How to formulate a plan that promotes **a healthier, more equitable and efficient organisation of time in companies**

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Contents

01. Introduction

Barcelona City Council was a promoter of the Barcelona Time Agreement, **a strategy that pursues municipal commitment and that of the city's companies and social and economic organisations to act jointly and achieve an organisation of time that is healthier, more equitable and efficient.** The Agreement promotes actions aimed at raising awareness that time is a key factor in people's health and wellbeing, as well as at adopting models of time management that are more efficient and more sustainable, paying special attention to the effective co-responsibility between men and women. In this sense, it is necessary to promote a new culture of time that favours a more rational, efficient organisation of time that is respectful with people's needs and that promotes a real balance between working life and personal life.

Along the same lines, in 2006 Barcelona City Council created the Network of Companies for New Social Uses of Time (NUST Network), made up of over twenty organisations of varying sizes and from different sectors, for the purpose of **promoting the exchange of experiences in uses of time.** The NUST Network has been the source of learning for drawing up this document, especially the companies in the Steering Group, which have been and continue to be pioneers in generating innovative ideas and practices for promoting a new organisation of working time. This document is also inspired by the experiences gleaned through the Barcelona Award for Innovative Companies in Reconciliation and Time, created in 2012, whose purpose is to recognise and disseminate the task of those **organisations in the city committed to the harmonisation of working, family, personal and social time.** Furthermore, the Programme of Mentorship in Time Organisation — launched in 2018 with the aim of promoting

companies with experience and a renowned track record in this sphere bringing their knowledge, experience and support to those companies that want to learn and advance — has been fundamental for introducing a holistic approach perspective into the formulation of a plan for a new organisation of working time. It should be pointed out that the Award and the Mentorship Programme are both initiatives that have been promoted through the NUST Companies Network. Its website (http://ajuntament.barcelona.cat/tempsicures/ca/canal/xarxa-dempreses) details this information and includes the companies that form part of it and their best practices.

Consequently, this document — *How to formulate a plan that promotes a healthier, more equitable and efficient organisation of time* — has emerged from the framework of the Time Agreement and the NUST Network, and its goals are the following:

- **To highlight the value of the learning gained from the exchange of innovative experiences** among the companies of the NUST Network, the Barcelona Award for Innovative Companies in Reconciliation and Time, and the Programme of Mentorship in Time Organisation. Over ten years of experience of the NUST Network have enabled in-depth study into what it means to **advance towards a new organisation of working time**, identifying the aspects that facilitate and drive it, the difficulties and limitations, the key measures that companies adopt, the steps that are required for effective implementation of the measures, etc. For this reason, it is necessary that the learning gained is highlighted through this document, so that the maximum number possible of companies and organisations can benefit from it.

- **To be useful for those companies that wish to promote a plan for a new organisation of time in a holistic and systematised way**, taking inspiration from the roadmap and the innovative practices that various companies in the city are already promoting in order to advance towards an organisation of time that is **healthier, more equitable and efficient**. Many companies have already adopted individual agreements with their workforces to facilitate the balance between working life and personal life, but often these measures are not formalised. In this respect, this document provides guidelines and clarifies the spheres of the measures to be promoted with the aim of structuring and expanding these individual agreements to the entirety of the workforce, emphasising a global change in organisational culture.

- **To work in harmony with other important initiatives promoted by companies** with respect to the Agreement for Timetable Reform in Catalonia, the Equality Plans (based on Law 3/2007 for the effective equality of women and men), Social Corporate Responsibility (CSR) and the United Nations Sustainable Development Goals (especially those relating to "Good health and wellbeing", "Gender equality" and "Decent work and economic growth"). The guidelines in this document are intended to help companies to complement their internal documents, such as their Equality Plan or CSR, looking deeper into aspects related with a new organisation of working time, a key sphere for the **wellbeing of workers**, and structuring them better**.**

The first part of the document highlights the benefits obtained by companies and organisations that promote a new organisation of working time. Long and rigid working hours accompanied by obligatory presence in the workplace carry physical and psychosocial risks, a decline in productivity and greater social and gender inequality. In this sense, the data available point out that those organisations that adopt flexible timetables and more compact working hours are more competitive, increasing their productivity by up to 19 % and reducing absenteeism by up to 30 % thanks to the improvement in the working environment.

The benefits identified are:

- Contributes towards attracting and retaining talent by offering an emotional salary.
- Increases people's job satisfaction and improves the working environment.
- A reduction in staff turnover and decreased absenteeism.
- Promotes the reconciliation of time, equality and gender co-responsibility.
- Improves the company's image and increases its productivity.

