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3

A GUIDE TO  
**WORK  
SCHEDULES**

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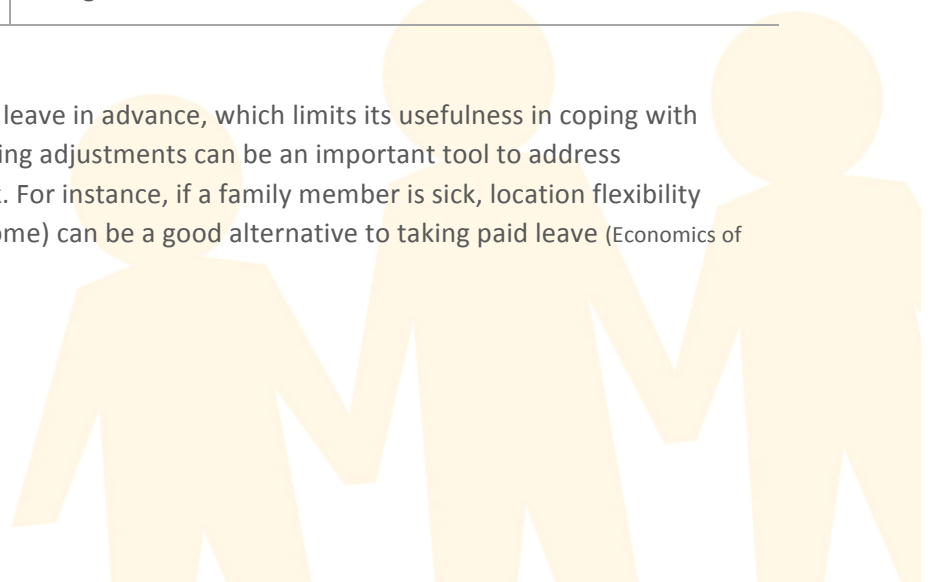
## HOW DO EMPLOYERS BENEFIT FROM FAMILY FRIENDLY POLICIES?

Scheduling adjustments and ability to change location of work may be another important tool to help workers balance work and family responsibilities. This results in happier employees with higher productivity and loyalty to the workplace.

### Family Friendly Pinellas Recognizes Four Work Scheduling Policies

POLICY TYPE	DEFINITION
<b>FLEXIBLE WORK SCHEDULING</b>	Adjustable scheduling that varies from the regular 9-5 workdays, such as four ten-hour days or other schedules to accommodate personal commitments or conflicts.
<b>JOB SHARING</b>	Job sharing is when two or more part-time employees share one full time position.
<b>TELECOMMUTING</b>	Telecommuting includes working from a remote location at least some of the time.
<b>PREDICTABLE SCHEDULING</b>	Predictable scheduling provides employees at least two weeks notice of work schedules and/or premium pay for changes in work schedules made with short notice.

Often, employees have to request leave in advance, which limits its usefulness in coping with unexpected emergencies. Scheduling adjustments can be an important tool to address unexpected issues outside of work. For instance, if a family member is sick, location flexibility (allowing workers to work from home) can be a good alternative to taking paid leave (Economics of Paid Leave, 2014).





## What are the benefits to employers of Flexible Scheduling?

- In a survey of two hundred human resource managers, two-thirds cited family-supportive policies, including flexible schedules, as the single most important factor in attracting and retaining employees. (Williams, 2001)
- Moreover, 9 out of 10 Americans believe that employers should try to offer workers flexibility to meet their families' needs, so long as the work gets done. More than half of workers think that they could do their job better if they were allowed a more flexible schedule. (Economics of Pain Leave, Pg 8. Harris Poll of 4,096 U.S. adults (aged 18+), conducted online May 27-30, 2014)
- Employers that have implemented a flextime schedule often find it easier to retain their top performers. The increased satisfaction with the workplace often results in lowered turnover and less employee burn out. Likewise, happy employees make for more productive employees (and more profit for companies).

