

WORK LIFE Management Fortnight



7–20 October 2017
Toolkit

www.uniworklifemanagement.org



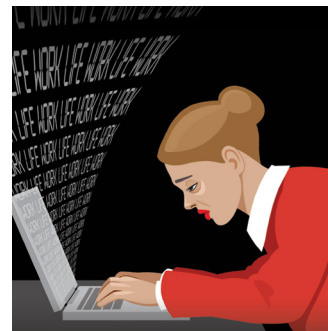
CONTENTS

UNI Work-Life Management Fortnight – Introduction	3
Why Work-Life Management matters	4
Workplace stress as a union bargaining issue using management standards	6
UNI improving Professional and Managerial workers' lives	12
Trade unions and work-life management	14
Model motion and clauses for negotiation	17
Planning your UNI Work-Life Management Fortnight	24
Guide to activities during UNI's Work-Life Management Fortnight	26
Work Your Proper Hours Day – 8 October	28
Other events happening during UNI's Work-Life Management Fortnight	31
Model article for unions to promote UNI's Work-Life Management Fortnight	32
Frequently Asked Questions (FAQs)	34

UNI WORK-LIFE MANAGEMENT FORTNIGHT

7–20 OCTOBER 2017

ACHIEVE MORE WITH LESS STRESS



INTRODUCTION

Welcome to the sixth UNI Global Union Work-Life Management fortnight of action.

In this step-by-step guide we explain why work-life management is an important issue and what trade unions can do to get involved in transforming paper policies into real practice that will help to organise and build workers' rights.

Work-life balance matters because in different companies around the world workers can be expected to cope with working long hours and taking short breaks. In too many countries childcare remains prohibitively expensive or difficult to find, while care for older people is of inconsistent quality. The quest for higher productivity and prevalence of long hours culture can also limit the effects of improved rights and undermine equal opportunities policies between different groups of workers.

While this style of working can lead to ill-health and stress, which affects millions of workers around the world, there is also the impact of more technology in the workplace which has changed the way people work. For this reason this year's theme is: **Bargaining to Tackle Workplace Stress**. It connects the 24/7 working culture that technology has facilitated and reflects on how it has added massively to the burden workers face across the globe, with the prevalence of poor work-life balance. Indeed, the main finding of a 2012 survey of P&M workers in Hong Kong was that people felt they could not switch off, even while asleep or on holiday, because of technology.

Clearly, UNI Global Union and our affiliates can help to change the rules of the game, to ensure that all workers have access to decent work conditions and better work-life management

policies. Good policies, properly implemented, also make good business sense as they can improve recruitment, retention, and the morale of workers – all of which reduces costly mistakes or losses and result in a more successful organisation.

Our two weeks of action run from 7-20 October to coincide with the ITUC's World Day for Decent Work (7 October); UNI Professionals & Managers' Work Your Proper Hours Day (8 October); the UN World Mental Health Day (10 October) and UNI ICTS sector's Contact Centre Week of Action (18–24 October).

UNI P&M thanks all the affiliates who have contributed to making this guide a user-friendly and practical resource. We continue to look for more case studies of good practice to share with other affiliates. So if you have examples of work-life management activities please email details to: pav.akhtar@uniglobalunion.org

In unity,



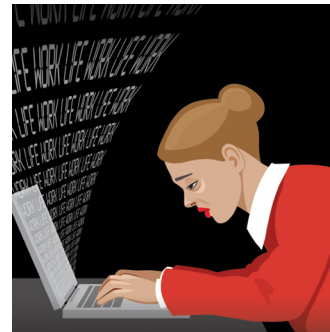
Ulf Bengtsson
UNI Global P&M
President



Pav Akhtar
UNI Global P&M
Director

Pav Akhtar, UNI's Director for Professionals and Managers
Twitter: @UNI_PM
Web site: www.uniglobalunion.org/pm
Facebook: UNI Professionals & Managers (UNI P&M)

WHY WORK-LIFE MANAGEMENT MATTERS



DEFINING WORK-LIFE MANAGEMENT

UNI Global Union's Professionals and Managers (UNI P&M) group defines work-life management as people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside of paid work is accepted and respected as the norm, to the mutual benefit of the individual, to the employer and to society. The key to achieving work-life management is having a sense of control and empowerment.

THE CHANGING WORKFORCE

UNI P&M wants a breakthrough in the way that work-life management can be understood and utilised to positively impact on the lives of millions of workers and businesses around the world.

The fact is that around the world workforce demographics are changing: more women are working and taking shorter breaks after childbirth; there are more single parents working or seeking work; more graduates are entering the labour market; people are working later in life and are likely to have increased responsibility for the care of elderly dependants as people live longer.

In the 21st century, workers will need to take a 'life course' approach to balancing the different aspects of their lives in order to maintain their skills, their health and their potential earnings.

EFFECTS OF POOR WORK-LIFE MANAGEMENT

Even where good policies exist, workloads can prevent people from taking advantage of them. The 24/7 Survey carried out by Keele University in 2006 found that more than 50 per cent of respondents at UNI's UK affiliate, PCS, worked above their

contracted hours while 33 per cent had been unable to take their full holiday allowance.

An Australian Workplace Relationships Survey carried out in 2012 by the Centre for Corporate Health, a workplace health service provider, found that companies were fostering an 'avoidance culture' among employees, with 46 per cent of respondents saying they would rather look for a new job than contend with a workplace issue, while 48 per cent resorted to taking days off when faced with a tough time at work. The survey also revealed that many workplaces were ineffective at dealing with difficult problems which were leading to a detrimental effect on employees' health and well-being.

The 2014 Eurobarometer survey of working conditions in European Member States found that excessive working hours is the most frequently quoted reason for workers in Europe to be dissatisfied with their jobs (48 per cent), while exposure to stress is among the top workplace health and safety risks identified by workers (53 per cent).

In all these studies, the workplace issues that were identified could lead to conflict between work and family demands which could in turn lead to physical and mental health problems. Rather than improving efficiency, this situation increases stress, reduces productivity and creates a greater likelihood of illness and absence.

STRENGTHENING LEGISLATION

Workers in some parts of the world are protected by rights that limit working time and provide for leave and financial support in specific circumstances. Some parents and carers can benefit from statutory entitlements to request flexible working and in respect of maternity,

paternity, parental and adoption leave, and time off for dependants. Elsewhere, particular legal protections can apply to protect part-time or temporary workers and workers with disabilities. However, legislation is by no means universal, despite ILO core labour standards and protection, legislation is often not translated into workplace practice.

HOW EMPLOYERS BENEFIT FROM GOOD WORK-LIFE MANAGEMENT ARRANGEMENTS

While some employers use flexibility simply as a device to save money and undermine good conditions of service, there is a lot of evidence that employers can also benefit more from work-life management arrangements that are designed to support workers.

In fact, good policies can improve recruitment, retention, the health, morale, motivation and loyalty of workers. Good flexible working policies can give a better return on training investment and increase productivity – all of which reduce costs and result in a more successful organisation. Work-life management policies can also make a crucial difference to equal opportunities. They are not a luxury add-on but the core of good management.

GOOD POLICIES, BAD PRACTICE

Too often good policies exist on paper but not in practice. The consequences of job cuts or relocation on work organisation, workloads and staffing levels can stall any attempt to eradicate the long hours culture that pervades public and private sector organisations. Managers can also receive inadequate training and support, be made to work with untested procedures and IT systems, or be put under pressure to meet targets rather than encourage, support and promote work-life management for staff. In other workplaces, employment models are applied that result in unrealistic workloads and unachievable targets and long hours being seen as the norm with little regard for health and safety, and no adjustments for disability needs. Even long-accepted conditions of service, such as flexitime agreements, can be undermined.

EMPLOYER – TRADE UNION PARTNERSHIPS

Many trade unions that represent P&M workers recognise that training and support is crucial for both managers and employees who may be considering alternative or flexible work

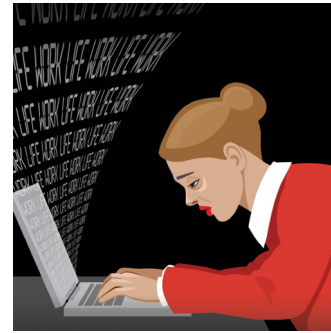
arrangements to manage their work-life balance. A World at Work survey in 2011 found that only 17 per cent of employers provide such training for their workers, while only 21 per cent did so for managers.

Among those companies that promote good work-life management practices, which can include moving from a rigid face-time environment to one with much greater flexibility, they help employees to adjust to the change. This is where good partnership work between trade unions and employers has been used to offer employees online personality and work-style assessments to help them decide if they prefer to integrate or segregate their job and family responsibilities and then help the P&M workers to prepare for new ways of working through training webinars and books about flexible work arrangements, online dashboards of performance indicators, project management software, and other technology and training tools.

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your news stories, information and pictures to: pav.akhtar@uniglobalunion.org

WORKPLACE STRESS AS A UNION BARGAINING ISSUE USING MANAGEMENT STANDARDS



INTRODUCTION

Work-related stress has been recognised as a major problem for working people over many decades. The pace and scale of work-related stress has intensified over the past two to three decades due to many factors which include the increasing role of technology in the workplace, and the digitalization of work organisation and content, to enable the ever-greater levels of globalisation that is needed to meet the needs of an on-demand economy. Not only has this forced business to remodel their strategies to ensure that all grades of workers, from the highly specialized professionals, to large-scale production and sales teams, are constantly switched on and available to meet the demands of a 24-hours a day global economy.

It is due in part to the work of unions that stress is now recognised as one of the main ill health concerns in the workplace. Unfortunately, while many employers have accepted that stress is a major problem in their workplace, few have an idea how to tackle it effectively.

UNI Global Union affiliated trade unions for Professionals and Managers in the UK have been working with their trade union centre to develop guidance available which can will help organisations to identify practical solutions to the problem. This management standards approach to tackling work-related stress could, if implemented properly, significantly reduce levels of illness caused by work-related stress. That is why UNI Global Union Professionals and Managers Group is sharing the experience of its UK affiliates to provide guidance for trade union health and safety representatives and negotiators around the world.

Among the British trade unions, where this management standard approach has been developed, it is a commonly held view that safety representatives should encourage their employer to implement its high standards in their organisation. Although the standards are not compulsory, there is a requirement on the employer to do a risk assessment that should include stress and, if stress is a problem in a workplace the employer should take steps to manage it. If the employer chooses not to use the approach modelled in the management standards approach, then the union should ensure that the employer is made aware that they will still have to have in place a suitable equivalent system for managing work-related stress.

Unions have a major part to play in ensuring that employers take seriously their responsibilities to tackle work-related stress. Dealing with stress at work highlights the fact that health and safety is not divorced from the rest of the union's work activity.

Unions and employers working together to invest in health and safety can result in a vast improvement in other aspects of industrial relations and a working environment in which work-related stress is managed properly.

