COMMUNITY PARTNER TOOLKIT

Building Support for Workplace Effectiveness & Flexibility

A PARTNERSHIP BETWEEN

WHEN WORK WORKS

Families and Work Institute

Society for Human Resource Management
This toolkit provides state and local volunteer leaders with the tools they need to build support for effective and flexible workplaces in their communities and organizations. It includes discussions about why effective and flexible workplaces are important to community organizations, businesses and HR professionals, and how they can promote it within their organizations. It also describes the When Work Works (WWW) initiative and the When Work Works Award (formerly known as the Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility) and explains how promoting participation in this awards program can help employers, employees, and their communities be more successful.
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**What Is an Effective Workplace?**

Effective workplaces recognize that employees are an organization’s greatest resource and make a critical difference in the organization’s ability to not merely survive, but to thrive. To be truly effective, a workplace—its design, practices and policies—must benefit both the organization and its employees.

To view the most current effective workplace model, please go to: [WhenWorkWorks.org/downloads/EffectiveWorkplace-1pager.pdf](http://WhenWorkWorks.org/downloads/EffectiveWorkplace-1pager.pdf)

**Defining Workplace Flexibility or “Workflex”**

Workflex is a dynamic partnership between employers and employees that defines how, when and where work gets done and how careers are organized in ways that work for all (employers, employees, families, clients, & communities).

Workflex is an important business strategy that helps organizations respond to demographic, economic and technological changes in the workplace and to community needs.

To view the current list of the different types of workflex, go to: [WhenWorkWorks.org/downloads/Workflex_Primer.pdf](http://WhenWorkWorks.org/downloads/Workflex_Primer.pdf)

**Why Is Workflex Important to HR Professionals and to Business?**

The workforce has changed. Increasingly, employees are experiencing a time famine.¹ There are now four generations in the workforce and four in five of all employees who are married are in dual earner couples. One of every five employees currently provides elder care and this number will increase dramatically to almost half of the workforce over the next several years. It is no surprise that employed men are experiencing more work-life conflict than in the past.² It is important for organizations to acknowledge and respond to these changes in the workforce.

The workplace is also undergoing important transformations. Jobs have become more demanding and less secure in the current economic climate.³ The average middle class family works 500 hours more than they would have in the 1970s.⁴ The global marketplace runs on a 24-hours-a-day, 7-days-a-week economy. These factors contribute to greater intensity in the workplace today.

Human resource (HR) professionals can help their organizations respond to these transformations by building support for policies and practices that create effective workplaces. Increasingly, workplaces are recognizing that employees are an organization’s greatest resource and make a critical difference in an organization’s ability to not merely survive, but to thrive. To be truly flexible and effective, a workplace—its design, practices and policies—must benefit the organization and its employees.⁵
Organizations that provide more effective and flexible work environments have been shown to have more engaged, satisfied, and healthier employees with fewer intentions of looking for new employment. These effects can be seen in a variety of industries and across a range of employee groups. As workplaces become more intense, organizations find that they must become more flexible to support employees in effectively managing their demands at work and at home and to attract, develop, and retain the employees they need to succeed.

The History of When Work Works

Families and Work Institute launched When Work Works (WWW) in 2003 in collaboration with the Institute for a Competitive Workforce (an affiliate of the U.S. Chamber of Commerce) and the Twiga Foundation, with funding from the Alfred P. Sloan Foundation. The centerpiece of the initiative is the When Work Works Award (WWW Award), a nationally recognized award for organizations that are using effective and flexible work as part of their business practice.

SHRM-FWI Partnership

In February 2011, When Work Works became a joint project of the Society for Human Resource Management (SHRM) and the Families and Work Institute (FWI). Its goal is to translate research into action—to create more effective and flexible workplaces for the 21st Century.

This partnership combines the research and expertise of a widely respected think tank specializing in workplace effectiveness with the influence and reach of the world’s largest association devoted to human resource management. By highlighting strategies that enable people to do their best work, the partnership promotes practical, research-based knowledge that helps employers voluntarily create effective and flexible workplaces that fit the 21st century workforce and ensure a new competitive advantage for businesses.

