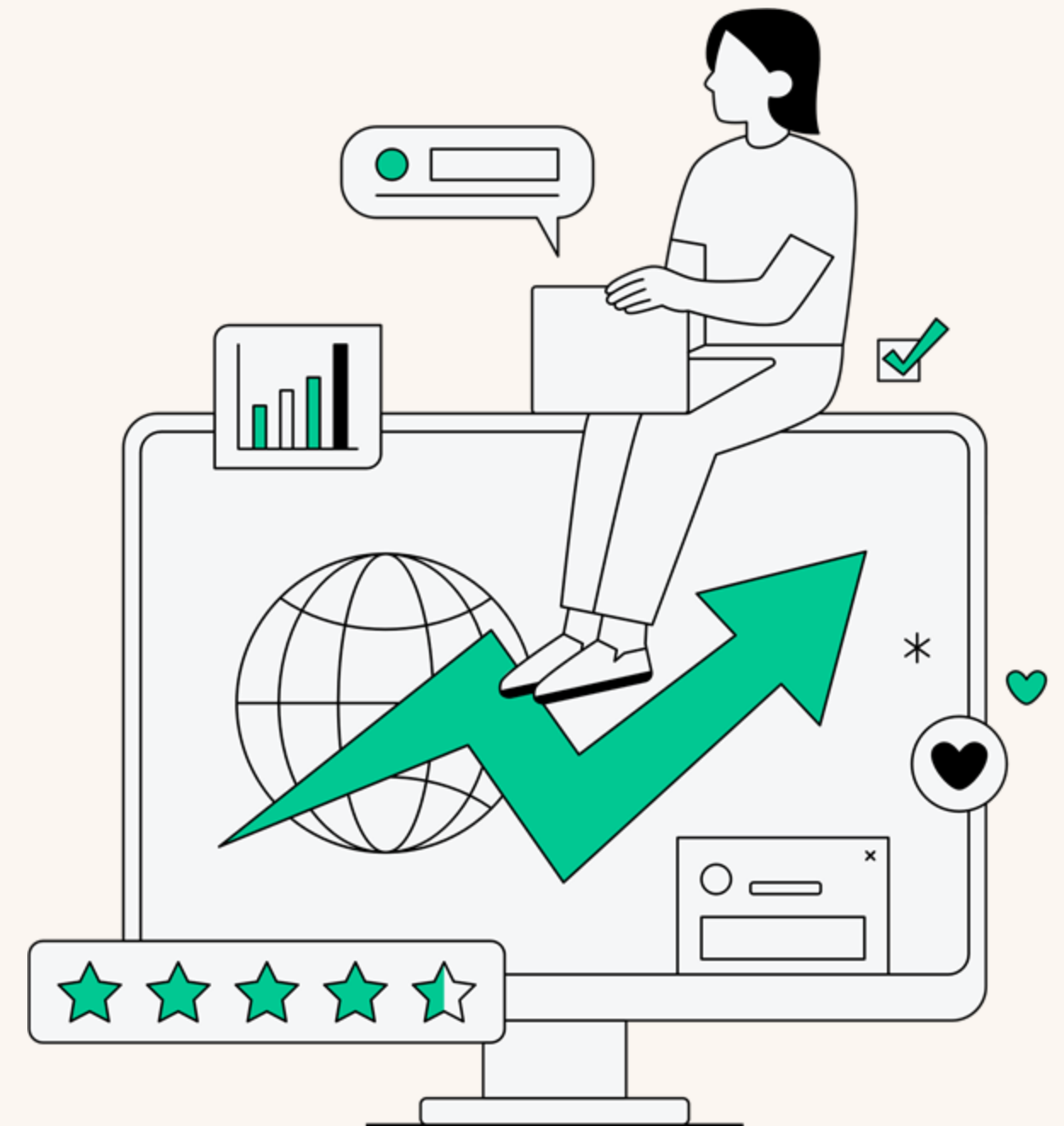


Presented by Noemi Anna Alfi

Evaluating Time Policies

Through Evidence-Based
Framework



Bolzano, Italy



- a '10-minutes city' in the heart of the dolomites
- capital city of province
- workplace for 67.000 workers, 40.000 of them living in the city
- seat of the provincial government,
- center of services



106.564
inhabitants

52,34 km2

Projects

Schools



"Open Courtyards" - initiative that allows access to school courtyards during the afternoons and summertime



Intermensa - primary and secondary school students can enjoy a healthy meal and take part in physical activity before going back home



Pedibus & 'nonni vigili' - safe paths from home to school



Smart working - *goal-oriented work that does not require employee's presence in the office*



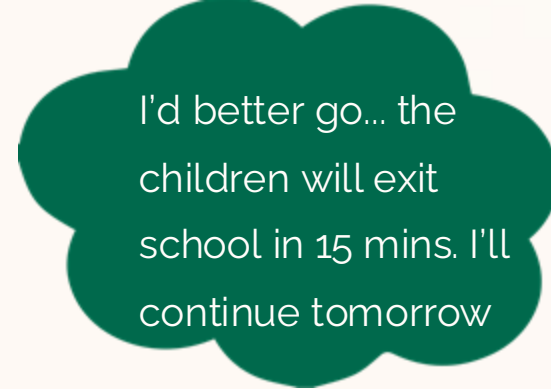
Digitalization of services – *no more waiting in line at municipal offices: most services are now available online!*

no need to come by, you can send it online!



