

Driving Cultural Change in Organisations:

Shared experiences

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Research – National Surveys of Employers and Employees

- Baseline data:
 - which WLB initiatives NZ workers have access to, and how useful these are
 - which employees have access to WLB initiatives
 - employer and employee attitudes to WLB initiatives
 - barriers to achieving work/life balance
- 1100 Employers (data collected in July 2005)
- 2000 Employees (data collected in October/November 2005)



Employer Survey

- 1100 employers from across NZ
- Respondents from across a range of different industries
- Employers of different sizes:

5-10 employees	47%
11-20 employees	25%
21-50 employees	18%
51-100 employees	6%
100 + employees	4%



Early findings from Employer Survey

- **Most prevalent WLB initiative** was “*allowing employees to occasionally vary start and finish times to deal with problems outside of work*” (available to all employees at 92% of all workplaces surveyed)
- Other commonly available initiatives were :
 - Using personal sick leave to care for others (86%)
 - Having flexible break provisions (65%)
 - Study leave (52%)
- **Least commonly available option** was “*regularly working from home*” (not available to any employees at 80% of all workplaces surveyed)
- Other least commonly available initiatives were:
 - Having additional leave in exchange for reduced pay (63%)
 - Selecting own rosters or shifts (61%)
 - Occasionally working from home (59%)



Research findings by Industry

- Manufacturing:
 - Less likely to offer job sharing, study leave, part-time work, working from home
- Retail:
 - Less likely to offer working from home, study leave, using personal sick time to care for others
- Property and business services:
 - More likely to offer working from home, study leave, selecting own rosters/shifts
- Health and community services
 - More likely to offer additional leave for reduced pay, flexibility in choosing when hours are worked, job sharing, selecting own rosters/shifts, study leave, part-time work, using personal sick time to care for others
- Education services:
 - More likely to offer occasionally working from home, job sharing, study leave, part-time work, using personal sick time to care for others
 - Less likely to offer flexible break provisions, varying start and finish times, selecting own rosters/shifts



Research findings by Industry (cont'd)

- Wholesale trade:
 - Less likely to offer part-time work, selecting own rosters/shifts
- Hospitality:
 - More likely to offer flexibility in choosing when hours are worked, selecting own rosters/shifts, job sharing, varying start and finish times, flexible break provisions, part-time work
 - Less likely to offer working from home
- Construction:
 - Less likely to offer working from home, selecting own rosters/shifts, flexibility in choosing when hours are worked, job sharing, part-time work
- Transport and storage:
 - Less likely to offer study leave



Research findings by size of employer

- 5-10 people:
 - Less likely to offer part-time work
 - More likely to offer varying start and finish times, job sharing, flexibility in choosing when hours are worked, selecting own rosters/shifts
- 11-20 people:
 - Less likely to offer selecting own rosters/shifts, flexibility in choosing when hours are worked
- 21-50 people:
 - Less likely to offer varying start and finish times, job sharing, flexibility in choosing when hours are worked
 - More likely to offer study leave
- 51-100 people:
 - Less likely to offer varying start and finish times, flexible break provisions
 - More likely to offer occasionally working from home, part-time work
- 100+ people:
 - Less likely to offer flexible break provisions, varying start and finish times
 - More likely to offer occasionally working from home, part-time work



Perceived barriers to implementing WLB initiatives

- Need to have everyone in the workplace at the same time (40%)
- Too complicated (33%)
- Too expensive (17%)

Plus....

- Hard to do (manage/organise/control/monitor) (9%)
- “Unable to be flexible in our business” (7%)
- Staff taking advantage/abusing system (6%)

