

SwitchOff

Supporting worker's well
being during remote work

Project No: 2022-1-PL01-KA220-VET-000085734



Co-funded by
the European Union





CC-BY-NC-SA



This document may be copied, reproduced or modified according to the above rules. In addition, an acknowledgement of the authors of the document and all applicable portions of the copyright notice must be clearly referenced.

All rights reserved.

© Copyright 2023 SWITCHOFF

Deliverable Lead and Editor: Institute of Development, Evie Michailidis

Contributing Partners: Crea360, University of Verona, Mindshift, Cardet, AHE, Hapsy

Date: 15/05/2023

Dissemination Level:

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the National Agency (NA). Neither the European Union nor NA can be held responsible for them.



Table Contents

- Table Contents 3
- Introduction..... 4
- Module 1 6
- The role of HR professionals and managers in supporting their employees’ “right to disconnect” 6
 - Chapter 1a: Introduction to the right to disconnect..... 7
 - Challenges and obstacles that individuals and organisations may face in implementing the right to disconnect 10
 - Chapter 2a: The role of employers in promoting the right to disconnect – Best practices & strategies 14
 - Chapter 3a: Implementing organisational policies that will support the right to disconnect.....22
 - Benefits of implementing organisational policies that promote disconnection: evidence based studies.....23
 - Chapter 4: Case studies 30
 - Appendix 34
- Module 2: 37
- Tips & Practices for remote workers to switch off from work 37
 - Chapter 1b: Tips for effectively using ICTs to psychologically detach from work 38
 - Chapter 2b: Best practices & tips that can enable employees to psychologically detach from work..... 50
 - Chapter 3b: Useful Resources and Tools 61
 - Appendix 65



Introduction

Over the last few decades, workplace digitalisation has enabled workers from various sectors to perform their work at any time and location (Eurofound and ILO, 2017). COVID-19 brought an exponential growth in teleworking and the extensive use of Information and Communication Technologies (ICTs) has led to opposing effects. On the one hand such technological advancements have led to increased efficiency, yet this shift has led to a “24/7 always on culture” having as such a toll on remote worker’s wellbeing.

Eurofound data suggest that remote workers are twice as likely to exceed the 48-hour working time limit and work in their free time (non-working hours). This data has put the spotlight on the need for a European legal framework directly defining and regulating the right of employees to disconnect (ETUC, 2021). The right to disconnect acknowledges the importance of work-life balance and the need for employees to have dedicated time away from work to rest, recharge, and engage in personal activities.

The present Toolkit has been developed in the framework of the SWITCH OFF project. The project aims at helping managers and VET trainers acquire the appropriate competencies and knowledge on how to facilitate recovery in the workplace and help remote workers disconnect from work and restore their personal resources (emotional, cognitive, physical) at the end of their working day.

The aim of this Toolkit is twofold:

- (1) To support managers, team leaders, HR professionals in adopting best practices, strategies and also adjusting/or implementing organisational policies that will support their employees’ “right to disconnect”.
- (2) To provide remote workers with the necessary tips for effectively using ICTs and practices on how to psychologically detach from work.



The toolkit consist of the following Modules and Chapters:

Module 1: The role of HR professionals and managers in supporting their employees' "right to disconnect"

- Chapter 1** Introduction to the right to disconnect
- Chapter 2** The role of employers in promoting the right to disconnect – Best practices & strategies
- Chapter 3** Implementing organisational policies that will support the right to disconnect
- Chapter 4** Case study

Module 2: Tips & Practices for remote workers to switch off from work

- Chapter 1b** Effectively using ICTs to psychologically detach from work
- Chapter 2b** Best practices & tips that can enable employees to psychologically detach from work
- Chapter 3b** Useful Resources and Tool



Module 1

The role of HR professionals and managers in supporting their employees' "right to disconnect"



Chapter 1a: Introduction to the right to disconnect

Key points - Learning Objectives

- > Become aware of what the “right to disconnect” refers to
- > Understand the importance of the right to disconnect in the modern workplace
- > Learn what are some possible challenges and obstacles in implementing the right to disconnect

Defining the ‘right to disconnect’

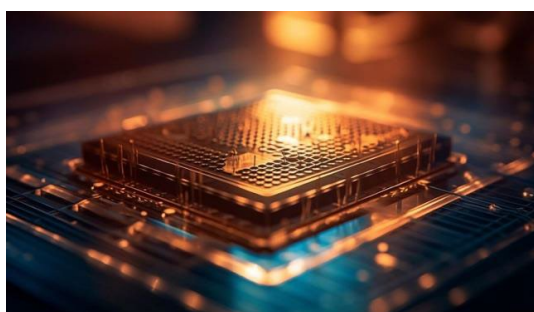
According to Eurofound the ‘right to disconnect’ refers to a “worker’s right to be able to disengage from work and refrain from engaging in work-related electronic communications, such as emails or other messages, during non-work hours.”

The right to disconnect acknowledges the importance of work-life balance and the need for employees to have dedicated time away from work to rest, recharge, and engage in personal activities. By setting clear boundaries and promoting a healthier work culture, it aims to support employee well-being and productivity.

Why it has become an increasingly important issue in the modern workplace

The right to disconnect has become increasingly important in the modern workplace as a response to the challenges posed by constant connectivity, work-life balance concerns, mental health considerations, productivity issues, and the need for legal protections. It emphasizes the importance of setting boundaries and fostering a healthier work culture that respects employees' personal time and well-being.

More specifically, the right to disconnect has become an increasingly important issue in the modern workplace due to several factors:



Picture from vecstock in Freepik.

Technological advancements: The widespread adoption of smartphones, laptops, and other devices has made it easier for employees to be constantly connected to work. While this connectivity brings benefits like increased productivity and flexibility, it also blurs the boundaries between work and personal life. As a result, employees may find it challenging to disconnect from work-related communication and feel pressured to be available outside of their

regular working hours (Becker et al., 2018; Johnson et al., 2018).



Work-life balance: Maintaining a healthy work-life balance is crucial for overall well-being. When employees are unable to disconnect from work, it can lead to increased stress, burnout, and negative impacts on their personal lives. The right to disconnect recognizes the importance of setting clear boundaries between work and personal time, allowing employees to prioritize their well-being and engage in activities outside of work.

Picture from prostooleh in Freepik.

Mental health concerns: Constant connectivity can have adverse effects on mental health (Becker et al., 2018). Being constantly reachable for work-related matters can create a sense of being always "on" and can lead to feelings of anxiety and overwhelm. The right to disconnect acknowledges the need for employees to have dedicated periods of rest and relaxation, which are essential for mental well-being.



Picture from stocking in Freepik.



Picture from nikitabuida in Freepik.

Productivity and efficiency: Paradoxically, excessive connectivity can harm productivity. Studies have shown that constantly being interrupted by work-related messages and notifications can disrupt concentration and decrease efficiency (Sonntag, 2012). By promoting the right to disconnect, employers can help create an environment that allows employees to focus on their tasks during working hours and recharge during their time off, leading to improved overall productivity.

Legal and regulatory developments: Some countries and jurisdictions have recognised the importance of the right to disconnect and have implemented laws or regulations to protect employees. This has brought more attention to the issue and sparked discussions around the world about the need to address the potential negative impacts of constant connectivity.



Picture from wirestock in Freepik.



Several countries have taken steps to recognize and protect the right to disconnect. For example, in 2017, France introduced a law that requires companies with more than 50 employees to negotiate with their workforce to establish a framework for when employees can disconnect from digital devices (Couffe & Pralong, 2017). In the French legislation, the "Right to Disconnect" paragraph appears in Article 55 under Chapter II "Adapting the Labour Law to the Digital Age", Article L2242-8 of the Labour Code. Similarly, other countries, including Italy and Spain, have also implemented laws or regulations to safeguard the right to disconnect.



Challenges and obstacles that individuals and organisations may face in implementing the right to disconnect

Implementing the right to disconnect can present several challenges and obstacles for both individuals and organisations. Some of these challenges include:

1. **Cultural and organisational norms:** In many workplaces, there may be a prevailing culture of long working hours, constant availability, and a high expectation of responsiveness. Shifting these norms and establishing new boundaries may face resistance from employees who have grown accustomed to always being connected. Similarly, organisations may find it challenging to change long-standing practices and create a culture that supports the right to disconnect.
2. **Lack of awareness and understanding:** Many individuals and organisations may not be aware of the negative impacts of constant connectivity or may not fully understand the benefits of disconnecting from work. Educating employees and management about the importance of work-life balance, mental health, and productivity can be a hurdle in implementing the right to disconnect.
3. **Dependency on technology:** Technological tools and platforms have become integral to many work processes, and employees may feel obligated to remain connected to effectively perform their tasks. Overcoming the dependency on technology and finding alternative solutions that allow employees to disconnect without hindering productivity can be a challenge.
4. **Resistance from management:** Managers and leaders may have concerns about the impact of implementing the right to disconnect on productivity, responsiveness to clients or customers, and overall business operations. Convincing management of the long-term benefits and addressing their concerns can be crucial in gaining their support for implementing the right to disconnect.
5. **Flexibility and remote work:** The rise of remote work and flexible work arrangements can make it more challenging to define boundaries around work hours and availability. Without clear guidelines and expectations, employees may struggle to disconnect from work, especially when their workspaces are also their personal spaces.
6. **Enforcement and accountability:** Establishing policies or guidelines for the right to disconnect is one thing, but ensuring compliance and accountability can be another challenge. Organisations may need to develop mechanisms to monitor and address violations, provide support to employees who feel pressured to be constantly connected, and hold managers and leaders accountable for promoting work-life balance.



Activities

Activity 1 - Challenges and Obstacles	
Duration of Activity	10 minutes
Aim of Activity	The aim of this activity is to help HR professionals and managers reflect and note down challenges and obstacles that their organisation is facing in implementing the right to disconnect
Instructions	Take some time and reflect on any challenges and obstacles that your organisation is facing in implementing the right to disconnect. Note down three obstacles/challenges.

Activity 2 - Overcoming Challenges and Obstacles	
Duration of Activity	10 minutes
Aim of Activity	The aim of this activity is to help HR professionals and managers think of possible solutions to the challenges and obstacles that their organisation is facing in implementing the right to disconnect
Instructions	Note down three possible solutions to the challenges and obstacles that their organisation is facing in implementing the right to disconnect. Try and be specific as possible when describing your solutions.



Assessment

Question 1	
Assesment tool type	Select one option: <ul style="list-style-type: none"> Multiple choice question
Questions	What does the "right to disconnect" refer to?
Possible Answers	a) The right to switch off electronic devices. b) The right to disconnect from work-related communication outside of working hours. c) The right to take breaks during work hours. d) The right to disconnect from the internet.

Question 2	
Assesment tool type	Select one option: <ul style="list-style-type: none"> Multiple choice question
Questions	How can the right to disconnect be enforced and maintained in organisations?
Possible Answers	a) Developing clear policies and guidelines. b) Providing training and education about work-life balance. c) Monitoring and addressing violations. d) All of the above.



