

W H E N

W O R K

W O R K S

MAKING WORK "WORK"

New Ideas from the Winners of the  
Alfred P. Sloan Awards for Business  
Excellence in Workplace Flexibility



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## INTRODUCTION

Today's U.S. workforce and workplace are in transition. In Families and Work Institute's (FWI) nationally representative study of the U.S. workforce, the *National Study of the Changing Workforce*, we find dramatic changes over the past 25 years.

To begin, the workforce is aging. In 1977, just over a third of the workforce (38%) was over 40-years-old; today, more than half (56%) is. Women today play an increasingly vital role, making up nearly half of the wage and salaried workforce. In addition, work hours for many employees are climbing and jobs have become more hectic and demanding. Life at home has also changed with an increase in the number of dual-earner couples in the workplace (from 66% of couples in 1977 to 78% today), which has created pressure among working families. It is no wonder that 55 percent of employees feel they don't have enough time for themselves, 63 percent feel they don't have enough time for their spouses or partners and 67 percent feel they don't have enough time for their children.

Repercussions of these trends are being experienced by employers as well. FWI data reveal that 39 percent of employees are not fully engaged in their jobs, 54 percent are less than fully satisfied with their jobs and 38 percent are somewhat or very likely to make a concerted effort to find a new job in the coming year. Employers are challenged to recruit talent, engage and retain workers, and maximize productivity.

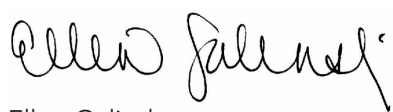
FWI's research, however, finds that there are new ways to make work "work" that benefit **both** employers **and** employees. In fact, our research shows that employees who work in flexible and effective workplaces are more likely to:

- be engaged in their jobs and committed to helping their organizations succeed;
- plan on staying with their employer;
- be satisfied with their jobs; and
- exhibit better mental health.

Beginning in 2005, we set out to discover and spotlight what employers were doing to make work "work." We started in eight communities that year, expanding to 17 in 2006, and 24 in 2007. In these communities, we share the findings of our research and offer the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility. As you will see by reading further, the process we use is a very rigorous one, with two-thirds of the winning scores representing the views of employees who work for these employers.

For the past several decades, much of the attention given to exemplary business practice has focused on larger corporations, even though only 9 percent of employees work for employers with 1,000 or more employees. We were not surprised to find, however, that there is a great deal of American ingenuity occurring in smaller organizations as well. In fact, 56 percent of the winners of the Sloan Awards are employers with fewer than 100 employees nationwide.

In this report, we are very pleased to share how the winners of the Sloan Award are making work 'work' in our changed economy. Here are their stories.



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Co-Project Directors, *When Work Works*

## WHAT IS WHEN WORK WORKS?

*When Work Works* is a nationwide initiative on workplace effectiveness and workplace flexibility that is designed to share research on what makes work “work” in the 21<sup>st</sup> Century. It is a project of Families and Work Institute sponsored by the Alfred P. Sloan Foundation, in partnership with the Institute for a Competitive Workforce (an affiliate of the U.S. Chamber of Commerce) and the Twiga Foundation.

The purpose of *When Work Works* is to highlight the importance of workforce effectiveness and workplace flexibility as strategies to enhance businesses’ competitive advantage in the global economy, and to help both employers and employees succeed.

### Why Workplace Flexibility?

Families and Work Institute conducts nationally representative studies of employees and employers. These studies find that **flexibility is a critical component of workplace effectiveness**—just as important as better known components of workplace effectiveness, including challenging and meaningful work, learning opportunities, job autonomy, input into management decision making and supervisor and coworker support for job success. Research finds that employees in effective and flexible workplaces are more likely to be engaged in helping their organizations succeed, more likely to be satisfied with their jobs, more likely to stay with their employer and more likely to be in better mental health.

Workplace flexibility is a way to define how, when and where work gets done, and how careers are organized. Flexibility is a strategic business tool to respond to the changing economy and changing workforce.

The *When Work Works* definition of flexibility is: **flexibility must work for both the employer and the employee**. Flexibility calls for the same kind of shared responsibility and accountability as the other components of an effective workplace.

### What Are the Goals of When Work Works?

The goals of the *When Work Works* initiative are to:

- share research findings on workplace effectiveness and flexibility;
- share best practices for making work “work” in small, mid-sized and large workplaces;
- create practical resources for employers, community leaders, policy makers and individual employees in creating more effective and flexible workplaces; and
- provide recognition to top employers through the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility.

### About Project Partners

#### The Alfred P. Sloan Foundation

The Alfred P. Sloan Foundation, a philanthropic nonprofit institution, was established in 1934 by Alfred Pritchard Sloan, Jr., then President and Chief Executive Officer of the General Motors Corporation. For the last 12 years, the Alfred P. Sloan Foundation has funded six Centers on Working Families, one workplace center, and many other research projects to examine issues faced by working families. Many of the findings reveal that while the demographics of the American workforce have changed dramatically over the last 30 years, the American workplace has not changed as rapidly. With today’s very diverse workforce, it is not surprising that now nearly four out of five working Americans, across age, income, and stage in life, want more

flexibility at work. The Sloan National Workplace Flexibility Initiative is a collaborative effort designed to make workplace flexibility standard in the American workplace. The Foundation funds a variety of projects at the national, state and local levels that coordinate with business, labor and government. For more information, visit [www.sloan.org](http://www.sloan.org).

### **Families and Work Institute**

Families and Work Institute (FWI) is a nonprofit, nonpartisan research organization that studies the changing workforce and workplace, the changing family and the changing community. As a preeminent think-tank, FWI is known for being ahead of the curve, identifying emerging issues, and then conducting rigorous research that often challenges common wisdom, provides insight and knowledge, and motivates action. Since the Institute was founded in 1989, our work has focused in three major areas: the workforce/workplace, youth and early childhood.

For more information, visit [www.familiesandwork.org](http://www.familiesandwork.org).

### **The Institute for a Competitive Workforce**

The Institute for a Competitive Workforce (ICW) is a 501(c)3 affiliate of the U.S. Chamber of Commerce and is working to ensure that businesses have access—today *and* tomorrow—to an educated and skilled workforce. Through policy initiatives, business outreach, and a strong grassroots network, ICW is finding solutions that will preserve the American workforce as this country’s greatest business asset and its strongest future resource. ICW promotes high educational standards and effective workforce training systems, so that they are aligned with each other and with today’s rigorous business demands.

For more information, visit [www.uschamber.com/icw](http://www.uschamber.com/icw).

### **The Twiga Foundation**

The Twiga Foundation is dedicated to inspiring, promoting and maintaining a family consciousness at home, in the workplace and in the community. The Twiga Foundation acts as a liaison to key stakeholders in the *When Work Works* communities to address the issue of flexibility in the workplace. The Foundation helps build a broader leadership constituency for workplace flexibility within each community.

For more information, visit [www.twigafoundation.org](http://www.twigafoundation.org).

### **2005 - 2006 Partners**

*When Work Works* partnered with chambers of commerce and other local organizations in 17 select communities nationwide for special targeted efforts to share research on workplace flexibility as a critical ingredient in workplace effectiveness.

Our 2005 - 2006 partners were:

- Boise Metro Chamber of Commerce
- Brooklyn Chamber of Commerce
- Chandler Chamber of Commerce
- Chattanooga Area Chamber of Commerce
- Chicagoland Chamber of Commerce
- Dayton Area Chamber of Commerce
- Detroit Regional Chamber
- District of Columbia Chamber of Commerce
- Greater Dallas Chamber
- Greater Durham Chamber of Commerce
- Greater Providence Chamber of Commerce
- Greater Richmond Chamber and the Richmond Human Resources Management Association
- Greater Seattle Chamber of Commerce
- Greater Tampa Chamber of Commerce
- Long Beach Area Chamber of Commerce
- Long Island Association and Long Island Works Coalition
- Salt Lake Chamber

## WHAT ARE THE ALFRED P. SLOAN AWARDS FOR BUSINESS EXCELLENCE IN WORKPLACE FLEXIBILITY?

The Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility are one component of the *When Work Works* project. These national, locally-based awards recognize exemplary employers of all types and sizes for their innovative workplace effectiveness and flexibility programs and practices.

Using a rigorous scoring methodology that includes employees' views as well as employer practices, the Alfred P. Sloan Awards honor organizations and worksites that are using workplace flexibility as a strategy to increase workplace effectiveness and yield positive business results, **and** to help employees succeed at work and at home.

In 2007, the Alfred P. Sloan Awards are being offered in 24 communities nationwide:

Aurora, CO	Cincinnati, OH	Long Island, NY	Savannah, GA
Boise, ID	Dallas-Fort Worth, TX	Morris County, NJ	Seattle, WA
Brockton, MA	Detroit, MI	Melbourne-Palm Bay, FL	Spokane, WA
Chandler, AZ	Durham, NC	Providence, RI	Tampa, FL
Chattanooga, TN	Houston, TX	Richmond, VA	Washington, DC
Chicago, IL	Long Beach, CA	Salt Lake City, UT	Winona, MN

For more information or to apply, visit [www.whenworkworks.org](http://www.whenworkworks.org).

### Selecting the Winners

The application process for the Alfred P. Sloan Awards takes place in two rounds. In Round I, employers self-nominate, completing a questionnaire about their organization's flexibility and effectiveness practices at their worksite. These responses are measured against a nationally representative sample of employers, based on Families and Work Institute's *2005 National Study of Employers*.

To qualify for Round II, employers must rank among the top 20 percent of employers nationally. This is determined by comparing the applicant's workplace practices with those of a nationally representative sample of employers, using the Families and Work Institute's *2005 National Study of Employers* to establish these norms.

In Round II, employees complete a questionnaire that asks about their individual use of and experiences with flexibility and other aspects of an effective workplace, the supportiveness of the workplace culture, and the presence or absence of job jeopardy for using flexibility. In organizations with fewer than 250 employees, all employees are surveyed. In larger organizations, a random sample of 250 employees is selected. Of those surveyed, a 40 percent response rate is required. (Response rates averaged 48 percent in 2006.)

One-third of the final score depends on the employers' responses and two-thirds on the employees' responses—with equal weighting given to employees' reports of 1) access/use of flexibility, and 2) supportiveness and lack of job jeopardy for using flexibility. There is no minimum or maximum number of award recipients or honorable mentions within a community.

### Additional Resources

For additional information and resources on workplace effectiveness and flexibility, visit the *When Work Works Workplace Flexibility Toolkit* at [www.whenworkworks.org](http://www.whenworkworks.org). This online toolkit includes free resources for employers and employees on how to successfully implement flexibility in the workplace and overcome challenges including:

- research findings on workplace effectiveness and workplace flexibility;
- tip sheets for supervisors, employees and companies; and
- putting flexibility into practice.

## CHAPTER 1 - A CULTURE OF FLEXIBILITY

Three firms of very different sizes—and with very different missions—all put flexibility at the heart of their operations.

### FIRST TENNESSEE BANK

Financial Services Company

Headquarters: First Horizon National Corporation, Memphis, Tennessee (30,000 employees nationwide)

Winning Site: Chattanooga, Tennessee (157 employees)

Let's say you're a manager at First Tennessee Bank, and you have a big deadline looming. You're on track to nail it—until a key staff member tells you his mother's health is failing, and he needs time to be with her. What do you do? You frame a win/win solution.

First Tennessee, headquartered in Memphis, puts employees first. This core business strategy was adopted following research demonstrating that the bank's most profitable branches were those with the happiest personnel: the employees and customers in those branches tended to remain with the company longer than those doing business with other parts of the bank. A rapid pay-off in dollars and cents followed the company's shift to retain employees. Earnings per share rose from 70 cents to \$1.10 in just three years, and customer retention increased to 95 percent versus an industry norm of 88 percent. President Frank Schriener, explained, "We learned that when our employees were delighted, they made our customers happy too."

The emphasis on workplace flexibility evolved when the bank asked its people what they needed to be happy at work, and saw that flexibility was a big part of their answer. First Tennessee's "First Power" culture requires managers throughout the bank to take employees' needs for flexibility seriously. For example, the manager on deadline whose staff member had an ill mother would give that employee the time he needed to be with his mother. To make up for that person's absence, the manager might marshal a junior staff member's absolute commitment to the project by giving her responsibility for a challenging, visible part of the assignment. The manager also might look for someone in another group, perhaps coming off another project, with a little time to spare, or find another solution. Refusing to give a staff member time to take care of a family emergency would be an unacceptable option.

### FLEXIBILITY BEGINS AT DAY ONE

"Our recruiting conversations highlight our values, emphasizing inclusion and flexibility," said Leigh Ann Spurlin, human resources professional at the Chattanooga site. The same messages are interwoven into training for incoming managers—one four-hour class gives supervisors ways to help their staff members manage work and personal life. The company's *Leadership Success Guide* and internal Web site also include flexibility guidelines. Spurlin believes, however, that experience may be the best teacher of all, "We walk the talk, so it doesn't take new managers long to see that flexibility is part of our fabric."

Company adherence to the values is measured and tracked through yearly surveys. Employees fill out questionnaires, rating the people who supervise them on a number of factors including flexibility and inclusion. "The results make the culture tangible to everyone," said Spurlin. "Managers know where they're strongest and where they can improve." Managers know that they are going to be evaluated on how they handle flexibility and inclusion. Staff members can see that they've been heard, and that their voices affect change.

### EVERYONE IS TOUCHED

Virtually all 157 employees in First Tennessee's Chattanooga office have opportunities for flexibility.

- All tellers can reschedule their hours every three weeks, enabling them to take a daughter to a dance class or spend time with a son's teacher.



- With laptop computers, many other employees can work from home.
- Staff members can take time to care for an ailing relative.
- Leaves of up to 16 weeks can be obtained, with the bank holding employees' jobs for them. (These leaves are unpaid, though all opportunities for vacation pay, disability income, etc., are first exhausted.)
- Part-time schedules can be arranged.

## EXTRAORDINARY CUSTOMER RETENTION

Inevitably there are cases where flexible options don't work out. If the business suffers, First Tennessee ends the arrangement. But overwhelmingly, flexible work arrangements prove successful—for customers as well as employees. First Tennessee boasts one of the highest customer retention rates of any bank in the nation.

### NRG::SEATTLE

#### Insurance Company

#### Winning Site: Seattle, Washington (14 employees)

"I want people to bring their passion to work in the morning," said Michelle Rupp who owns the insurance brokerage company NRG::Seattle. "I can't say, check your personal life at the door." Rupp took over her father's insurance company in 1994. Today the Washington state firm has 5,000 customers, a premium volume of \$8 million and is one of the nation's largest woman-owned brokerage companies.

Day-to-day work practices build flexibility into every staff member's life, the result of a culture that flows straight from its owner's management style.

## A SABBATICAL EVERY FIVE YEARS

Rupp insists that everyone work at home one day each week. "You can concentrate better when the phones aren't ringing all around you," she said. All staff members take a three-hour break one Friday afternoon each month—time to go to the doctor, visit a friend or check in with a child's teacher. Moreover, they get an extra month's vacation every five years. "If they put those weeks together with their regular vacation, they have two consecutive months off," she said. "It's a little sabbatical. It may mean extra work for colleagues, but everyone knows their time will come."

Why does she encourage her people to step away from the office? To free up their minds and recharge their spirits she said. "When I inherited this company, it was fun to create a work environment exactly like one I'd want to work in. My father always saw the business as a vehicle for all of us to lead better lives—not just the owners, but all the employees." After he died, a couple of his staff members said he'd never forgotten what it was like to be an employee. "I thought that was the coolest thing," said Rupp. "There's something great about being the kind of boss who says on a Friday, 'We've had a great week. Let's all just go home.' As long as the customers are well taken care of, why not?"

## BRINGING PASSION AND ENERGY IN THE DOOR

Rupp is flexible as to when staff members come in to the office, as long as new business is coming in and long-standing customers are happy. She herself has recently been trying to achieve more balance in her life, and takes most mornings off, working until 9 p.m. or later.

"I want to attract people who live their lives with passion and energy, and bring that into the office with them each day," said Rupp. "Flexibility helps me do that. We have fun, provide a wonderful service to a great group of clients and have very little turnover, which goes right to the bottom line. Everybody wins!"

## **BOYS & GIRLS CLUBS OF LONG BEACH**

**Nonprofit Community Organization**

**Headquarters: Boys & Girls Clubs of America, Atlanta, Georgia (47,000 employees nationwide)**

**Winning Site: Long Beach, California (86 employees)**

The Boys & Girls Club is an important organization in Long Beach, California, a city with some of the nation's poorest communities. Last year, the group worked with more than 4,100 children and teenagers, coaching them with their schoolwork, pacing them on the ball field and helping them navigate issues like health, character and leadership. "We're more than a home away from home for these kids," said Program Director Karen Reside. "Sometimes we're the closest thing they have to a family."

Flexibility isn't an option in this emotionally charged environment. It's a necessity woven into the organization's culture.

Reside explained that three-quarters of the 80 plus employees at the Boys & Girls Club are college students, working part time, "They come in for chunks of hours during the week, and every semester all their schedules change. You can't do much planning, you just have to go with the flow." Reside understands that part of her job is fitting employees' schedules together almost like a jigsaw puzzle several times a year to ensure proper coverage. That takes time, but she believes the advantages are well worth it, "We hire better people and they stay with us longer."

Previously, the Long Beach office refused to hire anyone unable to work 20 hours a week, five hours a day. "We couldn't get such qualified candidates, though. The best people didn't have hours that meshed with our scheduling requirements. By becoming more flexible, we were able to bring much stronger people on board," Reside noted.

That flexibility applies to the entire organization. "We have very caring managers," said Reside. "We hire people who are cheerful, caring and outgoing, with a passion for working. They understand when employees have family issues and give them time to deal with their concerns. When people request a leave of absence, their position is generally held for them, and they're always welcomed back to an equivalent position."

The site has annual training sessions; a regional coordinator comes out to teach managers how to respond to work-family issues. Coordinators also make themselves available over the phone throughout the year. Reside herself spends most afternoons as a walk-around manager, coaching staff on ways to deal with performance issues, cultural and gender matters and questions about different religions and the practices they observe.

"Our kids are subject to gang influences. Drugs are readily available, sometimes right in their own homes. It tears your heart out! For some of these kids, we're the only safe haven," said Reside. "Without flexibility as part of our culture, we wouldn't be able to operate."

## CHAPTER 2 - FLEX TIME

**By giving employees scheduling options, organizations gain invaluable advantages in working across multiple time zones—and in acquiring clients far from home.**

### U.S. GOVERNMENT ACCOUNTABILITY OFFICE

Federal Government Agency

Headquarters: Washington, DC (3,200 employees nationwide)

Winning Site: Seattle, Washington (90 employees)

People spanning multiple time zones have information the U.S. Government Accountability Office (GAO) in Seattle must acquire and analyze. “GAO staff work on a variety of issues for the U.S. Congress, for example, one of the teams in Seattle is looking at the air ambulance industry; it’s had a spate of helicopter incidents,” said Steve Jue, office manager of the GAO’s Seattle branch. Jue believes that offering staff great flexibility in deciding when and where they work helps them gather research from wide-ranging locations even more efficiently and helps them work more smoothly with their DC colleagues.