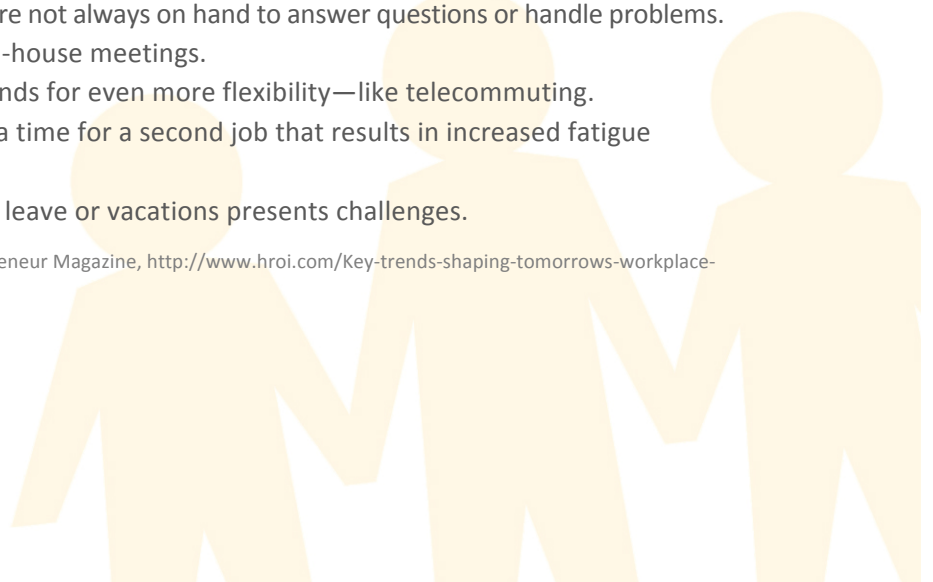
Working parents find flextime allows for more involvement with their children's schools and the ability to juggle an active family life without sacrificing income or productivity at work. Employees without children still benefit, as they have the ability to break up their work week, allowing for the scheduling of doctor's appointments, college courses, or other types of personal enrichment.

### WHAT ARE THE COSTS AND CHALLENGES OF FLEXIBLE SCHEDULING?

Some employers find that the scheduling limitations flextime presents are hard to overcome. If your business requires team meetings or collaborative work sessions, flextime may leave you missing key players of your team. Trying to find a time when everyone you need to attend a meeting is available can be difficult with rotating or constantly changing schedules. Establishing a fair system for choosing shifts is imperative for flextime to be successful.

- Challenging to manage—supervisors cannot always see when work is being done.
- Bosses or supervisors are not always on hand to answer questions or handle problems.
- Difficult to schedule in-house meetings.
- May give rise to demands for even more flexibility—like telecommuting.
- Workers may use extra time for a second job that results in increased fatigue and safety risks.
- Covering work for sick leave or vacations presents challenges.

Source: The Fort Worth Star-Telegram. Entrepreneur Magazine, <http://www.hroi.com/Key-trends-shaping-tomorrows-workplace-Flextime>





## FAMILY FRIENDLY PINELLAS BUSINESS TOOLKIT

### HOW ARE THESE CHALLENGES OVERCOME?

Allowing employees to oversee and coordinate projects so that they can communicate directly with others involved can minimize communication challenges with last-minute use of flextime and reduces burden on managers. Having ground rules about flexible schedules to set up as many regular schedules as possible helps people cover work and meetings. If, for example, you know that two employees are always off-site Wednesday afternoons, this helps others plan around that.

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## What do businesses say about flexible scheduling?

### SUN MICROSYSTEMS, INC.

**Company profile:** "An innovative industry leader in servers, storage, software and services with a 100 percent focus on network computing."

**What they offer:** 40 percent of Sun employees participate in the company's "Open Work" program, in which they have the freedom to work flexible hours and off-site. Employees in the Open Work program averaged more than a 34 percent gain in productivity and gave the program a satisfaction rating of over 80 percent on metrics that track work/life balance.

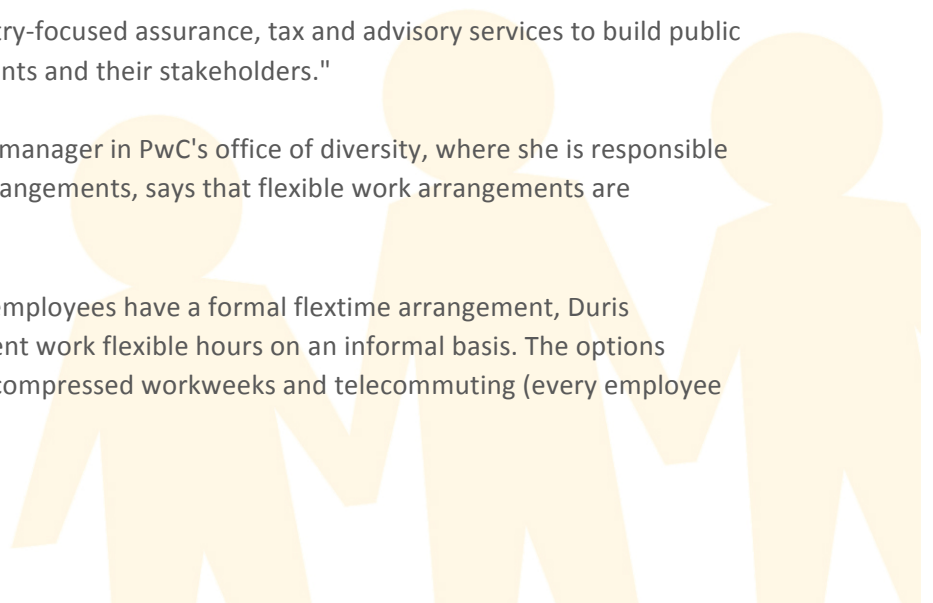
Richard Jordan reports that Sun employees who work from home score the highest of all employees in performance ratings, followed by employees who work flexible hours, and then employees who work in the office.

