A guide for achieving more efficient and healthier timetables

Support for advising on timetable reform issues

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Ajuntament de Barcelona

Barcelona Activa

Contents

Introduction

This *Guide for Achieving More Efficient and Healthier Timetables* is a measure from the Barcelona Time Agreement, presented on 18 June 2018, and it constitutes a key tool in the support for advising organisations on matters of timetable reform. The Time Agreement is a municipal initiative that pursues the commitment of citizens, and of the City Council itself, to promote actions in the area of uses of time that help towards reducing social inequalities, towards improving quality of life and towards promoting a plural economy at the service of the people.

This guide explains how questions such as working towards results; mutually agreed flexibility; the health perspective and efficiency understood as two sides of the same coin; leadership in time planning; aware and careful time management; the need to optimise meetings, internal communication as a time thief; the existence of more productive internal processes; or the competitive advantages offered by timetable reform, are becoming fundamental when promoting and managing the viability of organisations at the height of the 21st century .

There are many research studies that show that these types of measures contribute towards improving productivity, reducing absenteeism, creating a more supportive working environment and retaining talent. It is the so-called "virtuous circle of flexibility".

This publication also aims to shed some light via tools and resources that show that the size of the organisation is not important when promoting measures in matters of timetable reform. From micro-companies to small-, medium- and large-sized companies it is possible to find measures for change, given that a margin always exists for a mutual agreement favouring flexibility. It must also be possible to conceive that organisations can contribute significantly to the wellbeing and care of workers while increasing their productivity, taking into consideration the impact of measures with a gender perspective.

It also suggests a series of indications essential for ascertaining the exact status of an organisation. Finally, it provides resources for support and online participation instruments for organisations committed to a new concept of time.

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1. We value results, not hours spent

Some 43.75% of companies from Spain have identified an abuse of presenteeism practices

Conclusions of a survey conducted among over 560 Human Resources managers from Spain

One of the main problems for companies and organisations is their management systems, often based on controlling and rewarding the presence of workers at the workplace, instead of valuing other parameters, such as worker productivity or efficiency. A rational and healthy organisation of working timetables must be accompanied, necessarily, by a new culture of time, and this should be based on a management in which teams are made co-responsible for their results, thus enabling greater empowerment of workers thanks to a greater autonomy in planning, organisation and management of own working time.

Actions for improvement

BEFORE...

1. Include, as a valuable resource in the organisation's strategy, values relating to a new culture of time and the efficient use of time.

2. Define jobs by specifying their functions and tasks, as well as the responsibilities deriving from them.

3. Identify the competency profiles that correspond to each job, so that it is possible to evaluate not only WHAT is achieved, but HOW it is achieved.

4. Establish the critical areas of the organisation.

5. Define the goals of each of the areas in mutual consensus with area heads and the people who perform the corresponding jobs.

6. Have indicators that enable evaluation of worker development in accordance with the agreed objectives.

7. Construct or choose a tool for monitoring objectives and for monitoring worker performance.

8. Associate variable remuneration with job performance, so that those objectives achieved are recognised and compensated.

DURING...

9. Empower workers with respect to work planning and organisation, permitting the timetable composition that best adapts to their needs (including the possibility of teleworking).

10. Create spaces for dialogue between workers and their superiors so that it is possible to monitor their performance, stressing what has been achieved and tackling, in a constructive way, possible opportunities for improvement.

11. Implement periodic monitoring of the objectives established so that, when applicable, it is possible to rectify and/or equip the teams with resources.

AFTERWARDS...

12. Evaluate the results of the teams and of the workers in relation to the results obtained.

Practical advice

- Understand the value of time as another one of the organisation's resources, thus enabling a new organisational culture with respect to time.

- Evaluate the appropriateness of the application of this model; not all sectors can promote work by objectives, among other reasons because the quality of the work done could be comprised.

- Value the results taking into consideration various aspects such as, for example, positioning in the market, innovation, productivity, profitability or the performance of workers.

- Establish objectives that are specific, measurable, reachable, realistic and limited in time (with an achievement date).

- Conduct monitoring with teams, so that workers feel comfortable and encouraged to express their needs and concerns.

- Periodically review achievements to check whether the objectives plan established is being accomplished.

- Ensure the quality of the product or service (considering quality standards as a further objective), in order to avoid objectives being pursued without taking into account the means or how they are achieved.

- Apply a systemic view of the objectives to avoid competition between teams and workers.

- Ensure that management by objectives does not impinge on the values and ethical behaviours that the organisation defends as a result of poorly understood competitiveness within the team.

Benefits

- ✔ Contributes to the efficiency of work teams.

- ✔ Involves and motivates workers, while helping to give meaning to the tasks carried out.

- ✔ Encourages commitment to the organisation and improves the working environment.

- ✔ Improves continuous monitoring of results in an objective and real way.

- ✔ Strengthens the development of talent and creativity.

- ✔ Clearly defines responsibilities and roles in the work team.

- ✔ Facilitates participation and provides people with the opportunity to express their opinions and contribute to the whole of the organisation.

- ✔ Professionally develops workers thanks to periodical performance evaluation.

✔ Improves teamwork and communication between supervisors and workers, in such a way that it is more fluid, operational and constructive.

✔ Facilitates decision-making in processes of promotion and functional mobility.

✔ Highlights the performance and talent of people who make up the teams, regardless of their gender.

✅ Experiences identified

One company works according to certain annual objectives: one that is general and one for each team. The objectives are participatory and the whole team intervenes in their construction. Furthermore, bottom-up and top-down evaluations of performance are conducted, as well as evaluations of employee wellbeing through annual surveys and interviews. The purpose of all this is to prevent presenteeism, by valuing the work done by employees according to the achievement of established objectives, not the hours that they invest in their work..

2. Making working timetables more flexible

In Spain, only 1.2% of women and 1.4 % of men work hours that adapt to their personal needs. In Europe, the percentage of flexibility is 11% for women and 13% for men.

Eurostat Survey

The possibility of the working day being adapted to workers and their needs – professional and personal alike – and of workers being able to decide their own entry and departure times (the majority within certain established limits and criteria) brings with it numerous benefits for both workers and for the organisation itself. In Spain, the timetables are quite rigid. Thus, while in Holland, for example, 80% of organisations have flexible timetables, in Spain, timetable flexibility occurs in only 20% of cases. Although it may seem that this measure is aimed solely at favouring workers, there are studies that show that making timetables more flexible leads to people being more motivated and committed to the organisation. This means they are therefore more productive and so, in practice, this measure benefits both parties.

Actions for improvement

BEFORE...

1. Define a flexible timetables model based on the principles of dialogue, equality and active participation.

2. Analyse supposed barriers that should be tackled, such as reduction in service quality, the disadvantages that accompany a lack of timetable uniformity, acquired habits and the existing organisational culture.

