

From Research to Action In Workplace Flexibility

Lessons in Bringing about Workplace Change

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Families and Work Institute

National Study of the Changing Workforce:

- Largest, most comprehensive on-going study of U.S. employees and their lives on and off the job



Changing Desires, Behaviors, Experiences and Expectations:

- For the first time, young men and women do not differ in their desires for jobs with more responsibility
- Today, young women with and without children do not differ in their desires for jobs with more responsibility
- Young fathers' time with their children has increased from 2.4 hours to 4.3 hours (1977- 2008) and is approaching young mothers' (5 hours)
- For the first time, fathers are experiencing more work life conflict than mothers
- 1/5 of employees currently provide elder care and 1/ 2 expect to in the next 5 years- and men and women are just as likely to be providing elder care , although men spend less time and provide

Why Flexibility?

- **How widespread are feelings of time famine?**
- **Who has access to flexibility?**
- **How widespread is the use of flexibility?**
- **Does having access to flexibility make a difference?**

How widespread are feelings of time famine?

FINDING: Feelings of time famine are pervasive, and have increased over time.

Source: Families and Work Institute, 2008 National Study of the Changing Workforce

* = These data are from 2002, the first year we asked this question

Who Has Access to Flexibility?

- 1. Choices in Managing Time**
- 2. Flex Time and Flex Place**
- 3. Reduced Time**
- 4. Time Off**
- 5. Culture of Flexibility**

1. Choices in Managing Time

Access Across Different Employee Groups

2. Flex Time and Place

Access Across Different Employee Groups

2. Flex Time and Place (cont'd)

Access Across Different Employee Groups

3. Reduced Time

Access Across Different Employee Groups

3. Reduced Time (cont'd)

Access Across Different Employee Groups

5. Culture of Flexibility

Access Across Different Employee Groups

5. Culture of Flexibility (cont'd)

Access Across Different Employee Groups

The Ideal Worker

Salaried

Married

Men

More educated

Full-time

Higher wages

Parents

Service Industries

Manager/Professional

How widespread is the use of flexibility?

Flex Time and Flex Place

Type of Flexibility	Percent of employees with access to each type of flexibility	Percent of employees with access who actually use each type of flexibility
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How widespread is the use of flexibility?

Time Off

- 62% of employees have access to at least 5 paid days for personal illness
 - 15.4 – Average number of annual paid vacation days entitled to
 - 32% of employees allowed to volunteer during work time
- 1.9 days - Average number of days taken off for personal illness in past three months
 - 89% of those with access say they receive enough paid time off for personal illness
 - 12.9 – Average number of paid

Does Having Access to Flexibility Make a Difference?

1. **Job Engagement by Access to Flexibility**
2. **Job Satisfaction by Access to Flexibility**
3. **Retention by Access to Flexibility**
4. **Overall Health by Access to Flexibility**

Engagement and Results

- **Companies with high engagement scores deliver better results than those with low scores**

- **+ 160%** earnings per share for organizations in the top quartile of employee engagement vs. those with below average engagement Source: *Gallup Management Journal*, June 14, 2007
- **+ 150%** revenue growth for organizations in the top quartile of employee engagement vs. those in the lowest quartile Source: *BusinessWire*, August 14, 2009
- **+ 40%** profitability for Asian companies with higher employee engagement scores vs. those with lower scores Source: *Hewitt Quarterly Asia Pacific*, Vol. 5, Issue 2, July 2007

Does Having Access to Flexibility Make a Difference?

Job Engagement by Access to Flexibility

Does Having Access to Flexibility Make a Difference?

