



Developing <u>work and life balance</u> 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



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- 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 worklife balance) is directly related to CSR management in a company.

Why is work and life balance a crucial topic?



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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 %)



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Aim of the project:

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

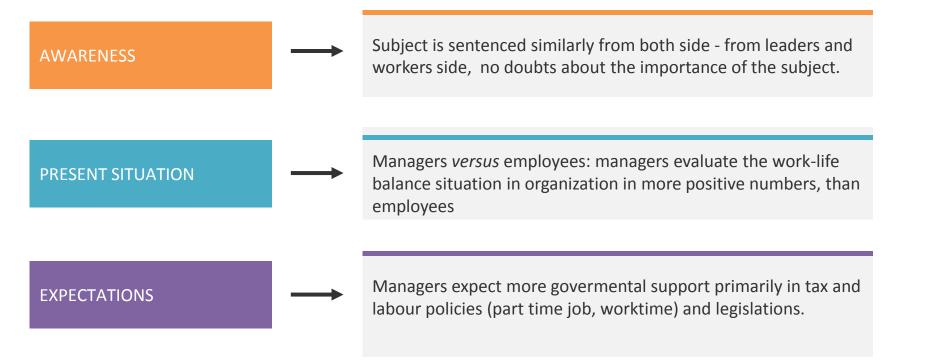
Project activities:

- 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-toone 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



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Survey outcomes

Difference between sectors, job positions and generations.

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

• Primary, industry / manufacturing sector

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• "blue -collar" workers

- Rest of Estonia
- Managers of older generations
- Motivational package of older employees

Development Program



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- 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

Value added

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.

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> 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?

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)

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Schedule of the programme (2014, 2015)





09 September	D	Corporate Social Responsibilty - organizational strategy and reponsible HR Management
22 September	С	International CSR Conference in Tallinn
29 September	Μ	Mentors development day
17 October	S	Employment challenges in Estonian organizations "Changed expectations of Employees and Emloyers"
13 November 14 November	D	Leadership and HR Management. Design and implementation of work and life balance oriented HR Strategy
December	Μ	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



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

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Summary from the first development day



- 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



- 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.

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Thank You!

Heidi Solba

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