“Staff can work from 6 a.m. to 7 p.m.,” he explained. “Many of us arrive at 7:30 a.m. and call Washington, DC before our colleagues there go to lunch.” Others arrive later, but continue working into the early evening, so reports and analyses are ready for their DC colleagues when they report in the next morning.

### FLEXIBILITY GOES BOTH WAYS

The guidelines for work hours are pretty simple at the Seattle GAO. Employees work 80 hours every two weeks, but exactly which 80 hours is up to them and their manager. By working longer days during part of the week, staff can take every fifth or tenth day off. They can work from home a few days a week, too. Or, they can arrive later in the morning, after getting their kids off to school.

Flexible policies are thought to bring bright, hardworking men and women into the GAO, and give them one more reason to stay with the agency. These practices involve surprisingly little work for managers. Throughout the year, employees provide their desired schedules to their supervisors. Managers look at the group and say, “Gee, Jane is going to be gone every Friday.” So they try not to schedule team meetings the last day of the week. Managers can and do require, however, that everyone be on site at the same time at least one day each week. To achieve that goal, they give the schedules back to their team and ask them to make changes. “Employees want our flexible work arrangements to be successful, so they readily readjust when work demands require changes,” said Jue. Indeed, the flexibility goes both ways. “If our DC colleagues come here for a visit, or a manager needs to see people on the East Coast, people change their schedules on a dime and do what needs to be done.” They’re willing to place and take phone calls from distant cities at odd hours, too, which is very important for an organization that may need to contact people anywhere in the country.

### A NO-BRAINER

Every two weeks employees confirm their schedules for the 14 days ahead, so there are no surprises. When people have a doctor’s appointment or a family member who is ill, they can either use their sick leave or make up the time later.

Technology is critical to the flexible environment, but nothing very exotic is needed, said Jue, who sees little cost involved in the GAO’s flexibility practices. “Everyone has a laptop, and they can plug it in wherever they go.” An e-mail program and cell phones let them all communicate with each other online, no matter where they are. “You can work from home, share data and participate in a telephone conference call,” he said. “It’s a no-brainer.”

## AMERISURE INSURANCE COMPANY\*

Insurance Company

Headquarters: Farmington Hills, Michigan (750 employees nationwide)

Winning Site: Detroit, Michigan (400 employees)

When Phyllis Meier's daughters entered high school, they began competing in golf tournaments in the East and Midwest. "I was so proud," said Meier, "but I wanted to be with them." She told her manager she was resigning to join her girls on tour, but a quick Amerisure counterproposal made her departure unnecessary. Instead, Meier began taking unpaid leaves during the summer. "I just carried a BlackBerry with me while I watched my daughters play, in case someone had a question about one of my accounts," she said.

Does Amerisure ensure flexibility simply to accommodate valuable employees? Not at all. A leading regional property and casualty mutual insurance company writing premiums last year of more than \$680 million, the company has a core business strategy that includes giving its people significant choice in how they schedule their work. The reasons are two-fold. First, Amerisure has found that happy, satisfied employees make their customers happy, too, and cement their loyalty to the insurer. Second, Amerisure—which fiercely monitors its expenses—wants to avoid the costs and business disruptions involved when experienced people leave.

### NO MORE CIRCLING BACK TO THE OFFICE

Some Amerisure jobs lend themselves more easily than others to flexible work arrangements, said Derick Adams, a human resources professional at the company. There are people who spend the better part of their time talking to customers at construction sites, for example. Rather than continually circling back to central field offices to prepare and deliver reports, these men and women have BlackBerries, laptop computers and a strong, technical infrastructure that allows them to work from home, plug in at a customer's site or find a hot spot at Starbucks.

Then there are people at call centers. Though they need to be in the office during the hours the phones are ringing, they can start as early as 7 a.m. or end as late as 10 p.m. That flexibility lets them pick up a child every day after school, for example. "It just takes us a day or two to make this kind of adjustment," said Adams.

Unforeseen emergencies can also be negotiated easily. When an employee needs to drive a parent to the doctor's office, he can arrange to shift his hours quickly. What about long-term emergencies? "Depending on the circumstances, we can give people days—even weeks—off," said Adams. "Their jobs would be safe."

### EMPLOYEES WHO BRING SUBSTANTIAL VALUE TO THE COMPANY

Other flexibility options include working at home. About 15 percent of Amerisure employees do so one or two days a week, either carrying their laptops in their briefcase or using the technology they have at home to connect to their office equipment. Some Amerisure employees have compressed workweeks, with four 10-hour days each week, for example, or four days on and then four days off. Job-sharing is practiced, especially in departments like auditing and control assessment, where it's worked particularly well. Only a handful of people have chosen to work part-time jobs, though the company is open to it.

Amerisure's passion to hold on to its employees is particularly interesting given its location: just a stone's throw from Detroit, which has the country's third highest unemployment rate. Even though there are plenty of people looking for work in the area, Adams said, "Amerisure refuses to take its employees for granted."

"Our first goal is to find people who will bring substantial value to the company," he explained. "Our second goal is to keep them, because they're very expensive to replace."

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\* Alfred P. Sloan Award Winner in both 2005 and 2006

**BAILEY LAW GROUP, PC**  
**Legal Firm**  
**Washington, DC (16 employees)**

Kathy Bailey said flexibility isn't something she ever thought about when she founded the Bailey Law Group eight years ago, but when two of her employees decided to move with their husbands to distant states, Bailey retained them both. "They knew our main clients and understood their businesses inside and out," she said. Her focus is on client retention and growth, she explained. She believes flexibility is key to her company's revenues, which have tripled over the last eight years. For one thing, she said one of her relocated lawyers has brought in a whole new portfolio of clients in her new region.

If Bailey is indifferent as to where her people work, she's equally unconcerned about how they schedule their hours. Her Washington, DC firm specializes in environmental law, commercial real estate leasing and civil litigation. Staff members are trusted to "work when they need to work," as Bailey put it. While the administrative staff stay close to a regular schedule, others set their own time. "Our hours are 8:30 a.m. to 6 p.m., but no one looks askance if someone comes in at 10 a.m.," she said. If people want to work at home, it's not a problem. "People just communicate with each other to schedule meetings at convenient times, or we e-mail each other back and forth."

Big city law firms are famous for killer hours stretching well into the night. At Bailey Law, however, it's not unusual for parents to leave at two in the afternoon to pick up their children. One person moved to a part-time schedule so she could be home every day with her kids after school. Her compensation has been pro-rated, but her prospects with the firm have not been diminished.

As for the costs of flexibility, Bailey sees none. "Oh, we've put some equipment in people's homes," she said, "but equipment is cheap. It's replacing people that's expensive."

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— FLEX TIME

	Flex Time				
	Allows employees to periodically change starting and quitting times	Allows employees to change starting and quitting times daily	Allows employees to compress workweeks	Allows employees to work some of regular paid hours at home occasionally	Allows employees to work some of regular paid hours at home on a regular basis
Albert Kahn Associates, Inc. (Detroit, MI)	✓	✓			
American Geotechnics (Boise, ID)	✓	✓		✓	
American Red Cross of Greater Idaho (Boise, ID)	✓	✓			
<b>Amerisure Insurance Company</b> (Detroit, MI)					
Arizona Spine and Joint Hospital (Chandler, AZ)	✓	✓	✓		
The Ashley Inn (Boise, ID)	✓	✓	✓		
Association Forum of Chicagoland (Chicago, IL)			✓		
Atlantic HVACR Sales, Inc. (Long Island, NY)	✓	✓			
Bailey Law Group, P.C. (Washington, DC)	✓	✓	✓	✓	✓
The Beck Group (Dallas, TX)	✓	✓		✓	✓
Bon Secours Richmond Health System (Richmond, VA)			✓		
Boys & Girls Clubs of Long Beach (Long Beach, CA)	✓	✓	✓	✓	
Brinker International (Dallas, TX)	✓			✓	
<b>Brogan &amp; Partners Convergence Marketing</b> (Dallas, TX)					
Capital One Financial (Richmond, VA)	✓			✓	
Capital One Financial (Washington, DC)	✓	✓			
Carter & Burgess, Inc. (Salt Lake City, UT)	✓				
The Cat Doctor (Boise, ID)	✓	✓	✓	✓	
Chandler Chamber of Commerce (Chandler, AZ)	✓	✓		✓	
Chattanooga's Kids on the Block (Chattanooga, TN)	✓			✓	
Chatterbox (Boise, ID)	✓	✓	✓		
Civil Search International, LLC (Chandler, AZ)	✓	✓	✓	✓	✓
Clarendon Group, Inc. (Chattanooga, TN)	✓		✓		
Clifton Gunderson LLP (Chandler, AZ)	✓	✓	✓	✓	
ColorsNW Magazine (Seattle, WA)			✓	✓	✓
<b>Community Council of Greater Dallas</b> (Dallas, TX)					
Community Partnerships, Inc. (Durham, NC)					
Cooper Roberts Simonsen Associates (Salt Lake City, UT)			✓		
Creative Expressions (Salt Lake City, UT)	✓		✓		
Detroit Parent Network (Detroit, MI)					
<b>Detroit Regional Chamber</b> (Detroit, MI)					
DHI Technologies, Inc. (Seattle, WA)	✓	✓		✓	✓
Discovery Communications, Inc. (Washington, DC)	✓	✓		✓	

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— FLEX TIME (continued)

	Flex Time				
	Allows employees to periodically change starting and quitting times	Allows employees to change starting and quitting times daily	Allows employees to compress workweeks	Allows employees to work some of regular paid hours at home occasionally	Allows employees to work some of regular paid hours at home on a regular basis
DJM Sales & Marketing, Inc. (Boise, ID)	✓				
Dow Reichhold Specialty Latex (Durham, NC)	✓	✓		✓	
Durham's Partnership for Children (Durham, NC)					
Embolden Design, Inc. (Providence, RI)	✓		✓	✓	
Ernst & Young (Chicago, IL)					
Farbman Group (Detroit, MI)	✓		✓		
First Tennessee Bank (Chattanooga, TN)	✓				
Fleishman-Hillard Dallas (Dallas, TX)	✓		✓		
G.R. Rush & Company, P.C. (Chattanooga, TN)					
Hacienda Builders (Chandler, AZ)	✓				
Healthwise (Boise, ID)	✓	✓	✓	✓	
Henry & Horne, LLP (Chandler, AZ)	✓	✓	✓	✓	✓
Hewlett-Packard Company (Boise, ID)	✓	✓			
Idaho Shakespeare Festival (Boise, ID)	✓	✓			
Intel Corporation (Chandler, AZ)	✓		✓		
Jewish Community Federation of Greater Chattanooga (Chattanooga, TN)					
Jewish News of Greater Phoenix (Chandler, AZ)					
Jones, Waldo, Holbrook & McDonough, PC (Salt Lake City, UT)					
Kaye/Bassman International (Dallas, TX)	✓	✓	✓	✓	✓
Kingery & Crouse, Certified Public Accountants (Tampa, FL)	✓		✓	✓	✓
Klaris, Thomson & Schroeder, Inc. (Long Beach, CA)	✓		✓	✓	✓
KPMG, LLP (Chicago, IL)	✓	✓	✓	✓	✓
KPMG, LLP (Washington, DC)		✓	✓	✓	✓
<b>Lee Hecht Harrison</b> (Dallas, TX)				✓	
Lee Hecht Harrison (Richmond, VA)	✓			✓	
LGC&D, P.C. (Providence, RI)	✓	✓			
Long Beach Area Chamber of Commerce (Long Beach, CA)					
Macy's Northwest (Seattle, WA)	✓	✓	✓		
Martinez & Shanken, PLLC (Chandler, AZ)	✓	✓	✓	✓	✓
Maxil Technology Solutions Inc (Chicago, IL)					
<b>McKinnon-Mulherin, Inc.</b> (Salt Lake City, UT)	✓		✓	✓	

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— FLEX TIME (continued)

	Flex Time				
	Allows employees to periodically change starting and quitting times	Allows employees to change starting and quitting times daily	Allows employees to compress workweeks	Allows employees to work some of regular paid hours at home occasionally	Allows employees to work some of regular paid hours at home on a regular basis
<b>McQueary Henry Bowles</b> Troy LLP (Dallas, TX)	✓				
Menlo Innovations LLC (Detroit, MI)	✓	✓	✓	✓	
National Court Appointed Special Advocate (CASA) Association (Seattle, WA)	✓			✓	✓
Nortel (Durham, NC)					
NRG::Seattle (Seattle, WA)	✓	✓		✓	✓
Office Furniture Group, Inc. (Long Beach, CA)	✓	✓	✓		
<b>PeacePartners, Inc.</b> (Long Beach, CA)	✓	✓		✓	✓
Personnel Management Systems, Inc. (Seattle, WA)	✓	✓		✓	
Puget Sound Center for Teaching, Learning and Technology (Seattle, WA)	✓		✓	✓	✓
Retail Merchandising Xpress (Tampa, FL)	✓	✓		✓	✓
<b>Rhode Island Housing</b> (Providence, RI)	✓	✓	✓		
RIESTER (Chandler, AZ)	✓			✓	
<b>Rossetti</b> (Detroit, MI)	✓	✓	✓		✓
The Salvation Army Greater Dallas Metroplex Area Command (Dallas, TX)	✓	✓		✓	
Shodor (Durham, NC)	✓	✓	✓	✓	✓
State Mortgage (Chandler, AZ)	✓	✓			
Stayner, Bates & Jensen, PC (Salt Lake City, UT)					
Technology Providers Inc. (Chandler, AZ)	✓	✓			
Tricycle, Inc. (Chattanooga, TN)	✓	✓	✓		
U.S. Environmental Protection Agency at Research Triangle Park (Durham, NC)	✓		✓		
United States Government Accountability Office (Seattle, WA)	✓	✓	✓	✓	✓
The University of Tennessee at Chattanooga's Center for Community Career Education (Chattanooga, TN)				✓	
Utah Food Services (Salt Lake City, UT)					
Visteon Corporation (Detroit, MI)					
WithinReach (Seattle, WA)	✓			✓	

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners



## CHAPTER 3 - TIME OFF AND LEAVES

**Time away from work refuels employees' innovation, productivity and commitment, these Sloan Award winners find.**

### INTEL CORPORATION

**Technology Developer and Microchip Manufacturer**

**Headquarters: Santa Clara, California (95,000 employees worldwide)**

**Winning Site: Chandler, Arizona (5,000 employees)**

A generous time-off policy? Some organizations might fear attracting less-than-industrious recruits. Yet many highly competitive organizations give their employees significant leeway in this regard, contending that they strengthen their operations by doing so.

Consider Intel, the semiconductor company. Founded in 1968, it has long dominated the microchip industry, growing more than 10 percent in each of the last four years. "Every 18 months we introduce a new product. Innovation is the way we compete," said Dawn Jones, a company spokeswoman. "We need employees who are continually recharged, who come to the table with great new ideas. Strong time-off policies support Intel's strategy of innovation by helping people do exactly that."

### A REFRESHED PERSPECTIVE

About 5,000 men and women work in the company's Chandler, Arizona facility, manufacturing microchips or handling activities like planning and development. All enjoy two fully paid consecutive months off every seven years, and they know their job will be there for them when they return. Some people dive into a special interest or change their career path during their sabbatical, while others enjoy a honeymoon or spend time with their children. But people overwhelmingly return with a refreshed perspective and increased productivity, Jones reported.

All employees can tap additional time to earn a college diploma or pursue a new interest. Factory workers, in particular, take time off for education. Creating microchips requires specialized skills that must be frequently re-certified. "Yet the work gets done," said Jones, who personally uses either comp time to cover the hours she spends earning an additional degree, or works at home in the evening. Intel, meanwhile, reimburses its people for tuition expenses.

Volunteering? The Chandler facility recently rounded up more than 1,500 holiday gifts for local students and senior citizens. Employees from all parts of the operation later had big parties wrapping the gifts. Time off for other community projects can often be arranged with a manager's consent.

### CULTIVATING PEOPLE WHOSE MINDS CAN SOAR

What about an unexpected need, like taking care of a flooded basement or attending a teacher conference? All non-salaried employees gain six hours off for every month they work. These staff members can dip into the time they've accumulated when they need to drive a parent to the doctor, for example. As for salaried workers, they're on the honor system. "None of us punches a time-clock," said Jones. "We all just come in and work really hard."

Jones doesn't argue that there might be an expense in some of these policies, but she calls the cost minimal. No one is brought in to substitute for people on sabbatical, she pointed out; colleagues absorb any additional work. "Intel is about technological breakthroughs," Jones said. "To be successful, we need people who are continually recharged, people whose minds can soar. Time off helps us achieve that."

## **U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA) AT RESEARCH TRIANGLE PARK**

**Federal Government Agency**

**Headquarters: Washington, DC (18,000 employees nationwide)**

**Winning Site: Durham, North Carolina (2,500 employees)**

Safeguarding the quality of the United States' environment is a team of about 2,500 EPA employees in Raleigh, North Carolina. "Flexibility is in keeping with the EPA's mission," said Chris Long, director of sustainable development, who pointed out that people working from home put fewer gas fumes into the air. Flexibility is also a key strategy to the agency's desire to retain great highly-productive employees.

"At the EPA we have a higher cause: to promote the health of the planet and the people who live on it," Long explained. "We are privileged to have exceptional staff at EPA, but we know we can't expect huge salaries, so that makes it even more important to have flexibility."

EPA staff members in Durham start with about two and a half weeks of yearly vacation, and as they build tenure, they can gain more than five weeks a year. In addition, employees accrue 13 sick days annually, which they can roll over from year to year and use for any personal need.

Additional time is available for education. When classes cover engineering, science—or any subject related to their work—employees' pay is uninterrupted. While that does not apply to classes covering pottery, for instance, "people can leave the office early for class, and tap into their vacation allotment," said Long.

### **A SENSE OF PRIVILEGE**

The group places a particularly strong value on volunteering. "We are stewards of public health and the environment," Long explained, and for him, that blurs the divide between working and volunteering. "After a hurricane, we have people getting into their cars to help with clean up and recovery." After Hurricane Katrina, one staff member spent six weeks in New Orleans. "We don't give people unlimited time to contribute to the community," he cautioned. "But teaching third graders about recycling? It's part of the job."

Computers, cell phones and the Internet make it easier to work remotely, Long said, adding that technology certainly beats sitting in traffic congestion. "We conform to federal programs that promote flexibility, but whenever we can improve on those federal guidelines, we do," he continued, pointing out that EPA also offers on-site child care, a cafe and store, a fitness center and walking trails. "Balance is essential to our success," he said.

## **COOPER ROBERTS SIMONSEN ASSOCIATES**

**Architectural Firm**

**Winning Site: Salt Lake City, Utah (41 employees)**

A multitude of stunning new buildings in Salt Lake City, Utah and in the mountains reaching westward owe their design to the people of Cooper Roberts Simonsen Associates (CRSA), an architectural firm founded in 1975. One factor driving CRSA's success is flexibility. "The unemployment rate in Salt Lake City is 2.8 percent, compared with a national average of 4.8 percent," explained CRSA Business Manager Elizabeth Rontino. "In the competition for talent, flexibility gives us an edge in hiring and retaining great people.

Strong time-off policies are among CRSA's flexibility options. Consider that the firm gave staff members an extra week's vacation last year in recognition of the company's great profitability in 2006.