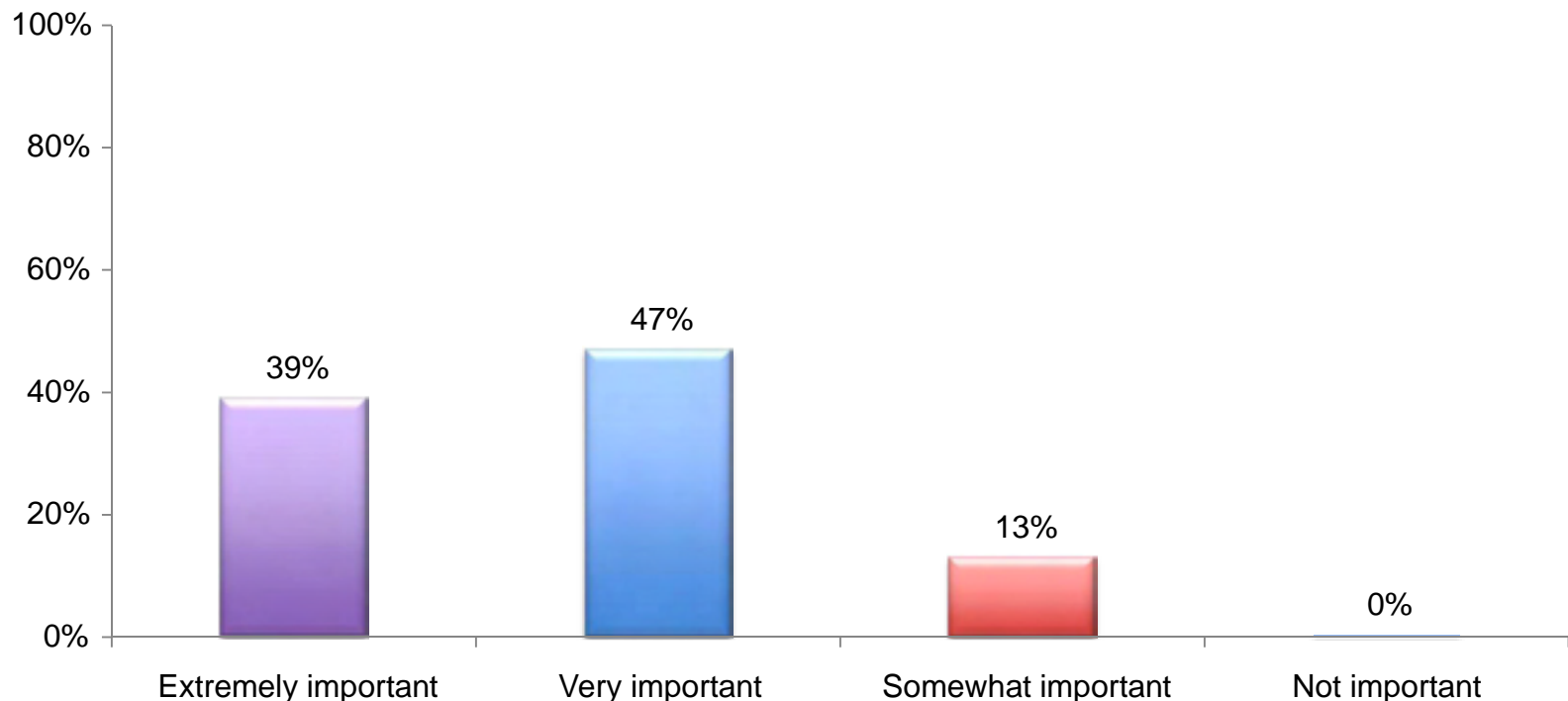
Job Satisfaction by Access to Flexibility

Does Having Access to Flexibility Make a Difference?

Retention by Access to Flexibility

How Important Is Flexibility?

A large majority — 87% — of all wage and salaried employees in the U.S. report that flexibility would be extremely or very important if they are looking for a new job.



Source: Families and Work Institute, 2008 National Study of the Changing Workforce

Does Having Access to Flexibility Make a Difference?

Overall Health by Access to Flexibility

Now to Practice:

How Can a Change Experiment Increase Employees' Access to Workplace Flexibility?

- Families and Work Institutes theory of change
- Designing a project based on this theory of change
- Outcomes and results
- Lessons Learned

FWI's Theory of Change

Principle 1: See your effort in stages from changing awareness to changing behavior to engaging people in action.

Principle 2: Know how people see your issue before you begin.

Principle 3: Know what you want people to do.

Principle 4: Messages are critical.

