

**NSCW**

**2008**

# **From Research to Action In Workplace Flexibility**

## **Lessons in Bringing about Workplace Change**

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**Families and Work Institute**

United Nations Expert Group Meeting on Flexible Work

New York City, November 10, 2010



## National Study of the Changing Workforce:

- Largest, most comprehensive on-going study of U.S. employees and their lives on and off the job
- It builds on the Department of Labor's 1977 Quality of Employment Survey
- Has been conducted by Families and Work Institute in 1992, 1997, 2002 and 2008
- Total sample comprises 3,502 wage and salaried employees
- 2008 response rate was 54.6%. Completion rate was 99.0%
- Sample error is +/- 1%

## Changing Desires, Behaviors, Experiences and Expectations:

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- 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 less direct care
- Gen Xers report that they have more control over their work schedules than any other generation except Matures, but are the least likely to feel that their schedule/shift meets their needs. Generational expectations regarding flexibility differ.

- Source: 1977 Quality of Employment Study; 2008 NSCW; 2010 The Elder Care Study

## **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?

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- 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

CHOICES IN MANAGING TIME	ALLOWED COMPLETE/A LOT OF CONTROL OVER SCHEDULE	IT IS VERY TRUE THAT THEIR SCHEDULE/SHIFT MEETS THEIR NEEDS
<b>TOTAL</b>	<b>37%</b>	<b>62%</b>
<b>Gender</b>		
Male		
Female		
<b>Parental Status</b>		
Parent		
Non Parent		
<b>Generation</b>	<b>**</b>	<b>***</b>
Gen Y	42%	56%
Gen X	34%	61%
Baby Boomer	35%	65%
Mature	45%	76%
<b>Educational Level</b>	<b>***</b>	
High School/GED or Less	34%	
Some Post-Secondary	34%	
4 Year Degree or More	42%	
<b>Full-time / Part-time</b>	<b>***</b>	
Full-time job	35%	
Part-time job	45%	

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p< .01; \*\*\* = p< .001

# 1. Choices in Managing Time (cont'd)

## Access Across Different Employee Groups

CHOICES IN MANAGING TIME	ALLOWED COMPLETE/A LOT OF CONTROL OVER SCHEDULE	IT IS VERY TRUE THAT THEIR SCHEDULE/SHIFT MEETS THEIR NEEDS
<b>TOTAL</b>	<b>37%</b>	<b>62%</b>
<b>Industry</b>	***	
Goods Producing	29%	
Service Industries	39%	
<b>Occupation</b>	***	***
Manager/Professional	43%	65%
Other	33%	60%
<b>Union Status</b>	***	**
Union	18%	57%
Non-Union	41%	64%
<b>Hourly/Salaried</b>		
Hourly		
Salaried		
<b>Marital Status</b>		**
Spouse/Partner		64%
All other Arrangements		58%
<b>Annual Wages</b>	**	
Less than \$25K	37%	
\$25K-\$39,999	34%	
\$40K-\$64,999	29%	
More than \$65K	47%	

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p< .01; \*\*\* = p< .001



## 2. Flex Time and Place

# Access Across Different Employee Groups

FLEX TIME AND FLEX PLACE	ALLOWED TRADITIONAL FLEX TIME	ALLOWED TO WORK SOME REGULAR PAID HOURS AT HOME
<b>TOTAL</b>	45%	16%
<b>Gender</b>	**	***
Male	48%	19%
Female	41%	13%
<b>Parental Status</b>		
Parent		
Non Parent		
<b>Generation</b>		***
Gen Y		7%
Gen X		20%
Baby Boomer		17%
Mature		20%
<b>Educational Level</b>	***	***
High School/GED or Less	37%	6%
Some Post-Secondary	42%	11%
4 Year Degree or More	57%	34%
<b>Full-time / Part-time</b>		***
Full-time job		18%
Part-time job		8%