References

Becker, W. J., Belkin, L., & Tuskey, S. (2018, July). Killing me softly: Electronic communications monitoring and employee and spouse well-being. In *Academy of management proceedings* (Vol. 2018, No. 1, p. 12574). Briarcliff Manor, NY 10510: Academy of Management.

Couffe, C. and Pralong, J. (2017), "Le droit à la déconnexion, une avancée pour les collaborateurs ?", Harvard Business Review, [online] Available at:

<http://www.hbrfrance.fr/chroniques-experts/2017/07/16369-droit-a-deconnexion-avancee-collaborateurs/>

Johnson, S. Robertson, I. and Cooper, C. (2018), *Well-being: productivity & happiness at work*, 2nd ed. London: Palgrave Macmillan.

Sonnentag, S. (2012). Psychological detachment from work during leisure time: The benefits of mentally disengaging from work. *Current Directions in Psychological Science*, 21(2), 114-118.

Short summary and key take home lessons

The "right to disconnect" refers to employees' right to disconnect from work-related communication outside of working hours.

- > It addresses the negative impacts of constant connectivity on work-life balance and mental well-being.
- > Technological advancements have made constant connectivity more prevalent in the modern workplace.
- > The right to disconnect has become increasingly important due to concerns about work-life balance, mental health, and productivity.
- > Countries like France have implemented laws to protect the right to disconnect.
- > Implementing the right to disconnect faces challenges such as cultural resistance, technology dependency, and concerns about productivity.
- > Organisations can enforce and maintain the right to disconnect through clear policies, training, and monitoring.

The right to disconnect promotes employee well-being and productivity.



Chapter 2a: The role of employers in promoting the right to disconnect – Best practices & strategies

Key points - Learning Objectives

- > Become aware of the employer's role in promoting the right to disconnect.
- > Understand the benefits of having clear policies on the right to disconnect.
- > Become familiar with best practices to promote the right to disconnect.
- > Implement communication and technology practices to help the right to disconnect.
- > Learn how to include work-life balance and wellbeing practices in their organisational culture.
- > Learn how to support their employees' right to disconnect.

Responsibilities of employers & HR professionals/managers in promoting the right to disconnect

When promoting the right to disconnect, employers' and HR professionals' main responsibilities include creating and implementing policies that establish clear boundaries between work and personal life. Among other things, this involves setting reasonable working hours, encouraging employees to take breaks and vacations, and discouraging after-work communication or excessive overtime. They should also provide adequate training and resources to ensure employees can effectively manage their workload and prioritise their well-being. Additionally, employers and HR professionals/managers must lead by example, fostering a company culture that respects work-life balance and supports employees in maintaining healthy boundaries between their professional and personal lives. By actively promoting the right to disconnect, employers and HR professionals/managers contribute to a more sustainable and fulfilling work environment.

Below you are presented with examples best practices that employers could apply when promoting their employees' right to disconnect.



Best practices on the right to disconnect

LiveWell: the Zurich app that promotes employee wellbeing and happiness	
Topic/Area	Employee wellbeing
Type of Best Practice	Online Tools, Applications or Platform
Date released	May 2022
Partners/network	a) Zurich Portugal b) Portugal c) Employer
Description of the methods/ approach	Through the LiveWell app, Zurich Portugal – a company operating in the insurance sector – intends to reinforce its concern for the holistic well-being of its employees in various dimensions, namely physical, mental, social, and financial. With the app, the company wants to be closer to its employees, contributing in a simple, practical, and relaxed way to reinforce or introduce small daily gestures so that they become healthy and happy routines, not only for the employees but also for their families. The app contains personalised tips and content, to be more attractive. In practice, it invites users to set one of five available health goals – energy, fitness, happiness, weight loss, or stress – and define their main interests, such as sleep, financial health, mental health, relationships, parenting, or alternative medicine, as well as the indicators to measure.
Purpose/Aim	With the LiveWell app, Zurich Portugal aims to promote a healthy lifestyle for its 500 employees and raise awareness to the importance of an active life. It also intends for an adjusted conciliation between the personal, family, and professional lives, as it understands that this is essential for the workers' happiness.
Overview of the lessons learned which are relevant to the project	<ul style="list-style-type: none"> • Prioritising workers wellbeing and happiness by reinforcing healthy work-life balance habits such as the right to disconnect. • Promoting the conciliation of personal, family, and professional lives of workers, by encouraging them to plan their activities based on their right to disconnect.
Web link	http://www.zurich.com.pt/pt-pt/a-zurich/sala-deimprensa/comunicados-imprensa/2022/30-mai [link only available in Portuguese]

EDP “Mind Your Mind” Campaign	
Topic/Area	Employee wellbeing
Type of Best Practice	Campaign for mental health in the workplace
Date released	2020
Partners/network	a) EDP group b) Portugal c) Employer
Description of the methods/ approach	<p>The "Mind your Mind" campaign addresses mental health issues and is developed by the EDP group – a company operating in the energy sector – for its almost 13.000 employees, by promoting a variety of initiatives related to the theme every October. This initiative is part of the company's wellbeing strategy, with five defined pillars focused on physical, mental, professional, financial, and emotional health. As part of this strategy, the EDP group promotes talks with experts in different mental health and wellbeing topics, aiming to raise employees' awareness on the importance of taking care of their psychological wellbeing. The EDP group also organises regular workshops and challenges to encourage employees to adopt healthy lifestyle habits – namely related to physical exercise, mindfulness and other practices that contribute to a better work-life balance and stress/emotions control. Small-scale strategies, like encouraging small mindfulness breaks throughout the day are supported.</p>
Purpose/Aim	<p>The company aims to be an example of social responsibility and promote the wellbeing and mental health of its employees. The EDP group wants other companies to follow its example and help their employees achieve more balanced lives and feel supported by their institutions so that they can, in turn, take home their new skills for dealing with mental health and improve their lives and those of their families.</p>
Overview of the lessons learned which are relevant to the project	<ul style="list-style-type: none"> • Promoting mindfulness moments in short breaks throughout the day helps to switch off the “automatic pilot”. • Promoting talks, workshops, and other initiatives on mental health and how to switch off from work helps workers to feel supported and gives them new skills to reach wellbeing.
Web link	www.edp.com/en/people/well-being-and-benefits



Practical strategies on the right to disconnect that employers and HR professionals/managers can use

Strategy 1 - Protected time policy	
<p>Brief description of strategy</p>	<p>The "Protected time policy" is a practical strategy that employers and HR professionals/managers can implement to promote the right to disconnect of their teams, if there is no full autonomy in the management of working hours by the workers themselves. This policy designates specific periods of time during the day, in which employees are encouraged to prioritise personal and non-work-related activities without the expectation of work-related communication or tasks. The breaks and their duration, as well as at what time of the day they take place can be agreed with each worker and their needs. A start and end time for the working day must also be defined. Before and after this time, total switch-off from work related communication and activities must be ensured.</p>
<p>Purpose/Aim of strategy</p>	<p>The purpose is to create dedicated windows of time where employees can disconnect from work and focus on personal well-being, family, hobbies, or other non-work commitments. The aim is to foster work-life balance, reduce fatigue and burnout, and support employees in achieving a healthy integration of work and personal life.</p>

Strategy 2 - Disconnect Duels	
<p>Brief description of strategy</p>	<div data-bbox="488 1330 935 1626" data-label="Image"> </div> <p>"Disconnect Duels" is a strategy that transforms the right to disconnect into an engaging competition within the organisation. Employees are encouraged to participate voluntarily in weekly "duels" where they compete to see who can disconnect the most effectively during designated hours. Points and rewards can be given to winners.</p>
<p>Purpose/Aim of strategy</p>	<p>The aim of the "Disconnect Duels" strategy is to make the right to disconnect fun and engaging while reinforcing the importance of work-life balance. By turning it into a game, employees are motivated to disconnect from work-related digital devices and communication tools, reducing burnout, improving well-being, and fostering a culture of respecting personal time.</p>



Activity

Enhancing the right to disconnect for remote workers: collaborative exploration and action Overcoming Challenges and Obstacles	
Duration of Activity	45 minutes
Aim of Activity	The aim of this collaborative activity is to engage employers, HR professionals/managers, and remote workers in a reflective and open dialogue. It aims to deepen their understanding of the benefits and challenges associated with the right to disconnect for remote workers, while also fostering the creation of practical strategies to support work-life balance.
Instructions	<ul style="list-style-type: none"> • For this activity, you will need an in-house or external facilitator for the reflective session. It can be done face-to-face or in a digital format. • Introduction and context (5 minutes): the facilitator explains the objectives of the activity to the participants, emphasizing the significance of work-life balance and the unique considerations for remote workers regarding the right to disconnect. • Benefits and challenges brainstorming (15 minutes): the facilitator asks participants to gather in small discussion groups (4-6 members) and instructs each group to brainstorm and discuss about 2-3 potential benefits of implementing the right to disconnect specifically for remote workers. The facilitator should encourage participants to draw from personal experiences and insights. Each group should use a flipchart (if face-to-face) or white board (if online) to write down their ideas. • Strategy Development (10 minutes): following the discussion on benefits and challenges, the facilitator instructs each group to think about a practical strategy or initiative that can be implemented at the organisational level to address one of the identified benefits or challenges, emphasizing the need for actionable and effective solutions. • Presentation, discussion, and wrap-up (15 minutes): each group selects a lead speaker to present their identified benefits, challenges, and corresponding strategies. The facilitator summarises the key takeaways from the activity and encourages participants to commit to implementing the identified strategies, as an action plan, within their organisation to support remote workers' right to disconnect.



Assessment tool

Question 1	
Assesment tool type	Multiple choice question
Questions	Of the following strategies promoted by managers, which on(es) can effectively help workers disconnect from work and improve their well-being?
Possible Answers	<ul style="list-style-type: none"> a) Discouraging non-essential communication outside working hours. b) Managing employee's workload realistically. c) Show assertiveness and always protect the interests of the organisation. d) Promote and encourage breaks and mindfulness strategies.

Question 2	
Assesment tool type	Multiple choice question
Questions	Implementing the right to disconnect from work not only benefits the employees, but also offers numerous advantages for employers. From the following list, which are the four benefits for employers?
Possible Answers	<ul style="list-style-type: none"> a) Organisational culture focused on the individual and his/her needs. b) Talent attraction. c) Employee engagement. d) More hours of workers availability. e) Reduced absenteeism. f) Presenteeism. g) Improved productivity. h) Absence of commuting.



References

Durkovic, L. (2023, January 3). The right to disconnect: Why leaders should encourage employees to unplug. Trello. blog.trello.com/the-right-to-disconnect.

Fox, K. E., Johnson, S. T., Berkman, L. F., Sianoja, M., Soh, Y., Kubzansky, L. D., & Kelly, E. L. (2021). Organisational - and group-level workplace interventions and their effect on multiple domains of worker well-being: A systematic review. *Work & Stress*, 0(0), 1–30. www.tandfonline.com/doi/abs/10.1080/02678373.2021.1969476.

