About WorldatWork® – The Total Rewards Association

WorldatWork (www.worldatwork.org) is a nonprofit human resources association for professionals and organizations focused on compensation, benefits, work-life effectiveness and total rewards – strategies to attract, motivate and retain an engaged and productive workforce. WorldatWork and its affiliates provide comprehensive education, certification, research, advocacy and community, enhancing careers of professionals and, ultimately, achieving better results for the organizations they serve. WorldatWork has more than 65,000 members and subscribers worldwide; 80 percent of Fortune 500 companies employ a WorldatWork member. Founded in 1955, WorldatWork is affiliated with more than 70 local human resources associations and has offices in Scottsdale, Ariz., and Washington, D.C.

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Introduction & Methodology

This report summarizes the results of a May 2017 survey of WorldatWork members, “Trends in Workplace Flexibility,” to gather information about current trends in workplace flexibility practices. This survey is designed to measure flexibility options offered to employees and commonly used flexible work arrangements. It also analyzes how these programs are managed.

On May 17, 2017, 4,989 invitations were mailed to U.S., Canadian and international WorldatWork members. The survey closed on June 14, 2017, with 323 responses, a 6% response rate. The dataset was cleaned and analyzed using statistical software. Any duplicate records were removed, resulting in a final data set of 295 responses. Data comparisons with any relevant, statistically significant differences are noted in this report.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America.

The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a data set. Due to rounding, frequencies of data responses provided in this survey may not total 100%.

WorldatWork conducted similar trends in flexibility program surveys in 2015, 2013 and 2010. These reports can be viewed on the WorldatWork website. Where possible, historical comparisons from data gathered in the previous survey are shown.
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Demographics

Figure 1: “Which of the following best describes your employer?” (n=208)

Figure 2: “Please choose the total number of full-time employees (FTEs) your organization employs worldwide:” (n=208)
Figure 3: “Please choose one category that best describes the industry in which your organization operates:” (n=208)
*Industries with less than 2% are not listed in this table*

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and Insurance</td>
<td>13%</td>
</tr>
<tr>
<td>All Other Manufacturing</td>
<td>12%</td>
</tr>
<tr>
<td>Other</td>
<td>12%</td>
</tr>
<tr>
<td>Information (includes Publishing, IT Technologies, etc.)</td>
<td>7%</td>
</tr>
<tr>
<td>Consulting, Professional, Scientific and Technical Services</td>
<td>6%</td>
</tr>
<tr>
<td>Mining, Quarrying, and Oil and Gas Extraction</td>
<td>5%</td>
</tr>
<tr>
<td>Chemical Manufacturing (includes Pharmaceuticals)</td>
<td>5%</td>
</tr>
<tr>
<td>Utilities</td>
<td>5%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>5%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>4%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>4%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>4%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>3%</td>
</tr>
<tr>
<td>Construction</td>
<td>3%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>3%</td>
</tr>
<tr>
<td>Computer and Electronic Manufacturing</td>
<td>2%</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>2%</td>
</tr>
<tr>
<td>Other Services (except Public Administration)</td>
<td>2%</td>
</tr>
</tbody>
</table>

Figure 4: “What is the approximate annual voluntary turnover for employees?” (n=165)

- 0%-5%: 24%
- 6%-10%: 28%
- 11%-15%: 23%
- 16%-20%: 12%
- 21%-26%: 6%
- 27%-40%: 5%
- 41% or more: 3%
Executive Summary

Flexibility practices vary by organization, but overall prevalence of these programs has remained fairly consistent since 2013. (See Figure 6.) The vast majority of organizations continue to offer telework on an ad-hoc basis, flexible start and stop times, and part-time schedules.

Flexibility Programs

- Teleworking on an ad-hoc basis is one of the only programs to show significant growth since 2013, and it is likely that this trend will continue as technology makes teleworking easier and more convenient than ever before.
- Despite concerns that changes rules regarding healthcare coverage may lead to full-time positions being replaced with part-time workers, the data indicates that part-time schedules are less common now than in the recent past.
- The average number of flexibility programs offered by responding organizations is 6.3, not including “combination of programs” as a possibility. This has marginally increased since 2015, by two-tenths of a percentage point. (See Figure 8.) In addition, 2% of organizations offer all flexibility programs listed while 2% offer none of the surveyed programs.
- When programs are not offered, respondents often cite resistance from management and a lack of jobs that are conducive to flexibility. (See Figure 9.) Specifically, flex time and part-time schedules are not likely to be offered due to a limited number of jobs conducive to this type of flexibility. Phased retirement, phased return from leave, career on/off ramps and job share are not particularly attractive to employees, and tend not to be offered due to a lack of interest.
- Exempt employees tend to have more flexibility options than other employees, and nonprofit organizations are more likely to offer flexibility programs than other organizations. (See Figures 10-12.)
- In instances where flexibility is not formalized, 70% of managers offer it to their employees at their own discretion or are encouraged to find mutually beneficial solutions. Only 15% of managers do not offer informal flexibility programs at their own discretion. (See Figure 13.)
Types of Programs Offered