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p < .01; \*\*\* = p < .001

## 2. Flex Time and Place (cont'd)

### Access Across Different Employee Groups

FLEX TIME AND FLEX PLACE	ALLOWED TRADITIONAL FLEX TIME	ALLOWED TO WORK SOME REGULAR PAID HOURS AT HOME
<b>TOTAL</b>	45%	16%
<b>Industry</b>	**	**
Goods Producing	39%	12%
Service Industries	46%	17%
<b>Occupation</b>	***	***
Manager/Professional	57%	31%
Other	38%	9%
<b>Union Status</b>	***	***
Union	27%	9%
Non-Union	49%	18%
<b>Hourly/Salaried</b>	***	***
Hourly	40%	8%
Salaried	56%	33%
<b>Marital Status</b>		***
Spouse/Partner		20%
All other Arrangements		8%
<b>Annual Wages</b>	***	***
Less than \$25K	34%	4%
\$25K-\$39,999	37%	9%
\$40K-\$64,999	45%	15%
More than \$65K	63%	41%

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p < .01; \*\*\* = p < .001

### 3. Reduced Time

## Access Across Different Employee Groups

REDUCED TIME	Full-timers who could arrange to work part time in their current position if desired	Part-timers who could arrange full time in their current position if desired
<b>TOTAL</b>	37%	92%
<b>Gender</b>	**	
Male	34%	
Female	41%	
<b>Parental Status</b>		**
Parent		87%
Non Parent		95%
<b>Generation</b>	***	
Gen Y	51%	
Gen X	38%	
Baby Boomer	30%	
Mature	57%	
<b>Educational Level</b>	***	
High School/GED or Less	43%	
Some Post-Secondary	36%	
4-Year College Degree+	32%	
<b>Full-time / Part-time</b>		
Full-time job		
Part-time job		

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p < .01; \*\*\* = p < .001

### 3. Reduced Time (cont'd)

## Access Across Different Employee Groups

REDUCED TIME	Full-timers who could arrange to work part time in their current position if desired	Part-timers who could arrange full time in their current position if desired
<b>TOTAL</b>	37%	92%
<b>Industry</b>	***	***
Goods Producing	27%	69%
Service Industries	40%	94%
<b>Occupation</b>	***	
Manager/Professional	33%	
Other	41%	
<b>Union Status</b>	***	
Union	27%	
Non-Union	40%	
<b>Hourly/Salaried</b>	***	
Hourly	43%	
Salaried	26%	
<b>Marital Status</b>	***	
Spouse/Partner	33%	
All other Arrangements	47%	
<b>Annual Wages</b>	**	
Less than \$25K	57%	
\$25K-\$39,999	38%	
\$40K-\$64,999	32%	
More than \$65K	29%	

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p< .01; \*\*\* = p< .001

## 4. Time Off

# Access Across Different Employee Groups

TIME OFF	RECEIVE AT LEAST 5 PAID DAYS FOR PERSONAL ILLNESS	HAVE PAID VACATION DAYS
<b>TOTAL</b>	62%	78%
<b>Gender</b>		***
Male		82%
Female		73%
<b>Parental Status</b>	***	**
Parent	67%	80%
Non Parent	59%	76%
<b>Generation</b>	***	***
Gen Y	52%	63%
Gen X	65%	83%
Baby Boomer	66%	82%
Mature	56%	70%
<b>Educational Level</b>	***	***
High School/GED or Less	55%	73%
Some Post-Secondary	58%	80%
4 Year Degree or More	76%	82%
<b>Full-time / Part-time</b>	***	***
Full-time job	68%	86%
Part-time job	37%	41%

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p< .01; \*\*\* = p< .001

## 4. Time Off (cont'd)

# Access Across Different Employee Groups

TIME OFF	RECEIVE AT LEAST 5 PAID DAYS FOR PERSONAL ILLNESS	HAVE PAID VACATION DAYS
<b>TOTAL</b>	<b>62%</b>	<b>78%</b>
<b>Industry</b>	***	
Goods Producing	48%	
Service Industries	66%	
<b>Occupation</b>	***	***
Manager/Professional	76%	85%
Other	55%	74%
<b>Union Status</b>	***	
Union	72%	
Non-Union	60%	
<b>Hourly/Salaried</b>	***	
Hourly	55%	
Salaried	77%	
<b>Marital Status</b>	***	
Spouse/Partner	65%	
All other Arrangements	57%	
<b>Annual Wages</b>	***	
Less than \$25K	41%	
\$25K-\$39,999	62%	
\$40K-\$64,999	72%	
More than \$65K	77%	