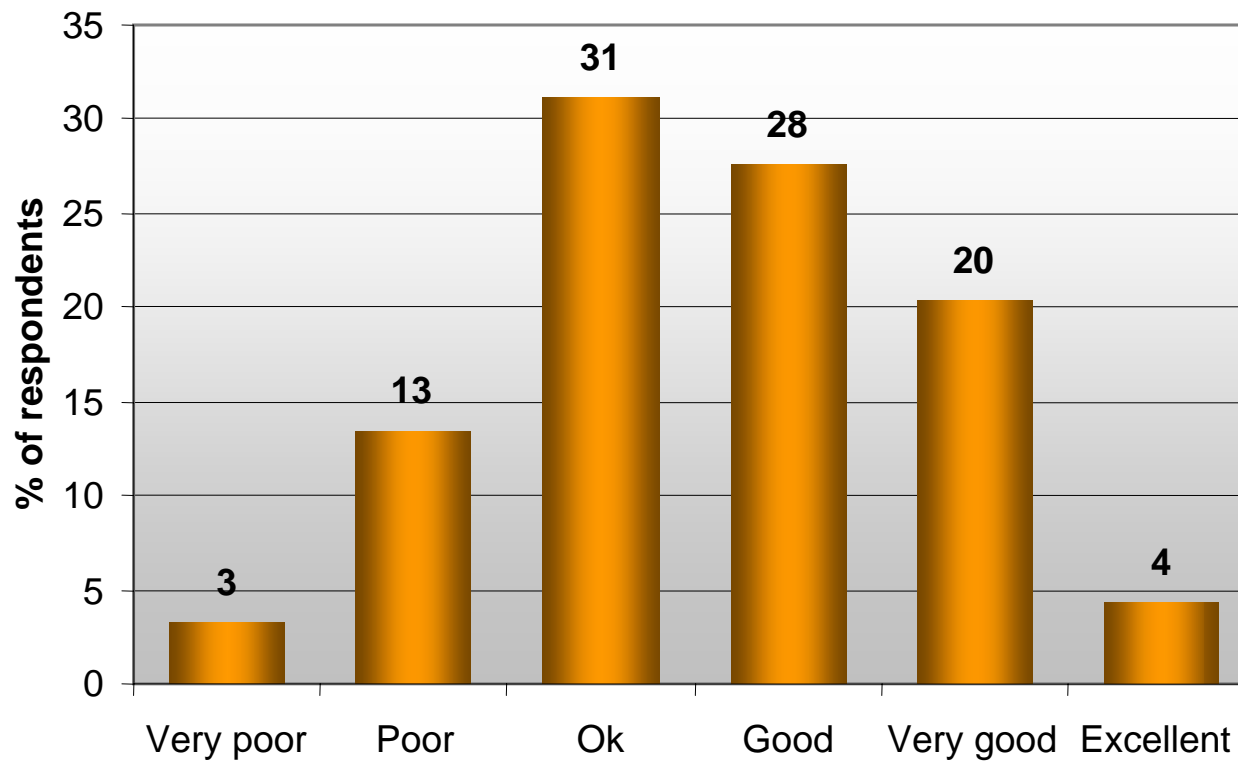


Employee Survey

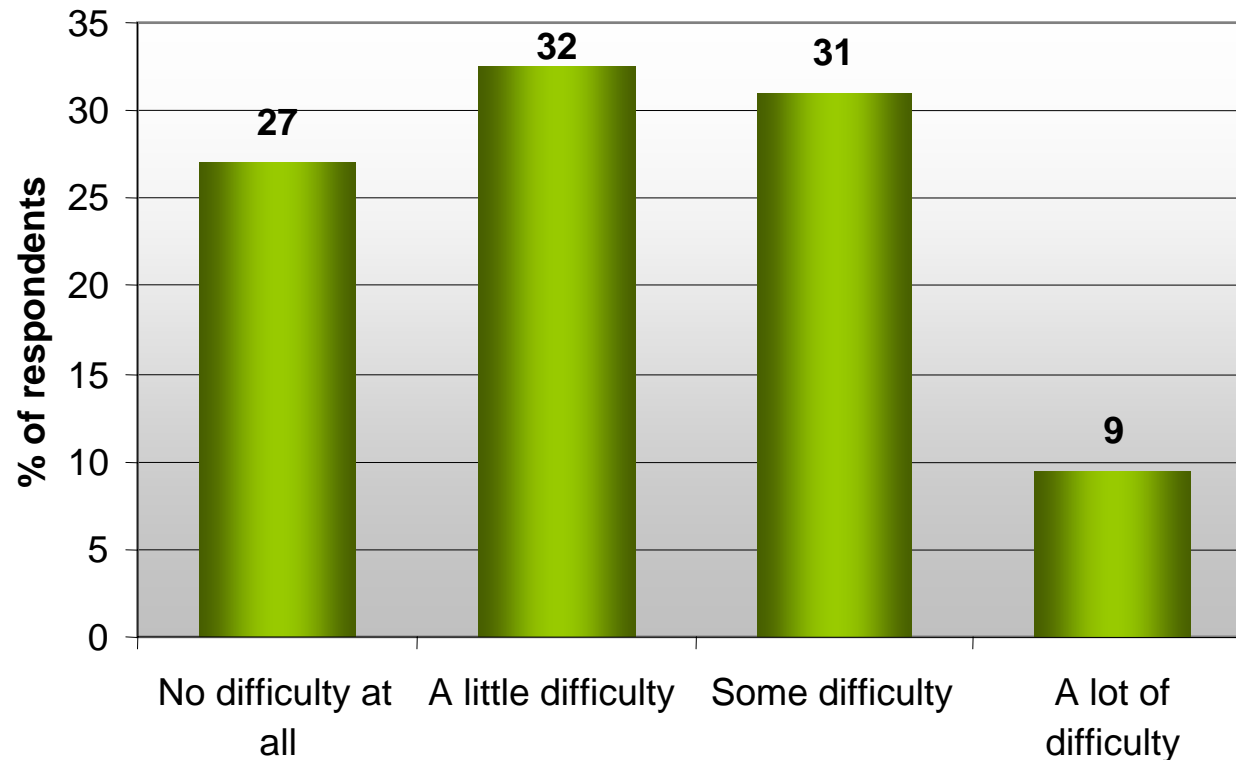
- 2000 randomly selected phone interviews; sample weighted so results are representative of working population
- Questions about:
 - Rating of current work/life balance
 - Current work/life balance working arrangements
 - Factors that make work/life balance harder
 - Working arrangements that would help achieve work/life balance