The second part of the document **develops the roadmap for advancing towards a new organisation of working time.** This roadmap centres around the "why", the "how" and the "what", while offering examples of innovative practices from the companies of the NUST Network Steering Group and of organisations that have earned the Barcelona Award for Innovative Companies in Time and Reconciliation, whose judging panel is diverse and includes members of well-renowned institutions in the city's economic and social sphere. Innovative practices belong to companies of different sizes, sectors and legal forms, given that the learning carried out through the NUST Network demonstrates that, for progressing in this sphere, what is truly important are not these factors but rather the initiative and sensitivity of companies and of those people in positions of responsibility. Furthermore, the roadmap includes checklists to facilitate the development of a diagnosis and an action plan for companies.

The "why" responds to the main motivations for developing a plan that promotes an organisation of time in companies that is healthier, more equitable and efficient. It is not only a case of reaching a specific target — for example, greater flexibility — but of **responding to numerous targets that bring benefits, to companies and their employees alike.** These targets are:

- **Efficiency, flexibility and trust**
An efficient company is one that achieves its goals, making competent use of the resources it has available. Taking into account that people are the most important capital in an organisation, it is fundamental to promote a flexible organisation that takes into

consideration the needs of workers without this working to the detriment of the company's goals.

- **Equality and life cycle**
  Gender equality, co-responsibility and the diversity of people at the heart of a company are values that contribute towards a fairer society, as well as to companies that are more competent and that make use of their wealth of different talents. Similarly, companies must take into account the life cycle of their workers so that they can satisfy the different needs that emerge: caring for children, looking after elderly and dependent relatives, combining work and learning, etc.

- **Health and wellbeing**
  Beyond facilitating the balance between work and family responsibilities, there are increasing numbers of companies that are committed to healthy actions and measures that promote people's wellbeing. Consequently, making it easier for these people to devote time to themselves, to allocate it to leisure, to health, to sport or to social participation and volunteering is an issue that flexible companies must take into account.

Through "how", a series of 10 steps are detected for a new organisation of working time. In this case, the main learning is that to endow oneself with a global view it is necessary that this be structured around a plan and that a change must occur in the company's organisational culture, in such a way that it is committed **to a more flexible, trust-based model** in which work by objectives is valued over presence, thus balancing the needs of the company with those of its personnel. Consequently, the what and the how are interrelated aspects. An organisation that wants to advance cannot develop new measures without proposing a new way of doing things. The 10 steps detected are:

Organisational culture

Step 1. A commitment from senior management to assuming the leadership of the change towards a new organisational culture.

Step 2. Build a steering team that represents the company's senior management and its staff.

Step 3. Adapt the goals, the narrative and the culture according to the activity and the needs of each organisation.

Diagnosis and participation

Step 4. Conduct a propositional diagnosis taking into account the departure point for each organisation (collectively agreed terms and a working calendar), the informal measures that have already been adopted but are not written down and do not form part of any plan, the different profiles of the workforce and its needs, as well as proposing voluntary measures for improvement that are adapted to each profile.

Planning and monitoring

Step 5. Develop a plan with the objectives and the detailed functioning of the range of measures.

Step 6. Establish how the measures are evaluated, identifying indicators for monitoring.

Step 7. Implement time management tools that facilitate the management of flexibility.

Step 8. Provide training for the intermediate staff responsible so that they can learn to lead flexible environments.

Communication and implementation

Step 9. Communicate the plan on an external and internal level through guides and accessible channels that facilitate understanding of it and awareness-raising.

Step 10. Begin the launch of some of the measures proposed that present a certain complexity through a pilot test, given that this contributes to a progressive implementation of the plan for a new organisation of time.

Finally, the "what" identifies the five spheres of measures for a new organisation of working time. The main learning is that a global commitment exists to advance towards a new organisation of time within the company, instead of just isolated measures. Therefore, all those organisations that are considering making such advances should reflect on how to develop different measures in the following five spheres identified:

- **Timetable flexibility**
  Flexible timetables are those that do not establish a rigid working day. By applying diverse formulas and adhering to agreed limits, people can decide their entry and departure times, compensate the hours over the year and enjoy more compact working days.

- **e-Work**
  Improved technologies have favoured the appearance of new labour models that enable greater flexibility of the physical workspace. The degree of spatial flexibility will depend on the type of job being performed and the type of business activity.

- **Care and co-responsibility**
  First of all, it is important to be familiar with the legal regulations that govern measures in matters of caregiving and which require compulsory compliance. Subsequently, these legal measures can be adapted and improved upon, advancing towards gender co-responsibility.