- A 4/10 schedule (work four 10-hour days with one day off) is still the most commonly offered compressed workweek, although prevalence of most types of compressed workweeks has fallen precipitously in the last 7 years. (See Figure 15.)
- 45% of respondents say that core hours vary by business unit/department. 20% of respondents say that all or most flexible workers must be working between the hours of 9 AM and 4 PM local time (on average), in order to not disrupt core business.
- More than half of respondents say that their organization purchases laptops for teleworking employees. Approximately one in three purchase cell phones, mobile data packages, and software. Virtual private networks, communication and collaboration programs, and instant messaging programs are provided by more than half of responding organizations. (See Figures 17 and 18.)
- While a plurality of managers (41%) still find it difficult to estimate the productivity of teleworking employees, 57% say teleworkers are as or more productive as employees working in the office. (See Figure 19.)

Program Administration and Communication

- Training to be successful while teleworking or managing teleworkers is rare—fewer than 1 in 5 organizations provide this type of training. (See Figures 20 and 21.)
- Only 16% of organizations promote their flexibility programs when recruiting new talent, although it would be wise for more organizations to do so, as 50% say that it has a positive impact on candidates’ likelihood to accept an offer. (See Figures 22 and 23.)
- More than half of organizations have a written flexibility plan to ensure business continuity in the event of a disaster or circumstances that may prevent normal operations, but only 13% have a flexibility plan in place for green initiatives or due to real estate issues. (See Figure 24.)
- The guiding principles of an organization’s flexibility programs tend to be more formal than the actual administration of these programs, although both the guiding principles and administration of flexibility programs are informal in the vast majority of organizations. Informal flexibility is defined as no written strategy/philosophy, no/few written policies, as well as no forms or at the discretion of managers for administration.

Program Strategy and Measures

- 52% of organizations have a flexibility strategy or philosophy, but only 14% have a formal, written document. (See Figure 28.)
- Only 1 in 5 organizations offer flexibility options to their whole workforce. One in three organizations only offer flexibility on a case-by-case basis with no widespread access.
- Getting all managers to buy into the idea that flexibility is essential to success is still an uphill battle; only 6% of respondents currently say that all their managers believe flexibility is essential. However, progress is being made, as only 38% said that a small portion or no managers believe flexibility is essential, compared to 48% in 2015.
• A manager’s propensity for managing in a flexible work environment is only considered in 25% of hiring or promotion decisions, and 88% of the time, managers’ stated goals and objectives do not encourage consideration and/or use of flexibility options by their employees. (See Figures 31 and 32.)

• Only 2% of organizations attempt to quantify the ROI of flexibility programs. (See Figure 33.)

• Approximately two-thirds of respondents claim that flexibility has a positive or extremely positive effect on employee engagement, motivation and satisfaction. (See Figure 34.)

• Flexibility options have a neutral (57%) to positive (18%) impact on employee opportunity and career progression. (See Figure 35.)
Results and Analysis

Figure 5: “What types of flexibility/flexible work arrangements does your organization offer to some or all employees? (Please select all that apply.)” (n=244)

| Flexible Work Arrangement                                                                 | Offer to All or Some Employees | Not Offered
|-------------------------------------------------------------------------------------------|-------------------------------|-----------------
| Telework on an ad-hoc basis (meet a repair person, sick child, etc.)                      | 89%                           | 11%              |
| Flex time (flexible start/stop times)                                                     | 86%                           | 14%              |
| Part-time schedules (with or without benefits)                                            | 79%                           | 21%              |
| Phased return from leave                                                                  | 62%                           | 38%              |
| Telework on a regular monthly basis (at least one day per month, but not full time)      | 61%                           | 39%              |
| Telework on a regular weekly basis (at least one day per week, but not full time)        | 61%                           | 39%              |
| Shift flexibility                                                                         | 51%                           | 49%              |
| Combination of programs tailored to fit employee’s needs                                  | 49%                           | 51%              |
| Compressed workweek (e.g., 4/10, 9/80)                                                    | 45%                           | 55%              |
| Telework full time (every regularly scheduled workday)                                    | 38%                           | 62%              |
| Phased retirement                                                                        | 32%                           | 68%              |
| Career on/off ramps                                                                      | 16%                           | 84%              |
| Job share                                                                                | 12%                           | 88%              |
Figure 6: Prevalence of Flexibility Programs Offered to All or Some Employees, Year-Over-Year Comparison¹