Projects

Working hours & Opening hours



Flexible working hours - *starting January 2025, the Municipality has extended working hours flexibility to support work - life balance*



Opening hours - *from time to time the Time Office evaluates, together with other departments, which opening hours best suit the Municipality's needs*

Projects

**Urban renovation
over time**

How to attract citizens in less used areas of the city? *better lighting, event organization, identify new uses for spaces*



Guard - a place feels safer when there is always someone around, even a small business can change a public place



"Art in shopwindows" - transforming empty retail storefronts into canvases for artistic expression



Event organization - some places remain unknown to citizens if they do not have a clear purpose within the city



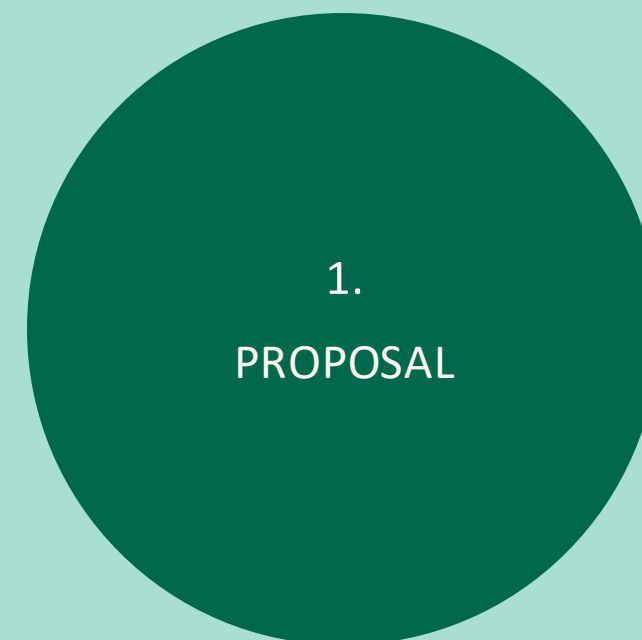
Lighting - citizens feel safer in well-illuminated alleys

How to start a project?

Project ideas are developed by our office, starting from a proposal.

Proposals can come from other offices, entities (e.g. schools) or citizens.

Sometimes, project ideas are initiated internally by our team based on data collected through surveys.



How to define if the proposal is valid? Data!

Before implementing a project, we need to verify if it is actually needed.

How? By using data!

Sometimes data is already available, sometimes we have to collect it ourselves.

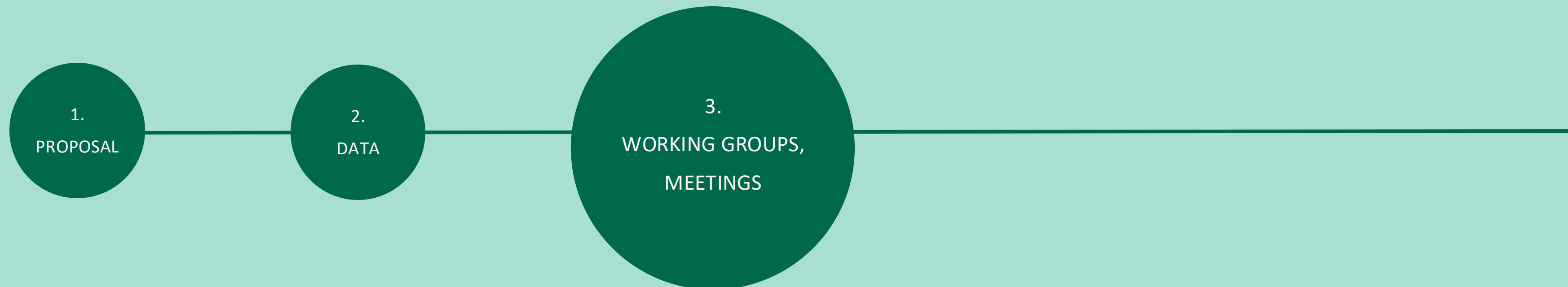


Let's start!

Once a clear need is identified (e.g. by citizens, shopkeepers, municipal employees, etc.), we organize discussion meetings to co-develop the project (it must be a shared effort!)

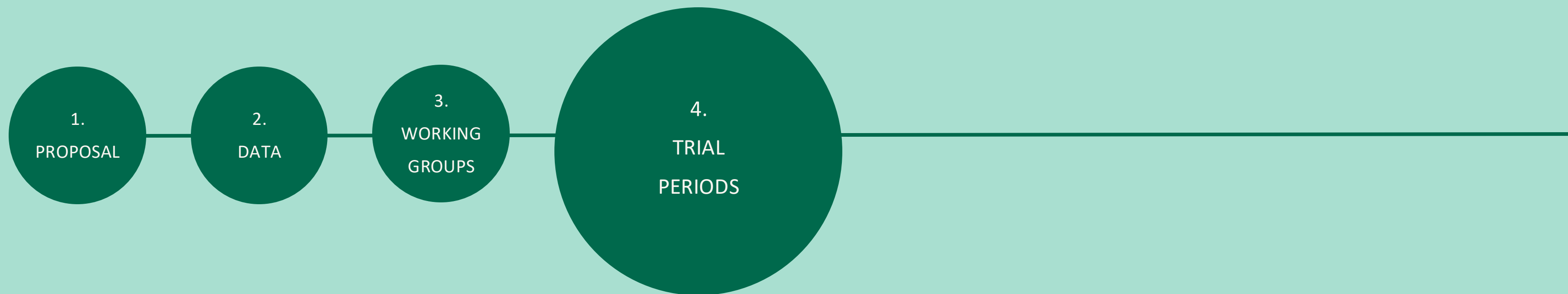
It's fundamental to invite all stakeholders who might be interested in the development of the project.

