



WellChi-Network, Workshop 3

Working flexibility and caring arrangements

Rennes, 1st and 2nd of September 2005

Labour market participation and working time of women and men: the role of the state and the role of enterprises. Towards a new distribution of responsibilities in Germany?

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Structure of the presentation

- I. Introductory remarks: Work-life-balance in the era of flexible working times: the role of the state and the role of the company
- II. How do men and women work and how would they like to work? – Empirical evidence on working times and working time wishes
- III. What role for companies?
- IV. A new approach in German family policy: “Alliance for the family”
 - IV.1 Local alliances for family
 - IV.2 The “Career & Family Audit”
- V. Conclusions: Towards a new distribution of responsibilities between the actors on the work and care stage?



Projects and data sources (if not otherwise stated):

- Project „Towards a new organisation of time throughout working life“ (Anxo, Boulin, Fagan, Fabrian, Keuzenkamp, Klammer, Klenner, Moreno, Toharia on behalf of the European Foundation, Dublin; report forthcoming)
- Two representative surveys (2003) of the WSI, a) on flexible working time schemes in German companies with more than 20 employees and b) on parents`/carers` expectations towards their companies
- Paper Klammer 2004 on German family policy for the OMC peer review on family policy



I. Introductory remarks:

Work-life-balance in the era of flexible working times: the role of the state and the role of the company

- Starting point:
Ambivalent development:
Renaissance of family policy, new benefits, new concern about work-life-balance etc
versus: flexibilisation, new problems of work-life-balance in the 24-hour-economy, market rules have started to rule not only at the workplace, but also in private life
- Thesis: social policy and family policy researchers still tend to focus too much on the level of the nation (state + EU level) but do not pay enough attention to the level of the company



II. How do men and women work and how would they like to work?

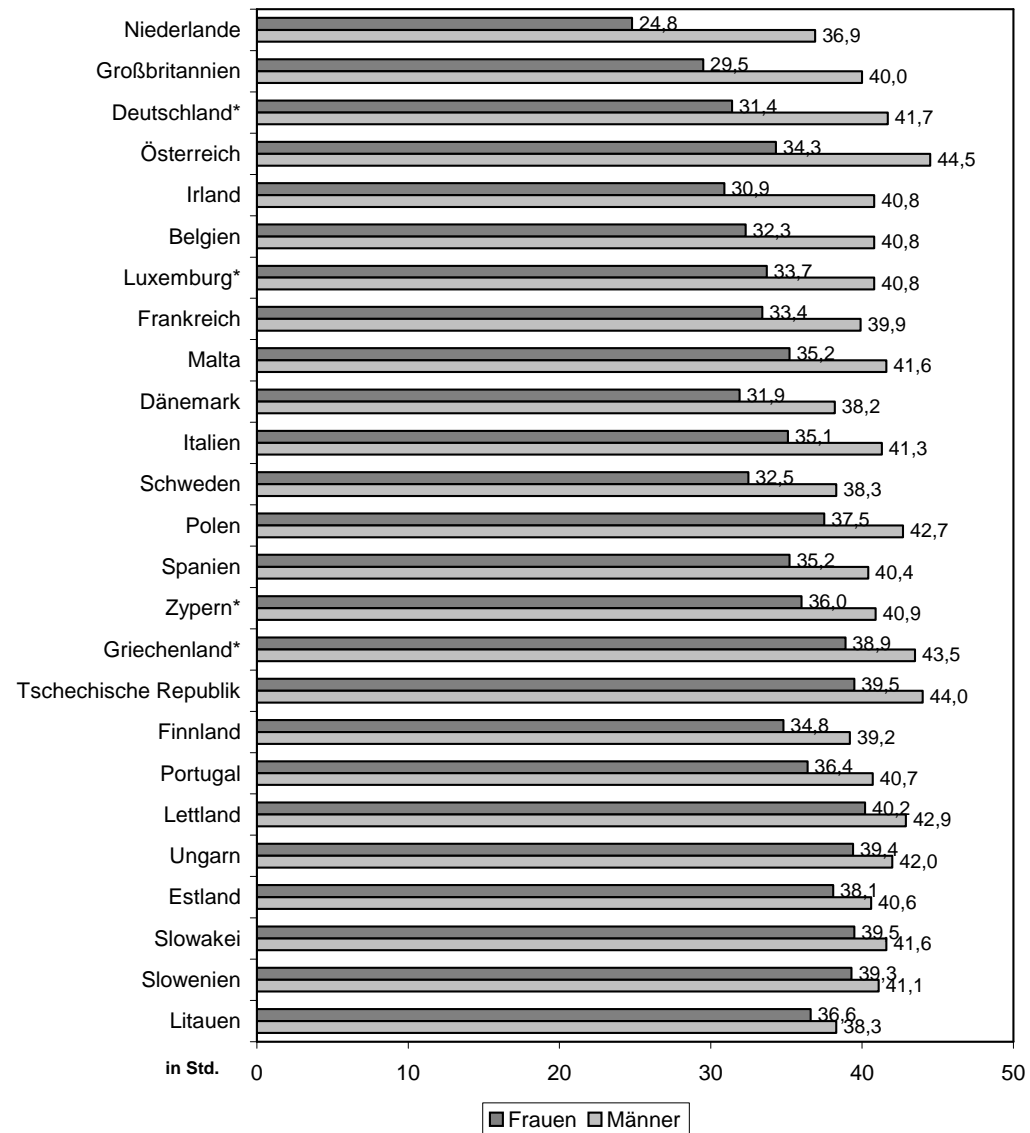
Empirical evidence on working times
and working time wishes