Gruman, J. (n.d.). How businesses can best help employees disconnect from work. The Conversation. theconversation.com/how-businesses-can-best-help-employees-disconnect-from-work-174522.

Kelly, E. L., Berkman, L. F., Kubzansky, L. D., Lovejoy, M. (Oct. 12, 2021). 7 Strategies to Improve Your Employees' Health and Well-Being. *Harvard Business Review*, hbr.org/2021/10/7-strategies-to-improve-your-employees-health-and-well-being?ab=hero-subleft-1.

Kelly, E. L., (1/13/2022). Companies need to confront how work conditions affect the well-being of their employees. *FastCompany*. www.fastcompany.com/90712607/companies-need-to-confront-how-work-conditions-affect-the-well-being-of-their-employees.

Kelly, E. L., (1/20/2022). Happier, Healthier, Hybrid: MIT Research Finds Hybrid Work Schedules Promote Employee Well-being. *Staffing.com*. www.staffing.com/hybrid-work-schedule-benefits/.

Lovejoy, M., Kelly, E. L., Kubzansky, L. D., & Berkman, L. F. (2021). Work Redesign for the 21st Century: Promising Strategies for Enhancing Worker Well-Being. *American Journal of Public Health*, e1–e9. pubmed.ncbi.nlm.nih.gov/34499532/.

Mucha, R. (2021, September 7). Helping your employees disconnect from work. *HRMorning*. www.hrmorning.com/articles/helping-your-employees-disconnect-from-work/.



Short summary and key take home lessons

- > Employers should recognise the significance of the right to disconnect, which allows employees to disconnect from work-related responsibilities outside working hours, promoting well-being and work-life balance.
- > Employers play a crucial role in promoting the right to disconnect. They should prioritise work-life balance, establish clear policies, and lead by example to foster a supportive work environment.
- > Implementing best practices, such as setting reasonable working hours, addressing after-work communication, providing flexibility, and offering training, helps employers support the right to disconnect effectively.
- > Promoting the right to disconnect benefits employers through enhanced employee well-being, increased retention and talent attraction, improved productivity and focus, and a positive organisational culture.
- > Employers can leverage technology to support the right to disconnect by minimising after-work communication, setting clear expectations, promoting digital well-being, and implementing flexible technology policies.
- > Creating a work culture that values work-life balance and prioritises employee well-being contributes to a positive organisational culture and fosters employee engagement, satisfaction, and loyalty.



Chapter 3a: Implementing organisational policies that will support the right to disconnect

Key Learning Objectives

- > Understanding the importance of implementing policies to safeguard the right to disconnect for remote workers in today's dynamic work environment.
- > Identifying the key elements of effective organisational policies that promote work-life balance, employee well-being, and a supportive work culture.
- > Gaining insights into evidence-based strategies and best practices for communicating, training, and evaluating policies to ensure successful implementation and adherence.

Introduction

In today's dynamic and rapidly changing work environment, new challenges are continually emerging. These issues necessitate proactive and adaptive approaches to address the evolving needs of organisations and their workforce. To address these challenges, organisations must establish well-tailored organisational policies that safeguard employee well-being by aligning with the company's specific characteristics and requirements.

Defining organisational policies

In the organisational context, organisational policies refer to **formal guidelines and principles established by organisations to regulate various aspects of work and behaviour within the workplace (Petts et al., 2022)**. Empirical evidence stresses that organisational policies can counter several critical aspects that, if not properly regulated, can represent a threat to the employees' wellbeing such as for example ethical issues, discrimination and harassment, the perception of organisational injustice, poor work-life balance, and unregulated remote work (Mohammad et al., 2019). This last issue is receiving a lot of attention lately due to the spread of the remote modality of working and since the disrespect of the employees right to disconnect can lead to several negative consequences such as the inability to psychologically detach from work, the lack of recovery time and in extreme cases to burnout (Hayes et al., 2021). Therefore, in this chapter, we will provide guidance on how to implement organisational policies that safeguard the right to disconnect of employees. Key elements of such organisational policies will be discussed, including their scope, objectives, and implementation strategies.



Benefits of implementing organisational policies that promote disconnection: evidence based studies

As mentioned above, implementing organizational policies to support and encourage work disconnection can yield several benefits.

1. It **enhances work-life balance** by providing teleworkers with the chance to reach an equilibrium between work and personal life and at the same time, it promotes work recovery, which is necessary to reset both cognitive and physical resources. The possibility to recover from work can potentially lead to **reduce stress and prevent burnout** among workers, which are known by the scientific literature to be particularly common with respect to remote working (Hayes et al., 2020; Hayes et al., 2021).
2. Allowing teleworkers to disconnect and have designated non-working time can **increase performance during working hours** (Petitta & Ghezzi, 2023). Rested and recovered employees are more likely to be **focused, motivated, and perform better** when actively engaged in their work tasks (Bhattacharya et al., 2020).
3. Developing organisational policies to safeguard employers' wellbeing can also be a **very competitive advantage** for the company's reputation and branding. By offering attractive employees' benefits, competitive compensation packages, and opportunities for career development, wellbeing oriented policies especially those related to the right to disconnect, have become increasingly important in **attracting talent to organisations** (Yasin & Huseynova, 2020). As work-life balance and employees' well-being gain prominence, candidates are actively seeking out companies that prioritize these aspects in their organisational policies (Muraya et al., 2021).
4. When companies demonstrate their commitment to fair hiring practices, equal opportunities, and employee well-being, they become more attractive to job seekers. Such organisational policies can also **foster employee satisfaction and loyalty, leading to higher retention rates** (Rodríguez-Sánchez et al., 2020).



Picture from wirestock in Freepik

What happens if a company does not keep their word about implementing the policies?



Picture from freepik in [Freepik](#)

1. Failing to implement announced policies or disregarding existing organisational policies can have severe repercussions for a company. Beyond **damaging the company's credibility and eroding trust among stakeholders**, it can also lead to **negative consequences for employees' morale and engagement**, affecting overall performance (Yang et al., 2022).

2. Non-compliance with policies **exposes the company to legal and regulatory risks**, potentially leading to penalties or lawsuits.

3. It can have far-reaching **effects on the company's culture and reputation**, creating an atmosphere of inconsistency and disregard for rules.

4. In the context of remote work, the failure to implement organisational policies that safeguard the right to disconnect can give rise to a concerning phenomenon known as **presenteeism** (Rhule et al., 2020). Remote employees may feel compelled to continue working even when they are sick or unwell, fearing negative consequences or job insecurity. This behavior can lead to reduced productivity, burnout, and a decline in overall well-being. To mitigate the detrimental impact of presenteeism and promote a healthy work environment, organisations must establish clear guidelines and expectations regarding

sick leave in remote work settings. Employees should be encouraged to prioritize their well-being and take the necessary time off to recover when needed. Adequate support and resources, such as access to healthcare benefits and mental health services, should be provided to remote workers to address their well-being effectively.



A step-by-step guide on how to develop a policy on the right to disconnect

Step 1 - Identify the Policy Objective

- **Conduct a needs assessment:** Begin by conducting a thorough assessment of the current work environment, employee experiences, and existing challenges related to work-life balance and constant connectivity. This can involve collecting data through surveys, interviews, focus groups, or analyzing existing research and literature. Identify specific issues and problems that employees face regarding the right to disconnect.
- **Review existing organisational policies and practices:** Evaluate any existing organisational policies, guidelines, or practices that are already in place within the organisation. Determine whether they adequately address the issue of work-life balance and the right to disconnect. Identify any gaps or areas for improvement that need to be addressed in the new policy.
- **Engage stakeholders: Involve relevant stakeholders in the policy development process.** This can include employees, human resources professionals, managers, and representatives from relevant departments or teams. There are several approaches to involve stakeholders throughout the process. Firstly, organizing focus groups provides an opportunity for in-depth discussions and exploration of diverse perspectives. Additionally, town hall meetings with leaders and employees foster transparency, enabling open discussions, addressing concerns, and receiving suggestions. Workshops or training sessions can educate employees about the benefits of the policy, building support from the workforce. Online collaboration platforms or intranet portals create accessible discussion forums for stakeholders to contribute ideas. One-on-one meetings with key stakeholders allow personalized discussions and feedbacks. Utilizing various communication channels in a communication campaign ensures stakeholders are well-informed. Finally, appointing employee representatives or a policy task force ensures that employee perspectives are considered, promoting a collaborative policy development process.
- **Define the problem statement:** Clearly articulate the problem or issue that the policy aims to address. Use the insights gained from the needs assessment and stakeholder engagement to draft a concise and specific problem statement.
- **Establish the policy's purpose and scope:** Clearly define the purpose and scope of the policy. Determine the overarching goals and objectives that the policy intends to achieve.
- **Consider legal and regulatory requirements:** Consider any legal or regulatory requirements that may affect the policy development process.
- **Draft the policy and obtain approval:** Create a draft of the policy and present it to key decision-makers, such as senior management or the board of directors, for approval. Address any concerns or questions raised during the approval process and make necessary revisions (Prager et al., 2022).



Step 2 - Communicate and Train

- **Define a dissemination plan:** Develop a communication plan to effectively inform employees about the new policy. Conduct training sessions or workshops to ensure employees understand the policy, its implications, and their roles and responsibilities in compliance.
- **Clear and concise policy documentation:** Develop a well-written policy document that is clear, concise, and easily understandable.
- **Email or memorandum announcement:** Send out a formal email or memorandum to all employees, stakeholders, and relevant parties to announce the new policy.
- **Training sessions:** Conduct training sessions to ensure that employees have all relevant skills and knowledge needed to adhere to the new policy.
- **Interactive workshops or role-playing exercises:** Organize interactive workshops or role-playing exercises to reinforce understanding and application of the policy. This hands-on approach allows employees to practice implementing the policy in realistic scenarios and encourages active participation and engagement.
- **Managers as advocates:** Train managers and supervisors to effectively communicate and reinforce the policy with their respective teams.
- **Ongoing communication:** Maintain regular communication channels to provide updates, reminders, or clarifications about the policy. Use email newsletters, company-wide meetings, or internal messaging platforms to keep employees informed and engaged (Petts et al., 2022).

Step 2 - Monitor and evaluate

- **Surveys and questionnaires:** Designing and administering surveys or questionnaires to employees, stakeholders, or relevant parties can provide valuable insights on their awareness, understanding, and perceptions of the policy. These tools can gather quantitative and qualitative data to assess policy effectiveness, compliance, and areas for improvement.
- **Interviews and Focus Groups:** Conducting interviews or focus groups with key stakeholders can provide in-depth qualitative information about their experiences, challenges, and suggestions related to the policy. These methods allow for open discussions and the exploration of diverse perspectives.
- **Key Performance Indicators (KPIs) and Metrics:** Defining specific KPIs and metrics related to the policy can enable quantitative measurement of its impact and effectiveness.
- **Case studies and benchmarking:** Analyzing case studies or conducting benchmarking exercises with similar organisations or industry best practices can provide insights into successful policy implementation strategies and potential areas for improvement (Da et al., 2022).