While several SHRM affiliates currently serve as When Work Works Community Partners, the SHRM-FWI partnership is focused on increasing the number of SHRM State Councils and/or Chapters in this role. This toolkit provides SHRM members with information and resources on how to adopt this initiative in your state or community. In addition, if a community partner already exists in your community, this toolkit outlines opportunities for collaboration.
When Work Works – A National Initiative

When Work Works shares cutting-edge research and resources and highlights best practices through its searchable tool: Guide to Bold New Ideas. Practices such as telecommuting, flex-time, part-time work, job sharing, transition to retirement, and compressed schedules help employees meet their work and life responsibilities and help employers respond to the competitive global marketplace. Flexible workplace strategies boost productivity, increase employee morale, lower turnover and absenteeism, and lower overhead costs.

When Work Works partners with communities and states around the country to:

- share rigorous research and employer best practices on workplace effectiveness and flexibility;
- inspire local employers to create more effective and flexible workplaces to benefit both business and employees; and
- recognize exemplary employers through the WWW Award and local community events.

Community Partner Benefits and Responsibilities

When Work Works community partners have three primary responsibilities:

1. **Engage** community leaders in supporting workplace effectiveness and flexibility
2. **Educate** employers about workplace effectiveness and flexibility
3. **Promote** the WWW Award and recognize award recipients

Community Partner Guidelines

At the start of each award cycle, the CORE When Work Works Team (FWI-SHRM) will update the Community Partner Guidelines, which will briefly recap the responsibilities of the community partner organization and the CORE When Work Works Team. Upon receipt of these guidelines, please review them with your leadership and volunteers. For those partners who are also part of SHRM, please review the segment below.
Additional Guidelines for SHRM WWW Community Partners

SHRM’s nationwide network of State Councils and Chapters provides an ideal structure for disseminating information and educating HR professionals and employers at the local level about workplace effectiveness and flexibility.

Serving as a When Work Works Community Partner offers several benefits to SHRM State Councils and Chapters, including:

1. Leading a community effort on a key business issue that generates significant media interest;
2. Offering educational programming to HR professionals on a critical people issue;
3. Supporting a SHRM strategic priority while increasing State Council/Chapter visibility on a timely HR issue; and
4. Meeting SHRM Affiliate Program for Excellence (SHAPE) initiatives.

State Councils/Chapters that implement When Work Works satisfy one focus area requirement under Section 2 of SHAPE—State Focused Council Initiatives or Community Based Chapter Initiatives—that supports the Core Leadership Areas of:

- Government Affairs
- Diversity and Inclusion
- Workforce Readiness
- A self-defined area other than the items listed above

State Councils or Chapters interested in leading the When Work Works initiative in your state or community should complete the Commitment to Partner form, available from your CORE WWW SHRM contact.

If a When Work Works community partner already exists in your state or community, CORE When Work Works team (FWI-SHRM) encourages State Councils/Chapters to explore opportunities to collaborate with the community partner on education or recognition events and help raise awareness of the WWW Award. For example, SHRM affiliates can:

✔ Include a link to WhenWorkWorks.org on your affiliate website;
✔ Notify members when the WWW Award application process is open via electronic newsletter or email communication;
✔ Encourage members to apply for a WWW Award via a podium announcement at monthly meetings;
✔ Host a joint educational program with the community partner to attract potential new members; and
✔ Host a joint recognition event for WWW Award recipients with the community partner or explore the possibility of incorporating a recognition celebration in your state conference or monthly chapter meeting.
Overview of the When Work Works Award

The WWW Award program is national in scope, and recognizes model employers of all types and sizes across the U.S. for their innovative and effective workplace practices.

It is a *worksite-based* award honoring organizations that are using workplace flexibility as a strategy to make work work better—for both the employer and the employee.

The awards are unique for their rigorous criteria. To win, applicants must rank among the top 20% of U.S. employers in terms of their programs and practices for creating effective and flexible workplaces, based on nationally representative data from FWI. Two thirds of the overall score is derived from a confidential employee survey that asks employees about their individual use of and experiences with flexibility and other aspects of an effective workplace, including the supportiveness of their workplace culture and whether they perceive any negative consequences for using flexibility at their workplace ensuring that these programs and practices are having a real impact on the employee experience.