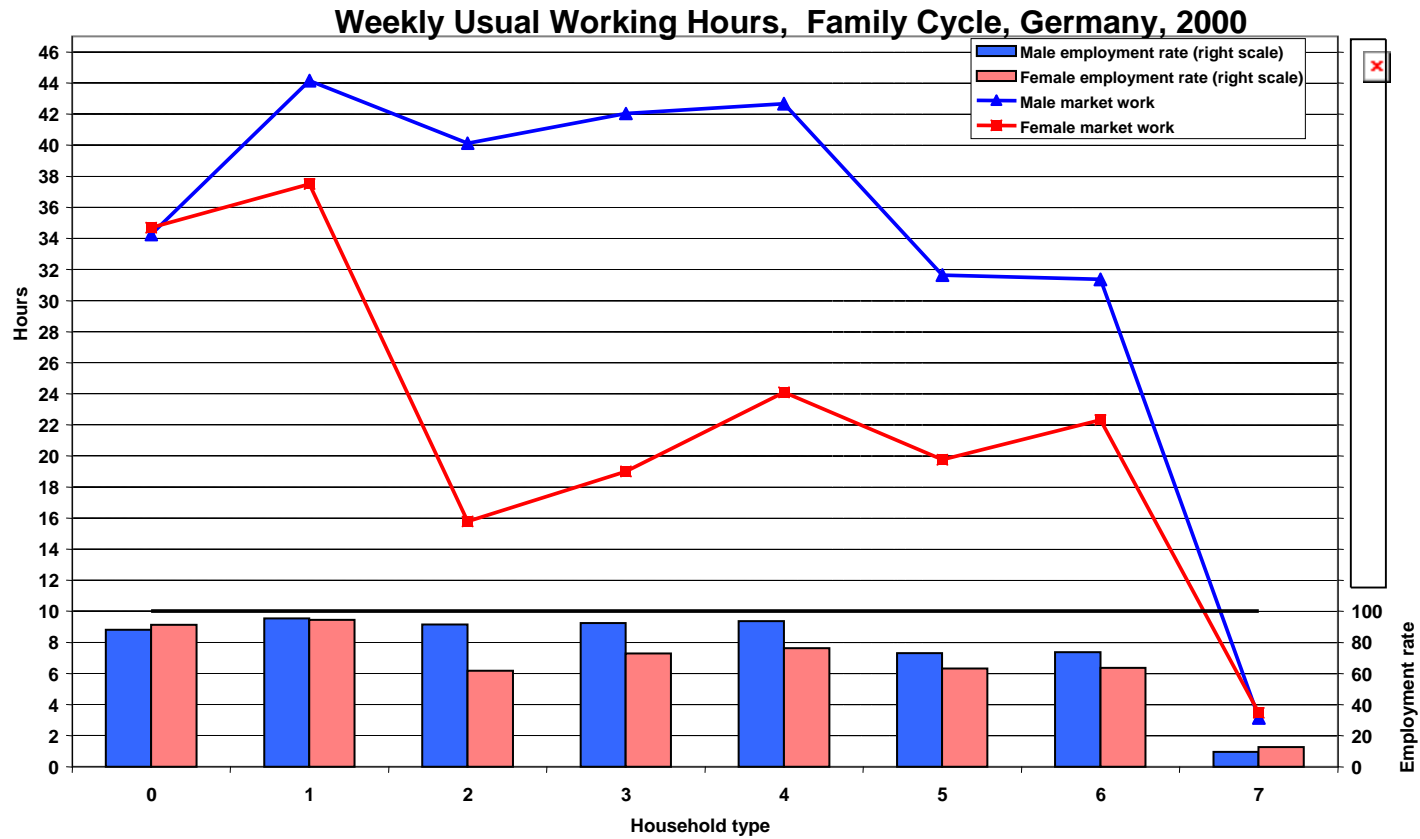
Labour Force Participation, Unemployment and Part-time Employment Rates in the EU, 2003									
Country	Labour market participation rates in the European Union¹⁾			Unemployment rates in the European Union²⁾			Part-time rates in the European Union³⁾		
	women	men	Gender difference (women – men)	women	men	gender difference (women – men)	women	men	gender difference (women – men)
	in %	in %	in %-points	in %	in %	in %-points	in %	in %	in %-points
Austria	63,9	79,4	-15,5	4,3	5,1	-0,8	26,1	3,2	22,9
Belgium	55,8	72,6	-16,8	8,0	7,5	0,5	33,4	5,9	27,5
Denmark	74,8	84,0	-9,2	5,8	5,2	0,6	21,9	10,5	11,4
Finland	72,1	76,1	-4,0	8,9	9,3	-0,4	15,0	8,0	7,0
France	62,5	73,8	-11,3	10,4	8,3	2,1	22,8	4,7	18,1
Germany	64,5	78,0	-13,5	8,9	9,7	-0,8	36,3	5,9	30,4
Greece	51,0	77,0	-26,0	13,8	5,9	7,9	9,9	2,9	7,0
Ireland	57,6	78,3	-20,7	3,9	4,9	-1,0	34,7	8,1	26,6
Italy	48,3	74,8	-26,5	11,7	6,8	4,9	23,6	4,9	18,7
Luxembourg ⁴⁾	53,5	77,0	-23,5	3,6	1,9	1,7	28,1	2,3	25,8
Netherlands	68,4	84,2	-15,8	3,8	3,5	0,3	59,6	14,8	44,8
Portugal	65,6	78,5	-12,9	7,7	5,9	1,8	14,9	5,9	9,0
Spain	55,7	81,1	-25,4	16,0	8,2	7,8	16,5	2,5	14,0
Sweden	76,9	80,8	-3,9	5,3	6,4	-1,1	20,6	7,9	12,7
United Kingdom	69,2	83,9	-14,7	4,1	5,5	-1,4	40,1	9,6	30,5
EU-countries, Total average ⁵⁾	61,3	79,2	-17,9	8,6	7,2	1,4	30,1	6,3	23,8

Notes: 1) Labour force in % of population age 15 - 64. - 2) Unemployed persons in % of the labour force. - 3) Part-timers in % of all employed persons. - 4) Data from 2002. - 5) Without Luxembourg.

Source: OECD: Employment Outlook 2004. Own calculations.

Average weekly working times of female and male employees EU 25, 2004 (Source: Eurostat)

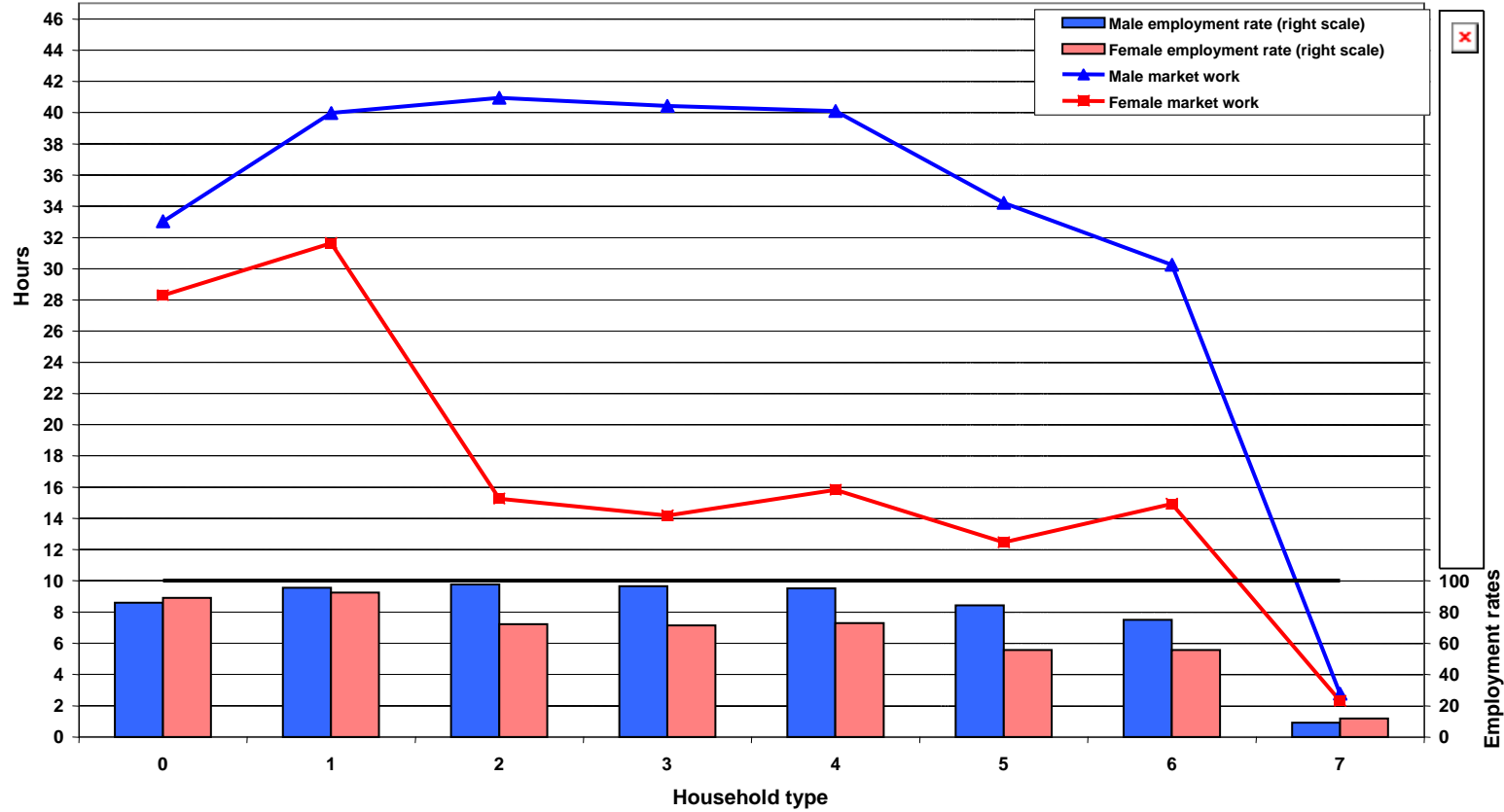




0. Young singles without children	4. Couples with children older than 12 and less than 18
1. Young couples without children	5. Couples with children 18 or older
2. Couples with pre-school children (under 7)	6. Couples without children, female older than 45
3. Couples with children older than 6 and less than 13	7. Old couples without children, both spouses over 60

