Survey on Workplace Flexibility

A report by WorldatWork February 2011



About WorldatWork®

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Introduction and Methodology

This report summarizes the results of an October 2010 survey of WorldatWork members, which gathered information about current trends in workplace flexibility practices. Specifically, the survey is designed to measure which flexibility options are offered to employees, which flexible work arrangements are most commonly used and how these programs are managed.

On Oct. 20, 2010 survey invitations were e-mailed to 5,191 WorldatWork members around the globe. Those members who were selected for participation have specified total rewards as their area of responsibility. In addition, some randomly selected members who indicated a responsibility level of "executive", "top" or "senior" also participated in the survey.

The survey closed on Nov. 2, 2010, with 692 responses, a 13% response rate. In order to provide the most accurate data, the final data set was cleaned of duplicates and partial records using statistical software, which resulted in 537 total responses.

The demographics of the survey sample and the respondents overall 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 exactly 100%.

Survey Demographics

Figure D1: Sector (n=467)

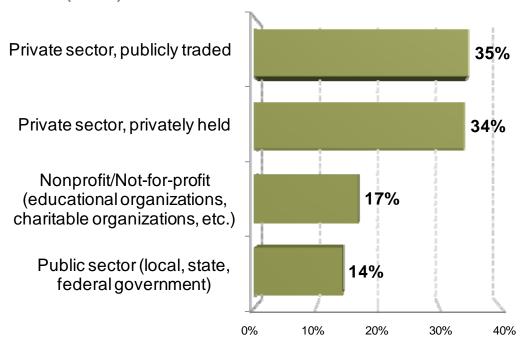


Figure D2: Organization Size (total number of full time employees [FTEs] worldwide) (n=466)

	Percent
Fewer than 100 employees	9%
100 to 499	14%
500 to 999	12%
1,000 to 2,499	16%
2,500 to 4,999	14%
5,000 to 9,999	11%
10,000 to 19,999	9%
20,000 to 39,999	7%
40,000 to 99,999	4%
100,000 or more	4%

Figure D3: Annual Voluntary Turnover Rate (n=455)

	Percent
0-5%	29%
6-10%	38%
11-15%	19%
16-20%	5%
21-26%	4%
27-40%	3%
41% or more	2%

Figure D4: Industry¹ (n=466)

	Percent
Finance and Insurance	13%
All Other Manufacturing	10%
Consulting, Professional, Scientific & Technical Services	10%
Health care & Social Assistance	7%
Utilities, Oil & Gas	6%
Retail Trade	6%
Public Administration	5%
Information (includes Publishing, IT Technologies, etc.)	4%
Educational Services	4%
Other Services (except Public Administration)	4%
Pharmaceuticals	3%
Computer and Electronic Manufacturing	3%
Wholesale Trade	2%
Transportation	2%
Arts, Entertainment & Recreation	2%
Construction	1%
Real Estate & Rental & Leasing	1%
Accommodations & Food Services	1%
Other	16%

¹ Industries with less than 1% of respondents are not shown in this table.

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Executive Summary

Workplace flexibility offerings and approaches vary significantly from one organization to the next, indicating that they are tailoring programs to fit their needs as well as the needs of their workforces.

In addition to capturing baseline information on flexible work arrangements, this survey was designed to examine the degree of flexibility culture in place at organizations, and to uncover any relationships to program offerings, practices and total rewards success. Findings indicate that the degree of workplace flexibility culture in place at a company does correlate to a number of things, including turnover.

The highlights below show key findings on a variety of flexible work arrangements as well as the impact of these on employee motivation, engagement, satisfaction and turnover.

Overall Prevalence of Workplace Flexibility Programs

- Part-time schedules, flex time and teleworking on an ad-hoc basis top the list. By far, the most prevalent flexibility programs offered are part-time schedules (with or without benefits), flex-time (flexible start/stop times) and telework on an ad-hoc basis (meet a repair person, sick child, etc.). These programs are each offered to some or all employees in more than 80% of companies, with more than two-thirds of organizations (68%) offering all three programs. (See Figure 1.) When offered, they are also the most commonly used by employees, with flex time ranked the highest. (See Figure 11.)
- Job share, phased retirement and career on/off ramps are the least prevalent. Nearly three-fourths of organizations do not offer job share or phased retirement, and 81% do not offer career on/off ramps, or work options that allow for multiple points of exit and re-entry over the course of a career. (See Figure 1.)
- Exempt/salaried employees tend to have the most flexibility options. Six of the 13 programs in the survey are offered to exempt/salaried employees by nearly all participating organizations (more than 97%). Most options are available to nonexempt/hourly employees and officer/executives to a lesser extent than the exempt/salaried group. However, all flexible work arrangements are still fairly prevalent in every category. (See Figure 7.)
- Flexibility is usually offered in a variety of forms. Organizations that offer flexibility programs, on average, offer six different types of flexible work arrangements. The most common number of programs offered is eight (13%), seven (13%) and five (12%); a quarter of participating organizations with flexible programs in place have more than eight options available to employees. (See Figure 3.)

Prevalence of Flexibility Programs by Sector, Industry and Organization Size

- Flexibility options vary by sector. Private, publicly-traded and nonprofit organizations generally offer more flexibility. Compressed workweeks are more common in the public sector (68%) than other sectors. However, all types of telework are less prevalent in this group. (See Figure 4.)
- Flexibility options vary by industry, but follow overall trends. The Finance and Insurance and Consulting services, as well as the Professional, Scientific and Technical trades report offering flexible work arrangements slightly more than other industries. Manufacturing offers fewer flexibility options on average, and there is a noticeable difference in the prevalence of telework options for this industry, likely because the typical nature of the work often requires employees to be onsite. The Health Care industry also tailors its offerings so they are conducive to the work environment, including compressed workweeks, shift flexibility, job sharing and phased return from leave, which are more common. (See Figure 6.)
- Larger organizations offer more flexibility programs. The number of employees that an organization has correlates to the number of programs offered; the larger the organization, the higher the number of flexible work arrangements available. (See Figure 5.)

Telework

- Regular telework is common and more than a third of organizations offer full-time telework. Telework on a regular schedule, but not full-time(monthly or weekly) is offered by more than half of organizations. Full-time telework is offered by 37% of organizations. (See Figure 1.)
- Telework locations vary, but "home" is the most frequently cited location. Nearly 70% of organizations that offer at least one type of telework say that employees routinely work from home. (See Figure 12.)
- Telework programs are often featured in recruitment. Organizations with telework programs are more likely to feature those programs when attracting talent, which indicates that organizations use these programs to distinguish themselves as an employer-of-choice. (See Figure 33.)

Flex Time

- Flex time is the most commonly cited option available to all employees, if available. Fifty-three percent of organizations offer flex time to all employees, compared to 24% that only offer it to some of their employees. (See Figure 2.)
- "Core work hours" are typical. Seventy-nine percent say that if flex time is offered. there are core hours that require all employees to be working during a specific block of time. The most commonly reported period of core hours was 9 a.m. to 4 p.m. (See Figure 10.)

