New Way of Working in Public Administration
Preliminary Findings of the Study

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Content

- Methodology
- Aspects of Flexible Work
  - Temporal Flexibility
  - Spatial Flexibility
  - Functional Flexibility
- General Questions
- Outlook
Methodology

- Study “New Way of Working in Public Administration” examines **work & organisational and legal aspects**

- Based on

  1. **Comprehensive review** of scientific literature and legal frameworks
  2. **Questionnaires** collecting experiences with new way of working in different public administrations
  3. **Interactive sessions** at the EUPAN Meetings with the goal of fostering mutual learning and exchanging experiences
Participants

- Some countries have just completed one of the two questionnaires or have given general answers to statistical questions.
- These countries are not included in some graphics.
Temporal Flexibility

Are flexitime, part-time work, compressed working weeks and trust-based working time offered in your country's public administration?
Three Waves of Flexibilisation

1948 - 2015
Amount of working time (part-time)

1970 - 2014
Allocation of working time (flexitime)

2004 - 2016
Location of work (teleworking)
Part-time Work

- Reduction of working time on request of the employee
- Possible in nearly all countries
- Reasons
  - Arbitrary reasons → general entitlement
  - Special reasons (childcare and other care obligations e.g. elderly, handicapped; pre-retirement; education)
- Quality of the entitlement
  - Option (usually for arbitrary reasons)
  - Option with obligation to justify refusal
  - Enforceable right (in case of special reasons)
Flexitime

- Practised in all countries

- Wide variety of models
  - Bandwidth and core times
    from 30 min/day (CY, HU, MT, PL) up to 14 hours/day (CH)
  - Reference period: from 1 week up to one year
  - Carry over of hours into the next reference period

- Overtime and absences

- Quality of the entitlement
  - Standard model (AT, ES, EC, GR, LU, NO, SE)
  - Option
Other Forms

- **Sabbatical**
  - Unpaid leave (BE, BG, CY, CZ, DK, EC, FR, HR, HUN, LU, PL, SI, SK)
  - Paid time off (AT, CH, DE, FI, IE, IT, LV*, MT*, SE) *education

- **Job-Sharing** (BG, CH, CZ*, LU, SE) *possible but unusual

- **Compressed working week** (AT*, CH, CZ, DK, EE, ES, EC, FI, FR*, IT, LV, MT*, PL, RO, SE) *possible within flexitime-model

- **Trust-based working hours** (BE, EE, FR, DE, IE*, IT, LV, PT, SE) *informal arrangements
Temporal Flexibility

About how many employees are using flexitime and part-time work offers? Please give a rough estimate.
Temporal Flexibility

What are the effects of flexitime and part-time work from the employees‘ perspective?

![Graph showing the effects of flexitime and part-time work](chart.png)
Temporal Flexibility

What are the effects of flexitime and part-time work from the leaders’ perspective?

<table>
<thead>
<tr>
<th></th>
<th>Demands on leaders (21/17)</th>
<th>Team cohesion (21/18)</th>
<th>Quality of the leader member relationship (19/17)</th>
<th>Leaders' trust in employees (19/18)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexitime</td>
<td>71</td>
<td>52</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>Part-time work</td>
<td>70</td>
<td>36</td>
<td>44</td>
<td>51</td>
</tr>
</tbody>
</table>

(x/y) Number of answers

11/10/2018 New Way of Working in Public Administration
Temporal Flexibility

About how many employees are using compressed working weeks and trust-based working time offers? Please give a rough estimate.

- Compressed working week
- Trust-based working time
- No answer
Temporal Flexibility

What are the effects of compressed working weeks and trust-based working time from the employees’ perspective?

Compressed Working week: Few MS, rarely used
Trust-based working time: Few MS, variously used

(x/y) Number of answers
Temporal Flexibility

What are the effects of compressed working weeks and trust-based working time from the leaders‘ perspective?

- Demands on leaders (7/6): Decreases slightly
- Team cohesion (7/5): Decreases strongly
- Quality of the leader member relationship (7/5): No effect
- Leaders’ trust in employees (7/5): Increases slightly

(x/y) Number of answers
Spatial Flexibility

Are telework, high mobile telework, desk sharing and activity-based flexible offices offered in your country’s public administration?

