

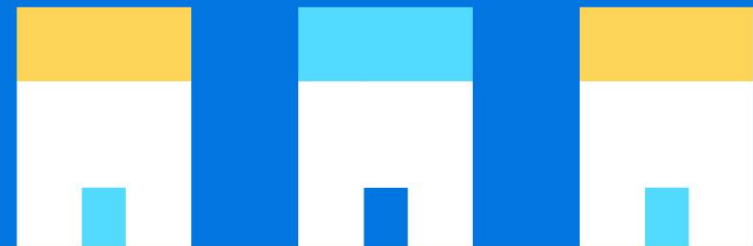


BETTER WORKING HOURS

A reformative conversation between employees and employers on how to shorten the work week

Autumn 2020

Step 3:
The reform
conversation



Step 3 of implementing better working hours



Conversation goal

- Introducing the project Better Working Hours
- Introducing the results of the project task group's analysis
- Bringing forth ideas from employees on how to increase efficiency so that shorter work hours are possible
- Revealing employee views on shortening the work week





SHORTENING THE WORK WEEK

Why do it?

- Parties agree that better working hours will lead to mutual gains for both employees and employers
- A pilot project at the City of Reykjavík began in 2015
- Unions have fought for a shorter work week for the last few years



WHAT IS THE END GOAL?

- The aim of shortening the work week is to **improve work culture and work hour efficiency**
- By having a **reformative conversation**, parties can increase efficiency, improve service, better ensure the mutual flexibility of employees and employers, and improve the work/life balance