- **Rationalisation of timetables**
  To achieve efficient use of time, it is necessary to rethink the timetables of meetings for them to be more effective, providing staff training to achieve good time management or to implement measures to encourage the right to digital disconnection.

- **Wellbeing and social time**
  Beyond working and family time, personal and social time are increasingly acquiring greater relevance. The organisations can contribute towards promoting health and wellbeing, as well as social participation, through corporate volunteering.

02. Benefits for organisations

A description follows of the main benefits for companies and organisations when they promote a new organisation of working time.

Contributes to attracting and retaining talent by offering an emotional salary

Improves the company image and increases productivity

Increases people's job satisfaction and improves the working environment

Promotes the reconciliation of time, equality and gender co-responsibility

Reduces staff turnover and decreases absenteeism

Contributes to attracting and retaining talent by offering an emotional salary

Competitive companies offer innovative and global jobs with added value, understanding that this added value is, precisely, the attention paid to the individual life reality of members of the workforce. In this sense, measures with the aim of balancing personal and working life, insofar as they are emotional intangibles, ultimately materialise as a differentiating and competitive market value for companies. Furthermore, the most competitive environments generate working people who are more autonomous, who enjoy the freedom of organising their own work and who participate in corporate dynamics.

Attracting people with talent and knowing how to retain them is also becoming a competitive need for companies. The characteristics of the job considered as ideal are based on other extra-salary motivations, which include, especially, undertaking stimulating tasks or professional development, enjoying a good working environment and having a good working timetable.

Increases people's job satisfaction and improves the working environment

Factors such as a feeling of belonging to an organisation, the sensation of receiving a fair wage, better autonomy and control over one's own work, possibilities for professional development and, very especially, the possibility of balancing out working and personal life become key factors that favour job satisfaction. In contrast, the lowest job satisfaction levels are related with working time: specifically, the duration of the working day, the non-flexible working day and the impossibility of modifying the working timetable. When the worker feels that their working life fits in well with their private life and perceives that a balance exists between the two, this generates positive impacts on the general working environment of organisations.

Reduces staff turnover and decreases absenteeism

Organisational commitment not only impacts a company's economic growth but also provides a more stable workforce. Job dissatisfaction, a lack of motivation to do the tasks entrusted and a lack of adjustment by companies to working people's individual needs are the most common causes of a high rate of staff turnover in organisations.

Furthermore, work absenteeism is a phenomenon that has intensified in recent years. Taking into account the economic and organisational costs that this phenomenon involves, the solution may lie in investing in measures that impact voluntary absenteeism, such as negotiated working-time flexibility, offering staff the option to leave their workstations in order to resolve their own organisational needs.

Promotes the reconciliation of time, equality and gender co-responsibility

Given that 60 % of graduates from the European Union are women, the economy and companies cannot do without this potential. In general, it is presupposed that men are more available for a series of labour options (nightshifts, overtime, extended working hours, etc.) and that, in short, the hours are determined by company needs and not by people's domestic and personal needs. Consequently, it is necessary to apply a gender perspective so that working-time flexibility measures give the expected results with respect to a more equitable positioning of women in the labour market with regard to their incorporation, remuneration and professional development, and with respect to the co-responsibility of men in caregiving tasks. Furthermore, when there is a high percentage of women in management posts, company profitability increases.

Improves the company image and increases productivity

External trust, brand image and corporate reputation are structural concepts within the framework of a new business scenario in which the social responsibility of companies plays a fundamental role. In this sense, policies aligned with balance between personal and working life are clearly perceived as a way of improving social image and the reputation of the company. Furthermore, when companies introduce flexible working-time practices, not only do they provide for the workforce a better combination of their personal, family and working life, but this is also translated into a better adaptation of the workload to the needs of demand and they become more productive companies.

03. Roadmap for a new organisation of working time

The roadmap for promoting a new organisation of working time that is represented below has a dual aspect: on the one hand, the aspects most related with the "how"; on the other, those most related with the "what". The "how" makes reference to the 10 steps that should be taken with respect to organisational culture, diagnosis and participation, planning and monitoring, communication and implementation of a plan to promote a new organisation of working time. The "what" refers to the types of measures that can be promoted: timetable flexibility, care and co-responsibility, rationalisation of timetables, wellbeing and social time.

The "what" and the "how" are essential elements for advancing towards a new organisation of working time, because it is not just by implementing measures that we will achieve the desired objective, but the way in which we do this turns out to be crucial. The roadmap also highlights innovative practices from companies in the city (of different sizes and from different sectors) around the "what" and the "how" with the aim of inspiring those organisations that want to implement a new culture of working time that is healthier, more equitable and efficient.