3. Establish, by common agreement with worker representatives, the general policy in matters of timetable flexibility.

4. Design a comprehensive plan for the improvement of employment conditions and work outcomes.

5. Conceptualise the timetable flexibility model to which the organisation is committed according to each profile (fixed-variable, floating, free timetable).

6. Annualise the working day and make up an hours bank subject to periodic monitoring (monthly, quarterly, annually): substitute free days for hours deposited in the hours bank (if someone needs to go to the doctor, they should have the possibility of using up just a few hours, not a whole morning or a whole day).

7. Devise a tool for managing the hours of each worker (to monitor their hours bank).

8. Establish a minimum set of working hours so that there is common presence to facilitate joint working spaces.

9. Define, where applicable, guidelines or measures to adopt in order to cover specific service needs.

10. Choose, if opportune, a control model for workers to clock on and off (traditional system, using cards, by keyboard, digital fingerprint, biometric, a combination of various systems, etc.).

11. Make available, whenever possible, technological media and resources should teleworking be a possibility (mobile devices, computer, access to Internet, access to work folders, etc.).

12. Conduct an evaluation of workplace risks wherever the worker will be teleworking.

DURING...

13. Decide whether it is necessary to conduct a pilot test with specific departments or posts or whether, to the contrary, a gradual implementation will be followed.

14. Guarantee a degree of autonomy so that areas or departments can specify a flexible timetable.

15. Implement monitoring by the relevant team head of the hours bank for each worker.

16. Promote training for implementation of the flexible timetables model.

17. Maintain fluid and specific communication with those groups not using flexible timetables and assess other compensation measures.

AFTERWARDS…

18. Regularise — on a monthly basis — the hours invested by each worker.

19. Evaluate the economic impact caused by the implementation of flexible timetables.

20. Evaluate the internal and external satisfaction of workers with the new model.

21. Identify those workers for whom the new system does not work and seek corrective measures through training actions.

22. Analyse possible modifications of the model and raise it to the level of collective negotiation..

Practical advice

- Have a system of time management that enables improvement of good practices and the identification of elements to optimise competitiveness.

- Establish an hours bank for each worker, so that hours invested are compensated. This is especially recommended for seasonal businesses, with peaks of work at certain times of the year.

- Define in advance the responsibilities, functions and tasks of jobs so that the necessary conditions are in place for teleworking

- Establish conditions for access to telework: for example, that the worker's home is at a certain distance from the workplace.

- Structure mixed models of presence and teleworking based on the needs of the teams to share joint working spaces.

- Enable flexibility formulas for taking bank holidays (working four days and then taking one day off).

- Define the clocking on and clocking off intervals, for both split and intensive working days (e.g. up to one hour for arrival and one hour at departure).

- Establish a section of the working day, in both split and intensive timetables, for obligatory continued presence in the workplace.

- Compress, if possible, the time devoted to lunch and establish a minimum or maximum period for eating (for example, half an hour minimum and one hour maximum).

Benefits

✔ Takes advantage of the gains represented by organisations adapted to new management models aimed at flexible, adaptable environments, etc.

✔ Favours equality between men and women, given that it enables better distribution of household chores.

✔ Reduces unjustified absenteeism, since a trust system is established that permits combination with other responsibilities.

✔ Improves the working environment and satisfaction of workers at the organisation.

✔ Increases productivity thanks to a greater commitment and adhesion on the part of workers.

✔ Favours the attracting and retaining of talent by ensuring that especially qualified or competent people continue to feel connected with the organisation for a longer time.

✔ Reduces the use of private transport for commuting, and energy consumption, because travel can take place when there is less traffic.

✔ Facilitates the saving of resources by workers (travel, support in the care sphere, etc.).

✔ Favours a more comfortable job, adapted to the needs of workers.

✔ Improves the quality of life of workers.

✔ Facilitates the basis for male-female co-responsibility in care and domestic tasks.

✓ Experiences identified

One company has established compulsory attendance from 9 a.m. to 1 p.m. and from 3 p.m. to 5 p.m. with the aim of enabling teamwork (meetings, etc.). The rest of the working day is constructed by each person in accordance with their needs, having the possibility of changing it daily (80% of personnel complete their working day at 5 p.m.).

3. Towards healthier and more efficient timetables

Not only is what we eat important, but also when we eat; furthermore, we have discovered its metabolic explanation: we detected the presence of a peripheral clock in our adipose tissue that, according to the time of day, activates and disactivates the gaining or losing of weight.

Marta Garaulet, Chair Professor of Physiology at the University of Murcia and researcher at Hospital Brigham and Women's at the University of Harvard

The current way in which people's working day is formed is the result, largely, of the timetables that exist in our society and, especially, in the organisations in which employment activity is conducted. To put it another way, working hours are the main conditioning factor when the aim is to make changes in favour of healthier timetables. Mealtimes are one of the main problems, because having lunch late not only affects subsequent performance, but also leads to late dinner and a higher risk of suffering from obesity or diabetes, for example. It is important to take into account the individual characteristics of each person, as those with more of an evening chronotype perform better in the evening or at night (although this must not serve as an excuse to avoid sleeping the eight hours recommended for adult people). Moreover, beyond organisations, people who work for themselves — the self-employed — must structure their day around healthy and also efficient habits; otherwise, their timetables can be anarchistic, unproductive and completely unhealthy (eating meals at the right times, sleeping sufficiently, practising sport, etc.).

Actions for improvement

BEFORE...

1. Adequately plan labour activity, respecting people's circadian rhythms to the maximum.

2. Condition an adequate space or office (with a refrigerator and a microwave) so that people can eat on the organisation's premises.

3. Offer training, taught by specialists, to design a healthy weekly menu for lunch-boxes.

4. Conduct an anonymous survey on timetables among the workers to find out their habits relating to the time devoted to meals and rest.

5. Design performance indicators to value efficiency and productivity according to the time of the working day.

6. Have access to data relating to absenteeism and workforce sick leave.

DURING...

7. Promote a campaign around healthy lifestyles that lays emphasis on mealtimes (highlighting the importance of having breakfast before starting the day and lunch at a healthy time) and on rest time (reminding people of the need to sleep eight hours) with clearly visible signs (stickers and posters) in strategic places around buildings (key points, such as reception, the lift or the stairs).

8. Facilitate breaks to avoid wear, lack of motivation, dissatisfaction and poorer performance on the part of workers.

9. Enable the mid-morning break for breakfast to be substituted by lunch at a healthier time, around 1 p.m.

10. Establish timetable slots in which no meetings can be organised (for example, from 1 p.m. to 2 p.m.) to encourage people to eat their lunch during them.

11. Reach agreements with restaurants and catering services so that discounts are granted to workers with the aim of them being able to eat at work.

12. Promote a healthy diet; for example, by offering fruit and nuts in meeting spaces and offices.

AFTERWARDS…

13. Conduct an (anonymous) survey to check whether any improvement has taken place in meal and rest timetables.

14. Evaluate performance indicators once a time has passed since application of the measures.

15. Compare the data on absenteeism and sick leave of the workforce once a time has elapsed since application of the measures.