Compressed Workweeks

- Half of organizations offer compressed workweeks. Compressed workweeks, or work schedules that condense a typical workweek into fewer than five days, are available at 52% of organizations. (See Figure 1.)
- Three-fourths of these organizations make 4/10 schedules available. A 4/10 schedule (work four days with one day of the workweek off) is most common, reported by 78% of organizations that offer this type of flexibility. (See Figure 10.)
- Half of these organizations offer 9/80 schedules. Fifty percent of organizations with compressed workweeks offer 9/80 schedules (work nine, nine-hour days over a twoweek period, with one day off every other week.) (See Figure 10.) The prevalence of 4/10 over 9/80 schedules may be connected to administrative challenges that relate to time reporting and overtime because of the often unique start/stop times for the workweek on a 9/80 schedule. However, this survey did not capture the reasons behind the offerings of these two schedules.

Workplace Flexibility Training

- Training for success with flexibility for employees and managers is rare. Most organizations do not specifically train employees to be successful with flexible work arrangements, nor do they provide training to managers of employees using flexibility programs. (See Figures 16 & and 17.)
- Training is more likely with an established flexibility culture. Nearly a third (32%) of those with established flexibility cultures train employees to be successful with a flexible schedule, and 37% train managers. By comparison, only 9% of developing organizations train employees, and 12% train managers. (See Figures 27 and 28.)

Degree of Workplace Flexibility Culture

- "Established" flexibility culture includes training, policies and use in recruitment. Organizations with an established culture of workplace flexibility (see page 26 for scale) are statistically significantly more likely than organizations with a developing workplace flexibility culture to:
 - 1. Provide training to employees and management on how to be a successful with flexible work schedules
 - 2. Have a formal written flexibility policy
 - 3. Market or feature the organization's flexibility program as a key benefit when attempting to attract new talent. (See Figure 30.)
- The degree of flexibility culture correlates to turnover more so than the number of flexible work options. The higher an organization rates itself on the flexibility scale, the lower the organization's voluntary turnover rate. (See Figure 32.) However, no correlation was found between the number of flexibility options offered and turnover.

Effects of Flexibility on Motivation, Engagement and Satisfaction

- Workplace flexibility is believed to have an overwhelmingly positive effect on engagement, motivation and satisfaction. Seven to eight of every 10 respondents believe their workforce would say there is a positive or extremely positive effect of flexibility programs on employee engagement (72%), employee motivation (71%) and employee satisfaction (82%). (See Figure 23.)
- Established organizations are reaping more rewards in employee motivation, **engagement and satisfaction.** Organizations that rated themselves as having an established flexibility culture report overwhelmingly that workplace flexibility is having a positive or extremely positive impact on motivation (90%), engagement (90%) and satisfaction (98%). (See Figure 31.)
- Higher turnover reveals a lower positive impact of flexibility on motivation, engagement and satisfaction. Those with the highest turnover (11% and higher) are statistically less likely to report that the effects of flexibility on motivation, engagement and satisfaction are positive. (See Figure 45.)

General

- Career opportunities are not limited by the use of flexible work arrangements. Seventy percent say that career progression or development opportunities are not impacted by an employee's use of flexibility. Only 6% believe there is a negative effect, causing the employee to have fewer opportunities, if they use flexibility. (See Figure 15.)
- The recent recession did not impact workplace flexibility offerings. More than three quarters (79%) say that their flexibility programs were not impacted by the 2009 recession, while 14% did make changes related to the recession. (See Figure 20.)
- The ROI of workplace flexibility is not being measured. Only 7% of organizations attempt to quantify the ROI of flexibility programs by measuring productivity, customer satisfaction, product quality, etc. (See Figure 22.)
- Flexible work arrangements often are incorporated into business continuity plans. Many organizations (56%) have a written business continuity plan that involves the use of flexibility if there was a disaster or circumstance that prevented business from operating as normal. (See Figure 24.)

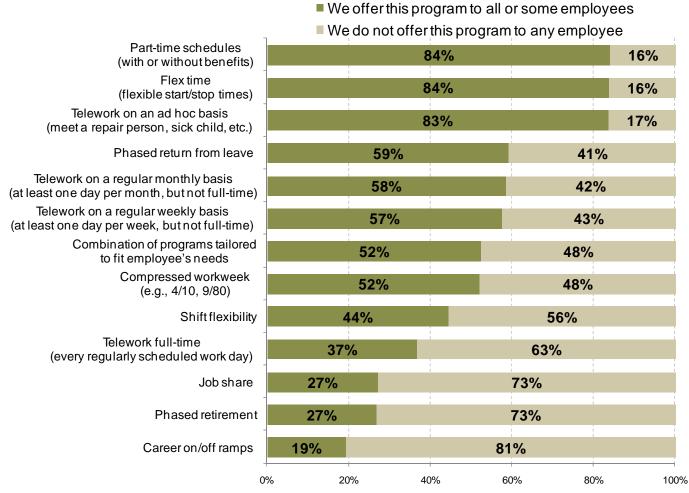
Obstacles to Implementing Flexibility

- Certain job types are reported to interfere with the offering of flex time and parttime schedules. More than half of organizations that don't offer these programs claim they don't have jobs that are conducive to part-time schedules (57%) and/or flex time (52%). (See Figure 9.)
- Top management is perceived as a barrier more so than middle management. general, of the reasons cited for the lack of a specific flexibility arrangement, resistance from top managers was reported more frequently than resistance from line managers/supervisors. (See Figure 9.)
- The lack of top management buy in and/or compatible jobs is getting in the way of telework for many. Nearly four in every 10 organizations say that resistance from top management and/or the lack of jobs conducive to these arrangements are key obstacles to the offering of all types of telework programs. (See Figure 9.)
- Employees are not as interested in a phased return from leave, phased retirement and career on/off ramps. A lack of expressed interest from employees was reported more frequently for these programs than other types of flexibility. (See Figure 9.)

Results and Analysis

Figure 1: Prevalence of Flexibility Programs

"What types of flexibility/flexible work arrangements does your organization offer to some or all employees in each category? (Please select all that apply.)"? (n= 537)



- Three percent of organizations offer all flexibility programs listed while 2% offer none of the surveyed programs.
- Sixty-eight percent of organizations offer flex-time schedules, part-time schedules and telework on an ad-hoc basis.
- One percent of organizations offer part-time schedules as the only flexibility program.

Figure 2: Prevalence of Flexibility Programs, by Employee Coverage (n= 537)

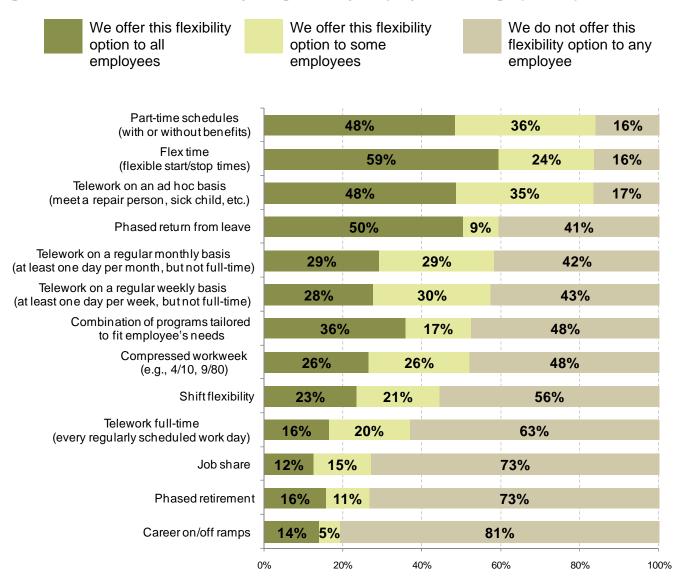
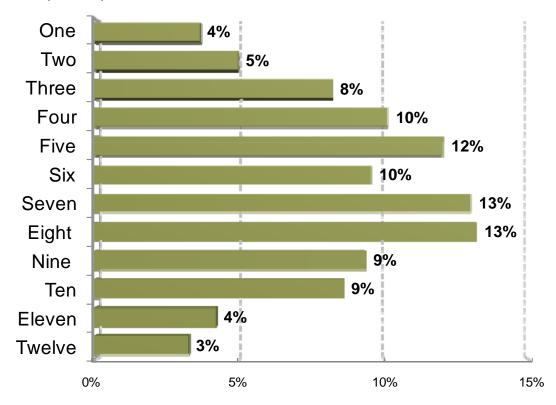


Figure 3: Number of Flexibility Programs Offered if Offering any Flexible Work Programs (n= 524)



Organizations that offer flexibility offer six types, on average, not including "combination of programs" as one possibility.