### PRICEWATERHOUSECOOPERS

**Company profile:** "Provides industry-focused assurance, tax and advisory services to build public trust and enhance value for its clients and their stakeholders."

**What they offer:** Jennifer Duris, a manager in PwC's office of diversity, where she is responsible for Worklife and Flexible Work Arrangements, says that flexible work arrangements are "available to all staff."

While just over 6 percent of PwC employees have a formal flextime arrangement, Duris estimates that more than 40 percent work flexible hours on an informal basis. The options available include: flextime hours, compressed workweeks and telecommuting (every employee is given a laptop).





## FAMILY FRIENDLY PINELLAS BUSINESS TOOLKIT

### **BEST BUY CO., INC.**

**Company profile:** "A specialty retailer of consumer electronics, personal computers, entertainment software and appliances."

**What they offer:** 60 percent of the employees at Best Buy's corporate campus participate in Results-Only Work Environments (ROWE), with nearly 75 percent predicted involvement by March 2007.

As part of the ROWE program, the hours of the workday are not defined. Employees and management have the autonomy to complete their work wherever and whenever they choose as long as they achieve set results.

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## What are the benefits of job sharing?

According to the Job Share Project (2011), 67% of managers and 94% of job sharers believe it has a positive impact on clients. It has also been shown to work well with senior management roles. More females take advantage of it than males. It is great way to retain good employees; 87% of job sharers report that the ability to job share meant the difference between staying with a company or leaving (Pg 42, The job Share Project, 2011). Many jobs that are offered to part-time employees are not interesting to many high performing or more senior level managers, job sharing allows employees to maintain the high-level work, but with ample time away to take care of life outside of the office and maintain focus when present at work. It can also be a great way to keep older employees on staff while they wind down toward retirement. Their leadership and experience is a benefit to the company that can be prolonged with job sharing. The Society for Human Resource Management (SHRM) reported on a 2006 study in which the second most important contributor to work satisfaction (behind compensation) for 30-40 year old women are work/life balance and flexible work opportunities. Job sharing was still underutilized at that time, but of the survey respondents participating in job sharing, 96% said they had the flexibility they need, compared with 77% for the rest of the workplace respondents (Miller, 2007).

### **WHAT ARE THE CHALLENGES OF JOB SHARING?**

Job sharing typically does cost the business more. Management overhead costs such as paying for overlapping time, doubling training costs and the deployment of two people on an assignment are all cost considerations identified by managers of job sharers. Managers acknowledge that job sharing could take longer to set up and take additional overhead to manage, however, most managers felt that it was a worthwhile investment. (The Job Share Project Report, Pg 27 & 41).





### HOW TO MAKE IT WORK

A recent study in the UK, USA, Australia and New Zealand, businesses named the keys to successful job sharing to be:

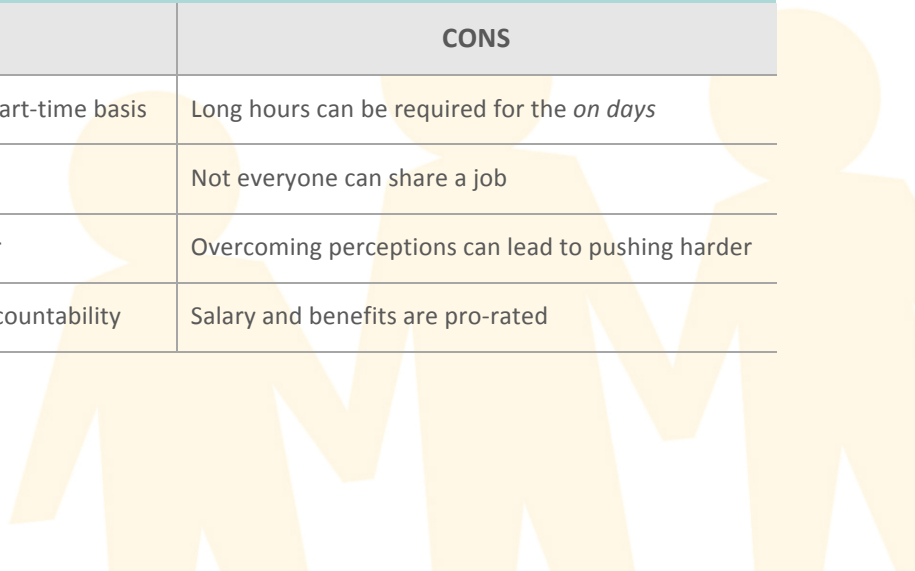
1. Trust
2. Clear, constant, communication
3. Handover execution
4. Complementary skills
5. Shared vision and values
6. Flexibility

