



ONLINE

EMPLOYMENT PROMOTION

# DESIGNING AND IMPLEMENTING WORKING TIME ARRANGEMENTS AND TELEWORK

22 MARCH – 25 APRIL 2022

🕒 5 WEEKS, 25 HOURS

*Information Note*



International  
Labour  
Organization



International Training Centre

## BACKGROUND

Working time was the subject of the very **first international labour standard**, the Hours of Work (Industry) Convention, 1919 (No. 1), and continues to be central to the work of the ILO.

Economic trends during recent decades have resulted in working hours that are increasingly diverse, decentralized and individualized. They have also led to greater tensions between workers' needs and preferences and enterprises' business requirements. There are **increasing concerns regarding time-related social inequalities**, particularly in relation to gender, workers' ability to balance their paid work with their personal lives and family responsibilities, and the relationship between working hours, rest periods, and social times.

**The COVID-19 pandemic strengthened time-related inequalities and has fast-tracked the adoption of teleworking modalities by employers.** Telework offers the opportunity for a more flexible schedule for workers and the freedom to work from an alternative location, away from the premises of the employer. However, there may also be risks, such as isolation, and the loss of contact with fellow employees, which it is essential to anticipate and prevent.

In order to improve working conditions around the globe, telework and working time issues need to be tackled on multiple levels in order to close the “gaps” between workers' actual and preferred hours of work, as well as to advance the sustainability of enterprises. **Telework and Working Time Arrangements (WTAs) that balance workers' needs with business' requirements do not happen by chance** – a conscious effort to develop and implement such arrangements is needed.

This course is designed to provide workers', employers', and governments' representatives with **practical information and guidance** that can be used to **develop “balanced” telework and WTAs that are mutually beneficial for workers and enterprises**. During the course, we will explore practical and actionable recommendations for effective teleworking and WTAs that are applicable to a broad range of actors; to support policymakers in updating existing policies; and to provide a flexible framework through which both private enterprises and public sector organizations can develop or update their own policies and practices.

In this context, the International Training Centre of the ILO and the ILO's Working Conditions Group are joining forces to organize this course, as a response to repeated request made by ILO's constituents. Join us on line for this 5-week learning journey!

# COURSE OBJECTIVES

This course aims at strengthening the capacity of constituents to adopt policy, regulation, or other measures on working hours, working time arrangements or work organization arrangements to meet the needs of both workers and employers.

By the end of this course, participants will be able to:

1. Explain how working hours are defined, calculated, and can be organized.
2. Design and implement telework and/or WTAs
3. Apply the guiding principles for developing balanced WTAs to the design of their own telework and/or WTAs
4. Relate the International Labour Standards (ILS) and national regulation on working-time related topics to the design of their own telework and/or WTAs.
5. Identify the telework or WTA that best apply to their needs and help to develop, implement, and revise them when needed.

## WHAT WILL I LEARN?

The course is structured into the following modules:

### **Module 1** Getting started. Key concepts, guiding principles and ILS

This module starts by setting a common ground on key concepts in working time topics. It then progresses to the discussion of five guiding principles for developing balanced WTAs, principles associated with important dimensions needed to incorporate decent working time within an enterprise: health, choice, family compatibility, productivity and gender equality. This module also examines the key ILS regarding working time, WTAs and WOAs.

### **Module 2** How to structure different types of WTAs

This module starts by presenting and comparing the advantages and disadvantages of different types of WTA (eg. shift work, overtime work, staggered hours, compressed working weeks, among others). Good practices on how to structure different types of WTAs in line with the principles of decent working time will be discussed.

### **Module 3** How to structure a telework arrangement

This module starts by describing the main features of telework, analysing its advantages and disadvantages. Good practices on how to structure telework as a working organization arrangement will be discussed.

### **Module 4** How to design and implement WTAs collaboratively

This module offers concrete, practical suggestions on how to design and implement various types of WTAs (work schedules) in line with the previously analysed guiding principles. It guides participants step by step through the process of design and implementation, identifying key challenges at each step.

---

*Gender issues and the specific needs of the most vulnerable groups will be mainstreamed across the programme.*

## TARGET GROUP

The course is of particular interest to government officials, representatives of workers' and employers' organizations, experts, and technical and legal staff working in the area of working time and telework arrangements.

## FORMAT AND METHODOLOGY

This course will be offered fully online through the ITCILO eCampus platform. It will include both synchronous – such as live webinars - and asynchronous elements – such as readings, quizzes or assignments. In this way, participants can both plan their own learning at their own pace and also benefit from direct interaction with subject matter experts and peers.

Live group discussions and interaction with experts are key components of this course. Therefore, participation in the live webinars is essential for effective learning in this course. Therefore, **webinar participation is compulsory**. The dates of the live webinars are:

- Webinar 1: **Friday, 25 March**
- Webinar 2: **Friday, 1 April**
- Webinar 3: **Friday, 8 April**
- Webinar 4: **Tuesday, 12 April**
- Webinar 5: **Tuesday, 19 April**

Over the course, participants will develop **an individual a proposal** for the design and implementation of a telework or WTA applied to their own context.

The course has been designed according to a learner-centred approach in order to better involve participants and keep them motivated. Different methods will be used to make it highly interactive and engaging.

Participants who complete the course will be awarded an official **ITCILO Certificate of Participation** in Digital Credentials Format.

## LANGUAGE

The course will be delivered in English.

## WORKLOAD

Estimated learning time: 25 hours.

## HOW TO APPLY

Find the application form at <https://oarf2.itcilo.org/DST/A9715444/en> and apply before **4 March 2022**.

The course is fee-paying. The total cost is **Euro 600**

ITCILO will offer a limited number of fellowships which may cover part of the fee. If eligible, early applicants will be given priority. Please enquire quickly!

## WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

## INFO

### FOR FURTHER INFORMATION PLEASE CONTACT

**International Training Centre of the ILO**  
Employment Policy and Analysis Programme (EPAP)  
Viale Maestri del Lavoro, 10  
10127 Turin – Italy

Ms. Rute Mendes  
Activity Manager  
T +39 011 693 6387  
r.mendes@itcilo.org  
www.itcilo.org

**COURSE CODE: A9715444**