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Case studies (and appendices)

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Grant Fitzner
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Introduction

This volume contains full details of each of the international employer case studies, which formed part of a research study into long working hours, undertaken by the Institute for Employment Studies (IES) on behalf of the Department for Trade and Industry (DTI).

The findings of the study as a whole, incorporating the findings from the case studies, can be found in the main report of the study:

Kodz J, Davis S, Lain D, Sheppard E, Rick J, Strebler M, Bates P, Cummings J, Meager N, Anxo D, Gineste S, Trinczek R, *Working Long Hours: A Review of Literature, Secondary Data Analysis and International Case Study Research*, Department for Trade and Industry, London, 2002.

The case studies themselves were conducted within eight employing organisations in the UK, and six comparable organisations in three European countries (two case studies in each of France, Germany and Sweden). A summary of the 14 case study organisations can be found in the main report of the study (see Table 1.2 in section 1.2.3 of that report).

The case studies themselves were based on a standard format, including semi-structured interviews with human resources (HR) managers, as well as a sample of line managers and employees. A self-completion questionnaire was also distributed to interviewees in the organisations. The research instruments used in the case studies can be found in the main report (Appendix G).

In this Appendix the case studies themselves are, where possible, written-up in a common format, although there is some variation between them, reflecting differences between the case study employers in the nature and depth of the information obtained as well as, in some cases, cultural, legislative and institutional differences between the countries in which the case studies were undertaken.

UK Case Study A: Royal Mail

1.1 Background to the employer

Royal Mail is a trading name of Consignia plc. It employs 158,000 staff, the majority of whom are postal workers involved with delivery and sorting mail. Drivers, administrative and managerial staff are also employed. The workforce is predominantly made up of men working full time. New recruits are now often brought in on a part-time basis and then transferred to a full-time role at a later date. The managers interviewed noted that part-time staff cover peaks in demand, which were typically during the early morning, before 5am, or in the evening. However, these shifts at more unsocial hours are often unpopular and, therefore, more difficult to staff. There is little in the way of nine to five working due to the specific nature of the work. Despite this, the number of staff working nights, at around 28,000, is not considered by the employer to be a large proportion of employees.

Career opportunities were described as quite good, as jobs tend to be filled internally. Many employees arrive with few or no qualifications and it is possible to move up the ranks. The length of time employees remain working for the employer largely falls within two extremes: either they stay for many years, or they leave after a very short duration.

Perhaps the most striking thing about Royal Mail is the importance and influence of trade unions to the organisation's operation. Ninety-five per cent of employees are trade union members.

1.1.1 A.1.1 Job roles of interviewees

For this case study, interviews were conducted in two sorting offices. The offices were selected because they had differing working hours patterns: one had a higher incidence of overtime working than the other. They were also located in quite different labour markets: one in the Midlands and the other in the South East. A total of 15 interviews were conducted. On each site three (six in total) interviews were conducted with line managers with responsibility for teams ranging from 15 to over 100 employees, and four (eight in total) interviews with sorting officers, two of whom were union representatives. An interview was also

conducted with a human resource manager at the head office, who has responsibility for strategic personnel policy.

This case study has been matched with research conducted within Sweden Post. The Sweden Post case study was also concerned with sorting office staff and the job roles of the employees were almost identical, although in Sweden the company has been privatised.

1.2 Working hours

1.2.1 A.2.1 Contracted hours

Contracted working hours for the postal workers in the sorting offices are 40 per week, including lunch breaks (36 hours 40 minutes excluding paid breaks). This has been reduced from 41.5 hours per week relatively recently. Annual leave entitlement is four and a half weeks, increasing to six weeks after 20 years of service. Additional weeks of leave can be bought during the course of the year.

1.2.2 A.2.2 Actual hours

Overall, in relation to the number of weekly hours *actually* worked, *ie* including overtime, the human resource manager interviewed observed that staff fall into three similarly sized groups as follows:

- one-third who consistently work above 48 hours
- one-third who work between 40 and 48 hours, and
- one-third who rarely or never work overtime.

Among employees interviewed, actual working hours in the previous week ranged from 40 to 70. Some staff work extremely long hours. At the extreme end, until recently, it was thought that around 2,000 to 3,000 sorting employees were regularly working over 80 hours a week, with some claiming to have worked over 120 hours on occasion. A cap of a maximum of 70 hours per week has now been implemented. A few of the employees interviewed stated that they always aimed to work the maximum hours allowable in the week and, prior to these regulations, one reported that his longest week ever was 96 hours. As outlined in Section A.5, this cap is to be brought down further over the next few years, in order to comply with the changes the employer expected would be made to the Working Time Regulations.

1.2.3 A.2.3 Reward for overtime

All overtime for sorting employees is paid, at different premium rates for different shifts. For example, a higher rate is paid on

Sundays. Some line managers also work paid overtime and some unpaid.

1.2.4 A.2.4 When are extra hours worked?

Employees interviewed worked overtime hours before or after their contracted shift and at weekends. For example, one interviewee worked overtime between 9am and 2pm and then his contracted shift was from 2pm until 10pm. He also worked an additional ten hours on a Sunday.

1.2.5 A.2.5 What are long working hours?

Perceptions about what constituted long working hours varied widely within this organisation. Some employees did not consider 12 hour days, five days per week as particularly long. These tended to be the individuals who were actually working such long hours. Others felt that anything over 60 hours per week was long and some thought 50 hours per week was a reasonable limit. Some had previously worked for employers where hours worked were generally longer than at Royal Mail. For example, one employee made such comparisons with a previous job in the printing industry. These employees' definitions of long hours were longer than other employees'.

1.2.6 A.2.6 Control of working hours

Compulsory overtime has been abolished within the organisation. All the interviewees said it was their choice to work overtime. Generally, volunteers for overtime hours are plentiful, and interviewees noted that they did not feel obligated to work long hours. There is, therefore, no requirement for individuals to work extra hours if they do not want to, although occasionally at very busy times of the year the employer may request further volunteers. All respondents felt that employees unable, or not wanting, to work overtime were not regarded unfavourably.

1.2.7 A.2.7 Who works long hours and who does not?

Allocation of overtime

At the sites visited, overtime opportunities are allocated by listing the opportunities in the booking office and allocating them to staff who apply with the relevant skills on a first-come first-served basis. Scheduled overtime is arranged one week in advance. Individuals can also make themselves available for overtime at very short notice, for example to cover sickness absence. However, despite attempts to distribute overtime 'fairly', it tends to be concentrated with certain individuals. One respondent noted

that this may be partly because these individuals have the skills required, or because certain individuals will always take the overtime offered. At one site, it was reported that the longest serving employees tended to get the best overtime opportunities. It was also felt by some that certain managers tended to give overtime to their 'favourites' and sometimes did not advertise opportunities openly.

Who works long hours?

There was reported to be a regional variation in the amount of overtime worked, with employees in urban areas, who tended to have heavier workloads, working longer hours. There was also thought to be a correlation between the hours worked and the strength of the union at the site, *ie* the stronger the union, the more overtime worked.

In terms of the characteristics of individuals working longer hours, those interviewed tended to be people with children and a mortgage. Often they did not have a partner who worked full-time, and therefore they were the main or sole income earner in the family. Also, one line manager observed that some of his team members were in heavy debt. An example of a long hours worker given by a line manager was a mother with four children. The line manager noted:

"She is always pestering me for overtime."

Who does not work long hours

Young people were isolated as a group who often did not want to work overtime. It was noted that they often had social lives outside of work, and lived at home, so there was less financial pressure to work overtime. Older people, also with less financial commitments, and second earners were thought to work fewer hours. One individual with a health problem had reduced his hours. Also, it was noted that line managers on the shop floor tended not to work such long hours.

1.2.8 A.2.8 Satisfaction with working hours

Virtually all the interviewees responded in the questionnaire that they were satisfied with their working hours. The long hours workers interviewed were satisfied that they were able to increase their earnings capacity by working additional hours. They did not want this opportunity to be removed. The work was repetitive but not physically demanding, and therefore long hours were not perceived to entail too much of a strain. Nonetheless, in an ideal world, these individuals would prefer to work fewer hours if there was no earnings reduction. Any dissatisfaction with working hours related to shift patterns. For example, some of

those interviewed would have preferred a nine to five job to the afternoon/evening shift they worked. However, this depended on individuals' circumstances. For some these sorts of working hours fitted very well with their lifestyle: for example, they could take responsibility for childcare in the morning, and their partner could do so in the evening.

1.3 Reasons for working long hours

1.3.1 A.3.1 Individual reasons

To improve pay

The main reason for individuals wanting to work overtime is to improve their pay. In the past, basic pay was low, but it has recently been increased. This was negotiated as part of the package placing a maximum working hours limit. Nonetheless, individuals, particularly those interviewed in the South East, reported that they could not support their family and mortgage without working significant amounts of overtime. As one interviewee reported:

"In this part of the world the average earnings are £18k; on this salary you can only afford a mortgage of £50,000 which would not buy you a cardboard box."

Frequent comments were made by interviewees relating to the cost of living to support a family and a mortgage at both of the sites. For example:

"I need to work longer hours due to a higher cost of living in the South East Division and I can say this has not affected my health."

"Living in South East England needs a minimum income of £30k to secure decent home ownership. Most people can only afford this by working long hours. Increased regional pay or basic pay would be of some assistance."

"The only way to have a survivable income to support my family is to work excessive hours."

Others worked long hours to support a lifestyle they had become used to. For example, one of the interviewees previously worked as a skilled engineer, where basic earnings were significantly higher. He now works sufficient hours to maintain his standard of living. Another explained that he set himself a target to earn £22,000 and he worked the hours which would provide him with this level of earnings. Some older employees were reported to work longer hours, in order to boost earnings prior to retirement or to build up savings. Further examples of comments were:

"[working long hours] was not for greed purposes, it was for a matter of ... if things do change, I won't be in a position where I can do these

hours, so I'll get the money in now and store a bit of cash away for the future."

"I could survive on it [the basic wage], if I had to, but it wouldn't give me enough money for a holiday, changing the car or moving".

Other reasons

Other reasons given for individuals choosing to work long hours included workload and a commitment to finish jobs. Some staff were described as taking the job very seriously and feeling obliged to work extra hours to clear a backlog of mail. One of the managers had a particularly heavy workload and managed 90 staff. He felt unable to fit his workload into a normal eight hour day. In a few cases, key workers with specialist skills had heavier workloads. Most interviewees agreed (in their questionnaire responses) that working long hours was expected and accepted as part of the culture where they worked, for example:

"It is the culture of Royal Mail to have long attendance [working hours]."

1.3.2 A.3.2 Organisational reasons for overtime

Respondents at the two sites reported that overtime occurred when there was a backlog of work or a surge in workload. It was reported that despite the planning and resourcing systems in place, volumes of mail to sort were difficult to accurately predict. An alternative view was that the inability to forecast and resource the workload effectively was due to weak management and poor planning systems. As one respondent stated:

"Managers' first response will be to offer overtime, whereas there should be other methods to deal with surprises."

Some of the employee respondents agreed with the statement on the questionnaire that most of the need to work long hours could be removed by redistributing staff workloads. For example, one stated that overcoming the increasing workloads was problematic because of recruitment difficulties (some shifts are particularly difficult to recruit to) and the lack of sickness and holiday absence cover. At one of the sites, they were unable to attract part-time staff, who were seen as the only alternative to high overtime rates among existing staff.

1.4 Impact of working long hours

1.4.1 A.4.1 Impact on the employer

A number of negative consequences for the employer of this high incidence of working long hours were identified.

Work outputs

Some employees felt that productivity did not vary by number of hours worked, because the work was mundane and not physically challenging. Most of the respondents to the questionnaire did not agree that their work performance suffered the more hours they worked. Nonetheless, line managers were generally in agreement that sorting staff worked at a slower pace and more mistakes were made towards the end of a long shift. It was also noted that employees working very long hours tended to take more breaks. It was reported that some individuals became noticeably tired and in some cases irritable. A very long hours worker who regularly worked a shift on the shop floor, prior to working a night shift as a van driver, said that he hit a wall of tiredness at 1am, but thought that this did not affect his work.

A further issue relating to staff motivation was commented upon by one line manager. He often had a high proportion of overtimers on his shift. He found these individuals often more difficult to motivate as they were working on his shift in addition to their contracted shift for a different manager.

An employee also described what he saw as the negative aspects of working long hours for Royal Mail:

“Where it is bad for the business, there are times when you get stressed out, your shoulders are in your ears, and if the long hours are affecting your personal life you may bring this into work You end up going sick because you’re tired and stressed and the business loses on the productivity stakes.”

In summary, even though many respondents were of the opinion that long working hours had no direct impact on work outputs, it would appear that these impacts on tiredness, irritability and motivation were likely to affect performance at work. The line managers interviewed were much more likely to recognise these effects than the employees who worked long hours themselves.

Attracting staff

One manager felt that a reputation for long hours working had a detrimental impact on the employer’s ability to attract the best staff. He questioned:

“Who would like to work 60 to 70 hours to make a decent wage?”

Barrier to change

Some managers also thought that this high incidence of long hours had resulted in a resistance to change. One manager explained that it became a problem when management attempted to change working hours or work organisation. There was an

inclination by employees not to co-operate because of the affect such changes could have on their earnings.

Sickness absence and accident rates

There was a general view among interviewees that long hours did not affect accident rates, as staff were very vigilant, or sickness absence. In fact, some employees felt that individuals who worked long hours were less likely to be absent. This was because the more they were absent, the less able they were to boost their earnings through overtime.

1.4.2 A.4.2 Impact on employees

Clearly, the benefit to individuals of long working hours is improved pay. A few employees and managers also thought that individuals who were willing to work extra hours could be viewed more favourably by some managers and their chances of being promoted to management might be improved. However, this was by no means a unanimous view, and probably varies by individual manager, ie some managers view long hours workers favourably, whereas others recognise that long hours working can have a detrimental effect on work outputs.

Many of the very long hours workers interviewed were keen to emphasise that their hours did not have any adverse impacts upon themselves or their families. It is likely, however, that they had a vested interest in giving this view, in that they did not want their overtime, and thus earnings capacity, to be reduced.

Family life and personal relationships

There appeared to be a stronger view from individuals at this employer than some of the other employers, that employees frequently missed important events in their personal life because of work. A few of the employees interviewed commented upon the problems they felt their long hours were causing their families and relationships. For example:

“Nobody wants to do long hours, but with the basic pay being what it is I have to. I get home [on a Sunday] at 10 o’clock, the children are in bed, my partner has had a stressful time putting them to bed, and I should be relaxing but I find myself getting wound up. I try to talk to her but I find I don’t have much to say because I’m fatigued. I wake up in the morning, make them breakfast and spend what little time I have with them, and I’m off to work again”.

Another example was an employee who had in the past worked between midnight and 1pm. He would then go home to sleep until about 10pm, see his wife for an hour and go back to work. He felt this working pattern put a strain on the relationship. Marriage breakdowns were reported to be a common occurrence

among employees, and some respondents attributed this to long hours.

As stated earlier, individuals could be asked to work long hours at very short notice (they volunteer to be on call). One employee did not like this system. He said:

“I don’t like that set-up at all. It totally hinders what little bit of social life I have left. [My wife] will say I want to take the girls out ... and I will say I don’t know if I’m at work in the morning.”

Despite this, the respondent said he still preferred to work long hours in order to boost his earnings.

Health

This employer had no evidence that could prove that long hours had a detrimental effect on employees’ health. Most of the individuals took the view that there was no such impact. One individual reported that he regularly worked 52 hours per week and that this had no impact, as the hours were spread out over the week and he had Saturdays off. The only problem identified was the lack of time to keep fit:

“When I didn’t work overtime I’d go to the gym regularly; I was out socialising; I was a completely different person. I was in shape — I felt much better than I do now.”

Fatigue

The impact on fatigue was thought to depend on when hours were worked, as well as the number of hours. The following indicates the tiring nature and routine of the working pattern one individual had worked in the past:

“The worse one is nights, which I did for five years ... [I’d] do four hours a day overtime. You’d finish Saturday morning at five [am] and you’d be back at one o’clock Saturday afternoon. You’d not even woken up. A lot of people do it, people operating machinery, people driving to work. You’d finish at seven at night and be back at eight [o’clock] the next evening.”

It was difficult to evaluate the extent to which fatigue is a common problem, due to the qualitative nature of the research and also because some of the long hours workers interviewed were keen to emphasise that their hours had little or no negative impact.

1.5 Measures to limit long hours

1.5.1 A.5.1 Background to changes

Royal Mail is implementing measures to reduce working hours. Drivers for these changes include concerns that the high incidence

of long hours working had resulted in a resistance to change amongst the workforce and that improvements in basic pay might address recruitment difficulties. The Working Time Regulations were seen as an opportunity to tackle long hours and to enter negotiations with the union.

An agreement has been reached to gradually phase in a maximum 48 hour week. The steps are as follows:

- Maximum 80 hour average week introduced in April 2000.
- Maximum 70 hour week introduced in October 2000, with a minimum nine hour break each day and a 24 hour break each week (or a 48 hour break every two weeks).
- Minimum ten hour daily break introduced in October 2001.
- Maximum 55 hour average week by October 2002 (over a 52 week reference period with a 65 hour maximum in any single week).
- Maximum 48 hour average by 2003, with a minimum 11 hour break each day.

There is an understanding that the option of a collective opt out from the Working Time Regulations may soon be removed. The employer wishes to have already addressed the issue prior to any such change in the law.

1.5.2 A.5.2 Support to help reduce hours

As part of the agreement between the employer and union, there has been an increase in basic pay, by about £50 to £60 per week. As another support measure, a computerised human resource planning package has been introduced, which it is hoped will utilise staffing more efficiently. Locally, other measures to improve planning and resourcing have also been implemented: for example a skills register. At a national level, weekly resourcing meetings between management and the unions have been encouraged, in order to try to reduce and anticipate problems at the local level, which can sometimes be caused by poor communication. At the sites visited, there has been an increase in the employment of casual or agency staff as well as part-time permanent staff.

1.5.3 A.5.3 Success so far and barriers to change

Managers interviewed felt that volumes of mail to sort were likely to decline in the future and the hours cap had resulted in productivity improvements. It was reported that the introduction of a maximum 70 hour week nationally has been implemented with relatively little problem, although there were concerns about the move to a 55 hours average weekly limit. This was because of

the impact this would have on individuals' earnings and the effect it might have on the ability of the offices to meet their work output targets. At one of the sites visited, the recent 70 hours cap was already perceived to have reduced their ability to deal with heavy and unexpected surges in volumes of mail. This was because this site had more difficulty recruiting part-time staff. This was not the case at the other site. Also, some of the staff interviewed expressed dissatisfaction with the changes. For example,

"The negative side of it ... was the [reduction in overtime premiums] ... and the limitation on hours you could work, which I don't know one person that is happy about. They feel: how can our employer dictate to us the number of hours we can work, or how can Europe tell us how many hours we can work? How is it that they can cap our earnings?"

Amongst some managers there was also concern that if working hours were restricted at Royal Mail, individuals would find other ways of supplementing their income, through working in the black economy.

UK Case Study B: Bakery

B.1 Background to the employer

This case study was conducted within the production side of a large bakery in Sheffield, recently taken over by one of the UK's leading food producers. The company was wholly acquired by the parent company two years ago. The bakery has a total number of around 700 staff with about 550 in production and logistics.

The bakery produces a wide range of fresh and frozen bread, rolls and speciality bakery products, such as doughnuts and scones. Customers include most of the UK's leading food retailers and food service businesses. This bakery has a broader range of products than other bakeries and they also make fresh and frozen products, which makes running the bakery a very complex business in terms of working patterns and shifts. Although the parent company is concerned about working long hours in production, they have deliberately not started to consider interventions until now. As the HR manager stated:

“ ... when you acquire a business you acquire its culture, you acquire its terms and conditions of employment. ... When we first acquired [the bakery] we made a strategic decision to not change anything for the first two years, to let the dust settle and that's where we are now — in the third year.”

1.5.4 B.1.1 Job roles of interviewees

For this case study a total of 15 face-to-face interviews were conducted with a range of employees: HR managers, production managers, forepersons, spare forepersons and factory operatives.

B.2 Working hours

1.5.5 B.2.1 Contracted hours

According to the HR manager at the bakery, employee contracts state a 39 hour week for everybody. Production employees tend to work shifts. There are many different shift patterns available at the company depending on what part of the plant you work in and at what level you are.

Forepersons tend to work continental shifts which are 12 hour shifts — two days on, two nights on and then two days off, Saturday to Saturday. Factory operatives have a wider range of shift patterns which depend on what part of the plant they are working in. They mainly work one week of 12 hour days, then one week of 12 hour nights. All shifts are 12 hours, except the new auto-bake plant (discussed in section B.5.1) which uses eight hour shifts. Employees are paid for eight hours at the normal rate of pay, and the other four hours minus the lunch hour are paid at a premium rate of time and a half.

1.5.6 B.2.2 Actual working hours

Forepersons/managers

The forepersons mainly work just their continental 12 hour shifts — two days on, two nights on and then two days off, Saturday to Saturday. However, a few of them occasionally work more shifts by working on one of their days off. On average, most of them work between 55 and 60 hours per week.

The production managers work about 45 hours per week, from 8.30am to 5.30pm. However, one interviewee did state that he comes in about an hour early each day and works most Saturday mornings.

Factory operatives

Most of the factory operatives work extra hours and were working between 54 and 74 hours per week by working on their days off. Examples of the working patterns of those interviewed were:

“ ... I put a lot of hours in. I have been working 72 hours per week recently.”

“I’ll work any hours, I don’t have a limit. On average I’ve been working 54 hours per week but I have been working my days off as well. I’ve just bought a new car which cost me a lot, so I’ve got to pay for that, but if you want nice things you have to work for them don’t you?”

1.5.7 B.2.3 Holiday entitlement

Those interviewed felt holiday entitlement was very generous. Many of the staff were long serving and, as such, were entitled to between six to seven weeks holiday per year. Six weeks is the standard leave entitlement and a further week is given after 15 years service. However, new starters since the take-over are entitled to only five weeks annual holiday.

The general consensus was that all staff managed to take their full holiday. As one factory operative explained:

“Everyone takes their holiday entitlement, no-one would lose their holiday.”

1.5.8 B.2.4 When and where extra hours are worked

Interviewees worked extra hours at weekends or on one of their days off. This was mainly due to the incentive of the premium rates of pay (double time at weekends) and the fact they were already working 12 hour days. It would make it very tiring for them to work any extra hours during the week. Two quotes from employees illustrate this point:

“The extra hours I work are usually at weekends, and you can get time and a half or double time. I work extra hours at the weekend, Saturday or Sundays, and get paid overtime.”

“Over the last three months I have worked 72 hours per week because I work nearly every other Saturday. Last week I worked 60 hours per week because I didn’t work the Saturday. If I do work extra hours they are mainly at weekends because we already do 12 hour shifts during the week.”

However, employees were also restricted to working when the bakery needed them.

“The times we work depends on how the day pans out —if an order needs to be covered then we would stay on or come in at weekends, that sort of thing.”

1.5.9 B.2.5 Monitoring of working hours

The employer does monitor their employees’ work hours: they have a clocking in and out system and also have a shift sheet which is completed each week. All of the forepersons interviewed felt very well informed of their team’s working hours. One foreperson explained:

“We keep track of all the hours people work. On the Thursday we do a shift sheet for the following week so I also know who is doing what. We also keep a register day to day.”

1.5.10 B.2.6 Control of working hours

The majority of the employees felt they were able to choose whether they worked extra hours or not. For example:

“We all work long hours and it’s purely choice if we want to work any extra.”

One manager felt that all staff decided themselves whether they wanted to work extra hours or not. He personally chooses to come in an extra hour or two because this suits him:

“I’m an early bird. I take my wife to work early and then come in to work, I’m not pressurised to do it, I do it from my own free will.”

One employee, however, did feel obligated to work long hours. This is because he managed a team and he felt he could not leave work early all the time. He felt it was his responsibility to stay at work when others wanted to go early. He also had difficulties delegating as he had certain skills which his team did not have. Another employee also thought that to some extent working extra hours was obligatory, or at least expected:

“With us being on 12 hours, four hours is overtime anyway, so it’s pretty much forced on you to do it ... but not [overtime] on Saturdays — that’s voluntary and I choose not to.”

1.5.11 B.2.7 What are long hours?

Interviewees’ perceptions of what constituted long hours varied. Some employees, mainly the forepersons, thought that anything over 40 to 45 hours per week was working excessively long hours.

“I think 40 to 45 hours per week is an average week in my mind, so anything over that is long hours. People can finish at 2pm if they want, but time and a half starts after 2pm, you get it after every eight hours you work.”

On the other hand, factory operatives had a higher threshold in terms of their definition of long hours. They perceived long hours working to be much more than 48 hours per week. In particular one operative thought:

“If you work more than 65 to 70 hours per week then that’s working long hours.”

1.5.12 B.2.8 Who works long hours and who does not?

It was generally perceived by employees that there were two particular groups of people who did not work long hours, and these were older people and much younger people. Older employees were seen as not usually working extra hours, probably because “*they don’t need the money as much*”, and that they are “*financially more secure*.” Younger employees were seen as working the least number of shifts by interviewees because they “*probably don’t have many commitments*”.

Nearly all the interviewees perceived those who worked long hours to be those ‘middle aged people with commitments and mortgages’, who ‘need the extra money’. For example:

“Some blokes here have kids and stuff and they have to work all the extra hours they can just to keep them.”

It was also generally perceived that men worked more hours than women. One of the managers explained that recently, more people, in particular women, have been asking about working eight hour shifts instead of 12 hour shifts. He thought that this was because these women have children to look after and partners who can support them through the drop in their wages:

“A lot of women, I would say, would prefer the eight hours. Because a lot of them are married, they’ve got children, so it’s better for them; they can go home and get things sorted out. Basically they’re fed up with the hours; a lot of these women have got children and don’t want to work 12 hours and then go home and start again.”

1.5.13 B.2.9 Satisfaction with working hours

Respondents were generally happy with the number of hours they worked, but some were dissatisfied with the shift pattern. For instance, some were unhappy with their continental shift pattern because it meant they only got one weekend off in six and they rarely had two consecutive full days off. As one respondent explained:

“It’s not really the amount of hours off, it’s the fact that we never get two days off in a row really. You always finish on nights so your first day off is always spent in bed recovering, so really you only get one full day off. We’ve been doing this for about two years now.”

Other factory operatives, on different shift patterns, were more satisfied with their hours, but this was to do with the amount of money they could earn by working overtime rather than the actual working hours:

“People do prefer to work long hours — they like to work 12 hours shifts. I know they are thinking of bringing in eight hour shifts but I know people don’t want that. They are used to the shifts they do and they are used to the money.”

“Working long hours means getting a good wage. If hours were cut, the take home pay on basic hours would not be enough to maintain a family. So basically, you need to work 12 hour shifts and overtime to get a living wage.”

B.3 Reasons for working long hours

1.5.14 B.3.1 Financial

There was, unsurprisingly, a general consensus among both the forepersons and operatives as to why they work these long or extra hours, and this was simply ‘for the money’. For some, these extra earnings were reported to be for basic living expenses; others had become used to a certain lifestyle. The following comments illustrate these views:

“I work the hours I do for the money, so I can go on holiday or decorate the house.”

“People here work these hours for the money and once you start doing these shifts and earning the money then you get used to it, and it’s like a drug — you don’t want to stop. You can’t cut down because you are used to the money.”

“I think everyone would like to work fewer hours, but the answer you would get from everyone would be : I can’t afford to go on 40 hours on this rate of pay per hour. It would just cripple them — they’ve all got kids and mortgages.”

“If you don’t work long hours then you don’t get overtime. If you don’t work evenings and weekends then your wages will be rubbish.”

1.5.15 B.3.2 Workload

A further reason given for working extra hours was seen to be because the business has grown in recent years and become much busier. It has also become a 24 hour operation.

“When I first started in bakery, I think I was only on 39 hours per week, but now it has got busier. We have more customers now so we need to work more hours, so the plant can stay open 24 hours.”

The perception of one interviewee was that the pace of work had also picked up, and although there had been increases in staff levels this had not made the job any easier. Workloads are also seasonal which means hours are longer at certain times of the year.

1.5.16 B.3.3 Organisational culture

There was a general consensus that a culture of working long hours existed at the bakery.

“I think long hours is a feature of this organisation. A lot of people moan and complain but if they leave [the company] they always tend to come back.”

The long working hours were seen as a result of the shift pattern (12 hours) and the fact that there is much opportunity to earn more money, if extra hours are worked. This working long hours culture was also seen as being a feature of the production side of the organisation rather than of the organisation as a whole.

1.5.17 B.3.4 Career progression and recognition

Nearly all of the interviewees felt that working long hours had no impact whatsoever on promotional prospects. One interviewee felt that because everyone was working for the same reason — ‘money’ — no-one took into account extra hours worked. One interviewee considered that people get promoted because of their abilities, not because of the number of hours they work.

B.4 Impact of working long hours

1.5.18 B.4.1 On employees

Overall, working long hours was seen as having a detrimental impact on staff. However, most of the employees interviewed perceived benefits as well as disadvantages of working long hours.

Health and safety

A few of the employees mentioned that health was impaired by working long hours. However, this was mainly anecdotal:

“I think that long hours impacts on your health. You become tired and you physically ache, especially your legs, because you stand all day. I don’t think it affects the quality of your work because you do the same thing every day and it becomes automatic.”

“I think it does have an impact; you get really tired. It takes a lot out of you. But apart from bags under my eyes, I haven’t had any health problems.”

One interviewee also suggested that the pace of work had increased and that the impact on people’s health was measurable in terms of work related injuries:

“There are no end of people with bad backs now, and repetitive strain injuries, and the volume [of work] has increased.”

One manager was particularly concerned with the health and safety aspect of working long hours:

“(working long hours) ... is tiring so I think mistakes are made on the jobs and also you have health and safety implications. Where mistakes are made it can put people in danger — especially when they’ve worked six times 12 hours. They might be on nights, and they sleep all day and then are back on — with the day and night shift pattern it does get tiring. I’m sure that if they’re on fewer hours they wouldn’t be as tired.”

Other interviewees speculated that certain unsocial behaviour could be considered the result of working long hours. For example:

“I mean 12 hours is too much — at two o’clock my eyes will be going. I’ve had enough and working in the heat like this inside the bakery. I think you get mood changes and you just get more irritable. If the job goes wrong a little bit — I do it myself, I fly off the handle, I’ve just had enough.”

Family life and social life

Many members of staff commented on how long hours has negative impacts on their personal life:

“I think working long hours can make you tired and snappy at home. That’s it really — I don’t see any other impacts.”

“I think people can get stressed and tired. It also impacts on family life — you never have the time to see them.”

“I think that you can get tired; you don’t see your kids or wife as much. But then it’s your choice to do it, in a way.”

Another interviewee felt that Saturday working was not a good idea, both from the long hours point of view (if worked as an additional shift) but also from the impact it had on time to spend with the family. One factory operative blamed his family break-up on the long hours he worked. Similarly, another interviewee also suggested that a consequence of long hours was the high divorce/separation rate at the bakery. Some forepersons in particular found the working hours very difficult for their families. They felt unable to plan their time off as their shift patterns were irregular and they felt they did not get sufficient notice.

In contrast, a few factory operatives argued that working long hours is still better than being at home:

“I have an easier life coming to work than staying at home with the kids.”

“I don’t see much impact on me for working these hours. I used to do martial arts two or three times a week and I always found time to do that. I always manage to see my kids —I see more of them when I’m on nights so it’s not a problem. I think you get used to it.”

1.5.19 B.4.2 On the organisation

Work performance and productivity

A few of the interviewees mentioned that working long hours could have an impact on the organisation by way of poorer quality work outputs and lower productivity. Illustrations of this viewpoint were as follows:

“I think working long hours can have an impact on the organisation. People become tired, and then mistakes are made which has an impact on the quality of the output, and people work slower.”

“If we did do fewer hours, I think it might be better because we would probably be more awake. You just can’t focus after a certain number of hours.”

Staff absence

Sickness absence does not appear to be an issue with this employer and working hours was not seen as having any detrimental impact on absence rates. Sickness absence was

thought to be low because employees do not want to lose the extra pay for the additional (overtime) hours they work.

Staff turnover

Although the incidence of long hours working at this employer is high, turnover is very low. Many of the staff have worked for the employer for many years and several members of staff are from the same family. Interviewees noted that the reasons people stayed was because of the amount of money they could earn at the bakery:

“They probably earn more money in this factory in Sheffield than in any other factory, so nobody ever leaves. We have got people here earning £30k easily and I would say typically that people are earning in the £20Ks, which is high for factory work.”

B.5 Measures to limit long hours

On the whole, this employer has not implemented any measures to tackle long hours working *per se*, although they do offer employees the option to work no more than 48 hours per week (the Working Time Regulations limit).

1.5.20 B.5.1 New shift patterns

Recently the employer has been reviewing the possibility of introducing eight hour shift patterns across the operation. This has already been introduced for their auto-bake plant. The rationale is to cut the working hours in order to be more appealing to potential employees. This is illustrated in the following quote:

“ ... certainly behind the scenes we have plans to cut it because, whether or not the Working Time Directive comes in, we feel it’s wrong (the current shifts). We also need to tackle seven day working (Saturdays). We also think that recruiting people to do these sorts of hours will become more and more difficult and it will become a barrier to successful recruitment.”

Most of the staff, however, are very apprehensive about the introduction of any new shift patterns, especially those shifts which may reduce their overall hours.

1.5.21 B.5.2 Break system

Another area the employer is considering reviewing is the break system. The reason these breaks are in place is to enable the employer to run a continuous production process. It also helps people get away from the ‘monotony’ of the job itself. In production they have a three and four break system. There are four people for three jobs and every two hours they get half an hour break and the breaks can start immediately. Therefore, out of a 12 hour shift they work nine hours, so whilst they are there for a

12 hour shift, they are physically only working for three-quarters of that time. So, one of the results of working shorter hours would be to change their break system which would mean people working for a larger proportion of the time they are at work:

“People are continually on breaks but the plant never stops, so there is method in our madness and it’s also an element of the physical and repetitive nature of the work — we need to give people a break away from it. We would probably look at the break issue as a way of resolving the long hours issue here.”

1.5.22 B.5.3 Barriers to change

Both the factory staff and the HR managers perceive that the changes to the length of shifts would be a huge logistical problem. New recruits would be needed if shift hours were to be reduced and there would be a problem accommodating the extra employees required. A quote by one of the HR managers illustrates this point:

“We also have a logistic problem. If we say people are going to work fewer hours then clearly we need to recruit more people and I’m not talking about ten, I’m talking about potentially hundreds and we’ve got nowhere to put them. We haven’t got the facilities to cope with extra locker space, canteen space or car parking etc. We’re already full and having problems.”

One foreperson perceived cost issues as the biggest barrier to change, rather than just not having the room to accommodate employees.

“I don’t think they can reduce the hours because you need the plant to run continuously. They would therefore need more people which is all cost isn’t it? I don’t think they would like that.”

Another factor which was perceived as a barrier to change was that of the enormous negative impact a reduction in hours would have on people’s wages and family life.

“We could save a fortune by putting everyone on an eight hour shift, but the reality is that you just can’t do that to people; that is why they are so frightened about the Working Time Directive — because they are worried it will cut their hours and reduce their wage.”

“I’d love to work eight hours instead of 12 but only if the money was the same. I think everyone is concerned if they bring the 48 hours thing in, because we will lose money. I think if they reduce the hours here they will lose a lot of people.”

UK Case Study C: Food Processing Company

C.1 Background to the employer

The site at which this case study was conducted is the meat and savoury products division of a leading UK food producer. The business is expanding to serve a market with changing needs — transferring its focus from pork pies, to savoury snacks, recipe dishes and stuffing. At the time of our visit, 40 per cent of the products were supplied to one of the large retailers. However, the site was diversifying to supply the other major supermarkets and developing their own brand.

The site has approximately 900 shop floor employees, including 700 permanent and 200 temporary, staff. Staffing levels are seasonal as workload fluctuates. The Christmas period is the busiest, when they recruit 250 to 300 temporary staff. It is not easy to attract staff as there is strong employer competition in the area. Consequently, they begin recruiting for Christmas from the end of March. The profile for permanent staff is fairly balanced across gender and age. Female staff tend to work in wrapping and packaging, whilst male staff work in meat preparation which involves more physical work. In addition, there are 14 drivers whose role is to ensure that short-life products are delivered on time.

Staff turnover is very low for permanent staff but high for staff in the preparation, production and distribution areas, as these areas have more temporary staff. New staff are put on a lower starter pay rate for 12 weeks before they go on to the full hourly rate.

The site has undergone a recent change management programme to improve the way they worked and to become a world class manufacturing company. This involved the introduction of team working and continuous improvement methods, particularly with regard to the viability of the production process.

The company puts a lot of emphasis on caring for people and strives to be employee-friendly. It has put a lot of effort into implementing what they consider to be good employment and equal opportunity policies. The working atmosphere is described as friendly, and staff are generally co-operative. The site is heavily unionised with approximately 90 per cent of staff belonging to the Transport and Workers' Union. Management meets the union once a month.

1.5.23 C.1.1 Job roles of interviewees

For this case study, ten individual interviews were conducted during the summer of 2001. Interviews included: the personnel manager, a union steward, managers in distribution and production, section managers, process workers and HGV drivers.

C.2 Working hours

1.5.24 C.2.1 Contracted hours

Managers have 39 weekly contracted hours and work from 9am to 5pm. Full-time process operatives also work a 39 hour week but there is very little day working on the shop floor. They work one shift of eight hours either from 6am to 2pm or 2pm to 10pm, for five days.

Drivers do not have contracted working hours. Instead they are responsible for covering a certain journey including deliveries (a 'run') and the return of the vehicle. Most drivers are responsible for the same run every day. Driver runs were said to be allocated with regard to geography, workload, volume, and time taken to deliver the goods. This is calculated by computer. Part of the rationale for doing this is so that drivers do not exceed legal driving limits by being given over-ambitious runs. Working hours for drivers are governed by certain legislative restrictions placed on the length of time that can be spent driving. These are up to 4.5 hours in any one period, nine hours a day with the exception of twice a week when this rises to ten, making a total of 45 hours a week or 90 hours over a fortnight.

Time spent driving and speed of driving are monitored by 'a tackle' which is fixed to the lorry and checked by external inspectors. These regulatory limits have not always been in existence, and older drivers remember longer working hours as a consequence of less restrictions. One driver interviewed alternated runs with another driver because the length of one of the runs was such that if it was done every day it would be in-excess of the legal restrictions.

Staff have 25 days holiday per year, which they need to take outside the busy periods — for example, from January to March — and a week at Christmas when the factory is closed.

1.5.25 C.2.2 Actual hours

Generally, managers work longer than their contracted hours; somewhere between 39 and 48 hours, but it is difficult to be specific because of changes in the amount of work, largely due to seasonal demand. Managers' working hours are to some extent determined by the time of the year, and increase in the period leading up to

Christmas. Managers are not paid overtime, instead they get a supplement which is a fixed percentage of their salary to cover expected overtime. As the supplement is not directly linked with hours worked, and it is difficult to get further payments, managers do not have the same financial incentive to work overtime as operatives. Occasionally it is possible to be compensated for overtime, and one manager said that if section managers in his area exceed the overtime levels expected in their supplement, he prefers to give them time off in lieu rather than extra pay. In any case, before any compensation is made there is an assessment of their efficiency.

Whilst the number of hours driving is limited to nine per day, this is not the length of the working day for drivers. Given the system in operation of 'job and finish' whereby drivers have to finish their deliveries and return their vehicle before finishing work, working hours vary and do not have fixed end-points. Extra hours are added (and planned for) as a result of time spent making deliveries and checking the vehicle prior to the 'run'. A system of 'seniority' is in existence, which means senior staff are able to chose their run first. Drivers on average work approximately ten hours a day. According to the interviews, average working hours ranged from about 50 to 55 hours per week. There was a strong perception among two of the drivers interviewed that working hours were significantly less for some of their colleagues.

1.5.26 C.2.3 Working overtime

The site has a high overtime culture with 16 per cent of employees estimated to be working overtime. The availability of overtime varies due to seasonal demand. Sometimes no overtime is available, other times a little is available, and in the run up to Christmas and during the summer 12 hour days become much more regular. In fact, overtime peaks four weeks before Christmas and drops off thereafter. Such dramatic differences in overtime availability make assessments of usual hours difficult.

Some jobs have a requirement for working overtime, for example, hygiene workers have to work one extra hour to clean machines. For other staff, overtime is voluntary and there is no pressure for staff to work extra hours — they can refuse, and some do. Sometimes it has a negative impact on workload as one interviewee said: people are not pressured to work extra hours and, in some cases, they cannot get enough staff to cover the available overtime. On the other hand, some people feel compelled to work overtime to show support for the company as suggested by an interviewee who did little overtime:

"Some people feel obliged [to do overtime]. They feel they are letting the company down if they don't do it. Consequently, they will work more hours but they won't feel comfortable about it."

Section managers calculate what overtime is needed. They have a register of staff, and to ensure overtime is allocated fairly they ask everybody in the order of the register whether they want any overtime (they will start on the register where they finished asking previously). This is part of the union-company agreement, and they must ask everybody.

There was a perception that overtime available varied between departments, partly because some products are more seasonal than others, and whilst individuals can do overtime in areas other than their own, they mostly remain within their department. In sausage production, extra hours are fairly seasonal, and only about seven (out of 120) regularly work overtime five days per week. In another department ('chopping' where the recipes are prepared) there is more demand for employees' work and there tends to be constant overtime.

1.5.27 C.2.4 When are extra hours worked?

For operative staff, extra hours are determined by the availability of overtime during busy periods. Overtime, when available, is fairly rigid. During the week, overtime has to be worked in units of four hours, which means that an employee doing overtime works a 12 hour shift. Typically, if a worker does an early shift, for example 6am to 2pm, they will do this four hours after their shift. If they are working a later shift, for example 2pm to 10pm, they will do overtime before it. Such overtime is paid at a premium of time and a half. Overtime may also be available at the weekend, typically for five or six hours.

Drivers' shifts are fairly unsociable; they often finish late and work at the weekend (for example, starting at 1.30pm and finishing between 11pm and 12.30am from Sunday to Thursday). 'Extra' time is, therefore, worked at the end of the shift to finish the job. As one driver put it: 'you never know what time you will finish'. Despite this, however, the drivers said their hours were fairly stable throughout the year, and not subject to the same seasonal fluctuations experienced by those in production.

1.5.28 C.2.5 Who works long hours and who doesn't?

Overall, the staff interviewed felt that managers tend to work shorter hours than process operatives and drivers who accumulate a lot of overtime. One operative staff, for instance, said: "*if I can get it, I will do overtime five or seven days a week*". Such a week would entail a 60 hour week, excluding weekend working. In the past, before a restriction of four overtime hours in anyone session, she reported doing 16 hour days, when the work was available. However, another employee stuck more rigidly to her core hours, doing up to two overtime shifts a fortnight.

Drivers had mixed feelings as to whether they worked long hours; two thought they did and one said he did not consider his hours long. All drivers interviewed said they thought the wage reflected the number of hours required to do the job. One driver said that long hours were part of the job, and to be expected. Another driver, whilst acknowledging that the pay reflected the hours, said: *“money is not everything, especially as you get older”*. He would rather do a 40 hour week like other workers.

1.5.29 C.2.6 Control of working hours

One thing that was agreed among those interviewed was that working hours had been reduced, although not in the last five years. For drivers, this was partly due to changes in regulation, but also because of a change in culture, as illustrated by a manager who stated:

“At one stage there was an old style approach: the longer you keep a driver out, the more work you get done, which was nonsense.”

Similarly, section managers in some areas were trying where possible to ‘balance’ their hours. In other words they take time off where extra hours have been worked. However, as stated by one manager, this was not a formalised process but left to individual managers to decide:

“Hours cannot remain stable in this industry because of the changes in the workload. Taking time off for extra hours worked is not a formalised process. I have no hard and fast rules with my team.”

Consequently, some managers made sure wherever possible that other managers were balancing their hours, particularly those who had not been long enough in the organisation to know they could take time off in lieu.

C.3 Reasons for working long hours

1.5.30 C.3.1 Seasonal work

As mentioned previously, one of the main reasons for overtime is the seasonal nature of the work, which discourages the company from covering heavy periods by recruiting new permanent staff or improving existing staff performance. This was identified by the distribution manager as a problem:

“The problem with this business is that it is a very seasonal and volatile business so there is always a concern about taking on too many permanent staff. I don’t think we react particularly well to it, and we would rather look at the number of bodies than the number of hours.”

He added that there should be emphasis on *“getting the right skilled productive people, rewarding them for that, but keeping their [overtime]”*

hours to a minimum". Another manager broadly concurs with this point, saying that most overtime needed is not unexpected:

"... and yet we still rely on voluntary overtime to cover it, rather than saying: do we need to work seven days a week, with everyone working seven days, but with more crews [and workers]?"

1.5.31 C.3.2 To improve pay

The most important reason for employees (for operatives, other than drivers) working overtime was for extra money. This is certainly the sentiment of one of the process workers, who said she worked long hours purely for financial reasons. She did not actually want to work long hours:

"... but when you haven't got much choice in the matter, and need the extra money you have to do it."

She added that she could just about cope on the basic wage, but it would be a struggle. She pointed out that when she started she was living at home, had fewer expenses and worked fewer hours. Now she is a single person with a mortgage:

"... and I don't think the wages are high enough to cover all the bills I get to cover my living expenses."

She would like to see the basic wage increase so that fewer people felt the necessity to work long hours, although she acknowledges that some individuals will do as much overtime as is available, irrespective of the level of the basic wage.

1.5.32 C.3.3 Delivery of short-life products

Drivers were the only group of staff with extra hours built in due to the nature of their work. The main reason drivers work 'long' hours, therefore, is because it is required if they are to complete their runs to deliver short-life products. Such factors as traffic and the amount of time it takes to deliver goods, which vary greatly between customers, can add time to a driver's day. As one driver said:

"I do work long hours but it's all part of the job. If you come into transport you know you can't knock off after eight hours if you've got a 12 hour journey."

He adds that the hours are similar to other driving jobs he has done before. According to the distribution manager, these are accounted for in the calculation for the allocation of runs. One driver interviewed took issue with the computer system, which decides how long runs should take, saying that it was unrealistic.

In order to reduce costs, drivers' runs also need to use vehicles efficiently. The point was made by a driver who said:

“We work in a very cost effective business. If you said: go out to Barnsley tonight, stay out tonight and come back tomorrow, you would be working much shorter hours but you would be doubling the transportation costs because you wouldn’t be able to re-use the vehicles as soon.”

1.5.33 C.3.4 Individual preferences

Managers’ hours vary, to a certain extent, between individuals, partly because of differences in the jobs they do, but also because of the individual preferred mode of working as illustrated by one manager: *“some like to clear their desk before they go home”*. Managers are expected to control their own hours as one senior manager remarked:

“It is their responsibility to make sure they are not working excessive hours. If they are creeping into excessive hours that says something is wrong. Is the expectation too great? Do we need more staff? Whatever the case may be.”

C.4 Impact of working long hours

1.5.34 C.4.1 Impact on the employer

Loss of productivity and accidents

The production manager said that, whilst a lot of the workers do not have control over the speed at which they do their job, they have to keep up with the production line. Among those that work long hours, there is a noticeable drop in productivity after a long shift. Furthermore, during very busy periods, when a lot of overtime is worked, there can be an increase in accidents:

“When we are in peak periods ... and we have a lot of overtime being worked ... we see a rise in accidents.”

