21st Century Workforce
Flexwork: Elements for Success

A PRESENTATION BY
ELHAM SHIRAZI
E-PLANNING
Telework

Extending the workplace beyond the traditional office

Working at home, hoteling and co-working

A voluntary arrangement

A management prerogative; not an entitlement
Return on Investment (ROI)

- Reduced employee absenteeism (2-4 days)
- Reduces or eliminates tardiness
- Lowered facility costs, demand for parking spaces (10-90%)
- Solution for Business Continuity
- Increased worker productivity (10 to 20%)
- Increased employee morale, recruitment, retention (50-65%)
- Better communication among time zones
- Environmentally friendly “green” program*

*All data based on 50-60 case studies
Does Teleworking Improve Recruitment and Retention?

![Bar graph showing the increase in telework and compressed work week from 1980s to 2018.](image)

- Telework
- Compressed Work Week
Prevalence of Flexibility Programs

- 82% Flex-Time (flexible start/stop times)
- 48% Shift Flexibility
- 48% Compressed Workweek (4/10, 9/80)

2015 World At Work Study
## Strong Adoption of Telework Among US Employers

### 2015 World At Work Study

<table>
<thead>
<tr>
<th>Type of Telework</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad hoc</td>
<td>85%</td>
</tr>
<tr>
<td>(e.g., to meet a repair person, care for a sick child)</td>
<td></td>
</tr>
<tr>
<td>Telework on a regular monthly basis</td>
<td>56%</td>
</tr>
<tr>
<td>(at least one day per month, but not full time)</td>
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</tr>
<tr>
<td>Telework on a regular weekly basis</td>
<td>53%</td>
</tr>
<tr>
<td>(at least one day per week, but not full time)</td>
<td></td>
</tr>
<tr>
<td>Full-time telework</td>
<td>34%</td>
</tr>
<tr>
<td>(every regularly scheduled workday)</td>
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</tbody>
</table>

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2015 World At Work Study
# Measuring Productivity

<table>
<thead>
<tr>
<th>How Productivity is Measured when Employees are Teleworking?</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsiveness of employee (e.g., how quickly employee responds to e-mails, returns phone calls)</td>
<td>48%</td>
</tr>
<tr>
<td>Line manager/supervisor establishes specific goals/parameters with the employee</td>
<td>43%</td>
</tr>
<tr>
<td>On the honor system; there is no standard mechanism in place to manage/measure productivity for telecommuters</td>
<td>37%</td>
</tr>
<tr>
<td>Our standard methods for measuring productivity are effective for both telecommuters and on-site employees</td>
<td>36%</td>
</tr>
<tr>
<td>Employee records time worked on a timesheet or other logging system</td>
<td>34%</td>
</tr>
<tr>
<td>Employee reports progress against assigned tasks on a scheduled basis</td>
<td>26%</td>
</tr>
<tr>
<td>Organization is still working out how to manage/measure productivity for employees when they telecommute</td>
<td>23%</td>
</tr>
<tr>
<td>Organization monitors employees via software (e.g., software that tracks and records computer behavior)</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: SHRM Survey Findings: 2014 Workplace Flexibility—Overview of Flexible Work Arrangements
Why Formalize?

- To be consistent
- To define a process and develop a policy
- To define the role of management
- To define clear expectations
- To identify selection criteria for jobs and individuals
- To offer training
- To expand the program
- To measure success
Implementation Milestones

- Gain management commitment
- Select telework coordinator
- Form a steering committee
- Develop policies / agreements
- Program implementation – full or pilot
- Select participants and supervisors
- Determine the technology component
- Assess costs and savings
- Train participants and managers
- Evaluation and troubleshoot
Organizations with Successful Programs

- Delta Airlines
- County of Los Angeles
- Bank of America
- Home Depot
- Assurant
- Atlanta Regional Council
- Federal Government
- CH2M Hill
- State of Georgia
- GE
- Latham Time
- Mercedes Benz USA
- Vacation Express
- Vocalocity
- Delta Dental of Washington
Successful Programs

- Start with a pilot
- Plan and train for technology
- Train the Managers and Teleworkers
- Formalize: have a policy or agreement
- There is an adjustment period initially
- Fit organizational and departmental culture
- Plan for access and communication
- Are seamless to the world
Contact

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