Before developing the roadmap, it is important to make clear the purpose ("the why") of advancing towards a new organisation of working time. In this respect, the goals and fundamental values promoted by this new organisation of time are highlighted next.

03.1 WHY

Efficient, flexible and trust-based company

An efficient company is one that achieves its goals, making competent use of the resources it has available. Taking into account that people constitute the most important capital in an organisation, it is fundamental to promote a flexible organisation that takes into consideration the needs of its employees without this working to the detriment of the company's goals. Consequently, flexibility measures must always be founded on the premise of win-win, in other words both parties involved should benefit. When one party loses or feels uncomfortable, these measures, or the use that is made of them, should be reconsidered. The culture of trust, based on a framework of agreed responsibilities, is key for generating a healthy working environment in which work by objectives and the autonomy of workers are promoted and human resources based on presence are left behind. Therefore, those companies that want to attract talent will facilitate flexibility, the rationalisation of timetables and the culture of trust, thus promoting the existence of people committed to the organisation and companies efficient in the fulfilment of their goals.

An equitable company that takes into account people's life cycles

Gender equality and the diversity of people at the heart of a company are values that contribute towards a fairer society, as well as to companies that are more competent and that make use of their wealth of different talents. Similarly, companies must take into account the life cycle of their workers so that they can satisfy the different needs that emerge: caring for children, looking after elderly and dependent relatives, combining work and learning, etc. For this, measures of flexibility and support in different life circumstances are needed that contribute to having people who are committed and maintaining the company's goals. In this respect, the measures should be varied, given that people's life situations are not homogeneous and they change over time. Furthermore, organisations can contribute to men and women opting co-responsibly for reconciliation measures for sharing the work of caregiving in society and making use in equal measure of female and male talents.

A healthy company that cares for people's wellbeing

In addition to facilitating the balance between work and family responsibilities, there are increasing numbers of companies that are committed to healthy actions and measures that promote people's wellbeing. Family time and working time are fundamental aspects but, beyond these, personal time and social time are values that are increasingly more appreciated. Consequently, making it easier for these people to devote time to themselves, to allocate it to leisure, to health, to sport or to social participation and volunteering is an issue that flexible companies must also take into account. Furthermore, it is not only a case of promoting flexible timetables that enable work and personal/social time to be combined, but that a part of working time also can contribute to answering these needs through various actions, such as active pauses for relaxation at work or projects such as corporate volunteering linked to corporate values. It is a case, in short, of contributing to people's happiness, remembering that they will also work in a more productive way.

New organisation of working time

· An **efficient**, **flexible** and trust-based company
· An **equitable** company that takes into account the **life cycle** of its people
· A **healthy** company that cares for people's **wellbeing**

HOW

Organisational culture

Diagnosis and participation

Planning and monitoring

Communication and implementation

WHAT

Timetable flexibility

e-Working

Care and co-responsibility

Rationalisation of timetables

Wellbeing and social time

03.2 HOW

Steps towards a new organisation of working time

Organisational culture

1. Management Commitment
2. Steering team
3. Goals, narrative and culture

Diagnosis and participation

4. Propositional diagnosis
   » Starting point
   » Informal measures
   » Profiles and needs
   » Measures for improvement

Planning and monitoring

5. Development of the plan
6. Evaluation and monitoring
7. Implementation of tools for timetable management
8. Training of intermediate staff responsible

Communication and implementation

9. Communication of the plan
10. Start with pilot tests

Organisational culture

1. **Management Commitment**
   Regardless of whether the need to advance towards a new organisation of working time emerges bottom-up or top-down in the organisation, it is key that its Management assumes leadership of the change. It is not only about implementing certain measures, but also about influencing the organisational culture by committing to a more flexible model, based on trust and on work by objectives being prioritised over worker presence, balancing the needs of the company with those of the people working there. In this respect, it is important to find solutions in which everyone benefits (win-win), viewing this commitment more as an investment than as expenditure.

2. **Steering team**
   It is important that the project for changing towards a new organisation of working time involves a team of people who represent the company's Management and its workers, with an important role played by the Human Resources area, so that different sensitivities can be taken into account and the different parties involved can reach a consensus. This team will also be in charge of the communication of the project on an internal organisational scale from the start.