SOURCE: The Job Share Project Report, Pg 22

## PROS AND CONS OF JOB SHARING

EMPLOYERS	
PROS	CONS
Retaining and progressing talent	Additional salary and benefits
Continuity to cover holidays, sickness and leave	Systems and equipment (desk, computer)
Two heads and a wider range of skills and experience are available	Additional training and development
Increased energy and productivity	Management overhead and possible delays
INDIVIDUALS	
PROS	CONS
The ability to work in a big role on a part-time basis	Long hours can be required for the <i>on days</i>
Job satisfaction and continuity	Not everyone can share a job
Maintaining and progressing in career	Overcoming perceptions can lead to pushing harder
Ability to <i>switch off</i> and hand over accountability	Salary and benefits are pro-rated

SOURCE: The Job Share Project (March 2011)





## What do businesses say about job sharing?

### CASE STUDY #1: EXPERIMENT WITH THE ARRANGEMENT TO FIND WHAT WORKS

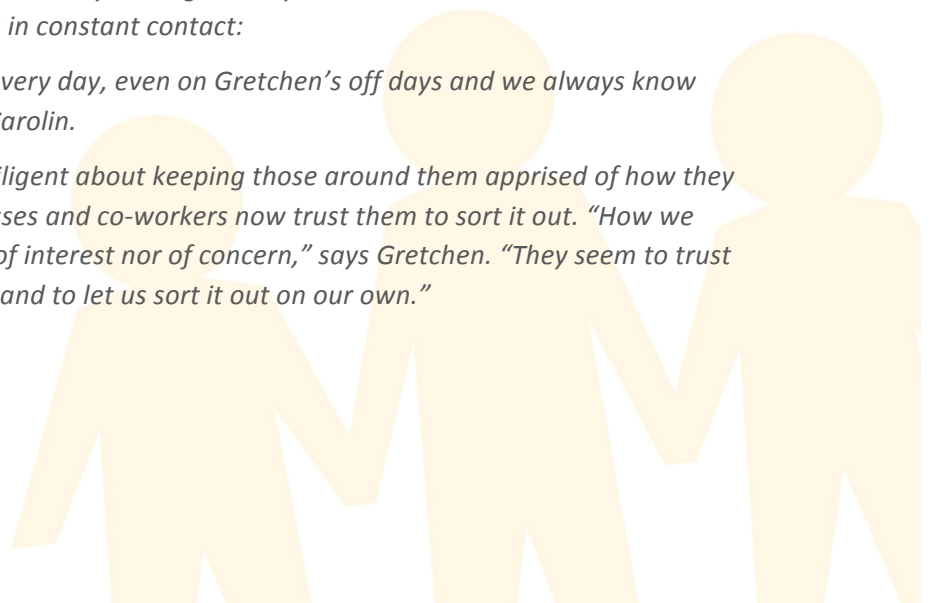
*Gretchen Anderson had been working as a consultant to the Katzenbach Center at Strategy& for a few months when the opportunity to take on the role of center director came up. Gretchen was excited about the opportunity but she was a new mother, and only wanted to work 50% time. Fortunately, another consultant who had been with the firm for almost eight years, Carolin Oelschlegel, was also interested in the position. She was based in London and had recently started working 80% time for lifestyle reasons — “there are so many things I wanted to do outside of work and I wanted the time to do them,” she says.*

*Gretchen and Carolin spoke once by phone and each had a strong sense that they would work well with the other so agreed to put their collective hat in the ring (each dedicating 50% to the role). Such job-share arrangements are not common at Strategy&, but the leaders at the Katzenbach Center were eager to make it happen. Initially, they thought they could split the work by region: Gretchen could cover North America and Carolin would take Europe. But they soon realized that this division felt artificial and ineffective. Next, they tried working on the same projects, passing them back and forth, but that didn’t feel efficient either. Eventually, they decided to carve out two buckets of work: immediate requests from client teams, which required a response within 24–48 hours, and longer term projects.*

*Immediate requests are now resolved by whoever is available and online at the time. For the longer term projects, they collectively designate a lead who can bounce the work back to her partner as necessary, relying on the other’s feedback and re-allocating when demands shift or projects end. They manage this hybrid between the “twins” and “islands” model by staying in constant contact:*

*“We’re in touch by email every day, even on Gretchen’s off days and we always know where the other is,” says Carolin.*

*While they were initially diligent about keeping those around them apprised of how they divided the work, their bosses and co-workers now trust them to sort it out. “How we divide our work is neither of interest nor of concern,” says Gretchen. “They seem to trust that things will happen — and to let us sort it out on our own.”*





## FAMILY FRIENDLY PINELLAS BUSINESS TOOLKIT

*There have been unexpected benefits to sharing the job as well. For example, since their time is limited, they both push each other to focus on the most important priorities. “We have two peoples’ judgment call on what really needs to get done,” Gretchen says.*

SOURCE: How to Make a Job Sharing Situation Work, Harvard Business Review, 2013, Amy Gallo.