The guidance in this section is designed to help union health and safety representatives to encourage their employer to work with them to implement high standards to managing work-related stress. The management standards approach was launched after extensive development and piloting. They are an effective tool to help organisations identify the causes of work-related stress and implement practical solutions to manage the risks. They are now the main standard in use in the UK.

The guidance:

- Gives a background to the problem of stress
- Outlines what the management standards are
- Suggest what the union and employer can do
- Explains the process
- Gives advice on how to build union representatives' knowledge

BACKGROUND

UNI Global Union Professionals and Managers Group uses the working definition of stress as 'the adverse reaction people have to excessive pressure or other types of demand placed on them'. This definition is widely accepted and under this definition all stress is damaging. It is recognised that a certain degree of pressure is inevitable in all work and can help to keep people motivated. However, stress can lead to physical or psychological ill health.

European Commission statistics show that stress is one of the top two causes of sickness absence (with musculoskeletal disorders) across Europe. In 2016, the British TUC undertook a survey of its affiliated trade unions' health and safety representatives, 70 per cent identified stress as one of the top five hazards in their workplace and 32 per cent said it was the top hazard.

The UNI Global Union Professionals and Managers' Group position is that work-related stress should be treated as any other workplace hazard, and be subject to the same regulations that manage health and safety at work in any country, and should also seek to include a risk assessment.

Trade union representatives have an important role in the process of managing stress in the workplace. They are an integral part of the communication between union members and the employer. As part of their role the union representative should encourage members to take an active role in the process where it is being properly used. They also have a role in tackling the stigma of stress; people perceive stress as a weakness and this may contribute to under-reporting.

THE MANAGEMENT STANDARDS APPROACH TO STRESS

The management standards approach (the approach) to work-related stress and accompanying guidance has been designed to help employers to identify causes of stress in the workplace, and to develop and implement

solutions to minimise the effects on workers. UNI Global Union Professionals and Managers Group affiliated unions in Britain have welcomed this development as it gives real support to employers wishing to tackle stress at work. The standards also give health and safety enforcement officers a means to assess if an employer is failing to manage stress adequately.

UNI Global Union Professionals and Managers Group recognises the experience of its UK affiliates which shows that the application of this approach can provide an effective way to deal with stress, and highlights the critical importance of involving unions and employees at every stage of the process, from introduction of the process, to developing management systems, and implementing preventative measures. If employers try to introduce them without proper consultation they are unlikely to be effective or supported by employees.

The management standards group the principal causes of work-related stress into six key areas:

- **Demands** – Includes issues like workload, work patterns and the work environment
- **Control** – How much say a person has in the way they do their work
- **Support** – Includes encouragement, sponsorship, and resource provision by the organisation, line management and colleagues
- **Relationships** – Includes promotion of positive working to reduce conflict and deal with unacceptable behaviour
- **Role** – If people understand their role in the organisation and if the organisation ensures that its people do not have conflicting roles
- **Change** – How organisational change is managed and communicated in the organization

For each of these grouping there is a level which every employer should aim to achieve. These are:

Demands – Employees indicate they can cope with the demands of their jobs

Are members able to deal with workloads and deadlines? It may be that the work is dealt with but it is a matter of 'coping' or 'fire-fighting' all the time. Is the feeling of being under pressure all the time, the general attitude of members, or is it just one or two people? If it's a general attitude or problem then it indicates an organisational issue.

If it's individuals then it may be an indication that they have not been trained properly, do not have the right skills for the job, or too few people are deployed to do the amount of work. This is an example of why a dialogue following the survey is key – because it helps the union representatives to identify the local issues and develop practical solutions.

Control – Employees indicate they can have a say about the way they do their work

Having established what they do and if they have been trained to do that job, workers need to know how to do it and how flexible the working arrangements are. Are members able to vary their routine or the way in which the work must be done? For example, a limitation may be due to members working in a production cycle, or they are call centre workers, or forms must be completed in a set way or phrases said in a certain format, but is there scope for job rotation? If you are facing angry customers on a complaint line all day it may be stressful, but if there is scope to move to a customer helpline where there is less conflict, this may allow 'recovery time'.

Support – Employees indicate they receive adequate information and support from their colleagues and superiors

Union representatives need to establish that there is a clear line of responsibility or supervision or that the member is clear about the kinds of decisions they can take on their own. Asking if they know who their line manager/supervisor is and whether that person is readily available to give guidance and support, would be useful. Is teamwork or communication between colleagues encouraged or does the work set-up prevent this? Do members have time to talk to each other? Can situations be discussed and experiences shared?

Relationships – Employees indicate they are not subject to unacceptable behaviour e.g. bullying at work

Does the work pattern or job set up, enable people to build constructive and supportive relationships at work? Do managers treat all employees fairly and appropriately. Does the organisation have a definition of (un)acceptable behaviour and policies for tackling this? If a union representative identifies problems they may need to negotiate an agreement on dealing with bullying, harassment or unacceptable behaviour at work. Check if there are already procedures

in place. If there are, do members know about them? Do they think they work? Union representatives may need help from union officials to help set up these discussions or get guidance.

Role – Employees indicate they understand their role and responsibilities

Union representatives should establish that members are clear about what their job is, what it is they are expected to do, and how they fit into their team and the organisation.

Change – Employees indicate the organisation engages them frequently when facing organisational change

Change itself is not necessarily a bad thing. However, it is essential that structures are in place for members to be informed and consulted on change, particularly at times of fundamental restructuring or when redundancies might be likely. This applies to minor changes as well; talking to the people doing the job is likely to make the change process easier, better understood, and more acceptable to employees.

THE PRACTICALITIES – WHAT THE UNION AND THE EMPLOYER NEED TO DO

The first step for an organisation that wants to implement the management standards approach is to set up a working group to oversee the stress risk assessment process. This can be the existing health and safety committee or a group set up specifically for this purpose.

There should be union involvement, but it is also important that, where available, HR, health and safety and occupational health specialists are on the group. Also remember the approach is organisational, covering all levels of staff within the organisation. This may require a representative from each union, or where this would be too cumbersome, a nominee from the unions who is able to represent the views of the trade union side.

Where possible, this group should include a senior manager (at director or board level) to show high level commitment, and to confirm resources for the project. The group will be responsible for introducing and implementing the approach.

UNI Global Union affiliated trade unions for Professionals and Managers in the UK recommend that all members of the group have

a good knowledge or understanding of work-related stress and, where necessary, be given full training on the approach at the start of the process. Joint training can improve the group's understanding of what work-related stress is, and how it impacts on the employees, the work, and the organisation.

It is important that the group has realistic timescales and the organisation is committed to providing the resources needed to implement the findings of the risk assessment. Tackling stress is not something that can be done overnight, and it may involve both management and union safety representatives in a long process. This means that unions must ensure safety representatives will be given sufficient time to deal with the additional demands.

Management must also be encouraged to realise that simply using the approach to produce reports will achieve nothing. The process should lead to proposals for practical change that must be implemented, for example, not only should an assessment of risk be done but action should be taken where risk is found.

These can include uncomfortable options in some cases, such as tackling an organization's long hours' culture, developing policies to improve working practices or increasing staffing levels. That is why it is crucial to get commitment from the top. There is no point in starting the process if, half way through, management backs out because they are not prepared to fund the changes needed. However, some solutions may be obvious, quickly achieved, or inexpensive. Taking such action will encourage continued engagement and increase confidence in the process.

A good communications strategy is also key, as the workforce must feel both informed and involved at every stage. This communication strategy should include different mechanisms and different media – simply relying on e-mail can result in some staff not being included, for example, cleaners, ancillary workers, or those without regular access to computers at work.

Often the impetus to tackle work-related stress will come from the trade unions, but the first step is to gather information on the current state of the organisation; this will provide evidence of the need for action and will give a baseline starting point from which to measure improvement once action is taken.

The employer is advised to carry out an audit or a survey to establish a picture of what is happening and to give an overall view of the workplace. An questionnaire that links into the six management standards can be found at: <http://www.hse.gov.uk/stress/standards/step2/surveys.htm> and can give some idea of priority areas that may need further discussion.

Using the questionnaire can help organisations to measure how they are performing against the standards. Data from the questionnaire can be fed into an analysis tool which can be used to indicate possible hot spots and prioritise areas for action. The questionnaire can be repeated following the implementation of practical controls and progress towards achieving the standards can be measured.

Trade unions can also do their own surveys locally to find out the levels of stress and the causes. The British TUC has produced a simple 'Stress MOT' that safety reps can use to find out if there is likely to be a major problem. <https://www.tuc.org.uk/sites/default/files/TUCStressMoT-survey.pdf>

THE PROCESS

The next step is the risk assessment process, which is designed to help prevent people from being harmed at work, physically, or psychologically. If work causes stress, then all risks – not just psychological – must be assessed. Sometimes this may take a union representative out of classic health and safety issues and give rise to having to deal with employment rights and welfare issues, such as job descriptions or parental leave or care for a dependent.

The approach to risk assessment is the same for stress as for other risks. It needs to focus on the causes, not just the effects. It is important to get the starting point right. The management standards approach was designed to follow a risk assessment process. Employer are responsible for carrying this out, though they should consult trade union representatives and others at each stage.

The steps (with some examples) are:

Look for the hazard – what could cause harm and how?

The employer can use the survey results and pre-existing documentary evidence such as sickness absence records, occupational health referrals, to identify whether there is evidence of a problem with work-related stress.

They can also carry out an inspection of the workplace to check for physical sources of stress, checking environmental issues such as temperature, ventilation, lighting conditions. Working in poorly lit rooms without any natural light can be very demanding and sometimes painful on the eyes causing headaches. For example, they could check to ensure the proper design and installation of machinery to avoid muscular-skeletal problems or RSI. Check on noise levels and vibrations. Even noise levels that do not cause damage to hearing can have a negative effect on the heart and circulatory systems. Faulty equipment can also cause problems, for example computer equipment which takes a long time to log in or upload, production lines that regularly breakdown (especially where pay depends on output).

The employer can also check the documentary evidence of areas where staff turnover is increased or where people have raised concerns.

Identify people at risk who could be harmed, and how? Is anyone particularly vulnerable?

Under 'Support' the employer should have established what lines of supervision exist, but is there an issue of competency of those supervisors? Is there a need for training and if so what kind? This is a good issue to involve learning reps in. People may also be vulnerable due to what is happening in their life outside the workplace or because of pre-existing health conditions. In these circumstances the organisation's attitude toward flexible working, carers leave, or recognition of staff medical conditions can be vital. Employers aren't obliged to act where the stress is not work-related, but if they do it may keep the member in work and productive.

Evaluate the risks

What is causing the problem? How widespread is it and how many people are affected? Are there any preventative measures already in place?

What else needs to be done? Is the information flow sufficient and appropriate? For instance, are employees involved as well as informed of change in the organisation? Does the organisation have access to personnel or occupational health advice?