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p< .01; \*\*\* = p< .001

## 5. Culture of Flexibility

### Access Across Different Employee Groups

CULTURE OF FLEXIBILITY	STRONGLY/SOMEWHAT DISAGREE THAT EMPLOYEES WHO ASK FOR FLEXIBILITY ARE LESS LIKELY TO GET AHEAD IN THEIR JOBS OR CAREERS
<b>TOTAL</b>	<b>61%</b>
<b>Gender</b>	**
Male	48%
Female	41%
<b>Parental Status</b>	
Parent	
Non Parent	
<b>Generation</b>	***
Gen Y	55%
Gen X	60%
Baby Boomer	64%
Mature	75%
<b>Educational Level</b>	***
High School/GED or Less	54%
Some Post-Secondary	63%
4 Year Degree or More	69%
<b>Full-time / Part-time</b>	
Full-time job	
Part-time job	

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* =  $p < .01$ ; \*\*\* =  $p < .001$

## 5. Culture of Flexibility (cont'd)

### Access Across Different Employee Groups

CULTURE OF FLEXIBILITY	STRONGLY/SOMEWHAT DISAGREE THAT EMPLOYEES WHO ASK FOR FLEXIBILITY ARE LESS LIKELY TO GET AHEAD IN THEIR JOBS OR CAREERS
<b>TOTAL</b>	<b>61%</b>
<b>Industry</b>	***
Goods Producing	54%
Service Industries	63%
<b>Occupation</b>	***
Manager/Professional	69%
Other	57%
<b>Union Status</b>	
Union	
Non-Union	
<b>Hourly/Salaried</b>	**
Hourly	59%
Salaried	66%
<b>Marital Status</b>	***
Spouse/Partner	64%
All other Arrangements	56%
<b>Annual Wages</b>	***
Less than \$25K	56%
\$25K-\$39,999	62%
\$40K-\$64,999	63%
More than \$65K	68%

Source: Families and Work Institute, 2008 National Study of the Changing Workforce  
 Statistical significance for relationships depicted in table: \*\* = p < .01; \*\*\* = p < .001



# 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
<b>Traditional flex time</b> (can choose own start and end schedules)	45%	79%
<b>Daily flex time</b> (can make short notice schedule changes) and use it... Several times a month to every week or more often	84%	11%
About once a month or less		70%
Never		19%
% allowed to work <b>compressed weeks</b> and sometimes do it	36%	46%
% who <b>mainly work at home</b>	NA	3%
% who are allowed to <b>work some regular paid hours at home</b> and sometimes do it	16%	64%

# 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 vacation days taken in the last year
- 4.8 hours – Average number of hours per week spent volunteering

# Does Having Access to Flexibility Make a Difference?

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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**

