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SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Four Day Work Weeks and Flexible Work Arrangements

NCSL Labor and Economic Development Committee -- Lisa Horn – April 9, 2010

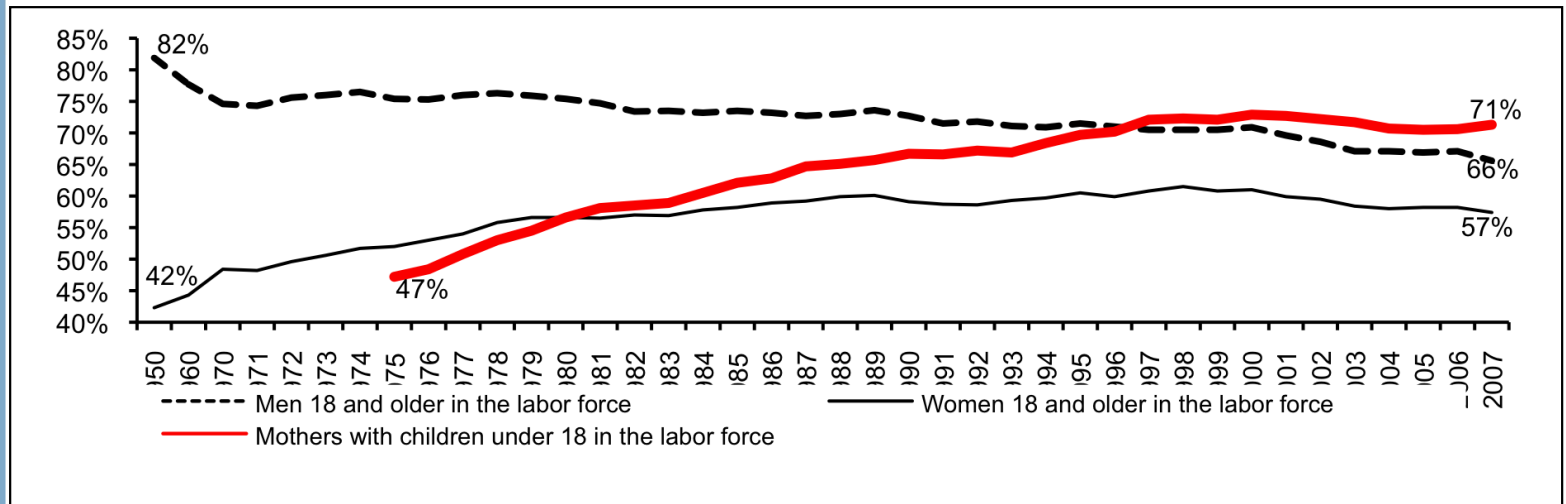
“Research has revealed a profound mismatch between the antiquated setup of today’s workplaces and the needs of an increasingly diverse workforce. The only way to address these problems is to rethink the way we work.”



Dr. Kathleen Christensen
Director, Work Force and
Working Families Program,
The Alfred P. Sloan Foundation

It is well known that the labor force participation by Mothers has increased substantially and significantly in recent years, but the upward trend is striking

The labor force participation by women with children under 18



Fathers are now experiencing more work-family conflict than mothers

Percentage of Fathers and Mothers in Dual-Earner Families Reporting Work-Life Conflict in 1977 - 2008



“Flexible Work Arrangements alter the time and/or place that work is conducted. FWAs provide flexibility in the:

- Scheduling of hours worked and arrangements regarding overtime, predictable scheduling, and shift and break schedules;
- Amount of hours worked; and
- Place of work.”

Workplace Flexibility 2010

- **Telecommuting** – employees work remotely from a designated satellite work center or remotely from other locations, typically their home, anywhere from one day a week to full time
- **Flextime** – employees choose their work hours within limits established by the employer (with or without core hours)
- **Compressed workweek** – full-time employees work longer days for part of the week or pay period in exchange for shorter days, or a day off, each week or pay period
- **Part-time/reduced-hours schedule** – employees work less than full-time and are paid less accordingly
- **Phased retirement** – employees reduce schedule and/or responsibilities prior to full retirement
- **Results-Oriented Work Environment** – employees are paid for results (output) rather than the number of hours worked

“It’s not that people don’t want to work hard. It’s that people need to work differently. It’s a way to be more competitive in an economy that is changing at an incredibly faster rate.”