What are the priorities? The survey should have given the employer an idea of where the gaps are

in the organisations approach. Trying to tackle every problem at once may not be possible, so identifying where problems are most acute or where people are already being affected and securing agreement to target these may be useful. Ensure effective communication with members of the actions being taken and the reasons why these have been prioritised.

Record the main findings (and implement them!)

By now the organisation should have a story to tell which is packed with information. It is essential that this information is accurately recorded. This will be the basic reference point. The employer will use it to inform others of the stress issues in the workplace and working with them to form possible solutions.

Trade unions and their representatives will be able to use the document, or set of documents, as a checklist against the activities of the organisation as they develop their stress management programme.

Having collected the information let members know the outcome of the union's investigation and report the outcomes to the health and safety committee.

Ensure that the management of work-related stress (and other identified risk factors) is a regular item on the Health and Safety Committee agenda. Union findings will be an important tool in how management, in discussion with the Committee, carries out their own risk assessments.

The Committee needs to establish a programme of work to implement the management standards. If such a committee does not exist then discussions directly with the employer will be needed.

Implementation is where the problems often lie. Employers may see that the problem is because of workload or staffing levels and simply walk-away. Union representatives need to make sure this does not happen by involved the members throughout the process and being sure that information has been made available at every stage.

- Monitor and review the effectiveness of any control measures (revise them if necessary)
- Have control measures been implemented properly?
- Are they working effectively?
- Are they still valid?

- Has anything changed?
- Are there any new issues?
- When do you next review the data?

This is why keeping a record of findings is important. A risk assessment carried out by an organisation is a 'live' document and needs to be kept up to date. Workplaces physically change, the staff change and technology and ways of working change. Ask yourself if the employer's approach to implementing the standards is delivering the intended outcome of preventing and controlling stress at work? Is it answering all the union's concerns that were identified through your survey and assessment?

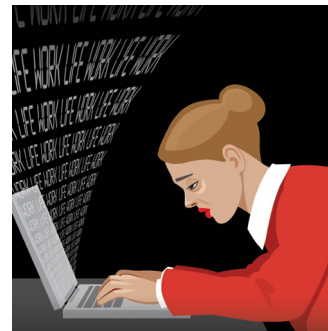
There is no easy solution to getting an employer to manage stress at work, but the survey, the factor table and the risk assessment, in conjunction with other tools can take the union in the right direction.

TRAINING FOR SAFETY REPS

For many union representatives this may be a new area of work and they will need assistance. Trade union safety representatives should secure the right to training. Whilst the union should ask the employer to provide joint training on the standards for both management and safety representatives, it is not a substitute for union-led and focused training.

Enquire with the local or national trade union centre to see what short course programmes they have on offer, and whether any of these include stress at work, or has taken on board the standards. You should also contact your trade union to assist you with getting on to a union training course or arranges for you to join a trade union centre course. There may also be the possibility of on-line distance learning.

UNI IMPROVING P&M WORKERS' LIVES



WHAT IS UNI'S WORK-LIFE MANAGEMENT FORTNIGHT?

UNI P&M launched the Work-Life Management Fortnight to change the rules of the game by getting trade unions that organise and represent P&M workers to engage in global action that will raise awareness about the importance of good work-life management to professional and managerial grade workers.

The two weeks of action give a platform to UNI's trade union affiliates and to employers to work together to demonstrate their commitment to work-life management and how this can benefit millions of workers and businesses around the world. Overwhelming bodies of research show that true engagement can deliver bottom line results. Well-being is a primary indicator for this performance. An engaged and well workforce is a business imperative for sustainable high performance that can deliver advantage and success.

WHEN DOES THE UNI WORK-LIFE MANAGEMENT FORTNIGHT TAKE PLACE?

UNI Work-Life Management Fortnight takes place from 7-20 October. These dates have been chosen because they include the ITUC's World Day for Decent Work on 7 October, the UN's World Mental Health Day on 10 October, and UNI ICTS Sector's Contact Centre Week of Action (18-24 October). [Click here](#) to learn more about these events.

WHAT IS THE THEME OF UNI'S WORK-LIFE MANAGEMENT FORTNIGHT?

The theme for this year's UNI Work-Life Management Fortnight is: **Bargaining to Tackle Workplace Stress**. This is because the global financial crisis and changing patterns in the labour

market – especially the technological revolution – have added massively to the societal burden and stress that workers face across the globe.

Crucially, the negative aspects of 24/7 mobile technology as not arisen because of technology, but because of management cultures. In the 2012 Hong Kong survey, almost 25 per cent of people said they use mobile devices for work outside office hours because their bosses expect them to. Twenty per cent said it was because their clients expect them to. So it seems that it is not the phones that are preventing workers from relaxing, it's other people.

As increasing numbers of mobile devices are launched, and mobile data speeds increase, making it even easier to work anywhere and anytime, trade unions need to intensify debates with employers about work-life balance and people's availability in a 24/7 world. Office workers also need to think about their own habits. One reason why colleagues and clients can easily reach us out of hours is that we're already on our tablet or phone – using social media, doing online shopping or checking news. We're more likely to hear the ping of an email arriving, so we're more likely to deal with it. Clearly, it is not just employers who need to learn the lessons about technology, and how we can work most productively, it's also ourselves.

DOWNLOADABLE RESOURCES TO DEAL WITH WORKPLACE STRESS

By providing empowering information and resources, UNI P&M group aims to mobilise affiliates across the globe. From Australia to Zimbabwe and with hundreds of workplace activities in different countries, trade unions are well-placed to improve work-life management policies and practices.

Our affiliates will:

- Meet with workers – to identify the difference positive work-life management policies can have on workers' lives
- Promote work-life management activities – workers will be encouraged to take part in activities that enable better work-life management
- Run trade union campaigns – to organise workers and make the case for workplace policies and practices that can help to secure better work-life management
- Meet with local management – to explain the business case for work-life management and undertake collective bargaining of policies to allow for this
- From Work-Life Balance to Work-Life Management – Present the research which underlines the importance of identifying and responding to key drivers of engagement and well-being for all employee groups in the workplace, ensuring that they remain engaged as they progress through their different life stages to achieve work-life management

UNI P&M has brought together a number of practical guides which are used as part of the 'R U OK' campaign in Australia. These can be downloaded and shared among workers to help identify signs of stress and give tools to manage this. These guides are especially relevant for P&M workers who tend to work away from home for longer periods of time.

Coping with stress

Stress can drain your hope, energy and drive. While overcoming it's not quick or easy, there are some steps you can take to manage it, especially if you notice the effects of stress early. The self-assessment checklist can be used to identify the sources of your current concerns.

Coping with guilt and conflicting expectations

When we're away from home, we may experience a range of emotions we feel unable to manage. This topic covers a list of feelings commonly felt by those working away from home with tips on how to manage those feelings.

HOW DO I TAKE PART IN UNI'S WORK-LIFE MANAGEMENT FORTNIGHT?

Trade unions and employers of all sizes, from all industries, around the world are invited to take part. Simply identify some initiative(s) that your organisation will run to promote work-life management for your members or staff during

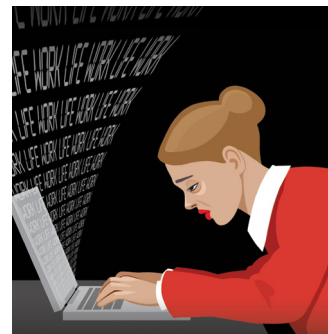
the fortnight. This could be as straightforward as emailing all employees about the importance of work-life management, or providing training to employees on flexible working. Or it could be a more elaborate programme involving service users and suppliers to make them aware of your commitment to being a socially responsible trade union or employer. It could be the opportunity to launch a new work-life management policy or raise awareness of an existing one.

The most important point for trade unions is that this initiative offers a good opportunity to engage with workers in order to identify the issues around which to organise and develop their involvement in trade union activity to improve the workplace. [Click here](#) to find practical ideas that you can use to join in UNI's Work-Life Management Fortnight.

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your news stories, information and pictures to: pav.akhtar@uniglobalunion.org

TRADE UNIONS AND WORK-LIFE MANAGEMENT



FACILITATING PARTICIPATION IN UNION ACTIVITIES

Trade unions have become increasingly involved in promoting the needs of workers and their work-life balance, in particular, through collective bargaining.

With the increasing employment of women in most countries, new needs are arising, not only for women workers but also for men, as dual-earner couples with dependents struggle to manage their family responsibilities while coping with the demands of work. Recognising this new reality can be a way of strengthening the trade union movement by showing that trade unions are responding to the evolving needs of workers, as can be seen in an example from the Irish Congress of Trade Unions (ICTU).

In considering how to increase its membership base, the ICTU noted that 'Trade unions do their business, for the most part, in a way that was appropriate to the age of the male breadwinner. The structure of work has changed radically in recent years. Two-thirds of the 450,000 new jobs created in the Republic of Ireland since 1994 were filled by women. The twin pressures of commuting and caring are making participation difficult for people. This is a reality that has to be recognised and accommodated.'

ICTU: Strengthening the Trade Union Movement, 2004

NEGOTIATING FOR NEW PRACTICES AND AGREEMENTS

In many countries, trade unions have negotiated various types of measures to help reconcile work with family responsibilities.

In Brazil, an analysis of clauses in collective agreements established in 2000 found that the

most frequent clause, found in 85 per cent of agreements, concerned job security for pregnant workers, a right already established by law, but probably one of the most difficult to put in practice. The unions feel that the presence of this clause will help to ensure these provisions are applied and that, in case of infringement, they will be stronger to defend the worker.

Legislation in virtually all countries provides for maternity leave, improving on legislation by increasing the length or improving the payments has been one of the more frequent gains through collective bargaining.

In collective bargaining, there may sometimes be more scope for non-wage benefits than for wage increases and thus for visible gains by the union. Such gains – for example, flexible time arrangements or short leave for a family emergency – can make a big difference to employees and may be more important to them than a small wage increase. The agreement at Barnardos in Australia provides some interesting flexibilities for employees, particularly for those with children.

Certified agreement at Barnardos Australia

Acknowledging the caring responsibilities of many employees, the Directors will, as far as practical in meeting the needs of clients:

- Allow a reasonable number of short personal calls;
- Allow work that can be undertaken at home to be done there when family illness or other pressing reason exists and clients are not disadvantaged;
- Permit a child to be temporarily at work in emergency situations where there is no direct contact with the client and where clients are not disadvantaged;
- Allow young babies being breastfed to be brought to the office, if not too disruptive;

- Allow flexibility in hours to meet family obligations if they do not interfere with services to clients;
 - Allow unpaid leave in school holidays where this does not interfere with client service.
- Department of Employment & Work Relations:
Barnardos Australia Certified agreement
2001–2004*

To negotiate effectively, those involved need to know the problems and preferences of workers and also the options that have been used elsewhere. Thus, to support collective bargaining for the development of work-life balance policies, a number of trade unions have produced information materials or toolkits to assist negotiators.

