

Survey on Workplace Flexibility 2013

WorldatWork
October 2013



research





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Introduction and Methodology

This report summarizes the results of a July 2013 survey of WorldatWork members that updates information about trends in workplace flexibility practices, previously surveyed in 2010 and reported in early 2011. 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 July 17, 2013, survey invitations were emailed to 5,137 WorldatWork members around the globe. Members selected for participation were randomly selected from those specifying total rewards as their area of responsibility along with benefits, work-life and HR generalist.

The survey closed on Aug. 2, 2013, with 834 responses, a 16% 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 566 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=458)

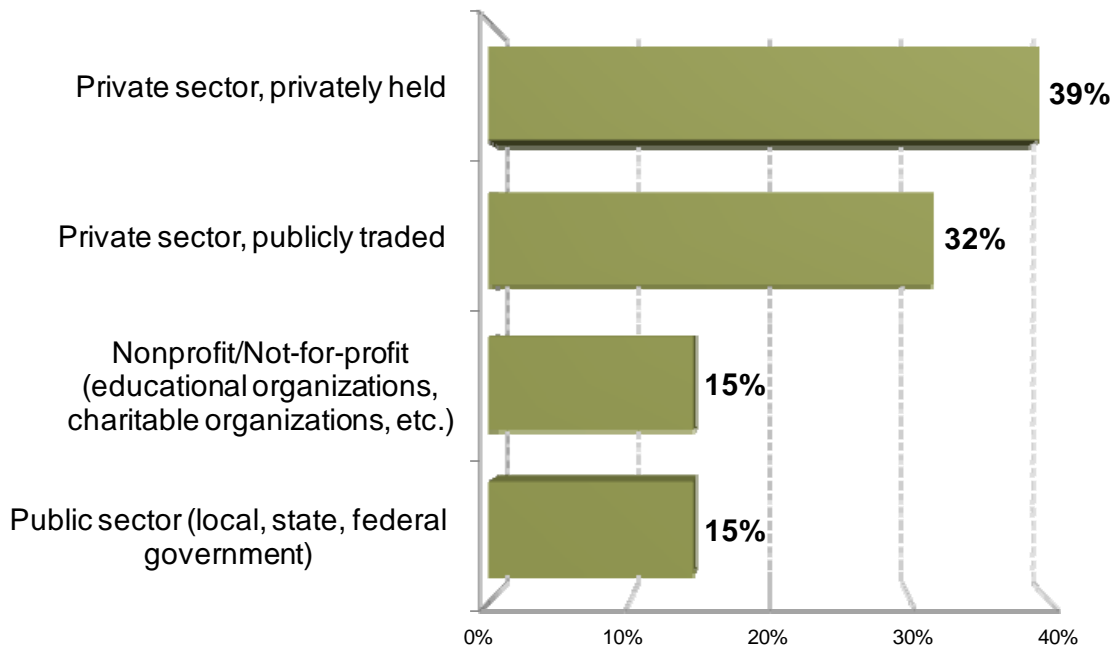


Figure D2: Organization Size (Total Number of Full-Time Employees [FTEs] Worldwide) (n=459)

	Percent
Fewer than 100 employees	10%
100 to 499	18%
500 to 999	12%
1,000 to 2,499	21%
2,500 to 4,999	12%
5,000 to 9,999	6%
10,000 to 19,999	8%
20,000 to 39,999	7%
40,000 to 99,999	3%
100,000 or more	3%

Figure D3: Annual Voluntary Turnover Rate (n=450)

	Percent
0%-5%	25%
6%-10%	36%
11%-15%	22%
16%-20%	10%
21%-26%	3%
27%-40%	2%
41% or more	2%

Figure D4: Industry¹ (n=458)

	Percent
Consulting, Professional, Scientific & Technical Services	13%
All Other Manufacturing	12%
Finance & Insurance	12%
Health Care & Social Assistance	9%
Utilities, Oil & Gas	6%
Information (includes Publishing, IT Technologies, etc.)	4%
Retail Trade	4%
Educational Services	4%
Public Administration	4%
Transportation	3%
Computer and Electronic Manufacturing	3%
Pharmaceuticals	2%
Other Services (except Public Administration)	2%
Construction	2%
Wholesale Trade	2%
Accommodations & Food Services	1%
Agriculture, Forestry, Fishing & Hunting	1%
Mining	1%
Real Estate & Rental & Leasing	1%
Arts, Entertainment & Recreation	1%
Other	14%

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

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Executive Summary

In this second iteration of the “Survey on Workplace Flexibility,” we continue to see that offerings and approaches vary significantly from one organization to the next. The prevalence of some flexibility programs has increased while the opposite is true for others, but flexibility is still offered by the overwhelming majority of organizations. The shift in specific program offerings could be a sign that organizations are tailoring programs to fit their needs as well as the needs of their workforces.

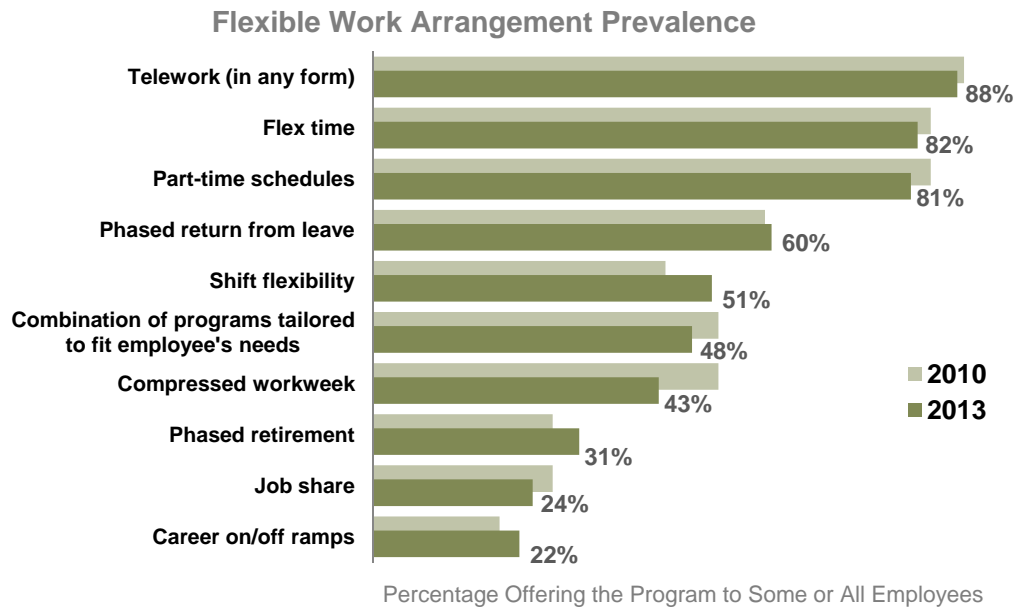
Recent media attention appeared to be signaling a change in the way organizations are viewing flexibility programs. Survey results reveal that very few — only 1% to 3%, depending on the option — have terminated flexible work options in the past two years. (See Figure 11.) There has been some slippage in the prevalence of many specific programs, but in most cases, differences in survey samples from 2010 to 2013 can't be ruled out as an explanation for slight increases and decreases in survey results. (See Figure 2.) The fact that approximately 98% of organizations have not terminated any flexibility programs indicates that the change in the survey sample is likely playing a role.

In addition to capturing prevalence, 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. As with the previous survey in 2010, findings indicate that the degree of workplace flexibility culture in place at a company *does* correlate to a number of subjects, including turnover.

The highlights that follow 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

- **Teleworking, flex time and part-time schedules continue to top the list.** By far, the most prevalent flexibility programs offered are telework, flex time (flexible start/stop times) and part-time schedules (with or without benefits). These programs are each offered to some or all employees in more than 80% of companies. When offered, they are also the most commonly used, with flex time ranked the highest. (See additional highlights and Figures 1 and 12.)



- **Telework (in some form) is offered by 88% of organizations.** At least 1 of the 4 types of telework programs surveyed are offered by almost 9 in every 10 participating organizations, but there is clearly a continuum of comfort and/or operational necessity when it comes to telework. (See chart above.) Telework on an ad-hoc basis is most common (83%), but telework on a full-time basis is only offered by a third of organizations (34%). Regular monthly and weekly telework sit in the middle of the continuum with a little more than half of organizations offering these programs. (See Figure 1.)
- **Changes in specific program prevalence are mostly minor.** The general theme in the 2013 prevalence data is that most programs are offered by fewer organizations than in 2010, but not by much. However, telework on a regular weekly basis and compressed workweeks fell to a more noticeable degree, by five and nine percentage points, respectively. (When considering the use of all types of telework together, there was almost no change since 2010. See chart above.) Conversely, there was an increase in shift flexibility by seven percentage points. All other programs moved by just one to three percentage points up or down. (See Figure 1.)
- **Job share, career on/off ramps and phased retirement remain the least prevalent.** About three-fourths of organizations do not offer job share or career on/off ramps. Phased retirement saw a slight increase — 31% of surveyed organizations now offer this program — but it remains among the least prevalent programs. (See Figure 1.)
- **Exempt/salaried employees have the greatest flexibility.** 7 of the 13 programs in the survey are offered to exempt/salaried employees by nearly all participating organizations (more than 94%). Most options are available to nonexempt/hourly employees and officers/executives to a lesser extent than the exempt/salaried group. However, all flexible work arrangements are still fairly prevalent in every category. (See Figure 8.)

- **Flexibility is flexible.** The number of organizations that offer flexibility programs has not changed since the 2010 survey, and on average organizations offer six different types of flexible work arrangements. The most common number of programs offered are 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 4.)

