Workplace Flexibility: The Next Imperative for Business Success and HR Leadership

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Workflex In the News.....

Yahoo’s telecommuting ban shows Mayer is working

BEST BUY CEO: Here's Why I Killed The 'Results Only Work Environment'

Coveting Not A Corner Office, But Time At Home

July 8, 2013
Today’s Agenda

1.) What is Workplace Flexibility?

2) Why is it So Critical Today?

3) Why is it a Business Imperative?

4) Flex Strategies for Success

5) Case Studies from Sloan Award Winning Companies

6) SHRM / FWI Partnership – When Work Works
What is Workplace Flexibility?
What is Workplace Flexibility?

- Way to define how, when and where work gets done
- How careers are organized
- Effective flexibility works for both employer and employees

- 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
Effective Workplaces

Workflex = Perk

Workflex = Effective Workplace
Why is it So Critical Today?

Work-Life Fit is Complicated

- Time Famine
- Increasing eldercare responsibilities
- Dual-earner families
- More male work-life conflict
- Diverse, multi-generational workforce
Why is it So Critical Today?

Challenge: Time famine

- According to FWI and Princeton University research, employees are increasingly experiencing a feeling of “time famine” or “not enough hours in the day”

- 75% of employed parents feel they don’t have enough time with their children, up from 66 percent in 1992

- 63% of employees in couple relationships feel they don’t have enough time with their husbands, wives or partners, compared with 50 percent in 1992

- 60% of employees feel they don’t have enough time for themselves, up from 55 percent in 2002
Why is it So Critical Today?

Challenge: Increasing eldercare responsibilities

June, 2011, Metlife Study of Caregiving Costs to Working Caregivers:

- Percentage of US adults providing care to a parent has tripled since 1994 and now represents a quarter of adults

- Americans who took time off for elder care suffered losses in wages, pension, and Social Security benefits

- Average individual losses were $324,000 for women and $284,000 for men

- Caregivers aged 50+ were more likely than non-caregivers to report their health as “fair” or “poor”
Why is it So Critical Today?

Challenge: More dual-earner couples

Dual-earner couples
- 79% in 2008
- 66% in 1977

U.S. Workforce
- 50% female
- Mothers primary breadwinners: 4 in 10 families

Education*
- 20.1 million women have bachelor's degrees, compared to nearly 18.7 million men
- Women first passed men in bachelor's degrees in 1996

*US Census Figures
Why is it So Critical Today?

Challenge: More work-life conflict among fathers

Percentage of fathers and mothers in dual-earner couples reporting work-life conflict (1977-2008)

Sources: 1977 QES, 2008 NSCW, FWI
Why is it So Critical Today?

Challenge: Diverse, multi-generational workforce

US workforce aging 40+
- One in five U.S. employees are over 55
- By 2020, older workers will comprise one-quarter of the workforce

4 generations:
- Traditionalists
- Baby Boomers
- Generation X
- Generation Y (Millennials)

- The first group of 77 million Baby Boomers began reaching traditional retirement age of 65 in 2011
- Workforce entrants lack basic skills
Why is it a Business Imperative?

1) Employees are happier, healthier

July 2011, survey by Staples Inc. of telecommuters

- 25% reduction in stress
- 28% increase in happiness
- 80% = better work/life balance
- 76% = put in extra time + more loyal
Why is it a Business Imperative?

2.) Employees are more productive, engaged

SHRM 2009 survey of HR professionals, “Workplace Flexibility in the 21st Century:”

- 67% of respondents thought flexibility positively impacted employee morale, job satisfaction, and engagement
- 32% said telecommuting increased employee productivity, versus only 5% who said it decreased productivity
- 42% said absenteeism decreased among telecommuters, versus 5% who said it increased
Why is it a Business Imperative?

3.) It is a key recruitment and retention tool

August 2010, SHRM-EIU global survey found that C-suite executives believe their two biggest challenges in the coming ten years will be:

1. Retaining and rewarding the best people.
2. Attracting the best people to the organization

SHRM Poll: When HR Professionals were asked what was the best strategy to address these challenges, nearly 60 percent of them indicated, “creating flexible workplaces.”
The Business Case for Flex in Less Than 3 minutes

This video explains why workplace flexibility is essential to ongoing business success.

Available at www.lifemeetswork.com
HR Leadership and Strategies

Challenge: Resistance to flexibility

We’re too small

Our CEO will never go for it

We’re too big

How Do I know they’re working if I can’t see them.

We’re a service business, my customers need attention immediately

I couldn’t possibly hire someone flexibly I need to know I can trust them first

We tried it and a few ruined it for all

It’s just not our culture
HR Leadership and Strategies

10 HR Strategies for Success

1. Recruit top management as flex champions

2. Position flexibility as a business strategy

3. Make the business case, focusing on ROI

4. Develop flexibility for all

5. Build management support
HR Leadership and Strategies

10 HR Strategies for Success

6. Listen to what employees say works best

7. Develop clear guidelines

8. Incent managers to support workflex

9. Track metrics

10. Communicate
Case Study #1 - BDO, LLP

Professional Services, Accounting, Consulting
Wilmington, DE – 32 employees
www.bdo.com; Twitter: @BDO_USA

BDO takes a holistic approach when it comes to creating a supportive work environment where both employee and company needs can thrive. Employees are encouraged to find an individualized flexibility solution that works for them, while pursuing business needs. During the busy season, toolkits provide employees with ideas for reducing stress.
Case Study #2 - Mid-Ohio Regional Planning Commission

Leaders have tried to create a sustainable workplace for employees. Most staff members are able to pick their work schedule, easily flexing the hours during which they work, and employees can make up time instead of using sick hours when they are out sick or need to take care of doctor appointments for themselves or family members.
Case Study #3 - WellStar Health System

Nonprofit Health Organization
Marietta, GA – 11,000 employees
www.wellstart.org  Twitter: @WellStarHealth

- Organization wide FlexWorks program
- Nurses able to self schedule via online tool
- 120 hours of paid parental leave for full-time employees; 60 hours for part-time staff
SHRM / FWI Partnership

www.whenworkworks.org

- Program to educate employers locally about business benefits of flex through community partners
- Share research and employer best practices
- Recognize exemplary employers through the Sloan Award for Excellence in Workplace Effectiveness and Flexibility
When Work Works: 2013 Community Partners

11 Statewide Initiatives:
Arizona · California · Colorado · Illinois · Maryland · Michigan · New Hampshire · Oklahoma · Oregon · Rhode Island · North Carolina
**When Work Works**

Sloan Awards: Application Process

**Round I**

**Employer Questionnaire**

Employers self-nominate by completing a questionnaire about their organization’s flexibility and effectiveness practices at their worksite.

**Round II**

**Employee Questionnaire**

Employees take a brief questionnaire about their access to and use of flexibility and other aspects of an effective workplace, and job jeopardy. A minimum 40% response rate is required.

2014 Sloan Award application opens in January at whenworkworks.org
When Work Works
Guide to Bold New Ideas

- Joint guide with best practices by winners of the Sloan Awards for Excellence in Workplace Effectiveness and Flexibility
- Features innovative practices from 352 employers of all sizes and industries
- Available through the SHRMStore at http://shrmstore.shrm.org/
- Use promo code WFP-12 to get 10% off the price of the Guide
SHRM Workplace Flexibility Resource Page

www.shrm.org/workflex
Questions?

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