To prepare its guide, the ITUC held a series of regional seminars for trade union officials and representatives, as well as focus groups, to find out what the trade unions needed to assist them to move the agenda forward. The main stumbling blocks found were a lack of information on the options available and no clear method for beginning a process of developing family-friendly/work-life balance policies and arrangements.

On its website, the AFL-CIO of the United States provides bargaining fact sheets on issues such as control over working hours, comprehensive advice for family leave, as well as possible questions for a questionnaire which affiliates could use to identify the work and family needs of workers. Similarly, the Australian Council of Trade Unions (ACTU) on its website has resources for bargaining for improved family rights at work which can be downloaded. The British TUC has started an online course about work-life balance for union representatives, and publishes a free bulletin on work-life balance issues.

DIRECT INTERVENTIONS

There are some cases where trade unions have played a significant role themselves in providing facilities (such as childcare) to help workers with family responsibilities. The NTUC of Singapore, for example, is renowned for its facilities:

Family care programmes by Singapore trade union

In 1969, the Government of Singapore encouraged the labour movement to re-define its role from one narrowly focused on collective bargaining and grievance handling to helping workers in all aspects of their life.

It was thus that the NTUC, composed of 63 unions, set up a series of cooperatives related to family care, including childcare and elderly care. NTUC has become the largest single provider of quality and affordable childcare in Singapore.

*Singapore National Trades Union Congress,
2008*

The projects of trade unions in Benin provide some innovative examples of how trade unions can provide education and services, which have the added advantage of creating employment:

Union services to alleviate household burdens in Benin

In Benin, unions have projects for:

- Staff cooperatives which buy household goods (rice, soap) in bulk so women members can obtain them at lower prices;
- Laundry services for working women to alleviate the heavy workload in the home and also to create employment for other women in the neighbourhood;
- Childcare facilities near the main market for children of women vendors to facilitate breastfeeding;
- A women's theatre group to help educate women on issues relating to unionisation and family, such as family planning, health, education of girls, the disadvantages of polygamy.

Gender Promotion Programme: The role of trade unions in promoting gender equality (1999)

ADVOCACY: GETTING THE ISSUE ON THE AGENDA

A major role of trade unions is to advocate improvements in national legislation and policies that affect workers' well-being. Trade unions can lobby governments for improvements in legislation concerning working time provisions and family benefits.

However, ensuring that pro-work-life legislation and collective bargaining agreements are actually implemented is also a key role of trade union organisations, more so in the context of weak government control mechanisms. The critical point is that workers cannot exercise rights that they do not know about, and trade unions play an essential role in disseminating this information.

Different tools can be used to reach workers with this information, from newsletters, events like UNI's Work Life Management Fortnight, and

training of shop stewards. In some countries, websites provide access to workers and their representatives.

Vigorous action is often necessary to ensure that workers not only know their rights, but are also able to exercise them. Even when they know their rights, without support, workers may hesitate to claim them.

In Australia, for example, the government – after much campaigning work by trade unions – adopted some good legal policies. However, UNI affiliates in Australia found that many workers did not know what their rights were. The unions joined together to set a collective policy framework with a range of clauses to inform workers of protection under existing legislation and to encourage workers join the union to help them protect their rights further.

WHAT IS THE ROLE OF A UNION REPRESENTATIVE IN WORK-LIFE MANAGEMENT

Trade union representatives play a very important role in ensuring work-life management policies exist and are being implemented. We can review the impact that our workplace policies are having on workers in our companies and then employ trade union skills to organise workers and negotiate better policies and practises.

For instance, work-life management can be linked to a 'well-being at work' campaign because members that cannot resolve conflicts between the demands of their work, family, home and leisure will be more prone to illness, less able to devote time to acquiring new skills and unable to perform to their full potential. Union representatives can help members to plan ahead and assist them in making requests for changes to take up different work patterns. They can make sure that systems are in place to prevent the pressure building up by ensuring that breaks and leave are taken, by ensuring that members know about study leave and how to apply for flexible working.

MODEL MOTION AND CLAUSES

In 2011, UNI P&M group introduced a set of recommendations for trade unions to tackle work-life management issues in the workplace. These recommendations offer a powerful and comprehensive narrative of action that can help to change the rules of the game for P&M workers, among others, in many workplaces. Some of the

ideas that union representatives can pursue to ensure practices and agreements are negotiated and implemented include:

Checklist

- improve health and cut sickness absence
- encourage adjustments in working patterns for ill-health and disability
- enable staff to find time for exercise and relaxation
- improve access and time to learn new skills through formal and informal learning without career detriment and with better incentives
- design training opportunities so that all staff can access them
- improve performance
- design workloads to be accomplished in the time allocated
- promote a culture where contribution is not judged by the length of time spent at work
- use appraisal systems based on contribution and achievement rather than attendance
- encourage employers to apply coherent common standards on hours, leave and family leave
- establish appropriate support and provision for childcare
- promote a holistic approach that recognises how balancing work with other aspects of life supports diversity and health
- train managers to manage a workforce with diverse working patterns

Here is a model motion that UNI affiliates presented to the trade union centre, the Australian Council of Trade Unions in 2012. Its intention was to encourage all unions to adopt progressive and inclusive work, life and family policy within their own structures and use the policy framework as a starting point for collective bargaining with employers and government.

Read through this policy to see if you can identify ways in which you could engage your union stakeholders in dialogue about how to adapt the clauses within it to meet your own national laws, workplace contexts, and your members' needs.

WORK, LIFE, FAMILY MOTION

Policy framework

1. Changes in social, family and labour market structures mean that both partners of couple families are now likely to be employed, making balancing work, life and family a key industrial priority for union members.
2. Congress believes that unions, employers and governments have a responsibility to support employees to balance their work and caring responsibilities.
3. Congress welcomes the introduction of the Paid Parental Leave scheme by the Government and the proposed introduction of Dad and Partner Pay in 2013.
4. For paid parental leave to genuinely assist parents in their employment however, employees returning from parental leave must also be entitled to appropriate flexibility in their work arrangements in order to accommodate their ongoing caring responsibilities.
5. In addition, higher participation in the workforce for women and the trend towards de-institutionalisation of care for dependents with a disability, or elderly dependents has increased the need for support for workers with a wider range of caring responsibilities, particularly the sandwich generation of workers who care for both children and elderly parents.
6. Unions will campaign and bargain to:
 - a) Extend employee rights to request flexible work arrangements in order to meet a wider range of caring responsibilities and ensure procedural fairness for all employees making such requests;
 - b) Extend the amount and scope of carer's leave entitlements;
 - c) Build on the new Paid Parental Leave and proposed Dad and Partner Pay schemes by improving and protecting employer provided paid parental leave and superannuation contributions;
 - d) Improve provisions of the Fair Work Act, Equal Employment Opportunity for Women in the Workplace Act and anti-discrimination legislation to achieve greater equity and opportunity for employees with family responsibilities; and
 - e) Extend employee rights in relation to public holidays and weekends in a modern economy.

Right to request a change to working arrangements to meet caring responsibilities

7. Congress notes that the right to request a change to working arrangements to meet caring responsibilities is only available to those who

care for a child under school age or a child with a disability. Consequently, employees who care for school aged children, adult children with a disability or elderly dependents do not have a right to request changes to their work arrangements to meet caring responsibilities. This unfairly discriminates between groups of employees with caring roles and fails to acknowledge the range of caring responsibilities of workers.

8. Congress also notes that the right to request a change to working arrangements to meet caring responsibilities or to extend unpaid parental leave are the only two provisions of the FWA which specifically deny workers the procedural justice of a right to appeal an unreasonable refusal unless they are able to negotiate the right as part of their workplace agreement. This discriminates against workers with low bargaining power, who, ironically, are more likely to be women with caring responsibilities. Congress regards this as out of step with community standards of equity and fairness.

9. Unions will campaign to improve the National Employment Standard (NES) to:

- a) Extend the eligibility for the right to request a change to working arrangements to meet caring responsibilities to include 'any employee who cares or expects to care for a dependant who reasonably relies on the employee for care'; and
- b) Ensure all employees have a right to appeal an employer's unreasonable refusal of a request, clearly setting out the employer's obligations to properly consider the request and make reasonable efforts to accommodate the request.

10. In addition, unions will continue to bargain for:

- a) Greater employee control over their work arrangements, including shift patterns, rosters, targets and workloads in order to meet their caring responsibilities; and
- b) Equality of opportunities for casual and part-time employees in the workplace, including access to paid leave and working time entitlements.

11. Workers with family and caring responsibilities are particularly vulnerable to pressure to agree to "Individual Flexibility" clauses if it is the only way their employer will grant much needed changes to work arrangements to meet caring responsibilities.

12. Congress regards the use of Individual Flexibility Clauses as inappropriate particularly in the circumstances of workers with caring responsibilities.

Personal/carer's leave

13. Unions will continue to campaign for improved NES entitlements to better assist workers with caring responsibilities including:

- a) Extending the eligibility for paid personal/carer's leave so that it is available to employees

who care or expect to care for a dependant who reasonably relies on the employee for care (including Indigenous kinship relationships not just immediate family or household members);

b) Extending the scope of personal / carer's leave to include a broader range of carer responsibilities not limited to illness, injury or emergencies;

c) Increasing the amount of (dedicated) paid carer's leave by 5 days;

d) Including the provision of palliative care leave as a minimum standard; and

e) Ensuring that workers taking paid personal/ carer's leave do not suffer diminution in the amount they ordinarily earn.

14. Unions will also continue to bargain for:
- Working arrangements that provide respite for working carers (such as purchased leave arrangements);
 - Resource support for carers (including workplace information and referral services) and workplace based care (where appropriate); and
 - Other additional leave entitlements aimed at assisting employees balance work with caring responsibilities.

Parental Leave

15. Congress welcomes implementation of the Paid Parental Leave Scheme in 2011 and the planned introduction of Dad and Partner Leave in 2013.

16. Congress will seek improvements to the Paid Parental Leave Scheme to ensure the scheme:
- Promotes maternal and child well-being;
 - Assists parents to remain in the paid labour force;
 - Reduces the gender pay gap (including income adequacy in retirement);
 - Assists families to combine work and family responsibilities.

17. Unions will seek to improve the NES Parental Leave entitlements and Paid Parental Leave Scheme through the 2013-14 scheduled Review in order to:
- Align the NES eligibility criteria for unpaid parental leave with that of the Paid Parental Leave Scheme;
 - Provide for employer superannuation contributions to be made on periods of paid and unpaid parental and secondary carers leave;
 - Provide greater flexibility for parents to take their leave entitlement including double the time at half pay;
 - Eligibility for (un)paid leave for parents of children on permanent care orders;
 - Accrual of all entitlements including payment of public holidays during periods of paid and unpaid parental leave;

f) Introduction of specific eligibility criteria which recognises the long term workforce attachment of seasonal, casual and contract workers who are required to take breaks in employment of more than 8 weeks per annum; and

g) Introduction of paid breastfeeding breaks and breastfeeding facilities.