Work/life balance rating (n=2000)



Degree of difficulty in achieving work/life balance (n=2000)

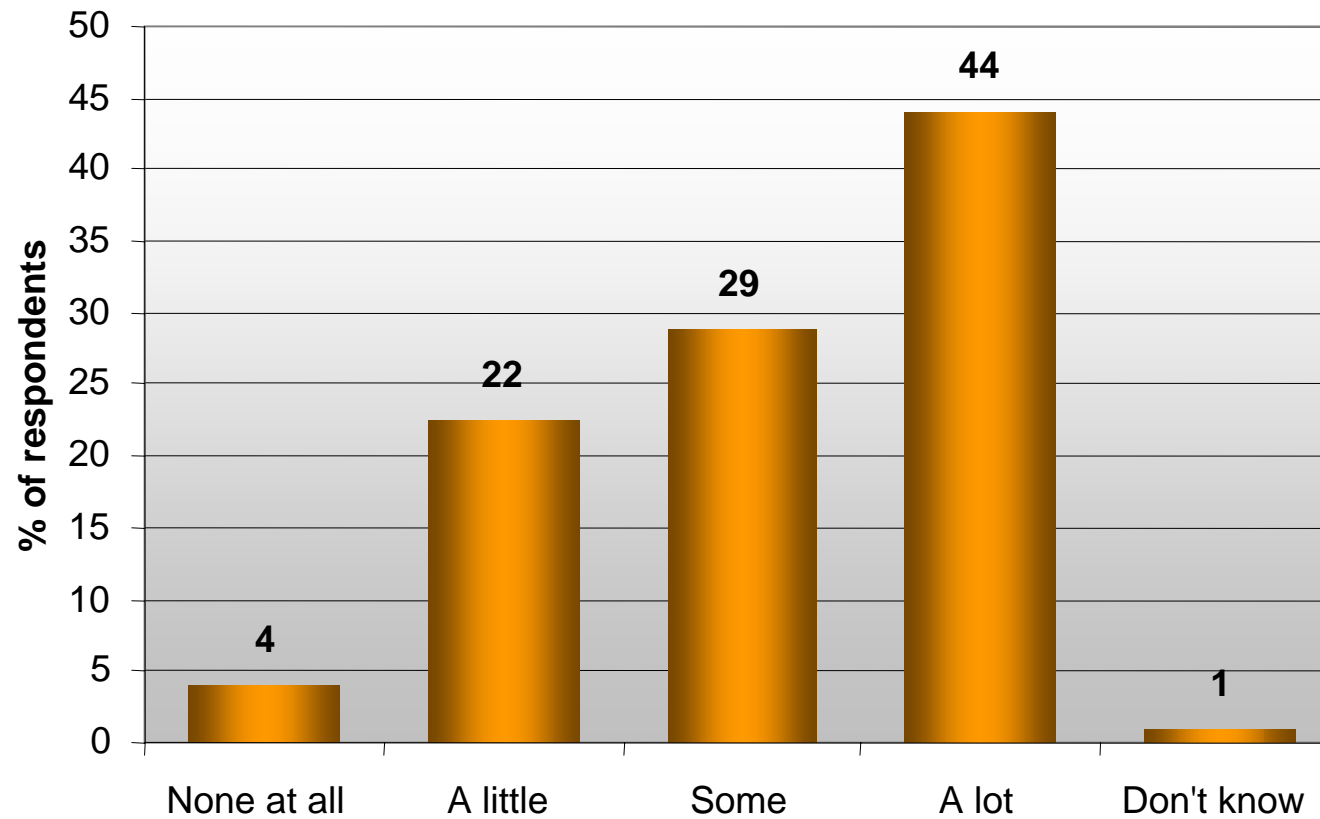


Most common WLB initiatives

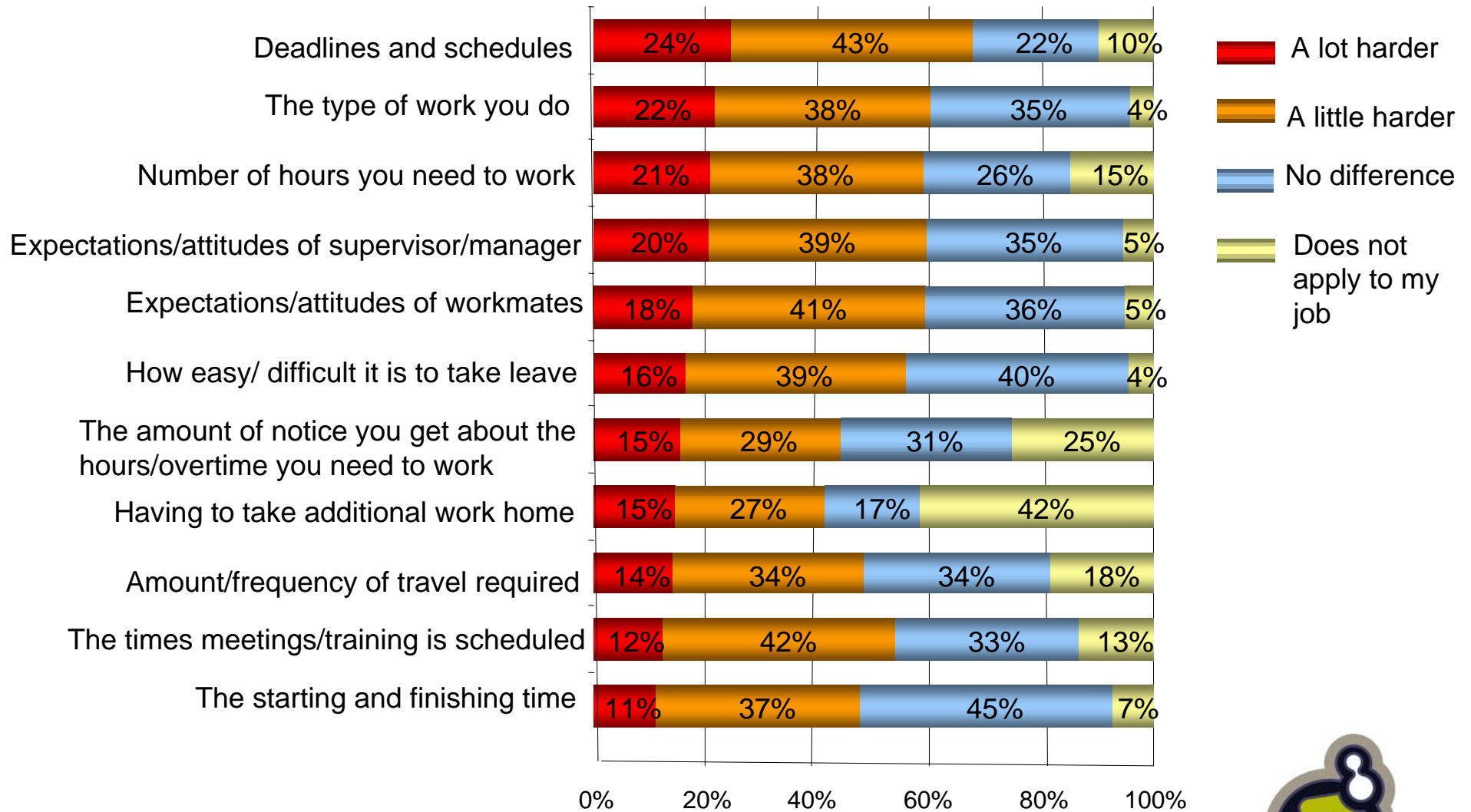
- 93% had access to a phone and/or phone messages
- 79% knew they could have minor variations in start and finish times occasionally to cope with a problem
- 79% knew they could go if there was a family emergency
- 67% chose their own lunch break
- 57% had flexible start and finish times (**this viewed as the most helpful arrangement in achieving work/life balance**)
- However, access to different arrangements not always helpful in achieving work/life balance