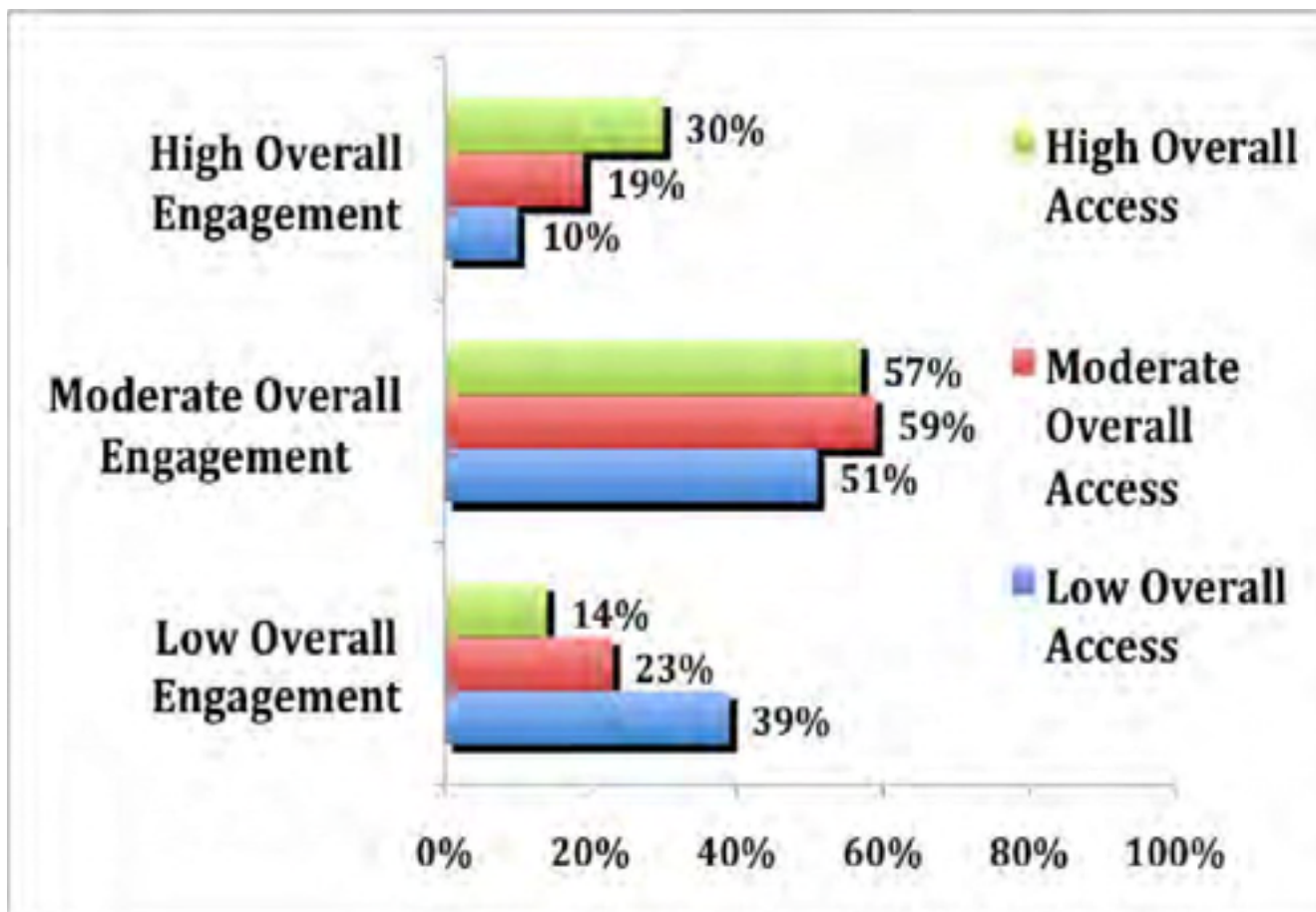
# Engagement and Results

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

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- **+ 