

Possibilities for flexible time arrangements





AIM:

To sensitize workers on

OPPORTUNITIES and CONSTRAINTS

on flexible time arrangements in the
perspective of a good work life balance

Flexible Working time arrangements: **WHAT and FOR WHO**

■ For employees

Makes managing personal and family responsibilities much easier

Flexible work

any working pattern adapted to suit the employees' and employers' needs

■ For employers

Reduces staff costs and need of overtime

WHOM



LET'S CHECK WHAT YOU THINK ABOUT :



TYPES	BENEFITS	DRAWBACKS
Flexitime		
Staggered hours		
Compressed hours		
Annualised hours/ Structured time off in lieu		
Job sharing		
Homeworking/ Teleworking		
Part-time		

In detail: a pattern of “Staggered hours”

“Shift system” in which work start and finish times for staff vary to allow staff coverage (i.e. longer opening hours) for defined periods (i.e. week per week, day to day).

Two existing options:

- the working time is fixed and scheduled by the employer or the head of department;
- the working time is arranged with the employer and is ‘**self-managed**’ by the staff within own department or office.

i.e. The “Island system” of Coop Liguria



Daniela S.
Employee of Coop
Liguria

Staggered hours

BENEFITS

- High commitment to the business and colleague;
- Time optimization (work time better fits in with personal time);
- More time for free time (work fits into personal/family life);
- Less stress

DRAWBACKS

- Overlapping and lonely times in the time schedule;
- In case of contingencies, to be able to assure replacements or effective solutions;
- Giving up of own time option in favour of a colleague.

Europe: Specific National Situations

Seeking more flexibility settled at the level of enterprise

- ++ **UK:** anyone has the right to request flexible work arrangements
- ++ **Finland:** prevailing full-time work, high quality day-care system, employees can influence their working hours, 30% teleworking
- ++ **Germany:** highest proportion of enterprises (<50%) providing flexible working time arrangement; right to legal claim a part-time job
- ++ **Latvia:** 76% of the companies use some kind of flexible work

- **Lithuania:** low incidence of flexibility, informal regulation based on privilege not a right!
- **Italy:** despite economic incentive, reluctance to introduce flexibility; slight changes solely in public body and big company

EUROFOUND (www.eurofound.europa.eu)

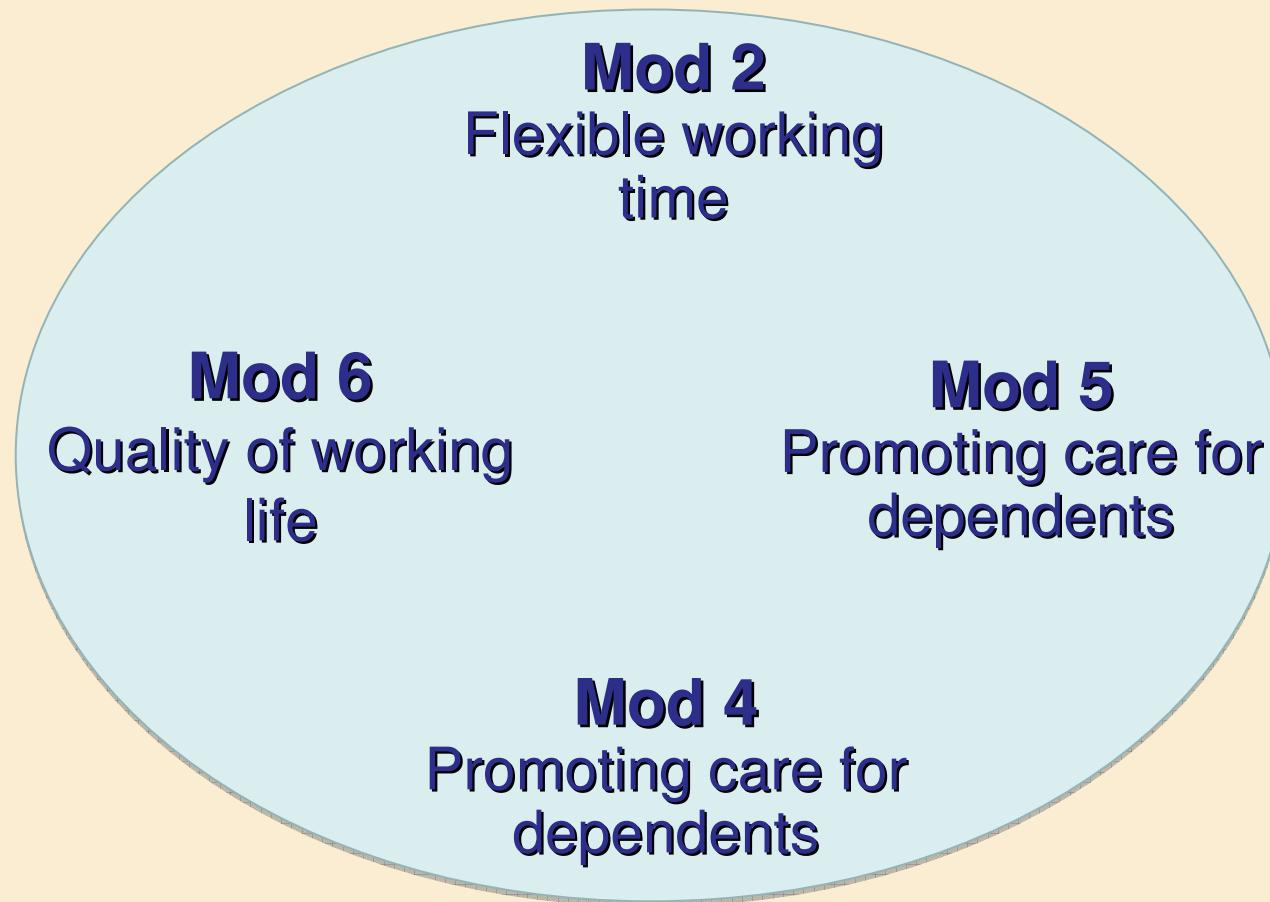
- “European Company Survey 2009”
- “Part-time work in Europe”

