

MAXIMISING THE USE OF TIME

"Tots els temps en un temps" is the Catalan motto of the Tempora Development Partnership and sums up the project's aim of re-balancing all the different demands on the life times of working women and men in a new and more satisfying way.

TIME AS THE TOP ISSUE FOR THE PARTNERSHIP

The DP's overarching strategy is to enable an intelligent articulation of time: time spent in the workplace, in travelling to and from work and in the family and wider social environment. [Tempora](#) consists of a large group of public and private organisations including local governments, social partners, companies, universities and gender equality bodies in and around the city of Barcelona. The DP is coordinated by the Union of General Workers of Catalonia (UGT) and its partners are improving community services and promoting local development within a perspective of reconciling working and family life. The project is cooperating with local companies and is attempting to convince them that family friendly work organisation and the use of untapped female potential could help them enhance their productivity and

competitiveness.



INTRODUCING CHANGE IN THE BUSINESS WORLD

Based on the results of a study involving 100 companies, the DP has developed a work-life-balance model that can benefit both employers and employees. Although almost 50 percent of the enterprises covered by the survey claimed to have an equal opportunities programme that promotes women in the organisation, only 6.5 percent are implementing or considering the introduction of specific reconciliation policies. As a second step, the project is testing its work-life-balance package in ten different companies. This package can be adapted to specific sectors of activity, sizes, ages and qualification levels of staff, but it always contains the following key components.

- **Flexibility Policies** including more family friendly daily working time arrangements; compressed weekly schedules (e.g. four long days instead of five normal days); different leave schemes, in particular, flexible parental leave encouraging fathers to make use of it for more than just a couple of days; job sharing; telework; and a "lights off" policy (no more lights in the building after 8.00 p.m.) to ensure that overtime does not conflict with family responsibilities;
- **Family Support Policies** combining a variety of direct services to employees such as washing, catering, shopping and home deliveries and home maintenance and repair with childcare, support for elderly dependents and transport facilities. Most of those services have the potential to create jobs for unemployed women and this is exploited by the municipalities that are partners in the DP;
- **Training and Human Resource Development Programmes**, offering personal development courses (time and conflict management, communication and ICT skills); career planning and development schemes, training in home economics specifically targeted at men and work-life-balance awareness training for managers;
- **Monitoring and evaluation** of the benefits gained by both the enterprises and the employees are integral aspects of the work-life-balance package. Companies are made familiar with different methodologies that can be used to measure progress. They also receive training in the on-going assessment of the package, as part of quality management;
- **Reconciliation in the Social Dialogue**

Using the experiences and results of the activities described above, Tempora is introducing solutions to reconciling work and family life into collective bargaining. The clauses integrated into the collective agreement with the Vodafone Corporation are an example of such successful negotiations. These clauses go beyond the requirements of current legislation and guarantee a maternity leave provision of 15 days before delivery and an extended period of working time reduction after the end of maternity leave, plus paid breastfeeding and nursing breaks. In addition, the agreement grants up to one year of leave to care for dependent family members and this leave can be prolonged if employees have care responsibilities for children younger than four years of age. The DP is also running courses for trade union officials, members of work committees, personnel managers and business owners to sensitise them to equal opportunities, in general, and reconciliation issues, in particular.

RESHAPING FAMILY SERVICES IN LOCAL COMMUNITIES

The eight municipalities that are partners in the DP have been evaluating their existing family support systems and the needs of the population. This analysis laid the ground for the development of new flexible care services for children and other dependants, especially senior citizens. To increase the quantity of care, the DP is training women as carers, and in some communities they are being supported to set up small business or social economy enterprises in the care sector.

The new family support services also contain a "mobility component". The DP is working jointly with the Barcelona Metropolitan Transport Services and other local communities, to tailor bus routes and schedules so that they more closely reflect the needs of working parents. This is particularly relevant for women who often do not have their own car or are not the main drivers of the family car. Currently, the transport systems in the city of Barcelona and its immediate suburbs are not articulated with those of the local communities within the larger Barcelona agglomeration. The pilot action developed by the DP includes, for instance, the analysis of an urban bus line to check how its route connects the areas and services, which are most crucial to people with family responsibilities. Other pilot activities are facilitating mobility between the communities where people live and their places of work and also between the different municipalities and the central shopping areas.

STIMULATING ATTITUDINAL CHANGES AS EARLY AS POSSIBLE

To make equal opportunities a reality in the lives of women and men, the DP has embarked on a long-term strategy, developed by the Barcelona Educational Institute and supported by the City's School administration. Pilot schemes were organised in ten different primary and secondary schools in spring 2003. The innovative curricula for primary and secondary schools challenge traditional gender roles and the subtle integration of the related stereotypes into science and technology. Rather than offering extra general courses on gender equality, these schemes use household processes such as cooking, baking or ironing to explain certain phenomena in chemistry and physics. The project has succeeded, as boys have begun to realise the value of unpaid female work and to accept more responsibilities at home. In addition, female pupils tend to get a better grasp of the subjects that are taught and have begun to consider science as a possible career choice. Through working with children and young people, Tempora is addressing not only role sharing and vocational choices in future generations, but also the prevailing attitudinal patterns of the current generation of parents. The scheme has triggered a lot of media attention and a heated and fruitful discussion amongst both teachers and parents.

MAKING EQUAL ACHIEVEMENTS SUSTAINABLE

A major output of Tempora's multifaceted approach is a centre, which will be focusing on the articulation of living times. It is supporting local institutions, public and private companies and trade unions to jointly create an environment that encourages improved work-life-balances for working parents. This includes organising awareness raising and training targeted at Human Resource Development staff, Trade Unions and Public Administrations and providing counselling and advice to municipalities in the planning and organisation of family support services, neighbourhood security, mobility and "city timings" (harmonising schedules of transport systems and opening hours of public authorities, care institutions, schools and shops etc.). Last, but not least, it is creating the new professional profile of a mediator whose task is to facilitate

reconciliation conflicts that are emerging between employees and employers, or local communities and citizens.

The Tempora DP works in a Transnational Partnership (TP), operating under the same name. The other partners based in [Italy](#) and [France](#), are setting up similar centres and the TP is building a European Network of Local Centres for Reconciliation.

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