

The Future of Flexibility

BC Center for Work & Family Executive Briefing Series



This presentation is a companion to the Boston College Center for Work & Family Executive Briefing Series. It is designed to be customized by your organization. Please feel free to cut and paste these slides into your own format, and to use the information provided as a guide to develop your own presentation.

If you do not have a copy of the full Briefing, please email: cwf@bc.edu or visit our website for the briefing and bibliography:

<http://www.bc.edu/content/bc/centers/cwf/research/publications.html#executive>.



- Agile work
- BYOD initiatives
- Mobile offices
- Hotelling, hot desking
- Global and virtual teams

The New Flex Landscape

- To meet increased demands and workload
- To improve health and well-being
- As an attraction, retention, and engagement tool

Why does flexibility matter?



FACTS
~~MYTHS~~

- Telecommuters are less productive
- It's not possible to complete the same amount of work in a compressed workweek
- Job sharing is not realistic

Disproving Common Myths

Organizations

- 88% offer telework
- 82% offer flex time

Individuals

- 31% of full-time workers in the US do most of their work remotely (The Flex + Strategy Group, 2014)
- Usage of flexibility has increased from 71% in 2009 to 78% in 2013 (Working Mother, 2013)

Who offers flexibility, and who uses it?

- Increased Retention
- Increased Job satisfaction
- Attraction of talent
- Greater innovation, quality, customer retention
Increased revenue generation

What is the ROI?

- Business needs
- IT concerns and costs; concerns over data security
- Traditional organizational cultures
- Individual concerns
- Manager concerns

Barriers to implementation and usage

- Publicize success stories
- Provide incentives for teleworking
- Offer training on how to be a successful flexible worker
- Provide training and tools for managers
- Present the business case for flexible work

How do we overcome them?

- 85% of non-exempt employees report that having flexibility to manage work and life would be “extremely” or “very” important when looking for a job (FWI, 2011)
- Non-exempt workers are less likely to have access to flexible work arrangements(FWI, 2011)
- Challenges include coverage needs, scheduling demands, manager concerns

Non-Exempt Workers

Strategies

- | | |
|---|--|
| • Provide schedules in advance | • Create a relief pool |
| • Ask for employee input into schedules | • Rotate weekend hours |
| • Promote cross-training | • Offer downtime leave |
| • Implement a computerized self-scheduling system | • Offer job skills training and advancement programs |

Strategies for Non-Exempt Workers

Flexibility solutions for non-exempt workers:

- Cross training
- Online scheduling
- Flex Coupons
- Shift swapping
- Downtime without pay
- At-Home Agents positions
- Fixed scheduling available

Best Practice: Marriott International

Manager-Initiated Flexibility

- Engage leadership teams in evaluating the feasibility of “Flex” for their organizations
- Flexible work arrangements are proactively offered by managers to employees
- Turnover for all employees utilizing flexible arrangements was 41% less than the company-wide average

Best Practice: State Street

e-Working (work from home) Program

- Enables more than 20% of associates in specific roles to work seamlessly from home on a full-time basis
- Associates can reduce commuting time and expenses and support a healthy work-life balance
- For BCBSMA, e-Working helps reduce administrative expenses, supports disaster readiness efforts, and is environmentally responsible

Best Practice: BCBSMA

Flexibility Ambassador Program

- The Ambassadors champion flexibility through training sessions and networking events, encouraging open dialogue, sharing success stories and promoting fair and consistent use of flexibility
- They help achieve annual Flexibility goals and objectives and share feedback on program effectiveness, best practices and new approaches
- Key outcome: 90% of Finance employees surveyed in 2012 in the U.S. reported they have the flexibility they need

Best Practice: Johnson & Johnson

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- Conversations are about results, not hours or work locations
- Systems and measurements are aligned to support meaningful discussions about results and accountability
- Individuals and teams respect and support each other through effective communication, collaboration, and consideration
- Results: reduced turnover, higher employee morale, higher client satisfaction

Best Practice: Ryan LLC

- Communication
- Metrics
- Culture Change
- Executive Champions
- Organization Priorities and Strategic Initiatives
- Team Engagement

How do you sustain your
commitment to flexibility?

Contact us!

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