Figure 4: Prevalence of Flexibility Programs, by Sector

Flexibility Option	All Respondents (Refer to Figure 1)	Public sector (n=62)	Private sector, publicly traded (n=159)	Private sector, privately held (n=155)	Nonprofit/ Not-for-profit (n=79)
Average number of programs offered	6.5	6.1	6.8	6.1	6.8
Part-time schedules (with or without benefits)	84%	85%	88%	83%	90%
Flex time (flexible start/stop times)	84%	85%	87%	83%	87%
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	79%	89%	86%	86%
Phased return from leave (n=225)	59%	55%	67%	55%	66%
Telework on a regular monthly basis (at least one day per month but not full-time)	58%	47%	64%	58%	66%
Telework on a regular weekly basis (at least one day per week but not full-time)	57%	47%	60%	58%	67%
Combination of programs tailored to fit employee's needs	52%	52%	57%	50%	57%
Compressed workweek (e.g., 4/10, 9/80)	52%	68%	53%	43%	59%
Shift flexibility	44%	37%	52%	41%	39%
Telework full-time (every regularly scheduled work day)	37%	23%	42%	34%	44%
Job share	27%	37%	28%	20%	29%
Phased retirement	27%	27%	24%	32%	24%
Career on/off ramps	19%	18%	25%	17%	18%

Figure 5: Prevalence of Flexibility Programs, by Organization Size (Number of **Employees**)

Flexibility Option	Less than 100 (n=40)	100- 499 (n=62)	500- 999 (n=53)	1,000- 2,499 (n=73)	2,500- 4,999 (n=66)	5,000- 9,999 (n=51)	10,000- 19,999 (n=39)	20,000 or more (n=70)
Average number of programs offered	5.8	6.0	5.9	6.6	6.0	6.7	7.4	7.3
Part-time schedules (with or without benefits)	78%	87%	85%	90%	85%	86%	92%	86%
Flex time (flexible start/stop times)	100%	84%	81%	86%	86%	82%	77%	89%
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	87%	91%	88%	80%	80%	90%	89%
Phased return from leave (n=225)	48%	61%	62%	67%	58%	63%	67%	60%
Telework on a regular monthly basis (at least one day per month but not full-time)	55%	56%	55%	62%	52%	55%	72%	73%
Telework on a regular weekly basis (at least one day per week but not full-time)	63%	55%	57%	59%	42%	57%	64%	77%
Combination of programs tailored to fit employee's needs	63%	50%	49%	47%	55%	61%	64%	51%
Compressed workweek (e.g., 4/10, 9/80)	30%	47%	43%	59%	45%	65%	69%	63%
Shift flexibility	30%	40%	28%	47%	45%	55%	59%	47%
Telework full-time (every regularly scheduled work day)	25%	27%	32%	36%	32%	37%	49%	56%
Job share	20%	24%	15%	26%	26%	25%	38%	39%
Phased retirement	33%	27%	23%	25%	24%	31%	36%	24%
Career on/off ramps	20%	8%	17%	15%	20%	29%	28%	29%

Additionally, a correlation matrix indicates a relationship between the size of an organization and the number of programs offered (r=.17). The correlation indicates that the larger the organization (more FTEs), the higher the total number of programs the organization is likely to offer. This relationship was significant at the 0.01 level.

Figure 6: Prevalence of Flexibility Programs, by Industry

Flexibility Option	All Respondents (Refer to Figure 1)	All Other Manufacturing (n=46)	Finance & Insurance (n=62)	Consulting, Professional, Scientific & Technical Services (n=45)	Health Care & Social Assistance (n=33)
Average number of programs offered	6.5	5.4	7.2	7.1	7.5
Part-time schedules (with or without benefits)	84%	84%	92%	84%	85%
Flex time (flexible start/stop times)	84%	83%	90%	91%	85%
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	74%	87%	93%	85%
Phased return from leave (n=225)	59%	54%	63%	64%	70%
Telework on a regular monthly basis (at least one day per month but not full-time)	58%	35%	74%	60%	61%
Telework on a regular weekly basis (at least one day per week but not full-time)	57%	39%	73%	69%	73%
Combination of programs tailored to fit employee's needs	52%	39%	61%	64%	64%
Compressed workweek (e.g., 4/10, 9/80)	52%	43%	63%	42%	70%
Shift flexibility	44%	39%	34%	44%	70%
Telework full-time (every regularly scheduled work day)	37%	24%	60%	42%	55%
Job share	27%	24%	29%	27%	42%
Phased retirement	27%	24%	27%	53%	36%
Career on/off ramps	19%	22%	27%	36%	21%

Figure 7: Prevalence of Flexibility Programs by Employee Eligibility, If Offering a Program to Some or All Employees
(Respondents could select more than one employee category.)

Flexibility Option	Nonexempt/ Hourly	Exempt/ Salaried	Officers/ Executives
Part-time schedules (with or without benefits) (n=451)	93%	84%	60%
Flex time (flexible start/stop times) (n=449)	77%	99%	87%
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=448)	60%	98%	87%
Phased return from leave (n=318)	90%	97%	93%
Telework on a regular monthly basis (at least one day per month but not full-time) (n=313)	56%	98%	77%
Telework on a regular weekly basis (at least one day per week but not full-time) (n=308)	56%	97%	69%
Combination of programs tailored to fit employee's needs (n=281)	77%	99%	82%
Compressed workweek (e.g., 4/10, 9/80) (n=279)	83%	85%	57%
Shift flexibility (n=238)	85%	76%	59%
Telework full-time (every regularly scheduled work day) (n=197)	58%	91%	59%
Job share (n=145)	83%	78%	50%
Phased retirement (n=143)	62%	81%	91%
Career on/off ramps (n=103)	78%	92%	88%

Figure 8: Prevalence of Flexibility Programs by Employee Eligibility, If Only Offering Program to Some Employees
(Respondents could select more than one employee category.)

Flexibility Option	Nonexempt/ Hourly	Exempt/ Salaried	Officers/ Executives
Part-time schedules (with or without benefits) (n=192)	83%	62%	7%
Flex -time (flexible start/stop times) (n=131)	21%	96%	54%
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=188)	4%	94%	68%
Phased return from leave (n=47)	34%	83%	51%
Telework on a regular monthly basis (at least one day per month but not full-time) (n=157)	11%	97%	54%
Telework on a regular weekly basis (at least one day per week but not full-time) (n=160)	16%	95%	41%
Combination of programs tailored to fit employee's needs (n=89)	26%	96%	44%
Compressed workweek (e.g., 4/10, 9/80) (n=137)	65%	69%	12%
Shift flexibility (n=113)	68%	50%	13%
Telework full-time (every regularly scheduled work day) (n=109)	25%	83%	26%
Job share (n=78)	69%	59%	8%
Phased retirement (n=59)	7%	54%	78%
Career on/off ramps (n=28)	18%	71%	57%

Figure 9: Obstacles to Flexibility

"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 obstacle(s) to your organization's adoption of flexibility programs or flexible work arrangements? (Please select all that apply.)"

