Pressure Is Building

FLEX ISN'T JUST A WOMEN'S ISSUE.

VERSUS

45% of MEN* REPORT WORK-LIFE CONFLICT

VERSUS

39% of WOMEN*

Flex Matters

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

Almost 2x
as many want to stay in their current jobs

4x as many are highly engaged at work

And 2x as many are in excellent health*

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.

Boosts productivity,

and reduces real estate costs.

97% of HR professionals say productivity is the same or better with flexible work.

Gain The Upper Hand

RETAIN KEY TALENT.

>4 in 5 say flex is very important when considering a new job.

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.

Almost 2x as many want to stay in their current jobs

4x as many are highly engaged at work

And 2x as many are in excellent health*

*when compared to employees with low work-life fit.

Flexible workers sleep better, worry less, have lower stress, and are in better health.

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

Real Estate

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

Engagement

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

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

Talent Management

Plus many other contributions:

Customer Service

Green Initiatives

Compliance

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

Flexible workers sleep better, worry less, have lower stress, and are in better health.

Wellness

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

Real Estate

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 and follow us on Twitter @WhenWorkWorks

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.

SHRM RESEARCH SPOTLIGHT, 2012

1. National Study of the Changing Workforce (Families and Work Institute)

2. 2014 National Study of Employers (Families and Work Institute)


4. SHRM Research Spotlight, 2012

5. Global Workplace Analytics

6. Workplace Flexibility in the 21st Century, SHRM

RESEARCH SOURCES:

CalIFORNIA FLEX

RESEARCH SOURCES:

1. National Study of the Changing Workforce (Families and Work Institute)

2. 2014 National Study of Employers (Families and Work Institute)


4. SHRM Research Spotlight, 2012

5. Global Workplace Analytics

6. Workplace Flexibility in the 21st Century, SHRM

Gain The Upper Hand

RETAIN KEY TALENT.

>4 in 5 say flex is very important when considering a new job.

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.
Workplace Flexibility is about rethinking how, when and 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. With California’s labor laws, many organizations think flexible scheduling is just too complicated or too risky to manage. But some of that hesitation is driven by myths and misunderstanding.

Hundreds of California organizations are finding ways to make new ways of working work for them. Find out for yourself why workplace flexibility isn’t that hard here…

Workweeks

Non-exempt employees in CA are entitled to daily overtime but employers can vote to approve compressed workweeks, and new rules give teams plenty of options and leeway.

Meals & Breaks

Non-exempt employees must be given specifically timed breaks and meal periods. But exempt employees have freedom to schedule their day.

Leaves of Absence

California employers must provide 13 different leaves of absence to qualified employees, including the Fair Employment and Housing Act (FEHA), the California Family Rights Act (CFRA), and pregnancy disability leave.

Paid Time Off

California does not allow use-it-or-lose-it policies, but employers can put a reasonable cap in place. You can stop future accrual until employees use enough days to fall below that max.

Local Regulations

San Francisco ordinances mandate paid sick leave for all employees. Many employees also have the “right to request” flexible work.

Telecommuting

Go remote! No special regulations here...

NOT EVERYONE HAS TO
When voting, employees can approve a “menu” of schedule options, which can include a traditional 8 hour per day shift. If the menu allows, management can craft individual work arrangements.

REACHING 2/3
At least two-thirds of the work unit must be working the approved schedule at any given time. But remember… if the approved “menu” includes some extended days and some standard work weeks, then employees on both schedules count toward the two-thirds benchmark. Exempt employees don’t vote and don’t count toward the 2/3 totals.

SCHEDULES CAN FLEX WEEKLY
Individual employees can switch back and forth between an alternative and a standard work schedule weekly (with employer approval).

SCHEDULES CAN FLEX SEASONALLY
Teams can work an alternative work schedule during different times of the year, for example switching between a schedule of four 9-hour days and one 4-hour day during the summer months and five 8-hour days the rest of the year.

HOW TO CONDUCT A VOTE
1. Present a written proposal with a regularly scheduled alternative workweek.
2. At least 14 days before the vote, hold meetings with affected employees.
3. Mail the written proposal to affected employees who did not attend the meetings.
4. Hold a secret ballot election at the work site during regular working hours.
5. Within 30 days, report results to the DLSR. Include final tally, unit size, and nature of business.
6. Wait 30 days before requiring the new schedule.

IF CALIFORNIA EMPLOYEES WITH COMPATIBLE JOBS COULD TELECOMMUTE HALF TIME...

→ Employees’ annual commutes could be 13 equivalent workdays shorter,
→ Combined profits for all CA employers could rise by up to $56 billion, and
→ The environmental impact could equal taking over a million cars off the road for a year.

Telecommuting

Could people be more effective if they had more control over their schedules? Wouldn’t the rest of our work situations?

1. 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 us be more effective if they too had more control over their work situations?

- Brigit Ryan
CEO, Ryan LLC
Sacramento, CA

59% TELECOMMUTING
52% FLEXTIME
34% TELECOMMUTING, PART-TIME
34% BREAK ARRANGEMENTS
28% MEALTIME FLEX
25% COMPRESSED WORKWEEK
22% TELECOMMUTING, FULL-TIME
16% SHIFT FLEXIBILITY

Keep pace with the competition for talent.

Many SHRM members in California offer these flexible work options:

- Toyota Financial Services
Los Angeles, CA

- Anna Rivas
CEO, Ryan LLC
Sacramento, CA

- Anne Davis
Sharp HealthCare
San Diego, CA

16%
52%
34%
34%
25%
22%
16%
59%
50%
4%
14%
10%
12%
4%
59%
50%
4%
14%
10%
12%
4%
59%
50%
4%
14%
10%
12%
4%
59%
50%
4%
14%
10%
12%
4%
59%
50%
4%
14%
10%
12%
4%
59%
50%
4%
14%
10%
12%
4%