Time is also available for education at CRSA, where architects, landscapers and other professionals are highly educated. Everyone at the company can request additional training. A receptionist, for instance, obtained time for drafting classes. "Requests are handled case by case," said Rontino, and if the firm expects to get a significant benefit from time spent in the classroom, it picks up the tab. Flex time is also common. "Our

people have productive weekends when their buildings go under construction,” she explained. “Then they can take two days off when it’s convenient.”

In addition, depending on how long employees have been with the firm, they receive a number of “benefit hours” each year to use any way they wish. Together with vacation time, those hours can add up to a total of four weeks off, not including the extra days employees received last year during the year-end holidays.

Wally Cooper started the company in 1975 and wanted a work environment that felt like a family. “Today an employee can come to me or a supervisor and say, ‘I have a problem with a child in the hospital. What can I work out?’” said Rontino. “Everyone is handled case by case. We all have another life outside of work.”

### ATTRACTING “REALLY GREAT, HARDWORKING PEOPLE”

Volunteering is permitted and in some cases encouraged during work hours. “We could envision covering someone’s pay for, maybe, five hours a month,” said Rontino. In fact, CRSA recently called out for employee volunteers to help out in a neighborhood elementary school one hour a week. In addition, the company does a number of pro bono projects—a women’s shelter, for example—and though the company doesn’t earn a fee for them, employees are paid for their work on these buildings.

“We really don’t monitor our people’s time very closely at all,” Rontino said. “We don’t need to. We provide a great work environment, and that’s enabled us to attract really great people who work very hard.”

### ERNST & YOUNG

#### Accounting Firm

**Headquarters: New York, New York (114,000 employees worldwide)**

**Winning Site: Chicago, Illinois (1,450 employees)**

Ernst & Young (E&Y), one of the world’s leading professional services firms, last year reported revenues of more than \$18 billion—a figure earned by delivering auditing, tax and transaction services to companies large and small. Employees log a lot of hours driving those revenues, said Inclusion and Flexibility Leader Deanna Bassett, and Ernst & Young is fiercely committed to retaining them. But how do you persuade people with numerous other options to stay in a highly demanding work environment? Especially when they have a new baby? The company believes flexibility is key. E&Y’s practices with respect to family and medical leave, for example, give employees overwhelming reasons to remain with the firm.

Consider options for new parents. After the birth of a child, mothers who have been with the firm for a year or more can take three months of fully paid leave. They can add their vacation time and Family Medical Leave Act (FMLA) and further negotiate for whatever additional leave they’d like on an unpaid basis. If dads are the primary caregivers, they receive six weeks of fully paid parental leave. Otherwise, they receive two.

### STAYING CONNECTED

When parents choose to stop working after childbirth, the company stays in touch. They ask these employees: would they like to be called if an opportunity arises? Would he or she like a computer at home? Will periodic phone calls from Ernst & Young be welcome? “Sometimes mothers want to come back sooner than they expected, and we are open to a lot of possibilities,” said Bassett. Indeed, research suggests that 95 percent of these women come back after 2.2 years.

Moms and dads adopting children also find favorable leave practices. They’re guaranteed 16 weeks away from the office, and six of those weeks are paid if the parent is the primary caregiver. If the E&Y employee is not the one providing most of the care, he or she gets two weeks paid leave—and that’s just for starters. Four more weeks, fully paid, are available when the primary parent returns to work.

All great practices, to be sure. But does trading the office for a leave brand you as uncommitted—someone not quite suited to a big promotion somewhere down the line? Bassett said no. “We see men who are partners at E&Y taking their full paternity leave,” she pointed out. “Our most senior women do, too, and employees throughout the company notice. It tells them there is no professional penalty for balancing work and family.” E&Y’s CEO reiterates that message in his own internal communications. The result: nearly all men and women at E&Y who are eligible for parental leave take it.

### HELPING A LOVED ONE THROUGH A HEALTH CRISIS

Similarly strong policies allow employees to care for family members who become ill, including mothers and fathers. Employees can have up to 16 weeks to help a close relative through a crisis.

When asked about the costs the company’s flexibility practices involve, Bassett laughed. “We’re accountants,” she said; “we’ve thought all that through, and let me assure you, the cost of our flexibility practices is nothing compared to the cost of losing good people and hiring and training new ones.”

### PUGET SOUND CENTER FOR TEACHING, LEARNING AND TECHNOLOGY

**Nonprofit Community Organization**

**Winning Site: Bothell, Washington (16 employees)**

Technology is central to the mission of this private nonprofit organization charged with helping teachers master the technology in their classrooms and with awakening young women and minority members’ interest in math and technology. Small wonder that the Puget Sound Center has itself embraced the benefits of technology. Twelve of its 16 employees use laptops and telephones to work at home at least part of the week, and refit their schedules on an almost continuous basis. How effective can an organization be when some of its people could at any time be popping open their computers between taking kids to dance class and the orthodontist? Plenty. A strategy that emphasizes flexibility has helped unleash some of the best talents and energies of the Puget Sound Center. In the last five years, the organization has increased by 50 percent the federal competitive grant money it is able to put to work.

Moms and dads at Puget Sound Center get 12 weeks of leave after the birth or adoption of a child, in line with Family Medical Leave Act (FMLA) policy even though the center is not legally bound to comply. This includes paid leave encompassing whatever vacation and sick leave the new parent wants to allocate, with the remainder as unpaid leave. Additional unpaid time after a birth or adoption can be negotiated.

### EVERYONE WINS

The commitment to flexibility generates win/win solutions. When an administrative assistant had a second child, she wanted to work from home. Her job required her presence in the office, however. So a big chunk of her work was transferred to another person whose project had just ended, and the mother now works at home on a database 15 hours a week. Or, consider the teacher with a five-month-old baby whom Executive Director Karen Peterson added to her staff. “I noticed she would disappear out of the office and found out she was going somewhere to pump milk. So I had a lock and blinds installed in an empty office, and we now call the space the “Private Room.” Men and women can also use it to meditate, make private calls or do back exercises.

The Center’s policies regarding family illnesses parallel those for birth and adoption. “My father has cancer,” Peterson said. She visits him in the hospital and, if he’s awake, she closes her computer and takes a portion of a sick day. Otherwise, she takes advantage of the building’s wireless environment and continues with her work.

## TECHNOLOGY IS KEY

Peterson doesn't believe everyone can be successful in a work environment as flexible as the Puget Sound Center. "When I interview people, I ask if they're good at self-management. I don't want anyone who's going to sit down at the same desk everyday and wait to be told what to do." Her group of self-starters collaborate readily wherever they are through software products prevalent in American offices. "We use Microsoft Outlook, common calendaring tools and the software that comes with our telephone system." She finds that people become adept with this technology readily once they understand it's the expectation. "And it doesn't cost a cent more than we're already spending," she said.

### HEWLETT-PACKARD COMPANY

**Technology Development and Computer Manufacturer**

**Headquarters: Palo Alto, California (130,000 employees worldwide)**

**Winning Site: Boise, Idaho (3,250 employees)**

Providing equipment ranging from pocket calculators to supercomputer installations, Hewlett Packard (HP) has helped make the workplace infinitely more flexible. So it is no wonder that HP itself knows how to use technology to make flexibility work. "There is great pressure to release new products," said Laura Alvarez Schrag, human resources manager at the Fortune 11 company, which reported \$86 billion in profits in 2005. "Everything is demanding all the time, but we always try to help employees balance. We need highly skilled, hardworking people, and flexibility is a key strategy in finding and keeping them."

## HELPING PARENTS TRANSITION BACK TO THE OFFICE

HP women giving birth can count on the standard amount of time off—six or eight weeks of paid maternity leave, depending on whether or not it's a Caesarian delivery. But more time can be had. In some cases HP managers in Boise will grant as much as a year. Where longer leaves are concerned, mothers may come back to positions comparable to the one they had previously, if not the exact same role. Dads usually take one or two weeks of unpaid leave, though they can take up to 20 days with their manager's permission. New parent leave is available for both mothers and fathers and can be taken at any time within six months of birth or placement of a child in your home for adoption.

"Flexibility is part of the benefit package, part of doing business," said Alvarez Schrag. "We're looking for highly skilled, hard working, bright people, and flexibility is becoming more and more important to them."

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— TIME OFF

	Time Off					
	Allows employees to take time off work to attend to important family or personal needs without losing pay	Allows employees to take paid or unpaid time away from work for education or training to improve job skills	Allows salaried employees who work overtime to receive compensation in the form of time off ("comp time")	Allows employees to do volunteer work during regular work hours	Pays employees for time they spend doing volunteer work during regular work hours	Offers most or all employees paid vacation days
Albert Kahn Associates, Inc. (Detroit, MI)						*
American Geotechnics (Boise, ID)	✓	✓	✓	✓		*
American Red Cross of Greater Idaho (Boise, ID)	✓	✓		✓	*	*
<b>Amerisure Insurance Company</b> (Detroit, MI)	✓			✓	*	*
Arizona Spine and Joint Hospital (Chandler, AZ)	✓	✓	✓	✓	*	*
The Ashley Inn (Boise, ID)	✓	✓	✓	✓	*	*
Association Forum of Chicagoland (Chicago, IL)	✓	✓	✓	✓	*	*
Atlantic HVACR Sales, Inc. (Long Island, NY)	✓	✓	✓			*
Bailey Law Group, P.C. (Washington, DC)	✓	✓	✓	✓	*	*
The Beck Group (Dallas, TX)	✓	✓	✓	✓	*	*
Bon Secours Richmond Health System (Richmond, VA)	✓	✓			*	*
Boys & Girls Clubs of Long Beach (Long Beach, CA)	✓	✓	✓	✓	*	*
Brinker International (Dallas, TX)	✓	✓		✓	*	*
<b>Brogan &amp; Partners Convergence Marketing</b> (Dallas, TX)	✓	✓			*	*
Capital One Financial (Richmond, VA)	✓	✓	✓		*	*
Capital One Financial (Washington, DC)	✓	✓	✓	✓	*	*
Carter & Burgess, Inc. (Salt Lake City, UT)	✓	✓		✓		*
The Cat Doctor (Boise, ID)	✓	✓	✓	✓	*	*
Chandler Chamber of Commerce (Chandler, AZ)	✓	✓	✓	✓	*	*
Chattanooga's Kids on the Block (Chattanooga, TN)			✓		*	*
Chatterbox (Boise, ID)	✓	✓		✓	*	*
Civil Search International, LLC (Chandler, AZ)	✓	✓	✓	✓	*	*
Clarendon Group, Inc. (Chattanooga, TN)	✓	✓	✓		*	*
Clifton Gunderson LLP (Chandler, AZ)	✓	✓		✓	*	*
ColorsNW Magazine (Seattle, WA)	✓	✓		✓	*	*
<b>Community Council of Greater Dallas</b> (Dallas, TX)	✓	✓		✓	*	*
Community Partnerships, Inc. (Durham, NC)		✓	✓			*
Cooper Roberts Simonsen Associates (Salt Lake City, UT)	✓	✓	✓	✓	*	*
Creative Expressions (Salt Lake City, UT)	✓	✓			*	*
Detroit Parent Network (Detroit, MI)	✓	✓	✓		*	*
<b>Detroit Regional Chamber</b> (Detroit, MI)		✓			*	*
DHI Technologies, Inc. (Seattle, WA)		✓	✓			*
Discovery Communications, Inc. (Washington, DC)	✓	✓				*

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— TIME OFF (continued)

	Time Off					
	Allows employees to take time off work to attend to important family or personal needs without losing pay	Allows employees to take paid or unpaid time away from work for education or training to improve job skills	Allows salaried employees who work overtime to receive compensation in the form of time off ("comp time")	Allows employees to do volunteer work during regular work hours	Pays employees for time they spend doing volunteer work during regular work hours	Offers most or all employees paid vacation days
DJM Sales & Marketing, Inc. (Boise, ID)				✓	*	*
Dow Reichhold Specialty Latex (Durham, NC)		✓		✓	*	*
Durham's Partnership for Children (Durham, NC)	✓	✓	✓		*	*
Embolden Design, Inc. (Providence, RI)	✓	✓	✓		*	*
Ernst & Young (Chicago, IL)	✓			✓	*	*
Farbman Group (Detroit, MI)	✓	✓	✓	✓	*	*
First Tennessee Bank (Chattanooga, TN)	✓	✓			*	*
Fleishman-Hillard Dallas (Dallas, TX)	✓	✓			*	*
G.R. Rush & Company, P.C. (Chattanooga, TN)					*	*
Hacienda Builders (Chandler, AZ)	✓	✓		✓	*	*
Healthwise (Boise, ID)	✓	✓	✓	✓	*	*
Henry & Horne, LLP (Chandler, AZ)	✓	✓		✓	*	*
Hewlett-Packard Company (Boise, ID)	✓	✓	✓	✓	*	*
Idaho Shakespeare Festival (Boise, ID)	✓	✓			*	*
Intel Corporation (Chandler, AZ)	✓	✓	✓	✓	*	*
Jewish Community Federation of Greater Chattanooga (Chattanooga, TN)	✓	✓	✓	✓		*
Jewish News of Greater Phoenix (Chandler, AZ)	✓	✓	✓	✓	*	*
Jones, Waldo, Holbrook & McDonough, PC (Salt Lake City, UT)	✓		✓	✓	*	*
Kaye/Bassman International (Dallas, TX)	✓	✓		✓	*	*
Kingery & Crouse, Certified Public Accountants (Tampa, FL)	✓	✓		✓	*	*
Klaris, Thomson & Schroeder, Inc. (Long Beach, CA)	✓	✓		✓		
KPMG, LLP (Chicago, IL)	✓	✓		✓	*	*
KPMG, LLP (Washington, DC)	✓	✓		✓	*	*
<b>Lee Hecht Harrison</b> (Dallas, TX)	✓	✓	✓	✓		*
Lee Hecht Harrison (Richmond, VA)	✓	✓	✓		*	*
LGC&D, P.C. (Providence, RI)	✓	✓			*	*
Long Beach Area Chamber of Commerce (Long Beach, CA)	✓	✓	✓			*
Macy's Northwest (Seattle, WA)	✓	✓		✓	*	*
Martinez & Shanken, PLLC (Chandler, AZ)	✓	✓	✓			*
Maxil Technology Solutions Inc (Chicago, IL)	✓					*
<b>McKinnon-Mulherin, Inc.</b> (Salt Lake City, UT)	✓	✓	✓		*	*

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners



## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— TIME OFF (continued)

	Time Off					
	Allows employees to take time off work to attend to important family or personal needs without losing pay	Allows employees to take paid or unpaid time away from work for education or training to improve job skills	Allows salaried employees who work overtime to receive compensation in the form of time off ("comp time")	Allows employees to do volunteer work during regular work hours	Pays employees for time they spend doing volunteer work during regular work hours	Offers most or all employees paid vacation days
<b>McQueary Henry Bowles</b> Troy LLP (Dallas, TX)	✓	✓	✓	✓	*	*
Menlo Innovations LLC (Detroit, MI)	✓	✓		✓		*
National Court Appointed Special Advocate (CASA) Association (Seattle, WA)	✓	✓	✓	✓		*
Nortel (Durham, NC)	✓	✓		✓	*	*
NRG::Seattle (Seattle, WA)	✓	✓	✓	✓	*	*
Office Furniture Group, Inc. (Long Beach, CA)	✓	✓	✓			*
<b>PeacePartners, Inc.</b> (Long Beach, CA)	✓	✓		✓	*	*
Personnel Management Systems, Inc. (Seattle, WA)	✓	✓				*
Puget Sound Center for Teaching, Learning and Technology (Seattle, WA)	✓	✓	✓	✓	*	*
Retail Merchandising Xpress (Tampa, FL)	✓	✓				
<b>Rhode Island Housing</b> (Providence, RI)	✓	✓		✓	*	*
RIESTER (Chandler, AZ)	✓	✓			*	*
<b>Rossetti</b> (Detroit, MI)		✓	✓			*
The Salvation Army Greater Dallas Metroplex Area Command (Dallas, TX)	✓	✓		✓	*	*
Shodor (Durham, NC)	✓	✓	✓	✓		*
State Mortgage (Chandler, AZ)				✓	*	*
Stayner, Bates & Jensen, PC (Salt Lake City, UT)	✓	✓	✓	✓	*	*
Technology Providers Inc. (Chandler, AZ)	✓	✓	✓		*	*
Tricycle, Inc. (Chattanooga, TN)	✓	✓			*	*
U.S. Environmental Protection Agency at Research Triangle Park (Durham, NC)	✓	✓		✓	*	*
United States Government Accountability Office (Seattle, WA)	✓	✓	✓	✓	*	*
The University of Tennessee at Chattanooga's Center for Community Career Education (Chattanooga, TN)	✓	✓		✓	*	*
Utah Food Services (Salt Lake City, UT)		✓			*	*
Visteon Corporation (Detroit, MI)	✓				*	*
WithinReach (Seattle, WA)	✓	✓	✓		*	*

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners



## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— LEAVES

	Leaves									
	Maximum number of weeks of unpaid or paid maternity leave	Offers women some pay during period of disability related to childbirth	Offers women pay after period of disability related to childbirth	Maximum number of weeks of unpaid or paid paternity leave	Offers men some pay during paternity leave	Maximum number of weeks of unpaid or paid leave employer offers to men or women to care for newly adopted children	Offers most or all employees paid time off for illness	Offers most or all employees a few days off to care for a mildly ill child without losing pay or having to use vacation	Offers most or all employees a few days off to care for an elderly relative without losing pay or having to use vacation	Maximum number of weeks of unpaid or paid leave employer offers for men or women to care for seriously ill family
Albert Kahn Associates, Inc. (Detroit, MI)	18			12		12	*			12
American Geotechnics (Boise, ID)	0			0		0	*	*	*	0
American Red Cross of Greater Idaho (Boise, ID)	6	*		0		6	*	*	*	2
<b>Amerisure Insurance Company</b> (Detroit, MI)	13	*		13	*	13	*	*	*	13
Arizona Spine and Joint Hospital (Chandler, AZ)	12	*		12	*	12	*			12
The Ashley Inn (Boise, ID)	0			0		0				0
Association Forum of Chicagoland (Chicago, IL)	16	*		4	*	4	*	*	*	4
Atlantic HVACR Sales, Inc. (Long Island, NY)	24	*		0		12	*	*	*	0
Bailey Law Group, P.C. (Washington, DC)	52			52		52	*	*	*	52
The Beck Group (Dallas, TX)	6	*		0		6	*	*	*	6
Bon Secours Richmond Health System (Richmond, VA)	26	*	*	12	*	12	*	*	*	12
Boys & Girls Clubs of Long Beach (Long Beach, CA)	14	*		14	*	14	*	*	*	14
Brinker International (Dallas, TX)	12	*		12	*	12	*	*	*	12
<b>Brogan &amp; Partners Convergence Marketing</b> (Dallas, TX)	8	*	*	8	*	8	*			8
Capital One Financial (Richmond, VA)	16	*	*	12	*	12	*	*	*	12
Capital One Financial (Washington, DC)	16	*	*	12	*	12	*	*	*	12
Carter & Burgess, Inc. (Salt Lake City, UT)	24			24		24	*			0
The Cat Doctor (Boise, ID)	6			1		6	*	*	*	6
Chandler Chamber of Commerce (Chandler, AZ)	12			2		3	*	*	*	3
Chattanooga's Kids on the Block (Chattanooga, TN)	6			6		6	*	*	*	6
Chatterbox (Boise, ID)	16	*		3		16	*	*	*	52
Civil Search International, LLC (Chandler, AZ)	12	*	*	12	*	12	*	*	*	12
Clarendon Group, Inc. (Chattanooga, TN)	12	*	*	6	*	6	*	*	*	6
Clifton Gunderson LLP (Chandler, AZ)	12	*		12		12	*			12
ColorsNW Magazine (Seattle, WA)	16			4		16	*	*	*	4
<b>Community Council of Greater Dallas</b> (Dallas, TX)	12			2		12	*	*	*	52
Community Partnerships, Inc. (Durham, NC)	12			12		12	*	*	*	12
Cooper Roberts Simonsen Associates (Salt Lake City, UT)	25			25		25	*	*	*	25
Creative Expressions (Salt Lake City, UT)	8			2		4	*	*	*	4
Detroit Parent Network (Detroit, MI)	6	*	*	1	*	0	*	*	*	1
<b>Detroit Regional Chamber</b> (Detroit, MI)	12	*		12	*	12	*	*	*	12
DHI Technologies, Inc. (Seattle, WA)	12			12		0	*	*	*	4