Activity

Case Study Analysis	
Duration of Activity	30 minutes
Aim of Activity	The aim of the activity is to analyze and provide well-reasoned and supported responses to the questions presented in the case study regarding the implementation of a remote work policy at the multinational corporation. The goal is to identify key considerations for policy creation, anticipate potential challenges, suggest strategies to overcome them, offer recommendations for effective communication and training of employees, evaluate the benefits and risks of the policy, and develop an action plan for successful implementation.
Instructions	<p>Read the following case study carefully and analyse the scenario presented. Apply the knowledge and steps outlined in the chapter to answer the questions that follow. Consider the policy creation and implementation process, as well as the potential challenges and best practices discussed.</p> <p>Case analysis: A Corporation's Remote Work Policy</p> <p>The corporation concerned, a multinational company, is willing to implement a remote work policy to provide more flexibility to its employees and attract top talents. The Human Resources department has been tasked with developing the policy and ensuring a smooth rollout. The executive team is supportive of the initiative but wants to ensure that productivity and communication are maintained effectively.</p>



Assessment

Question 1	
Assesment tool type	Open Question
Questions	<ul style="list-style-type: none"> • [Based on the steps outlined in the chapter, identify and explain the key considerations that the Human Resources department should address when creating the remote work policy for the corporation. • What are some potential challenges/obstacles that the corporation may face during the implementation of the remote work policy? Suggest strategies or best practices to overcome these challenges. • How can the corporation effectively communicate and train employees on the remote work policy? Provide specific recommendations and methods to ensure understanding, engagement, and compliance. • Evaluate the potential benefits and risks of implementing the remote work policy for the corporation. Consider factors such as employee satisfaction, productivity, work-life balance, and organisational culture. • Develop an action plan outlining the steps and timeline for the successful implementation of the remote work policy at the Corporation. Include key milestones, responsible parties, and communication strategies.]

References

Bhattacharya, S., & Mittal, P. (2020). The impact of individual needs on employee performance while teleworking. *Australasian Accounting, Business and Finance Journal*, 14(5), 65-85.

Da, S., Fladmark, S. F., Wara, I., Christensen, M., & Innstrand, S. T. (2022). To change or not to change: a study of workplace changes during the COVID-19 pandemic. *International Journal of Environmental Research and Public Health*, 19(4), 1982.

Yang, Y., Yan, R., & Meng, Y. (2022). Can't disconnect even after-hours: how work connectivity behavior after-hours affects employees' thriving at work and family. *Frontiers in Psychology*, 13, 865776.

Hayes, S. W., Priestley, J. L., Moore, B. A., & Ray, H. E. (2021). Perceived stress, work-related burnout, and working from home before and during COVID-19: An examination of workers in the United States. *SAGE Open*, 11(4), 21582440211058193.

Hayes, S. W., Priestley, J. L., Ishmakhametov, N., & Ray, H. E. (2020). "I'm not working from Home, I'm Living at Work": Perceived Stress and Work-Related Burnout before and during COVID-19.



Maurya, K. K., Agarwal, M., & Srivastava, D. K. (2021). Perceived work-life balance and organizational talent management: mediating role of employer branding. *International Journal of Organization Theory & Behavior*, 24(1), 41-59.

Mohammad, J., Quoquab, F., Halimah, S., & Thurasamy, R. (2019). Workplace internet leisure and employees' productivity: The mediating role of employee satisfaction. *Internet Research*, 29(4), 725-748.

Petitta, L., & Ghezzi, V. (2023). Remote, Disconnected, or Detached? Examining the Effects of Psychological Disconnectedness and Cynicism on Employee Performance, Wellbeing, and Work-Family Interface. *International Journal of Environmental Research and Public Health*, 20(13), 6318.

Petts, R. J., Mize, T. D., & Kaufman, G. (2022). Organizational policies, workplace culture, and perceived job commitment of mothers and fathers who take parental leave. *Social Science Research*, 103, 102651.

Prager, F., Rhoads, M., & Martínez, J. N. (2022). The COVID-19 economic shutdown and the future of flexible workplace practices in the South Bay region of Los Angeles County. *Transport Policy*, 125, 241-255.

Rodríguez-Sánchez, J. L., González-Torres, T., Montero-Navarro, A., & Gallego-Losada, R. (2020). Investing time and resources for work-life balance: The effect on talent retention. *International Journal of Environmental Research and Public Health*, 17(6), 1920.

Ruhle, S. A., Breitsohl, H., Aboagye, E., Baba, V., Biron, C., Correia Leal, C., ... & Yang, T. (2020). "To work, or not to work, that is the question"-Recent trends and avenues for research on presenteeism. *European Journal of Work and Organizational Psychology*, 29(3), 344-363.

Yasin, R., Huseynova, A., & Atif, M. (2023). Green human resource management, a gateway to employer branding: Mediating role of corporate environmental sustainability and corporate social sustainability. *Corporate Social Responsibility and Environmental Management*, 30(1), 369-383.

Short summary and key take home lessons

- > Implementing organisational policies for disconnection in remote work improves work-life balance, reduces stress, and boosts employee performance.
- > Failure to uphold organisational policies can damage a company's reputation, trust, and employee morale.
- > A step-by-step guide includes defining policy objectives, involving stakeholders, and obtaining approval.
- > Effective communication through workshops, training sessions, and online platforms enhances policy understanding.
- > Monitoring policy impact using surveys, interviews, and KPIs helps make informed decisions and improvements.



Chapter 4: Case studies

Key learning objectives

- > Understand the factors that lead to the development of the concept of disconnection from work
- > Become aware of the organisations that have successfully implemented the right to disconnect
- > Apply practices for disconnection from work that are already implemented worldwide
- > Identify challenges and obstacles that might be faced in implementing the right to disconnect

In this chapter, we present some real-world examples of organisations that have successfully implemented the right to disconnect, as well as case studies of those who have faced challenges or obstacles.

Successful case studies

Some examples of organisations who have successfully introduced policies to support their employee' right to disconnect are listed below:

1. **Volkswagen:** In 2021, the German company Volkswagen Group introduced a policy called 'Work Smart, Live Smart'. This policy includes guidelines for employees on how to disconnect from work. Some of the measures included in the policy are related to the frequency reduction of the after-work hour's communication and the encouragement of the use of digital tools to better manage employees' workload. Additionally, training programmes for both managers and employees were also introduced aiming to raise awareness on the importance of work-life balance. Lastly, an employee assistance programme has been launched in order to provide both support and related resources to employees who are experiencing work-related stress.
2. **Daimler:** In 2014, the German company introduced a policy called 'Mail on Holiday' which was implemented in an attempt to reduce the amount of emails employees received during their holidays. With this policy, all emails received during their holidays were automatically deleted.
3. **Barilla:** In 2016, the Italian company introduced an agreement that was offering the possibility to employees appointed with tasks that can be completed remotely, to work outside the company's premises. This possibility started with a limit of 32 hours per month, except employees who have children or other caring duties, who could extend to 64 hours per month. The employees could be contacted only through company devices during the company premises' working hours. Part of the agreement was also the training, to both employees and managers on the importance of work-life balance, the provision of



technological tools to better manage the workload and the cultivation of a culture that values their employees' personal life.

4. **Enel:** In 2016, the Italian company introduced a pilot project and in 2020 the global 'smart working' policy which includes clear guidelines on work hours and encourages employees in disconnecting from work after working hours. Part of the approach is also the training of both managers and employees on the importance of disconnecting from work outside of designated hours, encouraging the use of digital tools (e.g., online calendars and task management apps) for better workload management, and setting clear expectations for response times and communication during non-working hours. Another part of the Enel's approach is 'stress management', which includes the provision of resources and support (e.g., access to counselling services) to employees to manage stress and maintain their well-being.

Challenges and Obstacles

Apart from all the successful case studies mentioned above, there are also examples of companies that face various challenges and obstacles that can negatively impact the process for introducing actions supporting disconnection from work. Examples of such companies are listed below:

Apple: Given the global nature of Apple's supply chain, suppliers and contractors are often scattered across different time zones. This creates a situation where individuals and teams need to collaborate and communicate effectively despite facing significant time differences. While this interconnectedness has numerous advantages, it also brings about challenges, one of which is the difficulty in disconnecting from work

PricewaterhouseCoopers (PwC): The company offers its services to international clients and usually the project deadlines are relatively tight. The employees who are mainly consultants and auditors find it difficult to disconnect from work especially during financial audits, which are considered peak periods.

Bloomberg: Employees (e.g., journalists and analysts) working at companies related to financial news and data, need to remain informed and ready to respond to breaking news. Thus, the nature of their responsibilities imposes difficulties in disconnecting from work.



Activities

Activity 1 - 'Disconnection-Action Plan'	
Duration of Activity	60 minutes
Aim of Activity	The aim of the activity is to analyze and provide well-reasoned and supported responses to the questions presented in the case study regarding the implementation of a remote work policy at the multinational corporation. The goal is to identify key considerations for policy creation, anticipate potential challenges, suggest strategies to overcome them, offer recommendations for effective communication and training of employees, evaluate the benefits and risks of the policy, and develop an action plan for successful implementation.
Instructions	Read the following case study carefully and analyse the scenario presented. Apply the knowledge and steps outlined in the chapter to answer the questions that follow. Consider the policy creation and implementation process, as well as the potential challenges and best practices discussed. Case analysis: A Corporation's Remote Work Policy The corporation concerned, a multinational company, is willing to implement a remote work policy to provide more flexibility to its employees and attract top talents. The Human Resources department has been tasked with developing the policy and ensuring a smooth rollout. The executive team is supportive of the initiative but wants to ensure that productivity and communication are maintained effectively.

References

Connley, C. (2017, August 17). *This company has an ingenious way to free employees from email on vacation*. CNBC. <https://www.cnbc.com/2017/08/17/one-companys-genius-way-to-free-employees-from-email-on-vacation.html>

"Good for You" starts from caring for the employees (2017, July 26). Barilla Group. <https://www.barillagroup.com/en/press-room/press-releases/good-for-you-starts-from-caring-for-the-employees/>

Henshall, A. (2022, February 25). *Can the 'right to disconnect' exist in a remote-work world?* <https://www.bbc.com/worklife/article/20210517-can-the-right-to-disconnect-exist-in-a-remote-work-world>

Rosen, R. J. (2014, August 14). *Daimler Employees Can Set Emails to Auto-Delete During Vacation*. The Atlantic. <https://www.theatlantic.com/business/archive/2014/08/daimlers-german-employees-can-set-emails-to-auto-delete-during-vacation/376068/>



Should holiday email be deleted? (2014, August 14). BBC News. <https://www.bbc.com/news/magazine-28786117>

Viale, E. (n.d.). *How Enel Is Involving Employees in Future of Work Plans*. www.linkedin.com. <https://www.linkedin.com/pulse/how-enel-involving-employees-future-work-plans-enrico-viale/>

Work-life balance, people care and company welfare | ENEL 2016 CSR. (n.d.). <http://enel2016csr.message-asp.com/en/sustainability-report-2016/our-commitment/our-people/work-life-balance-people-care-and-company>

Short summary and key take home lessons

- There are several successful case studies of organisations and national governments that have introduced policies related to disconnection from work.
- There are factors such as time-zones, the nature of responsibilities, that impose barriers towards the implementation of actions for disconnection from work.
- An Action Plan can be prepared within different timeframes which enables a company to start with the immediate actions and at the same time have the potential to implement more demanding actions in the future.



