

Survey of Flexible Work Options

October 31, 2014



Conducted by

Wilson
GroupTM
Concord, MA

Data Confidentiality and Copyright

This survey report has been prepared for the sole and exclusive use of survey participants, and purchasing non-participants. The data contained herein is confidential and must not be reproduced in any way or supplied to any party without the express approval of Wilson Group, Inc.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

Table of Contents

I.	Introduction	4
II.	Summary of Findings	7
III.	Implications	24
	Appendix	26
	▪ Questionnaire	
	▪ Individual Responses	
	▪ Sample Policy	

October Is National Work & Family Month

I. Introduction

Background

- The Survey of Flexible Work Options was conducted by Wilson Group, Inc. The objective of this survey is to identify current policies and practices related to flexible work arrangements as well as changes to them for employees at organizations in New England.
- The sources of information utilized in this report are:
 - New England Compensation Consortium members
 - Direct contact with Wilson Group Network
 - Direct requests to Boston area health plans
 - Published surveys and research
- The effective date of the information contained in this survey is September – October 2014.
- Questions regarding this survey may be addressed to
 - Susan Malanowski, Principal at Wilson Group, Inc.
 - 801 Main Street, Suite 2
 - Concord, MA 01742
 - 978-371-0476 Main Number
 - smalanowski@WilsonGroup.com

I. Introduction

Scope of Policies and Definitions

Flexible Work Options

Flexible Work Hours

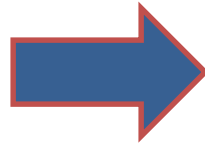
Compressed Work Week

Job Sharing

Telecommuting

Hotelling/Hot Desking

Other



Scope

Prevalence

Structure of Policy

Enhancements/Changes

I. Introduction

Sources of Data – Custom Survey, Published Surveys and Research

Custom Survey

Company

Acushnet
Anonymous Company
Ariad
BMC Healthnet
Constant Contact
Cox Communications
Crico
Cubist Pharmaceuticals
Dentaquest
FedEx
Hanover Insurance
Harvard Vanguard
Hologic
Iron Mountain
Mathworks
Monster
Neighborhood Health Plan RI
Neighborhood Health Plan MA
Optos
Partners HealthCare
Pegasystems
Rapid7
Raytheon
Shawmut Design and Construction
State Street Corporation
Stratus
Tufts Health Plan
Tufts University
VistaPrint

Public Information, Reported Separately

Company

Blue Cross Blue Shield
Fallon Community Health Plan
Iron Mountain
State Street Corporation

Information Source

BC Work & Family Report
Worcester Business Journal
Worldatwork
BC Work & Family Report

Published Surveys and Research

- 1.2014 Employee Benefits Survey, Society of Human Resource Management
- 2.2011 Workplace Flexibility in the Health Services Industry Study, Families and Work Institute
- 3.2013 Survey on Workplace Flexibility, WorldatWork
- 4.The Future of Flexibility 2013: A Turning Point?, Boston College Center for Work & Family

II. Summary of Findings

Published Surveys and Research - Summary

- Program Prevalence: Telecommuting and flexible hours are the most prevalent flexibility programs offered. Job sharing and compressed work weeks are the least prevalent. WorldatWork includes part time schedules as a separate benefit and these programs are also very prevalent.
- Exemption Status: Exempt/salaried employees have the greatest flexibility according to WorldatWork. The most prevalent programs offered to exempt employees is telecommuting on an adhoc basis, flexible work schedules and phased return from work. For non-exempt employees, part-time schedules, phased return from work and compressed work weeks (4 days/10 hours).
 - The Boston College cited the reason why the programs vary by exemption is because non-exempts have less flexibility “due to coverage needs, scheduling demands, and manager concerns, flexibility for non-exempt workers poses a unique challenge to employers. Non-exempt employees struggle with schedule rigidity (lack of control over scheduling of work hours, overtime, and break times), unpredictability (schedule changes with little/no advance notice), and instability (fluctuations in work hours and involuntary part-time work) (Watson & Swanberg, 2011).”



Video from: WorldatWork “2013 Survey on Workplace Flexibility”, October 2013.

[Follow link to view on YouTube](#)

II. Summary of Findings

Published Surveys and Research - Summary

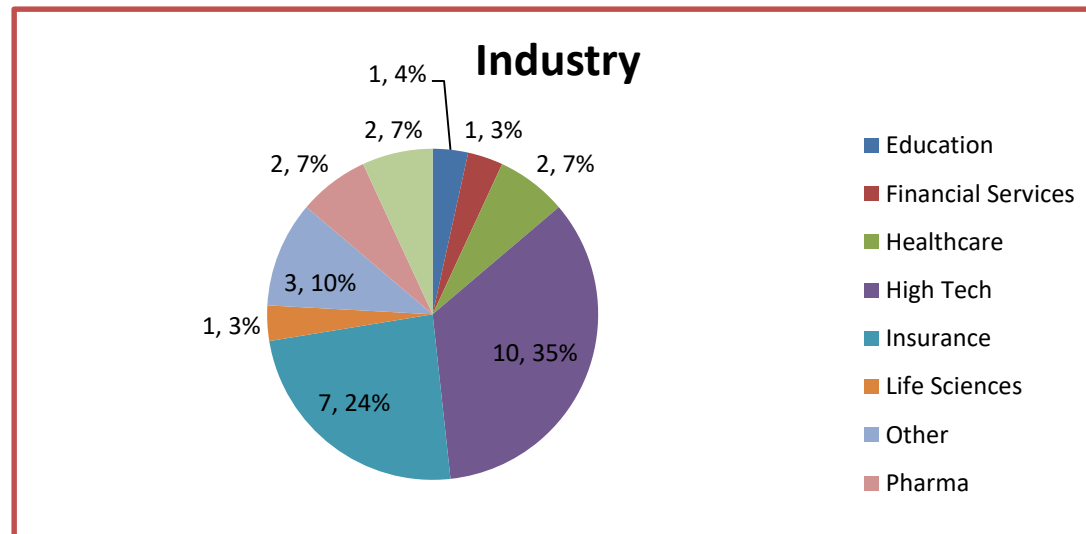
- Enhancements: According to the SHRM survey, changes in specific program prevalence are minor with the exception of the increase in telecommuting on an adhoc basis.
- Gender: “Research has shown that women and men are equally likely to use flexibility options such as reduced work hours, flexible scheduling, and telework (Konrad & Yang, 2012)” as indicated by the Boston College survey.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Custom Survey: Industry Composition of the Survey