Staff morale

Two of the drivers were dissatisfied with the length and difficulty of their runs in comparison with others, which they claim is not reflected in their pay. The fact that drivers’ runs vary in time to complete was something acknowledged by their manager. A system of seniority has been operating for drivers, and to a certain extent still exists, which means most senior staff are able to chose their run first. These disgruntled drivers and their manager would like to see runs rotated among drivers, to take account of differences in the time they take, but this is opposed by senior staff and the union.

There are concerns among drivers about the differences in pay between them. According to one driver this could not be

explained by way of the length of the run or its difficulty, because he had one of the 'hardest' runs to complete.

1.5.35 C.4.2 Impact on employees

Tiredness and sickness

One operative working as much overtime as was available reported getting aches and pains 'all over' when she worked a lot of extra hours.

"If I had a choice I wouldn't do it [long periods of overtime] because it is really strenuous. It's too much really."

She added that the job requires "a lot of lifting, pulling, carrying — it's a very stressful situation". Keeping up with the production line, especially when tired, can be stressful. Furthermore, because of the strenuous nature of the work, a lot of people are off sick with bad backs. The only benefit she can see of working long hours is extra money.

All the drivers, perhaps unsurprisingly, reported that they suffered from tiredness. It was also noted that a lot of the drivers were older, and felt tiredness more acutely than when they were young.

On the other hand, none of the drivers complained that their health had deteriorated as a consequence of the hours worked. In fact, one manager noted that whilst absence was around 7.5 per cent at the site, for drivers it was 1.2 per cent. He attributed this low absence rate to a profession which does not accept 'silly illnesses' and to abstention from unhealthy activities, such as drinking, which could jeopardise their livelihoods. "They live a fairly disciplined life" because of the nature of the job. Furthermore, he commented that they are their own boss whilst out on the road, and thus they derive more satisfaction from their work, which makes them less likely to miss work than an operative working similar hours.

Family and social life

There was a negative affect on family and social life, which was also related to the unsociable hours of the work. As one driver put it:

"You don't get Sunday lunch, and if you have young children you hardly see them."

Another driver commented that his social life suffered: he could not go out for a drink on his day off, because it would remain in the system for the next day. However, he said his hours did have some compensation, because he got the mornings off.

One manager noted that working long hours can have an impact on family life. She noticed this among section managers reporting to her at Christmas and recently when they had to put in extra hours. Some section managers reported:

“They haven’t got much support from home for working extra hours”.

C.5 Measures to limit long hours

1.5.36 C.5.1 Implementing legislation

The only steps to control or contain hours have been legislative, such as the limit on the number of driving hours, and this happened more than five years ago. One manager said that his long-term aim is to balance all drivers’ hours and pay, so at least extremes of working would be shared out. This would partly be achieved by rotating shifts over a six week period. However, he explained it will take some years to address the issue because of the differences in salaries.

The only step in reducing the hours worked by operatives was the introduction of a four hour maximum for weekday overtime. This was introduced after the enactment of the Working Time Directive. Previously, some operatives worked 16 hour shifts when the work was available. One operative explained that occasionally the company will say they want to cut down on overtime, but there is not anything to replace it, for example efficiency measures.

1.5.37 C.5.2 Introducing shifts for managers

The only institutional steps that have been taken to control working hours have affected the eight production section managers. The loss of some managers over the course of the year had meant that if some measures were not put in place, the remaining staff would exceed the level of overtime accounted for in their supplement. Thus, production section managers moved onto 12 hour shifts, with four days on four days off. They were also given 18 days holiday per quarter (an increase from 25 per year). As a consequence, the shifts are covered with fewer managers, but managers’ average weekly hours are reduced to 33 per week. The reduction in managerial staff covering each shift led to the introduction of team-working measures for operatives and operatives gaining basic responsibilities to reduce managers’ burdens. It is envisaged that production staff will only have to work overtime at times of colleagues’ sickness. The measure had only been introduced in the week of the interviews, but the production manager who oversees these staff said that she thinks this may be transported to other areas of the company.

UK Case Study D: Small Manufacturing Employer

D.1 Background to the employer

This small employer manufactures mouse mats, magnets and other promotional products. It was established in 1987 with one employee making promotional magnets, and soon became the main UK supplier. Five years ago the company entered the mouse mat business and now produces over ten million mats a year. More recently, the company added heat sensitive WoWMugs to its range. Most of the company's business comes from the promotional industry but also, more recently, the company has branched out into the retail market.

They now have 150 full-time employees' with around 180 employees in total including casuals and part-time workers.

The company prides itself on being a good practice employer with many different policies on flexible working for its staff. Everybody interviewed said that they had never worked anywhere as flexible, and this was a positive aspect of the company. In particular, the company arranges itself so that people's time at work can accommodate family commitments.

As the staff manager said, employees' working hours are based:

"... around their children. We always put children first. Often a mum will come to me and say: it's sports day tomorrow, can I have time off? I say: of course you can ... you should be there ... just sort it out with your team leader. They can make up their hours in the evening, or they can take it as unpaid leave. It's entirely up to them."

She adds that because they are flexible about taking time off for family commitments, employees are honest with her.

"Staff phone up and say that their child is ill and they can't come in, rather than saying that they are ill themselves, for which they would get paid."

Women out-number men at the employer, and one reason given by the staff manager for this is that women are attracted to the company because of the flexibilities available. Often female employees start as 'outworkers' working on a casual basis at home because they have childcare responsibilities. They can then move to the evening shift when their child is older and can be looked

after by the father at this time of day. When the child reaches school age they can become part-time, working from 9am to 3pm, and move to the evening shift during school holidays.

There is a merit structure, based on commitment, team working, problem solving and skills. Everybody interviewed said they thought the system was fair. Staff performance is evaluated every six months through appraisals, which compare the individual's perception of their performance with the perceptions of his or her colleagues.

Interviewees consisted of: the owner managers, a personnel manager, a production coordinator, team leaders, office staff and factory operatives including reprographic/printing operatives.

D.2 Working hours

1.5.38 D.2.1 Staff profile

There are 180 members of staff, including factory and office staff, permanent and casual staff and full-time and part-time staff. The staff breakdown is as follows:

Factory (132):

- 84 permanent full-time staff
- 28 permanent part-time staff
- 20 casuals.

There are 112 full-time (37.5 hours) equivalents.

Office (42):

- 37 full-timers
- five part-timers.

Of the full-timers:

- 18 work a 40 hour week
- one works a 42.5 hour week
- 18 work a 37.5 per week
- five part-timers work a total of 123.25 hours per week.

Overall, in terms of the number in full-time equivalents (37.5 hours per week), there are 41.5 office employees. In total there are 49 full-time and five part-time males, and 66 full-time and 60 part-time females employed by the company. There are 14 out workers who perform tasks that would be time consuming, but fairly

simple, such as stripping magnets, at home. Typically these are mothers who cannot, or do not want to, leave the home to work.

For factory employees, it seems that the distribution of working hours varies depending on the team and gender distribution within it. For example:

- The mouse mat finishing team all work full-time.
- In the 'colour soft' department, which is comprised completely of women, a selection of reduced hours are worked: two work part time, two work four day weeks, at their own requests, and one does short part-time hours; and
- In the 'material preparation section', which is predominantly male, they all work full-time.

Conversely, regardless of the team or section they worked in, most of the office employees worked similar full-time hours (*ie* 37.5 to 40 hours per week) with only a few employees on part-time contracts.

1.5.39 D.2.2 Actual working hours among factory staff

Nobody at the company has long contracted working hours, over 48 per week, but hours are worked above the contracted level. People are paid for the hours worked (*ie* not for breaks), and these are monitored through a swipe card system, meaning the company has a detailed record of working hours. All overtime worked is paid.

Staff who work more than 48 hours in the course of a week, on any one occasion, are asked to opt out of the Working Time Directive. Only about ten staff, all in the factory, have been asked to opt out of the Working Time Directive, and none of these employees work over 48 hours a week often enough to exceed the limits set by the directive in any case.

People work more than 48 hours when workloads are particularly heavy. According to the personnel manager, this does not happen very often. The personnel manager considers 45 hours to be long hours.

Who works long hours?

Around eight people work between 45 and 48 hours every week. Several interviewees noted that those people working above 45 hours are usually in the printing department or in the stores, depending on what time carriers come to collect goods.

When extra hours are worked

Obviously levels of overtime are somewhat affected by workload which can vary at different times of the year. At the time the interviews were conducted (August) the availability of overtime was quite low due to a slowing down of business over the summer, and this is also the case directly after Christmas. On the whole, however, overtime is available, to varying degrees, for those who want it. One interviewee working on the printing side told us that he liked to work up to 47 hours in a week, and this is often possible.

Overtime tends to get worked in the morning on the printing side, and in the evening (5pm onwards) in assembly and 'finishing' based activities, for reasons that will be elaborated on later. Overtime can also be worked at weekends.

From our interviews, it appears that overtime is often 'incidental'. A few interviewees said that they often worked an extra hour or two a week, primarily as a result of working an extra 15 minutes or half an hour to finish jobs before they leave.

Control of working hours

Everyone spoken to said they felt that working extra hours was voluntary. Indeed, although there is the possibility of working additional hours, it is not the case that contracted hours have to be rigidly completed. As the personnel manager made clear, there will be situations where staff can work less than their basic hours, although it is appreciated if they help out by doing more when required:

"The flexibility is very good. You get a lot of people, when the work is slack, saying: We've done all our jobs in the team. Do you need us anywhere else? If not, can we go home early? But we can say to that person: We have such a big job next week and we'd appreciate it if you could work a little bit longer if you can, although we don't enforce that. Flexibility has to work both ways."

Some staff do stick more or less rigidly to their hours. The personnel manager adds:

"... having said that we can feel we can ask if they can come in early if a job requires it. Some don't want to put in overtime in general, and we tell them that this is fine."

Satisfaction with working hours

All interviewees reported that they were quite satisfied with their hours. A couple of interviewees, one in the factory and another in the office, stated that they had been unhappy with the compulsory long hours in previous jobs, and this had been a reason for joining the company.

This satisfaction may partly be because staff have the possibility of selecting the hours they work. For example, one of the team leaders arranged to move from a five to four day week, so that she could look after her grandchild on Fridays. Another employee chose her working hours to correspond with her husband's, and was able to do this despite the fact this cut across two shifts. The process for making such arrangements is straightforward. Individuals are advised to discuss it with the staff manager, the team in which they work and the production manager. If such a move is feasible it is usually discussed with one of the directors prior to implementation.

1.5.40 D.2.3 Actual hours of office staff

Most of the office staff are contracted to work 37.5 or 40 hours per week and most of them do not deviate from these hours. A few of the office employees work part time because of childcare responsibilities. The hours they work are between 8.30am and 3pm and they are also able to take the school holidays off.

In the office, overtime working is not usually available or needed by the business. If office staff want to work overtime, they can come into the factory to work some hours. This is generally less senior staff, perhaps receiving training, who have more financial reason for working overtime.

Staff have flexi-time and can therefore accrue time off to be taken later, as long as they advise others in advance that this is what they are doing (eg leave early one afternoon). They are able to do this as they work in small 'self-regulating' and multi-skilled teams. This incorporates a 'buddy' system whereby two people are twinned together so that if one person is off, the other can take care of their work and responsibilities.

Although most have a basic 37.5 hour week, staff can negotiate the hours they work. For example, one has 42.5 contracted hours, which removes some of the financial need to work overtime.

1.5.41 D.2.4 Holiday

Holiday is accrued by all staff directly from the hours worked, and the amount of holiday depends on the length of time with the organisation. For example, in their first year at the company a member of staff gets one hour holiday for every 11.5 hours worked. The following year it is one hour holiday for every 11 hours worked and so on, until it gets to five years when staff gain one hour holiday for every nine hours worked. The directors state that they insist that everyone takes at least three weeks holiday per year.

D.3 Reasons for working long hours

As the previous sections demonstrate, long hours working, defined as working above 48 hours, is not very common at the company. Rather than examining the causes of *long* working hours, this section therefore examines the reasons for overtime working.

Employees work overtime for financial reasons, and because it is required by the employer to get jobs finished (perhaps indirectly in exchange for flexibility offered elsewhere). As one employee explained, reasons for extra hours:

“...do vary. A lot of it is perhaps financial, but a lot of it, and this includes office staff, is that they want to see their jobs go out.”

In the course of the interviews more cases were encountered of staff putting in extra hours to finish jobs off, perhaps in teams other than their own, than for financial reasons.

The personnel manager said that they rarely have problems getting people to finish jobs if required. People *“rally round to get work finished and that’s really appreciated”*. She adds that staff genuinely like to satisfy customers and finish their work by working together. This is reflected in what staff have told us.

One, for example, said they do about an hour and a half overtime over the course of a week after work to finish jobs, not for financial reasons. Another said that if a job will only take a few extra minutes he will do it, otherwise he will leave it for the evening team. One said:

“I have worked occasionally until 5pm if a job needs going out [rather than 4.30pm], but that is not very regularly.”

There was also a feeling among staff, which is encouraged by the directors, that staff are happy to put in extra time when required because the company is so flexible regarding taking time off and working time in general. One member of staff made this point succinctly:

“I don’t like working overtime but if they need it then I’ll do it, because I know that if I need time off because [for example] a family member is ill, I can take it.”

Another said that they came into work on Sunday in one exceptional case because of this ‘give and take’.

Only one interviewee, working on the printing side, explicitly worked overtime, up to 47 hours per week, for the additional money. When asked, he said that the extra money was useful, and that putting in overtime before his shift started meant he was less pressured during his contracted hours.

Others said that when they put in extra hours the money had been welcome. It was suggested by a couple of staff members that for some, particularly those with children, extra hours may be worked for the money. However, it was not argued that extra hours worked were because the basic wage was too low. In fact, one employee said that:

“At the moment we are having a really flat time [little available overtime] but nobody [in his team] is complaining: I can’t afford this.”

Those interviewed also said they did not think that overtime, in any considerable amount, was beneficial to career development. However, it was recognised that those working in the stores and on the printing side were more likely to work extra hours. Store workers were more likely to work extra hours because of pressure to get goods out, which can sometimes be delayed. Those working on the printing side, particularly screen printing, were under more pressure to put in extra hours because:

- printing is early on in the overall process of producing mouse mats, and others later on in the chain rely on the printed goods to perform their functions. Therefore, some may come in early to get the process going.
- printing is relatively specialist, and requires the use of equipment and machines that others, such as the evening shift, are less able to use. Certain functions, therefore, fall on certain individuals.

One final point worth making is that there are seasonal work hours at the company, with many extra hours being worked during the Christmas period which is their busiest time. During summer, particularly August, and directly after Christmas, business is slower and so less overtime is available.

D.4 Impact of working long hours

1.5.42 D.4.1 Impact on employees

The lack of large numbers of staff working long hours made questions about the impact of long hours on staff difficult. One member of staff who was interviewed said that she did not personally know anyone at the company who worked ‘long hours’.

The personnel manager, who has the benefit of an overview of staff working hours, considered that long working hours could be detrimental to both health and family life. However, she said that she did not think that anyone at the company worked a number of hours which was unhealthy or damaging to their home life. Both the personnel manager and the directors of the company felt they knew their staff well enough to know whether their working hours were impeding their home life. The one interviewee who

did work longer hours, up to 47 a week, said that he felt no detriment to his health.

1.5.43 D.4.2 Impact on employer

Once again, the lack of long hours working to any large degree limits such an examination in this case. In terms of productivity, the member of staff interviewed who worked up to 47 hours a week said that he sustained the same work level throughout, even at the end of an extended shift.

D.5 Measures to limit long hours

The company tries to limit the degree of long working hours. According to the directors, one of the aims of introducing a flexi-time system in the office was to prevent the development of a long hours culture. On the whole, however, measures have not been introduced specifically to tackle long working hours, but procedures have developed in the evolution of the company organisation which have had this effect.

Firstly, it should be noted that the directors of the company and the personnel manager state that they try to staff teams adequately by monitoring workload.

More important, however, is the way staff are deployed in the factory. Everybody who works in a team becomes multi-skilled. Nobody comes in and does the same job every day. In the past that did happen, for example, they had a die cutter who stuck to that task, but now everyone can die cut. This means that staff are deployed to the tasks within a team that are most required. Some staff may be doing the same task if the process requires it, which speeds up production. There may be certain restraints on this, however, as in some sections certain roles require specific training.

As well as swapping roles within teams, staff move to other teams to do work when required. Staff are 'borrowed' from less busy areas when, for example, a large order comes through for one team. Employees are less likely to remain idle whilst other sections need them to put in extra hours to cover their work. If staff want to leave early because they have finished their work, it has to be agreed that they could not be used elsewhere.

In addition to inter-team working, an evening shift (called the 'owls') working from 6pm to 10pm, reduces the need for additional hours among staff. This shift does not work to a team structure, instead they are deployed to wherever they can be best used, as decided by the production manager. This means that they can finish off jobs that others would otherwise have to stay behind to finish, and set the ground work for the next day's work.

As one staff member explained, when there is work remaining they just “*leave a note explaining what needs doing*”. Sometimes they will even drive the finished articles to the depot as well, if it is urgent. He adds:

“This definitely removes the need [for overtime] ... it definitely helps. When we leave we know that it will get finished.”

Finally, the directors of the company both stated support for the Working Time Directive as they thought that it works very well for them. They stated:

“The Working Time Directive is brilliant for us. Because we are so flexible when it comes to working hours, we can use the working time regulations as a framework to work from and to.”

UK Case Study E: Multi-National Bank

E.1 Background to the employer

This case study was conducted within the business banking division of a large UK multi-national banking group with approximately 67,000 employees in total. The bank has a strong presence in Europe and a matched case study was undertaken within the business banking section of the same bank in France (case study I).

The business banking division provides financial services to business customers. The workforce are all in financial services related, white collar roles. Job roles include a variety of grades of relationship managers and business bankers based in the branches or independent location, *ie* based at home. The relationship managers provide the interface with business customers and are also, essentially, the sales force. Each has a portfolio of clients to look after. Additionally, they serve a risk function, which entails assessing risk and operating a debt recovery unit. Support functions and back office units such as human resources, IT, processing and finance are based at the head office in London.

1.5.44 E.1.1 Staffing and diversity

Senior management in the bank is not representative of the community, in terms of gender, ethnicity or disability. The HR manager interviewed reported that there was concern within the organisation that the profile of the bank's workforce should reflect that of its customer base. Senior management is very much dominated by white males, and the sector as a whole is a traditionally male sector. Women tend to cluster in the lower grades. One explanation for this is that people tend to enter the managerial roles between the ages of 28 and 35, when many women take maternity leave. Therefore, at the time when the opportunities are to be taken, many women are not there in the organisation. Although the gender profile is starting to change, it is a slow process particularly as staff turnover within the bank is very low. Furthermore, there is a tendency for senior managers to employ people in their own image. Other possible barriers preventing women entering senior roles are work-life balance and working hours issues.

1.5.45 E.1.2 Job roles of interviewees

Ten one-to-one interviews were conducted during the summer of 2001. Each interviewee was also asked to complete the four page questionnaire. The interviews were conducted with: a human resource (HR) manager, business bankers (both branch-based and independent location) and back office employees including HR employees, a graduate trainee and a development manager. The respondents also included some line managers: a team leader, regional sales manager and a sales director.

E.2 Working hours

1.5.46 E.2.1 Contracted hours

Contracted full-time working hours are 35 hours per week, with annual leave ranging from four to six weeks depending on length of service. Many of the interviewees and their colleagues were entitled to the maximum holiday entitlement as they were long serving staff. It is not possible to buy extra leave, but individual requests for unpaid leave are granted where it fits with the needs of the business. The bank has also introduced a number of work-life balance initiatives and flexible working arrangements. These are outlined in the section below.

1.5.47 E.2.2 Actual working hours

It appears that there is considerable variation in actual hours worked, with certain individuals, teams or units working long hours, and others not. Furthermore, there are peaks and troughs in working hours, with individuals working long hours when workloads are heavy. Of those interviewed, all except one reported that they usually exceeded their contracted hours, and in the previous week they had worked between 40 and 45 hours. In the head office it was thought that many staff regularly exceeded their 35 hours, but few worked over 48 hours. Business bankers based in the branches were reported as more likely to keep to their contracted hours, reflecting the opening hours of the bank, although some take work home. One of the managers interviewed perceived that the managers of business bankers worked between 40 and 60 hours per week. Independent location workers manage their own time, so it is more difficult to monitor their working hours. These respondents noted that they worked a much broader pattern and probably longer than their contracted hours. One independent location worker explained:

“I would say that I work five to six hours a week over my contracted hours, but it’s very wide ranging. My day can start at 7am and finish at 8pm; the next day can start at 9am and finish at 2pm.”

Those who work long hours and those who do not are listed in more detail below (in Section E.2.8).

1.5.48 E.2.3 Monitoring of working hours

There is no formal monitoring system of working hours across the bank. One manager explained that there had previously been a system in place to record hours, but this had not been kept up to date. The managers interviewed felt fairly well informed of their team's hours. Managers noted that they discussed working hours in their team meetings. Managers of independent location workers were less well informed, but still had a good idea of what hours were being worked from discussions with staff and the time emails were sent.

1.5.49 E.2.4 When and where extra hours are worked

Interviewees worked extra hours early in the morning, during lunch hours and in the evening at the office. Some staff also took work home to work on over the weekend. Independent location workers can work at any time during the week. Working hours can also vary during the year, for example long hours may be worked during a sales campaign.

It was reported that most staff took their full holiday entitlement. However, some of the respondents noted that they often carried over several days into the next leave year. One exceptionally long hours worker explained that she was unable to take the full six weeks because of her workload, which involved a large number of meetings throughout the year. She also noted that she had worked while abroad on holiday:

"I have difficulty switching off ... on day six of my holiday I was still thinking about work and I had to write things down."

1.5.50 E.2.5 Reward for overtime hours

Business bankers in branches are more consciously rewarded for their contracted hours and paid overtime. However, not all claim overtime, as they are concerned not to be perceived as 'clock watchers'. A team leader of business bankers reported that if a specific event or promotion took place outside normal hours this was always paid, but if there was paper work to finish off at the end of the day, or reading, this tends not to be paid. Alternatively they can take time off in lieu, but again this does not always compensate fully for the extra hours worked. One business banker, who had recently been working very long hours explained that she did not feel that she could claim overtime payment for all the hours she was working. She banked some hours for time off in lieu, but could not always find the time to take this time off. Team leaders are also able to claim time off in

lieu, but again respondents reported that they did not always claim this as it would have a further knock on effect on their workload.

Managers are not paid overtime. Nonetheless, those interviewed felt there was informal flexibility to take time off when needed, for example for a dental appointment. Interviewees felt comfortable taking this time as they were confident the amount of hours they worked was always in the bank's favour, *ie* they exceeded their contracted hours.

1.5.51 E.2.6 Control of working hours

The majority of the respondents felt they were able to choose whether they worked long hours or not. The interviewees who worked extra hours noted that there was no-one standing over them demanding that they worked long hours. Rather, it was their choice to do so in order to get their job done properly or meet their targets. In some instances, there was more of a requirement for staff to work additional hours, for example for a specific event such as a sales campaign. However, most respondents emphasised that those who chose not to work long hours were not viewed unfavourably.

1.5.52 E.2.7 What are long hours?

Interviewee perceptions about what constituted long hours varied. Some considered that working consistently over and above the contracted hours of 35 per week was long hours. Others, who tended to be the more senior staff, suggested that over ten hours extra per week, over 50 hours in total, over the working time directive limit of 48 hours or leaving work after 7.30pm were long hours. Another felt that five 12 hour days, *ie* 60 hours per week, was very long hours. One respondent judged long hours by what time they got home from the office and the degree of interference with their home life. As such, their main concern was about perceived quality of working life and home life. Another respondent also noted the issue of travel to work time, which they considered to be working time:

“One of the things about working in head office (London), is that it doesn't count the hour travelling in and the hour travelling out. It does add a considerable amount to your time and even if you're not working as such it's still part of your working day.”

1.5.53 E.2.8 Who works long hours and who does not?

Interviewees were asked about their own working hours patterns and their perceptions about who works long hours within the organisation. Listed below are some of the groups of workers who were thought to work long hours and others who tended not to. However, it should be remembered that these groups identified

have been drawn solely from the perspective of the ten interviewees.

Long hours employees

- Very driven and career focused employees.
- Poor time managers.
- Employees who are too willing to say 'yes' and take on too much, and conscientious and dedicated employees.
- Higher grade staff — who are expected to work the hours it takes to get the job done, *eg* team leaders, principal business bankers, managers and senior managers.
- Certain departments and job roles, *eg* head office staff .
- Some more junior employees or those in administrative roles where there are staff shortages.
- Independent location employees (although less is known about their hours).

Shorter hours employees

- Those with time management under control, who are able to say 'no' and prioritise.
- People with outside interests or responsibilities. Also, younger employees (generation X) who want to be able to live their life outside work. One manager described two shorter hours employees in his team as follows:
“They know what is important, they make no excuses for work-life balance, they appear more grounded, they have lots of other interests, you can relate to them as normal people, people warm to them, there is always a smile.”
- Some more junior employees who work to rule regardless and are under performers.
- Those working for a line manager who does not work long hours.
- Branches where working hours are more determined by the opening hours of the bank.

The characteristics of individuals who work longer and shorter hours go some way to explain why some employees work long hours, which are discussed in more detail in Section E.3.

1.5.54 E.2.9 Satisfaction with working hours

The majority of the interviewees said they were satisfied with their working hours, but the individuals working shorter hours, younger and newer employees, as well as an independent location employee, appeared to be more satisfied than those who worked

long hours. For instance the independent location employee was particularly satisfied with the flexibility his working pattern provided, as he explained:

“Because my role is independent location, I can work from home which saves me two hours a day travelling, so I don’t mind using those two hours which would be dead time otherwise, which is why I can do five or six extra hours without it really impacting on my time ... I’m very satisfied with my working hours, I like the flexibility, I like the chance if it’s a nice sunny day to disappear onto the golf course for nine or 18 holes and if it’s a wet miserable Saturday I can get some work done.”

Therefore, even when his hours were long, the reduced travel time compensated for this and the flexibility he had meant he could work shorter hours on other days. Another employee had recently joined the organisation precisely because it offered a better work-life balance and more control of working hours than a previous role. This employee was now working what she considered to be reasonable hours and was very satisfied with this:

“... in my last company we were expected to continually work ridiculously long hours without warning. I left because I wanted a better work-life balance. I would not work in an organisation that didn’t respect that anymore. In addition, a lot of my strong feelings come not from the fact I was expected to work long hours but because I had no power over when I worked, because I couldn’t control my life as a consequence.”

Previous experiences as well as amount of hours worked can therefore affect satisfaction levels. As noted above, the amount of hours worked varied quite widely within the organisation, with some pockets of very long hours. Consistently working long hours led to employee dissatisfaction with their working hours. A team leader of business bankers reported that her team had in recent months been required to work extra hours due to changes in procedures in order to comply with regulations. Staff were not happy with this and the team leader did not like having to ask for this extra input. It seems that consistently working long hours in this way caused much greater dissatisfaction than a requirement for extra hours for a one-off event or for a certain period of time with a definite end. For example, a very long hours worker reported that she would like more time for herself, but when she had been required to work very long hours for one week for a specific event, this had not been a problem. She described the incident as exciting. Similarly, team leaders felt their sales teams had no problem working additional hours for a sales campaign. A further quote illustrates this point.

“I have considered changing job because of the hours. Sometimes working long hours can be exhilarating working towards a common goal. The downside is when you are doing drudge, and that’s when you think: would I be happier elsewhere?”

1.5.55 E.2.10 Changes in working hours patterns

Some of the interviewees felt the pressure to work long hours had increased in recent years. For example, one manager had noted that people appeared to work long hours and she had seen people coming in to work on a Saturday morning, which previously did not happen. Work pressure was also thought to be increasing, which leads on to the discussion of reasons for working long hours, below.

E.3 Reasons for working long hours

Reasons identified for working long hours and how long hours have been avoided are detailed below.

1.5.56 E.3.1 Workload

All respondents agreed that long hours were sometimes necessary to finish an urgent piece of work. In some cases, extra hours were required for one-off surges in workload, for example for a sales campaign or recruitment event. However, most also felt that they did not have enough time to get everything done in their jobs within normal working hours.

As noted above, some respondents felt that working hours and work pressure had increased in recent years. The explanation given for this was increased competition in the market place, the need to serve customers better and to drive down costs. There was a perception that people in the past had more time to think and plan, and that now it is more of a constant stream of deadlines and targets. The following quote illustrates the point:

"I think it is necessary in this environment to work long hours. To succeed you need to deliver and that does sometimes take longer than your contracted hours. The pressures in this type of business are considerable and therefore you simply don't have the time; you can't do all the work in 35 hours per week."

One very long hours worker explained that all her workload was high priority and the problem was exacerbated by the amount of travel and visits that her job role entailed. This could take all her normal working day, which meant she had to use the evenings to catch up on emails and paperwork.

Some particular issues were causing some individuals to work longer hours. For example, one business banker interviewed had a particularly large portfolio of clients to look after. Another had a particularly large team to manage. Already noted above, sales teams were required to work extra hours to comply with newly introduced procedures and regulations.

1.5.57 E.3.2 Staff shortages

In specific instances, staff resourcing issues were clearly causing employees to work long hours. This was due to insufficient numbers of staff or a lack of experienced staff. Specific instances identified included an administrative support team where staff numbers were down to seven, from a full complement of 12. Also one interviewee worked in a team of business bankers where they had been as much as 50 per cent down from their full complement of staff. Nonetheless, in both these cases it was understood this was a temporary situation.

“In my particular job we have been short staffed for approximately 18 months and my portfolio of clients has enlarged when staff members have left. Therefore I have had to increase my hours in line with my client demand. I am committed to my job and my clients and therefore I work the longer hours but I am able to fit this around my family commitments. I do not see this as a long-term situation as by the end of 2001, my job will be reorganised and my portfolio of clients should reduce from 1,000 plus to approximately 300.”

“Working smarter helps you do really well when you have got enough staff, but when you’re understaffed, you have to do it [work long hours] to survive.”

Another respondent thought that a recent reorganisation had led to fewer staff being available to do the same amount of work. A further issue identified was the time it took to recruit experienced staff to a sales team. This time lag was because they needed to recruit internal staff to get the required experience, but release times could mean having to wait eight weeks before new recruits could start.

1.5.58 E.3.3 Work organisation

Work organisation, both at an individual and organisational level, was identified as a further reason for working longer hours. At an individual level, some of the respondents agreed that if they were better at time management, they would not need to work long hours. Some respondents felt they were not good at delegating, or at least felt uneasy about it, if it meant others would have to work long hours. Managers identified long hours workers to be those who were less good at saying ‘no’ to unnecessary work, took on too much, were poor at managing customer expectations and were undisciplined. Conversely, those who were better at managing their time were thought to work fewer hours:

“I feel that my success in working fewer hours is, in the main, down to me —my self-management. I don’t need the organisation to do anything. They make it known that the home-work balance is important. I just need to keep improving!”

At an organisational level, a few respondents also agreed that the need to work long hours could be removed by redistributing

workloads. It was reported that long hours were worked because people were not good at sharing best practice and there was a lack of clarity about job roles and responsibilities.

1.5.59 E.3.4 Technology

In some cases, staff identified emails and lap tops as resulting in increased working hours or workload. For example, some respondents took lap tops home at the weekend or on holiday, and therefore found it more difficult to switch off from work. The following quote illustrates the concerns respondents had about email.

“People will send you emails at any time of the day or night and they want a response almost immediately, so there’s a very fast turnover of work and output.”

1.5.60 E.3.5 Organisational culture

Views varied as to whether a culture of working long hours existed within the organisation. This may reflect the fact that there was such a culture in some parts of the bank where long hours had become the norm and were expected, and not in others. Some felt that there had been elements of presenteeism in the past, with long hours being expected, but this was now disappearing. Nonetheless, some head office employees commented staff could feel guilty if they left work at 5pm and that they did not want to admit when they had not worked at the weekend. Comments such as ‘working half day’ if people left at 5.30pm still occurred.

1.5.61 E.3.6 Line management behaviour

The working hours of line managers was thought in many cases to determine those of the team, and as such line managers acted as role models. The respondents who worked long hours tended to be managed by people who also worked long hours. This reinforced behaviour and created a perception that such working hours would be required if an individual wanted to progress in their career. Some managers were felt to be more supportive than others, and recognised long working hours were a problem. However, whether the manager felt able to do anything about it was thought to vary. In contrast, one respondent had a manager with childcare responsibilities and left work on time, and this provided a good role model for the team.

1.5.62 E.3.7 Commitment to the job

Most respondents said they worked long hours because they were committed to their job. Respondents reported that they cared about what they did and had an obligation to their clients. One interviewee in particular, noted that she would not be satisfied

and would not be able to sleep at night, if she did not do her job properly.

1.5.63 E.3.8 Career progression and financial reward

Only one interviewee responded that if you want to progress within the organisation, it is essential to work long hours. 'Presenteeism' whereby individuals work long hours simply to be seen to be doing so in the hope that this will be rewarded was reportedly now discouraged and disappearing. However, one of the managers felt there was a relationship between long hours and ambition for career progression. Ambitious and highly driven staff want to shine and work as hard or harder than the next person, and in some cases this can entail longer hours. One individual described his own drive to achieve results and receive a financial bonus:

"I work those hours just to achieve the results I'm achieving. I don't mind putting in that extra effort to see the bonus at the end of the year. I also like to succeed —it's not just financial, it's recognition as well."

E.4 Impact of working long hours

1.5.64 E.4.1 Impact on employer

Work performance

Respondents felt that working long hours can have a positive effect on work performance in the short term, for example in order to cope with a surge in workload for a sales campaign or a tight deadline. Nonetheless, it was emphasised that long hours had a detrimental effect on performance when long hours were constant. As one respondent outlined:

"I think that the danger is it can become a vicious circle. People become tired with a loss of energy and eventually that tiredness means that you continue to work long hours because you have to work even longer to get things done."

Furthermore, frequent comments were made that the quality of work could be adversely affected by employees working long hours, as time to think creatively was reduced. It was felt that work becomes reactive, individuals are only able to focus on immediate goals and not the bigger picture. However, long hours can clearly affect people differently. An example was given of an employee who was very driven, focused and results oriented who was managing two teams. This individual was still able to work long hours and perform effectively, but the respondent noted that this was an exception, with most people persistently working long hours:

“... lose edge, become ineffective, get cynical, depressed, lose own self belief and become a victim.”

Staff turnover and recruitment

Respondents suggested that both staff retention and the ability to attract staff internally could be detrimentally affected when teams gain a reputation for working long hours. An example was given of high staff turnover among some support staff who were under a lot of pressure. Younger employees interviewed also noted that graduate recruits were more likely to be put off by long hours.

“I think that a lot of people in my cohort aren't prepared to accept working long hours. A lot of my cohort are thinking of leaving after a while because they don't want to burn themselves out or end up like that — tired with no life.”

Staff absence

Sickness absence was felt to be a complex issue, with many reasons contributing to this apart from working hours. Respondents thought there might be some relationship with long working hours, but this was likely to be very different for different people. Individuals reported that they had seen examples of both short-term and long-term absence resulting from work pressure. For example, one respondent knew of people who had taken the occasional day off work because they could not cope with their workload.

Staff morale and motivation

Respondents did feel that persistent long hours could affect employee morale, in that staff become fatigued and feel under constant pressure. Morale was thought to be especially affected during the winter months, when they may rarely see daylight. It was also thought the requirement for long hours could affect the achievement of sales targets, because this could demotivate staff.

Equal opportunities and diversity

Managers interviewed felt that long hours reduced the company's ability to attract and retain employees for whom work life balance is important and to move away from a situation where male employees predominate in senior positions. Three points were made with regard to the impact working hours patterns could have on equal opportunities and diversity:

- The life style which appears to be associated with senior positions which involves not only long hours, but late meetings, early starts, travel and a male dominated culture, could make such positions unattractive to some groups of staff, such as those with caring responsibilities.

- Many senior staff were observed only to be able to cope with their life style because they had a partner at home who did not work full time to support them.
- A perception that staff working shorter hours might be less committed was thought to be disappearing. Most respondents emphasised that those who chose not to work long hours were not viewed unfavourably.

1.5.65 E.4.2 Impact on employees

A common view was that the impact of long hours working depended upon the amount of control individuals had over their working hours. When individuals were working long hours and were unable to control their hours, negative feelings towards working hours and the perceived impact of them were felt to be greater. Conversely, individuals who had more choice as to when and how long they worked, for example independent location workers, were thought to be less affected.

Overall, there were thought to be advantages to working long hours as well as disadvantages.

The advantages respondents identified were:

- Financial gain when overtime is paid.
- Personal satisfaction that work had been delivered on time and a good job had been done.
- Enhanced career opportunities. Some respondents felt that to progress you do have to be prepared to work non-standard hours.

The disadvantages identified were:

- A lack of time and energy for family life, personal relationships and a social life.
- A detrimental impact on health, for example one respondent was suffering from a chronic health problem, which she attributed to her working hours and work pressure.
- Fatigue, difficulty relaxing and irritability; and
- Lack of time for other leisure activities, such as going to the gym. For example:

“The weekends become incredibly important for me. Sometimes I feel as though I don’t have enough down time, so you know if you’re getting home at 8.30/9pm you have time for food and then you go to bed and get back up to go to work again – it’s constant, it’s as if the organisation owns you from Monday to Friday.”

E.5 Measures to limit long hours

The employer had introduced a number of initiatives aimed at reducing excessive working hours and improve the work-life balance of their staff. Some were organisation wide, others were implemented by individual line managers within their own teams.

1.5.66 E.5.1 Work-life balance practices

The employer is aiming to be an 'employer of choice'. It offers staff work-life balance practices to meet their own needs. The types of flexibilities on offer are job share (they have a job share register and individuals have to put together a business case when applying for it); compressed weeks; career breaks; flexible working hours; and various leave arrangements. All are considered and approved on a case-by-case basis, depending on business requirements.

Some business bankers now work remotely from the office and are based at home. This enables the employer to save on premises costs, but also allows the individual to work flexibly. Feedback so far received suggests staff are generally satisfied with the arrangement.

1.5.67 E.5.2 Developing solutions

There are teams within the head office focusing on investigating issues relating to work-life balance and making the employer more attractive to a diverse workforce. They are also developing new ways of working and examining the work style of managers.

1.5.68 E.5.3 Workshops

Workshops for employees are being run to educate the workforce, in order to ensure the initiatives introduced are embedded throughout the organisation.

1.5.69 E.5.4 Support to help reduce hours

Line managers noted that they had tried to support their team members to reduce their working hours and address any work-life balance issues. For example, in one team, good practice was being shared within the team, a buddy system whereby individuals can bounce ideas and discuss problems with colleagues had been introduced, guest speakers had been invited to talk about personal effectiveness, self management courses had been offered, and recently there had been a focus on behaviours rather than sales.

UK Case Study F: Hi-Tech Service Sector Company

F.1 Background to the employer

This multi-national organisation currently consists of around 12,500 employees in the UK. The bulk of the workforce are customer relations staff, with about 6,700 employees. Another large group of staff is the operations team, which accounts for 1,000 employees. This is the group that keeps the network operational. The remainder of the staff are split across a number of functions including: retail sales (1,300 employees); infrastructure expansion (550); finance (450); application systems (350); technical solutions (300); logistics (200); HR (200) and brand marketing (120). The gender breakdown across all staff groups is roughly 50-50, although this balance is not reflected in all departments and the more technical sectors tend to be male dominated.

The full-time contract of employment is based around a standard 37.5 hour week (including lunch breaks) with 25 days annual leave (increasing by one day for each five years served) and eight bank holidays. There is no formal system of flexi-time or time off in lieu and overtime is only paid to the most junior employees. There are a number of different working patterns within this organisation, including shifts and working on call. Within the 37.5 hours contract there is a significant variation in hours worked within customer relations to cover the 24 hours a day, seven days a week, operation. There are also contracts which extend either below or beyond the normal 37.5 hour week. Out of the 12,500 employees, 1,700 work part time (the majority of whom work in customer relations or retail) and 1,000 work 39 or 39.5 hour per week contracts on shifts to meet the 24/7 nature of the company (again the majority work in customer relations and retail). The customer relations staff are located in call centres and work on a rotating shift system, *ie* three days on/off, four days on/off. All sites have set shifts.

There is no trade union recognition within this organisation.

1.5.70 F.1.1 Interviews conducted

Within this organisation, a total of six managers and seven other members of staff were interviewed. These employees represented staff from a range of functions including IT, finance, quality

improvement, estates management, administration and customer services. In addition, three representatives of the human resource management team were interviewed. This case study is matched with case study I in France and case study M in Sweden, which are part of the same multi-national company. As far as possible, the job roles of the interviewees were also matched.

F.2 Working hours

There are no formal procedures for monitoring working hours at this organisation (apart from among the most junior staff who are entitled to overtime). There is a great variety of working patterns, both formally in terms of shifts and informally. For the most part employees are expected to manage their own time. This can involve starting early or finishing late. Although there is no formal system of flexi-time, several of the interviewees said that they were allowed, or permitted their staff, some flexibility around the hours they worked. This tended to be on an *ad hoc* basis.

1.5.71 F.2.1 Who works long hours?

Working hours depend largely on where individuals work within the organisation. For example, call centre employees (customer services) are largely perceived to work their standard hours. There is, however, a perception, universal among other employees, that a very long hours culture exists within this organisation. Generally, it was felt by managers and other employees that virtually all (non-call centre) employees work in excess of their contracted hours and such behaviour was very much seen as the norm. This is a perception backed up by evidence from the staff survey. The findings show that the majority of employees in this organisation believe it has a culture of long working hours (where long hours are defined as having to work more than your contracted hours in order to complete the work set).

Some self report evidence on actual working hours is available from a recent staff survey (conducted in August 2000). The survey identified a number of hot spots within the organisation where employees were working in excess of ten hours per week over their contracted hours *and* they reported doing these extra hours due to pressure of work.

There is a tendency for those in the more senior positions within the organisation to put in the longest hours. Results from the staff survey show that 62 per cent of the most senior directors always work more than their contracted hours. Of this 62 per cent, half do more than ten hours extra per week. In contrast, 41 per cent of band H employees (the most junior employees with no overtime entitlement) work hours additional to their contracted hours each week. Of those more junior employees who report working long

hours, 52 per cent report working less than four hours extra per week.

F.3 Reasons for working long hours

Several clear themes emerged from the interviews in relation to the reasons for working long hours.

1.5.72 F.3.1 Organisational culture and commitment

This is a relatively young and extremely successful organisation with a very ‘can do’ culture. When asked about the reasons that people worked long hours, virtually all interviewees talked first about the culture — they want to be part of the success, and want to deliver, and the willingness of their colleagues to put extra effort in to ensure that a job is well done.

“For me and for other people as well I care about what I do. I’m mindful that what I do represents my department, and represents [the organisation] as well, particularly with suppliers, so I’m keen that the image I present from a team and corporate point of view is professional, and means I’m not leaving things undone and unfinished. I’m loyal to the brand.”

“Having recruited and met a lot of people across the organisation, my observation is that people are quite loyal to the brand and think that [the brand] has a good story to tell so they don’t want to dent it. Part of this might be because of the short existence of the company — some can remember the launch.”

Most of the managers interviewed were also quick to point out that staff were not requested or expected to work long hours, they simply were prepared to put the hours in because of their commitment to the organisation and because of the helpful or ‘can do’ culture, whereby it is not the norm to turn down work.

1.5.73 F.3.2 Work organisation

Another feature of this organisation is that due to its rapid growth, there is relatively little in the way of system infrastructure. As a result, there was a strong feeling among the interviewees that people worked long hours to ‘cover up the cracks’ and to compensate where the processes were not working properly. There was recognition that often this type of work is not quantified and can largely go unnoticed. Some research conducted earlier this year had raised concerns about the amount of additional work that staff were putting in to get the job done.

“[The organisation] is people rather than process dependent. I wouldn’t say that everyone works long hours, but a significant proportion of key people who are relied upon work long hours. In general it is quite a work-hard environment, not a task environment but because we don’t

have the processes in place people tend to work longer hours than they otherwise would.”

“Lack of processes in that people are the single points of failure. Because it is not a robust end to end process, one person has a lot of information in his or her head, so that means they are probably working longer hours because everybody goes to that person rather than following a process to get something done.”

1.5.74 F.3.3 Workload and work pressure

Evidence on the reasons why staff work additional hours is also available from the staff survey. At the lowest level without overtime payments, 32 per cent said they put in extra hours to do a good job, 17 per cent because of pressure of work. As you go up the grades this gradually changes, so that at the more senior levels it is the pressure of work which is the most common reason.

An interesting paradox emerged in many of the management interviews. On the one hand, managers stressed the commitment and dedication of employees. The sense that there was no expectation of staff to work long hours, rather they did it voluntarily, came across very strongly. However, it also became apparent that there are many internal organisational pressures to work long hours, not least to compensate for inadequate systems and a recruitment freeze on additional headcount (replacement of existing staff that leave continued).

“I think they’re all working really, really hard and the pressure’s on to take more and more work on, and get through without recruiting additional staff.”

“If they introduced genuine flexi-time and people did their 37.5 hours and then went home the business would grind to a halt. It [the organisation] is dependent on people putting in more time. You’re expected to put in the hours to get the job done; that’s the culture.”

So, it would appear to be a complex picture of causality. Long working hours exist in part because of the dedication of staff and their commitment to the brand. Thus, it is seen as evidence of the employees’ professionalism, enthusiasm and commitment to high standards. Yet at the same time, it is apparent that internal pressures are growing, and many interviewees reported the enormous pressure they felt they were under to work very long hours.

1.5.75 F.3.4 Financial reward

The staff survey indicates that reasons (for working long hours) vary according to job grade with those in the lowest grade jobs (with overtime payments) most likely to say that they work additional hours to earn extra money (29 per cent), although a quarter of respondents at this level (24 per cent) reported working additional hours in order to do a good job.

1.5.76 F.3.5 Travel and other job requirements

Interviewees also suggested that to some extent working long hours was dependent on the type of job being done. Examples were given where jobs involved a lot of travelling, or were related to product development or technical support.

With jobs that involved travelling, it was quite common for travelling time to encroach on weekends or to happen outside normal working hours. With product development, working hours tended to be more cyclical in nature and revolved around having urgent project deadlines to meet. The examples of long hours working from IT support were associated with the need to provide a network 24 hours a day, seven days a week. A combination of under-resourcing and the lack of stability in the IT infrastructure meant that employees in this area had to work ten to 12 hour days to ensure that the business had a stable technical environment.

Although the rationale for why certain jobs would involve working long hours was perfectly clear when explained on a job by job basis, the fact that most interviewees felt it applied to their section or group suggests that it is more of an organisation-wide issue overall.

F.4 Impact of working long hours

A wide range of possible impacts of working long hours were identified among interviewees.

1.5.77 F.4.1 Impact on the employer/organisation

Efficiency and work outputs

One theme to regularly emerge from the interviews was the idea that the organisation is stretched to its limits and people simply cannot work any more hours. This led interviewees to comment that :

“In many places the cracks are showing. It is becoming obvious the processes are not working.”