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## What are the benefits of telecommuting?

The Remote Collaborative Worker Survey in 2015 found that teleworkers are more productive and less likely to take time off work – even when sick (Wright, A. 2015). Flexible work arrangements are increasing and can increase employee satisfaction and performance when implemented with thought and clear guidelines. Telework seems to have more positive impacts than other flexible work arrangements. In addition to some of the benefits of other flexible work arrangements, telecommuting is correlated with increased flexibility, increased performance, employee/employer satisfaction and economic savings (Martinez-Sanchez, et al. 2008). Despite the positive findings, fewer than 9% of workers say they telecommute up to half of the time in a typical month (Jones, J. 2015).

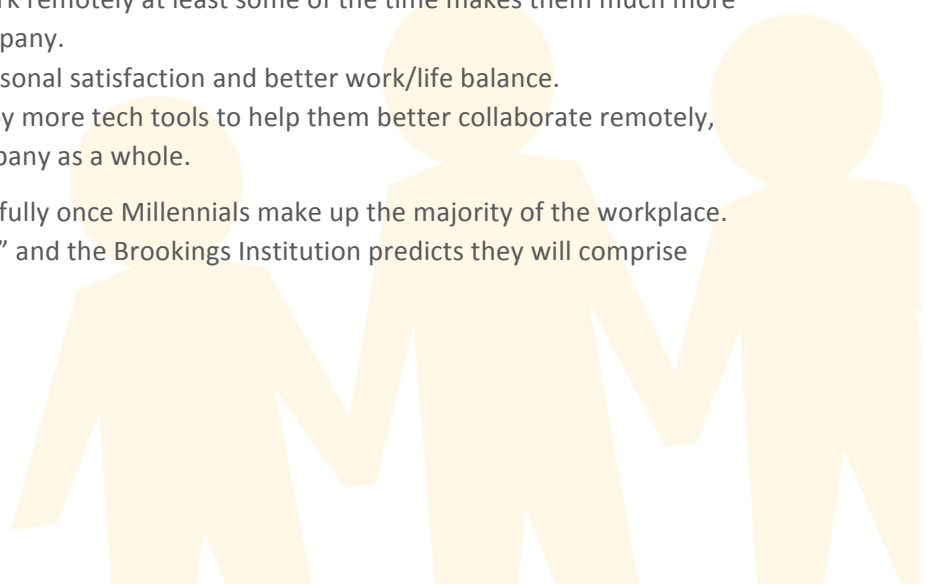
According to Global Workplace Analytics:

- 95% of employers say telework has a high impact on employee retention
- 46% of organizations that permit telework say it reduces attrition
- Teleworkers typically return to work faster following medical issues or surgery
- Several global companies said that telecommuting employees are more productive than their in-office counterparts (i.e. Compaq, American Express)

According to the 2015 Remote Collaborative Worker Survey:

- Telecommuters reported saving \$5,240 per year in expenses such as day care, transportations, lunch and dry cleaning.
- 50% said being able to work remotely at least some of the time makes them much more likely to stay with the company.
- Other benefits include personal satisfaction and better work/life balance.
- Telecommuters also deploy more tech tools to help them better collaborate remotely, which could help the company as a whole.

Telework may be embraced more fully once Millennials make up the majority of the workplace. “They will want work/life balance,” and the Brookings Institution predicts they will comprise 75% of the workforce by 2025.







## WHAT ARE THE CHALLENGES OF TELECOMMUTING?

Telecommuting is a promising practice for organizations, but there are a few caveats.

