

Pressure Is Building



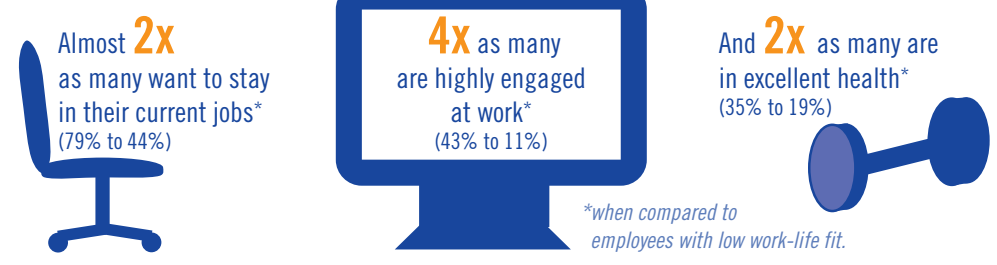
AND IT'S NOT JUST A GEN Y ISSUE.

1 in 2 employees expects to provide elder care in the next five years.

Nearly 1 in 5 currently do.

Flex Matters

WHEN EMPLOYEES HAVE A HIGH DEGREE OF WORK-LIFE FIT...



BOOSTS PRODUCTIVITY,

AND REDUCES REAL ESTATE COSTS.



Gain The Upper Hand

RETAIN KEY TALENT.



ACHIEVE YOUR BUSINESS GOALS.

A retailer cut turnover from 140% to 35% with flex and won J.D. Power's highest customer service rating for a call center.

A medical coding department billed \$2MM per year faster after implementing telework.

An accounting firm slashed turnover by more than half after implementing a performance oriented workplace.

FLEXIBILITY ISN'T AN EMPLOYEE BENEFIT OR ACCOMMODATION. IT'S A BUSINESS STRATEGY.

There's WORKFLEX For That

Identify your organization's strategic priorities and launch workflex initiatives designed to meet those goals.

- Performance**: Flex is a proven contributor to productivity, innovation, and shareholder value.
- Business Continuity**: Employees who can work remotely continue to work during natural disasters and inclement weather.
- Wellness**: Flexible workers sleep better, exercise more, have lower stress, and are in better health.
- Talent Management**: Workflex widens your talent pool so you can find, develop and retain the best employees, wherever (or however) they live.
- Real Estate**: With telecommuting, companies can reduce occupancy and lower real estate costs.
- Diversity & Inclusion**: Flexible organizations attract employees with a broad range of talents and interests.
- Engagement**: After economic security, work-life quality is the most important contributor to job satisfaction.
- Customer Service Green Initiatives Compliance**: Plus many other contributions:

WHEN

WORK

WORKS



WHEN WORK WORKS When Work Works is a joint project of the Society for Human Resource Management (SHRM) and the Families and Work Institute (FWI). Working with community partners across the country, *When Work Works* highlights and honors effective practices for making work "work" for employers and employees through the *When Work Works* Awards, formerly the Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility.

Families and Work Institute
The Families and Work Institute is a nonprofit research organization that studies the changing workplace, family and communities and creates projects that put its research into action.
Visit us at www.familiesandwork.org, like us on [Facebook.com/FWInews](https://www.facebook.com/FWInews) and follow us on Twitter @FWInews

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SHRM
SOCIETY FOR HUMAN RESOURCE MANAGEMENT
The Society for Human Resource Management is the world's largest association devoted to human resource management. www.shrm.org/workflex

California
State Council of SHRM
The California State Council of SHRM (CalSHRM) is a *When Work Works* Community Partner. As a partner of the project, they help educate, promote and celebrate effective workplace flexibility strategies. www.calshrm.org

This publication developed in partnership with Life Meets Work. www.lifemeetswork.com

- RESEARCH SOURCES:**
1. *National Study of the Changing Workforce (Families and Work Institute)*
 2. *2014 National Study of Employers (Families and Work Institute)*
 3. *Guide to Bold New Ideas for Making Work Work*
 4. *SHRM Research Spotlight, 2012*
 5. *Global Workplace Analytics*
 6. *Workplace Flexibility in the 21st Century, SHRM*

CALIFORNIA
FLEX
AT A GLANCE

Workplace Flexibility is about rethinking **how, when** and **where** people do their best work

At its core, workplace flexibility is about improving business results by giving people more control over their work time and schedules. With California's labor laws, many organizations think flexible scheduling is just too complicated or too risky to manage. But some of that hesitation is driven by myths and misunderstanding.