Another development on this theme was expressed as follows:

“Because the process is the same —out of date basically — there could be a technical solution that could halve the amount of time it would take to do something, but people are so busy fighting the fire that they haven’t got time to think about how can they do it better.”

So a major impact for the organisation, according to interviewees, is on its level of efficiency and its capacity to develop appropriate systems infrastructure.

Several interviewees expressed concern that some tasks simply do not get done, or are done in a hurry and this simply perpetuates future problems.

“I mean more resource would make a difference, but there are things now that just get neglected.”

“I think again it is more severe here. You know, it’s week in, week out, it’s there all the time. It’s difficult to plan what you’re going to do. I mean there’s always something; you fire fight it, you go from one crisis to the next. I think it’s a bit more obvious here than it has been elsewhere (other organisations).”

Some respondents believed that there were diminishing marginal returns to additional hours worked over and above a standard working day, for example:

“If you work those long hours, the actual marginal benefit of your output at the end of a ten hour day is probably negligible, whereas if you’ve got seven and a half productive hours you’re going to get a lot more out of it.”

Turnover

A further area of concern for the business is the fact that there is a relatively high staff turnover, which leads to replacement costs such as for procurement and training:

“I think that’s what we’re looking at because we have quite high staff turnover in certain areas of the business. In some cases this is reflected across the UK market generally anyway (for example, we have high staff turnover in retail and we expect to have that) but they did notice a difference in the technical area, which was a cause for concern.”

1.5.78 F.4.2 Impact on employees

Health and fatigue

A constant theme among the interviewees when discussing long hours was that of fatigue and the impact it has on their quality of work and life, in that it affects their performance at work and leaves little energy for life outside work.

There was also the suggestion that individuals could end up feeling trapped, as both the next two quotes illustrate:

*“I think change needs to come because people can not go on. People here, are not **at** their capacity, they’re **beyond** their capacity. But, with [the organisation] the more successful you are the more gets piled on you. So, you’re in that situation where I think a lot of people [in this*

organisation] have got to, not at their capacity, they're pushed beyond it."

"It is hard to sustain long hours working week in week out. It raises the stress levels, making the job less 'fun'. It also increases the pressure. You begin to think you are needed there and if you are not there things don't happen. When I work long hours, I get 'knotty' inside, and get tired."

A few interviewees felt that their physical health suffered as a result of the hours that they worked. This was in part due to the impact on their lifestyle (see below) but also because it made them more prone to certain types of illness:

"It's nothing major, but minor things can impact on your performance and stop you from doing your best. ... I'm much more likely to get colds now than I ever used to be."

Lifestyle

Many interviewees noted the impact their hours were having upon their lifestyle, in terms of the time and energy they had left for their home life. Individuals reported that the impact of the hours they work made them question their commitment:

"During the week I would like to be able to occasionally go out but I feel that I can't because I have to get up early the next day. Staff don't get the benefit of time off."

"On Friday night I generally feel too tired to do anything, whether it be going for a meal with my fiancée or going out for a few drinks with friends. Saturday is the same, you can't be bothered to do anything, and Sunday you are leading up to the week. The weekend is lost almost".

"It gets to a stage where it does impact on your home life and you start to think: what am I doing? Is this really worth it?"

"I would say that [working a minimum of 45 hours] is excessive. It is far and above what I'm paid to do. It gets to the stage where you feel that work is the primary focus of your life, and that's not healthy I think".

Other interviewees talked in terms of working hours impacting on their opportunities to exercise and other factors that could impact on their health:

"I used to play football regularly. I don't now because it's impossible to commit — I never know if I'll be free. In general I don't get enough exercise or fresh air. I also tend to live on convenience foods now. It's impossible to do everything and run a house."

Several interviewees commented on the difficulties of combining children or other caring responsibilities with long hours working. It was reported that in general there are very few part-time workers at this organisation and that the workload would make working part time impossible.

“I can see people who have child caring responsibilities and the long hours working does present problems.”

Finally, some individuals talked about the behavioural impact they felt that working long hours and fatigue had on them such as short temperdness.

“I’m so tired, I get really short tempered. I just can’t face discussing issues at home – we never get to them. It’s just too much to deal with when the pressure’s on at work.”

F.5 Measures to limit long hours

Drivers for long hours working appear to be the need to compensate for poor processes within the organisation, a ‘can do’ culture which leads to people getting overloaded and increasing pressure from within the organisation for people to ‘stay until the job is done’.

There are a number of initiatives under way at this organisation to try and combat these drivers.

1.5.79 F.5.1 Processes

To overcome problems associated with poor processes, it has allocated resources to develop systems and infrastructure. A team now exists solely to develop the procedures needed by the organisation. However, the organisation recognises that this will be a long term and ongoing process. Very recently (since the interviews were conducted for this case study), there has been a major review of processes that has led to a fundamental re-structure of the business. One of the outcomes of this review is £10 million being spent on a new HR system to address strategic resource requirements.

There are a number of other initiatives throughout the organisation to reduce long working hours. Some operate at the corporate level, whilst others are aimed at changing local practices.

1.5.80 F.5.2 Corporate level interventions

The long hours survey carried out by the organisation prior to our interviews showed that, on average over the periods of time stipulated in the Working Time Directive (17 weeks), the 48 hour weekly limit was not exceeded by staff. Call centre staff are closely regulated with regard to how many hours they do. Professional accountancy staff often put in long hours at certain times of the year and this is accepted as part of the role. However, the organisation has piloted annualised hours for groups of staff such as these to even out working hours patterns. This has been found to be successful in addressing work-life balance issues.

At a corporate level, there is a lifestyle project which aims to enable employees to 'live a vision which is more fun, and has better work-life balance' through flexible working options.

"...it's almost like walk the talk. It's like we've got this great external image but internally we're not coping so we see flexible working as one of the ways that we can help the company ... align with our beliefs."

One of the drivers for this project is the continued concern about working hours and the fact that the Working Time Directive has not been effective in reducing working hours.

"... we tried, we introduced the Working Time Directive policy, we put that out, went round, did workshops with managers 'here you are guys, this is the guidance from HR' ... so they know! And it's out there but I wouldn't like to say it's had that dramatic an effect to be honest with you. This is where our flexible working project is coming in and we're giving managers and employees the opportunity to develop new solutions for managing their time."

The flexible working project is still very much at the pilot stage. However, it is in part influenced by the fact that many informal arrangements for flexible working existed inconsistently across the organisation. The project is an attempt to formalise what is on offer and ensure equity across employees.

The focus of the approach is to give employees guidelines and supporting technologies on the different options for working and give them the autonomy to agree their preferred working arrangements with managers locally. Equally, if individuals come up with their own suggestions for how they want to work, these can be considered with the same guidelines and agreed with managers. Any request for change has to meet the needs of the business, and as such the initiative is not entirely employee led. The concept is business driven, and wherever the business permits the employer will try to meet the needs of the individual.

"We aim to roll out training to address particular behavioural issues as well, particularly to do with transit working and location independent working, working in isolation, all the health and safety issues and all that, that'll be picked up there as well so that's one side of things — and it'll incorporate people that are already trialling flexible arrangements within the organisation, eg one location is piloting annualised hours. Our approach can incorporate that."

The intention is that the reactions to the project will be tracked and it will be possible to identify any changes as a result of the initiative, through evaluation.

"... we will be tracking certain benefits over that time as well so we hope to see a reduction in sickness absence for instance; we hope to see an increase in productivity; we hope to see through the climate survey-type questions that the morale and well-being picks up. Those are the sort of things that we're going to be tracking."

A very recent development has been the creation of a new function within HR called 'Employee Environment'. The aim of this is to focus on developing an inclusive, involved and flexible working environment that translates the objective of becoming the employer of choice into commercial reality. This area brings together cultural development and well-being, and creates two new areas: (1) working practices, and (2) consultation and EU initiatives, as well as having overall responsibility for the creation of their diversity strategy. Working practices will explore how they can use the technologies available to promote flexible and innovative ways of working so that employees can effectively balance their working and home lives in a way that is mutually beneficial to themselves and to the company. The consultation and EU initiatives team will focus on changes in UK and European legislation and look at ways in which they can keep ahead of the game and implement working practices that comply with, or exceed, legal requirements in a way that is mutually beneficial to employees and to the company.

The objectives of this function are:

1. To develop working practices to recognise and effectively embrace the rapidly changing nature of work.
2. To provide opportunities for employees to actively participate in the community and thus project the company as an employer of choice.
3. To develop a diversity strategy and benchmark internal people processes against it, ie recruitment, training, facilities and equal opportunities.
4. To develop an internal employee consultation process that promotes employee involvement and reinforces their brand values.
5. Through the implementation of the well-being programme, to deliver a wide range of health support initiatives.

Also on the positive side, in autumn 2001, the employer won an award for their occupational health communications on well-being, which is accessible to all staff on their intranet site.

1.5.81 F.5.3 Local interventions

In addition to the initiatives at the corporate level, there is clearly a fair bit of activity at a local level to try and address problems in the way the work is structured. Different examples were identified and these projects appear to exist on an *ad hoc* basis throughout the organisation, such as time and workload management:

“...there are initiatives in the department to change the way they engage with customers; to make sure things like workflow management

are controlled because they found that people tend to say “yes” to everything. People overload themselves.”

“As well as the work-life balance project, the team itself has brought in consultants to look at how we work as a department and engage with customers, and how we can reduce the workload and pressure on key individuals.”

UK Case Study G: Public Administration Employer

G.1 Background to the employer

This public administration employer provides headquarters and support functions to a section of the armed forces. The part of the organisation researched for the purposes of this study employs about 500 staff (excluding a further 300 shiftworkers). The organisation is made up of a mix of civil servants and military personnel. Key functions are high level strategic and policy planning, finance and budget setting, human resource management, information systems and operations support. Some sections of the organisation are predominantly staffed by civil servants, others predominantly military, and others quite mixed. Civil servants and military personnel have different employment contracts, tend to have different patterns of working hours and there are also differences in their work culture.

At the time of the research, the employer was implementing a change programme, involving a collocation with other parts of the organisation approximately due to take place in nine months time. It was also implementing a rationalisation of processes and a drive to improve efficiency and effectiveness. This reorganisation is likely to involve a reduction in staff numbers by approximately 30 per cent. This follows a period of staff reductions in recent years.

1.5.82 G.1.1 Job roles of interviewees

A total of 14 interviews were conducted for the purposes of the case study. These were fairly evenly split between civilian and military personnel. They represented a range of the functions detailed above and also were at a variety of grades or ranks, although they tended to be at middle to senior management levels. Although this does reflect the workforce as a whole to some extent, only one administrative officer was included in the sample.

These interviewees were also asked to complete the questionnaire. Also, at the employer's request, the questionnaire was distributed more widely within the organisation and the total number of responses received was 89. This represented approximately 20 per cent of the target population. All except one of the interviewees were male, as were over two-thirds of the respondents to the questionnaire. Almost two-thirds of the respondents described

themselves as professionals, managers, senior managers or directors.

G.2 Working hours

1.5.83 G.2.1 Contracted working hours

The contracted working hours of the civil servants are 36 hours per week. Leave entitlement ranges between 22 and 30 days per year depending on length of service. Military personnel do not have set working hours. Over a typical career they will have some posts which involve very long hours and are effectively at work 24 hours a day, others are more relaxed.

"I don't think this question is relevant for people in the forces, because we are paid 24 hours a day and seven days a week and therefore if work or duties are to be done, so be it."

Normal or expected working hours were thought to be 40 hours per week. However, there was said to be a degree of flexibility in working patterns, particularly as many of the service people work away from home. They have six weeks annual leave.

1.5.84 G.2.2 Actual working hours

The questionnaire responses showed that one-third of respondents had worked more than 48 hours per week in the previous seven days, over 40 per cent of the remainder worked between 40 and 48 hours, and one-quarter had worked less than 40 hours. The likelihood of working long hours increases with the occupational hierarchy (see Section G.2.8).

The interviewees felt that long hours were a feature of the organisation, but localised among certain individuals or groups of staff. There was concern among managers about these pockets of long hours working, but also a general feeling that most people worked quite reasonable hours. For example, a manager in the finance and budgeting area thought that about 30 per cent of his staff worked on average over 40 hours per week. Other managers, for example an IT manager and a policy manager, felt that between ten and 15 per cent of their team members were consistently working long hours. Most other staff were felt to work long hours at certain times of the year or to meet specific deadlines, but normally worked a more reasonable 35 to 40 hour week. Some of the interviewees were themselves working particularly long hours, for example consistently a 55 to 60 hour week. We discuss which groups of staff worked long hours in Section G.2.8.

Responses to the questionnaire showed that military staff were significantly more likely to work long hours than civil servants, over two-fifths as compared to under one-fifth. However, the

military respondents tended to be in more senior positions, and this difference may be a reflection of their job role. Interviewees explained that the military, particularly those working away from home and living at the base, tended to work compressed weeks. This involved early starts and late finishes Monday to Thursday, and then leaving at lunchtime or early afternoon on Friday, in order to return to their homes and avoid heavy traffic. Some also arrived later on a Monday morning. One long hours military officer described his working pattern as follows: starting at 7am and finishing at 8pm, Monday to Thursday, and leaving at 3pm on Friday.

It appears that most people take their full leave entitlement, but again, reflecting the pockets of long hours working, some employees have difficulty with this, due to heavy workloads (see Section G.3.1).

1.5.85 G.2.3 Monitoring of working hours

Working hours are not officially recorded. Nonetheless, in some areas, civil servants have flexi-time systems, and in these cases hours are manually recorded by the individual. Also, one of the interviewees had recently been monitoring his own working hours, due to a concern about working patterns within the team. Managers interviewed did not appear to be very well informed about the working hours of their teams. Nonetheless, 85 per cent of the questionnaire respondents felt that their manager was aware of the hours they worked.

1.5.86 G.2.4 When and where are extra hours worked?

As noted above, working patterns tend to differ for military staff and civil servants. The questionnaire data showed that extra working hours tended to be worked during early mornings, lunch times or evenings, and less so over the weekend. Most worked extra hours at work rather than at home. Some of the civil servants interviewed emphasised that they tried not to take work home. Furthermore, some were also unable to access their computer files from home due to working on secure networks. Military personnel who weekly commuted explained that they were keen to keep their weekends free of work.

Certain times of the year are particularly busy for some types of staff, such as those working on budgets, reflecting the planning cycle (see G.3.1). This means there are peaks of working very long hours, which respondents said could reach 15 to 18 hours per day. As noted above, in some instances, full leave entitlement is not taken, but there is an option to carry some forward to the next leave year or receive payment for untaken leave.

1.5.87 G.2.5 Reward for overtime hours

Interview respondents reported that military staff are not paid overtime. Similarly, senior civil servants above a certain grade are not able to claim payment for additional hours worked, unless they consistently work very long hours. However, even in these cases it appears to be rare for any such compensation to be taken up. More junior staff can be rewarded through payment or time off in lieu.

Some departments also have flexi-time systems in place, which allows leave to be taken if extra hours are worked. However, one respondent using this system explained that not all her hours were compensated for. Also, another respondent described the system as 'Byzantine and bureaucratic', and preferred a more informal system of flexibility. This appeared to be common among all staff interviewed, both military personnel and civil servants. For example, in the finance section, managers said they tried to be more flexible about working hours when the workload was less heavy, to compensate for the peaks. Individuals also appeared to be able to adjust their working hours pattern to some extent to suit their personal needs, such as travel to work. For example, military personnel whose homes are a long distance from the base are able to weekly commute and work a compressed week. During the week they live in the mess.

1.5.88 G.2.6 Control of working hours

Respondents to the questionnaire were more likely to agree with the statement that they were able to choose whether they worked long hours or not, than disagree. Those interviewed explained that there was no-one standing over them demanding that they worked long hours. However, workload pressures often were beyond their control and could come from outside the organisation. As outlined below, refusing to take on work is not the culture of the organisation, so in this respect individuals could feel under pressure to work extra hours.

1.5.89 G.2.7 What are long working hours?

With regard to what constitutes working long hours, two views came out of the interviews: either working over and above contracted hours, or working consistently over 48 hours per week. For more junior staff in particular, working 40 hours per week was considered working long hours. Longer hours were more likely to be expected among more senior employees, and therefore what was considered to constitute long hours was longer for example over 48 hours. Some interviewees raised the issue of what they defined as work, in particular whether travel either for, or to and from, work was working time. One respondent felt that travel to work time should be considered because:

“If it is a difficult drive, mentally speaking it is work.”

1.5.90 G.2.8 Who works long hours and who does not?

The data from the questionnaire clearly showed that more senior staff tended to work the longest hours. Over half of the questionnaire respondents who described themselves as senior managers or directors had worked more than 48 hours in the previous seven days. This compares with approximately a quarter of all other groups of staff. The questionnaire also showed that men, military personnel and those aged over 35 were more likely to work long hours. However, in this small sample, these characteristics were highly correlated with seniority. Interviewees were asked about their own working hours patterns and their perceptions about who works long hours within the organisation. From these responses, listed below are some of the groups of workers who were thought to work long hours and others who tended not to. However, it should be remembered that these groups identified have been drawn solely from the perspective of the 14 interviewees.

Staff who work long hours:

- Senior managers/directors .
- Employees in key posts with responsibility for particular processes, for example budget setting at certain times of the year, or key technical roles.
- Employees in finance and planning roles.
- Committed and dedicated individuals.
- Younger people looking for a career and those aiming for senior management.
- Some individuals with difficulties with time management (these individuals were identified by line managers, who observed that they tended to work longer hours).
- People working for a manager who works long hours.

The groups of individuals identified as less likely to work long hours tended to be the converse of those listed above and were:

- Clerical grade staff.
- Employees in certain functions, such as stores.
- More organised individuals, who are quick, efficient and able to prioritise (again this was from observations made by line managers).
- Those who have chosen to put their life outside work first.

1.5.91 G.2.9 Satisfaction with working hours

Just under half of the respondents to the questionnaire were satisfied with their working hours pattern. There was a general view that working hours compared favourably with other central government departments based in London. Military staff were particularly satisfied with the flexibility given. They were happy to work long hours during the week, as it fitted with their lifestyle, if working away from home. However, this was reported as sometimes causing problems for civil servants working in mixed teams. The problem identified was that this could lead to the civil servants also having to work later into the evening.

Much of the requirement to work extra hours due to surges in workload, for example to respond to a parliamentary question, could occur at very short notice. This could be problematic for employees, especially those with caring responsibilities. Some noted that their families sometimes complained about this and, therefore, this resulted in dissatisfaction with long working hours. As respondents explained, whether it causes difficulties or not depends what you have planned at home. Managers who were interviewed had less difficulty asking staff to put in extra hours under these types of circumstances, if the individuals were being paid overtime; for example, an IT manager who worked with staff who were paid overtime. Similarly, a civil servant had no complaint about working extra hours when implementing a new computer system, as he was rewarded through overtime payment. Satisfaction can also vary according to travel to work patterns. Those living closer to work appeared to be happier with their longer working hours patterns, than those travelling long distances every day.

1.5.92 G.2.10 Changes in working hours patterns

There was a general perception that working hours were getting longer, and workloads heavier. However, the individuals interviewed explained they had no hard evidence to show this. Three-fifths of the questionnaire respondents agreed that pressure to work long hours had increased in the past few years.

G.3 Reasons for working long hours

1.5.93 G.3.1 Workload

Workload was given as the key reason for working long hours. Few respondents to the questionnaire agreed that they had sufficient time to get everything done in their job within normal working hours.

Some of this workload pressure was thought to be uncontrollable as it came from outside the organisation — for example from the

Ministry of Defence headquarters or from ministers. For example, one respondent explained that if he got a parliamentary question late in the day or if an incident was covered in the press which needed to be commented upon, he just had to stay on and get the work done. He went on to explain that ministers had an expectation that they should know about everything and:

“It is difficult to say to them: I don’t know about this and it is ridiculous to expect me to know about this.”

This type of pressure from the very top of the organisation was thought to be transmitted down the system.

Other examples respondents gave of their workload driving the need to work long hours are:

- In the finance section there is a four year budget planning cycle, and revisions have to be made each year. This means that at certain times of the year the workload is very heavy. This is difficult to even out as the process is dependent on a critical path of other processes.
- Projects with tight deadlines:
“We do realistic plans but occasionally things go wrong.”
- Change and initiative overload: new business processes and the implementation of the current change programme have increased the workload for staff working on these projects.
- Overload of information to read and respond to.
- One-off events such as an implementation of a new computer system.
- Occasional problems to solve in IT or finance.
- Large teams to manage.
- The requirement for audit trails; and
- An expectation of quick responses.

1.5.94 G.3.2 Staff shortages

Staff reductions have been a feature of the organisation in recent years and about 50 per cent of the respondents felt that staff shortages were a reason for working extra hours. Some interviewees noted that there was simply not enough staff in their team to carry out the work. As one questionnaire respondent explained:

“My small team is heavily gapped, and appointments to it have been unhelpfully temporary. When fully manned and augmented by about three more officers, we can begin to relax — to about a ten hour day.”

Another issue, raised by a few of the staff interviewed, was the dependency on key staff or specialists who are the only ones who

can do certain tasks. This particularly related to the possession of technical skills, and meant that these individuals could end up working very long hours as there was no-one they could delegate work to. It was felt that this was not a situation easily rectified, as there were not sufficient resources to enable staff to 'double up'.

Finally, one respondent noted a lack of experienced staff in his team, which meant that he needed to work very long hours as he could not easily delegate work.

1.5.95 G.3.3 Work organisation

A number of aspects of work organisation were identified as resulting in longer hours working. Firstly, a meetings culture was noted. Respondents gave examples of meetings which were: unstructured and poorly managed, over ran the time set; where attendees had not prepared for the meeting, so the meeting could not achieve what it set out to do; and where not all those attending needed to be there. They could also be held late in the day; a 6pm start time was given as an example. Some felt that meetings were occasionally held 'for meetings' sake'. Also pre-meetings were held which were thought to be unnecessary.

A further aspect of work organisation which led to long working hours was information flows. As one respondent described, there is a briefing culture in the civil service, so that individuals could become overloaded with information. It was thought information flows could be restricted so that information was only provided to those for whom it was key to their jobs.

At both an individual and organisational level, respondents felt there were weaknesses in prioritisation. Few respondents to the questionnaire felt that if they were better at managing their time they could reduce the need to work long hours. Nonetheless, interview respondents did note that some individuals were poor time managers, were not able to prioritise, and tended to overload themselves. Individuals felt they needed the support of line managers to help them prioritise. As one respondent argued, senior managers could say 'no' to some requirements which came from outside the organisation, or make some initiatives optional, in order to help individuals choose what not to do. However, as described below, in the military there is not a culture of saying no to work. An example was also recounted where one line manager's disorganisation caused a team to work long hours.

1.5.96 G.3.4 Technology

Technology, in particular teletext and email, was also felt to be adding pressure to workloads as it drove the demand for instant responses. Also, email contributed to the problem of information overload. Interviewees generally felt that technology was not used as effectively as it should be.

1.5.97 G.3.5 Organisational culture

There was a perception that within certain parts of the organisation there was a culture of working long hours. Over two-thirds of the respondents agreed a long hours culture existed. This seemed to prevail more among more senior staff, managers and military staff rather than civil servants. Situations were described where employees did not want to be seen leaving work on time, as it gave the impression that they had a 'light weight job' or that they were letting the team down. Career drive was also considered to contribute to the culture, as some individuals were thought to perceive that extra hours may enhance their career prospects. The long hours culture was also reported to be perpetuated by senior managers, who gave the impression that they did not get to their position without working long hours. It was also thought that because military personnel can effectively be working 24 hours a day in other posts, an expectation of long working hours had spread to this organisation.

Other aspects of the organisational culture that respondents felt contributed to long hours working were as follows:

- A 'can do culture'. As one respondent put it, very few people say 'sorry, impossible' when asked to take on a task. There is a perception that you need to be seen to be achieving. People do not want to lose face, even if it would not be a serious problem if the work was delivered two or three days late.
- A 'blame culture'. Interviewees felt that people could be afraid to make decisions, and therefore went to great lengths to justify them, for fear of being penalised.
- A hierarchical culture and a top down approach, rather than 'briefing up', which again meant that individuals were more inclined to take orders and reluctant to turn down requirements for work which came from above.

1.5.98 G.3.6 Line managers' behaviour

In some cases the behaviour of line managers was felt to drive up working hours. In particular, senior managers working long hours acted as poor role models which others tended to follow. Examples were given of managers sending emails at midnight at the weekend, staying at work beyond 7pm, and calling meetings in the evening. This was considered to create a cycle of expectation. It was also noted that even where line managers did not expect their staff to work long hours, they were generally pleased when they did. This therefore encouraged those individuals keen to do a good job, gain recognition and progress in their career, to work long hours.

1.5.99 G.3.7 Career progression and recognition

A perception among individuals that working long hours could enhance their career prospects was thought to perpetuate a long hours culture. Nearly two-fifths of the questionnaire respondents agreed with the statement that working long hours was necessary in order to progress in their career. If someone was willing to work extra hours to finish a job, managers did view them favourably and value them. However, many of the managers interviewed emphasised that they were endeavouring to focus on performance. They thought a culture of rewarding long hours workers was disappearing. They also noted that they would never penalise someone if they needed to leave work on time. Nonetheless, it was felt that long hours could result in recognition from senior management, especially in the military.

1.5.100 G.3.8 Commitment to the job

A further individual reason for working long hours was employees' dedication and commitment to get work completed. Half of the questionnaire respondents agreed this was a reason they worked long hours. Personal satisfaction in doing a job well was also given as a reason for working long hours, as well as a culture of not wanting to be seen to give in.

G.4 Impact of working long hours

1.5.101 G.4.1 Impact on employer

For both individuals and the organisation, there were both benefits and problems which were thought to result from employees working long hours. The advantages were that work was done and milestones were met. Interviewees had difficulty commenting on the relationship between hours worked and productivity as this could vary by individuals. Some managers commented that the best performers could work long hours and still be very productive. Some of the negative impacts of working long hours are discussed below.

Work performance

One-third of the questionnaire respondents thought their work performance suffered the more hours they worked. A few (ten per cent) said their working hours were actually having a detrimental impact on their work performance. Long hours workers were identified who had got into a vicious circle of becoming overtired and then being unable to work effectively, making mistakes or having difficulties concentrating. Long hours and heavy workloads were also thought to lead to individuals not reviewing or reflecting on their work, which could mean the quality of their work was

affected. This was because individuals were only focusing on immediate goals and not the bigger picture. Analogies were given, for example, of running an engine at full capacity and expecting it to perform consistently. One individual felt that the senior managers' perception was that no serious problems had resulted so far from employees working long hours and for this reason they did not think working hours were an issue, but:

"...It could be the bridge is about to crack. I can hear the creaking and it's not a sound I like."

Staff turnover and recruitment

Some interviewees noted that the organisation was experiencing recruitment difficulties and that long hours may be contributing to this, especially as the workplace was difficult to travel to. In finance sections in particular, long hours were also thought to be contributing to retention problems. It was considered that shorter hours used to be a benefit of working for the public sector but this was no longer the case. Long hours coupled with lower pay in public services, could lead people to move to the private sector. One manager noted that he had lost people from his team because of the long hours in conjunction with unacceptable travel to work times.

Staff morale

Some managers felt that long hours occasionally affected morale and work pressure could get on top of people. Respondents considered that heavy and unrelenting workloads could lead to increased anxiety which in turn could result in low morale. Some respondents also felt that the organisation did not take much account of individuals' interests and their feelings, which again could affect levels of morale.

1.5.102 G.4.2 Impact on employees

Again, for individuals, there were clearly advantages and disadvantages of working long hours and the impact was different for each individual. On the positive side, job satisfaction and career progression were mentioned. The disadvantages identified were the affects on family and home lives, and health, and that it led to fatigue.

Job satisfaction and career progression

In relation to job satisfaction, individuals talked about staying late in order to get the job done well, which provided personal satisfaction.

As noted above, there were clearly two views in relation to the impact on career progression. On the one hand, those who worked long hours were thought to become better known and to get more exposure. Two very long hours workers were given as examples of people who had recently been promoted. Nonetheless, managers interviewed were more likely to agree with the following viewpoint.

“Long hours do not impress me. If someone can deliver the goods within sensible hours, to me they have greater potential for higher ranks. Otherwise, they do not have the spare capacity to take on more.”

Family and home life

Nearly two-fifths of the questionnaire respondents reported that they did not have the right balance between work and home. Only a quarter of the questionnaire respondents agreed that the organisation gave them the chance to balance work and life outside better than other organisations. Some experienced difficulties with childcare when asked to work late at short notice. As respondents explained, the impact this has depends on what you have planned at home. Others noted that they had little time and energy for their family. Working away from home was also thought to be having a negative impact on some relationships. Typical quotes were as follows:

“My wife does not like me coming back wiped at the weekend.”

“You reach a point when you think there is more to life than this.”

“I cannot switch off.”

In contrast, one manager felt that long hours did not affect the personal lives and outside interests of some high performing individuals:

“These are people who can cram a lot in ... If you want something done, give it to a busy person.”

Health

One-fifth of respondents felt that the amount of hours they were working was damaging their health. Types of health problems mentioned were headaches, stomach upsets, susceptibility to colds and flu, and worsening of existing ailments or health problems, for example, eczema. Some also felt long hours could result in mental health problems.

Fatigue

Fatigue was also reported to result from working long hours. This had an impact on individuals' patience and tempers. A very long hours worker described himself as constantly tired. Some said

they lacked the energy to do anything during the evenings and one respondent said he had difficulty keeping up with course work for a college course due to such fatigue.

G.5 Measures to limit long hours

1.5.103 G.5.1 Employer's concern about long hours

As part of the central government initiative of 'Modernising Government', the employer has made a commitment to reduce the long working hours culture. Furthermore, there was concern that the issue should be addressed in relation to the current restructuring and reduction in headcount. It was felt this was an opportunity to change the culture (through a flatter management structure, for example) but that there was also a potential danger that the reduction in staff numbers could lead to increases in working hours. Another issue identified was that persistent long hours working should be discouraged, in order to ensure there was spare capacity within the organisation to deal with crises and war situations.

1.5.104 G.5.2 Measures to reduce long hours

A commitment was made to staff that the long hours issue was to be addressed, but the employer had so far implemented few measures to reduce them. However a workshop for senior managers was scheduled to take place shortly after the research. The aim of this workshop was to plan a programme of action to reduce the long hours culture. Individual managers reported that they were trying to change the culture of long hours being rewarded and that they were supporting staff to reduce their own working hours. Consultants had provided support to some teams to discuss new ways of working. Also, a government initiative to make better use of IT and information was thought to have the potential to address some of the issues which caused long hours.

UK Case Study H: Management Consultancy

H.1 Background to the employer

This company is a large multi-national operation with consultants operating world-wide. The company is a 'people management' consultancy helping organisations implement strategic change through people. This involves helping clients to put leadership structures in place and the human resource systems to support them.

This case study concerns the group in the UK where business is conducted by consultants operating from five regional offices. There is no trade union representation.

At the time of the research, the company was going through a number of changes to respond to market pressures, as highlighted by one director interviewed:

"I think the market is demanding more of us now, more visibility, value for money, more flexible ways of delivering ... the Internet means we have to think and work differently, ... moving to people who work in teams and networks and we need to understand our market better, because we are known for our core products ... people tend to come to us. But if we want to grow, we need to be far more proactive in the market place."

To this end, they have re-organised the teams of consultants into sector teams to align closer to the needs of their different markets. This will allow them to be more market focused and to reward the behaviours they value — teamworking and proactivity. They are also increasing links with their overseas offices:

"We definitely have to be a global organisation in order to be able to fulfil the needs of our client."

For this case study, 13 individual interviews were conducted during summer 2001. Each interviewee was also asked to complete a four page questionnaire. Interviews were conducted with directors, line managers, and consulting and non-consulting staff. These employees worked as project and resource co-ordinators or in IT, operations, HR, and sales and marketing.

1.5.105 H.1.1 The culture

The overall culture is that of a networked organisation where staff have a great deal of freedom to act. The culture is described as non-hierarchical, consultants being only distinguished by levels for billable rates to clients. There are only a few offices and all employees 'hot desk' (i.e. share desks) — whether they are a new consultant or a director. The company recognises that the move to sector teams is a culture change. Before, consultants could more or less take on the work they wanted. Now they still have the freedom to choose, but they are held accountable for their decision and need to stick to business plans. There have been mixed reactions, but a lot of people think it is a positive change.

1.5.106 H.1.2 The HR team

The HR team is a small team of five people led by an HR director. There is only one other HR post in the rest of Europe. There is no formal link with other European countries. The UK HR director, however, tends to get a lot of requests for information from line managers in, for example, Poland or France, wanting to know what the UK group do about recruitment.

1.5.107 H.1.3 Staff profile

The staff of 400 in the UK include the non-consulting functions such as finance, HR and facilities. They also have further businesses which handle pay and assessment data. Their knowledge information team has grown and they also have a breakaway Internet business. The majority of the staff are in London. There are only about 55 staff who work in the regional offices.

The age profile across the company for staff in non-consulting functions ranges from age 18 up to retirement age. Consultants are recruited after they have graduated with some business experience. Consequently, they do not recruit anyone aged much below 27.

The gender distribution follows a fairly common pattern. While there are more females than males among the consultants, at the partner level the pattern is reversed, with more males than females. Managers of people tend to be females rather than males.

There are three levels before a consultant reaches a senior consultant position. A number of senior consultants and associate directors have recently left the organisation. Some of the associate directors left because they could not get partnerships fast enough. Some of the interviewees thought that some senior consultants have applied for HR directorships elsewhere.

H.2 Working hours

1.5.108 H.2.1 Actual working hours

The contracted full-time hours are 35 hours per week but the consultants have 'the hours that are needed to reasonably do the job' in their contract. All staff have 25 days of annual leave. The company wants people to take their holidays. Public holidays are additional to the 25 annual days and there is also a company day around Christmas time. Staff cannot buy extra holiday days, but there is often informal flexibility granted on an individual basis. The company prides itself on offering very flexible working. Reduced hours contracts are available to consulting staff, and they currently have one job share.

It is generally perceived that people work longer than their contracted hours across all groups. Most people choose when they want to work extra hours so there is no discernible pattern. The perception is that the need to work long hours varies across the different parts of the business and that it is cyclical.

Consultants

Long hours were generally considered to be around 12 hours a day, or 60 hours per week. One interviewee in HR estimated that about ten to 20 per cent of consultants regularly worked over 48 hours per week. Interviewees perceived that this proportion is probably higher in the regional offices because there are fewer resources.

As one consultant highlighted:

"You can work from home. There is no clock watching here. If you do the job, you are treated like an adult but that does tend to mean that you work longer hours. You might have a short day. You might come in at 10am and leave at 2pm, but that's probably because you have worked long hours the previous three or four days."

On the whole, it was argued that consultants were fairly satisfied with their working hours. One senior interviewee said that he had never heard a serious complaint about working hours, and another commented that the profession naturally attracted the sort of people who were high achievers and correspondingly worked longer hours. Although working hours are billed to clients, individual working hours are not monitored. Those interviewed said that hours worked had not changed noticeably over the last five years.

Nonetheless, people are measured on their achievements rather than the number of hours they work so there is some degree of flexibility in working hours. As one interviewee put it: "you can take Friday off and work on Sunday — it is up to you". Another

interviewee said that she did not mind the length of her working hours because she had the flexibility to take time off during quiet periods if she needed to.

It was stated that younger, less experienced staff were often the ones working the longest hours. Some consultants can be extremely busy and the way to get on in the company is by being recognised for doing a good job. Consequently, some new consultants have a tendency to take on too much when they first join. Interviewees expressed most concern about this group of staff, in terms of their workload and working hours patterns.

Non-consulting staff

Interviewees indicated that non-consulting staff did not, on the whole, work over 48 hours a week. Some of the interviewees thought that some non-consulting functions, for example some staff in the finance team or the knowledge information team, and secretarial staff, never worked long hours. This was considered to be fine because they are not rewarded in the same way as consultants. The secretarial staff interviewed said that they worked a little longer than their contracted weekly hours, perhaps an extra half an hour a day. In very exceptional circumstances these staff have had to work a lot longer — to send an urgent proposal for example. In these instances, the interviewees had recorded their additional hours and they said they had been granted the flexibility to add them to their holiday allowance or get time off in lieu.

Two marked exceptions among non-consulting staff were those with specialist roles who consistently worked long hours. The resource and the project co-ordinators generally worked about 50 to 55 hours per week.

The non-consulting staff interviewed were broadly satisfied with their working hours, although some said that it was an issue among non-consulting staff that they were not paid overtime. Overtime is only occasionally paid. For example, some post room staff will get paid for extra hours or if they cover extra shifts. The company gives other rewards such as bottles of champagne or a meal out for working extra hours.

H.3 Reasons for working long hours

Customer satisfaction

There is a real incentive to be responsive to customer demands because all of the work the company does comes from their client base. As one interviewee stated:

“A lot of it is satisfying the client we are working with at the time. If we do good work now, we will get more in the future.”

Interviewees explained that long hours working arose from the need to get a pitch in for some work at short notice, or it can be due to the type of project, the nature of the work, or clients changing their mind.

Working hours are determined to a large degree by customers' demands, and the timing of their demands. A director interviewed explained that there is often a short-termism on the part of customers which results in bursts of long hours working:

“Can we have it yesterday?... often happens towards the end of the year when people find they have an objective that they haven't met for the year. All hell breaks loose trying to achieve something before the Christmas holidays This also happens in the public sector at the end of the financial year.”

Long hours culture

Interviewees, either in consultancy or in high level non-consulting roles, said that they did not consider the company had a long hours culture. Being seen at your desk for long hours was not perceived to be important, in fact quite the reverse. Consultants spend much time away from the office because of the nature of the job. Therefore, presenteeism could actually give the wrong message, *ie* that they are not busy. Nonetheless, interviewees noted that consultants worked very hard and did work long hours. For example, not so long ago, an assessment centre was run in the evenings. New consultants that had successfully gone through three interviews came to an assessment centre that started at 5pm at night, to ensure that all the managers assessing them had been out on a day's billing first.

Workload and deadlines

Employees work long hours in order to meet deadlines set by clients. Junior staff often work the longest hours because they have less control over their work and have to respond more to other people's deadlines. In the first year of employment at the company, particularly long hours are worked; working until midnight and at the weekends is not unusual. Interviewees felt that new recruits often do not ask for help, as they want to be seen to cope with the workload. They also say 'yes' to too much work, and are not as good at anticipating how long a task will take as more experienced staff.

The non-consulting staff interviewed stated that quite a few of the secretaries will occasionally stay late and finish off proposals and presentations for consultants. However, it was felt that it tends to be staff with no childcare responsibilities. It was also argued that non-consulting staff, such as those in IT or HR, can end up

working long hours because they are supporting consultants who are working long hours. One secretary commented:

“They bring you something at four o’clock and your finishing time is five. You have to get it out for tomorrow, what are you going to do? You can’t tell them to do it themselves.”

Other secretaries, however, work long hours in order to cope with their workloads:

“I find I get interrupted continuously throughout the day. If I need to get something done it is better for me to stay late when no-one is in the office than leave it to the next day, and get further and further behind.”

Finally, professional pride plays a part. If they want to be seen as competent employees, they have to be seen to deliver. However, there is often a fine line between delivering and the impact of a ‘perfectionist’ culture where people are proud to deliver and stay extra hours to make sure it is done well.

Work planning and IT systems

Some interviewees perceived that a number of senior consultants undersell projects, so often people have to do two days’ work, but can only record one day to the project. This therefore leads to a need to work extra hours in order to deliver. As one interviewee claimed:

“We are also poor planners, so we take on too much; we underestimate how much time it takes. We also don’t have very good IT systems here — they crash a lot and are very old... I do think we are quite often responsible ourselves because we take on too much.”

Interviewees felt that, like many places of work, new communications systems such as voicemail and e-mail have increased working time because staff have more to deal with during the day. Location does not stop people working because technology allows them to work at home, at another company’s offices, at a client’s place of business, or even in the airport lounge.

Incentives and rewards

Working long hours can be driven by financial rewards or a desire to progress. The company recruits people with a very high ambition for promotion. While long hours are not directly rewarded, it is a competitive and well paid business with bonuses. There is, therefore, a financial incentive to achieve targets, which can lead to long hours working.

Young consultants also want to be seen as successful in the company, and the way to do that is to maximise the time billed to projects.

H.4 Impact of working long hours

1.5.109 H.4.1 Impact on employer

Effectiveness and quality

Working long hours is perceived to have an impact on an employee's effectiveness. One interviewee thought that while consultants deliver on time, she sometimes wondered if they consistently delivered to a high standard if they were tired:

"I have no proof. It's just that a consultant can look completely worn out to a client and what does that say about us."

Sickness

Although they have a low sickness absence rate, one interviewee in HR said that they currently have more people off with stress at the moment than in the past, and they have more people on extended periods of absence than used to be the case. Reportedly, there are not huge numbers of employees off with stress, but it is growing. This may be because more people are admitting to being stressed.

Diversity and backlash issues

There is a group of employees who feel they have limited job or career opportunities because they cannot work long hours. They feel that they are penalised for being a carer and not being able to stay late — although this is not the case. They are setting up a group called 'women with children' as some people feel they are being excluded from projects because they have to get home to look after their children. On the other hand, there is a group of employees who feel they are always having to stay behind because they do not have children. Some interviewees perceived that it was more likely to be men who were affected in this way. Interviewees perceived that people who can stay late become fed up because they work longer hours. While they understand that people with children need to get back on time, they get annoyed that these people never have to stay late. There was reported to be a lot of tension in this organisation relating to these issues.

1.5.110 H.4.2 Impact on employees

Work life balance

Working long hours was reported to put pressure on relationships at home. People with families or aged relatives said they found it difficult to balance their family responsibilities with working long hours. It also hindered employees' social lives and younger

people in particular have demanded more work-life balance. This is beginning to be felt in some parts of the organisation. On the other hand, it was felt that people working hard and long hours together was very good for camaraderie.

Employees felt that the extent to which they were in control of their lives and working hours was important. It is not so much the number of hours themselves but, as stated by one of the directors:

“The most important thing is that you start to feel out of control of your life. If you start to feel out of control then that is the classic route into a stressful situation ... it is a frightening situation.”

H.5 Measures to limit long hours

There was an overall perception that the company had not done much in the past to limit long hours but was now beginning to address long hours working.

Monitoring

Team managers had the responsibility to curb excessive hours worked, but since working hours were not monitored their ability to do this was limited. The company had recognised that monitoring hours would help them gauge the extent of the problem (for example underselling projects) and better target interventions. For example, if a consultant billed a client for one day's work, team managers had no idea how long the work actually took them to do. They have been trying to get a true picture of actual hours worked by adding a section to the time sheet called 'worked not billed', with varying degrees of success. Most consultants are concerned about the potential for getting the project manager into trouble.

Resourcing

One measure to limit long hours working has been the employment of more staff. Furthermore, and possibly the most effective structural measure to limit long hours working, was the creation of the role of resource co-ordinator. The resource co-ordinator has access to everyone's diary and tries to even out the workload. Previously, if consultants sold a project, they were responsible for resourcing it, so they went to the people they knew could deliver. Now they have to go to the resource manager to find out who is available. This role oversees 'who is working on what, who's got availability, who's over-worked, [and] who's under-worked'. One of the expected outcomes from this is that it will result in a more even distribution of work, which will limit excessive long hours working. The post of resource manager had been introduced a few months ago. The company was starting to get some results.

Working smarter

There was a recognition that working 'smarter' would be beneficial for the company and would reduce hours worked. Some interviewees were of the opinion that some administration done by consultants could be more effectively done by non-consulting staff. However, there was also an acknowledgement on the part of those interviewed that consultants would always work longer hours, due to the nature of the individuals and the nature of their work.

Changing practices

The HR director thought that holding the assessment centre during the day was the most visible sign that the company does not expect staff to work long hours. It is a good example of a change which made a significant impact on the long hours culture. Before they moved from evening to day assessment, the candidates would not get back home until 10/10.30pm, but the managers were still there at 1am discussing whether or not those people were going to be employed, and then going to work the next day.

Coaching and stress management

The managers are having a lot of coaching to help them improve their team or 'people management' skills. The company has completely restructured the induction programme. It is now in two parts and the second part covers time management, relaxation techniques, stress management, saying no in a positive way, ethical dilemmas staff might face, and values and beliefs and how to manage them. It shows that the company does not want people who always say 'yes'. Twelve consultants have now gone through the programme and have given very positive feedback.

In summary, the company has recognised that working long hours may not be sustainable and can impact on the consultants' ability to deliver to clients. They have begun to address the problem. So far, the interventions made have been very positively received. They plan to start monitoring these policies and expect some impact on effectiveness and utilisation, which should start increasing for all consultants.

French Case Study I: Multi-National Bank

I.1 Background

This case study was conducted within the French business banking division of a UK-based multi-national banking group. This is the same multi-national bank in which a matched case study was conducted in the UK for this research (case study E).

1.5.111 I.1.1 The French statutory context

The 13 June 1998 law (1st Aubry law) and 19 January 2000 law (2nd Aubry law) set the statutory working week in France at 35 hours for companies employing 20 or more staff from January 2000, and for companies with fewer than 20 staff from January 2002. The first Aubry law provided financial assistance to enterprises, to encourage negotiated reductions in working time before the statutory reduction took effect.

These new legislative provisions cover all the employees in the company, with particular arrangements for the managerial staff. The 19 January 2000 law created a specific section, within the Labour Code (*code du travail*), devoted to the managerial staff. Before this, the provisions in the Labour Code were applied equally to all employees with regard to working time.

In practice, there has been a growing gap between the law and its application, partly linked to the specificity of managerial jobs, but also because managers as a group are becoming more fragmented, and the ways in which people work are evolving.

In order to take these developments into account, the Labour Code has introduced specific methods for calculating working time for managerial staff. The new law identifies three categories:

- **Senior management (top positions):** this group is excluded from the application of almost all the Labour Code's provisions on working time length, including night work, the rules concerning daily and weekly rest periods, and bank holidays. In other words, this group is not included in the regulations governing the 35-hour per week law.

- **Managerial and professional staff who work the same hours as those in their team:** this group is included in all the regulations governing working time, like any other employee.
- **Other managerial and professional staff:** this group is also included in the regulations governing working time, with the following possible applications:
 1. A package covering a 12-month period based on the number of hours worked (the sector-level collective agreement must define the annual length of working time on which basis the package is calculated).
 2. An annual package calculated in days (up to a limit of 217 worked days per year). Before the 35-hour law, the number of working days was set at 225 days (365 days in a year minus 104 days (weekly rest), minus 11 bank holiday days and minus 25 minimum paid days holiday, which comes to a total of 225 days).

The Labour Code has fixed daily and weekly limits for non-managerial employees. These limits are ten hours a day and 48 hours a week, or 44 hours on average, over 12 consecutive weeks. A collective sector-level agreement can extend these limits for the managerial staff, providing they comply with rest time.

It should be noted that in France:

- employees are given a minimum of five weeks holiday, or 25 days a year
- employees, according to Article L 222-1 of the Labour Code, have 11 bank holidays, including Christmas day.

The actual implementation of the Aubry laws does not mean that companies must reduce the actual working time of their employees. However, from 1 February, 2000, hours worked beyond 35 are defined as overtime, and must be compensated at a premium rate. During 2000, this premium was ten per cent (payable in time off) for work duration's of between 35 and 39 hours. Beyond 39 hours, the usual compensations for overtime remain.

