

workers will be less 'focused' on, or less 'accountable' for, their work? Accountability for work can easily be done remotely, especially in this day and age. A simple solution is to make work entirely project-based and deadline-driven, rather than predicated on a set job description and pre-determined amount of working hours, which in any case do not necessarily equate to better productivity and only create more traffic

all reasonable and practical attempts must be made by any employer to ensure that an anti-traffic mind-set prevails in the workplace; hence any advocacy for traffic-easing measures like flexitime and telecommuting. Companies need to be creative and think 'green' and even 'wellness' at all times when it comes to traffic and commuting. For example, incentives can be given to those employees who carpool

South African governments to date), but there is no denying that those who do use public transport are creating less traffic by doing so.

Of course, not all work allows for flexible job design. You cannot easily work a mine on a flexitime basis (or at least not those who are involved in the physical mining or supervision thereof), nor will it be easily accomplished in many manufacturing workplaces. That goes without saying. It is even recognized that flexible work arrangements, like remote offices, are not always appropriate for all people, jobs (how does one make a product 'remotely?'), or industries. It could be disastrous for some employees, as certain personality types could not cope with the greater self-discipline required of a home office, for example.

However, neither should one rubbish or dismiss these traffic-easing workplace arrangements merely because they may not work for all, or are not applicable to all job types. The South African economy is increasingly services-oriented and knowledge-based, even within traditional sectors. More and more workers are office-based or working at a desk for most of the time. Production has become far more mechanised, thus far less beholden to the strictures of shift work. So why not be more flexible and dynamic in the work design of employees?

Excuses as to why we continue to be stuck in the 8-5 rut are just that – excuses. Change is always difficult and always requires a leap of faith. This is no less true for this issue. As John Wooden said, "Failure is not fatal, but failure to change might be." We need to change our attitude to traffic – entirely. This must and will include the very way in which many people work. The moment the paradigm shifts from that of thinking of traffic as a 'necessary evil' to that of it as an 'unacceptable evil', then the innovative ideas will flow and the changes be made. Mind-set is everything. □



as more employees have to commute to and from their workplaces.

BE GREEN

The mind-set should be simple enough – traffic is bad for the environment. Therefore,

with other employees, or who even use public transport to get to work. The latter is made difficult by the near-total absence of any comprehensive, meaningful and safe public transport system in most of this country's cities (a fact that is to the eternal shame of all



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