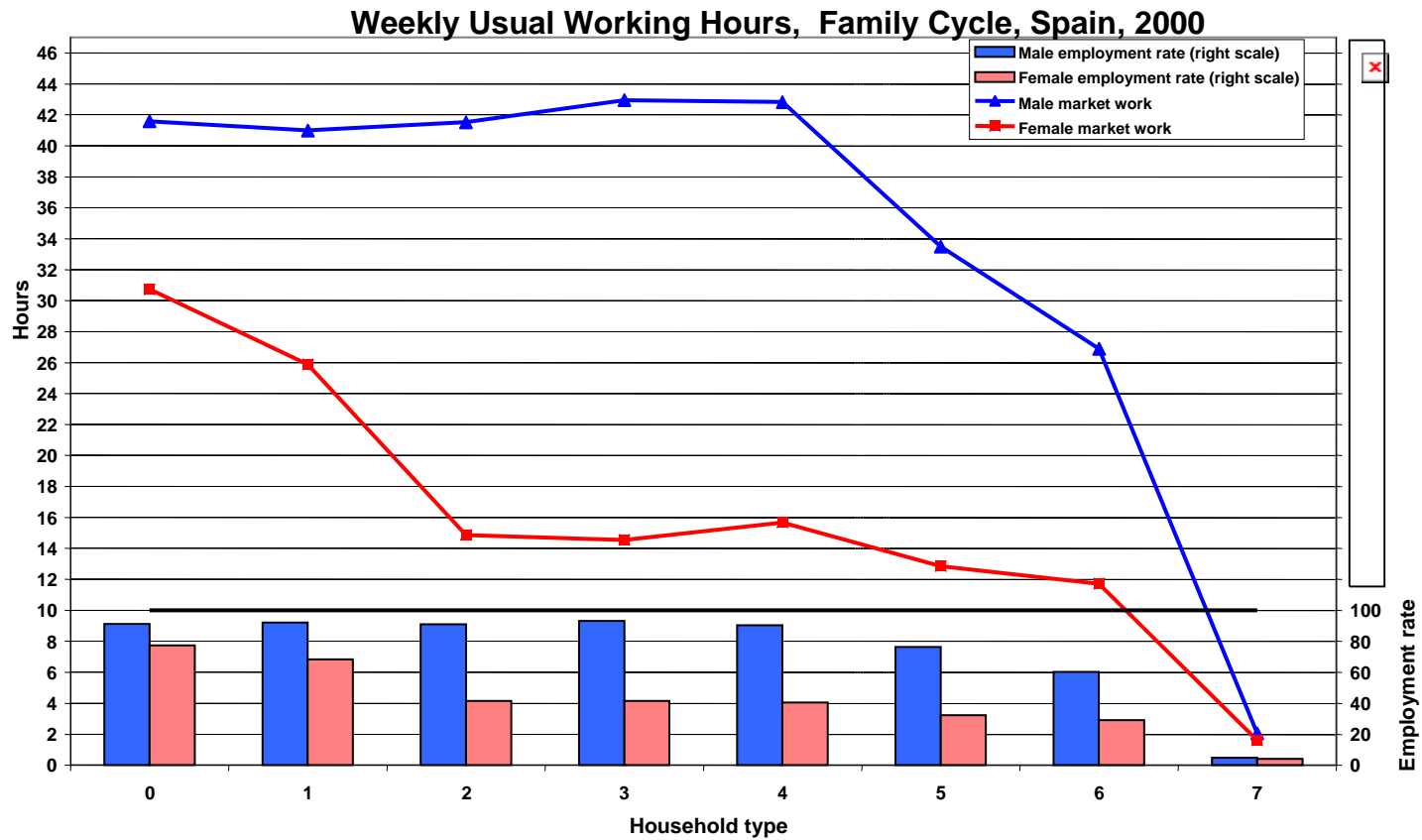
Source: Calculations based on ECHP-data for the ongoing project "Towards a new organisation of working time throughout working life".

Weekly Usual Working Hours, Family Cycle, The Netherlands, 2000



- | | |
|---|---|
| <ul style="list-style-type: none"> 0. Young singles without children 1. Young couples without children 2. Couples with pre-school children (under 7) 3. Couples with children older than 6 and less than 13 | <ul style="list-style-type: none"> 4. Couples with children older than 12 and less than 18 5. Couples with children 18 or older 6. Couples without children, female older than 45 7. Old couples without children, both spouses over 60 |
|---|---|