The banking sector

Although the laws set the framework, extended sector-level agreements may define the practical methods for implementing the working time reduction. This is the case for the banking sector-level agreement, which applies to the French division of this bank.

The agreement on the reduction of working time in the banking sector was signed in January 1999 between the AFB (the Association of French Banks) and the sector trade unions. The first agreement was broken by the *Cour d'Appel de Paris* in May 2000. A

new one was finally signed in May 2001 and officially implemented in October 2001.

In implementing the working time reduction, the AFB chose to compensate employees with additional rest days, rather than reducing weekly working hours. The agreement thus introduces a calculation based on annual working time. The law has now fixed the statutory number of hours worked at 1,600 hours per year. As a consequence, all the employees belonging to the AFB will benefit from a number of paid days off, in addition to their paid holiday and bank holidays.

1.5.112 1.1.2 Background to the employer in France

Brief historical synopsis

In 1992, the French division of this multi-national bank, comprising of 1,800 employees, merged with a French bank, which employed 1,100 people.

In 1993, however, owing to the downturn in the French economy, a restructuring programme, leading to 250 redundancies, was implemented (although, in parallel, 120 people were recruited to develop a network of branch offices). In 1995, a new restructuring programme was implemented, leading to a further 250 redundancies. Redundancies were dealt with on an individual, rather than collective, basis. The management took this opportunity to stop servicing small and medium-sized companies and industries. Therefore, the nature of the business of this French division differs to that covered in the UK case study, which provides business banking services to businesses of all sizes.

In the past eight years the French division of the bank has thus been marked by a strong reduction in staff numbers. Since 1992, staff numbers have fallen from 2,900 to 1,500. Although a greater productivity is required per remaining employee as a result of these redundancies, the French division is nonetheless in a better financial position than it was during the 1990s.

The staff

The staff at the French division of the Bank are distributed as follows:

- About 1,000 people work in the branch offices (40 branches in France with 23 in the Paris area) and at the headquarters.
- 100 people work for the business banking service. This service deals mostly with main accounts (major French and foreign companies), and is the object of this study.

- Around 500 work in five other offices, including finance, private equity, and capital services.

About 70 to 80 per cent of staff are located in the Paris area.

The interviewees

The business banking section in France was the subject of this case study. The staff are divided by those working in the 'front office', who deal directly with business customers, and the 'back office', where corporate transactions are processed. This represents almost 100 members of staff: 38 in the front office and 60 in the back office.

15 face-to-face interviews were conducted, with:

- eight members of staff from the back office
- six members of staff from the front office; and
- the head of human resources development of the French division of the Bank.

I.2 Working hours

1.5.113 I.2.1 Contracted hours

Before the agreement on working time reduction

Prior to the introduction of the Aubry Law, working time at the bank was fixed, collectively, at 167.97 hours per month, which is 38 hours 45 minutes per week, or seven hours 45 minutes per day. The lunch break was 45 minutes, with the exception of one office where the location of the canteen necessitated a longer break.

All staff received 27 days paid holiday per year. In addition, employees could have extra paid days off (called a *journée de fractionnement*) if they took time off between October and April:

- An extra day off if the total number of days holiday taken during this period were less or equivalent to four days.
- Two extra days off if more than four days holiday were taken during this period.

Most employees arranged their holiday to benefit from two extra days off.

Part-time work is not a very developed practice in the company in France, either in business banking or across the company as a whole. Generally, part-time workers are women non-managers. According to HRD, out of 1,500 people in the whole group, only 50 people work part time.

After the agreement on working time reduction

Following the statutory and branch agreements, the company agreement on working time was signed in December 2000 and was implemented in January 2001. As suggested by the branch agreement (AFB) at this time, this has resulted in additional days off, without a salary reduction. The daily and weekly collective time has thus remained the same : seven hours 45 minutes per day and 167. 97 hours a month.

Annual working time has been reduced to 1,581 hours for most staff, corresponding to 204 working days or 21 extra days holiday. The dates of 11 of the 21 extra days are fixed by the employer; one per month (August being the exception as this is when most staff take their paid holiday).

Exceptions to this pattern are:

- company heads (*hors classe*) who benefit from 16 extra days off, which they determine themselves, *ie* they have to work 209 days
- executive managers who benefit from only nine extra days off (however, this is more generous than the law, which normally does not apply to them).

The 27 to 29 paid days holiday for all employees have remained, so non-managerial employees now benefit from 48 to 50 days off a year. Company heads and executive management receive 45 and 38 days off a year respectively.

Most staff, both in the front and back office, are allowed a degree of flexibility in when their daily hours are worked. Employees can modulate their arrival time between 8am and 9.30am, and leave between 4.30pm and 6.30pm. Lunch can be taken between 11.30am and 2.30pm.

There is no system of control to check that the collective working time is respected because the company wishes their staff to become more responsible by relying on a self-claiming system (which in fact has not been implemented). The idea of a clocking system has been brought up within the company but trade unions positioned themselves quite firmly against it.

The company's headquarters has negotiated not to pay overtime, with a few exceptions, in particular for staff who have to work bank holidays. For such instances the employee receives the rate fixed by the labour code, and one day off for 'recuperation'. In addition, staff may be paid for overtime worked, if it is required by management.

In parallel, an on-call system exists for certain functions but it is remunerated (people who are on call are asked to be accessible and available for work within less than two hours).

Despite the reduction in working time to 35 hours, there has not been an overall increase in staff, which was the purpose of the law. As a result, each department has been divided into small units, each comprising a few people (six or seven), who together have organised themselves so that everyone in turn can take a rest period.

Overall, these changes have created a large degree of confusion among staff regarding their working hours:

- Some technicians do not know whether their weekly hours are 35 or 39.
- The majority of the executive management do not know whether they have contracted hours, and are not clear about their package which states the number of working days.

1.5.114 1.2.2 Actual working hours

Actual working hours in business banking France: general findings

Clearly the biggest change in working time since the implementation of the agreement is the almost doubling of paid days off. At the time of writing it was, however, too early to state whether employees would manage to take all their time off in 2001, although those interviewed were optimistic.

It is easier to say, however, that working long hours is not common practice in the company and cannot be considered a part of the company culture. According to the estimate, between ten and 12 per cent of the employees work more than 48 hours a week. These were mainly employees with managerial responsibilities or those who perform a specialist role. Staff are also more likely to work over 48 hours per week in the front office; 15 to 20 per cent of front office staff work over 48 hours, compared with around five per cent in the back office. The roles and responsibilities of front office and back office staff are outlined below. Hours worked therefore vary according to job, location and level, but most employees do not work in excess of their contracted hours.

Unsurprisingly, whether they worked in the front or back office, the vast majority of people interviewed did not consider their working hours long. Some managers at the front office have chosen to develop their career in the business banking section, rather than other parts of the bank, due to workload and working hours, which were perceived to be much heavier in the latter.

Nevertheless, some differences in working hours have appeared between banking technicians and managerial staff, and front and back office staff at the French business banking division and these are discussed below.

Banking technicians

The front office

Generally, banking technicians hold junior and senior (non-managerial) marketing ('developer') roles, or work as corporate services assistants (CSAs), dealing with customers on a daily basis. These are equivalent to business bankers or relationship managers in the UK. Banking technicians must comply with the non-managerial collective working time agreement.

In most cases the daily timetable is respected. There is sufficient flexibility in the system to allow technicians to arrive later or leave earlier, when they happen to have worked a little more the previous day.

However, there are a few exceptions:

- Some senior business banking staff often work between nine and ten hours a day, or 45 to 50 hours a week.
- Some CSAs systematically work about 45 hours per week, compared with the majority of CSAs who average between 39 and 42 hours per week (although they work up to 45 hours a week in exceptional circumstances).

This overtime is generally worked in the evening. For example, some senior marketing staff and a few CSAs come in at 9am, but are still at work at 7pm.

However, employees do not work at the weekend, in contrast to a few years ago, when senior sales staff regularly took work home. Since 1996, a rearrangement of tasks among staff has resulted in a better distribution of the workload which has put an end to this practice. In parallel, tools have been developed which have speeded up these tasks.

The back office

In the back office, employees are in charge of all the banking transactions related to corporate activity. Sixty per cent of those employed in the back office are women. As already mentioned, staff in the back office are less likely to work extra hours than their colleagues in the front office.

The contracted working timetable is more respected, primarily because the back office has less contact with customers than the

front office. The number of hours worked is between 38 and 40 hours per week, depending on the week in question. At the end of the month employees are more likely to work 40 hours, due to the large number of transactions, such as salary payments, with which they have to deal. At the beginning of the month, the workload is lighter, and employees work only 38 hours per week. Hence, there is a balance between these two periods.

As with the front office, there are a few exceptions, in particular for some technical roles, and for those administering transactions within the main payments banking office, because the first transactions start at 8am and the last finish at 6.30pm.

In this context, two timetables have been implemented for those administering such transactions: one from 8am to 4.30pm and the other from 10.00am to 6.30pm. The team work during Bank Holidays, according to a rota, with two staff working any one Bank Holiday and one on-call. Every month, the team set out the distribution of the timetable schedule. As compensation for these obligations imposed upon the team, the daily working timetable is limited to seven hours 30 minutes per day, and 37 hours 45 minutes per week. Owing to the specificity of the activity, it is possible to work overtime and to be paid for it (additional hours cannot be compensated with time off in lieu unless they are worked on a Bank Holiday). Nevertheless, people are not inclined to take advantage of the situation, as it seems that claiming overtime is badly perceived by management in the back office.

Three of the most experienced employees administering these transactions work, on average, an extra two to two and half hours a week because of time spent helping other staff. This overtime is not paid, unless a technical problem occurs forcing them to stay, or if overtime is worked on demand of the management. The time can be taken off later, but because the new company agreement has increased employees' days off, workload has intensified, reducing this possibility of taking more days off/holiday.

This additional workload seems to have fallen more systematically on two or three people, two of which have become managers. Management is aware of the workload faced by these individuals, but no measure has been taken to deal with it. The technical skills required for the role have prevented the ability of others to perform tasks necessary for this position. Training other people to acquire these skills would mean a large investment in time on the part of management which they have not yet considered.

Managerial staff

Only managers in charge of information technology, who operate both in the front and back offices, can be compensated for overtime. This is because they sometimes have to operate outside the users' core hours, for example to make system changes. In

general, such employees are not paid overtime, but can take time off later.

The front office

Managers hold positions such as in:

- corporate management, for example Corporate Manager Assistants who are credit analysts in charge of risk analysis
- support functions: managing internal projects and product development; and
- team management.

Some managers in the front office, in particular those who manage the marketing teams, are prone to long hours working. Long hours workers are often those that have been with the company a long time, and whose habits are settled. Although they do not think they work long hours, these managers usually work between nine and ten hours a day and between 45 and 50 hours a week (one of them lost about ten days holiday this year, although this is an exception).

According to circumstances, this can also apply to support functions and project management. Those responsible for projects estimate their working time to be around 45 hours a week on average. Corporate manager assistants, whose functions are less focused on team management, on the whole, work virtually the same hours as non-management staff (there is a difference of about half an hour, which represents between 39 and 42 hours a week on average).

The back office

Managers include:

- the front office manager
- team leaders and department managers (about eight people for the back office); and
- project managers.

Team leaders, department managers and project managers work on average between 43 and 45 hours a week. However, no matter what time they come in, they seldom leave before 6.30pm. Weekend working is exceptionally rare.

The manager of the front office is obliged to work heavily, and this is reflected in his hours. When he took over the role he had to reorganise the back office and consequently worked about 60 hours a week. This has since dropped to his present 50 hours per week.

I.3 Reasons for working long hours

1.5.115 I.3.1 Reasons for the limited degree of long hours working

Those working long hours are in the minority in business banking, and on the whole, the number of hours worked is not excessive. There are several reasons for this, which are:

- A French bank culture where the tradition is not to work long hours.
- Modern ways of organising work, which continually adapt to new competitive constraints.
- Less archaic (than in any other French bank) and time saving tools developed by the company. For example, until recently, some French banks processed transactions manually, in comparison with this bank's fully computerised system.
- Flexible recruitment methods including temporary contracts.
- A slow-down in bank activity has been noticed compared with 2000, which reduces the amount of work to be done.

1.5.116 I.3.2 Reasons for working long hours in the front office

The reasons for the incidence of long hours among certain employees or on specific occasions are:

- job insecurity and past problems. Some staff have experienced difficult periods of restructuring in the past and, it appears, have got used to working long hours in fear of what might happen in the future.
- transitory periods when they have to produce extra work. For example, giving internal training on banking techniques to new staff members.
- a fluctuating workload. For all employees in the front office, workload may be greater at particular times, for example during school holidays.
- an increasing workload. The workload has increased since the new company agreement, as it has to be shared out between a reduced number of available staff.
- previous management. For some people, the reasons for working long hours stem from the behaviour of a previous manager who did not count his hours and expected the same from his team ; and
- long standing working habits. Older managers are less disciplined with regard to working time than their younger

counterparts. It is difficult to break the long-time habits that experienced managers have developed.

1.5.117 I.3.3 Reasons for working long hours in the back office

Some cases and situations of long working hours have been observed. The reasons for working long hours in the back office are:

- a job change (or starting a new job). Long hours are worked in the first months, in particular at the level of supervision. This is the case at the moment within the back office for one of the departmental heads who works between 45 and 50 hours.
- projects with short deadlines. This is the case at the moment for the person in charge of the 'euro conversion' project who works on average more than 45 hours a week.
- job insecurity and past problems. As with those in the front office, some staff have experienced periods of redundancies in the past and have got used to working longer hours to protect their job.
- entrenched working habits. Some, often older, members of staff have got used to working a certain number of hours and find it difficult to change; and
- that Bank Holiday working is required and work is shared between a reduced number of staff within a technical support team.

It is also worth noting that there has been an increase in the amount of overtime required by management, which is paid or compensated for. This sometimes occurs when two people within a team are off sick and another is having a rest day. In such circumstances, the only way of dealing with the workload is to ask people who are at work to stay longer in the evening.

I.4 Impact of working long hours

As already stated, long working hours cannot be described as a characteristic of business banking, and the interviews therefore focused on the implementation of the agreement rather than the impact of long hours on the relatively small proportion working them.

The individual in charge of the front office was one interviewee who did reflect on long hours working, however. After taking over the floor he was working long hours in the transitional phase. However, once he had a child he decided to limit his working hours to 50 a week. On the whole, he feels that it is good for both the individual and the company if employees have a home life, and long working hours can limit this. He also believes

that it is in the company's interest to look more at the outputs produced than the hours put in.

I.5 The success of the new company agreement

1.5.118 I.5.1 Interventions to support the hours reduction

The new company agreement¹ on working time, signed by the social partners, has clearly reduced working time considerably, although the number of hours per day and week have remained the same. However, the agreement has not, in itself, increased the number of staff, a primary consideration of the legislation. The company has therefore introduced a number of organisational changes to increase the employees' flexibility, and correspondingly, productivity.

1.5.119 I.5.2 The front office

In terms of additional workload, the impact of the 35 hours is clear, there is an annual loss of eight per cent of staff working time. Hence, there has been a need to restructure the front office, with promotions and movement of staff among jobs.

In particular, the organisation of business bankers has changed: whereas there were previously two teams, these have been merged. A focus has been placed on priority customers, and business banking developers are now responsible for 50, rather than 60, customers.

In addition, among business bankers, there has been a reinforcement of the practice of working in pairs, which allows people to organise themselves for days off. As such, individuals are able to cover for each other.

There has been recruitment at the front office since the beginning of the year. However, this is more the result of section growth, than as a consequence of the reduction of working time. According to the management agreement signed between senior management and trade unions, creating new jobs was not a purpose of the working time reduction.

1.5.120 I.5.3 The back office

There has been a move within the back office to extend the capability of staff, so they are able to perform more than one job, which it is hoped will solve some of the problems of the increased number of staff days off. Until now, the organisation of the back

¹ This agreement was made to implement the Aubry legislation.

office was set according to the principle of one task per person. Today tasks are more often shared between two people. The staff are being gradually trained on a rota, every three to four months, to be able to perform different tasks within the teams, even in different departments at the back office.

1.5.121 I.5.4 Managers

As the working time agreement for many managers is based solely on days off, these individuals may continue to work long daily or weekly hours. One manager in the back office has started asking technicians working late why this is the case. However the question is not asked of managers, and the manager reported that: 'working a lot is normal for managers'. The manager in charge of the front office is, however, looking at measures to reduce the hours managers work in his area, such as systems of prioritisation and better working tools/technology to increase efficiency.

1.5.122 I.5.5 Satisfaction with the changes

On the whole, employees are very satisfied with the agreement signed within the bank, as rest days are felt to enable them to reduce stress, to relax, and improve their general well being.

However, they have noticed both in the front and back office that:

- working days have become denser. There is often one person missing within the team, for whom the others have to cover.
- there is more stress on a daily basis. People feel pressurised by the fact that they have to compensate for other employees' absence, even though rest days enable them to recuperate
- managers are more often required to be available outside their core hours (they are provided with laptops and mobiles, although it is unclear how much of this is due to new technologies rather than working time reduction)
- there is a necessity to be extremely well organised by, in particular, prioritising tasks. This effort has been asked of all employees but no-one has received any training to follow up this step
- managers now have to manage schedules in a more systematic way due to the increase in days off for staff, which adds to their workload
- staff purchasing power has not increased greatly despite last year being profitable for the bank. This is because staff received an increase in time off rather than pay, with the introduction of the 35 hour week.

These effects, which are quite negative for employees, could intensify in the future because the economic prospects of the

company are worse than they were in 2000, and greater productivity efforts will be required.

Managerial staff are worried about the durability of the law during a recession, which is a prospect for France in the near future. The company has recently transferred the management of part of its computing systems to the United Kingdom, in part it argues because of the present work legislation in France. However, the degree to which other contributing factors played a part in this move, such as the greater number of employees employed at the bank in the UK, is unclear.

French Case Study J: Hi-Tech Service Sector Company

J.1 Background

This case study was conducted within the same hi-tech service sector company in which a matched case study was conducted in the UK and in Sweden for this research.

1.5.123 J.1.1 The sector working hours agreement

The 13 June 1998 law (1st Aubry law) and 19 January 2000 law (2nd Aubry law) set the statutory working week in France at 35 hours for companies employing 20 or more staff (for more details see Section I.1.1). Although the law sets the framework, extended sector-level agreements may define the practical methods for implementing the working time reduction. This is the case for the sector, with which this company in France is a part.

The agreement on the reduction of working time in this sector was signed on 4th June 1999 between social partners. This agreement clarifies the framework in which companies can negotiate an agreement on the organisation and reduction of working time.

The agreement sets the conventional working week at 35 hours. If there is a need to compensate for workload changes, the employees' weekly timetable may vary from one week to another, above or below 35 hours. Working time cannot exceed 48 hours in any one week, or an average of 44 hours for a period of ten consecutive weeks. Where company agreements state that a regular 35 hour week is to be worked, employees cannot exceed 42 hours on average for a period of ten consecutive weeks.

Importantly, the agreement states that the working time reduction will not affect wages. The agreement also tries to encourage employment in the sector, by placing an overtime limit of 130 hours overtime per year, per employee. The premium payment for overtime will be, preferably, replaced with at least equivalent time off in lieu. If this is the case, 'extra' hours worked are not taken off the annual quota of authorised overtime. Companies are given the opportunity to create 'time saving accounts', which enable employees to accumulate the right to paid days off.

Time spent training is recognised as actual working time. However, the agreement states that up to half of the time otherwise lost in reducing working hours can be used for training, providing it leads to certificates or degrees that are recognised by the sector.

In terms of coverage, the reduction and reorganisation of working time applies to all staff, including managers, where this is compatible with their job, function, and responsibilities. A distinction is made for two types of managers, either not covered by the agreement or requiring alternative arrangements:

1. **Managerial staff who have an actual and durable delegation of powers over a service or a company area:** they thus have more autonomy of judgement and initiative, as well as a higher level of remuneration, and take it upon themselves to spend the time necessary to fulfil their work. The way this work is achieved characterises the true measure of their contribution to the company. As a consequence, remuneration is based on a package with no reference to working time and they are not covered by the agreement.
2. **Managerial and professional staff who, because of the nature of their activity, have a lot of freedom of movement in the way they organise and manage their time:** this includes marketing staff who manage their visits and meetings, and whose work implies travelling. For these individuals conventional working time is based on the number of working days. The implementation of the reduction of working time is equivalent to the reduction that other employees benefit from, and will be calculated in days by way of negotiations within the company.

The sector level agreement states that the re-organisation of working time is to be arranged within company agreements. This allows for a high degree of flexibility, as the agreement makes clear:

“Working time [re]organisation ... can take different shapes and be implemented in different ways by the company, one or several establishments, or one part of an establishment.”

Possible mechanisms for reducing working time include:

- ‘the granting of days [off]’, up to 40 per cent of which can be taken on the initiative of the employee, providing it does not ‘undermine the smooth running of the company’
- daily, weekly or monthly reductions
- annualised hours
- a combination of different methods.

The legislation adds that:

“working time [reorganisation] must be devised by looking for the most balanced way to conciliate the company needs with the employee’s interests, and the improvement of their working conditions.”

Further, the organisation of working hours should:

- ‘be suited to the work’, for example taking account of busy commercial periods, the launch of new products, and marketing campaigns
- limit the reliance on ‘insecure jobs and overtime’
- ‘ensure a better distribution of the workload and a better management of absences, in particular during paid holiday periods’.

The agreement adds that, in call centres, employees who have to deal with frequent calls, repeatedly, can take a break of ten minutes during their actual paid working time.

1.5.124 J.1.2 Background to the employer in France

Brief historical synopsis

The company has seen exponential in recent years. It was launched following a purchase of a company and its incorporation by a large European company. The acquisition of the company has had a direct impact on company policy regarding human resources management. The impact has been on:

Recruitment

Each time there is a job on offer at the company, the company must first attempt to internally recruit from within the parent company. This has contributed to difficulties recruiting staff, in a sector already marked by recruitment problems, as few internal employees want to join this part of the company. This is partly due to the location of the offices, but also because of technological differences and the skill requirements of the two companies. When there is a need to adjust employee numbers, recruitment is done mainly through temping agencies and sub-contracting of work to external service providers. In addition, a number of external consultants are contracted out to the company (for example, 30 out of 70 managers from the quality-strategy service).

Work contracts

Within the company, two different sets of employment contracts co-exist (for those previously employed at the parent company and those employed by the acquired company). The consequence is a large difference in the way careers and salaries are managed. So much so, that wage discrepancies are apparent for the same job positions and within the same age groups.

The staff

The company is composed of 4,000 employees at the head office and 5,500 employees in the branches, which include service, customer and distribution services.

The company employees work in two main areas:

- operational and technical functions
- customer services — including in sales development (from marketing to working in call centres), and anticipating and dealing with customers' demands.

Fifty-five per cent of staff in the parent company are 'collaborators', or non-managerial staff¹, mainly technicians working in supervisory centres or sales representatives in call centres. The other 45 per cent are managerial staff.

Part-time work is not very developed in the company, and is usually only given in response to requests from staff. In contrast, the use of temporary contracts is much more developed; around 600, or 15 per cent, of the 4,000 employees working for the head office are temps, mainly in call centres.

Interviewees

Fieldwork was conducted at the head office and one of the call centres. Thirteen interviews were undertaken:

- eleven with managers and collaborators, in different services and functions
- two with employees from the human resources department.

J.2 Working hours

1.5.125 J.2.1 Contracted working hours

Before the implementation of the agreement on the reduction of working time

Before the implementation of the agreement the standard working week was 38 hours, corresponding to seven hours 36 minutes per day with a 45 minute break at lunch. Staff received 25 days paid holiday, four 'exceptional rest' days, and two further days if some holiday was taken in the winter. In total, therefore, employees had up to 31 paid days off.

¹ In this chapter the terms 'collaborators' and non-managerial staff will be used interchangeably.

After the implementation of the agreement on the reduction of working time

After the implementation, the parent company's agreement 'concerning all staff, about the organisation of work, and the reduction and reform of working time at the company' was signed by all the social partners in February 2000. There has not been a separate agreement for this company at the national level.

Annual working time for full-time employees is set by the parent company, and varies from 1,448.40 hours for those covered by 'specific' regulations, to 1,596 hours for those working under 'basic' regulations. Examples of employees covered by specific regulations are call centre workers, and those with project work set outside business hours. A call centre worker therefore has 1,448.40 annual hours, lower than the basic hours in compensation for weekend working.

Depending on the units and services under consideration, the reduction of the working time may be daily or weekly, or expressed in number of days off. It is down to each unit to organise working time according to different obligations. Each department manager at the company head office met with his or her team and studied the options available within the local agreement signed at the company head office.

When the reduction of working time is daily, hours worked per day add up to seven hours (35 hours per week). In this case, staff do not benefit from extra days off (beyond the six already received). If the working week remains at 38 hours (seven hours 36 minutes per day), the working time reduction is expressed in equivalent time off (*jour de temps libre*).

The sector agreement does not apply to senior managers. A distinction is made between two other different categories of manager:

- Operational managerial staff, who receive the same reduction in working time as the staff they lead, by way of the same modes of enforcement.
- Executive and autonomous managers, who have a high level of autonomy over time management and work organisation, which makes it difficult to measure a working timetable. These individuals have an annual package of 207 working days, which corresponds to 14 more days off than were previously held. However, the agreement at the company specifies that their working day must not exceed 11 hours, apart from in exceptional circumstances (for example closing introductory offers or events the company takes part in).

Time off

For all employees the number of paid days off remains 25. The four 'exceptional' rest days and the two extra days are now assimilated under the *jours temps libre* (JTL).

Table J.1 shows the available time off for those working 35 hour and 38 hour average weeks, and for executive and autonomous managers. As the table illustrates, those working a 35 hour week still receive up to 31 days holiday, as their weekly hours have been reduced; those working 38 hour weeks now benefit from up to 42 days off; and executive and autonomous managers now benefit from up to 45 days off per annum.

Table J.1: Available time off for employees, 2001

	35 hour week average	38 hour week average	Executive and autonomous managers
Basic holiday	25	25	25
Extra days ('exceptional rest' days and extra days for taking holiday during winter)	6	6	6
Days off in compensation for working more than a 35 hour week	N/A	11	14
<i>Total</i>	<i>31</i>	<i>42</i>	<i>45</i>

Source: Case Study J

Whereas normal paid holiday may be carried over from one year to the next if not all of it is taken, other days off must be taken during the year or will be lost. However, staff can put 10 of their days holiday on a time saving account, along with half of their other days off, as long as they are to be used for a course resulting in a diploma. This option is rarely used.

1.5.126 J.2.2 Actual working hours

Measurement and knowledge of hours

The employee or manager evaluates working time, as there is no system of control within the company. The employer therefore relies on perceptions and subjective evaluations.

Managerial staff have a very approximate knowledge of the implementation of time adjustments in accordance with the new agreement on working time. Very often, they do not know the number of days off they have available besides their paid holidays.

Time off

Until now, all the non-managerial staff and a majority of managers have been able to take all their paid holidays. Whilst this has remained the case for non-managerial employees, with the implementation of the new working time agreement, new days off have been generated, which managers say they find hard to take due to their workload. Further, the head manager noted that the extra days off are less flexible, (in that there are restrictions as to when they can be taken) than normal paid holiday, which can create problems when it comes to taking it.

Non-managerial staff

Non-managerial staff generally keep to their contracted working hours, which is in complete contrast with managers, who have a tendency to work long hours.

Call centre employees.

Company call centres account for around 1,000, mainly non-managerial, staff. The organisation of working time is based on a rota of about 50 different working cycles, covering the 24-hour-a-day period most call centres operate on. Cycles change every three to four weeks, which means employees' timetables are not fixed.

The supervision teams display the overtime available for the various cycles. Employees can ask to work overtime, providing they do not work more than 11 consecutive hours and six consecutive days. Overtime is mostly worked in the evening.

Most permanent staff in call centres do not generally ask to work overtime as only half of it is paid (the rest is compensated for by equivalent time off). Whether an individual will do overtime often depends on the cycle they are currently working; if employees work in the morning they may not be willing to come back to work in the evening, when overtime is available (especially in the Paris area due to commuting times).

Long working hours, if there are any, are mostly worked by temporary staff who are motivated to work overtime as this is fully paid (*ie* not compensated for by time off in lieu).

For those employees interviewed in call centres, long hours for such work was considered eight hours a day, a level exceeded in some cycles. This was considered too long, as one employee explained:

“After six hours work in call centres, you are less productive, you are not as nice with customers, your reaction time decreases and you are less responsive to customers' needs.”

According to individual choice and working cycles, working timetables may differ:

Example 1 (the most common)

This person works on average 35 hours per week over the course of a three-week cycle, composed in the following way:

- Week 1 = 28 hours¹
- Week 2 = 40 hours²
- Week 3 = 32 hours³

In addition, this person can get extra hours off by working on Sundays, for which one hour's work is compensated with an extra hour's rest.

Example 2 (less common)

This person works a fixed 35-hour week, working on Monday, Tuesday, Wednesday and Fridays from 8am to 4pm, and on Sunday from 7am to 1pm. The four hours worked on the Sunday are paid double-time. As a consequence, this enables the employee to increase their salary by working unsociable hours on Sunday, rather than overtime.

The two call-centre employees said they were satisfied with their working hours, especially in comparison with other jobs they have held in the food and leisure industries, where working hours were longer or split throughout the day.

Other non-managerial staff (mostly in the main office)

Collaborators working outside call centres also tend to adhere to contracted hours. Overtime is generally not paid but given as time off in lieu, and the hours worked above 35 hours per week/contracted hours are limited to 90 per year per employee.

Working patterns for these employees vary between and within departments. Examples include:

- the mail department, where non-managerial employees work a 38 hour week consisting of four seven hours 38 minute days, and one six hours 48 minutes day. Those who work 38 hours

¹ Information on distribution of hours was not available to the case study author.

² Monday to Wednesday 7am to 12.45pm, Thursday 7am to 4pm, Saturday 8.30 am to 6pm, Sunday 8.30 am to 12.15pm, with Friday being a day off.

³ Monday, Wednesday and Friday 7am to 12.45pm. Saturday 8.30am to 6pm, with Tuesdays and Sundays being days off.

per week, rather than 35 hours per week, are compensated with extra time off.

- the reproduction department, where non-managerial employees work five days of seven hours and 36 minutes over a 38-hour week. Again, employees working 38 hours per week have extra time off.
- other departments stick strictly to the 35-hour week, and in these instances, there is no compensation in time off.

Managers

On average, the managerial staff work about 11 hours a day, including a short lunch break (between 30 and 45 minutes). Most managerial staff considered that they worked long hours, which they considered to be ten hours a day or more.

There is, however, a distinction to be made between operational managers, who work similar hours to those in their team (about 35 to 38 hours per week), and executive and autonomous managers, who work long hours — in some cases, 55 to 70 hours a week.

Whilst hours are long for most executive and autonomous managers, working hours do vary to some degree between departments. For example, in the quality management for global services department, all managers work between 45 and 50 hours per week. In the infrastructure networks department, on the other hand, higher level managers work close to 12 hours a day, or 60 hours a week.

Another area with similarly long working hours is marketing, where, due to travel and the relatively recent launch of the company in France, managers work 60 hour weeks. Managers working in production, security, support and services often work between 50 and 60 hours. In the case of some jobs requiring particular expertise in these areas, staff can work up to 70 hours a week.

Within the fraud and legal department, managers are required to be accessible outside their working hours — in the evening, at night, and at the weekend, according to a rota. This system is not considered an 'on call' system, and is not thus defined as overtime. However, employees may work at any time during the day or night without their hours being taken into account. Hence, owing to the hours that were recently worked in the team, the management is thinking about implementing an on-call system that would be less constraining, whilst enabling compensation for this time.

Extra working hours are most often worked in the evening, although additional hours may also be worked late at night or

during the weekend, at home. There were also a minority of cases reported of managers who were absent or on holiday, taking a laptop computer or mobile phone with them.

The only managers for whom extra hours are classed as overtime, for which they are compensated, are those on the technical side. The previous on-call system, has also been replaced by a system of 'payment by task', whereby employees volunteer to come in and are paid a premium for working.

J.3 Reasons for working long hours

1.5.127 J.3.1 The company

There was a perception that long working hours was a cultural aspect of the organisation, encouraged by the example of senior management who work very long hours. As one interviewee said: 'in this company, it is good form to leave late'.

Others interviewed talked about a 'pioneer' and 'passionate' spirit within company employees, partly due to the relative infancy of the company, which has an impact on individuals' motivation to work long hours.

On a more practical note, regular under-staffing in the company, caused by fast growth and recruitment difficulties, add to managers' workloads and therefore hours. The use of contractors, very commonplace at the company, is not sufficient to cope with the actual workload.

A further contributing factor to managers' long hours is that they are often relatively young, without family responsibilities, and thus able to invest more time in the company.

1.5.128 J.3.2 Promotion and career development

There was a perception among those who were interviewed that long working hours are partly the consequence of trying to progress within the company. The company structure is evolving very rapidly, and career opportunities occur very fast. Hence, managers work hard, without measuring their time, hoping that they will be rewarded in terms of their career development.

Despite the two differing organisational cultures present in the company due to the acquisition, there is a strong common determination to progress. According to one interviewee: "*employees from the parent company who have come to work at this company are those who want to move on, go ahead and not laze around*".

Being visible at work by being available for more hours of the day, was also seen as important for working long hours:

“Being available and present in the company enables you to be known better, as well as letting people know what you are doing.”

The head of the company has implemented a management by objectives system (goals to reach within a deadline). Internal promotions will often be linked with the achievement of results in accordance to the goals set. Working long hours might help to achieve these goals and thus leads to managers not measuring their working time.

1.5.129 J.3.3 Workload

Because of the exponential development of the company, a lot of the work is project based, which forces the project teams to meet very regularly during the day. This means much of the day-to-day tasks involved in the work, as well as time required for reflection, gets shifted to the evening.

1.5.130 J.3.4 The sector and technology

The sector is marked by high international competition, the possibility for high growth, and the pressure of fast changing technologies. Managers have to be on top of these factors at all times, which results in them working long hours.

Within this context, the company has not stopped growing and has laid out ambitious goals for 2005 to ‘maintain their position as leaders while increasing their presence internationally [by being] ... present in 50 countries’. Such high objectives, and sharp growth, will inevitably necessitate long hours working among managers.

It was also pointed out by some of those interviewed that new technologies, such as mobiles and email, have added to their tasks and made them more accessible. This has increased their workload and led to them working longer hours .

J.4 Impact of working long hours

The interviews for this case study focused upon the sector agreement and the attempts made to reduce hours. However, some comments were made about the impact of working long hours.

The human resources department is very well informed about the long hours numerous managers have worked recently. The recent departure of at least one manager, for reasons explicitly linked to working hours, has caused some alarm. The human resources department is also conscious of long-term potential problems caused by long hours working, in terms of turnover, absenteeism, sickness and stress.

It is worth noting that collaborator posts are mainly occupied by women, partly because the work and hours allow them to

combine professional and family life. This was certainly the case among women interviewed. It is therefore likely that the long hours worked by executive and senior managers within the company, make these positions less attractive to individuals with caring responsibilities.

J.5 The success of the new company agreement

1.5.131 J.5.1 Positive impacts

Employees at the company are satisfied, on the whole, with the agreement. Before the implementation of the reduction of working time, as one manager observed: *“too many hours of work led to tensions within the teams, to relationships problems, and decreased work efficiency”*. Today, people are better able to recuperate, relax, and reduce their stress levels due to the extra days off. On the whole, it has helped improve employees’ well-being and increased their work efficiency.

On this point, the reduction of the statutory length of working time from 39 hours to 35 hours is really an advantage for this type of job:

“Four hours less doesn’t seem a lot, but we feel the difference in our ability to recuperate more easily, and to avoid too long periods of stress.”

It was perceived that there were benefits for all staff in the system that has been implemented. In particular, it enables people to have long periods of holiday, to do a training course outside work, and to get more exercise.

Among non-managerial staff interviewed, the increased workload created by the reduction of working time has necessitated a greater working autonomy, a reprioritisation and an improvement in the way tasks are performed.

Furthermore, the time spent in each department reflecting on the reduction of the working time has been an opportunity to review the organisation, improve the structuring, and increase forecasting. In particular, the necessity to organise replacements when people are absent has forced teams to organise themselves better, to anticipate and plan workloads, share information, and to have discussions prior to carrying out tasks.

Varying working time in accordance with the company obligations has also had beneficial effects, such as increasing working flexibility, which has the potential to benefit both the employer and the employee.

1.5.132 J.5.2 Negative impacts

Despite the positive benefits listed above, negative effects were also discussed. In particular, because new jobs were not created to compensate for the reduction in working time, the requirement of greater productivity among staff has had the following impacts:

- the working day has got ‘denser’
- managers are less available, which may be problematic for the teams
- there is more stress on a daily basis due to employees covering for greater staff absence, although rest days enable employees to recover
- a wider range of working time patterns are used, which means managers have an additional burden in terms of the precise organisation of their team’s schedules. The interviews have identified that managers have had quite a high degree of difficulty grappling with the diversity of working patterns.

Managers at the company are also concerned about the future, particularly as the working hours reductions have occurred alongside sharp company growth and limits on additional recruitment.

1.5.133 J.5.3 Interventions to support the hours reduction

Among executive and autonomous managers — the employees working the longest hours — the agreement has introduced more rest days, which will place at least some theoretical limit on working hours. However, it should be borne in mind that there is scepticism among such managers about their ability to take all their rest days, and managers still do long days and weeks when working. It is therefore likely that the agreement will be less effective among this group of managers.

At the managers’ level, some organisational solutions to working long hours were described by interviewees, such as the development of tools to allow greater mechanisation of tasks, which it is hoped will reduce the need for such long hours.

Swedish Case Study K: Göteborg Post Terminal

K.1 Background to the employer

Sweden Post is organised into five main units: Sweden Post Sales, Sweden Post Giro, Sweden Post Letters, Sweden Post Parcels and Sweden Post International. Sweden Post became a limited company in 1994 and has since then undergone a rapid transformation from a public-service enterprise into a customer-oriented and profit-led limited liability company.

The plant visited is one of the ten post terminals operating in Sweden and belongs to Sweden Post letters. The main activity of the post terminal in Göteborg is to collect, sort and dispatch letters to various destinations, for the whole county. The post terminal employs 1,011 staff. Around 75 per cent of employees have open-ended contracts, the remaining staff have short-term contracts and are often employed on an hourly basis (students, substitutes). Among permanent employees (813), around 65 per cent have full-time employment contracts. The large majority of employees are sorting staff (manual employees) and the administrative personnel and management staff account for around ten per cent of the workforce. The Post terminal exhibits an even gender distribution and the average age of employees is relatively high (around 46 years old). Since the mid-1990s, the lowest educational level for recruitment is the completion of the upper secondary school (*gymnasium*), but the company does not require vocational training. All employees however, follow an in-house introductory training course, of various lengths, depending on their employment status.

During the last decade, the volume of mail to be sorted has increased slightly. The post terminal visited handles two types of letters, those that have to be delivered the day after (A letters) and those that have to be delivered within less than three days (B letters, mainly advertising, newspapers and periodicals). While the first type of product has had a tendency to decrease in relation to new forms of mailing (email), the second type has increased notably. Regarding employment trends, the number of employees, for the post sector as a whole has decreased sharply during the

last decade, from around 60,000 to 40,000 (a fall of 33 per cent).¹ The decline of employment is partly related to the restructuring of Post Sweden (closing of post offices and terminals) that occurred in a period of recession and tight financial and budgetary constraints. The fall of employment is also linked to technological changes, rationalisation of production process and modifications in work organisation. Capital intensity has augmented and new modern sorting technologies have been introduced. The changes in work organisation, with a tendency towards teamwork, have meant a diversification of the tasks performed (multitasks). These modifications are also intimately related to the above-mentioned technological changes and have had an impact on wage setting (see section on individualisation below). This tendency to a 'professionalisation' of sorting work is a way to attract young people and reduce labour turnover. According to the human resources manager (HRM), even though labour turnover in Göteborg post terminal is on average low, labour turnover among young recruits has increased in the last few years. This was due to the improvement of the situation in the labour market, the relatively low entry wage and limited promotion prospects.

K.2 Industrial relations

Post Sweden is a highly unionised sector. More than 90 per cent of sorting employees belong to the Union of Service and Communication Employees (SEKO) which is affiliated to the Swedish Trade Union Confederation of Workers (LO-S) (mainly manual employees). Union density is also very high among the administrative personnel and among senior managers.² Post Sweden has belonged since the mid 1990s to the employer association 'Alliansen' which is a member of the Swedish Confederation of Employers (SAF).

A single collective agreement regulates wage setting, working time and working conditions, irrespective of the type of personnel. According to both parties, the relationship between management and trade unions is good and the social dialogue constructive. The main bargaining issues are wages and working conditions.

¹ The volume of employment in the post terminal visited has, however, increased due to a merge of several post terminals in the Göteborg area.

² A large majority of senior managers are members of the Swedish Confederation of Professional Associations (SACO-Post). The administrative personnel are members of the Federation of Civil servants (ST), which is affiliated to the Swedish Confederation of Professional Employees (TCO).

K.3 Pay determination

The wage setting system was modified when Post Sweden in the mid 1990s became a limited company. Previously, pay determination was based on fixed wage groups, and wage development was essentially related to seniority. Except for junior employees¹, wage setting is currently largely individualised. Approximately half of the general wage increase agreed at industry level between the trade union federations (SEKO, ST and SACO-Post) and the employer organisation (Alliansen), is distributed individually at the plant level.² The prevailing criteria for the distribution of the individualised wage pot have been negotiated locally and depends on skill level, competence, performance, polyvalence (multitask) and leadership capacities. As mentioned previously, the tasks performed by the sorting employees have evolved from essentially manual sorting to diversified tasks such as computer and video coding, handling of sophisticated equipment and truck driving. Each production process is associated with some form of certification, obtained through internal vocational training. Hence, wage level is partly related to the number of tasks an employee is able to perform.

Table K.1 below describes the post terminal wage structure.

Table K.1: Wage structure at Göteborg post terminal

Occupations	Wage level
<i>Sorting personnel</i>	
Year 1-Year 5	11,500 SEK ³ to 13,500 SEK
Year 6 onwards	Individualised, average wage 15 800 SEK
<i>Team leaders</i>	19,000 SEK to 21,000 SEK
<i>Line Managers</i>	24,000 SEK to 26,000 SEK
<i>Senior managers</i>	From 30,000 SEK

Source. Collective agreement and company data

¹ During the first five years of employment, wage setting follows fixed wage groups.

² To illustrate, the last bargaining round decided at industry level gave rise to a 3.5 per cent paid increase. Half of the general wage increase was distributed across the board, the remaining was distributed on an individual basis. Göteborg Post terminal has five production units. Each of these production units is divided into five smaller units (with 20 employees each). Each team leader responsible for these 20 employees, negotiates with the trade union representative as to how the individualised part of the wage increase shall be allocated.

³ 1 SEK=0.10 Euro or £ 0.06.

The wage dispersion is relatively large, partly due to the individualised pay determination and partly due to the low entry wage. As previously mentioned, the introduction of the new wage setting was a way to attract and retain employees, and promote some form of career structure. Both the employer (HRM and line managers) and trade union representatives are clearly in favour of the new system. According to both the employer and the trade union representatives, a large majority of employees also seem to be positive. But some of the employees interviewed expressed concerns about individualisation of pay and preferred the old system, arguing that the new wage system is not fair and that the allocation of the individualised wage pot is arbitrary and subjective.

K.4 Contractual hours, working time patterns, overtime and operating time

1.5.134 K.4.1 Contractual hours

Weekly working time for full-time employees is regulated through the prevailing collective agreement. It is a good illustration of the possibility in Sweden to depart from the Working Hours Act and adapt working time patterns to local production constraints. Contractual weekly working hours vary according to job status and working time patterns (day time, two-shift and night work). Table K.2 below summarises the prevailing agreed weekly working time.

Table K.2: Weekly working time according to the prevailing collective agreement at Göteborg post terminal

Occupations	Weekly working hours	Yearly overtime	Holidays (public holidays excluded)
<i>Administrative Staff (secretaries, personal assistant etc.)</i>	39 hours	Max 200 hours, 50 hours per calendar month	25 days (5 weeks)
<i>Sorting personnel</i>	two-shift: 38 hours, average per calendar month. Night: 36 hours on average per calendar month	Max 200 hours, 50 hours per calendar month	25 days (5 weeks)
<i>Line Managers and Team leaders</i>	40 hours	Max 200 hours, 50 hours per calendar month	25 days (5 weeks)
<i>Senior managers</i>	40 hours	Max 200 hours, 50 hours per calendar month	25 days (5 weeks)

Source: Collective agreement

Table K.2 indicates that contracted weekly working hours vary from 36 to 40 hours depending on the personnel category. Annual overtime is restricted to 200 hours and employees are entitled to five weeks holiday, independently of their job status. As for wage setting, some modifications occurred in the mid 1990s for paid holidays. Previously, and in accordance to the regulations in force in the public sector, paid holidays were related to the age of employees (25 days for those aged under 30 years old, 31 days for those aged between 30 and 40 years old, and 34 days for older employees). Now all new employees are entitled to 25 days, but some employees still have longer holidays and benefit from the advantage of the old system. According to the law, employees have the right to take three weeks holidays in a period of two months. But as stressed by the HRM, the line managers and the team leaders, employees have considerable freedom to arrange their holidays and no employee has ever been denied four weeks in a row during the summer. According to the prevailing collective agreement, it is possible to carry forward untaken holidays, with an upper limit of 40 days, but each employee has the obligation to take a minimum of 20 days each calendar year.

1.5.135 K.4.2 Working time bank and flexible working time arrangements

There is large variation of activity level during the day with peaks in the early morning when the post must be delivered and also in the evening when the post is collected and sorted. The workload is, therefore, lower during the afternoon. The system of a time bank, called 'Own Time', introduced four years ago, was a response to cope with the daily variation of activity and improve work efficiency. The idea was to use this non-direct productive time for further training and team/information meetings. Own time amounts to ten hours per month. To illustrate, if a full-time employee works 160 hours per month, ten hours are reserved and put into a time account. So during a month, an employee works 150 hours but their debt to the Post is ten hours. When employees have information or team meetings, they deduct this time from the ten hours. These monthly ten hours might also be used for training and development. On a quarterly basis the number of hours in the individual time bank cannot exceed plus or minus ten hours. If there are a positive number of hours after this period of three months then the employer pays the hours on an overtime basis, either in the form of monetary compensation or time off in lieu (see below, for overtime regulation).

One of the production units, with about 80 employees — the client own delivery unit (*ie* when the client brings their post to the terminal) — has also introduced a form of flexible working time arrangement. Employees in this unit are free, one month in advance, to arrange their working time schedule, taking into account production constraints and staff requirements.

As stated by one of the employees:

“We have in my unit a two -shift system, but I may choose when I want to work in the morning or in the evening. I feel a great privilege, compared to the other employees. We are a relatively small unit so it’s easy to find good arrangements between us.”

1.5.136 K.4.3 Shift patterns, night work and operating time

In the mid 1990s, work organisation in the sorting unit was based on a three-rotating shift system. The employees rotated between mornings, evenings and the night shift, and the contracted working hours were 36 hours per week for all sorting employees. Since then, the shift pattern has been changed and is now based on a two-shift system and continuous night work with differentiated weekly working hours (38 and 36 respectively). Hence, the sorting production unit is presently organised in a fixed shift system, with two distinct work patterns; a two-shift system (morning and evening shift) and continuous night work.