Prevalence of Flexibility Programs by Sector, Industry and Organization Size

- **All sectors: Intermittent teleworking is down and shift flexibility is up.** Teleworking on a monthly and weekly basis is less prevalent in 2013 across all sectors but is still available at more than half of organizations in the private and nonprofit sectors. Shift flexibility went up across all sectors from 37% (in 2010) to 52%, depending on sector. (See Figure 5.)
- **Private sector, publicly traded: Fewer programs are available today, and the prevalence of most specific programs is down.** The average number of flexible work options dropped from 6.8 to 6.0 this year. Additionally, this sector reported a lower prevalence for most flexible work programs since 2010, including significant drops for compressed workweeks, job share and a combination of programs tailored to fit employees' needs. With the exception of telework on an ad-hoc basis, all telework options decreased in availability by at least eight percentage points.
- **Private sector, privately held: The number of flexible work programs and availability of specific flexibility options have not changed much.** This sector reported a consistent average number of flexible work options since 2010, with smaller changes in specific program prevalence in comparison to other sectors.
- **Public sector: Generally there are more programs offered; compressed workweeks are the only to show notable decrease.** In 2013, some programs are less prevalent for this sector, including compressed workweeks, which dropped from 68% to 61%. But on average, the number of programs offered by public-sector organizations went up from 6.1 to 6.5. There were also some significant increases in the offering of phased return from leave (55% to 76%), shift flexibility (37% to 60%), phased retirement (27% to 34%) and career on/off ramps (18% to 24%).²
- **Nonprofit/Not-for-profit: Fewer programs are available today and all telework options are less prevalent.** The average number of flexible work options dropped from 6.8 to 6.4 this year, with significant decreases to all telework options. Conversely though, this sector reported significant increases in shift flexibility (from 39% to 57%) and phased retirement (from 24% to 39%).³

² Smaller sample sizes for this sector could be contributing to significant changes in prevalence. Please use caution when interpreting this data.

³ Smaller sample sizes for this sector could be contributing to significant changes in prevalence. Please use caution when interpreting this data.

- **Flexibility options vary by industry, but follow overall trends.** As one would expect because of differences in work environments and operational needs, flexibility options tend to vary from industry to industry. (See Figure 7.)
- **Larger organizations offer more flexibility programs.** In 2013, the number of employees that an organization has still has a relationship to the number of programs offered; the larger the organization, the higher the number of flexible work arrangements available. (See Figure 6.)

Telework

- **Regular telework (e.g., monthly, weekly) is slightly less common than it was three years ago, but telework on an ad-hoc basis remains the most prevalent flexible work arrangement.** Telework on a regular schedule but not full time (e.g., monthly or weekly) is still offered by more than half of organizations. Full-time telework declined in organizations a bit to 34% in 2013, but telework on an ad-hoc basis was virtually unchanged, still offered by 83% of participating organizations, and is the most prevalent flexibility program. (See Figure 1.)
- **Many managers find it difficult to estimate the productivity of teleworkers, but others believe that their teleworking employees are equally as productive as in-office employees.** 53% of managers say that it is difficult to estimate the productivity of their teleworking employees, while 36% say that their teleworking employees are equally as productive as in-office employees (See Figure 24.)

Flex Time

- **Flex time is the most commonly cited option available to all employees.** 54% of organizations offer flex time to all employees, compared to 28% that only offer it to *some* of their employees. (See Figure 3.)
- **With flex time, “core work hours” are typical.** 79% say that if flex time is offered, there are core hours that require all employees to work during a specific block of time. The most commonly reported period of core hours is 9 a.m. to 4 p.m. This is unchanged from 2010. (See Figure 14.)

Compressed Workweeks

- **Now, fewer than half of organizations offer compressed workweeks.** The number of participating organizations that offer compressed workweeks — work schedules that condense a typical workweek into fewer than five days — declined from 57% in 2010 to 43% in 2013. (See Figure 1.)
- **A 4/10 schedule is the most common compressed workweek arrangement, followed by a 9/80 schedule.** A 4/10 schedule (work four days with one day of the workweek off) is reported by 76% of organizations that offer compressed workweeks. The next most common schedule is a 9/80, where the employee works nine nine-hour days over a two week period. In 2010, the 9/80 schedule was offered by 50% of

organizations, 16 percentage points more than the 34% that reported the offering in 2013. (See Figure 13.)

Workplace Flexibility Training

- **Flexibility training for managers and employees remains a rarity.** 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.)

Degree of Workplace Flexibility Culture

Respondents were asked to rate the degree of “flexibility culture” in place at their organization. Organizations rated in the top half of the scale are categorized by this survey as “established,” while the other half are categorized as “developing.” See page 33 for more detail.

- **“Established” flexibility culture includes training, policies and use in recruitment.** Figures 30-33 show that organizations with an established culture of workplace flexibility (see page 28 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.
- **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 35.) However, no correlation was found between the number of flexibility options offered and turnover.
- **Established organizations offer more flexibility programs.** In 2013, those organizations categorized as established offer an average of seven flexibility programs, versus “developing” organizations that offer six programs.

Effects of Flexibility on Motivation, Engagement and Satisfaction

- **Workplace flexibility is believed to have a positive effect on engagement, motivation and satisfaction, although to a lesser degree since 2010.** More than 60% of respondents believe their workforce would say there is a positive or extremely positive effect of flexibility programs on employee engagement (64%), employee motivation (65%) and employee satisfaction (73%). (See Figure 25.) These figures are statistically significantly lower than the 2010 findings for engagement (72%) and satisfaction (82%). Until we have more trending data from future surveys, it will be difficult to tell if this shift can be attributed to the fact that more organizations in this survey rated themselves as developing versus 2010, or if there are truly fewer organizations believing that the effects of flexibility programs on employee engagement, satisfaction and motivation are positive.

- **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 engagement (85%), motivation (84%), and satisfaction (92%). (See Figure 34.) Although these numbers are down from 2010 findings, they are still statistically significantly higher than organizations that rated themselves as developing.”
- **Low turnover correlates to a more positive perceived impact of flexibility on motivation, engagement and satisfaction.** Those with the lowest turnover (0% to 5%) are statistically more 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.** 69% say that career progression or development opportunities are not impacted by an employee’s use of flexibility. Only 3% believe there is a negative effect, causing employees to have fewer opportunities if they use flexibility. (See Figure 15.)
- **Workplace flexibility return on investment (ROI) measurement is lacking.** Only 4% of organizations attempt to quantify the ROI of flexibility programs by measuring productivity, customer satisfaction, product quality and so on. (See Figure 21.)
- **Less than half of business continuity plans include flexible work arrangements.** Only 46% of organizations have a written business continuity plan that involves the use of flexibility in response to a disaster or circumstance that prevented business from operating as normal. (See Figure 26.)

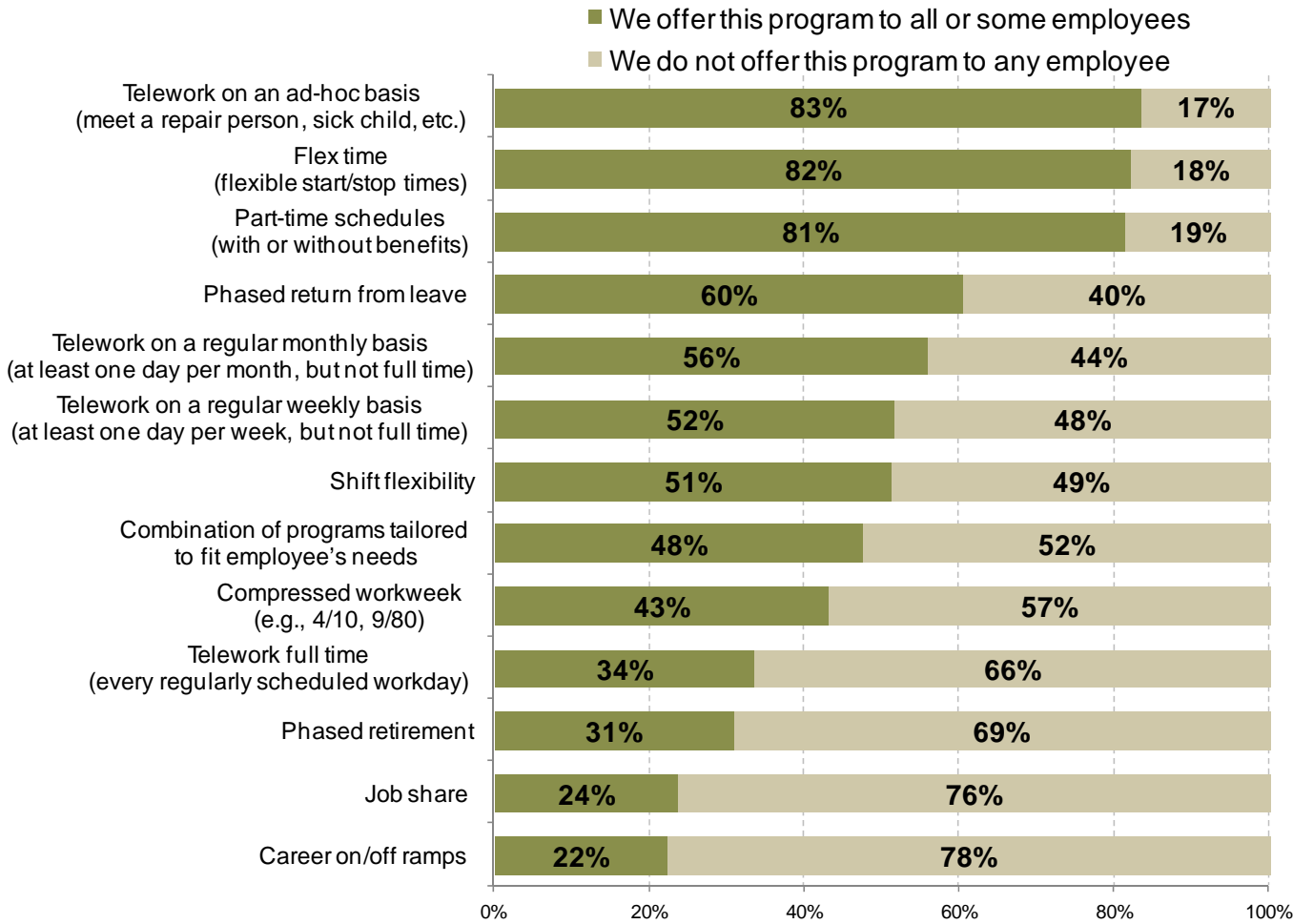
Obstacles to Implementing Flexibility

- **Certain job types are perceived to be less conducive to flexible work arrangements.** More than half of organizations that don’t offer flexibility programs say they don’t have jobs that are conducive to part-time schedules (58%) and/or flex time (55%), and at least a third indicate the same for six other programs. (See Figure 10.)
- **Top management tends to be more of a barrier than middle management.** In 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 10.)
- **Employees are not as interested in a phased return from leave, phased retirement, career on/off ramps and job share.** A lack of expressed interest from employees was reported more frequently for these programs than other types of flexibility. (See Figure 10.)