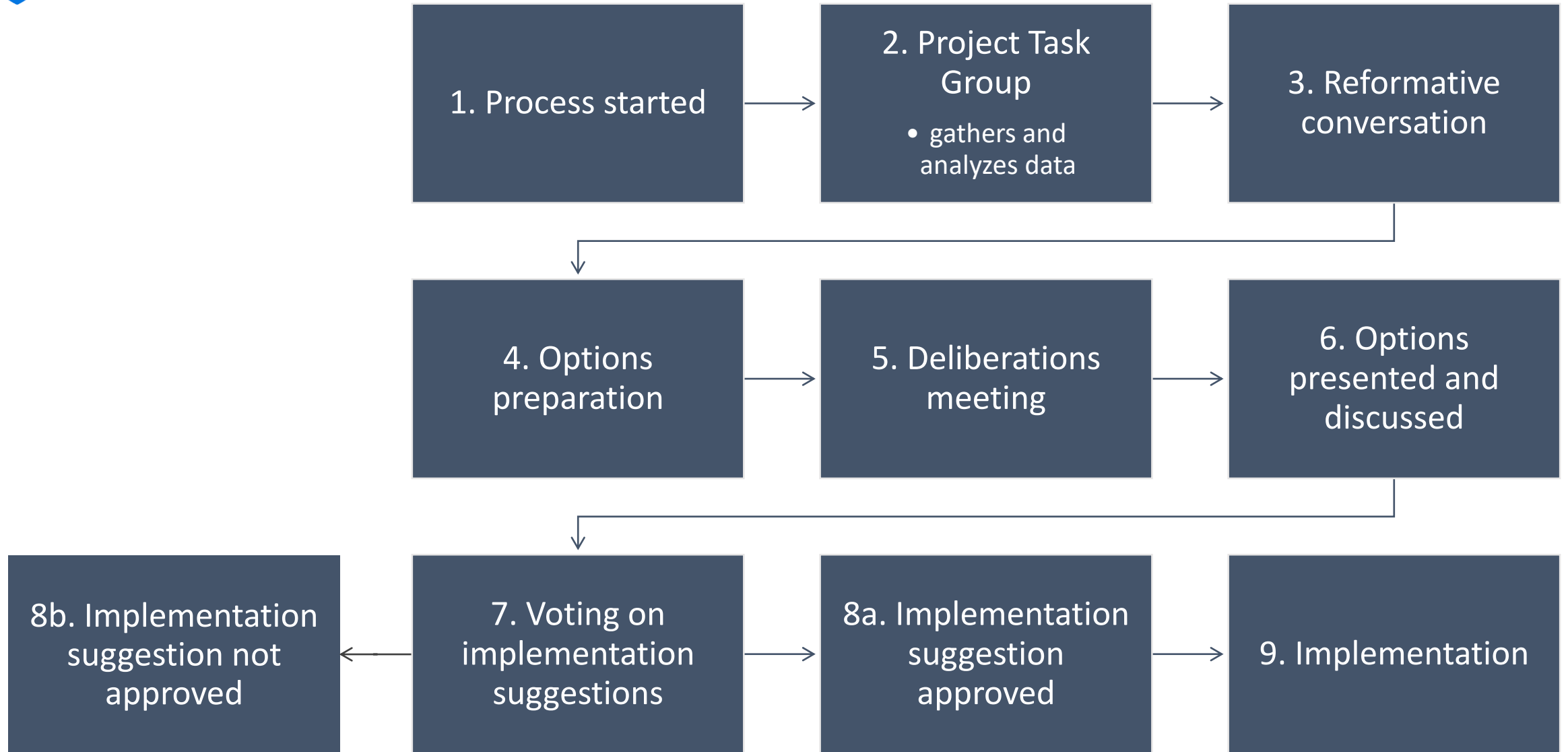


The role of the project task group

- Project preparation through gathering information, analyzing, planning and defining the areas where reform should preferably be made
- Scheduling employees conversations to discuss work hour changes
- Processing discussions results and making suggestions for work hour changes and break arrangements
- Designating a representative who will present the task group (and hence employees) in work place deliberations
- Presenting employees and managers with the implementation suggestions to be put to vote



IMPLEMENTATION PROCESS – 9 STEPS





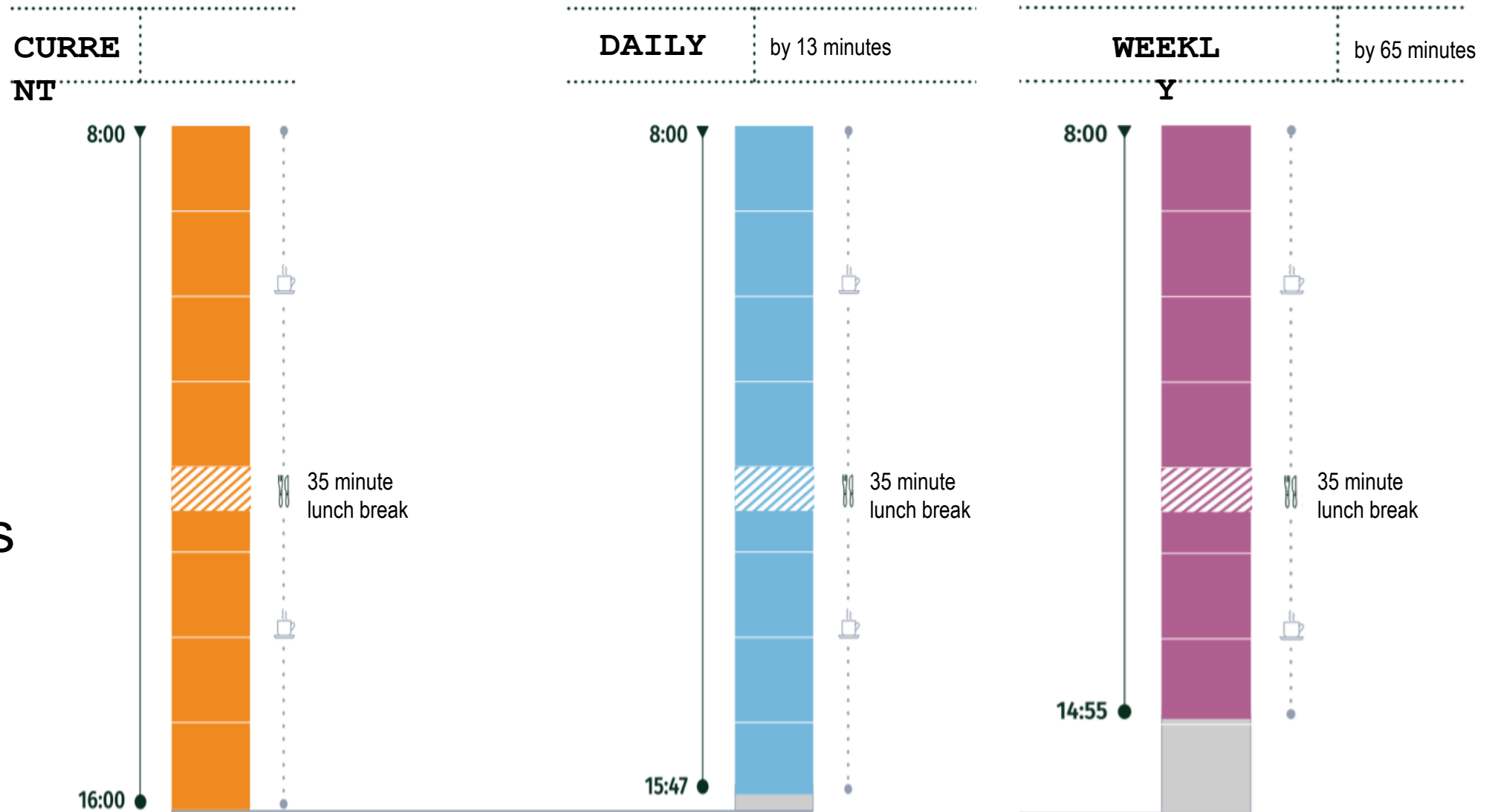
HOW CAN THE WORK WEEK BE SHORTENED?