A higher proportion of women (60 per cent) work in the two-shift system, while night workers display a more even gender distribution. The average age is around 46 to 48 years among both two-shift and night work employees (students not included). As far as working time distribution is concerned, 40 per cent of two-shift workers work part time (15 per cent work 45 per cent of full time, and 25 per cent work 75 per cent of full time). Among night workers a larger share of employees work full time, with only a few working reduced hours (mainly 83 per cent work full time and around ten employees are on early part-time retirement).

Work patterns for two-shift employees

Half of the employees working on the two-shift system have the following working time schedule:

- Wednesday and Thursday, and also two Fridays a month, always morning shifts between 6.30am and 3.30pm (nine hours).
- Monday and Tuesday, and two Fridays a month, always evening shifts between 3.30pm and 10.15pm (6.45 hours).

The other half work morning shifts on Monday and Tuesday, and evening shifts on Wednesday and Thursday.

The two-shift workers have 30 minutes lunch break included in their working time.

Work patterns for night employees

Night employees work six nights per week (Wednesday to Wednesday), two sets of three nights and then they are free for one week. They have the following working time patterns:

- Wednesday night to Saturday morning, three nights between 6pm and 6am (12 hours per night).
- Sunday night to Wednesday morning, three nights between 6pm and 6am (12 hours per night).

Each night employee has to work an extra night each eighth week. Furthermore, between three to four hours per week are reserved for team and information meetings. Night workers are entitled to four breaks per night (three of 20 minutes and one meal break of 30 minutes, 1.5 hours per night). Hence the night workers, when they are on duty, might work between 72 to 74 hours per week (meetings included). Including the extra night each eighth week, working time can reach 82 hours per week. But since they are free two weeks per month, and due to the time bank system, their average weekly working time amounts to 36 hours each quarter.

The post terminal does not operate from Saturday 6am to Sunday 2pm. Consequently, capital operating amounts to 140 hours per week, 365 days a year (semi-continuous system).

The two-shift and the night workers are, according to the collective agreement, entitled to a shift and unsocial hours premium. On average, the two-shift employees receive a premium of 700-1,000 SEK per month, while the night workers receive on average 3,000 SEK extra per month.

1.5.137 K.4.4 Overtime regulation

As mentioned previously, yearly overtime is, according to the collective agreement, limited to 200 hours per year (50 hours by calendar month). Employees can choose to be compensated by either extra pay or time-off in lieu. Overtime compensation varies according to the time overtime is performed. Up to 10pm the compensation level is time and a half. After 10pm or during weekends and other public holidays (Christmas, 1st May *etc.*) the compensation level is double time. In other words, overtime gives rise to 50 per cent or 100 per cent pay compensation or 1.5 to 2 hours of time off in lieu.

The team leaders are responsible for monitoring overtime and ensure that employees do not exceed the 200 hours limit. They report the amount of overtime worked to the line managers each month.

Line and senior managers are not entitled to the overtime premium, one hour of overtime is paid at the same rate as normal

working hours or gives rise to one hour of time off in lieu. According to the line managers interviewed, working time arrangements for managers are quite flexible and when they work overtime they usually take time-off in lieu (often they go home earlier on Friday).

K.5 Reasons for working long hours

According to the personnel interviewed, there has been a clear tendency for a lengthening of working time over the last few decades. 'It's a major change in this workplace'. When Post Sweden was a public enterprise, the work organisation was based, as mentioned previously, on a three shift rotating system and the use of a 'fini-parti' system. Employees could leave their workplace when post sorting was accomplished and go home early, especially during the summer time. Now that the company is a limited liability company employees do their contractual working hours. The lengthening of working time is also related to technological changes, with more demanding equipment, time and quality control. Also, holidays have been reduced. As expressed by one of the employees:

"When I started in this post terminal, I worked one night per week and my contracted working time was 36 hours, but my actual working time was between 28 and 30 hours, due to the fact that we could leave the workplace when the sorting work was completed. Well I think that it's a negative development since now my actual working time is 38 hours."

On the other hand, the interviewees do not believe that the post terminal has a culture of long hours. Swedish employers have, according to the labour law, the right to require overtime up to 200 hours a year. In the Göteborg post terminal, the amount of 'required overtime' is low. Overtime is essentially a way to cope with unexpected production increases and sickness absence. Planned production peaks¹ are mainly covered by short-term contracts and substitutes (students).

Hence, overtime results mainly from the desire of some employees to work extra hours in order to increase their earnings. As stated by one of the employees working at the two-shift system:

"I do not need to work long hours. My earnings are sufficient. I can manage financially without needing to work overtime."

According to all interviewees, there is no peer pressure to work overtime, no impact on job promotion and a large proportion of employees never work overtime. As stated by a team leader:

¹ The main production peaks are during Christmas, and also in connection with wage payment and payment of invoices.

“It’s often the same employees who work overtime. In my team (24 employees) about five employees consistently work overtime, generally on Sundays in other teams. Overtime occurs when other teams need some extra people and also sometimes during the peak periods in my team. Hence, around 80 per cent of my team mates do not work overtime, and it’s okay. They are like me, they value leisure more. They are satisfied with their usual working time”.

Employer policy has been to reduce the volume of overtime in order to reduce costs. During the last decade the overtime volume has been notably reduced. As stated by one of the line managers interviewed:

“Last year we had around 11,000 hours of overtime for 480 employees working in the whole unit (two shift). This year, we have only 6,000 hours overtime (around 13 hours on average). The decrease of overtime responds to cost considerations, but also results from rationalisation measures and more efficient planning and work organisation. It’s easy to find substitutes, mainly students, working during the evening shift.”

In response to the question: How would you describe the attitude to working long hours of line managers and senior managers?, an employee stated:

“I don’t think that managers here want overtime, it’s too costly for us permanent employees. It’s much cheaper to employ lower paid young people (students).”

According to the HRM, the line managers and the team leaders seem to have a higher incidence of overtime. They sometimes work between 45 and 50 hours per week and take work home. As mentioned previously, they may arrange their working time quite freely and be compensated for long hours by time off in lieu.

As far as night work is concerned, the prevailing system leads to extremely long hours (between 74 and 82 hours a week, called ‘extreme night’). But night work appears to be a ‘popular’ working time arrangement and the employer does not have difficulties recruiting night employees. Staff turnover among night workers is low and very few move to daytime or to the two-shift system. The age and gender composition of night workers does not differ significantly from the other work patterns. Both the income compensation (3,000 SEK a month) and the two free weeks per month render night work very attractive. Due to the extreme long working hours and partly due to the income compensation, the incidence of overtime is extremely low among night workers; very few night employees work extra during their free weeks.

To sum up, paid overtime volume has had, for cost reasons, a clear tendency to decrease during the last decade. The main reasons for employers to use overtime is to cope with sickness absence and, more seldom, to deal with unexpected production peaks. The employer rarely requires overtime. Planned short run

variations of production are essentially met by using short-term contracts employed on an hourly basis (students). As mentioned previously, pay at the post terminal is relatively low, and, for some employees, overtime appears to be a way to increase their earnings. But the proportion of employees working overtime consistently is relatively low.

K.6 Impact of long hours

Repeatedly, the personnel interviewed expressed that long hours have a detrimental effect on employees' performance and productivity and may have long term negative impacts on health. People become less efficient and tired. For example, the line managers have noticed that the two-shift employees, particularly at the end of their shift on Wednesday, are exhausted and that both work quality (frequency of mistakes) and productivity are reduced. Although there is no clear-cut empirical evidence of this, as stated by one line manager:

“Long hours have surely a negative impact on performance. One gets tired. But I have no empirical evidence of that. On the other hand those selected to work overtime have a good knowledge of their job, not because they work overtime, but because they are qualified, they manage their work very well.”

A team leader, describing the effect of the 'extreme night' shift pattern, also expressed:

“I have no evidence that night employees are less productive. But it's a feeling. Those who have left night shift to work with me, feel much better now. But often the fact they leave night work is related to a change in household composition. Before, they had children at home and they needed extra income.”

He goes on to suggest that there may, however, be some form of selection bias because those working at night presently do not want to change.

In addition, Göteborg post terminal has a relatively high sickness absenteeism rate, primarily related to work injuries (mainly back, shoulder and knee injuries). On average, around 15 per cent of permanent employees are on sick leave (both short and long term sickness leave). The high rate of absenteeism is, according to the HRM and line managers, partly related to the age structure and partly to the nature of the work, which is perceived to be stressful and demanding (deadlines with delivery). Intuitively, the impact of stressful and demanding work increases as longer hours are worked.

The argument is also shared by the trade-union representative:

“The prevailing night work system has been in place during the last seven years, and we can see a significant increase of long-term sickness absenteeism. It's a problem. Of course it's difficult to distinguish if it's

directly related to the long working hours, the increased workload or work pace. I believe that the increased rate of absenteeism is more related to the higher work pace imposed by the new sorting equipment than to the prevailing working time patterns.”

The main positive aspects of working long hours (especially for night work) are the opportunity to take two monthly weeks off and also the extra pay related to this working pattern. Even though the employees interviewed expressed some concerns about the ‘extreme night’ no-one was prepared to change and move to day time work.

All interviewees shared the view that there is no peer pressure to work long hours and no impact on career and job promotion for those choosing not to work long hours and overtime. Promotion is essentially related to work attitude and work involvement.

K.7 Working time policy and attitudes to shorter working hours

Göteborg post terminal has not taken any steps to reduce weekly working hours. They will continue their effort to control and reduce overtime volume by improving resource allocation.

To the question of whether there is scope for reducing working hours in Göteborg, the HRM did not think that working time reduction was an issue to be discussed at the plant level but merely at the industry level between the employer and trade union organisations. Up to now, working time reduction has not been a central bargaining issue at the plant level between the two sides of industry. The main reason, related to the prevailing wage structure, is that a large majority of employees prefer a wage increase and are not prepared to reduce working time without full wage compensation. All the sorting employees interviewed, independently of their work patterns, stated that they could not afford an hours reduction without full wage compensation.

A majority of managers and employees argued that there might be some scope for reducing working time, mainly with organisational and rationalisation measures, and by changes in work and production methods. One of the line managers was clearly in favour of the introduction of a 30 hour week, arguing that a working time reduction should improve work performance and productivity. She furthermore stressed that the problem of wage compensation could be solved by using a part of the negotiated wage increase for reducing working time. The HRM and the other line managers do not share these views and are concerned by the possible negative impacts on production cost and employment of reducing hours with full wage compensation. They also do not consider that a reduction of weekly hours will reduce sickness absenteeism. They fear that a working time reduction will instead increase work pace, and therefore increase the risk of work injuries.

All the employees interviewed are satisfied with their present working time patterns. The main demand from the employees regarding working time is better control of their own working time, by introducing some form of flexi-time.

Swedish Case Study L: Hi-Tech Service Sector Company

L.1 Background to the employer

This is the same multi-national company as case study F in the UK and J in France, and as such is a comparable case study. The company provides various products and services such as live services, games, music and video over the phone. The company has only recently been established in Sweden.

At present, the workforce at the company in Sweden amounts to around 300 employees. Regarding the composition of the staff, and bearing in mind that the company has just started its activity in Sweden, over 50 per cent of the staff are external contractors (consulting and self-employed). The remaining half have permanent, full time contracts. Hence, the company in Sweden has, up to now, offered very few part-time employment contracts. Another feature of the workforce is the large share of expatriates (mostly French and British senior managers and technicians). Regarding the functional split, the company has, at the moment, a relatively large technical and commercial group (marketing, sales, customer management), and human resources unit. The majority of the company's employees will be recruited next year, when the call centre is planned to start its activity. Hence, the occupational composition of the staff is, at present, characterised by a highly skilled and highly paid workforce (70 per cent of employees), with a high share of managers by title, without teams under them. According to the HRM, these people are young, extremely committed to their work and very career driven. The average age at the company is 35 years old.

Concerning the gender distribution, around 60 per cent of employees are male. The technical teams display a traditional gender split, with less than ten per cent of employees working in these teams being female. At the senior level, women are also clearly under-represented: only three women occupy such positions. The reverse is true for junior positions (administrators, secretaries, and personal assistants) as a large majority of employees in these positions are women (70 per cent), while the marketing, sales and commercial units exhibit a more even gender distribution. Although the HR department is trying to redress the

gender balance, the company's recruitment policy is essentially based on suitable skills ('the right people with the right skills').

L.2 Industrial relations

At present, there is no collective agreement at the company in Sweden and, therefore, no social dialogue with trade unions. Working time and other working condition issues are regulated by the current Swedish Labour Law. The company is still deciding whether to join an employer association. The British HRM fears having to negotiate with too many different unions. According to her, most Swedes, even at the senior level, are in favour of a collective agreement. As underlined by the interviewees, the present lack of collective agreements is considered to be transitory and they expect that the company in Sweden will soon join an employer association and conclude collective agreements.

This is clearly illustrated by the answers given by both line managers and employees at the company.

As stated by one line manager:

"It would be much easier for the company to be affiliated to an employer organisation. In addition to protecting the employee, a collective agreement has many advantages for the employer. Actually, the conclusion of a collective agreement reduces the transaction costs and the bureaucracy associated with individual contracts and agreement. I do believe that the present lack of collective agreement is because of the start-up phase and that the company will follow the same route as other Swedish companies."

Another line manager stated:

"We have at the moment a majority of British and French managers and it takes time for them to understand the main features of Swedish industrial relations. They cannot see, at the moment, that a collective agreement actually gives de jure and de facto more room for manoeuvre, more flexibility for pay setting and working time arrangements. They have a tendency to treat these issues by applying their own views from the British or French traditions of industrial relations."

Consequently, the Swedish employees interviewed were convinced that the present situation regarding industrial relations will soon change when the company has a majority of Swedish employees.

According to the HRM and one line manager responsible for personnel policy, the union density is estimated to be about 70 per cent. Most of the company employees in Sweden are members of the Union of Service and Communication Employees (SEKO, a federation affiliated to the Swedish Confederation of Workers (LO-S)) and a large majority of managers are members of various federations affiliated to the Swedish Confederation of Professional

Associations (SACO), mainly the Swedish Federation of Civil Engineers (CF).

L.3 Pay determination

The company currently has seven benefit levels and a broadband approach to salaries. In January 2001, the HR unit set up a system of pay scales for each of these levels according to market data bought from various consulting firms. They benchmarked this data against other Swedish companies and slightly adjusted the pay scale. For each benefit level (broadband salary range), the wage setting is partly individualised and partly dependent on market forces (supply and demand). According to the HRM, the salary level at the company is slightly above the average for the IT sector.

L.4 Contractual hours, paid holidays and overtime compensation

Due to the absence of a collective agreement, working time follows the rules stipulated by the Swedish Working Hours Act. Full time contracts are defined as 40 hours per week and overtime cannot exceed 200 hours per year. A normal working day is from 9.00am to 5.30pm, but there is some scope for individual arrangement. The company has no formal control of working time (clock control).

According to the line manager responsible for working time and wage policy, the law is rather restrictive, forbidding, for instance, night work (12 midnight until 5am). It is possible to introduce collective agreements, in order to better adapt working time patterns to local conditions. According to the line manager, the restrictive character of the law creates a strong incentive to do so.

Concerning paid holidays, the company in Sweden has two regimes related to benefit/occupational level and overtime compensation:

- 25 days (five weeks, public holidays excluded) for employees (mainly junior positions) entitled to overtime compensation either in monetary terms or time off in lieu.
- 30 days (six weeks, public holidays excluded) for those not entitled to overtime compensation (employees at the most senior level).

At the moment, due to the start-up phase and the staff composition, around 75 per cent of employees have 30 days holiday a year plus public holidays. The personnel not entitled to specific overtime compensation receive, besides the five extra days, extra income. The monthly income compensation has been calculated in the following manner. Since most collective

agreements stipulate a maximum of 150 hours overtime per year, they have translated these 150 hours into money for each specific wage level. The earnings compensation corresponds to an increase of around ten per cent in the monthly wage.

Overtime compensation, for employees entitled to 25 days of paid holiday, complies with the dispositions fixed by the major industry collective agreements for white collar workers. Up to 10pm the compensation level is time and a half. After 10pm, or during weekends and other public holidays (Christmas, 1st May etc.), the compensation level is double time. In other words, overtime gives rise to a 50 per cent or 100 per cent pay compensation or one and a half to two hours of time off in lieu.

As mentioned previously, there are very few part-time contracts. According to the HR manager, it was extremely difficult during the start-up phase to accommodate part-time employees. The very few part-time contracts at the company in Sweden are a temporary solution until the person is ready to work full time. However, the company has a number of originally full time employees who are now working on a part-time basis because they have children and the Swedish labour legislation allows for parental leave. According to the company's HRM:

"It's very interesting that you can accommodate this. You learn how to accommodate people who want to work outside what appears to be the norm."

At the moment, the company in Sweden does not monitor working time and overtime, but will do so in the near future. At present, it is the task of line managers to ensure that employees do not work excessively long hours and exceed the statutory limit.

Overall, the employees interviewed are satisfied with their current working time patterns. They all feel that they have good opportunities and freedom to arrange their working time schedule.

L.5 Reasons for working long hours

At the moment, a large share of employees at the company in Sweden work more than their contracted hours. The incidence of working long hours in this case study appeared to be similar to the same employer in the UK. Several reasons may explain the relatively large incidence of long hours at the company in Sweden. The first reason is related to the sector. This sector is traditionally characterised by relatively long average actual working hours. The composition of the workforce, highly skilled and well-educated young people, is also a contributory factor. This is because this group of employees are highly motivated and ambitious. As stressed by the HRM, the fact that employees are working above the statutory norm can also be ascribed to the company culture, 'the company brand'. This company culture,

which, as stated by the HRM, can be defined as 'high energy, very young, cool, creative people who are very committed to their work', explains the relatively high share of employees working long hours. Hence, in the company in Sweden, the HRM can see the same tendency to work long hours as in other parts of the company in Europe:

"At eight, nine, ten o'clock [at night] it's not unusual to see people working, not because they are obliged to do so, but because they enjoy their work."

A recurrent statement was that the present situation regarding long hours depends essentially on the start up phase and the present allocation of resources. All Swedish employees believe that the situation is transitory and primarily linked to the lack of personnel in the start-up phase. Hence, most Swedish employees (both line managers and employees) do not expect that the present situation will last.

To illustrate, a line manager responsible for the financial unit expressed:

"During the recruitment interviews, I asked the company about its attitude and views about long hours and overtime. At this time they told me that the company did not want its employees to work overtime (long hours). But now it's the special feature of the present situation at the company, related to the start-up phase, it's natural that there is a need for overtime. The situation with long hours is related obviously with recruitment volume in a start-up phase. For instance three of my new colleagues have been recruited in August, and I can now delegate a part of the job I did previously."

Another reason for explaining the prevalence of employees working long hours is the nature of the job, which is project oriented, involving team working and working to deadlines, and also the difficulty in assessing accurately the workload.

As stated by one line manager:

"The difficulty to accurately predict the workload is also a reason why employees at the company presently work longer hours. Besides, the job is enjoyable, interesting and stimulating. I work myself presently 45-50 hours because I enjoy it. But I am convinced that if I have the opportunity to better plan my workload I can complete my work within the framework of my contractual working hours. I am also convinced that the company in Sweden is aware of the risk of too long hours ... burning out."

Noteworthy are the large differences both in attitudes and actual behaviour regarding working long hours between different types of personnel (permanent employees and contractors) and between the Swedes and the French and British expatriates. Independently of their job status the interviewees in general considered that working consistently one to two hours per day above the contracted hours was definitely working long hours.

In general, the contractors work much longer hours than the permanent employees. They work on limited projects that have to be delivered within a specified period of time. Compared to the Swedes, the expatriates also have a clear tendency to stay at the workplace later in the evening. Several of the interviewees have also noticed that, for the past two months (summer time), on a Friday there have been hardly any Swedish employees at work after four o'clock. Even the Swedes who were generally very committed to their work came in later in the morning and went home earlier during the summer months. An interesting illustration of these 'cultural differences' concerned paid holiday. As expressed by the HRM:

"In other countries, in other start-ups, I have been involved in, employees during the first year will probably not choose to take holidays or take a week, as in Belgium or in the UK for instance. They took one week in June and maybe another week in September. In Sweden, on the other hand, even for people recruited in April-May, a large share of Swedish employees took their full holidays. Very Swedish. In particular, Swedish employees with family commitments took three weeks and four weeks. It's good. The argument, common in other countries, that it would not work or the economy will suffer is not relevant. It's possible and Sweden proves that it is possible."

Other interesting aspects explaining Swedish behaviour and attitudes to work and working time can be ascribed to the overall institutional and societal framework. In particular, Swedish people were reported to be much more knowledgeable about their employment rights and more likely to ensure that these rights are not infringed. As summarised by the British HRM:

"Swedish people are much more knowledgeable about their employment rights they speak openly about their employment rights, they are aware that it should be a balance between what the employee and the employer want. While, in the UK, people somehow feel beholden to their employer, and if the employee begins to say no I don't want to do this, I am only contracted to do that, I want a day-off in lieu, I have worked last weekend, in England it's perceived if you do that you're making trouble and you are not a good employee. Whereas in Sweden, on the other hand, employees are more confident, if they want to work 75 per cent because they have children or take a lunch break, or take three weeks holiday, even though the workload is high, they will do so. They are much more confident to behave in this way because they understand the framework of the labour legislation. They are very well informed of their rights."

The interviewees clearly revealed the differences in approach between the Swedes and the expatriates regarding work organisation and human resource management. Most Swedish companies exhibit flexible work organisation (functional flexibility) and a rather flat hierarchical structure. Swedish managers delegate a large part of their responsibilities to their employees who have considerable autonomy to perform their work. On the other hand, French managers are used to working within hierarchical organisational cultures and feel that they do

not have to share information openly, for example with junior staff. Swedish employees are much more used to working at the same level, they want information, they want open doors and dislike the hierarchical way the French managers behave. The British management style, which was in-between that of the Swedes and the French, also created some frictions. According to all interviewees, these divergences are, however, transitory since more Swedish senior managers will progressively be employed. Since senior managers have a large influence on the work culture, and since part of the present culture of working long hours is related to foreign senior managers, it is likely that the incidence of long working hours will decrease with time. During the transition period the company in Sweden will start cross-cultural training for the managers to help people to work better together.

As expressed by one line manager:

“We have presently a mixed leadership here (British, French and Nordic) and there is, therefore, diverse traditions and attitudes about work organisation and working hours. For instance, the Swedes have a clear tendency to go home earlier, compared to the expatriates. If some foreign manager says: “Oh you are going home now”, so the Swedes feel guilty and feel bad, they feel that they are controlled and they are not used to being controlled in this way.”

On the same issue, an employee declared:

“Sometimes I feel bad (‘pain in the stomach’). It’s related to the British culture here. I feel that they want to show that they are at work. There are large differences between the Swedish and British work culture. In Sweden it’s primarily the work done which is important, not the time you spend at work. Why do you have to stay at the office if you have accomplished your work? I feel also that the expatriates work too much.”

Another employee commented that there was pressure to work long hours in this company due to the presence of British employees. This led to peer pressure to stay late and hold meetings later in the evening, as illustrated by the following quote:

“I do not believe that this is a company that requires that employees work overtime. But I have been employed too short a time. Besides there are contractors here and they work always more than usual. Most Swedes here feel, ‘god is it necessary to work so much?’ I feel anyway sometimes some peer pressure here, and have to ask sometimes may I go home now? My point of view is that it’s better to be efficient than to work long hours or to stay at the office long hours. It’s not the length of working time which is important, it’s productivity, what you actually perform, not visibility at the workplace. Compared to my previous job, I feel more pressure to be here up to 5pm. My British chief works often after 5pm. If I want to meet her, I have felt obliged to stay to 5pm.”

Looking ahead, the HRM predicts that the employees at the company in Sweden will still work long hours, because the job is interesting, stimulating, challenging and because employees are personally motivated.

“A majority of employees at this company are highly qualified and expect to be intellectually stimulated by their work. They work long hours, maybe because they are not stimulated outside work, because they like it.”

Hence, the relatively large incidence of employees working long hours is a result of organisational factors (start-up phase and project oriented work with deadlines), cultural factors (management styles, expatriates) and individual factors (job motivation and satisfaction).

L.6 Impact of long hours

Both line managers and employees did not see any positive impact of working long hours. They considered that working long hours has, in the long run, detrimental effects on health (eg burning out, stress related sickness). Recurrently the personnel interviewed also expressed that long hours have a negative effect on employees' performance and productivity. People become less efficient and tired the longer the hours they work. Employees reported that the principal negative impact of working long hours identified concerned family life and social relations. Some had experienced this themselves, others had noted this impact affecting their colleagues.

In Sweden, family life and childcare are a high priority. In particular, Swedish employees with children seem to devote greater energy and time to their children compared to employees with children in other advanced industrialised countries (Anxo *et al.*, 2000¹). Swedish employees are more willing to change their lifestyle by scaling down their work commitments, when they have children. This is obviously facilitated by the generous and flexible parental leave system in place (see Appendix 1 and Table A1 in this appendix). The answers given by employees confirm the importance of reconciling work commitments and family life. As expressed by one line manager:

“As a manager I am very concerned about my employees working time. People have a life outside work, and the working time patterns must as far as possible conciliate working life and other social activities. Just because I am highly committed to my work that I do not expect that my colleagues will have the same commitments.”

One employee stated:

“All overtime should be banned, it's bad. Work is only a part of one's life; there is a lot of things to do in life; family life, own interest, leisure.

¹ Anxo D, Boulin J-Y, Lallement M, Lefevre M and Silvera R (2000), 'Time, Lifestyles and Transitions in France and Sweden', in J O'Reilly, I Cebrian and M Lallement (eds) *Working Time Changes: Social Integration through Transitional Labour Market*, Edward Elgar Publishing.

To work consistently long hours is absurd. Long hours reflect inconsistency, problems with the company's resource allocation."

Noteworthy also is the possible relationship between long hours and individual flexibility and capacity to adapt to changes. As underlined by one line manager, who perceived this as a potential impact:

"Nothing positive with long hours. If people work consistently long hours there is a clear risk that people identify too much with their job and that they loose contact with life. Life is outside the company. Of course it is important that one is satisfied with work. Work remains an important part of one's life. But we are away from our family. My own experience is that people with strong identification with the job and working consistently long hours are less flexible. When changes occur at the firm, if the content of their job changes, they are often against such changes, against adapting to the new needs of the company."

Regarding the impact of long hours on job promotion, all employees expressed that there is no direct correlation between promotion prospects and long hours. Employees are not rewarded with promotion because they work long hours. It is the quality of the work, which remains the main criterion for promotion.

The company in Sweden has presently a low absenteeism rate. Absenteeism hardly seems to be related to long hours and the prevailing working time arrangements do not appear to have had an impact on rates of casual absence.

L.7 Working time policy and attitudes to shorter working hours

The company intends to implement a process to monitor junior employees' working time to make sure they do not work over the 200 hours a year overtime they are legally bound by, and that the managers control their employees' workload. For senior managers, working above the statutory maximum, the company intends to encourage managers to use some form of time-off in lieu. The company's HRM is aware that in Sweden, for employees not entitled to overtime payments and exceeding the legal maximum of 200 hours per year overtime, companies have the legal obligation to monitor working time and encourage the employees to take time-off in lieu.

As stressed by senior managers, the company in Sweden should not be expecting employees to work long hours. The employer recognised that looking at processes and workload and assessing resource needs are the main tasks of the human resource department. Long working hours should not be compensating for inadequate resource allocation. On the other hand, the HRM does not consider that the company should interfere with controlling managers' working hours, unless they are harmful to their health. Working on stimulating projects sometimes requires very long

hours. Since most of the work is project based there are peaks and troughs in working hours, due to working to deadlines. Hence, the main strategy of the company in Sweden is to insure that there are gaps between time intensive projects. For more junior employees, as stressed by the HRM:

“It’s incumbent upon us as an employer to make sure that we allocate the resources, that we have processes and systems in place to allow people to do the work as easily as possible that they can go home at the right time every day and if there is extra work required to be sure that’s planned extra work.”

The Human Resource department plans to introduce a system of flexible hours (flexitime) and some form of time bank, where employees may accumulate, over a period of three years, extra time off in lieu and be able to take three months sabbatical, with full or partial earnings compensation. Overall, the interviewees strongly support these initiatives.

The company in Sweden intends also to favour a better balance between work and social activities and to favour gender equal opportunities. The HR department aims to supplement the prevailing statutory system of parental leave by taking away the income ceiling and introduce a more generous level of earning compensation of 80 per cent of previous income during 180 days. Since a large proportion of male employees exceed the income ceiling, the company expects that it will provide a clear financial incentive for fathers to use their right to parental leave.

Noteworthy is the overall positive attitude of male line managers to working time flexibility over the life cycle and the opportunities for employees to work flexibly and take leave. To illustrate:

“As a manager, you have specific commitments and responsibilities. I see difficulties for a line manager to work say 75 per cent [part time]. It’s full time work. For my employees, it’s different. They have usually to decide if they want to work full time or less. But, your social environment and household composition may be changing, you may have children. So as a manager we have to be flexible and take into account these changes and adapt working hours to the new conditions. If for instance one of your male employees wants to take parental leave, what is your attitude? Take it. I regret myself not having used this opportunity.”

Overall, the five junior employees interviewed are in favour of a collective working time reduction (WTR), but only two of them were prepared to accept the WTR without wage compensation. It is also likely that weekly working time will be reduced for junior employees (to 38 or 39 hours), in connection with a collective agreement. Regarding the scope for reducing working hours, a majority of interviewees are convinced that there is some room for manoeuvre for a WTR, by changing and improving work organisation (rationalisation and more extensive use of new technology).

German Case Study M: Bakery

M.1 Background to the employer

This company was established before the Second World War and is one of the five leading European bakery companies in Germany. Despite its size (several thousand employees in Germany) and its position as market leader in the surrounding area, the company still considers itself as a craft-bakers establishment. A lot of value is placed on tradition and the proportion of craft bakers employed (30 per cent) is appropriately high. The company philosophy reflects this tradition. Freshness is considered the first priority, alongside closeness to the customer and good customer service – with the aim of offering as much as possible of what the small baker would have offered in the past. The range of products offered spans the full range of bakery production: bread, bread rolls, pretzels, and deep freeze products. Added to this are fine bakery goods, such as cakes and tiramisu. Not all sales products are produced as own brands; other makes are also offered in the range. The products are sold in the company's own branches (about 400 in Germany), at food retail shops, at petrol stations and throughout the catering industry. The company belongs to a holding company, consisting of three operating companies, all of them bakery manufacturers.

The investigated operating company employs about 3,000 staff throughout Germany, and is based at five sites, one of which is the central establishment. Just over half of staff, 55 per cent, are women. The staff are divided into four main groups: commercial staff (about five per cent), production staff (about 25 per cent), logistics staff (about 30 per cent) and sales staff (about 40 per cent). Apart from the sales area, where around 55 per cent of employees work less than 19 hours per week, there is little part-time work. The proportion of foreign employees is relatively high, especially in the production area where almost all are of foreign origin. The staff is composed of 40 nationalities.

In recent years the number of employees has increased considerably. Two main reasons for this are:

1. The take-over of the bake shops of a competitor (more than 500 employees).

2. The introduction of a new working time system which aims to reduce overtime hours, and has necessitated an increase in the number of employees by around 150.

However, the recruitment of new staff is generally very difficult, because the quantity of suitable staff in the area surrounding the main establishment is limited, regardless of whether the search is for skilled, semi- or highly-skilled staff. Correspondingly, despite an increase in numbers, staff cover is still relatively slim.

The company belongs to the collective agreement area of 'companies in the bread and bakery goods industry and large bakeries'. In 2000, a new collective contract was introduced for the industry, entitled the 'Collective Contract for the Introduction of a Flexibilisation of Agreed Working Hours' (flexi collective contract). This has so far only been implemented by this case-study company, and even here only limited to the certain areas. The new collective contract was initially welcomed by the shop stewards and the management. However, in the production area, the actual implementation was not acceptable to the shop steward. As a result the 'shop agreement for the implementation of the flexi contract' was actually terminated by the shop stewards after a seven months term.

There are 19 shop stewards, four of whom are 'work released' and do this full-time. The membership in the union within the organisation is about ten per cent.

The relationship between the employees' and the employer's representatives is described by both sides as 'very good'. However, the implementation of the working hour collective agreement and the shop practices have led to considerable tensions in recent months, leading to a considerable cooling of the relationship between the parties. One application to the arbitrator has already been necessary during the implementation of the new working hour system. The actual termination of the shop agreement by the shop stewards will probably cause further deterioration in industrial relations.

1.5.138 M.1.1 Interviews conducted

This case study is based on interviews with two managers within the company. The small sample size is due to the difficulties encountered when setting up the field work (see main report).

M.2 Working hours

1.5.139 M.2.1 'Basic' hours

- All full time staff within the company have a 'basic' week of 38 hours, and 30 days holiday a year. However, a 'uniform'

working hour regulation, applicable to all employees in this company, does not exist. The flexi contract is applied in production and in parts of the logistics area. The working hours of the drivers are relatively rigid. In the sales area there is a mixture of a flexible working hour system and conventional flexi-time (however without the official regulation). Finally, for management, the normal flexitime system applies. Given these differences further elaboration is required.

Production

The working time in the production area corresponds to the Corridor Regulation.¹ According to the collective contract, working hours may exceed or be cut by up to eight hours over the course of a week. In other words, working time may fall between a range of 30 to 46 hours. Generally three shifts are worked, eight hours per shift, on a rolling shift system. This results in a 24 hour operation five days a week. Short hours are worked on the sixth and on the seventh day of the week.

The shift schedule detailing working hours has to be displayed or staff notified one week in advance. Additional hours worked have to be compensated for within one year. The cut-off date is the 31 December after which a maximum of 76 hours may be transferred to the next year. During the year an 'emergency brake' of 100 minus and 165 plus hours may be accumulated.

Initially it was not envisaged that overtime payments would be made. An opening clause to the shop agreement has been agreed for the transitional period after its introduction, however, which allows for the payment of the cumulated flexi-hours after 165 hours, provided a reduction by time is not considered possible. This means in fact a shop agreement for a possible extension of the collectively agreed working hours and is as such in the grey area between legality and illegality.

Drivers

The working hours for the drivers are regulated according to the following rules:

- A time frame is defined for each round, which is calculated beforehand.
- Each driver is assigned several rounds at the beginning of his/her day and has to complete them within normal working hours.

¹ This translates directly from German, but is closer in meaning to 'Framework' legislation.

- Traffic jams and other unplanned delays are to be borne by the employee.
- As the shops have to be supplied on Saturdays, each driver working on a Saturday receives a fixed bonus of about DM 130 (approximately £40).

Shop assistants

The working hour of full-time shop assistants alternate weekly. One week staff work mornings and the whole of Saturday, the next week-day afternoons only. As there is no official working time system, any accumulated additional hours are carried over to the subsequent month. The start and finish of the daily working hours depend on opening times.

Administration staff

In the administration a flexitime system is applied. Core working hours are 9am to 4pm, however staff can start as early as 7am and there is no finishing time limit. On Fridays, the workplace may be left at midday. As the plus and minus hours are supposed to be adjusted within the month, no upper and lower limits for flexitime balances are set. In practice the working hours are handled differently from one department to the other. The plus hours are capped at the month's end in some departments; in others they are carried forward to the next month.

1.5.140 M.2.2 Overtime

The overtime systems in the company are as follows:

- An overtime bonus has to be applied in the production section if 41 hours or more are worked in a week. A factor of time and a quarter is applied to such hours and credited to the working hour account. From the 46th hour the performed overtime inclusive of overtime bonus is rewarded through pay, rather than banked in the hours account.
- No overtime hours are defined for drivers. If some rounds are taking longer than envisaged, this is compensated for in wages. The driver can request a fresh evaluation of the round, if it frequently takes longer than when previously assessed.
- In the sales area any overtime hours are carried forward to the following month. The excessive overtime hours are rewarded with an overtime bonus, as soon as a certain 'amount' is reached, which can no longer be reduced by taking time off.
- In the administration department there is no uniform regulation in place for the handling of overtime hours. In departments where the working hours regime is applied (e plus hours are capped at the end of the month and minus hours are deducted), the accumulated hours are rewarded

when reaching a certain 'amount'. This is provided the reduction of hours worked (through time off in lieu), within a reasonable time, is improbable. Employees with higher allowances over and above those described by the collective agreement have to perform up to 20 hours overtime per month without additional pay, always subject to their employment contract.

- The covering bargaining agreement provides for a five day week (*ie* at least one working day has to be free within a six day working week). Often this is difficult to attain because there are limited staff resources, for example, because most of the shops have to be supplied regularly from Monday to Saturday. For this, and several other reasons, the overtime hours are often performed on the sixth and sometimes even on the seventh day of the week.

The working hours are generally recorded electronically, however in the sales area they are still written down manually and entered into the accounting system in the following month.

M.3 Reasons for long working hours

1.5.141 M.3.1 Reasons due to the company

One reason for long working hours is that they are essentially intrinsic to the industry because of the perishable nature of the goods. This was made clear by the shop steward, who stated that:

"The manufacturer of tools switches off the switch and the machinery stops. We are unable to do this: our materials, which we produce, are live – and this is our problem – we trade in freshness. Our operatives cannot go home if a machine breaks down during the day, they have to wait until it is fixed and continue to process the material as soon as the machine is back in operation."

In addition, long hours are worked because the company's shops are open six days a week, counter to the five days agreed under the covering shop agreement.

Finally, exacerbated by the previous factors, the thin spread of staff cover due to recruitment difficulties means a reliance on overtime working. The staff cover is described as 'very slim' in the case-study company, and this leads to – as is frequently the case – employees working often six instead of five days.

1.5.142 M.3.2 Reasons due to the employees

In the opinion of the shop steward, the main reason employees work long hours is for additional pay. In particular, the distinct readiness of female migrant employees to work overtime was

attributable to the incentive of additional earnings, as one of the shop stewards stated.

“These women have a different attitude to money, or a different attitude to work, they see every opportunity to earn extra money. One can offer them the five-day week and they are satisfied, but if the opportunity presents itself to work on Saturday, then they prefer to have one day off in the middle of the week and to work on Saturday, because they earn an additional bonus for working on Saturday.”

The personnel manager was in agreement with the shop steward’s assessment, arguing that the capacity for additional earnings — through long working hours or working ‘unsociable hours’ — is a key factor in obtaining the agreement of the employees for this additional work.

Accordingly the new working hour model in the production area, which envisaged compensating staff for additional hours through time off in lieu rather than pay, caused considerable consternation in the company: ‘Why should I work on Saturday, if I don’t get paid anything extra?’ The readiness of the employees to work overtime was therefore heavily reduced. In order to retain the readiness of the staff to work longer hours, the previously mentioned opening clause to the shop agreement was subsequently agreed, which provided for the payment of overtime during the year.

Overtime is generally not a problem. Now and then there are complaints by employees if, because of staff shortages, they are too frequently required to work six instead of five days.

The shop steward replied to the question, whether there were employees who did not want to work any additional hours, as follows: Generally there was no-one, but:

“There are a few who say: So, this is it, no more! There are a few like that, this is clear, because we have reached levels that exceed the general standard, but generally the staff co-operate: Saturday, Sunday, the more the merrier”.

In the opinion of management, working long hours was also the result of ‘loosely applied’ and ‘generous’ handling of working hours by the employees. At times working hours are longer than is really necessary. The working hours of the drivers are cited as an example. Previously drivers were paid by the hour of performed work, and this led to a certain type of abuse of working time by drivers, as one manager stated.

“Many lorries were parked just a short distance from the works at a motorway car park, where the driver stopped to keep a lengthy meal break.”

M.4 Impact of long working hours

Working on Saturday is also considered a problem within the company.

Those in charge of working hours are generally of the opinion that long working hours basically present no problem to the staff. This may be explained in essence by the previously mentioned money-orientated attitude of the employees. The shop steward points to the comparative low rate of absence due to illness, which currently is about five per cent, as an indicator, although he considers long working hours as generally bad for health. In his opinion the greater dissatisfaction with the frequent overtime would be evident typically by an increase in absence due to illness. However, 'money' is higher on the preference scale of the staff than 'maintaining one's health', the shop steward said.

"It depends on the person, but I say, those who work here want to earn money. They will work hard for, say, ten years, and then they will look for something else. And during that time they do not mind how hard they work. I can also say it another way: These people take little heed of their health in this respect, if they earn enough money."

The personnel manager is of the same opinion. To emphasise this he points to the dramatic increase in absence due to illness in the production area after the introduction of the new working hour system, which did not envisage any payment for overtime.

*"After the introduction of this model the sick leave quickly went up to ten per cent. Normally we have about five per cent. The background for this was that the employees knew that if they reported sick their wages were paid at a level calculated at the average of the last 12 weeks pay and this included any overtime and therefore also any bonuses. Overtime is now practically abolished because we now have **continuous** wage calculation, ie the employee knows, that a later illness will lead to lower wage payments. If I wish to be nasty about this, I could say that many wanted to go along with this, but they were annoyed, that any additional work was no longer paid as previously."*

As further evidence of staff being relatively satisfied with the long working hours, the personnel manager pointed to the comparatively low fluctuation levels of their number of employees. The stressful working hours in the company did not lead to an increase in the staff turnover. Apart from the generally high level of turnover of unskilled helpers, overall there is a surprisingly high level of stability in staff retention.

Despite these observations, one group of employees seems to be suffering particularly, if they frequently have to work six days, instead of the agreed five days per week. These are women with family obligations who are of the opinion that their private lives are too heavily stressed by such demands.

M.5 Measures to reduce long hours

Drivers

As already mentioned, management considered that drivers were extending their working day unnecessarily through, for example, long meal breaks, because they were remunerated by the hour. In order to limit long working hours, a fixed working time and a fixed monthly wage was introduced for the drivers:

“The management decided finally: No, this is not the way. Now you are working to a fixed working time and you receive a fixed wage. It does not matter now how long a break you take, all that matters is that you arrive in time at the last customer. We don’t mind if you stop afterwards at any café and go for a coffee and take a meal break; this will be in your own time.”

This measure reduced the attractiveness of long working hours for most drivers because it no longer automatically means more money.

Production

In the production area, the introduction of the flexi-time system aimed to reduce long working hours, by compensating staff for extra hours worked with time off in lieu. This was agreed between management, who wanted to cut down on expensive overtime, and the shop steward, who wanted to create more humane working conditions. The shop steward said that such changes may have to be ‘forced’ on the employees, if required, for general health reasons:

“One has to force them to it [the shorter working hours] and this is the reason why I have always been in favour of flexible working hours as I had thought that the staff are now finally at liberty to compensate for extra work.”

Naturally, there were teething problems during the initial period and these — contrary to the actual intentions — have led to a considerable amount of overtime. This and the dissatisfaction among the staff who viewed the working hour model in essence as a model for income reduction, led to the previously mentioned ‘opening clause’ in the shop agreement. This, however, is planned by the management to be a temporary measure, as a manager stated:

“On application by the employee it is possible to pay up a quantity of accumulated hours, even if the 165 hours set out in the collective agreement had not been reached. If the 76 hours had not been accumulated at the end of the year, if it is obvious, that the working time is going out of control and if we see that this man is needed, we cannot release him because he has a job with some important responsibilities, then it is acceptable to pay this person ten, 20 or 30 overtime hours at the end of the month. This opening clause is

supposed to disappear again because it was not the intention, to pay for overtime, it was the intention to avoid this situation.”

As pointed out before, the management met with a great resistance against any attempt to reduce long working hours from the staff themselves, as they saw their income capacity reduced. However, the personnel manager is hopeful that a change of opinion can be brought about. In his opinion it is only a question of time, until the employees learn to value their greater leisure time more:

“There is still some unease among employees. We still have to win their confidence. After all, the leisure time they are gaining has its benefits, but it always depends how the individual sees this himself. However, if he/she is in Germany only to earn lots of money and finally wants to return to Turkey, then he/she won't be pleased if he/she has a lot of leisure time, because all he/she wants is to earn money. Other employees may say: I like to work just a five day week, or they learn to enjoy their free time and they may have been sceptical in the beginning and say: Now I am really quite happy that I have some free days, it is worth a lot to me now.”

German Case Study N: Hi-Tech Service Sector Company

N.1 Background to the employer

This previously independent company was established in the early 1990s. It has been part of a European multinational company in the hi-tech service industry since the late 1990s. The corporate activities of this service provider basically comprise two areas: the provision of hi-tech services, and the sales and after sales care of products relating to that service to private and corporate customers. The company employs 1,000 staff across the entire country, working from eight branch offices and one central office; about 500 staff work in the case-study establishment, more or less equally divided between men and women.

The staff at this location are divided into three main groups: commercial staff (about ten per cent), technical staff (about 40 per cent), distribution staff (about 50 per cent). Part time workers play a very minor role in the first two groups (only about five per cent of the technical staff and about ten per cent of the commercial staff work part time). The proportion of part time workers in the distribution area is about 50 per cent. Part-time staff are almost exclusively employed in the distribution branches of the company and only to a very small degree in the corporate customer sales departments. Limited working hours contracts and the use of temporary staff are hardly considered in the employment policies of this company.

In the mid 1990s this company employed far fewer than 500 employees, but the staff numbers have increased in the last few years to well over 500. The extremely favourable business development in recent years was the key reason for the rise in staff numbers. The following values support this: the number of customers projected at the foundation of the company for the year 2000 was exceeded ten fold. In particular, the year 2000 is considered the boom year in the history of the company. The main target in previous years was to procure new customers — after-sales service and quality are now the main objectives. Compared with past years, recruitment has not been a major problem for the first time in 2001.

The average age of the employees in the branch is about 30 years; the average duration of service was two to three years. Employees who had been with the company for more than five years were described by others as 'corporate settlers', because they clearly had exceeded the average staying time in the company.

At the moment, the company is not subject to a collective contract. An in-house collective contract is sought for the future; the appropriate negotiations are currently being conducted with the trade unions and the employers' association. Typically for this sector, union membership is low (about five per cent). A team of nine people are performing the work of the shop steward, two of them are permanently excused from active work. The relationship between employees' and employer's representatives are described on both sides as 'rational' and 'reasonable', however both parties point to the great potential for conflicts in the discussions and debates. Disputes are frequently taken to the arbitrator, which happened, for example, at the introduction of the present working-hour system. The conflicting nature of this relationship between shop steward and employer is evident from the single plant bargaining agreement, which states that arbitration must be used if agreement cannot be reached with the shop steward.

1.5.143 N.1.1 Interviews conducted

At this employer interviews were conducted with a personnel manager, union representative and a departmental manager. Four other employees were also interviewed and questionnaires were distributed to the interviewees.

N.2 Working hours

Fixed working hours, agreed and set out in writing by both parties have existed only since the end of the 1990s. Weekly working hours are set at 38.5 hours. Previously the hours were agreed verbally between the employee and his superior by setting the start and the end of the working day. The initiative for the formulation of a working hour system was taken by the shop steward. He requested the employer define working hour rules, as this was the wish of the majority of the staff, to replace the 'seemingly randomly determined hours' by 'clearly defined rules'.