Practical advice

- Respecting people's circadian rhythms means carrying out the most adequate activity according to the time of day: breakfast (first thing), lunch (at around 1 p.m.) and dinner (at around 8 p.m.) in the healthiest timetable; and sleeping the hours necessary or practising sport during recommended hours (5 p.m.-8 p.m.).

- Take advantage of the timetable slot in which people's cognitive performance is at its height (9 a.m.-1 p.m.) and avoid interrupting it with a pause halfway through the morning to have breakfast.

- Have an earlier, lighter lunch to achieve greater performance during the subsequent hours of the working day.

- Facilitate a space for workers so that they can take their meals in lunchboxes and have adequate refrigeration and heating facilities.

- Offer actions to raise awareness regarding healthier habits for the timing of meals and rest.

- Organise training activities with advice on how to prepare a balanced lunchbox which includes appropriate food for the time of the year and how to ensure its correct conservation during transport.

Benefits

✔ Increases the productivity and efficiency of workers thanks to more rational meals and sufficient rest time.

✔ Improves the results of the evaluation of psychosocial risks in the sphere of work-place health and safety, thanks to more optimal employment conditions and a healthier environment.

✔ Reduces absenteeism, thanks to some timetables that facilitate a healthier team with fewer health problems.

✔ Reduces presenteeism, thanks to timetables that enable greater performance and efficiency in the workplace.

✔ Reduces sleep disorders and cardiovascular or digestive disorders.

✔ Reduces the risk of suffering from cancer, as rest enables better processing of the segregation of natural antioxidants that protect the body.

Experiences identified

One company has carried out training actions with nutritionists for employees to learn how to improve their diets and prepare healthy and balanced lunchboxes for the whole week. The company also promotes healthy food, meaning that vending machines contain subsidised local products.

4. More efficient leadership in time planning

Ninety per cent of leadership is the ability to communicate something people want.

Dianne Feinstein, politician, senator of the United States

Leadership in organisations is key in people's time management. The way in which management staff plan the work of their teams constitutes a fundamental element in the daily experience of workers. Often, teams live in a constant state of emergency that forces them to resolve problems in a very short space of time. Management staff who have a profile with skills for better planning and work organisation, effective communication, empathy and assertiveness, conflict management, etc., undoubtedly guarantee healthier and more productive teams. Also, leadership must be considered from different viewpoints, it can be individual but also collective. Consequently, it seems reasonable to promote certain leadership competencies with the aim of reaching this objective.

Actions for improvement

BEFORE...

1. Define the management skills necessary to ensure a leadership that guarantees more productive and healthy teams in the organisation (competency profile), taking into account those competencies that include time as a resource.

2. Develop training programmes in leadership competencies according to the previously identified profile.

3. Establish communication spaces, such as meetings or interviews, in which an open, direct and dynamic dialogue is created between management personnel and workers.

4. Define processes of accompaniment and facilitation of management staff with work teams, so that supervisors perform the functions of coaches and leaders.

DURING...

5. Hold regular interviews or meetings between management staff and work teams in order to find out the needs and demands of each person and, as far as is possible, be able to support them.

6. Ensure work planning for teams based on the importance of projects or tasks and avoid urgent jobs and short deadlines.

7. Provide teams with tools and sufficient autonomy to enable organisation of work, prioritisation of tasks, etc.

8. Delegate responsibilities in work teams to management staff, ensuring at all times that people have the capacity and the time necessary to accept them.

AFTERWARDS…

9. Conduct monitoring of the level of compliance of people in charge, according to the profile identified and developed.

10. Assess the degree of satisfaction and implication of workers with their managers and the organisation in general.

Practical advice

- Stress key competencies for the time management of teams, such as work planning and organisation; team management; working towards results; and emotional management.

- Take into account that one of the main responsibilities of management staff consists, as far as is possible, of not transmitting emergencies and pressuring work teams.

- Guarantee optimum distribution of the workload through the sharing of responsibilities (team management) according to the capacities of each of the people who make up the team.

- Seek a balance between facilitating teams having control over tasks (their management) and the achievement of objectives.

- Stress the need to avoid overloading teams with work in order to achieve responsible time management.

- When communication spaces are provided for people, it guarantees team management that takes into consideration workers' needs and capacities, enabling more optimal and rational team functioning.

Benefits

✔ It rationalises the organisation of work, balancing loads between the different workers in the team.

✔ It prepares people so that they gradually assume new responsibilities and progress professionally.

✔ It results in management staff who absorb pressures and emergencies, without transmitting these to their teams.

✔ It empowers teams, so that they gain better control over work organisation.

✔ It develops people's talent according to the needs detected by management staff.

✔ It improves the satisfaction of working people, thus reducing the stress risk.

✔ It prepares the chains of command, independently of whether they are men or women, and enables their talent to emerge.

Experiences identified

One company has promoted a leadership development programme, with coaching included, aimed at people in charge of Production, with the aim of improving the planning and the time management of teams.

5. Better time management

To choose time is to save time.

Francis Bacon, philosopher, statesman and essayist

There are many people who have problems managing their time because, like any other resource, it is limited. It is also true that, despite having the same quantity of time, some people make better use of this resource than others. Often time is devoted to tasks that could be carried out by other people, while on occasions sufficient time is not available for planning tasks and activities. This is why issues sometimes drag on for days in the agenda while those that are truly important end up deferred, because other day-to-day matters need to be resolved. All of this justifies learning about planning and time management.

Actions for improvement

BEFORE...

1. Identify internal time thieves (not knowing how to say no, putting off an issue until you feel pressured, not planning, being untidy, wanting to take on everything and not delegate, etc.).

2. Identify external time thieves (telephone calls, unplanned visits or meetings, email, social networks, etc.).

3. Analyse the performance curves that are experienced over the course of the working day to know how to respond at any given time (activities with greater or lesser demands and at what times).

4. Produce a map of interruptions and the reasons for which they arise.

5. Evaluate whether agreements adopted are followed through and whether people act with determination.

DURING...

6. Devote some time at the start of the week and the day to organising tasks to be carried out.

7. Produce lists of tasks to be carried out, establishing priorities in accordance with the results that it is hoped to achieve.

8. Assign time to actions to be carried out (start and completion).

9. Reserve time for working without interruptions.

10. Detect those tasks that are systematically delayed.

AFTERWARDS…

11. Verify the implementation and the maintenance of the correct application of personal skills, attitudes and time management tools.

12. Evaluate milestones achieved on a daily basis in relation to long-term goals.

13. Identify those questions that do not work and plan new training and accompaniment actions that contribute towards continuous improvement.

14. Analyse which areas or departments can improve and in what aspects.

15. Carry out adjustments that lead to alignment with processes.

16. Determine changes and be able to evaluate their consequences in the shortest time possible.

Practical advice

- Managing time in an effective way is essential for prioritising activities, given that there will always be more activities to attend to than time to carry them out.

- Educating in everyday-life time helps find personal spaces that contribute decisively to wellbeing.