- **Determining better work hour efficiency** is the **prerequisite** of shortening work hours for day work employees
- If employees decide to shorten the work week by over 65 minutes, they will therefore give up ownership of food consumption breaks partially or completely, and the length of all/other breaks will be adjusted to the shorter work week
- Implementations will vary between workplaces as it will have to take the operations of each workplace into consideration



Work week shortened without changes in breaks

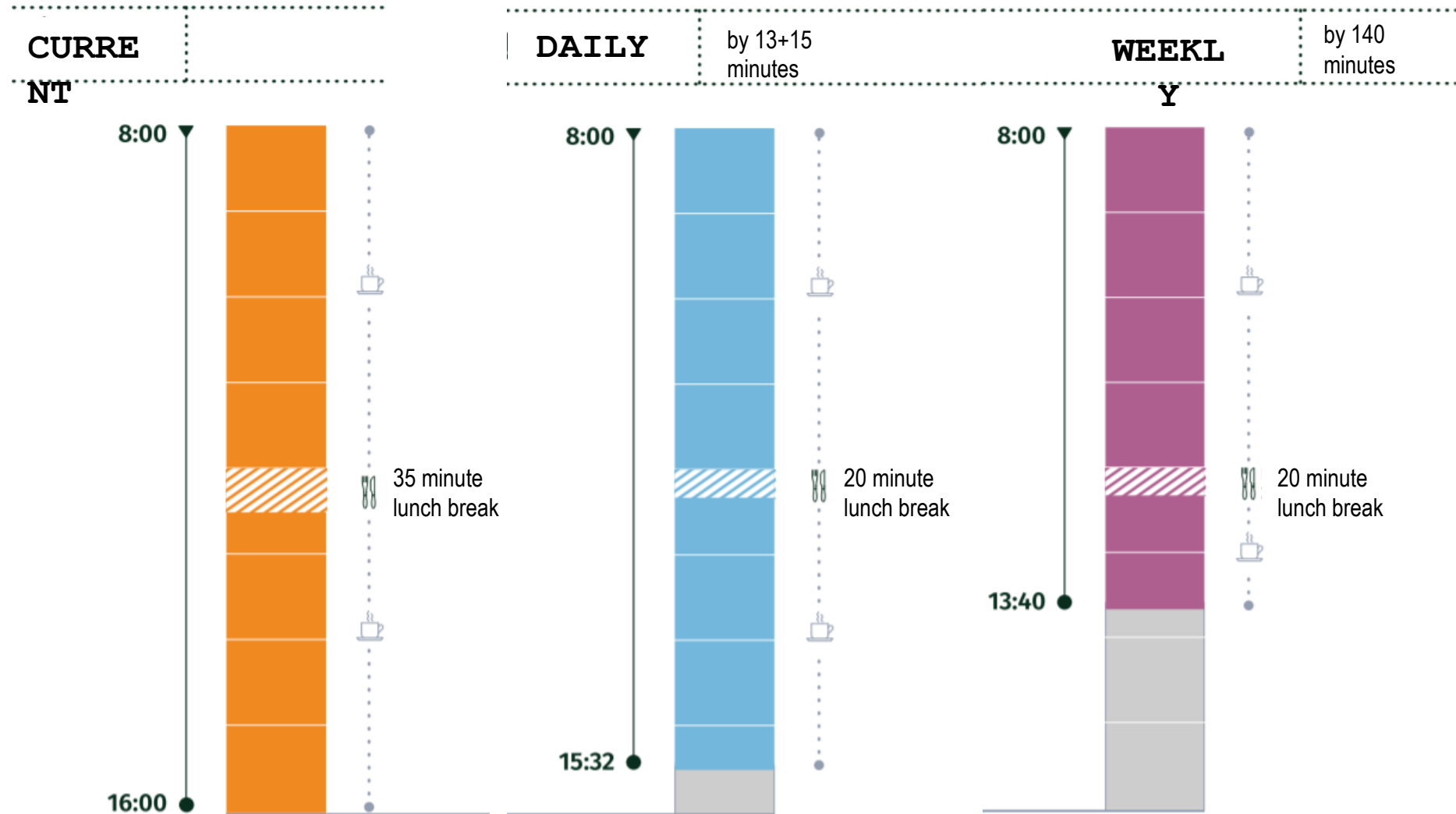
- 13 minutes daily or 65 minutes weekly
- Breaks unchanged as per collective agreements





