

Your company and how it works

1/ You work in:

- The civil service or a public sector company
- A local authority
- A hospital
- A business

2/ If applicable, your business works in:

- Manufacturing
- Production and distribution of electricity, gas and water
- Construction and public works
- The retail and supermarket sector
- Hotels and catering
- Transport and communications
- The financial sector
- Real estate, property rent and services to business
- Health and social work
- Human and household services
- Other (*please specify*)

3/ You are:

- Head of a company or institution
 - Human resources director
 - Executive or department head
 - Staff representative
 - Other (*please specify*)
-

4/ How many people work in your company/organisation?

- Less than 20
- 20 to 49
- 50 to 99
- 100 to 250
- More than 250

5/ How does your company/organisation organise its working hours for most of the staff

(several answers possible)

- Day and week
 - Nonstandard hours
 - Split working day
 - Changing work schedule (e.g. every week)
 - Saturday and/or Sunday working
 - Night work
 - Two alternating shifts
 - Three alternating shifts
 - Other answer and/or details:
-

6/ Do most of the staff in your company/organisation:

- Work on a single site
- Travel to several customers, several sites, several production sites

7/ What is the name of the geographical department where your company/organisation is based:

.....

Commuting mobility

8/ Do staff in your company/organisation complain of problems in getting to work: length of journey, traffic jams, inadequate or non-existent public transport?

- Yes, often
- Yes, occasionally
- No, not at all
- I don't know
- No answer

9/ These difficulties affect::

- A minority of staff
- A significant number of staff
- I don't know
- No answer

10/ Have you ever helped or tried to help staff to find commuting solutions?

- Yes
- No
- I don't know
- No answer

11/ If so, the help consisted of:

- Adjusting the working hours of the people concerned
- Setting up tele-working
- Approaching public transport operators to adjust their services to staff needs
- Enlarging car parks

- Setting up a car sharing system in the company/organisation
 - Organisation of a company "pickup" system
 - Other (*please specify*)
-

I don't know

No answer

12/ Have you ever manpower management problems (recruitment difficulty, turnover, absenteeism, etc.) because of commuting issues:

- No, never
- Yes, sometimes
- Yes, often
- I don't know
- No answer

13/ Do you think that employers should do anything about commuting problems?

- Yes, anything that affects company performance is the employer's business
 - Yes, employers should do something about these questions, but not alone
 - No, these questions are not the employer's business
 - Other comments:
-
- I don't know
 - No answer.

Residential mobility

14/ Are housing issues – difficulty finding a place to live, costs of renting or buying – often mentioned by staff?

- Yes, often
- Yes, occasionally
- No, not at all
- I don't know
- No answer

15/ If so, do these difficulties affect:

- A minority of staff
- A majority of staff
- I don't know
- No answer

16/ Have you ever helped or tried to help staff to find solutions to housing problems?

- Yes
- No
- I don't know
- No answer

17/ If so, this help consisted of:

- Use of relocation firms
- Possibility for staff to access housing owned by the company/organisation
- Standing guarantee for the tenant or owner occupier
- Other (please specify)
.....
- I don't know
- No answer

Issues of child care and day-to-day organisation

20/ Do staff often mention childcare problems – lack of appropriate services, and cost of childcare?

- Yes, often
- Yes, occasionally
- No, not at all
- I don't know
- No answer

21/ If so, these difficulties affect:

- A minority of staff
- A majority of staff
- I don't know
- No answer

22/ Have you ever helped or tried to help staff to find childcare solutions?

- Yes
- No
- I don't know
- No answer

23/ If so, the solution involved:

- Adjusting the working hours of the staff concerned
- Financial assistance to help staff pay for childcare services
- Access to a company creche
- Access to an inter-company creche
- Other solution (please specify)
.....
- I don't know
- No answer

18/ Have you ever encountered manpower management problems (recruitment difficulties, turnover, absenteeism, etc.) because of housing issues?

- No, never
- Yes, sometimes
- Yes, often
- I don't know
- No answer

19/ Do you think that employers should do anything about housing problems?

- Yes, anything that affects company performance is the employer's business
- Yes, employers should do something about these questions, but not alone
- No, these questions are not the employer's business
- Other comments:
.....
- I don't know
- No answer.

24/ Have you ever encountered manpower management problems (recruitment difficulties, turnover, absenteeism, etc.) because of childcare issues?

- No, never
- Yes, sometimes
- Yes, often
- I don't know
- No answer

25/ Do you think that employers should do anything about childcare problems?

- Yes, anything that affects company performance is the employer's business
- Yes, employers should do something about these questions, but not alone
- No, these questions are not the employer's business
- Other comments:
.....
- I don't know
- No answer.

26/ Does your company/organisation offer company concierge services?

- Yes
- No
- I don't know
- No answer

Would you like to add any further comments on any of the questions?

.....
.....
.....
.....

Between employees and employers, new challenges in day-to-day organisation

A SURVEY FOR AN INITIAL APPRAISAL

Essential results of the IVM/Liaisons sociales survey

Monday, November 26, 2007

Day-to-day life for employees is becoming more complicated. Because the distance they have to commute is constantly expanding but also because working hours are becoming increasingly elastic (part-time, temporary contracts, nightshifts, weekend shifts, split days, etc.).