- A diverse group of industries are represented by the data but all 29 organizations compete for talent in southern New England
- Several of the organizations we requested data from are recognized for flexible work benefits by:
 - WorldatWork's Alliance for Work-Life Progress Seal of Distinction
 - Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility
 - 100 Best Companies in Massachusetts for Flexible Jobs

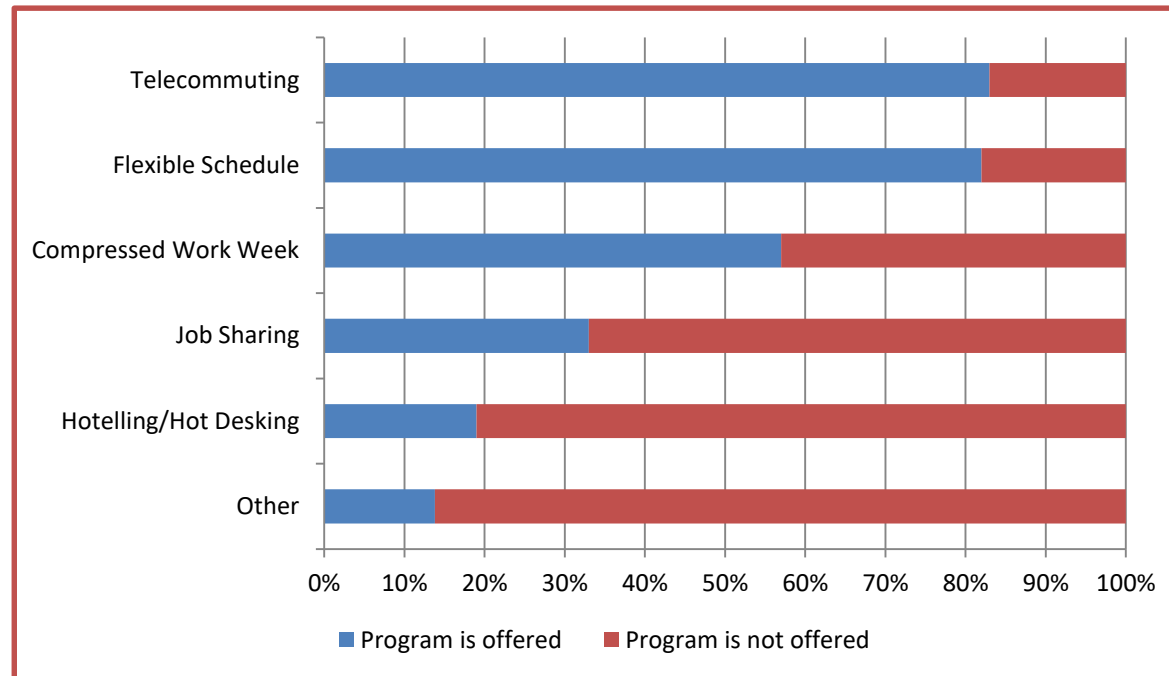


© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Custom Survey: Summary of Programs Offered

- As described in the following pages, the chart below indicates the prevalence of the alternatives with some differences than the published surveys.



© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Telecommuting

- Telecommuting is known by many names – Work from Home, Telework, Results Only Work and Remote Work
- The prevalence is high among custom survey respondents with 83% of survey respondents offering some form of telecommuting. In addition:
 - 56% of companies report that eligibility is determined on a case-by-case basis (e.g., managerial discretion or as business needs allow)
 - 6% of companies offering telecommuting report that eligibility is limited to exempt employees only
 - 6% of companies offering telecommuting report that eligibility is limited to regular, full-time employees only
 - Of the 13% who do not have telecommuting, none indicated that they planned on adding the benefit
 - Two days per week is the most common practice, with some companies offering telecommuting up to five days per week as an option.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Telecommuting

- According to a SHRM, 59% of organizations offer some form of telecommuting:
 - 54% of respondents reported that their organizations offered telecommuting on an ad-hoc basis,
 - 29% on a part-time basis,
 - 20% on a full-time basis, and
 - 3% provide a "results-only-work-environment" where work can be completed at any time, any where, as long as projects are completed on time.
- SHRM also noted in their review of all flexible work arrangements that telecommuting is the only alternative with an increase in benefit being offered.
- This is consistent with other surveys but the Survey on Workplace Flexibility by WorlDatWork offers more detail about the types of telecommuting:
 - 56% of survey respondents offer telework on a regular, monthly basis (one day per month)
 - 52% of survey respondents offer telework on a regular, weekly basis (one day per week)
 - 34% of survey respondents offer telework on a full-time basis
- The Boston College Survey reports that there has been an increase in the usage of telework by employees based on the Working Mother 2013 Top 100 Executive Summary and 17% of men and 15% of women work remotely. According to a survey conducted by the Flex+Strategy Group, 3 out of 4 teleworkers are men (2014).

