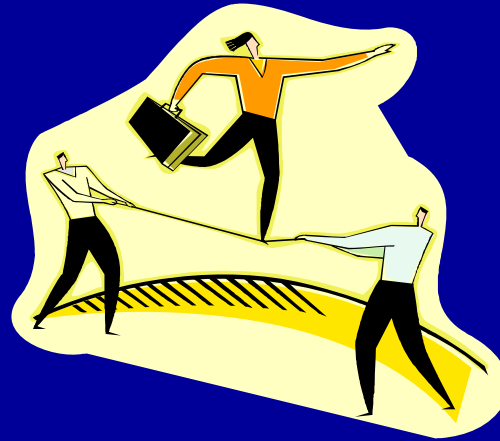


Work/Life Balance: Flexible Work Arrangements (FWA)



A Presentation for Managers and Departmental HR Representatives

By

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Work/Life Services & EAP



Get A Grip on Stress!

What is Work/Life Balance?

Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

First use of term in research around 1986.



Work/Life Balance

Flexible Work Arrangements (FWA)



Types of FWA

Telecommuting; telework
Compressed workweek



Flextime
Job sharing
Part-time



Phased retirement
Seasonal flex

What is FWA?

FWA is NOT:

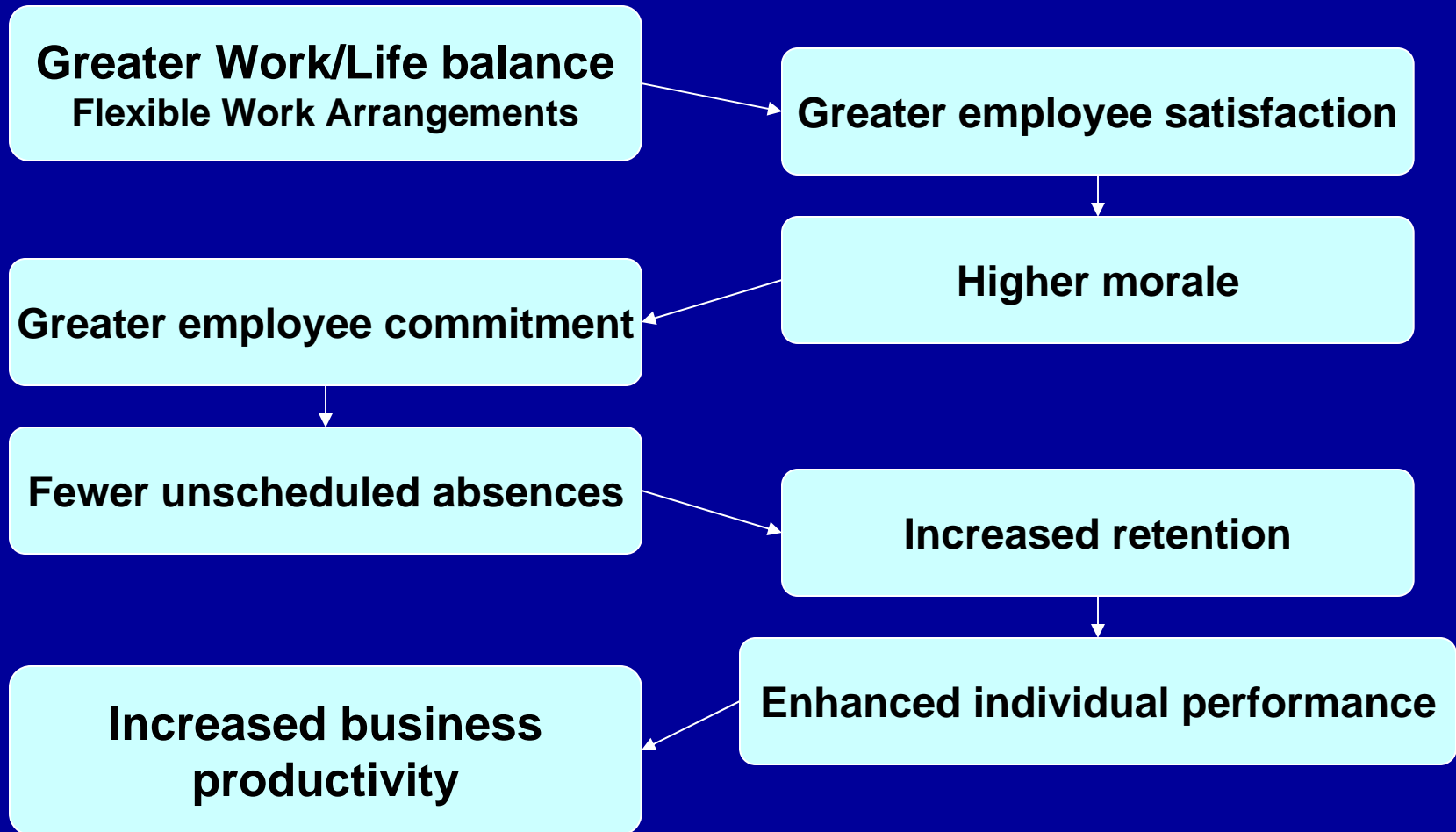
An employee privilege

An employee right

FWA IS:

A business strategy

What is the Business Case for Work/Life Balance and FWA?



