

“Employability in Demographic Change - Prospects for the European Rail Sector“ – International Auditorium 7 October 2010, Brussels



Sources: DB net and DB AG (HBT)

Company Working Hours Projects at DB AG

Deutsche Bahn AG

Tariff and Social Policy

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Brussels, 07 October 2010

The report on the company working hours projects is intended to answer the following questions

Part 1

What is the background to the company working hours projects?

Part 2

Why do we carry out company working hours projects?

Part 3

What are the objectives of the company working hours projects?

Part 4

What is the special thing about company working hours projects?

Part 5

What results and findings have been obtained up to now?
Where do we go from here?

Basic understanding and background of the Company

Working Hours Projects at DB AG



1. Basis: Negotiation result of 31 January 2009:

1. Preparation collective bargaining round 2009 in terms working time demands of the trade unions: Employers favoured to keep it outside of the bargaining round and to discuss within projects.
2. Result: Working time was negotiated, the new provisions should optimize the operating conditions for the employers.
3. Additionally agreed: Implementation of joint projects at operational level with the objective to structurally improve the shift scheduling under consideration of a better compatibility of work and family

2. Objective: Continuous and joint organisation of working time appointments on site by employees, works councils and employers

3. Focus: Core functions with shift and rotating shift work.

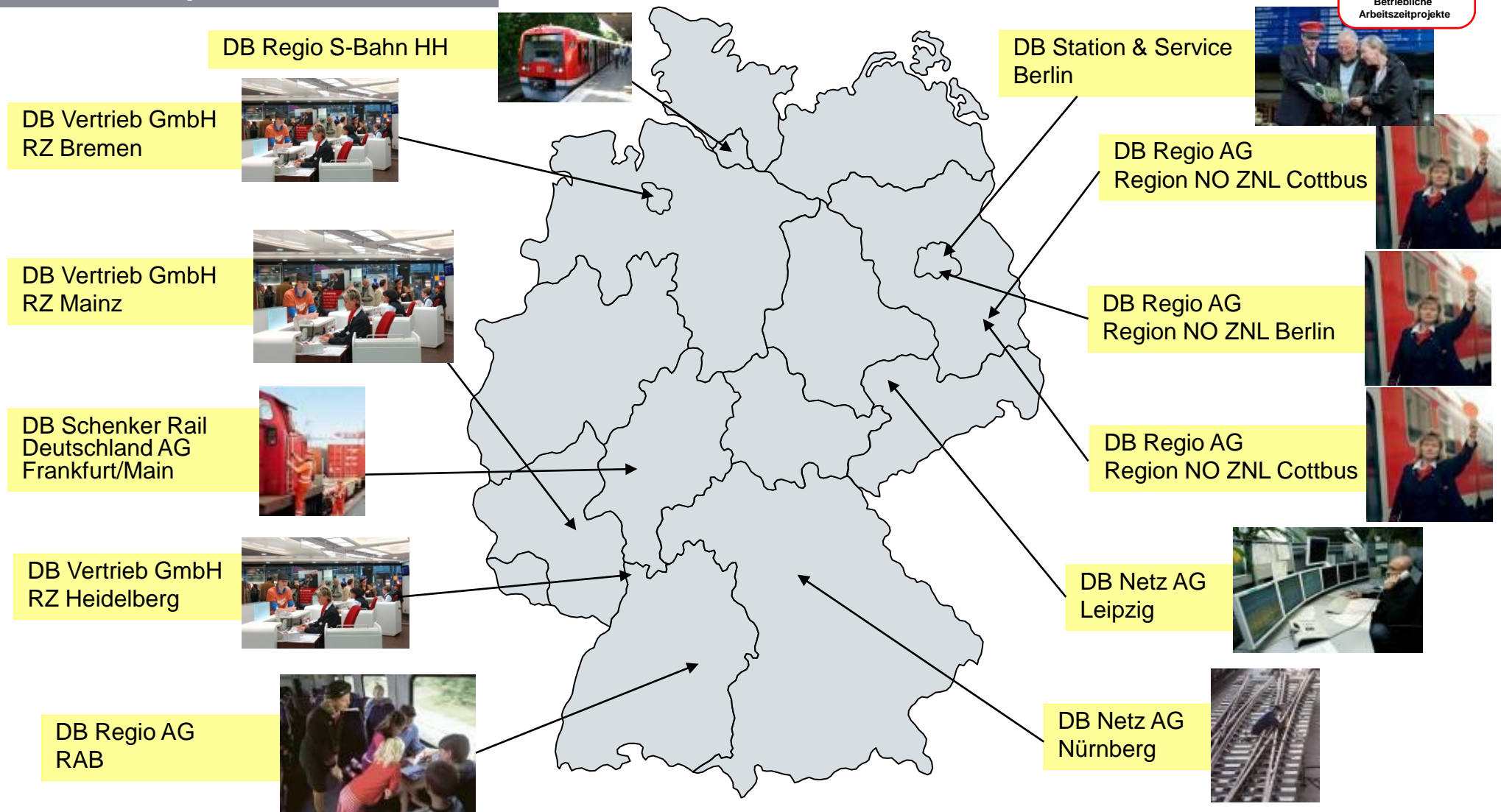
4. Responsibility for working hours projects: Social partners on site