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Telecommuting – Iron Mountain

- One organization that recently implemented full-time telework is Iron Mountain. The program is branded “Mobile Mountaineer” and is a blend of permanent telecommuting and hotelling implemented to address a real estate issue and to improve attraction and retention.



Video from: WorldatWork “Implementing a Successful Flexibility Program at Iron Mountain”, October 2014.

[Follow link to view on YouTube](#)

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Telecommuting – Blue Cross Blue Shield of Massachusetts

- “The Blue Cross Blue Shield of Massachusetts supports an e-Working (work from home) Program that currently enables more than 20% of associates in specific roles to work seamlessly from home on a full-time basis. There are many benefits to e-Working for both the company and the associate. By participating in the program, associates can reduce commuting time and expenses and support a healthy work-life balance. For the company, e-Working helps reduce administrative expenses, supports disaster readiness efforts, and is environmentally responsible. e-Working is meeting both the needs of the company and associates.
- After 8 years with a strong e-Working Program, Blue Cross Blue Shield of MA will now empower more associates to meet business needs in new and exciting flexible work environments efficiently, effectively and simply. Recognizing how and where associates perform their job functions has changed over the years, the creation of a mobile office environment is the next step in the evolution of flexible work arrangements. Providing mobile flexibility to the workforce will continue to support a healthy work-life balance while reducing the need for more corporate space and continue efforts to reduce administrative expenses.”

Excerpt from: Boston College Center for Work & Family, “The Future of Flexibility 2013: A Turning Point?”.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Telecommuting – Fallon Community Health Plan

- “‘We really look at it on a case-by-case basis,’ said Jill Lebow, director of employee relations at Fallon Community Health Plan (FCHP) in Worcester. The company implemented its flexible work policy in 2004, because technology had enabled more employees to telecommute. Also, the ability to work independently is a key characteristic FCHP evaluates before it grants such flexible work arrangements, Lebow said.
- Hiring telecommuting staff is part of FCHP’s strategy as it expands its healthcare services throughout the state. The option to work remotely has been a draw for its new Registered Nurse case managers, who must travel to patients’ homes, as well as hospitals and other providers. Telecommuting helps them manage their time and be more efficient when they visit multiple sites, Lebow said.
- “‘We’ve been able to retain some very valuable employees by granting them the ability to telecommute upon their request,” Lebow said.”

Excerpts from: Worcester Business Journal, “Drive to telecommute still strong for some firms”, Oct 06, 2013

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Flexible Schedules

- The custom survey indicated that flexible schedules were the second most prevalent flexible work benefits offered, with 82% of survey respondents offering flexible work hours and 12% planning to add flexible schedules. In addition:
 - 27% of companies offering flexible work hours report that eligibility is determined on a case-by-case basis (e.g., managerial discretion or as business needs allow)
 - 13% of companies offering flexible work hours report that eligibility is limited to exempt employees only
 - 7% of companies offering flexible work hours report that eligibility is limited to regular, full-time employees only
 - 7% of companies offering flexible work hours report that eligibility is restricted to summer hours only, but is offered to all employees
- The features of flexible schedules reported by custom survey participants are:
 - Alternate work schedules are offered (e.g., 10-5, 8-4, or skeleton crews on Fridays in the summer)
 - Modified work weeks where employees work either more or less than 8 hours in any day of a pay period as long as the balance of hours worked at the end of the two week pay period is 80 hours
 - Altering the start and/or finish times of a working day, but maintaining the same number of regularly scheduled hours
 - A set number of flex hours per month

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Flexible Schedules

- The Workplace Flexibility in the Health Services Industry Study by Families and Work Institute reports higher rates of flexible schedules. The following shows the captured data in a variety of flexible work arrangements but using different categories:
 - 79% of survey respondents allow at least some of their employees to periodically change their starting and quitting times within some range of hours
 - 32% of survey respondents allow at least some of their employees to change starting and quitting times on short notice
- WorldatWork's survey indicates similarly high rates of employers offering flex time: 82%. Boston College's report goes further in describing that:
 - The use of flex time by workers increased from 71% in 2009 to 78% in 2013
 - Non-exempt employees are less likely (38%) than other employees (46%) to be able to change their start and end times (Families and Work Institute, 2011)

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Flexible Schedules – State Street Corporation

- “Initially, State Street’s Flex Work Program sought to provide a framework for the flexible work arrangements that had been growing organically across the organization for over a decade. As the program gained momentum, State Street determined it was necessary to integrate the Flex program more closely with business strategy. The objective was to transition from a disparate collection of employee-initiated arrangements into a proactive, manager-initiated program supported by an array of tools, technology and resources tailored to be relevant in all of State Street’s global locations.
- State Street’s approach is to engage leadership teams in evaluating the feasibility of “Flex” for their organizations. Utilizing a management toolset, flexible work arrangements are proactively offered by managers to employees. In 2013, nearly half of all flexible work arrangements were created as a result of manager-initiated discussions, and turnover for all employees utilizing these arrangements was 41% less than the company-wide average.”