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

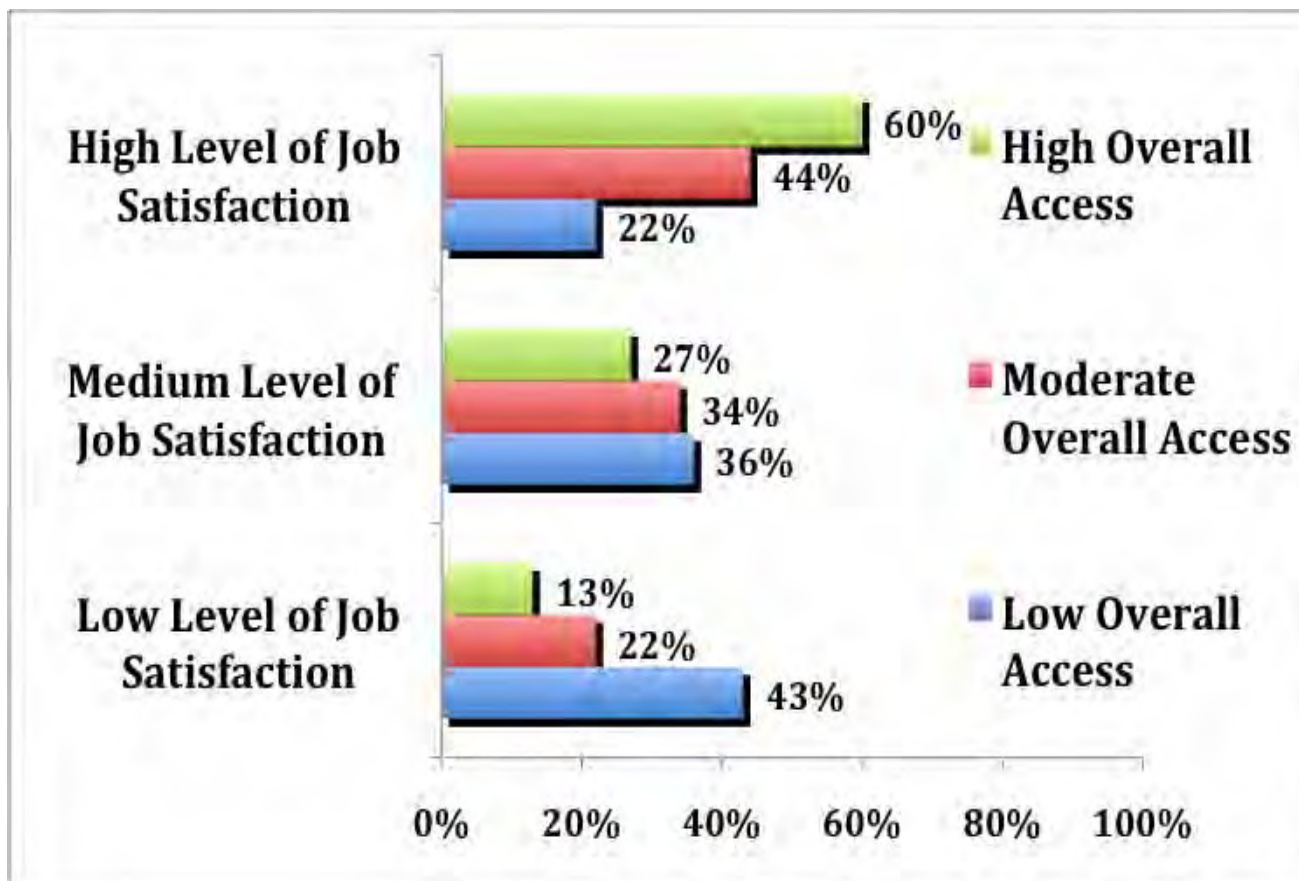
# Does Having Access to Flexibility Make a Difference?

