



Alfred P. Sloan Award for Business Excellence in Workplace Flexibility

Application Form

The Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility recognize employers of all types and sizes – in the public and private sectors, for-profit and not-for-profit – that are successfully using flexibility as a tool to enhance business and employees’ success.

The Awards are part of *When Work Works*, a research-based initiative to highlight the importance of workplace flexibility as a strategy to increase workplace effectiveness and yield positive business results and to help employees succeed at work and at home.

When Work Works is a project of Families and Work Institute in partnership with the U.S. Chamber of Commerce’s Institute for a Competitive Workforce and the Twiga Foundation, with funding from the Alfred P. Sloan Foundation. For information about the project, including research and resources for employers, please visit www.whenworkworks.org.

This document is provided for information purposes only. All applications must be submitted online at www.whenworkworks.org.

Registration

Organization Name: _____

Worksite Location:

- | | | |
|--|--|--|
| <input type="checkbox"/> Arizona (statewide) | <input type="checkbox"/> Houston, TX | <input type="checkbox"/> Providence, RI |
| <input type="checkbox"/> Aurora, CO | <input type="checkbox"/> Kentucky (statewide)* | <input type="checkbox"/> Richmond, VA |
| <input type="checkbox"/> Boise, ID | <input type="checkbox"/> Long Beach, CA | <input type="checkbox"/> Rochester, MN |
| <input type="checkbox"/> Charleston, SC | <input type="checkbox"/> Long Island, NY | <input type="checkbox"/> Salt Lake City, UT |
| <input type="checkbox"/> Chicago, IL | <input type="checkbox"/> Louisville, KY* | <input type="checkbox"/> Seattle, WA |
| <input type="checkbox"/> Dallas, TX | <input type="checkbox"/> Michigan (statewide) | <input type="checkbox"/> Spokane, WA |
| <input type="checkbox"/> Dayton, OH | <input type="checkbox"/> Milwaukee, WI | <input type="checkbox"/> Twin Cities + St. Cloud, MN |
| <input type="checkbox"/> Durham, NC | <input type="checkbox"/> Morris County, NJ | <input type="checkbox"/> Winona, MN |
| <input type="checkbox"/> Georgia (statewide) | <input type="checkbox"/> New Hampshire (statewide) | |

At-large application (Please check this box if your worksite is not located in the greater area of one of the communities listed above.)

* If you are located in the greater Louisville area, please check Louisville. If you are located in another area of Kentucky, please check Kentucky (statewide).

How many employees work at the location for which you are applying: _____
A minimum of 10 employees must work at or report to the eligible worksite. Contract workers and consultants do not count toward this minimum requirement.

Contact Name: _____

Title: _____

Contact Mailing Address: _____

City: _____ State: _____ Zip: _____

Contact Phone Number: _____

E-mail Address: _____

Eligibility: 1) An employer with a worksite located in the greater area of a participating community should select that community in the above list. A U.S. employer that does not have a worksite located in one of the participating communities may apply as an “at-large” applicant. If an organization has multiple locations, separate applications must be submitted for each location that wants to be considered for the award. It is the worksite that is considered for the award, not the organization as a whole. 2) A minimum of 10 employees must work at or report to the eligible worksite. This does not include contract workers or consultants for whom you do not withhold federal income tax from paychecks, but does include employees who travel frequently or work

from home as long as they report back to the eligible worksite. 3) The organization must have been in operation for at least one year.

Application Procedure: The application process takes place in two rounds. Round I is the Employer Questionnaire, which is to be completed and submitted on-line by an authorized representative of the organization at www.whenworkworks.org. For qualifying employers from Round I, a sample of employees will be surveyed in Round II.

Questions: For more information about the awards or about When Work Works, please use the Sloan Awards Hotline number (800-966-2044) or e-mail us at whenworkworks@familiesandwork.org.

2010 Employer Application

1. How many employees does your organization have at the worksite for which you are applying for this award? (There is a minimum of 10 employees to be eligible for this award. Contract workers and consultants do not count toward this minimum requirement.)