Excerpt from: Boston College Center for Work & Family, “The Future of Flexibility 2013: A Turning Point?”.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Compressed Work Week

- The custom survey indicates that compressed work weeks are the third most prevalent flexible work benefits offered, with 57% of survey respondents offering compressed work. In addition:
 - 30% of companies offering flexible work hours report that eligibility is determined on a case-by-case basis (e.g., managerial discretion or as business needs allow)
 - 10% of companies offering flexible work hours report that eligibility is limited to exempt employees only
 - 10% of companies offering flexible work hours report that eligibility is limited to regular, full-time employees
- The features of compressed work weeks reported by custom survey participants are:
 - Work arrangements such as every other Friday off (9/80 schedule), or every Friday afternoon off
 - 4/10 hour days
- SHRM's report indicates that 29% of employers provide a compressed work week, allowing full-time employees to work longer days for part of the week or pay period in exchange for shorter days or a day off each week or pay period.
- The Workplace Flexibility in the Health Services Industry Study by Families and Work Institute indicates higher rates, with 38% of survey respondents compressing workweek by working longer hours on fewer days for at least part of the year.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Compressed Work Week

- WorldatWork reports that 43% of employers responding to the survey offer a compressed workweek.
- In citing the Working Mother 2013 Top 100 Executive Summary, Boston College reported that utilization of compressed work weeks has fluctuated over time, from 26% in 2009 to 31% in 2011, back down to 23% in 2013. Non-exempt employees are also less likely to be allowed to work a compressed workweek (29%) than other employees (37%) according to the Families and Work Institute.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Job Sharing

- SHRM's report indicates that 9% of employers offer job sharing, in which two employees share the responsibilities, accountability and compensation of one full-time job.
- Job sharing was the least frequent flexible work benefit offered in the WorldatWork at 28% of respondents.
- Similar to WorldatWork, a small number of respondents to the custom survey indicate that job sharing is an option, just 33% with no enhancements planned. There was no additional information offered by these organizations about the features of their job sharing policies or practices.

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Hotelling/Hot Desking

- Hotelling or hot desking is found at 20% of the custom survey participants
 - For full-time teleworkers, lockers and storage is offered, it helped employees transition and feel comfortable giving up their space in the office
 - “Hoteling spots located in [our two locations], which is primarily used for employees going between buildings but does set us up for future possibilities”
 - 13% of survey respondents plan to add hotelling/hot desking to their benefits offered

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group.
Please contact us at 978-371-0476. Thank you.

II. Summary of Findings

Other Flexible Arrangements/Benefits

- Three companies from the custom survey offer "other" flexible work options such as part-time schedules on a regular basis or as part of returning to work or exiting the organization, reduced hours, or temporary assignments.
- Part-time hours/schedule: WorldatWork reports 60% offer this benefit
- Phased return to work: Working on a part-time basis with a gradual increase to a full-time schedule when returning from a leave of absence, WorldatWork reports 60% offer this benefit
- Phased exits: Working on a part-time schedule or stepping down to less responsibility in preparation for a departure, such as retirement, WorldatWork reports 31% offer this benefit
- Career On (re-entering the workforce) and Off Ramps (voluntarily leaving a job for extended time periods): WorldatWork reports 22% offer this benefit
- Shift Flexibility: Allowing employees to coordinate with co-workers to adjust their schedules by trading, dropping or picking up shifts, WorldatWork reports as a growing flexible option, 51% respondents offer
- Results Only Work Environment or Agile Work - Allowing employees to work wherever and whenever they wish as long as projects are completed on a timely basis
 - Reported under telecommuting and hot desking
 - Made visible by Best Buy corporate

© Wilson Group, Inc. All rights reserved. The information may not be duplicated or distributed in any fashion with prior permission from Wilson Group. Please contact us at 978-371-0476. Thank you.

III. Implications

Summary

Overall

Most custom survey organizations grant one or more flexible work arrangements if it is employee initiated. Many still do not state their policy but describe “a culture of flexibility” or deal with it on a case-by-case basis/manager discretion, or based on related business needs.

9 or 31% of custom survey respondents offer a full range of flexible work options - flexible schedule, compressed work week, job sharing, telecommuting and part-time work.

Iron Mountain and State Street are organizations that have programs with unique features. These features include initiating a program tied to a business need rather than having employees make a request. In addition, branded programs such as e-Working and Mobile Mountaineer help make the program more visible as a benefit.

Job Sharing

This benefit is not prevalent and not increasing in prevalence.

III. Implications

Summary

Telecommuting

Although the custom survey indicated two days telecommuting was a prevalent practice, organizations that want to be highly competitive may want to consider expanding the number of days available as appropriate. Also if there are current employees moving outside of, or new employees not located within a commutable distance, organizations may want to consider if there is a need to offer full-time telecommuting or hiring for telecommuting such as Fallon does. Although not addressed by many participants, the ability to provide and offer technology for remote collaboration, is an important consideration.

Hotelling/Hot Desking

This benefit seems to be tied to real estate needs, lack of space or cost combined with full time telecommuting.

Other

Part-time schedules are prevalent arrangements covered in the published surveys. Phased return to work and career on and offs are related alternative arrangements.

Appendix

Questionnaire

Do you offer some form of any of the following benefits to any employees and indicate yes or no for each below:

- Flexible Work Hours
- Compressed Work Week
- Job Sharing
- Telecommuting
- Hotelling/"Hot Desking"
- Other, please describe

Are there any enhancements you expect to be making to your flexible work benefits (yes or no for each)? For any in which you answered yes, please describe.

- Flexible Work Hours
- Compressed Work Week
- Job Sharing
- Telecommuting
- Hotelling/"Hot Desking"
- Other

Of the flexible work benefits you offer, is eligibility limited in any way (answer yes or no for each)? If it is limited, please describe, indicating either eligible or non-eligible employees.

