



WIR – Women In Rail

2nd Thematic Seminar

WORK ORGANISATION

BETTER RECONCILIATION OF WORK AND FAMILY / SOCIAL LIFE

PROGRAMME

Date: June 15/16,2011

Location: Brussels, ETF headquarter

Galerie Agora, Rue du Marché aux Herbes 105, 1st floor

[AGENDA]**Wednesday, June 15, 2011****Morning session (Moderation: Alette Dörflinger)**

10:30	Welcome and Aims of the Seminar <i>Sabine Trier</i>
10:45	Opener <i>Alette Dörflinger</i>
11:00	Presentation: Main thematic issues regarding reconciliation of work and social/family life <i>Eva Heckl</i>
11:20	Specific aspect with view to reconciliation: Care for elderly people <i>Birgit Reinhardt, Deutsche Bahn AG</i>
11:35	Identification of main characteristics / challenges of the railway sector with view to reconciliation Discussion
12:00	Coffee break
12:15	Presentation of a tool for analysis: allocation of most relevant measures in the companies/trade unions
12:45	Presentation: Experiences at the SNCB (Belgium) <i>Rudy Verleysen, ACOD - CGSP</i> Discussion
13:30	Lunch

Afternoon session (Moderation: Eva Heckl)

15:00	Presentation: Company collective agreement on reconciliation of work and family life at Deutsche Bahn AG <i>Birgit Schmidt, EVG</i> Discussion
15:45	Presentation: A practical instrument for implementing a family friendly work organisation at the work place - organisation of local workshops <i>Birgit Reinhardt, Deutsche Bahn AG</i> Discussion
16:30	Coffee break
16:45	Presentation: The locomotive driver's job and work – life – balance challenges <i>Deborah Reay, ASLEF</i> Discussion
17:30	Discussion of the results of the day, preparation of the working groups of day 2; closing
18:00	End of day 1
19:30	Joint diner



DAY 1

AGENDA

- WELCOME
- RECONCILIATION OF WORK & SOCIAL/FAMILY LIFE :
 - MAIN THEMATIC ISSUES
 - CHALLENGES OF THE RAILWAY SECTOR
 - MEASURES
- PRESENTATIONS
 - DIFFERENT ASPECTS
 - MEASURES
 - └ GERMANY
 - └ BELGIUM
 - └ UK

[PRESENTATION] Input to: main thematic issues regarding reconciliation of work and social/family life

Thematic Issues

- WORK TIME

- ↳ Reduction/flexibility of work time
- ↳ Additional releases with relation to family duties
- ↳ flexible working time

- (CHILD-) CARE

- ↳ Consultation
- ↳ Placement
- ↳ In-house child-care
- ↳ financial support for childcare
- ↳ (child-)care in cases of emergency

- PARENTAL LEAVE

- ↳ Planning of parental leave
- ↳ Contact
- ↳ Re-entry

- ORGANISATION / HUMAN RESOURCE DVP⁺

- ↳ Organisation of working processes
- ↳ Time for communication, meetings
- ↳ Workplace
- ↳ Teamwork
- ↳ Training = considering private responsibilities
= & part-time
- ↳ Possibility of part-time work in higher management positions

- OTHERS

- ↳ Awareness Raising measures
- ↳ Support for fathers

[DISCUSSION] Identification of main characteristics / challenges of the railway sector with view to reconciliation

SPECIFICITIES / CHALLENGES OF THE RAILWAY SECTOR

with view of reconciliation

- SHIFT WORK
- MOBILITY REQUIREMENTS
- big HEADQUARTERS vs. smaller
work LOCATIONS
- ≠ work places
- Administrative / operative
staff
- technician / management
- long absences from
home (time - distance)
- ≠ types of work contracts

[DISCUSSION] Identification of main characteristics / challenges of the railway sector with view to reconciliation

- childcare for "children at school"
 - ↳ tax aspect for the companies
- Recrutement
 - ↳ "family experience" as competence
- what can trade unions do?
what can companies do?
- "wording" - "semantic"
- Advertisements
- Woman as grandmother
- direct / indirect target group of the measures

[INPUT] Tool for analysis – allocation of most relevant measures



The aim of this working step was to visualise the status quo, i. e. what measures to reconcile work and family/social life are already implemented in the companies represented at the seminar and how they are related to the specific characteristics of the sector. The results showed that in almost every country reconciliation measures are taken in the railway companies but only a few of them clearly address challenges related to shift work and mobility requirements.



[PRESENTATIONS]

1. **Specific aspect with view to reconciliation: Care for elderly people**
Birgit Reinhardt, Deutsche Bahn AG
2. **Experiences at the SNCB (Belgium)¹**
Rudy Verleysen, ACOD – CGSP
3. **Company collective agreement on reconciliation of work and family life at Deutsche Bahn AG²**
Birgit Schmidt, EVG
4. **A practical instrument for implementing a family friendly work organisation at the work place - organisation of local workshops**
Birgit Reinhardt, Deutsche Bahn AG
5. **The locomotive driver's job and work – life – balance challenges**
Deborah Reay, ASLEF

¹ Original French version can be found in the annex

² Original German version can be found in the annex



Vereinbarkeit von Beruf und Familie – Betreuung pflegebedürftiger Angehöriger

Deutsche Bahn AG

Birgit Reinhardt

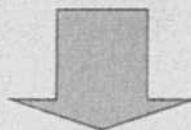
Diversity-Beauftragte

Brüssel, 15.06.2011

Erwerbs- und Pflegearbeit zu vereinbaren ist gesellschaftliche Notwendigkeit

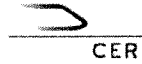
Die Situation in Deutschland und Europa

- Die Menschen werden immer älter -> der Anteil von Pflegebedürftigen steigt
- Traditionelle Familienmuster befinden sich im Wandel -> Frauen sind gut qualifiziert und aktiv im Arbeitsleben integriert -> stehen als „kostenloses“ Pflegepersonal nicht mehr uneingeschränkt zur Verfügung
- Die Wirtschaft braucht qualifizierte Fachkräfte und umwirbt die Frauen
- Die pflegebedürftigen Menschen haben einen Anspruch auf qualitativ hochwertige Pflege.



Wir brauchen neue Wege zur Vereinbarkeit von Beruf und Pflege

Charakteristika der Pflege nach SGB IX in Deutschland



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- **2,34 Millionen** Menschen waren 2009 in Deutschland pflegebedürftig
- **2/3** der zu Pflegenden werden **zu Hause** versorgt
- 710.000 Frauen und Männer leben in Heimen
- Bis zum Jahr 2050 wird der Anteil der Pflegebedürftigen auf **3,4 Millionen** steigen
- 73 % der Pflegepersonen sind weiblich
- Die Durchschnittliche **Dauer** der Pflege liegt bei **8,2 Jahren**
- Ein Großteil der Beschäftigten mit Pflegeaufgaben thematisiert dies nicht im beruflichen Umfeld

Besonderheiten bei der Pflege von Angehörigen gegenüber Kinderbetreuung



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- Die physischen und psychischen Belastungen sind wesentlich höher
- Pflegezeitpunkt, Dauer und Umfang sind nicht vorhersehbar und planbar
- eine Vorbereitung auf die Pflege ist kaum möglich
- Heben, umbetten, versorgen von Pflegebedürftigen ist körperliche Schwerstarbeit
- Emotionaler Druck der Familie / Gesellschaft wirkt vor allem auf Frauen
- Erfolgsaussichten auf Heilung / Besserung oftmals schlecht, Verfallprozesse und die direkte Auseinandersetzung mit dem Tod sind große Bürde für Pflegenden
- Kaum Möglichkeiten der eigenen Regeneration
- Probleme bei der Rückkehr in den Beruf durch höheres Lebensalter
- Einkommensverluste wirken nachhaltiger (Altersversorgung)
- Prozesse der Dequalifizierung mit Folgen für das Lohnniveau