BETTER TIME MANAGEMENT

- Maintain a routine in association with the start of the day, a time that will be destined for planning and the establishment of priorities.

- Avoid distractions during the first half hour of the working day: this will set the work pace and results will depend upon this focus.

- Reduce time thieves (abuse of email, social media networks, telephone calls, interruptions and any other action capable of robbing time from the main activity).

- Promote the activation of silent notifications on smartphones, automatic alerts on computers and avoid having many browser tabs open. Receiving an alert with notification of the reception of emails, of messages or of chat requests undoubtedly has repercussions on productivity.

Benefits

✔ Improves control over the pace of the organisation and over the own time of workers.

✔ Reduces stress, which has a direct and positive effect on the health of workers.

✔ Values rest time as an essential element for improving creativity and performance.

✔ Increases productivity and the impact of the individual performance of each person in the organisation, thus multiplying the performance of personal and of resources.

✔ Improves the management capacity of people and teams, by increasing satisfaction with the work performed and a job well done.

✔ Achieves better working environments along with a professional and personal balance, at the same time that it complements processes for performance evaluation with a reliable and objective tool.

✔ Enhances the satisfaction of personnel and the organisation itself.

✅ Experiences identified

To combat one of the principal time thieves, one company has established a Happy Hour at 12.00 noon where no emails or any other types of communication are answered. Email has also been restricted during the first hour of the working day. Furthermore, communication outside of the working timetable has been prohibited.
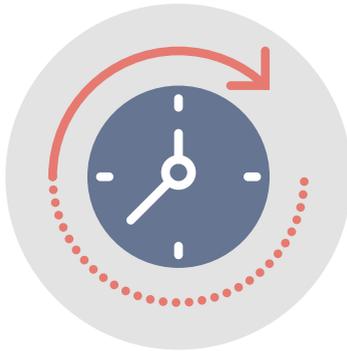
6. Optimising meetings

It was decided that management meetings would be cut by incorporating videoconferencing systems, reducing by 35% their cost, risk of accidents, mileage and CO2 emissions.

Laia Bonastra, Head of People Development at Suara Serveis, SCCL

Work meetings constitute one of the main time thieves at organisations. Time-table reform brings with it a new culture, based on the efficient use of time. An inefficient meeting means, for the organisation, not just lost time, but very high opportunity costs, both due to work that is not being done and the loss of motivation that it represents for the person concerned. Within this context, effective and operational meetings are priorities for the optimal functioning of work teams.

Actions for improvement

BEFORE...

1. Identify the specific objectives that the meeting aims to achieve.

2. Decide whether the meeting is really necessary or if it can be substituted by an-other format (memo, email, etc.).

3. Establish who, from the work team, must attend the meeting.

4. Determine whether attendance is really essential, could be delegated or if it would be enough to read any agreements reached at the meeting subsequently.

5. In the case of geographical dispersion, ask people to attend via videoconferenc-ing.

6. Prepare the agenda and documentation, based on the objectives, and send it in advance to those people attending.

7. Write a clear invitation to the meeting with sufficient days' notice.

8. Collect and organise all the necessary information that is going to be discussed.

9. Prepare those issues to be discussed well in advance along with the documents that will be sent to everyone attending.

10. Confirm attendance at the meeting.

DURING...

11. Start and end the meeting punctually at the planned time.

12. Respect the agenda and speaking times, as well as the time assigned to each issue and each intervention.

13. When necessary, redirect and refocus on the issue being discussed.

14. Invite participants to turn off or silence their mobile devices to avoid interference and distractions.

15. Specify agreements and assign tasks, with specific people responsible and execution deadlines.

AFTERWARDS…

16. Send the meeting minutes to all people who attended.

17. Carry out effective monitoring of the agreements reached.

18. Inform work teams of the agreements and the tasks deriving from them.

⭐ Practical advice

- According to the type of meeting and the objectives pursued, the duration may vary, but for a regular (weekly) work meeting to be operational, it is recommended that it should last for no more than one hour.

  - Top-down informative: shorter than 20 minutes

  - Bottom-up informative: around 45 minutes

  - Work meetings: 1 hour

  - Training or exchange: 1 hour

- Call the meetings by using a fast and efficient computer tool.

- Guarantee that there is a suitable venue for holding the meeting that meets the necessary conditions.

- If delays are envisaged, alert participants regarding the change.

- Programme meetings within a defined and limited timetable that enables compatibility with social uses of time.

- Limit the call after a particular time.

- Take advantage of the optimum cognitive performance timetable slots.

- Organise meetings for times that enable meals to be eaten within a healthy timetable slot (for example, if the meeting is at 3 p.m., lunch can be eaten from 1 p.m. to 2 p.m.).

- Draw up a meetings protocol in which all points of interest to be taken into account are established.

- Draw up a communication plan to disseminate possible internal best practices (put up posters, notes on the Intranet, etc.).

- Develop the competencies necessary for people who must coordinate the meetings.

- Raise awareness and train people on different improvement actions.

Benefits

✔ Achieves a more efficient organisation, based on a new culture of time.

✔ The organisation becomes more competitive, thanks to the reduction in direct and indirect personnel costs.

✔ Improves people's health and quality of life, because it facilitates healthier meal timetables and less stressful working conditions.

✔ Promotes adequate leadership of working groups, thanks to the time freed up for heads of the organisation.

✔ Increases staff satisfaction.

✔ Gears the team task towards specific results and objectives.

✔ Encourages more reflexive and innovative organisations, thanks to making quality time available.

Experiences identified

One company has established a weekly "No Meetings Day"; it also holds meetings where participants stand up, in order to make meetings shorter and more dynamic.

7. Internal communication as a time thief

Time is money.

Benjamin Franklin, politician, scientist and inventor

Time is a scarce resource and often we don't take advantage of the opportunities that today's tools offer us to communicate efficiently, or we have an excess of them, which is considered synonymous with inefficiency. The challenge that is posed is in what way the people involved in an organisation can perform the function of effective communicators and which competencies they must have to develop their responsibilities successfully, both in their role as emitters and as receivers. The really important thing is not the tools, but the criteria for using them efficiently; knowing when and how to use email, when to make a telephone call or when the situation requires one's personal presence. And all of this without overlooking digital disconnection as a fundamental element in the quality of life of workers outside of the working sphere.

Actions for improvement

BEFORE...

1. Conduct a prior diagnosis to analyse the quality of communication and its efficacy and efficiency.

2. Identify and determine existing internal communication tools.

3. Decide, within the policies framework and internal communication strategy, the channels, tools and criteria to follow.

4. Establish levels of responsibility in communication (deciders, transmitters, managers, etc.).

5. Design internal work process manuals that specifically deal with internal communication.

6.   Hold training and awareness-raising sessions relating to internal communication.

7.   Establish a digital disconnection policy to guarantee the free time of workers.

8.   Take into account intercultural relations (language, culture and religion) because they can influence activity and internal communication.