## Job Engagement by Access to Flexibility



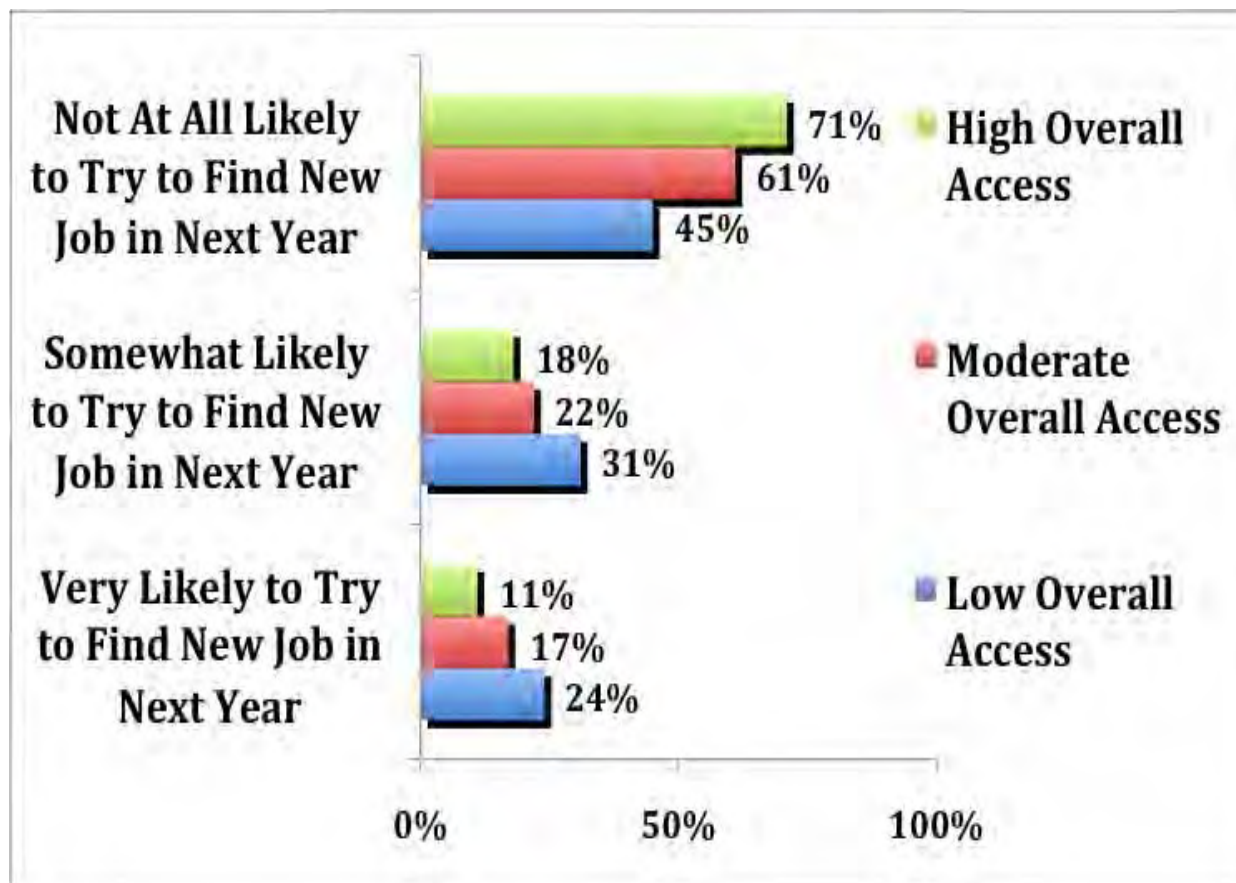
# Does Having Access to Flexibility Make a Difference?