18. Where appropriate, unions will bargain for the above improvements, and also for:
- Employer top up on the government scheme to full income replacement level;
 - Increases in employer provided paid parental leave to at least reach World Health Organisation standards of 26 weeks paid parental leave.
 - Improved paid leave provisions in relation to assisted reproduction or fertility treatment, pregnancy, adoption, childbirth, bonding and breastfeeding; and
 - Provide employees with the right to return to work part-time from (un)paid parental leave.

Dad and Partner Leave

19. As with Paid Parental Leave, unions will campaign and bargain for the relevant improvements listed above for Dad and Partner Pay (or secondary carer's leave).

20. Unions urge the government to ensure the proposed Dad and Partner Leave legislation:
- Is clearly drafted to ensure that employers and employees may agree to bargain for top up of the government component; and
 - Provides employers with the option of passing the government payment on to employees as part of the normal pay cycle.

Discrimination

21. Congress welcomes the new discrimination provisions contained in the Fair Work Act (2009), in particular new protections of employees with family or caring roles.

22. However, far too many complainants are discouraged from using anti-discrimination provisions due to onerous burden of proof requirements. Unions will campaign for a reverse onus of proof model as adopted in the Fair Work Act.

23. However Congress notes that to be unlawful, adverse treatment on these grounds may also be a breach of the State anti-discrimination law (most of which do not protect employees with family or caring roles). Unions will campaign to ensure there are no gaps in the application of the antidiscrimination provisions of the Act.

Family and Domestic Violence

24. Congress supports the principle that family and domestic violence is a workplace issue in which unions can play a role to assist employees experiencing family or domestic violence maintain paid employment, support them through the process of escaping family violence and promote safe and secure workplaces.

25. It is important that unions, as part of the community, advocate for workers' rights to a safe home, community and workplace and take a stand against family and domestic violence.

26. In workplace bargaining, the ACTU strongly encourages unions to include provisions designed to protect and support employees who are employees experiencing family or domestic violence in line with the following principles:

- a) Dedicated additional paid leave for employees experiencing family or domestic violence, with an aim to achieving 10 days paid leave;
- b) Confidentiality of employee details must be assured and respected;
- c) Workplace safety planning strategies to ensure protection of employees should be developed and clearly understood by the parties concerned;
- d) The agreement should provide for referral of employees to appropriate domestic violence support services;
- e) Provision of appropriate training and paid time off work for agreed roles for nominated contact persons (incl. union delegates or health and safety reps);
- f) Employees entitled to family and domestic violence leave should also be able to access flexible work arrangements where appropriate;
- g) Employees must be protected against adverse action or discrimination on the basis of their disclosure of, experience of, or perceived experience of, family and domestic violence.

27. In addition, Congress supports:

- a) The creation of a new ground of discrimination (including in state and federal anti-discrimination legislation and the Fair Work Act) to better protect employees who are experiencing, have experienced, or are perceived to be experiencing family or domestic violence against adverse action;
- b) Extend the scope of the right to request provisions to enable employees experiencing family or domestic violence to maintain employment whilst addressing needs arising from domestic violence;
- c) The Australian Law Reform Commission recommendation to include paid family and domestic violence leave as an entitlement under the NES;

d) Initiatives to generate greater awareness and adoption of workplace initiatives to support cultural changes aimed at eliminating family and domestic violence.

28. Congress supports the conduct of appropriate further research to identify the key issues relating to the interface of family and domestic violence and the workplace.

Public Holidays and weekends

29. Congress recognises that in modern economy where an increasing number of employees work in 7-day week industries, Public Holidays are increasingly important as opportunities for families, friends and the community to come together.

30. Congress reaffirms the principle that Public Holidays and weekends are important leisure days for employees, their families and the community as a whole.

31. Congress supports the principle that all employees not engaged in essential services should have an absolute right to refuse to work on a Public Holiday.

32. Where employees do work on a Public Holiday or weekend they shall receive an appropriate penalty rate to compensate them for not being with family, or friends or the community as a whole on that day.

CARRYING OUT A FLEXIBLE WORKING AUDIT

It is useful to find out what is happening in your organisation so that union representatives can plan their approach to both managers and employees. It may be that informal flexible working goes on in some departments, with people working flexibly on an ad hoc basis with the consent of the manager, but the HR

department is unaware of this as there has been no change in contracts. It might also be the case that there is an agreement in place that is poorly communicated or not implemented properly. The following template can help you union representatives to gather information about what types of flexible working are in use and identify possible barriers to take up by members or potential members.

Policy or programme	Do you have an agreement? If yes, is it national or local?	How well known is the policy or programme?	Action points for union representatives
Flexible working policies and practices			
Managers' training on flexible working policy			
Team training on flexible working			
Part-time working			
Job sharing			
Annualised hours			
Term-time working			
Compressed working week			
Home working			
Term-time working (un/paid) leave in school holidays			
Work in transit			
Flexitime			
V-time working (voluntary reduced hours for fixed period)			
Other			

CHECKLIST: HELPING A STAFF MEMBER MAKE A REQUEST FOR FLEXIBLE WORKING

Helping individuals to think about how they are going to manage their workload and about other implications could help them make the breakthrough when they discuss proposed changes with their manager and teams. The union representative can help members to think through what they want to do to change the rules of the game.

Questions that union representatives could usefully propose staff to ask themselves in relation to their work-life management are outlined below:

Type of change

- Do I want to make a permanent change to my working day?
- If it is only temporary, how long do I want it to last?

Finances

- If I work part time, how will my reduced salary impact on my pension and subsequent plans for retirement?
- How will I manage if I earn less money?

Benefits

- Will the organisation benefit from the change?
- How will it help my work-life management? How will it help me cope better?
- Will it improve my performance?

Impact on the organisation

- Will it cost the organisation more?
- Will there be a cost saving or will the organisation have to employ additional staff?
- Will it help or hinder any pressure on office space?

The team and colleagues

- Have I discussed the proposed changes with colleagues? How do they feel about it?
- Is there anybody who works flexibly already that I can speak to about how they managed the change with the team?
- Will I be putting more pressure on other staff? Will there be enough cover?

Impact on the service

- If I provide a service to clients or service users, can I still do that if I change my hours or place of work?
- How could I make it work?

Job sharing

- Would I be happy to share a job? How will I hand over work?

- Will I have to share a desk?

Working from home

- What equipment would I need to work from home? Am I motivated enough to work on my own?
- Am I organised enough to work from home?
- How will I make sure I keep up to date on office developments?

Additional help

- If I change my hours, will I need to organise other people to help with my responsibilities?
- Have I already organised this?

What if it goes wrong?

- Should I ask for a trial period in case it doesn't work out?

ADVICE TO FLEXIBLE WORKERS

Trade union representatives can share the following advice with members who are working or who want to work flexibly:

- When you're working flexibly or remotely, you will need to manage your relationship with your manager more proactively.
- Ensure that your job focus is clear – agree expectations and performance targets based on outputs rather than hours.
- Agree the parameters within which you can work flexibly – think about your objectives, as well as the team's, and be aware of service users' requirements and the resources needed to carry out the job remotely.
- Agree boundaries and protocols – for example, do you intend to run personal errands during the day if you are working at home?
- If you intend to make a big change to your way of working, discuss it with your line manager and get their agreement – explain how your objectives will still be met and the impact any change will have on the team.
- From time to time, ask yourself if you feel your challenges, problems and achievements are visible enough to your manager.
- Plan and attend regular review and feedback meetings with your manager – make these a priority and ensure that they are maintained. Collect evidence to show what is working and discuss with your manager what may not be working and why.
- Give your manager the opportunity to share their perspective on how they believe the arrangement is working.

WORK LIFE MANAGEMENT SELF-ASSESSMENT

Do you have too much to do... all the time? Do you wish you had more time... for family, creative projects or hobbies? Are you starting to feel like something has to give?

This assessment gives you an opportunity to raise your own awareness and catch yourself before the worst happens, so that you can plan, make choices and take action. It may also give you awareness to create the life you most want to live.

This assessment is based on the early warning signs that people who have gone before you – who have made changes for work/life reasons – have experienced, just before an event forced their hand. Events like: a relationship falling apart; a major health crisis, or severe burnout.

Answer each question honestly. There is no right or wrong answer. At the end you can add up your score to get an indication of how you are doing.

Self-Assessment Questions

How often do you feel the following statements are true for you?

1. Life is one big juggling act, and I'm worried a ball is about to drop?

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

2. I start most conversations with, "Sorry I didn't call/email/text you back sooner, but I've been so busy."

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

3. I wake up in the middle of the night with my to-do list running through my head.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

4. I enjoy life.

- a. never (5)
- b. sometimes (3)
- c. most of the time (1)
- d. all the time (0)

5. I am exhausted and I get sick.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

6. I tell my loved ones that it will get better after the next deadline/week/month.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

7. I dread going to work.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

8. I feel accomplished at work.

- a. never (5)
- b. sometimes (3)
- c. most of the time (1)
- d. all the time (0)

9. I reward myself with treats to make myself feel better for the hours I work.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

10. I look forward to having my boss's job some day.

- a. never (5)
- b. sometimes (3)
- c. most of the time (1)
- d. all the time (0)

11. I have become disengaged and my work performance is slipping.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

12. I make time for hobbies.

- a. never (5)
- b. sometimes (3)
- c. most of the time (1)
- d. all the time (0)

How often do you feel the following statements are true for you?

13. I find myself snapping at co-workers/loved ones.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

14. I'm known to cancel plans on friends/loved ones.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

15. I regularly get together with friends.

- a. never (5)
- b. sometimes (3)
- c. most of the time (1)
- d. all the time (0)

16. I feel stuck.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

17. I am happy, and enjoy a light hearted feeling about life.

- a. never (5)
- b. sometimes (3)
- c. most of the time (1)
- d. all the time (0)

18. I complain about work.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

19. I don't work out because I don't have time.

- a. never (0)
- b. sometimes (1)
- c. most of the time (3)
- d. all the time (5)

20. I have the right amount of time for my personal interests.

- a. never (5)
- b. sometimes (3)
- c. most of the time (1)
- d. all the time (0)

Add up your scores and check out your results here:

0–20: Congratulations! You have arranged work and life in a way that give time for your life. You give yourself rest time to replenish your energy. Keep it up!

20–40: You are starting to cut out parts of your life that can help you manage work stress. Now is a good time to make time for pleasurable activities and to set healthier boundaries around work.

40–60: You are showing signs that stress and pressure are impacting on your life. It is time to think about making some changes at work to avoid your health and personal relationships deteriorating.