3. **Goals, narrative and culture**
   Every organisation, depending on its activity, its characteristics and the aims that it pursues with the commitment to a new organisation of working time, will emphasise some goals or others. There are companies that wish to commit to better work and family reconciliation; others that value the harmonisation of people's time and advancement towards co-responsibility; while still others want to have an impact on their staff's happiness and wellbeing or pursue all of these goals at once. Consequently, it is necessary to define which is the organisation's narrative with respect to this project for change and to develop an organisational culture in accordance with these goals and values. The objectives may also evolve with time. There are organisations that have slower paces and prefer to set objectives that are better delimited in order to expand them over time with the establishment of the new organisational culture.

ORGANISATIONAL CULTURE
INNOVATIVE PRACTICES

Cultural change towards skills-based management
Middle-sized organisation — Mental health access to work services

To launch measures such as teleworking, the Management led a cultural change in the organisation, changing from working by objectives to skills-based management. Degrees of competence have been differentiated according to job profile, an aspect that will permit the establishment, for example, of what percentage of back office and front office profiles will be able to do teleworking.

Work by objectives
Large-sized organisation — Manufacture of food products

Optimisation of working time through work by objectives, in opposition to presenteeism, guaranteeing performance efficiency and harmonisation with personal life. The "Performance Evaluation" tool is used to agree and set measurable objectives that are subsequently evaluated. This is framed within a process of ongoing cultural change.

Joint committee for the Diversity Management Agreement
Large-sized organisation — People care

The organisation has signed an agreement for diversity/equality management, committing to the implementation of certain measures. A joint committee has been created with union and company representatives to ensure compliance with the agreement, incorporate improvements into the onboarding manual, etc. This agreement has gradually been expanded and improved over the years.

Diagnosis and participation

4. Propositional diagnosis

» **Starting point**
To begin the diagnosis that will lead to the action plan, the organisation's starting point must be considered; i.e., which agreement(s) will be applied and what the work calendar is. These aspects constitute the framework that must be taken into account.

» **Informal measures**
Outside what is established by the legislation, organisations launch informal measures that contribute towards better time organisation. Often, these measures are not written in documents nor do they form part of any plan, but they are already applied, which means the time has come to gather them together, formalise them and focus on them.

» **Profiles and needs**
Next, it is important to classify the organisation's personnel according to their different profiles (customer service, office work, shift work, commercial, etc.). At this point, the needs of each profile can be foreseen and it is also possible to start detecting what the difficulties are and where the potential lies for improvement in order to implement new measures. This is the time to gather information on the workforce's needs in a participatory way, whether by conducting a survey among staff or setting up discussion groups that incorporate the different profiles.

» **Measures for improvement**
After defining the organisation's framework, seeking information measures and studying the workforce's profiles and needs, it is time to formulate proposals for improvement measures, which should be voluntary, and may differ in intensity over the year depending on peak work periods. Not all profiles will be able to subscribe to the same measures, due to the nature of the tasks that they perform. Therefore, it is necessary to include a broad range of measures and compensate those profiles to which, for example, it is more difficult to apply flexibility.

DIAGNOSIS AND PARTICIPATION
INNOVATIVE PRACTICES

Participation process for identifying new measures in reconciliation matters
Small-sized organisation —
Space sector engineering

Participatory process among the staff and the company management to identify new measures for reconciliation that will be implemented in the company and to evaluate those that already exist. The aim is that everyone can express their opinion on the measures in time reconciliation matters, as well as propose other new ones, and that the company ensures that the measures applied are relevant and useful for their staff.

Analysis of data to develop a diagnosis
Small-sized organisation —
Timetable management systems

The document covering and explaining the company's time reconciliation practices shows the key data relating to the workforce (percentage of men and women by department, by positions of responsibility, by age, by training level, by type of working day) and conclusions are extracted to develop a diagnosis. Also defined are indicators on the outcome and impact of the measures in time reconciliation matters.

Head of happiness to listen to people's needs
Micro-sized organisation —
Wind-energy technology and resources

With this figure, the aim is to make patent the company's main objective, which is "employee happiness". Their function consists of compiling a list of concerns, dissatisfactions and shortfalls that staff experience in order to provide the best possible solution. Based on listening to the needs of the staff, measures relating to matters of time and reconciliation have been launched.