5. Project steering:

1. Department „Tariff and Social Policy – Collective agreements DB Group“
2. Target: Uniform project frame (project structure, profile and communication concept)
3. Main task of the project management: Initiate projects, communication of successes

Overview of current company working hours projects throughout the DB Group, professional groups and the country

as of 3rd quarter 2010



The company working hours projects serve to establish a communication, solution and implementation culture

Joint project in the company for organising the working conditions

Analysis and survey

Project implementation

Company measures

Employees and works councils

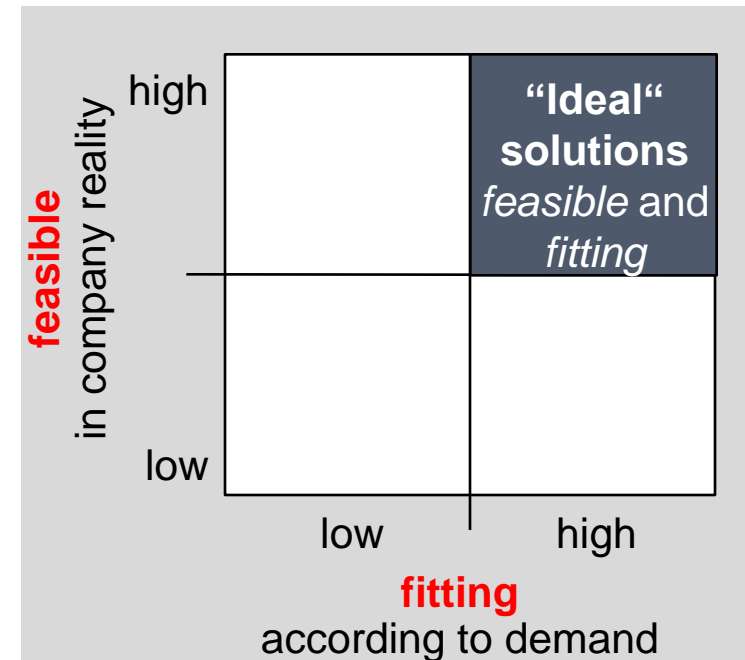
Employers

- Forderungen
1. Ruhetags
 2. "Echte" W
 3. Ruhelage
 4. etc.

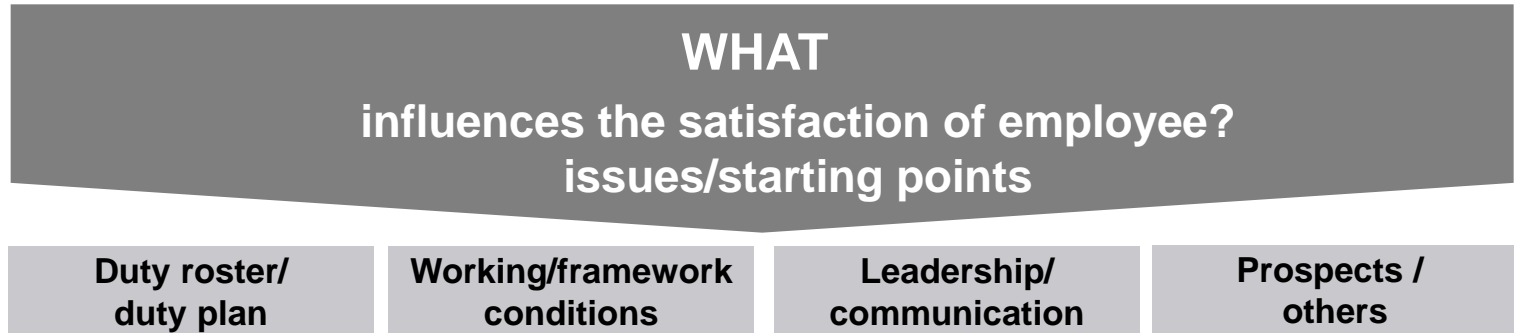
Wishes/
offers/
demands



- Angebote
- Wishes/
demands/
offers



Working hours topics are at the heart of it – but this is often not the point to try to solve dissatisfaction ► broad focus in the staff workshop



- a. Collect and sort the **problems**, making a selection according to importance
- b. Deal with the **selected problems, taking a solution-oriented approach**
What is to be done? *Who* has to be involved?