10.   Take into consideration, where applicable, the different time zones of customers, suppliers, etc., with whom the organisation works and maintains communication.

DURING...

10.   Apply the defined procedures and processes.

11.   Control and supervise the established tools and communication channels.

12.   Guarantee consolidation of people's rest time, leave time, holidays, and personal or family privacy or digital disconnection.

AFTERWARDS...

13.   Evalute the quality of the internal communication system, determining whether benefits have been generated for the organisation (efficient communication) and for the individual people (digital disconnection).

14.   Conduct monitoring of the communication tools model, and of its use, to determine its adaptation to the organisation's environment and people.

⭐ Practical advice

- Devise a welcome manual that enables new arrivals to be received in such a way as to stress internal communication (communication channels, tools, roles, criteria, etc.).

- Make rational use of instant messaging.

- Delimit and eliminate working lunches as spaces for internal communication.

- Conduct internal studies to detect the level of stress caused by the lack of digital disconnection and other factors.

- Incorporate transparent management of professional timetables and calendars as a relevant part of communication.

- Systematise and proceduralize communication, drawing up action protocols with respect to communication channels (presence, telephone, email, instant messaging, etc.), to addressees and to the urgency of the communication (and its formality or informality); on this point, it is important to proceduralize and share the basic norms of email with respect to the criteria used (when people should be copied, when everyone should be answered, etc.).

- Promote the use of online tools to share information relating to the agenda, in such a way that it constitutes a common, unique and editable support in real time for all the people involved.

- Draw up a plan for the rationalisation of the use of information and communication technologies (ICT) in order to employ the most appropriate communication channel for each issue.

- Promote common communication spaces — such as, for example, the intranet — in which workers can access their email, documents, etc.

Benefits

✔ Improves one of the key strategic processes of organisations.

✔ Has a direct impact on the everyday management of work and on final outcomes.

✔ Reduces levels of conflict and improves the organisational environment.

✔ Optimises internal work procedures by becoming a key tool to satisfy the needs of the organisation itself.

✔ Increases the degree of satisfaction and the commitment of workers.

✔ Improves teamwork and the dynamic that exists between different areas of the organisation.

✔ Permits flexible and dynamic organisations that respond in a fast and efficient way to the demands of the environment.

✔ Promotes the values of the timetable reform through a key commitment to environments of trust that favour the flexibility agreed.

Experiences identified

One company has drawn up an internal communication protocol that includes the basic criteria for it — what is the main medium for communication, in what cases a telephone call should be made or when personal presence is required — and that restricts and rationalises the use of instant messaging.

8. more productive internal work processes

We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.

Aristotle, philosopher

At present, the great challenge of organisations is how to give an effective and quality response to the existing demands of the environment and of its stakeholder groups (clients, suppliers, administration, etc.). The aim is to guarantee optimum functioning of the different areas and in the different internal work processes, reducing the number of errors and providing a fast response adapted to the needs of each collective. Another key is designing tools that help to make decisions in possible moments of uncertainty. Management systems contribute to normalising the practice, optimising the processes and giving, as a result, more efficient organisations in harmony with the shared values of timetable reform.

Actions for improvement

BEFORE...

1. Identify the critical areas or departments of the organisation (commercial, administration, operations, etc.).

2. Define processes for each of the areas, following the logic of "inputs / transformation / outputs". For example: inputs (raw materials, auxiliary products, manufacturing order) / transformation (manufacturing of a product) / outputs (the product itself and the production control register).

3. Identify the person who is the owner of each process (who will conduct the monitoring and who will communicate information on the results).

4. Establish the specific activities (tasks) that must be developed in the process to achieve the transformation.

5. Identify the people responsible for each of the activities so that the tasks of each area are made clear (so that the process is developed successfully, it is essential that the entire chain is aware of the responsibilities of each one).

6. Describe the tasks and activities in documents, such as procedures and instructions. The procedure defines the process in a generic way (inputs, outputs, transformation, people responsible, internal communication). Instructions, in contrast, are documents of a rather more technical nature, designed to describe a specific activity or task (they define the detail, defining methods and elements of measurement, if these exist, and describing the consecutive steps that must be taken).

7. Define some indicators for measuring the process to be able to effect monitoring of their execution; in other words, control of the envisaged results (values to be reached). These indicators should be defined by the owners of the process, since it is fundamental that they be continually involved in their monitoring and in decision-making when an outcome diverges from the envisaged value that has been determined as desirable.

DURING...

8. Communicate the project and establish a series of support materials to disseminate the start of the protocol to the entire workforce at the opportune time.

9. Set up a register of the different parts of the process in order to guarantee the subsequent follow-up of the achievement of the indicators to be adopted.

AFTERWARDS…

10. Review, at regular intervals, whether the processes have experienced modifications in any of their elements, with the aim of updating the documents that describe them. If the answer is positive, it is necessary to communicate the changes internally and update the work documents.

11. Conduct internal audits to check compliance with the indicators.

12. Communicate effectively, to the entire workforce, the results of the project, recognising the work carried out by the team that has taken charge of the design and the monitoring of the application of the process.

Practical advice

- Avoid an excess of procedures that can generate the contrary effect: loss of time and disorientation of workers.

- Gear the internal work processes and protocols towards the service of working by objectives.

- Make all of the people involved in the execution of the process participants.

- Implement an internal communication campaign, as this is key for achieving the involvement and participation of the entire team.

- Promote, in all processes, elements that are related tangentially with the care, motivation and loyalty (retention of talent), etc., of workers.

- Guarantee that the process and the protocol have been drafted with clarity, in brief format and with an amenable style rather than strict rules.

- Promote the training and development of workers in competencies such as leadership and people management, work planning and organisation, gearing towards results, optimisation of resources or effective communication.

- Learn dynamically which decisions are urgent and which can respond to planning established in advance.

- Guarantee the reduction of time spent by the people responsible on organising both the work of teams and work time itself.

- Analyse the behaviour of each person; their learning over the life course (incorporated habits) can help to optimise processes.

Benefits

✔ Improves the quality and excellence of the product and/or service offered by the organisation.

✔ Earns trust thanks to the systemisation of processes, since the tasks and responsibilities are well defined and known by people, while ensuring continuity of the results.

✔ Attracts talent thanks to a new corporate culture that works with high quality standards.

✔ Has information and data that help to construct a more productive organisation.

✔ Saves functioning costs and opportunity costs thanks to the optimisation of processes and the reduction of errors.

✔ Speeds up management procedures and reduces waiting times.

Experiences identified

One organisation has ISO-9001 quality certification, which helps it to improve and optimise its management.

9. The competitive advantages of timetable reform

For a new culture of time, for a new measure of freedom.