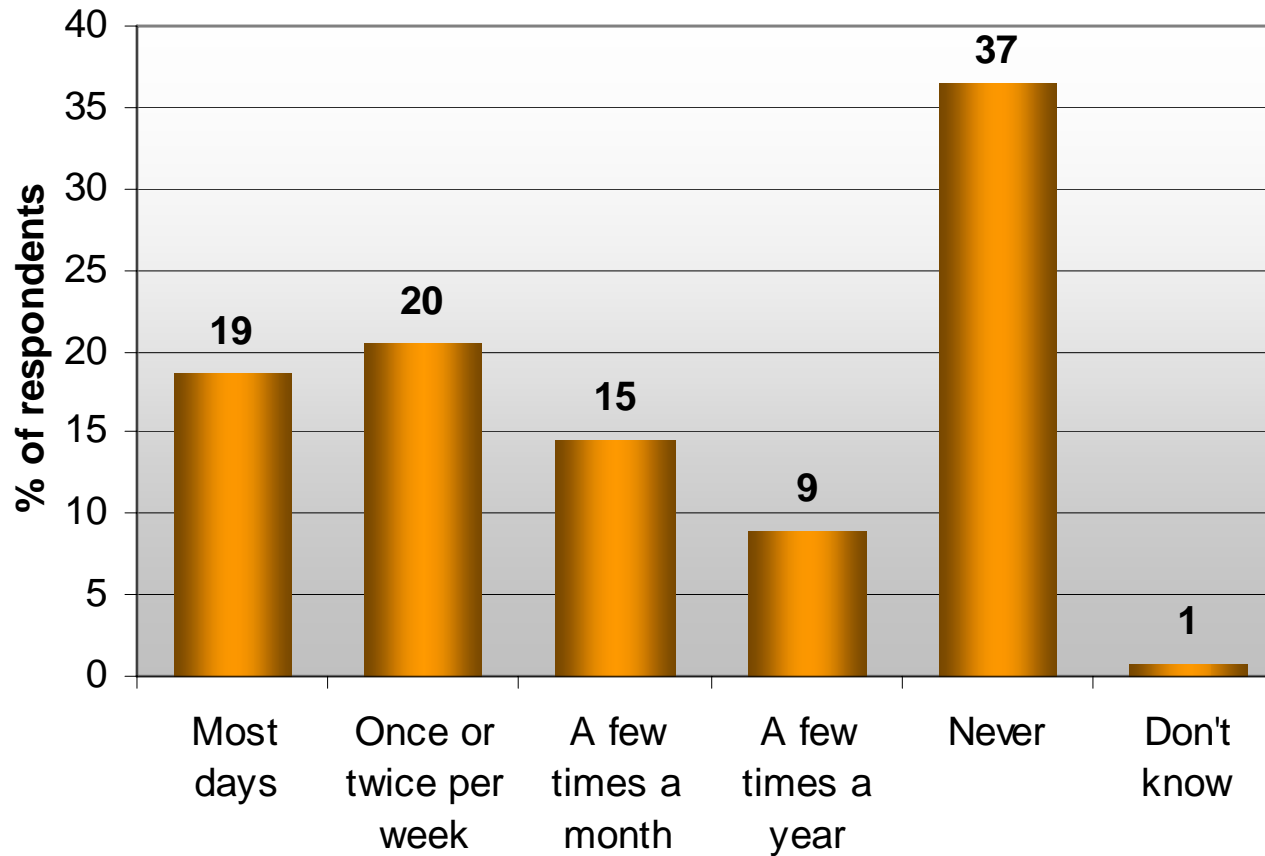
Amount of help work arrangements provide



