

# Pressure Is Building



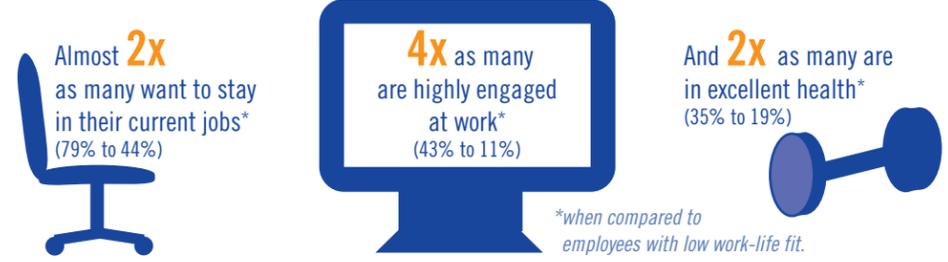
AND IT'S NOT JUST A GEN Y ISSUE.

1 in 2 employees expects to provide elder care in the next five years.

Nearly 1 in 5 currently do.

## Flex Matters

WHEN EMPLOYEES HAVE A HIGH DEGREE OF WORK-LIFE FIT...



BOOSTS PRODUCTIVITY,

AND REDUCES REAL ESTATE COSTS.



## Gain The Upper Hand

RETAIN KEY TALENT.



ACHIEVE YOUR BUSINESS GOALS.

- A retailer cut turnover from 140% to 35% with flex and won J.D. Power's highest customer service rating for a call center.
- A medical coding department billed \$2MM per year faster after implementing telework.
- An accounting firm slashed turnover by more than half after implementing a performance oriented workplace.

**FLEXIBILITY ISN'T AN EMPLOYEE BENEFIT OR ACCOMMODATION. IT'S A BUSINESS STRATEGY.**

### WHEN WORK WORKS

#### When Work Works

When Work Works is a joint project of the Society for Human Resource Management (SHRM) and the Families and Work Institute (FWI). Working with community partners across the country, *When Work Works* highlights and honors effective practices for making work "work" for employers and employees through the *When Work Works* Awards, formerly the Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility.

Visit us at [www.whenworkworks.org](http://www.whenworkworks.org) and follow us on Twitter @WhenWorkWorks

#### FWI

The Families and Work Institute is a nonprofit research organization that studies the changing workplace, family and communities and creates projects that put its research into action.

Visit us at [www.familiesandwork.org](http://www.familiesandwork.org), like us on [Facebook.com/FWInews](https://www.facebook.com/FWInews) and follow us on Twitter @FWInews



#### SHRM

The Society for Human Resource Management is the world's largest association devoted to human resource management. [www.shrm.org/workflex](http://www.shrm.org/workflex)

FWI & SHRM would like to thank Life Meets Work for creative and content leadership on this publication. [www.lifemeetswork.com](http://www.lifemeetswork.com)

- RESEARCH SOURCES:
- National Study of the Changing Workforce (Families and Work Institute)
  - 2014 National Study of Employers (Families and Work Institute)
  - Guide to Bold New Ideas for Making Work Work
  - Telework Research Network, real estate savings estimate
  - Workplace Flexibility in the 21st Century, SHRM

WHEN

WORK

WORKS



FLEX AT A GLANCE

# Workplace Flexibility is about rethinking **how, when & where** people do their **best work**

At its core, workplace flexibility is about improving business results by giving people more control over their work time and schedules.

Traditionally, flex meant variable hours. Today, when we say *flex* we are talking about an *effective workplace* where realistic work patterns meet the needs of both employers and employees.

We call it workflex!

For thousands of organizations, workflex contributes millions of dollars in bottom-line gains. But it's not always easy. It requires innovation, leadership, accountability for results, and an ongoing commitment to culture change.

## Flex Time & Place

- Regular or short-notice flex time
- Compressed workweeks
- Telecommuting

## Flex Careers

- Sabbaticals
- Dialing careers up & down
- Phased retirement

## Reduced Time

- Part-time & part-year work

## Time Off

- Paid vacations & sick leave
- Time off for caregiving

## Choices in Managing Time

- Self-scheduling & shift trading

## Culture of Flexibility

- Supportive supervisors
- Lack of jeopardy for working flexibly

# There's WORKFLEX For That

Identify your organization's strategic priorities and launch workflex initiatives designed to meet those goals.



Flex is a proven contributor to productivity, innovation, and shareholder value.

## Performance



After economic security, work-life quality is the most important contributor to job satisfaction.

## Engagement



Workflex widens your talent pool so you can find, develop and retain the best employees, wherever (or however) they live.

## Talent Management



Flexible workers sleep better, exercise more, have lower stress, and are in better health.

## Wellness



With telecommuting, companies can reduce occupancy and lower real estate costs.

## Real Estate



Flexible organizations attract employees with a broad range of talents and interests.

## Diversity & Inclusion



Employees who can work remotely continue to work during natural disasters and inclement weather.

## Business Continuity



Plus many other contributions:

## Customer Service Green Initiatives Compliance

*I had an epiphany. Our leaders were our most productive workers, and most of us weren't following a rigid schedule. Wouldn't the rest of our employees be more effective if they too had more control over their work situations?*

- Brint Ryan  
CEO, Ryan LLC

*The more flexible we've been, the better we've performed.*

- Doug Conant  
Retired President & CEO  
Campbell Soup Company

*Flexibility is fostering a culture of trust and improving performance — for both our salaried and hourly team members.*

- Karen Mathews  
Director, HR and WorkLife Strategy  
WellStar Health System

*With flex, employees can focus on quality service while managing demands outside the office.*

- John Parry  
Retired CEO, Solix, Inc.

# Implementing FLEX 10 STRATEGIES

## 1 RECRUIT TOP MANAGEMENT AS FLEX CHAMPIONS

Support from the top is the basis for successful flexibility.

## 2 POSITION FLEXIBILITY AS A BUSINESS STRATEGY

Workflex isn't just "nice-to-do." To get widespread support, focus on how the business – not just the employees – will benefit from workplace flexibility. Identify your organization's strategic goals and show how workflex will contribute to success.

## 3 MAKE THE BUSINESS CASE

Focus on the bottom line ROI. Show the savings and/or revenues that could be generated from workflex.

## 4 DEVELOP FLEXIBILITY FOR ALL

Everyone needs and can benefit from some flexibility—not just salaried or difficult-to-replace employees. Look for creative ways to provide flex that works for the employer and the employee.

## 5 BUILD MANAGEMENT SUPPORT

Help your managers understand the business strategy behind workflex. Create a culture in which employees won't jeopardize their careers by working flexibly.

## 6 LISTEN TO WHAT EMPLOYEES SAY WORKS BEST

Talk to a wide slice of your employees as you develop and implement workflex. Use this feedback to design an effective program and ensure employees have what they need to be successful.

## 7 DEVELOP CLEAR GUIDELINES

Having established guidelines helps ensure everyone is on the same page and makes managing expectations easier and implementation fairer.

## 8 INCENT MANAGERS TO SUPPORT WORKFLEX

Provide formal or informal training and then tie flex support into performance appraisals and rewards.

## 9 TRACK METRICS

Metrics are essential to analyze the effectiveness of flex, help you make course corrections, and build support among management and employees. You don't have to do a formal study—just see whether retention increases or absenteeism decreases.

## 10 COMMUNICATE

Ensure workflex stays top-of-mind. Reinforce the message that the organization supports flex by sharing success stories, tips for managing flexibly, and practical advice.