[] Employees

2. How long has your organization been in operation? Your best estimate is fine. (If your organization has recently been involved in a merger or acquisition, please answer for the oldest of the organizations involved)

[] Years

Does your organization allow at least some groups of employees to...		Yes	No
<i>(For all Yes responses, answer the follow-up question in the next grid. For every No response, skip the follow-up question.)</i>			
3.	<u>Temporarily</u> change starting and quitting times on <u>short notice</u> when special needs arise?		
4.	Change starting and quitting times ON A DAILY BASIS?		
5.	Have control over when they take breaks?		
6.	Move from full-time to part-time work and back again, while remaining in the same position or level?		
7.	Share jobs? Job sharing is a specific work arrangement that allows two part-time employees to share one full-time job.		
8.	Compress their workweeks by working longer hours on fewer days for at least part of the year?		
9.	Have control over paid or unpaid overtime hours? That is, employees are rarely <u>required</u> to work paid or unpaid overtime with little or no ADVANCE notice.		
10.	Work some of their regular paid hours at home OCCASIONALLY?		
11.	Work some of their regular paid hours at home on a REGULAR basis?		
12.	Take time off during the work day to attend to important family or personal needs without losing pay? For example, to attend a school conference, to accompany an elderly parent or a doctor appointment, or wait for a plumber to fix broken pipes.		
13.	Take sabbaticals—that is, being able to take leaves, paid or unpaid, of six months or more and return to a comparable job?		

How many of your employees at your worksite are allowed to...	Just a few	Some	Most	All
<i>(Only respond to questions where a Yes response was given for the corresponding question above.)</i>				
3a. <u>Temporarily</u> change starting and quitting times on <u>short notice</u> when special needs arise?				
4a. Change starting and quitting times ON A DAILY BASIS?				
5a. Have control over when they take breaks?				
6a. Move from full-time to part-time work and back again, while remaining in the same position or level?				
7a. Share jobs?				
8a. Compress their workweek by working longer hours on fewer days for at least part of the year?				
9a. Have control over paid or unpaid overtime hours?				
10a. Work some of their regular paid hours at home OCCASIONALLY?				
11a. Work some of their regular paid hours at home on a REGULAR basis?				
12a. Take time off during the workday to attend to important family or personal needs without losing pay?				
13a. Take sabbaticals - that is, being able to take leaves, paid or unpaid, of six months or more and return to a comparable job?				

(Skip if you responded No to question 10)

10b. Do you provide any work resources for employees who work some of their regular paid hours at home OCCASIONALLY? For example, a computer, cell phone, office equipment, Internet service provider, special equipment, etc.

- Yes No It depends on the situation

(Skip if you responded No to question 11)

11b. Do you provide any WORK resources for employees who work some of their regular paid hours at home on a REGULAR basis? For example, a computer, cell phone, office equipment, Internet service provider, special equipment, etc.

- Yes No It depends on the situation

14. Does your organization allow at least some groups of employees to have choices about and control over which shifts they work?

- Yes (go to 14a and 14b) No Not applicable, only one shift

14a. How many of your employees at your worksite are allowed to have choices about and control over which shifts they work?

- Just a few Some Most All

14b. Do you use any kind of online tool or process to allow your employees who are on a shift schedule to schedule their own shifts?

- Yes No

15. Does your organization allow at least some groups of employees to work part year—that is working reduced time on an annual basis such as working full time during the school year and then taking a block of time off during the summer?

- Yes (*go to 15a*) No NA, our business and most or all jobs are seasonal

15a. How many of your employees at your worksite are allowed to work part year—that is working reduced time on an annual basis such as working full time during the school year and then taking a block of time off during the summer?

- Just a few Some Most All

16. Does your organization allow at least some groups of employees to return to work gradually after childbirth or adoption?