Employers benefit by merely applying for the WWW Award as all applicants receive a free customized benchmarking report comparing their effective and flexible workplace practices to a nationally representative sample of U.S. employers and to award winners.

Visit WhenWorkWorks.org/about-the-award and shrm.org/workflex for more information.
HR and the WWW Award

HR professionals help promote effective and flexible workplace policies and programs that increase productivity, lower turnover, and strengthen employee engagement. The WWW Award provides HR professionals with a unique opportunity to showcase their organization’s effective and flexible workplace strategies and better understand how their programs compare to others.

While there are lots of benefits to applying for this prestigious award, here are the “Top 10 Reasons to Apply for a WWW Award:”

10. Provides a great opportunity to strengthen your organization’s brand.
9. Lets your customers know that you are an employer of choice in responding to the needs of employees and their families.
8. Gives you a tool to use to recruit, develop and retain top talent.
7. Involves you in a vibrant and engaging network of organizations that are using workplace flexibility as an effective business strategy.
6. Increases your organization’s visibility by being an expert source on issues of effective and flexible workplaces for the media.
5. Shows your employees that an effective and flexible workplace is a priority for your organization.
4. Offers you the opportunity to be a winner and get national and local recognition.
3. Enables you to be featured in the searchable Guide to Bold New Ideas tool, the go-to source on best practices.
2. Provides an opportunity for you to learn what your organization is already doing well and how these efforts can be enhanced through the benchmarking report provided to all applicants.
1. Allows you to stand out from your competition as an organization whose leadership values its employees.
The Community Business Case

Not only do organizations and their employees benefit from implementing effective and flexible workplace policies and practices, communities benefit as well, and can be recognized as best places to work and live. Communities across the nation support effective and flexible workplaces to address issues such as:

- promoting regional economic development
- recruiting and retaining a multi-generational workforce
- recruiting and retaining women in leadership positions
- responding to changing community economic conditions such as structural unemployment, a changing industry base, or reducing poverty
- addressing environmental and energy concerns such as reducing traffic congestion and commute times
- establishing the community as a great place to live and work
- focusing on civic engagement and the positive community impact that encourages volunteerism
- increasing caregiving availability, thus addressing family time-famine challenges

Strategies and Objectives for Community Partners

Community Partners should strive to recruit as many local organizations to apply for the WWW Award as possible. To achieve this goal, consider what might motivate an organization to apply for the award.

Here are some reported benefits of receiving the WWW Award from previous award recipients:

- Recognized at both local and national events;
- Profiled in the searchable tool: Guide to Bold New Ideas;
- Opportunities to be featured in major national and local news media and/or invited to speak at special events as an employer of choice;
- Featured in publications by FWI, SHRM, and other publications that are disseminated across the country;
- Able to use the WWW Award winner logo for promotional purposes;
- Better able to attract, develop and retain a talented workforce; and
- Involved in a network of winning organizations at the forefront of thought-leadership surrounding workplace flexibility.
Launching When Work Works

While educational/recognition programs along with efforts to promote the WWW Award are unique across communities, here is a recommended set of steps to undertake to fulfill the three partner responsibilities:

• **Promote** the WWW Award. Engage previous winners in the community as champions of the award program and mentors for new applicants.

• **Host** an event to introduce members and local employers to the award program and help them to apply (preview the application process, panels with previous winners, one-on-one phone calls or meetings to walk applicants through the process).

• **Identify** community champions or workplaces where workplace flexibility is already a strategy but not well known in the community.

• **Host** a coalition meeting with a wide variety of members from your community. This provides a place for talking about effective and flexible workplaces from a number of viewpoints. Consider co-sponsoring workplace flexibility events with other organizations.

• **Include** effective and flexible workplace programming in your state conference.

• **Host** a recognition event for WWW Award winners in your community.

• **Distribute** press release announcing WWW Award winners and details of your recognition event. Be sure to leverage social media.

• **Share** information about your recognition event with CORE WWW Team (FWI-SHRM) to generate additional attendance at your event.

• **Promote** the searchable tool, Guide to Bold New Ideas, which highlights WWW Award winners and their innovative effective and flexible workplace strategies.