Fewer working hours through break changes

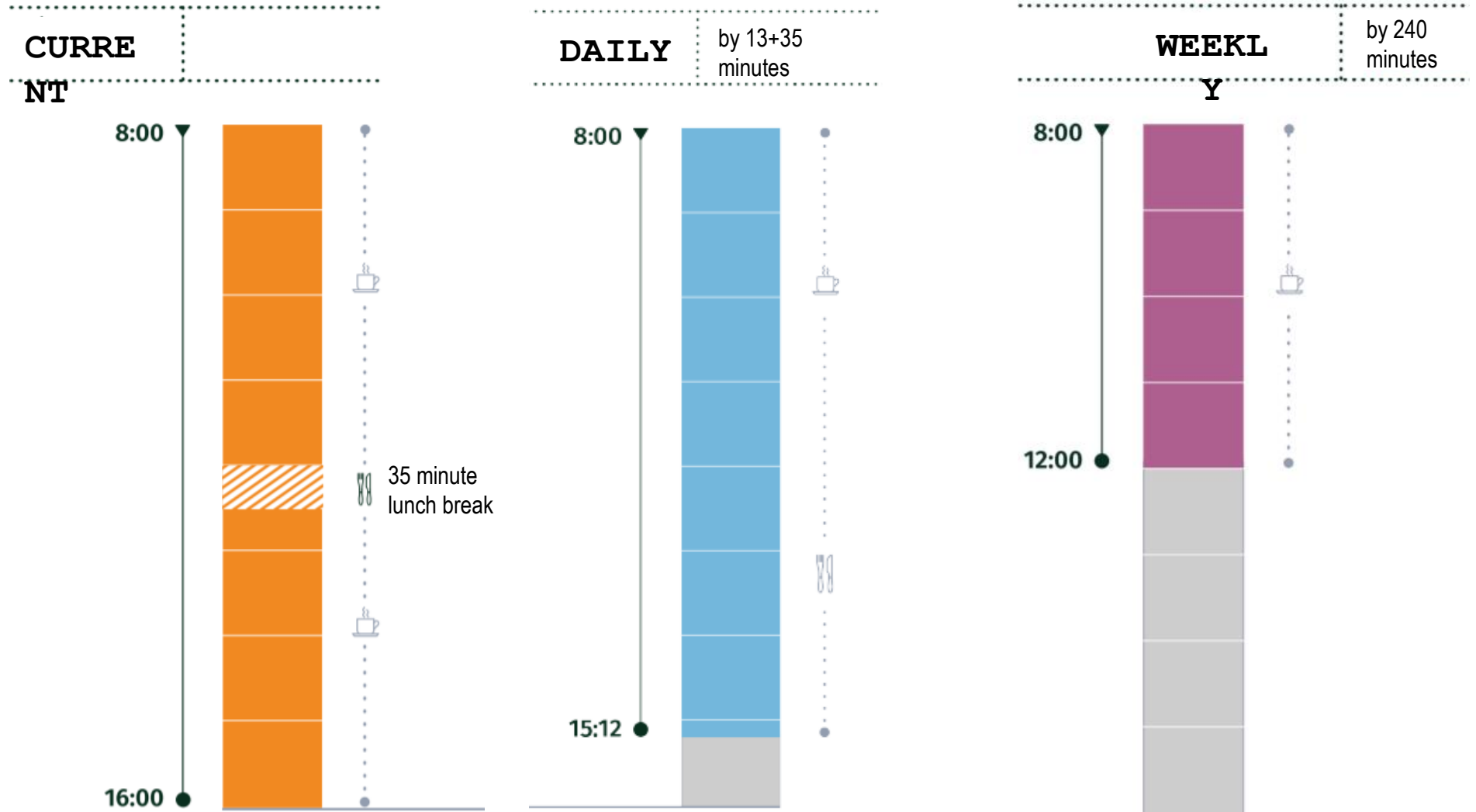
- The work week can be made even shorter by altering employee breaks
- For example, the work week can be shortened by 28 minutes daily or 140 minutes weekly by shortening lunch breaks from 35 to 20 minutes each working day