Vorteile einer betrieblichen Unterstützung der Pflege von Angehörigen



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Bei einem steigenden Durchschnittsalter unserer Beschäftigten wird auch der Bedarf an Unterstützung bei Pflege steigen

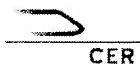
Vorteile aus Unternehmenssicht

- Erhalt von Fachkräften
- Know-How bleibt im Unternehmen
- Imagegewinn
- Qualitätsverbesserung / Fehlerreduzierung

Vorteile aus Mitarbeitersicht

- Motivation
- Bindung an das Unternehmen
- Erhalt von Know-How
- Psychischer Ausgleich zu Pflegearbeit

Angebote der DB AG zur Unterstützung bei Pflege



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Teil II Konzernbetriebsvereinbarung „Vereinbarkeit Beruf und Familie“ – Pflege von Angehörigen

- Kurzfristige Freistellung
- Teilzeitarbeit
- Abbau von Mehrleistungen
- Kurzfristige Inanspruchnahme von Urlaub
- Arbeitszeitflexibilisierung
- Beurlaubung aus privaten Gründen



Vermittlung von Beratungsleistungen und Service

- Erstinformation
- Individuelle Beratung / Unterstützung bei Beantragung von Pflegestufen
- Betreuungslösungen
Konkrete Pflegedienste – Essensversorgung, Reinigung, Fahrdienste, häusliche Pflege, Heimpflege

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WORK ORGANISATION BETTER BALANCE OF WORKING LIFE AND FAMILY/SOCIAL LIFE

Brussels, ETF, 15/16 June 2011

30/01/2012

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Experiences at SNCB (Belgium)

Rudy Verleysen, ACOD - CGSP

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Men/Women

Not so long ago, the railways were still a typically male world:

1. The Act governing night work
2. Companies stopped recruiting (economic crisis of the 1980s)
3. Education:
 1. Not many women go in for technical training
 2. At present the number of students undergoing technical training in Flanders has decreased by 10%

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Legislation

Before 1978, SNCB had jobs for men and jobs for women.

A man could not do a woman's job and vice versa

In the course of 1978, a new law made it possible for women to apply for a man's job

In 1979, the first female conductors were recruited by SNCB

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In 1990, after the economic crisis,
recruitment restarted

Since 2000 recruitment has increased
owing to the growing number of staff
retiring

*In the course of 2010, the percentage of
women reached 10.3%*

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SALARIED EMPLOYEES AS PER 1 SEPTEMBER 2010

Job category	Total	Women	Men	Women	Men
Conductor	2,755	680	2,075	24.68%	75.32%
Chief conductor	231	31	200	13.42%	86.58%
Train driver	3,844	78	3,766	2.03%	97.97%
Chief train driver	315	1	314	0.32%	99.68%
Railroad yard driver	264	8	256	3.03%	96.97%
Driving (other)	881	12	869	1.36%	98.64%
Electromechanical technicians	1,600	8	1,592	0.50%	99.50%
Chief electromechanical technicians	607	3	604	0.49%	99.51%
Mechanical technicians	508	0	508	0.00%	100.00%
Chief mechanical technicians	75	0	75	0.00%	100.00%
Buildings and structures technicians	119	3	116	2.52%	97.48%
Chief buildings and structures technicians	70	8	62	11.43%	88.57%
Track work technicians	228	0	228	0.00%	100.00%
Chief track work technicians	50	0	50	0.00%	100.00%
Technician (grade 5)	17	1	16	5.88%	94.12%
Chief technician	2		2	0.00%	100.00%

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**WORK ORGANISATION
BETTER BALANCE OF WORKING
LIFE AND FAMILY/SOCIAL LIFE**

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Career break

- 32 hours/week (1996, collective agreement)
- Part-time (1996, collective agreement)
- Complete break (Belgian law)
- Parental leave (Belgian law)
- Palliative leave ► a period of one month (complete or partial) (Belgian law)
- Care leave for a member of the household or family who is seriously ill ► a period of one month (complete or partial) (Belgian law)

(Career break = a monthly allowance from the National Employment Office)

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COLLECTIVE LABOUR AGREEMENT No. 80 OF 27 NOVEMBER 2001 ESTABLISHING A RIGHT TO BREASTFEEDING BREAKS

Following pressure from the two recognised trade unions, breastfeeding breaks were finally established at SNCB in October 2009

“During each working day the employee has the right to breastfeed her child and/or express her breast milk. The total period during which the employee is entitled to take paid breastfeeding breaks is 9 months after the birth of the child.”

“The breastfeeding break is half an hour for an employee working part time (~ 4 hours and < 7.5 hours) and two times half an hour for an employee working at least 7.5 hours. When the employee is entitled to two breaks in one working day she can take them in one or two goes in the same day. The time(s) of the day in which the employee can take the break(s) and the place where the employee expresses her breast milk shall be agreed with her immediate boss, taking into account the jobs to be done and, where applicable, by arrangement with the H-HR.121 department.”

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Railway workers' mutual insurance fund and Social Solidarity Fund

(Following the social agreement with the two recognised trade unions.)

- Organises holidays for children (Easter, Christmas, summer)
- Childcare during the summer holidays (after the success of the pilot projects in 2009 and 2010, six locations to be planned at Antwerp, Brussels, Gent, Liège, Louvain and Namur).
- The Social Solidarity Fund gives financial assistance for children attending a playground or a course (sport, dance, computer...) in July and August.
- Change of scenery classes are subsidised by the Social Solidarity Fund for primary schoolchildren attending extracurricular activities organised by their school: outdoor classes (woods, sea, snow, field trips, sport classes etc.), educational excursions or school trips
- Holidays for handicapped and diabetic children
- Babysitting of sick children at home – financial aid for a maximum of 10 days a year (social agreement to end June 2011)
- Crèches for children (current social agreement)

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Equality and Diversity Committee set up

In late 2005, the Board of SNCB-Holding decided in consultation with Infrabel and SNCB to set up an Equality and Diversity Committee, defining its composition in June 2006. The committee comprises:

- Representatives of the main divisions of the SNCB Group
- Several external experts including a representative of the Institute for the Equality of Men and Women and the partners of various projects associated with diversity
- Representatives of the two recognised trade unions

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Compatibility of Job and Family

What this includes:

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Equal Opportunities division





Compatibility of Job and Family

- **Compatibility of bringing up children and work**
- **Compatibility of caring for family members and work**
- **Compatibility – and corporate promotion of health**
- **Education**

Compatibility of Job and Family

and bringing up children

This includes:

Creating free, demand-related childcare facilities such as

- **Crèches**
- **All-day schools**
- **Family service to assist in exceptional situations**

Compatibility of Job and Family

and caring for family members

This includes:

- **Leave of absence in keeping with the provisions covering child sickness**
- **Adequate day-care facilities**
- **Greater supply of short-term care**
- **Family service – for exceptional emergencies**

Compatibility of Job and Family

and corporate promotion of health

The WHO laid down a guiding principle:

“Changing patterns of life, work and leisure have a significant impact on health.

Work and leisure should be a source of health for people. And the way in which society organizes work should help create a healthy society. Health promotion generates living and working conditions that are safe, stimulating, satisfying and enjoyable.”