A deep belief in an organisational model based on the wellbeing of workers and that serves as a model for society is what prompts many organisations to undertake improvement actions in working timetable reform matters. This fact, which helps companies, the self-employed, micro-companies, start-ups and organisations from the social and solidarity economy to position themselves in society and before their stakeholder groups, represents an added value that not only bears relation with values centred around people's health and quality of life, but constitutes the very essence of a more modern, productive organisation with an internal leadership and a marked generative and integratory character. Ultimately, it must not be forgotten that teams made up of happy, motivated people who are committed to the organisation contribute a differentiating component. Furthermore, the application of the timetable reform brings with it a brand image that can position itself favourably in society and that, therefore, can contribute another differentiating element with respect to the rest of organisations and society in general.

Actions for improvement

BEFORE...

1. Form a work team, made up of people responsible from the Management and for the organisation and management of time, as well as of representatives of the workers, as a group promoting timetable reform within the organisation.

2. Design a communication plan to make known in the organisation the project for promoting timetable reform and inform the entire workforce about the actions that will be carried out.

3. Make a diagnosis of critical elements, such as, among others, management by objectives, timetable flexibility, compacting of the working day and mealtimes, with the aim of identifying strong points and opportunities for improvement.

4. Seek the good practices existing at organisations in the city that is provided by the website of the NUST Network.

6. Be aware of the good practices that exist at organisations around the country provided by the website www.reformahoraria.info.

6. Include the objectives of the timetable reform in collective bargaining.

DURING...

7. Implement an action plan that contemplates the drawing up of specific measures aimed at tackling those opportunities for improvement identified, in a realistic way that is adapted to the organisation (indicating the person responsible and the date carried out).

8. Formalise, in the organisation's internal communication systems, elements that contribute towards conceiving time as a key factor for growth and wellbeing.

9. Communicate the agreements and advances in the organisation's agreements as a result of collective bargaining.

10. Organise actions of awareness-raising and training on the principles and general values of timetable reform, such as series of conferences with experts in chrono-biology, in sleep medicine, etc.

11. Facilitate the freeing up of free-time hours (for volunteering, sports and healthy living, etc.).

12. Promote experiences involving the exchanging of knowledge and of services between workers.

AFTERWARDS…

13. Conduct regular follow-up of the action plan and of the status of the measures implemented.

14. Evaluate the economic benefits that the timetable reform offers with respect to improving the working environment and the health and quality of life of the workers.

15. Request specific measures to make effective the social objectives of timetable reform among all of the organisation's stakeholder groups (citizens, workers, platforms and networks in which it participates, clients, suppliers, etc..).

16. Encourage the organisation to join the Time Agreement of Barcelona, and to contribute commitments and good practices.

17. Incorporate the organisation into the NUST Network and present it for Barcelona City Council's Barcelona Award for Innovative Companies in Reconciliation and Time.

19. Join the Timetable Reform Community and compete for the Timetable Reform Awards through the website www.reformahoraria.info.

☆ Practical advice

- Use the Timetable Reform Inventory as a tool to identify strong points and opportunities for improvement in the organisation. This tool is available for companies and third sector organisations.

- Become familiar with good practices for innovation in timetable reform matters with the aim of contributing towards internal reflection and the application of specific measures.

- Create a time bank in the organisation that permits the exchanging of services between workers in line with the specific skills of each of them.

- Get into contact with leaders and experts in timetable reform with the aim of adopting measures designed to rationalise timetables in the organisation and make them healthier.

- Communicate to the workforce the results of the project, for example, the energy savings achieved based on the measures and the consequent reduction in the environmental impact (implementation of a time limit for the closing of the workplace, reduction in the time employed in commuting thanks to the promotion of mobility plans or of teleworking measures).

Benefits

✔ Improves the motivation and commitment of workers thanks to more flexible timetables and a leadership style based on trust.

✔ Attracts and retains talent for the organisation, because of more attractive timetables, and this is translated into a drop in staff turnover.

✔ Improves the working environment, facilitating more solid bonds between workers, more fluid communication and better teamwork.

✔ Makes the brand image more attractive to society in general and to clients in particular.

✔ Improves the creativity and innovation that teams can contribute, as a result of healthier and more productive timetables.

✔ Empowers workers, thanks to a climate based on trust and not on control.

✔ Establishes the conditions necessary so that a situation of equality between men and women occurs, in the employment, personal and social spheres alike.

Experiences identified

One company has organised a series of talks given by professionals specialising in organisations and healthy habits for all workers, to underline the need to have lunch and dinner within a healthy timetable and to respect resting time.

10. Improvement indicators

The majority of the facts are not observable, therefore indicators must be invented.

Mario Bunge, physician, philosopher and epistemologist

S ociety, in general, after learning about the scope and benefits that healthier and more productive timetables offer, often shares the need for timetable reform. Organisations, in contrast, often react with scepticism, partly because of the lack of knowledge regarding the (positive) impact of the possible measures for improvement. This is why a basic system of indicators is needed, like a set of data, that facilitates evaluation of the results contributed by measures in timetable reform matters. Tools and methods must be developed that enable the results obtained to be measured, as well as formulating indicators that can be built with ease and that enable monitoring of the management to be carried out over the course of time, in order to guide the actions for improvement.

Actions for improvement

BEFORE...

1. Have a register of data that contributes evidence with respect to the satisfaction of work teams (turnover, absenteeism, etc.).

2. Additionally, create a systematic register of complaints, demands and suggestions that have been formulated with respect to the organisation of working time.

3. Draft or arrange a satisfaction survey regarding work time that contemplates aspects relating to flexibility, teleworking, timetable compaction, etc.

4. Set up a system that permits management of all the variables related with the time worked, such as holidays, shifts, planning, incidents, absenteeism, productivity, timetable register, etc.

5. Create a model of organisation and of management of human talent by competencies (work by objectives, achievement of results, evaluation of performance, training aligned with objectives, creation of measuring tools, etc.).

DURING...

6. Place emphasis on questions of organisation of time in the scorecard (an instrument that enables an overall view of the organisation's performance to be obtained).

7. Promote spaces for reflection, calm, slowness, etc., for the obtaining of information that is very valuable for responding to qualitative indicators.

AFTERWARDS...

8. Promote professional competencies that intervene in the main lines of improvement.

9. Make the evolution of the organisation known to its main stakeholders: team, clients, suppliers, etc.

✪ Practical advice

- Have indicators — for example, units of measurement — that enable monitoring and periodic evaluation to be carried out of the key variables of the organisation through a comparison with the corresponding internal and external reference variables.

- Make inroads into the so-called "eight Es": economy, efficacy, efficiency, effectiveness, equity, excellence, environment and sustainable evolution.

- Use the possibilities offered by big data also for the internal improvement of the management, of the organisation and of technology.

- Promoting advertising or communication campaigns that are not aligned with the people management strategy may generate unease in the organisation.

Benefits

✔ Have objective, reliable and relevant information on which to base decision-making.

✔ Making known the intentions, advances and challenges that are pending in time-table reform matters may contribute to the organisation being more transparent and honest.

✔ Recognise the work of the teams that have contributed decisively to improving processes.

Experiences identified

One company has established performance indicators for workers and the people responsible for the teams take charge of conducting regular monitoring of them.