OECD

(www.oecd.org/document/46/0,3746,en_2649_37457_40401454_1_1_1_37457,00.html)

- “2010 OECD Employment Outlook: Moving Beyond the Jobs Crisis”

Additional opportunities for services provided by companies for employees



Conditions hindering the implementation of flexible working time

- Lack of legislation
- Managers' hesitancy
- Employees' fear of negative careers consequences
- Lack of reliable access to relevant information.



Benefits

- Increases job satisfaction and loyalty
- Improves productivity and performance
- Reduces unplanned absenteeism
- Lowers office space costs
- Enhances reputation of an employer of choice

CASE STUDIES ON BEST PRACTICES

- “Work Life Balance: how to be flexible” (*video clip*)
Case study of Daniela S. - Coop Liguria
- Aldas R. “An advantage of flexible work arrangements for work and family balance” (*Interview No.25*)
- Roberta R. “At home full time in teleworking” (*Interview No.13*)
- “Flexible work time arrangements for shift work” (*video clip*) “
- Britta W. “Work/life balance with work time account” (*Interview No.7*)

REMEMBER

- **What is your family situation?**
- **What is the situation in your company?**
- **What kind of agreement you work with?**



Pictures from workshop on “Module 2” in Genoa - Italy

MODULE 2. CASE STUDIES ON BEST PRACTICES



Case study Daniela S. “Benefits of flexible working time”

Aim:	to raise awareness of the trainees about the opportunity of a greater time flexibility in work in the perspective of a growing human, social and professional satisfaction of people involved
Task:	view the video clip “Work Life Balance: how to be flexible” and reflect on the questions provided below.
Duration:	60 min.

Questions for reflection:

- Which are the basic conditions to be respected - as for employer and employee - for managing a way of flexible organization of time table like the Daniela’s?
- Which charges and engagements are expected from an employee in this arrangement?
- According to you, does the ‘animator’’s role, (who is a colleague and not a boss), make easier any negotiation on flexible working time or not? The ‘animator’ is needed in negotiating a good functioning of time shifts?
- Which characteristics of the relationships of the colleagues group are needed to implement such “island system”?
- Do you think that the suggested flexible way of work would assist you in finding balance between work and family life?

Suggestions for further self-reading

From the **Collection of Best Practices on work and life balance**

(www.family-learning.eu):

- Benefits of Flexible working time (n. 14);
- Flexible work arrangements - great solution to work and live in balance (n.18);
- Flexible work arrangements for taking care of elder mother (n. 23);
- The advantages of work at home for people with commitments to their families (n. 27);
- Flexibility is very important for shift work (n. 31)

State of Art Review: family friendly policies and practices at work places

(www.family-learning.eu).