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

and corporate promotion of health

Institutions have established:

European Risk Observatory 2008

- **60% of days of absence in 2005 were caused by stress-related illness**

The main factor:

Incompatibility of family and work

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

and corporate promotion of health

**Health Report from the Federal German Association of
Company Health Insurance Funds 2005:**

- **1 in 12 lost working days is due to mental illness**

The main factor

**is stress caused by multiple strain from a
feeling of excessive demands**

Compatibility of Job and Family

and corporate promotion of health

It is established that:

- **A major influence on health is the conditions of
working life and family life.**
- **Employee representation can have a major influence on
conditions at work.**
- **The Occupational Health and Safety Act in conjunction
with the Industrial Relations Act in Germany provides
for extensive opportunities for action that can be taken.**

Compatibility of Job and Family

What we, the EVG, do

- **In the network we create a training programme for workers' representatives**

Content:

- **Introduction to the pertinent legislation**
- **Analysis of the corporate situation**
- **Support for the employees concerned**
- **Supporting colleagues and superiors**
- **Creating networks**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

What we have achieved as EVG:

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

- ✓ **Provisions in our collective agreements**
- ✓ **Group Agreement on Family and Job**
- ✓ **Measures to be implemented**
- ✓ **Opportunities for the works council**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

**Promotion of the compatibility of family and job,
parental leave § 6 MTV-Schiene (master collective
agreement for the railway sector)**

**(1) When exercising rights to determine instructions and other
performance, the Employer shall take into account the
Employee's duties arising from family and parenthood
whilst considering the company's possibilities.**

Board division – Deputy Chairwoman
Equal Opportunities division

 **Compatibility of Job and Family**

**Collective agreement regulating alternating telework
for the employees of various companies in the DB
Group (KonzernTeleTV)**

Preamble

**... achieve better compatibility of family and job whilst
considering individual working practices**

Board division – Deputy Chairwoman
Equal Opportunities division

 **Compatibility of Job and Family**

Aims of the Group Agreement:

- ✓ **Promote equal opportunities for men and women**
- ✓ **Prevent employees that assume family duties being at a disadvantage**
- ✓ **This includes: Bringing up children and caring for family members**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

Scope of application:

**The Group Agreement applies to every company in the Group
except Schenker AG (logistics division)**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

Assistance before and during parental leave:

- ✓ **Planning discussions must be held with each employee
before and during the parental leave**

- ✓ **The first discussion before paid maternity leave commences**
 - **The partner can also attend**
 - **The employee representative can be included if the
employee so wishes**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

- ✓ **The line manager issues the invitation to the discussions**
- ✓ **EVG's aim is to keep colleagues in the company**
- ✓ **Constant contact with the office**
- ✓ **Employees are deputised during leave and sickness**
- ✓ **Part-time work**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

- ✓ **Obligation to inform in writing of a change in the job**
 - **Such as the introduction of new technologies**
 - **Discontinuation of the job**
 - **But also if the employee has his/her own wishes for change.**

Board division – Deputy Chairwoman
Equal Opportunities division

 **Compatibility of Job and Family**

Qualifications:

- ✓ **Further training during the family phase to obtain qualifications**
- ✓ **Costs of the training borne by the employer**
- ✓ **The employee invests time**

Board division – Deputy Chairwoman
Equal Opportunities division

 **Compatibility of Job and Family**

Employees keep their job and their pay

- ✓ **The employee basically returns to work after the family phase under the terms of the existing employment contract**
- ✓ **The employee's job is occupied for a maximum time of three years with the involvement of the employee representation**
- ✓ **The employee can return to work in the third year**
- ✓ **The employer encourages the return to work with part-time work and telework within the company's possibilities.**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

§ 6 Group Agreement on Caring for Family Members

Employees that take on duties of care required for family members are given the opportunity:

- ✓ of part-time work**
- ✓ of alternating telework**
- ✓ to reduce overtime and accrued leave entitlement**
- ✓ of other forms of flexitime**

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

Assistance during care

Analogous with the provisions applying to parental leave

Board division – Deputy Chairwoman
Equal Opportunities division

Compatibility of Job and Family

Differences of opinion between employees and employer

✓ **Clearing Office:**

Composed of two representatives each of the employer and the Group Works Council

Employer: Ms Sylvia Müller, Mr Hans-Joachim Borck

Employees: Erika Albers – a member of the Works Council concerned

Compatibility of Job and Family

Opportunities of action for the employee representation under the Industrial Relations Act (BetrVG)

- ✓ **Working hours – Arrangement § 87 (1) Nos. 2 + 3 BetrVG**
- ✓ **Staff planning § 92 BetrVG**
- ✓ **Security of employment § 92a BetrVG**
- ✓ **Advertising jobs § 93 BetrVG**
- ✓ **Selection guidelines § 95 BetrVG**
- ✓ **Qualifications – Vocational training §§ 96 – 98 BetrVG**
- ✓ **Individual staff measures § 99 BetrVG**



 **THANK YOU FOR YOUR ATTENTION**

Company Working Hours Projects at DB AG



Sources: DB net and DB AG (HBT)

Deutsche Bahn AG

Tariff and Social Policy

The report on the company working hours projects is intended to answer the following questions

- Part 1** What is the background to the company working hours projects?
- Part 2** Why do we carry out company working hours projects?
- Part 3** What are the objectives of the company working hours projects?
- Part 4** What is the special thing about company working hours projects?
- Part 5** What results and findings have been obtained up to now?
Where do we go from here?

Basic understanding and background of the Company Working Hours Projects at DB AG

1. Basis: Negotiation result of 31 January 2009:

1. Preparation collective bargaining round 2009 in terms working time demands of the trade unions: Employers favoured to keep it outside of the bargaining round and to discuss within projects.
2. Result: Working time was negotiated, the new provisions should optimize the operating conditions for the employers.
3. Additionally agreed: Implementation of joint projects at operational level with the objective to structurally improve the shift scheduling under consideration of a better compatibility of work and family

2. Objective: Continuous and joint organisation of working time appointments on site by employees, works councils and employers

3. Focus: Core functions with shift and rotating shift work.

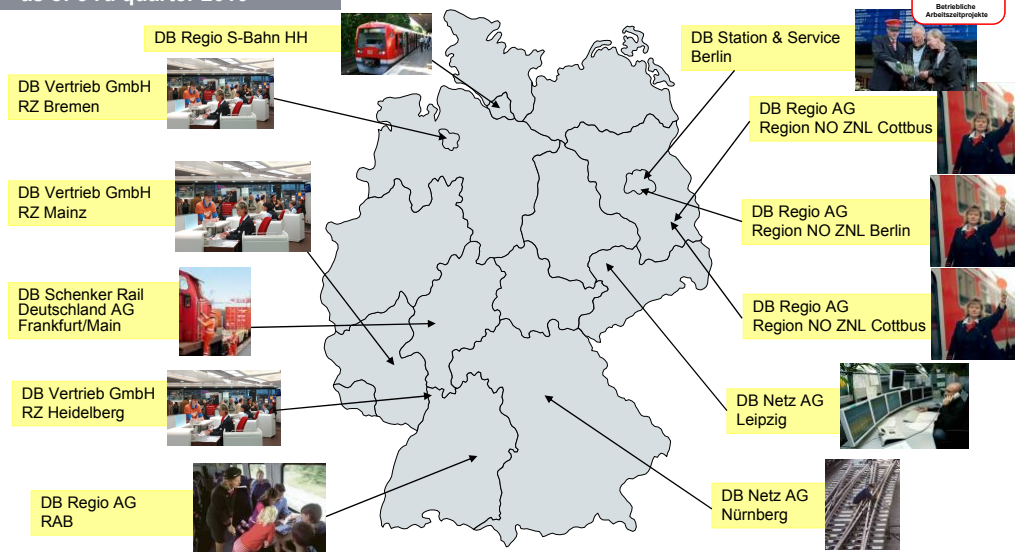
4. Responsibility for working hours projects: Social partners on site

5. Project steering:

1. Department „Tariff and Social Policy – Collective agreements DB Group“
2. Target: Uniform project frame (project structure, profile and communication concept)
3. Main task of the project management: Initiate projects, communication of successes

Overview of current company working hours projects throughout the DB Group, professional groups and the country

as of 3rd quarter 2010



The company working hours projects serve to establish a communication, solution and implementation culture

Joint project in the company for organising the working conditions

Analysis and survey Project implementation Company measures

Employees and works councils

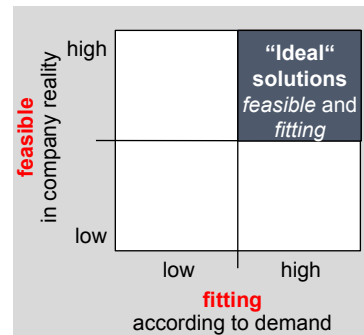
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2. "Echte" V
3. Ruhestage
4. etc.