The main aspects of the current working hour system are as follows:

- The regular weekly working hours are 38.5 hours, applying to all full-time staff within the company. The annual paid leave is 30 days.
- According to the Working Hours Act (in the version of 6 June 1994) the actual daily working hours may not exceed ten hours per day (excluding mid-day break).

- For the majority of the in-house staff who are subject to the collective agreement, the core working hours are Monday to Thursday, 9am to 3pm, and 9am to 1pm on Fridays. The flexi-time range covers 12 hours. The earliest starting time is 7am and the latest time to end work is 7pm.
- Each employee keeps his own flexi-time account. The flexi-time account is divided in three areas: green, amber and red. The red area covers working hours in excess of ± 40 hours. A suitable plan to reduce the hours has to be set out on exceeding 40 hours. The account has to be brought back into the amber range (20-40 hours) within one month. The reduction schedule requires the agreement by the shop steward.
- The credit in the flexi-time account can be compensated through time off during the core working hours in consultation with the department and under consideration of company requirements. The withdrawal from the account can be by the hour or by the day; several days at a time may also be taken.

Overtime works in the following ways in this working hours system:

- Overtime is defined as time worked on instruction outside the core working hours which exceeds the daily target of 7.7 hours.
- The adjustment for the overtime is by crediting the overtime hours to an overtime account. Each requested hour is recompensed with an allowance, the account is settled at the end of the month and paid up in the following month.
- Part-time workers receive additional payment only after the regular weekly working time of 38.5 hours is exceeded, independent of their respective hourly quota, unless such work is performed on otherwise work-free days.
- A sub-agreement to the flexitime shop agreement was agreed with the shop steward in order to keep the administrative work associated with the approval of overtime to a minimum. This says that the shop steward generally approves a maximum ten hours overtime per month for each employee. However, the appropriate superior is obliged to request the overtime in the previous month from the employee and to seek his/her agreement in writing.
- The upper limit for overtime for each employee per month is 40 hours. Generally the approval of the overtime depends on the staff schedule, *ie* it is possible to request for each department and month an additional 167 person hours (corresponding to the working hours of a full-time employee in that month) for each vacated post (*eg* a vacant post or a post

not filled due to sickness). These overtime hours are then distributed across the staff of the department concerned.

The company has in place other special working time rules apart from the above outlined framework, which apply to certain activities and departments. The following requirement has to be noted in comparison with other companies of this industry. The distribution field force is subject to a working hour regulation, whereby the daily working hours (start and finish) have to be logged and may be controlled by the shop steward. Employees not subject to standard contract working time rules are also obliged to record any working hours in excess of eight hours per day. Such employees not subject to standard terms are also entitled to use up additionally worked hours. However, in reality, employees not subject to the collective agreement have so far never requested the reduction of overtime hours. The shop steward is entitled to control the working time records in this case as well.

The working hours of all employees subject to the collective contract (including sales branches, building sites, etc.) are electronically logged, and the flexi-time accounts are presented by the personnel department to the shop steward in the subsequent month. Based upon the documentation of nearly all performed working hours in the company the shop steward is able to monitor the compliance with the shop agreement (except the departmental manager who is not subject to the collective contract regulations and the other employees also excluded from the collective contract, who are only obliged to provide a written note of their worked overtime). The shop steward performs his control function most precisely and — according to the words of the personnel manager: “*cannot be satisfied with flimsy excuses*”.

The interviews for the case study conducted with staff (personnel manager, shop steward, departmental head, employees) however, revealed a different story in regard to the actual regulation of working hours for distribution staff. The shop steward, who introduced his monitoring function against the will of the employer, is satisfied with the operation of the working hours system. The personnel manager, on the other hand, was less sure about the effectiveness of the working hours system, and said:

“I find it difficult to make a proper statement regarding the distribution field force. I am unable to make a proper assessment. The shop steward had ascertained some initial irregularities by saying: 13 hours are being recorded here. How can this be? We have presented him then with the following statement, namely: The sales rep will confirm, my dear shop steward, that he has not worked more than ten hours within these 13 hours, because he took a break of three hours, regardless when he took that break, because he did some shopping, and because he fetched his child from the Kindergarten. The sales reps confirm this. Whether they speak the truth or not, is the question, which I cannot answer.”

The personnel manager's statement demonstrates the weakness of the working time model. Each member of the distribution field force records his working time in such a way, that he/she does not infringe the working hours legislation nor the shop agreement. The replies of one employee if the distribution field force confirms this assumption: "*Work requirements cannot be achieved in the regular working hours, the working hours were much longer, but were not necessarily recorded as such.*"

Apart from the distribution area, where long working hours were more or less obligatory, there are two so-called bottleneck departments, where long working hours were also the norm: the shops and the technology area. The payment for overtime in the retail sales sector is in time off in lieu; and in the technology area, mainly in the form of payment in money. The different level of workloads on the employees in the commercial department of the establishment (for example long working hours during annual accounts) can generally be compensated for within the flexi-time account system. Paid overtime did not play an important role in this area at the time this investigation was conducted.

The interviewed employees (from the technical, the commercial and the sales departments) regularly perform overtime each week, frequently on several days. This is generally done at either end of each working day, rather than at the weekend or by missing breaks; sometimes the working day starts in the early morning and ends late at night. The range of the additional working hours per week ranges from two to 20 hours. The working hours are performed almost entirely at the workplace. Only one interviewee from the distribution field force worked several hours per week from home, although he too performed his main working hours at the branch and at the customer's premises. The additionally performed hours are generally recompensed either solely by time off in lieu; or sometimes by payment and sometimes by time off in lieu. This depended on whether they were flexi-time hours or overtime hours.

At the time of the case-study (October 2000) the interviewed employees mostly had more than half of their annual holiday entitlement intact. Almost all the interviewees covered at least part of the summer holiday from the credit out of the flexitime account. However, every employee intended to consume his/her holiday entitlement by the key date. So far, none of the employees received payment for non-consumption of holiday.

N.3 Reasons for long working hours

1.5.144 N.3.1 Organisational drivers

As became clear from the conclusions drawn in the first section (N.1), the extremely steep rise in order volume necessitated the

regularly required long working hours in recent years. The description of one member of middle management made it quite clear that the staff had to deal with a high workload and had to put in many long working hours.

This high workload occurred alongside an extreme difficulty in finding qualified staff in the labour market, which meant that the existing staff had to make up the shortfall in staff by working longer hours. The extremely high turnover rate of staff, caused by head hunting by rival organisations and the generally short staying time of highly qualified entrants to the profession, led to the permanent stress of the remaining staff in the company's boom period. As already stated, however, compared with past years recruitment problems have not been a major problem for the first time in 2001.

It transpired from several discussions, long working hours are quite the norm in this industry. This industry is fast moving. As one employee said, "What is here today, may be gone tomorrow" (meaning constantly new products, new prices, etc.) and this means working long hours'. Only after the consolidation of the introduced working hours model, which aimed to avoid paid overtime by coping with order fluctuations through the flexi-time system, and an end to the 'boom' phase, was it possible to considerably reduce the overtime hours in 2001. Even so, additional working hours are performed, not least because of staff shortages, as the responses of the employees made clear. The personnel manager reports the view of the corporate management in this respect as follows:

"Because the company does not wish to release many employees, such as the competition are doing at the moment. For this reason the staffing level is kept rather lean, he said: We are prepared to pay each individual overtime hours, to pay with a bonus. Against this background we prefer to employ one, two or even three staff less, that we could do with at the moment, but who may not be required any more next year, as the work volume further reduces."

The tight staffing levels regularly lead to long working hours for individual employees, sometimes in excess of the ten hour limit, especially in the retail sales sector. This happens, for example, if one employee does not turn up due to sudden illness and no replacement can be found, which is, due to the high fluctuation and the high level of sickness leave, no rarity in this area of the company. The colleague, who covers the 'breakfast shift' on this day may therefore have to cover the entire opening times of the shop under such circumstances. Similarly, long working hours occur in the building industry, where employees are sometimes required to appear as early as 6am on site in order to supervise the site and at 9pm may still be working (according to the personnel manager).

1.5.145 N.3.2 Employee drivers

It is evident from the responses from the employees and the experts, that employees are generally highly responsible in their dealings with working hours, that they anticipate high working volume beforehand, and that they arrange their working hours of their own accord to suit the situation. In the opinion of the shop steward the motivation of the employees to perform extra work is greater than any pressure exerted by the company. This is evident from the following reply:

“Although I am able to determine my own working hours (within certain limits), I feel obliged to fulfil my duties properly and in good time. This means I have to do extra hours.”

The reason for this is the high degree of responsibility and dedication displayed by the staff, who are, in the opinion of the shop steward, highly motivated.

The questionnaire results support this argument of dedication to performing good work leading to long working hours. The statement: ‘I work additional hours, because I am dedicated to my work’ is ‘agreed with’ or ‘agreed with strongly’ by all interviewed employees. It therefore follows that the statement: ‘Sometimes overtime is necessary in order to complete urgent matters’, meets with strong approval by all interviewees.

The high motivation of the staff was evident in all interviews and is, without doubt, the driving force of the company. There is a comparatively high percentage of young employees, generally at the beginning of their careers, who are interested in their work and enjoy it. They are eager to translate what they have learnt in their studies into practice, and invest a lot of time and effort in their work to achieve their first career moves. To keep to a rigid working hour system is generally felt as bothersome, and checks by the shop steward are generally thought to be petty. The following statements may best demonstrate the motivation of young employees:

“Working longer means that I am learning and I enjoy my work. It is not that I have to, but I just simply enjoy my work, and if I use my time compensation, I would simply sit around at home.”

“Working long hours motivate only as long as one is really interested in one’s work and makes progress in one’s career. It is not that I think, “god another long ten hour day” and that I am totally frustrated – on the contrary, I feel rather fulfilled in my work.”

However, whether it is necessary to work long hours in order to climb the career ladder, is considered differently by the interviewees. The opinions range from agreement to denial.

The motivation of the staff and therefore the readiness to perform long working hours is increased by the amount of support,

training and development given to individuals. One employee remarked in this respect as follows: "A lot is asked of us in this company, but we are also supported." According to information supplied by the personnel manager, the company invests about DM100,000 (approximately £31,200) in each engineer in the first years of his/her employment towards further training.

Due to the relatively 'young' staff (average age 30 years) this means, that the costs of social services to the company are relatively low. None of the interviewees has children or has to care for dependent relatives.

Financial incentives are also cited as reasons for performing additional work, although this plays a rather subordinate role in the majority of cases. The results of the questionnaires demonstrate that none of the interviewees needed to use the additional hours to improve his/her earnings. In the opinion of the personnel manager the financial incentive plays a role mainly if the employee has just committed to larger expenses and the additional money comes in useful to cover such purchases. The personnel manager stated that:

"One should not be so innocent as to believe that overtime is performed only for noble reasons, but frequently financial reasons may be the driving force. I wish I could afford this or that — if I could do ten hours overtime, this would produce a lot of money and if I do this for the next 12 months, then I have an extra month's pay, and the extra ten hours do not hurt me at all."

In such a case the accumulated overtime is sometimes compensated in payment, although this is not absolutely necessary in the opinion of the personnel manager.

However, the abuse of working hours plays a quite subordinate role within the company. In the opinion of the personnel manager 90 per cent of employees are very responsible as far as the management of their working hours is concerned.

N.4 Impact of working long hours

In the opinion of the personnel manager there is no connection between long working hours and an increase in absence due to illness. Such a connection could be confirmed for just one department, retail sales. The stressful activity (stress, standing at work) and the assembly of many people in a small space caused the higher incidence of absence due to sickness. No other direct evidence for the consequences of long working hours for the physical state of health of the staff could be ascertained. The situation looks different from the point of view of the shop steward. In the shop steward's opinion, the performance of long working hours over long periods leads to a higher ratio of absences and to more people with stress, which is reflected in the

deterioration of social relations between the employees. As stated by the shop steward:

“Increased stress and longer working hours have led to a higher ratio of absences. A certain mood developed in the company, which emanated from those employees who were under the greatest stress. Social interaction, such as a chat near the coffee dispenser, a leisurely cigarette break — to talk about everyday things, altogether things which we could accommodate quite easily in the past, were suddenly no longer happening. The general mood worsened. All that is intangible but at the same time quite noticeable; the good mood was gone because such an enormous amount of work descended on us quite like an explosion. Many employees responded by a worsening in their mood. Many became ill; this is quite beyond doubt.”

“A high stress factor. It is apparent when you observe them. One can notice it when one listens to discussions or topics, which never used to be so important, for example, the question of smokers and non-smokers, and how they might relate to each other? This never used to be a topic of any importance but blew up at the time to an enormous problem. They are always going off for smoke breaks and I have to sit here and carry on working, I think this is unfair: I as a non-smoker have to work much harder. This never used to be a problem.”

If there are peak times in the company, the employees complain about the great workload, such as: ‘I can’t go on’ and ‘I don’t know where to turn to first’. Sometimes desperation rises at such work peaks, sometimes people react with resignation, a lot of mistakes are made and the atmosphere is generally very stressed — a bad mood prevails which is a demoralising factor.

From the point of view of the management, no-one in the department suffers permanent psychological damage due to long working hours. The employees were exceptionally young and therefore more capable of performing under stress.

In the opinion of the shop steward, increased group pressure from colleagues could be noticed. This pressure was exercised in particular by young people with few outside obligations and directed against people with external obligations and different life situations (*ie* single parents, older staff) who in comparison were not able to perform as many overtime hours. This latter group of employees expressed complaints to the shop steward, for example: ‘I am being harassed, some of them are talking behind my back and I notice various things are happening’. The shop steward cited those over 50 years of age as further proof of the dissatisfaction of another group of employees. Several of whom came to him with a request for early retirement in the so-called ‘hot phase’ of the company. Some younger employees also reacted at times by leaving, sometimes during the ‘hot phase’, sometimes only in the period following the ‘hot phase’. The shop steward suspects, among others, the following motivation for the exit of the young employees:

“Some employees have gained a lot of valuable experience which they then turned against some of their superiors: You have treated me badly, and so I will treat you badly and I will leave you now in the lurch and hand in my notice and I am off thinking: stuff you!”

Apart from the changed behaviour among colleagues; the group pressure; and resignations as a reaction, the shop steward cited no other consequences of working long hours. He was not aware of any other explicit complaints that employees may have raised. Despite everything, most of the staff had overcome the so-called ‘hot phase’, where working overtime was absolutely unavoidable, as far as the shop steward is concerned without major problems for the company. However, he pointed out that the employees were almost exhausted at that time and it would have only been a matter of time, until output and productivity, and also the state of health of the staff would have noticeably deteriorated.

It was expressed by the majority of the employees (through the case-study) that the long working hours had no direct adverse effect on the state of their health. The results of the interviews deviate in this respect from their written response. Some employees reported exhaustion and stress symptoms, for example, the employee who regularly performed the most overtime (in recent working weeks he worked 60 hours), expressed his physical limits by the following metaphor:

“There are phases when the battery is empty, the kettle was near to bursting.”

“To produce exceptional performance for a certain time is okay. It can be compared with driving a car: you do it when you step on the gas pedal.”

Another employee described the effects of long working hours as follows:

“The job here is exceedingly stressful, and this not is just for me but for many others ... and we are always under time pressure, always. I know these evenings well, when I just need a good simple film which I can watch slumped on the couch, because I am not capable of anything else.”

None of the interviewees had to fulfil any social (family) obligations and because all employees gave a high priority to their career development prioritising the job over their private life was, as anticipated, less of a problem. Nevertheless, about half of the interviewees would like to have more time for their private lives and the majority admit that balancing their private life and their job has not been attained.

N.5 Measures to reduce long hours

Several measures have been put into place since the end of the 1990s, both from the employer’s and the employees’ side, to

reduce the amount of paid overtime. Examples of the measures designed to control working hours are: the 'signal' account, which prescribes the duty of reducing overtime credit from 40 hours; and the monitoring of overtime by the shop steward, as agreed in the shop agreement.

Furthermore, measures to reduce overtime have been set out, which refer specifically to those departments, where the staff were possibly working longer than was actually necessary, for example:

- A lot of overtime hours arose in retail sales for various reasons. From the management point of view these were frequently not necessary. The personnel manager cited the following example: Several young employees of one shop who were friends and got along well with each other, appeared sometimes together as early as eight o'clock in the morning and finished their working time all together at nine o'clock in the evening. The working hour rules for retail sales outlets were therefore changed in the following manner. In future only a quarter of an hour was allowed before shop opening and after shop closing; this was with the exception of the cashiers. Working hours in excess of these have to be approved by the shop manager who checks the actual necessity of overtime. Both measures produced a noticeable reduction in overtime.
- For the past two years, overtime has been totally reduced in the distribution service offices, as the shop steward has not approved a single overtime hour for this area. According to the information provided by the personnel manager, this department has managed to cope since then without any overtime.

In addition, the shop steward tried to further restrict the continuously performed long working hours in the distribution offices by the implementation of a working hour system. The personnel department and the interviewed employees in the distribution area were of the opinion that the shop steward had not achieved his aim. The working hour system was not practical and the system was not widely accepted. The dilemma of the shop steward is evident from the following statement:

"He has the problem that he has great difficulties with these people, being between 25 and 35 years old and earning a lot of money, to tell them that they may work only 40 to 50 hours per week in future, while they say: You must be crazy. I want to earn as much money as I can. And if I cannot do that, then I must consider changing my employer, to go where I don't have these problems. And this is the reason why he has no joy with the staff in distribution who are working with him."

The reduction in long working hours has not been successful in this case. The (young) employees see the efforts by the shop steward to implement the working hour system quite often as patronising and react by talking about leaving the company.

One interviewee points to a different, age-specific handling of the working hour regulations. Older employees with a longer history of working for the company are, from his point of view, more 'adult' employees. They know what is important in their job and they have learnt how to manage their resources. He stated that:

"The staff have developed a certain strategy after some time, on the one hand they are maintaining the appearance [of working very hard], on the other they manage to maintain their personal freedom."

Young employees obviously have to learn this. In the opinion of the interviewee, they have to gain experience before they can develop an appropriate attitude towards working hours. Initially they agree to any treatment by the management, they complete unquestioningly the jobs assigned to them, without knowing whether such tasks have actual priority at the moment. The young employees will be able after some time to achieve an acceptable working time for themselves, without being considered a shirker by others in the company.

Appendix A: The Workplace Employee Relations Survey

In this appendix, further details of the Workplace Employee Relations Survey are provided. This survey was used in the analysis presented in Chapters 3, 4 and 7 of the main report, and this appendix also provides supplementary data analysis not included in those chapters, as well as a brief explanation of the multivariate statistical methods used in those chapters. (Note that similar methods are also used in the analysis of data from the British Household Panel Survey in Chapter 9.

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Weighting

The design of the WERS98 sample has had the effect of introducing bias to any estimates that are derived from the raw data. Therefore, in order to obtain unbiased population estimates one must apply weights to the data. For both the managers and employees survey, weights already created by the WERS98 research team were applied to the data.

Sample design

The sample design of the survey, particularly the use of the sampling weights and stratification has affected the standard errors of the survey. The sample design for WERS was not simple random sampling but was a one-stage stratified design with unequal selection probabilities per establishment, thus resulting in estimated standard errors which will be too small.

A statistic that WERS98 uses to correct this is the 'design factor' or DEFT, which gives a measure of the degree of amplification in

sampling errors for those surveys which use a complex sample design rather than a 'simple random sample with replacement' (SRSWR).

For the purposes of our research the average DEFT is used which has already been calculated for each survey. The WERS98 survey of employees is estimated to have an average design factor of 1.7 (Airey *et al.*, 1999) with the cross-section main management survey having an estimated DEFT of 1.5 (Airey *et al.*, 1999). This means that the standard errors from the survey of employees data are on average 1.7 times larger and from the management survey are 1.5 times larger, than they would have been if the survey had been conducted using the 'simple random sample with replacement'.

Sample size

Previous analyses of WERS have concentrated only upon those companies with 25 or more employees. However, for this research, small companies have not been excluded as analysis without these companies has shown little difference. However, our findings may be slightly different to those reported elsewhere (see for example Cully *et al.*, 1999).

Methods

A note about multiple regression

Various multivariate statistical methods are used in the WERS data analysis in Chapters 3 and 7 (as well as in the BHPS data analysis in Chapter 9). This section provides a brief account of these methods.

Multiple regression is used when we want to try to explain or predict the variability of the dependent variable using information from two or more independent variables (in the model reported on Table 7.3, for example, the dependent variable is staff turnover).

The coefficient B (B in Table 7.3) is the amount by which the dependent variable changes for each unit increase in the independent variable. In this case for example, as the proportion of employees who have worked for the employer for two years or more increases by one unit (percentage points) the staff turnover rate will decrease by 0.279 units (percentage points).

The Standard error of B is an indicator of the degree to which the predicted value of the dependent variable is likely to be wrong. In this case the standard errors are all below 0.5.

The standardised beta results are crucial in multiple regression, as they are indicators of the relative strength of the different independent variables in influencing the dependent variable.

The t test considers whether the relationship between the dependent and independent variable could have occurred by chance. T values are calculated using the coefficient B and the standard error B. In this particular model, all of the independent variables are significant at the 95 per cent level (*ie* 0.05).

A note about logistic regression

Logistic regression is also used when we want to try to explain or predict the variability of the dependent variable using information from two or more independent variables. However, unlike multiple regression, logistic regression is used for explaining variance in a dependent variable which is expressed in the form of a dichotomy (*eg* working over 48 hours, yes or no). Logistic regression calculates the odds of a given case lying in one rather than the other of two categories of the dependent variable.

The coefficient B is the amount by which the dependent variable changes which arises from a unit change in the independent variable. In short, if B is greater than zero, then the higher the value of B, the better are the log odds that a change in the independent variable will produce a change in the dependent variable.

Exp.(B) is a more intuitive alternative to B. We can consider the dependent variable in terms of the odds of an event occurring, rather than the log odds. Exp.(B) is the factor by which the odds of an event changes when the independent variable increases by one unit. Note that if the regression coefficient is positive, then this factor will be greater than one and the odds are increased. If the coefficient is negative, then the factor will be less than one and odds decreased. If the coefficient is zero, the factor equals one and the odds are unchanged. Again, the bigger Exp.(B) is, the better are the odds that the change in the independent variable will give a change in the dependent variable.

The wald statistic is used to test whether the coefficient is zero. The wald statistic is simply the square of the ratio of the coefficient to its standard error (labelled S.E. in the tables).

The significance level for the wald statistic is also reported. Using a significance value of 0.05 (*ie* 95 per cent confidence level) we are able to establish whether the coefficient is significantly different from zero. As stated earlier, if the significance is lower than 0.05 the results are deemed statistically.

Sample design for regression models

As noted previously, the sample design of WERS 98 affects the reliability of the estimates, making the models likely to overstate the impact of the explanatory variables. For each of the regression models this has been corrected by multiplying the unweighted standard errors of each coefficient by the average DEFT for both surveys (see 'sample design', above) to give us a very

'conservative' estimate of the true standard. This shows that the results are still mostly statistically significant even after taking into account the complex design of the survey.

Tables

Table A.1: How many hours do you usually work each week? (all employees)

Hours per week	%	N =
1 to 15	11	2,910
16 to 30	18	4,713
31 to 40	41	10,903
41 to 48	18	4,898
49 to 60	11	3,083
Over 60	1	390
<i>Total</i>	<i>100</i>	<i>26,897</i>

Source: Workplace Employee Relations Survey, 1998

Table A.2: How many hours do you usually work each week? (by gender)

Hours per week	Male		Female	
	%	N =	%	N =
1 to 15	6	755	16	2,149
16 to 30	5	695	30	4,007
31 to 40	41	5,548	40	5,339
41 to 48	27	3,726	9	1,162
49 to 60	19	2,551	4	521
Over 60	2	335	0	55
<i>Total</i>	<i>100</i>	<i>14,264</i>	<i>100</i>	<i>13,897</i>

Source: Workplace Employee Relations Survey, 1998

Table A.3: All those employees who work over 48 hours per week, by age group

Age group	%	N =
Less than 20 years	1	50
20-24	5	171
25-29	14	468
30-39	31	1,086
40-49	28	977
50-59	17	599
60 or more	3	113
<i>Total</i>	<i>100</i>	<i>3,464</i>

Source: Workplace Employee Relations Survey, 1998

Table A.4: Number of hours worked each week, including overtime and extra hours, by marital status

Hours per week	Single %	Widowed %	Divorced/ separated %	Living with spouse or partner %	Total %
1 to 15	16	19	9	9	11
16 to 30	11	35	18	19	17
31 to 40	45	31	41	39	41
41 to 48	17	9	20	19	18
49 to 60	10	5	11	12	11
Over 60	1	1	2	2	1
<i>Total N =</i>	<i>5,960</i>	<i>355</i>	<i>1,926</i>	<i>18,536</i>	<i>26,777</i>

Source: Workplace Employee Relations Survey, 1998

Table A.5: How many hours do you work each week? (by whether or not employee has dependent children) — males

Hours per week	Children %	No children %
1 to 15	2	8
16 to 30	3	7
31 to 40	42	40
41 to 48	29	26
49 to 60	22	17
Over 60	3	2
<i>Total N =</i>	<i>7,426</i>	<i>7,634</i>

Source: Workplace Employee Relations Survey, 1998

Table A.6: How many hours do you work each week? (by whether or not employee has dependent children) — females

Hours per week	Children %	No children %
1 to 15	22	14
16 to 30	43	22
31 to 40	28	47
41 to 48	5	11
49 to 60	2	5
Over 60	0	1
<i>Total N =</i>	<i>6,623</i>	<i>7,804</i>

Source: Workplace Employee Relations Survey, 1998

Table A.7: Number of hours worked each week including overtime and extra hours (by whether you have any long standing health problems which limit what you can do at work or at home)

Hours per week	Long-standing health problems?		
	Yes %	No %	Total %
1 to 15	10	11	11
16 to 30	18	17	17
31 to 40	45	40	41
41 to 48	17	18	18
49 to 60	9	12	11
Over 60	1	1	1
<i>Total N =</i>	<i>1,633</i>	<i>25,071</i>	<i>26,704</i>

Source: Workplace Employee Relations Survey, 1998

Table A.8: Number of hours worked each week including overtime and extra hours, by ethnic origin

Hours per week	White %	Black Caribbean %	African %	Black other %	Indian %	Pakistani %	Bangladeshi %	Chinese %	Another ethnic group %	Total %
1 to 15	11	8	5	19	15	28	15	6	17	11
16 to 30	18	17	20	20	11	12	0	35	12	18
31 to 40	40	45	49	35	48	41	77	42	33	41
41 to 48	18	20	11	15	14	5	8	10	22	18
49 to 60	11	8	11	11	9	13	0	8	15	11
Over 60	1	2	4	0	2	1	0	0	1	1
<i>Total N =</i>	<i>25,681</i>	<i>186</i>	<i>105</i>	<i>54</i>	<i>307</i>	<i>94</i>	<i>13</i>	<i>52</i>	<i>240</i>	<i>26,732</i>

Source: Workplace Employee Relations Survey, 1998

Table A.9: All employees who work over 48 hours per week, by occupation

Occupation	%	N =
Managers and senior administrators	22	747
Professionals	17	599
Associate professional and technical	5	161
Clerical and secretarial	4	147
Craft and skilled service	15	512
Personal and protective services	8	262
Sales	3	109
Operative and assembly	20	687
Other occupations	6	215
<i>Total =</i>	<i>100</i>	<i>3,439</i>

Source: Workplace Employee Relations Survey, 1998

Table A.10: All those employees who work over 48 hours per week, by occupation and by gender

Occupation	Male %	Female %
Managers and senior administrators	21	23
Professionals	13	40
Associate professional and technical	4	6
Clerical and secretarial	3	9
Craft and skilled service	17	3
Personal and protective services	8	7
Sales	3	3
Operative and assembly	23	7
Other occupations	7	2
<i>Total N =</i>	<i>2,860</i>	<i>575</i>

Source: Workplace Employee Relations Survey, 1998

Table A.11: All employees who work overtime or extra hours and whether they are normally paid or given time off in lieu when they work overtime or extra hours, by occupation

Reason	Managers and senior administrators %	Professionals %	Associate professional and technical %	Clerical and secretarial %	Craft and skilled service %	Personal and protective services %	Sales %	Operative and assembly %	Other occupations %
I am not normally paid or take off in lieu	69	68	31	21	5	15	18	3	7
I am normally paid or take time off in lieu	31	32	69	79	95	85	82	97	93
<i>Total N =</i>	<i>1,721</i>	<i>1,953</i>	<i>1,118</i>	<i>1,800</i>	<i>1,539</i>	<i>989</i>	<i>1,092</i>	<i>1,808</i>	<i>890</i>

Source: Workplace Employee Relations Survey, 1998

Table A.12: All employees who work 49-60 and 60+ hrs per week and are not paid or take any time off in lieu, by the reason for working extra hours or overtime

Reason	49-60hrs pw %	Over 60hrs pw %
I enjoy my work	5	5
I need the money	1	2
I don't want to let down the people I work with	4	4
So that I can get all my work done	45	39
Its required as part of my job	41	46
Some other reason	3	5
<i>Total N =</i>	<i>1,202</i>	<i>170</i>

Source: Workplace Employee Relations Survey, 1998

Table A.13: All employees who work 49-60 and 60+ hrs pw and are paid or take any time off in lieu, by the reason for working extra hours or overtime

Reason	49-60hrs pw %	Over 60hrs pw %
I enjoy my work	4	7
I need the money	50	35
I don't want to let down the people I work with	6	6
So that I can get all my work done	10	5
Its required as part of my job	28	44
Some other reason	3	4
<i>Total N =</i>	<i>1,660</i>	<i>186</i>

Source: Workplace Employee Relations Survey, 1998

Table A.14: All employees who work over 48 hours per week by occupation, and the reason for working extra hours or overtime

Reason	Man-agers and senior admins %	Profess-ionals %	Assoc. profess and techn-ical %	Clerical and secreta-rial %	Craft and skilled serv-ice %	Pers. and protec-tive services %	Sales %	Operative and assembly %	Other occupa-tions %	Total %
I enjoy my work	9	4	5	3	3	3	4	2	2	4
I need the money	1	2	17	19	58	25	7	58	54	28
I don't want to let down the people I work with	4	4	7	14	2	12	8	6	7	6
So that I can get all my work done	44	47	31	32	7	13	24	5	3	24
It's required as part of my job	40	41	35	29	29	43	54	24	29	34
Some other reason	2	2	6	3	1	4	2	5	4	3
<i>Total N =</i>	<i>704</i>	<i>533</i>	<i>150</i>	<i>141</i>	<i>486</i>	<i>228</i>	<i>98</i>	<i>650</i>	<i>205</i>	<i>3,195</i>

Source: Workplace Employee Relations Survey, 1998

Table A.15: All those who work over 48 hours per week, by gender, and the reason for working extra hours or overtime

Reason	Male %	Female %	Total %
I enjoy my work	5	3	5
I need the money	31	13	28
I don't want to let down the people I work with	5	6	5
So that I can get all my work done	21	42	24
It's required as part of my job	34	34	34
Some other reason	3	2	3
<i>Total N =</i>	<i>2,700</i>	<i>518</i>	<i>3,218</i>

Source: Workplace Employee Relations Survey, 1998

Results of Logistic Regression

Table A.16: Logistic Regression of working long hours — all full-time employees

	B	S.E.	Wald	Df	Sig.	Exp(B)	Adjusted S.E.
Gender							
Male (reference category is female)	1.092	.052	433.527	1	.000**	2.982	0.08
Age							
20-24 years old	.120	.180	.441	1	.507	1.127	0.33
25-29 years old	.371	.165	5.564	1	.017*	1.480	0.31
30-39 years old	.395	.168	5.660	1	.025*	1.487	0.31
40-49 years old	.398	.167	5.668	1	.017*	1.489	0.31
50-59 years old	.228	.169	1.822	1	.177	1.256	0.31
60 or more (reference category is 16-19 yrs old)	.177	.194	.830	1	.362	1.193	0.36
Qualifications							
Other qualifications	.143	.737	.038	1	.846	1.154	1.16
CSE or equivalent	-.054	.075	.527	1	.468	.947	0.13
O level or equivalent	.096	.064	2.240	1	.134	1.101	0.11
A level or equivalent	-.139	.080	3.008	1	.083	.870	0.13
Degree or equivalent	.287	.079	13.071	1	.000**	1.333	0.13
Postgraduate degree or equivalent (reference category is no quals)	.666	.097	46.884	1	.000**	1.947	0.15
Occupation							
Managers and senior administrators	.721	.099	53.480	1	.000**	2.057	0.17
Professionals	.217	.107	4.069	1	.044*	1.242	0.18
Associate professional and technical	-.714	.121	34.988	1	.000**	.490	0.20
Clerical and secretarial	-1.167	.120	95.097	1	.000**	.311	0.20
Craft and skilled service	.031	.093	.115	1	.734	1.032	0.17
Personal and protective services	.026	.106	.061	1	.805	1.027	0.19
Sales	-.188	.132	2.050	1	.152	.828	0.22
Operative and assembly (reference category is routine and unskilled occupations)	.215	.089	5.788	1	.016*	1.240	0.16
Childcare responsibilities							
Has dependent children (reference category is has no dependent children)	.016	.045	.124	1	.725	1.016	0.07
Constant	-2.776	.183	228.969	1	.000	.062	0.33

Note: ** indicates significance at the 99 per cent level; * indicates significance at the 95 per cent level.

Source: *Workplace Employee Relations Survey, 1998*

Table A.17: Logistic Regression of working long hours — all male full-time employees

	B	S.E.	Wald	Df	Sig.	Exp(B)	Adjusted S.E.
Age							
20-24 years old	.218	.209	1.088	1	.297	1.244	0.41
25-29 years old	.420	.194	7.661	1	.006**	1.509	0.39
30-39 years old	.448	.190	5.537	1	.019*	1.565	0.38
40-49 years old	.510	.193	7.012	1	.008**	1.666	0.38
50-59 years old	.377	.194	3.776	1	.052	1.475	0.39
60 or more	.331	.216	2.332	1	.127	1.392	0.43
(reference category is 16-19 yr olds)							
Qualifications							
Other qualifications	.263	.822	.103	1	.749	1.301	1.41
CSE or equivalent	-.133	.080	2.775	1	.096	.876	0.14
O level or equivalent	.014	.069	.040	1	.842	1.014	0.12
A level or equivalent	-.262	.087	9.065	1	.003**	.770	0.15
Degree or equivalent	.055	.088	.387	1	.534	1.056	0.15
Postgraduate degree or equivalent	.541	.111	23.639	1	.000**	1.719	0.18
(reference category is no quals)							
Occupation							
Managers and senior administrators	.648	.106	37.382	1	.000**	1.912	0.18
Professionals	-.077	.119	.423	1	.516	.926	0.20
Associate professional and technical	-.730	.133	30.042	1	.000**	.482	0.22
Clerical and secretarial	-.973	.139	49.173	1	.000**	.378	0.24
Craft and skilled service	-.057	.097	.340	1	.560	.945	0.18
Personal and protective services	.058	.115	.253	1	.615	1.060	0.21
Sales	.066	.146	.203	1	.653	1.068	0.25
Operative and assembly	.166	.094	3.126	1	.077	1.181	0.17
(reference category is routine and unskilled occupations)							
Childcare responsibilities							
Has dependent children	.115	.050	5.385	1	.020*	1.122	0.09
(reference category is has no dependent children)							
Constant	-1.682	.202	69.121	1	.000	.186	0.40

Note: ** indicates significance at the 99 per cent level; * indicates significance at the 95 per cent level.

Source: *Workplace Employee Relations Survey, 1998*

Table A.18: Logistic Regression of working long hours — all female full-time employees

	B	S.E.	Wald	Df	Sig.	Exp(B)	Adjusted S.E.
Age							
20-24 years old	-.447	.351	1.624	1	.203	.639	0.54
25-29 years old	-.290	.334	.751	1	.386	.748	0.51
30-39 years old	-.074	.330	.050	1	.823	.929	0.51
40-49 years old	-.135	.335	.163	1	.686	.873	0.51
50-59 years old	-.344	.343	1.008	1	.315	.709	0.52
60 or more	-.863	.617	1.956	1	.162	.422	0.88
(reference category is 16-19 yr olds)							
Qualifications							
Other qualifications	.658	1.945	.115	1	.735	1.932	1.90
CSE or equivalent	.657	.252	6.780	1	.009**	1.930	0.43
O level or equivalent	.874	.214	16.767	1	.000**	2.398	0.33
A level or equivalent	.755	.244	9.598	1	.002**	2.127	0.37
Degree or equivalent	1.374	.230	35.659	1	.000**	3.950	0.34
Postgraduate degree or equivalent	1.416	.251	31.840	1	.000**	4.121	0.37
(reference category is no quals)							
Occupation							
Managers and Senior Administrators	1.259	.330	14.561	1	.000**	3.520	0.49
Professionals	1.204	.334	12.971	1	.000**	3.334	0.49
Associate professional and technical	-.286	.356	.646	1	.422	.751	0.53
Clerical and secretarial	-.997	.335	8.839	1	.003**	.369	0.49
Craft and skilled service	.489	.384	1.619	1	.203	1.630	0.73
Personal and protective services	.286	.341	.702	1	.402	1.331	0.52
Sales	-.490	.397	1.529	1	.216	.612	0.59
Operative and assembly	.428	.339	1.596	1	.206	1.534	0.55
(reference category is routine and unskilled occupations)							
Childcare responsibilities							
Has dependent children	-.463	.114	16.574	1	.000**	.629	0.16
(reference category is has no dependent children)							
Constant	-3.376	.450	56.204	1	.000	.034	0.67

Note: ** indicates significance at the 99 per cent level; * indicates significance at the 95 per cent level.

Source: *Workplace Employee Relations Survey, 1998*

Appendix B: The European Community Labour Force Survey

This appendix contains additional tables from the European Community Labour Force Survey, to supplement those provided in Chapter 5 of the main report.

Acknowledgement

The data used in this paper are derived from the European Community Labour Force Survey, and were provided to IES by Eurostat, the statistical agency of the European Union Commission. Eurostat bears none of the responsibility for the authors' analysis, manipulation or interpretation of the data.

Table B.1: Weekly working time of men in employment in the UK, by occupation and employment status (1999) — percentages

Weekly working hours	Armed forces	Managers	Professionals	Associate professionals	Clerks	Service workers	Skilled agricultural	Craft	Operatives	Elementary	Grand total	
All	0-15	17	7	12	11	13	22	13	8	9	18	11
	16-30	*	6	11	14	14	17	11	8	8	14	10
	31-40	33	27	35	36	45	27	30	39	37	35	35
	41-48	16	23	20	18	18	17	13	22	22	17	20
	49-60	18	26	16	16	8	12	15	17	18	11	17
	61+	10	10	6	5	2	5	19	5	6	4	6
Employee	0-15	17	7	10	9	12	23	13	7	9	18	11
	16-30	*	6	11	13	14	17	10	8	8	14	10
	31-40	33	29	38	39	45	27	47	42	38	36	37
	41-48	16	25	22	21	19	17	21	24	23	18	22
	49-60	18	25	15	14	8	12	8	15	17	11	16
	61+	10	7	5	4	2	5	*	4	5	3	4
Self-employed	0-15	0	9	19	17	*	*	12	11	8	16	13
	16-30	0	7	14	18	*	*	12	10	13	18	12
	31-40	0	17	22	24	*	*	16	31	25	27	24
	41-48	0	13	12	8	*	*	*	17	15	11	13
	49-60	0	29	22	24	*	*	20	24	26	16	24
	61+	0	25	10	9	*	*	33	7	13	12	13

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.2: Weekly working time of men in employment in the EU (excluding the UK), by occupation and employment status (1999) — percentages

Weekly working hours	Armed forces	Managers	Professionals	Associate professionals	Clerks	Service workers	Skilled agricultural	Craft	Operatives	Elementary	Grand total	
All	0-15	7	4	7	6	7	9	8	5	7	11	7
	16-30	*	4	12	6	5	7	10	4	4	8	6
	31-40	61	31	46	61	72	49	28	69	64	64	57
	41-48	12	15	12	12	9	17	11	12	11	10	12
	49-60	12	33	18	13	6	15	25	9	11	6	14
	61+	*	13	4	2	*	3	18	2	3	1	4
Employee	0-15	7	4	7	6	7	10	10	5	7	11	7
	16-30	*	4	13	6	5	7	9	4	4	8	6
	31-40	61	44	52	66	73	56	60	77	68	66	66
	41-48	12	16	12	12	9	15	9	10	11	9	11
	49-60	12	27	14	9	5	10	9	4	9	5	9
	61+	*	5	2	1	*	2	4	0	2	*	2
Self-employed	0-15	0	4	8	6	*	*	6	4	*	*	5
	16-30	0	3	8	7	*	*	*	4	*	10	6
	31-40	0	19	23	28	*	20	14	31	27	27	23
	41-48	0	14	12	15	*	29	12	20	13	20	16
	49-60	0	39	37	35	*	35	32	32	37	29	35
	61+	0	21	12	9	*	9	25	9	12	*	15

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.3: Weekly working time of women in employment in the UK, by occupation and employment status (1999) — percentages

Weekly working hours	Armed forces	Managers	Professionals	Associate professionals	Clerks	Service workers	Skilled agricultural	Craft	Operatives	Elementary	Grand total	
All	0-15	*	15	22	22	38	*	21	14	45	27	
	16-30	*	19	21	26	31	*	25	24	32	28	
	31-40	*	35	30	37	38	19	*	43	46	17	31
	41-48	*	17	14	10	7	5	*	7	11	4	9
	49-60	*	10	10	5	1	2	*	*	4	2	4
	61+	*	4	2	1	0	1	*	*	*	0	1
Employee	0-15	*	13	21	19	21	38	*	18	13	43	26
	16-30	*	18	21	26	31	35	*	25	24	32	28
	31-40	*	39	31	39	39	19	*	46	47	19	32
	41-48	*	19	15	11	7	5	*	7	11	4	9
	49-60	*	10	10	4	1	2	*	*	4	2	4
	61+	*	2	2	*	0	1	*	0	*	0	1
Self-employed	0-15	0	24	42	43	50	26	34	39	30	62	37
	16-30	0	24	24	23	33	35	*	*	*	26	26
	31-40	0	20	17	16	*	20	*	*	*	*	16
	41-48	0	8	*	*	*	11	0	*	*	*	6
	49-60	0	13	10	8	*	5	*	*	*	*	9
	61+	0	12	*	*	*	*	*	*	*	*	6

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.4: Weekly working time of women in employment in the EU (excluding the UK), by occupation and employment status (1999) — percentages

	Weekly working hours	Armed forces	Managers	Professionals	Associate professionals	Clerks	Service workers	Skilled agricultural	Craft	Operatives	Elementary	Grand total
All	0-15	*	9	15	14	13	19	15	12	12	29	16
	16-30	*	11	31	21	22	24	24	14	12	27	23
	31-40	*	35	40	54	59	40	26	61	69	36	47
	41-48	*	15	7	6	5	9	10	7	5	4	7
	49-60	*	21	6	4	2	6	17	4	2	2	5
	61+	*	9	1	1	0	2	8	1	0	1	1
Employee	0-15	*	9	14	13	12	20	18	12	12	30	17
	16-30	*	10	32	21	22	26	18	14	12	27	23
	31-40	*	50	42	56	60	43	52	67	70	37	51
	41-48	*	15	6	6	5	7	7	5	5	4	6
	49-60	*	14	5	3	2	4	*	*	*	2	3
	61+	*	*	1	0	0	1	*	0	0	0	1
Self-employed	0-15	0	8	18	19	*	9	14	*	*	*	13
	16-30	0	11	21	21	*	11	25	*	*	*	17
	31-40	0	24	28	28	*	27	19	30	*	*	25
	41-48	0	16	9	10	*	28	10	*	*	*	15
	49-60	0	26	20	16	*	21	21	*	*	*	21
	61+	0	14	*	*	*	*	*11	*	*	*	8

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.5: Percentages of full-time male employees working over 48 hours in a week in EU countries, by occupation (1999)

	Armed forces	Managers	Professionals	Associate professionals	Clerks	Service workers	Skilled agricultural	Craft	Operatives	Elementary	Grand total
Austria	0	39	23	17	10	17	*	4	11	9	13
Belgium	*	22	7	9	5	9	*	2	8	*	7
Germany	12	42	24	12	11	18	13	5	16	8	14
Denmark	24	35	13	11	4	9	21	3	10	7	11
Spain	8	21	6	10	4	14	23	4	10	5	8
Finland	*	24	11	10	*	10	*	6	13	7	11
France	38	46	27	12	4	14	9	3	9	5	13
Greece	12	12	7	13	4	16	*	6	14	8	9
Ireland	*	28	14	13	*	19	41	10	16	12	15
Italy	4	28	10	7	3	10	12	5	6	6	7
Luxembourg	*	33	9	8	*	14	*	*	5	2	7
Netherlands	*	5	2	4	4	5	*	4	13	6	5
Portugal	*	27	9	11	*	19	31	6	11	6	10
Sweden	*	34	18	12	*	15	*	5	7	*	12
UK	26	32	20	19	*	23	9	19	23	18	22
EU 14	17	32	17	11	6	14	14	5	11	6	11

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines. Under the same guidelines, a percentage given in italics should also be treated with caution due to the number of cases it relates to.

Source: Eurostat, 2000

Table B.6: Percentages of full-time female employees working over 48 hours in a week in EU countries, by occupation (1999)

	Armed forces	Managers	Professionals	Associate professionals	Clerks	Service workers	Skilled agricultural	Craft	Operatives	Elementary	Grand total
Austria	0	21	7	5	5	6	*	*	*	5	6
Belgium	0	15	4	6	1	7	*	*	*	0	4
Germany	*	25	15	5	4	6	11	2	3	4	6
Denmark	0	19	4	3	2	3	*	0	0	*	3
Spain	0	16	2	2	1	6	*	4	3	4	4
Finland	0	13	4	4	1	7	*	*	*	*	4
France	32	21	12	6	1	13	*	*	*	5	7
Greece	*	*	3	3	3	10	9	4	4	12	5
Ireland	3	4	4	4	3	3	4	4	4	4	4
Italy	0	17	1	2	2	4	*	1	1	4	2
Luxembourg	0	*	*	*	*	*	0	0	0	0	2
Netherlands	0	*	*	*	*	*	*	*	*	*	1
Portugal	*	*	*	*	*	9	*	*	*	4	4
Sweden	0	*	11	4	3	5	*	*	*	*	6
UK	*	14	17	8	2	7	*	*	6	8	9
EU 14	*	18	7	4	2	7	*	*	*	4	5

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines. Under the same guidelines, a percentage given in italics should also be treated with caution due to the number of cases it relates to.