DIAGNOSIS AND PARTICIPATION
EXAMPLE OF DIAGNOSIS CARD

PREVIOUS HISTORY							
CURRENT NEED							
WORK CULTURE							
STEERING TEAM							
COMPILATION OF NEEDS (survey or discussion group)							
TYPE OF MEASURES	**Staff profiles**					**Difficulties**	**Potentials**
	Profile A	**Profile B**	**Profile C**	**Profile D**	**Profile E**		
Timetable flexibility » Current measures (formal or informal) » Improvement measures							
e-Work » Current measures (formal or informal) » Improvement measures							
Care and co-responsibility » Current measures (formal or informal) » Improvement measures							
Rationalisation of timetables » Current measures (formal or informal) » Improvement measures							
Wellbeing and social time » Current measures (formal or informal) » Improvement measures							

Planning and monitoring

5. Development of the plan

Once the steering team has agreed the measures to be implemented to advance towards a new organisation of working time, the time has come to give the plan form, incorporating the objectives, the resources necessary to implement it, the aspects of diagnosis that the team wants, highlighting and detailing, especially, the criteria and functioning of the measures. The aim is to standardise the measures, if necessary according to workforce profiles, to generate internal equity and go beyond informal practices.

6. Evaluation and monitoring

It is especially important that the plan includes how the measures to be implemented are to be evaluated, establishing monitoring indicators to observe the usage of and impact of the improvements. The steering team will be in charge of carrying out periodic monitoring and of deciding whether changes or adjustments should be made. Surveys on the working environment constitute a good tool for including questions related with the use and impact of measures in matters of time.

7. Implementation of tools for timetable management

Increased flexibility in organisations makes the task of managing staff timetables more complex. It is necessary to use more advanced computer software that enables the timetable diversity of the organisation's staff to be captured and to carry out personalised and transparent management. Personnel should have easy access to these timetable management tools so that they can self-manage their own time within the framework of the established guidelines. It is important to ensure that these tools help, rather than control, timetable management, to avoid breaching the initial objectives of a new organisational culture in which presenteeism is no longer relevant.

8. Training of intermediate staff responsible

The intermediate staff responsible perform a fundamental role when it comes to permeating the organisation with a new work culture (without differences existing between areas) which means they have a key influence on awareness-raising and training. It is also important to provide training for the entire set of workers.

PLANNING AND MONITORING
INNOVATIVE PRACTICES

Plan of time reconciliation and co-responsibility
Small-sized organisation — Knowledge and innovation consultancy

Development of a detailed plan that includes: specific objectives, sphere of timing and application of the plan, measures in time reconciliation matters and co-responsibility, communication of measures (weekly explanation summaries, informative panels), resulting benefits. For each measure (ordered by key blocks), the objective, methodology, request form, communication channels, evaluation and monitoring are established.

Monitoring and flexibility evaluation indicators
Middle-sized organisation — Postgraduate education

A new framework agreement has been reached that regulates policy in flexibility matters and a committee has been created (Enterprise and HR Committee) that will ensure its proper functioning. There is a battery of indicators to evaluate the impact of the policy in matters of flexibility in the front office and in the back office, obtaining a positive result in the personnel survey to evaluate the policy in matters of flexibility.

Time management mobile app
Small-sized organisation — Time planning and management

Mobile app aimed at staff, intuitive and simple, for encouraging time reconciliation and time management. The worker can consult, in real time, timetables, tasks and counters, request permits and holidays, etc. It also permits the management of coverage of service and the swapping of shifts with colleagues. Furthermore, it is a very useful tool for personnel managers if, for example, they need to cover a shift.

PLANNING AND MONITORING
EXAMPLE OF PLAN DATA SHEET

OBJECTIVES	
REACH IN TIME TERMS	

MEASURES IN MATTERS OF TIMETABLE FLEXIBILITY		
Name of measure 1 » Objective » Functioning » Resources » Beneficiaries	**Name of measure 2** » Objective » Functioning » Resources » Beneficiaries	**Name of measure 3** » Objective » Functioning » Resources » Beneficiaries

MEASURES IN E-WORKING MATTERS		
Name of measure 1 » Objective » Functioning » Resources » Beneficiaries	**Name of measure 2** » Objective » Functioning » Resources » Beneficiaries	**Name of measure 3** » Objective » Functioning » Resources » Beneficiaries

MEASURES IN MATTERS OF CARE AND CO-RESPONSIBILITY		
Name of measure 1 » Objective » Functioning » Resources » Beneficiaries	**Name of measure 2** » Objective » Functioning » Resources » Beneficiaries	**Name of measure 3** » Objective » Functioning » Resources » Beneficiaries

MEASURES IN MATTERS OF RATIONALISATION OF TIMETABLES		
Name of measure 1 » Objective » Functioning » Resources » Beneficiaries	**Name of measure 2** » Objective » Functioning » Resources » Beneficiaries	**Name of measure 3** » Objective » Functioning » Resources » Beneficiaries

MEASURES IN MATTERS OF WELLBEING AND SOCIAL TIME		
Name of measure 1 » Objective » Functioning » Resources » Beneficiaries	**Name of measure 2** » Objective » Functioning » Resources » Beneficiaries	**Name of measure 3** » Objective » Functioning » Resources » Beneficiaries