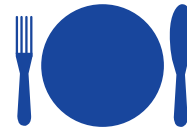
Hundreds of California organizations are finding ways to make new ways of working work for them. Find out for yourself why workplace flexibility isn't that hard here... and why it's definitely worth the effort.

WORKFLEX: Special Topics for California



Alternative Workweeks

Non-exempt employees in CA are entitled to daily overtime but employees can vote to approve compressed workweeks, and new rules give teams plenty of options and leeway.



Meals & Breaks

Non-exempt employees must be given specifically timed breaks and meal periods. But exempt employees have freedom to schedule their day.

Leaves of Absence

California employers must provide 13 different leaves of absence to qualified employees, including the Fair Employment and Housing Act (FEHA), the California Family Rights Act (CFRA), and pregnancy disability leave.



Paid Time Off

California does not allow use-it-or-lose-it policies, but employers can put a reasonable cap in place. A cap of at least 1.75x annual accrual is generally considered reasonable. You can stop future accrual until employees use enough days to fall below that max.

Local Regulations

San Francisco ordinances mandate paid sick leave for all employees. Many employees also have the "right to request" flexible work.



Telecommuting

Go remote!
No special regulations here...

Keep pace with the competition for talent.

Many SHRM members in California offer these flexible work options:⁴

- TELECOMMUTING 59%
- FLEXTIME 52%
- TELECOMMUTING, PART-TIME 34%
- BREAK ARRANGEMENTS 34%
- MEALTIME FLEX 28%
- COMPRESSED WORKWEEK 25%
- TELECOMMUTING, FULL-TIME 22%
- SHIFT FLEXIBILITY 16%

I had an epiphany. Our leaders were our most productive workers, and most of us weren't following a rigid schedule. Wouldn't the rest of our employees be more effective if they too had more control over their work situations?

- Brint Ryan
CEO, Ryan LLC
Sacramento, CA

IF CALIFORNIA EMPLOYEES WITH COMPATIBLE JOBS COULD TELECOMMUTE HALF TIME...

- Employees' annual commutes could be 13 equivalent workdays shorter,
- Combined profits for all CA employers could rise by up to \$56 billion, and
- The environmental impact could equal taking over a million cars off the road for a year.⁵

Flexibility is not only doable in California, it's a business imperative.

- Anne Davis
Sharp Health Care
San Diego, CA

Alternative Workweeks in CA

YOU CAN FLEX BY TEAM, LOCATION, OR JOB

Workflex can be implemented by teams, departments, shifts, locations, or job classification. It requires two-thirds approval of nonexempt associates in a "work unit," via a secret ballot vote. When appropriate, a work unit can be as small as one employee.

NOT EVERYONE HAS TO

When voting, employees can approve a "menu" of schedule options, which can include a traditional 8 hour per day shift. If the menu allows, management can craft individual work arrangements.

REACHING 2/3

At least two-thirds of the work unit must be working the approved schedule at any given time. But remember... if the approved "menu" includes some extended days and some standard work weeks, then employees on both schedules count toward the two-thirds benchmark. Exempt employees don't vote and don't count toward the 2/3 totals.

SCHEDULES CAN FLEX WEEKLY

Individual employees can switch back and forth between an alternative and a standard work schedule weekly (with employer approval).

SCHEDULES CAN FLEX SEASONALLY

Teams can work an alternative work schedule during different times of the year, for example switching between a schedule of four 9-hour days and one 4-hour day during the summer months and five 8-hour days the rest of the year.

HOW TO CONDUCT A VOTE

1. Present a written proposal with a regularly scheduled alternative workweek.
2. At least 14 days before the vote, hold meetings with affected employees.
3. Mail the written proposal to employees who did not attend the meetings.
4. Hold a secret ballot election at the work site during regular working hours.
5. Within 30 days, report results to the DLSR. Include final tally, unit size, and nature of business.
6. Wait 30 days before requiring the new schedule.

Flexibility is critical to maintaining our high-performance culture. It drives results with associates at all levels.

- Anna Rivas
Toyota Financial Services
Los Angeles, CA