► **Focus on the solution, not the problems!** ("Problems are tasks")

Collection and classification of the issues/problems


















DB Regio North East “Company Working Hours Project “ Impressions from the project on site, incl. staff workshop



Example DB Regio North East: depending on the complexity of the resulting issues, some solutions have already been found



as of 2nd quarter 2010

	Customer service agent deployment site	Cottbus (BCS)	Frankfurt/Oder (BFP)	Elsterwerda (BEW)	Senftenberg (BSN)	Falkenberg (LF)		
1.	8-week period for duty plans is too short							
2.	Holiday ruling/planning							
7.	Maintenance of A/C systems in the trains							
8.	Management recognition of work performed by customer service agents						Legend	
11.	Reintroduction of basic weeks							Implemented in planning period 2/2010
14.	Setting up an exchange							Planned for implementation in next possible planning period
15.	Alternating the shift contents for trains (lines) on successive days							In progress
16.	12 hours minimum rest between 2 shifts for those living further away							Cannot be implemented

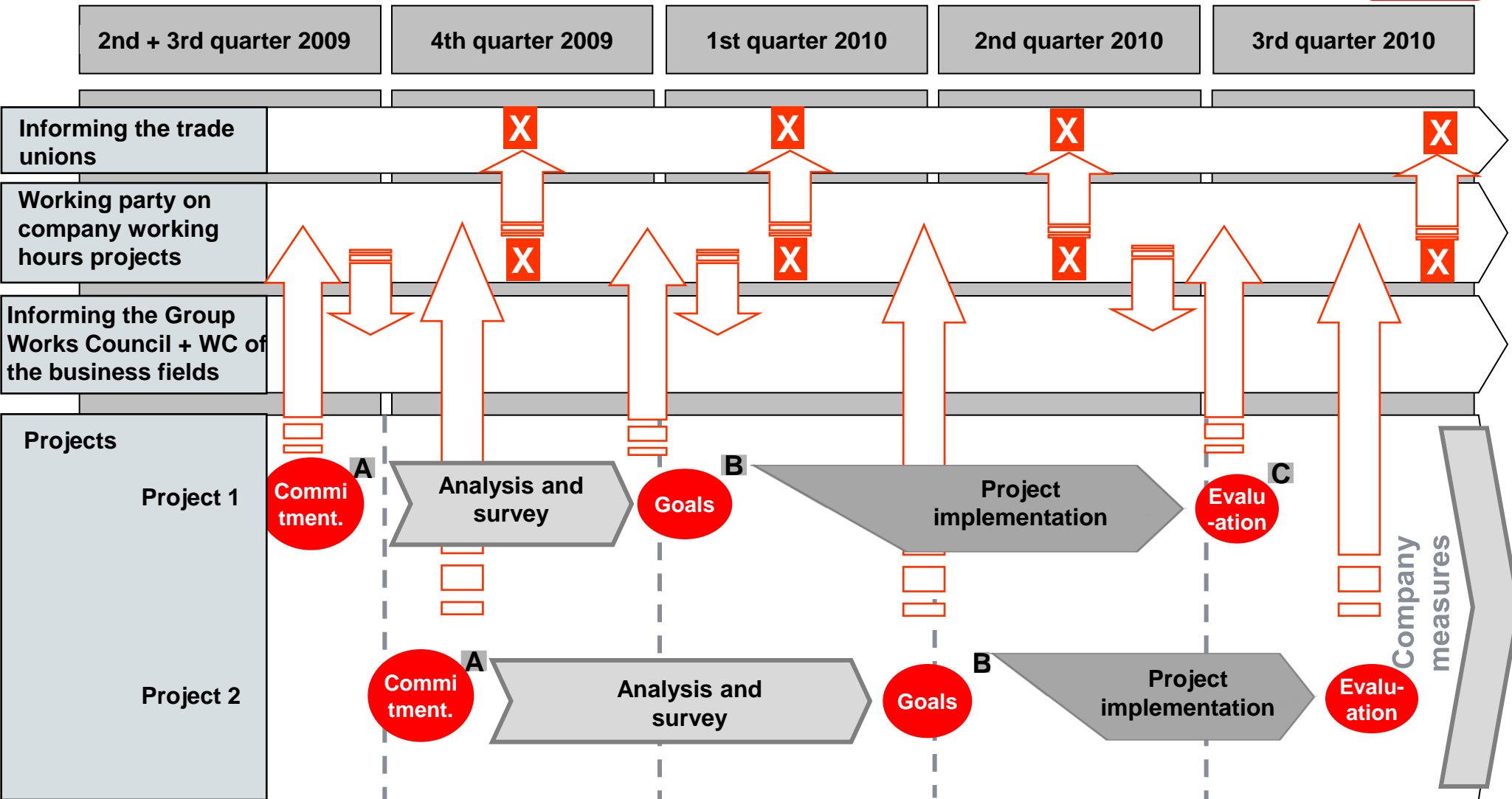
Example DB Regio North East: AZ – Distribution topics implemented using Carmen-CAS in the interests of both employees and the company

