

## **“Goodbye working time: how to assess performance of professional and managerial staff?”**

### **Summary of main findings**

On initiative of EUROCADRES and ETUI, the seminar presented some input and background information (see presentations on the seminar website) and shared experience concerning working time from 13 EU countries, 20 various backgrounds from workplace, trade union, profession and nation.

Working time regulation and legislation has always been core task of trade unions, accompanying the long process of pressing workforce into a strict time regulations and establishing a system of protection against overwhelming working hours.

It has been quite clear that traditional schemes of working time no longer fit to the requirements of qualified working in the knowledge based society, not for most professionals and even less for managers. Work can be done anywhere and any time. Growing elements of creativity, communication, exchange etc. make simple counting of working hours more or less useless to measure performance or effectiveness.

But the problems of how to meet these challenges, in particular how to ban extreme workload and to guarantee a balanced life, remain more or less unsolved. Answers go into different directions, introducing new models as “working time in trust” with a high potential of mutual responsibility in using the invaluable resource time, but with some doubts whether this path is really possible in our global industrial world of murderous competition, or working out new more flexible workplace-based agreements, or defending classical legislation to limit and control working time.

Not only shows the never-ending debate about “opting out” of the European working time directive that the traditional overall regulations come to an end are less and less accepted by qualified professionals and managers who want to be more autonomous in managing their working time and life, even if this autonomy is not really wide but for many reasons and by many facts restricted.

The debate in the seminar therefore could not find the new brilliant idea but showed a way on which it could be worth proceeding for Eurocadres and its affiliates.

We should concentrate on answering the question which elements can constitute a good working life for professionals and managers, including persistence and development of life energy and health, qualification and employability, career in hierarchy, income and professional reputation, balance of time, energy and engagement in work, for oneself, for family and friends, for social concerns and political responsibilities etc. Parameters can be identified and defined as elements of our planned P&MS Observatory.

Gerald Musger