## Job Satisfaction by Access to Flexibility



# Does Having Access to Flexibility Make a Difference?

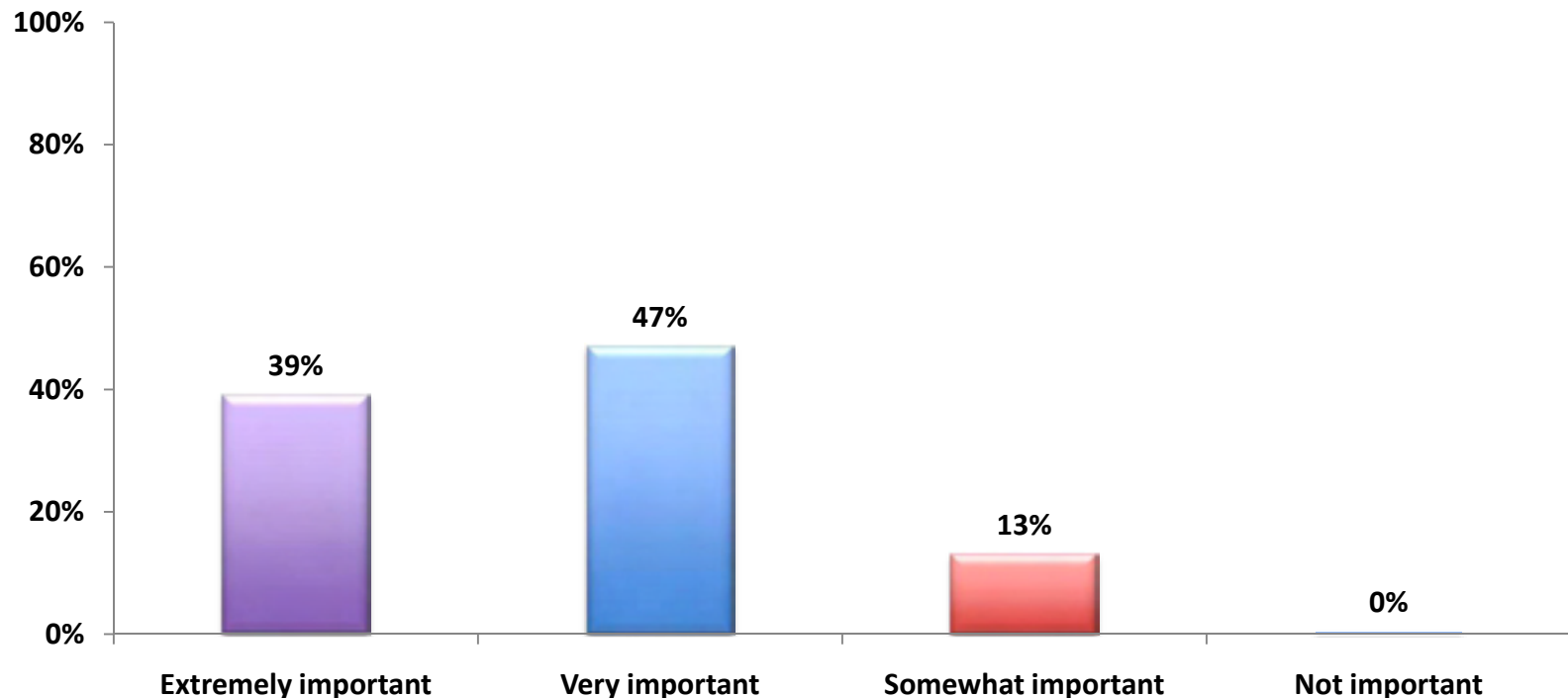
## Retention by Access to Flexibility





# How Important Is Flexibility?

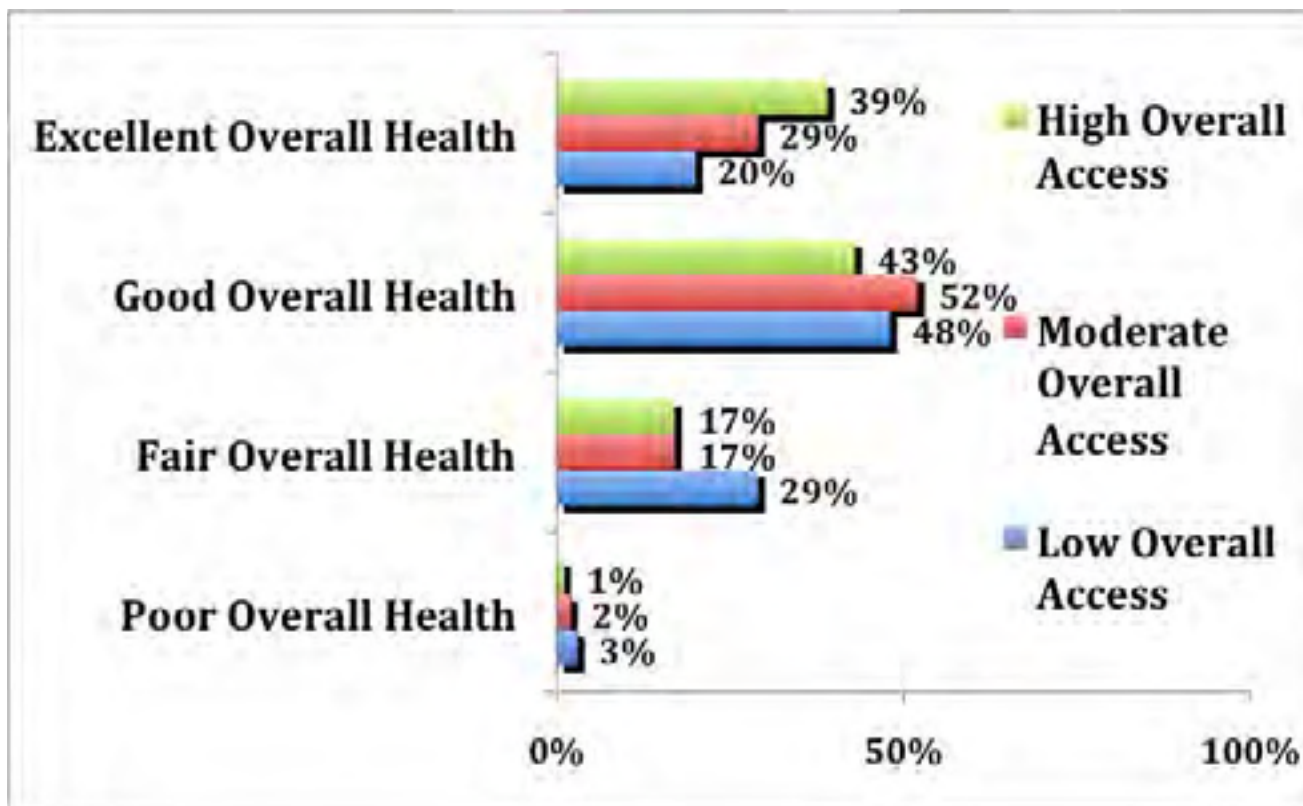
A large majority — 87% — of all wage and salaried employees in the U.S. report that flexibility would be “extremely” or “very” important if they are looking for a new job.



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:***

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

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

# FWI's Theory of Change

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**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.

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## FWI's Theory of Change (cont'd)

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**Principle 5:** Unexpected messengers also make a difference.