<table>
<thead>
<tr>
<th>Program</th>
<th>2017 (n=244)</th>
<th>2015 (n=375)</th>
<th>2013 (n=566)</th>
<th>2010 (n=537)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telework on an ad-hoc basis (meet a repair person, sick child, etc.)</td>
<td>89%</td>
<td>83%</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>Flex time (flexible start/stop times)</td>
<td>86%</td>
<td>85%</td>
<td>84%</td>
<td>83%</td>
</tr>
<tr>
<td>Part-time schedules (with or without benefits)</td>
<td>79%</td>
<td>82%</td>
<td>81%</td>
<td>84%</td>
</tr>
<tr>
<td>Phased return from leave</td>
<td>62%</td>
<td>56%</td>
<td>60%</td>
<td>59%</td>
</tr>
<tr>
<td>Telework on a regular, weekly basis (at least one day per week, but not full time)</td>
<td>61%</td>
<td>53%</td>
<td>52%</td>
<td>57%</td>
</tr>
<tr>
<td>Telework on a regular, monthly basis (at least one day per month, but not full time)</td>
<td>61%</td>
<td>56%</td>
<td>56%</td>
<td>58%</td>
</tr>
<tr>
<td>Shift flexibility</td>
<td>51%</td>
<td>48%</td>
<td>51%</td>
<td>44%</td>
</tr>
<tr>
<td>Combination of programs tailored to fit employee’s needs</td>
<td>49%</td>
<td>50%</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td>Compressed workweek (e.g., 4/10, 9/80)</td>
<td>45%</td>
<td>48%</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td>Telework full time (every regularly scheduled workday)</td>
<td>38%</td>
<td>34%</td>
<td>34%</td>
<td>37%</td>
</tr>
<tr>
<td>Phased retirement</td>
<td>32%</td>
<td>30%</td>
<td>31%</td>
<td>27%</td>
</tr>
<tr>
<td>Career on/off ramps</td>
<td>16%</td>
<td>18%</td>
<td>22%</td>
<td>19%</td>
</tr>
<tr>
<td>Job share</td>
<td>12%</td>
<td>21%</td>
<td>24%</td>
<td>27%</td>
</tr>
</tbody>
</table>

¹ WorldatWork
Figure 7: Prevalence of Flexibility Programs, by Employee Coverage (n=244)

- Offered to all employees
- Offered to some employees
- We do not offer this program to any employee

<table>
<thead>
<tr>
<th>Program</th>
<th>Offered to all employees</th>
<th>Offered to some employees</th>
<th>We do not offer this program to any employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telework on an ad-hoc basis (meet a repair person, sick child, etc.)</td>
<td>48%</td>
<td>41%</td>
<td>11%</td>
</tr>
<tr>
<td>Flex time (flexible start/stop times)</td>
<td>55%</td>
<td>31%</td>
<td>14%</td>
</tr>
<tr>
<td>Part-time schedules (with or without benefits)</td>
<td>43%</td>
<td>36%</td>
<td>21%</td>
</tr>
<tr>
<td>Phased return from leave</td>
<td>55%</td>
<td>8%</td>
<td>38%</td>
</tr>
<tr>
<td>Telework on a regular monthly basis (at least one day per month, but not full time)</td>
<td>25%</td>
<td>36%</td>
<td>39%</td>
</tr>
<tr>
<td>Telework on a regular weekly basis (at least one day per week, but not full time)</td>
<td>22%</td>
<td>39%</td>
<td>39%</td>
</tr>
<tr>
<td>Shift flexibility</td>
<td>25%</td>
<td>25%</td>
<td>49%</td>
</tr>
<tr>
<td>Combination of programs tailored to fit employee’s needs</td>
<td>33%</td>
<td>16%</td>
<td>51%</td>
</tr>
<tr>
<td>Compressed workweek (e.g., 4/10, 9/80)</td>
<td>25%</td>
<td>20%</td>
<td>55%</td>
</tr>
<tr>
<td>Telework full time (every regularly scheduled workday)</td>
<td>13%</td>
<td>25%</td>
<td>62%</td>
</tr>
<tr>
<td>Phased retirement</td>
<td>17%</td>
<td>15%</td>
<td>68%</td>
</tr>
<tr>
<td>Career on/off ramps</td>
<td>12%</td>
<td>4%</td>
<td>84%</td>
</tr>
<tr>
<td>Job share</td>
<td>6%</td>
<td>6%</td>
<td>88%</td>
</tr>
</tbody>
</table>