- Yes (*go to 16a*) No Don't know, never had to deal with this issue

16a. How many of your employees at your worksite are allowed to return to work gradually after childbirth or adoption?

- Just a few Some Most All

17. Does your organization allow at least some groups of employees to phase into retirement by working reduced hours over a period of time prior to full retirement?

- Yes (*go to 17a*) No Don't know, never had to deal with this issue

17a. How many of your employees at your worksite are allowed phase into retirement by working reduced hours over a period of time prior to full retirement?

- Just a few Some Most All

18. Does your organization fund a defined-benefit pension plan that offers older employees who phase into retirement by working part time the same benefits they would have received had they continued to work full time until complete retirement? [Defined-benefit pension plans offer guaranteed levels of payout based upon length of service and level of earnings. They do not require employee contributions.]

- Yes No Not applicable, no defined-benefit pension plan

19. Does your organization allow at least some groups of employees to take an extended career break for care giving or other personal or family responsibilities?

- Yes (*go to 19a*) No Don't know, never had to deal with this issue

19a. How many of your employees at your worksite are allowed to take an extended career break for care giving or other personal or family responsibilities?
 Just a few Some Most All

20. Does your organization allow at least some groups of employees to receive special consideration when returning to the organization after an extended career break? Such as financial or other assistance in maintaining skills, being given project work, job application assistance, etc.
 Yes (*go to 20a*) No Don't know, no one has ever requested this arrangement

20a. How many of your employees at your worksite are allowed to receive special consideration when returning to the organization after an extended career break, such as financial or other assistance in maintaining skills, being given project work, job application assistance, etc.?
 Just a few Some Most All

21. Does your organization allow at least some groups of employees to use a compensatory time off program ("comp time") - in other words, are salaried employees who work overtime allowed to receive compensation in the form of extra time off rather than monetary compensation?
 Yes(*go to 21a*) No

21a. How many of your employees at your worksite are allowed to use a compensatory time off program ("comp time") - in other words, are salaried employees who work overtime allowed to receive compensation in the form of extra time off rather than monetary compensation?
 Just a few Some Most All

22. Does your organization allow at least some groups of employees to do volunteer work during regular work hours?
 Yes(*go to 22a and 22b*) No

22a. When employees volunteer for community programs during regular work hours, how many hours, if any, are compensated annually?
 None
 1-9 Hours
 10-19 Hours
 20-29 Hours
 30-39 Hours
 40 Hours or More

22b. How many of your employees at your worksite are allowed to do volunteer work during regular work hours?
 Just a few Some Most All

23. In general, how many **higher-level salaried employees** organization-wide have substantial control over the number of hours they work and when those hours are scheduled?

- All Most Some Just a Few
 None Not Applicable, no salaried employees

24. In general, how many **higher-level salaried employees** organization-wide have predictable work schedules; for example, work schedule may vary across weeks and seasons, but they know their schedule well in advance?

- All Most Some Just a Few
 None Not Applicable, no salaried employees

25. In general, how many **lower-level hourly or entry-level employees** organization-wide have substantial control over the number of hours they work and when those hours are scheduled?

- All Most Some Just a Few
 None Not Applicable, no hourly or entry-level employees

26. In general, how many **lower-level hourly or entry-level employees** organization-wide have predictable work schedules; for example, work schedule may vary across weeks and season, but they know their schedule well in advance?

- All Most Some Just a Few
 None Not Applicable, no hourly or entry-level employees

27. Do employees who are on a management or leadership track, have the option to move off that track and back on it when they are ready?

- Yes No

28. What percentage of employees at this location are part time? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[][][] Percent

- We have no part time employees at this location (*Skip 28a, 28b and 28c*)

28a. Do employees who have part-time jobs receive pay comparable to what is received by employees who work full-time in the same positions, based upon the percentage of a full-time job they work?

- Yes, comparable or more No, less

28b. Are supervisory or managerial positions available for part-time employees?