This is usually the longest phase.



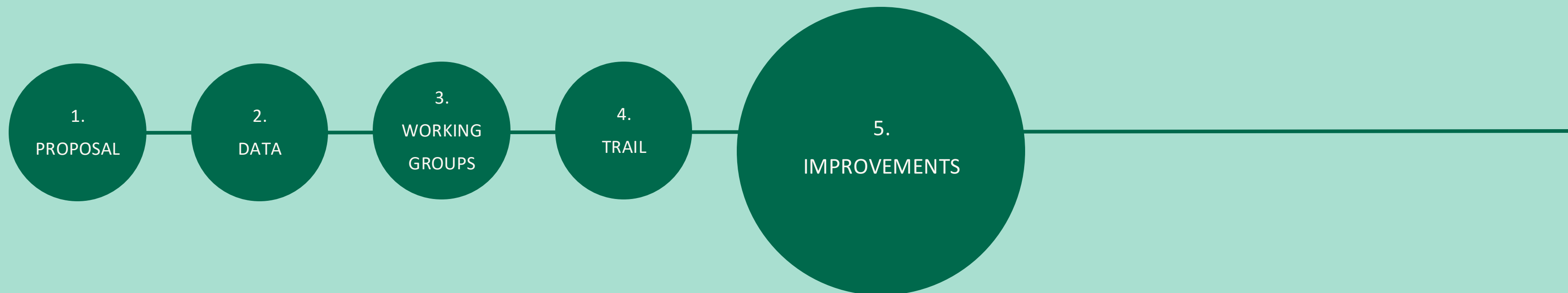
Try, fail, improve!

Projects start with ideas; they are rarely perfect from the beginning.
Trial periods are fundamental to evaluate what works and what needs to change.



What happens after... 6 months?

Small adjustments are made over time to improve the project.
It's always a work in progress.



What happens now?

Time policies are not 'once-only' policies, they are projects in continuous development!