61+: Work appears to be taking a big toll on the quality of your life. Start planning your next move now. If you need support, speak to your trade union representative, or an HR advisor, to help you develop a career plan that works better with your life.

www.FindWorkLifeBalance.com
[@FindWorkLifeBal](https://twitter.com/FindWorkLifeBal)

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your information and pictures to:
pav.akhtar@uniglobalunion.org

PLANNING YOUR UNI WORK-LIFE MANAGEMENT FORTNIGHT 2017



WELCOME TO THE UNI WORK-LIFE MANAGEMENT FORTNIGHT 2017!

This guide from UNI Professionals and Managers (UNI P&M) group should help to inspire you to take part in the 2017 campaign. You will find tips on planning, activities, good ideas, links to events that are happening throughout the fortnight, as well as advice on how to evaluate your programme. We hope you'll enjoy taking part and that you will tell us how you get on!

PLANNING YOUR UNI WORK-LIFE MANAGEMENT FORTNIGHT

To have the best chance for your fortnight to be a success throughout your organisation, think about organising activities and events over the two weeks that will offer something to everyone. Think about people who work at different times of the day, in different locations and in different roles. Think about your 'service users' and local press – if you are proud of the work-life management within your organisation other people are also likely to be impressed so tell them about your programmes.

Your first step is to set up a small team to organise your fortnight of action. People that might need to be involved from an early stage are senior managers whose cooperation will be needed; HR; trade union representatives; marketing and communications people; budget-holders for any expenditure needed on things like materials or events.

It is best to have a mixture of managers and front-line people to get different perspectives on ideas. You should also try to get a mixture of people from different parts of the organisation especially if staff work on separate sites or on varied shift patterns. A union or staff representative group member should also help with this.

Do invite other people to volunteer to get involved in the planning as that will get you some creative thinkers and willing workers.

There are two types of activity to include:

- Things that create a better working environment while people are at work – measures that enhance health and well-being during the working day, and keep stress levels down.
- Things that help people make the most of their own time away from work – protecting that time; recognising that people have lives outside work and need to go home with the energy and time to live those lives; promoting understanding of colleagues' diverse work-life management needs.

Make sure you include some of both, with fun activities in the mix to bring the serious points to life. Use our activity ideas pages for inspiration to get you started.

PUBLICISING YOUR UNI WORK-LIFE MANAGEMENT FORTNIGHT ACTIVITY

Internally: Before and during the fortnight, use all your internal communication systems to let people know what is going on – notice boards, intranet, team briefings, newsletters, Facebook and Twitter. Send weekly bulletins during September to raise awareness and publicise the programme, then daily 'what's on' information during the Fortnight. Share UNI's downloadable flyer via email or use the content in your newsletter or intranet.

Externally: Consider local press work if you are doing something that would interest the local community – something unusual, something that benefits local families or the wider community.

Flag that you are taking part in an international initiative and include articles in any newsletters and websites about what the organisation is doing and why.

AFTER YOUR UNI WORK-LIFE MANAGEMENT FORTNIGHT...

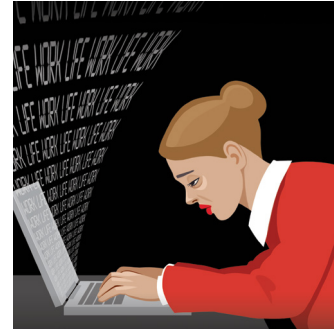
- Use internal communication systems – email, intranet, and newsletters – to thank everyone involved and mention some highlights.
- Debrief with the organising team and other managers across the organisation. Prepare reports for management and for HR use.
- Feedback your experiences to UNI P&M by emailing: pav.akhtar@uniglobalunion.org – we will produce a report on the overall results of the campaign.

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your information and pictures to:

pav.akhtar@uniglobalunion.org

GUIDE TO ACTIVITIES DURING UNI'S WORK-LIFE MANAGEMENT FORTNIGHT 2017



In addition to organising and building awareness among workers through workplace meetings and survey (which is outlined in the *Role of trade unions and work-life management* section), it is really important that your UNI Work-Life Management Fortnight programme includes activities that also support people's enjoyment of their own time – that's an important part of work-life management!

To help inspire you with ideas that can raise awareness of issues that affect well-being and to offer practical ways to enhance this, you could start by publicising what you already do to help work-life management. Use the fortnight of action to revisit, refresh or relaunch your organisation's policies and practices on flexible working, well-being, equality and diversity programmes, volunteering etc.

Survey your staff about the issues that affect their work-life management. Prepare a template or link to something that explains this more fully. Ensure you are prepared to act on some of the issues that come up where they are in the organisation's control.

Offer short **training sessions** on issues that affect work-life management – time and energy management, stress management and mindfulness are all good ideas, as are flexible working arrangements or relevant health and safety training updates.

Offer **awareness-raising seminars** about issues that influence people's work-life management – carer issues, volunteering and community work or health promotion.

Dedicate some **agenda time** for discussion of work-life management issues at any staff or management meetings scheduled during the

fortnight of action – e.g. consider how existing policies are being used across the organisation and whether they need updating.

Provide **information about local facilities** people could use after work or in lunch hours (include these in induction packs year-round) – some might offer promotions for staff so ask your marketing colleagues to help investigate this. Remember things like parks, galleries and other public spaces as well as gyms, leisure and entertainment centres.

Promote your **employee support services and local advice services** on things like financial planning and lifestyle change.

Here are some more practical ideas for events to include during your UNI Work-Life Management Fortnight programme. Remember to try and ensure that all junior and senior staff are encouraged to participate too!

Work Your Proper Hours Day – UNI P&M is encouraging everyone to participate in Work Your Proper Hours Day (i.e. only the hours you are scheduled to) on Wednesday 8 October which is near the start of the traditional working week. See the Work Your Proper Hours Day guide for details.

Commuting without tears – Gather colleagues' tips on how to get to and from work painlessly, about contingency routes and other ways to make a journey more enjoyable. Think about whether meetings that begin or end very near to commuting times might be creating additional pressure at those times of the day.

Work at home trials – Consider the impact of business travel on home life – **how about a 'no travel' rule** for some part of this fortnight? If your organisation has not introduced this yet encourage

reflective practice to inform discussions about it after the fortnight. If you have introduced working at home as a temporary measure at some point, UNI Work-Life Management Fortnight might be a good opportunity to review how that went for the organisation and whether it could be rolled out all year round.

Healthy eating opportunities – If you offer food at work, could you spruce up the menus to enhance healthy choices? Could you replace the meeting-room biscuits with some fresh fruit to help people get their five-a-day? If people eat properly during the working day they will be able to manage their energy and pace themselves better.

Do people take proper lunch breaks in your organisation? If so, how about organising a **Packed Lunch Picnic** – nominate a day during the fortnight to encourage people to bring in lunches and have them together. If you do not have somewhere nice outside, why not decorate a staff room or spare office space for the day? Get people to share sandwich, soup or salad combo recipes and rate the favourites.

Get people interested in **healthy lunchbox ideas for busy people** (for themselves as well as their children) with a workshop on packaging food safely, or on freezing and reheating food, or creative use of the office microwave. Encourage healthy options on the day (such as a group walk at lunchtime, a healthy recipe swap or visit from a nutritionist or health practitioner).

Learn something you can use at home – Short tuition sessions on simple DIY skills, First Aid, puncture repair, wrapping presents competently – stuff that ‘super-aunt or uncle’ would know! Find in-house skills to share (e.g. the cyclists could teach people how to repair a puncture; gadget lovers could show how to get the most from their Smartphone; social media stars could show novices how to use Facebook and Twitter) or get local workshop providers to help. Ask around to find out a few things people wish they could do and put out a request for in-house volunteers to teach others in small groups or one-to-one. Match people up at drop-in or bookable sessions, or even a speed-dating-style event!

Provide information about **local volunteering opportunities**. Find case studies of anyone in the organisation who does volunteer in their own time – draw out how they make time for it and what they get from it. Promote your organisation’s policy on support for volunteering.

What about **advice sessions** for different kinds of caring situations – perhaps something on early planning for the care of an aging relative? What to worry about, or more importantly, not worry about?

Financial planning sessions – This can be equally relevant to all paid workers, ranging from pension and investment planning to budgeting for childcare and transport costs. Remind employees what benefits are on offer, e.g. childcare vouchers. Think about people who may be affected by changes to in-work benefits, many people are not aware of entitlements that could make life a bit easier. Your company pension provider or employee assistance provider may be able to run sessions on some of these issues.

Feel-good sessions – Hosting a group event such as **morning tea, BBQ, a meditation or yoga** session where you organise free refreshment for anyone who joins in are all ideas to help colleagues relax in an informal setting. Is it possible to organise a **team building activity** e.g. a fun sport or dance competition?

On a designated day, encourage staff to incorporate **red, black, white and grey** items of clothing into their outfit to reflect the colours of UNI P&M’s Work Life Management Fortnight.

Over the course of UNI P&M’s Work Life Management Fortnight, provide **paper speech bubbles for people to write their tips** for having good work-life management and then post these up on a wall in a communal area.

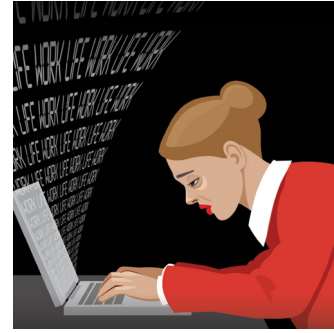
Encourage open and honest conversations. Share the ‘Are You OK?’ resources produced by UNI to communicate to people that it is OK to say, ‘I’m not OK’ and that help is always available to support a friend or a colleague going through a tough time. The free support guides available for download can provide some easy step-by-step tips.

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your information and pictures to: pav.akhtar@uniglobalunion.org

WORK YOUR PROPER HOURS DAY

– 8 OCTOBER



WHAT IS WORK YOUR PROPER HOURS DAY?

UNI's **Work Your Proper Hours Day** is a symbolic opportunity to mark a major issue that was identified by the British TUC. Its research found that if all the unpaid overtime worked by an average UK employee were put together, workers would stop being paid 56 days before the year ended – 8 October. We think this is a day worth noting in order to address the underlying factors for this.

In the UK, for example, more than five million people regularly do unpaid overtime, giving their employers £29.2 billion (or US\$ 47.5 billion) free work in the last year alone. If you're like one of these workers, why not take some time to reflect on how well (or badly) you're balancing your work-life? 8 October is one day in the year when you should make the most of your own time.

Set the tone for UNI's Work Life Management Fortnight by taking a proper lunch break and leaving work on time to enjoy your evening on Wednesday 8 October – you deserve it!

WHAT IS THE PROBLEM?

Long hours are not good for us; they cause stress; they're bad for our health; they wreck relationships; they make caring for children or dependents more difficult; and tired, burnt-out staff are bad for business.