- Flexible Work Hours
- Compressed Work Week
- Job Sharing
- Telecommuting
- Hotelling/"Hot Desking"
- Other

What are the specific features of each of these options?

- Flexible Work Hours, e.g., are there core hours and what are they, is it seasonal, e.g., summer hours, are there variations in the hours throughout the organization?
- Compressed Work Week, is it 4/10 hour days or some variation, are there other requirements around schedule in order to be eligible to work this way?
- Job Sharing, what types of jobs or functions are most prevalent?
- Telecommuting, how many days per week are allowed, what is your current maximum number of days allowed?
- Hotelling/"Hot Desking", what types of jobs or functions are most prevalent?
- Other, please describe

Respondents did not answer all questions. We did not interpret lack of a response as a "no". An answer of sometimes was interpreted as a "yes".

Individual Responses

Healthcare and Insurance

	Company N	Company X	Company J	Company L	Company R	Company O	Company Z	Company AB	Company AC
Benefits Offered:	Healthcare	Healthcare	Insurance	Insurance	Insurance	Insurance	Insurance	Insurance	Insurance
Flexible Work Hours		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Compressed Work Week		Yes - if needed in the practice	Yes - limited use	No	Yes (based on the business' ability to support the schedule)	Yes	No	Yes	Yes
Job Sharing		Yes	No	No		Yes	No	Yes	Yes
Telecommuting	Yes	Yes	Yes	Yes	Yes	Yes	Yes (on occasion)	Yes	Yes
Hoteling/Hot Desking		We do not offer formally but it is accepted that individuals can go to another site and utilize available space. We have some designated work station areas in our headquarters and sometimes in the Practice. It is very informal but many of us take advantage of working at other sites when meetings are scheduled in various locations. Note we have over 14 locations so this is common.	Yes	No	Space is an issue for us, i.e., the Claims department is currently working a rotating remote schedule to be able to accommodate office space.	No	No	No	No
Other		Reduced Hours: we tend to be an organization where many individuals are less than 1.0 FTE including a few Director level staff		No	Reduced schedules most common for medical - Medical Director and physicians. However it is at a cost. They receive full-time benefits and contractors are brought in to supplement their schedules at a marked up rate.			Yes	Reduced Schedule considered on an individual basis; management would be considered but at least one denied because supervisor should be in the office with staff

Individual Responses

Healthcare and Insurance

	Company N	Company X	Company J	Company L	Company R	Company O	Company Z	Company AB	Company AC
Benefits Planned:									
Flexible Work Hours		No changes planned	No	Yes - looking to implement a formal		No			No
Compressed Work		No changes planned	No			No			No
Job Sharing		No changes planned	No			No			No
Telecommuting		No changes planned	We are planning to increase our telecommuting capabilities significantly over the next two years			No	Possibly more formal	The number of maximum days allowed	This is under review to see if there are more roles that can work remotely; space in Boston expensive; need to confirm technology and privacy/ confidentiality tools available remotely Also under discussion is to be more flexible with Care Managers (see below)
Hotelling/Hot Desking		No changes planned	We expect this to increase along with our telecommuting increase - more people working from home and using hotelling space on any required days in the office.			No	Possibly in future	Space issues/limitations	No
Other									No
Benefit Eligibility:									
Flexible Work Hours		See other information below	Full time (32+ hours) and in good standing (not on a performance plan)	Dependent on role; call center must be in during specific hours whereas other jobs are flexible to		We look at this on a case by case basis.	Summer hours for all (skeleton crew on Friday afternoons; rest of year offer based on demands	All regular, full-time employees	All are eligible to apply
Compressed Work Week		See other information below	Full time (32+ hours) and in good standing (not on a performance plan)	Dependent on role; ex.. remote salesperson		We look at this on a case by case basis.		All regular, full-time Non-Exempt (hourly) employees	All are eligible to apply
Job Sharing		See other information below				We look at this on a case by case basis.		All regular, full-time employees who do not manage other employees	All are eligible to apply

Individual Responses

Healthcare and Insurance

	Company N	Company X	Company J	Company L	Company R	Company O	Company Z	Company AB	Company AC
Telecommuting	The employee's manager has the discretion to determine if the job/role is a fit for the program. Policy only applies to IS organization, if the nature of the work does not require constant and/or unplanned face-to-face interaction with co-workers, managers or clients. Employees have to request to enroll in the program.	Most senior level people are in the office 5 days a week but will work remotely in order to complete a project or accommodate a family situation. Case Managers do not work at home at least not regularly	Full time (32+ hours) and in good standing (not on a performance plan). Care Managers are the largest telecommuting population; typically work from field/home 3-4 days per week. All Care Managers are required to be in the office every Thursday, the day used for trainings, group meetings, etc. Care Manager telecommuting helps us be competitive from a hiring/retention standpoint. Mid-level managers are allowed to telecommute typically 1 day per week. Directors/ Executives in the office 5 days a week.		Case Managers are off site frequently and able to work from home for convenience. However, we do not have an official work from home schedule for them. Recently announced to senior level staff that they are expected to work from the office 5 days a week. This is a change from a more informal acceptance of working from home.	We look at this on a case by case basis.	Offer based on needs of customers (if can perform effectively from home)	All employees, except those who are in positions with high visibility and/or interact with state agencies, key external customers, or providers	Currently most nonexempt employees are not allowed except Community Outreach Representatives who often work in the field Care Managers are allowed to telecommute up to two times per week after 12 months in the role; under discussion is to increase telecommuting to 3 times per week after 6 months in the role
Hotelling/Hot Desking		See other information below	Full time (32+ hours) and in good standing (not on a performance plan) We have hotelling cubes for Care Managers at our headquarters location.			N/A		No	
Other information		Requests are initiated by the employee and at the manager's discretion based on the needs of the job – "business case." We go through a formal process but it is the manager's final decision based on the facts.	Reduced schedules on a case by case basis based on business need.					Reduced hours/part-time: All other regular, full-time employees who do not manage other employees	