*Anne C. Weisberg
Talent Director, Deloitte*

Flexible Work Arrangements Offered by Organizations			
	Formally	Informally	Neither
Part-time/reduced-hours schedules	47%	11%	42%
Telecommuting from other locations	38%	22%	40%
Flextime with "core hours"	35%	16%	49%
Compressed workweek	26%	12%	62%
Transition period part time	21%	15%	64%
Break arrangements	15%	16%	69%
Shift flexibility	14%	9%	77%
Flextime, "core hours" do not apply	13%	17%	70%
Telecommuting from a satellite location	12%	14%	74%
Job-sharing	8%	3%	89%
Phased retirement	8%	7%	85%
Part-year work	7%	2%	91%
Alternating location	3%	4%	93%

(n = 511) Note: The data in this table represent organizations that formally or informally offer flexible work arrangements to any of their employees. Source: Workplace Flexibility in the 21st Century (SHRM, 2009)

Positive Impact of Formal Flexible Work Arrangements					
	Negative Impact	Somewhat Negative Impact	Neutral Impact	Somewhat Positive Impact	Positive Impact
The quality of employees' personal/family life	0%	1%	6%	25%	68%
Employee morale/job satisfaction/engagement	0%	1%	7%	24%	67%
Employee retention	0%	2%	10%	22%	67%
Employee commitment to organization	0%	2%	12%	33%	53%
Ability to attract employees	0%	1%	24%	23%	52%
Employee productivity	0%	3%	17%	36%	44%
Overall company culture	1%	3%	21%	32%	44%
Public image of being an employer of choice	0%	2%	29%	28%	41%
Employee job autonomy	0%	1%	25%	38%	36%
Employee absenteeism rates	0%	2%	28%	37%	33%
The quality of employees' work	0%	1%	30%	35%	33%
Support for corporate social responsibility (CSR) practices	0%	1%	42%	25%	32%
Employee health and wellness	1%	2%	39%	27%	31%
Employee diversity	0%	0%	58%	15%	26%
Customer/client satisfaction	0%	4%	53%	18%	24%
Support for a 'green' workplace philosophy/practice	1%	1%	53%	22%	23%
Employee career attainment/progression	0%	7%	45%	25%	22%
Perception of fairness among employees that don't have FWAs	7%	24%	42%	15%	12%

(n = 230–312) Note: The data in this figure represent organizations that formally offer one or more flexible work arrangements to any of their employees. HR professionals who responded "don't know" were excluded from the analysis. Source: Workplace Flexibility in the 21st Century (SHRM, 2009)

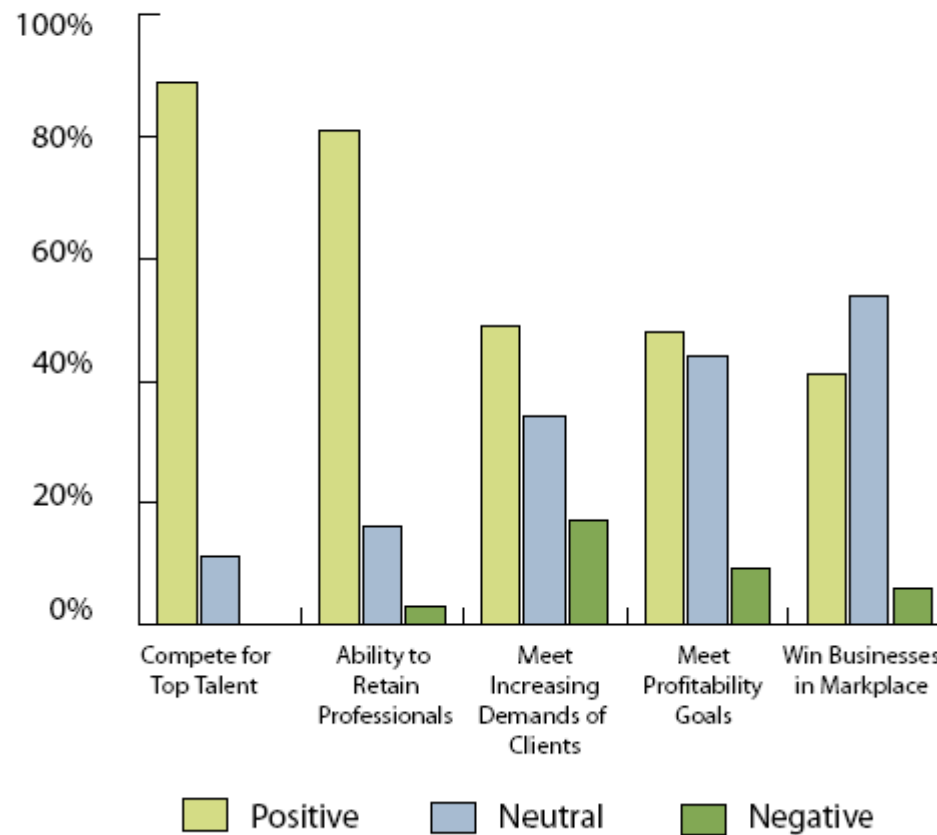
Factors Important to the Success of Formal Flexible Work Arrangements				
	Not at all Important	Somewhat Unimportant	Somewhat Important	Very Important
Support/buy-in from top management (e.g., executive level, C-suite)	0%	3%	10%	87%
Commitment from employee to make it work (e.g., following the rules of policy)	1%	1%	12%	86%
Suitability of job for flexible work	1%	3%	12%	84%
Business needs allow for FWAs (e.g., sufficient staff resources, demand for services 24/7)	1%	4%	13%	82%
Employee understanding of how policy/practice/program works	1%	2%	20%	78%
Support/buy-in from employee's line manager/supervisor	2%	2%	19%	77%
Supportive organizational culture (e.g., openness to change)	1%	3%	31%	64%
Employee interest in/knowledge of policy/practice/program	1%	3%	34%	62%
Organizational consistency in policy/practice/program implementation (e.g., not left solely to discretion of line manager/supervisor)	2%	9%	34%	56%
Organizational consensus on policy/practice/program design	2%	10%	49%	38%
Gradual implementation of policy/practice/program (e.g., it was piloted with a small group)	17%	20%	35%	28%