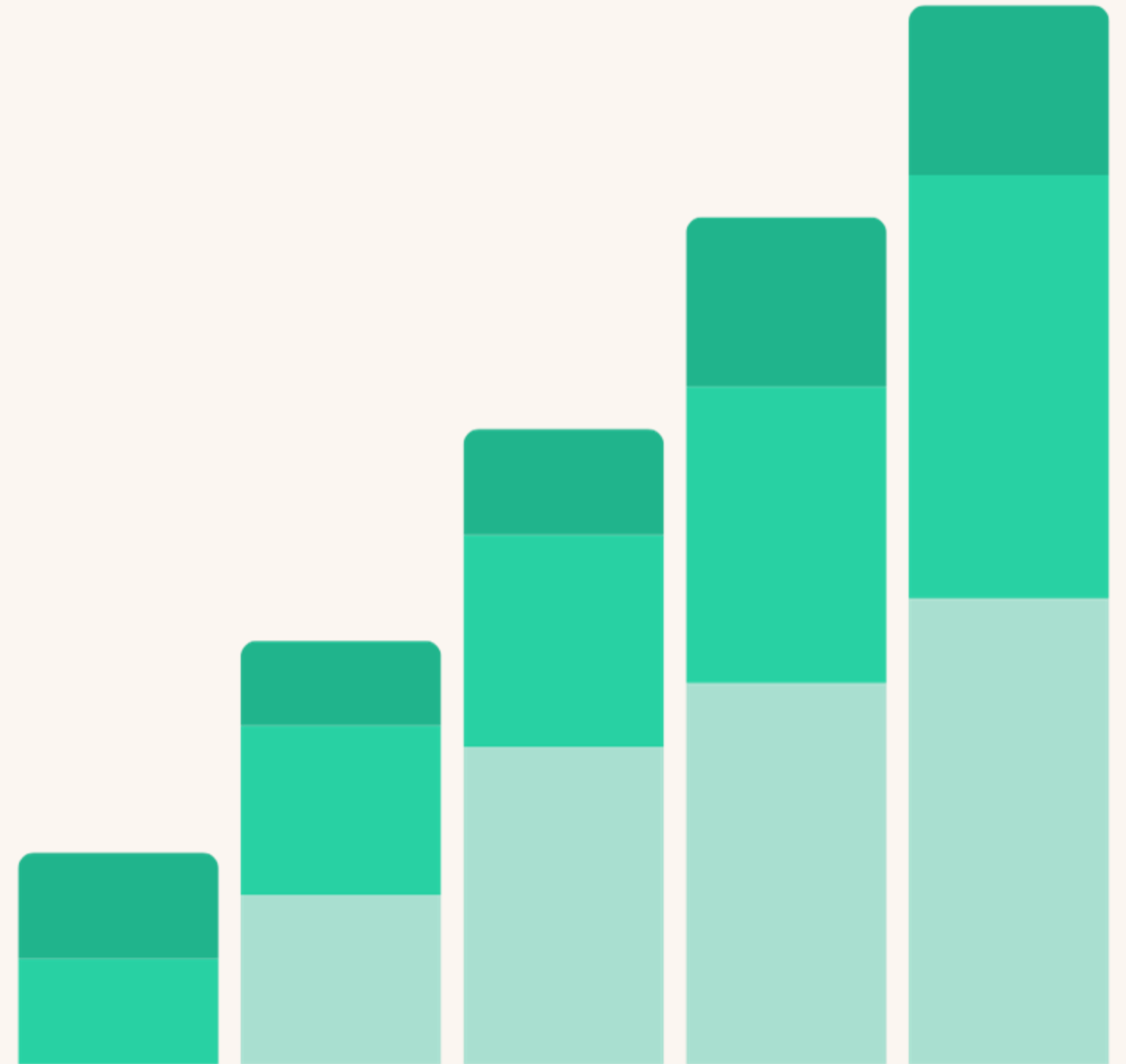
observation over
time

if anything
changes...

let's re-evaluate
the project!

Methodology & tools

- maps and geo-referenced data
- secondary data (e.g. data collected by others)
- data collected ad hoc for the intended purpose through surveys, interviews, meetings, etc.
- comparisons (how was before? how is it now?)
- use of index
- continuous monitoring over time
- customer satisfaction surveys
- main technical tools: online surveys, excel spreadsheets, graphs, maps, reports of data



Some practical examples

01.

Smart working in the Municipality of Bolzano became a necessity due to the Covid-19 pandemic.

Data showed us how many employees could potentially work from home according to their grade level and the tasks they were responsible for. Based on this information, appropriate tools were put in place to enable these employees to work from home safely.

Smart working became standard, and the employees of the municipality became accustomed to a better management and balance of their working and personal time. This change in habits has led to the development of a new need for our employees.

To assess the need to continue this way of working, the Statistics and Time Office proposed an **online survey**. The data showed a clear preference among employees to continue working from home, at least for some working days.

Based on the data collected, arrangements had to be made within the administration to regulate smart working.

The arrangement and conditions need to be re-evaluated every two years in order to stay up-to-date and aligned with the needs of both employees and the administration.

Working from home saves me at least 1 hour/day! No need to catch the bus and be stuck in traffic when it rains.

It really improves my quality of life!



Our online surveys

Preparing a good survey takes time.

The wording of the questions must be short and effective.

The easy comprehension of questions and answers must be tested before dissemination.

The screenshot shows a survey interface for the City of Bolzano. At the top, there is a blue header with the city logo and the text 'Città di Bolzano' and 'Smartworker'. The main title of the survey is 'Soddisfazione con lo smart working - Comune di Bolzano', with a progress indicator '(2 di 7)'. Below the title, the section is labeled 'SODDISFAZIONE CON LO SMART WORKING'. The question asks: 'Può darci una valutazione da 1 a 10 sulla Sua soddisfazione con lo smart working? (10=completamente soddisfatto/a, 1=per niente soddisfatto/a)'. There is a text input field for the answer. At the bottom, there are two blue buttons: 'Indietro' (Back) and 'Continua' (Continue).

This screenshot shows a survey page for the City of Bolzano, titled 'Soddisfazione con lo smart working - Comune di Bolzano', with a progress indicator '(6 di 7)'. The section is labeled 'RITMO DI LAVORO'. The question asks: 'Quali di queste affermazioni esprimono meglio la Sua esperienza con lo smart working? (massimo 4 risposte possibili)'. Below the question is a list of 15 statements, each with a checkbox:

- Riesco a concentrarmi meglio in smart working che in ufficio
- Riesco ad organizzare meglio la mia giornata lavorativa
- Rilevo una migliore gestione del tempo
- Mi sento più efficiente rispetto alla presenza in ufficio
- In ufficio vengo disturbata/o di più, ho maggiori interruzioni
- Non ho lo stress da tempi di viaggio
- Ho un maggiore risparmio di tempo
- Riesco a conciliare meglio famiglia/vita e lavoro
- L'ambiente di lavoro è più rilassato in smart working
- Ho difficoltà a concentrarmi
- Ho difficoltà ad organizzare il mio lavoro
- Mi sento meno motivata/o
- Vengo disturbata/o di più che in ufficio

Some practical examples

02.

Working hours in the Municipality of Bozen/Bolzano are constantly being revised.