**Wishes/
offers/
demands**



Employers

**Wishes/
demands/
offers**



Working hours topics are at the heart of it – but this is often not the point to try to solve dissatisfaction ► broad focus in the staff workshop

WHAT

influences the satisfaction of employee?
issues/starting points

Duty roster/
duty plan

Working/framework
conditions

Leadership/
communication

Prospects /
others

WHO

can change
the conditions?
- action
levels

Central

Regional

Local

- a. Collect and sort the **problems**, making a selection according to importance
- b. Deal with the **selected problems**, taking a **solution-oriented approach**
What is to be done? **Who** has to be involved?

► **Focus on the solution, not the problems!** ("Problems are tasks")

Collection and classification of the issues/problems



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DB Regio North East “Company Working Hours Project “ Impressions from the project on site, incl. staff workshop



Example DB Regio North East: depending on the complexity of the resulting issues, some solutions have already been found

as of 2nd quarter 2010

	Customer service agent deployment site	Cottbus (BCS)	Frankfurt/Oder (BFP)	Elsterwerda (BEW)	Senftenberg (BSN)	Falkenberg (LF)		
1.	8-week period for duty plans is too short	⚙️		⚙️	⚙️			
2.	Holiday ruling/planning	✅	⚙️					
7.	Maintenance of A/C systems in the trains		⚙️					
8.	Management recognition of work performed by customer service agents		✅					
11.	Reintroduction of basic weeks			⚙️			✅	Implemented in planning period 2/2010
14.	Setting up an exchange					✅	✅	Planned for implementation in next possible planning period
15.	Alternating the shift contents for trains (lines) on successive days					✅	⚙️	In progress
16.	12 hours minimum rest between 2 shifts for those living further away					✅	❌	Cannot be implemented

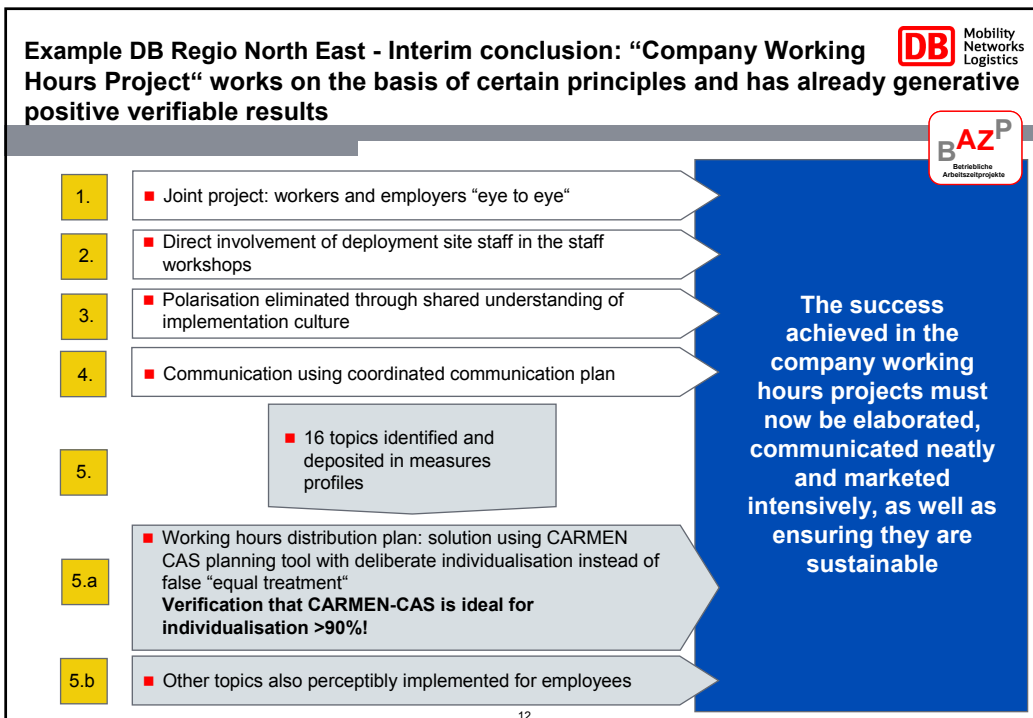
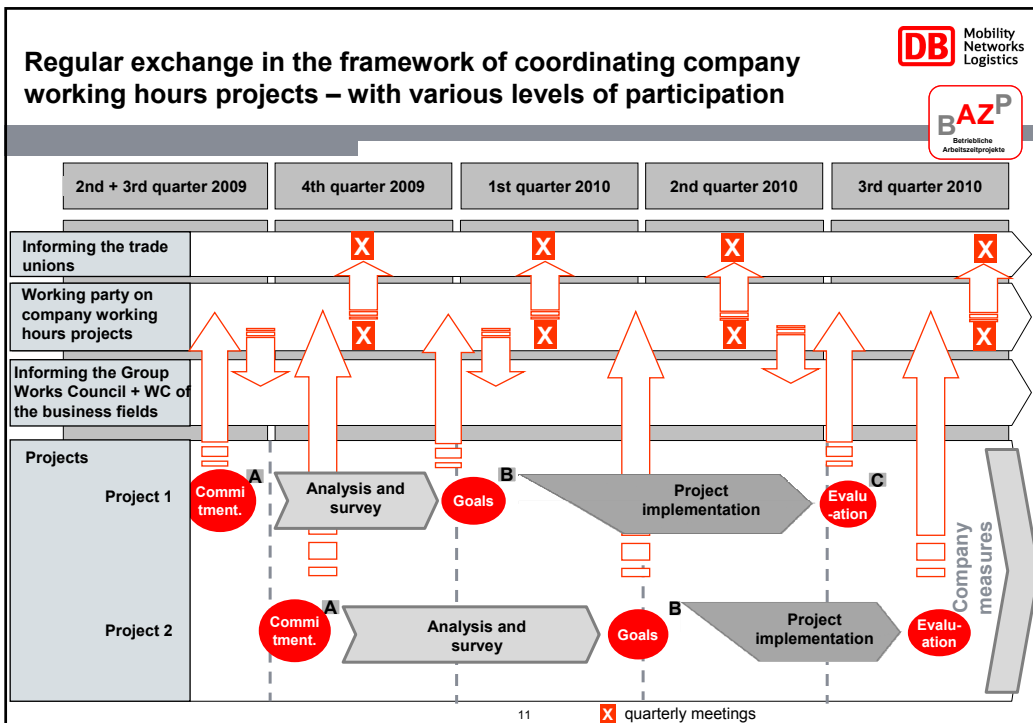
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Example DB Regio North East: AZ – Distribution topics implemented using Carmen-CAS in the interests of both employees and the company