- Yes No

28c. Can part-time employees make pre-tax contributions to a retirement plan—such as a 401(k), 403(b), SEP, or Simple IRA—to which the organization also makes some contribution?

- Yes No Not applicable, no such plan offered

29. Have you reduced, maintained or increased flexible workplace arrangements such as flexible work schedules or flexible workplace options because of recessionary concerns in your workforce?

- Increased these flexible workplace options (*go to 29a, 29b, 29c*)
- Options remained the same
- Reduced these flexible work options

Please briefly describe what you have done and the strategic reasons for your actions here:

29a. If you have increased flexible workplace options because of recessionary concerns: To what extent are you able to take employees' needs for flexibility to manage their personal or family life into account, when making decisions about flexible arrangements designed to reduce costs?

- To a great extent
- To some extent
- Not too much
- Not at all
- Not applicable

29b. If you have increased flexible workplace options because of recessionary concerns: How much input or choice did employees have on whether they would work under these flexible arrangements?

- A great deal of input
- Some
- Not too much input
- No input
- Not applicable

29c. If you have increased flexible workplace options because of recessionary concerns: Are you still providing the same level of benefits to these employees (e.g., health insurance, sick time, etc.)?

- Yes
- No
- Not applicable

30. How often do you communicate with employees about the financial situation of your organization?

- Very Often
- Somewhat often
- Not too often
- Not often at all

31. Are you providing any special support to employees to help them manage their own financial situations during this recession?

- Yes (*go to 31a*)
- No

31a. What kinds of special supports are you providing to employees to help them manage their own financial situations during this recession? (Please check all that apply.)

- Providing financial information to groups of employees through tip sheets, tool kits, webinars, seminars, financial literacy classes, etc.
- Providing individual financial planning assistance to employees through financial calculators (refinancing, credit card repayment, home affordability, IRA, retirement savings, etc.), time with a financial planner, etc.
- Providing discounts for services and products or purchasing programs

Other, please describe: [_____]

35aa. Does your organization help pay for job skills programs?

Pay all Pay part Do not contribute financially

35ab. Does your organization provide time off for employees to participate in job skills programs?

Paid time off Unpaid time off No time off

36. Does your organization encourage at least some groups of employees to pursue educational opportunities in degree granting programs?

Yes (*go to 36a, 36b, 36c, 36d*) No

36a. Which of the following degree granting programs do your employees have access to? (Check all that apply)

- Vocational or technical education
- Industry-recognized certification programs
- Community college programs or degree granting programs
- Bachelor's degree granting programs
- Post Bachelor's and/or professional degree granting programs

36b. Do you offer any of these programs for lower-level hourly or entry-level employees?

Yes No

If yes, please describe the programs you offer here: [_____]

36c. Does your organization help pay for degree granting programs?

Pay all Pay part Do not contribute financially

36d. Does your organization provide time off for employees to participate in degree granting programs?

Paid time off Unpaid time off No time off

37. Does your organization offer or refer employees to low or no cost financial education courses/programs?

Yes No

38. Does your organization offer programs to help employees to reduce stress and improve their health?

Yes No

39. Does your organization offer Paid Time Off banks (PTO) rather than specific holiday, vacation and sick time to most employees?

Yes No (*Skip 39a*)

39a. What is the maximum amount of PTO days you offer each year to full-time employees who have been with the organization for at least one year?

- None
- 1-5 workdays
- 6-10 workdays
- 11-15 workdays
- 16 or more workdays

40. Does your organization offer most employees paid vacation days?

- Yes
- No (*Skip 40a*)

40a. What is the maximum amount of paid vacation time you offer each year to full-time employees who have been with the organization for at least one year?

- None
- 1-5 workdays
- 6-10 workdays
- 11-15 workdays
- 16 or more workdays

41. Does your organization offer most employees paid sick days?

- Yes
- No (*Skip 41a*)

41a. What is the maximum amount of paid time off for illness you offer each year to full-time employees who have been with the organization for one year?