Individual Responses

Healthcare and Insurance

	Company N	Company X	Company J	Company L	Company R	Company O	Company Z	Company AB	Company AC
Specific Benefit Features:									
Flexible Work Hours		It is variable depending on the business needs.	Start times vary from as early as 7am-10am (could be even earlier for a few roles), end times vary from 3pm-6pm. Managers have these guidelines and then can use their discretion.	No formal policy, dependent upon team & manager			Summer hours for all (skeleton crew on Friday afternoons; rest of year offer based on demands of the work if able to be flexible	All employees working a flexible work schedule must work during the core hours of 10:00 AM – 3:00 PM, or as defined by the department manager	Core business hours are 8:30 - 5 but some start as early as 7am and as late as 11:30 am depending on role, nature of work and if the requested schedule is supported by department management
Compressed Work Week		Offer 4/10.	Compressed work week is not common here, there are some individuals who have arranged it, but it's very limited in number, we're a more traditional M-F operation.	No formal policy, dependent upon team & manager					Typical 4/10
Job Sharing		This is used today i.e. at a Director level; we do not put any restrictions.							Not currently in use but employees can apply
Telecommuting	ConnectedWork Policy. Determined by the number of days in a week a worker is working away from their assigned workspace. 1-2 day workers will continue to have an assigned space, which will be shared when not occupied. 3-5 day workers will not have an assigned space and will be provisioned with a laptop (if not already equipped) and a VoIP telecom solution (if available) via the [department] budget.	Other than ensuring following [company] policies, there is no maximum.	We allow 1-2 days per week, the maximum number of days is typically 2. 1 day/week is most common - this is used throughout the company. Thursday is typically the "everyone in the office" day, where all telecommuters are typically on-site and we try to hold any company wide meetings or events on Thursdays.	Provided on a case by case basis			We provide on occasion (nobody currently on a one day per week from home)	All Managers may telecommute up to 2 regularly scheduled days per month	Varies by role; usually exempt employees are approved between 1 to 3 days, a couple of out of state employees who work remotely full time

Individual Responses

Healthcare and Insurance

	Company N	Company X	Company J	Company L	Company R	Company O	Company Z	Company AB	Company AC
Specific Benefit Features:									
Hotelling/Hot Desking	Although the program is referred to a telecommuting, it has aspects of hotelling included in it.	Very informal – based on need. Not available to patient facing employees.	This is most prevalent with our field-based nurses when they are required to be in the office and also for field sales/marketing reps.					No	
Other information		<p>These are not features but process requirements:</p> <ul style="list-style-type: none"> - Note: request for OT must be approved in advance; - All options, if approved, are evaluated at six months and specified intervals; - Require an Alternative Work Proposal Form from the employee; - Manager completes the "Manager's Checklist" and approves/denies the FWA request; - The documents are signed and kept in the individual's file. 				We don't have core hours – each request is reviewed based on the business need in the department, the employee's tenure and performance.		<p>Process:</p> <p>Employee makes a request - completes form</p> <p>Manager approval</p> <p>Executive approval</p> <p>VP HR approval</p> <p>CEO approval</p>	The process includes an employee making a request via an application

Individual Responses

Technology

	Company AA	Company H	Company A	Company S	Company V	Company E	Company Y	Company W	Company I	Company M
Benefits Offered:	High Tech	High Tech	High Tech	High Tech	High Tech	High Tech	High Tech	High Tech	High Tech	High Tech
Flexible Work Hours	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No
Compressed Work Week	No	No	Yes	No	Yes	No	Yes	Yes	Yes	Yes
Job Sharing	No	No	Informal, team-based approach	No	No - has not been requested, but would be open to it for the right roles & individuals	No	No	No	Yes	No
Telecommuting	Yes	No	Sometimes	No	Yes	Yes	Yes	Yes	Yes	Yes
Hoteling/Hot Desking	No	No	No, but employees often switch desks	No	No	No	No	No	No	No
Other	Part-time schedules			No						
Benefits Planned:										
Flexible Work Hours	No	No		No	No			No		No
Compressed Work Week	No	No		No	No			No		No
Job Sharing	No	No		No	No			No		No
Telecommuting	No	No		No	No			No		No
Hotelling/Hot Desking	No	No		No	No			No		No
Other				No						

Individual Responses

Technology

	Company AA	Company H	Company A	Company S	Company V	Company E	Company Y	Company W	Company I	Company M
Benefit Eligibility:										
Flexible Work Hours	Yes	Only available to certain departments, all of which currently have exempt employees.	Exempt only			Typically managers and above cannot work from home – but there can be exceptions.	No - depends on group/manager	No		N/A
Compressed Work Week	Yes	N/A	Exempt only				No - depends on group/manager	No		All employees.
Job Sharing	Yes	N/A	Exempt only				N/A	No		N/A
Telecommuting	Yes	N/A	Exempt only			Approved on a case-by-case basis and managed closely.	No - depends on group/manager	No		Sales reps and call center employees are generally ineligible.
Hotelling/Hot Desking	Yes	N/A					N/A	No		N/A
Other information					Yes, if they are in a position that can support it (for example, the shipper can not work from home)	The guidelines do provide some specific information around what types of job functions are more likely to be eligible for participating in a flexible schedule – for example, typically managers and above cannot work from home – but there can be exceptions.			The particular flexibility options will vary depending upon the type of work performed and the work location.	