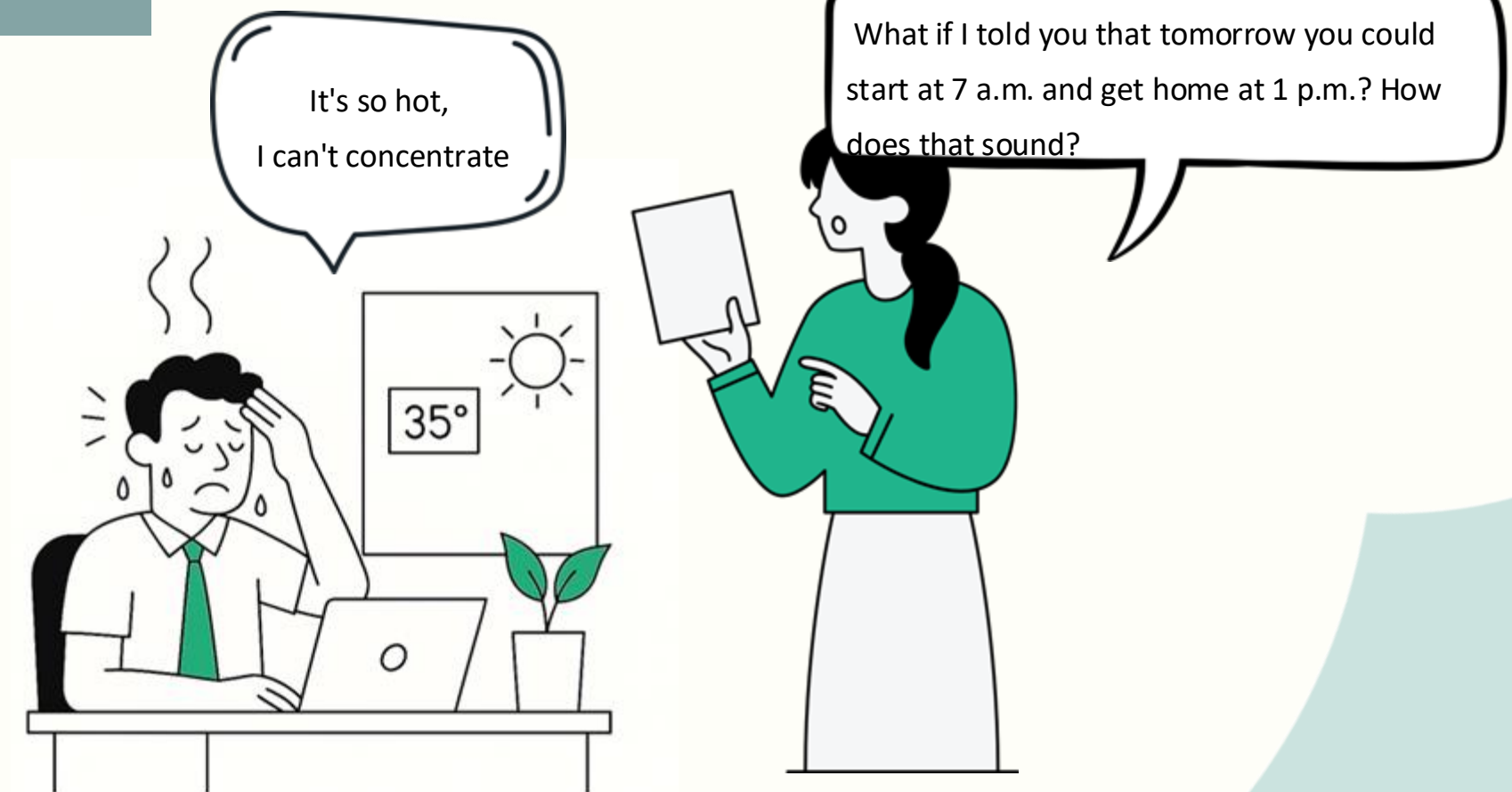
Before 2007 employees were allowed to start working from 8 am. After gathering some opinions and opening a discussion, the working hours were changed, and entry was allowed from 7.30 am.

In the last 10 years, heat waves during the summer period required another change: employees were allowed to arrive at the office in the early hours (starting at 7 a.m.) to avoid working during the hottest part of the day and to relax in the afternoon if needed.

After the Covid-19 pandemic, employees' habits changed, and more flexibility was required. Employees wanted to decide for themselves how to manage their time.

An **in-depth analysis** of employee timecards revealed that a large number of employees tend to arrive a few minutes before 7.30 a.m. during the rest of the year as well, especially those commuting by public transportation. Based on this information, it was proposed to extend the "summer timetable" to the whole year, giving employees the opportunity to manage their time more freely. This need was not only expressed by employees but also emerged as a response to the increasing traffic problems during peak hours, especially for commuters coming from outside the city.

3 p.m.