These difficulties are about day-to-day travel. A significant proportion of working people spend a lot of time, money and energy, two or three hours a day, in the car, bus or subway, commuting to work. However, the difficulties are also about access to housing on an increasingly expensive real estate market, and about childcare: where do you find childcare when you work in industrial cleaning, hotel services, supermarkets, logistics, just a few of many jobs where work starts at 5 a.m. and ends in the middle of the night?

These staff problems have an impact on business performance, creating significant difficulties these days in recruitment, turnover, absenteeism, etc.

The City on the Move Institute and Liaisons sociales carry out a survey for a first assessment of the new difficulties affecting employees and employers.

The questionnaire was circulated to subscribers to the daily *Liaisons sociales* in its October 1, 2007 edition.

Who responded?

- company bosses or heads of institutions: 10%
- HR directors and other members of HR departments: 30%
- Heads of departments other than HR: 45%
- staff representatives: 15%

330 questionnaires processed, representative of the diversity of the working world:

- Company status: 20% public sector organisations (including local authorities, hospitals) and 80% private companies
- Geographical location: 53% of respondents were companies in the Paris region; 47% outside the Paris region.
- Business areas: 40% of respondents work in business services (finance and insurance, real estate, etc.); 30% in production; 20% in public services to individuals (health, social work); 12% in market goods and services (retail, hotels and catering, human and household services).

- Company size: A quarter of companies with fewer than 50 staff; another quarter with 50 to 250 staff, and half with more than 250 staff
- Organisation of work: 70% of the companies which responded work at least some nonstandard hours, for example:
 - Saturday and/or Sunday work, 21% of respondents;
 - night work, 16%;
 - shift work, 22%;
 - antisocial hours, 16%;
 - split working day, 5%;
 - work schedule changing from day to day, or week to week, 14%.

I. Assessment of the problems

A large majority of companies experience problems with staff transport, access to housing and childcare.

"Do staff in your company complain of difficulties with":

- travelling to work: 91% of respondents
- housing: 87%
- childcare: 87%

These difficulties in day-to-day staff organisation have a significant impact on company performance.

"Have you ever encountered difficulties with recruitment, turnover or absenteeism because of a problem of":

- travelling to work: 53% of respondents
- housing: 38%
- childcare: 51%

Public organisations acknowledge greater difficulties than private companies with regard to access to housing and childcare.

Transport problems:

- public organisations ("often" + "sometimes"): 88% of respondents
- private companies ("often" + "sometimes"): 90%

Problems of access to housing

- public organisations ("often" + "sometimes"): 100%
- private companies ("often" + "sometimes"): 83%

Problems of childcare

- public organisations ("often" + "sometimes"): 89%
- private companies ("often" + "sometimes"): 85%

This difference can be explained by the greater sensitivity of public organisations to staff working conditions, in particular because of much higher levels of union membership but also because of the problematic combination of low pay and often unsynchronised working patterns (in public transport, hospitals, the Post Office, etc.)

Big companies (more than 250 people) encounter these problems more often because they are more likely than small companies to practise nonstandard working hours (42% of big companies practise nonstandard working hours, compared with 21% of small companies) but also because big companies have greater capacity to identify problems: human resource departments, social services, higher union membership, works councils.

II. Companies are acting and innovating

Recognizing the difficulties, **companies act to help their staff.**

- half of the respondents provide assistance with commuting
- 69% of respondents provide help with accommodation
- 35% of respondents have helped or tried to help their staff to resolve childcare problems.

What form does this assistance take?

With regard to travel

- Adjusting the working hours of the people concerned, 35%
- Setting up a car sharing system in the company/organisation, 9%
- Introducing teleworking, 7%
- Approaches to public transport operators to adjust transport supply to staff needs, 5%
- Enlargement of car parks, 5%
- Organisation of company "pickup" system, 2%

With regard to housing

- Providing guarantees for tenants or housebuyers and direct dealings with estate agents by the company itself, 22%
- Possibility for staff to access housing owned by the company/organisation, 18%
- Introduction to the housing management body, 15%
- Use of relocation companies, 11%

With regard to childcare

- Adjusting the working hours of the people concerned, 34%
- Financial assistance to staff to pay for childcare services, 8%
- Access to an inter-company creche, 5%
- Access to a company creche, 3%
- Company approach to the municipal creche to arrange for the admission of children of the staff, 2%

Companies are willing to work with staff to resolve day-to-day life problems, **BUT** not on their own. They would like the authorities to be more effective and more responsive to the needs arising out of new corporate working patterns.

Only a minority of companies refuse to get involved in the new day-to-day problems affecting staff:

"These issues have nothing to do with the employer?"

- Transport: 7% of respondents
- Access to housing: 23% of respondents
- Childcare: 23% of respondents

The types of involvement differ clearly between small and large companies:

- **In the big organisations** (public and private), assistance work through more formal, well-constructed systems, which are outsourced to specialist contractors (relocation services, mobility advice, crèche "facilitators")
- **In the SMEs**, the systems are usually informal, negotiated piecemeal with the staff and resolved through in-house solutions.