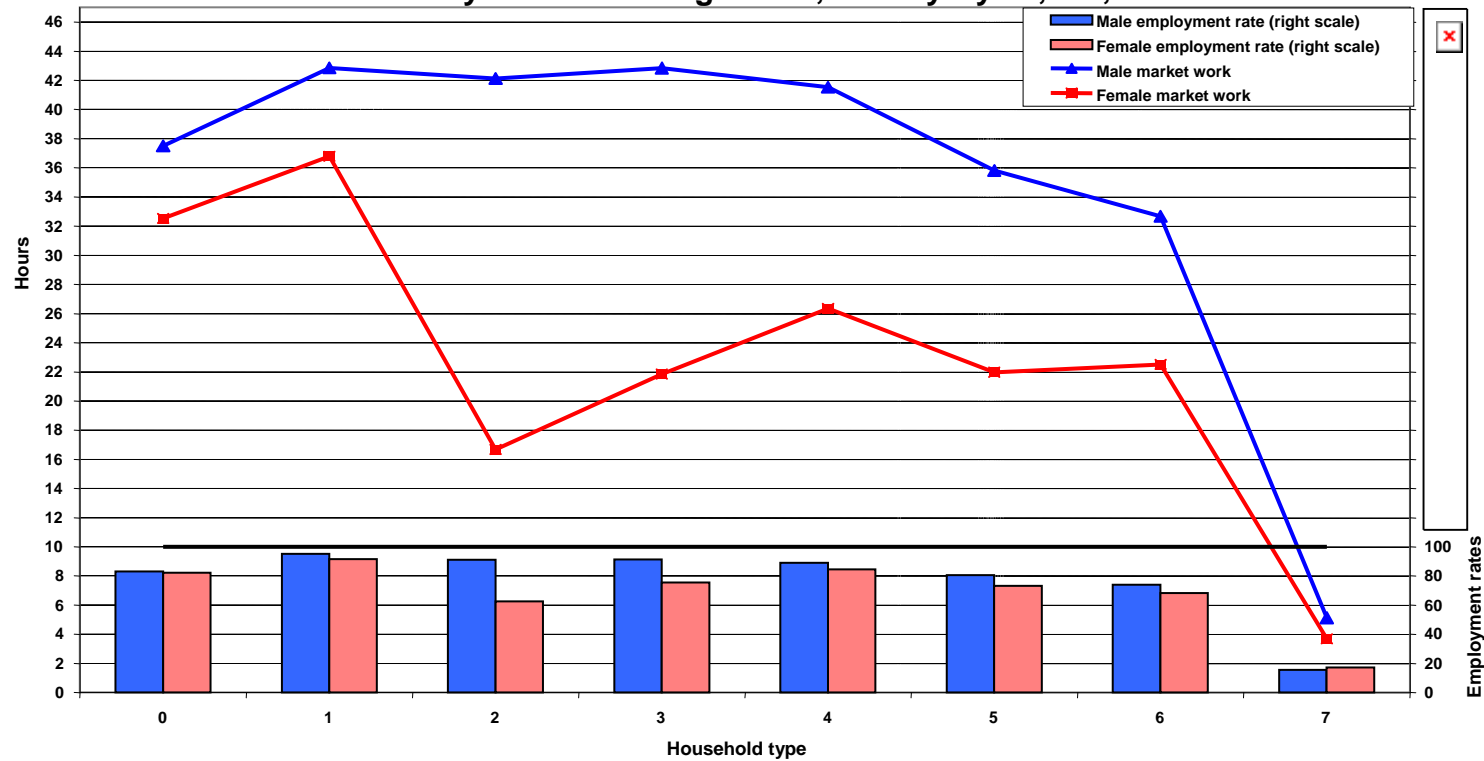
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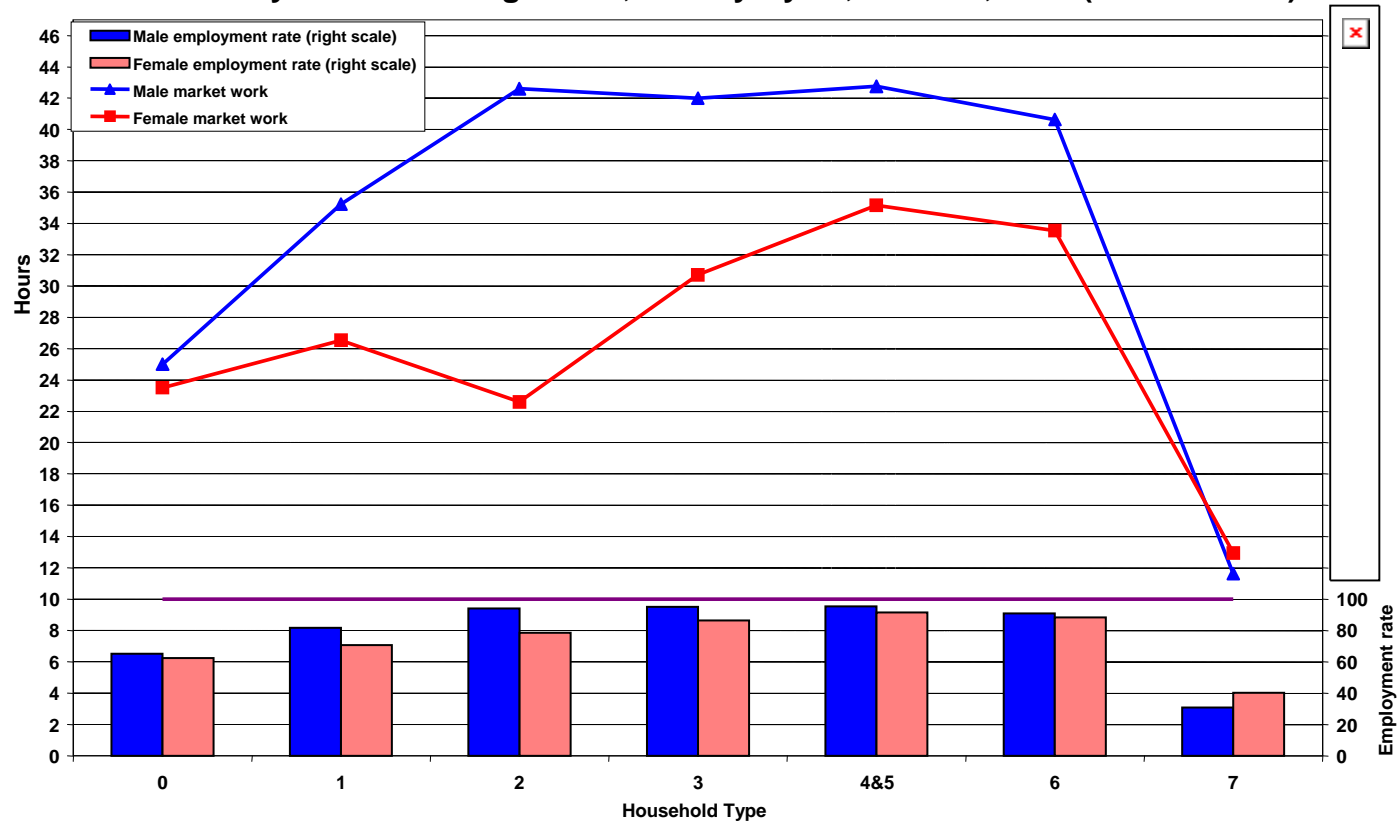
Weekly Usual Working Hours, Family Cycle, UK, 2000



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Source: Calculations based on ECHP-data for the ongoing project "Towards a new organisation of working time throughout working life".

Weekly Usual Working Hours, Family Cycle, Sweden, 1998 (Source: HUS)



- | | |
|--|---|
| 0. Young singles without children | 4. Couples with children older than 12 and less than 18 |
| 1. Young couples without children | 5. Couples with children 18 or older |
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Source: Calculations based on HUS-data for the ongoing project "Towards a new organisation of working time throughout working life".

Contractual, actual and preferred weekly working time of dependant employees Germany 2003, in hours/week						
	Full-time employees			Part-time employees		
	Women	Men	Total	Women	Men	total
1. contractual working time	38,9	39,1	39,1	20,7	21,3	20,7
2. actual working time	40,9	42,7	42,1	21,9	22,7	22,0
3. preferred working time	35,8	39,1	38,0	24,1	26,8	24,5
Difference between preferred and contractual working time (3 – 1)	- 3,1	0,0	- 1,1	3,4	5,5	3,8
Source: ISO-Arbeitszeitberichterstattung 2003, Bauer u.a. 2004: 67; WSI forthcoming.						



Working time preferences of women and men in Europe

- 51% of all employees would prefer shorter working times and would accept a lower income in exchange (women: 44%, men: 57%)
- 16% of the female employees and 9% of the male employees would like to extend their working hours (in particular PT-employees)
- The preference for shorter working hours is directly linked to the actual working hours: the longer the actual working hours, the higher the share of employees who prefer shorter working hours
- The differences between the actual working times of men and women in the EU are bigger than the differences between the preferred working times.
- On average (EU 15 plus Norway) men would prefer to work 37 hours/week, women 30 hours/week. This would mean an average reduction of 6 hours for men and 4 hours for women
- 71% of all interviewees would prefer working times between 30-40 hours. **Obviously the preferred working times of men and women in the EU point towards a new, shorter full-time standard.**

(Sources: Fagan/Warren 2001, Bielenski/Bosch/Wagner 2001, Bielenski/Bosch/Wagner 2002)

Flexible working time schemes of dependant employees, EU 15, 2000							
Länder	Standard week (Monday to Friday, no long day)	Standard week including weekend (no long days)	Daytime work, up to 5 long days per month	Daytime work, more than 5 long days per month	Some evening/nights	Shift work and night work	total
	in % of all dependant employees						
	women						
Greece	25	30	10	14	7	14	100
Italy	28	30	12	5	5	20	100
Finland	30	11	22	6	7	24	100
France	33	27	8	9	8	15	100
Spain	36	26	4	6	8	20	100
Sweden	37	12	23	5	8	15	100
UK	37	21	7	6	7	22	100
Belgium	40	22	11	6	3	18	100
Austria	40	28	9	7	5	11	100
Denmark	41	18	12	2	19	8	100
Germany	42	23	10	4	2	19	100
Ireland	42	20	8	3	6	21	100
Netherlands	45	21	14	3	5	12	100
Portugal	53	25	5	8	4	5	100
EU 15 ¹⁾	37	24	9	6	6	18	100
<p>1) Luxemburg is missing due to low numbers, but included in the EU-average. Quelle: European Foundation 2003, based on the European Working Conditions Survey 2000.</p>							