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=566)



- 3% of organizations offer all flexibility programs listed while 1% offer none of the surveyed programs.
- 61% of organizations offer flex-time schedules, part-time schedules and telework on an ad-hoc basis.
- 1% of organizations offer part-time schedules as the only flexibility program.

Figure 2: Prevalence of Flexibility Programs, 2010 Comparison

Flexibility Option	We Offer This Program to All or Some Employees 2010 (n=537)	We Offer This Program to All or Some Employees 2013 (n=566)
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	83%
Flex time (flexible start/stop times)	84%	82%
Part-time schedules (with or without benefits)	84%	81%
Phased return from leave	59%	60%
Telework on a regular monthly basis (at least one day per month but not full time)	58%	56%
Telework on a regular weekly basis (at least one day per week but not full time)	57%	52%
Shift flexibility	44%	51%
Combination of programs tailored to fit employee's needs	52%	48%
Compressed workweek (e.g., 4/10, 9/80)	52% ⁴	43%
Telework full time (every regularly scheduled workday)	37%	34%
Phased retirement	27%	31%
Job share	27%	24%
Career on/off ramps	19%	22%

⁴ A statistically significant higher percentage of organizations offered compressed workweeks in 2010 (52%) compared to 2013 (43%).

Figure 3: Prevalence of Flexibility Programs, by Employee Coverage (n=566)

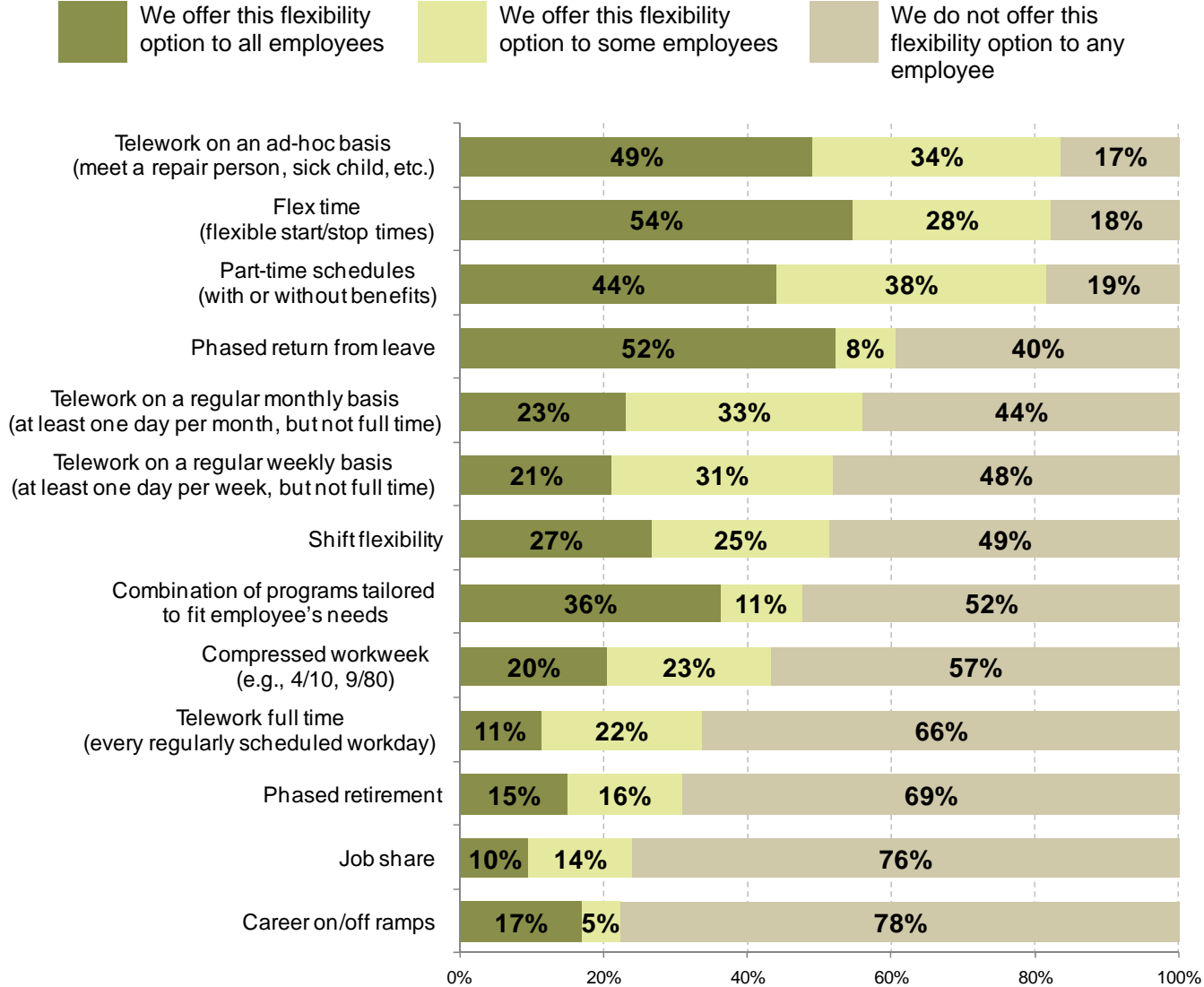
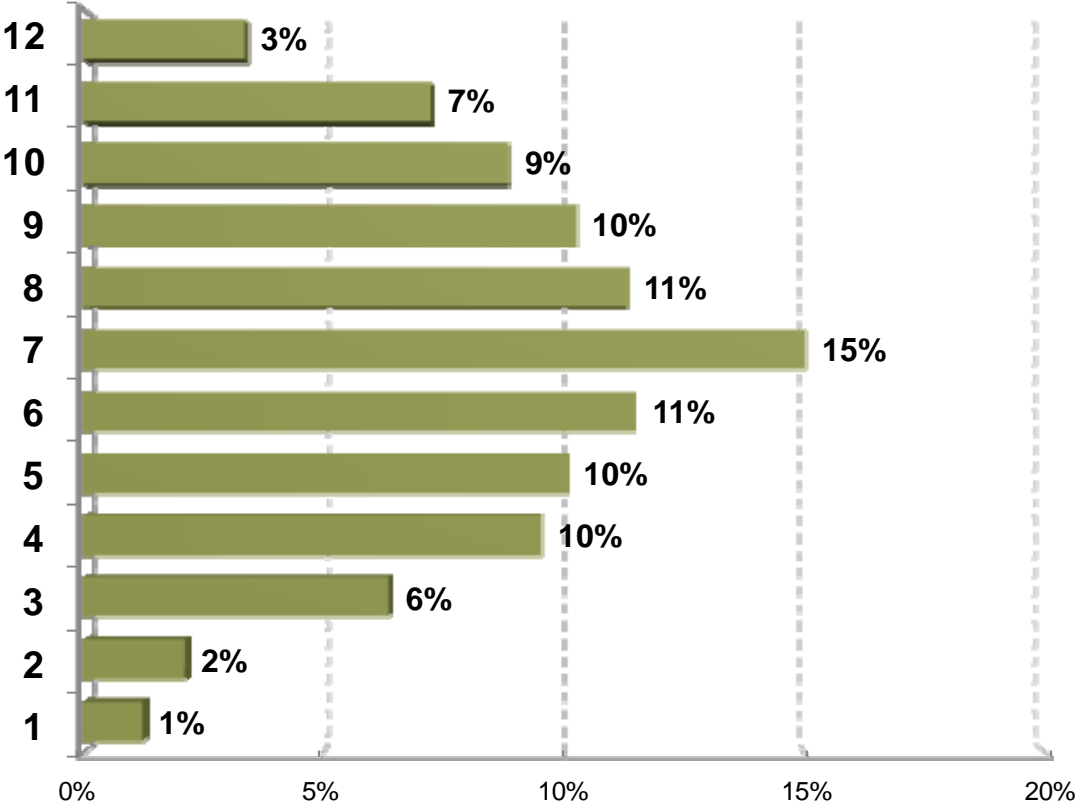


Figure 4: Number of Flexibility Programs Offered If Offering Any Flexible Work Programs (n=566)



Organizations that offer flexibility offer 6.2 types, on average, not including “combination of programs” as one possibility. The average number of programs offered is down three-tenths since 2010.