Reaching the full 4 hour work week decrease

- In order to reach the 4 hour maximum work week decrease, collective agreement article 3.1 will be made obsolete
- Employees relinquish ownership of all breaks and break lengths will be adjusted to fit the shortened work week





Project task group – analysis results

- Project task group inserts analysis results here



Individual task, then sharing with the group

- 1. What opportunities do you see in the shorter work week for you personally?*



Individual task, then sharing with the group

*2. What opportunities do you see
in the shorter work week
for your workplace?*



3. What reformative ideas do you have that will make shortening the work week possible at your workplace?

Here we are looking for multiple ideas that the project task group will review and analyze. We suggest you aim for the full 4 hours decrease in this brainstorming task.



- Is your division of tasks clear?
- Is everyone's area of responsibility clear?
- Is it clear who has the authority to make decisions?
- Can means of approval be changed to a quicker way to avoid a bottleneck in a process?
- Are tasks being distributed equally?
- Do tasks tend to end up with one or a few employees, or is task distribution as it should be?
- Do staff, departments and divisions cooperate as well as they could and should?
- Has everyone in the staff received satisfactory training?
- Can you decrease the amount of personal "quick runs"?
- Can the amount of emails be decreased or their group of recipients made more targeted?
- Can time be put to better use through more effective training or education? E.g. through e-learning? Is staff capability fully utilized?
- Is there proper flow of information?
- Are working conditions satisfactory?
- Do you have good staff morale?
- Are your goals and priorities clear?

Speaking points for the reformative conversation

- Is the number of meetings appropriate?
- Are meetings well prepared?
- Are meetings well managed?
- Are you able to focus on a single or a few tasks at a time?
- Can tasks completion be improved to prevent having to redo tasks at a later time?
- Can you make fewer exceptions from proper processes or procedures?
- Can you be better prepared for seasonal workload fluctuations?
- Do you limit documentation to necessary or useful information?
- Are you documenting the same information more than once?
- Are you documenting the same information into different systems?
- Can you decrease staff travel, transport, or relocation time?
- Can teleconferencing equipment / technology be put to better use?
- Could better technology or technique improve your time management?
- Do you have easy access to updated and correct information?
- Do your IT systems communicate properly?
- Is data being collected and stored unnecessarily?
- Can data searching time be shortened?
- Can wait time for data review be shortened?



4. *How much shorter would you like your work week to be?*

This survey reveals how much shorter your group would like their work week to be. The results of this survey will be a guiding point for the project task group.



5. *Which way of shortening the work week would best fit your team and workplace operations?*

Here we want to find out which way of shortening the work hours are most likely to work well for your workplace, your operations and your team.

<i>Implementation example</i>	To reach a decrease of 4 hours per week	To reach a decrease of 65 minutes per week
If shortened daily	48 minutes	13 minutes
If shortened twice a week	2 hours	30 minutes
If shortened weekly	4 hours/half a work day	65 minutes
If shortened every other week	8 hours/a full work day	2 hours and 10 minutes



Changing working arrangements requires:

- Trust between staff and managers on maintaining and respecting the working arrangements required to shorten the work week
- That all parties adopt the required changes in working arrangements once the way to shorten the work week has been agreed upon by staff and management



What's next?

- The project task group analyzes your ideas and forms them into implementation suggestions
- The project task group's representative(s) present these implementation suggestions in a collaborative meeting with other workplaces and are introduced to other implementation suggestions
- The project task group reviews and further develops their implementation suggestions based on the other suggestions
- Implementation suggestions presented
- Voting on implementation suggestions



Thank you!

For more information, visit
reykjavik.is/betrivinnutimi