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Länder	Standard week (Monday to Friday, no long day)	Standard week including weekend (no long days)	Daytime work, up to 5 long days per month	Daytime work, more than 5 long days per month	Some evening/nights	Shift work and night work	total
	in % of all dependant employees						
	men						
Greece	18	21	12	22	9	18	100
Finland	20	6	35	15	7	17	100
UK	21	15	15	18	5	26	100
Italy	23	21	19	11	6	20	100
Sweden	26	7	33	8	8	18	100
Ireland	26	16	19	19	5	15	100
Austria	28	15	19	15	7	16	100
France	29	15	14	16	8	18	100
Germany	32	14	20	15	1	18	100
Netherlands	32	11	30	12	3	12	100
Spain	33	15	9	11	10	22	100
Belgium	35	9	17	13	7	19	100
Portugal	36	21	11	16	6	10	100
Denmark	36	11	20	7	19	7	100
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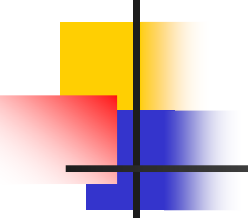
**Dependant employees with frequent overtime-work
Germany 2003**

	West-Germany		East Germany		Germany	
	Share of employees with frequent overtime-work in %					
	Women	Men	Women	Men	Women	Men
No child below 13 years in the household	47	60	50	63	47	61
At least one child below 13 years in the household	40	68	48	64	41	67
Total	45	62	50	63	46	62
Source: ISO-Arbeitszeitberichterstattung 2003, Bauer u.a. 2004: 48						

**Attitude of employees towards overtime-work
Germany 2003**

Status	Way of compensation for overtime work	Preference of employees towards overtime work					
		... to do overtime work at least as often as now			... to do less or no overtime work		
		Women	Men	Total	Women	Men	total
		in %					
High qualification	Compensation in free time	39	48	45	57	49	51
	Compensation in cash	45	48	47	48	49	49
	Neither nor	23	24	24	76	69	71
	Total	33	39	38	64	56	58
Low qualification	Compensation in free time	36	35	35	60	65	62
	Compensation in cash	45	52	50	49	46	47
	Neither nor	21	23	22	76	74	74
	Total	34	41	37	61	58	60
Source: ISO-Arbeitszeitberichterstattung 2003, Bauer u.a. 2004: 56 and WSI (forthcoming).							


III. What role for companies?

- 
-
- Support for childcare etc.

 -but more important:
Flexible working time schemes, e.g.
 - part-time work
 - special leaves and career breaks
 - flexitime
 - compressed working weeks
 - job sharing
 - home working/telework
 - annualized hours schemes, working time accounts
 -

What do parents/carers need and expect from their companies?

Areas in which companies' engagement is most urgent according to parents/carers, Germany 2003

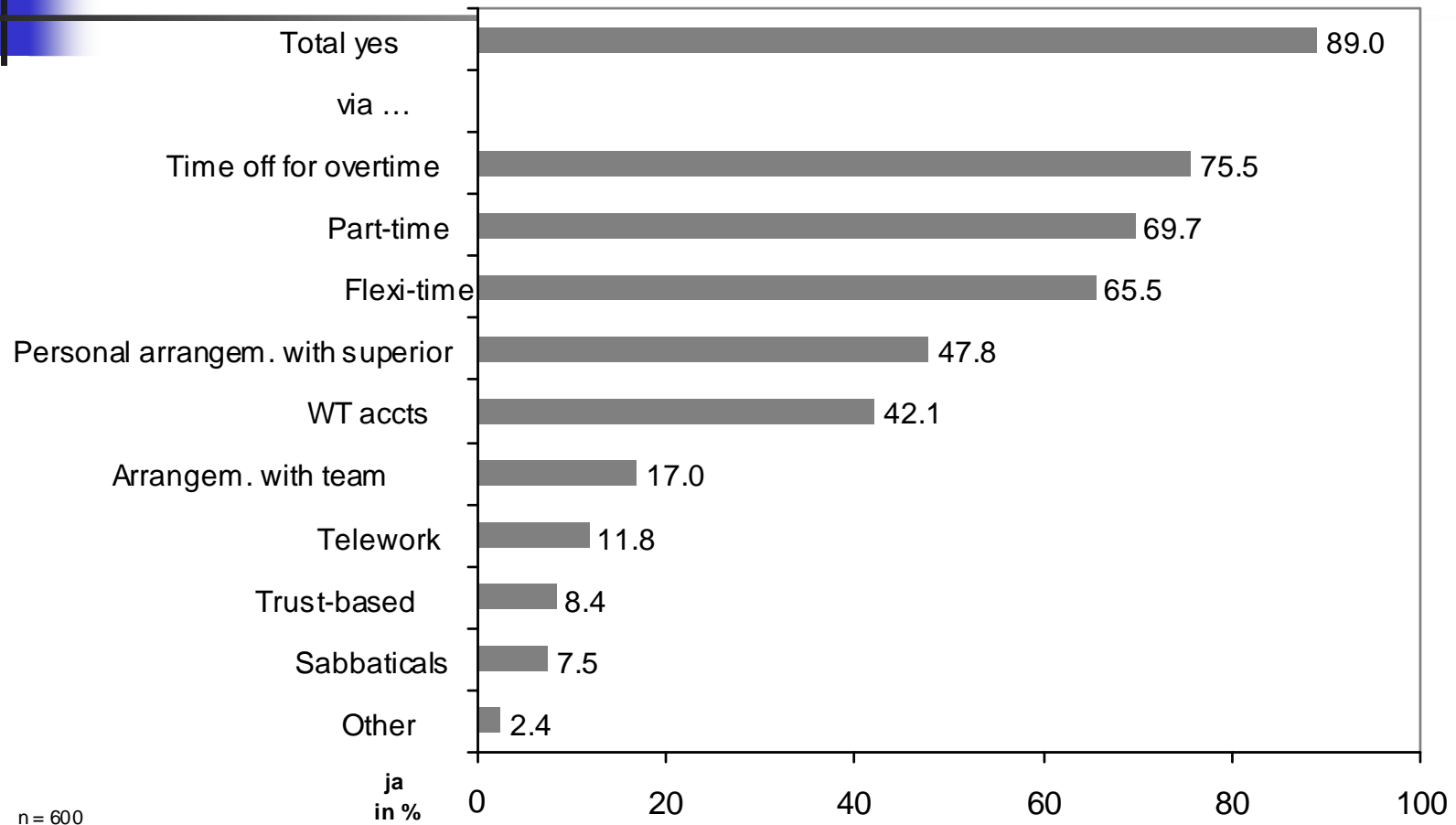


Measure	Women	Men
Family-friendly working time schemes	35,6%	27,7%
Financial support	14,0%	21,7%
Leave schemes for care work	13,4%	16,5%
Support for finding external care options	11,4%	6,7%
Family-friendly atmosphere in the company	10,7%	11,6%
Offers during parental leave	7,6%	9,1%
None of these measures	7,3%	6,7%

Source: WSI-survey „Family-friendly company“, Nov./Dec. 2003 (n =1.976)

Which options are available?