1 Teleworking on an ad-hoc basis is significantly more common in 2017 than it was in 2013 and 2010.
Figure 8:  Number of Flexibility Programs Offered (n=244)
Figure 9: “In a previous question, you noted that you do not offer the programs listed below for some or all employees. Which of the following are primary obstacles to your organization’s adoption of flexibility programs or flexible work arrangements? (Please select all that apply.)”
Figure 10: Prevalence of Flexibility Programs, by Sector

- **Telework on an ad-hoc basis**
  - All Respondents (n=244): 89%
  - Private Sector, Publicly Traded (n=52): 86%
  - Private Sector, Privately Held (n=86): 91%
  - Nonprofit (n=36): 88%
  - Public Sector (n=34): 91%

- **Flex time**
  - All Respondents (n=244): 87%
  - Private Sector, Publicly Traded (n=52): 86%
  - Private Sector, Privately Held (n=86): 91%
  - Nonprofit (n=36): 86%
  - Public Sector (n=34): 86%

- **Part-time schedules**
  - All Respondents (n=244): 78%
  - Private Sector, Publicly Traded (n=52): 71%
  - Private Sector, Privately Held (n=86): 83%
  - Nonprofit (n=36): 97%
  - Public Sector (n=34): 88%

- **Phased return from leave**
  - All Respondents (n=244): 63%
  - Private Sector, Publicly Traded (n=52): 60%
  - Private Sector, Privately Held (n=86): 70%
  - Nonprofit (n=36): 47%
  - Public Sector (n=34): 47%

- **Telework on a monthly basis**
  - All Respondents (n=244): 61%
  - Private Sector, Publicly Traded (n=52): 48%
  - Private Sector, Privately Held (n=86): 58%
  - Nonprofit (n=36): 68%
  - Public Sector (n=34): 78%

- **Telework on a weekly basis**
  - All Respondents (n=244): 59%
  - Private Sector, Publicly Traded (n=52): 42%
  - Private Sector, Privately Held (n=86): 58%
  - Nonprofit (n=36): 65%
  - Public Sector (n=34): 78%

- **Shift flexibility**
  - All Respondents (n=244): 51%
  - Private Sector, Publicly Traded (n=52): 49%
  - Private Sector, Privately Held (n=86): 50%
  - Nonprofit (n=36): 64%
  - Public Sector (n=34): 64%

- **Compressed workweek**
  - All Respondents (n=244): 34%
  - Private Sector, Publicly Traded (n=52): 34%
  - Private Sector, Privately Held (n=86): 46%
  - Nonprofit (n=36): 44%
  - Public Sector (n=34): 46%

- **Telework full time**
  - All Respondents (n=244): 33%
  - Private Sector, Publicly Traded (n=52): 33%
  - Private Sector, Privately Held (n=86): 32%
  - Nonprofit (n=36): 47%
  - Public Sector (n=34): 47%

- **Phased retirement**
  - All Respondents (n=244): 33%
  - Private Sector, Publicly Traded (n=52): 25%
  - Private Sector, Privately Held (n=86): 37%
  - Nonprofit (n=36): 50%
  - Public Sector (n=34): 18%

- **Career on/off ramps**
  - All Respondents (n=244): 17%
  - Private Sector, Publicly Traded (n=52): 16%
  - Private Sector, Privately Held (n=86): 19%
  - Nonprofit (n=36): 18%
  - Public Sector (n=34): 17%

- **Job Share**
  - All Respondents (n=244): 12%
  - Private Sector, Publicly Traded (n=52): 8%
  - Private Sector, Privately Held (n=86): 13%
  - Nonprofit (n=36): 25%
  - Public Sector (n=34): 3%
Figure 11: Prevalence of Flexibility Programs, by Organization Size (Number of Employees)

- Telework on an ad-hoc basis
  - 10,000+ (n=32): 81%, 91%
  - 2,500-9,999 (n=35): 94%
  - 1,000-2,499 (n=47): 62%
  - 500-999 (n=33): 82%
  - Fewer than 500 (n=57): 79%

- Flex time
  - 10,000+ (n=32): 94%
  - 2,500-9,999 (n=35): 94%
  - 1,000-2,499 (n=47): 86%
  - 500-999 (n=33): 89%
  - Fewer than 500 (n=57): 89%

- Part-time schedules
  - 10,000+ (n=32): 94%
  - 2,500-9,999 (n=35): 79%
  - 1,000-2,499 (n=47): 79%
  - 500-999 (n=33): 82%
  - Fewer than 500 (n=57): 86%

- Phased return from leave
  - 10,000+ (n=32): 61%
  - 2,500-9,999 (n=35): 65%
  - 1,000-2,499 (n=47): 64%
  - 500-999 (n=33): 64%
  - Fewer than 500 (n=57): 79%