Source: Eurostat, 2000

Table B.7: Weekly working time of men in employment in the UK, by industrial sector and employment status (1999) — percentages

Weekly working hours	Agriculture	Mining	Manufacturing	Power & water supply	Construction	Wholesale & retail	Hotels/restaurants	Transport & communication	Financial	Real estate and renting	Public admin.	Other	Grand total	
All	0-15	9	13	7	13	8	14	21	11	8	10	12	17	11
	16-30	9	8	8	9	8	11	19	9	10	11	11	15	10
	31-40	19	27	40	41	37	31	22	31	43	35	40	31	35
	41-48	15	17	25	20	21	21	13	21	21	19	22	15	20
	49-60	24	20	16	12	21	17	16	20	15	18	11	15	17
	61+	24	15	3	*	6	6	9	9	3	6	4	6	6
Employee	0-15	7	13	7	12	7	15	23	11	7	9	12	16	11
	16-30	9	*	8	9	7	11	20	8	10	10	11	11	10
	31-40	26	27	41	42	40	33	24	32	43	38	40	33	37
	41-48	22	17	25	20	22	22	14	22	22	21	22	16	22
	49-60	25	21	15	12	19	15	15	19	15	17	11	15	16
	61+	10	14	3	*	5	3	4	8	3	5	4	5	4
Self-employed	0-15	9	*	12	*	10	10	*	9	*	15	*	23	13
	16-30	10	*	10	*	10	9	*	12	*	15	*	18	12
	31-40	12	*	28	*	32	20	*	24	*	25	*	21	24
	41-48	8	*	14	*	18	14	*	13	*	12	*	9	13
	49-60	24	*	27	*	23	29	26	27	*	24	*	18	24
	61+	38	*	9	*	7	19	36	15	*	9	*	11	13

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.8: Weekly working time of men in employment in the EU (excluding the UK), by industrial sector and employment status (1999) — percentages

Weekly working hours	Agriculture	Mining	Manufacturing	Power & water supply	Construction	Wholesale & retail	Hotels/restaurants	Transport & communication	Financial	Real estate and renting	Public admin.	Other	Grand total	
All	0-15	8	7	5	5	5	6	10	7	4	7	6	10	7
	16-30	10	2	4	3	4	5	7	5	4	7	6	15	6
	31-40	29	72	69	77	65	48	30	55	61	49	72	51	57
	41-48	13	9	11	9	12	17	14	12	13	13	8	9	12
	49-60	24	*	10	6	11	19	23	16	15	20	6	12	14
	61+	17	2	2	*	2	5	15	5	2	4	2	3	4
Employee	0-15	9	7	5	5	5	7	12	8	4	7	6	10	7
	16-30	7	2	4	3	3	5	9	5	4	7	6	16	6
	31-40	56	74	73	78	73	61	41	60	66	59	72	56	66
	41-48	14	9	10	8	11	15	17	12	13	13	8	8	11
	49-60	11	7	7	5	6	11	16	13	12	12	6	8	9
	61+	4	1	1	*	1	2	4	3	1	2	2	2	2
Self-employed	0-15	6	*	4	*	5	4	4	4	5	6	*	*	5
	16-30	10	*	4	*	5	4	4	5	5	6	*	*	6
	31-40	15	*	27	*	36	21	10	23	24	26	*	*	23
	41-48	*	*	18	*	17	23	9	13	12	13	*	*	16
	49-60	32	*	36	*	31	37	36	39	41	38	*	*	35
	61+	25	*	11	*	7	12	37	15	13	10	*	*	15

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.9: Weekly working time of women in employment in the UK, by industrial sector and employment status (1999) — percentages

Weekly working hours	Agriculture	Mining	Manufacturing	Power & water supply	Construction	Wholesale & retail	Hotels/restaurants	Transport & communication	Financial	Real estate and renting	Public admin.	Other	Grand total	
All	0-15	27	*	15	*	35	31	39	19	18	24	18	30	27
	16-30	32	*	22	22	23	32	28	26	25	24	26	30	28
	31-40	20	*	46	46	32	25	18	34	42	35	43	26	31
	41-48	*	*	11	*	7	7	7	15	11	11	10	8	9
	49-60	*	*	4	*	*	3	5	5	4	5	2	5	4
	61+	*	*	0	*	0	1	3	*	0	1	*	1	1
Employee	0-15	25	*	14	31	31	31	40	18	17	22	18	28	26
	16-30	33	*	22	24	24	33	29	26	25	23	26	30	28
	31-40	30	*	48	35	35	26	18	35	43	37	43	26	32
	41-48	*	*	12	7	7	8	7	15	11	11	10	8	9
	49-60	*	*	4	*	*	2	4	5	4	5	2	5	4
	61+	*	0	0	0	0	0	*	*	0	*	*	*	1
Self-employed	0-15	*	*	41	*	*	28	24	*	*	38	*	43	37
	16-30	*	*	28	*	*	24	18	*	*	28	*	26	26
	31-40	*	*	18	*	*	19	*	*	*	17	*	15	16
	41-48	*	*	*	*	*	*	*	*	*	7	*	6	6
	49-60	*	*	*	*	*	13	*	*	*	*	*	7	9
	61+	*	*	*	*	*	10	20	*	*	*	*	*	6

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.10: Weekly working time of women in employment in a week in the EU (excluding the UK), by industrial sector and employment status (1999) — percentages

Weekly working hours		Agriculture	Mining	Manufacturing	Power & water supply	Construction	Wholesale & retail	Hotels/restaurants	Transport & communication	Financial	Real estate and renting	Public admin.	Other	Grand total
All	0-15	16	*	12	12	18	17	18	14	13	18	11	18	16
	16-30	24	*	14	15	22	2	19	19	18	22	20	29	23
	31-40	27	66	63	64	48	41	33	56	59	47	62	43	47
	41-48	10	*	6	5	5	11	11	6	7	7	4	5	7
	49-60	15	*	4	*	5	7	12	4	3	6	2	4	5
	61+	8	*	1	*	*	2	7	1	0	1	0	1	1
Employee	0-15	17	11	12	12	16	18	21	14	12	18	11	18	17
	16-30	19	12	14	15	22	25	21	19	18	22	20	29	23
	31-40	46	69	65	65	53	46	39	58	61	50	62	44	51
	41-48	*	4	6	6	5	8	11	6	7	6	4	5	6
	49-60	*	*	2	*	*	3	7	3	2	4	2	3	3
	61+	*	*	*	0	*	0	*	0	0	0	0	*	*
Self-employed	0-15	15	0	12	*	12	7	8	*	15	14	*	19	13
	16-30	25	0	16	*	17	9	8	17	20	20	*	22	17
	31-40	19	0	36	*	33	24	15	34	33	32	*	28	25
	41-48	10	0	13	*	13	27	11	*	*	10	*	12	15
	49-60	21	0	18	*	19	25	30	22	16	21	*	15	21
	61+	10	0	6	*	*	7	27	*	*	4	*	4	8

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.11: Percentages of full-time male employees working over 48 hours in a week in EU countries, by industrial sector (1999)

	Agric- ulture	Mining	Manu- facturing	Power & water supply	Construct- ion	Whole- sale & retail	Hotels/ restau- rants	Transport & communi- cation	Financial	Real estate & renting	Public admin.	Other	Grand total
Austria	15	*	8	9	6	14	26	16	22	24	15	18	13
Belgium	*	*	6	*	*	7	*	13	10	8	3	9	7
Germany	17	7	10	9	10	17	26	23	18	21	9	18	14
Denmark	20	*	8	*	4	13	*	17	13	13	12	11	11
Spain	18	9	5	3	5	10	24	13	9	6	4	6	8
Finland	16	*	8	*	10	11	*	17	*	11	9	11	11
France	11	6	9	8	6	17	27	16	22	19	14	13	13
Greece	23	*	6	*	6	8	31	23	*	9	6	6	9
Ireland	46	24	12	6	13	16	25	17	13	16	14	13	15
Italy	10	7	6	3	5	10	16	10	6	10	4	7	7
Luxembourg	*	14	4	*	*	5	29	7	11	11	*	6	7
Netherlands	*	*	4	*	4	6	9	17	4	4	3	2	5
Portugal	30	28	7	5	7	11	28	15	11	10	10	*	10
Sweden	*	*	8	*	7	15	*	14	*	18	9	14	12
UK	38	34	19	17	24	22	30	28	18	23	15	23	22
EU 14	16	9	8	6	7	13	23	16	13	15	8	12	11

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines. Under the same guidelines, a percentage given in italics should also be treated with caution due to the number of cases it relates to.

Source: Eurostat, 2000

Table B.12: Percentages of full-time female employees working over 48 hours in a week in EU countries, by industrial sector (1999)

	Agric- ulture	Mining	Manu- facturing	Power & water supply	Construct- ion	Whole- sale & retail	Hotels/ restau- rants	Transport & communi- cation	Financial	Real estate & renting	Public admin.	Other	Grand total
Austria	*	0	3	*	*	6	12	9	5	9	3	5	6
Belgium	0	*	3	*	*	5	*	*	*	*	3	5	4
Germany	20	0	5	*	8	6	18	7	4	7	3	7	6
Denmark	*	0	*	0	*	4	*	*	0	*	*	4	3
Spain	5	*	3	*	*	4	13	*	4	3	*	3	4
Finland	*	0	3	*	*	3	*	*	*	5	*	5	4
France	*	0	4	*	<i>10</i>	6	16	3	3	8	6	8	7
Greece	*	*	4	0	*	4	24	*	*	*	2	*	5
Ireland	*	0	3	*	*	3	8	5	4	4	2	4	4
Italy	2	6	2	2	3	3	6	2	2	4	3	2	2
Luxembourg	0	0	*	0	*	*	*	*	2	*	*	*	2
Netherlands	0	0	*	0	0	0	*	1	*	*	0	*	1
Portugal	*	0	*	0	*	5	16	*	*	*	*	3	4
Sweden	0	*	*	*	*	*	*	*	*	*	*	6	6
UK	*	*	6	*	*	6	15	9	6	9	4	12	9
EU 14	10	*	*	*	6	*	14	*	*	6	*	*	5

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines. Under the same guidelines, a percentage given in italics should also be treated with caution due to the number of cases it relates to.

Source: Eurostat, 2000

Table B.13: Weekly working time of men in employment in a week in the UK, by age group and employment status (1999) — percentages

Weekly working hours		15-24	25-49	50-59	60-64	65+	Grand total
All	0-15	20	8	11	18	46	11
	16-30	15	9	10	15	26	10
	31-40	39	35	35	33	15	35
	41-48	15	22	20	18	4	20
	49-60	8	20	18	12	6	17
	61+	2	7	6	5	3	6
Employee	0-15	20	8	10	16	48	11
	16-30	15	8	10	15	26	10
	31-40	39	37	37	35	15	37
	41-48	16	24	22	20	*	22
	49-60	8	18	16	11	*	16
	61+	2	5	4	3	*	4
Self-Employed	0-15	17	9	12	21	43	13
	16-30	14	10	13	16	25	12
	31-40	31	24	26	26	15	24
	41-48	*	15	12	12	*	13
	49-60	17	27	23	14	8	24
	61+	*	14	14	10	*	13

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.14: Weekly working time of men in employment in the EU (excluding the UK), by age group and employment status (1999) — percentages

Weekly working hours		15-24	25-49	50-59	60-64	65+	Grand total
All	0-15	12	5	7	11	22	7
	16-30	7	6	6	9	20	6
	31-40	65	58	55	44	25	57
	41-48	9	13	11	11	11	12
	49-60	6	14	16	18	17	14
	61+	1	4	5	7	6	4
Employee	0-15	12	5	7	13	33	7
	16-30	7	6	6	8	*	6
	31-40	68	66	65	60	34	66
	41-48	9	12	10	9	*	11
	49-60	4	9	9	8	*	9
	61+	1	2	2	*	*	2
Self-Employed	0-15	*	4	5	8	17	5
	16-30	*	5	6	9	20	6
	31-40	30	23	23	23	22	23
	41-48	*	16	16	15	13	16
	49-60	*	36	35	31	21	35
	61+	*	15	15	14	*	15

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.15: Weekly working time of women in employment in the UK, by age group and employment status (1999) — percentages

Weekly working hours		15-24	25-49	50-59	60-64	65+	Grand total
All	0-15	30	25	26	41	66	27
	16-30	20	29	32	33	25	28
	31-40	36	31	29	18	6	31
	41-48	9	10	7	5	*	9
	49-60	3	5	4	*	*	4
	61+	1	1	1	*	*	1
Employee	0-15	30	24	25	38	67	26
	16-30	20	29	33	35	26	28
	31-40	37	32	30	20	*	32
	41-48	9	10	8	5	*	9
	49-60	3	5	4	*	*	4
	61+	1	1	1	*	*	1
Self-Employed	0-15	56	35	34	57	60	37
	16-30	*	28	24	*	*	26
	31-40	*	16	18	*	*	16
	41-48	*	7	5	*	*	6
	49-60	*	9	10	*	*	9
	61+	*	5	8	*	*	6

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.16: Weekly working time of women in employment in the EU (excluding the UK), by age group and employment status (1999) — percentages

Weekly working hours		15-24	25-49	50-59	60-64	65+	Grand total
All	0-15	19	16	16	27	33	16
	16-30	14	23	26	23	26	23
	31-40	57	48	42	30	21	47
	41-48	7	7	7	7	*	7
	49-60	3	5	7	8	11	5
	61+	*	1	2	*	3	1
Employee	0-15	18	16	16	33	43	17
	16-30	14	24	27	24	22	23
	31-40	59	51	46	34	25	51
	41-48	6	6	6	*	*	6
	49-60	2	3	3	*	*	3
	61+	0	1	1	*	*	1
Self-Employed	0-15	*	12	13	15	25	13
	16-30	*	16	17	19	27	17
	31-40	*	27	23	25	*	25
	41-48	*	16	16	*	*	15
	49-60	*	21	22	19	*	21
	61+	*	8	9	*	*	8

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines.

Source: Eurostat, 2000

Table B.17: Percentages of full-time male employees working over 48 hours in a week in EU member states, by age group (1999)

	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Grand total
Austria	2	7	12	14	15	14	14	14	17	22	28	13
Belgium	*	4	7	8	9	6	8	5	10	*	0	7
Germany	1	7	12	15	15	15	15	16	15	16	29	14
Denmark	3	8	10	15	10	11	12	12	10	<i>10</i>	0	11
Spain	*	7	8	9	9	8	7	8	6	6	18	8
Finland	*	11	12	11	10	12	10	10	9	*	0	11
France	5	7	11	15	13	14	15	14	15	17	38	13
Greece	<i>13</i>	10	11	11	10	9	7	7	9	<i>9</i>	16	9
Ireland	9	11	16	19	17	16	15	15	14	*	27	15
Italy	3	6	6	6	8	7	7	7	7	7	13	7
Luxembourg	*	*	*	6	9	5	<i>10</i>	8	<i>11</i>	0	0	7
Netherlands	*	7	6	5	5	5	4	3	5	*	*	5
Portugal	*	6	12	11	10	9	10	11	*	*	*	10
Sweden	*	8	12	12	12	12	12	13	10	*	0	12
UK	8	15	21	23	25	25	24	22	20	16	*	22
EU14	*	7	10	12	12	11	11	11	12	11	*	11

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines. Under the same guidelines, a percentage given in italics should also be treated with caution due to the number of cases it relates to.

Source: Eurostat, 2000

Table B.18: Percentages of full-time female employees working over 48 hours in a week in EU member states, by age group (1999)

	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Grand total
Austria	3	3	6	8	5	6	6	7	8	*	*	6
Belgium	0	*	4	3	4	3	5	6	*	*	*	4
Germany	*	3	6	7	7	7	7	9	7	12	*	6
Denmark	9	4	*	3	5	3	*	3	*	3	0	3
Spain	5	5	4	3	3	2	3	3	3	*	*	4
Finland	*	*	6	4	5	5	4	3	4	*	*	4
France	*	6	6	6	7	7	8	7	10	9	*	7
Greece	*	6	6	6	4	5	4	8	*	*	0	5
Ireland	*	4	4	*	*	*	*	*	*	*	*	4
Italy	*	3	2	2	2	2	2	1	2	*	*	2
Luxembourg	0	*	*	*	*	*	*	*	*	0	0	2
Netherlands	*	*	*	*	*	*	0	0	0	0	0	1
Portugal	*	5	3	3	3	*	*	*	*	*	*	4
Sweden	*	*	*	*	*	6	*	*	5	*	*	6
UK	*	7	9	9	8	10	10	10	6	*	*	9
EU14	*	4	5	5	5	5	5	6	6	*	*	5

Note: (1) Refers to actual hours worked in the reference week.

Note: (2) An * on the above table relates to a number of cases too small to be regarded as statistically reliable under Eurostat guidelines. Under the same guidelines, a percentage given in italics should also be treated with caution due to the number of cases it relates to.

Source: Eurostat, 2000

Table B.19: Percentages of male employees working over 48 hours in a week in EU member states (1992–1999)

	1992	1993	1994	1995	1996	1997	1998	1999
Austria	—	—	—	11	11	11	11	12
Belgium	6	5	4	6	5	6	7	7
Germany	11	11	12	12	12	13	13	13
Denmark	9	9	9	8	8	8	8	10
Spain	5	6	6	6	6	7	7	8
Finland	—	—	—	9	11	11	10	10
France	12	13	13	13	13	14	13	12
Greece	9	9	9	9	9	9	9	9
Ireland	15	14	13	13	15	14	15	14
Italy	5	5	5	6	5	6	6	7
Luxembourg	5	5	5	6	5	6	6	7
Netherlands	3	3	3	3	4	4	4	4
Portugal	10	10	10	11	11	11	11	9
Sweden	—	—	—	7	7	11	7	11
UK	19	20	21	22	22	21	21	20
EU 14	9	9	9	9	10	10	10	10

Note: Figures not available for Austria, Finland and Sweden between 1992 and 1994.

Source: Eurostat, 2000

Table B.20: Percentages of self-employed males working over 48 hours in a week in EU member states (1992-1999)

	1992	1993	1994	1995	1996	1997	1998	1999
Austria	—	—	—	63	63	68	67	65
Belgium	69	44	47	48	43	47	57	53
Germany	68	68	67	66	68	67	66	67
Denmark	52	50	59	56	53	56	55	57
Spain	31	33	32	32	32	35	37	40
Finland	—	—	—	40	50	53	49	50
France	61	62	63	63	63	67	66	64
Greece	43	43	42	43	42	42	41	43
Ireland	62	63	64	63	64	63	63	63
Italy	31	31	32	32	31	34	35	35
Luxembourg	62	64	65	64	61	55	64	62
Netherlands	61	63	63	59	61	60	61	63
Portugal	42	42	43	46	42	38	33	34
Sweden	—	—	—	35	35	46	38	42
UK	39	39	39	40	38	38	37	36
EU 14	47	47	47	47	47	49	48	49

Note: Figures not available for Austria, Finland and Sweden between 1992 and 1994.

Source: Eurostat, 2000

Table B.21: Percentages of female employees working over 48 hours in a week in EU member states (1992–1999)

	1992	1993	1994	1995	1996	1997	1998	1999
Austria	—	—	—	4	3	3	3	4
Belgium	1	1	1	2	2	2	3	3
Germany	4	4	4	4	4	4	4	4
Denmark	2	3	3	2	2	2	3	2
Spain	2	2	2	3	3	2	3	3
Finland	—	—	—	3	5	4	4	4
France	4	4	5	5	5	5	5	5
Greece	4	4	4	4	4	4	5	5
Ireland	3	3	3	3	4	4	3	3
Italy	2	2	2	2	2	2	2	2
Luxembourg	2	2	2	2	2	2	2	2
Netherlands	0	0	0	0	0	1	1	0
Portugal	4	4	4	4	4	4	3	3
Sweden	—	—	—	3	3	4	3	4
UK	4	4	5	5	5	5	5	5
EU 14	3	3	3	3	3	3	3	3

Note: Figures not available for Austria, Finland and Sweden between 1992 and 1994.

Source: Eurostat, 2000

Table B.22: Percentages of self-employed females working over 48 hours in a week in EU member states (1992-1999)

	1992	1993	1994	1995	1996	1997	1998	1999
Austria	—	—	—	45	45	50	44	42
Belgium	50	29	33	31	33	31	42	34
Germany	39	38	38	38	38	38	37	38
Denmark	29	24	32	23	25	32	31	28
Spain	20	23	24	24	22	23	24	25
Finland	—	—	—	28	36	40	39	37
France	39	40	40	38	38	40	40	39
Greece	30	29	28	27	27	26	26	29
Ireland	36	36	36	34	38	33	35	31
Italy	19	18	18	19	20	20	20	20
Luxembourg	49	49	38	48	32	39	33	43
Netherlands	12	13	14	15	17	16	16	17
Portugal	36	37	33	37	33	29	25	24
Sweden	—	—	—	16	17	21	24	22
UK	20	18	18	18	17	17	16	14
EU 14	28	27	27	27	27	27	27	27

Note: Figures not available for Austria, Finland and Sweden between 1992 and 1994.

Source: Eurostat, 2000

Labour Force Survey occupational breakdowns

The standard classification of occupational categories used in the figures and tables have been abbreviated and include the following occupations:

Managers: legislators, senior officials and managers.

Professionals: include physical, mathematical, engineering, life science, health, teaching and other professionals.

Associate professionals: technicians and associate professionals, ie physical, mathematical, engineering, life science, health, teaching and other associate professionals.

Clerks: secretaries, office and customer service clerks.

Service workers: services workers and shop and market sales workers, which include personal and protective services workers, models salespersons and demonstrators.

Craft/trade: craft and related trades workers which include extraction and building trades workers, metal, machinery and related trades workers and precision, handicraft and craft printing and other craft and related trades workers.

Operatives: plant and machine operators and assemblers.

Elementary: elementary occupations which include sales and services elementary occupations and labourers.

Appendix C: The British Household Panel Survey: Further Analysis

This appendix contains additional analysis of data from the British Household Panel Survey, to supplement that provided in Chapter 9 of the main report.

Figure C.1: Gross monthly pay, by occupation and hours worked (full-time employers)

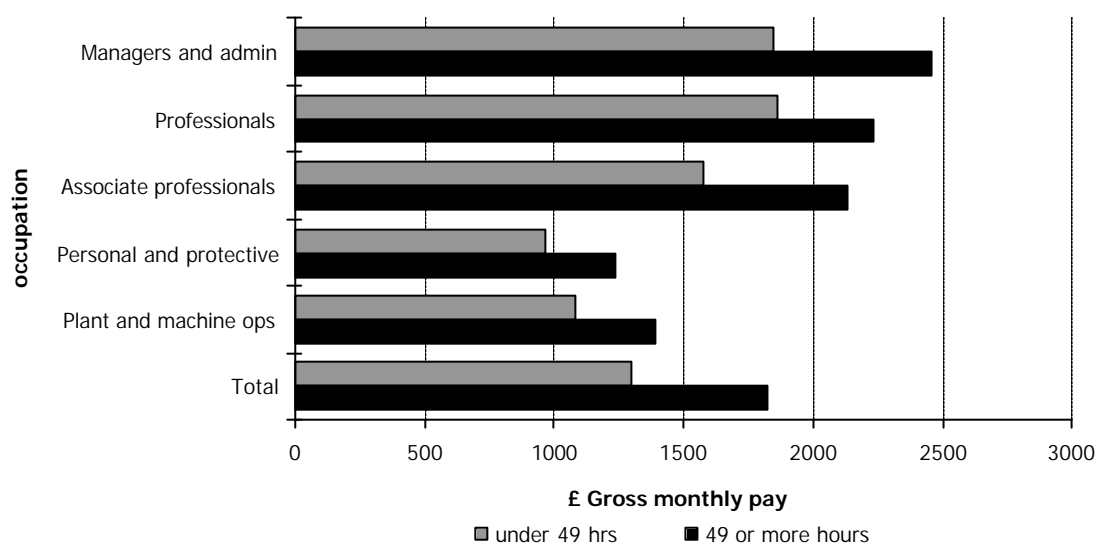
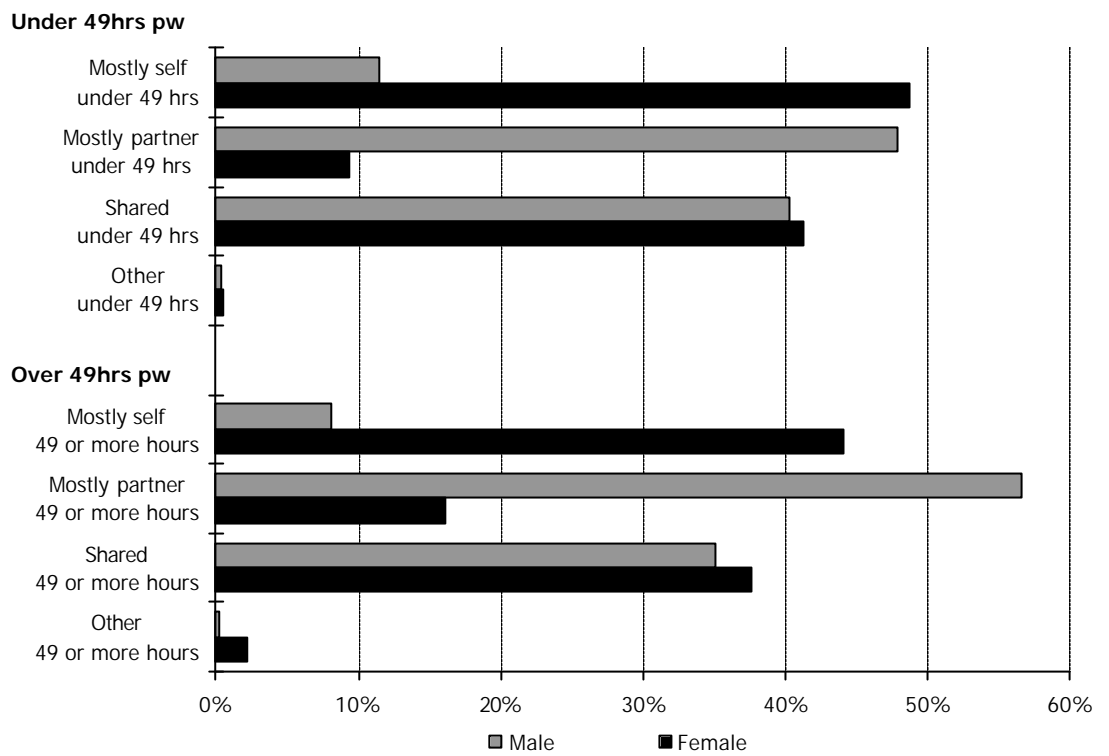
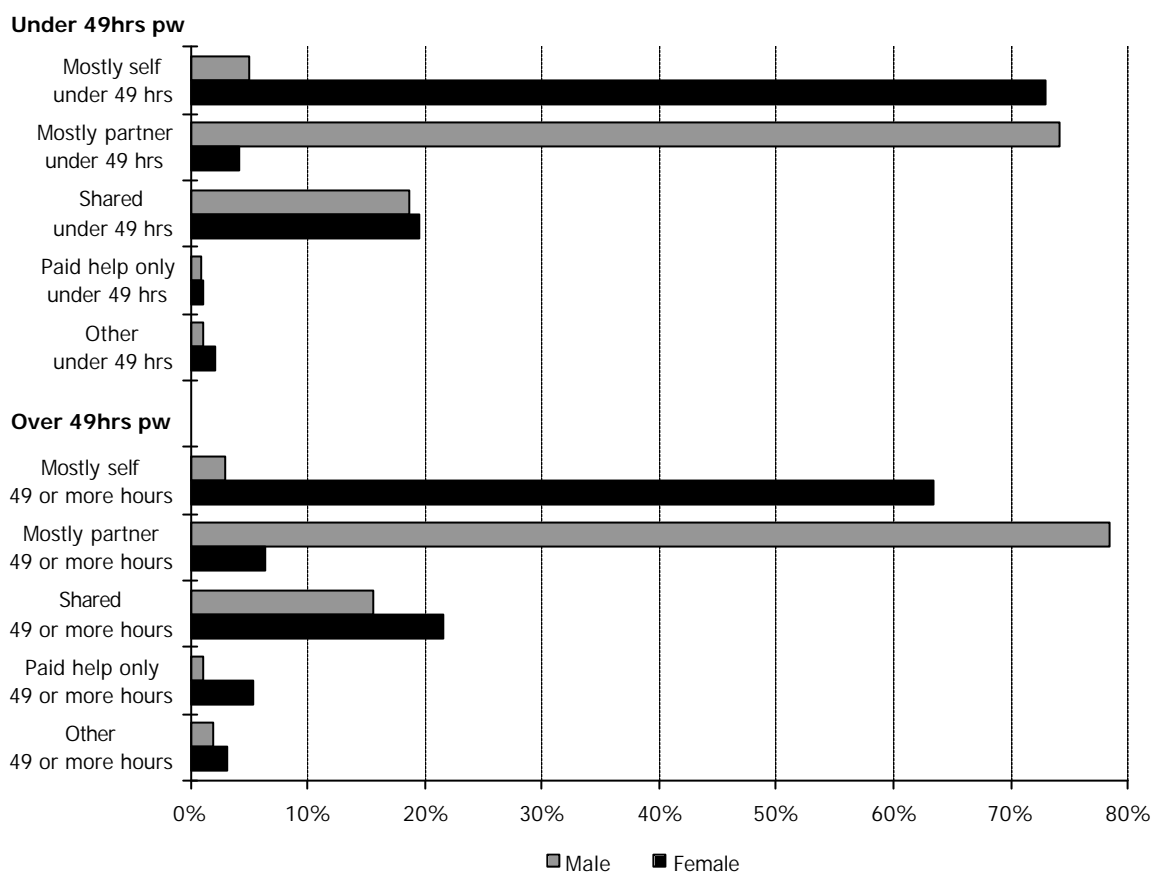


Figure C.2: Responsibility for grocery shopping, by hours worked and sex (couples, full-time employees only)



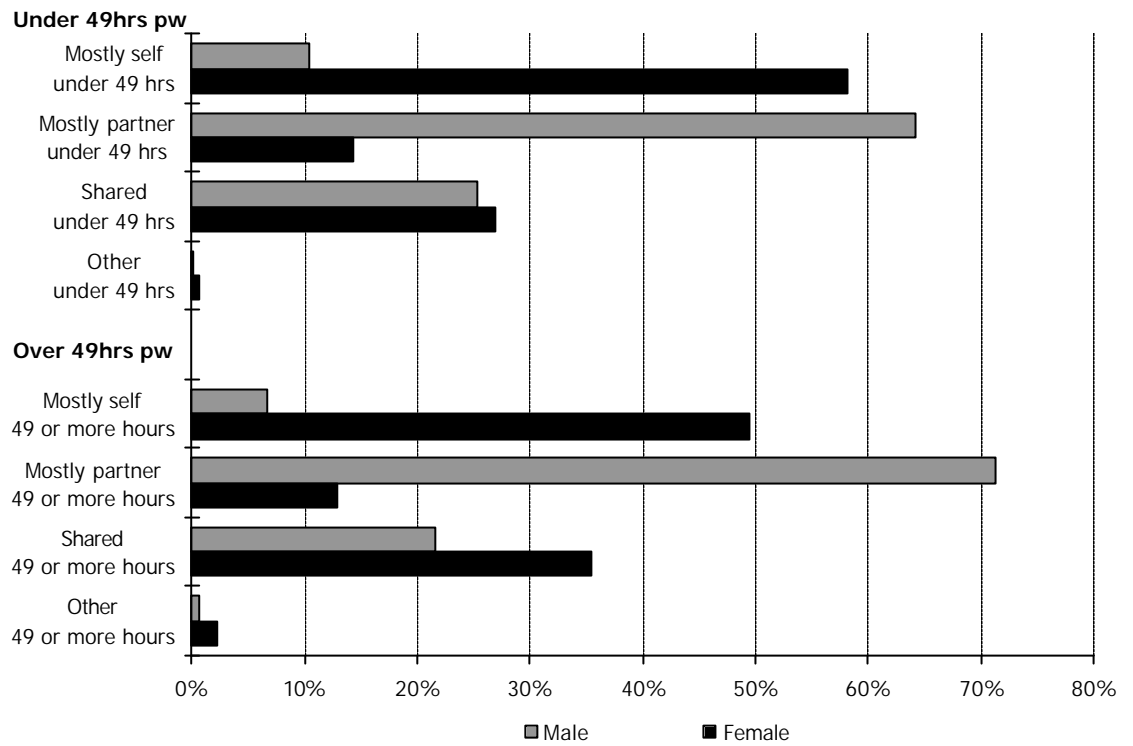
Source: BHPS Wave 7

Figure C.3: Responsibility for washing/ironing, by hours worked and gender (couples, full-time employees)



Source: BHPS Wave 7

Figure C.4: Responsibility for cooking, by hours worked and gender (couples, full-time employees)



Source: BHPS Wave 7

Table C.1: Logistic regression of long hours working (all full-time employees of working age)

Variables	Coef. (B)	Std. Err	.z	P> z	[95% Con	f. Interval]
Age	0.080	0.029	2.762	0.006	0.023	0.136
Age squared	-0.001	0.000	-2.827	0.005	-0.002	0.000
Primary industry	0.040	0.191	0.209	0.834	-0.334	0.414
Manufacturing industry	0.314	0.141	2.226	0.026	0.038	0.590
Construction industry	0.715	0.220	3.250	0.001	0.284	1.147
Distribution, hotel & catering	0.702	0.149	4.728	0.000	0.411	0.993
Transport & communication	0.779	0.183	4.246	0.000	0.419	1.138
Finance industry	-0.074	0.162	-0.459	0.647	-0.391	0.243
Other industry	—	—	—	—	—	—
Managerial & admin	0.661	0.140	4.714	0.000	0.386	0.935
Professional occupation	0.587	0.162	3.616	0.000	0.269	0.906
Associate professional	-0.047	0.200	-0.233	0.816	-0.439	0.346
Clerical occupation	-0.976	0.200	-4.881	0.000	-1.368	-0.584
Crafts and related occs	0.174	0.152	1.147	0.251	-0.124	0.472
Sales occupation	-0.315	0.228	-1.383	0.167	-0.762	0.132
Plant and machine operatives	0.323	0.161	2.013	0.044	0.009	0.638
Other occupations	—	—	—	—	—	—
Postgraduate	0.574	0.273	2.106	0.035	0.040	1.109
Degree level	0.297	0.156	1.903	0.057	-0.009	0.602
'A' level	-0.097	0.183	-0.531	0.595	-0.457	0.262
'O' level	0.032	0.169	0.187	0.852	-0.299	0.362
Other qualifications	0.316	0.196	1.615	0.106	-0.067	0.700
No qualifications	—	—	—	—	—	—
Promotion prospects	0.170	0.089	1.904	0.057	-0.005	0.345
No promotion prospects	—	—	—	—	—	—
Hourly pay (based on paid hours)	-0.002	0.009	-0.203	0.839	-0.020	0.016
Male	1.011	0.108	9.349	0.000	0.799	1.223
Female	—	—	—	—	—	—
Living as couple	-0.004	0.106	-0.042	0.967	-0.213	0.204
Single	—	—	—	—	—	—
Constant	-3.973	0.543	-7.322	0.000	-5.036	-2.909

NB: dependent variable 1=working 49 or more hours per week, 0=otherwise

Source: BHPS Wave 7

Table C.2: Logistic regression of long hours working (male full-time employees of working age)

Variables	Coef. (B)	Std. Err	.z	P> z	[95% Con	f. Interval]
Age	0.094	0.033	2.849	0.004	0.029	0.159
Age squared	-0.001	0.000	-2.937	0.003	-0.002	0.000
Primary industry	0.174	0.216	0.803	0.422	-0.250	0.597
Manufacturing industry	0.521	0.167	3.130	0.002	0.195	0.848
Construction industry	0.910	0.235	3.867	0.000	0.449	1.372
Distribution, hotel & catering	0.872	0.184	4.729	0.000	0.510	1.233
Transport & communication	1.026	0.209	4.899	0.000	0.616	1.437
Finance industry	0.180	0.195	0.925	0.355	-0.202	0.562
Other industry	—	—	—	—	—	—
Managerial & admin	0.640	0.162	3.951	0.000	0.323	0.958
Professional occupation	0.204	0.203	1.008	0.314	-0.193	0.602
Associate professional	0.197	0.251	0.786	0.432	-0.294	0.688
Clerical occupation	-0.934	0.258	-3.624	0.000	-1.439	-0.429
Crafts and related occs	0.077	0.161	0.480	0.631	-0.238	0.393
Sales occupation	0.003	0.259	0.012	0.990	-0.505	0.511
Plant and machine operatives	0.096	0.176	0.545	0.586	-0.249	0.440
Other occupations	—	—	—	—	—	—
Postgraduate	0.198	0.333	0.595	0.552	-0.455	0.852
Degree level	0.248	0.172	1.444	0.149	-0.089	0.585
'A' level	-0.135	0.202	-0.671	0.503	-0.530	0.260
'O' level	0.053	0.189	0.279	0.780	-0.317	0.423
Other qualifications	0.477	0.216	2.206	0.027	0.053	0.901
No qualifications	—	—	—	—	—	—
Promotion prospects	0.139	0.103	1.353	0.176	-0.063	0.341
No promotion prospects	—	—	—	—	—	—
Hourly pay (based on paid hours)	-0.005	0.011	-0.476	0.634	-0.028	0.017
Living as couple	0.020	0.128	0.153	0.878	-0.231	0.270
Single	—	—	—	—	—	—
Constant	-3.273	0.615	-5.322	0.000	-4.479	-2.068

NB: dependent variable 1=working 49 or more hours per week, 0=otherwise

Source: BHPS Wave 7

Table C.3: Logistic regression of long hours working (female full-time employees of working age)

Variables	Coef. (B)	Std. Err	.z	P> z	[95% Con	f. Interval]
Age	0.031	0.067	0.470	0.638	-0.099	0.162
Age squared	0.000	0.001	-0.404	0.686	-0.002	0.001
Primary	0.414	0.476	0.870	0.384	-0.519	1.348
Manufacturing industry	-0.005	0.345	-0.015	0.988	-0.681	0.671
Distribution, hotel & catering	0.635	0.282	2.253	0.024	0.083	1.188
Transport & communication	-0.051	0.566	-0.091	0.928	-1.162	1.059
Finance industry	-0.354	0.333	-1.065	0.287	-1.006	0.298
Other industry	—	—	—	—	—	—
Managerial & admin	0.822	0.303	2.713	0.007	0.228	1.415
Professional occupation	1.171	0.284	4.128	0.000	0.615	1.728
Associate professional	-0.213	0.369	-0.577	0.564	-0.937	0.511
Clerical occupation	-0.716	0.340	-2.106	0.035	-1.383	-0.050
Crafts and related occs	0.375	0.596	0.629	0.529	-0.792	1.542
Sales occupation	-1.325	0.636	-2.083	0.037	-2.573	-0.078
Plant and machine operatives	1.393	0.427	3.262	0.001	0.556	2.230
Other occupations	—	—	—	—	—	—
Postgraduate	1.780	0.539	3.300	0.001	0.723	2.837
Degree level	0.797	0.409	1.949	0.051	-0.005	1.599
'A' level	0.431	0.480	0.899	0.369	-0.509	1.372
'O' level	0.353	0.423	0.836	0.403	-0.475	1.182
Other qualifications	-0.170	0.585	-0.290	0.772	-1.315	0.976
No qualifications	—	—	—	—	—	—
Promotion prospects	0.267	0.191	1.396	0.163	-0.108	0.642
No promotion prospects	—	—	—	—	—	—
Hourly pay (based on paid hours)	0.003	0.016	0.160	0.873	-0.028	0.033
Living as couple	-0.032	0.202	-0.160	0.873	-0.429	0.364
Single	—	—	—	—	—	—
Constant	-3.778	1.266	-2.985	0.003	-6.259	-1.298

NB: dependent variable 1=working 49 or more hours per week, 0=otherwise

Source: BHPS Wave 7

Table C.4: Ordinal logistic regression of preferences over hours worked (all full-time employees of working age)

Variables	Coef. (B)	Std. Err	.z	P> z	[95% Con f. Interval]
Age	0.087	0.024	3.620	0.000	0.040 0.134
Age squared	-0.001	0.000	-2.896	0.004	-0.002 0.000
Primary industry	-0.023	0.155	-0.146	0.884	-0.327 0.281
Manufacturing industry	0.019	0.114	0.165	0.869	-0.205 0.242
Construction industry	-0.341	0.212	-1.613	0.107	-0.756 0.073
Distribution, hotel & catering	-0.007	0.120	-0.054	0.957	-0.242 0.228
Transport & communication	0.016	0.156	0.105	0.916	-0.290 0.322
Finance industry	-0.196	0.120	-1.630	0.103	-0.432 0.040
Other industry	—	—	—	—	—
Managerial & admin	0.325	0.125	2.602	0.009	0.080 0.570
Professional occupation	-0.026	0.144	-0.181	0.856	-0.308 0.256
Associate professional	-0.299	0.150	-1.996	0.046	-0.593 -0.005
Clerical occupation	0.173	0.116	1.484	0.138	-0.055 0.401
Crafts and related occs	0.158	0.136	1.168	0.243	-0.107 0.424
Sales occupation	-0.006	0.174	-0.037	0.971	-0.347 0.334
Plant and machine operatives	0.150	0.144	1.037	0.300	-0.133 0.433
Other occupations	—	—	—	—	—
Postgraduate	0.281	0.244	1.154	0.249	-0.197 0.759
Degree level	0.004	0.128	0.028	0.977	-0.247 0.254
'A' level	-0.142	0.146	-0.971	0.332	-0.429 0.145
'O' level	-0.182	0.135	-1.353	0.176	-0.446 0.082
Other qualifications	-0.114	0.161	-0.710	0.478	-0.430 0.201
No qualifications	—	—	—	—	—
Health poor/very poor	0.090	0.174	0.516	0.606	-0.252 0.432
Health not poor	—	—	—	—	—
Promotion prospects	0.032	0.073	0.432	0.666	-0.112 0.175
No promotion prospects	—	—	—	—	—
Solely resp for childcare	0.281	0.194	1.448	0.148	-0.099 0.661
Shared resp for childcare	-0.105	0.118	-0.888	0.375	-0.337 0.127
Other resp for childcare	-0.077	0.127	-0.610	0.542	-0.326 0.171
Weekly hrs of unpaid overtime	0.067	0.008	8.191	0.000	0.051 0.083
No children	—	—	—	—	—
Hourly wage (paid hours)	0.004	0.008	0.491	0.624	-0.011 0.019
GHQ (>3)	0.384	0.093	4.147	0.000	0.202 0.565
GHQ (<4)	—	—	—	—	—
Weekly paid hours	0.044	0.005	9.021	0.000	0.035 0.054
Male	-0.438	0.094	-4.662	0.000	-0.622 -0.254
Female	—	—	—	—	—
Resp. for less than half the house chores	0.124	0.095	1.302	0.193	-0.063 0.311
Resp. for more than half the house chores	0.311	0.124	2.498	0.012	0.067 0.555
Single	—	—	—	—	—
Ancillary Parameter (cut1)	4.040	0.486			
Ancillary Parameter (cut2)	4.295	0.486			

NB: dependent variable 3=fewer hours, 2=same and 1= would prefer to work more hours

Source: BHPS Wave 7

Table C.5: Ordinal logistic regression of preferences over hours worked (male full-time employees of working age)

Variables	Coef. (B)	Std. Err	.z	P> z	[95% Con	f. Interval]
Age	0.072	0.031	2.347	0.019	0.012	0.133
Age squared	-0.001	0.000	-1.698	0.090	-0.001	0.000
Primary industry	-0.035	0.188	-0.186	0.852	-0.404	0.334
Manufacturing industry	0.016	0.149	0.107	0.915	-0.276	0.308
Construction industry	-0.403	0.231	-1.744	0.081	-0.855	0.050
Distribution, hotel & catering	-0.093	0.171	-0.543	0.587	-0.429	0.243
Transport & communication	-0.026	0.196	-0.132	0.895	-0.410	0.358
Finance industry	-0.231	0.173	-1.335	0.182	-0.569	0.108
Other industry	—	—	—	—	—	—
Managerial & admin	0.182	0.156	1.161	0.246	-0.125	0.488
Professional occupation	-0.096	0.189	-0.508	0.611	-0.466	0.274
Associate professional	-0.473	0.236	-2.005	0.045	-0.935	-0.011
Clerical occupation	-0.065	0.193	-0.334	0.738	-0.443	0.314
Crafts and related occs	0.134	0.151	0.888	0.375	-0.162	0.430
Sales occupation	-0.116	0.252	-0.459	0.646	-0.610	0.378
Plant and machine operatives	0.129	0.166	0.779	0.436	-0.196	0.454
Other occupations	—	—	—	—	—	—
Postgraduate	0.173	0.306	0.564	0.573	-0.428	0.773
Degree level	-0.053	0.156	-0.341	0.733	-0.360	0.253
'A' level	-0.120	0.180	-0.667	0.505	-0.474	0.233
'O' level	-0.260	0.172	-1.505	0.132	-0.598	0.078
Other qualifications	-0.260	0.206	-1.264	0.206	-0.664	0.143
No qualifications	—	—	—	—	—	—
Health poor/very poor	0.012	0.253	0.049	0.961	-0.483	0.508
Health not poor	—	—	—	—	—	—
Promotion prospects	0.060	0.096	0.621	0.535	-0.129	0.249
No promotion prospects	—	—	—	—	—	—
Solely resp for childcare	0.082	0.466	0.177	0.860	-0.831	0.995
Shared resp for childcare	-0.062	0.126	-0.494	0.621	-0.309	0.185
Other resp for childcare	-0.001	0.156	-0.004	0.997	-0.307	0.305
No children	—	—	—	—	—	—
Weekly hrs of unpaid overtime	0.061	0.010	6.181	0.000	0.041	0.080
Hourly wage (paid hours)	0.008	0.011	0.662	0.508	-0.015	0.030
GHQ (>3)	0.274	0.132	2.072	0.038	0.015	0.534
GHQ (<4)	—	—	—	—	—	—
Weekly paid hours	0.041	0.006	7.084	0.000	0.029	0.052
Resp. for less than half the house chores	0.112	0.132	0.850	0.395	-0.146	0.370
Resp. for more than half the house chores	0.528	0.390	1.354	0.176	-0.236	1.292
Single	—	—	—	—	—	—
Ancillary Parameter (cut1)	3.992	0.616				
Ancillary Parameter (cut2)	4.293	0.617				

NB: dependent variable 3=fewer hours, 2=same and 1= would prefer to work more hours

Source: BHPS Wave 7

Table C.6: Ordinal logistic regression of preferences over hours worked (female full-time employees of working age)