Designing a Project Based on This Theory of Change

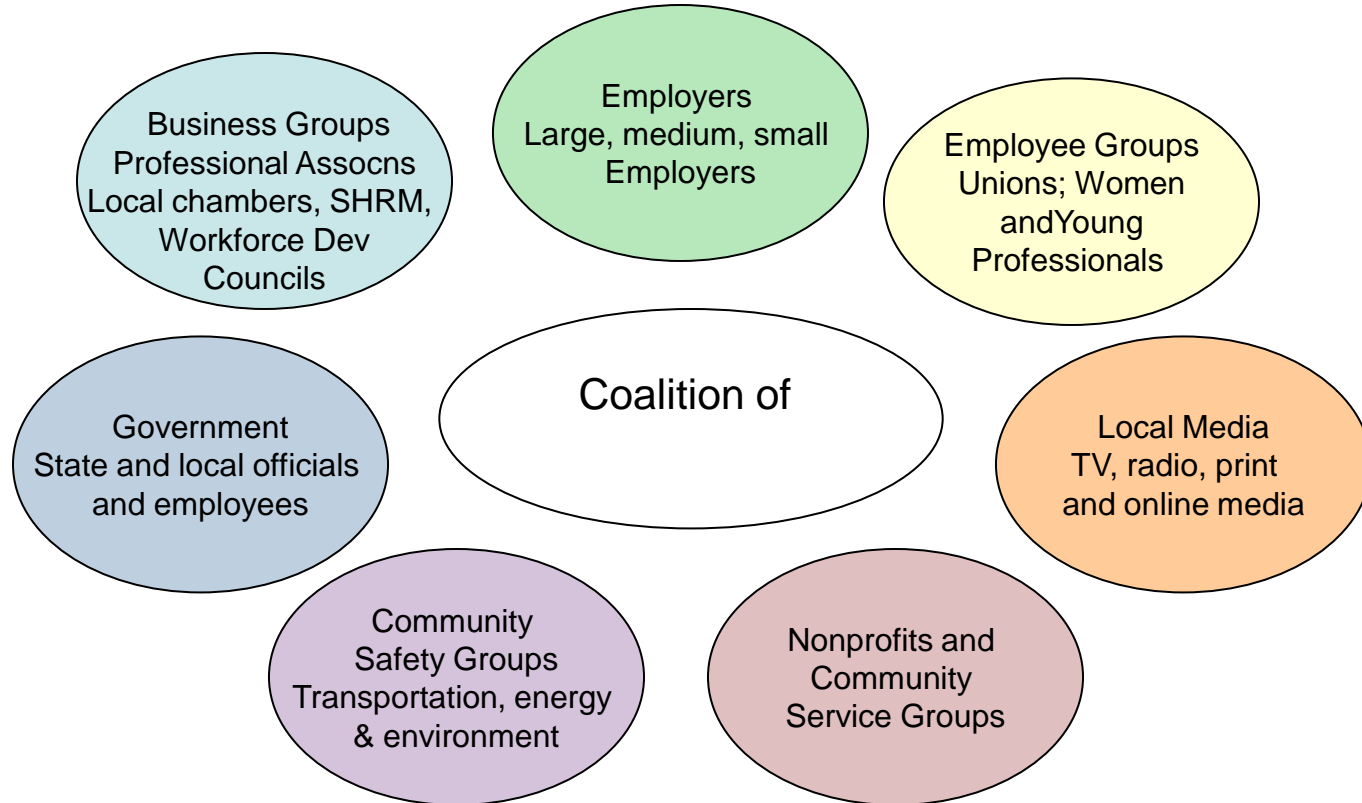
When Work Works:

***A project to translate research on effective
and flexible workplaces into action.***

Designing a Project Based on a Theory of Change

1. Create a coalition of community leaders to serve as champions for workplace flexibility.

This strategy speaks to: *targeting people who have the power to bring about change, recognizing, connecting and assisting them.*



Designing a Project Based on a Theory of Change

2. Provide educational events within the community.

This strategy speaks to *seeing our effort in stages from changing awareness to changing behavior to engaging people in action.*

3. Provide media outreach within the community.

This strategy speaks to *knowing how people see this issue before*

Specifying Outcomes and Measuring Results

1. Grow a Community-Based, Worksite Approach

We are now in 28 communities around the country, including 5 states, representing approximately 30% of the U.S. population.