MONITORING INDICATORS	
IMPLEMENTATION CALENDAR	
COMMUNICATION CHANNELS	

Communication and implementation

9. Communication of the plan

Communicating the approved plan is fundamental, not only for the organisation's external image, but also for its dissemination among the workforce. The aim is to raise visibility of the improvement measures for a new organisation of time and favour their use. In this respect, it is recommended to carry out communication by layers periodically, given that this enables emphasis to be placed on different aspects according to the profile of the workers. As has been explained in previous points, the intermediate personnel responsible performs a key role when favouring the proper use of measures among their teams, therefore it would be necessary to have a communication strategy especially aimed at this group. Some organisations also opt for the figure of "ambassadors" of proximity: volunteers who act as a bridge between the organisation and personnel to disseminate the organisation of time and other internal aspects. Designing guides or documents that are easy to understand and communicate (beyond the approved plan), including them, for example, in processes of onboarding new staff, on the intranet or in company plans can be an effective strategy.

10. Start with pilot tests

Starting the launch of some of the measures proposed that present a certain complexity through a pilot test enables progressive implementation of the plan for a new organisation of time. Thus, for example, measures such as e-work may require adaptation of computer programs and devices, determining the percentage of e-work time according to the personnel profile, establishing a system of management by objectives, teaching training in the evaluation of work safety, etc., which means, before implementing the measure definitively, it is adequate to carry out a pilot test with a small and diverse group of people and with a determined time duration that will help to see what has worked and what has not. In any case, it will always be more effective to start from less to more and gradually expand the scope of the measure with time, given that it is not a case only of implementing a new measure, but of advancing towards a new organisational culture.

COMMUNICATION AND IMPLEMENTATION
INNOVATIVE PRACTICES

Guide "One more in the family"
Large-sized organisation — Chemical industry

This is a practical and simple guide aimed at people who work in the company and who want to increase the number of family members with the arrival of a baby. It includes the most basic questions to bear in mind: procedures, permits, economic and social aids on both a state and an autonomous community level as well as on the internal scale of the company itself, etc. This is disseminated through different media.

"Reconcile" information and dissemination programme
Large-sized organisation — Distribution of products for education

The aim of the "Reconcile" programme is to inform and disseminate all the measures that exist in time reconciliation matters so that members can adhere to them. Another aim has been to highlight all those practices (paid leave, timetable flexibility, care of dependent persons, etc.) that are an improvement on the labour legislation in force. A communication plan aimed at the entire organisation was developed.

03.3 WHAT

Measures for a new organisation of working time

Timetable flexibility

Flexible timetables are those that do not establish a rigid working day. By applying diverse formulas and adhering to agreed limits, people can decide their own entry and departure times, compensate hours over the course of the year and enjoy more compact working days.

e-Working

The advancement of technologies has favoured the appearance of new working models that enable flexibilisation of the physical workspace. The degree of spatial flexibility will depend on the type of position occupied and the type of activity.

Care and co-responsibility

First it is necessary to know the regulations governing measures in caregiving matters that require compulsory compliance. Then, these legal measures can be adapted and improved, advancing towards gender co-responsibility.

Rationalisation of timetables

To achieve efficient use of time it is necessary to rethink the timetables of meetings for them to be effective, provide staff training to achieve good time management and to implement measures that favour the right to digital disconnection.

Wellbeing and social time

Beyond working and family time, personal and social time are acquiring increasing relevance. Organisations can contribute towards promoting health and wellbeing, as well as social participation, through corporate volunteering.

TIMETABLE FLEXIBILITY
INNOVATIVE PRACTICES

Adoption of the European timetable
Micro-sized organisation —
IT consulting

The split working day has been changed to a compact working day. Working hours are from Monday to Friday from 08.00 to 13.30 and from 14.00 to 15.30, with each worker working one afternoon a week from 15.30 to 18.00, and with an intensive timetable in July and August from 08.00 to 15.00. Breakfast has been substituted by 30 minutes for lunch. Previously the working day finished at 18.00. There is also timetable flexibility of half an hour at entry and departure time.

Self-managed daily flexibility pool
Small-sized organisation—
Timetable management systems

Everyone has four flexibility slots: a slot at the start of the day, an optional pause mid-morning, a pause for lunch and a slot at the end of the day. They also have additional free days during the year if their absenteeism rate is below 3 % and a positive balance in daily flexibility. Each person has a personalised timetable information portal.