Options available for adapting working hours to family needs Survey among German companies with more than 20 employees, 2003



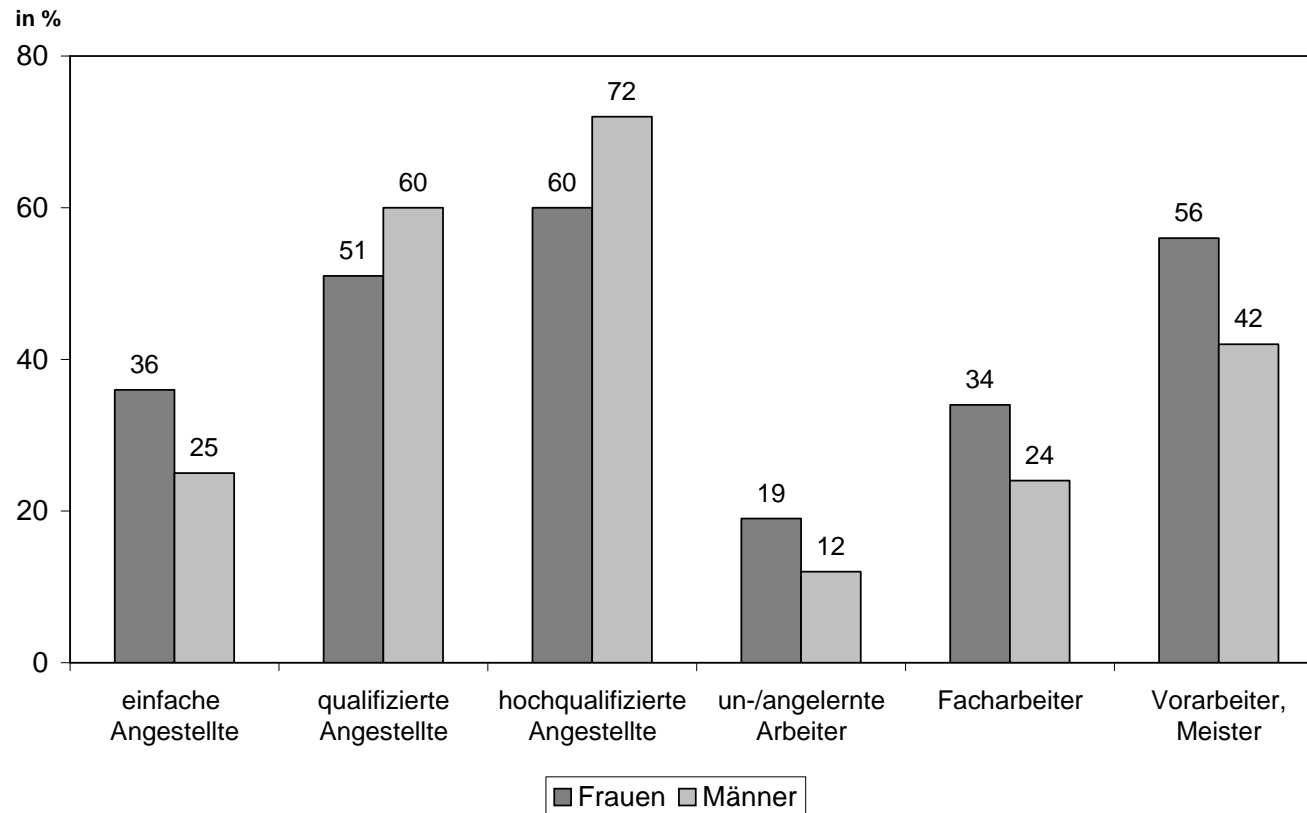
Source: WSI survey of works councils, special survey 2003.

The ambiguity of flexible working time options – the example of WTAs

Employees with and without flexible working time accounts Germany 2003									
Employees	West-Germany			East Germany			Germany		
	Women	Men	Total	Women	Men	Total	Women	Men	total
	in %								
Without WTA	63	53	58	64	61	63	63	55	59
With WTA	37	47	42	36	39	37	37	45	41

Source: ISO-Arbeitszeitberichterstattung 2003, Bauer u.a. 2004: 123; WSI forthcoming.

Working time accounts with working time distribution determined by the employee, Germany 2003



White collar employees according to qualification

blue collar employees according to qualification

Low

middle

high

low

middle

high

Black columns: women, grey columns: men

Source: Bauer et al 2004 and WSI 2005, forthcoming.

Working time accounts with working time distribution determined by the employer, Germany 2003



White collar employees according to qualification

Low

middle

high

blue collar employees according to qualification

low


middle

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Black columns: women, grey columns: men

Source: Bauer et al 2004 and WSI 2005, forthcoming.

Conclusion (results supported by qualitative studies):
flexible working times are NOT GENERALLY harmful to family life
and work-life balance ...



... but from the point of view of employees who are responsible for care tasks, concepts for working times in companies must above all cater to the following requirements:

- planning leeway to ensure flexibility to address family-related needs (e.g. via autonomous withdrawals from working time accounts)
- predictability and reliability of working times
- options in the area of working time duration (change between full-time and part-time and vice-versa as well as different hour volumes for part-time employees)
- life phase-specific time planning (e.g. "time-out" phases for the busy periods in an individual's life)
- minimisation or avoidance of weekend and evening work, as these are the most important communal times for parents and children
- limits on the duration of working times – above all, avoidance of forms of overtime that do not create some kind of "time credit".



But why should companies bother about work-life-balance?

Four sets of reasons:

- a) Socio-economic, demographic and cultural change
- b) Economic efficiency
- c) Pressure coming from social/societal actors
- d) Institutional framework, coercion and incentives from national governments, EU policy, collective agreements

(Sources: European Foundation project and Den Dulk 2001)

Is there evidence for companies' engagement?

Some examples of good practice:

Germany: Car companies: Daimler Chrysler: "Declaration for Diversity and Equal Chances", e.g. promotion of part-time work in leading positions; VW: many innovative working time options, now discussion about "demographic" (age dependent) working time schemes

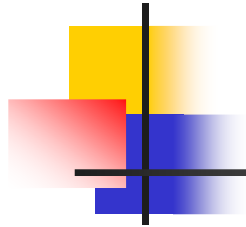
- France: Boiron (producer of homeopathic products), leitmotiv "to manage through trust", e.g. adaptation of working hours to the employees' constraints in family life, variety of part-time options, working time accounts (compte epargne temps) without temporal limit etc.
- UK: Bristol City Council, programme "The time of our Lives", aim to create positive flexibility with regard to work-life-balance; great number of flexible WTAs including flexitime, PT, job sharing, voluntarily reduced hours, home working, flexible retirement
- Netherlands: Centraal Beheer (insurance company), time pioneer before the present "levensloopregeling" was introduced; cafeteria model: options to put together one's specific WTA from a menu of choices



A typology of firms' strategies related to work-life-balance

Four common attitudes of employers

- conformity
(strict implementation of the measures designed at the institutional level)
- symbolic gestures
(improvement in the conditions and/or in the rate of employees that will be able to use certain schemes)
- resistance
(firms hinder the use of externally determined WTAs, e.g. by informal sanctions)
- manipulation of the institutional environment
(schemes are used different to the original intention or are avoided, e.g. PT work, early retirement, training schemes)



IV. A new approach in German family policy:

“Alliance for the family”



The programme “Alliance for the family”

- Launched 2003 by the German family ministry and the Bertelsmann-Foundation
- Central goal: to develop a family-friendly atmosphere and company culture; to improve the options for work-life-balance
- Three main assumptions:
 - Germany needs a higher fertility rate
 - The German economy needs a higher labour market participation of (qualified) women
 - Children need a better education and guidance in their early years
- Many actors involved
 - Competence group for balance
 - Competence network of scientists
 - Scientific studies
 - PR- structures
- Two central elements:
 - Initiative “Local Alliances for Family”
 - “Career & family audit”



Local Alliances for Family

- Initiated by the family ministry, started in late 2003
- Aim: to initiate the building of local round-table-alliances of the relevant actors
- After only 11 months, in November 2004, the 100th local alliance was founded; now (mid 2005) more than 130 local alliances
- Support: service office, counselling, workshops etc.
- Scientific accompaniment by the German Youth Institute, Munich



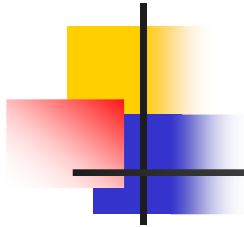
Local Alliances for Family: three examples

- Leer/Aurich/Emden (rural districts in the North of Germany): joint pact focusing on support for families and the economy at the same time, encouragement of mothers' employment, targeted counselling and qualification measures, family service; mixed financing
- Augsburg (Bavaria): focus on families in crisis and young people entering the labour market; godparenthoods/sponsorships
- Herten: focus on the better integration of migrant children and families, focus on language skills etc.