- Telework on a monthly basis
  - 10,000+ (n=32): 53%
  - 2,500-9,999 (n=35): 57%
  - 1,000-2,499 (n=47): 61%
  - 500-999 (n=33): 61%
  - Fewer than 500 (n=57): 72%

- Telework on a weekly basis
  - 10,000+ (n=32): 47%
  - 2,500-9,999 (n=35): 58%
  - 1,000-2,499 (n=47): 64%
  - 500-999 (n=33): 70%
  - Fewer than 500 (n=57): 70%

- Shift flexibility
  - 10,000+ (n=32): 42%
  - 2,500-9,999 (n=35): 52%
  - 1,000-2,499 (n=47): 60%
  - 500-999 (n=33): 60%
  - Fewer than 500 (n=57): 60%

- Compressed workweek
  - 10,000+ (n=32): 36%
  - 2,500-9,999 (n=35): 45%
  - 1,000-2,499 (n=47): 45%
  - 500-999 (n=33): 42%
  - Fewer than 500 (n=57): 42%

- Telework full time
  - 10,000+ (n=32): 29%
  - 2,500-9,999 (n=35): 30%
  - 1,000-2,499 (n=47): 28%
  - 500-999 (n=33): 52%
  - Fewer than 500 (n=57): 52%

- Phased retirement
  - 10,000+ (n=32): 26%
  - 2,500-9,999 (n=35): 33%
  - 1,000-2,499 (n=47): 40%
  - 500-999 (n=33): 36%
  - Fewer than 500 (n=57): 36%

- Career on/off ramps
  - 10,000+ (n=32): 12%
  - 2,500-9,999 (n=35): 21%
  - 1,000-2,499 (n=47): 14%
  - 500-999 (n=33): 21%
  - Fewer than 500 (n=57): 21%

- Job Share
  - 10,000+ (n=32): 3%
  - 2,500-9,999 (n=35): 9%
  - 1,000-2,499 (n=47): 18%
  - 500-999 (n=33): 9%
  - Fewer than 500 (n=57): 9%
Figure 12: Prevalence of Flexibility Programs by Employee Eligibility, If Offering a Program to Some or All Employees

Respondents could select more than one employee category. For example, of organizations who offer telework on an ad-hoc basis, 50% of these offer this option to nonexempt/hourly employees.

---

2 Base sizes too low to report Job Sharing
Figure 13: “For any flexibility program that is not formally offered to all or most employees, are managers allowing that type of flexibility at their own discretion?” (n=224)

Of the managers allowing flexible work arrangements (n=144) at their discretion much of the variation of flexibility programs is based on business or operational needs, as well as many noting the use of flexible schedules and telework.
Figure 14: “Please rank the flexibility programs your organization offers by employee usage and employee type.”

<table>
<thead>
<tr>
<th>Flexibility Option</th>
<th>Exempt</th>
<th>Non-Exempt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flex time (flexible start/stop times)</td>
<td>1.53</td>
<td>1.72</td>
</tr>
<tr>
<td>Telework on an ad-hoc basis (meet a repair person, sick child, etc.)</td>
<td>2.12</td>
<td>2.54</td>
</tr>
<tr>
<td>Shift flexibility</td>
<td>3.16</td>
<td>2.67</td>
</tr>
<tr>
<td>Telework on a regular, weekly basis (at least one day per week but not full time)</td>
<td>3.29</td>
<td>3.51</td>
</tr>
<tr>
<td>Compressed workweek (e.g., 4/10, 9/80)</td>
<td>3.33</td>
<td>2.83</td>
</tr>
<tr>
<td>Part-time schedules (with or without benefits)</td>
<td>3.73</td>
<td>2.57</td>
</tr>
<tr>
<td>Telework on a regular, monthly basis (at least one day per month but not full time)</td>
<td>3.74</td>
<td>4.20</td>
</tr>
<tr>
<td>Phased return from leave</td>
<td>3.83</td>
<td>3.22</td>
</tr>
<tr>
<td>Telework full time (every regularly scheduled workday)</td>
<td>4.49</td>
<td>3.33</td>
</tr>
<tr>
<td>Career on/off ramps</td>
<td>5.00</td>
<td>5.43</td>
</tr>
<tr>
<td>Phased retirement</td>
<td>5.43</td>
<td>5.00</td>
</tr>
<tr>
<td>Job share</td>
<td>6.00</td>
<td>4.27</td>
</tr>
</tbody>
</table>
Types of Programs Offered

Figure 15: “Which types of compressed workweek schedules does your organization offer? (Please select all that apply.)”

3 In 2015 a statistically significantly lower percentage of organizations offer 4/10 compressed workweeks (56%) than in 2013 (76%). However, a statistically significantly higher percentage of organizations do not specify flexibility schedules/employees develop a schedule with supervisors (28%) compared to 2013 (9%).
Figure 16: “Regarding your organization’s use of flex time whereby start and stop times vary, are there core hours that can’t be interfered with (e.g., all schedules employees must be working from 10 a.m. – 2 p.m., or some other block of time)?”