Appendix

Chapter 1 – Assessment tool correct answers

Question 1	
Assesment tool type	Select one option: <ul style="list-style-type: none"> Multiple choice question
Questions	What does the "right to disconnect" refer to?
Possible Answers	a) The right to switch off electronic devices. b) The right to disconnect from work-related communication outside of working hours. c) The right to take breaks during work hours. d) The right to disconnect from the internet.

Question 2	
Assesment tool type	Select one option: <ul style="list-style-type: none"> Multiple choice question
Questions	How can the right to disconnect be enforced and maintained in organisations?
Possible Answers	a) Developing clear policies and guidelines. b) Providing training and education about work-life balance. c) Monitoring and addressing violations. d) All of the above.



Chapter 2 - Assessment tool correct answers

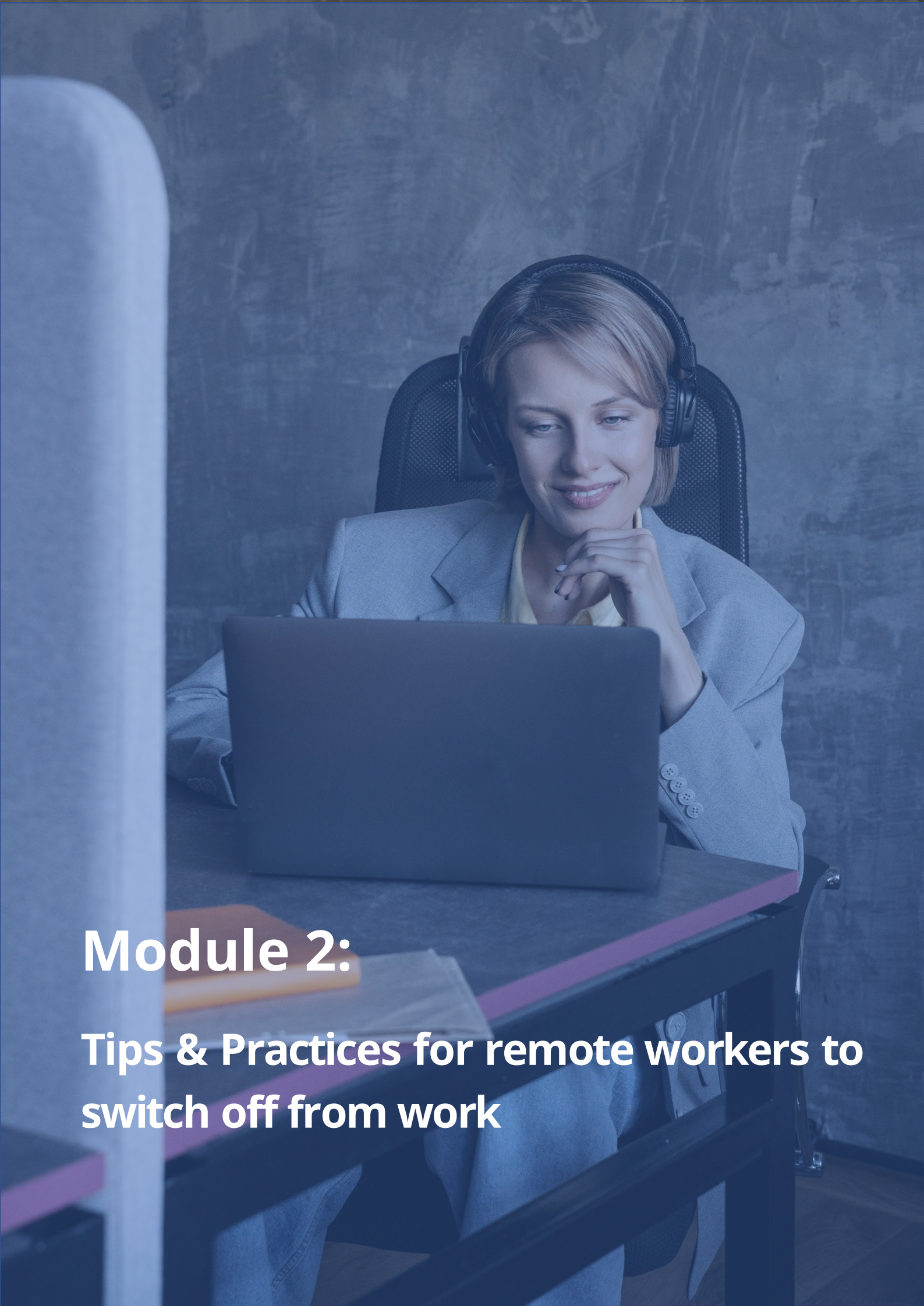
Question 1	
Assesment tool type	Multiple choice question
Questions	Of the following strategies promoted by managers, which on(es) can effectively help workers disconnect from work and improve their well-being?
Possible Answers	<ul style="list-style-type: none"> a) Discouraging non-essential communication outside working hours. b) Managing employee's workload realistically. c) Show assertiveness and always protect the interests of the organisation. d) Promote and encourage breaks and mindfulness strategies. e) Contacting workers as little as possible.

Question 2	
Assesment tool type	Multiple choice question
Questions	Implementing the right to disconnect from work not only benefits the employees, but also offers numerous advantages for employers. From the following list, which are the four benefits for employers?
Possible Answers	<ul style="list-style-type: none"> a) Organisational culture focused on the individual and his/her needs. b) Talent attraction. c) Employee engagement. d) More hours of workers availability. e) Reduced absenteeism. f) Presenteeism. g) Improved productivity. h) Absence of commuting.



Chapter 4 – Activity 1: Action Plan Template

Action	Responsible person	Priority <i>(e.g. (High, Medium, Low)</i>	Status <i>(e.g. In Progress, Not started, Can start)</i>	Start	End	Notes



Module 2:

Tips & Practices for remote workers to switch off from work



Chapter 1b: Tips for effectively using ICTs to psychologically detach from work

Key Learning Objectives:

- > Apply effective digital task management techniques to enhance productivity and achieve a sense of accomplishment.
- > Understand the role of task communication in achieving closure and psychological detachment from work.
- > Implement strategies for maintaining clear boundaries between work and personal email communication.
- > Practice mindful digital engagement to control information overload and create mental space for relaxation.
- > Utilize digital well-being features and manage notifications to improve work-life balance and reduce work-related distractions.



Tip 1. Digital Task Management for Enhanced Productivity	
Brief description of tip	Take advantage of digital tools and applications specifically designed for task management and productivity. Organizing your tasks, setting priorities, and checking them off your digital to-do list, you can effectively manage your workload. Completing your tasks and checking them off your digital to-do list gives a sense of accomplishment, allowing you to mentally detach from work with peace of mind.
Purpose/Aim of tip	This tip aims to help employees prioritize their tasks, complete them efficiently, and experience a sense of accomplishment. If employees have a clear overview of their tasks and progress, they can mentally detach from work, knowing they have accomplished what they set out to do.
Relevant online sources	https://trello.com/ https://todoist.com/ https://monday.com/ https://asana.com/
Additional notes	Encourage employees to break down tasks into manageable subtasks and allocate realistic deadlines. This will help them stay focused, motivated, and more likely to achieve a sense of completion.

Activity 1 - Task Management Tool Evaluation	
Duration of Activity	60 minutes
Aim of Activity	Enhancing your ability as an HR manager to assess and select the most suitable task management tool for your organisation's needs.
Instructions	<ul style="list-style-type: none"> • We have provided you with a list of popular task management tools, such as Trello, Todoist, Asana, and Monday.com. Take some time to familiarize yourself with their features and functionalities. • Evaluate each tool based on criteria that matter most to your organisation, such as user-friendliness, collaboration capabilities, customization options, and integration with other tools you use. • Compare and contrast the tools, considering your organisation's specific requirements and preferences. Think about how each tool aligns with your team's workflow and goals. • Select the most appropriate task management tool for your organisation and create an implementation plan. Consider steps for onboarding employees and providing necessary training to ensure a smooth transition.



Activity sheet						
Tool	User-friendliness	Collaboration Capabilities	Customisation Options	Integration	Overall rating (1 -5)	Notes
Trello						
Asana						
Monday						
Todoist						

Outline the steps you will take to introduce the chosen tool to your team and ensure successful adoption.
 Step 1:
 Step 2:
 Step 3:

Use this activity sheet to evaluate and compare task management tools based on the provided criteria. Rate each tool on a scale of 1 to 5 (1 being the lowest and 5 being the highest) for each criterion. Make notes on the strengths, weaknesses, or any specific features that stand out. Utilize the space provided to outline your implementation plan. Describe the steps you will take to introduce the chosen tool to your team, assign responsibilities, and ensure a successful transition. Think about considerations such as training, communication, and any necessary adjustments to existing processes.



Tip 2. Separate Work Email Account for Boundaries	
Brief description of tip	It is important to separate email account solely for work-related matters. This allows you to confine work-related communication to a specific account and establish clear boundaries between work and personal life. Effective communication is essential for remote work, but it's equally important to know when to disengage.
Purpose/Aim of tip	The purpose of this tip is to create a clear separation between work and personal email correspondence. When signing out of the work email account outside of designated work hours, employees can detach from work-related communication and maintain a healthier work-life balance.
Relevant online sources	N/A
Additional notes	It's essential to communicate the use of separate email accounts to colleagues, clients, and supervisors to manage their expectations and ensure effective communication channels.

Activity 2 - Creating Work-Life Email Boundaries	
Duration of Activity	30 minutes
Aim of Activity	Help employees understand the importance of using separate work email accounts and provide guidance on communicating this practice effectively within the organisation.
Instructions	<ul style="list-style-type: none"> • Begin by explaining the significance of separating work and personal email accounts for maintaining work-life boundaries and reducing work-related stress. • Discuss the benefits of using a separate work email account, such as improved focus, reduced distractions, and enhanced work-life balance. • Encourage employees to reflect on their current email practices and assess if they have a clear separation between work and personal email. • Provide guidelines on how to create a separate work email account, including selecting a professional email address, setting up email filters and notifications, and synchronizing the account with work-related communication tools. • Discuss the importance of communicating the use of a separate work email account with colleagues, clients, and supervisors. • Provide tips on how to effectively communicate this change, such as sending a brief email explaining the purpose and benefits of the separate account.