(n = 299–306) Note: The data in this table represent organizations that formally offer one or more flexible work arrangements to any of their employees and rated the success of flexible work arrangements as “somewhat successful” or “very successful.” Source: Workplace Flexibility in the 21st Century (SHRM, 2009)

Obstacles Experienced With Formal Flexible Work Arrangements			
	Overall (n = 403)	Differences Based on Organization Staff Size	Differences Based on Organization Sector
Suitability of job for flexible work	41%	-	-
Business needs do not allow for FWAs (e.g., insufficient staff resources)	29%	Medium > small	Publicly owned for-profit organization > nonprofit organization
Inconsistency in policy/practice/program implementation (e.g., left to discretion of line manager/supervisor)	27%	-	-
Lack of support/buy-in from top management (e.g., executive level, c-suite)	27%	Medium > small	-
Difficulties with managing employees with FWAs (e.g., schedules and work)	20%	-	-
Unsupportive organizational culture (e.g., resistant to change)	19%	Large > small	-
Lack of support/buy-in from employees' line manager/supervisor	17%	Large > small	-
Gaining organizational consensus on policy/practice/program design	15%	-	-
Policy/practice/program is not well established	15%	-	-
Lack of employee understanding about how policy/practice/program works	10%	-	-
Lack of commitment from employee to make it work (e.g., not following the rules of policy)	8%	-	-
Legal concerns (e.g., compliance with employment laws)	7%	-	-
Employee concern about job security if they utilize FWAs	4%	-	-
Lack of employee interest in/knowledge of policy/practice/program	3%	-	-
Employee concern about career attainment/progression if they utilize FWAs	3%	-	-
Policy/practice/program was not gradually implemented (e.g., it was not piloted with a small group)	1%	-	-
N/A, my organization has not experienced any obstacles with FWAs	21%	Small > large	-
Other	5%	-	-

Note: Percentages do not total 100% as respondents were allowed to select up to five choices. A dash (-) indicates that no statistically significant differences were found. Source: Workplace Flexibility in the 21st Century (SHRM, 2009)

Effect of Flexible Work Arrangements on the Firm's Abilities
Deloitte Flexibility Survey, Manager Responses



Source: Deloitte Flexibility Survey, Manager Responses



First lady Michelle Obama speaks at the White House Council on Women and Girls Forum on Workplace Flexibility in the Eisenhower Executive building in Washington March 31. She and President Obama urged companies to offer flexible work arrangements, such as work from home, as part of a broader push to help middle-class families.

Jason Reed/Reuters

- Encourage greater access to and use of FWAs
- Provide tools and resources to employers to develop FWAs
- Remedy potential legal obstacles to offering FWAs
 - ✓ Telework and tax consequences
 - ✓ Bi-weekly workweeks and the FLSA
 - ✓ Phased retirement programs and ERISA/IRC
 - ✓ Team scheduling and the NLRA



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