**Principle 6:** Target the people who have the power to bring about change—recognize, connect, and assist them.

**Principle 7:** Take advantage of opportunities as they arise.

**Principle 8:** Detail expected outcomes, assess results and make change.

# Designing a Project Based on This Theory of Change

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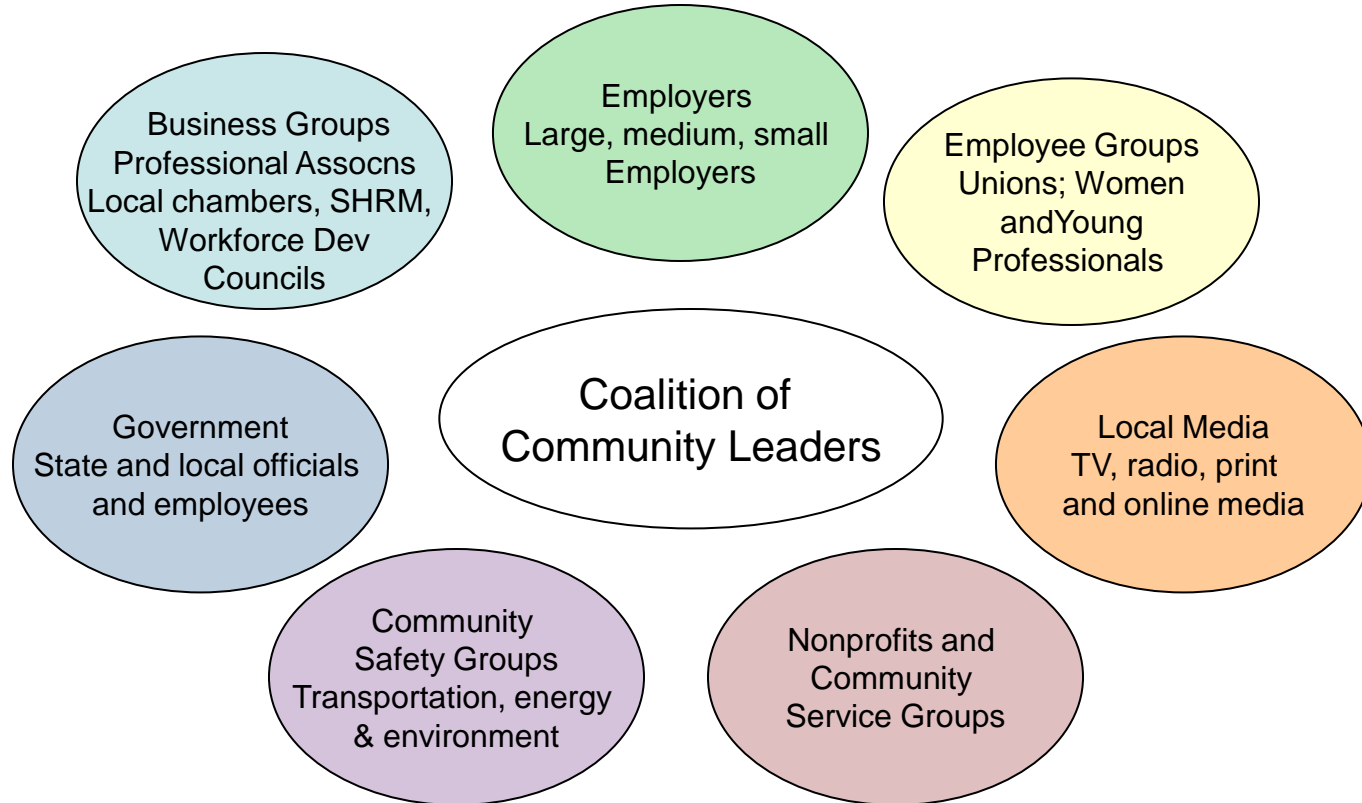
## ***When Work Works:***

***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 we began.*

## **4. Implement the Alfred P. Sloan Award for Business Excellence in Workplace Flexibility.**

This strategy speaks to the strategy of *knowing what you want people to do.*



# Specifying Outcomes and Measuring Results

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**This strategy is based on the principle of:**  
***Detailing expected outcomes, assessing results and making changes.***

# 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

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**Lesson 1:** Key community leaders across different sectors need to direct the effort locally.

**Lesson 2:** These leaders are committed to improving workplaces in order to address an important local community challenge.

**Lesson 3:** Workplace flexibility is framed as one component of effective workplaces that can address these community challenges.

# Lessons Learned (cont'd)

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**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.

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***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

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- 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

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- 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

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- 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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## **From Research to Action In Workplace Flexibility Lessons in Bringing about Workplace Change**

**Carol J. Bryce-Buchanan**

United Nations Expert Group Meeting on Flexible Work

New York City, November 10, 2010

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