Most of those who report having common start and stop times indicate employees should be working during the hours of 9:00 AM and 4:00 PM local time.

Figure 17: “What technologies do you use with teleworkers? (Select all that apply.)” (n=244)
Figure 18: “What expenses does your organization cover for teleworkers? (Select all that apply.)”  

- Smartphone: 31% (2017), 36% (2015)
- Software: 30% (2017), 34% (2015)
- Internet access: 18% (2017), 21% (2015)
- We do not cover any expenses: 16% (2017), 22% (2015)
- Office supplies: 13% (2017), 16% (2015)
- Tablet: 8% (2017), 8% (2015)
- Desktop: 9% (2017), 9% (2015)
- Office chairs: 3% (2017), 3% (2015)
- We cover all expenses: 2% (2017), 4% (2015)

Figure 19: “What do managers report regarding productivity of teleworking employees?”

- Teleworking employees are more productive: 48% (2017), 48% (2015), 36% (2013)
- Teleworking employees are equally productive: 2% (2017), 4% (2015), 2% (2013)
- Teleworking employees are less productive: 41% (2017), 39% (2015), 53% (2013)
- It’s difficult to estimate productivity: 8% (2017), 8% (2015), 8% (2013)

4 Significantly fewer organizations are purchasing laptops and long-distance phone calls for teleworkers in 2017 than they were in 2015.
Figure 20: “Is training provided to employees about how to be successful as an employee with a flexible work arrangement?”

[Bar chart showing the percentage of organizations that did not provide training to employees about being successful with a flexible work arrangement from 2010 to 2017.]

In 2015, a statistically significantly greater percentage of organizations did not provide training to employees about how to be successful with a flexible work arrangement (89%) as 2010 (83%).

Figure 21: “Is training provided to managers about how to successfully manage employees with flexible work arrangements?”

[Bar chart showing the percentage of organizations that did not provide training to managers about managing flexible work arrangements from 2010 to 2017.]

5 In 2015, a statistically significantly greater percentage of organizations did not provide training to employees about how to be successful with a flexible work arrangement (89%) as 2010 (83%).
Figure 22: “Does your organization feature or market flexibility as a key employee benefit when attempting to attract new employees?”

- 2017 (n=206): 16% Yes, 45% Sometimes, 39% No
- 2015 (n=292): 19% Yes, 37% Sometimes, 44% No
- 2013 (n=455): 21% Yes, 34% Sometimes, 45% No
- 2010 (n=458): 26% Yes, 35% Sometimes, 39% No
Figure 23: “In general, what would your hiring managers say is the impact of your organization’s flexible work options on a candidate’s likelihood to accept or reject an employment offer?”
Figure 24: “Please indicate which statements reflect your organization’s use of flexibility for business continuity, real estate solutions and/or green initiatives. (Select all that apply.)”

Figure 25: “Would you say the guiding principles of your organization’s flexibility program are more formal or informal?”

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6 In 2010 and 2013, this question was asked as “yes/no,” while in 2015 it is a “select all that apply.”
7 In 2010 and 2013, this question was asked: “Would you say your organization’s flexibility program is more formal or informal?” and 32% of organizations believed their flexibility programs were formal, a 9 percentage point decrease from 2010.
Figure 26: “Would you say the administration of your organization’s flexibility program is more formal or informal?”

- **Formal**
  - 23% in 2017 (n=205)
  - 28% in 2015 (n=293)
  - (e.g., employee request forms, approval channels)

- **Informal**
  - 77% in 2017 (n=205)
  - 72% in 2015 (n=293)
  - (e.g., no forms, discretion of manager)
Figure 27: “Using the scale below, how would you rate the culture of flexibility at your organization?”

<table>
<thead>
<tr>
<th>Nonexistent</th>
<th>Inconsistent</th>
<th>Strategic</th>
<th>Deeply Embedded</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Flexibility is rarely used, if at all, and is not viewed as an important element in attracting, motivating and retaining employees, nor achieving organizational success.</td>
<td>• We have some formal programs and policies, but they are not widely applied.</td>
<td>• Flexibility is strategic and viewed as an essential element in achieving organization success, and is widely used around the organization.</td>
<td>• The concept of workplace flexibility is part of our organization’s culture.</td>
</tr>
<tr>
<td>• Flexibility is viewed as a special perk, if allowed at all.</td>
<td>• Some departments use flexible work arrangements, but their use is inconsistent and not organizationwide.</td>
<td>• However, formalities in the process or policy may limit the use of flexibility.</td>
<td>• There is universal access to flexibility and it is integrated into the everyday work environment.</td>
</tr>
<tr>
<td></td>
<td>• Flexibility options are limited and may still be viewed as a special perk.</td>
<td></td>
<td>• Employees feel free to request flexibility as needed and managers are encouraged to be “flexible” as they work in partnership with employees to find solutions that lead to employee and organizational success.</td>
</tr>
</tbody>
</table>
Figure 28: “Which statement best describes your organization’s flexibility strategy or philosophy?”