as of 2nd quarter 2010

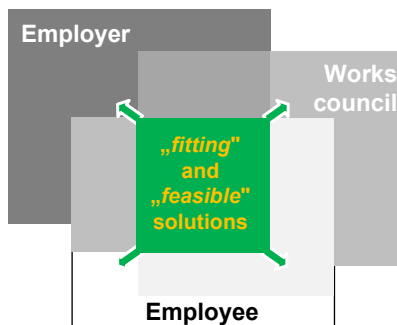
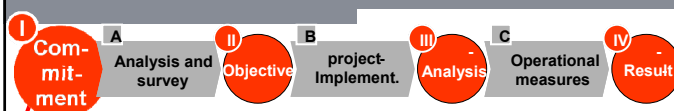
	Customer service agent deployment site	Cottbus (BCS)	Frankfurt/Oder (BFP)	Elsterwerda (BEW)	Senftenberg (BSN)	Falkenberg (LF)		
3.	Reduction of short shifts	✅		✅				
4.	Deployment of part-timers at the weekend	✅	✅					
5.	Regressive starts of the shifts	✅			✅			
6.	Shift monotony		✅		✅			
9.	Rhythm of shift changes (early/late)		✅	✅	✅	✅	✅	Implemented in planning period 2/2010
10.	Shift sequence		✅				✅	Planned for implementation in next possible planning period
12.	Grouping scheduling shifts together in one block (one week)			✅			⚙️	In progress
13.	Free weekend every 2 weeks in time window min. 1a.m. Saturday to midnight Sunday					❌	❌	Cannot be implemented

10



Back up

**First mile stone: A joint project agreement between social partners
– Commitment!**



What do employees want / need?

- **Joint determination of the starting point:**
 - further consolidation of existing rules is **not promising**,
 - **Complexity** and **Diversity** of DB Group require **differentiated operational solutions**,
 - **Involve** those the project is about: the **employees!**
- Commitment of each single site essential (works council / employer)
- Definitions regarding **What, How and Where**

Communicating the company working hours projects based on a communication concept coordinated with all participating levels



Posters

Documentations

DB World

DB Navigator

Management Newsletter „update“





Women In Rail

The Train Drivers Job and Work Life Balance in the UK

15th – 16th June Brussels

Definition of Work Life Balance

Having a measure of control over when, where and how you work, leading to be able to enjoy an optimal quality of life.

Work life balance is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society!

Stress

- Stress is the most common cause of absence from work in the UK
- 2 out of 5 employees suffer from work related stress
- Absence from work due to stress costs UK employers 13.5 million days per annum

Who Initiated the debate/agreement?

- White paper on Fairness at Work in 1998
- After pressure from the Trade Unions, the government eventually passed legislation - the 1999 Employment Relations Act .
- Very weak, only guidelines
- The Unions continue to push for the legislation to be adopted by all Companies

Collective Bargaining

- No National Bargaining
- Rail Industry very fragmented with each individual company having their own Machinery of Negotiation
- It is up to the Company Councils to follow their Companies Machinery to negotiate the best deal for its members within the unions agenda

Work Life Balance Table - ASLEF

Work-Life Balance Table as at 2 June 2011

	Company	Reduced hours etc
D.V	East Coast	Flexible working policy
J	Virgin Trains	JWP to examine Flexible Working/Work Life Balance
F	Eurostar International Ltd	No
A	CrossCountry Trains	JWP to examine Flexible Working/Work Life Balance
	GB Railfreight	4 day week
	Tubelines	None
	First Great Western (HSS)	N/A
	Freightliner Heavy Haul	
C	Chiltern Railways	N/A - no short/fixed term contracts. Job share.
	London Overground	Yes
C	First Hull Trains	Reduced to flat 35 hr week 2005
G	First Capital Connect	Yes Reduced hours driver available 24 hr week (4x6 or 3x8) with option to keep full pensionable pay or pro rata
	London Underground Ltd.	Opportunity to work reduced hours - Sats, Suns & BHs only
	DHS	No
	DB Schenker Infrastructure Monitoring	No
J	Southeastern	Some movement through job share. Reduced hours working for domestic purposes
E	East Midlands Trains (Former Central Trains)	Job share (discussions broke down over protection of pension)
E	East Midland Trains (Former Mid. Mainline)	Yes, on individual basis dealt pro rata. No general agreement
E	South West Trains	Family friendly part-time working procedure
	London Midland (Former Central Trains)	Job share (discussions broke down over protection of pension)
	DBS/DBS (I)	Now forms part of the PTR A - in negs to provide as a right. Vvll be part of next pay claim.
H	London Midland (Former Silverlink County)	Yes
G	First Great Western (LTV)	No intention
	First Great Western (West)	Part-time working agreed for 2 Drivers. One job share application denied
B	GZ	N/A
	Southern	No
	Southern (formerly Gatwick Express)	Flexible working conditions
	First Transpennine Express	No
	Heathrow Express	
H	Northern Rail East (Former ATH)	Flexible working in operation- now agreed
	National Express East Anglia (Former GE)	N/A
	First ScotRail	Max 46 hrs rostered week. 2008 Senior JWP looking at reducing maximum hours
G	Arriva Trains Wales	None
A	National Express East Anglia (Former Ang)	Job Share Arrangement/family friendly policy/flexible working
	Northern Rail West (Former FNW)	N/A
	National Express East Anglia (Former WA)	Reduced hours in place
	Freightliner	
	Merseyrail	N/A
	Island Line	N/A
	East Midlands Trains(Former Maintrain)	family friendly & support rotas separate from main link
	DB Regio Tyne and Wear Ltd.	
C	First Tram Operations	

Obstacles

- Resistance from within the union
- Resentment from other workers
- Management
- Cost Issues

Who is responsible for it's implementation?

- The Companies - legal responsibility
- The Trade Unions

How long did it take to implement?

- Still in process
- Introduction of the PTOA in 2002
 - Short Term Leave Agreements
 - Weekend only working
 - Maternity/Paternity and Adoption Provision
 - Parental Leave
 - Career Breaks
 - Fixed Link Rosters
 - Jobshare Agreement

Examples of Job Share Working Patterns

Option 1	Option 2	Option 3	Option 4
Week 1 T/op A works 5 days Week 2 T/op B works 5 days	Week 1 T/op A works 3 days T/op B works 2 days Week 2 T/op A works 2 days T/op B works 3 days.	T/op A works 1 day each week T/op B works 4 days each week	T/Op A works 3 months T/Op B works 3 months

My Example



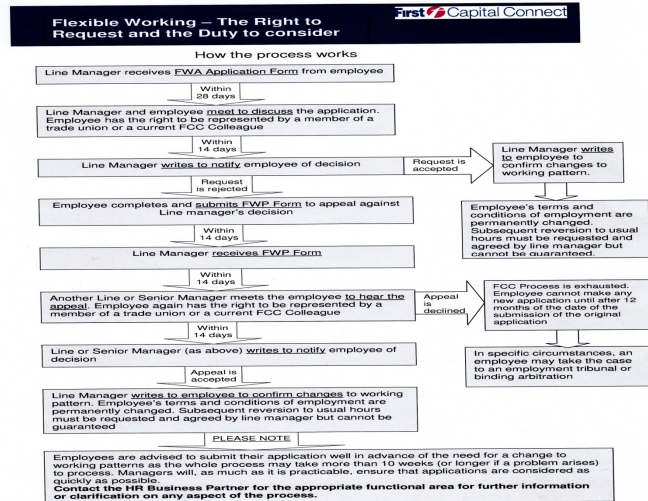
- Both parents work full time
- Opposite extreme shifts
- Both members of syndicate
- Pros and cons

First Capital Connect Example

- 4 day week
- 35 hours average week
- Maximum 40 hours per rostered week
- 104 rest days over 52 weeks



FCC





Chez Léon
Rue des Bouchers 18
19h30

Thursday, June 16, 2011

Morning session (*Moderation: Aliette Dörflinger*)

9:00	Welcome and opener <i>Aliette Dörflinger</i>
9:15	Presentation: Costs and benefits of family-friendly measures <i>Eva Heckl</i>
9:45	Presentation: Reintegration after parental leave – PKP CARGO case study <i>Roman Drążkowski, PKP Cargo S.A.</i> Discussion
10:30	Coffee break
11:00	Measures for reconciliation of work and social/family life – identification of best-practices elements in already implemented measures and design of new measures <i>Working groups</i>
12:30	Lunch

Afternoon session (*Moderation: Eva Heckl*)

13:30	Presentation of working group results and discussion
14:30	Coffee break
14:45	Presentation of working group results and discussion
15:45	Reflection of the workshop and closing remarks
16:00	End of seminar



DAY 2

AGENDA

DAY 2

- PRESENTATIONS
 - ↳ „Costs & Benefits of family-friendly measures“
 - ↳ PKP Canga Case Study
- WORK GROUP
 - ↳ presentation results
 - ↳ discussion
- Reflection of the workshop
& Closing



[PRESENTATION]

1. **Costs and benefits of family-friendly measures**
Eva Heckl, Austria Institute for SME
2. **Reintegration after parental leave – PKP CARGO case study**
Roman Drążkowski, PKP Cargo S.A.