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— LEAVES (continued)

	Leaves									
	Maximum number of weeks of unpaid or paid maternity leave	Offers women some pay during period of disability related to childbirth	Offers women pay after period of disability related to childbirth	Maximum number of weeks of unpaid or paid paternity leave	Offers men some pay during paternity leave	Maximum number of weeks of unpaid or paid leave employer offers to men or women to care for newly adopted children	Offers most or all employees paid time off for illness	Offers most or all employees a few days off to care for a mildly ill child without losing pay or having to use vacation	Offers most or all employees a few days off to care for an elderly relative without losing pay or having to use vacation	Maximum number of weeks of unpaid or paid leave employer offers for men or women to care for seriously ill family
Discovery Communications, Inc. (Washington, DC)	12	*	*	12	*	12	*	*	*	4
DJM Sales & Marketing, Inc. (Boise, ID)	6			6		6	*			6
Dow Reichhold Specialty Latex (Durham, NC)	26	*		26		26	*	*	*	26
Durham's Partnership for Children (Durham, NC)	6			6		0	*	*	*	0
Embolden Design, Inc. (Providence, RI)	16	*	*	4	*	4	*			4
Ernst & Young (Chicago, IL)	22	*	*	2	*	16	*	*	*	16
Farbman Group (Detroit, MI)	24	*		24	*	24	*	*	*	2
First Tennessee Bank (Chattanooga, TN)	16	*		16		16	*	*	*	16
Fleishman-Hillard Dallas (Dallas, TX)	12	*		12		12	*	*	*	12
G.R. Rush & Company, P.C. (Chattanooga, TN)	6	*		0		6	*			6
Hacienda Builders (Chandler, AZ)	16			16		16	*	*	*	16
Healthwise (Boise, ID)	12			12		12	*	*	*	12
Henry & Horne, LLP (Chandler, AZ)	12	*		12		12	*	*	*	12
Hewlett-Packard Company (Boise, ID)	52	*	*	52	*	52	*	*		52
Idaho Shakespeare Festival (Boise, ID)	10	*		10		10	*	*	*	10
Intel Corporation (Chandler, AZ)	12			12		12	*	*	*	12
Jewish Community Federation of Greater Chattanooga (Chattanooga, TN)	12			12		0	*	*	*	1
Jewish News of Greater Phoenix (Chandler, AZ)	12	*		12	*	3	*			3
Jones, Waldo, Holbrook & McDonough, PC (Salt Lake City, UT)	12	*	*	12	*	12	*	*	*	12
Kaye/Bassman International (Dallas, TX)	52	*		52		52	*	*	*	52
Kingery & Crouse, Certified Public Accountants (Tampa, FL)	24			24		24	*			24
Klaris, Thomson & Schroeder, Inc. (Long Beach, CA)	21			21		21				1
KPMG, LLP (Chicago, IL)	26	*	*	2	*	14	*	*	*	12
KPMG, LLP (Washington, DC)	8	*	*	2	*	2	*	*	*	6
<b>Lee Hecht Harrison</b> (Dallas, TX)	12	*		12		12	*	*	*	12
Lee Hecht Harrison (Richmond, VA)	12	*		0		0	*	*	*	0
LGC&D, P.C. (Providence, RI)	13			13		13	*	*		13
Long Beach Area Chamber of Commerce (Long Beach, CA)	16			2		1	*			1
Macy's Northwest (Seattle, WA)	12	*		12		12	*	*	*	12

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— LEAVES (continued)

	Leaves									
	Maximum number of weeks of unpaid or paid maternity leave	Offers women some pay during period of disability related to childbirth	Offers women pay after period of disability related to childbirth	Maximum number of weeks of unpaid or paid paternity leave	Offers men some pay during paternity leave	Maximum number of weeks of unpaid or paid leave employer offers to men or women to care for newly adopted children	Offers most or all employees paid time off for illness	Offers most or all employees a few days off to care for a mildly ill child without losing pay or having to use vacation	Offers most or all employees a few days off to care for an elderly relative without losing pay or having to use vacation	Maximum number of weeks of unpaid or paid leave employer offers for men or women to care for seriously ill family
Martinez & Shanken, PLLC (Chandler, AZ)	8			8		8				8
Maxil Technology Solutions Inc (Chicago, IL)	8	*		2	*	8	*	*	*	8
<b>McKinnon-Mulherin, Inc.</b> (Salt Lake City, UT)	12	*		12	*	12	*	*	*	12
<b>McQueary Henry Bowles</b> Troy LLP (Dallas, TX)	12			12		12	*	*	*	12
Menlo Innovations LLC (Detroit, MI)	52	*		52		52	*			13
National Court Appointed Special Advocate (CASA) Association (Seattle, WA)	12	*	*	12	*	12	*	*	*	0
Nortel (Durham, NC)	12	*		12		12	*	*	*	12
NRG::Seattle (Seattle, WA)	52	*		52	*	52	*	*	*	52
Office Furniture Group, Inc. (Long Beach, CA)	12			8		12	*	*	*	12
<b>PeacePartners, Inc.</b> (Long Beach, CA)	31			14		14	*		*	14
Personnel Management Systems, Inc. (Seattle, WA)	52	*		12	*	12	*			12
Puget Sound Center for Teaching, Learning and Technology (Seattle, WA)	20	*	*	16	*	16	*	*	*	16
Retail Merchandising Xpress (Tampa, FL)	20			20		20				20
<b>Rhode Island Housing</b> (Providence, RI)	26	*		4	*	13	*	*	*	13
RIESTER (Chandler, AZ)	12	*		3	*	3	*	*	*	3
<b>Rossetti</b> (Detroit, MI)	12			12		12	*			12
The Salvation Army Greater Dallas Metroplex Area Command (Dallas, TX)	26			12		12	*	*	*	12
Shodor (Durham, NC)	52			52		52				52
State Mortgage (Chandler, AZ)	16			16	*	16	*	*	*	16
Stayner, Bates & Jensen, PC (Salt Lake City, UT)	72	*		72		72	*	*	*	72
Technology Providers Inc. (Chandler, AZ)	12			1		1	*	*	*	1
Tricycle, Inc. (Chattanooga, TN)	15			1		1	*	*	*	1
U.S. Environmental Protection Agency at Research Triangle Park (Durham, NC)	8	*		12		12	*	*	*	12
United States Government Accountability Office (Seattle, WA)	26			26		26	*	*	*	26
The University of Tennessee at Chattanooga's Center for Community Career Education (Chattanooga, TN)	12			12		12	*	*	*	12
Utah Food Services (Salt Lake City, UT)	16	*	*	12		16	*	*	*	12
Visteon Corporation (Detroit, MI)	52	*		52	*	1	*	*	*	52
WithinReach (Seattle, WA)	26			0		26	*	*	*	26

\* Answered yes on yes/no question

Bold text denotes two-time winners

## CHAPTER 4 - REDUCED TIME

**Sometimes people need part-time schedules. Smart organizations encourage solutions that work for employers and employees.**

### RHODE ISLAND HOUSING\*

**Nonprofit State-Supported Housing Agency**

**Winning Site: Providence, Rhode Island (160 employees)**

New England has long been known for thrift, but the people of Rhode Island pay housing costs so high that some families are walking into city shelters carrying their kids in their arms. "Even with the mom and dad working, some families still can't afford the rent," said Patricia Trinqué. Her employer, Rhode Island Housing, needs smart, capable people skilled in putting low- and moderate-income people into affordable homes. "We could all be earning a lot more money in the private sector," said Trinqué. And with the local housing costs, who wouldn't jump at a pay increase? "Beyond our mission," she said, "what keeps us here is the agency's strategy of providing us with a great, flexible work environment."

Part-time schedules are available at all levels in Rhode Island Housing and have been adopted by about 4 percent of the agency's employees. Sound like a small fraction? Not at all. The agency, like most other employers who offer flexibility, does not see people rushing to cut their workweeks. As Trinqué, the organization's human resources director, explained, "Most people want their full paycheck."

Sometimes employees' reduced hours are temporary, planned to last only a few weeks or months. In these situations, other staff pick up the extra work and part-timers can go back to 40-hour weeks when they want to.

### NO PENALTIES

But other part-time arrangements are open-ended, with another person filling the gap. Sometimes two people share a job. Then it can take longer to return to a 40-hour week. "We have to figure it out," said Trinqué. She maintained that any inconvenience the change might pose is far outweighed by the ability to keep talented, experienced people on staff—and focused.

"When people have emergencies or big demands outside work, they're going to be distracted," Trinqué explained. A good manager will reduce someone's hours in a planned way that provides adequate business coverage. Otherwise, it's too easy for something important to fall through the cracks.

Rhode Island Housing doesn't penalize part-time employees by putting them on a slower career track. The organization posts all open roles, and when part-time staff see something that interests them, they just throw their hat into the ring. Trinqué cautioned that sometimes taking a promotion means moving to a full-time schedule. But not always. One of the agency's top people has a part-time role.

### HEALTH INSURANCE FOR PART-TIME PEOPLE

Pay is generally pro-rated for part-timers: if someone moves from 40 to 20 hours, his or her salary is halved. But sometimes compensation is untouched. "One of our people was dealing with a family illness for several months, and she was away a lot," said Trinqué, "but her pay was not affected." The organization respected the employee's need to be away. The staff member's health benefits and 401(a) were likewise unchanged. As long as people work 20 hours a week, these benefits remain in place. (If they don't use the insurance, they can get a cash rebate instead.)

Trinqué said that the expenses involved with all these arrangements are minimal, "It would cost us a lot more to hire replacements." She put the average tenure at Rhode Island Housing at 15 years, and believes the knowledge embodied in that service is what enabled the organization to help 175,000 people find affordable housing last year.

\* Alfred P. Sloan Award Winner in both 2005 and 2006

**KAYE/BASSMAN INTERNATIONAL**  
**Executive Recruiter**  
**Winning Site: Dallas, Texas (110 employees)**

CEO Jeff Kaye has a lot to brag about. Kaye/Bassman International, founded in 1981, is now the largest single search site firm in the country, posting 25 consecutive years of growth and a 50 percent revenue increase over the last two years. “Client retention drives our success,” he said, and the company builds that customer loyalty by giving employees a great workplace—the very best in the entire state, according to *Texas Monthly*. Kaye said that flexibility is one of the firm’s pillars. “We treat our team members beautifully,” he explained, “and they treat their clients the same way. In a service business, that’s what it’s all about.”

Recruiters make up 85 percent of Kaye/Bassman’s employees, and most can move with no difficulty from part time to full time and back again. About 10 percent now have reduced hours, which are an option for people at all levels of the company. “If a senior partner wanted this,” he said, “we’d find a way.” He’d only resist in the case of a new employee who wasn’t doing too well. “It just doesn’t make sense to downshift until you’ve gotten good experience under your belt,” he said. If the employee had a family emergency, however, Kaye would surely permit a schedule change.

The company has one job-sharing situation, and Kaye sees more in the offing. Two women with the same clients are hoping to have children, and will share a single position.

How is pay affected? In recruiting, commissions are a big part of compensation, so the impact of reduced hours on salary is a little complicated. If a person were to work half time instead of full time, his or her pay would be reduced by half. But if the employee were as successful placing candidates part time as he or she was placing them full time, the bonus at the end of the year would make up the difference. As for health insurance, employees must log 35 hours a week to continue receiving that benefit.

Kaye quickly dismissed any expenses tied to flexibility. “Flexibility makes us money,” he insisted.

“We look for ways to embrace employees’ special needs,” he continued. “One of our employees misses a morning meeting every day because she wants to take her child to school. She also leaves at 3:00 to pick him up, and then makes up the hours at night.” Kaye said that at Kaye/Bassman, if you need to take your child to school, that’s fine. That’s your special need. Someone else might want a laptop because she travels, and that’s her special need. He said you don’t have to give everyone the same special treatment, you just have to treat everyone specially!

Kaye suggested to just look at Genetech. Last year, *Fortune Magazine* called it the best company in the country to work for, and it has profit margins of 30 percent. “When you give your people flexibility,” he said, “you win your people’s hearts.” And perhaps, he might have added, their commitment to your organization’s success.

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— REDUCED TIME

	Reduced Time				
	Supervisory or managerial positions are available for part-time employees	Part-time employees can make pre-tax contributions to a retirement plan	Offers health insurance benefits to part-time employees	Allows employees to work part year	Allows employees to share jobs
Albert Kahn Associates, Inc. (Detroit, MI)		*			
American Geotechnics (Boise, ID)					
American Red Cross of Greater Idaho (Boise, ID)	*	*	*		✓
<b>Amerisure Insurance Company</b> (Detroit, MI)		*			
Arizona Spine and Joint Hospital (Chandler, AZ)	*	*			✓
The Ashley Inn (Boise, ID)	*			✓	✓
Association Forum of Chicagoland (Chicago, IL)	*	*	*		
Atlantic HVACR Sales, Inc. (Long Island, NY)					
Bailey Law Group, P.C. (Washington, DC)	*				✓
The Beck Group (Dallas, TX)					
Bon Secours Richmond Health System (Richmond, VA)	*	*	*		
Boys & Girls Clubs of Long Beach (Long Beach, CA)	*	*			✓
Brinker International (Dallas, TX)		*			
<b>Brogan &amp; Partners Convergence Marketing</b> (Dallas, TX)	*	*			
Capital One Financial (Richmond, VA)	*	*	*		
Capital One Financial (Washington, DC)	*	*	*		
Carter & Burgess, Inc. (Salt Lake City, UT)	*	*			
The Cat Doctor (Boise, ID)	*		*	✓	✓
Chandler Chamber of Commerce (Chandler, AZ)	*				
Chattanooga's Kids on the Block (Chattanooga, TN)	*				
Chatterbox (Boise, ID)	*				
Civil Search International, LLC (Chandler, AZ)	*		*		✓
Clarendon Group, Inc. (Chattanooga, TN)	*				
Clifton Gunderson LLP (Chandler, AZ)	*	*		✓	✓
ColorsNW Magazine (Seattle, WA)	*				
<b>Community Council of Greater Dallas</b> (Dallas, TX)					
Community Partnerships, Inc. (Durham, NC)	*	*			
Cooper Roberts Simonsen Associates (Salt Lake City, UT)	*	*			
Creative Expressions (Salt Lake City, UT)	*	*			
Detroit Parent Network (Detroit, MI)					
<b>Detroit Regional Chamber</b> (Detroit, MI)	*	*			
DHI Technologies, Inc. (Seattle, WA)	*	*			
Discovery Communications, Inc. (Washington, DC)	*	*	*		

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— REDUCED TIME (continued)

	Reduced Time				
	Supervisory or managerial positions are available for part-time employees	Part-time employees can make pre-tax contributions to a retirement plan	Offers health insurance benefits to part-time employees	Allows employees to work part year	Allows employees to share jobs
DJM Sales & Marketing, Inc. (Boise, ID)	*	*			
Dow Reichhold Specialty Latex (Durham, NC)		*	*		
Durham's Partnership for Children (Durham, NC)	*				
Embolden Design, Inc. (Providence, RI)	*				
Ernst & Young (Chicago, IL)	*	*	*		
Farbman Group (Detroit, MI)	*				
First Tennessee Bank (Chattanooga, TN)		*			
Fleishman-Hillard Dallas (Dallas, TX)	*	*	*		
G.R. Rush & Company, P.C. (Chattanooga, TN)	*	*	*		
Hacienda Builders (Chandler, AZ)	*	*			
Healthwise (Boise, ID)	*	*			
Henry & Horne, LLP (Chandler, AZ)	*	*	*	✓	
Hewlett-Packard Company (Boise, ID)	*	*			
Idaho Shakespeare Festival (Boise, ID)	*				
Intel Corporation (Chandler, AZ)	*	*			
Jewish Community Federation of Greater Chattanooga (Chattanooga, TN)		*			
Jewish News of Greater Phoenix (Chandler, AZ)			*		
Jones, Waldo, Holbrook & McDonough, PC (Salt Lake City, UT)		*			
Kaye/Bassman International (Dallas, TX)	*	*		✓	✓
Kingery & Crouse, Certified Public Accountants (Tampa, FL)	*	*	*	✓	
Klaris, Thomson & Schroeder, Inc. (Long Beach, CA)					✓
KPMG, LLP (Chicago, IL)	*	*	*		✓
KPMG, LLP (Washington, DC)	*	*			✓
<b>Lee Hecht Harrison</b> (Dallas, TX)		*	*		✓
Lee Hecht Harrison (Richmond, VA)					
LGC&D, P.C. (Providence, RI)	*				
Long Beach Area Chamber of Commerce (Long Beach, CA)					
Macy's Northwest (Seattle, WA)	*	*	*		
Martinez & Shanken, PLLC (Chandler, AZ)	*	*			✓
Maxil Technology Solutions Inc (Chicago, IL)	*	*			
<b>McKinnon-Mulherin, Inc.</b> (Salt Lake City, UT)	*				

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— REDUCED TIME (continued)

	Reduced Time				
	Supervisory or managerial positions are available for part-time employees	Part-time employees can make pre-tax contributions to a retirement plan	Offers health insurance benefits to part-time employees	Allows employees to work part year	Allows employees to share jobs
<b>McQueary Henry Bowles</b> Troy LLP (Dallas, TX)		*	*		
Menlo Innovations LLC (Detroit, MI)	*	*			✓
National Court Appointed Special Advocate (CASA) Association (Seattle, WA)		*	*		
Nortel (Durham, NC)	*		*		
NRG::Seattle (Seattle, WA)	*	*			✓
Office Furniture Group, Inc. (Long Beach, CA)		*	*		
<b>PeacePartners, Inc.</b> (Long Beach, CA)	*	*	*		
Personnel Management Systems, Inc. (Seattle, WA)	*				
Puget Sound Center for Teaching, Learning and Technology (Seattle, WA)	*	*	*	✓	✓
Retail Merchandising Xpress (Tampa, FL)	*			✓	✓
<b>Rhode Island Housing</b> (Providence, RI)	*	*			
RIESTER (Chandler, AZ)	*				
<b>Rossetti</b> (Detroit, MI)	*	*			✓
The Salvation Army Greater Dallas Metroplex Area Command (Dallas, TX)					
Shodor (Durham, NC)	*	*			✓
State Mortgage (Chandler, AZ)	*	*			
Stayner, Bates & Jensen, PC (Salt Lake City, UT)	*	*			
Technology Providers Inc. (Chandler, AZ)	*	*			
Tricycle, Inc. (Chattanooga, TN)			*		
U.S. Environmental Protection Agency at Research Triangle Park (Durham, NC)		*			
United States Government Accountability Office (Seattle, WA)	*				
The University of Tennessee at Chattanooga's Center for Community Career Education (Chattanooga, TN)		*			
Utah Food Services (Salt Lake City, UT)	*	*		✓	
Visteon Corporation (Detroit, MI)	*	*			
WithinReach (Seattle, WA)	*	*	*		

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners



## CHAPTER 5 - FLEX CAREERS

Three employers achieve great success responding to their employees' changing career goals.