11. Definition of indicators

ndicators are absolutely essential to find out what state the organisation is really in. These indicators are formed by those variables that help us to identify the defects and imperfections that exist when a product is manufactured or a service is provided. In this way, the efficiency of general and human resources that have been used in a specific project or the whole organisation can be seen to be reflected.

SATISFACTION INDICATORS

Results of the working environment survey: the working environment is a medium in which daily work takes place. The quality of the working environment directly influences the satisfaction of workers and, consequently, productivity.

Staff turnover level: this is a measure of human capital management and enables identification, for example, of problems or deficiencies in the processes of recruitment and hiring. It is the proportion of people that abandon an organisation, without taking into account those who do it obligatorily (retirement, death), over the total of the average of people in the company in a determined time period (normally annual periods are considered).

Absenteeism rate: this is the percentage of hours not worked, without counting holidays, bank holidays nor hours lost. It may be foreseeable and justifiable absenteeism, unforeseeable and unjustifiable and also involve presence: the worker goes to work but devotes a part of the time to tasks that are not part of their professional activity.

Social Balance: is a tool for accountability and for measuring the social, environmental and good governance impact. The results are aimed at improving internally and permitting the obtaining of aggregated data on the ethical standards of the solidarity economy and the social market. The social balance evaluates systematically, objectively and periodically five major characteristics of any company or organisation that wishes to be socially responsible: democracy, equality, environmental commitment, social commitment and employment quality.

HEALTH INDICATORS

Results of the assessment of psychosocial risks: based on analysis of the conditions present in a working situation, related with the organisation, contents and performance of the work, likely to affect both the wellbeing and the health (physical, psychological or social) of working people and the progress of the work.

Sick leave episodes: make available data that can indicate the state of health of the workforce, but also the degree of involvement and satisfaction of workers, given that in teams with a high level of implication, fewer sick leave episodes usually occur.

Hours of training in healthy habits: personal and professional development also involve updating competencies.

EFFICIENCY INDICATORS

Evaluation of performance: assessment of individual performance according to different criteria, such as evidence of behaviour (competencies) or performance or quality objectives.

Productivity: relationship between the quantity of products or services obtained and the resources used. It can also be understood, in general, as the relationship between results and the time devoted to achieving them.

Hours spent in meetings: the total figure will help to find out the percentage of time that the organisation devotes to meetings which, often, may turn out to be unproductive. This data should be completed with tools that help to measure the degree of efficiency and satisfaction of the participants.

Hours of training in team management and time management: quantity of time and of efforts devoted to developing competencies for the post that enable results to be improved. This data should be completed with assessments by the participants in the training sessions.

QUALITY INDICATORS

Performance evaluation: (see the definition in EFFICIENCY INDICATORS).

Number of claims from clients: the number of complaints linked with the time factor and received by the Customer Service department of the organisation may turn out to be very useful for analysing the challenges that must be faced.
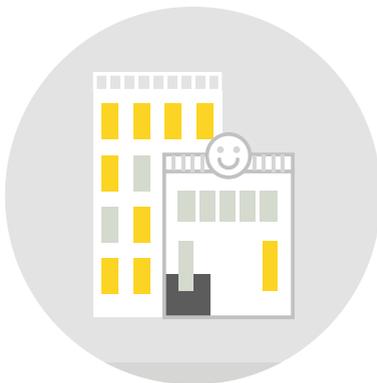
12. Support resources

To promote the actions proposed, the following instruments, methodologies and documentation are available:

STRATEGIC AGREEMENTS

Barcelona Time Agreement

This is a municipal initiative that pursues the commitment of citizens and the City Council itself to promote actions in the sphere of uses of time that contribute towards reducing social inequalities, towards improving quality of life and towards promoting a plural economy at the service of people. It is a space for dialogue and a living instrument undergoing constant evolution that facilitates the joint action of neighbours, of organisations, of institutions and of the Administration for the purpose of constructing a city in which people re-appropriate their own time and can organise it to satisfy their own needs. The organisations interested can implicate themselves in this initiative through the contribution of good practices and of explicit commitments.

Key words for Internet searches: agreement, time, Barcelona.

Agreement for Timetable Reform

The 2025 Objective is the goal through which 110 institutions and organisations promoting the Agreement for Timetable Reform are undertaking to: 1. Recover the two hours of time offset with respect to the rest of the world. 2. Promote a new culture of time in organisations in favour of more efficient and more flexible models for satisfying new social needs. 3. Consolidate the time factor as a new measure of freedom, of equity and of wellbeing.

Key words for Internet searches: agreement, timetable, reform, Generalitat

SPECIALISED BIBLIOGRAPHIC RESOURCES

Time Laboratory. LABTEMPS. A resources bank

This is a space on the Barcelona City Council website and it offers a wealth of resources for all those people who are working or interested in policies on time and economy of care. It is structured in such a way that it distinguishes, firstly, information on policies developed by public administrations in different places in Catalonia, Europe and the rest of the world; and secondly, publications promoted by universities and research groups that provide a vision on current reality or plans related with the subject. This space contains information gathered since 2006 and it is being expanded with the contributions of all people, organisations and collaborating institutions.

Key words for Internet searches: labtemps, Barcelona, City Council.

Website for Timetable Reform

The website for the Timetable Reform Initiative has been gathering materials on rationale and harmonisation since the year 2014. It offers different publications of reference as well as useful infographics and tools for self-evaluation designed for organisations.

Key words for Internet searches: initiative, timetable, reform.

TOOLS AND PRACTICAL RESOURCES

Timetable Reform Inventory

The Timetable Reform Inventory is a self-assessment tool (for companies and organisations) that aims to help recover the organisation of time in everyday life that exists practically all over the world. It represents a road to follow that promotes the creativity of each person and processes of RDI in all kinds of organisations. The inventory consists of the application of different key factors that provide information on the effective achievement of each of the objectives proposed.

Key words for Internet searches: inventory, reform, timetable reform, self-assessment.

13. Working and networking

The action taken by each organisation for steering itself towards more productive and healthy timetables is not isolated action. Numerous business initiatives exist that it is worth sharing and that can be the subject of analysis and recognition and also serve as a model.

Participating in the NUST Network

The Network for New Social Uses of Time (NUST) is an initiative created in 2006 by Barcelona City Council and that is formed by organisations committed to facilitating better time management and reconciliation of work, family, personal and social life, favouring productivity and a climate of trust that benefits both the company and the organisation and the people who work in both while contributing to improving the quality of life of citizens.

The objectives of the NUST Network are: a) recognising and promoting the work of organisations committed to facilitating the harmonisation of time; b) exchanging and disseminating knowledge and experiences between organisations in the sphere of time and reconciliation, in both a real-life and a virtual sphere; and c) working in a network with other public, private and third-sector organisations, on a local and an international scale, to generate synergies and advance in a joint way.

Some of the activities promoted are sessions for the exchanging of experiences and the dissemination of news, interviews and resources, all linked with working time and personal, family, work and social reconciliation.