People do long hours for a variety of very different reasons, and work life balance expert Professor Cary Cooper has put together a long hours clinic tool, to give you tailored advice to fit your own situation.

You can also use an online balance check to diagnose what your workplace's working style is, and then add yourself to our big interactive map to see how you stack up against everyone else.

UNI's Work Your Proper Hours Day will take place on 8 October, but your own pay day may come earlier or later, depending on the hours you work above your contracted hours. Use the online unpaid overtime calculator to find out when you can celebrate paying off your long hours' debt.

For information visit <https://worksmart.org.uk/work-your-proper-hours-day>

TOOLS TO MARK WORK YOUR PROPER HOURS DAY

Create lots of publicity to support the day and make sure your organisation is geared up to join in the campaign. Here are a few resources that can be used to stimulate your own ideas:

Long Hours Clinic: Advice from Professor Cary Cooper

<http://tools.worksmart.org.uk/workyourproperhoursday/quiz/>

For Work Your Proper Hours Day, work-life management expert Professor Cary Cooper has put together a special long hours problems diagnostic tool. Tell us how often you feel each of these statements applies to you in your daily working life and the tool will let you know what you need to focus on to improve your situation.

Online unpaid overtime calculator

<https://worksmart.org.uk/tools/overtime-calculator>

How much is your unpaid overtime worth? Many of us work far longer than the hours set out in our contract. And if you've got a rewarding job, when there's a crisis or a rush of orders that may be fair enough, but your extra work should never be taken for granted. That way you end up doing a little more each week until the stress and fatigue starts to count, and you find you're giving up too much of your personal life. Of course, if you're paid overtime then your work is at least being measured and valued but more and more of us do the kind of white collar jobs that do not get paid overtime.

This overtime calculator can tell you what you might be missing out on. Just tell it what you earn, how long you are meant to work and how long you actually do work every week. It will work out the rest, and tell you when in the year you stop working unpaid overtime, and start earning for yourself.

The Break time game: can you work your hours?

<http://tools.worksmart.org.uk/fun/breaktime>

Take a break from your work and play this game during Work Your Proper Hours Day. It will help refresh your brain.

HOW TO PLAN YOUR WORK YOUR PROPER HOURS DAY

Right now...

- Meet with your employer's HR department and your trade union representatives in order to propose the idea and get agreement for Work Your Proper Hours Day.
- Let people know the organisation is supporting Work Your Proper Hours Day – put it on organisational calendars, newsletters etc.
- Encourage people to avoid planning meetings or activities that will start within an hour of finish time, especially things that typically run over. Keeping that hour free allows for an orderly finish to the day, helping people feel more in control.
- Encourage people to avoid planning out-of-office meetings that will keep them far from home at finish time. Consider discouraging all business travel that day.
- Designate or consult with the employer on a common finish time that day – warn that there will be a lock-out or lights off time (see 'On 8 October' below). Consulting on this issue could flag up small changes that could usefully be made all year round to help address long hours' culture, such as working hours not being synchronised with local transport etc.
- Let suppliers know you are participating – no last minute orders or deliveries.
- Let service users know that you are participating and why – make arrangements for any emergency out-of-hours contact if circumstances demand, and decide on a friendly way to word the out-of-office messages.

During early September...

- Add a line about 'Work Your Proper Hours Day' to email signatures.
- Display reminder notices on organisation notice boards, intranets etc.
- Ask managers to reinforce the message at team or 1-2-1 meetings etc – have them

gently address the issue with individuals they know to be long-hours addicts.

- Run a seminar for managers to raise awareness about long-hours cultures and their implications.
- Offer time management seminars, tips or refresher courses to help people get ready for the Day and set habits that will last.
- Check the meeting room diaries to ensure people are adhering to the suggested cut-off time.
- Encourage people to clear their day and use it for a personal catch-up on the kind of thing they end up taking home – writing up meeting reports, expenses forms, and one-off things that get put to the end of the to-do list on normal days.
- Start in-house build-up to team events, competitions, participatory activities, charity events to be held on the day.
- Start keeping a simple log-book for the organising team to jot down notes about how things are going, to help with the evaluation afterwards.

On 8 October...

- Ensure **publicity material** is displayed around the organisation.
- Encourage HR or other managers to issue a **reminder email** to everyone.
- **Lights-off time** – have a senior manager or other appropriate staff member carry out the ceremonial switch-off at going-home time and wish everyone a pleasant evening. Get them to make a little speech revealing what they are going to do with their time. Finish with the expectation that everyone will be back, refreshed, at their desks on time the next day. This one has a nice environmental dimension too, if that is part of the organisation's CSR interests.
- **Lock-out time** – similarly, have a senior staff member rattle some big keys around the office and supervise the mass exit.
- Arrange a **team de-clutter** – set aside some work time to sort out issues that cost people time during the working day – office mess, filing systems, broken stuff. Include reviews of working practices that might be wasting time – most organisations can identify least one internal system that could be tweaked or eliminated to free up time.
- Provide a **suggestions box system** for people to identify things that could be done differently to reduce the need for long hours.
- Don't forget to take lots of pictures during the day to use in newsletters later!

After the day...

- Have a debrief session with teams to identify any changes that could be made to keep the spirit going throughout the year.
- Collect feedback on what people did with their reclaimed time – how did they feel about the experience? Do they want to join in the Day again next year?
- Compile a report about the Day and send it to UNI Professionals and Managers – we will publish a campaign report later in 2017 so you can see the overall impact.

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your information and pictures to:

pav.akhtar@uniglobalunion.org

OTHER EVENTS HAPPENING DURING UNI'S WORK-LIFE MANAGEMENT FORTNIGHT



ITUC WORLD DAY FOR DECENT WORK

This year's World Day for Decent Work takes place on 7 October and is an opportunity for mobilisation all over the world: one day when all the trade unions in the world stand up for decent work. Decent work must be at the centre of government actions to bring back economic growth and build a new global economy that puts people first.

To find out more about the ITUC's World Day for Decent Work on 7 October click here:

www.wddw.org

UN WORLD MENTAL HEALTH DAY

UN World Mental Health Day takes place on 10 October and provides the opportunity to focus on how we can best work together, using the resources at our disposal, to build increased resilience in individuals and society in order to reduce the burden of disease and individual suffering resulting from depression while reducing the stigma associated with it. Averting this global crisis will require continued collaboration between governments, employers, trade unions, pharmaceutical companies and civil society to pool resources and strengthen the resilience of individuals and the workplace and social structures that support them.

To find out more about the UN's World Mental Health Day on 10 October click here:

www.who.int/mental_health/world-mental-health-day/2017/en/

UNI ICTS SECTOR'S CALL CENTRE MONTH OF ACTION

This year's UNI ICTS Sector Contact Centre Week of Action takes place during October and will focus on stress and anxiety caused by call handle times and the use of scripts. The theme includes both a performance management aspect and an occupational safety and health aspect.

To find out more about UNI ICTS Sector's Contact Centre Week of Action during 18-24 October click here:

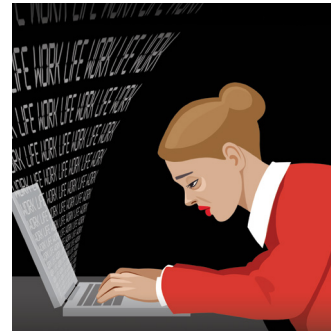
www.facebook.com/uniiCTSccontactcentreworkers

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your information and pictures to:

pav.akhtar@uniglobalunion.org

MODEL ARTICLE FOR UNIONS TO PROMOTE UNI'S WORK-LIFE MANAGEMENT FORTNIGHT 2017



IS TECHNOLOGY GOOD OR BAD FOR WORK-LIFE BALANCE?

Is technology beneficial in attaining the right work-life balance? With UNI Global Union's sixth Work-Life Management Fortnight of action just a few weeks away (7-20 October 2017), we weigh up the pros and cons...

The number of mobile internet devices is set to outnumber humans by the end of this year.¹ There will be more smartphones and internet-connected tablets and monitors than there are people on the planet. The prediction is especially amazing when you think that 3G is only just over a decade old.

The variety of devices that can access the internet is also set to grow. Sergey Brin of Google and other early adopters have been seen wearing the Google Glass – spectacles which allow wearers to use the internet. And it's widely expected that Apple will launch a smartwatch. If we don't even have to reach into our pockets for our phone in order to check emails or use the Internet, it's going to be harder than ever to take ourselves offline.

POSITIVE OR NEGATIVE?

We all know from our daily lives that tablets and smartphones have changed the way people work, but have they helped us manage our work-life balance?

In a survey in Hong Kong, respondents were shown positive and negative statements about the impact of technology on work-life balance. Whilst only 15.4 per cent agreed with the positive statements, 42.7 per cent agreed with the negative ones. The main complaint was that people felt they could never really switch off, even while asleep or on holiday.²

Technology has facilitated the 24/7 working culture, but other things have fed into it, too. Businesses across many of UNI Global Union's sectors are increasingly operating on a global stage and interacting with customers and colleagues in different time zones. Staff are increasingly expected to be available for late-night or early-morning calls. And the global downturn forced many workers to take on additional duties, which led to them working longer hours.

THE POSITIVES OF WORK-ANYWHERE TECHNOLOGY

Of course, it is not reasonable to blame everything on technology. Nor can we forget the very many positive changes that technology has brought to work-life balance over the past decade. For instance, think how much easier it is to do your job when the cloud means you no longer have to go to the office to access corporate information or applications. Think how video-conferencing has reduced the need for time-consuming corporate travel. Both of these benefits are possible because technology allows people to work anywhere.

It should not be considered a coincidence that the launch of devices such as the BlackBerry in 2003, the iPhone in 2008 and the iPad in 2010 have been accompanied by a steep rise in the number of people using business centres and drop-in business lounges to work.

Regus, the business solutions company, estimates that there are now one million customers in 100 countries using its flexible workplaces, because people are choosing to work at locations that suit them and their customers, instead of doing the old-fashioned fixed, daily commute.

In a recent edition of Regus' Work-Life Balance Index in Asia and the Pacific, 41 per cent of

respondents globally said their companies were doing more to help employees reduce commuting than two years earlier.³ In Singapore, the percentage stood slightly lower at 39 per cent. While in China and India it was well above 50 per cent. Working remotely can save the average employee 79 hours of commuting each year.⁴ It also cuts their travel costs and car emissions.

It's probable that flexible working and measures to cut commuting are some of the reasons why 61 per cent of people in the Regus Work-Life Balance Index said their work-life balance was better than two years ago.

THE NEGATIVES OF 24/7 MANAGEMENT MODELS

The negative aspects of 24/7 mobile technology arise not because of technology, but because of management cultures. In the Hong Kong survey above, almost a quarter of people said they use mobile devices and technology for work outside office hours because their bosses expect them to. Almost one-fifth said it was because their clients expect them to.⁵ So it seems that it is not their phones that are preventing workers from relaxing, it's other people.