as of 2nd quarter 2010



	Customer service agent deployment site	Cottbus (BCS)	Frankfurt/Oder (BFP)	Elsterwerda (BEW)	Senftenberg (BSN)	Falkenberg (LF)		
3.	Reduction of short shifts							
4.	Deployment of part-timers at the weekend							
5.	Regressive starts of the shifts							
6.	Shift monotony							
9.	Rhythm of shift changes (early/late)							
10.	Shift sequence							Planned for implementation in next possible planning period
12.	Grouping scheduling shifts together in one block (one week)							In progress
13.	Free weekend every 2 weeks in time window min. 1a.m. Saturday to midnight Sunday							Cannot be implemented

Regular exchange in the framework of coordinating company working hours projects – with various levels of participation



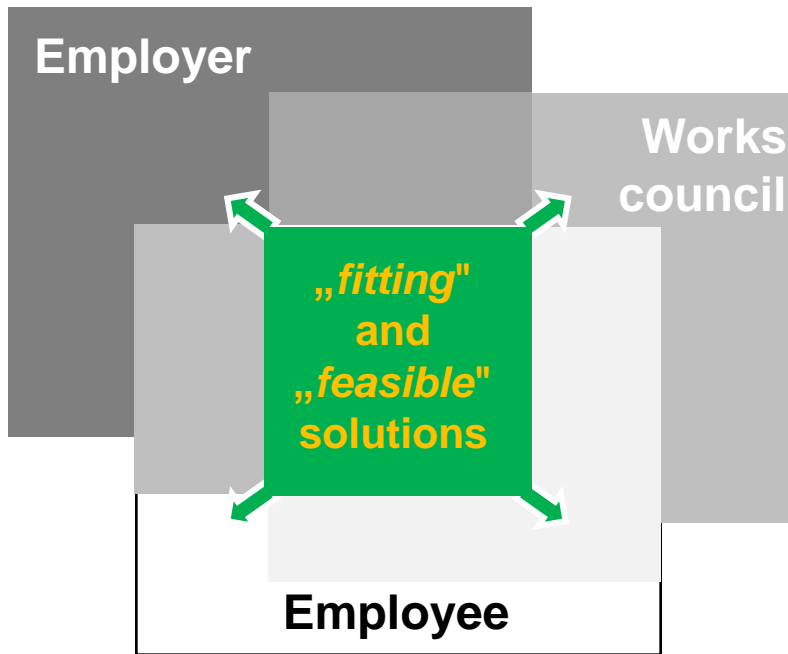
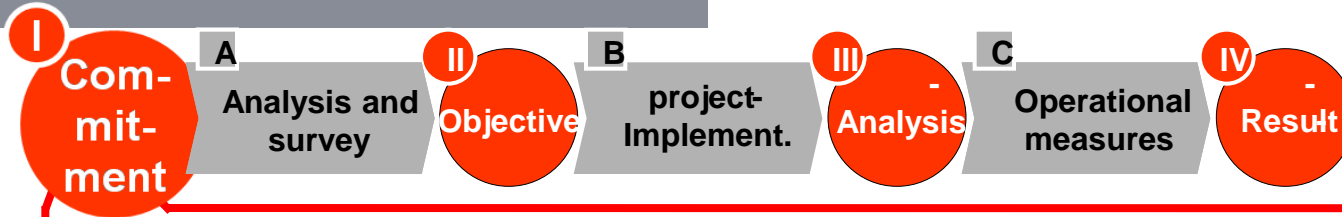
Interim conclusion: “Company Working Hours Project“ works on the basis of certain principles and has already generative positive verifiable results

1. ■ Joint project: workers and employers “eye to eye“
2. ■ Direct involvement of deployment site staff in the staff workshops
3. ■ Polarisation eliminated through shared understanding of implementation culture
4. ■ Communication using coordinated communication plan
5. ■ 16 topics identified and deposited in measures profiles
- 5.a ■ Working hours distribution plan: solution using CARMEN CAS planning tool with deliberate individualisation instead of false “equal treatment“
Verification that CARMEN-CAS is ideal for individualisation >90%!
- 5.b ■ Other topics also perceptibly implemented for employees

The success achieved in the company working hours projects must now be elaborated, communicated neatly and marketed intensively, as well as ensuring they are sustainable

Back up

First mile stone: A joint project agreement between social partners – Commitment!



- **Joint determination of the starting point:**
 - further consolidation of existing rules is **not promising**,
 - **Complexity** and **Diversity** of DB Group require **differentiated operational solutions**,
 - **Involve** those the project is about: the **employees!**
- Commitment of each single site essential (works council / employer)
- Definitions regarding **What, How** and **Where**

What do employees want / need?