• **Publicize** local WWW Award winner’s effective and flexible workplace success stories in local media, your newsletter, email blasts, etc.

• **Encourage** WWW Award recipients to distribute a press release announcing their accomplishment.

• **Celebrate National Work and Family Month** in October. Ask your governor and/or mayor to declare October as Work and Family Month in your area.

• **Provide** an online forum for providing effective and flexible workplace information, resources and an exchange of ideas. Consider forming a local LinkedIn discussion group.
WWW Community Partners who are SHRM local/state chapters should also view these recommended steps:

• **Complete** the Commitment to Partner form and return it to your CORE WWW SHRM contact.

• **Host** a State Council/Chapter program on workplace effectiveness and flexibility.

• **Consider** utilizing SHRM Speaker’s Bureau presentation on workplace flexibility, which is eligible for SHRM Professional Development Credit for recertifying the SHRM-CP and SHRM-SCP.

• **Gather** local SHRM members to discuss forming a community coalition. Consider who else to include in your efforts to promote effective and flexible workplaces in your area.
Identifying Champions and Potential Coalition Members/Collaborators

To help ensure the sustainability of the When Work Works initiative in your community, it is important to involve key stakeholders and champions in the effort. These individuals and/or groups can increase the reach of the initiative and help influence how employers and others in the community think about workforce and workplace issues. Consider including:

**Business Groups and Professional Associations**
- Local chambers of commerce
- Local leadership groups
- Local business magazine
- Rotary/Kiwanis
- Existing business roundtables or task forces
- Workforce Development Councils
- Economic Development Committees

**Employers**
- Large employers
- Midsized and small employers
- Employers that have won the When Work Works Award
- Non-profit, academic, and health organizations

**Employee Groups**
- Unions
- Women’s organizations
- Diversity advocacy
- Generational differences
- Temp Agencies

**Media Groups**
- Print, television media
- Business media
- Editorial writers
- Social media

**Government Groups**
- Elected officials or designees
- Government employers
- Department of Economic Development
- Department of Commerce
- Department of Transportation
- Department of Labor
- Department of Health and Human Services
- Council on Aging

**Community Service Groups**
- United Way
- Parenting Groups
- Family Advocates
- Caregiving Associations

**Educational Groups**
- Education from early childhood to higher education
- Parent educators
- Professors
- School Nurses
- Counselors
CORE WWW Team (FWI-SHRM) is also available to answer questions and provide additional guidance to community partners interested in advancing workplace flexibility.

About Us

When Work Works (WhenWorkWorks.org)

A project of Families and Work Institute and the Society for Human Resource Management, When Work Works is a nationwide initiative to bring research on workplace effectiveness and flexibility into community and business practice. Since its inception in 2005, When Work Works has partnered with an ever-expanding cohort of communities from around the country:

• share rigorous research and employer best practices on workplace effectiveness and flexibility;
• recognize exemplary employers through the When Work Works Award; and
• inspire positive change so that increasing numbers of employers understand how effective and flexible workplaces can benefit both business and employees.

Visit WhenWorkWorks.org and follow us on Twitter @WhenWorkWorks @FWINews and @SHRMPress, and join the workflex conversation on Facebook.com/FWINews.

Society for Human Resource Management (shrm.org)

Founded in 1948, the Society for Human Resource Management (SHRM) is the world's largest HR membership organization devoted to human resource management. Representing more than 275,000 members in over 160 countries, the Society is the leading provider of resources to serve the needs of HR professionals and advance the professional practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates.

Contact: Cassidy Solis via email at Cassidy.Solis@shrm.org or call 703-535-6086

Families and Work Institute (FamiliesAndWork.org)

FWI is a nonprofit research-to-action institute dedicated to providing research for living in today's changing workplace, changing family and changing community. Since the Institute was founded in 1989, our work has addressed issues in three major areas: the workforce/workplace, youth and early childhood. Families and Work Institute's research takes on emerging issues before they crest and includes some of the most comprehensive research on the U.S. workforce available. The Institute's work has helped change the language of debates to move the discussion forward toward more effective and data-driven solutions and to result in action. In addition, because the Institute conducts some of the only research studies of their kind, our studies are quoted in the media more than once a day and are regularly cited by decision makers in business, government and the public.