Factors making work/life balance harder

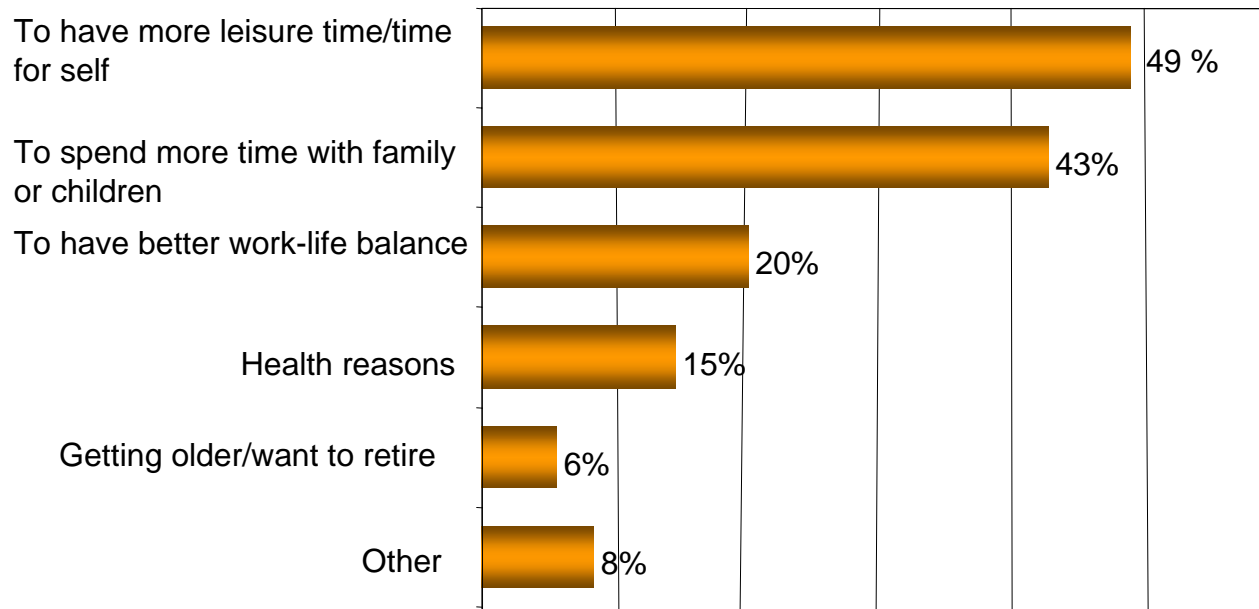


Extra hours worked in own time



Preferred working hours

- 30% would like to work less hours than they currently do, even if it meant earning less money
- Reasons include: (n = 591)