- None
- 1-5 workdays
- 6-10 workdays
- 11-15 workdays
- 16 or more workdays

42. Does your organization offer most employees a few days off per year to care for a mildly ill child without losing pay or having to use vacation days?

- Yes
- No
- Not applicable, never had to deal with this issue

43. Does your organization offer most employees a few days off per year to care for an elderly relative without losing pay or having to use vacation days?

- Yes
- No
- Not applicable, never had to deal with this issue

44. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows female employees who give birth to a child—including the period of disability and any other time? [Enter 0 for none or less than 1 week] (Please only enter a whole number of weeks and do not write in the word “weeks” with your response.)

- [] Weeks
- No leave is offered (*Skip 44a, 44aa, 44ab and 44ac*)

- Not applicable, never had to deal with this issue (*Skip 44a, 44aa, 44ab and 44ac*)

44a. Excluding vacation days, accrued personal sick days, or other paid personal days, do female employees who give birth to a child receive any pay from any source DURING THE PERIOD OF THEIR DISABILITY, or not?

- Yes No No applicable, never had to deal with this issue

44aa. Is the pay provided to female employees who give birth to a child DURING THE PERIOD OF THEIR DISABILITY part of a general temporary disability insurance benefit?

- Yes, general temporary disability
 No, not general temporary disability

44ab. Do these employees receive all or part of their regular pay while they are unable to work?

- Full pay Partial pay It depends on the situation

44ac. Excluding vacation days, accrued personal sick days, or other paid personal days, do female employees who give birth to a child receive any pay for leave they take BEYOND THE PERIOD OF MATERNITY-RELATED DISABILITY?

- Yes No

45. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows male employees whose partner gives birth to a child? [Enter 0 for none or less than 1 week](Please only enter a whole number of weeks and do not write in the word “weeks” with your response.)

[] [] Weeks

- No leave is offered (*Skip 45a and 45b*)
 Not applicable, never had to deal with this issue (*Skip 45a and 45b*)

45a. Excluding vacation days, accrued sick days, or other paid personal days, do male employees whose partner gives birth to a child receive any PAID time off to be with their partner and child, or not?

- Yes No (*Skip 45b*)

45b. Is the pay provided during leave for male employees whose partner gives birth to a child full or partial pay?

- Full pay
 Partial pay
 It depends on the situation

46. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows men or women to care for newly adopted children? [Enter 0 for none or less than 1 week]

(Please only enter a whole number of weeks and do not write in the word “weeks” with your response.)

[][] Weeks

- No leave is offered
 Not applicable, never had to deal with this issue

47. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows men or women to care for seriously ill family members? [Enter 0 for none or less than 1 week]

(Please only enter a whole number of weeks and do not write in the word “weeks” with your response.)

[][] Weeks

- No leave is offered
 Not applicable, never had to deal with this issue

48. Does your organization make provisions for women who are breastfeeding to help them continue breastfeeding, such as providing a private room or area to express and store milk?

- Yes No Not applicable, never had to deal with this issue

49. Does your organization offer health insurance coverage for full-time employees?

- Yes No (*Skip 49a, 49b, 49c and 49d*)

49a. Does your organization pay all, part, or none of the premium for employees' personal health insurance?

- All Part None (*Skip 49b, 49c and 49d*)

49b. How long do employees have to work before they are eligible for personal health insurance?

- No waiting period
 1 to 3 months
 3 to 6 months
 More than 6 months

49c. Are health care benefits for part-timers comparable to what is received by people who work full-time in the same positions, based upon the percentage of a full-time job they work?

- Health insurance not offered to part-timers (*Skip 49d*)
 Health insurance is pro-rated
 Health insurance is same as full timers

49d. How long do part-time employees have to work before they are eligible for personal health insurance?

- No waiting period
 1 to 3 months
 3 to 6 months

the organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities?

- Very True
- Somewhat True
- Not Very True
- Not at All True

56. Is it very true, somewhat true, not very true or not at all true of your organization that supervisors are encouraged to be supportive of employees with personal or family needs by finding solutions that work for both employees and the organization?