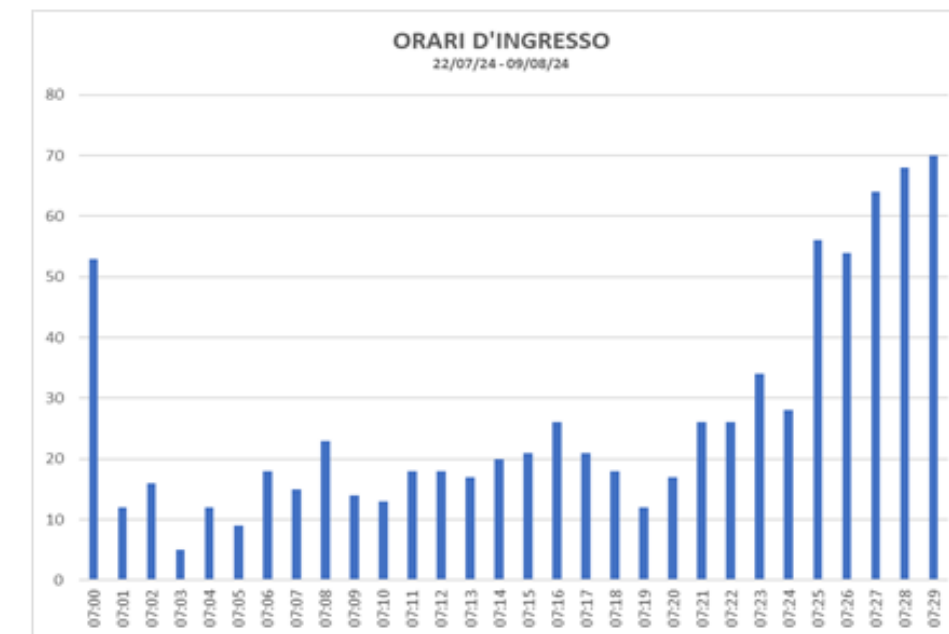
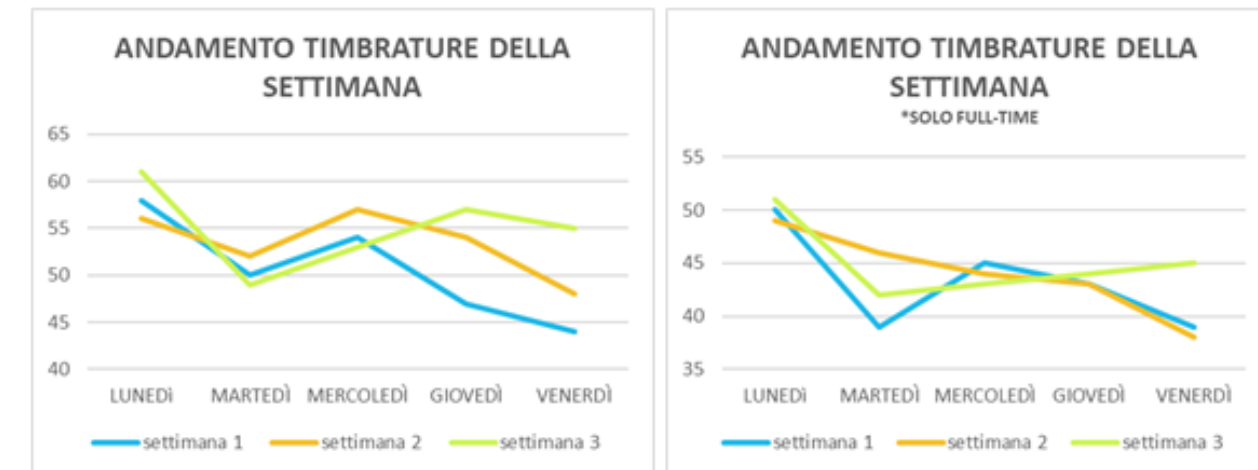
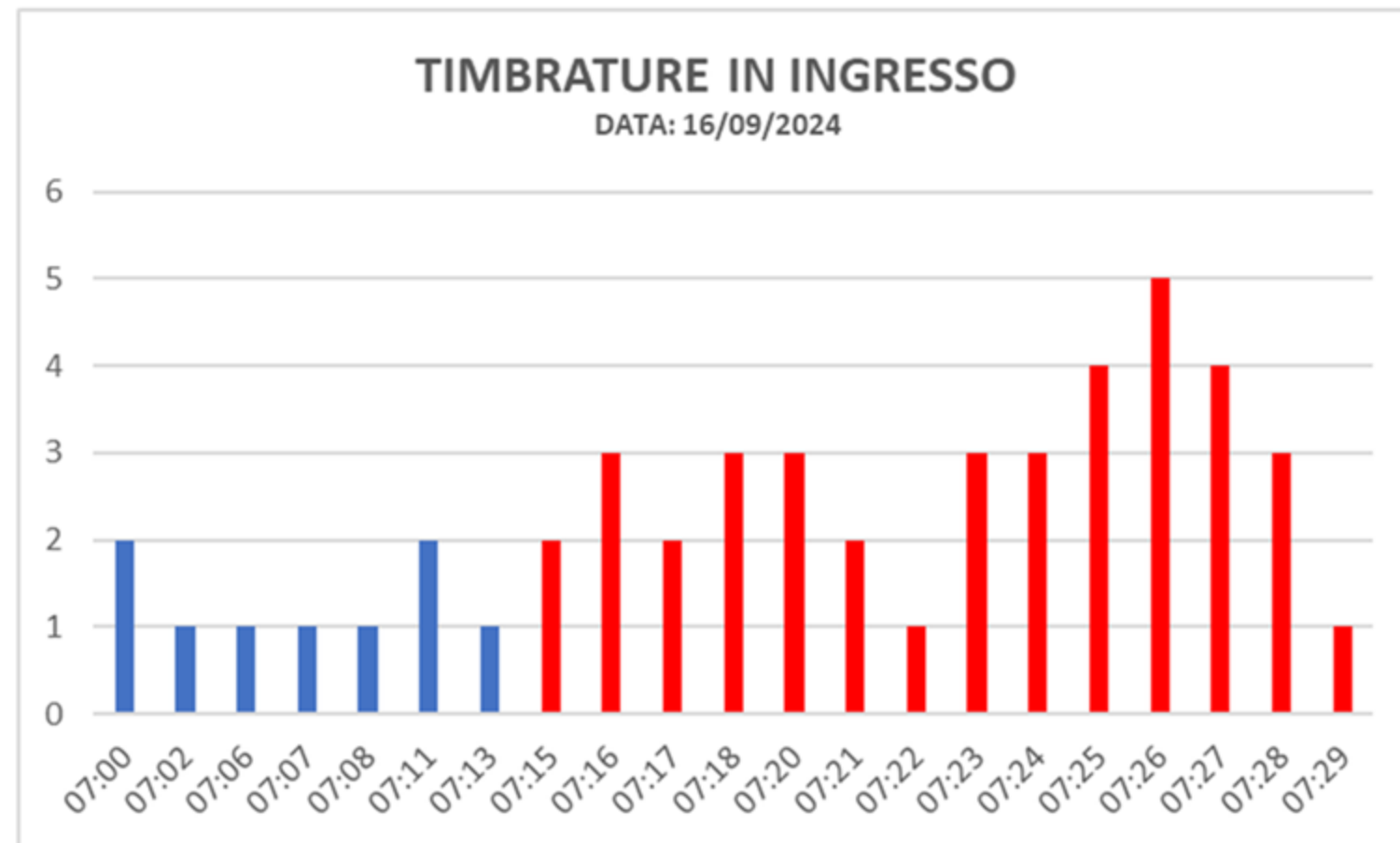


