

# PROFITABLE ALTERNATIVE WORK PROGRAMS

By Rick Albiero & Jennifer Verive

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This handout is a companion to the slide handout, providing more detailed content and information for some of the slides. Please feel free to contact Rick or Jennifer with any questions.

Rick: 415-826-1554, [rick@telecommutingadvantage.com](mailto:rick@telecommutingadvantage.com)

Jennifer: 775-885-7593, [jverive@wrvinc.com](mailto:jverive@wrvinc.com)

## SLIDE 6

### Basic Alternate Work Program Types

- **Telework** (e.g., Telecommuting, Remote Work)
  - Work from some where other than the main office, using technology to get work done.
  - Full-time, part-time, situational
- **Compressed Workweek**
  - Work extended day for a shortened work week.
- **Flexible Schedules**
  - Work at non-peak hours
- **Compressed Workweek:**
  - 4-day workweek (also called 4/40): 10-hour days 9/80: 80 hours in 9 days **Shifted Workday:**
    - Working 10:30 a.m. to 6:30 p.m. instead of 9 to 5. **Split Workday:** Working from 9 to 3 and then 6 to 8 on a given day. **Day-of-the-Week Flex:** Work hours are different on any specific day of the week. For example, flexing on Fridays by starting work at 7:30 a.m. instead of 9:00 a.m. **Partial Telework Days:** Working the beginning and/or end of day from home.

### Case Studies: Mixed Programs in Action

- **UCSB:** Telework, Compressed Workweeks
  - Over 25% participation in flexwork program.
  - “Time to Hire”, employee satisfaction, productivity metrics.
- **INCA Engineering:** Telework, Remote Collaboration
  - Partial day telework popular, addresses parking issues.
  - Productivity and customer satisfaction metrics.
- **Marriott:** Telework, CWW's, Flexible Schedules
  - Employee satisfaction and engagement metrics.
  - Managers allowed to select types of CWW's and flexible scheduling.

### Case Study—Telework Supports Northrop Grumman's Business Situation at Northrop Grumman:

- Major competition for employees with security clearance
- Regional traffic conditions continuing to worsen
- Regional, long-term metro construction
- High levels of employee turnover
- Employee compensation top tool for employee retention

### Solution: Implement a Formal Telework Program

- Increased employee retention rates
- Included in employee recruiting efforts
- Improved employee satisfaction rates

- Long-term goal of reducing new office-space needs
- They relate to short, mid-, and long-term bottom-line goals.
- Quantifying metrics provides major ROI
- They're specific to each organization. Want to match income opportunity of organization issues, program goals, & strategic vision.
- They encourage formal, committed sources of funding and support within the organizational culture.

## SLIDE 17

### B. Metrics Get Buy-in

- **From Executives:**
  - ROI and resolving issues motivates executives.
- **From Managers:**
  - Input and measurement provides control as managers learn how AWP will support their workgroup goals and allow them to maintain control over employees.
- **From Employees:**
  - Metrics help “prove” employee is thriving.

## SLIDE 20

### C. Metrics Must Be Specific

What metrics are the most important to *your* organization?

- **Customer Satisfaction:**
  - Percentage of repeat customers pre/post AWP
- **Employee Retention:**
  - Number of open positions pre/post AWP
- **Workgroup Performance (Quality):**
  - Number of complaints pre/post AWP

What numbers does *your* organization track?

- Employee retention, recruiting costs, overhead costs.
- Employee opinion surveys, PeopleSoft, benchmarking.
- Other initiatives/programs you can piggy back off?

## SLIDE 21

Examples of Tangible Metrics

- **Employee-Retention and Recruiting**
  - Employee satisfaction survey and employee retention.
  - Employee recruiting costs and “time to hire”.
- **Real-Estate**
  - Lease costs, potential rent, new buildings.
  - Real-estate flexibility.
- **Overhead Costs**
  - Costs of supporting employees at their desks
  - Parking and other facilities costs
- **Productivity**
  - Output, creativity, quality

## SLIDE 22

Examples of Intangible Metrics

- **Best Company” Lists/“Good Citizen” Status**
  - Employee referrals & Applications submitted
  - Awards, article mentions, community recognition

- **Employee Morale**
  - Customer surveys
  - Employee surveys
  - HR complaints / grievances
- **Employee Effort**
  - Time, energy saved getting to the workplace.