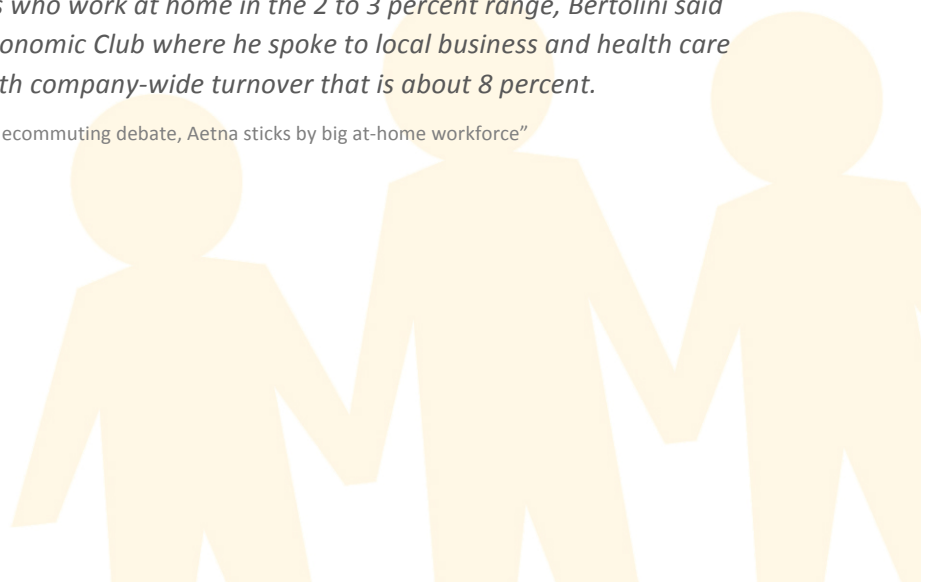
- It seems to work best with core employees, or full time, long term employees.
- Like other flexible work arrangements, it must be supported by management, but there is evidence to suggest telecommuting increases employee and organizational performance (Martinez-Sanchez, et al, 2008).
- Studies show that it has a positive impact on productivity, performance, job satisfaction and depression (Lautsch, B., et al, 2009; Martinez-Sanchez, et al, 2008).
- Perceptions of psychological control over flexibility also relate to lower work-family conflict, turnover, and depression (Kossek, E.E., et al 2006). It shows increased satisfaction with work-family balance only if clear boundaries are set.
- Although some studies show telecommuting to have positive impacts on turnover intentions, other studies find it to have no impact (Kossek, E.E., et al 2006).

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## What do businesses say about telecommuting?

*Of health insurer Aetna's 35,000 employees, 14,500 do not have a desk at Aetna, a move that the company's top executives, CEO Mark Bertolini and national business chief Joseph Zubretsky, have said helps cut costs in real estate. Another almost 2,000 people work from home a few days a week, putting teleworkers at 47 percent of its total. Through telecommuting, the company has cut 2.7 million square feet of office space at \$29 a square foot, for about \$78 million in cost savings a year including utilities, housekeeping, mail service and document shredding. The company has built a culture around it. When CEO Bertolini, an admitted technophile, does his quarterly company-wide address, Aetna's employees don't dial into a conference call, they watch a video conference. Another benefit of teleworking is retention, with annual voluntary turnover for those Aetna employees who work at home in the 2 to 3 percent range, Bertolini said this week at the Detroit Economic Club where he spoke to local business and health care leaders. That compares with company-wide turnover that is about 8 percent.*

SOURCE: Reuters.com February 28, 2014 "In telecommuting debate, Aetna sticks by big at-home workforce"





## What are the benefits of predictable scheduling?

Unpredictable and unstable schedules among lower wage workers, means that many workers receive their schedules at the last minute, days or hours before they are to work; have little input into their schedules; the timing of their shifts fluctuates from week-to-week; and the number of hours they receive rises and falls unexpectedly (along with their paychecks). Many workers are juggling the demands of their jobs while also caring for families, working more than one job, and going to school. For these workers, volatile scheduling practices make maintaining an already delicate balance of work, family, education, and more, nearly impossible. Their challenges have ripple effects, touching children, communities, and the economy (SOURCE: CLASP: Policy solutions that work for low-income people). Irregular scheduling has been shown to exacerbate work-family conflict, and can be minimized by predictable schedules (Economic Policy Institute Briefing Paper #394, 2015).

