

Chapter 5

5.2 The effects of ICT on working patterns

Starter - Match up the descriptions to the correct term

Instead of being a fixed pattern to fit the organisation's 'normal' hours an employee might choose to start work a little later in the morning and continue to work longer, or start to leave earlier.
The key requirement for this working pattern is that the role can be split so it can effectively be carried out by two or more people.
Staff may have between 1 – 30 hours per week and can be over a shorter number of days.
A traditional working pattern, usually between 9am – 5pm.
This could mean that an employee chooses to work four long days in a week and as compensation take the fifth day off.

Part-time working
Flexible hours
Job Sharing
Compressed hours
Full time working

Lesson Objectives

Explain how ICT has led to changes in working patterns

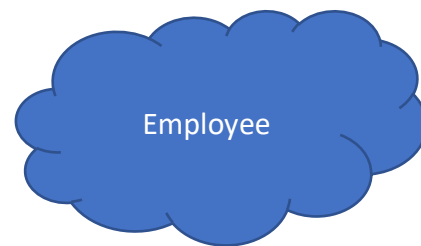
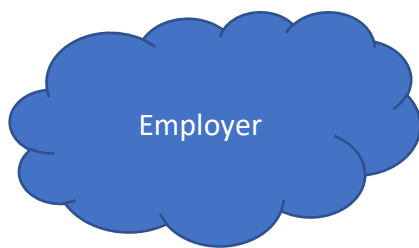
Describe the advantages different working patterns have on employees

As your teacher goes through information on different working patterns, add notes to each relevant section:

Full time working	Part-Time working
Flexible working	Job Sharing
Compressed Hours	

What is the difference between an employer and an employee? Explain below:

Now that you know the difference between the 2, think of advantages for an employer and an employee of using different working patterns. List these around the bubbles.



In addition to working patterns, employees can now work outside of the office. **Teleworking** is the use information technology and telecommunications to perform work duties from a remote location reducing work-related travel. It allows employees to work at home or at a local telework centre one or more days per week.

Here is an example of teleworking:

Luke works as an IT support technician for a small web based business. 2 days a week he works from home, replying to email queries from customers. The other 3 days he spends in the office, performing normal duties.

Can you think of another 2 examples of teleworking? Perform some research to find 2 more examples.

EXAMPLE 1

EXAMPLE 2

Look at the following list of advantages and disadvantages of teleworking. State whether you think they are an advantage or a disadvantage.

Statement	Advantage or Disadvantage?
Reduced transport costs.	
Loss of social contact with other people.	
Reduced office running costs.	
Employers/ Employees don't have to pay for petrol / public transport.	
Reduced time spend commuting.	
Difficult to monitor staff.	
Can't resolve issues face-to-face, often a delay in some issues being resolved.	
Less clear distinction between work hours and home hours.	

ACTIVITY

You are a consultant for a HR firm specialising in flexible working patterns. You should read through the scenario below carefully and offer a written report on:

- The present situation for the organisation and the areas available for improvement.
- The changes to working patterns that you would recommend and why.
- The risks involved with the changes to the working pattern that you are proposing and what the company should do in order to reduce these risks.
- Extension – Thinking back to the previous lesson, what areas for automation exist within the business?

SUNLAND HOLIDAY COMPANY

About the company

Sunland are a call-centre based travel agency that holidays to popular European and world-wide travel destinations.

The call centre are currently open from 8 – 5 pm, Monday to Friday.

The call centre currently consist of:

- *200 full-time travel agents, who work 9-5pm.*
- *The agents deal entirely with phone based queries,*
- *50 part time travel agents, who work 10-2pm, to cover the busy time.*
- *30 admin staff, who deal with sending out tickets, amending reservations and other jobs.*
- *15 managers and senior manager.*
- *1 full time programmer.*
- *10 Customer services agents whose time is spent:
50% answering frequently asked questions.
50% dealing with customer complaints.*

Calls

At present there is no web based booking facility, and all email based queries are passed to the travel agents to call back and book.

The company estimates 30% of calls are placed out of hours and are currently lost.

WRITTEN REPORT:

Summarise the current situation for the company

How and why does the company need to improve?

What changes would you make to working patterns? Explain why

Risks that may come with the new working patterns

Benefits that will come with the new working patterns

How can the company use automation to reduce the loss of 30% of calls out of hours?