Figure 5: Prevalence of Flexibility Programs, by Sector

Flexibility Option	All Respondents (Refer to Figure 1)	Public Sector (n=67)	Private Sector, Publicly Traded (n=143)	Private Sector, Privately Held (n=174)	Nonprofit/ Not-for-Profit (n=67)
Average number of programs offered	6.2	6.5	6.0	5.8	6.4
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	78%	90%	87%	70%
Flex time (flexible start/stop times)	82%	82%	80%	84%	79%
Part-time schedules (with or without benefits)	81%	85%	82%	75%	97%
Phased return from leave	60%	76%	60%	59%	61%
Telework on a regular monthly basis (at least one day per month, but not full time)	56%	42%	55%	57%	55%
Telework on a regular weekly basis (at least one day per week, but not full time)	52%	45%	50%	52%	46%
Shift flexibility	51%	60%	53%	46%	57%
Combination of programs tailored to fit employee's needs	48%	55%	45%	47%	48%
Compressed workweek (e.g., 4/10, 9/80)	43%	61%	37%	37%	60%
Telework full time (every regularly scheduled workday)	34%	25%	34%	34%	31%
Phased retirement	31%	34%	23%	25%	39%
Job share	24%	34%	16%	20%	30%
Career on/off ramps	22%	24%	24%	23%	15%

Figure 6: Prevalence of Flexibility Programs, by Organization Size (Number of Employees)

Flexibility Option	Less Than 100 (n=43)	100-499 (n=82)	500-999 (n=52)	1,000-2,499 (n=93)	2,500-4,999 (n=56)	5,000-9,999 (n=28) ⁵	10,000-19,999 (n=37)	20,000 or More (n=61)
Average number of programs offered	5.4	5.4	5.9	6.2	5.9	6.3	6.3	7.1
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	79%	77%	88%	89%	88%	79%	73%	89%
Flex time (flexible start/stop times)	88%	80%	83%	85%	77%	79%	76%	82%
Part-time schedules (with or without benefits)	74%	79%	77%	78%	91%	93%	92%	82%
Phased return from leave	60%	62%	63%	62%	68%	46%	68%	61%
Telework on a regular monthly basis (at least one day per month, but not full time)	44%	44%	54%	62%	52%	50%	51%	67%
Telework on a regular weekly basis (at least one day per week, but not full time)	49%	34%	52%	58%	43%	54%	41%	66%
Shift flexibility	35%	39%	44%	49%	57%	54%	73%	72%
Combination of programs tailored to fit employee's needs	53%	43%	46%	51%	43%	54%	32%	57%
Compressed workweek (e.g., 4/10, 9/80)	33%	39%	33%	47%	50%	50%	46%	54%
Telework full time (every regularly scheduled workday)	35%	20%	38%	33%	29%	39%	27%	44%
Phased retirement	23%	34%	33%	25%	18%	29%	30%	31%
Job share	12%	22%	17%	25%	16%	32%	24%	31%
Career on/off ramps	21%	18%	23%	19%	18%	29%	30%	28%

⁵ The count for this group is less than 30; data corresponding to larger sample sizes will have stronger statistical power and validity.

Figure 7: Prevalence of Flexibility Programs, by Industry

Flexibility Option	All Respondents (Refer to Figure 1)	All Other Manufacturing (n=54)	Finance & Insurance (n=51)	Consulting, Professional, Scientific & Technical Services (n=60)	Health Care & Social Assistance (n=39)
Average number of programs offered	6.2	5.7	6.5	6.0	6.4
Telework on an ad-hoc basis (meet a repair person, sick child, etc.)	83%	85%	78%	85%	69%
Flex time (flexible start/stop times)	82%	91%	92%	90%	67%
Part-time schedules (with or without benefits)	81%	72%	88%	72%	100%
Phased return from leave	60%	63%	67%	58%	56%
Telework on a regular monthly basis (at least one day per month, but not full time)	56%	44%	67%	57%	46%
Telework on a regular weekly basis (at least one day per week, but not full time)	52%	39%	59%	55%	41%
Shift flexibility	51%	52%	57%	40%	69%
Combination of programs tailored to fit employee's needs	48%	37%	57%	62%	31%
Compressed workweek (e.g., 4/10, 9/80)	43%	39%	41%	40%	69%
Telework full time (every regularly scheduled workday)	34%	33%	33%	37%	36%
Phased retirement	31%	22%	37%	30%	31%
Job share	24%	15%	24%	13%	49%
Career on/off ramps	22%	20%	35%	25%	10%

Figure 8: 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
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=472)	62%	99%	81%
Flex time (flexible start/stop times) (n=465)	75%	97%	82%
Part-time schedules (with or without benefits) (n=461)	93%	81%	56%
Phased return from leave (n=342)	93%	97%	92%
Telework on a regular monthly basis (at least one day per month, but not full time) (n=316)	49%	95%	71%
Telework on a regular weekly basis (at least one day per week, but not full time) (n=292)	48%	94%	67%
Shift flexibility (n=290)	91%	71%	56%
Combination of programs tailored to fit employee's needs (n=269)	84%	98%	86%
Compressed workweek (e.g., 4/10, 9/80) (n=244)	88%	77%	51%
Telework full time (every regularly scheduled workday) (n=190)	45%	94%	55%
Phased retirement (n=174)	56%	82%	83%
Job share (n=134)	84%	79%	43%
Career on/off ramps (n=126)	82%	96%	83%

Figure 9: 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
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=195)	9%	98%	55%
–Flex Time (flexible start/stop times) (n=157)	27%	90%	46%
Part-time schedules (with or without benefits) (n=213)	93%	65%	4%
Phased return from leave (n=47)	47%	81%	38%
Telework on a regular monthly basis (at least one day per month but not full time) (n=186)	14%	92%	50%
Telework on a regular weekly basis (at least one day per week but not full time) (n=173)	13%	90%	45%
Shift flexibility (n=140)	81%	40%	9%
Combination of programs tailored to fit employee’s needs (n=65)	34%	91%	40%
Compressed workweek (e.g., 4/10, 9/80) (n=129)	78%	57%	8%
Telework full time (every regularly scheduled workday) (n=127)	18%	91%	32%
Phased retirement (n=90)	16%	66%	67%
Job share (n=80)	74%	65%	4%
Career on/off ramps (n=31)	26%	84%	32%

Figure 10: 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
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=285)	31%	17%	6%	40%	23%
Flex time (flexible start/stop times) (n=286)	31%	18%	5%	55%	15%
Part-time schedules (with or without benefits) (n=321)	20%	14%	13%	58%	13%
Phased return from leave (n=263)	19%	10%	35%	23%	26%
Telework on a regular monthly basis (at least one day per month, but not full time) (n=467)	40%	21%	7%	36%	17%
Telework on a regular weekly basis (at least one day per week, but not full time) (n=496)	42%	24%	5%	39%	14%
Shift flexibility (n=418)	13%	11%	13%	48%	25%
Compressed workweek (e.g., 4/10, 9/80) (n=481)	38%	18%	12%	31%	20%
Telework full time (every regularly scheduled workday) (n=572)	42%	21%	5%	44%	13%
Phased retirement (n=475)	17%	3%	44%	17%	27%
Job share (n=540)	20%	11%	29%	41%	15%
Career on/off ramps (n=468)	17%	6%	38%	17%	30%

Figure 11: Program Termination

“Has your organization terminated any flexible work programs in the past two years? In a previous question, you noted that you do not offer the following flexible work programs to any employee or programs are only offered to some employees.”

Flexibility Option	Terminated Program for All or Some Employees	Never Offered Program or Not Terminated in the Past Two Years
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=259)	2%	98%
Flex time (flexible start/stop times) (n=233)	3%	97%
Part-time schedules (with or without benefits) (n=270)	3%	97%
Phased return from leave (n=230)	1%	99%
Telework on a regular monthly basis (at least one day per month, but not full time) (n=386)	2%	98%
Telework on a regular weekly basis (at least one day per week, but not full time) (n=396)	2%	98%
Shift flexibility (n=366)	1%	99%
Compressed workweek (e.g., 4/10, 9/80) (n=384)	3%	97%
Telework full time (every regularly scheduled workday) (n=432)	3%	97%
Phased retirement (n=426)	1%	99%
Job share (n=444)	1%	99%
Career on/off ramps (n=415)	1%	99%

Figure 12: 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 employee’s needs” was deliberately excluded from the flexibility options ranking.

Flexibility Option	Item Average Ranking 2010	Item Average Ranking 2013
Flex time (flexible start/stop times) (n=351)	1.6	1.9
Telework on an ad-hoc basis (meet a repair person, sick child, etc.) (n=339)	2.6	2.6
Part-time schedules (with or without benefits) (n=331)	3.3	3.0
Shift flexibility(n=146)	3.7	3.3
Compressed workweek (e.g., 4/10, 9/80) (n=171)	3.4	3.4
Telework on a regular weekly basis (at least one day per week but not full time) (n=181)	3.9	3.8
Telework on a regular monthly basis (at least one day per month but not full time) (n=176)	4.3	4.4
Phased return from leave (n=193)	4.6	4.4
Telework full time (every regularly scheduled workday) (n=112)	4.7	4.5
Career on/off ramps (n=54)	5.2	5.2
Phased retirement(n=75)	5.9	5.3
Job share (n=70)	6.3	5.7

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

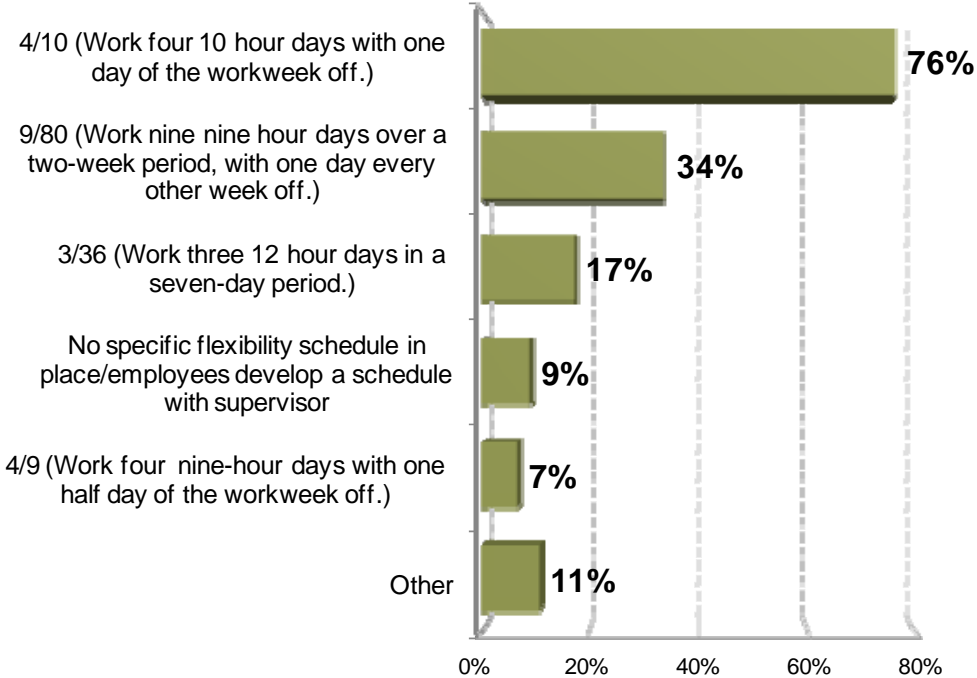
1. Phased return from leave
2. Shift flexibility
3. Telework on a regular monthly basis (at least one day per month, but not full time).