Costs and benefits of a family-friendly enterprise policy

WIR Seminar, Brussels, 16th of June 2011
Eva Heckl

www.kmuforschung.ac.at

Beneficiaries

2/8

- **Employees:** direct beneficiaries through support with co-ordination of family and working life, continuous biography, better perspectives
- **State / Social system:** support in reaching social goals, through higher employment higher tax amount
- **Enterprises:** competitive advantage, cost reduction

Benefits for enterprises

3/8

- Competitive advantage
- Higher motivation of the staff
- Higher efficiency
- Reduction of stress
- Decrease of absences
- Decrease of fluctuation
- Increase of return rate after parental leave, shorter parental leave periods
- Improved personal marketing
- Improved image of company
- Marketing effects

Cost-benefit analysis - challenges

4/8

- **Costs:** directly allocable, measurable
 - **Benefits**
 - often difficult to measure in quantitative terms
 - long-term effects
 - not directly allocable (interdependency)
 - effects dependent of enterprise size and sector
- *Work-life balance can enhance productivity through mechanisms that go beyond the scope of economics but take into account the social context of employment relationships (Yasbeck 2004)*

Model calculation

5/8

- by Prognos AG
- „model enterprise“ based on controlling data of 10 enterprises in Germany (2003)
- „model enterprise“ based on controlling data of 9 enterprises in Switzerland (2010)

Germany: Cost-reduction potential vs. costs of family-friendly measures

6/8

Cost-reduction potential

- Costs related to replacement / labour turnover
- Bridging costs
- Costs for reintegration
- Costs for absenteeism

Costs

- Consultancy services, re-integration programmes
- Working time flexibility and part time
- Teleworking
- Child care facilities (in the company or support for external services)

Switzerland: benefit effects vs. costs for measures

7/8

Benefit effects

- Return effect
- Part time effect
- Career effect
- Attractiveness effect

Costs for

- Support related to child care
- Additional release
- Consultancy
- Parental leave for fathers
- Flexible part-time work
- Teleworking

Economic effects of family-friendly measures

8/8

Return on Investment (ROI)

in Germany: 25%

in Switzerland: 8%

➔ A family friendly enterprise policy pays off



Thanks for your attention!

Website:
www.kmuforschung.ac.at

E-Mail:
e.heckl@kmuforschung.ac.at

Mitglied bei / Member of



European Network for
Social and Economic Research



AUSTRIAN COOPERATIVE RESEARCH
KOOPERATION MIT KOMPETENZ



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Reintegration after parental leave - PKP CARGO case study

Brussels 15th - 16th June

„BETTER REPRESENTATION AND INTEGRATION OF WOMEN IN THE
RAILWAY SECTOR”

2nd thematic seminar: Work organisation and work life balance

PKP cargo
LOGISTICS

Reintegration after parental leave

Initiatives supporting
women after parental
leave

Project's main
issues

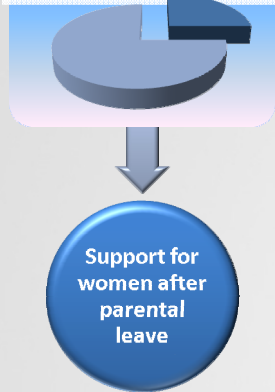
Existing
initiatives

New
initiatives

Part-time job

for women returning from
parental or maternity leave

Part-time job



Existing issues

The goal

- To enable work & life balance

The source of law

- National Labour Law

Target group

- Mothers of child under the age of 4

Financial support

for working parents and women who are on the parental or maternity leave

Existing issues

**Financial support
for family**



Support for
women after
parental
leave

The goal

- Subsidy families with children (holidays) and financial assistance in need

**The source
of law**

- Internal regulations – Social Fund

**Target
group**

- working parents and their children
- women who are on parental or maternity leave

New initiatives. The „Working Parents” Project

Support
for women
after
parental
leave

**Intranet
website**
for working
parents

**Internal
questionnaire**
for women after
parental leave

e-learning
for working
parents /
women

Consultancy
for women after
parental leave

Intranet website for working parents

LAW for WORKING PARENTS / WOMEN

RETURN after PARENTAL LEAVE

NEWS for WORKING PARENTS / WOMEN

E-LEARNING

Intranet
website for
working
parents

Support for
women after
parental
leave

e-learning for working parents



LAW for WORKING PARENTS
— a project for working parents



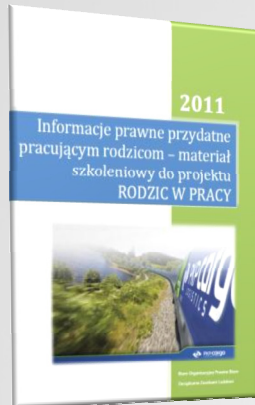
RETURN after PARENTAL LEAVE – MOTHER at WORK
— „working parents” project

e-learning
for working
parents

Support for
women after
parental
leave

E-learnig for working parents

case 1 – LAW for WORKING PARENTS



- **The goal of training**
 - To increase awareness
- **Content of training**
 - Law for working parents and pregnant women including:
 - *Working time*
 - *Maternity and parental leave*

E-learnig for working parents

case 2 RETURN after PARENTAL LEAVE – MOTHER at WORK



- **The goal of training**
 - To increase awareness
- **Content of training**
 - Social situation of parents returning after parental leave
 - Psychological situation and motivation for work
 - Law for parents returning after parental leave

Consultancy for women after parental leave

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Contact:
Consultant for working parents
and women after parental leave
(a mother of 3 children)

Consultancy
for women
after parental
leave

Support for
women after
parental
leave

PKP cargo
LOGISTICS

Questionnaires
let the company
know more

Ankieta dla rodziców powracających po urlopie macierzyńskim lub wychowawczym: Odpowiedz na tę ankietę

Zakończ

Anuluj

Które z poniższych stwierdzeń jest najtrafniejsze przy określeniu „Moja idealna rodzina”?

- ☐ Tylko mężczyzna ma pracę, kobieta ma mniejsze potrzeby wykonywania pracy zawodowej, prowadzi dom i opiekuje się dziećmi.
- ☐ Powinna być równość pomiędzy kobietą i mężczyzną w możliwości podjęcia pracy zawodowej oraz w podziale obowiązków domowych.
- ☐ Tylko kobieta ma pracę, mężczyzna ma mniejsze potrzeby wykonywania pracy zawodowej, prowadzi dom i opiekuje się dziećmi.

W którym miesiącu po urodzeniu dziecka nastąpił powrót do pracy?

Jakie czynniki przyczyniły się do podjęcia decyzji o powrocie do pracy?