### THE CAT DOCTOR

**Feline Medical Center and Boarding Facility**

**Winning Site: Boise, Idaho (27 employees)**

At first glance the business looks more like a bed and breakfast than a veterinary service. Flowers flourish in the window boxes and lush landscaping frames the front porch. But this is a medical facility, founded in 1997 for felines only, promising first-rate care from loving hands. Finding people able to provide that exceptional attention, however, posed an initial challenge for The Cat Doctor. It is located hundreds of miles from the nearest veterinary technician school, in a city with one of the country's lowest unemployment rates. "We learned quickly that it is easy to train someone to draw blood," said Co-Founder Kath'ren Bay, hospital administrator, who is not herself a veterinarian. "It's much harder to train someone to like cats or to treat customers beautifully if it's not in their nature."

What has enabled The Cat Doctor to attract and retain the right people is a business strategy that embraces flexibility, enabling staff to pursue their changing professional and personal priorities without leaving the company.

People can shift their hours or job responsibilities as their needs change. One staff member with four children whose husband began traveling extensively for work recently reduced her time to 20 hours a week; the minute she wants to go full time again, the company will help her do that. On the other hand, there are times when people want more hours. Bay heard that some employees needed extra money and they were looking for a second job, "I thought, 'We have plenty of work here!' and assigned them additional temporary responsibilities, adjusting their pay accordingly."

### MOVING UP THE PAY SCALE

The company responds to employees' changing ambitions. Two women had been successful working with the cats that stay for days at a time in the hotel "condos"—12 square feet on three levels (with private powder rooms) for cats whose owners are away. The employees wanted to get into the medicine part of the business and move up the pay scale. Now, after going through a training process provided for them by the hospital, they do prep work for surgery, for example, and handle urinalysis and other tests as veterinary technicians.

Occasionally, employees have wanted to go part time to pursue an educational goal. "We just make that happen for them," said Bay, "and we would do whatever we could to support a six-month sabbatical if, for instance, a doctor wanted to prepare for Board Certification."

The Cat Doctor makes it easy to return to work following a birth or adoption. "People take the time they need after having a baby," said Bay. "If we know ahead of time that it's going to be six weeks or two months, we can carry an absence; everyone steps up to the plate. However, it would be hard to absorb a much longer leave or to have more than one person at a time within the same department gone." The company is equally responsive to family illnesses. She had a receptionist who resigned after losing her mother, but six months later, returned. That may owe, in part, to The Cat Doctor's practice of staying in touch when people leave.

### EASING INTO RETIREMENT

Now The Cat Doctor is looking ahead to its first phased-in retirement: that of Dr. Alexis Higdon, who founded the hospital with Bay's help 10 years ago. Is Dr. Higdon getting special treatment? Not at all! Anyone can

phase into retirement as they reach the appropriate age, with benefits pro-rated as they are for other part-time employees.

When Higdon and Bay launched the hospital 10 years ago, they were committed to respecting balance in the lives of their employees. Both were seeking a change from conventional veterinarian businesses, where schedules were set and everyone was expected to fall into line. Higdon and Bay believe that allowing employees to choose their shift schedules as much as possible and highlighting flexibility in every area has been a key factor in making The Cat Doctor one of the largest businesses of its kind in the Northwest.

## **BON SECOURS RICHMOND HEALTH SYSTEM**

### **Nonprofit Catholic Health System**

**Headquarters: Bon Secours Health System, Inc., Marriottsville, Maryland (19,000 employees nationwide)**

**Winning Site: Richmond, Virginia (6,100 employees)**

There are big pressures on Bon Secours Richmond Health System, a nonprofit Catholic organization serving the needy through four hospitals and wide-ranging outpatient services in their community. More than half of its employees are nurses, a profession plagued with labor shortages. Yet in the last two years, as the hospital industry overall has consolidated, Bon Secours Richmond has flourished, opening a new hospital, launching the construction of a new treatment and teaching facility and expanding its emergency department and critical care unit. Spokeswoman Dawn Malone believes flexibility—a key part of the organization’s overall business strategy—has been critical to this growth, “It gives us an advantage in hiring and retaining Richmond’s top health care professionals without taking on unnecessary costs.”

The organization’s Sloan Award scores show Bon Secours is especially skillful in responding to its employees’ changing career aspirations.

“Nurses’ drive for career advancement is not always linear,” said Malone. “There may be periods when a health professional is striving for more responsibility and money. A few years later, things may change at home, and he or she may want to temporarily downscale those professional aspirations.” That doesn’t mean Bon Secours counts them out as leaders. “There is no penalty for leaving a leadership position,” she said, pointing out that people are compensated at the rate associated with their current job.

### **PAID TO HELP IN A CRISIS**

People in wide-ranging roles can move back and forth easily between full- and part-time schedules, and there are ways to step away entirely from the normal day-to-day workload. With its public health mission, Bon Secours maintains care corps, enabling employees and physicians to assist in stricken areas for weeks or months at a time, fully paid. Following Hurricane Katrina, several people went to South Carolina—where some New Orleans residents had been evacuated—to work with the Red Cross. Nurses, moreover, can move to a per diem arrangement. For example, they can make themselves available to work every Thursday or during a nightshift. They won’t be scheduled automatically—only if additional staff is needed—and most of their benefits are halted. But there is a higher rate of pay associated with per diem work, as well as access to the organization’s child-care facilities.

Bon Secours’ management practices are great for people planning to retire. These older employees can negotiate reduced time during the week. Moreover, as long as they put in 1,000 hours per year, contributions continue to flow into their pensions in amounts pro-rated according to the number of hours they work. One 84-year-old retired operating room nurse is now employed in Bon Secours’ employee wellness department, giving tuberculosis tests. Putting in a minimum of 15 hours a week, she collects her retirement, her salary and is eligible for part-time benefits. “We have 900 retirees and 90 of them are working for us. We actively recruit them,” said Malone.

Expenses? Malone cited statistics indicating that the cost of replacing a health care professional is equal to one-and-a-half to two times that professional’s annual salary. Flexibility, she believes, is a very good deal.

**CLARENDON GROUP, INC.**  
**Advertising/Marketing/Public Relations Firm**  
**Winning Site: Providence, Rhode Island (11 employees)**

Ten years ago, Christine Heenan was in President Clinton’s White House, a speechwriter and policy analyst focused on health and women’s issues. “It was a great job,” she readily agreed, but one that afforded little time to enjoy her children. “I moved back to Providence committed to joining a firm with more balance,” she said, but when she couldn’t find such an employer, she created one herself. Since then the Clarendon Group—the communications company Heenan founded in 2001—has doubled its revenues during each of its first three years, and has grown by 30 percent in the last two. What drives so much success? Heenan credits her strategy of offering flexibility to her staff members, mainly young mothers able to unfurl their considerable communications skills as they return to the workforce at their own pace.

Heenan’s employees readily expand and contract their hours for Clarendon. Jan Dane, with three very young children, began with Clarendon as a freelancer, working on a single project for a limited number of hours. After a year, she became an employee, initially working three days a week. Taking on a Providence election campaign more recently, however, she found herself working full time plus for months, and not until the vote came through for her client did she resume her part-time schedule. “I had to keep pro-rating her pay,” said Heenan, “but that’s about all it involved for me.”

When people don’t want to increase their hours or responsibilities, that’s okay, too. “We have the luxury of being a growing firm,” explained Heenan. “When people aren’t interested in a bigger role, I don’t replace them. I just bring someone else in.”

**SUMMERS OFF**

Some Clarendon employees have taken summers off to be with their children, and Heenan would be open to longer, unpaid leaves, though no one has asked her for one.

Everyone can take advantage of flexibility at Clarendon—managers and the people who report to them. The firm’s bookkeeper works from 9 a.m. to 2 p.m. Monday through Friday, and the woman who staffed the front desk as receptionist before giving birth now puts her strong PowerPoint skills to work from home several hours a week. Even those on call are invited to the group’s holiday party.

Heenan’s team understands that their flexibility has limits, however. “If a client phones at 9:30 on a Friday night, they take the call whether or not it falls on their schedule,” said Heenan. “Our customers increasingly demand that kind of flexibility.

“We can give our clients 110 percent of what’s required,” she said, “because we’re able to do it in time slots convenient to our families.”

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— FLEX CAREERS

	Flex Careers							
	Allows sabbaticals	Makes it possible for former valued employees to return after an extended time away	Works with employees who take extended leaves to develop a plan for return	Permits employees to move on and off management/leadership track	Permits employees to move between full-time and part-time	Allows employees to return to work gradually after childbirth or adoption	Allows employees to phase into retirement	Offers a defined-benefit pension plan to employees who phase into retirement
Albert Kahn Associates, Inc. (Detroit, MI)						✓		
American Geotechnics (Boise, ID)				*				
American Red Cross of Greater Idaho (Boise, ID)			*			✓		
<b>Amerisure Insurance Company</b> (Detroit, MI)		*	*	*		✓		
Arizona Spine and Joint Hospital (Chandler, AZ)		*	*	*	✓	✓	✓	
The Ashley Inn (Boise, ID)	✓			*	✓			
Association Forum of Chicagoland (Chicago, IL)				*		✓		
Atlantic HVACR Sales, Inc. (Long Island, NY)		*	*	*		✓		
Bailey Law Group, P.C. (Washington, DC)		*		*	✓	✓		
The Beck Group (Dallas, TX)	✓	*		*	✓	✓	✓	
Bon Secours Richmond Health System (Richmond, VA)		*	*	*	✓	✓	✓	*
Boys & Girls Clubs of Long Beach (Long Beach, CA)	✓	*	*	*	✓	✓	✓	
Brinker International (Dallas, TX)		*	*	*		✓		
<b>Brogan &amp; Partners Convergence Marketing</b> (Dallas, TX)	✓	*	*	*	✓	✓	✓	
Capital One Financial (Richmond, VA)		*		*		✓		
Capital One Financial (Washington, DC)		*		*		✓		
Carter & Burgess, Inc. (Salt Lake City, UT)		*		*	✓	✓	✓	
The Cat Doctor (Boise, ID)	✓	*	*	*	✓	✓	✓	
Chandler Chamber of Commerce (Chandler, AZ)				*		✓		
Chattanooga's Kids on the Block (Chattanooga, TN)		*	*			✓		
Chatterbox (Boise, ID)	✓	*	*	*		✓		
Civil Search International, LLC (Chandler, AZ)	✓	*	*	*	✓	✓	✓	
Clarendon Group, Inc. (Chattanooga, TN)	✓	*	*	*	✓	✓		
Clifton Gunderson LLP (Chandler, AZ)		*			✓	✓	✓	
ColorsNW Magazine (Seattle, WA)				*	✓	✓		
<b>Community Council of Greater Dallas</b> (Dallas, TX)		*	*	*		✓	✓	
Community Partnerships, Inc. (Durham, NC)		*		*		✓		
Cooper Roberts Simonsen Associates (Salt Lake City, UT)		*	*	*	✓	✓		
Creative Expressions (Salt Lake City, UT)		*	*	*	✓	✓	✓	
Detroit Parent Network (Detroit, MI)		*	*	*		✓		
<b>Detroit Regional Chamber</b> (Detroit, MI)				*				
DHI Technologies, Inc. (Seattle, WA)		*		*	✓	✓		
Discovery Communications, Inc. (Washington, DC)		*		*		✓		

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— FLEX CAREERS (continued)

	Flex Careers							
	Allows sabbaticals	Makes it possible for former valued employees to return after an extended time away	Works with employees who take extended leaves to develop a plan for return	Permits employees to move on and off management/leadership track	Permits employees to move between full-time and part-time	Allows employees to return to work gradually after childbirth or adoption	Allows employees to phase into retirement	Offers a defined-benefit pension plan to employees who phase into retirement
DJM Sales & Marketing, Inc. (Boise, ID)		*	*	*	✓	✓		
Dow Reichhold Specialty Latex (Durham, NC)				*				
Durham's Partnership for Children (Durham, NC)	✓	*	*	*		✓		
Embolden Design, Inc. (Providence, RI)				*	✓	✓		
Ernst & Young (Chicago, IL)		*	*	*		✓	✓	
Farbman Group (Detroit, MI)		*	*	*	✓	✓		
First Tennessee Bank (Chattanooga, TN)		*	*	*			✓	
Fleishman-Hillard Dallas (Dallas, TX)	✓	*	*	*				
G.R. Rush & Company, P.C. (Chattanooga, TN)				*				
Hacienda Builders (Chandler, AZ)		*	*	*		✓		
Healthwise (Boise, ID)	✓	*		*		✓	✓	
Henry & Horne, LLP (Chandler, AZ)		*	*	*	✓	✓	✓	*
Hewlett-Packard Company (Boise, ID)		*		*		✓		
Idaho Shakespeare Festival (Boise, ID)		*	*					
Intel Corporation (Chandler, AZ)		*	*	*		✓		
Jewish Community Federation of Greater Chattanooga (Chattanooga, TN)				*		✓		
Jewish News of Greater Phoenix (Chandler, AZ)		*	*	*		✓		
Jones, Waldo, Holbrook & McDonough, PC (Salt Lake City, UT)		*	*	*		✓		
Kaye/Bassman International (Dallas, TX)	✓	*	*	*	✓	✓	✓	
Kingery & Crouse, Certified Public Accountants (Tampa, FL)	✓	*		*	✓	✓		
Klaris, Thomson & Schroeder, Inc. (Long Beach, CA)		*	*	*	✓	✓	✓	
KPMG, LLP (Chicago, IL)		*	*	*	✓	✓		
KPMG, LLP (Washington, DC)		*	*	*	✓	✓	✓	*
<b>Lee Hecht Harrison</b> (Dallas, TX)	✓	*	*	*		✓	✓	
Lee Hecht Harrison (Richmond, VA)		*						
LGC&D, P.C. (Providence, RI)		*	*	*		✓		
Long Beach Area Chamber of Commerce (Long Beach, CA)		*	*	*				
Macy's Northwest (Seattle, WA)		*	*	*		✓	✓	*
Martinez & Shanken, PLLC (Chandler, AZ)		*	*	*	✓	✓	✓	
Maxil Technology Solutions Inc (Chicago, IL)			*	*		✓		
<b>McKinnon-Mulherin, Inc.</b> (Salt Lake City, UT)				*	✓	✓		

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— FLEX CAREERS (continued)

	Flex Careers							
	Allows sabbaticals	Makes it possible for former valued employees to return after an extended time away	Works with employees who take extended leaves to develop a plan for return	Permits employees to move on and off management/leadership track	Permits employees to move between full-time and part-time	Allows employees to return to work gradually after childbirth or adoption	Allows employees to phase into retirement	Offers a defined-benefit pension plan to employees who phase into retirement
<b>McQueary Henry Bowles</b> Troy LLP (Dallas, TX)		*	*	*		✓	✓	
Menlo Innovations LLC (Detroit, MI)	✓			*	✓	✓		
National Court Appointed Special Advocate (CASA) Association (Seattle, WA)		*				✓		
Nortel (Durham, NC)		*		*				
NRG::Seattle (Seattle, WA)	✓	*	*	*	✓	✓	✓	*
Office Furniture Group, Inc. (Long Beach, CA)		*	*	*	✓	✓		
<b>PeacePartners, Inc.</b> (Long Beach, CA)	✓		*	*	✓	✓		
Personnel Management Systems, Inc. (Seattle, WA)		*	*	*		✓		
Puget Sound Center for Teaching, Learning and Technology (Seattle, WA)	✓	*	*	*	✓	✓	✓	*
Retail Merchandising Xpress (Tampa, FL)	✓	*	*			✓	✓	
<b>Rhode Island Housing</b> (Providence, RI)		*	*	*		✓	✓	
RIESTER (Chandler, AZ)	✓	*		*		✓		
<b>Rossetti</b> (Detroit, MI)	✓	*		*	✓	✓	✓	
The Salvation Army Greater Dallas Metroplex Area Command (Dallas, TX)		*	*	*		✓		*
Shodor (Durham, NC)	✓	*		*	✓	✓		
State Mortgage (Chandler, AZ)		*	*	*				
Stayner, Bates & Jensen, PC (Salt Lake City, UT)	✓	*	*	*			✓	
Technology Providers Inc. (Chandler, AZ)				*				
Tricycle, Inc. (Chattanooga, TN)				*				
U.S. Environmental Protection Agency at Research Triangle Park (Durham, NC)		*	*	*	✓	✓		
United States Government Accountability Office (Seattle, WA)			*	*	✓	✓	✓	*
The University of Tennessee at Chattanooga's Center for Community Career Education (Chattanooga, TN)		*	*	*		✓		
Utah Food Services (Salt Lake City, UT)	✓	*	*	*		✓	✓	
Visteon Corporation (Detroit, MI)		*		*				
WithinReach (Seattle, WA)			*	*	✓			

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## CHAPTER 6 - RESPONSIBILITY AND ACCOUNTABILITY

Three highly successful organizations attribute a measure of their strength to the decision making they give their employees.

### ARIZONA SPINE AND JOINT HOSPITAL

Medical Facility Treating Diseases of the Joints and Spine

Winning Site: Mesa, Arizona (120 employees)

Anyone signing up for back surgery or a hip replacement expects superlative medical care. Kristin Schmidt, CEO of the Arizona Spine and Joint Hospital, believes a strategy of flexibility helps her medical facility deliver just that. Its turnover rate among nurses is less than 2 percent, compared to a national turnover rate of more than 15 percent.

"We offer nurses and all our other employees great latitude in choosing how much they want to work and when they want to work," she said, "right down to the timing of their breaks."

Roughly 80 percent of the hospital's 120 employees are nurses, and the rest are mainly technicians and administrative staff. "All of them can control the shifts they work," said Heather Lorig, who runs case management and social services at the hospital. "Offering this much choice is easy," she said. "Each unit—inpatient and outpatient, for example—just posts a big calendar in the employee lounge, and people fill in the days and hours they want."

Any conflicts are resolved easily among staff, particularly where nurses are concerned, since extensive cross training allows them to cover the operating or the recovery room, for example, depending on the hours they want. And it's not uncommon for someone who normally works at night to step in for a day-shift person who needs to visit his daughter's classroom. "Even Kristin, the CEO and a registered nurse, will step in to cover a staffing need," said Lorig.

