

WORKPLACE FLEXIBILITY 2010

Scheduling Challenges

- **Unpredictable work schedules**
- **Inability to get enough hours**
- **Lack of meaningful input into work schedules**
- **Early morning, night, evening, weekend work hours**

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Some of the Potential Negative Consequences

- Inability to meet caregiving obligations
- Unstable child care and transportation
- Difficulty holding down a second job or pursuing job training
- Difficulty accessing work supports
- Missing work and losing pay
- Fluctuations in income/inability to get enough income or work hours to qualify for benefits
- Job loss, UI implications
- Negative health outcomes for children and parents

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Flexible Work Arrangements

A flexible work arrangement includes:

1. **Flexibility in the scheduling of hours worked:** for example, alternative work schedules; and/or some degree of control and predictability over scheduling of hours, including overtime, shift and break schedules
2. **Flexibility in the amount of hours worked:** such as part-time work, job shares, phased retirement or part-year work
3. **Flexibility in the place of work:** such as working at home or at a satellite location, or at different locations at different times

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The FWA Policy Platform

1. Launch a national campaign to make FWAs compelling to both employers and employees
2. Provide employers and employees with the tools and training they need to make FWAs a standard way of working
3. Support innovations in FWAs; learn from those efforts; and disseminate lessons learned
4. Lead by example by making the federal government a model FWA workplace
5. Build an infrastructure of federal, state and community players to implement the preceding four prongs.

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Make the Case: Create a National Campaign for FWAs

- Market the business case
- Recognize exemplary companies through awards, seals of approval and benchmarking
- Research and report on how FWAs improve employees' labor force attachment and workforce stability

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Lay the Groundwork: Provide Employers and Employees with Tools to Develop and Sustain Effective FWAs

- Publish best practice information on an excellent website
- Issue agency guidance on team scheduling and FWAs for non-exempt workers
- Provide downloadable scheduling software that takes employee scheduling preferences into account

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Invest in Innovation: Take FWAs to the Next Level

Pilot funding for researchers and business to work together to implement, evaluate and scale up innovative practices to new industries and new employers (e.g., team scheduling, advance notice, focus groups to discuss major scheduling changes).

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Invest in Innovation (cont'd).

Require federal contractors to choose 2 of 7 requirements:

1. Scheduling procedures that accommodate shift preferences w/o reducing work hours
2. Shift-swapping
3. Seek volunteers first for overtime before requiring employees to work mandatory overtime
4. Provide 80% of an employee's schedule in advance
5. Cross-train employees
6. Use employee focus groups to discuss work schedules
7. Provide information and applications for work supports at the work site

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Solutions should achieve

- **Meaningful input into work schedules**—e.g., formal processes for employee input, team scheduling, honoring shift preferences, permitting shift-swapping
- **Predictability** – e.g., advance notice of schedules
- **Stability**—e.g., greater stability in the number of work hours
- **Mitigation** of the effects of **nonstandard**, **unpredictable** and **inflexible** work schedules—e.g., automate access to work supports; increase subsidies for night-time child care; disclose fluctuations in hours at time of job application, UI eligibility when a job is lost because of a work schedule conflict

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Workplace Flexibility:

A NORM OF THE AMERICAN WORKPLACE



www.workplaceflexibility2010.org