In 2010, 65% of surveyed employers stated that men and women use flexible work arrangements equally. In the 2013 survey, WorldatWork instead asked respondents to rank arrangement usage for males versus females. There was not sufficient response received to report for males versus females; however, the majority of organizations in 2013 said that males and females use programs equally, and the ranking of the usage of those programs mirrors the overall response set reported in Figure 12.

Figure 13: Compressed Workweek Schedules

“What types of compressed workweek schedules does your organization offer? (Please select all that apply.)” (n=222)

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

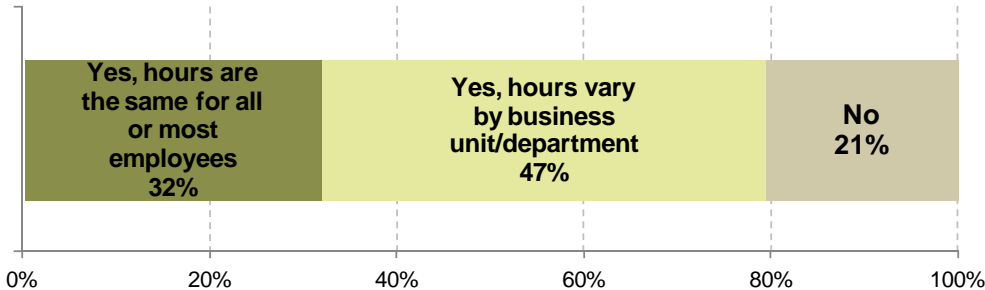


Organizations that selected “other” listed a variety of programs for flexible work arrangements such as “Seven days on and seven days off” and “weekends.”

Figure 14: 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=397)

Only participants who specified using flex time in Figure 1 received this question.



Of the 122 participants who submitted start and stop times for the core work hours, the average core workday listed is from 9 a.m. to 4 p.m.

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=484)

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

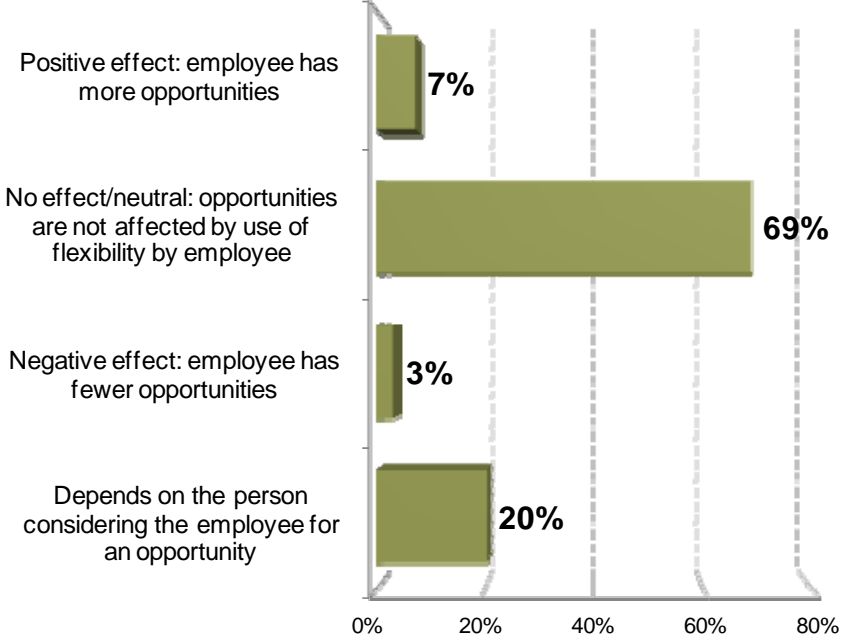


Figure 16: Flexibility Training for Employees

“Is training provided to employees about how to be successful as an employee with a flexible work arrangement?” (n=483)

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

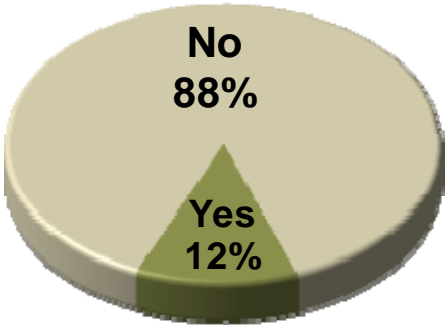


Figure 17: Flexibility Training for Managers

“Is training provided to managers about how to successfully manage employees with flexible work arrangements?” (n=457)

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

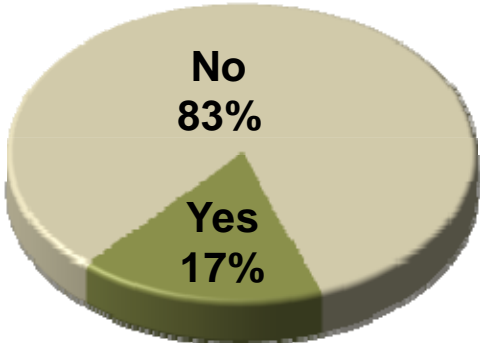


Figure 18: Formality of Flexibility Programs

“Would you say your organization’s flexibility program is more formal or informal?”

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

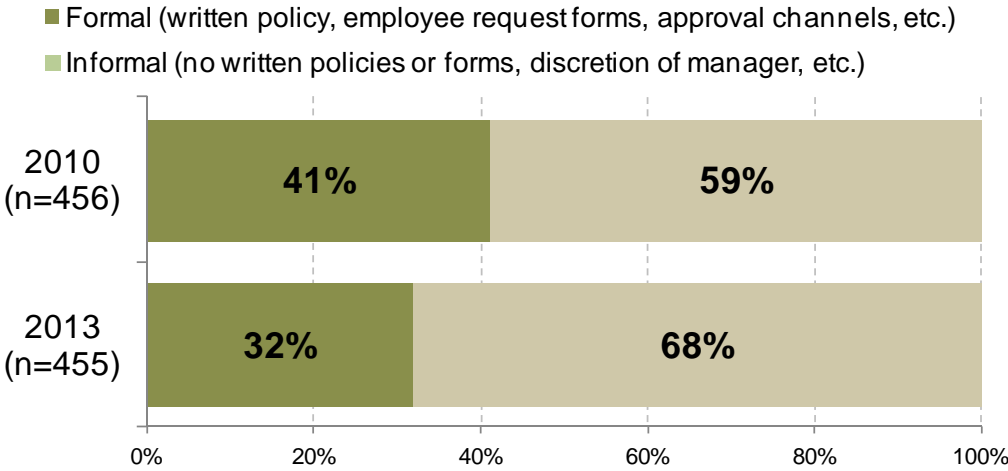
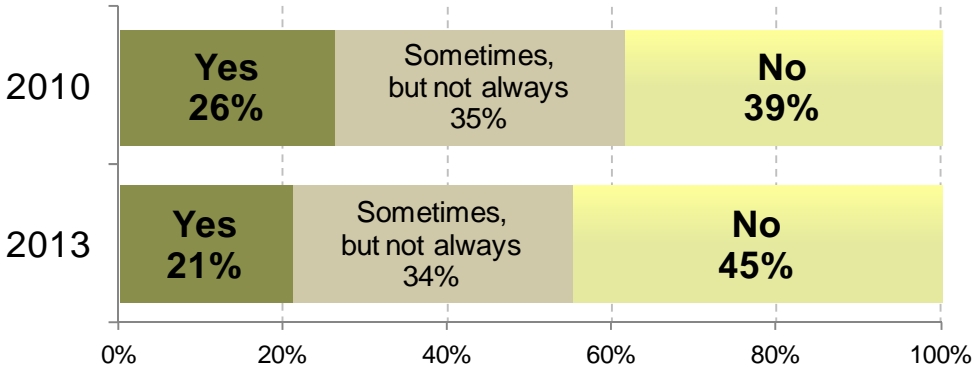


Figure 19: Use of Flexibility in Recruitment

“Does your organization feature or market flexibility as a key employee benefit when attempting to attract new employees?” (n=455)

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 39.

Figure 20: Degree of Flexibility Culture

“Using the flexibility scale below, how would you rate the current culture of flexibility at your organization?” (n=465).