Individual Responses

Technology

	Company AA	Company H	Company A	Company S	Company V	Company E	Company Y	Company W	Company I	Company M
Specific Benefit Features:										
Flexible Work Hours	It's very flexible in terms of hours, but I think everyone is expected to be working 10-3ish.	Varies, but typically allowed 4 flex hours per month.			Most employees determine their start time and ensure they put in the 8 hour day. We treat people as professionals and as long as the work gets done and they are available as necessary for important meetings we are very flexible with start and top times. Our population is primarily Exempt. Most people are in the office between 10-4.	No formal policies regarding flexible work schedules. We have communicated guidelines to managers but it is their responsibility to determine if a request for a flexible work schedule is appropriate and to manage it.	Depends on group/manager— I, for example, work 24 hours per week but my hours are not set at all	10-5 EST	Examples include: - Every other Friday off (9/80); an employee works 9 hours Monday through Friday of week A, 9 hours Monday through Wednesday of week B, 8 hours Thursday of week B and then gets Friday of week B off (works 80 hours over a two week period). - Every Friday afternoon off; an employee works 9 hours Monday through Thursday and 4 hours on Friday morning (works 40 hours each week). - Modified work week; an employee may work either more or less than 8 hours in any day of a pay period as long as the balance of hours worked at the end of the pay period is 80 hours.	N/A
Compressed Work Week					When done, it is 4 10-hour days		Depends on group/manager— I, for example, work 24 hours per week (equivalent to three days)	Offer all types, but need to have set schedule - can't fluctuate week to week		4/10 hour days
Job Sharing								N/A		N/A

Individual Responses

Technology

	Company AA	Company H	Company A	Company S	Company V	Company E	Company Y	Company W	Company I	Company M
Specific Benefit Features:										
Telecommuting	No stated # of days that I am aware of				Up to each dept and manager. Most do it 1-2 days/week. A couple do it 5 days.		Depends on group/manager—but telecommuting is common and can be for the entire work week. Some employees work exclusively from home or travel to clients.	2 days allowed to work from home for eligible positions		Generally allow no more than 2 per week.
Hotelling/Hot Desking								N/A		N/A
Other information						We never communicated core work hours, but we do allow some alternate work scheduling, it's based on the job function and whether or not the business can accommodate the schedule. We do have some telecommuting but it's approved on a case-by-case basis and managed closely.		Ironically, we are least flexible with our (inside) sales people - don't let them work from home, have to be here by 8am etc.	The particular flexibility options will vary depending upon the type of work performed and the work location.	

Individual Responses

Education, Financial Services, Life Sciences, Other, Pharma, Services

	Company P	Company T	Company B	Company F	Company K	Company U	Company Q	Company D	Company G	Company C
Benefits Offered:	Education	Financial Services	Life Sciences	Other	Other	Other	Pharma	Pharma	Services	Services
Flexible Work Hours	Yes	Yes	No	No	Yes, case-by-case basis – no formal policy	Yes	Yes (informal policy)	Yes	Yes, for attraction and retention in areas where appropriate	No
Compressed Work Week	Yes	Yes	No	No	No	Reduced schedule, but not compressed	No	No	Yes, implemented as an attraction/retention strategy, recently implemented for all finance shared services non-exempts	No
Job Sharing	Yes	Yes	No	No	No	No	No	No	Yes, manager discretion, employee need	No
Telecommuting	Yes	Yes	No	No	Yes	Yes	Yes (informal/limited policy)	Yes	Yes, corporate program, combined with Hotelling	No
Hotelling/Hot Desking	No	No	No	No	Yes	Yes	No	No	Yes, combined with telecommuting at the corporate office	No
Other		Reduced hours					No		Yes – part-time and temporary work	
Benefits Planned:										
Flexible Work Hours			No	No	No	No	Yes (contemplating formalizing policy)			No
Compressed Work			No	No	No	No	No			No
Job Sharing			No	No	No	No	No			No
Telecommuting			No	No	No	No	Yes (contemplating formalizing policy to allow for 1-day per week work from home where business need allows)		Yes enhancing technology support to ensure your laptop can be your one media device for web conferencing, phone calls and chatting (social technology)	No
Hotelling/Hot Desking			No	No	No	No	No			No
Other							No			

Individual Responses

Education, Financial Services, Life Sciences, Other, Pharma, Services

	Company P	Company T	Company B	Company F	Company K	Company U	Company Q	Company D	Company G	Company C
Benefit Eligibility:										
Flexible Work Hours					Case-by-case basis		Yes (as long as business need allows)	No eligibility requirements.		
Compressed Work Week					N/A		N/A	N/A		
Job Sharing					N/A		N/A	N/A		
Telecommuting					Case-by-case basis		Yes (as long as business need allows)	No eligibility requirements.	Very explicit about which jobs cannot be included, also researching technology to see if call center can be included. Also, have a manager training program [to] train managers on how to successfully implement [the program] and related programs in their organizations.	
Hotelling/Hot Desking					Case-by-case basis		N/A	N/A		
Other information										