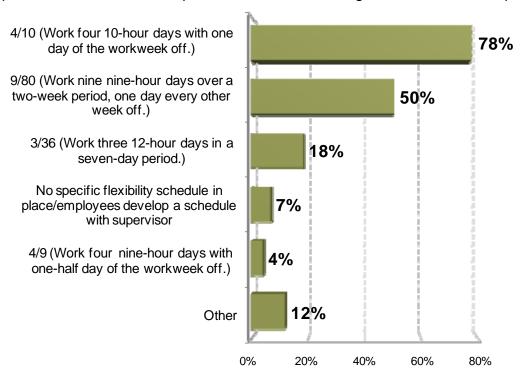
Flexibility Option	Resistance from top management	Resistance from line managers /supervisors	No expressed interest from employees	Lack of jobs that are conducive to flexible work arrangements	Other
Part-time schedules (with or without benefits) (n=230)	29%	16%	8%	57%	9%
Flex time (flexible start/stop times) (n=184)	38%	26%	7%	52%	8%
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=223)	38%	22%	4%	44%	14%
Phased return from leave (n=225)	22%	18%	32%	27%	17%
Telework on a regular monthly basis (at least one day per month but not full-time) (n=324)	45%	27%	7%	41%	13%
Telework on a regular weekly basis (at least one day per week but not full-time) (n=332)	46%	28%	6%	45%	9%
Combination of programs tailored to fit employee's needs (n=294)	41%	24%	14%	31%	19%
Compressed workweek (e.g., 4/10, 9/80) (n=332)	45%	24%	11%	38%	9%
Shift flexibility (n=365)	18%	20%	12%	52%	11%
Telework full-time (every regularly scheduled work day) (n=389)	48%	28%	7%	47%	8%
Job share (n=420)	28%	17%	30%	40%	10%
Phased retirement (n=408)	18%	6%	42%	22%	24%
Career on/off ramps (n=398)	19%	11%	41%	25%	19%

Many organizations that selected the "other" option for phased retirement and/or career on/off ramps explained that the option had not been thoroughly explored by the organization yet. In addition, many participants stated that a phased retirement plan may conflict with established pension plans or laws. A variety of reasons were listed for organizations that do not offer shift flexibility; however, numerous organizations were unsure as to why shift flexibility is not offered.

Figure 10: Compressed Workweek Schedules

"What types of compressed workweek schedules does your organization offer? (Please select all that apply.)" (n= 253)

Only participants who selected "Compressed workweek" in Figure 1 received this question.



Organizations that selected "other" listed a variety of programs for flexible work arrangements such as "one day a month" and "weekends."

Figure 11: Employee Usage of Flexibility Programs

"Please rank the flexibility programs your organization offers by employee usage. Please rank programs with the most frequent use first."

Only survey participants that offer at least one flexibility program in Figure 1 received this question. Survey participants were asked to rank only programs offered by their organizations as specified in Figure 1. The flexibility option, "Combination of programs tailored to fit employees' needs" was deliberately excluded from the flexibility options ranking.

Flexibility Option	Item Ranked Average
Flex time (flexible start/stop times)(n=358)	1.6
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=331)	2.6
Part-time schedules (with or without benefits) (n=306)	3.3
Compressed workweek (e.g., 4/10, 9/80) (n=200)	3.4
Shift flexibility(n=112)	3.7
Telework on a regular weekly basis (at least one day per week but not full-time) (n=209)	3.9
Telework on a regular monthly basis (at least one day per month but not full-time) (n=172)	4.3
Phased return from leave (n=155)	4.6
Telework full-time (every regularly scheduled work day) (n=108)	4.7
Career on/off ramps (n=28) ²	5.2
Phased retirement(n=38)	5.9
Job share (n=64)	6.3

Participants could elect to leave specific flexibility programs unranked. The following programs are the programs most frequently unranked, in order:

- 1. Phased return from leave
- 2. Shift flexibility
- 3. Telework on a regular monthly basis (at least one day per month, but not full-time)

² Count for group is less than 30; data corresponding to larger sample sizes will have stronger statistical power and validity.

Figure 12: Telework Locations

"Which of the following locations do your organization's teleworking employees routinely conduct work from? (Please select all that apply.)" (n= 445)

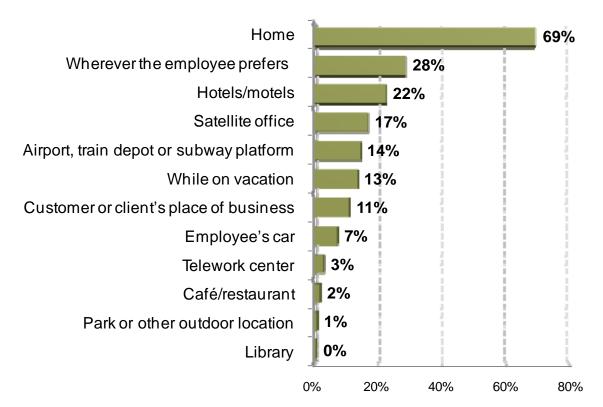
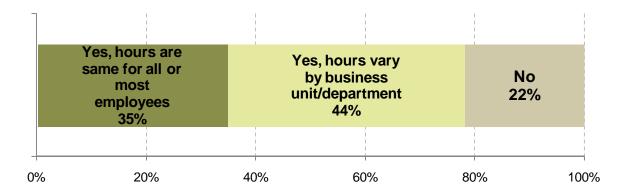


Figure 13: Flex-time Core Hours

"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 scheduled employees must be working from 10 a.m. to 2 p.m., or some other block of time)?" (n= 395) Only participants who specified using at flex time in Figure 1 received this question.



Of the 103 participants who submitted start and stop times for the core work hours, the average core work day listed is from 9 a.m. to 4 p.m.

Figure 14: Usage of Flexibility, by Gender

"Which of the following groups do you believe use flexible work arrangements most frequently in your organization?" (n= 453)

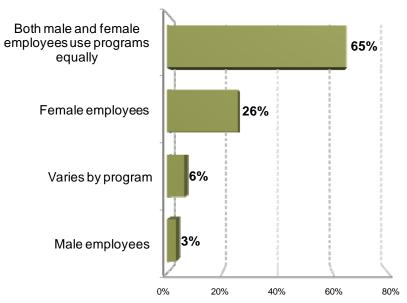


Figure 15: Impact of Flexibility on Career Progression

"Does the use of flexibility by an employee have any impact on career progression or development opportunities if all other things are equal?" (n= 454)

Only participants who specified using at least one flexibility program in Figure 1 received this question.