Variables	Coef. (B)	Std. Err	.z	P> z	[95% Con	f. Interval]
Age	0.130	0.040	3.226	0.001	0.051	0.209
Age squared	-0.002	0.001	-2.916	0.004	-0.003	-0.001
Primary industry	-0.088	0.311	-0.284	0.776	-0.697	0.521
Manufacturing industry	-0.013	0.197	-0.067	0.946	-0.400	0.374
Construction industry	-0.105	0.831	-0.126	0.900	-1.734	1.524
Distribution, hotel & catering	0.103	0.175	0.593	0.553	-0.239	0.445
Transport & communication	0.007	0.281	0.025	0.980	-0.544	0.558
Finance industry	-0.192	0.174	-1.101	0.271	-0.534	0.150
Other industry	—	—	—	—	—	—
Managerial & admin	0.527	0.220	2.400	0.016	0.097	0.958
Professional occupation	-0.039	0.230	-0.168	0.867	-0.489	0.412
Associate professional	-0.189	0.202	-0.938	0.348	-0.585	0.206
Clerical occupation	0.324	0.158	2.056	0.040	0.015	0.634
Crafts and related occs	-0.094	0.370	-0.254	0.799	-0.819	0.631
Sales occupation	0.101	0.249	0.406	0.685	-0.387	0.589
Plant and machine operatives	-0.038	0.315	-0.120	0.904	-0.655	0.579
Other occupations	—	—	—	—	—	—
Postgraduate	0.316	0.414	0.764	0.445	-0.495	1.127
Degree level	0.079	0.228	0.347	0.729	-0.368	0.525
'A' level	-0.197	0.258	-0.764	0.445	-0.702	0.308
'O' level	-0.099	0.226	-0.438	0.661	-0.543	0.345
Other qualifications	0.061	0.269	0.228	0.819	-0.466	0.589
No qualifications	—	—	—	—	—	—
Health poor/very poor	0.123	0.246	0.497	0.619	-0.360	0.605
Health not poor	—	—	—	—	—	—
Promotion prospects	-0.018	0.116	-0.155	0.877	-0.245	0.209
No promotion prospects	—	—	—	—	—	—
Solely resp. for childcare	0.264	0.223	1.180	0.238	-0.174	0.702
Shared resp. for childcare	-0.287	0.466	-0.617	0.537	-1.200	0.625
Other resp. for childcare	-0.197	0.221	-0.890	0.374	-0.631	0.237
No children	—	—	—	—	—	—
Weekly hrs of unpaid overtime	0.086	0.015	5.632	0.000	0.056	0.116
Hourly wage (paid hours)	-0.002	0.011	-0.226	0.821	-0.023	0.019
GHQ (>3)	0.485	0.132	3.664	0.000	0.226	0.744
GHQ (<4)	—	—	—	—	—	—
Weekly paid hours	0.060	0.010	5.780	0.000	0.039	0.080
Resp. for less than half house chores	0.145	0.143	1.012	0.312	-0.136	0.425
Resp. for more than half house chores	0.339	0.146	2.322	0.020	0.053	0.625
Single	—	—	—	—	—	—
Ancillary Parameter (cut1)	5.410	0.861				
Ancillary Parameter (cut2)	5.607	0.861				

NB: dependent variable 3=fewer hours, 2=same and 1= would prefer to work more hours

Source: BHPS Wave 7

Table C.7: Multiple regression model of log (hourly earning — based on total hours), all full-time employees

Variables	Coef. (B)	Std. Error	t-value	Sig.
(Constant)	-0.116	0.080	-1.450	0.147
Age	0.081	0.004	19.028	0.000
Age squared	-0.001	0.000	-16.990	0.000
Primary industry	0.058	0.031	1.887	0.059
Manufacturing industry	0.000	0.022	0.004	0.997
Construction industry	-0.053	0.040	-1.301	0.193
Distribution, hotel & catering	-0.243	0.024	-10.324	0.000
Transport & communication	-0.011	0.031	-0.349	0.727
Finance industry	0.102	0.023	4.352	0.000
Other industry	—	—	—	—
Managerial & admin	0.334	0.024	13.667	0.000
Professional occupation	0.304	0.028	11.035	0.000
Associate professional	-0.099	0.029	-3.350	0.001
Clerical occupation	0.044	0.023	1.885	0.060
Crafts and related occs	0.016	0.027	0.583	0.560
Sales occupation	0.024	0.034	0.703	0.482
Plant and machine operatives	-0.039	0.028	-1.399	0.162
Other occupations	—	—	—	—
Postgraduate	0.457	0.048	9.559	0.000
Degree level	0.326	0.025	13.233	0.000
'A' level	0.233	0.029	8.145	0.000
'O' level	0.164	0.026	6.283	0.000
Other qualifications	0.149	0.032	4.719	0.000
No qualifications	—	—	—	—
Male	0.174	0.016	10.773	0.000
Female	—	—	—	—
Couple	0.051	0.011	4.684	0.000
Single	—	—	—	—
Worked over 48 hours this year and last	-0.114	0.024	-4.771	0.000
Worked over 48 hours this year only	-0.105	0.022	-4.834	0.000
Worked less than 49 hours this year	—	—	—	—

Source: BHPS Wave 7

Table C.8: Multiple regression model of log (hourly earning — based on paid hours), all full-time employees

Variables	Coef. (B)	Std. Error	T	Sig.
(Constant)	-0.165	0.083	-1.986	0.047
Age	0.084	0.004	19.040	0.000
Age squared	-0.001	0.000	-16.962	0.000
Primary industry	0.046	0.032	1.434	0.152
Manufacturing industry	-0.007	0.023	-0.321	0.748
Construction industry	-0.064	0.042	-1.515	0.130
Distribution, hotel & catering	-0.248	0.024	-10.172	0.000
Transport & communication	-0.034	0.032	-1.060	0.289
Finance industry	0.108	0.024	4.450	0.000
Other industry	—	—	—	—
Managerial & admin	0.383	0.025	15.098	0.000
Professional occupation	0.393	0.029	13.753	0.000
Associate professional	-0.112	0.031	-3.663	0.000
Clerical occupation	0.040	0.024	1.661	0.097
Crafts and related occs	-0.011	0.028	-0.384	0.701
Sales occupation	0.033	0.036	0.914	0.361
Plant and machine operatives	-0.070	0.029	-2.394	0.017
Other occupations	—	—	—	—
Postgraduate	0.537	0.050	10.831	0.000
Degree level	0.364	0.026	14.225	0.000
'A' level	0.254	0.030	8.563	0.000
'O' level	0.172	0.027	6.348	0.000
Other qualifications	0.151	0.033	4.593	0.000
No qualifications	—	—	—	—
Male	0.163	0.017	9.703	0.000
Female	—	—	—	—
Couple	0.051	0.011	4.533	0.000
Single	—	—	—	—
Worked over 48 hours this year and last	-0.027	0.025	-1.101	0.271
Worked over 48 hours this year only	-0.026	0.022	-1.135	0.256
Worked less than 49 hours this year	—	—	—	—

Source: BHPS Wave 7

Table C.9: Multiple regression model of log (hourly earning —based on total hours), male full-time employees

Variables	Coef. (B)	Std. Error	T	Sig.
(Constant)	-0.050	0.097	-0.515	0.606
Age	0.083	0.005	16.480	0.000
Age squared	-0.001	-1.643	-14.669	0.000
Primary industry	0.070	0.035	1.981	0.048
Manufacturing industry	0.018	0.027	0.660	0.509
Construction industry	-0.049	0.042	-1.184	0.237
Distribution, hotel & catering	-0.233	0.031	-7.507	0.000
Transport & communication	0.002	0.036	0.055	0.957
Finance industry	0.120	0.031	3.824	0.000
Other industry	—	—	—	—
Managerial & admin	0.339	0.028	11.918	0.000
Professional occupation	0.288	0.034	8.373	0.000
Associate professional	0.018	0.042	0.429	0.668
Clerical occupation	-0.035	0.035	-1.000	0.318
Crafts and related occs	0.027	0.028	0.973	0.331
Sales occupation	0.096	0.046	2.108	0.035
Plant and machine operatives	-0.036	0.030	-1.170	0.242
Other occupations	—	—	—	—
Postgraduate	0.433	0.057	7.663	0.000
Degree level	0.311	0.028	11.044	0.000
'A' level	0.236	0.033	7.148	0.000
'O' level	0.175	0.031	5.645	0.000
Other qualifications	0.204	0.037	5.482	0.000
No qualifications	—	—	—	—
Couple	0.055	0.013	4.314	0.000
Single	—	—	—	—
Worked over 48 hours this year and last	-0.109	0.026	-4.137	0.000
Worked over 48 hours this year only	-0.116	0.023	-5.075	0.000
Worked less than 49 hours this year	—	—	—	—

Source: BHPS Wave 7

Table C.10: Multiple regression model of log (hourly earning — based on total hours), female full-time employees

Variables	Coef. (B)	Std. Error	T	Sig.
(Constant)	-0.105	0.144	-0.734	0.463
Age	0.086	0.008	10.931	0.000
Age squared	-0.001	0.000	-9.980	0.000
Primary industry	0.080	0.066	1.215	0.224
Manufacturing industry	-0.010	0.041	-0.233	0.816
Construction industry	0.185	0.186	0.993	0.321
Distribution, hotel & catering	-0.222	0.037	-6.053	0.000
Transport & communication	-0.041	0.061	-0.679	0.497
Finance industry	0.088	0.036	2.434	0.015
Other industry	—	—	—	—
Managerial & admin	0.322	0.046	7.019	0.000
Professional occupation	0.333	0.046	7.281	0.000
Associate professional	-0.195	0.042	-4.588	0.000
Clerical occupation	0.091	0.033	2.710	0.007
Crafts and related occs	-0.101	0.081	-1.251	0.211
Sales occupation	-0.061	0.053	-1.156	0.248
Plant and machine operatives	-0.092	0.068	-1.357	0.175
Other occupations	—	—	—	—
Postgraduate	0.481	0.086	5.573	0.000
Degree level	0.335	0.048	6.971	0.000
'A' level	0.219	0.055	4.009	0.000
'O' level	0.148	0.048	3.069	0.002
Other qualifications	0.054	0.058	0.918	0.359
No qualifications	—	—	—	—
Couple	0.026	0.020	1.290	0.197
Single	—	—	—	—
Worked over 48 hours this year and last	-0.127	0.052	-2.424	0.015
Worked over 48 hours this year only	-0.115	0.055	-2.069	0.039
Worked less than 49 hours this year	—	—	—	—

Source: BHPS Wave 7

Table C.11: Multiple regression model of growth in hourly earnings between Waves 5 to 7, by broad occupational groupings (full-time employees only)

	Coef. (B)	P> t	Coef. (B)	P> t	Coef. (B)	P> t
	All occupations		Managers, Professionals and Associated Prof.		Skilled and Unskilled Professions	
Male	0.001	0.931	-0.012	0.514	0.012	0.608
Female	—	—	—	—	—	—
Age	-0.028	0.000	-0.033	0.000	-0.029	0.000
Age squared	0.000	0.000	0.000	0.000	0.000	0.001
Overtime hrs Wave 7	-0.004	0.005	0.003	0.055	-0.010	0.000
Overtime hrs Wave 6	0.001	0.251	0.002	0.177	0.001	0.575
Overtime hrs Wave 5	0.003	0.022	-0.002	0.111	0.009	0.000
Overtime hrs Wave 4	-0.003	0.031	-0.004	0.003	-0.002	0.266
Managerial	-0.023	0.524	0.043	0.036	(dropped)	
Professional	-0.032	0.415	0.038	0.085	(dropped)	
Associate prof.	-0.067	0.082	(dropped)		(dropped)	
Clerical	-0.118	0.001	(dropped)		-0.098	0.021
Craft	-0.070	0.063	(dropped)		-0.073	0.086
Personal services	-0.085	0.040	(dropped)		-0.094	0.046
Sales	-0.019	0.692	(dropped)		-0.008	0.882
Plant & machine op.	-0.086	0.023	(dropped)		-0.087	0.041
Primary	0.052	0.060	0.072	0.051	0.011	0.783
Manufacturing	0.040	0.051	0.062	0.012	0.015	0.646
Construction	-0.029	0.475	-0.043	0.430	-0.027	0.656
Distribution	0.005	0.825	0.027	0.399	-0.023	0.501
Transport	0.060	0.039	0.097	0.023	0.027	0.512
Financial	0.020	0.351	0.078	0.001	-0.067	0.081
Other industry	—	—	—	—	—	—
Postgraduate	-0.012	0.788	-0.014	0.801	0.062	0.719
Degree level	0.011	0.662	0.014	0.749	0.002	0.954
'A' level	-0.020	0.481	-0.058	0.244	-0.008	0.815
'O' level	0.007	0.770	-0.002	0.965	0.006	0.859
Below 'O' level	0.001	0.985	0.042	0.508	-0.009	0.802
No quals	—	—	—	—	—	—
Constant	0.754	0.000	0.793	0.000	0.776	0.000

Source: BHPS Waves 6 and 7

Table C.12: Multiple regression models of GHQ scores (0 to 36) by gender

	Coef. (B)	P> t	Coef. (B)	P> t	Coef. (B)	P> t
	Male and Female		Male		Female	
Male	-1.381	0.000	(dropped)		(dropped)	
Female	—	—	—	—	—	—
Age	0.258	0.000	0.287	0.000	0.241	0.034
Age squared	-0.003	0.000	-0.003	0.001	-0.003	0.043
Hrs>48	-0.115	0.652	-0.496	0.068	1.134	0.058
Hrs<49	—	—	—	—	—	—
Managerial	-0.424	0.433	-0.224	0.703	-1.080	0.355
Professional	-0.420	0.478	-0.688	0.298	-0.651	0.598
Associate prof.	-0.349	0.546	-0.510	0.429	-0.509	0.671
Clerical	0.052	0.923	-0.077	0.906	-0.011	0.992
Craft	-0.152	0.786	-0.154	0.790	-0.630	0.674
Personal services	0.176	0.766	-0.179	0.800	0.163	0.889
Sales	0.055	0.934	-0.569	0.471	0.372	0.772
Plant & machine op.	-0.117	0.834	-0.001	0.999	-1.246	0.373
Other occupations	—	—	—	—	—	—
Primary	-1.017	0.024	-0.730	0.146	-2.012	0.044
Manufacturing	-0.590	0.076	-0.470	0.239	-0.748	0.235
Construction	-0.479	0.417	-0.507	0.397	0.708	0.758
Distribution	-0.397	0.262	-0.370	0.415	-0.426	0.461
Transport	-0.657	0.157	-0.852	0.110	-0.057	0.950
Financial	-0.121	0.724	0.228	0.604	-0.555	0.319
Other industry	—	—	—	—	—	—
Postgraduate	0.482	0.488	0.238	0.767	0.271	0.832
Degree level	0.396	0.306	0.652	0.136	-0.238	0.749
'A' level	-0.102	0.813	0.221	0.653	-0.868	0.293
'O' level	-0.254	0.522	0.090	0.848	-0.798	0.268
Below 'O' level	-0.309	0.516	0.125	0.823	-0.932	0.279
No quals	—	—	—	—	—	—
Constant	6.658	0.000	4.282	0.003	8.217	0.000

Source: BHPS Wave 7

Table C.13: Multiple regression models of GHQ scores (0 to 36) by gender and cohabitation status

	Coef. (B)	P> t	Coef. (B)	P> t	Coef. (B)	P> t	Coef. (B)	P> t
	Male Cohabiting		Female Cohabiting		Male Single		Female Single	
Age	0.230	0.072	0.465	0.009	0.373	0.013	0.186	0.337
Age squared	-0.002	0.111	-0.006	0.011	-0.004	0.071	-0.002	0.464
Hrs>48	-0.412	0.187	0.724	0.308	-0.666	0.236	1.940	0.075
Hrs<49	—	—	—	—	—	—	—	—
Managerial	-0.251	0.717	-2.366	0.126	-0.342	0.778	0.285	0.876
Professional	-0.727	0.350	-2.398	0.139	-0.795	0.550	1.988	0.317
Associate Prof.	-0.553	0.467	-2.011	0.202	-0.601	0.637	1.078	0.578
Clerical	-0.356	0.663	-1.424	0.338	-0.125	0.913	2.269	0.197
Craft	0.004	0.995	-1.612	0.396	-0.787	0.456	-0.563	0.827
Personal services	-0.019	0.982	-1.003	0.521	-0.506	0.700	1.424	0.431
Sales	-0.926	0.354	-2.093	0.223	-0.604	0.655	3.886	0.050
Plant & machine op.	-0.141	0.841	-2.996	0.101	0.245	0.822	1.621	0.476
Other occupations	—	—	—	—	—	—	—	—
Primary	-0.700	0.230	-1.698	0.157	-0.735	0.469	-2.491	0.183
Manufacturing	-0.565	0.224	0.265	0.726	-0.333	0.679	-3.004	0.010
Construction	-0.768	0.272	-3.087	0.330	0.270	0.819	5.285	0.121
Distribution	-0.425	0.438	-0.051	0.944	-0.124	0.884	-0.861	0.380
Transport	-0.549	0.370	-0.732	0.513	-1.859	0.095	1.210	0.453
Financial	0.089	0.861	-0.990	0.136	0.753	0.411	0.074	0.942
Other industry	—	—	—	—	—	—	—	—
Postgraduate	0.315	0.722	1.542	0.342	-0.289	0.879	-1.083	0.616
Degree level	0.355	0.467	0.012	0.989	1.533	0.125	-0.174	0.905
'A' level	0.388	0.500	-1.097	0.279	0.443	0.666	-0.065	0.966
'O' level	-0.549	0.302	-1.143	0.172	1.768	0.085	0.115	0.937
Below 'O' level	-0.118	0.855	-1.601	0.104	0.993	0.406	1.041	0.557
No quals	—	—	—	—	—	—	—	—
Constant	5.694	0.031	4.900	0.193	1.969	0.448	6.834	0.060

Source: BHPS Wave 7

Table C.14: Logistic Regression models of GHQ scores (dependent variable: GHQ>3=1), by gender

	Coef. (B)	P> z	Coef. (B)	P> z	Coef. (B)	P> z
	Male and Female		Male		Female	
Male	-0.516	0.000				
Female	—	—	—	—	—	—
Age	0.057	0.105	0.101	0.048	0.017	0.734
Age squared	-0.001	0.086	-0.001	0.060	0.000	0.528
Hrs>48	0.057	0.685	-0.170	0.343	0.563	0.022
Hrs<49	—	—	—	—	—	—
Managerial	-0.157	0.608	0.147	0.723	-0.771	0.113
Professional	-0.253	0.439	-0.139	0.760	-0.729	0.149
Associate Prof.	-0.176	0.582	-0.114	0.799	-0.533	0.275
Clerical	-0.003	0.993	-0.003	0.995	-0.280	0.533
Craft	-0.192	0.556	-0.091	0.829	-0.125	0.842
Personal services	-0.045	0.890	0.153	0.747	-0.500	0.290
Sales	0.331	0.354	0.303	0.565	0.047	0.929
Plant & machine op.	-0.078	0.811	0.168	0.687	-0.792	0.212
Other occupations	—	—	—	—	—	—
Primary	-0.520	0.050	-0.262	0.418	-1.227	0.029
Manufacturing	-0.321	0.076	-0.216	0.392	-0.472	0.101
Construction	-0.488	0.182	-0.486	0.252	0.295	0.739
Distribution	-0.318	0.091	-0.268	0.357	-0.394	0.126
Transport	-0.583	0.033	-0.618	0.104	-0.458	0.266
Financial	-0.182	0.299	0.145	0.572	-0.556	0.027
Other industry	—	—	—	—	—	—
Postgraduate	0.128	0.732	0.181	0.739	-0.155	0.773
Degree level	0.250	0.249	0.581	0.061	-0.132	0.682
'A' level	0.028	0.910	0.374	0.283	-0.360	0.321
'O' level	-0.119	0.600	0.195	0.567	-0.401	0.209
Below 'O' level	0.048	0.858	0.422	0.281	-0.255	0.503
No quals	—	—	—	—	—	—
Constant	-2.008	0.004	-3.976	0.000	-0.362	0.719

Source: BHPS Wave 7

Table C.15: Logistic regression models of GHQ scores (dependent variable: GHQ>3=1), by gender and partnered

	Coef. (B)	P> z	Coef. (B)	P> z	Coef. (B)	P> z	Coef. (B)	P> z
	Male cohabiting		Female cohabiting		Male single		Female single	
Age	0.056	0.519	0.092	0.283	0.114	0.241	-0.009	0.915
Age squared	-0.001	0.473	-0.001	0.218	-0.001	0.448	0.000	0.965
Hrs>48	-0.048	0.818	0.776	0.010	-0.553	0.149	0.060	0.896
Hrs<49	—	—	—	—	—	—	—	—
Managerial	-0.073	0.879	-0.972	0.133	0.682	0.445	-0.523	0.490
Professional	-0.278	0.599	-1.168	0.085	0.280	0.771	0.122	0.878
Associate Prof.	-0.323	0.536	-0.763	0.238	0.378	0.682	-0.334	0.669
Clerical	-0.440	0.458	-0.539	0.373	0.492	0.573	0.385	0.579
Craft	-0.212	0.672	-0.386	0.625	0.129	0.882	-0.503	0.693
Personal services	0.296	0.585	-0.734	0.255	-0.820	0.526	-0.148	0.836
Sales	-0.348	0.618	-0.372	0.606	0.972	0.310	0.728	0.349
Plant & machine ind.	-0.210	0.673	-0.966	0.224	1.076	0.204	-0.289	0.826
Other occupations	—	—	—	—	—	—	—	—
Primary	-0.115	0.767	-0.932	0.164	-0.428	0.496	-2.012	0.066
Manufacturing	-0.081	0.787	0.118	0.725	-0.619	0.206	-2.537	0.002
Construction	-0.538	0.306			-0.304	0.690	1.874	0.176
Distribution	-0.173	0.630	-0.308	0.372	-0.298	0.582	-0.556	0.173
Transport	-0.503	0.264	-0.420	0.436	-0.976	0.197	-0.580	0.386
Financial	0.295	0.334	-0.697	0.041	-0.105	0.837	-0.525	0.199
Other industry	—	—	—	—	—	—	—	—
Postgraduate	0.036	0.951	0.389	0.566	0.961	0.532	-1.160	0.261
Degree level	0.325	0.333	-0.056	0.887	2.081	0.055	-0.092	0.882
'A' level	0.358	0.351	-0.451	0.348	1.560	0.163	-0.076	0.905
'O' level	-0.428	0.289	-0.516	0.186	2.374	0.030	-0.188	0.760
Below 'O' level	-0.057	0.902	-0.281	0.537	2.582	0.025	-0.243	0.743
No quals	—	—	—	—	—	—	—	—
Constant	-2.729	0.128	-1.753	0.324	-6.240	0.002	-0.298	0.843

Source: BHPS Wave 7

Appendix D: The Working Time Regulations

On 1 October 1998, the UK Government brought into force the Working Time Regulations. The Regulations implement the European Working Time Directive (93/104/EC) of 23 November 1993 and certain parts of the Young Workers Directive (94/33/EC) of 22 June 1994, covering the working time of adolescents.

The Regulations have created the following rights and entitlements:

- A maximum of 48 hours a week which a worker can be required to work, though workers can voluntarily choose to work longer.
- A limit of an average eight hours work in 24 which night workers can work.
- An entitlement of four weeks paid leave each year.
- An entitlement to 11 consecutive hours rest in any 24 hour period.
- An entitlement to an in-work rest break of 20 minutes if the working day is longer than six hours.
- An entitlement to one day of rest each week.
- A right for night workers to receive free regular health assessments.

Adolescent workers (those between minimum school leaving age and their 18th birthday) are also covered by these additional entitlements:

- An entitlement to 12 hours rest in any 24 hour period.
- An entitlement to an in-work rest break of 30 minutes if the working day is longer than four and a half hours.
- An entitlement to two days of rest each week.
- A specific health and capacities assessment for night workers.

The Working Time Directive does not apply to certain sectors (air, rail, road, sea, inland waterway and lake transport, sea fishing, other work at sea (mainly the offshore oil and gas industry) and doctors in training). Additional specific directives, reflecting the needs of these sectors, will extend the Working Time Directive to these areas. The main Horizontal Amending Directive was adopted

by European Member States on 1 August 2000, with a requirement that the provisions be brought into the national legislation of Member States within three years (four years for junior doctors).

Enforcement of the Regulations is split between the rights and the entitlements. The Health and Safety Executive and local authorities enforce the working time and night work limits. The entitlements (paid annual leave and rest) are ultimately enforced by employment tribunals, although ACAS is available to facilitate an agreement between the parties concerned without the need for a hearing.

The Regulations were amended in 1999, to simplify the record-keeping requirements and extend the derogation for those whose working time is not measured. Following the end of the UK opt-out from certain provisions of the Young Workers Directive, action is also being taken to amend the Regulations to include the stricter provisions on adolescents' working time. In addition, a further amendment will be made to remove the paid annual leave qualifying period following a European Court of Justice judgement on 26 June 2001.

Appendix E: References

- ACIRRT (1999), *Work, Time, Life: Reclaiming the Working Time Agenda*, research paper, The Australian Centre for Industrial Relations Research and Training
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Appendix F: Literature Search

The main sources searched in the literature review for the present study, and the approach to the search, are detailed below.

Academic database

The following are the academic databases searched to identify the literature for the review:

- PsycINFO
- EconLit
- British Library
- Zetoc —British Library Index
- Web of Science
- Brighton University Library
- Sussex University Library
- OCLC First search
- PapersFirst
- Proceedings
- Worldcat
- Bookfind
- ArticleFirst
- ContentsFirst
- Eco
- Amazon

The key words used to search these databases were:

- Work(ing) hours
- Long work hours
- Working time directive
- Working hours and productivity
- Equal opportunities and working hours
- Health and working hours

- Long hours culture
- Long work hours culture
- Working time regulations
- (Long) Work(ing) hours and (organisational) performance

Websites

The Websites set out in the table below were also searched for the purposes of the review. The key words used to search these websites were:

- work hours
- working hours
- long working hours
- long hours
- hours and employment
- hours and work
- time and work
- time and employment.

Table F.1: Working Long Hours Literature Review — websites searched

Research Institutes

IPD	www.cipd.co.uk
Industrial Society	www.indsoc.co.uk
IRS	www.IRSeclipse.co.uk
PSI	www.psi.org.uk
Institute of Directors	www.iod.co.uk
NCSSR (SCPR)	www.scpr.ac.uk
ACAS	www.acas.org.uk
TUC	www.tuc.org.uk

Professional institutes/bodies/unions

Unison	www.unison.org.uk
Law Society	www.lawsociety.org.uk
Royal College of Nursing	www.rcn.org.uk
British Medical Association	www.bma.org.uk
National Union of Teachers	www.nut.org.uk
BECTU	www.bectu.org.uk
Connect (IT and communications union)	www.connect.org.uk
Equal Opportunities Commission	www.eoc.org.uk
Work life forum	www.worklifeforum.com
New Ways to Work	www.new-ways.co.uk

IDS (Incomes Data Services)	www.incomesdata.co.uk
Demos	www.demos.co.uk
Institute of Fiscal Studies	www.ifs.org.uk
Employers for Work Life Balance	www.employersforwork-lifebalance.org.uk
Family Policy Studies Centre	www.fpsc.org.uk
OECD	www.oecd.org
Government departments	
DfES	www.dfes.gov.uk
DTI	www.dti.gov.uk
Cabinet Office	www.cabinet-office.gov.uk
Publications	
People Management	www.peoplemanagement.co.uk
Personnel Today	www.personneltoday.com
Management Today	www.clickmt.com
Guardian	www.guardianunlimited.co.uk
BBC	www.bbc.co.uk
University departments	
Institute for Social and Economic Research (BHPS Essex data archive)	www.iser.essex.ac.uk
University of Warwick – Industrial Relations Research Unit	users.wbs.warwick.ac.uk/irru
University of Warwick – Institute for Employment Research	www.warwick.ac.uk/ier
Others	
European Foundation of Working Conditions	www.eurofound.ie
International Labour Organisation	www.ilo.org
Cambridge Work Life Project	www.lucy-cav.cam.ac.uk/cwl/worklife.htm
European conference on working limits	www.etuc.org/tutb/uk/conference2000.(html)
European Partners	
CESO I&D (Portugal) (website not in English)	www.ceso-id.pt
Fundacio CIREM (Spain) (has English version but publications not in English)	www.cirem.es
Danish Technological Institute (Denmark) (English version)	www.uk.teknologisk.dk
Hoger Instituut Voor De Arbeid (Belgium) (publications not in English)	www.kuleuven.ac.uk/hiva
Institut Technik & Bildung (Germany) (not in English)	www.itb-uni-bremen.de
Institute for Applied Social Science (Netherlands) (publications not in English)	www.its.kun.nl
Centre for Work, Training and Social Policy	www.its.kun.nl
Working Life Research Centre (Austria)	www.forba.at

QUESTIONNAIRE: WORKING HOURS



Confidential to the Institute for Employment Studies

Please answer the following questions as fully as you are able by ticking the boxes or writing in the spaces provided. **The survey is entirely confidential** and the information collected will be used anonymously. Please return the completed questionnaire to the IES researchers at the end of your discussion or place it in the reply paid envelope provided and return it to IES. If you have any queries, please contact Jenny Kodz at IES: telephone 01273 873641. Thank you for your co-operation.

A. Your work

1. How would you describe your role at work? (*please tick the most applicable*)

Director/Senior manager Manager Supervisor
Professional Specialist Staff

2. What is your job title? (*please write in*)

3. How long have you worked for this organisation? years months

B. The hours you work

4. Do you work?

Full-time Part-time Other (*please write in*)

5. How many hours are you contracted to work per week (excluding overtime)? (*please write in*). *If your hours vary week by week, please estimate the average number of hours you are contracted to work.*

..... no. of hours per week

6. Over the last seven days, approximately how many hours have you worked? (*Please write in*)

..... no. of hours

7. Over the last three months have you worked any hours which were additional to your contracted hours?

yes no

If No, please go to Section C

Questions 8 to 12 are about the extra hours you have worked over the last three months.

8. Over the last three months, approximately how many extra hours have you worked per week?

..... no. of hours per week

9. Over the last three months, how often do you think you have worked extra hours? *(Please tick one box)*

- Every day Most days
Once or twice a week Once a fortnight
Once a month Once every three months

10. Over the last three months, when have you worked these extra hours? *(Please tick as many boxes as apply)*

- Early morning Lunch times Early evening
Late evening Weekends Other *(Please specify)*

11. Over the last three months, where have you worked these extra hours? *(Please tick as many boxes as apply)*

- At work At home Other *(Please specify)*

12a. Over the last three months were you compensated for any of the extra hours you worked through paid over time or time off in lieu or through working flexitime? *(Please tick one box)*

- yes no

If No, please go to section C

12b. How were you compensated for any of these extra hours worked? *(Please tick as many boxes as apply)*

- Paid over time Time off in lieu Flexitime
Other *(Please specify)*

12c. Over the last three months, for how many of the extra hours you worked were you compensated in this way? *(please tick one box)*

- All Most Some Few

C. Your responsibilities and activities outside work

13. Are you the main income earner in your household? *(please tick the most appropriate)*

- yes no about equal

14. Do you have caring responsibilities for any children aged 16 or under? *(please tick one box)*

- yes no

15. Do you have any caring responsibilities for an elderly relative or other adult, for example someone with a disability? *(please tick one box)*

- yes no

16. Do you have any other formal responsibilities or commitments outside work, eg studying, training, voluntary work, school governor, magistrate, councillor?

yes (please specify) no

D. Your views about working hours

17. The following statements express some views about the balance between work and life outside work. Please indicate the extent to which you agree with each statement by ticking the box that best represents your views.

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Working long hours is expected and accepted as part of the culture where I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working long hours is discouraged in this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is very unusual for anyone in my team to work extra hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager is aware of the hours I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel less secure in my job if I do not put in as many hours as my colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some of my colleagues are working too many hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I need to work long hours to improve my pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff shortages mean that I have to work longer hours to get things done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working long hours is sometimes necessary to finish an urgent piece of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I cannot work long hours because of my commitments outside work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with my own working hours pattern	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am able to choose whether I work extra hours or not	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have enough time to get everything done in my job within normal working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most of the need to work long hours could be removed by redistributing staff work loads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If I was better at managing my time, I wouldn't need to work the extra hours I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work long hours because I am committed to my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
If you want to progress in your career in this organisation, it's essential to work long hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working long hours is taken for granted in this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pressure to work long hours has increased in the last few years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I sometimes miss breaks during the working day because of my workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The amount of hours I work is damaging my health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often miss important events in my personal life because of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My colleagues who stick to their contracted hours, demonstrate a lack of commitment to their work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My working pattern is not affecting my life outside work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work performance suffers the more hours I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organisation gives me the chance to balance work and life outside better than other organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the right balance between work and life outside work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My working hours are so long, they have a detrimental impact upon my ability to work effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. About you

18. Are you? (please tick one box) female male

19. How old are you (please write in) years

F. Your comments

20. Please use the space below to make any other comments about working hours. We are particularly interested in hearing about your feelings about your own working hours. Remember these views will be treated in confidence by IES.

Thank you for completing this form

Please place the questionnaire in the envelope provided and return it to IES. No stamp is needed

If you have any queries about this questionnaire please contact Jenny Kodz at:
The Institute for Employment Studies, Mantell Building, University of Sussex, Falmer, Brighton, BN1
9RF in the reply paid envelope provided.

Working Hours: Employer Case Studies

Line Manager Discussion Guide

Welcome and thank you for coming

Give respondent the flier explaining the research and IES

Introduce IES, the study, yourself

Explain:

- The Research has been commissioned by the Department for Education and Employment
- The study involves a review of the literature, secondary data analysis and international case study research on working long hours
- The overall aim of the study is to provide an understanding of the particular working time patterns which are characteristic to the UK as compared to other developed countries. It is also examining the implications of working long hours on both employers and employees.
- We are conducting case studies within eight organisations in the UK and six in total within France, Germany and Sweden. In each organisation we are conducting interviews with an HR manager, up to six line managers and eight employees.
- The research is confidential, no one will be identified in the report, but we will be writing up a case study for each participating organisation. This will be agreed with the participating organisation
- If using tape recorder explain why (difficulty of taking notes)
Any questions

A. Background information

1. Explore job details and main responsibilities of interviewee. Explore the role and the size of the team they manage, and position and gender of those within the team. How long has the interviewee been employed in the organisation.

B. Working hours

2. What are the contracted full time working hours in the team you manage? Is this the same for everyone or does it vary? if so how? Do any members of the team work part-time?
3. How many days annual holiday are staff entitled to within the team? Is this the same for everyone or does it vary? If so how? *(check if this includes public holidays)*

Do you perceive that people work longer than their contracted hours in this team?

- How do you know? How well informed are you about working hours within the team? Are you / your team required to keep records of hours worked? If so, how accurately is this done?
 - Could the work be done in standard hours?
4. As far as you know, how widespread is this long hours working within the team?

Can you give me an idea of the proportion of employees in your team who regularly work over 48 hours per week?

Do you ever discuss working hours with your team?

5. What would you define as long working hours? , *ie* how many extra hours per week over and above contracted hours constitute long hours in your opinion?
6. Do you have an idea of the amount of extra hours worked?, *ie* how many hours are employees working per week? *(ask for each group of employees if there is wide variation)*

Do employees consistently work extra hours? or only at certain times? if so when?

Is overtime paid or unpaid? Or to what extent is overtime compensated for in another way, *eg* time off in lieu

When are the extra hours worked, weekends, evenings, early mornings, lunch breaks? Do people take work home?

To what extent do staff not take up their full annual holiday entitlement?

7. Are there any particular staff in your team who do not work long hours or cannot work long hours? How are these staff perceived by other members of the team who are working long hours?
8. Have you or any staff in your team been asked to sign an opt out from the Working Time Regulations?

Do repertory grid at this stage with three of the line managers interviewed in each organisation. For the other three continue with this discussion guide.

C. Reasons for working long hours

1. Why do employees work long hours?

Possible prompts: *for example is it because of workload, pressure to meet deadlines, work organisation, to increase pay, job insecurity, reduced staffing levels, delayering within organisation, efficiency savings to keep costs down, changing technology, changing working practices, peer pressure, to increase promotion prospects?*

Where does the drive come from to work long hours?

Do employees work extra hours voluntarily (ie it is their choice) or are they under pressure to work long hours?

2. To what extent would you say there is a culture of working long hours in the organisation?

If there is a long hours culture, ask

How would you describe this culture?

What characterises a long hours culture?

What are the causes and drivers of the long hours culture?

Is it an organisation wide culture, or does it only affect particular groups of employees? *If only specific groups, explore which*

3. *If long hours are not worked at all in the team, or any particular groups of staff were mentioned in question A7 who do not work long hours, ask*

What would you say are the reasons for employees not working long hours?, for example compared to other staff in the team who do work long hours, or compared with other employers within the sector where long hours are worked? *(possible prompts: commitments outside work, employment contracts, management practices, work organisation, trade unions, commitments outside work)*

4. How do you think the number of hours worked has changed in this organisation over the last five years working hours? If so, has it increased or decreased? Why is that?

4. How does this organisation compare to other employers you have worked for in terms of working hours?

Critical incidence line managers

We have talked generally about the reasons why people work long hours, I would now like to ask you about some recent examples when long hours have been worked.

Ask them to think about one of the main reasons for working long hours which they have given. Ask them to briefly outline a recent example of this.

Using that specific example, get details of the following

- when did it happen
- how often does that type of incident happen
- who was involved in the specific example
- what was the run up to the incident
- what stage did you realize there was a need to work long hours,
- how much notice were you and other staff given that they would have to work long hours
- how did you feel about having to ask the people involved to work extra hours
- what was it about the incident that caused them to have to work long hours
- did everyone involved in the specific example work long hours, if not, how did it come about who worked the extra hours
- how did the people involved respond to having to work long hours
- what with hindsight could have stopped them from needing to work long hours
- how much control do you have over this

Repeat the process for other types of reasons for working long hours and ask for other recent examples

D. Impact of working long hours

1. What do you see as the implications of working long hours for the team?

Explore any positive impacts on output and productivity and negative impacts, such as on outputs and productivity, staff turnover, absence, recruitment difficulties, staff commitment morale and job satisfaction, accident rates and health and safety

2. If there are any differences within the team in working hours patterns, ask

As far as you know are there any differences between the staff who work long hours, in terms of performance, productivity levels, staff turnover, employee satisfaction, health and safety incidents?

Explore differences in these measures between groups of staff who work long hours and those who do not. If appropriate use repertory grid technique, details attached.

3. What do you see as the implications of working long hours for individuals?

Explore any positive impacts eg higher work output, better promotion prospects

And negative impacts upon equal opportunities (ie are those who cannot work long hours disadvantaged within the organisation), and promotion prospects of those who do not work long hours and part time employees

4. Do you have any evidence that demonstrates the impact of working long hours on employees? What is the evidence?

5. Do you know how satisfied staff are with their working hours, if yes explore staff satisfaction and how this varies by hours worked

6. Are you concerned at all about the hours worked within your team? What are your concerns?

E. Support to limit working hours

1a. Has this organisation taken any steps to reduce or control working hours? If yes what? Have you, as a line manager, taken any steps to reduce or control working hours within the team? *(It would be useful to establish whether line managers are trying to address this even if it is not being addressed at an organisational level)*

1b. *If any steps being taken at the organisation level, ask:*

- What did you think of the policies when you first heard about them?
- Did you have any particular concerns or hopes, what were these?
- What has been your role in implementing this policy?

2. What kind of support or training has been provided to reduce long hours?

3. When was this introduced to staff?

4. How satisfied are you now with this support provided or policy to reduce working hours?

5. What would you say has been the impact of this support or policy to reduce hours?

6. Who benefits? Who does not benefit?

7. What would you say are the advantages or strengths of this policy/initiative?

8. What would you say are the disadvantages or weaknesses?

9. What more could be done to reduce or control working extra hours? or how do you think you would address this issue?

If no intervention, but long hours are worked within the organisation, ask:

11. To what extent do you think there is scope for reducing working hours in this organisation?

12. What do you think would be the benefits of introducing such measures, for the organisation and staff?

13. Would there be any disadvantages for the organisation and staff? probe on possible impact on performance and output if hours were reduced.

14. What might be the barriers to introducing measures to reduce working hours?

Hand out questionnaire for completion

Repertory grid

I'd like to ask you more specifically about some of the staff in your team using an interviewing technique called repertory grid. Basically I'll be asking you to compare and contrast different staff within your team and think about their performance.

Check they have at least six full time staff in their team, if not tell them to think back to the last job they did as well and staff they previously managed. (We are specifically interested in the manager's perspective). If they have not managed six employees, then ask them to think about other colleagues.

To do this I'd like you to think of the full time employees in your team

- out of the team who are the two people who you perceive work the longest hours. We are not necessarily interested in those who work the hardest but those who put in the longest hours. I'm not interested in who they are – I won't be asking what their names are
- *write their names on card – its just a memory aid for you*
- (cards 1 and 2)
- Now again thinking of the full time members of the team, who are the two who you perceive put in the least hours, not necessarily the two that perform the least well, just work the least hours. We are thinking about those who would be least willing to do any extra hours over and above their standard hours.
- (cards 5 and 6)
- Now think again of two full timers in the team who fall between these two extremes in terms of the hours they put in. *If they are unable to think of anyone who falls in the middle of this range in their current team, ask them to think about staff they have previously managed. Ask them to think about staff who worked the average hours, neither very long or short hours.*
- (cards 3 and 4)

Present back to the interviewee the cards 1,2 and 3

Thinking about how these three people perform at work can you think of a way that two of them are similar to each other and different from the third

Group the cards in the way they suggest

1. Can you tell me how the pair are similar to each other

probe for clarification and evidence of their perceptions (we need to get them to talk about behaviours rather than abstract perceptions). Examples of possible probes:

- what makes you say that
 - what do they do that you can tell that from
 - what do you see when that is the case
 - what do they do that makes you say that
2. Can you tell me how the third person differs to this pair

Make sure the interviewee focuses on how the single one differs from the pair, we are not interested in them as an individual, just differences

Keep asking about any other ways the pair is similar to each other and different to the singleton until they cannot think of any other ways.

If they start saying that the group could be split in other way, then probe. However, our primary interest is the main grouping.

Then present the cards 2, 5 and 6 and repeat the process

Then present the cards 3,4 and 5 and repeat the process again

At the end record some basic information about each person

- age
- gender
- domestic responsibilities
- overtime paid/unpaid or time off in lieu
- length of service
- job title/nature of job role
- their assessment of potential for promotion/career progression levels of sickness absence (rough assessment)

When the repertory grid has been completed

If there is sufficient time:

- check over sections C and D to see if there are any key questions that have not been covered.
- Ask questions in section E

Hand out questionnaire for completion

1. Working Hours: Employer Case Studies

Employee Discussion Guide

Welcome and thank you for coming

Introduce IES, the study, yourself

Explain:

- The Research has been commissioned by the Department for Education and Employment
- The study involves a review of the literature, secondary data analysis and international case study research on working long hours
- The overall aim of the study is to provide an understanding of the particular working time patterns which are characteristic to the UK as compared to other developed countries. It is also examining the implications of working long hours on both employers and employees.
- We are conducting case studies within eight organisations in the UK and six in total within France, Germany and Sweden. In each organisation we are conducting interviews with an HR manager, up to six line managers and eight employees.
- The research is confidential, no one will be identified in the report, but we will be writing up a case study for each participating organisation. This will be agreed with the participating organisation
- If using tape recorder explain why (difficulty of taking notes)
Any questions

A. Background information

1. Explore job details and main responsibilities of interviewee and how long they have been employed in the organisation, how long they have held their current post.

2. What are your contracted weekly working hours? and how many days annual holiday are you entitled to? (check if this includes public holidays)

3. Explore commitments and responsibilities outside work, in particular caring responsibilities – eg childcare and eldercare, and who has main responsibility for household functions (cooking, cleaning, shopping, washing, ironing) in their household

B. Working hours

1. Would you say long hours working was a feature of this organisation? Is this in all departments or only in certain areas or certain occupations? Which ones?

2. What do you consider to be long hours? approximately how many hours above contracted hours?

3. Over the last three months on average how many hours would you say you have worked per week, *ie* including overtime? and how many hours did you actually work last week? Do you feel able to leave on time / work their contracted hours?

4. While working at this organisation, have you always taken your full annual holiday entitlement? *If no, explore approximately how many days have not been taken per year*

5. *If they have worked additional hours ask*

When have you worked these extra hours worked? evenings, early mornings? evenings? Do you take work home in the evenings/at weekends?

Have the extra hours you have worked been paid overtime? Have you had any other compensation for these hours, such as time off in lieu? *explore what proportion of hours are compensated*

If they have worked long hours/not taken some holiday ask:

6a. What have been your reasons for working these extra hours?
prompts: extra money, workload, requirement of the job, a long hours culture, enjoyment of work

6b. Did you expect to work the hours you do when you first started in your current job role?

6c. Have you been asked to sign an opt out from the Working Time Regulations?

If long hours working is considered to be a feature in the organisation ask:

7a. In general, why are long hours worked in this organisation? Where does the drive to work long hours come from? Do senior staff work long hours?

7b. Do you think it is necessary to work long hours, why is it necessary, if not, why not?

7c. Do you think there is a long hours culture in this organisation? How would you describe this culture? What is a long hours culture?

7d. How would you describe the attitude to working long hours of line managers and senior managers?

Critical incidence – individual employees

We have talked generally about the reasons why people work long hours, I would now like to ask you about some recent examples when long hours have been worked.

Ask them to think about one of the main reasons for working long hours which they have given. Ask them to briefly outline a recent example of this.

Using that specific example, get details of the following

- when did it happen
- how often does that type of incident happen
- who was involved in the specific example
- what was the run up to the incident,
- what stage did you realize you would need to work long hours,
- how much notice were you given that you would have to work long hours
- how did you feel about having to work extra hours
- what was it about the incident that caused you to have to work long hours
- did everyone involved in the specific example work long hours, if not, how did it come about who worked the extra hours
- what with hindsight could have stopped them from needing to work long hours
- how much control do you have over this

Repeat the process for other types of reasons for working long hours and ask for recent examples

If the individual does not work long hours,

8a. Have you specifically made an effort or chosen not to work long hours or that you have chosen to work in a specific role which does not require long hours?

If yes, what are your reasons for doing so, *ie* do you have outside commitments?

How have you managed to control your hours in this way? Have there been any particular difficulties in doing so?

8b. Or is it that your job does not require you to work extra hours?

8c. As far as you know, how do your hours compare to other employees in similar job roles?

Ask all

9. How do you think the number of hours worked has changed over the last five years working hours? If so, has it increased or decreased? Why is that?

10. How does this organisation compare to other employers you have worked for in terms of working hours? *Explore previous job roles, and whether the previous employer was in the same or a different sector*

11. How do you think your working hours compare with employees working in similar roles for other employers in the same sector?

12. *Explore how satisfied they are with their working hours pattern*

Have you considered changing jobs or employers to work less hours?

Would you take a pay cut to work fewer hours?

C Impact of working long hours

1. What do you see as the impact of working long hours?

on staff in general — eg welfare of employees, health, private lives, families, those who cannot work long hours, career prospects

on yourself (if individual works long hours) –

and on the organisation as a whole? work performance, efficiency, staff turnover, morale, absence

2. Who do you think suffers? how and why?

4. Who do you think benefits? how and why?

Are there any disadvantages to choosing not to work long hours? what and why? *If the individual does not work long hours or works part time, ask:*

5. What are the benefits to you of working shorter hours, and to the organisation as a whole?

6. Do you think there are any disadvantages to not working long hours, for yourself and the organisation as a whole, *explore any possible impact on career progression*

D Support to limit working hours

1. Has this organisation taken any steps to reduce or control working hours? If yes what?

2. Has their line manager taken any steps to reduce or control working hours within their team?

2. What kind of support or training has been provided to reduce long hours?

3. When was this introduced to staff?

4. How satisfied are you now with this support provided or policy to reduce working hours?

5. What would you say has been the impact of this support or policy to reduce hours?

6. Who benefits? Who does not benefit?

7. What would you say are the advantages or strengths of this policy/initiative?

8. What would you say are the disadvantages or weaknesses?

9. What more could be done to reduce or control working extra hours? or how do you think you would address this issue?

If no intervention, but long hours are worked within the organisation, ask:

11. To what extent do you think there is scope for reducing working hours in this organisation?

12. What do you think would be the benefits of introducing such measures, for the organisation and staff?

13. Would there be any disadvantages for the organisation and staff? probe on possible impact on performance and output if hours were reduced.

14. What might be the barriers to introducing measures to reduce working hours?

Hand out questionnaire for completion