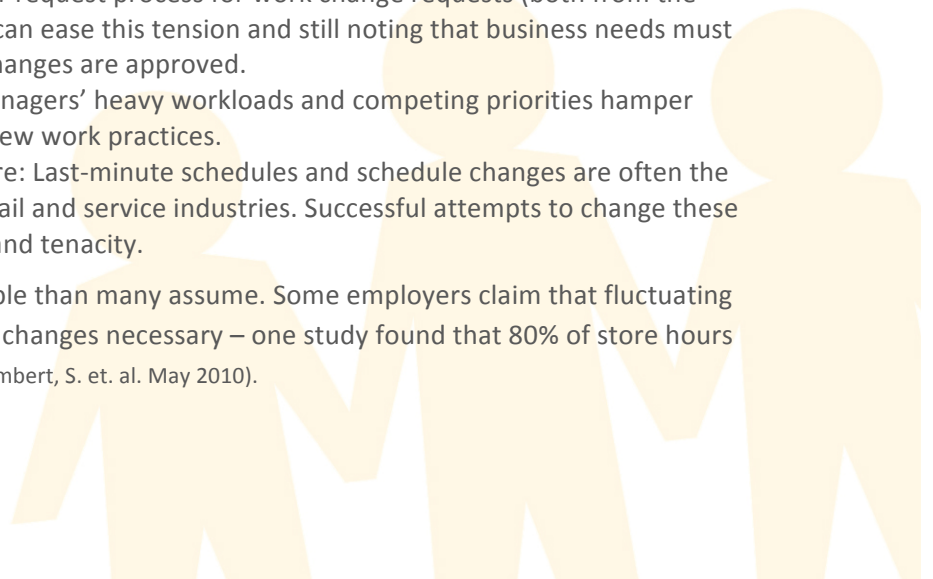
### FAIR SCHEDULING PRACTICES ARE GOOD FOR THE BOTTOM LINE

- When hourly workers have workplace flexibility, productivity increases and absenteeism decreases (Richman, A et. al., 2009);
- Accommodating employees' scheduling needs significantly reduced turnover (Boushey, H., 2012, Lambert S et. al & Warhurst, Chris, et.al., 2012);
- Flexibility promotes employee engagement and reduces operation costs (Swanberg, J. et. al. 2004, Harvard Business Review, 2012).
- Cross training employees can be an effective strategy for enabling scheduling stability – when it is slow in one area, train workers in another area (Lambert, S. et. al. June 2010).

### WHAT ARE THE CHALLENGES OF PREDICTABLE SCHEDULING?

- Viewing predictable scheduling as a business tool, rather than an entitlement: Managers express concern that once employees have a set schedule in place, they treat it as an entitlement. Having a clear request process for work change requests (both from the employer and employee) can ease this tension and still noting that business needs must be met before schedule changes are approved.
- Management support: Managers' heavy workloads and competing priorities hamper their ability to introduce new work practices.
- Changing workplace culture: Last-minute schedules and schedule changes are often the norm, especially in the retail and service industries. Successful attempts to change these kinds of norms take time and tenacity.

Staffing needs are much more stable than many assume. Some employers claim that fluctuating demand makes constant schedule changes necessary – one study found that 80% of store hours remain stable week after week (Lambert, S. et. al. May 2010).





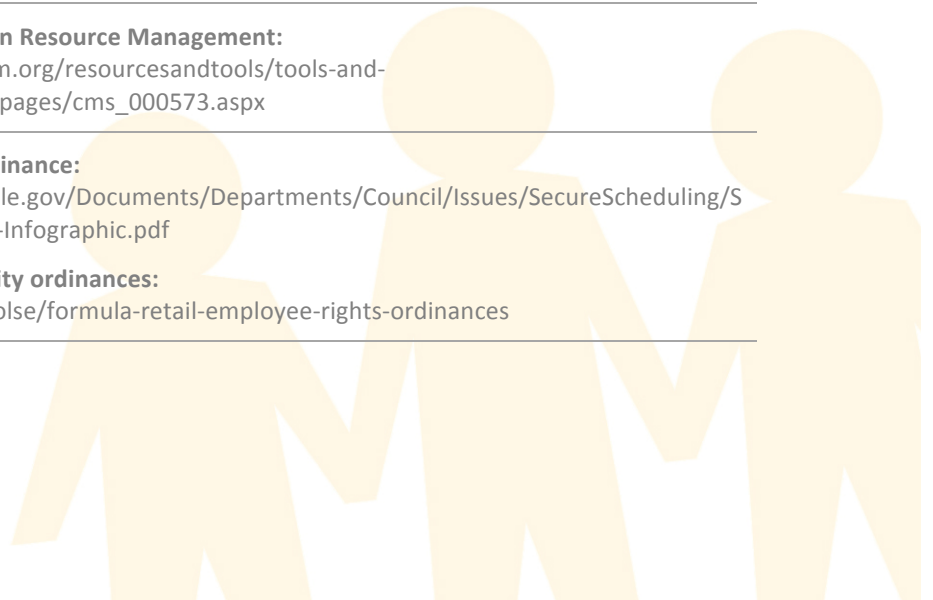
## What do businesses say about predictable scheduling?

*At Equal Exchange, we believe in making our workers a central part of decision-making processes— this belief applies not only to business decisions but also to job scheduling. Two-thirds of our workforce is salaried. These workers enjoy consistent schedules and have wide latitude to request flexibility to accommodate other aspects of their lives. Our cafe managers work with baristas, who are hourly employees, to schedule shifts around their other obligations, allowing for considerable employee input into the scheduling process. On the production side of our business, employees work very consistent schedules from week to week and we never send anyone home early, unless they request it. If a machine breaks down, we simply assign workers to another task. All workers deserve to be treated with respect by their employers— something that far too often is lacking in lower-wage jobs. We support the Schedules that Work Act because we believe fair scheduling is an important facet of responsible business practices.”*

—Rob Everts, Co-Executive Director, Equal Exchange (West Bridgewater, MA)