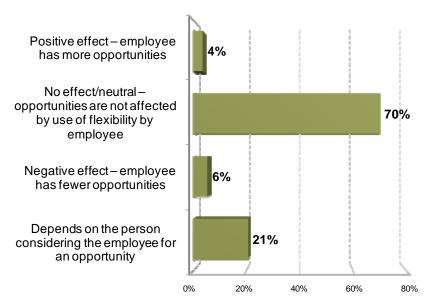


Figure 16: Flexibility Training for Employees

"Is training provided to employees about how to be successful as an employee with a flexible work arrangement?" (n= 455)

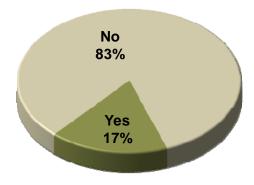
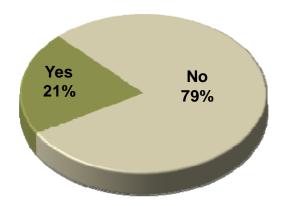


Figure 17: Flexibility Training for Managers

"Is training provided to managers about how to successfully manage employees with flexible work arrangements?" (n= 455)

Only participants who specified using at least one flexibility program in Figure 1 received this question.



This survey looked at the relationship between training for managers and employees against types of flexibility offered. While there is no strong correlation across the board, organizations that offer full-time telework and/or job sharing are slightly more likely to train managers and employees. Additional information on how training is used can be found on pages 31 and 38.

Figure 18: Formality of Flexibility Programs

"Would you say your organization's flexibility program is more formal or informal?" (n= 456)

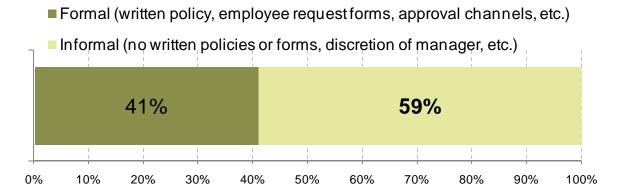
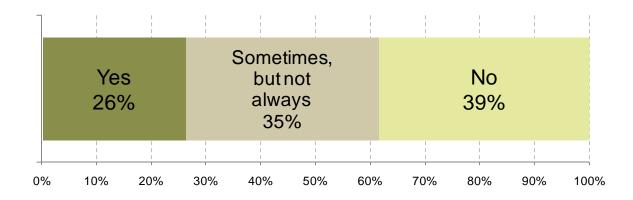


Figure 19: Use of Flexibility in Recruitment

"Does your organization feature or market flexibility as a key employee benefit when attempting to attract new employees?" (n= 458)

Only participants who specified using at least one flexibility program in Figure 1 received this question.



Additional information regarding marketing flexibility programs to attract new employment can be found on page 35.

Figure 20: Effects of Recession on Flexibility Offerings

"Have there been changes in your organization's flexibility program as a result of the 2009 recession? (Please select all that apply.)" (n= 470)

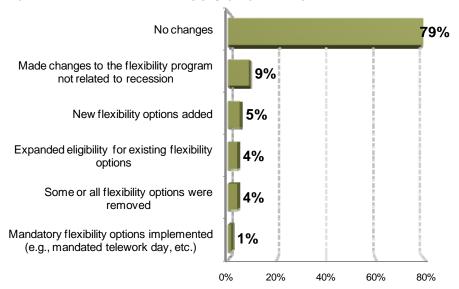


Figure 21: Degree of Flexibility Culture

"Using the flexibility scale below, how would you rate the current culture of flexibility at your organization? (n=470).

Using the flexibility scale below, where do you think your organization will be in two years?" (n=469)

Nonexistent		Deeply Embedded	
1.0 1.5	2.0 2.	5 3.0	3.5 4.0
Nonexistent	Informal	Strategic	Deeply embedded
 We have no flexibility policy, strategy or philosophy. Flexibility may take place on a case-bycase basis, and the structure is informal. 	 We have some written programs and policies but not widely applied. Some departments use flexible work arrangements, but it is inconsistent and not organization wide. 	 Flexibility is strategic and viewed as an essential element in achieving organization success. It is discussed as a program option to candidates and newhires. 	 The concept of workplace flexibility is part of our organization's culture. There is universal access to flexibility and it is integrated into the everyday work environment. Employees feel free to request as needed.

All participants

Flexibility Culture	Average
Current flexibility program rating	2.2
Anticipated flexibility rating in two years	2.6 ³

³ A paired samples t-test demonstrated a statistically significant difference between the current flexibility program average and the estimated average in two years.

Figure 22: Measurement of ROI on Flexibility

"Does your organization attempt to quantify the ROI of your employee flexibility programs (e.g., on productivity, customer satisfaction, product quality, etc.)?" (n=451) Only participants who specified using at least one flexibility program in Figure 1 received this question.



Figure 23: Impact of Flexibility on Employee Engagement, Motivation and Satisfaction

"What would your workforce say is the effect of your organization's flexibility programs on:"

Only participants who specified using at least one flexibility program in Figure 1 received this question.

Options	Negative or extremely negative effect	No effect or neutral	Positive or extremely positive effect
Employee engagement (n=448)	7%	21%	72%
Employee motivation (n=446)	6%	23%	71%
Employee satisfaction (n=447)	8%	11%	82%

Additional data on employee engagement, motivation and satisfaction can be found on page 33.

Figure 24: Business Continuity Plans

"Do you have a written business continuity plan that involves the use of flexible work arrangements if there were a disaster or circumstance that prevented your business from operating as normal?"(n=464)

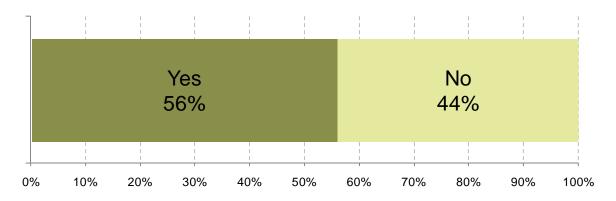
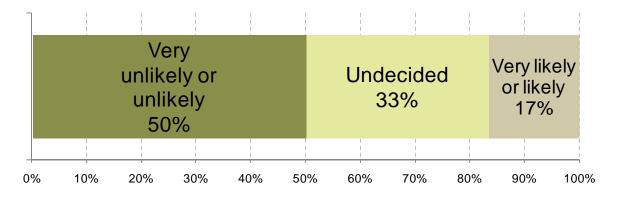


Figure 25: Future Adoption of Flexibility if No Programs in Place

"What is the likelihood that your organization will adopt one or more flexibility/flexible work arrangements in the next two years?" (n=12)⁴



⁴ Count for group is less than 30; data corresponding to larger sample sizes will have stronger statistical power and validity.

Developing and Established Flexibility Programs

Using the self-assessed flexibility scale (1 meaning nonexistent and 4 meaning deeply embedded, see below) survey participants were categorized as developing, those with a score below 2.5, and established, those with a score of 2.5 and above.

Nonexistent			Deeply Embedded
1.0 1.5	2.0 2	.5 3.0	3.5 4.0
Nonexistent	Informal	Strategic	Deeply embedded
 We have no flexibility policy, strategy or philosophy. Flexibility may take place on a case-bycase basis, and the structure is informal. 	 We have some written programs and policies but not widely applied. Some departments use flexible work arrangements, but it is inconsistent and not organization wide. 	 Flexibility is strategic and viewed as an essential element in achieving organization success. It is discussed as a program option to candidates and newhires. 	 The concept of workplace flexibility is part of our organization's culture. There is universal access to flexibility and it is integrated into the everyday work environment. Employees feel free to request as needed.
	eloping than 2.5)	Established (greater than or equal to 2.5)	

The following analysis examines how organizations that are developing may differ from organizations classified as established.