Specifying Outcomes and Measuring Results

2. Grow the number of employers involved.

- Nearly 1,000 employers and worksites are involved annually through the communities and also through an “at-large” process.

3. Reach small and mid-sized employers.

- In 2010, 37% of Sloan Award applicants are **companies** with under 100 employees in the U.S.; 24% from companies with 100 to 999 employees; and 40% from companies with 1000 or more employees.
- In 2010, 60% of applicants are from **worksites** with fewer than 100 employees; 31% of worksites have 100 to 999 employees; and 9% of worksites have 1000 or more employees.

Specifying Outcomes and Measuring Results

4. Increase and reframe media attention.

- **FWI appeared in the media 1,265 times (more than three times daily) in the 12-month period from July 29, 2009 to July 28, 2010.**
- **Nearly half of these hits were in the top U.S. media markets, including all of the top ten media markets.**
- **The potential viewership of this coverage is 1,360,498,590.**
- **Messages in media have changed.**

Lessons Learned

Lesson 1: Key community leaders across different

Lessons Learned (cont'd)

Lesson 4: To be respected, the awards must be based on a rigorous process; and the criteria must also evolve.

Lesson 5: The awards must be embedded in a process for continual improvement.

Lesson 6: When these conditions are in place and the change experiment is given enough time to mature, then there can be increases in workplace flexibility.

When Work Works has offered an unprecedented opportunity to explore the conditions under which workplaces can be improved by increasing employees' access to workplace flexibility that benefits employers, employees, their children and families and community.

Nota bene

- Aspire to be a Best Place to Work by promoting work life fit
- Ask employees what they need
- Ask employees to come up with the solution
- Beta Test/Metrics- Productivity and customer service
- Manager Training/Talent Management/ Succession Planning
- Create and leverage partnerships - Real Estate and Sustainability teams, community involvement, educational opportunities
- Policies and programs are the floor, but it is the culture of flexibility that makes the difference
- A culture that is not only flexible but inclusive, transparent , collaborative and supportive of innovation
- Flexibility is not a gender or generational issue
- Flexibility is still a privilege- it needs to become a responsibility that helps employers and employees thrive- That is when work works!

Best Practices

- Deloitte - Mass Career Customization and the Corporate Lattice – building sustainable careers – choice around dimensions of career progression- role, place, location/schedule and workload
- PwC – Varying Career Tracks
- Booz Allen Hamilton- Virtual FlexWork Forum for employees and managers
- KPMG – Shared Leave Program for emergencies - 100% of needs for donated time are met by employees
- Comp Time (time off in lieu of overtime) or banking over-time hours for sabbaticals or phased or early retirement
- Barfield, Murphy, Shank & Smith- One month paid sabbatical after 10 years of service for all employees
- Accenture – Future Leave – self funded sabbaticals (banked income)
- Partially paid sabbaticals during low work load periods
- Aerospace, First Horizons – Employee Casual, Phased Retirement

Best Practices

- Capital One, Am Ex, Discovery (\$5M savings in health insurance savings and reduced time away from work) - Onsite health clinics and fitness centers
- Ernst & Young - Leave and Return to Work Mentor
- Grant Thornton - Embed metrics into partner performance management system
- IBM- Focus more on results than process
- U.S. Military - Programs for advancing women
- RMS McGladrey - FlexYear (schedule tracks academic year) and FlexCareer (up to 5 years off for personal reasons with subsidized training for re-entry)
- Jet Blue - whole units working from home with technology and hub office
- Virginia Commonwealth University Health System - onsite adult day services and back-up care, geriatric care manager, intergenerational activities with child care center
- Team management tools (WFD) and common electronic calendars

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United Nations Expert Group Meeting on Flexible Work
New York City, November 10, 2010

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