- **Deeply Embedded**
  - 2015: 14% (n=302)
  - 2017: 19% (n=290)

- **Strategic**
  - 2015: 38% (n=302)
  - 2017: 29% (n=209)

- **Inconsistent**
  - 2015: 48% (n=302)
  - 2017: 53% (n=209)

- **Nonexistent**
  - 2015: 20% (n=302)
  - 2017: 14% (n=209)

Legend:
- We have a formal, written flexibility strategy or philosophy.
- We have a flexibility strategy or philosophy, but it is not formally documented.
- We have no flexibility strategy or philosophy.
Figure 29: “How widespread is the access to flexible work arrangements at your organization?”

- Flexible work arrangements are possible in most or all workforce segments or departments.
- Flexible work arrangements are available in some workforce segments or departments, but not all.
- Flexible work arrangements are available on a limited case-by-case basis only; there is no widespread access.

<table>
<thead>
<tr>
<th>Year</th>
<th>2017 (n=202)</th>
<th>2015 (n=290)</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>46%</td>
<td>41%</td>
<td></td>
</tr>
<tr>
<td>36%</td>
<td>35%</td>
<td></td>
</tr>
</tbody>
</table>
Figure 30: “What portion of your managers/leaders buy in to the idea that flexibility is an essential element to organizational success?”

- Virtually all managers/leaders: 3% (2017, n=208) vs. 6% (2015, n=291)
- Most managers/leaders: 29% (2017) vs. 26% (2015)
- About half of our managers/leaders: 35% (2017) vs. 42% (2015)
- A small portion of our managers/leaders: 27% (2017) vs. 22% (2015)
- Virtually no managers/leaders: 6% (2017) vs. 5% (2015)

Figure 31: “When managers are hired/promoted, is their propensity for managing in a flexible work environment considered?”

- Yes, most/all of the time: 75% (2017, n=203) vs. 76% (2015, n=288)
- Yes, sometimes: 21% (2017) vs. 19% (2015)
- No: 4% (2017) vs. 5% (2015)
Figure 32: “Do stated performance objectives for managers typically include goals that encourage consideration and/or use of flexibility options by their employees?”

![Bar chart showing trends](chart1)

Figure 33: “Does your organization attempt to quantify ROI of your employee flexibility programs (e.g., on productivity, customer satisfaction, product quality)?”

![Bar chart showing trends](chart2)
Figure 34: “What would your workforce say is the effect of your organization’s flexibility programs on:”

<table>
<thead>
<tr>
<th>Engagement (n=204)</th>
<th>Negative effect</th>
<th>No effect or neutral</th>
<th>Positive effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>11%</td>
<td>25%</td>
<td>64%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Motivation (n=204)</th>
<th>Negative effect</th>
<th>No effect or neutral</th>
<th>Positive effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>25%</td>
<td>65%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Satisfaction (n=203)</th>
<th>Negative effect</th>
<th>No effect or neutral</th>
<th>Positive effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%</td>
<td>15%</td>
<td>71%</td>
<td></td>
</tr>
</tbody>
</table>

Figure 35: “What would your workforce say is the impact of the use of flexibility on career progression or development opportunities if all other things are equal?”

<table>
<thead>
<tr>
<th>Year</th>
<th>Negative effect; employee has fewer opportunities</th>
<th>No effect/neutral; opportunities are not affected by use of flexibility by employee</th>
<th>Positive effect; employee has more opportunities</th>
<th>Varies by department and/or hiring manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>7%</td>
<td>57%</td>
<td>6%</td>
<td>18%</td>
</tr>
<tr>
<td>2015</td>
<td>10%</td>
<td>53%</td>
<td>69%</td>
<td>18%</td>
</tr>
<tr>
<td>2013</td>
<td>3%</td>
<td>69%</td>
<td>70%</td>
<td>20%</td>
</tr>
<tr>
<td>2010</td>
<td>6%</td>
<td>70%</td>
<td>70%</td>
<td>21%</td>
</tr>
</tbody>
</table>

In 2013, the question was posed slightly differently: “Does the use of flexibility by an employee have any impact on career progression or development opportunities if all other things are equal?”
Figure 36: Perceived Impact of Flexibility on Engagement, Motivation and Satisfaction, by Degree of Flexibility Culture