Key

Developing (less than 2.5)	Established (greater than or equal to 2.5)
64%	36%

Figure 26: Prevalence of Flexibility Programs, by Degree of Flexibility Culture

Flexibility Option	All Respondents ⁵ (Refer to Figure 1)	Developing (less than 2.5) (n=291)	Established (greater than or equal to 2.5) (n=167)
Part-time schedules (with or without benefits)	84%	83%	92% ⁶
Flex time (flexible start/stop times)	84%	79%	97% ⁶
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	81%	94% ⁶
Phased return from leave	59%	56%	71% ⁶
Telework on a regular monthly basis (at least one day per month but not full-time)	58%	49%	79% ⁶
Telework on a regular weekly basis (at least one day per week but not full-time)	57%	48%	77% ⁶
Combination of programs tailored to fit employee's needs	52%	42%	74% ⁶
Compressed workweek (e.g., 4/10, 9/80)	52%	44%	70% ⁶
Shift flexibility	44%	40%	51%
Telework full-time (every regularly scheduled workday)	37%	28%	52% ⁶
Job share	27%	19%	42% ⁶
Phased retirement	27%	23%	35%
Career on/off ramps	19%	14%	31% ⁶

Organizations in the developing category (less than 2.5) offer six flexibility programs, while organizations in the established category (greater than or equal to 2.5) offer an average of eight flexibility programs⁷.

⁵ The all respondents group was not included in the comparison between the developing and established groups.

⁶ Established organizations carried this program at statistically significantly higher rates than developing organizations.

⁷ An independent samples t-test demonstrated a statistically significant difference between the average number of programs offered between developing (less than 2.5) and established (greater than or equal to 2.5) groups.

Figure 27: Prevalence of Employee Training, by Degree of Flexibility Culture⁸

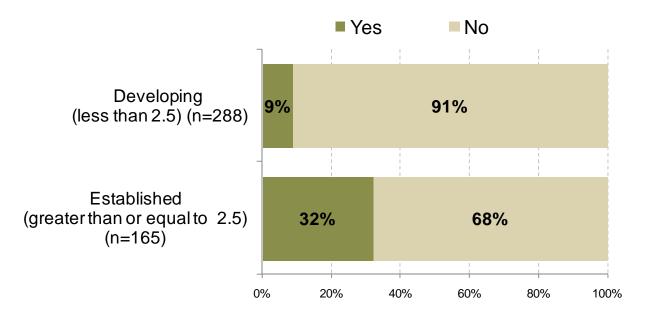
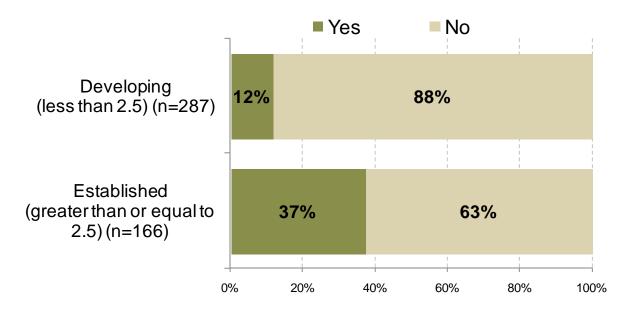


Figure 28: Prevalence of Manager Training, by Degree of Flexibility Culture⁹



⁸ Established organizations are statistically significantly more likely (32%) to report providing employees with training on how to be successful with flexible work schedules than developing organizations (9%).

⁹ Established organizations are statistically significantly more likely (37%) to report providing managers with training on how to successfully manage employees with flexible work schedules than developing organizations (12%).

Figure 29: Formality of Flexibility Programs, by Degree of Flexibility Culture¹⁰

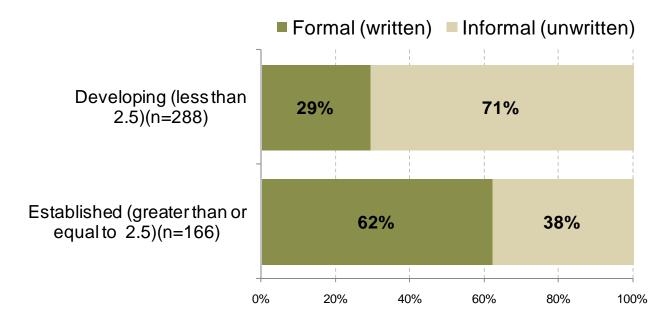


Figure 30: Usage of Flexibility in Recruitment, by Degree of Flexibility Culture

Flexibility Option	Developing (less than 2.5) (n=291)	Established (greater than or equal to 2.5) (n=167)
Yes	11%	52% ¹¹
No	55%	10%
Sometimes, but not always	34%	38%

¹⁰ Established organizations are statistically significantly more likely (62%) to report having a formal flexibility program than developing organizations (29%).

¹¹ Established organizations are statistically significantly more likely to report marketing flexibility (52%) as a key employee benefit when attempting to attract new employees than developing organizations (11%).

Figure 31: Perceived Impact of Flexibility on Engagement, Motivation and Satisfaction, by Degree of Flexibility Culture

Perceived Impact of Flexibility Programs on Engagement				
	Developing Established (less than 2.5) (greater than or equal to 2.5) (n=164)			
Extremely negative / negative	10%	2%		
No effect or neutral	29% ¹²	7%		
Extremely positive / positive	61%	90% ¹³		

Perceived Impact Flexibility Programs on Motivation				
	Developing Established (greater than or equal to 2.5) (n=167)			
Extremely negative / negative	9%	1%		
No effect or neutral	31% ¹⁴	10%		
Extremely positive / positive	60%	90% ¹⁵		

Perceived Impact of Flexibility Programs on Satisfaction				
	Developing Established (less than 2.5) (greater than or (n=284) equal to 2.5) (n=163)			
Extremely negative / negative	12%	1%		
No effect or neutral	16%	1%		
Extremely positive / positive	73%	98% ¹⁶		

¹² Developing organizations are statistically significantly more likely (29%) to report that the flexibility programs within their organization have no effect or a neutral effect on employee engagement than established organizations (7%).

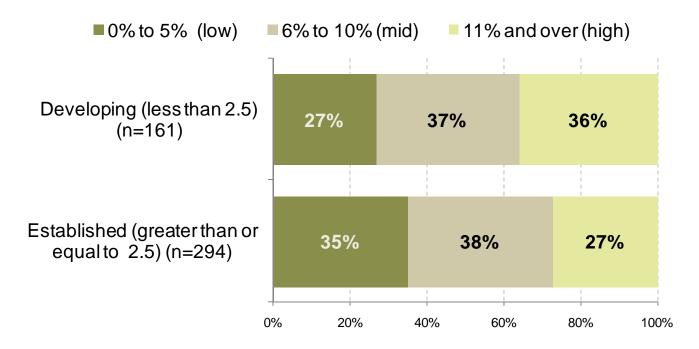
¹³ Established organizations are statistically significantly more likely (90%) to report that the flexibility programs within their organization have an extremely positive or positive effect on employee engagement than developing organizations (61%).

¹⁴ Developing organizations are statistically significantly more likely (31%) to report that the flexibility programs within their organization have no effect or a neutral effect on employee motivation than established organizations (10%).

¹⁵ Established organizations are statistically significantly more likely (90%) to report that the flexibility programs within their organization have an extremely positive or positive effect on employee engagement than developing organizations (60%).