Activity sheet

Establishing Work-Life Email Boundaries	Your Company Name
<p>Reflect on Your Current Email Practices:</p>	<p>Do you currently have a clear separation between your work and personal email?</p> <p>What challenges or issues have you experienced by not having a separate work email account?</p>
<p>Separate Your Professional/Work Email Account from the private email account:</p>	<ul style="list-style-type: none"> -Set up email filters to separate work-related emails. -Adjust email notification settings to minimize distractions during non-work hours.
<p>Communicating the Use of a Separate Work Email Account:</p>	<ul style="list-style-type: none"> -Draft an email to inform colleagues, clients, and supervisors about your new work email account. -Include the purpose and benefits of using a separate account. -Address any concerns or questions they may have.



Tip 3. Mindful Digital Engagement for Information Control	
Brief description of tip	Practice mindful digital engagement by being intentional and aware of your online activities. Take regular breaks from social media, news websites, and other potentially distracting platforms.
Purpose/Aim of tip	The aim of this tip is to help employees minimize information overload and create mental space for relaxation and detachment from work. Controlling their digital interactions, employees can focus on their personal lives and reduce the temptation to constantly engage with work-related content.
Relevant online sources	https://www.headspace.com/
Additional notes	Encourage employees to set specific time limits for their social media and news consumption and explore mindfulness techniques to enhance their awareness and self-regulation.

Activity 3 - Mindful Digital Engagement Self-Assessment	
Duration of Activity	15 minutes
Aim of Activity	To assess and reflect on employees' current digital engagement habits and promote mindful usage of online platforms for personal growth and supporting employees.
Instructions	<ul style="list-style-type: none"> • Begin by explaining the importance of mindful digital engagement for employees in supporting their own well-being and effectively assisting employees. • Distribute the Mindful Digital Engagement Self-Assessment activity sheet to employees. • Instruct employees to honestly assess their current digital engagement habits by rating each statement on a scale of 1 to 5, with 1 being "Strongly Disagree" and 5 being "Strongly Agree." • After completing the self-assessment, encourage employees to reflect on their responses and identify areas for personal improvement and growth. • Facilitate a group discussion where employees can share their insights, challenges, and strategies for practicing mindful digital engagement while supporting employees. • Summarize the activity by emphasizing the importance of setting boundaries, taking breaks, and modeling healthy digital engagement for employees' well-being.



<p>Activity sheet (if applicable)</p>	<p>Rate each statement on a scale of 1 to 5, with 1 being "Strongly Disagree" and 5 being "Strongly Agree."</p> <ol style="list-style-type: none"> 1. I am mindful of the time I spend on social media platforms. 2. I regularly take breaks from checking emails and notifications. 3. I consciously limit my exposure to news websites and online articles. 4. I am aware of the impact of excessive digital engagement on my well-being. 5. I practice mindfulness techniques to regulate my online activities. 6. I set specific time limits for social media usage. 7. I prioritize offline activities and personal relationships over online engagement. 8. I am able to disconnect from work-related content during non-working hours. 9. I actively manage the notifications I receive on my digital devices. 10. I regularly evaluate and adjust my digital engagement habits. <p>Total score:</p> <p>Total score less than 30: Low Mindful Digital Engagement</p> <ul style="list-style-type: none"> • This score range suggests that employees may benefit from implementing more mindful digital engagement practices. They may be experiencing a higher level of information overload and struggle to detach from work-related digital activities. It is recommended to focus on incorporating mindfulness techniques and setting stricter boundaries with digital platforms. <p>Total score between 30 and 50: Moderate Mindful Digital Engagement</p> <ul style="list-style-type: none"> • This score range indicates that employees have some level of mindful digital engagement but may still encounter occasional challenges in managing their online activities. They can further enhance their digital well-being by refining their time management strategies, implementing regular breaks, and strengthening their self-regulation. <p>Total score above 50: High Mindful Digital Engagement</p> <ul style="list-style-type: none"> • Employees scoring in this range demonstrate a strong ability to engage mindfully with digital platforms. They have successfully established boundaries, manage information overload effectively, and prioritize their well-being. They can serve as role models for others and may consider sharing their strategies with colleagues to support a culture of mindful digital engagement.
---------------------------------------	---



Tip 4. Digital Well-being Features	
Brief description of tip	Utilize digital well-being features on devices and applications to manage time spent on ICTs.
Purpose/Aim of tip	Digital well-being features, such as screen time limits and focus mode, encourage employees to be more conscious of their ICT usage. Setting restrictions and managing screen time, employees can improve their ability to switch off from work and foster a healthier work-life balance.
Relevant online sources	https://www.sciencedirect.com/science/article/abs/pii/S0747563222003624
Additional notes	Encourage employees to regularly review and adjust their digital well-being settings based on their evolving work and personal needs.

Activity 4 - Digital Well-being in action	
Duration of Activity	20 minutes
Aim of Activity	To assess and improve employees' awareness and utilization of digital well-being features for better work-life balance and productivity.
Instructions	<ul style="list-style-type: none"> • Introduce the concept of digital well-being to employees, emphasizing the importance of utilizing digital well-being features to manage ICT usage. • Choose and try one of the digital well-being features on your mobile phone Summarize the activity by emphasizing the importance of setting boundaries, taking breaks, and modeling healthy digital engagement for employees' well-being.
Activity sheet (if applicable)	<p>Self-reflection:</p> <ul style="list-style-type: none"> • How this help you to disconnect? • How often you can use it? • In which situation you can use it? • Think about setting up your phone and making the plan of using digital well-being features on your phone.



Tip 5. Disable Work Notifications	
Brief description of tip	Disable notifications from work-related applications and platforms during non-work hours, including email notifications, project management tool alerts, and instant messaging apps.
Purpose/Aim of tip	This tip aims to reduce distractions and promote psychological detachment from work during non-work hours. If employees disable notifications, then they can avoid constant interruptions, allowing them to focus on personal time and activities. It helps create clear boundaries between work and personal life, enabling employees to switch off from work-related matters and enhance work-life balance.
Relevant online sources	N/A
Additional notes	Encourage employees to proactively manage their notification settings on different devices and applications to ensure that work-related notifications are silenced during non-work hours. This may involve adjusting settings within email clients, project management tools, and instant messaging apps.

Activity 5 - Notification Management Workshop	
Duration of Activity	30 minutes
Aim of Activity	To guide HR professionals in managing work-related notifications to promote work-life balance and reduce distractions.
Instructions	<ul style="list-style-type: none"> • Begin by discussing the importance of disabling work notifications during non-work hours for better psychological detachment and work-life balance. • Distribute the Notification Management Workshop activity sheet to participants. • Encourage participants to complete the activity sheet by answering the questions and implementing the action plan. • Facilitate a group discussion where participants can share their experiences, challenges, and strategies for effectively managing work-related notifications. • Provide practical tips and techniques for adjusting notification settings on different devices and applications. • Conclude the workshop, summarizing the key takeaways and emphasizing the importance of proactively managing notifications to foster a healthier work-life integration.



Activity sheet (if applicable)	<p style="text-align: center;">Notification Management Activity sheet</p> <p>How do work-related notifications impact your work-life balance? (Open-ended response)</p> <p>Reflect on your current notification settings:</p> <p>a) Which work-related applications and platforms have notifications enabled during non-work hours?</p> <p>b) How frequently do you receive work-related notifications outside of designated work hours?</p> <p>Action Plan:</p> <p>a) List work-related applications and platforms that should have notifications disabled during non-work hours.</p> <p>b) Outline specific steps you will take to adjust your notification settings on each device and application.</p> <p>c) Set a timeline for implementing these changes.</p>
---------------------------------------	--

Tip 6. ICT-Free Period	
Brief description of tip	Designate a specific period each day or week where you disconnect entirely from ICTs. This can be during evenings, weekends, or any other time that suits your schedule. Avoid using digital devices for work-related activities during this period and instead focus on offline hobbies, quality time with loved ones, or self-care activities.
Purpose/Aim of tip	The purpose of this tip is to create dedicated time for employees to disconnect from ICTs and achieve true psychological detachment from work. Designating an ICT-free period, individuals can take a refreshing break from constant connectivity. This break allows them to rejuvenate, recharge, and focus on offline activities, promoting work-life balance and overall well-being.
Relevant online sources	N/A
Additional notes	Encourage employees to communicate their designated ICT-free period with colleagues, managers, and clients, ensuring that everyone understands their availability during this time. Setting clear boundaries and sticking to them is crucial for achieving the desired psychological detachment from work.

Activity 6 - ICT-Free Period Implementation Workshop	
Duration of Activity	15 minutes
Aim of Activity	To guide HR professionals in managing work-related notifications to promote work-life balance and reduce distractions.
Instructions	<ul style="list-style-type: none"> • Begin the workshop by explaining the concept and benefits of ICT-free periods in promoting work-life balance and psychological well-being. • Distribute the ICT-Free Period Implementation Workshop activity sheet to participants. • Instruct employees to reflect on their current work routines and identify a suitable period for their own ICT-free time. • Encourage participants to complete the activity sheet by outlining their designated ICT-free period, offline activities they plan to engage in, and strategies to communicate their availability during this time. • Facilitate a group discussion where participants can share their insights, challenges, and best practices for implementing ICT-free periods within their organisation. • Provide guidance on effectively communicating ICT-free periods with colleagues, managers, and clients, emphasizing the importance of setting boundaries and managing expectations.
Activity sheet (if applicable)	<p>ICT-Free Period Implementation Workshop activity sheet Reflect on your current work routines:</p> <p>Reflect on your current notification settings: a) How frequently do you disconnect entirely from ICTs for personal time? b) What are the challenges you face in achieving psychological detachment from work?</p> <p>Designate an ICT-free period: a) Identify a specific period each day or week for your ICT-free time. b) Determine the duration and frequency of your ICT-free period.</p> <p>Offline Activities: a) List offline hobbies, activities, or self-care practices you plan to engage in during your ICT-free time. b) Prioritise activities that help you relax, rejuvenate, and detach from work-related matters.</p> <p>Communication Strategy: a) Outline strategies to communicate your designated ICT-free period with colleagues, managers, and clients. b) Consider setting up automated email responses or out-of-office notifications during this time.</p>



Short summary and key take home lessons

- > Breaking down tasks into subtasks and allocating realistic deadlines enhances focus, motivation, and a sense of completion.
- > Sign out of the work email account outside of designated work hours to detach from work-related communication.
- > Separating work and personal email correspondence, employees can prioritize their personal well-being.
- > Create designated folders or sections on your device for work-related and personal apps.
- > Visually separate work and personal applications to reinforce the boundary between work and personal life.
- > Establish clear boundaries between work and personal time to ensure a healthy separation and avoid burnout.
- > Silencing notifications, employees can fully switch off from work-related matters and focus on personal time and activities.
- > Designate a specific period each day or week for disconnecting entirely from ICTs.
- > Avoid using digital devices for work-related activities during the designated ICT-free period.
- > Inform colleagues, clients, and supervisors about the use of a separate work email account to manage their expectations and ensure effective communication channels.