Career & Family Audit

- Conducted by the Hertie-Foundation with the support of the German family ministry
- Main idea: to help companies to develop family-friendly strategies in accordance with their particular situation and options, in particular concerning flexible working time schemes
- No legal obligation to become active
- Procedure:
 - External auditor checks existing family-friendly measures and additional options in collaboration with different representatives of the company (employer/employees)
 - Joint workshop, goal: to develop and discuss further ideas, checklist (more than 140 family-friendly measures)
 - Agreement on the goals and the steps to be practised; basic certificate
 - Check after 3 years (after repeated counselling, if wanted); if the planned measures have been realised, the company can receive the final certificate "family-friendly company"



V. Towards a new distribution of responsibilities between the actors on the work and care stage?



Possible Outcomes

Local alliances for the family:

- New: all kinds of (potential) actors are addressed
- Focus on the local level, with its specific situation and problems
- Goals addressed, e.g. better work-life-balance in the era of flexibilisation; increase of women's labour market participation
- policy is in line with European policy (e.g. the goal to combat social exclusion)
- High acceptance of the "local alliances" among the population: 86% of all respondents in a survey/89% of female respondents think this is a promising approach



Possible Outcomes

Career & Family Audit

- Career & Family Audit tries to increase the awareness for family-friendliness
- Between 2000 and 2004, more than 80 companies covering more than 220.000 employees have obtained the basic certificate
- Although absolute numbers are small, there is an impact of this exemplary behaviour
- Evaluation data revealed: 80% of the respondents in firms that participated in the audit said that their satisfaction and motivation increased due to the better recognition of their family responsibilities; in 70% of the certified companies the quality of work improved



However:

- So far family-friendliness in companies is still not the rule
- Overall working culture is only changing very slowly, ambivalent developments
- Awards and certifications for companies have to be part of an overall, interlinked strategy

- A reason for optimism: A study conducted by Prognos (2003) shows that family-friendliness in the company can pay off: participating companies had a positive return on investment of about +25%.

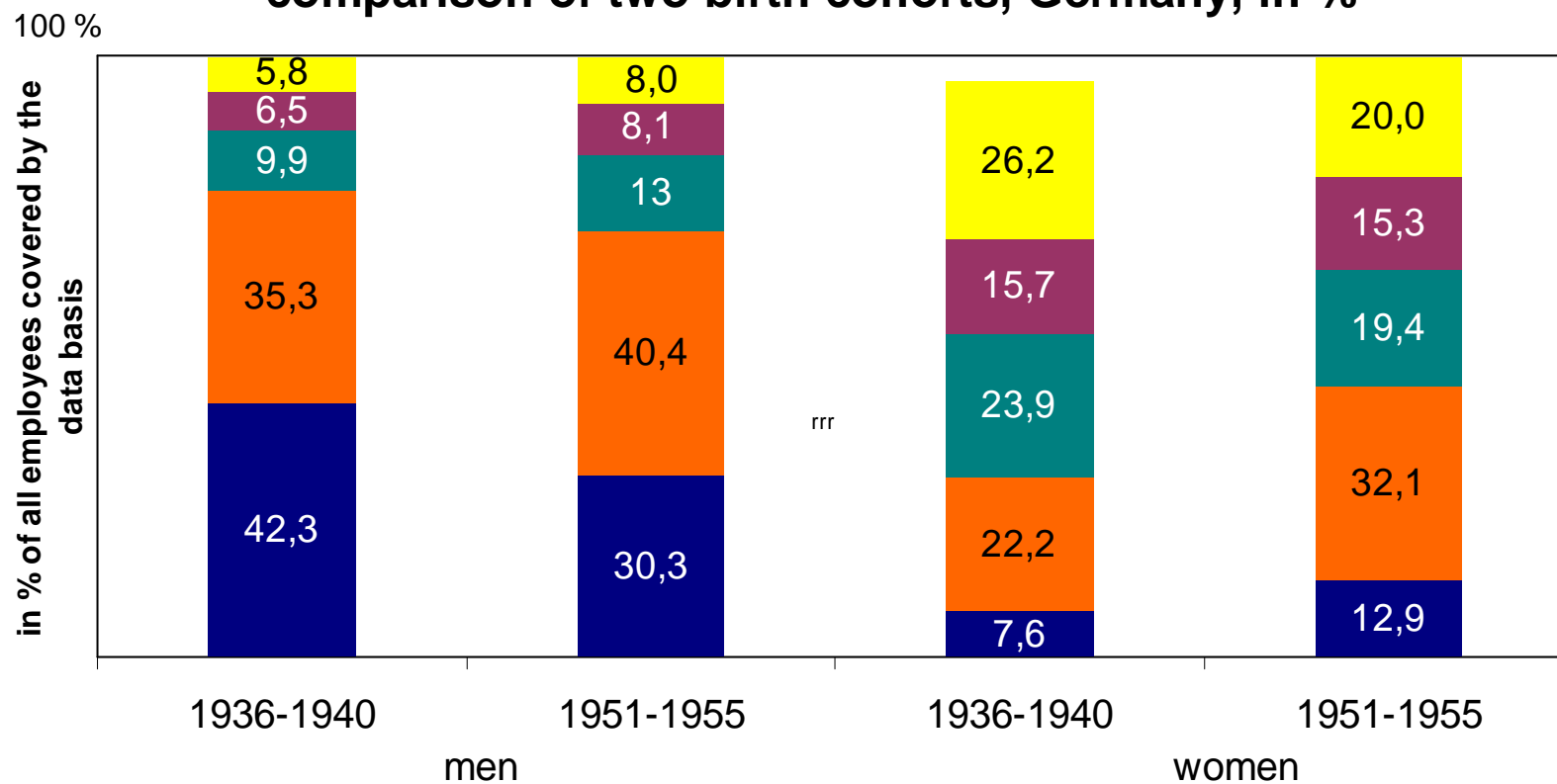


V. Conclusions: Towards a new distribution of responsibilities between the actors on the work and care stage?

- What is needed, is a new “work culture”: companies have to take *automatically* into account that all employees potentially bear responsibility in the “other sphere” of care work and societal activity.
- The “Alliance for the family” is a useful approach because it addresses many actors in many fields, tries to change the general attitude towards families and to find voluntary, decentralised solutions
- However, this policy will have to be complemented by some major changes within the institutional (legal) framework. In Germany, where the male breadwinner model is still massively subsidised (e.g. through derived rights and the system of matrimonial tax splitting), the impact on women’s labour market chances and on fertility rates will be moderate.