¹⁶ Established organizations are statistically significantly more likely (98%) to report that the flexibility programs within their organization have an extremely positive or positive effect on employee engagement than developing organizations (73%).





Additionally, a correlation matrix indicated a strong negative relationship between how an organization rated itself on the flexibility scale and the voluntary turnover rate at the organization (r=-.14). The negative relationship indicates that the higher an organization rates itself on the flexibility scale, the lower the organization's voluntary turnover rate. This relationship was significant at the 0.01 level.

While participating organizations that rate themselves high on the flexibility scale have lower turnover rates, this does not necessarily mean that the number of programs offered is critical. In fact, there is no correlation between the number of programs offered and turnover rate.

Flexibility Programs and Total Rewards

Attracting New Employees

The majority of organizations (39%) do not choose to market their flexibility programs as a key employment benefit when attempting to attract new talent. Only 26% of organizations use their flexibility programs as a tool to attract new employees. The following tables and graphs examine the differences in how organizations use flexibility programs as a tool for attraction 17.

¹⁷ Selected statistically significant differences are noted.

Key

Use for attraction 26% Sometimes use for attraction 35% Do not use for attraction 39%

Figure 33: Flexibility Programs by Usage of Flexibility in Recruitment

Flexibility Option	Use flexibility programs to attract new talent	Use flexibility programs occasionally to attract new talent	Do not use flexibility programs to attract new talent
Part-time schedules (with or without benefits) (n=395)	29%	35%	36%
Flex time (flexible start/stop times) (n=393)	30%	37%	33%
Telework on an ad-hoc basis (meet a repair person, etc.) (n=394)	28%	38%	34%
Phased return from leave (n=281)	32%	35%	33%
Telework on a regular monthly basis (at least one day per month) (n=275)	35%	40% ¹⁸	25%
Telework on a regular weekly basis (at least one day per week) (n=270)	34%	40% ¹⁹	26%
Combination of programs (n=247)	36%	38%	26%
Compressed workweek (e.g., 4/10, 9/80) (n=244)	36%	39%	25%
Shift flexibility (n=203)	31%	33%	35%
Telework full-time (every regularly scheduled work day) (n=169)	37% ²⁰	45% ¹⁹	18%
Job share (n=125)	38%	37%	26%
Phased retirement (n=124)	38%	35%	27%
Career on/off ramps (n=93)	43% ²¹	39%	18%

¹⁸ Organizations that carry telework on a regular monthly basis as a flexibility option for employees are statistically significantly more likely to report marketing flexibility programs as a key feature when trying to attract new talent sometimes (40%) vs. organizations that do not use flexibility programs to attract new talent (25%).

¹⁹ Organizations that carry telework on a regular weekly basis as a flexibility option for employees are statistically significantly more likely to report marketing flexibility programs as a key feature when trying to attract new talent sometimes (40%) vs. organizations that do not use flexibility programs to attract new talent (26%).

²⁰ Organizations that carry telework full time as a flexibility option for employees are statistically significantly more likely to report marketing flexibility programs as a key feature when trying to attract new talent always (37%) or sometimes (45%) vs. organizations that do not use flexibility programs to attract new talent (18%).

²¹ Organizations that carry career on/off ramps as a flexibility option for employees are statistically significantly more likely to report marketing flexibility programs as a key feature when trying to attract new talent (43%) vs. organizations that do not use flexibility programs to attract new talent (18%).

Figure 34: Average Flexibility Culture Rating, by Usage of Flexibility in Recruitment

This analysis summarizes self assessed flexibility scale ratings (1 meaning nonexistent and 4 meaning deeply embedded, as shown below), and describes how flexibility programs are used as tools for attracting new talent. For more information on the flexibility scale see page 26.

	Use flexibility programs to attract new talent	Use flexibility programs occasionally to attract new talent	Do not flexibility programs use to attract new talent
Current culture of flexibility at your organization (n=458)	2.9 ²²	2.3	1.7
2 year projection of flexibility at your organization (n=457)	3.2 ²³	2.7	2.1

Figure 35: Perceived Impact of Flexibility on Employee Engagement, by Usage of Flexibility in Recruitment

	Use flexibility programs to attract new talent	Use flexibility programs occasionally to attract new talent	Do not use flexibility programs to attract new talent
Extremely positive/positive (n=322)	34%	39% ²⁴	26%
No effect or neutral (n=93)	6%	31%	62% ²⁵
Extremely negative/negative (n=33)	3%	15%	82% ²⁶

²² Organizations that use flexibility programs as a tool for attracting new talent always are more likely to report their current average culture of flexibility rating (2.9) higher than organizations that never (1.7) or only sometimes (2.3) use flexibility programs as a tool for attracting new talent (ANOVA, p=.000).

²³ Organizations that use flexibility programs as a tool for attracting new talent always are more likely to report their two-year projected average culture of flexibility rating (3.2) higher than organizations that never (2.1) or only sometimes (2.7) use flexibility programs as a tool for attracting new talent (ANOVA, p=.000).

²⁴ Organizations that use flexibility programs as a tool for attracting new talent sometimes (39%) are statistically significantly more likely to report the estimated effects of their flexibility programs on employee engagement as positive or extremely positive vs. organizations that never (26%) use flexibility programs as a tool for attracting new talent.

²⁵ Organizations that do not use flexibility programs as a tool for attracting new talent (62%), are statistically significantly more likely to report the estimated effects of their flexibility programs on employee engagement as neutral or no effect vs. organizations that sometimes (31%) or always (6%) use flexibility programs as a tool for attracting new talent.

²⁶ Organizations that do not use flexibility programs as a tool for attracting new talent (82%), are statistically significantly more likely to report the estimated effects of their flexibility programs on employee engagement as negative or extremely negative vs. organizations that sometimes (15%) or always (3%) use flexibility programs as a tool for attracting new talent.

Figure 36: Perceived Impact of Flexibility on Employee Motivation, by Usage of Flexibility in Recruitment

	Use flexibility programs to attract new talent	Use flexibility programs occasionally to attract new talent	Do not use flexibility programs to attract new talent
Extremely positive/positive (n=316)	33%	41% ²⁷	27%
No effect or neutral (n=103)	11%	30%	59% ²⁸
Extremely negative/negative (n=27) ²⁹	4%	7%	89% ³⁰

Figure 37: Perceived Impact of Flexibility on Employee Satisfaction, by Usage of Flexibility in Recruitment

	Use flexibility programs to attract new talent	Use flexibility programs occasionally to attract new talent	Do not use flexibility programs to attract new talent
Extremely positive/positive (n=365)	31%	40%	29%
No effect or neutral (n=47)	6%	26%	68% ³¹
Extremely negative/negative (n=35)	3%	9%	89% ³²

²⁷ Organizations that sometimes use flexibility programs as a tool for attracting new talent (41%) are statistically significantly more likely to report the estimated effects of their flexibility programs on employee motivation as positive or extremely positive vs. organizations that never (27%) use flexibility programs as a tool for attracting new talent.

²⁸ Organizations that do not use flexibility programs as a tool for attracting new talent (59%), are statistically significantly more likely to report the estimated effects of their flexibility programs on employee motivation as neutral or no effect vs. organizations that sometimes (30%) or always (11%) use flexibility programs as a tool for attracting new talent.

²⁹ Count for group is less than 30; data corresponding to larger sample sizes will have stronger statistical power and validity.

