



SOTSIAALMINISTEERIUM



Developing work and life balance in business sector

Heidi Solba
Responsible Business Forum in Estonia
20.11.2014



Vastutustundliku
Ettevõtluse
Foorum

Project „Developing a support mechanism for enterprises that promote work and family life balance“ is financed by Norwegian Grants 2009-2014.

- **Responsible Business Forum in Estonia** (*Vastutustundliku Ettevõtluse Foorum*) is a non-profit organization that works as a network for businesses which are interested in corporate responsibility and sustainability.
- Founded in 2004
- Mission: to raise the awareness and develop the CSR in Estonian society through being the centre of competence building and communication on CSR.
- 35 business members + approx. 20 partner organizations (including ministries, universities, business unions) – leading CSR organization in Estonia.
- Member of CSR Europe network.
- Sustainable stakeholder management (including employees and work-life balance) is directly related to CSR management in a company.

Why is work and life balance a crucial topic?



SOTSIAALMINISTERIUM



Critical employment situation

Decreasing working-age population > involvement of risk groups (people with special needs, seniors etc) to the job / labor market.

Businesses must adapt flexible management style (including work and life balance) to retain their current employees and find new ones.

Unequal treatment

More balanced work and life policies would allow people who are currently on maternity leave, to take part from employment:

- would give an opportunity to balance of gender roles (currently only 6- 7% of men are on maternity leave)
- would create an opportunity to increase women`s income (currently the difference in income of men and women is 25-30 %)

Aim of the project:

To improve the situation of work and life balance among the employees of Estonian enterprises.

Project activities:

- survey among employers and employees in May 2014
- development program for employers (seminars with expert speakers and practitioners, a study visit to Norway and one-to-one meetings with mentors) (June 2014-December 2015)
- a series of conferences and seminars to a wider audience of employers
- supporting media campaign (articles, social media, videos etc)

Survey outcomes

1. Work and life balance is recognised
2. Development will need more support



SOTSIAALMINISTERIUM



AWARENESS



Subject is sentenced similarly from both side - from leaders and workers side, no doubts about the importance of the subject.

PRESENT SITUATION



Managers *versus* employees: managers evaluate the work-life balance situation in organization in more positive numbers, than employees

EXPECTATIONS



Managers expect more governmental support primarily in tax and labour policies (part time job, worktime) and legislations.

Survey outcomes

Difference between sectors,
job positions and generations.



SOTSIAALMINISTEERIUM



- Public and service sector
- „white-collar“ workers
- Tallinn (capital city)
- Young managers
- Motivational package of young employees

- Primary, industry / manufacturing sector
- „blue -collar“ workers
- Rest of Estonia
- Managers of older generations
- Motivational package of older employees

- 40 organizations (CEO-s and HR Managers)
- 17 organizations from service sector, 14 from producing sector, 9 from trading, logistics, construction and public sector.
- All together involving approximately 20 000 employees

Development Programme:

- 6 development days, 6 seminars, 2 conferences per organization
- During September 2014 – December 2015
- Experts, practitioners and mentors
- Groupworks, individual works
- Organizational strategy up to work-life balance actions

➤ **Individual work**

Between development days; according to the topics of the programme (gives an opportunity to involve other people in their own organization into dialogue about work and life balance); solid input into mentoring process.

➤ **Mentors**

Best known HR developers and practitioners in Estonia.

5 mentors (7-9 mentees per mentor).

Total working amount per participant 8 hours (4 planned face-to-face meetings) plus online communication.

➤ **Development plan**

Will be created for each participating organization, including success criterias. Implementation of the plan with support from mentors.

Where lies work-life balance topic in organizational management?



SOTSIAALMINISTERIUM



Organizational strategy

HR Strategy

Equal treatment in recruitment and incomes

Individual needs or generation based motivational packages

Diversity management

Involvement (incl. at maternity leave) into organization developments

Opened and employees oriented organizational culture, internal communication

Flexible working flow and work processes

Leadership quality

Feedback system (surveys, evaluations etc)

.....

Schedule of the programme (2014, 2015)



SOTSIAALMINISTEERIUM



09 September	D	Corporate Social Responsibility - organizational strategy and responsible HR Management
22 September	C	International CSR Conference in Tallinn
29 September	M	Mentors development day
17 October	S	Employment challenges in Estonian organizations "Changed expectations of Employees and Employers"
13 November 14 November	D	Leadership and HR Management. Design and implementation of work and life balance oriented HR Strategy
December	M	Work with mentors, mapping, planning
23 January 2015	S	Employees and other stakeholders involvement into organization development
27 February 2015	D	Flexible working time and work arrangement in content of work and life balance
10 April 2015	S
07 May 2015 08 May 2015	D	Family oriented organization

September 9th, 2014

First development day



SOTSIAALMINISTEERIUM



How do participants see work and life balance topic – level and keywords



SOTSIAALMINISTEERIUM



- 5,3 ratsionaalne
- 7 süsteematus, spontaansus
- 6 ühtsuse loomine (k.a. välj
ajapool
EEMU)
ühne standard
- 5,7 arenguvõim on (ettehädane
võime, mis on
kvaliteet ning
tootlikkus)
- 6,3 paindlikkus (tootlikkus)
kohanevõime (4 genereeritud) juhtid
sisemine motivatsioon (töötajate omad)
- 9,33 arenguvõim on (võime, mis
olemas, mis
teadlikkus,
sünkroon)
- 6,0 anarkia
- 5,0 töötajate motiveerimine
- 5,5 süsteemide loomine
- 4,75 mis toetamine saadab
paindlikkus
remond

Summary from the first development day



SOTSIAALMINISTERIUM



- ✧ Organizational culture shall support the implementation of work and life balance policies (from developing HR strategy up to implementing)
- ✧ Development of the HR system and internal implementation
- ✧ Quality of internal communications
- ✧ Equal treatment
- ✧ Leadership skills development (within organization development programmes for supporting the implementation of work-life balance)
- ✧ Balance between resources and outcomes (investing reasonable resources to achieve results)
- ✧ Primary sector is a challenge

What would support the implementation of work-life balance?



SOTSIAALMINISTERIUM



- Awareness about work and life balance and willingness to change the environment and culture of the organization
- Leaders quality
- Supportive laws and policies for part time jobs, health promotion, maternity leave etc.
-



SOTSIAALMINISTEERIUM



Thank You!

Heidi Solba

Responsible Business Forum in Estonia

heidi@csr.ee

www.csr.ee



Vastutustundliku
Ettevõtluse
Foorum

Project „Developing a support mechanism for enterprises that promote work and family life balance“ is financed by Norwegian Grants 2009-2014.