### Sample Work Schedules Policies

<b>FLEXIBLE WORK SCHEDULES</b>	<b>Society for Human Resource Management:</b> <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/cms_000593.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/cms_000593.aspx</a>
<b>JOB SHARING</b>	<b>Scottish Government:</b> <a href="http://www.gov.scot/Publications/2015/07/1952/7">http://www.gov.scot/Publications/2015/07/1952/7</a> <b>Civil employee job share policy (UK):</b> <a href="https://www.gov.uk/government/publications/civil-service-employee-policy-guide-to-job-sharing">https://www.gov.uk/government/publications/civil-service-employee-policy-guide-to-job-sharing</a>
<b>TELE-COMMUTING</b>	<b>Society for Human Resource Management:</b> <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/cms_000573.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/cms_000573.aspx</a>
<b>PREDICTABLE SCHEDULING</b>	<b>Seattle’s City Ordinance:</b> <a href="http://www.seattle.gov/Documents/Departments/Council/Issues/SecureScheduling/Secure-Scheduling-Infographic.pdf">http://www.seattle.gov/Documents/Departments/Council/Issues/SecureScheduling/Secure-Scheduling-Infographic.pdf</a> <b>San Francisco’s City ordinances:</b> <a href="http://sfgov.org/olse/formula-retail-employee-rights-ordinances">http://sfgov.org/olse/formula-retail-employee-rights-ordinances</a>





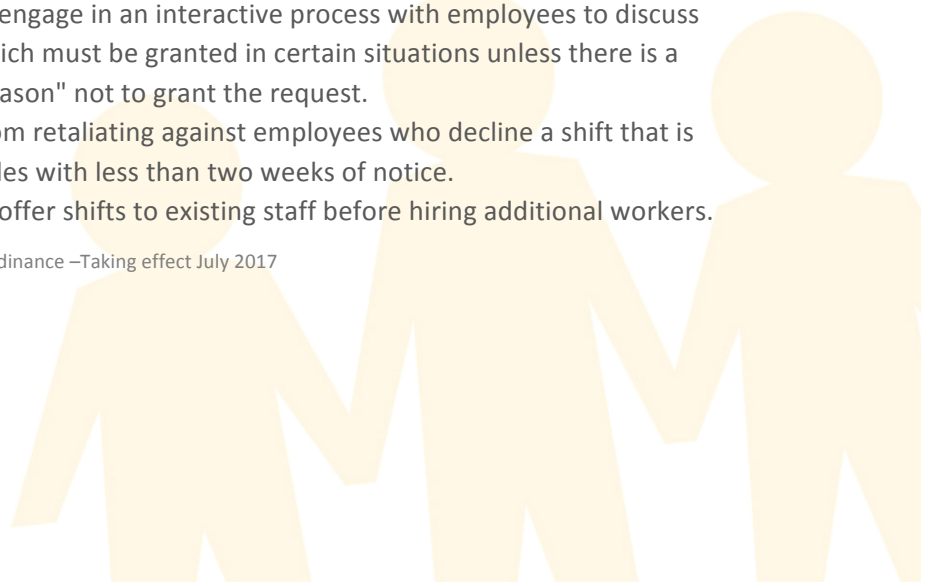
## What do companies need to do to adopt and implement family friendly work schedule policies?

- **Find out more about what your employees actually need.** Flexibility is not one-size-fits-all; it must be tailored to your employees. Consider conducting internal surveys or focus groups facilitated by an outside/neutral party.
- **Inform senior-level management about the business case for workplace flexibility.** Buy-in from top-level management is critical in order to modify workplace practices. One way to 'pitch' workplace flexibility is to inform management of the benefits workplace flexibility can have on employee engagement and retention.
- **Establish a workplace flexibility committee.** Creating a culture of workplace flexibility is not easy. Consider establishing a committee to define or expand flexibility policies for hourly workers in your organization. Try to recruit committee members who best represent the diversity of your organization (senior management, front line supervisors, employees from different departments).
- **Consider technology to assist with schedule changes.** New apps that are gaining popularity and praise allow staff to trade shifts or sign up for extra shifts without making the manager the middleman. This empowers employees and removes the burden from managers. 7Shifts is designed specifically for restaurants, and Myshyft is another widely used scheduling app used by companies such as Starbucks, McDonald's and Gap. These even alert an employee if their request will push them to exceed forty hours in the week, requiring manager approval before the change is accepted (Washington Center for Equitable Growth, 2016).

### CONSIDER A POLICY THAT WOULD

- Allow employees to request their preferred schedule and location.
- Require employers to engage in an interactive process with employees to discuss schedule requests, which must be granted in certain situations unless there is a "bona fide business reason" not to grant the request.
- Prohibit employers from retaliating against employees who decline a shift that is added to their schedules with less than two weeks of notice.
- Require employers to offer shifts to existing staff before hiring additional workers.

SOURCE: Modeled after the City of Seattle's Ordinance –Taking effect July 2017





## FAMILY FRIENDLY PINELLAS BUSINESS TOOLKIT

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