Staff likewise can choose the amount of time they want to work, though they need to work a minimum of 24 hours in order to retain their benefits.

As in surgical facilities everywhere, unpredictability is a fact of life at the Mesa hospital, and multi-tasking cannot be avoided. "One patient is in pain, another needs his sheets changed, and three more are asking you questions. You need to go in five different directions at once," said Lorig. What makes multitasking easier to handle at the Arizona hospital is a trimmed-down bureaucracy. "In some hospitals, you have to talk to several different nurse managers before you can take action. At the Arizona Spine and Joint Hospital, a single nurse manager oversees each unit. He or she knows what's going on with each patient and can render a quick decision."

Another kind of flexibility—the ability to throw hierarchy aside—helps offset the strains people feel struggling with important, but tedious, work. "Today there was a nurse with three patients who'd just left the recovery room. She'd been doing vital signs for hours, rotating back and forth between patients in three different rooms, watching the patients' reactions. Two of them needed blood. It really takes a lot out of you, and at one point, she just looked up and said, 'I need help.' So the nurse manager put her sterile scrubs on and started an IV." Lorig added that in a medical facility, no one is above dirty work. "If someone needs a bedpan emptied, we just pick it up."

The Arizona Spine and Joint Hospital is a beautiful facility with top-of-the-line medical equipment, CEO Schmidt pointed out. But it is flexibility she said that enables the facility to attract and retain the staff needed to ensure superlative patient care.



**CENTER FOR COMMUNITY CAREER EDUCATION  
AT THE UNIVERSITY OF TENNESSEE, CHATTANOOGA**

**Educational Institution**

**Headquarters: University of Tennessee, Knoxville, Tennessee (8,300 employees statewide)**

**Winning Site: Chattanooga, Tennessee (20 employees)**

Not all university employees work in ivy-covered buildings with graceful libraries and gleaming labs. The 20 staff members at Center for Community Career Education at the University of Tennessee, Chattanooga who help people earn their GEDs and prepare for college, are more likely to work out of a car, a school or a community center. "It takes smart, hardworking staff to persuade an ex-convict or non-English-speaking immigrant to go back to the classroom," said Program Director Sandy Cole, and she knows her people could be earning more money in private industry. Flexibility is the strategy she uses to retain them.

The only schedule set in stone is the one involving the front desk. It has to be staffed from 8 a.m. to 5 p.m., though Cole is indifferent as to how support staff accomplish that mandate. Nor does she keep track of anyone's hours. That is up to supervisors. "We all have to work 40 hours a week, but who has time to look at a clock?" she asked. "I manage by results."

Cole said staff is equally focused on consequences. The education center is funded by federal grants, and if her group doesn't meet the grant's goals, they know their jobs will be affected. "They may not come in until after 10 a.m., but they may not leave until 8 p.m.," she said. "I have to make sure they are taking time off and recharging their batteries."

Multitasking, however, is inevitable. "People get excited, they get great ideas and we move forward," said Cole. This summer, a very motivated manager led an effort to take high school students out to see colleges. "We set up tours and had vans going to 18 different schools, all within a 5-hour drive." Then the group did a 1-day retreat with the kids, focusing on college admissions, financial aid and SAT prep. "It was something they did in addition to their regular jobs, but it was entirely within their control, and it was great."

Overtime also is a factor. "When reports are due and we're not using technology as well as we could, then we all get to stay late, and we're all in a bad mood," said Cole. But staff has latitude to prevent a recurrence. New computer software designed precisely for their work is now enabling staff to enter and analyze data as they work, rather than doing it all at the 11<sup>th</sup> hour.

"It's important to turn people loose to brainstorm and find better ways to do things," she said. Recently, at a 2-day, log-cabin retreat for everyone in the group, support staff made it clear that managers were not always aware of the work they sent downhill. "This was an important issue, because support staff don't have as much control as supervisors do," said Cole. So, while managers worked on strategic planning and funding, support staff built their own list of recommendations governing day-to-day work procedures.

Responsibility and control allow staff to work the way they're most comfortable. "Some people need to concentrate; they can get more done at home. Some need to start early so they can be home with their kids after school. Some people want to be closely directed." Cole believes that people don't come out of cookie cutters, and it's foolish to manage them as if they did.

**KINGERY & CROUSE CERTIFIED PUBLIC ACCOUNTANTS**

**Accounting Firm**

**Winning Site: Tampa, Florida (23 employees)**

Kingery & Crouse provides auditing and tax services to companies with annual revenues between \$5 million and \$150 million. Founded in Tampa 10 years ago, its revenues have since increased by 40 percent, and the firm has built a client list extending from Canada to Australia. Lori Rodriguez, marketing director, attributes the company's success in large part to a strategy of retaining employees by giving them flexible work



options. "A client's loyalty is to a CPA, not the company that CPA works for," she explained. "As long as clients are delighted with an employee's work, we are indifferent as to when and where the work gets done."

"Our people are professionals. They know what they have to do and how long it's going to take," she said. Virtually everyone has great leeway in setting their hours, including the bookkeepers and human resources staff. Some in the firm start their day at 6:30 a.m., but they're gone by 3 p.m. About 20 percent work part time, and only the office manager and receptionist are required to work on site and keep to a standard schedule.

But, wait! Don't accountants bill by the hour? Wouldn't that prompt the firm's owners to encourage long days and weekend toil? Not at Kingery & Crouse, which bills by the project in almost all cases. That enables a client to pick up the phone and call her accountant without worrying about the clock ticking. Managers ascertain employees' effectiveness by the quality and quantity of their work and the health of the client relationship, rather than by the number of hours logged.

Several accountants have relocated to other cities, but remained with Kingery & Crouse. Those telecommuting arrangements have enabled the company to retain current clients and to expand in new markets as transplanted personnel sign up additional customers in their new locales.

Rodriguez discounted the costs of flexibility, "They're incidental expenses, the cost of keeping and growing our business. We make it a clear priority to retain employees and give them the freedom to balance their work and personal lives. We encourage our employees to put their family first, and that's what makes us so successful."

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— RESPONSIBILITY AND ACCOUNTABILITY

	Responsibility and Accountability														
	Offers control over when employees take breaks	Offers choices about and control over which shifts employees work	Offers control over overtime hours	Allows salaried employees a lot of control over number of hours they work	Allows salaried employees a lot of control over scheduling	Gives salaried employees predictable work schedules	Allows hourly employees a lot of control over number of hours they work	Allows hourly employees a lot of control over scheduling hours	Gives hourly employees predictable work schedules	Allows salaried employees a lot of control over how demanding their jobs are	Allows salaried employees a lot of control over multi-tasking	Allows salaried employees a lot of control over amount of low-value work	Allows hourly employees a lot of control over how demanding their jobs are	Allows hourly employees a lot of control over multi-tasking	Allows hourly employees a lot of control over amount of low-value work
Albert Kahn Associates, Inc. (Detroit, MI)	✓			*	*	*	*	*	*		*	*			
American Geotechnics (Boise, ID)	✓		✓	*	*	*	*	*	*	*	*	*		*	
American Red Cross of Greater Idaho (Boise, ID)	✓	✓		*	*	*			*	*	*	*			
<b>Amerisure Insurance Company</b> (Detroit, MI)	✓			*	*	*									
Arizona Spine and Joint Hospital (Chandler, AZ)	✓	✓		*	*	*	*	*	*	*	*	*		*	
The Ashley Inn (Boise, ID)	✓	✓	✓	*	*	*	*	*	*		*				
Association Forum of Chicagoland (Chicago, IL)	✓		✓	*	*	*	*	*	*						
Atlantic HVACR Sales, Inc. (Long Island, NY)	✓	✓	✓	*	*	*	*	*	*		*				
Bailey Law Group, P.C. (Washington, DC)	✓		✓	*	*	*	*	*	*						
The Beck Group (Dallas, TX)	✓			*	*				*		*				
Bon Secours Richmond Health System (Richmond, VA)		✓	✓	*	*	*	*		*	*	*			*	
Boys & Girls Clubs of Long Beach (Long Beach, CA)	✓	✓	✓	*	*			*	*	*	*	*	*	*	*
Brinker International (Dallas, TX)	✓	✓		*	*			*	*	*	*				
<b>Brogan &amp; Partners Convergence Marketing</b> (Dallas, TX)	✓		✓	*	✓	*	✓	*	*	*	✓		✓		
Capital One Financial (Richmond, VA)	✓		✓	*	*										
Capital One Financial (Washington, DC)	✓		✓	*	*										
Carter & Burgess, Inc. (Salt Lake City, UT)	✓			*	*	*	*	*	*	*	*	*	*	*	*
The Cat Doctor (Boise, ID)	✓	✓	✓	*	*	*	*	*	*	*	*	*	*	*	*
Chandler Chamber of Commerce (Chandler, AZ)	✓	✓	✓			*			*		*	*		*	
Chattanooga's Kids on the Block (Chattanooga, TN)	✓		✓			*	*		*						
Chatterbox (Boise, ID)	✓	✓	✓	*	*	*		*	*	*	*				
Civil Search International, LLC (Chandler, AZ)	✓		✓	*	*	*	*	*	*	*	*	*	*	*	*
Clarendon Group, Inc. (Chattanooga, TN)	✓		✓			*			*						
Clifton Gunderson LLP (Chandler, AZ)	✓		✓	*	*	*		*	*	*	*	*	*		
ColorsNW Magazine (Seattle, WA)		✓	✓	*	*					*	*	*			

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— RESPONSIBILITY AND ACCOUNTABILITY (continued)

	Responsibility and Accountability														
	Offers control over when employees take breaks	Offers choices about and control over which shifts employees work	Offers control over overtime hours	Allows salaried employees a lot of control over number of hours they work	Allows salaried employees a lot of control over scheduling	Gives salaried employees predictable work schedules	Allows hourly employees a lot of control over number of hours they work	Allows hourly employees a lot of control over scheduling hours	Gives hourly employees predictable work schedules	Allows salaried employees a lot of control over how demanding their jobs are	Allows salaried employees a lot of control over multi-tasking	Allows salaried employees a lot of control over amount of low-value work	Allows hourly employees a lot of control over how demanding their jobs are	Allows hourly employees a lot of control over multi-tasking	Allows hourly employees a lot of control over amount of low-value work
<b>Community Council of Greater Dallas</b> (Dallas, TX)	✓		✓	*	*				*		*				
Community Partnerships, Inc. (Durham, NC)	✓		✓	*	*				*						
Cooper Roberts Simonsen Associates (Salt Lake City, UT)	✓		✓	*	*	*	*	*	*						
Creative Expressions (Salt Lake City, UT)	✓			*	*	*	*	*	*	*	*			*	
Detroit Parent Network (Detroit, MI)					*		*			*				*	
<b>Detroit Regional Chamber</b> (Detroit, MI)						*		*		*				*	
DHI Technologies, Inc. (Seattle, WA)	✓		✓	*	*		*	*	*	*	*	*	*	*	*
Discovery Communications, Inc. (Washington, DC)	✓	✓	✓	*	*					*				*	
DJM Sales & Marketing, Inc. (Boise, ID)	✓			*	*	*	*	*	*	*	*	*		*	
Dow Reichhold Specialty Latex (Durham, NC)	✓		✓	*	*	*	*	*	*	*	*	*		*	
Durham's Partnership for Children (Durham, NC)	✓			*	*	*	*	*	*	*	*	*	*	*	*
Embolden Design, Inc. (Providence, RI)	✓		✓	*		*	*	*	*	*	*	*			
Ernst & Young (Chicago, IL)	✓										*	*			
Farbman Group (Detroit, MI)	✓		✓	*	*	*	*	*	*		*				
First Tennessee Bank (Chattanooga, TN)				*	*	*		*		*					
Fleishman-Hillard Dallas (Dallas, TX)	✓					*				*					
G.R. Rush & Company, P.C. (Chattanooga, TN)	✓														
Hacienda Builders (Chandler, AZ)	✓	✓						*							
Healthwise (Boise, ID)	✓		✓	*	*	*			*	*	*				
Henry & Horne, LLP (Chandler, AZ)	✓		✓	*	*	*	*	*	*	*	*	*	*	*	*
Hewlett-Packard Company (Boise, ID)	✓		✓	*	*	*		*		*				*	
Idaho Shakespeare Festival (Boise, ID)	✓		✓		*										
Intel Corporation (Chandler, AZ)	✓		✓	*	*						*				
Jewish Community Federation of Greater Chattanooga (Chattanooga, TN)				*		*		*		*					

✓ Offered to all or most employees

\* Answered yes on yes/no question

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Jewish News of Greater Phoenix (Chandler, AZ)	✓		✓		*	*			*		*			*	
Jones, Waldo, Holbrook & McDonough, PC (Salt Lake City, UT)	✓		✓	*	*			*		*				*	
Kaye/Bassman International (Dallas, TX)	✓	✓	✓	*	*	*	*	*		*	*	*	*	*	*
Kingery & Crouse, Certified Public Accountants (Tampa, FL)	✓		✓	*	*	*	*	*		*	*	*		*	
Klaris, Thomson & Schroeder, Inc. (Long Beach, CA)	✓	✓	✓	*	*	*	*	*		*	*	*			
KPMG, LLP (Chicago, IL)	✓		✓								*			*	
KPMG, LLP (Washington, DC)	✓			*	*	*		*		*	*				
<b>Lee Hecht Harrison</b> (Dallas, TX)	✓		✓	*	*	*	*	*							
Lee Hecht Harrison (Richmond, VA)	✓		✓												
LGC&D, P.C. (Providence, RI)	✓					*									
Long Beach Area Chamber of Commerce (Long Beach, CA)	✓		✓			*		*							
Macy's Northwest (Seattle, WA)	✓	✓	✓	*	*		*	*		*					
Martinez & Shanken, PLLC (Chandler, AZ)	✓	✓	✓	*	*	*	*	*		*				*	
Maxil Technology Solutions Inc (Chicago, IL)	✓			*	*	*		*		*	*		*	*	
<b>McKinnon-Mulherin, Inc.</b> (Salt Lake City, UT)	✓		✓	*	*						*				*
<b>McQueary Henry Bowles</b> Troy LLP (Dallas, TX)	✓		✓	*	*						*	*		*	
Menlo Innovations LLC (Detroit, MI)	✓		✓	*	*		*	*		*	*	*		*	
National Court Appointed Special Advocate (CASA) Association (Seattle, WA)	✓	✓	✓	*	*	*	*	*		*	*	*	*	*	*
Nortel (Durham, NC)		✓	✓	*	*	*	*	*		*	*	*	*	*	*
NRG::Seattle (Seattle, WA)	✓		✓	*	*	*	*	*		*	*	*	*	*	*
Office Furniture Group, Inc. (Long Beach, CA)	✓		✓	*	*			*		*	*				
<b>PeacePartners, Inc.</b> (Long Beach, CA)	✓	✓	✓							*	*	*	*	*	*

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## 2006 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility— RESPONSIBILITY AND ACCOUNTABILITY (continued)

	Responsibility and Accountability														
	Offers control over when employees take breaks	Offers choices about and control over which shifts employees work	Offers control over overtime hours	Allows salaried employees a lot of control over number of hours they work	Allows salaried employees a lot of control over scheduling	Gives salaried employees predictable work schedules	Allows hourly employees a lot of control over number of hours they work	Allows hourly employees a lot of control over scheduling hours	Gives hourly employees predictable work schedules	Allows salaried employees a lot of control over how demanding their jobs are	Allows salaried employees a lot of control over multi-tasking	Allows salaried employees a lot of control over amount of low-value work	Allows hourly employees a lot of control over how demanding their jobs are	Allows hourly employees a lot of control over multi-tasking	Allows hourly employees a lot of control over amount of low-value work
Personnel Management Systems, Inc. (Seattle, WA)	✓	✓	✓	*					*		*			*	
Puget Sound Center for Teaching, Learning and Technology (Seattle, WA)	✓	✓	✓	*	*	*	*	*		*	*	*	*	*	*
Retail Merchandising Xpress (Tampa, FL)	✓	✓	✓			*	*	*			*		*	*	*
<b>Rhode Island Housing</b> (Providence, RI)	✓		✓	*	*	*			*						
RIESTER (Chandler, AZ)	✓		✓			*			*		*	*		*	*
<b>Rossetti</b> (Detroit, MI)	✓		✓		*	*			*		*			*	
Shodor (Durham, NC)	✓		✓	*	*	*	*	*	*	*	*	*	*	*	*
State Mortgage (Chandler, AZ)	✓	✓													
Stayner, Bates & Jensen, PC (Salt Lake City, UT)	✓			*	*	*	*	*	*	*	*	*		*	
Technology Providers Inc. (Chandler, AZ)	✓		✓			*			*						
The Salvation Army Greater Dallas Metroplex Area Command (Dallas, TX)	✓	✓	✓		*	*	*	*		*	*				*
The University of Tennessee at Chattanooga's Center for Community Career Education (Chattanooga, TN)	✓		✓	*	*	*	*	*		*				*	
Tricycle, Inc. (Chattanooga, TN)	✓			*	*	*			*		*			*	
U.S. Environmental Protection Agency at Research Triangle Park (Durham, NC)	✓				*	*	*	*		*	*			*	
United States Government Accountability Office (Seattle, WA)	✓	✓	✓	*	*	*	*	*	*		*				
Utah Food Services (Salt Lake City, UT)		✓			*	*	*	*		*	*				
Visteon Corporation (Detroit, MI)				*	*					*	*				
WithinReach (Seattle, WA)	✓		✓			*	*	*							

✓ Offered to all or most employees

\* Answered yes on yes/no question

Bold text denotes two-time winners

## CHAPTER 7 - FIVE BOLD NEW IDEAS

Employers large and small are taking exciting steps to put more flexibility into their employees' work environments—and saving money, enhancing operations and delighting their customers to boot.

Here's a sample of what some employers are doing.

### SEVEN-DAY WEEKENDS

#### ARUP LABORATORIES

**Medical And Testing Reference Laboratory**

**Winning Site: Salt Lake City, Utah (1,789 employees)**

The demand for health care workers is growing twice as fast as the number of professionals entering the workforce, but one medical facility is combating this shortage with exceptionally good results: **ARUP Laboratories**, a nationally acclaimed medical and testing reference laboratory owned and operated by the University of Utah. The organization gives staff the option of seven days off at a time, alternating with seven days on. Their workdays are 10 hours each, so folks log 70 hours in all during any given 2-week period. They're paid, however, for two 40-hour weeks.

"This is a great alternative for staff—and a good deal for ARUP, too, which has more than doubled its employee base from 700 in 1992 to 1,700 employees in 2004, while cutting its turnover rate from as high as 22 percent to 11 percent," said ARUP's Anne Ivie. The medical facility further ensures smooth operations and excellent patient care by pairing each worker with a counterpart handling the opposite schedule; the two cover for each other if they have any scheduling conflicts. ARUP also offers staff 4-day, 10-hour schedules as well as the conventional five-day-a-week option, and reaches out to attract college students with flexible scheduling options and tuition reimbursement.