7.45 a.m.



Analysis and reports

The use of graphs and tables give us easily-readable insights of a certain scenario. Reports can be used to show the data collected to politicians or other city officers. It is a great tool to work with when evaluating a project objectively.



Come si può osservare dal grafico, molti degli ingressi sono stati effettuati **a ridosso delle 07:30**, quindi per un numero inferiore dei 15 minuti necessari per poter maturare lo straordinario ed il relativo recupero².

Il maggior numero di timbrature registrate nella fascia oraria analizzata è stato effettuato da collaboratori con contratto a tempo pieno³ (il 17,60% dei dipendenti con questo contratto è entrato sul luogo di lavoro almeno una volta nell'arco temporale analizzato):

² Per poter maturare minuti/ore di straordinario, il lavoro deve essere prestato per un periodo superiore ai 15 minuti.

³ Si tratta anche del contratto più diffuso tra i dipendenti comunali (79,56%).

Some practical examples

03.

Pedibus routes are continuously reviewed and redesigned.

The number of students joining the project each year is a valuable **indicator** of whether the project is still relevant, or whether certain aspects need to be rethought.

How do we redesign a Pedibus route? We collect the addresses of the students enrolled at the observed school from the Schools and Leisure Office of our municipality.

We then ask our Geographical Information System to **map** them. After that, we share all the details with our Mobility Office and the traffic wardens, and together we work out a safe route for the children.

Finally, the proposed route is shared with the families.

Throughout the year, we monitor both the number of children taking part in the route and the families' satisfaction, in order to access whether adjustments are needed.