Contact: Zon-Wei Cheng via email at ZCheng@FamiliesAndWork.org or call 212-981-2564
Endnotes


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Appendix

This section includes additional resources and information to help all When Work Works Community Partners build support for workplace effectiveness and flexibility, and implement When Work Works in their state or community.

CORE WWW Team (FWI-SHRM) is also available to answer questions and provide additional guidance to community partners interested in advancing workplace flexibility.
Important Links

When Work Works: WhenWorkWorks.org
WWW Community Partners: WhenWorkWorks.org/community-partners
SHRM Workplace Flexibility Resource Page: shrm.org/workflex
FWI Work-life fit Blog: FamiliesAndWork.org/blog/
Video: Business Case for Flex in Less than 3 Minutes from LifeMeetsWork
Video: Ernst and Young: Creating a Culture of Flexibility

Workflex Assessment: free short (15 minutes) assessment of how effective and flexible your workplace is compared to other workplaces across the nation.

Guide to Bold New Ideas: free searchable tool featuring WWW Award winners. Look up top employers by size, industry, location or type of flexibility program.

When Work Works: An Overview
Effective Workplace Flyer
Workflex Primer

Workflex: Employee Toolkit
Workflex and Manufacturing Guide

Flex at a Glance Brochure
California Flex at a Glance Brochure

2014 National Study of Employers (NSE)
NSE: Including the Talents of Employees with Disabilities

2008 National Study of the Changing Workforce (NSCW)
NSCW: The New Male Mystique
NSCW: The State of Health in the American Workforce
NSCW: Workplace Flexibility and Low-Wage Employees

Older Adult Caregiver Study
Paid Leave Report
Family Matters Study

Caregiver Study Infographic
Flex and the Bottom Line Infographic
Gender and Work Infographic
Workflex: A Win-Win For Everyone
Fact Sheet: Effective and Flexible Work Benefits for Employers, Employees and the Community

Leading the When Work Works Initiative in Your Community

Communities prosper when they become great places to work and live. Increasing the culture of workplace effectiveness and flexibility within a community ultimately benefits employers, employees and the overall community.

Employers recognize workplace effectiveness and flexibility as a strategic business initiative that responds to demographic, economic and technological changes in the workplace. Studies have found many benefits when organizations provide these types of strategies that work for both the employer and the employee.

Employers benefit by having employees who:

• are engaged and productive
• are satisfied with their jobs
• focus on achieving desired business outcomes
• provide higher-quality customer service (e.g. customer retention, expanded hours of operation)
• want to remain with their employers, thus reducing turnover costs
• are in better physical and mental health
• have fewer unplanned absences
• provide business continuity (disaster planning, technical outages, inclement weather)

Studies have also found that many employees are struggling to meet the demands of their work and their lives and effective and flexible workplace strategies help employers respond to these challenges employees face, yielding many benefits.

Employees benefit by:

• having a better fit between their work and family lives
• being more engaged and productive at work and at home
• reducing stress
• improving health
• being more likely to care for themselves
• being more likely to care for children, elderly family members or other family or friends in need of assistance

• spending time with family and friends

• participating in parent education

• pursuing additional educational or vocational training

• having time for more civic engagement and volunteerism

The community business case reflects workplace effectiveness and flexibility as a tool in the integration of leadership, education and recognition that addresses a community’s needs related work, family, diversity, environment and culture. When Work Works has found many benefits for communities.

Communities benefit by:

• being recognized as desirable places to live

• attracting new companies to their community

• attracting, developing and retaining talented employees

• reducing traffic congestion

• having residents who are able to volunteer for a wide variety of community needs

• being able to respond better to emergencies or disasters

• addressing environmental and energy concerns

It is imperative that organizations keep in mind that offering workplace effectiveness and flexibility to employees is an important tool in attracting top talent and retaining the best people—often even above compensation. Since attracting and retaining top talent is currently one of the biggest organizational challenges, it important for employers to learn how to make flexibility part of their workplace culture in order to remain competitive.