### MANDATORY LUNCHES

#### NRG::SEATTLE

**Insurance Company**

**Winning Site: Seattle, Washington (14 employees)**

Every day around noon, the **NRG::Seattle** insurance company goes dark. Someone throws the light switch, and everyone must exit the office. Owner Michelle Rupp believes her people are restored by slowing down for an hour, taking a deep breath and getting out of the building, so she removes the option of working through lunch. People are also reminded that working overtime is discouraged; that they're measured not by how much time they spend in the office, but by how happy their clients are.

### BANKING ON SABBATICALS

#### ACCENTURE

**Headquarters: Hamilton, Bermuda (24,000 employees nationwide)**

**Winning Sites: Chicago, Illinois (4,060 employees) and Dallas, Texas (1,270 employees)**

The word comes from the ancient Greeks, but a number of companies are modernizing the concept of giving employees months away from work, fully paid, to take time to do whatever they want. Now **Accenture**, the global consulting technology company, is piloting an approach that doesn't cost the employer a cent. Staff work their regular schedule for a slightly-reduced rate of pay for as long as 12 months—essentially "banking" this compensation away—and then cashing it out for time to travel, spend with family, participate in community service or get that rock band on tour.

The exact percentage of “banked” pay varies from employee to employee and so does the amount of time taken off, though it must be between one and three months. Accenture continues to pay its portion of medical insurance, and when the sabbatical has run its course, employees are guaranteed the same jobs they left, now at regular pay. According to Accenture’s Sharon Klun, program statistics show employees at all levels of the company use the program at similar rates, though women are more likely than men to participate. What’s the advantage for Accenture? The company believes sabbaticals will help them retain women, who tend to have more family responsibilities than men, and lure Generation Y men and women recruits who want to work hard, but don’t want work to be their life.

## A WALK IN THE PARK

### U.S. ENVIRONMENTAL PROTECTION AGENCY AT RESEARCH

**Federal Government Agency**

**Headquarters: Washington, DC (18,000 employees nationwide)**

**Winning Site: Durham, North Carolina (1,300 employees)**

Dilbert would be able to abandon his cubicle almost any time he wanted if he worked for the **U.S. Environmental Protection Agency’s** field office in Durham, North Carolina. Employees there can decamp for the benches and tables the agency has set up on its wireless campus. “Employees regularly hold meetings while walking the two-mile path around the campus lake,” said the EPA’s Chris Long, and though staff can’t plug in their computers when they’re out in the woods, they can read, write and conduct discussions with coworkers.

## TEARING DOWN THE WALLS

### CAPITAL ONE FINANCIAL

**Financial Services Company**

**Headquarters: McLean, Virginia (21,000 employees worldwide)**

**Winning Sites: Richmond, Virginia (3,276 employees) and Washington, DC (834 employees)**

Real estate costs have been slashed, productivity has increased and employee satisfaction has soared as **Capital One Financial**, the banking giant, has launched a pilot giving more than 1,000 employees choice as to where they’d like to work. Basically, most staff involved in the program now works away from the office much of the time. When they do come to the bank, most just look for an empty workstation to use that day, rather than having office space dedicated only to their own use.

Sound complicated? Here’s how it works: staff in the Richmond, Virginia area can elect to work in the same office every day. Or, they can work at home or at a customer’s office one or two days a week. On the other days, they find an empty cubicle at Capital One to plug their laptops into. Finally, some employees can work almost entirely at home, getting all the technology they need plus a \$1,000 furniture allowance to ensure a good, ergonomically-sound home office. They go to Capital One when they need to be in the office, and plug into an empty cubicle.

“All employees get the tools they need to be successful,” said Capital One’s Noreen Covino, including BlackBerries, cell phones and laptops that can plug into any of the bank’s available workstations. In addition, these laptops have a wireless functionality compatible with any “hot spot” the employee can find anywhere in the nation. Tool kits and training also help managers and staff navigate the changes involved in working without a lot of face-to-face involvement.

Almost two years after program launch, 80 percent of employees say they’re satisfied with their workplace, up from 57 percent. And the bank can consolidate its real estate portfolio dramatically, gaining the ability to house 800 employees in space that previously accommodated 300. With those results in hand, Capital One is expanding the program to include 3,000 workers this year.

## CHAPTER 8 - IN THEIR OWN WORDS

### The Alfred P. Sloan Award winners share how their organizations make work “work.”

#### **ALBERT KAHN ASSOCIATES, INC.**

**Architectural Firm**

**Wining Site: Detroit, Michigan (200 employees)**

“When Albert Kahn employees named work life balance a key workplace need, management responded. Today, some of our staff work four 9-hour days and shortened Fridays. Others telecommute from home one day a week, and tell us that cutting drive time alone gives them more time to spend with their families. Employees have been diligent in upholding internal and external client demands to ensure they can retain this flexibility; indeed, the effects on business results have been so positive, that clients and competitors alike have voiced interest in implementing similar programs in their own offices.”

#### **THE ASHLEY INN**

**Lodging, Resort and Conference Accommodations**

**Winning Site: Cascade, Idaho (30 employees)**

“At the Ashley Inn, we see richness in the challenges our employees face at work. Many of our people have special needs with respect to time schedules, shift lengths, child- and parent-care needs, housing requirements and mental and physical challenges. All these situations could have been barriers to our company’s success. But we reviewed our employees’ needs, and by addressing them wherever we could, we have gained staff members who see themselves as devoted members of the Ashley team, fortifying each of our departments, reducing employee turnover and strengthening the bottom line.”

#### **ATLANTIC HVACR SALES, INC.**

**HVACR Manufacturers’ Representative**

**Winning Site: Oceanside, New York (12 employees)**

“Flexibility drives an increase in discretionary effort at Atlantic HVACR Sales, with employees at all levels taking on an ownership role in the company. Productivity flourishes, a high level of customer service is attained, and employees are happy to have balance in their work and their personal lives. David Mann, who launched the business 12 years ago with one assistant, who was a single mother of two, believes everyone wins when employees are able to work from home, take time off from work for a doctor’s appointment, or bring a child to work when child care falls through.”

#### **BROGAN & PARTNERS CONVERGENCE MARKETING\***

**Advertising/Marketing/Public Relations Firm**

**Winning Site: Detroit, Michigan (36 employees)**

“Working today may not be a choice, but *where* the best talent works is a choice, particularly for people who want to lead interesting, meaningful lives—they want their time at work to support their life and family goals. Our marketing company uses flexibility as a way to help ensure that people *like* their work and see it as something that benefits their family, rather than detracts from it. We believe flexibility has a strategic purpose at Brogan & Partners. It helps us attract and retain the best people, which is exactly what we need to give our clients the best services.”

---

\* Alfred P. Sloan Award Winner in both 2005 and 2006



## **CAPITAL ONE FINANCIAL**

**Financial Services Company**

**Headquarters: McLean, Virginia (21,000 employees worldwide)**

**Winning Sites: Richmond, Virginia (3,276 employees) and Washington, DC (834 employees)**

"Capital One recently reduced the amount of office space it used, replacing cubicles with mobile workstations and giving many staff members options to work at home. We also gave employees lap tops, BlackBerries and other tools that let them work when and where they want. Not only is Capital One reducing real estate expenses through this initiative, but overwhelmingly employees report that the new arrangement makes them more productive, reduces the time it takes to get information from other employees and makes the atmosphere more creative." [See Five Bold New Ideas.]

## **CHANDLER CHAMBER OF COMMERCE**

**Nonprofit Economic and Workforce Development Organization**

**Winning Site: Chandler, Arizona (10 employees)**

"Flexibility at the Chandler Chamber of Commerce has helped build a dynamic working group that keeps the bottom line strong, generating new ideas for revenue. We strive to meet each employee's individual career and personal needs; that focus on the individual has translated into a highly committed team. In addition to offering flexible work arrangements, we hold a 'Fun Day' one Friday each month. All staff members take a turn suggesting something the group can do during one of these Friday afternoons, whether it's going to a movie, making pottery or playing poker. The group kicks back, speaks informally and finds ways to further strengthen their work together."

## **CHATTERBOX LLC**

**Designers of Stationary and Scrapbook Materials**

**Winning Site: Nampa, Idaho (17 employees)**

"Chatterbox is a pioneer in the scrapbooking industry, and, to be successful, we need happy, creative employees. That puts a premium on flexibility, and the kind of atmosphere people need to generate new ideas. Our motto is 'we lead and inspire meaningful lives,' and we see flexibility as a key aspect of that goal. Our doors are always open to employees' spouses and children, and every week we invite them to a 'Friday Fun Lunch.' When our people are happy—when they feel they're leading and inspiring meaningful lives—it translates into the products and services we sell to our customers."

## **CIVIL SEARCH INTERNATIONAL, LLC**

**Executive Recruiters**

**Winning Site: Tempe, Arizona (18 employees)**

"Years ago, as it became tougher to hire and retain commission oriented sales people, Civil Search International decided to improve its work environment through a variety of initiatives including increased flexibility. Options ranged from flexible hours to job sharing to telecommuting. We also began leveraging new technologies that let our employees access our entire set of online business tools from home. We are certain that our extremely high employee retention—and our 50 percent yearly growth over the last four years—are directly related to the flexibility we provide."

## **CLIFTON GUNDERSON LLP**

**Accounting Firm and Business Consulting**

**Headquarters: Peoria, Illinois (1,500 employees nationwide)**

**Winning Site: Phoenix, Arizona (65 employees)**

"Flexible work arrangements at Clifton Gunderson have allowed our firm to become more productive and serve our clients better. Individual employees design the flexible work arrangement they want, completing questionnaires that help them explore the impact on business operations. Employees and their supervisors

discuss these issues at greater length, and if all the relevant business issues and contingency plans are well defined, the change is likely to be approved. Staff who have participated in this process tell us they feel less stress, handle personal emergencies more easily and have more opportunities for skill building and career growth, all in keeping with our firm's mission: Growth of our People, Growth of our Clients, All Else Follows."

#### **DOW REICHHOLD SPECIALTY LATEX**

**Latex Developer, Manufacturer and Distributor**

**Winning Site: Research Triangle Park, North Carolina (60 employees)**

"At Dow Reichhold Specialty Latex, a joint venture with Dow Chemical and Reichhold Chemical, we believe our people do their best work when they can be equally successful as parents and community members. That's where flexibility matters. We make sure employees can attend school activities with their children, take parents to medical appointments and assist with community activities. Providing this balance has given us a more productive, stable and reliable workforce."

#### **DJM SALES & MARKETING, INC.**

**Sales Services**

**Winning Site: Boise, Idaho (39 employees)**

"DJM Sales & Marketing was founded by a woman seeking a flexible environment, and committed to providing the same kind of workplace to her employees. She enabled a single mother on bed rest to work from home during a pregnancy, for example. Flexibility can create extreme loyalty among employees and the acknowledgement of this award has drawn some great new employees to our organization. It's well worth the effort to put flexibility in place."

#### **EMBOLDEN DESIGN, INC.**

**Web Design and Development, and Online Marketing and Strategic Consulting**

**Winning Site: Pawtucket, Rhode Island (11 employees)**

"Putting flexible work options into practice has helped Embolden grow into one of the leading Web development firms in New England, with sales increasing 4,000 percent since Embolden's inception nine years ago. President Ann-Marie Harrington encourages her employees to balance their work and personal lives because she believes that happy employees are good for business. Flexibility options at Embolden include generous personal time off, part-time schedules, compressed schedules, non-traditional shifts and telecommuting."

#### **G. R. RUSH & COMPANY, P.C.**

**Accounting Firm and Financial Consulting**

**Winning Site: Chattanooga, Tennessee (31 employees)**

"G. R. Rush & Company is committed to excellence in our workplace and in the way we serve our clients everyday. That commitment has evolved into a tax department that includes eight "seasonal" mothers with CPA designations, accounting and masters degrees and 20 children among them. They work 50 to 60 hours a week during tax season and take the summers off. Other employees, using a virtual private network (VPN), can work at home to take care of sick children, attend their children's activities or take care of other family responsibilities. This department has a very low turnover rate, exceptionally strong teamwork and a demonstrated commitment to superior client service and business standards."

#### **HENRY & HORNE, LLP**

**Accounting Firm and Financial Consulting**

**Winning Sites: Tempe, Scottsdale, Casa Grande and Pinetop, Arizona (140 employees)**

"Our firm continues to grow, our employees are some of the best in the accounting industry and our turnover is well below the industry norm. We do face deadlines (April 15th!) and during our busier periods, expect associates to do whatever it takes to serve clients. But during slower times, we encourage associates to take time for themselves. About 30 percent of our population is now working less than full time, and we

will remain open to that option. When they want to transition to full-time schedules, it is our goal to keep them rather than lose them to the competition.”

**JEWISH COMMUNITY FEDERATION OF GREATER CHATTANOOGA**

**Nonprofit Social Service Organization**

**Winning Site: Chattanooga, Tennessee (14 employees)**

“Responsible and dedicated employees perform best in a workplace that trusts them. Our organization has gained increased efficiency, productivity and heightened morale as we’ve responded to employees’ needs. We find, in fact, that employees often work more hours than they normally would when they are able to help determine how they can best perform their duties.”

**KLARIS, THOMSON & SCHROEDER, INC.**

**Business Valuations and Consulting Services**

**Winning Site: Long Beach, California (10 employees)**

“Increased productivity and enhanced employee commitment have resulted from flexible work practices at Klaris, Thomson & Schroeder. Employees sparked our interests in flexible options; with changes in the workforce and the workplace, they needed help in balancing their work and personal lives. It has made our consulting firm proud to give staff members these options. They are thriving in an environment that is both more relaxed and more productive. So is our business.”

**KPMG LLP**

**Accounting Firm and Business Consulting**

**Headquarters: New York, New York, with administrative offices in Montvale, New Jersey**

**(113,000 employees worldwide)**

**Winning Sites: Chicago, Illinois (1,127 employees) and Washington, DC (1,200 employees)**

“In our annual employee survey, our staff tells us over and over that, while business operations can be stressful, they greatly appreciate the firm’s willingness to respond to their personal needs. For example, after one employee’s child was recently diagnosed with cancer, his whole workload was rearranged so he could spend more time with his child. This kind of flexibility is key to our success: in the demanding and highly-competitive field of accounting, flexibility helps us retain the best and brightest, and give our clients superlative services.”

**LEE HECHT HARRISON\***

**Career Management and Leadership Consulting**

**Headquarters: Woodcliff Lake, New Jersey (500 employees nationwide)**

**Winning Sites: Dallas, Texas (20 employees) and Richmond, Virginia (12 employees)**

“Removing the restrictions of a 9 a.m. to 5 p.m. work schedule, Lee Hecht Harrison (LHH) has increased its productivity and made it easier to recruit and retain employees. Even more significant is the fact that customer service has improved, as colleagues’ varying schedules have given clients even more flexibility in scheduling time to talk to LHH colleagues. We’re also extremely proud to let colleagues make up for work time they’ve had to miss to handle a family responsibility; that practice has made employees very happy and resulted in work consistently completed on schedule.”

**LEFKOWITZ, GARFINKEL, CHAMPI & DERIENZO P.C. (LGC&D)**

**Accounting Firm and Financial Consulting**

**Winning Site: Providence, Rhode Island (63 employees)**

“In the early 1980s, Susan Johnson, Audit Principal, and her colleague, Pamela Sawin, were expectant mothers and concerned about balancing their family lives with the 60-hour workweeks required during the

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\* Alfred P. Sloan Award Winner in both 2005 and 2006

accounting firm's busiest season. Recognizing Susan and Pamela's enthusiasm and dedication to both client service and to the firm, LGC&D offered them flexible schedules. Susan and Pamela laid the foundation for LGC&D's ability to employ and retain individuals whose interests are best served by flexible schedules. Currently, 30 percent of LGC&D's approximately 70-member workforce is on flexible schedules, many of them working mothers."

**LONG BEACH AREA CHAMBER OF COMMERCE**  
**Nonprofit Economic and Workforce Development Organization**  
**Winning Site: Long Beach, California (10 employees)**

"Flexibility is a huge help in enabling a lean staff at the Long Beach Chamber of Commerce to serve local businesses with wide-ranging services. We provide cell phones and wireless laptops to chamber of commerce staff with flexible schedules, and they become able to schedule work around their family obligations. An employee may have a breakfast event at 6:30 a.m., a dinner event at 7 p.m.—and go home in between to pick up children. Another staff member can maintain a Web site working on wireless Internet adjacent to a meeting he has scheduled. For us, flexibility and productivity go hand in hand."

**MCKINNON-MULHERIN, INC.\***  
**Technical Writing and Instructional Design Firm**  
**Winning Site: Salt Lake City, Utah (13 employees)**

"We created McKinnon-Mulherin as a business where we ourselves would want to work, a firm that attracted and kept great employees and supported their lives outside the office. Our employees don't have to use vacation, sick or holiday time to do something like go to the doctor, and if they want to work at home, we support that. Of course, customers have to come first, and if an employee can't meet with a customer at a certain time, he or she makes certain someone else is in place to handle the client's needs. This flexibility has worked out beautifully for employees, and also for our company, where the work can be deadline-driven and stressful. People who can handle the pressure don't abuse flexibility, they treasure it."

**MCQUEARY HENRY BOWLES TROY, LLP\***  
**Insurance Company**  
**Winning Site: Dallas, Texas (168 employees)**

"We've seen benefits from flexibility that include extremely low turnover (less than 6 percent this year), a great reputation as an employer of choice and the ability to spend almost nothing advertising job openings or paying head hunter fees. For years we have had flexible work schedules, given our employees time off with pay to participate in voluntary efforts within our community and had employees who worked part time or from home. What makes me proudest about our insurance company's commitment to workplace flexibility is that it has been engrained in our culture for so long that we do not really do that much to emphasize it; it is simply how we operate normally."

**MENLO INNOVATIONS LLC**  
**Software Design and Development Organization**  
**Winning Site: Ann Arbor, Michigan (13 employees)**

"Outstanding team productivity drives success at Menlo, even more so than individual productivity. We have set aside the hero-based, superstar model of teambuilding, and replaced it with a flexible approach that embraces change and welcomes new challenges. Pairing our workers in an open and collaborative environment, we are able respond to employees who want to take time away from work to spend summers with their children, care for a sick child or hike through South America while on a sabbatical from Menlo."

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\* Alfred P. Sloan Award Winner in both 2005 and 2006

## **NATIONAL COURT APPOINTED SPECIAL ADVOCATE (CASA) ASSOCIATION**

**Nonprofit Community Organization**

**Winning Site: Seattle, Washington (31 employees)**

"Life can be complex, and we believe people are at their best in environments offering a healthy balance between work and other life endeavors including family and volunteering. National CASA has a long history of low turnover and workplace flexibility is one of the contributing factors. It's given us a positive impression in our community and brought many prospective employees to our door. Certainly our employees appreciate it; when they do leave for other opportunities, they find flexibility unavailable at many other employers."

## **NORTEL**

**Voice and Data Communications**

**Winning Site: Durham, North Carolina (2,535 employees)**

"Nortel's commitment to workplace flexibility is demonstrated in its workforce. Fully 80 percent of our people have the equipment they need to work wherever it's convenient, and 10 percent are based at home. So we're beautifully equipped to get our work done, and, in a crisis, we're much less effected than conventional workers. Plus, we're proud of our environmental impacts, like reduced GHG emissions and road congestion. Technology enables us to work in a variety of environments—at home, at work, on the road—increasing personal productivity at the same time we're balancing our work and personal lives."