Chapter 2b: Best practices & tips that can enable employees to psychologically detach from work


Key learning objectives

- > Learn how mindfulness practices can help you psychologically detach from work.
- > Learn how self-compassion can improve well-being, and contribute to a healthier and more productive workplace.
- > Discover how boundaries can help distinguish between work-related duties and personal time.

Practical strategies

Practical strategies for disconnecting, including tips for setting boundaries, managing and establishing clear communication with colleagues and supervisors.

Strategy 1: Mindfulness

<p>Brief description of tip</p>	 <p>Mindfulness is an effective method for encouraging psychological detachment from one's job. It entails deliberately focusing one's attention on the present moment while maintaining a non-judgmental and accepting attitude toward one's own thoughts and feelings. Employees can acquire a heightened awareness of their mental and emotional states by practicing mindfulness, helping them to detach from work-related stress and create a healthy work-life balance.</p> <p>Picture from prostooleh in Freepik</p>
<p>Purpose/Aim of tip</p>	<p>For remote workers, practicing mindfulness can be particularly beneficial in helping them switch off from work and create a clear separation between work and personal life. Consistency and intention are required for mindfulness practice. As a remote worker, you may build the ability to switch off from work, foster a healthier work-life balance, and nurture your general well-being by adding mindfulness practices into your daily routine. Employees who devote time to cultivating mindfulness can</p>



	<p>develop the skills and mindset required for psychological detachment from work, resulting in increased overall well-being and performance.</p>
<p>Relevant online sources</p>	<ul style="list-style-type: none"> • Hülshager, U. R., Alberts, H. J. E. M., Feinholdt, A., & Lang, J. W. B. (2013). Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. <i>Journal of Applied Psychology</i>, 98(2), 310–325. https://doi.org/10.1037/a0031313 • Hyland, P. K., Lee, R. A., & Mills, M. J. (2015). Mindfulness at work: A new approach to improving individual and organizational performance. <i>Industrial and organizational Psychology</i>, 8 (4), 576-602. https://doi.org/10.1017/iop.2015.41 • How to Practice Mindfulness Throughout Your Work Day • Mindfulness at Work: Create Calm & Focus in the Workplace
<p>Additional notes</p>	<p>Encourage employees to break down tasks into manageable subtasks and allocate realistic deadlines. This will help them stay focused, motivated, and more likely to achieve a sense of completion.</p>



Activity

Activity 1 - Mindful Breathing	
Duration of Activity	5-10 minutes
Aim of Activity	To guide HR professionals in managing work-related notifications to promote work-life balance and reduce distractions.
Instructions	Practicing mindful breathing can help workers generate a moment of stillness and present-moment awareness in the midst of their hectic workdays. It can be performed during a break or at the conclusion of the workday to aid in relaxation, stress reduction, and psychological separation from work-related thoughts and problems.
Activity sheet (if applicable)	<ol style="list-style-type: none"> 1. Observe without judgment: As you breathe, observe it without attempting to control or change it. Simply pay attention to the quality of your inhalations and exhalations, as well as the sensations that come with each breath. 2. Guide your attention gently: It's normal for your mind to stray throughout this activity. When you sense your mind wandering, gently bring them back to the breath. Use your breath as an anchor to return your attention to the present moment. 3. Cultivate nonjudgmental awareness: As you practice, keep a nonjudgmental attitude toward your thoughts and experiences in mind. If you notice any judgments or distractions, acknowledge them without getting caught up in them and return your focus to the breath. 4. Practice for a specific amount of time: Begin with a modest period, such as 5-10 minutes, and gradually expand the length of your practice as you gain confidence. If necessary, set a timer or use a meditation app to keep track of the time. 5. Gently bring your attention back to your surroundings at the end of the practice: When you're ready to end the practice, gently return your attention back to your surroundings. Consider how you feel after the practice and carry that sense of mindfulness into the remainder of your day.



Assessment

Question 1	
Assesment tool type	Multiple choice question
Questions	What is mindfulness?
Possible answers	a) Paying attention to the present moment without judgment b) Engaging in deep relaxation techniques c) Multitasking and completing multiple tasks simultaneously d) All of the above

Question 2	
Assesment tool type	Multiple choice question
Questions	How can mindfulness be beneficial for psychological detachment from work?
Possible answers	a) By helping individuals stay fully present in the current moment b) By increasing self-awareness of work-related stress and emotions c) By cultivating a non-judgmental attitude toward work-related thoughts d) All of the above

Question 3	
Assesment tool type	True/False statement
Questions	Mindfulness is a practice that requires consistency and regularity to experience its benefits.
Possible answers	a) True b) False

Strategy 2: Self-compassion	
Brief description of tip	 <p>Self-compassion is an effective method for fostering psychological detachment at work. It entails treating yourself with love, tolerance, and acceptance, particularly in difficult or stressful times.</p> <p>Picture from nakaridore in Freepik</p>
Purpose/Aim of tip	<p>Workers who practice self-compassion can create a pleasant and supportive work environment, improve their general well-being, and contribute to a healthier and more productive workplace. It enables employees to bring their entire self to work, generating feelings of contentment, satisfaction, and resilience.</p>
References/ online sources	<ul style="list-style-type: none"> • Dodson, S. J., & Heng, Y. T. (2022). Self-compassion in organizations: A review and future research agenda. <i>Journal of Organizational Behavior</i>, 43(2), 168-196. https://doi.org/10.1002/job.2556 • Jennings, R. E., Lanaj, K., & Kim, Y. J. (2023). Self-compassion at work: A self-regulation perspective on its beneficial effects for work performance and wellbeing. <i>Personnel Psychology</i>, 76(1), 279-309. https://doi.org/10.1111/peps.12504 • How to Bring Self-Compassion to Work with You • https://www.youtube.com/watch?v=Dmw1gceM5OY&t=1403s
Additional notes	<p>By incorporating self-compassion into your work routine, you can cultivate a more balanced and caring relationship with yourself and your work. You can detach from work-related stressors, retain a better perspective, and promote well-being both inside and outside of the office by practicing self-compassion.</p>



Activity 2 - Self-Compassionate Break	
Duration of Activity	5-10 minutes
Aim of Activity	This practice allows you to take a brief break from your workday to promote self-compassion and create a more supportive inner environment. It fosters well-being, resilience, and a healthy relationship with oneself at work by counteracting self-criticism.
Instructions	Practicing mindful breathing can help workers generate a moment of stillness and present-moment awareness in the midst of their hectic workdays. It can be performed during a break or at the conclusion of the workday to aid in relaxation, stress reduction, and psychological separation from work-related thoughts and problems.
Activity sheet (if applicable)	<ol style="list-style-type: none"> 1. Find a quiet and comfortable location where you can spend some uninterrupted time. Set a 5-10 minute timer. 2. To center yourself, close your eyes or soften your gaze and take a few deep breaths. 3. Consider a recent work circumstance that was difficult or unpleasant. Take note of any self-critical ideas or sentiments that come in relation to this scenario. 4. Now, change your focus to a self-compassionate statement or affirmation that speaks to you. "May I be kind to myself in this difficult time," for example. "I am deserving of compassion and understanding." "I acknowledge my efforts and give myself permission to take care of myself." "May I accept myself as I am, with all my flaws and strengths" 5. Silently repeat this self-compassionate statement to yourself, letting it soak in with each breath. As you continue to breathe, consider treating yourself with kindness and empathy, just as you would a close friend or loved one. 6. Take note of any sensations of warmth, comfort, or relief that occur while you practice self-compassion. Allow yourself to receive and accept this self-compassion completely, embracing it as a source of support and encouragement. 7. When distracting thoughts or self-critical judgments come, acknowledge them gently and without judgment before returning your attention to the self-compassionate statement. 8. When the timer goes off, take a moment to reflect on how you're feeling. 9. Carry the intention of self-compassion with you as you return to work, offering kindness and understanding to yourself in times of struggle or stress.



Assessment tool

Question 1	
Assesment tool type	Multiple choice question
Questions	What is self-compassion?
Possible answers	<ul style="list-style-type: none"> a) Treating others with kindness and understanding b) Treating oneself with kindness and understanding c) Criticizing oneself for mistakes and shortcomings d) All of the above

Question 2	
Assesment tool type	Multiple choice question
Questions	How can self-compassion benefit workers in the workplace?
Possible answers	<ul style="list-style-type: none"> a) Reducing stress and promoting well-being b) Enhancing collaboration and teamwork c) Increasing self-criticism and perfectionism d) All of the above

Question 3	
Assesment tool type	Multiple choice question
Questions	What is self-compassion?
Possible answers	<ul style="list-style-type: none"> a) Engaging in mindfulness practices b) Challenging negative self-talk and replacing it with self-compassionate thoughts c) Seeking support from colleagues or mentors d) All of the above

Question 4	
Assesment tool type	True/False statement
Questions	Self-compassion can contribute to increased job satisfaction and resilience in the workplace.
Possible answers	<ul style="list-style-type: none"> a) True b) False



Strategy 3: Boundaries	
<p>Brief description of tip</p>	 <p>Setting limits can assist employees in psychologically detaching from their jobs. Employees can achieve a healthy work-life balance by establishing explicit limitations on work-related activities and devoting specified time to personal life. Defining work hours, avoiding unnecessary overtime, and restricting business-related communication during non-working hours are all part of setting boundaries. It enables employees to detach from their jobs, relieve stress, and participate in activities that promote relaxation and well-being. Employees can improve their mental and emotional well-being by applying this method, which leads to higher productivity and job satisfaction.</p> <p>Picture from nakaridore in Freepik</p>
<p>Purpose/Aim of tip</p>	<p>The strategy aims to establish a clear distinction between work-related tasks and personal time, allowing individuals to recover and rejuvenate outside of working hours. Employees can reduce burnout, improve mental health, increase productivity, strengthen relationships, and achieve work-life balance by creating limits.</p> <p>Overall, the goal of this strategy is to establish a more sustainable and rewarding work environment in which people may be productive and engaged while also preserving their mental and emotional well-being outside of work hours.</p>
<p>Relevant online sources</p>	<p>Thewordsmithm. (2022, January 25). How to say no to your boss and still be a team player-and other ways to set boundaries while WFH. CNBC.</p> <p>https://www.cnbc.com/2022/01/25/how-to-set-better-work-life-boundaries-while-working-from-home-.html</p>



Activity

Activity 1 - Boundary Setting Practice	
Duration of Activity	15 minutes
Aim of Activity	The aim of this activity is to help people to remember that setting boundaries is critical for keeping their well-being and establishing a healthy work-life balance.
Instructions	<ol style="list-style-type: none"> 1. Identify Your Boundaries: Think about the areas in your life where you need to set boundaries. These could be work-related, personal connections, social obligations, or even technology usage. 2. Define Your Boundaries: Define your limits for each region clearly. Set boundaries such as not reading business emails after a particular hour, declining last-minute social invitations when you need personal time, or limiting phone usage during meal times. 3. Communicate Your Boundaries: After you've established your limits, communicate them to the people who matter in your life. Inform your coworkers, friends, and family about your limits so that people understand and respect your need for personal space and time. 4. Practice Saying "No": Setting boundaries frequently entails saying "no" to requests or invitations that contradict your established limits. Practice saying "no" assertively and respectfully when appropriate, without feeling guilty or unduly apologetic. 5. Maintain Your Boundaries: Maintain consistent limits. Unless absolutely required, make no exceptions. It may be difficult at first, but people will eventually accept your boundaries. 6. Adjust and evaluate: Assess how successfully you are keeping your boundaries and how they are affecting your well-being on a regular basis. Be flexible in altering your boundaries as your needs and priorities change.