- Extremely negative-negative
- No effect or neutral
- Extremely positive-positive

<table>
<thead>
<tr>
<th>Degree of Flexibility Culture</th>
<th>Extremely negative-negative</th>
<th>No effect or neutral</th>
<th>Extremely positive-positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexistent to inconsistent (Satisfaction), A</td>
<td>16%</td>
<td>16%</td>
<td>68%</td>
</tr>
<tr>
<td>Strategic to embedded (Satisfaction), B</td>
<td>3%</td>
<td>7%</td>
<td>90% a</td>
</tr>
<tr>
<td>Nonexistent to inconsistent (Motivation), A</td>
<td>11%</td>
<td>28% b</td>
<td>61%</td>
</tr>
<tr>
<td>Strategic to embedded (Motivation), B</td>
<td>3%</td>
<td>7%</td>
<td>90% a</td>
</tr>
<tr>
<td>Nonexistent to inconsistent (Engagement), A</td>
<td>13%</td>
<td>26%</td>
<td>61%</td>
</tr>
<tr>
<td>Strategic to embedded (Engagement), B</td>
<td>3%</td>
<td>13%</td>
<td>83% a</td>
</tr>
</tbody>
</table>

Figure 37: “By which of the following does your organization formally track employee usage of any/all flexibility programs? (Select all that apply.)” (n=209)

- Location: 19%
- Job family/type: 8%
- Gender: 3%
- Age: 2%
- Other: 2%
- We do not track: 78%

9 Organizations with strategic to embedded flexibility cultures are significantly more likely to report that their flexibility programs have a positive impact on employee satisfaction, motivation, and engagement. See page 22 for scale.
Participating Organizations

2U
Actelion Pharmaceuticals US
AIPSO
Alliant Energy
Alta Resources
AM Leonard
American Family Insurance S.I.
Archock
Ascent Resources
Atlantic Central
BAE Systems Inc.
Barry Callebaut U.S.A. LLC
Bible League International
Bioventus
Black Hills Corp.
Blue Cross Blue Shield of ND
BlueLine Rental
Bottle Rocket LLC
Bridgepoint Education
British Columbia Automobile Associate (BCAA)
Canadian Science Publishing
Canadian Solar Inc.
Cars.com
Chiricahua Community Health Centers Inc.
City and County of Denver
City of Columbia, MO
COPT
Country Casual Teak
County of Albemarle, VA
Covestro LLC
CSC
Customers Bank
CWS Corporate Housing
Cystic Fibrosis Foundation
DDI
Department of Medical Assistance Services
DLL
Dominion Energy
Eldorado Resorts Inc.
Elliott Co.
Employers Resource Association
Ericsson Inc.
Erie Insurance Group
Farm Credit Bank of Texas
FEMSA
Flatiron Construction
Food Bank of Northern Nevada
Freedom Mortgage Corp.
Fuze Inc.
GE
Geonerco Management LLC
Golden Rain Foundation of Walnut Creek
Great River Energy
Guideposts
H. D. Smith
HAVI
HR Green Inc.
IKEA
Indiana Hemophilia & Thrombosis Center
Inter-Coastal Electronics Inc.
Jack in the Box Inc.
Johnson Outdoors Inc.
Just Born Inc.
Keystone Foods
LEO Pharma Inc.
Lexicon Pharmaceuticals Inc.
Liberty Global
Louisiana Department of State Civil Service
Love’s Travel Stops and Country Stores
Marriott Vacations Worldwide
MARTA
McCain Foods USA
Medavie Health Services
Medifast Inc.
Meritage Homes
Mersen USA Bn Corp.
Metrohm USA Inc.
MIT Lincoln Laboratory
National Fuel Gas Co. (Distribution & Supply)
NBCC
Omaha Public Power District
ORAU
Orica NA
Oxford University Press
Paycor
Peliton LLC
Port of Houston Authority
ProQuest
Protiviti
Puffer-Sweiven
Raffa P.C.
Reeb Millwork
Regeneron Pharmaceuticals
Royal Oaks
Rubino Consulting Services
S&D Coffee Inc.
Sally Beauty Holdings
Saudi British Bank (SABB)
Savant Capital Management
Sherritt
Shure Inc.
SITA
SRC
Stillwater Mining Co.
Straumann
Subsea 7
Texas Mutual Insurance Co.
The Institutes
The Vollrath Co. LLC
Therma-Tru Corp.
Toyota Tsusho Africa
TRI Pointe Group
True Value
Trulite Glass & Aluminum Solutions
Virginia Housing Development Authority
Virginia State Corp. Commission
Volvo Group US
Wespath Benefits & Investments
WoodmenLife
Zetron Inc.