- ☐ Finanse
- ☐ Możliwość socjalnych kontaktów z innymi współpracownikami.
- ☐ Chęć rozwoju zawodowego.
- ☐ Inne

Po powrocie moje środowisko pracy

- ☐ Było takie same jak przed urlopem
- ☐ Polepszyło się
- ☐ Uległo pogorszeniu

Po powrocie relacje z przełożonym

- ☐ Były takie same jak przed urlopem
- ☐ Polepszyły się
- ☐ Uległy pogorszeniu

Po powrocie relacje z współpracownikami

- ☐ Były takie same jak przed urlopem
- ☐ Polepszyły się
- ☐ Uległy pogorszeniu

Po powrocie moja motywacja do pracy

- ☐ Była taka sama jak przed urlopem
- ☐ Zwiększyła się
- ☐ Zmalała

Uwagi do pytań 4, 5, 6, 7

- Questionnaire issues
 - Motivation for returning
 - Month / time of returning
 - Relationship with colleagues
 - Relationship with superior

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Project's main issues

PKP cargo
LOGISTICS

Internal support of project

Management

Member of
Board
for Personnel

Representative
of Board
for Personnel
Strategy

HR Director

HR

Legal

IT



External support of project

Experts and institutions who have shared with us
their unique knowledge or materials



PR and internal communication

Magazines



Mailing



Intranet



Benefits

Increased
motivation

Strengthening
Employer
Branding



THANK YOU FOR YOUR ATTENTION

Contact

e-mail: personel@pkp-cargo.eu

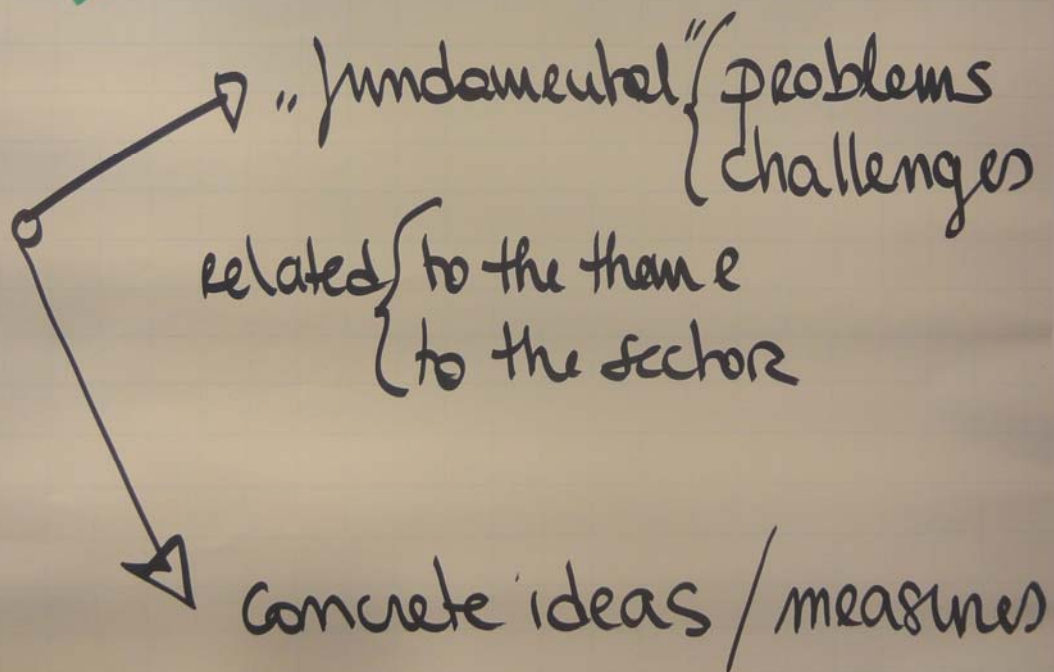
[GROUP WORK] Measures for reconciliation of work and social/family life – identification of best-practice elements in already implemented measures and design of new measures

→ Groups of 3-5 persons

└ 1 „Rapporteur“

└ ≈ 40 min

└ Visualisation



[GROUP WORK] Method

<u>Context /</u> <u>Problem Analysis</u> WHY?	<u>Description of</u> <u>the measures</u> WHAT? WHO?
<u>Implementation</u> L success factor L barriers	<u>Conclusions /</u> <u>Consequences / Effects</u> L company/employees L Joint Recommendation Policy Level

CHILD CARE - PARENTAL LEAVE

→ shift workers
→ mobility } specific measures.

Législation does exist

3 steps

1. Pré-natal
2. nursery + / maternity paternity
3. Parental leave

→ Annonce / pré-information Congé Maternité
entretien avant départ? Quel avenir/poste?

Belg = No
Bg = No
Sw = yes
Pd =

→ C. Parental : garanties / retour?
↳ Pd = yes (meeting)

UK = yes
during pregnancy
→ uncontracted

Caisse de Solidarité Sociale (Belg)
(cotisation Entreprise / employés)

→ Flexibility = Schedules = ~~Night~~ } UK
BG
Belg / sécurité parents

Suite measures

Nursery and Kindergartens

- Horaires (schedules) nursery
- ~~Coexistence horaire~~ = opening hours
- Bg = ~~some~~ Some weekly nurseries (only public)
- Sw = Only in the day. → public
↓ private
- UK = private - expensive
8⁰⁰ am → 6⁰⁰ pm
- PLD = Monday to Fri | private - expensive
7⁰⁰ am → 6 pm | public
- France = only in the day
- Bgg = in the day | public - private

"It is not the firm's problem"