³⁰ Organizations that do not use flexibility programs as a tool for attracting new talent (89%), are statistically significantly more likely to report the estimated effects of their flexibility programs on employee motivation as negative or extremely negative vs. organizations that sometimes (7%) or always (4%) use flexibility programs as a tool for attracting new talent.

³¹ Organizations that do not use flexibility programs as a tool for attracting new talent (68%), are statistically significantly more likely to report the estimated effects of their flexibility programs on employee satisfaction as neutral or no effect vs. organizations that sometimes (26%) or always (6%) use flexibility programs as a tool for attracting new talent.

³² Organizations that do not use flexibility programs as a tool for attracting new talent (89%), are statistically significantly more likely to report the estimated effects of their flexibility programs on employee satisfaction as negative or extremely negative vs. organizations that sometimes (9%) or always (3%) use flexibility programs as a tool for attracting new talent.

Employee Engagement, Motivation and Satisfaction

Overall, organizations using flexibility programs to any degree reported high levels of employee satisfaction, motivation and engagement. (See Figure 23.) However, when training of employees and managers are combined with the degree of flexibility culture in place, perceived impact of flexibility on employee engagement, motivation and satisfaction are increased.

Figure 38: Established Flexibility Culture and Employee Training

The following chart shows the perceived impact of flexibility on employee engagement, motivation and satisfaction in organizations with an established flexibility culture that also train employees with flexible work arrangements.

	Effect on Employee Engagement (n=53)	Effect on Employee Motivation (n=53)	Effect on Employee Satisfaction (n=53)
Extremely positive/positive (n=52)	94%	90%	98%
No effect or neutral (n=4)	2%	8%	0%
Extremely negative/negative (n=2)	4%	2%	2%

Figure 39: Established Flexibility Culture and Manager Training

The following chart shows the perceived impact of flexibility on employee engagement, motivation and satisfaction in organizations with an established flexibility culture that also train managers to manage employees with flexible work arrangements.

	Effect on Employee Engagement (n=62)	Effect on Employee Motivation (n=62)	Effect on Employee Satisfaction (n=62)
Extremely positive/positive (n<=61)	92%	89%	98%
No effect or neutral (n<=6)	3%	10%	0%
Extremely negative/negative (n<=3)	5%	2%	2%

Employee Retention

Organizations were divided into three voluntary turnover categories, low, medium and high. The following tables and graphs examine the differences between the voluntary turnover rate of organizations and the use of flexibility programs³³.

Key

Voluntary turnover	Voluntary turnover	Voluntary turnover
0% - 5% (Low)	6% - 10% (Medium)	11% and over (High)
30%	37 %	33%

Figure 40: Prevalence of Flexibility Programs, by Turnover

Flexibility Option	0% to 5% (low)	6% to 10% (mid)	11% and over (high)
Part-time schedules (with or without benefits) (n=395)	28%	38%	34%
Flex time (flexible start/stop times) (n=393)	30%	38%	32%
Telework on an ad-hoc basis (meet a repair person, etc.) (n=394)	28%	38%	33%
Phased return from leave (n=281)	32%	37%	32%
Telework on a regular monthly basis (at least one day per month) (n=275)	27%	38%	35%
Telework on a regular weekly basis (at least one day per week) (n=270)	27%	39%	34%
Combination of programs (n=247)	29%	38%	33%
Compressed workweek (e.g., 4/10, 9/80) (n=244)	31%	39%	30%
Shift flexibility (n=203)	30%	32%	38%
Telework full-time (every regularly scheduled work day) (n=169)	26%	40%	35%
Job share (n=125)	31%	38%	32%
Phased retirement (n=124)	31%	35%	35%
Career on/off ramps (n=93)	29%	39%	32%

³³ Selected statistically significant differences are noted.

Figure 41: Prevalence of Flexibility Programs Within Each Turnover Group

Flexibility Option	All Respondents (Refer to Figure 1)	0% to 5% (low) (n=134)	6% to 10% (mid) (n=171)	11% and over (high) (n=150)
Part-time schedules (with or without benefits)	84%	82%	87%	89%
Flex time (flexible start/stop times)	84%	88%	87%	82%
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	82%	88%	87%
Phased return from leave	59%	66%	60%	58%
Telework on a regular monthly basis (at least one day per month but not full-time)	58%	55%	60%	64%
Telework on a regular weekly basis (at least one day per week but not full-time)	57%	54%	61%	60%
Combination of programs tailored to fit employee's needs	52%	52%	55%	53%
Compressed workweek (e.g., 4/10, 9/80)	52%	55%	54%	48%
Shift flexibility	44%	44%	37%	51%
Telework full-time (every regularly scheduled work day)	37%	31%	39%	38%
Job share	27%	27%	27%	25%
Phased retirement	27%	28%	25%	29%
Career on/off ramps	19%	19%	20%	19%

Figure 42: Average Flexibility Culture Rating, by Turnover

Using the self-assessed flexibility scale (1 meaning nonexistent and 4 meaning deeply embedded, as shown below), survey participants were categorized as developing, those with a score below 2.5, and established, those with a score of 2.5 and above.

Non-existent **Deeply Embedded** 2.0 2.5 3.0 3.5 4.0 Nonexistent Informal Strategic Deeply embedded Flexibility is strategic The concept of We have no We have some written workplace flexibility is flexibility policy, programs and policies and viewed as an essential element in part of our strategy or but not widely applied. philosophy. Some departments achieving organization organization's culture. Flexibility may take use flexible work success. There is universal access to flexibility and place on a case-byarrangements, but it is It is discussed as a it is integrated into the case basis, and the inconsistent and not program option to structure is informal. candidates and neweveryday work organization wide. hires. environment. Employees feel free to request as needed.

	All Respondents (Refer to Figure 23)	0% to 5% (low) (n=134)	6% to 10% (mid) (n=171)	11% and over (high) (n=150)
Current culture of flexibility at your organization	2.2	2.3	2.2	2.1
Twoyear projection of flexibility at your organization	2.6	2.7	2.6	2.5

Figure 43: Perceived Impact of Flexibility on Employee Engagement, by Turnover

	All Respondents (Refer to Figure 25)	0% to 5% (low) (n=128)	6% to 10% (mid) (n=166)	11% and over (high) (n=142)
Extremely positive/positive	72%	74%	72%	68%
No effect or neutral	21%	22%	22%	20%
Extremely negative/negative	7%	4%	5%	13%

Figure 44: Perceived Impact of Flexibility on Employee Motivation, by Turnover

	All Respondents (Refer to Figure 25)	0% to 5% (low) (n=128)	6% to 10% (mid) (n=166)	11% and over (high) (n=142)
Extremely positive/positive	71%	73%	75%	64%
No effect or neutral	23%	25%	22%	22%
Extremely negative/negative	6%	2%	3%	13%

Figure 45: Perceived Impact of Flexibility on Employee Satisfaction, by Turnover

	All Respondents (Refer to Figure 25)	0% to 5% (low) (n=128)	6% to 10% (mid) (n=165)	11% and over (high) (n=143)
Extremely positive/positive	82%	84%	85% ³⁴	74%
No effect or neutral	11%	11%	10%	12%
Extremely negative/negative	8%	5%	5%	14%

³⁴ Organizations in the 6% to 10% (mid) voluntary turnover group are statistically significantly more likely to rate the impact of flexibility programs on employee satisfaction as extremely positive or positive (85%) vs. organizations in the 11% and higher (high) voluntary turnover category (74%).