- Very True
- Somewhat True
- Not Very True
- Not at All True

57. Is it very true, somewhat true, not very true or not at all true of your organization that our organization's personnel policies and practices (such as penalties for unscheduled absences, on-site time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility?

- Very True
- Somewhat True
- Not Very True
- Not at All True

58. Is it very true, somewhat true, not very true or not at all true of your organization that supervisors are encouraged to assess employees' performance by what employees accomplish, and not just by "face-time", that is, the number of hours they spend at the workplace?

- Very True
- Somewhat True
- Not Very True
- Not at All True

59. How many employees does your organization have in the United States? Please include headquarters, as well as any other locations of your organization in the United States.

[] Employees

60. Is your company...?

- Not-for-profit organization
- For-profit business
- Government entity
- Public educational institution
- Private educational institution
- Other:

61. Is any part of your worksite a 24/7 operation with direct contact with the customer?
(For example, hospital, hotel, 24/7 call center)

- Yes No

62. Which of the following best describes your organization's major activity or industry?

- Agriculture, forestry, fishing, mining
 Construction
 Manufacturing of all types
 Transportation, communications, utilities
 Wholesale trade
 Retail trade
 Finance, insurance, real estate
 Medical services
 Education services
 Other social services
 Other professional services
 Business services, including repair
 Personal services, including hair dressing, livery, laundry & cleaning for individual clients
 Arts, entertainment & recreation services
 Government or public administration
 If you selected other, please specify here: []

63. What percentage of employees at this worksite are female? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[][][] Percent

64. What percentage of employees at this worksite are unionized? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[][][] Percent

65. What percentage of employees at this worksite are hourly employees? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[][][]Percent

66. Please describe any way that technology has played a role in your organization's workplace flexibility and effectiveness. How does technology allow your organization to offer more or less flexibility? How does flexibility enable your employees to make better use of technology?

Enter comments here: []

- I have nothing to add at this time

67. Are there any effects on workplace flexibility as a result of the economic times we are in?

Enter comments here: []

- I have nothing to add at this time

68. Please describe any special initiatives you have in workplace flexibility that would be of interest to other employers. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

69. Tell us briefly why your organization should win the Sloan Award for Business Excellence in Workplace Flexibility. Include what you are doing to promote workplace effectiveness and flexibility. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

70. Tell us briefly any other innovative, bold or creative initiatives you have put into place to bring out the best in your employees. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

71. Tell us briefly any other innovative, bold or creative initiatives you have put into place to provide flexibility to employees whose positions may not lend themselves easily to working flexibly. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

72. Do these workplace initiatives positively affect your employees? For example, are there lower levels of stress, less conflict in managing work and personal/family life and generally a more positive attitude, etc.? Do you have any data that you can share? Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

73. Do these workplace initiatives positively affect your organization's goals and objectives? For example, is there a decrease in absenteeism, reduced turnover, lower medical costs, higher productivity, etc.? Do you have any data that you can share? Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

74. Do these workplace initiatives positively affect your organization's reputation or success? For example, has there been an increase in market share, organizational growth, customer or client base, an ability to attract new employees? Has your organization received any awards and recognition, etc.? Do you have any concrete evidence of impact

you can share? Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

75. Please select only one of the following options.

I grant permission to have information from this questionnaire shared with or be contacted by other parties such as journalists or researchers when there is a request.

I DO NOT grant permission to have information from this questionnaire shared with or be contacted by other parties such as journalists or researchers when there is a request.

76. This is the final page of the questionnaire. By checking this box and clicking on the button at the bottom of this page, you will be completing and submitting the survey. If at any time before the deadline you wish to go back and change your responses, you can do so by logging in with your email address and password at <http://whenworkworks.org/survey/login.php>.

If you have any questions, please contact Kelly Sakai at ksakai@familiesandwork.org

Submit

End of Questionnaire