

# The End of Employment: A Case of Theoretical Convergence?

Presented by Helio Zylbertajn

## About the presenter

Hélio holds a Ph.D. in industrial relations from the University of Wisconsin and is a professor in the Department of Economics at the University of São Paulo. He is the President of IBRET (Brazilian Institute of Labor and Employment Association) the recently formed Brazilian Industrial Relations Association. In 1992 Hélio was the Deputy Secretary of the Department of Labor of Brazil. He has been a consultant and a researcher on industrial relations matters, and has acted as facilitator for labor-management negotiations. Recent publications in English include "Trade Unions and the Economic Performance of Brazilian Establishments" (*Revista Estudos Econômicos*, Vol. 31, No. 1, 2008) and "Impact of Bargaining Structure on Profit- and Gain Sharing Negotiations Outcomes in Brazil" (*Annals of the 14<sup>th</sup> World Congress*, IIRA, Lima, Peru, 2006).

## Topic

Human Resource (HR) policies in organizations have to deal with conflicting goals. The usual discourse says that in order to survive, organizations have to compete in global markets. In order to keep their positions, employees have to deliver results, and are continuously appraised to ensure they are delivering. The message of this part of the policies is that jobs are no longer to be taken as granted. At the same time, employees are asked to share the knowledge about the jobs they occupy, in order to allow new employees to acquire organizational know-how. On the one hand, organizations seem to emphasize short run economic results and accordingly offer performance pay packages. On the other hand, the same organizations seem to be very concerned about talent retention and knowledge sharing. They have difficulties to harmonize those two sets of contradictory objectives. HR practitioners have to propose and implement policies to extract from employees at the same time immediate results and long run cooperation. All this is proposed with the background idea that jobs will be scarce in the future, will be increasingly replaced by short term work arrangements, and employees are supposed to manage their careers by themselves. This presentation will discuss the contradictions and theoretical implications of these HR policies.

## Event details

**Date:** Wednesday, 2 September 2009

**Start Time:** 11.30 pm. Morning tea will be provided at 11.15 pm

**Finish Time:** 12.30 pm

**Location:** GL5-15, City West

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