklist -- Financial Benefits-A Checklist -- Financial Payback Analysis -- Discounted Cash Flow Analysis -- Assessing Economic Returns -- Rationale -- Economic vs. Financial Costs -- Evaluating Labor Market Programs -- Constructing the Counterfactual Analysis -- Assessing the Impact of Redeployment -- Assessing the Effects on Workers' Welfare -- Assessing Overall PPI Benefits -- Monitoring Labor Programs -- Tools (on the CD-ROM) -- Additional Material (on the CD-ROM) -- Web Sites -- Other Material and Sources -- REFERENCES -- FIGURES -- 2.1 Employment in Côte d'Ivoire and Burkina Faso Rail, 1980-2000 -- 2.2 Labor Productivity in South American Rail Companies -- 3.1 Structure of Performance Measures for Utilities -- 3.2 Sample Age Profiles -- 4.1 Restructuring Options-A Typology -- 4.2 An Illustration of Sequencing -- 4.3 Strategic Choices in Labor Adjustment-A Decision Tree -- 5.1 End-of-Service Benefits in Orissa, India -- 5.2 Core and Supplementary Elements -- 5.3 Moving from Supply-Driven to Demand-Driven Training -- BOXES -- 2.1 Popular Perceptions of PPI -- 2.2 Argentina-Job Losses in the Infrastructure Sector.

2.3 Employment Reductions in Brazil's Railways -- 2.4 Union Perceptions of Privatization's Impact in Ports -- 2.5 Employment Growth in Mexican Ports -- 2.6 ILO Analysis of the Labor Impact of PPI in the Telecommunications Sector -- 2.7 Productivity Growth in Latin American Telecoms Following PPI -- 2.8 Service and Productivity Improvements at Trinidad and Tobago Post -- 2.9 Municipalization of In-Kind Social Benefits in Russia -- 2.10 Changing Work Practices in Mexico Telecoms -- 2.12 Outsourcing in Argentine Telecoms -- 2.11 New Working Practices in Côte d'Ivoire Electricity -- 2.13 Contracting Out and Equal Opportunities in the United Kingdom -- 2.14 Key Factors Affecting the Labor Impact of PPI -- 3.1 What's the Minimum Data Set for a Staff Audit? -- 3.2 Nigeria-Conducting Staff Audits in the Civil Service -- 3.3 Middle East Airlines-Skills Mismatch -- 3.4 India-Unions and Reskilling in the Telecommunications Sector -- 3.5 British Rail-

Loss of Institutional Memory -- 3.6 Benchmarking Definitions -- 3.7 Kenya-Internal Benchmarking in Power Distribution -- 3.8 Generic Labor Benchmarks -- 3.9 Sample Labor Benchmarks by Sector -- 3.10 Hints and Tips for Using Benchmark Data -- 3.11 Brazil-Work Force Analysis in Rail Privatization -- 4.1 Restructuring by PPI Investors-Argentina and Guyana -- 4.2 Tanzania-Telecommunications Work Force Restructuring -- 4.3 Zambia-Redundancy for All Rail Workers -- 4.4 Philippines-Use of a Mixed Approach through Probationary Employment -- 4.5 South Africa-Phased Reform in Electricity -- 4.6 Jordan-Tactical Staff Transfers at Aqaba Rail -- 4.7 China-Administrative Leave for Workers in State-Owned Enterprises -- 4.8 Argentina-The Success of a Voluntary Approach -- 4.9 Aeromexico-Liquidation and Labor Adjustment -- 4.10 Mexico Rail-How the Legal Framework Changed. 4.11 Argentina-International Standards, National Laws, and Labor Contracts.

Sommario/riassunto

The objective of the Toolkit, which includes a CD-ROM, is to provide practical tools and information to help policy makers and practitioners deal with these sensitive issues. The Toolkit helps governments identify and select appropriate strategies and approaches, offers guidelines for design and implementation based on best practice and actual experience, and indicates the factors influencing the choice of strategy and options. The Toolkit is illustrated with examples, checklists, and templates that walk decision makers through best practice methodologies. Users of the Toolkit should be better placed to understand the benefits and risks of dealing with labour issues and choose among available strategies and options.