Nonexistent		Deeply Embedded				
1.0	1.5	2.0	2.5	3.0	3.5	4.0
Nonexistent	Informal	Strategic	Deeply Embedded			
<ul style="list-style-type: none"> We have no flexibility policy, strategy or philosophy. Flexibility may take place on a case-by-case basis, and the structure is informal. 	<ul style="list-style-type: none"> We have some written programs and policies but they are not widely applied. Some departments use flexible work arrangements, but they are inconsistent and not organizationwide. 	<ul style="list-style-type: none"> Flexibility is strategic and viewed as an essential element in achieving organization success. It is discussed as a program option to candidates and new hires. 	<ul style="list-style-type: none"> 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 flexible work arrangements as needed. 			

“Using the flexibility scale above, where do you think your organization will be in two years?” (n=463)

All participants

Flexibility Culture	Average 2010	Average 2013
Current flexibility program rating	2.2	2.1
Anticipated flexibility rating in two years	2.6 ⁶	2.4 ⁷

⁶ A paired samples t-test demonstrated a statistically significant difference between the current flexibility program average and the estimated average in two years.

⁷ A paired samples t-test demonstrated a statistically significant difference between the current flexibility program average and the estimated average in two years.

Figure 21: 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=446)
 Only participants who specified using at least one flexibility program in Figure 1 received this question.

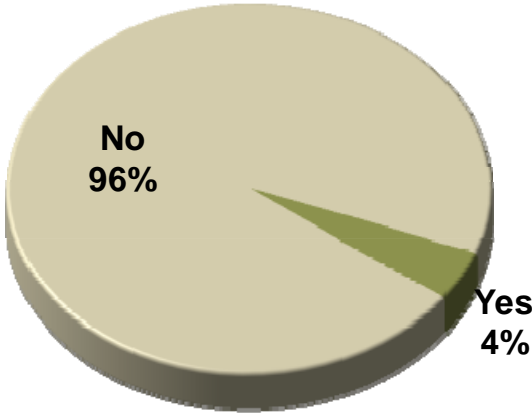


Figure 22: Telecommuting and Technologies Used

“What technologies do you use with telecommuters? (Select all that apply.)” (n=390)
 Only participants who specified using at least one telecommuting program in Figure 1 received this question.

Options	Percent
Virtual private network (VPN)	20%
Communication and collaboration software such as WebEx	18%
Telephone systems	18%
Instant messaging	16%
Shared desktops	9%
Time and attendance software such as Time Doctor or Timesheet	7%
Security equipment	6%
Project management software such as Basecamp	2%
Virtual whiteboards	2%
None	2%

Figure 23: Telecommuting and Technology Expenses

“What expenses does your organization cover for telecommuters? (Select all that apply.)” (n=424)

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

Options	Percent
Laptop	20%
Software	15%
Mobile devices (smartphone, tablet)	14%
Mobile phone bill	13%
Internet access	11%
Long distance phone calls	9%
We do not cover any expenses for telecommuters	7%
Office supplies (e.g., paper, pens)	5%
Allowance for home-office supplies	3%
Office chairs	2%

Figure 24: Telecommuting and Productivity

“What do managers report regarding productivity of telecommuting employees?” (n=417)

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

Options	Percent
It’s difficult to estimate the productivity of telecommuting employees	53%
Telecommuting employees are equally as productive as in-office employees	36%
Telecommuting employees are more productive than in-office employees	8%
Telecommuting employees are less productive than in-office employees	2%

Figure 25: Impact of Flexibility on Employee Engagement, Motivation and Satisfaction

“What would your workforce say is the effect of your organization’s flexibility programs on:”

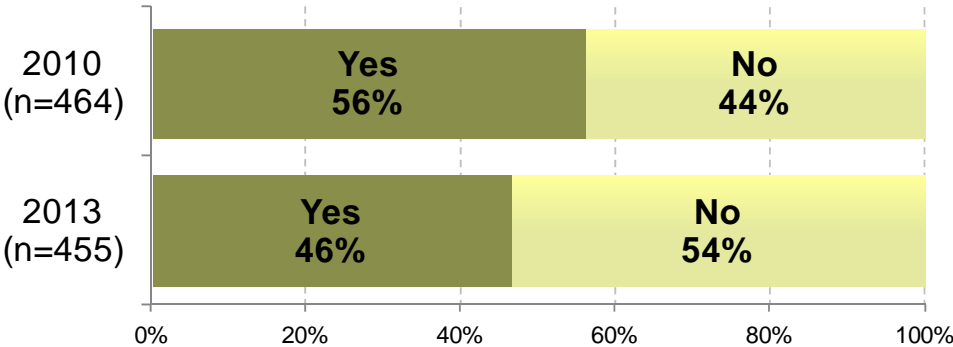
Only participants who specified using at least one flexibility program in Figure 1 received this question.

Options	Negative or Extremely Negative Effect	No Effect or Neutral	Positive or Extremely Positive Effect
Employee engagement (n=442)	6%	30%	64% ⁸
Employee motivation (n=440)	6%	29%	65%
Employee satisfaction (n=440)	7%	20%	73% ⁹

Additional data on employee engagement, motivation and satisfaction can be found on page 37.

Figure 26: 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=455)¹⁰



⁸ In 2010 72% of organizations estimated that flexibility programs had a positive or extremely positive effect on employee engagement. This is statistically significantly higher than the 2013 positive or extremely positive estimates (64%).

⁹ In 2010 82% of organizations estimated that flexibility programs had a positive or extremely positive effect on employee satisfaction. This is statistically significantly higher than the 2013 positive or extremely positive estimates (73%).

¹⁰ In 2010 a statistically significantly higher percentage of organizations had a written business continuity plan (56%) vs. 2013 organizations with a written business continuity plan (46%).

Figure 27: 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?”

Only participants who specified no flexibility programs in Figure 1 received this question.

Options	Very Unlikely or Unlikely	Undecided	Very Likely or Likely
2010 (n=12) ¹¹	50%	33%	17%
2013 (n=7) ¹²	86%	14%	0%

¹¹ The count for the group is less than 30; data corresponding to larger sample sizes will have stronger statistical power and validity.

¹² The count for the 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 (1.0 meaning nonexistent and 4.0 meaning deeply embedded, see below) survey participants with a score below 2.5 were categorized as developing, and those with a score of 2.5 and above were categorized as established.

Nonexistent				Deeply Embedded			
1.0	1.5	2.0	2.5	3.0	3.5	4.0	
Nonexistent		Informal		Strategic		Deeply Embedded	
<ul style="list-style-type: none"> We have no flexibility policy, strategy or philosophy. Flexibility may take place on a case-by-case basis, and the structure is informal. 		<ul style="list-style-type: none"> We have some written programs and policies but they are not widely applied. Some departments use flexible work arrangements, but they are inconsistent and not organizationwide. 		<ul style="list-style-type: none"> Flexibility is strategic and viewed as an essential element in achieving organization success. It is discussed as a program option to candidates and new hires. 		<ul style="list-style-type: none"> 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 flexible work arrangements as needed. 	
Developing (less 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.

Figure 28: Developing and Established Flexibility Programs

Key

2013 Developing (less than 2.5): 71% (n=329)	2013 Established (greater than or equal to 2.5): 29% (n=136)
2010 Developing (less than 2.5): 64% (n=303)	2010 Established (greater than or equal to 2.5): 36% (n=167)

Figure 29: Prevalence of Flexibility Programs, by Degree of Flexibility Culture

Flexibility Option	All Respondents ¹³ (Refer to Figure 1)	Developing (less than 2.5) (n=322)	Established (greater than or equal to 2.5) (n=136)
Telework on an ad-hoc basis (meet a repair person, etc.)	83%	81%	90% ¹⁴
Flex time (flexible start/stop times)	82%	76%	95% ¹³
Part-time schedules (with or without benefits)	81%	81%	83%
Phased return from leave	60%	60%	65%
Telework on a regular monthly basis (at least one day per month, but not full time)	56%	51%	62%
Telework on a regular weekly basis (at least one day per week, but not full time)	52%	43%	65% ¹³
Shift flexibility	51%	48%	59%
Combination of programs	48%	41%	63% ¹³
Compressed workweek (e.g., 4/10, 9/80)	43%	39%	55% ¹³
Telework full time (every regularly scheduled workday)	34%	25%	49% ¹³
Phased retirement	31%	25%	36%
Job share	24%	20%	27%
Career on/off ramps	22%	16%	38% ¹³

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 seven flexibility programs¹⁵.

¹³ The all respondents group was not included in the comparison between the developing and established groups.

¹⁴ Established organizations carried this program at statistically significantly higher rates than developing organizations.

¹⁵ 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 30: Prevalence of Employee Training, by Degree of Flexibility Culture¹⁶