Clearly, community leaders and employers are natural partners in promoting workplace effectiveness and flexibility, and building support in communities nationwide is a means to achieving greater success for everyone by creating great places to work and great communities to live in.
Tip Sheet: Step-By-Step Plan for When Work Works (WWW) Community Partners

Step 1: Getting Started

✓ Review the WWW Community Partner Toolkit to understand the overall program and the When Work Works Award process

✓ Review the WWW Community Partner Guidelines to understand the responsibilities of being a partner and how the core WWW Team (FWI-SHRM) can assist you in the process.

✓ Determine your goal for the number of applicants

✓ Convene a committee to work with you to promote the awards and honor applicants and recipients

✓ Develop an outreach strategy to obtain applications

✓ Develop a budget for implementing your outreach strategy, including educational events and the recognition event

✓ Develop a communications strategy to get the word out about When Work Works and effective and flexible strategies and what you are doing

✓ Identify funding sources to meet budget requirements

✓ Build a contact list of prospective applicants

✓ Encourage your constituents to use the free Workflex Assessment tool available at www.whenworkworks.org/workflex-assessment

✓ Experience the WWW Award application process firsthand, apply on behalf of your organization

✓ Plan When Work Works educational events (e.g. meetings, presentations, webinars, etc.)

✓ Attend or listen to the recording of the monthly When Work Works Community Partner Learning Circle Calls to get the latest updates, information, tips and templates from the When Work Works Team

Step 2: Implement Your Strategy

✓ Download templates and materials from WWW Marketing and Communications Link (available to partners in early July)

✓ Hold at least two educational events on workplace flexibility and effectiveness

✓ Host regularly scheduled conference calls with your WWW Award committee
✓ Post information about the WWW Award on your website with links to the application, on the local Chamber of Commerce website, on other local professional groups websites, and on other sites suitable in your community

✓ Post information about the WWW Award in local newsletters, newspapers and business journals (both online and print)

✓ Utilize social media to post information about the WWW Award

✓ Create ways to have ongoing contact with your list of prospective applicants

✓ Develop ways to network former applicants and winners with prospective applicants

✓ Distribute information about the WWW Award at local meetings and conferences

✓ Distribute public service announcements to local radio stations

✓ Distribute press releases to local media outlets, make follow-up phone calls

✓ If committee members have relationships with local media outlets, arrange to be interviewed about the WWW Awards and the application process

✓ Send a letter to your government officials (e.g. Senators, Members of Congress, state Senators, legislators, mayors, representatives from government agencies, etc.) telling them about your organization, the WWW Award including the deadline for applications, and invite them to the recognition event

✓ Post ads in local business journals and newspapers

✓ Add start and end dates of the application process to business calendars

✓ Plan your recognition event

✓ Document your efforts

**Step 3: Final Steps**

✓ Finalize plans for your recognition event

✓ Notify honorees

✓ Arrange for press coverage of your recognition event

✓ Use social media and business outreach to notify others about the winners

✓ Thank all organizations who applied for the WWW Award

✓ Thank all members of your committee, volunteers, and event sponsors
Tip Sheet: Responding to Skepticism about Applying for the When Work Works Award

Q: We don’t have the time or the staff to go through the application process.
A: I understand you have limited staff and time. However, you may not know that our online employer application takes about 40 minutes and is much less time consuming than others.

Q: I’m interested, but 25 minutes is too long. I’m not sure if I want to invest the time.
A: Consider taking our short (15 minute) assessment of how effective and flexible your workplace is compared to other workplaces across the nation. This free assessment is based on the When Work Works Award. By taking it, you can see how easy the survey tool is and you instantly receive a score and a description of how your company compares to employers across the U.S. Just go to: WhenWorkWorks.org/workflex-assessment

Q: We don’t have an effective and flexible workplace.
A: When compared to others, you may be more effective and flexible than you think, but do not realize it. The application itself can be a useful assessment of how effective, flexible, and supportive your work environment actually is. You will receive a free personalized benchmarking report comparing your organization to other applicants and employers nationally. Additionally, you will receive feedback from your own employees if you proceed to the second round and your response rate requirement is met.