Assessment

Question 1	
Assesment tool type	Select one option: <ul style="list-style-type: none"> • Multiple choice question • True/False statement • Open Question
Questions	Setting boundaries means isolating oneself from others and avoiding any social interactions.
Possible answers	True/False statement

Question 2	
Assesment tool type	Select one option: <ul style="list-style-type: none"> • Multiple choice question • True/False statement • Open Question
Questions	How can setting boundaries improve relationships with others?
Possible answers	a) By dominating others and imposing your will. b) By avoiding any communication or interaction. c) By promoting open and respectful communication. d) By constantly changing your boundaries based on others' demands.

Question 3	
Assesment tool type	Select one option: <ul style="list-style-type: none"> • Multiple choice question • True/False statement • Open Question
Questions	Setting boundaries is essential for maintaining a healthy work-life balance and preventing burnout.
Possible answers	True/False statement



Short summary and key take home lessons

- > Mindfulness is about being fully present in the present moment, without judgment or attachment to the past or future. Focus your attention on what is happening right now.
- > Practice non-judgment and acceptance: Approach your thoughts, feelings, and experiences with an accepting and non-judgmental attitude. Allow things to be as they are without resisting or changing them.
- > Bring awareness to your senses and completely experience the current moment through sight, hearing, touch, taste, and smell. Engaging your senses helps you stay in the present moment.
- > By incorporating self-compassion into your work routine, you can cultivate a more balanced and caring relationship with yourself and your work.
- > Practice to set healthy boundaries can improve mental and emotional well-being, which leads to higher productivity and job satisfaction.



Chapter 3b: Useful Resources and Tools

This section lists resources and tools that individuals and organisations can use to promote the right to disconnect, including apps, websites, and other technology tools, as well as books, articles, and other educational materials.

The purpose of this chapter is:

- > to explore the various tools and resources that employees can use to disconnect from work;
- > inspiration to look for various sources of knowledge about employees' disconnection from work;
- > self-improvement in acquiring knowledge and learning methods and tools for disconnecting an employee from work.

Resources

Resource 1: Right to disconnect: Exploring company practices	
Description of tool/Resource	Eurofound has collected a selection of good practices that companies in EU implement in order to promote their employees right to disconnect. Good practices apply primarily to remote employees and are based on the assumption that both the mental and physical health of employees is extremely important and translates into the quality of functioning of employees and the entire organisation. The material has been prepared in pdf form, which is available to download. The report in PDF format is available for free download. Ordering a printed version requires payment.
Target group	HR professionals Specialists in employee wellbeing policies.
Purpose/Aim	The aim of this resource is to provide employees with a set of good practices relating to the right of employees to disconnect
Usability of tool/resource	By using this resource, HR professionals can get ideas on how to promote the right of employees to disconnect.
Web link	https://www.eurofound.europa.eu/publications/report/2021/right-to-disconnect-exploring-company-practices
References	Eurofound (2021), Right to disconnect: Exploring company practices, Publications Office of the European Union, Luxembourg



Resource 2: Successful Remote Working Succinctly

Description of tool/Resource	The material in the form of an e-book presents solutions on how to organize remote work. It is aimed especially at employees. The e-book aims to support employees in learning how to organize remote work, but also in managing their mental and physical health, so that it is possible to maintain work-life balance. The material has been prepared in pdf, mobi and epub form which is available for download.
Target group	Managers Remote workers Team Leaders
Purpose/Aim	The ebook can help the reader learn: <ul style="list-style-type: none"> • how to organize a remote workspace at home, • how to manage time, stay engaged and collaborate with other remote workers, • how to manage a remote work team, • how to reconcile their personal life and work
Usability of tool/resource	The manual can be recommended by the organisation as a self-education booklet for employees and managers.
Web link	https://www.syncfusion.com/succinctly-free-ebooks/successful-remote-working-succinctly
References	Barbieri, L. (2022), Successful Remote Working Succinctly, Syncfusion

Resource 3: Individual strategies to overcome shortcomings in Work-Life Balance: Evidence from life-course interviews in seven European countries

Description of tool/Resource	The study presents the results of interviews conducted in several European countries. The results of the interviews provide information on possible practices to support employees' work-life balance. The material has been prepared in pdf form, which is available for download.
Target group	<ul style="list-style-type: none"> • HR managers • Managers responsible for activities in the area of supporting the well-being of employees.



Purpose/Aim	<p>The material can:</p> <ul style="list-style-type: none"> inspire HR managers to create activities in the area of supporting employees' detachment from work, help managers in understanding the needs of employees, equip managers with ideas on how to support employees right to disconnect
Usability of tool/resource	The resource can be an inspiration for organisations to create solutions supporting employees' right to disconnect from work.
Web link	https://euroship-research.eu/wp-content/uploads/2023/02/EUROSHIP-Working-Paper-No.-22-Work-Life-Balance.pdf
References	Ibáñez, Z., León, M., Maestriperi, L. (2022), Individual strategies to overcome shortcomings in Work-Life Balance: Evidence from life-course interviews in seven European countries , EUROSHIP Working Paper No. 22

Resource 4: Right to disconnect – film

Description of tool/Resource	<p>The study presents the results of interviews conducted in several European countries. The results of the interviews provide information on possible practices to support employees' work-life balance.</p> <p>The material has been prepared in pdf form, which is available for download.</p>
Target group	<ul style="list-style-type: none"> HR managers Managers responsible for activities in the area of supporting the well-being of employees.
Purpose/Aim	<p>The material can:</p> <ul style="list-style-type: none"> inspire HR managers to create activities in the area of supporting employees' detachment from work, help managers in understanding the needs of employees, equip managers with ideas on how to support employees right to disconnect
Usability of tool/resource	The video is a short and simple presentation that can support an information campaign about the right to disconnect.
Web link	https://www.youtube.com/watch?v=quVd-czO67c

Resource 5: Evaluation of 'Right to Disconnect' Legislation and Its Impact on Employee's Productivity

Description of tool/Resource	This research report highlights the effectiveness of the right to disconnect on employees' productivity.
Target group	<ul style="list-style-type: none"> • Policy makers • HR managers
Purpose/Aim	<p>The aim of the article is:</p> <ul style="list-style-type: none"> • to scientifically explain the effectiveness of implementing the right to disconnect, • to highlight the relationship between the right to disconnect and the productivity of workers, • to provide recommendations on how organisations can implement internal policies on the right to disconnect.
Usability of tool/resource	The article presents an attempt to scientifically explain the importance of the right to disconnection, which gives an empirical basis for promoting the issue
Web link	https://www.ijmar.org/v5n3/18-008.html
References	Pansu, L.(2018), "Evaluation of 'Right to Disconnect' Legislation and Its Impact on Employee's Productivity ", International Journal of Management and Applied Research, Vol. 5, No. 3, pp. 99-119

Short summary and key take home lessons

The Internet contains many resources for organisations and employees relevant to the right to disconnect. It is worth using those that have a scientific basis or those that are recommended by the European Union. In this chapter, we present some key resources that can be used by HR professionals, managers and employees who wish to benefit from the right to disconnect from work.



Appendix

Chapter 2b – Assessment tool correct answers

Strategy 1

Strategy 1 - Question 1	
Assesment tool type	Multiple choice question
Questions	What is mindfulness?
Possible answers	<p>a) Paying attention to the present moment without judgment</p> <p>b) Engaging in deep relaxation techniques</p> <p>c) Multitasking and completing multiple tasks simultaneously</p> <p>d) All of the above</p>

Strategy 1 - Question 2	
Assesment tool type	Multiple choice question
Questions	How can mindfulness be beneficial for psychological detachment from work?
Possible answers	<p>a) By helping individuals stay fully present in the current moment</p> <p>b) By increasing self-awareness of work-related stress and emotions</p> <p>c) By cultivating a non-judgmental attitude toward work-related thoughts</p> <p>d) All of the above</p>

Strategy 1 - Question 3	
Assesment tool type	True/False statement
Questions	Mindfulness is a practice that requires consistency and regularity to experience its benefits.
Possible answers	<p>a) True</p> <p>b) False</p>

Strategy 2 - Question 1	
Assesment tool type	Multiple choice question
Questions	What is self-compassion?
Possible answers	a) Treating others with kindness and understanding b) Treating oneself with kindness and understanding c) Criticizing oneself for mistakes and shortcomings d) All of the above

Strategy 2 - Question 2	
Assesment tool type	Multiple choice question
Questions	How can self-compassion benefit workers in the workplace?
Possible answers	a) Reducing stress and promoting well-being b) Enhancing collaboration and teamwork c) Increasing self-criticism and perfectionism d) All of the above

Strategy 2 - Question 3	
Assesment tool type	Multiple choice question
Questions	What is self-compassion?
Possible answers	a) Engaging in mindfulness practices b) Challenging negative self-talk and replacing it with self-compassionate thoughts c) Seeking support from colleagues or mentors d) All of the above

Strategy 2 - Question 4	
Assesment tool type	True/False statement
Questions	Self-compassion can contribute to increased job satisfaction and resilience in the workplace.
Possible answers	a) True b) False



Strategy 3 - Question 1	
Assesment tool type	Select one option: <ul style="list-style-type: none"> • Multiple choice question • True/False statement • Open Question
Questions	Setting boundaries means isolating oneself from others and avoiding any social interactions.
Possible answers	a) True b) False

Strategy 3 - Question 2	
Assesment tool type	Select one option: <ul style="list-style-type: none"> • Multiple choice question • True/False statement • Open Question
Questions	How can setting boundaries improve relationships with others?
Possible answers	a) By dominating others and imposing your will. b) By avoiding any communication or interaction. c) By promoting open and respectful communication. d) By constantly changing your boundaries based on others' demands.

Strategy 3 - Question 3	
Assesment tool type	Select one option: <ul style="list-style-type: none"> • Multiple choice question • True/False statement • Open Question
Questions	Setting boundaries is essential for maintaining a healthy work-life balance and preventing burnout.
Possible answers	a) True b) False

www.switchoffthework.eu



SwitchOff

Supporting worker's well
being during remote work

Project No: 2022-1-PL01-KA220-VET-000085734



Co-funded by
the European Union

