



FICHE GOOD PRACTICE EXAMPLE  
European Network 'Career & AGE'

### Identification of the 'Practice'

TITLE of the good practice: Work-life balance employee program  
Country/Region: Andalusia, Spain  
Nature: Programme – Measure – Project – Other: assistance programme  
Period\*: 2012-2015  
Budget\*: TBD  
In which language(s) available: Spanish  
Final beneficiary: the entire staff of the company  
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\*: If known/if available

### Description of the 'Good Practice'

**What was the problem?:**

Stressful work environment and negative impact on productivity, high absenteeism and female representation gap in decision-making bodies.

**What were the objective(s)?:**

The overall aims in this plan are to develop a best practice approach to work-life balance in order to improve employees' job satisfaction and performance and the recruitment and retention of staff.

More specifically, this action plan intends to achieve the following main objectives:

1. Combination of a healthy family life and a fulfilling career.
2. Improved communication of existing practices.
3. Review of existing work-life balance policies.

4. Raising of employees' commitment.
5. Elimination of discrimination and harassment.
6. Expansion of female representation in decision-making bodies.
7. Promotion of equality of opportunity between men and women.

**What did you do?:**

We designed and implemented a Work-life balance employee assistance programme that included several actions to achieve the objectives mentioned before, such as:

Flexitime schemes: in which the employees are obliged to attend work in a set of "core hours", with periods either side of the core, within which they can choose their arrival and departure times.

Annualised Hours: working time is organised on the basis of the number of hours worked over a year.

Part-time work : employees are allowed to reduce their working hours to enable them to meet temporarily or permanently increased responsibilities outside work.

(Remote) Tele-working: flexibility may be agreed upon for occasional working at alternative locations (either home or elsewhere).

Compressed hours: staff agree to work longer hours on some days in order to work shorter hours on another day.

**Was there a specific focus on gender, diversity?:**

The programme is very inclusive although some actions were specifically aimed at female employees.

**What did you achieve?:**

The whole organisation benefited from the new approach.

**What were changes or effects of the good practice?:**

Low rates of absenteeism, more female managers, better work environment and a raise of employees' commitment.

**What were the critical points to get the project running?**

To get a full organisational culture change, involving all company levels.

**Transferability:**

**Which part of your approach could be used in another context?** Most actions could be implemented in any organisation.

**Which conditions are needed to optimise the transferability of the project?** Support of top management, and a HR team aware of the relevance of implementing a work life balance policy.

Link with the focus of the network (Tick more than one box if necessary):

SYSTEM level

ORGANISATIONAL level

INDIVIDUAL level

Life phase

Career phase

Generation

**Other information**

Any other useful information on the Good Practice: