"THE NEW NOWHERE-LAND".
WHO IS RESPONSIBLE FOR OUR "ALWAYS ON CULTURE"?

Gail Kinman
Almuth McDowall
THE CONTEXT
Over half of our waking hours are spent engaged in media or comms

- **Breakfast time**: 6:00am to 8.59am
- **Day time**: 9:00am to 5:30pm
- **Peak**: 5:30pm to 10:59pm
- **Post peak**: 11:00am to 12.29am
- **Night time**: 12:30pm to 5.59am
11 hours of media activity is carried out in less than 9 hours of real time, and this rises to 14 hours in 9 for 16-24 year olds.

Average time spent using media and comms per day

Source: Digital Day 7 day diary
Base: All activity records for adults aged 16+ (108782), 16-24 (6910), 25-34 (16035), 35-44 (25304), 45-54 (26662), 55-64 (19918), 65+ (13953)
WHAT ABOUT WORK?

• OVER AN HOUR A DAY SPENT ON EMAIL: ACCOUNTS FOR ONE-THIRD OF ALL COMMUNICATION TIME – DEPENDS ON JOB TYPE

• YOUNGER GENERATIONS USE WHATSAPP, SNAPCHAT ETC

• ON AVERAGE, TWO HOURS A DAY OF SCREEN TIME, BUT LARGE VARIATION
BIG UNKNOWNS:

• HOW MUCH TIME IS TAKEN UP BY EMAILING AND DIGITAL HOUSEKEEPING?

• MULTI-TASKING AT WORK/ ON OUR DEVICES WHEN DOING OTHER THINGS

• COGNITIVE LOAD ON DIFFERENT TASKS (AND THE COSTS OF SWITCHING)

• IS THERE A DIFFERENCE BETWEEN USAGE AND IMPACT WHERE GADGETS ARE PROVIDED OR BYO?
MANAGEMENT AND TRAINING IMPLICATIONS

• RECEIVING EMAIL IS STRESSFUL (FUTURE WORK CENTRE, 2015)

• NO TRAINING OR GUIDANCE PROVIDED – NOT TO EMPLOYEES, NOT TO MANAGERS – HEALTH AND SAFETY ONLY?

• SELF MANAGEMENT REQUIRED – GREAT VARIATION IN PRACTICES AND EFFECTIVENESS

• LOTS OF EMAIL = POOR TIME/STRAIN BASED WORK-LIFE BALANCE, MORE INTERFERENCE, LESS RECOVERY
OUR PRACTICE SURVEY
OUR RESEARCH QUESTIONS

• DO ORGANISATIONS HAVE POLICIES ON ICT USE? WORK-LIFE BALANCE? SWITCHING OFF?

• WHO IS RESPONSIBLE? WHO SHOULD BE RESPONSIBLE?

• WHAT ARE THE POTENTIAL EFFECTS?
  • POSITIVE?
  • NEGATIVE?

• WHAT ARE OUR PRIORITIES FOR RESEARCH AND PRACTICE?
HIGHLIGHTS:

• 374 PEOPLE, ACROSS INDUSTRIES AND LEVELS OF SENIORITY
• 54% REPORTED THEIR ORGANISATION HAS **NO FORMAL WORK-LIFE BALANCE POLICY** IN PLACE
• 47% THINK THE WORLD OF WORK IS UNPREPARED FOR ICT AND ITS CHALLENGES

Who is responsible?

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information technology (IT)</td>
<td>164</td>
<td>32.6%</td>
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<tr>
<td>Communications</td>
<td>18</td>
<td>3.6%</td>
</tr>
<tr>
<td>Human Resource (HR)</td>
<td>68</td>
<td>13.5%</td>
</tr>
<tr>
<td>Line managers</td>
<td>113</td>
<td>22.5%</td>
</tr>
<tr>
<td>Other</td>
<td>43</td>
<td>8.5%</td>
</tr>
<tr>
<td>Don't know</td>
<td>97</td>
<td>19.3%</td>
</tr>
</tbody>
</table>
In your view, whose responsibility is it to manage ICT use?

- 100% the employees' responsibility: 38 (10.1%)
- 70% employee/30% employer: 82 (21.8%)
- 50% / 50% shared between employer and employee: 196 (52.1%)
- 70% employer/30% employee: 34 (9%)
- 100% employers' responsibility: 14 (3.7%)
- Don't know: 12 (3.2%)
3.c Does your organisation offer guidance for staff on how to manage and/or ICT use (e.g. training on how to 'switch off', not how to set up your PC or how to use software)?

- Yes: 98 (26.2%)
- No: 220 (58.8%)
- Don't know: 50 (13.4%)
- Other: 6 (1.6%)
WHO SHOULD BE RESPONSIBLE FOR MANAGING ICT USE IN THE FUTURE?

- Information technology (IT): 75 (15.7%)
- Human Resource (HR): 59 (12.3%)
- Communications: 11 (2.3%)
- Line Managers: 79 (16.5%)
- Up to the employee: 199 (41.5%)
- Don't know: 56 (11.7%)
THE EFFECTS OF ICT USE:

- COMMUNICATION (24%)
- PRODUCTIVITY (24%)
- TEAM WORK (16%)
- CUSTOMERS (15%)
- WELL BEING (27%)
- RELATIONSHIPS (21%)
- COMMUNICATION (15%)
INNOVATIVE PRACTICES?

Nope
CHALLENGES

• ORGANIZATIONAL EXPECTATIONS – IMPLICIT AND EXPLICIT
• DATA SECURITY
• WORK IS INVISIBLE – NOT INCLUDED IN WORKLOAD PLANNING
• BAD OR NO ROLE MODELS
• MANAGING EXPECTATIONS OF SELF AND OTHERS
• THE REWARDS OF BEING ‘ALWAYS ON’

• EMAIL EMAIL EMAIL
LIMITATIONS....

• ONE STUDY DOES NOT MAKE EVIDENCE
• CAN WE GENERALISE FROM THIS SAMPLE?
• WHAT EVIDENCE IS THERE THAT POLICIES AND GUIDANCE MAKE A DIFFERENCE?
• ARE THERE ANY EVIDENCE-BASED POLICIES AND GUIDANCE ANYWAY!
• HOW MUCH EMAIL IS ‘TOO MUCH’?
• WHAT ABOUT INDIVIDUAL DIFFERENCES?
THE RESEARCH AGENDA

- Implicit and Explicit Expectations – Psychological Contract of ICT Working
- Uncovering Hidden Work – Digital Housekeeping
- Job Design and Redesign – PE Fit?
- The Illusion
- Developing Competency Frameworks
- Do Policies and Competencies Make a Difference?
PRACTICE AGENDA

• GATHER LOCAL EVIDENCE - ASK YOUR WORKERS
• TRAIN AND DEVELOP YOUR WORKERS AND MANAGERS
• RAISE AWARENESS OF THE NEED FOR RECOVERY
• USE OF ORGANISATIONAL DATA?

• HELP US TO LOBBY – WE NEED TO REVISIT THE HSE STRESS MANAGEMENT STANDARDS TO ENCOMPASS THE CHALLENGES OF NEW WAYS OF WORKING
THANKS AND STAY IN TOUCH!

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