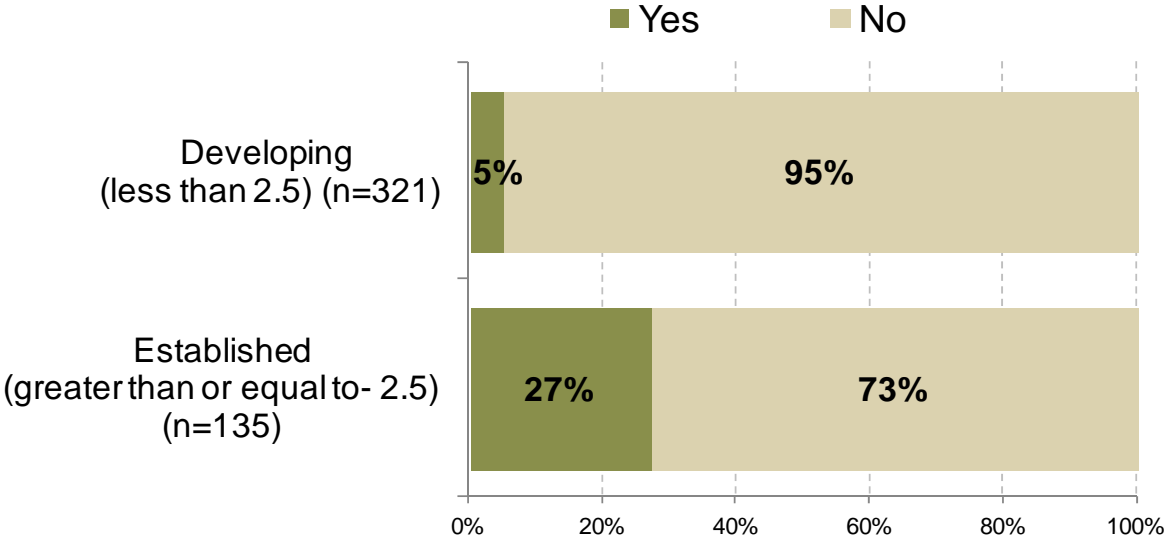
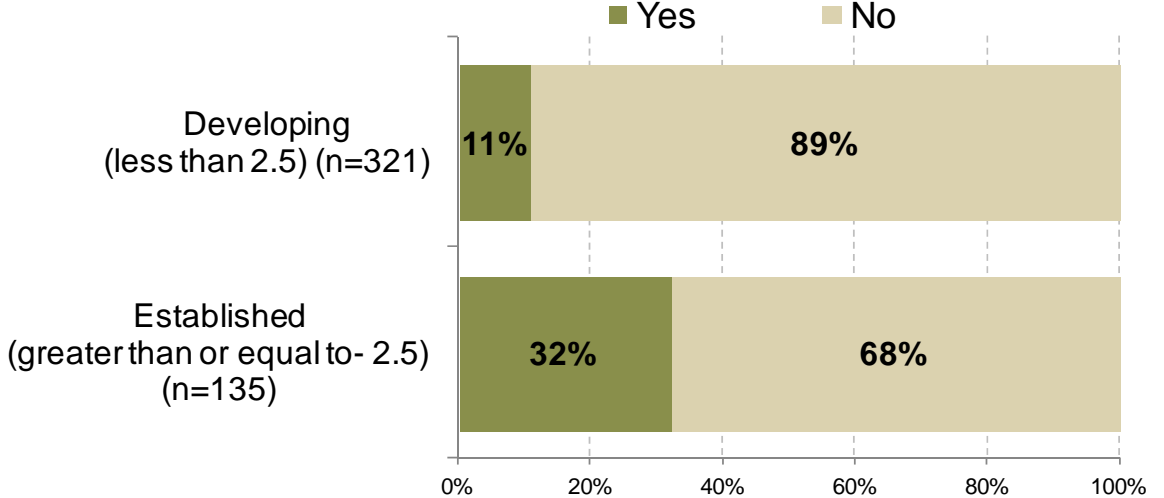


Figure 31: Prevalence of Manager Training, by Degree of Flexibility Culture¹⁷



¹⁶ Established organizations are statistically significantly more likely (27%) to report providing employees with training on how to be successful with flexible work schedules than developing organizations (5%).

¹⁷ Established organizations are statistically significantly more likely (32%) to report providing managers with training on how to successfully manage employees with flexible work schedules than developing organizations (11%).

Figure 32: Formality of Flexibility Programs, by Degree of Flexibility Culture¹⁸

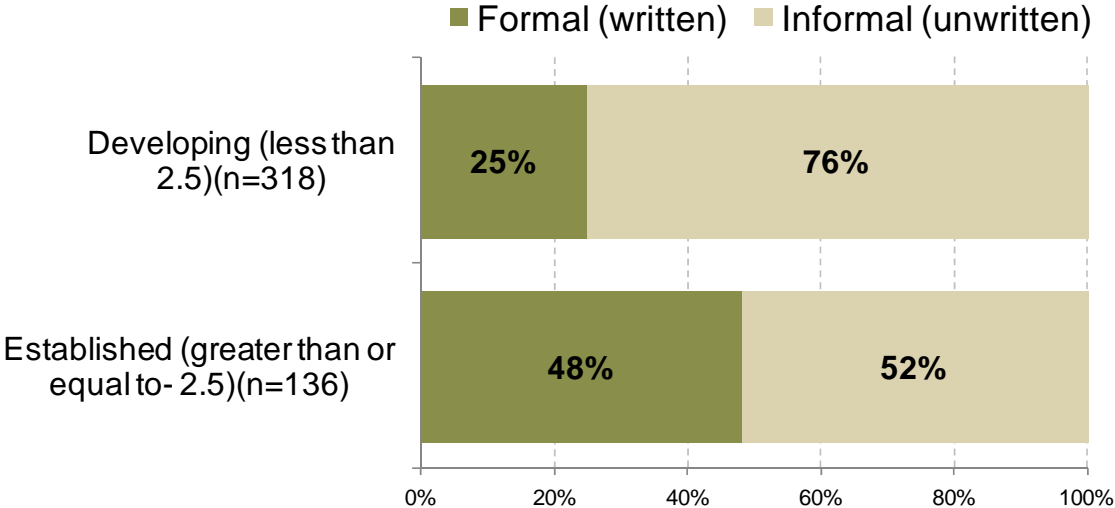


Figure 33: Usage of Flexibility in Recruitment, by Degree of Flexibility Culture

Flexibility Option	Developing (less than 2.5) (n=318)	Established (greater than or equal to 2.5) (n=136)
Yes	7%	54% ¹⁹
No	60%	10%
Sometimes, but not always	34%	36%

¹⁸ Established organizations are statistically significantly more likely (48%) to report having a formal flexibility program than developing organizations (25%).

¹⁹ Established organizations are statistically significantly more likely to report marketing flexibility (54%) as a key employee benefit when attempting to attract new employees than developing organizations (7%).

Figure 34: Perceived Impact of Flexibility on Engagement, Motivation and Satisfaction, by Degree of Flexibility Culture

Perceived Impact of Flexibility Programs on Engagement		
	Developing (less than 2.5) (n=310)	Established (greater than or equal to 2.5) (n=132)
Extremely negative/negative	8%	1%
No effect or neutral	36% ²⁰	14%
Extremely positive/positive	55%	85% ²¹

Perceived Impact of Flexibility Programs on Motivation		
	Developing (less than 2.5) (n=308)	Established (greater than or equal to 2.5) (n=132)
Extremely negative/negative	8%	0%
No effect or neutral	35% ²²	16%
Extremely positive/positive	57%	84% ²³

Perceived Impact of Flexibility Programs on Satisfaction		
	Developing (less than 2.5) (n=308)	Established (greater than or equal to 2.5) (n=132)
Extremely negative/negative	9%	1%
No effect or neutral	25%	7%
Extremely positive/positive	65%	92% ²⁴

²⁰ Developing organizations are statistically significantly more likely (36%) to report that the flexibility programs within their organization have no effect or a neutral effect on employee engagement than established organizations (14%).

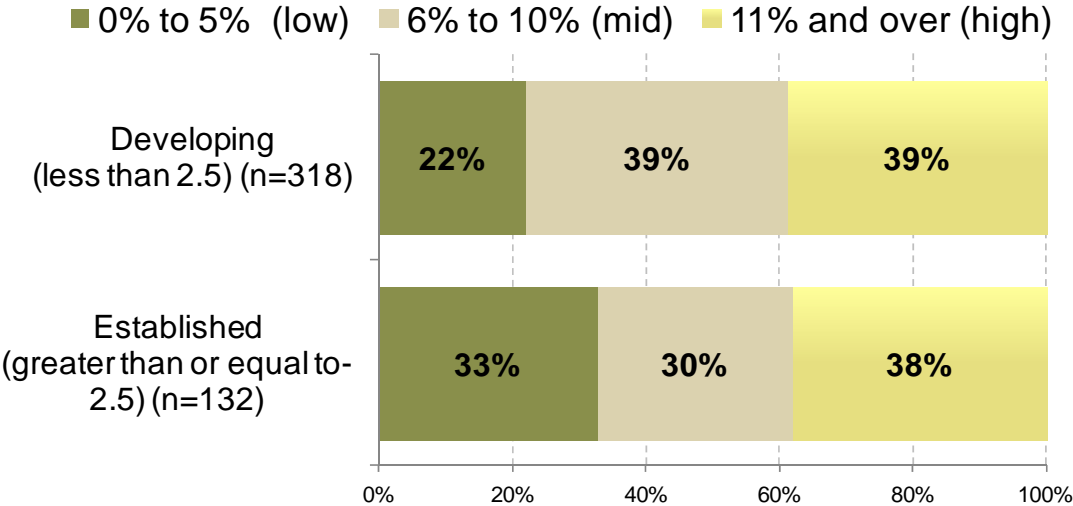
²¹ Established organizations are statistically significantly more likely (85%) to report that the flexibility programs within their organization have an extremely positive or positive effect on employee engagement than developing organizations (55%).

²² Developing organizations are statistically significantly more likely (35%) to report that the flexibility programs within their organization have no effect or a neutral effect on employee motivation than established organizations (16%).

²³ Established organizations are statistically significantly more likely (84%) to report that the flexibility programs within their organization have an extremely positive or positive effect on employee engagement than developing organizations (57%).

²⁴ Established organizations are statistically significantly more likely (92%) to report that the flexibility programs within their organization have an extremely positive or positive effect on employee engagement than developing organizations (65%).

Figure 35: Degree of Flexibility Culture, by Voluntary Turnover



Additionally, a correlation matrix indicated a negative relationship between how an organization rated itself on the flexibility scale and the voluntary turnover rate at the organization ($r = -.16$). 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 (45%) do not choose to market their flexibility programs as a key employment benefit when attempting to attract new talent. Only 21% 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 attraction²⁵.

Key

Use for attraction 21%	Sometimes use for attraction 34%	Do not use for attraction 45%
-----------------------------------	-------------------------------------------------	----------------------------------------------

Figure 36: Average Flexibility Culture Rating, and 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 32.