Q: Our internal processes always make it difficult to get a decision on these kinds of things.
A: We post the timeline for each stage of the award cycle so your team is aware of the deadlines before starting the process. Also, a PDF format of the online employer application is posted online so you can easily forward this to your leadership: WhenWorkWorks.org/about-the-award. The award application only takes about 40 minutes. Winning is a great honor for your organization, and you will receive a free assessment on how your company compares to other applicants and employers nationally.

Q: We offer flexibility on a case-by-case basis but we don’t have a formal policy.
A: The questions on the application are deliberately worded NOT to include formal policies or programs – they are intended to find out about what actually happens in your workplace. We know that it is the practice not just the policy that really matters. Also, if you apply, you will receive the free benchmarking report, which will provide valuable information regarding how prevalent these practices are in your organization as well as how they are viewed by employees if you meet the response rate requirement.

Q: How will you use our employee email list? We’re concerned about confidentiality.
A: We understand your concern. All responses are collected by Families and Work Institute (FWI), an independent third-party organization. While your organization receives a summary of the results, responses will not be linked to individual employees during the employee survey round. Feel free to contact FWI and request their Confidentiality and Non Disclosure agreement.
Tip Sheet: Event Planning Checklist and Budget Worksheet for When Work Works Award Event

When planning your recognition event, consider the following tasks and how your volunteer committee may contribute to completing them.

Event Planning Checklist

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<th>Task</th>
<th>Volunteer(s)</th>
<th>Deadline</th>
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<tr>
<td>Decide when and where the event will take place and who will make arrangements with the contact person at the facility hosting the event</td>
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<td>Outline the program and who you wish to speak at the event or present the awards</td>
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<tr>
<td>Contact speaker(s)</td>
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<tr>
<td>Contact person who will distribute the awards</td>
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<tr>
<td>Confirm receipt of shipment from CORE When Work Works Team after checking to see the engraved company name matches the packing list and there is no damage to the awards</td>
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<tr>
<td>Create the invitation</td>
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<tr>
<td>Create list of whom to invite including contact information</td>
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<tr>
<td>Send invitations/track RSVPs</td>
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<td>Write and send press releases to local media, or call local media- follow up with important media by phone or email</td>
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<tr>
<td>Prepare and print the program agenda</td>
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<tr>
<td>Prepare name tags &amp; welcome table, greet attendees</td>
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<tr>
<td>Prepare thank you notes or emails</td>
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<td>Track the budget and pay expenses</td>
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Budget for the Awards Ceremony

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What You Need to Know to Apply for the When Work Works Award

Did you know that research shows that having an effective and flexible workplace can positively impact an organization’s ability to hire and retain employees, increase productivity, and save money?

Eligibility

- A minimum of 10 employees must work from or report to the U.S. worksite, which has been in operation for at least 1 year. Does not include contract workers, consultants or interns – those that do not receive W-2 forms.

Application Process and Scoring Criteria

Round 1

- Employers apply by completing an online application on flexibility programs and practices already in place. Estimated time is 25 minutes for the online survey.
- For employers with more than one location, each site can submit a separate application and is judged and awarded the Award independently.
- Responses provided by the employer are measured against a nationally representative sample of employers, based on Families and Work Institute’s (FWI) ongoing National Study of Employers (NSE).
- Employers that rank among the top 20% are selected as finalists and move on to Round 2.

Round 2

- All of your employees or a sampling of 250 employees (if you have more than 250) will be surveyed about their access to flexibility and the workplace culture. Estimated time is about 25 minutes.
- To qualify for scoring, 40% of those surveyed must respond.

All Applicants Receive:

- A free benchmarking report comparing your organization with other employers in your industry
- Feedback from your own employees about your workplace culture (if you score in top 20%)

Winners Also Receive:

- A recruiting edge in your local talent pool as a recognized employer of choice
- Opportunities to appear in national and local media outlets as top employers and subject matter experts
- Descriptions of your organization’s standout practices in a searchable tool used by journalists, employers and job candidates
- Kudos at a public recognition event
- Opportunities to speak at FWI and SHRM educational programs and webcasts

Apply between August 17–November 6, 2015. It’s FREE!

For more information, go to: WhenWorkWorks.org/about-the-award

If you have questions, please email us at: WhenWorkWorks@FamiliesAndWork.org

And follow us at Twitter.com/WhenWorkWorks