Implementation of an intensive timetable all year around
Large-sized organisation —
Third-party prevention services

There has been a change from a split working day four days a week and an intensive day on Fridays to an intensive working day with timetable flexibility. A timetable has been established from 8.00 to 15.30, with one hour of flexibility and one afternoon per week to be chosen working until 18.00. Previously employees worked a split timetable and left work at 19.00. This new timetable maintains the number of hours worked per year and benefits both staff and the company.

E-WORKING
INNOVATIVE PRACTICES

e-Working programme
Small-sized organisation — Knowledge and innovation consultancy

Its objective is to favour time reconciliation and evaluate work by results. The programme enables people to have one day of e-working per week. Initially this was proposed as a pilot programme of two days per month but, due to its good reception and results, it was expanded to four days per month. Teleworking and flexibility increase when people are caring for minors or dependent persons or in the case of pregnant women.

e-Working as a new organisation system
Large-sized organisation — University training

The aim is that anyone who wants to can e-work from 20 % to 80 % of their working day in a space different to the usual one. It depends on the job activity performed by each person and the organisation of their team. A common synchronous timetable is established for all areas from 09.30 to 13.30. To be able to apply for e-working, two types of training are undertaken: work health and safety and computer security.

CARE AND CO-RESPONSIBILITY
INNOVATIVE PRACTICES

Complement of parental permits and 35-hour working week
Micro-sized organisation — Consultancy

With the aim of effecting improvements in the sphere of reconciling family and work and time quality, it is established to complement maternity leave with eight more weeks on the cooperative's part and paternity leave with four more weeks. A working timetable of 35 weekly hours to enable compacted working days and departure between 15.00 and 16.00, thus facilitating picking up children from school.

Hours pool for workers caring for children and dependent people
Middle-sized organisation — Mental health access to work services

The pool of hours for people whose parents are aged over 75 years enables workers to have hours (equivalent to two working days) for medical care and social assistance. These are paid hours and do not have to be made up for. Furthermore, workers with children in their charge up to 16 months of age can reduce their working day by one hour without this leading to a reduction in salary.

Closing shops on Saturdays
Large-sized organisation — Retailing of medical items

A study of sales per day and timetable slot was conducted that showed that the volume of sales per hour during the week more than tripled that of Saturdays. It was decided to increase opening times by half an hour each day and close on Saturday mornings. The motivation and satisfaction of shop staff has improvement significantly. The central services also enjoy a timetable flexibility of an hour and a half for entry and departure.

RATIONALISATION OF TIMETABLES
INNOVATIVE PRACTICES

Efficient meetings and digital disconnection
Large-sized organisation — Promotion of economic development

Promotion of 15 measures for a new organisation of working time. Some of the measures are as follows. We make meetings more efficient: we promote punctuality, opportunity and efficiency. We promote virtual meetings: we will reduce 30 % of travel caused by attending meetings. We guarantee the right to digital disconnection: no emails or messages will be sent between 20.00 and 07.00, nor at weekends nor on holidays.

Efficient meetings and training in time management
Large-sized organisation — Manufacture of food products

Promotion of a guide to hold efficient meetings (punctuality, mobile phones turned off, reminder of goals and agenda, template for meeting minutes and announcement, etc.) generating a cultural change through the communication campaign: "Make your meetings efficient". The meetings take place during the timetable of compulsory staff presence. Training is also provided on matters such as efficient meetings, time management, stress management and leadership.

WELLBEING AND SOCIAL TIME
INNOVATIVE PRACTICES

Active pauses at work
Small-sized organisation—
Consultancy, training and selection

This is a case of promoting physical activity through stretching and exercises that help to reduce musculoskeletal stress caused by repetitive movements during the day or postures prolonged over time and that at the same time represent a physical and mental break. These are daily 10-minute breaks in the workplace, during which totally voluntary activities take place, guided by one of the people in the team.

Social time and corporate volunteering
Large-sized organisation —
Services (inspection, verification, etc.)

Local volunteering activities are organised for workers who want to participate in them, through a steering group and the figure of the Sherpa, the person of reference in volunteering actions (in environmental, social questions, etc.). The objective is to go beyond the personal/family work/time binomial to incorporate aspects such as health and social participation.

Department of Personnel Wellbeing
Large-sized organisation —
Management of the global water cycle

As the result of a participatory process, the Department of Personnel Wellbeing has been created, under the Organisation and Human Resources Management Department, to tackle employees' physical, emotional and labour health, as well as diet and nutrition. In the sphere of emotional health, a psychological care service has been made available to all workers and a Stress Observatory has also been created.

Annex.
Bibliographical resources of interest

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