Workplace Flexibility Initiatives

The following is a compilation of traditional and innovative flexible arrangements that merit additional consideration as options to address the needs of employees and business in various industries. The examples for each flexible option are not exhaustive. Prior to implementation of any of these strategies, employers may want to consult with the U.S. Department of Labor for additional compliance assistance.

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<tr>
<th>Schedule Flexibility</th>
<th>Description</th>
<th>Benefit</th>
<th>Examples</th>
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</table>
| **Flextime**         | Workday start and end times differ from standard (same number of hours/day). | - Allows for commute outside of peak hours  
- Improves efficiency if employee works when they are most productive | - **Daily flex**: Work 9:30 a.m. to 6 p.m. instead of 8:30 a.m. to 5 p.m.  
- **Summer flex**: Work hours during summer only.  
- **Core hours**: Establish specific hours when all employees work (e.g., 9:30 a.m. to 2 p.m.); start and end times may vary.  
- **Day-of-the-week flex**: Work hours are flexed on one specific day each week.  
- **Flexible breaks**: Adjust or extend break times to attend to personal matters and make up time before or after the workday. |
| **Just-In-Time flexibility** | Being able to take some time off during the workday to respond to unexpected needs. | - Allows employee to respond to last minute emergencies | - **Report late**: Call in late (up to 30 minutes) and make up time at the end of the workday, without repercussions.  
- **Co-worker coverage**: Coordinate to adjust schedule or cover shift. |
| **Employee scheduling** | **Team**: Seek employee input and control into scheduling and involve team in determining schedules and shift coverage.  
**Individual**: Set parameters for mandated coverage and allow employees to schedule remaining hours to meet their personal needs. | - Gives an employee more control over his/her time | - **Fixed scheduling** for students and those with second jobs.  
- **Smart phone app** for schedule viewing.  
- **Using scheduling software**, employees set their own schedules without the need for supervisor intervention.  
- **Self-scheduling/bidding** that honors shift or trip preferences and accepts change request. |
| **Shift and trip flexibility** | Amending work shifts or allowing employees to trade work shifts with coworkers to adjust one’s schedule. | - Gives an employee more control over his/her time  
- Allows employee to | - **Advance notice** of regular, assigned schedules and schedule changes.  
- **Trade, drop or pick up** shifts or trips by coordinating with co-workers (in advance or day of). |
### Compressed workweek

*Full-time option with longer workdays for part of a week in exchange for shorter days or day(s) off during the pay period.*

- **Benefits:**
  - Allows for commute outside of peak hours
  - Improves efficiency if employee works when they are most productive
  - Gives an employee more control over his/her time
- **Examples:**
  - **4-day workweek (4/10):** 10-hour shift.
  - **3-day workweek (3/12):** 12-hour shift.
  - **4 ½ day workweek:** Four 9-hour days and one 4-hour day.
  - **9-day biweekly (9/80):** 80 hours in 9 workdays (typically 8 days at 9 hours and 1 day at 8 hours).

*Prior to implementation, it is important to review federal and state legislation regarding compressed workweeks.*

### Flexibility in the Amount of Hours Worked

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| **Part-time (reduced work schedule)** | Working fewer than 35 hours per week to accommodate second jobs, school schedules or family/personal responsibilities. | **Benefits:**
  - Gives employee more time for family obligations or personal interest | **Examples:**
  - **80% of full-time (32 hours/week), 60% of full-time (24 hours/week).**
  - **50% of full-time (24 hours/week).**
  - **Temporary move** from full time to part time.
  - **Weekend hours** only.
### Float positions
- Cover breaks and meal periods
- Enables flexibility in scheduling blocks of time off

### Shorter shifts
- Within the existing shift structure

### Part-year work
Number of hours worked are calculated on an annual basis.
- Enables flexibility in scheduling blocks of time off
- Seasonal Work
- Teacher works a 9-month year.

### Part-time compressed workweek
Enable part-time employees to work a compressed week of their choice.
- Allows for commute outside of peak hours
- Improves efficiency if employee works when they are most productive
- Gives an employee more control over his/her time
- Five 4-hour days
- Four 5-hour days
- Two 8-hour days/One 4-hour day
- Weekends only
- “Non-extendable” part-time schedule with limited benefits, guaranteed days and hours of work, and no mandatory overtime.

### Job sharing
**Full-time position, role or shift shared by two people**, each working part-time hours (not necessarily an even split of hours).
- Gives employee opportunity to:
  - Balance routine or unexpected work and family demands
  - Pursue an education
  - Devote time to a volunteer activity in the community
- Alternate weeks with each working one week on, one week off.
- Share workdays with each working four hours.
- Overlap schedules with each working 2½ days a week with a mid-week overlap.