Extra charts

Total years of (insured) employment within men's and women's work biographies, comparison of two birth cohorts, Germany, in %

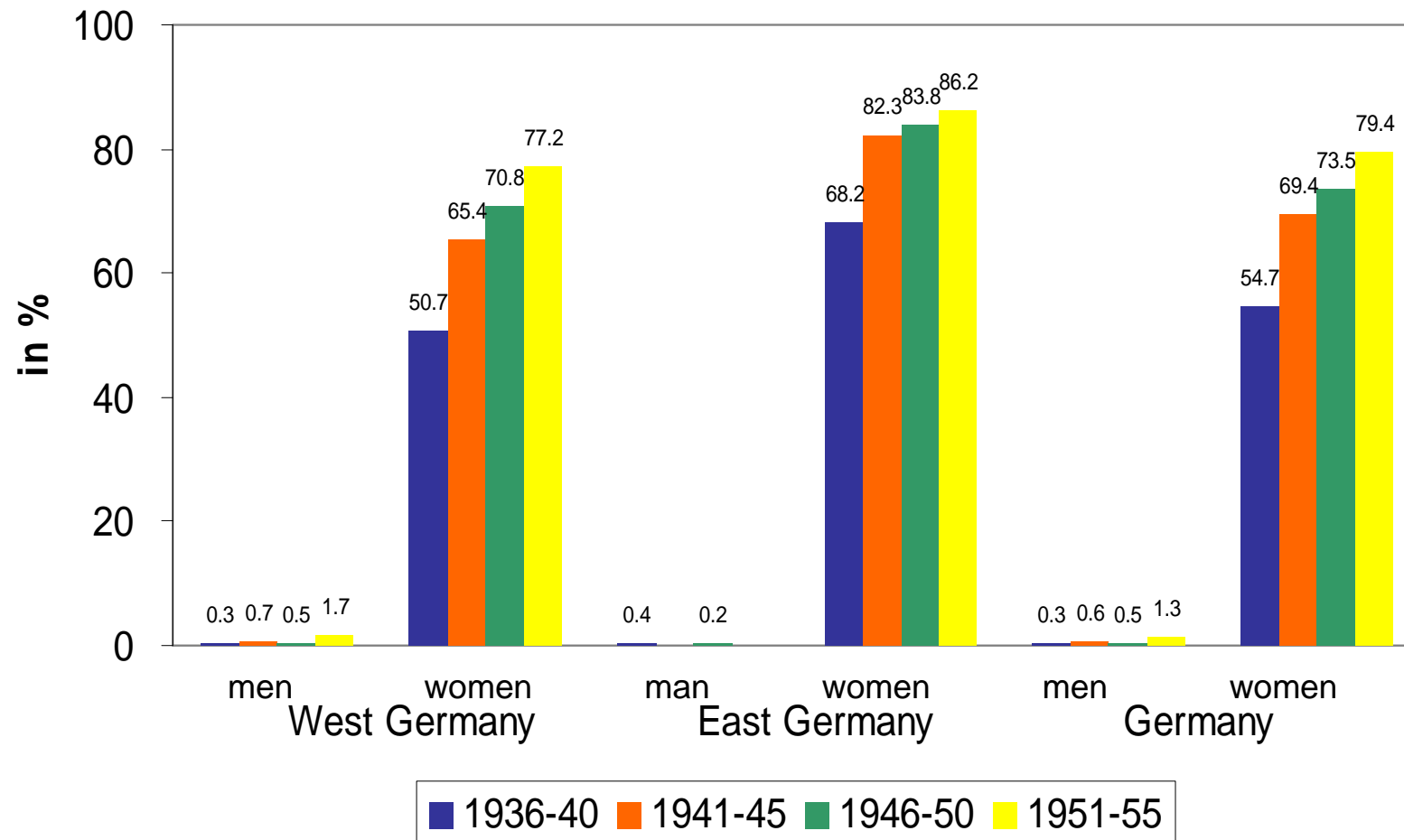


■ 45 Jahre und mehr
 ■ 35 bis unter 45 Jahre
 ■ 25 bis unter 35 Jahre
 ■ 15 bis unter 25 Jahre
 ■ 5 bis unter 15 Jahre

Note: No complete coverage of female cohort 1936-40 by AVID-datasource.

Data source: Own calculations for Klammer/Tillmann (2002), based on AVID-data.

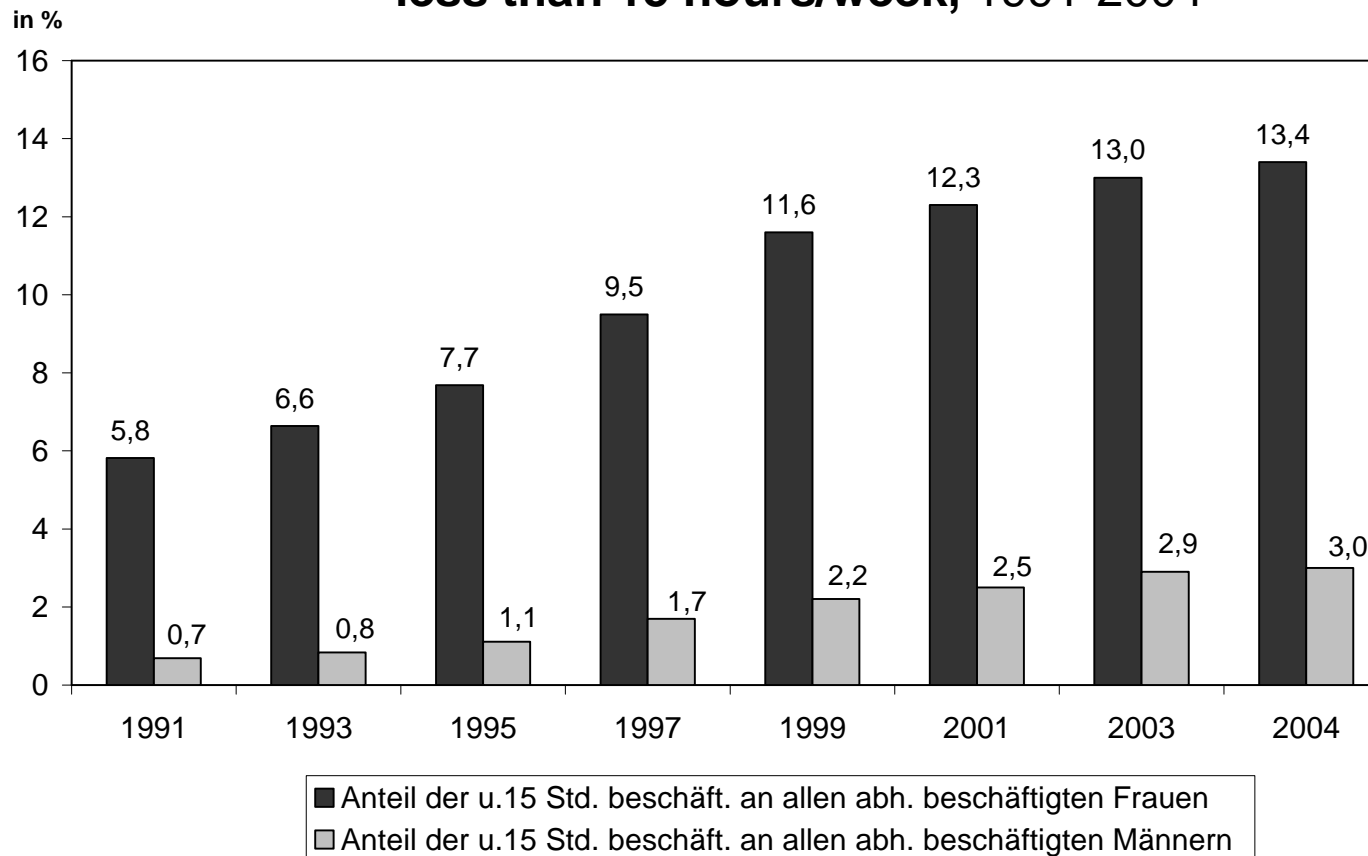
Share of people with part-time periods in their work biographies, by birth cohort, sex and region, in %



Note: Only persons with at least one year of the respective status are counted.

Data source: Own calculations for Klammer/Tillmann (2002), based on AVID-data.

Germany: Share of dependant employees with a working time volume of less than 15 hours/week, 1991-2004



Source: Database Microcensus, Bothfeld/Klammer/Klenner/Leiber/Thiel/Ziegler 2005/forthcoming.