

Formalizing Flexibility

AWP WORK-LIFE CONVENING
FEBRUARY 7, 2011

Agenda

- Current Situation
- Need for Change
- Flexibility Policy and Guidelines
- Implementation Plan

Current Situation

- 54 flexible arrangements in place
- No policy exists – no guidelines
- Employees received flexibility due to:
 - Child Care
 - Elder Care
 - Commute
 - Spend more time with children
 - College and graduate school

Current types of flexible arrangements

- Part-time
- Telecommuting
- Flexible work hours
- Gradual return to work

Need for Change

- GPTW Trust Survey comments
- Perceptions of favoritism or unfair treatment
- Legal concerns
- Lack of consistency
- Supervisors not trained how to manage staff with flexible arrangements

Testimonial

“We talk about creating caring, compassionate communities. An organization that recognizes and respects the emotional, financial, and practical needs of its employees is demonstrating this commitment in action, not just words”

- Employee 1

Testimonial

“Thank you, thank you so much for this compassionate privilege. To me, it means that we as an organization practice what we preach, enhancing people’s (employees’) quality of life, and therefore is an act of integrity. I value it more than I can say. ”

- Employee 2

Benefits

- Competitive edge for attracting and retaining highly skilled individuals
- Improved employee loyalty and morale
- Reduced absenteeism and tardiness and higher productivity
- Reduced level of employee stress by helping them manage their responsibilities outside of work
- A more satisfying work environment
- Creating a GPTW by “walking the talk”
- Uninterrupted time for creative or highly detailed work

Flexibility Policies Proposed

- Flex time
- Flexible reduced schedules
 - part-time
 - gradual return to work
 - off ramp
- Job-sharing
- Telecommuting

Flex Time

Employees choose their starting and departure times from a range of available hours. These periods are usually at either the start or end of a “core” time during which most organizational business takes place. Does not alter total number of hours worked in a week.

Job Sharing

Two people voluntarily share the duties and responsibilities of one full-time, with both salary and benefits of the position prorated between the two individuals.

Telecommuting

A work arrangement in which an employee carries out some of their assigned duties at home or another location (regional office).

Flexible Reduced Hours – salary and benefits prorated

- **Part-Time** - working fewer than 35 hours per week.
- **Gradual return to work** – provides the new parent on leave the opportunity to ease back in by returning part-time.
- **Partial Retirement** - employees reaching retirement continue working on a part time basis, with no established end date.

Guidelines for Flexible Arrangements

- Designed to help meet organizational goals
- Not a reward or entitlement
- Not for every job
- Not for every person
- Requires collaborative effort
- “Reason Neutral:” Why is not important
- Formal approval
- Can be rescinded

Considerations for Approving Flexibility Requests

- What are the business requirements for this job?
- Does the proposed schedule fit the business requirements?
- Does the work style of the employee suit the proposed schedule?

Flexibility Considerations: Job Requirements

- Full-time coverage, such as phone coverage or help desk
- Participation in a team where everyone must work at the same time
- Heavy workload
- Visibility and networking
- Crisis-oriented
- Physical presence at the work site
- Resources at the work site
- Deadlines requiring quick turnaround
- Accessibility to others, including frequent meetings

Flexibility Considerations: Personal Work Habits

- Managing time
- Setting priorities
- Organized
- Distractibility
- Preferences for working with other people
- Cooperative
- Competitive
- Communication skills
- Documentation skills
- Communication preferences
- Need for guidance from others

Implementation Plan

- Draft Flexibility Policies
- SMG presentation/retreat
- Communicate flexibility opportunities to staff
 - Flexibility proposal kit
- Management training
 - How to evaluate a flexibility proposal
 - Flexibility scenarios

Questions?