### Flexibility in the Place of Work

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| Job transfer | **Transfer to other work locations** when relocating household for personal reasons. | Employee can maintain benefits eliminating gaps in coverage | Enables employee to change job or position

<p>| Telework | <strong>Occasional telework</strong> from home during inclement weather or urgent | Eliminates commute | At-home offices in jobs such as reservations agents, financial services, customer service, billing, marketing, etc. |</p>
<table>
<thead>
<tr>
<th>Flex-place</th>
<th>Working from more than one location in a local area or other geography.</th>
<th>• Limits office based distractions</th>
<th>• Allows employees to optimize hours and help fill in gaps in various work locations</th>
<th>• Work from home full time</th>
<th>• Telework on set days</th>
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<tbody>
<tr>
<td>Job relocation</td>
<td>Periodically, or seasonally, changing the place of work.</td>
<td>• Allows employees to select the most suitable geographic location based on their personal obligations and preferences</td>
<td>• Snowbird programs enable employees to work in warmer climates during the winter months.</td>
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<td>Job sharing hires</td>
<td>Hire job share teams and base them at the same work location.</td>
<td>• Creates part-time opportunities in a full-time position</td>
<td>• Each employee works 2.5 days per week.</td>
<td>• Senior-level executive share a 70+ hour/week and share benefits.</td>
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<td>Remote production</td>
<td>Work done away from the formal worksite.</td>
<td>• Eliminates or reduces commute</td>
<td>• Some parts assembly work performed at home or from a remote location such as a satellite production center.</td>
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## Leave Flexibility

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<td>Leave policies &amp; banks</td>
<td>Time off for vacations, rest and relaxation, and personal business or emergencies.</td>
<td>• Gives an employee more control over his/her time</td>
<td>• Paid time off bank that includes the entire allotment of days off to use for any reason.</td>
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<td>• Allows employee to respond to last minute emergencies</td>
<td>• Paid sick leave to care for dependent children and adults.</td>
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<td>• Extended leave policy to allow employees time to visit home countries.</td>
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<td>• Updated attendance policies that consider work-life needs and allow excused absences.</td>
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<td>• Floating holidays to enable employees to take different holidays off.</td>
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<tr>
<td>Other time off</td>
<td>Time off for vacations, rest and relaxation, and personal business or</td>
<td>• Gives an employee more control over</td>
<td>• Flex coupons that can be traded for time off in hourly, half-day or full-day increments.</td>
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emergencies.

- Allows employee to respond to last minute emergencies

- Day-at-a-time vacation
- Vacation buying or borrowing
- Vacation donation enables employees to give unused paid time off to a co-worker in need.
- Paid personal/emergency days off, typically one to three annually.
- Unpaid time off to attend parent-teacher conference or other personal commitments.
- Voluntary time off during down time.
- Staffing models with continuous shifts that build in extra people and offer unpaid time off if coverage is not needed on a particular day.

### Career Flexibility

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<td>Phased retirement</td>
<td>Gradual reduction of work hours and responsibilities for the purpose of easing into full retirement.</td>
<td>Provides a higher income than if the employee leaves entirely</td>
<td>Part-time work, Seasonal or part-year work, Job sharing, Project work</td>
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<td>Sabbatical</td>
<td>Paid or unpaid time off for personal enrichment, volunteerism or other activities.</td>
<td>Builds skills, Helps employee to identify opportunities for performance improvement</td>
<td>Typically leave for more than 4 weeks for travel, volunteering, learning, research, goal attainment, personal growth, or innovation.</td>
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<td>Retiree Pool</td>
<td>Create retiree pool as a source of labor to help meet short-term demands.</td>
<td>Creates opportunities for retirees to earn additional income</td>
<td>Re-hiring retired workers</td>
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<td>Re-careering</td>
<td>On-the-job training programs, to teach new skills and offer resources to transition to different practice or project areas.</td>
<td>Builds skills, Helps employee to identify opportunities for performance improvement</td>
<td>Career coaching</td>
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<td>Customized Career path</td>
<td>Redesign or scale back job responsibilities, such as moving to a job without supervisory responsibilities.</td>
<td>• Allows employee to “step back” or “step ahead” or “step sideways” as responsibilities or career desires change</td>
<td>• Exit and reentry programs</td>
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<td>Job rotation</td>
<td>Move to another position for a specific period of time or number of days a week; often develops out of cross-training.</td>
<td>• Builds skills</td>
<td>• <strong>Flex staffing pool</strong> for workers who want to take a break from a regular, full-time job, but want to stay engaged in project work in a professional workplace.</td>
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Source: Small Business Administration “Workplace Flexibility Options”