### **SLIDE 23**

Case Studies: Choosing Metrics

- UCSB – “Time to Hire” Recruiting Metric
- TAC Engineering – Travel Cost Reductions
- LUMEDX – Reduced Absenteeism
- Inova Health – Reduced Parking Needs
- Kaiser Permanente – Reduced Overhead Costs
- City of Santa Barbara – Extended Office Hours
- Marriott – Increased Employee Engagement

### **SLIDE 27**

#2 Manager Concern: How Do I Stay In Control?

Use a formal program, with clear policies and procedures, to provide managers control and support.

- **Employee Aspects of a Formal Program**
  - Contract between employee and manager
  - Addressing individual strengths and weaknesses
  - Understanding personal goals and risks
- **Management Aspects of a Formal Program**
  - Managing by output rather than effort
  - Team management skills
  - Breakdown identification skills
  - Bottom-line criteria and measurement reviews
- **WorkTeam Aspects of a Formal Program**
  - Communication of needed performance metrics
  - Inclusion of remote, flex-schedule employees **SLIDE 28**

#3 Manager Concern: What About Workgroup Cohesion?

Use technology to keep everyone connected and productive.

- A formal program supports metrics that ensure that workgroup performance is monitored:
  - Job-tasks and collaboration considered.
  - Core hours are defined and communicated.
- Scheduling is improved:
  - Regular meetings put on a predictable routine.
  - Face to face time is maximized.
  - Virtual meeting skills are improved.

### **SLIDE 34**

Key Components of a Communication Plan

- **Define the “AWP Message”.**
  - May have variations by stakeholder

- Set expectations for current phase of program
- **Identify specific methods and opportunities for communicating.**
  - Brown bag lunches, corporate memo, web site, departmental meetings
- **Create a communication schedule.**

### SLIDE 35

Communication Model Phase 1: Investigation

- **The “AWP Message”:**
  - What goals for the employees and organization are being investigated?
  - How are you investigating? (Project team, surveys)
  - Timeline and how decision will be made.
- **Methods for Communicating:**
  - Ensure that you reach all employees.
  - Reiterate that it is an investigation phase.
- **Communication Schedule:**
  - Prior to first effort to collect data from employees.
  - Report results of investigation to all employees.

### SLIDE 36

Communication Model Phase 2: Design

- **The “AWP Message”:**
  - Are you conducting a pilot or a full rollout?
  - Where will they access information on the program?
  - What training, tools and support will be provided?
- **Methods for Communicating:**
  - Ensure that you reach all employees.
  - Messages from executive management showing support.
  - Messages from direct managers reiterating support.
- **Communication Schedule:**
  - Multiple channels prior to launch.
  - On-line information, AWP portal preferred.

### SLIDE 37

Communication Model Phase 3: Implementation

- **The “AWP Message”:**
  - If it is a pilot what is the schedule?
  - Who can apply and when?
  - Gather ongoing metrics data.
- **Methods for Communicating:**
  - Ensure that you reach all employees.
  - Messages from executive management showing support.
  - Messages from direct managers reiterating support.
- **Communication Schedule:**
  - Direct manager communication prior to launch.
  - On-line information, AWP portal preferred.

### SLIDE 38

Communication Model Phase 4: Support & Growth

- **The “AWP Message”:**
  - Is the program meeting its metrics goals?
  - Who is participating?
- **Methods for Communicating:**
  - Periodical information about program via internet or newsletters.
- **Communication Schedule:**
  - On-line information, AWP portal preferred.

### **SLIDE 39**

Profitable AWP's are based on:

- Choosing the right AWP mix for the organization.
- Linking program goals to business goals.
- Developing relevant, believable metrics.
- Using metrics to gain managerial buy-in.
- Implementing a formal program.
- Assessing jobs, employees, & technology.
- Communicating thru all program phases.