In the year 2012, the City Council created the Barcelona Award for Innovative Companies in Reconciliation and Time, the aim of which is to recognise, promote and divulge the task of those organisations committed to improving time management in order to achieve reconciliation between working, family and personal life. These are organisations that work implementing uses of time measures to make it easier for workers to organise themselves better and, at the same time, to improve the company's internal organisation.

Key words for Internet searches: network, NUST, uses, time, Barcelona.

"Business to Business" mentoring service

This consists of the advice and accompaniment that a company in the NUST Network — which is well versed with a determined issue or an expert in it — offers to another company interested in launching a process to implement and develop time measures within their organisation. This action is carried out within the framework of the NUST Network. A good way of being members of the Network consists of participating in this programme.

Key words for Internet searches: mentoring, NUST, agreement, time.

Join the Timetable Reform Community

With the aim of promoting, in organisations, a new culture of time that enables enjoyment of more efficient and flexible models and improving people's quality of life, the portal www.reformahoraria.info has been created for companies, self-employed people, micro-companies, start-ups and companies from the social and solidarity economy.

This initiative is the result of an alliance for the exchanging of knowledge on the timetable reform and is aimed at the heads of the organisation and management of time and of people, or companies and organisations. It has the support of the main employers and business organisations in the country, as well as that of associations of professionals and organisations that represent the third sector and the social economy.

The Timetable Reform Community structures the management of knowledge in line with the Timetable Reform Inventory: the self-evaluation tool for organisations that facilitates the identification of good practices and opportunities for improvement. Includes good practices, benefits, solutions and news.

The portal includes awards, of an annual nature, the aim of which is to recognise and reinforce the commitment of companies and organisations to timetable reform.

Key words for Internet searches: app, reform, timetable, portal.

14. Glossary

Acceleration measures: set of actions that promote timetable reform and respond to the acceleration axes.

Agreed timetable flexibility: capacity for adaptation to changes in production by workers and the organisation to attend to the needs in matters of leisure, training, reconciliation and everything else considered necessary.

Annualised working hours: process that counts working time with an annual or pluri-annual nature, incorporating a lengthwise view of the professional career of workers.

Barcelona Time Agreement: municipal initiative that pursues the commitment of citizens and the City Council itself to promote actions in the sphere of uses of time that contribute towards reducing social inequalities, to improving quality of life and encouraging a plural economy at the service of people.

Circadian rhythm: the regular cycle of twenty-four hours, approximately, of the biochemical, physiological and emotional processes inherent to human activity.

Compacted working hours: working hours with a time for lunch that enables compatibility of work with other uses of time (for example: from 9 to 1 p.m. and from 1.30 p.m. to 5.30 p.m.).

Company mobility plans: set of measures to guarantee a more sustainable access to the work centre for workers, and to generate mechanisms that facilitate mobility management.

Competitiveness: capacity of an organisation to produce and sell products or provide services that can compete successfully in the market.

E-learning: process of learning that is more flexible than face-to-face learning. It uses technological supports and may help to reduce travel times.

E-working: a work modality, based on the decentralised organisation of tasks, that enables professional activity to be developed outside of the working environment through the use of telecommunication and information technologies.

Flexible timetables: possibility, on the part of the workers, of having a range of times for arriving at and leaving work and with respect to the times of meals during the working day.

Habit: routine, custom; in other words, everything that is performed unconsciously. Through careful time management it is possible to modify the organisation of work in order to achieve better results.

Health: maximum degree of physical, mental and social wellbeing, that permits an autonomous, caring and joyous life and that goes beyond the absence of illness.

Healthy timetables: time for activity, meals and rest that respects people's circadian rhythms.

Job satisfaction: degree of conformity that we have through the set of beliefs and values related with work. It includes, among other factors, the following: remuneration, working environment, capacity for professional growth and job security.

Initiative for Timetable Reform: a citizens' initiative, independent of any organisation, formed by a group of diverse experts, united by a common goal, consisting of the transformation our society through a change of timetables.

Intensive working day: a working day concentrated into a morning or an afternoon time slot that does not include time for lunch (for example, from 7 a.m. to 3 p.m.).

Labour absenteeism: percentage of hours not worked, without counting holiday leave or bank holidays.

Management by objectives: management of organisations based on the monitoring of results by workers and teams.

Mentorship programme: proposal promoted by the NUST Network, conceived so that companies, self-employed people, micro-companies, start-ups and organisations from the social and solidarity economy that work on questions of time organisation contribute their knowledge, experience and support to organisations that want to learn and advance in this sphere.

New timetable: new time distribution, based on respect for circadian rhythms, arising from the application of the Timetable Reform Agreement.

NUST Network: an initiative created by Barcelona City Council, formed by organisations committed to facilitating better time management and better reconciliation of work, family and personal life, favouring productivity and a climate of trust that benefits both the organisation and people working in it, thus contributing towards the improvement of the quality of life of people in the city.

Objective 2025: the time that which it is envisaged to reach a change in tendency with respect to timetables, assimilating them into those of the rest of the world.

Operational meetings: spaces for participation and decision-making, efficient and respectful with everyone's time, in organisations and work teams.

Pilot test: project consisting of a test, whose aim is to check the advantages of the timetable reform in an institution, organisation or entity.

Presenteeism: tendency to devote more hours than necessary to the production of goods or services by workers, thus reducing the organisation's productivity.

Prioritisation: process that permits determining which tasks will be performed first and which no, distinguishing for this between what is important and what is not urgent.

Productivity: measurement of production efficiency.

Rest: state of inactivity or relaxation of the body and mind.

Sleep: uniform state of rest of an organism. Unlike the state of wakefulness (when one is awake), sleep is characterised by low levels of physiological activity (blood pressure, breathing) and a lesser response to external stimuli.

Social and solidarity economy: another way of doing business. It is made up of a host of initiatives in production, commercialisation, consumption and financing that function day by day in line with more democratic, equitable and caring logics that are respectful towards people, the environment and territories.

Split working day: a working day distributed into a morning slot and an afternoon one, with a significant margin of time for lunch (e.g. from 9 a.m. to 2 p.m. and from 4 p.m. to 7 p.m.).

Time management: process of becoming more aware of time thieves that must be combated through the design of a methodology, accompanied by possible tools, which will enable the proposed goals to be reached.

Timetable reform: an initiative undertaken with institutional and social effort, of a comprehensive and systematised nature, the aim of which is to modify the uses of time and implement a new timetable.

Timetable Reform Community: group of companies, self-employed people, micro-companies, start-ups and organisations from the social and solidarity economy that exchange good practices on the organisation of time in organisations within the framework of the portal www.reformahoraria.info.

Timetable Reform Inventory: self-assessment tool for organisations based on a self-diagnosis with relation to timetables and the management of uses of time from all the agents involved.

Working hours: number of hours that workers devote to the activity for which they have been hired, which is computed on a daily, weekly or annual basis.