Individual Responses

Education, Financial Services, Life Sciences, Other, Pharma, Services

	Company P	Company T	Company B	Company F	Company K	Company U	Company Q	Company D	Company G	Company C
Specific Benefit Features:										
Flexible Work Hours	Working an alternate schedule (e.g., 8 A.M. - 4 P.M., instead of 9 A.M. - 5 P.M.)	Altering the start and/or finish times of a working day, but maintaining the same number of regularly scheduled hours.				More dependent on department than companywide. Certain areas lend themselves to being more flexible due to the actual work.		No core hours.	Variations in the hours throughout the organization	
Compressed Work Week	Working part-time (shorter daily work schedule, or fewer days a week).	Altering the start and finish times of a work day to compress your scheduled hours into fewer days.				Reduced schedule, but not compressed		No compressed work week; no summer hours.	Variations	
Job Sharing		More than one employee sharing a position on an on-going basis.				N/A		N/A		
Telecommuting		Routinely working away from the employee's assigned office. This may include working from home, a remote location or a satellite location.				Supported by training and guidelines for the employee and Manager.		Informal and formal arrangements, depends on group.	Many jobs totally virtual when combined with hotelling, corporate office jobs.	

Individual Responses

Education, Financial Services, Life Sciences, Other, Pharma, Services

	Company P	Company T	Company B	Company F	Company K	Company U	Company Q	Company D	Company G	Company C
Specific Benefit Features:										
Hotelling/Hot Desking						We have "hotelling" spots located in [our two locations], which is primarily used for employees going between buildings but does set us up for future possibilities.			Have lockers and storage to help employees feel comfortable giving up their space	
Other information	All alternative work arrangements require the approval of an employee's supervisor and job sharing may require following additional guidelines.	Reduced hours - Working fewer than the standard work hours for your business or location. Depending on the number of hours worked, benefits may be affected.								

Sample Policy

Flexible Work Arrangements Program Table of Contents

- I. Purpose
- II. Scope and Definitions
- III. Eligibility and Criteria
- IV. Process and Procedures
- Not included in this sample but generally included in program/policy information:
 - Managers guide or guidelines on how to make decisions about the arrangements and measuring success
 - Employee guide or guidelines on making a request and their responsibilities

Sample Policy

I. Purpose

- The flexible work program is one element of the organization's work/life balance offerings and an important part of our total employee value proposition of compensation, benefits and recognition.
- The purpose of the program is to provide both employees and the organization with flexibility to meet changing personal and business needs including:
 - A work environment that enhances employee productivity and engagement, without negatively impacting team work and collaboration, access to resources, customer satisfaction and data privacy.
 - The need to decrease employee and organizational costs such as commuting costs, office space, equipment, etc.
 - Providing customers with additional hours or access to services.
 - Enhancing the health and wellbeing of employees in conjunction with other employee benefits and services.
 - Attracting and retaining highly skilled and high performing employees.
 - Attracting a diverse work force with a variety of needs in achieving work/life balance.

II. Scope and Definitions

- The scope and definitions of the program include:
 - Flexible work hours
 - When an employee's regular schedule is changed to one outside the standard office hours of a group. For example, instead of working 9 – 5, from 8 – 4, or 10 – 6.
 - Compressed work week
 - A work schedule within fewer than the normal five day week, such as four 10 hour days.
 - Job sharing
 - When one full time position is shared by two part time employees with the same job description and divide the responsibilities equally.
 - Telework
 - A job performed at a site other than the organization's locations, either all the time or part of the time.
 - Phased retirement
 - A gradual decrease in hours and responsibilities before full retirement.
 - Gradual return to work
 - A gradual increase in hours after a leave of absence for birth, adoption, illness, injury or other life altering event.
 - Less than full-time/reduction in hours
 - Reducing a current employee or developing a schedule for a new employee where the work is less than full-time to accommodate attending school, young children/school age children or elderly/disabled relatives who need care.
- There may be business needs that can support a combination of these arrangements. Employees and managers can request a long term or a temporary arrangement.

III. Eligibility and Criteria

- Eligibility
 - All regular employees are eligible to apply for each of the different program offerings except executives/officers of the company
 - Telecommuting is limited to three days per week
 - All employees must work from the office on Wednesdays between the hours of 10am and 2pm
- Criteria considered during the approval process
 - The type of job
 - The impact of the new situation on customers, co-workers and others
 - Meeting performance expectations
 - The current resources available to support the arrangement, including technology
 - Core hours or meetings that must be attended by the employee (in person)
 - The need to record hours and ability for the manager to validate hours worked
 - The level of supervision required to do his/her job
 - Ability to comply with laws and regulations governing work, such as FMLA, FLSA, HIPAA, etc.

IV. Process and Procedures

- Employee Initiated
 - Employee completes a proposal form for a flexible work arrangement and submits to his/her manager
 - Employee and manager meet to discuss needs and alternatives, questions and concerns
 - The manager may take up to 10 business days to make a decision on the request
- Manager Initiated
 - Manager describes the new situation using the proposal form or similar format
 - Employee and manager meet to discuss needs and alternatives, questions and concerns
 - The employee may take up to 10 business days to make a decision on the request
 - If the employee does not want to work in that arrangement, the manager will work with Human Resources to talk through concerns and consider alternatives
- Approvals
 - The next level of management reviews the work arrangement and indicates approval or not
 - Human Resources reviews, provides feedback and assists the employee and supervisor during the transition
- Monitoring
 - Managers will solicit feedback from customers, co-workers
 - Employee will receive feedback and may need to make schedule adjustments
 - Manager or employee at any time can decide to discontinue the arrangement