- 4 forms of spatial flexibility
- 3 forms of spatial flexibility
- 2 forms of spatial flexibility
- 1 form of spatial flexibility
- No form of spatial flexibility
Spatial Flexibility

About how many employees are using telework and high mobile telework offers? Please give a rough estimate.

<table>
<thead>
<tr>
<th>Country</th>
<th>Telework</th>
<th>High mobile telework</th>
<th>Only few</th>
<th>Nobody</th>
<th>No answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austria</td>
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<td>Belgium</td>
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<td>European Union</td>
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<td>Switzerland</td>
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Legal Aspects of Spatial Flexibility

- Framework Agreement on Telework 2002
  - Not implemented or only pilots in CY, ES, GR, IE, RO
  - Except in PT only an option (sometimes with justification for refusal: EC, FR, LU, MT)

- Homogenity concerning working time, data protection, provision of equipment, health & safety
  → usually no deviation from general rules

- Heterogeneity concerning cost refund
Spatial Flexibility

What are the effects of telework and high mobile telework from the employees’ perspective?

<table>
<thead>
<tr>
<th>Effect</th>
<th>Telework</th>
<th>High mobile telework</th>
</tr>
</thead>
<tbody>
<tr>
<td>increases strongly</td>
<td>86</td>
<td>92</td>
</tr>
<tr>
<td>increases slightly</td>
<td>67</td>
<td>50</td>
</tr>
<tr>
<td>no effect</td>
<td>50</td>
<td>67</td>
</tr>
<tr>
<td>decreases slightly</td>
<td>31</td>
<td>63</td>
</tr>
<tr>
<td>decreases strongly</td>
<td>31</td>
<td>63</td>
</tr>
</tbody>
</table>

(x/y) Number of answers
Spatial Flexibility

What are the effects of telework and high mobile telework from the leaders‘ perspective?

![Graph showing the effects of telework and high mobile telework on leaders' perspective.](image-url)

- **Demands on leaders (19/7)**
  - Increases strongly: Telework 86, High mobile telework 80
  - Increases slightly: Telework 38, High mobile telework 32
  - No effect: Telework 38, High mobile telework 42
  - Decreases slightly: Telework 63, High mobile telework 68
  - Decreases strongly: Telework 54, High mobile telework 68

- **Team cohesion (18/7)**
- **Quality of the leader member relationship (18/6)**
- **Leaders' trust in employees (18/6)**

(x/y) Number of answers
Spatial Flexibility

About how many employees are using desk sharing and activity-based flexible offices? Please give a rough estimate.

- all employees
- app. 75%
- app. 50%
- app. 25%
- only few
- nobody

Desk sharing
Activity based flexible offices

No answer
Spatial Flexibility

What are the effects of desk-sharing and activity-based flexible offices from the employees’ perspective?

Desk sharing: Few MS, variously used
Activity based flexible offices: Few MS, variously used

(x/y) Number of answers
Spatial Flexibility

What are the effects of desk sharing and activity-based flexible offices from the leaders' perspective?

- Increases strongly: 65
- Increases slightly: 50
- No effect: 56
- Decreases slightly: 44
- Decreases strongly: 50

Demands on leaders: 5/4
Team cohesion: 4/4
Quality of the leader-member relationship: 3/2
Leaders' trust in employees: 4/3

(x/y) Number of answers
Functional Flexibility

Is job rotation offered in your country's public administration?
Functional Flexibility

About how many employees are using job rotation opportunities? Please give a rough estimate.
Involvement of Employee Representatives

- **Levels of involvement**
  - Consultation on draft laws
  - Collective bargaining except in AT, BE, CH, PT
  - Introduction of model in a specific workplace
  - Individual flexibilisation measure (e.g. via participation in a board)

- **Intensity of involvement**
  - Information, consultation
  - Co-determination
Outlook: Discussions and Planned Projects

- Flexible and new ways of working (AT, BE, BG, CH, EE, ES, FI, FR, IE, IT, LV, LU, MT, NO, PL, ES)
- Effects of new ways on gender equality (FR, IE)
- 24/7 availability
  - No obligation (AT, DK, NO, PT)
  - Issue somehow dealt with (BG, EU, IT, SI)
- Right to disconnect (BE, CZ, FR, SE)
Thank you for your attention!

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