use of maps



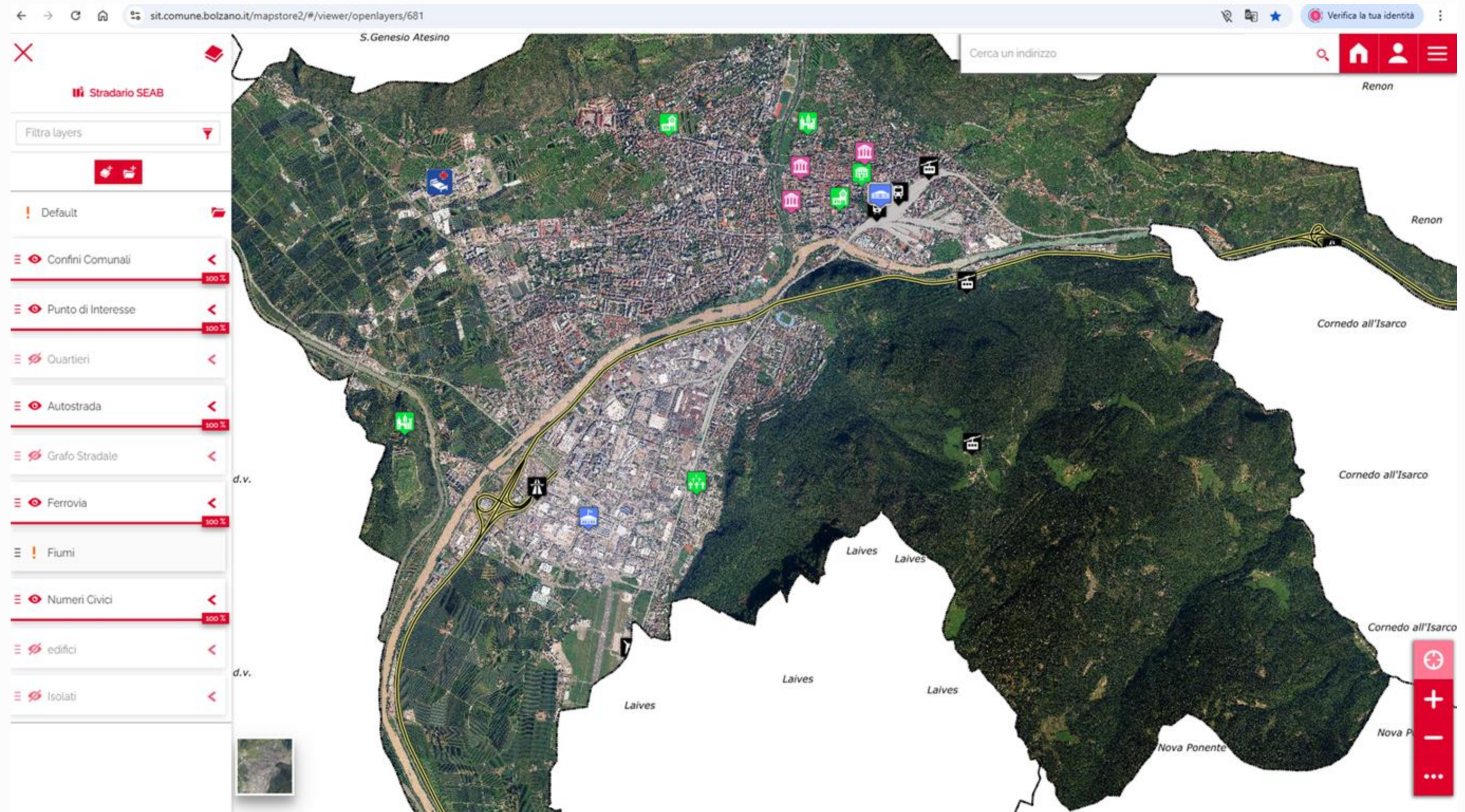
- - Pedibus stops
- - students address

Maps and geo-referenced data

Maps are another useful tool to visualize data, especially when you need to locate them in a certain area or if you need to study certain movements.

Our municipality has developed interactive maps for internal use containing numerous **layers** to monitor various phenomena.

Others can be added to these upon request, providing our technicians with **geo-referenced data** to merge.



Some practical examples

04. Intermensa projects must be constantly monitored to mediate the relationship between schools and the associations.

At least two **meetings** are organized during the school year to evaluate the progress of the project.

Planning must begin at least five months before the start of the school year to give both the school and association enough time to define the project outline and collect the families' confirmations of participation.

Further meetings during the year serve to monitor the children's and families' **satisfaction** regarding what is being offered, and to address any critical issues that arise.

Our office keeps a **record of enrolment history** in order to identify any peaks or drops in participation and consider possible improvements.




Meeting minutes

Keeping track of meetings is essential to **record** improvements, failures and other issues.

When organizing a meeting, participants must be selected based on their role, their interest in the project, and their potential contribution.

Meetings are a great way to collect **qualitative data**.

Here the minutes of the last meeting. Have a look! 

Thank you! It always comes in handy to have it! When we meet next time I will have a summary of what has been discussed.

Great! See you at our next meeting!

Some practical examples

05.

The Municipality of Bolzano organizes activities for students during the summer break (from mid-June until mid-September).

The Statistics and Time Office **analyses the satisfaction** of the children and families to guarantee a high level of quality year after year.

At the end of the program, all activity organizers are asked to complete an online survey to identify any critical issues (usually related to logistics or the use of space) that may not have emerged from the family questionnaires.

It's a **double-check** from different perspectives: on the one hand, families are asked whether they are satisfied, what they would like to change, and whether all quality standards were met. On the other hand, we ask the organizers to provide quantitative data on the number of enrolled participants, waiting lists and any critical issues that arose during the activities.

This year's camp is even better than last year's. I noticed that you have taken some parents' advice into consideration, great!



Customer satisfaction

Customer satisfaction surveys are a tool to gather **feedback** on customer experiences. They gauge **how happy** customers are with a product, service, or overall experience.

Customer satisfaction surveys shall be repeated over time to study how services change and how those changes are perceived by customers.

Giudizio complessivo

È stato chiesto ai genitori intervistati di esprimere un giudizio complessivo sul progetto "Estate Ragazzi / Estate Bambini" con un voto su una scala da 10 (= molto soddisfatto) a 1 (= per niente soddisfatto); la media della valutazione è risultata essere **8,70** (2023= 8,87 - 2022= 8,95 - 2021= 8,73 - 2020= 8,33 - 2019= 8,94 - 2018= 8,88 - 2017= 8,88). (grafico 2).



Grafico 2

Città di Bolzano

ESTRAG2025

Estate Ragazzi/Estate Bambini 2025

(1 di 5)

* valore obbligatorio ↺ Bozza ripristinata

Compilabile fino al 15/09/2025

i Risposte caricate da ultima compilazione effettuata

Gentile genitore,

anche quest'anno l'iniziativa è stata organizzata in collaborazione con associazioni e cooperative della città di Bolzano.

Desideriamo, nell'ambito di un più ampio lavoro sulla qualità del servizio Estate Ragazzi / Estate Bambini, promuovere un'indagine sulla soddisfazione da parte delle famiglie rispetto al servizio fornito. L'obiettivo dell'intero lavoro è di offrire agli utenti un servizio orientato alla qualità e rispondente alle necessità delle famiglie e dei/delle bambini/e. Le chiediamo pertanto di rispondere al presente questionario in modo da fornire all'Amministrazione Comunale elementi utili per programmare al meglio il servizio, segnalando eventuali criticità del servizio offerto.

Grazie per la collaborazione!!

Se ha più figli che hanno frequentato diversi Centri Ludici, La preghiamo di compilare un questionario per ogni figlio.

Thank
you for
your
time!