## **PEACEPARTNERS, INC.\***

**Nonprofit Community Organization**

**Winning Site: Long Beach, California (14 employees)**

"PeacePartners' employees address critical needs of diverse North American locales. Flexibility has been essential to us in attracting qualified people who know the demands of their unique communities, yet it's important to recognize that flexibility puts demands on both employers and employees. Employees must be self-driven problem-solvers who can communicate effectively. The organization, on the other hand, must be adaptable, willing to listen and able to provide appropriate technology and systems for long distance accountability."

## **ROSSETTI\***

**Architectural Firm**

**Winning Site: Southfield, California (43 employees)**

"Rossetti realizes that each individual is an important asset and tries to be sensitive to staff members' needs. Our employees are more relaxed and productive when they can balance their work and home environments, and they gain a sense of respect and appreciation from the company. It may sometimes require extra time to respond to employees' needs, but it does relieve stress. We can all focus more closely on our clients and benefit the bottom line."

## **STATE MORTGAGE**

**Home Mortgage Bankers & Brokers**

**Winning Site: Scottsdale, Arizona  
(76 employees)**

## **HACIENDA BUILDERS**

**Home Design and Construction**

**Winning Site: Scottsdale, Arizona  
(111 employees)**

"At State Mortgage and Hacienda Builders, we strive to provide top-quality service to our clients, and we believe respecting our employee's personal lives is a natural extension of that goal. Our flexibility practices have won great honors for us—the *Phoenix Business Journal* named us one of our area's best places to work, for example—and we've seen numerous positive business effects as well, including increased loyalty and high morale, which have both enhanced client interactions, customer referrals and bottom-line benefits."

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\* Alfred P. Sloan Award Winner in both 2005 and 2006

## **STAYNER, BATES & JENSEN, P.C.**

**Accounting Firm**

**Winning Site: Salt Lake City, Utah (19 employees)**

"Flexibility has helped us manage the tax-season crunch at Stayner, Bates & Jensen, and reduce staff during the off-peak season. We've also become more successful retaining staff, a big accomplishment in a profession now experiencing a shortage of qualified accountants nationwide. Our first step in achieving these ends was offering flex time for working parents with school-age children. Later, we added options for working at home, educational training, college internships and part-time and seasonal employment. In the process, we reduced our training expenses and increased the quality of client service."

## **TECHNOLOGY PROVIDERS, INC.**

**Turnkey Multimedia Products**

**Wining Site: Chandler, Arizona (18 employees)**

"Each one of our staff members is unique, with specific needs for flexibility, and we began offering them more and more workplace choices as we saw how trustworthy and committed they were. One of our employees relocated due to her husband's job, but when we recognized her value to our clients, we enabled her to work remotely. It is our employees who got Technology Providers where we are today, and we realize we will always need to find new ways to keep them happy, because they pass that attitude on to our clients."

## **TRICYCLE, INC.**

**Providing Services to Interior Designers and Manufacturers**

**Winning Site: Chattanooga, Tennessee (18 employees)**

"At Tricycle, we hire employees who bring remarkable skill sets to their roles, and we know that flexible hours and opportunities to work offsite are just two policies that reflect our trust and confidence in them. It is our experience that employees with a large measure of control over their hours—along with the processes and methodologies they use—are more engaged in their work and care more about the quality of the products they deliver and the performance they consistently demonstrate."

## **UTAH FOOD SERVICES**

**Full Service Catering**

**Winning Site: North Salt Lake City, Utah (150 employees)**

"When Robert and Susan Sullivan purchased this catering company in 1994, their guiding principle was, 'Give him/her a chance...regardless.' Since then the company has increased its revenues by 1,220 percent and expanded in several new directions, all the time providing employment to the mentally and physically challenged, retirees, youth groups, political refugees and individuals in recovery programs. The firm provides great workplace flexibility, matching employees' schedules and capabilities with their own business needs. In addition, the firm offers other benefits including profit sharing, 401(k) matching and bonuses, all creating a vested interest among both management and hourly staff in the catering company's success."

## **WITHINREACH**

**Nonprofit Health and Human Services Information and Referral**

**Winning Site: Seattle, Washington (21 employees)**

"WithinReach endeavors to ensure the health of all Washington families—an effort that begins with our own families. We make every effort to provide flexibility to our employees so they can balance a healthy work and family life. Staff work part time and have flexible schedules. When child care is unavailable, staff can work from home. Parents can bring their babies to work, and a lactation room helps mothers continue breastfeeding. As a result, our employees are healthier, more productive—and they stay with us for a long time. The goal of fostering healthy families and healthy lives guides everything we do."



## CHAPTER 9 - FOR EMPLOYERS: GETTING STARTED

### Sloan Award winners give their advice on putting flexibility into action.

Sloan Award winners have embraced flexibility as a way to solidify customer relationships and reduce hiring and training costs. Perhaps equally important, these employers have learned that by giving people more responsibility and accountability over their time at work—even in a limited way—they can build a workforce that is even more engaged and committed, and more resilient in withstanding change. Here are winners' suggestions for putting greater flexibility into place.

**See flexibility as a strategic business tool.** Research by Families and Work Institute reveals that flexibility is as important a component of an effective workplace as the other more traditionally understood components, such as learning opportunities, input into management decision making, job autonomy, and supervisor and coworker support for job success. In the past, flexibility was seen at best as a “perk” or an accommodation to employees and at work as a business problem. In responding to the changes in the economy, the workplace and the workforce in the 21<sup>st</sup> Century, these Sloan Award winners are increasingly likely to see flexibility as a management tool to help them be productive.

**Be clear on the business gains you plan to achieve.** Are you competing for top talent? Trying to reduce the costs of hiring new people? Ernst & Young (E&Y) was specifically addressing the retention of women who were leaving the firm faster than men did. Now, 10 years later, flexibility is among several factors that have helped E&Y retain women and men at the same rate. Make sure that you know what you want to achieve and, if possible, put metrics into place to measure your success in making change.

**Involve top and middle management.** Involve your top people from the start, and communicate the business gains you expect. If they have reservations, respond by offering to try a pilot first and then assess its impact on business gains. Top leaders always want to learn what other competitors are doing, so share the stories from these pages or from other companies they respect. It is possible that you will meet resistance from top management because they feel overworked. You may need to help them try out more flexibility in their own lives.

You also need to involve middle managers in the change process. Beginning with a pilot using managers who want to experiment may be the best way to begin. Then you can let the success stories spread, manager to manager.

**Find out what aspects of flexibility employees value most.** It is important not to try to solve a problem unless you are clear about what the exact problem is. Intel recommends bringing together small groups of people for informal discussions and asking them what kinds of flexibility they need. Typically, employees describe needing flexibility when emergencies arise, such as a sick child or the need to take an elderly parent to the doctor.

**Define flexibility as working for both the employee and the employer.** The definition of flexibility that *When Work Works* uses is that flexibility has to benefit *both* the employee and the employer. You need to establish this definition right from the beginning. Ask employees how having flexibility will maintain or improve business results and make sure that the employees know that they are accountable for these results. Include in the discussion how the employees will ensure that work gets done on time and that deadlines are met. Are they willing to come in earlier? Work from home at times? Setting the stage with this dual perspective will help make sure that flexibility helps both your organization and your employees.

**Keep scheduling simple.** Managers in many flexible organizations sometimes let their employees plot out their schedules for a stated period of time—every month, for example, or every quarter. Using a big calendar, staff members work among themselves to commit to specific days and hours, ensuring full coverage. As the Government Accountability Office finds, employees place great value on these arrangements and make them work.

**Build flexibility into the assembly line.** Intel's success hinges on big factories running 24 hours a day, with highly sophisticated and expensive equipment operating at full capacity. The organization nonetheless gives its people on the shop floor opportunities for flexibility—the ability to work four 10-hour days, for example, and then get three days off. Unexpected needs for time off can be harder to manage, but employees in a pinch can generally find colleagues able to substitute for them.

**Put your technology to work.** Most employers use a fraction of the technology they have on hand. The Puget Sound Center for Learning is an exception, fully exploiting their telephone, computer and e-mail systems in ways that allow all the organization's people to remain in immediate touch whether they're in the office, at a relative's bedside or waiting for a flight in an airport. Many employees joined the organization with little knowledge of some of these tools, but when they understand their importance to workplace flexibility, they learn quickly.

**Communicate about flexibility.** Put information about flexibility on your internal Web site if you have one. Talk about flexibility in meetings and generally integrate the message into whatever communications you use in your organization.

**Create a culture of flexibility.** This is where the rubber meets the road: an organization can have many programs and policies on the books, but be inflexible and, conversely, have few written policies but be very flexible. Companies create a culture of flexibility by having their top leaders speak out about flexibility, by including questions on flexibility on organizational surveys and rewarding those who manage it best, as First Tennessee does, and by having an ombudsperson for managers or employees to go to if they can't find a win-win in implementing flexibility—this person can work with them to resolve this situation.

**Ensure that managers who use flexibility well are recognized and rewarded.** Sloan Award winners recognize when managers who manage flexibility are spotlighted, recognized, and rewarded financially, that they will create the kind of flexibility that works for both the employer and the employees.



## CHAPTER 10 - FOR EMPLOYEES: GETTING STARTED

### How to Make a Winning Bid for Workplace Flexibility

Flexibility can deliver big gains to both employers and their staff members, but it is never an entitlement, so it's important that you do some careful planning in approaching your supervisor.

**Figure out what you need.** Enough flexibility to help care for an elderly relative? Time to finish your college degree? You may not need to reduce your hours at all, but rather move to "flex time" instead, handling some of your responsibilities during the evening, for example. Then again, it may be important to you to reduce your number of work hours. Or perhaps you want a flex career where you move on and off the fast track. Be clear about what you're trying to achieve.

**Scope out your own working style.** If you want to handle some of your work at home, think honestly about your work habits. Can you reliably stick to the schedule you select? To work from home, you need to be a self-starter who takes initiative, works independently and deals effectively with the distractions that are inevitable in your own house. When you have a flexible schedule, it's more important than ever to meet deadlines and productivity expectations, because people will no longer be judging you by the amount of time you spend in the office. You will also need to develop a plan to stay connected to your work group, such as coming in once or twice a week and participating in your work group's events, training or meetings.

**Identify the equipment you'll need.** If you want to work from home, make sure your home has a place where you can keep your papers and equipment organized and untouched by friends and family. Consider whether you will need equipment, technology support or other resources from your company. And understand who's going to pay for it—some companies cover these expenses, but not all do.

**Understand your employer's policies.** Talk to the people responsible for personnel guidelines, read the employee handbook and talk to other employees about their experiences with flexibility because understanding the "culture of flexibility" is as important as understanding the policies. Even if your company doesn't currently offer the kind of flexibility you want, you can still be the first pioneer.

**Evaluate the impact on your career.** Could this arrangement affect your promotion prospects? Will it remove you from consideration for a role you want now or in the future? If you don't want that to happen, see if you can develop ways to move on and then back on the fast track. You also need to think about how the flexible arrangement will impact your income, and your eligibility for benefits, such as health care coverage and retirement pension.

**Think about the affect on customers and colleagues.** How can you ensure that work will flow smoothly after you've begun to work more flexibly? Talk with employees who have worked flexibly to understand the possible disruptions and how they are best averted. What advice would colleagues and supervisors give you? Use this information in shaping your own plan, creating a few options that work well for you *and* your company, customers, supervisors and coworkers.

**Have a plan for staying in touch.** It is critical to any arrangement that your supervisor, coworkers and clients know how they can reach you, if they need to. If you work part time, job share, or have a compressed workweek, you also need to decide on how accessible you want to be on days or times when you're not at work.

**Have a plan for dealing with emergencies.** If you want a flex time schedule where you come to work early and leave early, for example, figure out how problems that arise after you leave will be handled. Make sure these solutions are realistic, and don't shift too much responsibility onto others. Supervisors are more open to flexible arrangements when they see employees have thought about their work requirements

as much as they've thought about their own personal needs. And there are times when your coworkers and supervisor need to reach you. You will have to be open to that and have systems in place so that you can easily be reached.

**Create a business case for flexibility.** Flexibility must work for both your employer and you. Determine what business problem you are addressing by working flexibly. Determine how the results of this plan will be measured. If you have metrics to assess whether working more flexibly is working for your employer and you, then your employer will be more open to it.

**Understand your supervisor's experiences with flexibility.** Has your supervisor ever managed someone working flexibly? If so, have his or her experiences been positive or negative? If your supervisor (or someone close to him or her) has had a negative experience, it is important to present why your situation is different and why the results will be positive this time.

Just because your supervisor has had responsibilities for the care of children or elderly parents doesn't mean that she or he will be positive about flexibility. It might help, but it might mean that your supervisor will say, "I managed without flexibility. Why can't you?"

**Play to your supervisor's style.** How does your supervisor respond to new proposals? Is it better to give your supervisor forewarning or not? Does she or he respond to emotion or numbers? Data are typically useful, so you may want to draw on Families and Work Institute resources to help make your case. Remember to present your case from both your own and your supervisor's perspective.

**Be flexible about working flexibly!** Offer your supervisor options. It is usually best to not present just one option. Most supervisors like to be part of the decision-making process.

**Suggest a trial period.** Agree to a specific timeframe as well as the way you are going to evaluate the success of your working flexibly. Build in a process for continuing to make improvements so that if problems arise, you can make changes to the arrangement. Supervisors tend to be more positive if they know they aren't signing on to a forever situation, and that changes can be made if things aren't working as well as they might.

Flexibility has to be approached thoughtfully—you can't just rush in and expect everything to fall into place. The arrangements are well worth it, however, paying real dividends for both employees and their supervisors.

## LIST OF 2005 - 2006 ALFRED P. SLOAN AWARD WINNERS

### Boise, ID

American Geotechnics  
 American Red Cross of Greater Idaho  
 The Ashley Inn  
 The Cat Doctor  
 Chatterbox  
 DJM Sales & Marketing, Inc.  
 Healthwise  
 Hewlett-Packard Company  
 Idaho Shakespeare Festival

#### *Honorable Mentions:*

Givens Pursley LLP  
 St. Luke's Regional Medical Center

### Brooklyn, NY

Urban Monster

### Chandler, AZ

Arizona Spine and Joint Hospital  
 Chandler Chamber of Commerce  
 Civil Search International, LLC  
 Clifton Gunderson LLP  
 Hacienda Builders  
 Henry & Horne, LLP  
 Intel Corporation  
 Jewish News of Greater Phoenix  
 Martinez & Shanken, PLLC  
 RIESTER  
 State Mortgage  
 Technology Providers, Inc.

#### *Honorable Mentions:*

The Go Daddy Group, Inc.  
 International Institute of the Americas  
 Microchip Technology Inc.  
 Today's Women's Health Specialists  
 US Airways  
 Wist Office Products

### Chattanooga, TN

Center for Community Career Education at  
 The University of Tennessee, Chattanooga  
 Chattanooga's Kids on the Block  
 First Tennessee Bank  
 G. R. Rush & Company, P.C.  
 Jewish Community Federation of  
 Greater Chattanooga  
 Tricycle, Inc.

#### *Honorable Mention:*

UnumProvident

**\* Winners in both 2005 and 2006**

### Chicago, IL

Accenture  
 Association Forum of Chicagoland  
 Ernst & Young  
 KPMG LLP  
 Maxil Technology Solutions

### Dallas, TX

Accenture  
 The Beck Group  
 Brinker International  
 CareerLink Companies  
 Center for Housing Resources, Inc.  
**Community Council of Greater Dallas\***  
 Fleishman-Hillard Dallas  
 Kaye/Bassman International  
**Lee Hecht Harrison\***  
**McQueary Henry Bowles Troy LLP\***  
 Medical City Dallas Hospital  
 The Salvation Army Greater Dallas Metroplex  
 Area Command  
 Texas Instruments  
 TravisWolff & Company, LLP

#### *Honorable Mentions:*

Irving Convention & Visitors Bureau  
 Shippers Warehouse, Inc.

### Dayton, OH

*Honorable Mention:*  
 Enterprise Rent-A-Car

### Detroit, MI

Accenture  
 Albert Kahn Associates, Inc.  
**Amerisure Insurance Company\***  
**Brogan & Partners Convergence Marketing\***  
 Detroit Parent Network  
**Detroit Regional Chamber\***  
 Farbman Group  
 Menlo Innovations LLC  
 Plexus Systems  
**Rossetti\***  
 Visteon Corporation

### **Durham, NC**

Community Partnerships, Inc.  
 Dow Reichhold Specialty Latex  
 Durham Convention & Visitors Bureau  
 Durham Family Court  
 Durham's Partnership for Children  
 Nortel  
 Shodor Education Foundation, Inc.  
 U.S. Environmental Protection Agency  
 at Research Triangle Park

#### *Honorable Mentions:*

Cardinal State Bank  
 Eno River Labs, LCL  
 Hill, Chesson & Woody Employee Benefit Services

### **Long Beach, CA**

Boys & Girls Clubs of Long Beach  
 D&B - Dun & Bradstreet  
 Klaris, Thomson & Schroeder, Inc.  
 Long Beach Area Chamber of Commerce  
 Office Furniture Group, Inc.

#### ***PeacePartners, Inc.\****

Ward's Furniture

#### *Honorable Mention:*

Taco Bell, Corp.

### **Long Island, NY**

Atlantic HVACR Sales, Inc.

#### *Honorable Mentions:*

Albrecht, Viggiano, Zureck & Co., P.C.  
 Middle Country Public Library  
 OSI Pharmaceuticals, Inc.

### **Providence, RI**

Atrion Networking Corporation  
 Citizens Financial Group Inc.  
 Clarendon Group, Inc.  
 Embolden Design, Inc.  
 KPMG LLP  
 Lefkowitz, Garfinkel, Champi & DeRienzo P.C.  
 North Star Marketing  
 Quality Partners of Rhode Island  
***Rhode Island Housing\****  
 Rhode Island Legal Services, Inc.  
 Sojourner House, Inc.

#### *Honorable Mention:*

Family Service of Rhode Island, Inc.

**\* Winners in both 2005 and 2006**

### **Richmond, VA**

Bon Secours Richmond Health System  
 Capital One Financial  
 Lee Hecht Harrison

### **Salt Lake City, UT**

ARUP Laboratories  
 Carter & Burgess, Inc.  
 Cooper Roberts Simonsen Associates  
 Creative Expressions  
 Enterprise Rent-A-Car Company of Utah  
 Jones, Waldo, Holbrook & McDonough, PC  
***McKinnon-Mulherin, Inc.\****  
 Radius Engineering Inc.  
 Stayner, Bates & Jensen, P.C.  
 Utah Food Services

### **Seattle, WA**

ColorsNW Magazine  
 DHI Technologies, Inc.  
 Macy's Northwest  
 National Court Appointed Special Advocate  
 (CASA) Association  
 NRG::Seattle  
 Personnel Management Systems, Inc.  
 Puget Sound Center for Teaching,  
 Learning and Technology  
 U.S. Government Accountability Office  
 WithinReach

### **Tampa, FL**

Kingery & Crouse Certified Public Accountants  
 Retail Merchandising Xpress

### **Washington, DC**

Bailey Law Group, PC  
 Capital One Financial  
 Discovery Communications, Inc.  
 KPMG LLP