As increasing numbers of mobile devices are launched, and increased mobile data speeds make it even easier to work anywhere and anytime, trade unions need to intensify the debate with employers about work-life balance and people's availability in a 24/7 world.

Sure, people may need to do early morning or late-night conference calls, but they may be happier to do so if flexible working patterns let them cut their commuting time or juggle home and work commitments.

And office workers may need to think about their own habits too. One reason why colleagues and clients can so easily reach us out of hours nowadays is that we're already on our tablet or phone – using social media or checking the football scores. We're more likely to hear the ping of an email arriving, so we're more likely to deal with it. The sender assumes we're happy to work out-of-hours, and bombards us even more in future. It's not just employers who need to learn the lessons about technology, presenteeism (either at the desk or at the end of the phone), and how we can work most productively, it's also ourselves.

UNI Global Union is running its sixth annual work-life management fortnight from 7–20 October 2017. This year's theme is: Bargaining to Tackle Workplace Stress. A free campaign pack with materials is available from the UNI blog page: www.uniworklifemanagement.org

You can also visit UNI Global Union's website: www.uniglobalunion.org to learn more about its wider work for 20 million service sector workers in 150 countries.

¹ 'Cisco Visual Networking Index: Global Mobile Data Traffic Forecast Update, 2012–2017', February 2013.

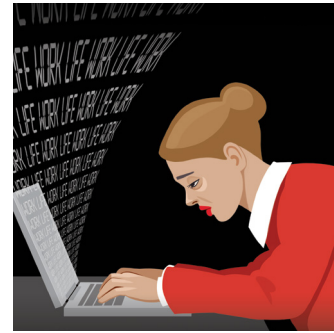
² 'The State of Work-Life Balance in Hong Kong', Community Business, 2012.

³ 'A Better Balance', Regus, May 2012.

⁴ 'Productive and profitable: taking the teleworking pledge', Cisco, 4 March 2013.

⁵ 'The State of Work-Life Balance in Hong Kong', Community Business, 2012.

FREQUENTLY ASKED QUESTIONS (FAQs)



WHAT IS WORK-LIFE MANAGEMENT?

UNI Global Union's Professionals and Managers (UNI P&M) group uses the working definition that work-life management is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside of paid work is accepted and respected as the norm, to the mutual benefit of the individual, to the employer and to society. Therefore, the key to achieving work-life management is having a sense of control and empowerment.

WHY IS WORK-LIFE MANAGEMENT RELEVANT TODAY?

For many trade unions and employers who are committed to corporate and union social responsibility a focus on work-life management is critical. Not only do employers have a responsibility to ensure that employees are treated fairly and respected within the workplace, but they must also recognise employees as individuals with responsibilities outside of work. However, work-life management is not only about being socially responsible. Increasingly employees are expecting reasonable and flexible working arrangements, particularly the new generation entering the work force. Addressing work-life management therefore becomes important in terms of a union or employer's brand and being an 'employer of choice'.

WHAT EVIDENCE IS THERE THAT WORK-LIFE MANAGEMENT IS AN ISSUE?

Studies conducted throughout the world consistently demonstrate a clear business case for promoting work-life management. More than ever before employers need their employees to do their best work and 'go over and above what is expected'. It is not about working longer – it

is about the quality of the work that is produced. There is clear evidence to show that well, engaged employees increase their discretionary effort, loyalty, pride and creativity and as a result deliver improved business performance and customer service.

WHY IS WORK-LIFE MANAGEMENT A BUSINESS ISSUE?

Work-life management is a business imperative which directly impacts on talent management and development, productivity, recruitment and retention and business performance. Poor work-life management has a negative impact on both employees and the business. Committing too much time to work can lead to stress, physical illness, depression and mental illness, compromised safety and damaged relationships between employees. For the business, productivity may be impaired through absenteeism, presenteeism, poor performance, injuries, lack of motivation or engagement, increased errors and faults.

This experience is supported by research, including Hong Kong's Community Business annual survey, which found that poor work-life management adversely impacts employees' productivity, quality of work, and level of engagement at work:

- 43 per cent of the Hong Kong's working population admitted to making avoidable mistakes because they were overloaded at work
- 40 per cent said they had to postpone deadlines at work as a result
- 33 per cent said they spent time on activities not related to work, e.g. surfing the internet and visiting social network websites, in order to de-stress during office hours
- 29 per cent of respondents felt they were less

- efficient during the working day as they knew they would have to work until late
- 26 per cent had to take sick leave in the past year as they had been too tired from work
- 25 per cent indicated that their relationship with co-workers worsened as a result of heavy workloads

In another study, 'Impact of Depression in the Workplace in Europe', the Italian researchers surveyed 7,000 people in seven European countries and found that:

- One in 10 workers has taken time off for depression
- Among workers with depression, those in Germany (61 per cent), Denmark (60 per cent), and Britain (58 per cent) were most likely to take time off work, while those in Turkey were the least likely (25 per cent)
- An average of 36 days were taken for the last episode of depression – but figures ranged from 41 in Britain to 23 in Italy
- One in four workers with depression said they did not tell their employer
- One in three said they were worried it could put their job at risk
- One-third of the 792 managers surveyed said they had no formal support in place to help them deal with employees experiencing depression
- In Turkey managers were most likely to call for better legislation (55 per cent) and training for all employees (63 per cent).

WHAT ARE THE KEY ISSUES?

UNI P&M's 2010 report, 'From Work-Life Balance to Work-Life Management', identified the key work-life management issues facing many P&M workers as:

- Long hours: Employees work long hours (around an average of 50 hours per week) so their work-life management is far from ideal
- Loss of talent: Poor work-life management has negative impact on employees' well-being and companies face the risk of losing talent as a result
- Flexibility: Flexible work arrangement, such as leave options, working from home or remotely or compressed work week may be a solution to better work-life management especially among those working long hours

Many of these challenges apply in different ways across all UNI sectors, from ICTS to Finance, from

Post & Logistics to Graphical, Commerce and Property Services. In the same way, they apply to different sets of P&M workers in all parts of the world.

WHAT CAN EMPLOYERS AND UNIONS DO TO ADDRESS WORK-LIFE MANAGEMENT?

There are many things that employers and unions can do to address this and we have a [collection of activities](#) that can serve as a source of ideas. In general terms, however, promoting work-life management requires four key factors:

- Leadership – setting the tone at the top and having a clear understanding of the management case
- Managing and planning – integrating work-life management into the culture of your organisation
- Training and communicating – engaging your employees and members to understand their interests, defining clear guidelines and equipping and supporting all staff to implement the policies
- Measuring and evaluating – continuous monitoring of impact of work-life management initiatives and evaluating progress and next steps.

AREN'T WORK-LIFE MANAGEMENT POLICIES JUST FOR LARGE EMPLOYERS?

This is a common misconception about work-life management. As a business issue, work-life management applies across the board and affects businesses of all sizes. A written policy on work-life management is a simple and clear statement of the company's commitment as a responsible employer. Smaller organisations may in fact afford greater flexibility when it comes to developing work arrangements that accommodate the needs of specific individuals. Instead of seeing work-life management initiatives as a cost, progressive companies focus on the potential benefits that work-life management may bring about, including increased ability to retain the best talent, enhanced staff engagement, higher productivity and work quality and better service to clients.

HOW CAN YOU ADDRESS WORK-LIFE MANAGEMENT IN TWO WEEKS?

You cannot. UNI's Work-Life Management Fortnight is designed as an awareness-raising opportunity which provides a platform for employers and trade unions around the world to

publicly demonstrate their commitment to their workers and members' work-life management all year round. It is an important step in changing the mindset of individuals and leadership about the importance of work-life management, and changing the corporate culture around the world. This is a long and challenging process but one that warrants employers and unions' dedicated attention and efforts on a daily basis.

WHY SHOULD MY ORGANISATION TAKE PART IN UNI'S WORK-LIFE MANAGEMENT FORTNIGHT?

The UNI Work-Life Management Fortnight is a clear demonstration – to your employees and members and the public – that your organisation recognises the importance of work-life management as a business and welfare issue. Your participation helps to build the momentum and change the mindsets of members, employees and leadership on work-life management.

HOW CAN MY ORGANISATION PARTICIPATE IN UNI'S WORK-LIFE MANAGEMENT FORTNIGHT?

It could be as straightforward as emailing all employees about the importance of work-life management, or providing training to employees on flexible working. Or it could be a more elaborate programme involving your suppliers and service users to make them aware of your commitment to being a socially responsible employer. It could be the opportunity to launch a new work-life management policy or raise awareness of an existing one. The key is to identify one or more initiatives that your organisation will run to promote work-life management at some point between 7–20 October 2017. For practical ideas please [click here](#) to read the activities guide UNI P&M has produced.

IF I AM AN EMPLOYEE AND WOULD LIKE MY ORGANISATION TO SIGN UP TO UNI'S WORK-LIFE MANAGEMENT FORTNIGHT, WHAT SHOULD I DO?

UNI's Work-Life Management Fortnight is a union-led initiative so we encourage the commitment of both employers and trade unions, on behalf of individual employees. If you need assistance in getting approval, we would be happy to talk to your organisation about the benefits of work-life management, the aim of this campaign and share examples of what other organisations are doing to participate. For more information, please contact Pav Akhtar at UNI Global Union:
pav.akhtar@uniglobalunion.org

HOW DO I PROMOTE A WORK-LIFE MANAGEMENT EVENT?

Before and during the Fortnight, use all your internal communication systems to let people know what is going on – notice boards, intranet, team briefings, newsletters. Send weekly bulletins to raise awareness and publicise the programme, then daily "what's on" information during the Fortnight. You should also consider local press work if you're doing something that would interest the local community – something unusual, something that benefits local families or the wider community. Make it known that you are taking part in an international initiative and include articles in any newsletters and websites about what the organisation is doing and why.

Don't forget to let UNI know when your organisation runs a work-life management event, send us your organisation's name, your logo, and your event's details so that you can be included on a list of participating partners who will be recognised in our promotional work.

TELL US ABOUT YOUR EVENT

We will be reporting on the activities of our affiliates who are campaigning for all workers, wherever they are in the world, to benefit from good work-life management. So please let us know what activities you have planned. You can email your information and pictures to:
pav.akhtar@uniglobalunion.org

Get involved in UNI's Work-Life Management Fortnight!

UNI Global Union
8-10 Ave Reverdil
1260 NYON
Switzerland
www.uniglobalunion.org
contact@uniglobalunion.org

Pav Akhtar
UNI Director for Professionals and Managers
Email: pav.akhtar@uniglobalunion.org
Twitter: @UNI_PM
Web site: www.uniglobalunion.org/pm
Facebook: UNI Professionals & Managers (UNI P&M)