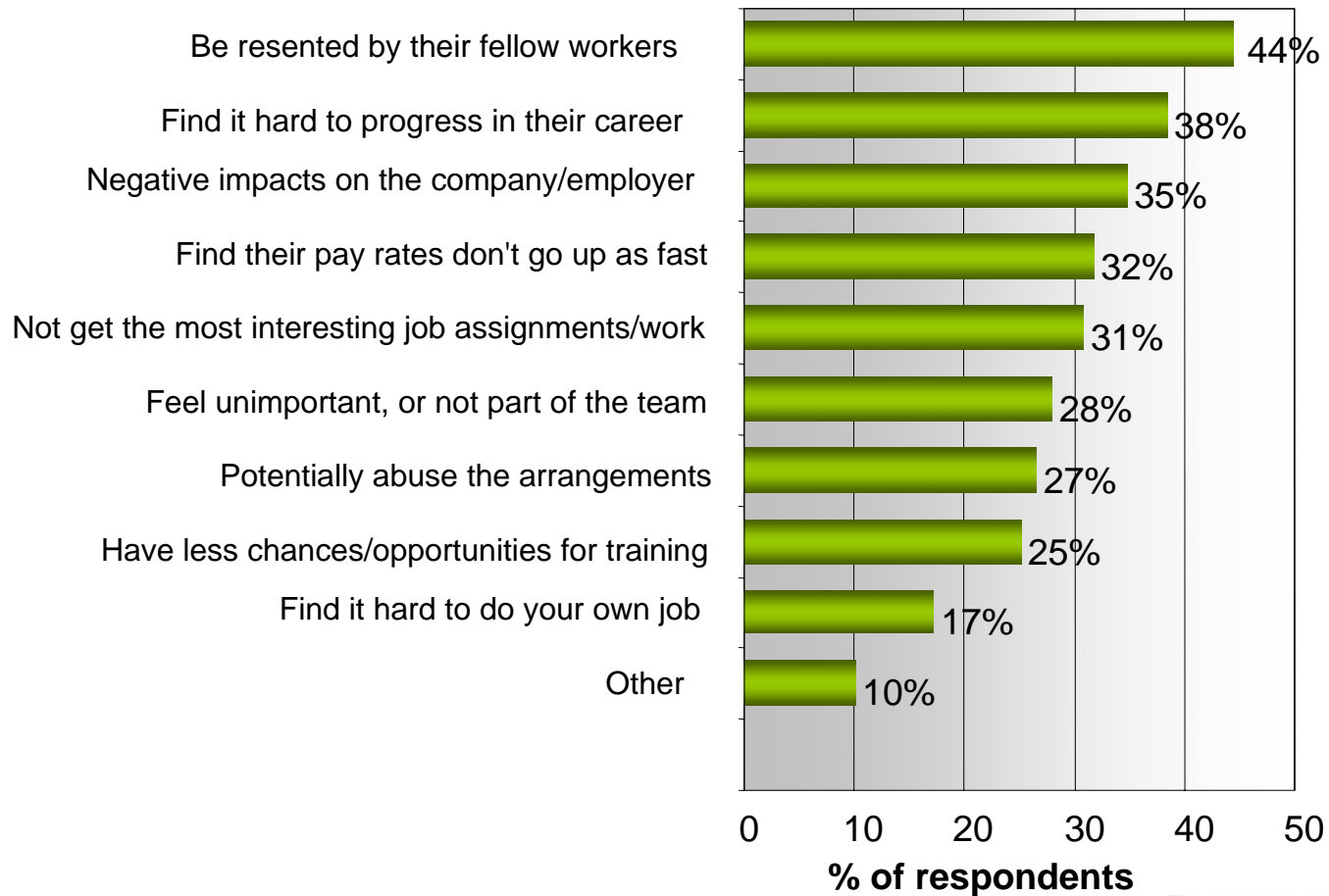


Desired working arrangements

- Of those work arrangements that are not available to employees, for any particular reason, the work arrangements employees reported they **would like to have** were:
 - Buying or negotiating additional annual leave (more than 3 weeks per year) (24%).
 - Having flexible start and finish times (17%).
 - Choosing how many hours they work (13%).
 - Occasionally working from home (15%).
 - Having extra unpaid leave (15%).



Negative impacts for people using work/life balance arrangements



The Workplace Project

- Overall Aim
 - Gather and disseminate best practice information and tools to assist NZ workplaces to develop practical and tailored work-life balance solutions.
- Pilot Project
 - Up to 18 organisations to develop and trial tools that meet the needs of both their business and their employees
- How were organisations selected?
 - Skill shortage areas
 - Variety of WLB issues
 - More vulnerable workers, in lower paid, lower skilled occupations
- Manufacturing; Rooding; Hospitality; Retail; Healthcare; Call centres; Public service.



Key Principles

- The Project will utilise an approach that balances individuals and organisational needs (**win-win** solutions)
- The Project will operate under a **partnership** model, where employers, employees, and other parties in the workplace, such as unions, as relevant, each have a voice
- The Project will facilitate **inclusive and innovative problem-solving** and decision-making processes
- The Project has a commitment to **improving the organisation of work** at all levels.



Sharing What We Know:

- Key Players – who are they?
- What are their issues?
- What are the benefits to them/motivators?
- What helps them change?



Change agents

- CEOs – sponsor, individual, cost/benefit, loyalty
- HR – good practice, fairness, culture, diversity
- Unions – involvement, good practice, builds relationships
- Individuals – trust, stress, mutual gain
- Others?