	Use Flexibility Programs to Attract New Talent	Use Flexibility Programs Occasionally to Attract New Talent	Do Not Use Flexibility Programs to Attract New Talent
Current culture of flexibility at your organization (n=454)	2.9 ²⁶	2.3	1.7
Two-year projection of flexibility at your organization (n=453)	3.2 ²⁷	2.7	2.1

Figure 37: Degree of Flexibility Culture, and 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
Developing (less than 2.5) (n=318)	7%	34%	60% ²⁸
Established (greater than or equal to 2.5) (n=136)	54% ²⁹	36%	10%

²⁵ Selected statistically significant differences are noted.

²⁶ 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 occasionally (2.3) use flexibility programs as a tool for attracting new talent (ANOVA, $p=.000$).

²⁷ 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 occasionally (2.7) use flexibility programs as a tool for attracting new talent (ANOVA, $p=.000$).

²⁸ Organizations in the developing (less than 2.5) category are statistically significantly more likely to not feature or market flexibility as a key employee benefit in attracting new employment (60%) compared to organizations that always market flexibility programs (7%) and organizations that occasionally feature or market flexibility programs (34%).

²⁹ Organizations in the established (greater than or equal to 2.5) category are statistically significantly more likely to feature or market flexibility as a key employee benefit in attracting new employment (54%) compared to organizations that do not market flexibility programs (10%) and organizations that occasionally feature or market flexibility programs (36%).

Figure 38: Usage of Flexibility in Recruitment, by the Perceived Impact of Flexibility on Employee Engagement

	Use Flexibility Programs to Attract New Talent	Use Flexibility Programs <i>Occasionally</i> to Attract New Talent	Do Not Use Flexibility Programs to Attract New Talent
Extremely positive/positive (n=284)	39%	45%	30%
No effect or neutral (n=128)	7%	30%	63% ³⁰
Extremely negative/negative (n=27) ³¹	4%	15%	81%

Figure 39: Usage of Flexibility in Recruitment, by the Perceived Impact of Flexibility on Employee Motivation

	Use Flexibility Programs to Attract New Talent	Use Flexibility Programs <i>Occasionally</i> to Attract New Talent	Do Not Use Flexibility Programs to Attract New Talent
Extremely positive/positive (n=287)	27%	40%	33%
No effect or neutral (n=126)	11%	29%	60% ³²
Extremely negative/negative (n=24) ³³	0%	17%	83%

Figure 40: Usage of Flexibility in Recruitment, by the Perceived Impact of Flexibility on Employee Satisfaction

	Use Flexibility Programs to Attract New Talent	Use Flexibility Programs <i>Occasionally</i> to Attract New Talent	Do Not Use Flexibility Programs to Attract New Talent
Extremely positive/positive (n=323)	26%	40%	34%
No effect or neutral (n=81)	9%	22%	73% ³⁴
Extremely negative/negative (n=30) ³⁵	0%	23%	77%

³⁰ Organizations that rate the impact of flexibility programs as having no effect or being neutral are statistically significantly more likely not to use flexibility as a tool in attracting new talent (63%) vs. organizations that rate the impact of flexibility programs as extremely positive or positive (30%).

³¹ Due to the small sample size of the group the extremely negative or negative group was not included in statistical testing.

³² Organizations that rate the impact of flexibility programs as having no effect or being neutral are statistically significantly more likely not to use flexibility as a tool in attracting new talent (60%) vs. organizations that rate the impact of flexibility programs as extremely positive or positive (33%).

³³ Due to the small sample size of the group the extremely negative or negative group was not included in statistical testing.

³⁴ Organizations that rate the impact of flexibility programs as having no effect or being neutral are statistically significantly more likely not to use flexibility as a tool in attracting new talent (73%) vs. organizations that rate the impact of flexibility programs as extremely positive or positive (34%).

³⁵ Due to the small sample size of the group the extremely negative or negative group was not included in statistical testing.

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 programs³⁶.

Key

Voluntary turnover 0% - 5% (low) 25%	Voluntary turnover 6% - 10% (medium) 36%	Voluntary turnover 11% and over (high) 38%
-----------------------------------------------------	---------------------------------------------------------	-----------------------------------------------------------

Figure 41: Prevalence of Flexibility Programs, by Voluntary Turnover

Flexibility Option	0% to 5% (Low)	6% to 10% (Medium)	11% and over (High)
Telework on an ad-hoc basis (meet a repair person, etc.) (n=370)	24%	36%	40%
Flex time (flexible start/stop times) (n=363)	27%	34%	39%
Part-time schedules (with or without benefits) (n=363)	22%	38%	40%
Phased return from leave (n=276)	26%	32%	42%
Telework on a regular monthly basis (at least one day per month, but not full time) (n=240)	23%	35%	41%
Telework on a regular weekly basis (at least one day per week, but not full time) (n=220)	26%	34%	40%
Shift flexibility (n=229)	24%	33%	43%
Combination of programs (n=210)	27%	31%	42%
Compressed workweek (e.g., 4/10, 9/80) (n=196)	28%	34%	38%
Telework full time (every regularly scheduled workday) (n=145)	26%	38%	37%
Phased retirement (n=121)	27%	33%	40%
Job share (n=98)	30%	36%	35%
Career on/off ramps (n=98)	22%	34%	44%

³⁶ Selected statistically significant differences are noted.

Figure 42: Prevalence of Flexibility Programs Within Each Voluntary Turnover Group

Flexibility Option	All Respondents (Refer to Figure 1)	0% to 5% (Low) (n=108)	6% to 10% (Medium) (n=162)	11% and over (High) (n=173)
Telework on an ad hoc basis (meet a repair person, etc.)	83%	81%	83%	86%
Flex-time (flexible start/stop times)	82%	90%	77%	82%
Part-time schedules (with or without benefits)	81%	74%	85%	84%
Phased return from leave	60%	66%	54%	68%
Telework on a regular monthly basis (at least one day per month, but not full time)	56%	52%	52%	57%
Telework on a regular weekly basis (at least one day per week, but not full time)	52%	53%	46%	51%
Shift flexibility	51%	50%	47%	57%
Combination of programs	48%	52%	40%	51%
Compressed workweek (e.g., 4/10, 9/80)	43%	51%	41%	43%
Telework full-time (every regularly scheduled work day)	34%	34%	34%	31%
Phased retirement	31%	31%	25%	28%
Job share	24%	27%	22%	20%
Career on/off ramps	22%	20%	20%	25%

Figure 43: Average Flexibility Culture Rating, by Voluntary Turnover

Using the self-assessed flexibility scale (1.0 meaning nonexistent and 4.0 meaning deeply embedded, as shown below), survey participants with a score below 2.5 were categorized as developing, and those with a score of 2.5 and above were categorized as established.

Non-existent				Deeply Embedded			
1.0	1.5	2.0	2.5	3.0	3.5	4.0	
Nonexistent	Informal		Strategic		Deeply Embedded		
<ul style="list-style-type: none"> We have no flexibility policy, strategy or philosophy. Flexibility may take place on a case-by-case basis, and the structure is informal. 	<ul style="list-style-type: none"> We have some written programs and policies but they are not widely applied. Some departments use flexible work arrangements, but they are inconsistent and not organizationwide. 		<ul style="list-style-type: none"> Flexibility is strategic and viewed as an essential element in achieving organization success. It is discussed as a program option to candidates and new hires. 		<ul style="list-style-type: none"> 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 flexible work arrangements as needed. 		

	All Respondents (Refer to Figure 20)	0% to 5% (Low) (n=113)	6% to 10% (Medium) (n=164)	11% and over (High) (n=173)
Current culture of flexibility at your organization	2.1	2.3 ³⁷	2.0	2.0
—Two-year projection of flexibility at your organization	2.4	2.6	2.4	2.4

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

	All Respondents (Refer to Figure 25)	0% to 5% (Low) (n=105)	6% to 10% (Medium) (n=158)	11% and over (High) (n=170)
Extremely positive/positive	64%	77% ³⁸	63%	58%
No effect or neutral	30%	19%	32%	33%
Extremely negative/negative	6%	4%	5%	9%

³⁷ Organizations in the low annual turnover group are more likely to report their current average culture of flexibility rating higher (2.3) than organizations in the mid turnover group (2.0) and high (2.0) turnover group (ANOVA, $p=.000$).

³⁸ Organizations in the 0% to 5% (low) voluntary turnover group are statistically significantly more likely to rate the impact of flexibility programs on employee satisfaction as extremely positive or positive (77%) vs. organizations in the 6% to 10% (medium) (63%) and 11% and higher (high) (58%) voluntary turnover categories.

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

	All Respondents (Refer to Figure 25)	0% to 5% (Low) (n=105)	6% to 10% (Medium) (n=157)	11% and over (High) (n=169)
Extremely positive/positive	65%	75% ³⁹	64%	61%
No effect or neutral	29%	21%	32%	31%
Extremely negative/negative	6%	4%	4%	8%

Figure 46: Perceived Impact of Flexibility on Employee Satisfaction, by Voluntary Turnover

	All Respondents (Refer to Figure 25)	0% to 5% (Low) (n=128)	6% to 10% (Medium) (n=165)	11% and over (High) (n=143)
Extremely positive/positive	73%	87% ⁴⁰	69%	69%
No effect or neutral	20%	10%	24%	22%
Extremely negative/negative	7%	4%	7%	9%

³⁹ Organizations in the 0% to 5% (low) voluntary turnover group are statistically significantly more likely to rate the impact of flexibility programs on employee satisfaction as extremely positive or positive (75%) vs. organizations in the 11% and higher (high) (61%) voluntary turnover category.

⁴⁰ Organizations in the 0% to 5% (low) voluntary turnover group are statistically significantly more likely to rate the impact of flexibility programs on employee satisfaction as extremely positive or positive (87%) vs. organizations in the 6% to 10% (medium) (69%) and the 11% and higher (high) (69%) voluntary turnover categories.