Points to Consider in Making or Assessing a FWA Proposal

1. Office work hours
2. Workload for this employee or any others
3. Communication with the workgroup
4. Measure of work product
5. Supervisory contacts

Tips for Assisting Employees Who Are Proposing a FWA

1. FWA is **a business strategy**
2. Make the **business case** to the supervisor.
3. The employee should not tell more about **their personal situation** than is absolutely necessary.
4. **Practice** their oral proposal.
5. Suggest **a trial period**.

Tips for Managers Assessing a Proposed FWA

- 1) If your department categorically rejects all FWAs, tell employees that up front
- 2) Recommendations from HR rep & first-line supervisors
- 3) Look for the **business case.**
- 4) **The more flexible and balanced the workplace is, the higher productivity is likely to be.**

Tips for Managers Assessing a Proposed FWA, continued

- 5) **Measure** productivity
- 6) **The next generation**
- 7) What's OK for one employee does **not have to be approved for every employee.**
- 8) **Try it out** first for a specified trial period, with no obligation to continue.

Tips for Managers on How to Respond to FWA Requests

- 1) Consult with Work/Life Services or with Employee and Management Services (EMS) about the proposal, how to make the decision, and how to say no, if necessary
- 2) Office hours 8 a.m. to noon and 1:00 to 5:00 p.m. You may have different shift hours.
 - Breaks
 - Lunch
- 3) ***MANAGE THE WORK, NOT THE PERSON***
EMS
- 4) Facilitate **group cohesion**

Research Conclusions on the Business Case for FWA

Employees who used W/L programs were least likely to feel overwhelmed or burned out at work, and reported greater job *satisfaction*.

Researchers in 2007, concluded that **job performance is highest when psychological well being and job satisfaction are also high.**

Employees on FWA **tend to work longer hours than those less satisfied.**

Research Conclusions on the Business Case for FWA, continued

Employees on FWA have greater **loyalty** and intention to remain with their company.

FWA was found to be the TOP workplace program for **reducing unscheduled absences**.

Conclusion: There is a **direct measurable link** between FWA and improved performance and increased productivity.

Conclusions in 2008

Alfred P. Sloan Foundation study of 28 large American businesses:

FWA = “flexible workplace has a positive impact on financial performance, human capital management, and talent management.”

They concluded the results were “a turning point in the national dialogue on flexibility.”

Myths Dispelled by 20+ Years of FWA Experience & Research

Myth #1 – “The department head will never let us have flexible work arrangements.”

Myth #2 – “FWA isn’t justified unless the employee has a family or medical reason.”

Myth #3 – “Employees will abuse FWA and won’t do their work.”

Myth #4 – “If I let one person do it, then I’ll have to let everyone do it.”

Challenges and Objections

- Positive measurable impact may be modest, especially if only one type of FWA is used and with only a few employees
- Management
 - ✓ Skeptical and resistant at the beginning (later they become the biggest supporters)
 - ✓ New way of managing
- The team
 - ✓ Morale of employees on non-FWA
 - ✓ Workgroup cohesion and teamwork

In Summary,

- ❖ *The more work/life balance activities there are in a workplace, the greater the benefits in recruitment, productivity, decrease in unscheduled absences, retention, and employee satisfaction.*
- ❖ *The keys?*
 - ✓ Making and measuring the business case.
 - ✓ Assisting managers to change to 21st-century management styles based on product rather than on “face time.”

Resources

Telecommuting agreement

www.utexas.edu/hr/forms/telecommute_cr200.pdf

Work week

www.utexas.edu/policies/hoppm/h0932.html

Assessing the proposal and preparing your response

W/LS & EAP 471-3366

EMS 232-2327

Written expectations and work plans

EMS 232-2327

Timekeeping

HRSC 471-4772

Workgroup morale and communication

W/LS & EAP 471-3366

Final approval of FWA

Your Dean

AVP for HRS

Other Work/Life Initiatives

- ❖ Training and consultation on **FWA**
- ❖ **Quiet/Lactation Rooms**
- ❖ **Eldercare** resources
- ❖ **StressLess** presented in departments
- ❖ **Lunchbox Series** – Parenting topics

Questions, Suggestions, Reactions???

Work/Life Services & EAP

(512) 471-3366

eap@austin.utexas.edu

www.utexas.edu/hr/manager/tools/balanced.html



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