So one of the solution is =

→ PARENTAL LEAVE

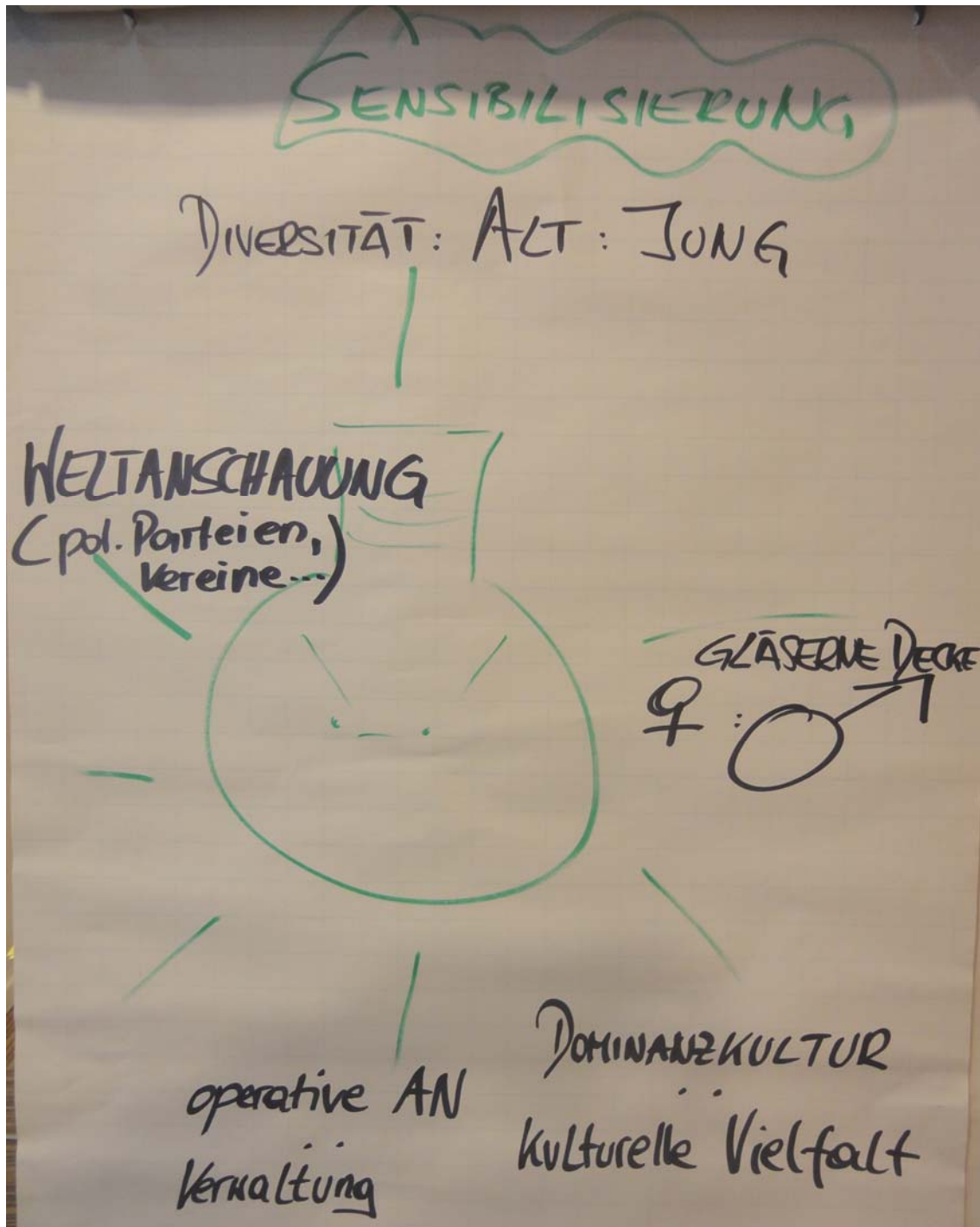
- Parental leave

- to keep ^{a link} an eye on the prof. universe
- Problem : private sphere ?
- when parents on parental leave return in the company ? → which guarantees for the future ?
- Money = has to be better paid

Remark = not only babies or little children also young adults (12-16y)
→



[GROUP WORK] Results group 2: over-ageing of the working force



GENDER

ALT: JUNG

THEMA

WER

ÜBERALTERUNG

SCHICHTDIENST

~~WANDERARBEITER~~

LÄNGERER VERLEB

SCHICHTDIENST

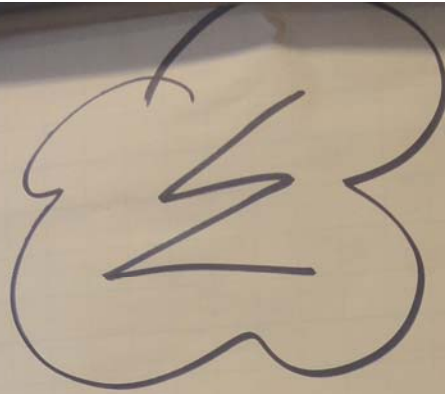
WAS

ANREIZMODELLE

- Rekrutierung,
 - Nachfolgeplanung → MBO (genderausgewogen)
- (*) DB: PRÄMIEN FÜR NEUE MA ~ INGENIEUR
- * Lehrlingsprämie
 - Lehre mit Metra
 - * betriebliche GF
 - Gesundheitsvorsorge für Lehrlinge, G-Check plus indiv. Betreuung
 - * Girls-Day;
 - Kooperationen AMS

A Modelle

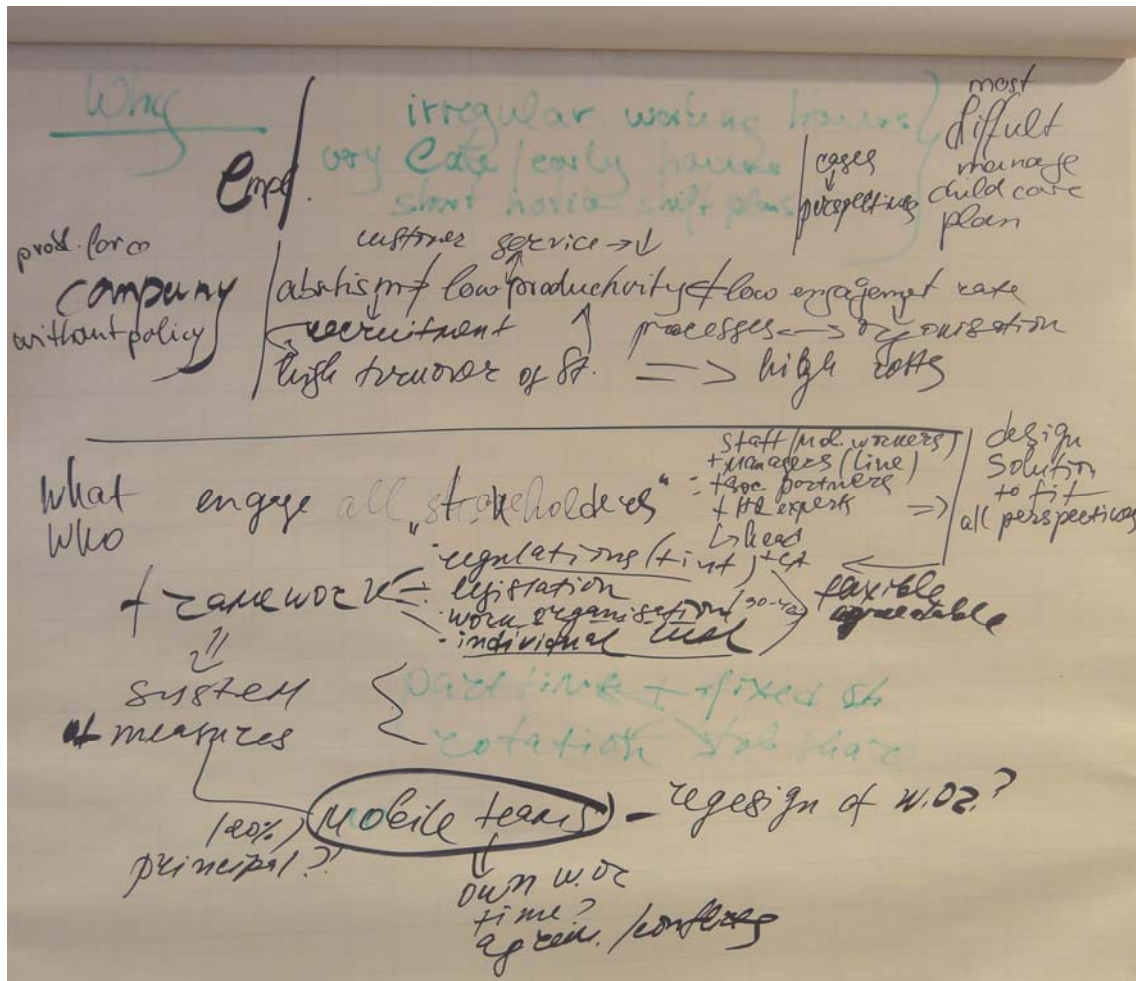
- Arbeitsalltag ⇒ altersgerechte BS-Pläne
(geminderte Nachtdienste etc.)
Schichtlängen kürzen
Schichtanzahl, Ruhezeiten
Tarifvertrag
- WISSENSTRANSFER * Learning by doing
- * MentorInnen-System
- * BGF: JOSEFSHOF
- ⇒ Gendermedizin f. Arbeit
- ⇒ „gendered“ TrainerInnen



- h \Rightarrow Unternehmen profitiert
C
- Sicherstellung Know-how
 - Zufriedene MA (weniger Fehl(tage))
 - Bindung ans Unternehmen
 - höhere Kreativität + Produktivität

- \Rightarrow MA profitiert
- sicherer Arbeitsplatz
 - Wertschätzung.
 - WORK LIFE BALANCE
 - Motivation

[GROUP WORK] Results group 3: shift work / working hours





[Reflection]

