Figure 6
Percent of Firms Offering Either Some Employees or All or Most Employees Selected Workplace Flexibility Benefits, by Benefit Type

<table>
<thead>
<tr>
<th>Benefit Description</th>
<th>Some employees</th>
<th>Most or all employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return to work gradually after childbirth or adoption</td>
<td>77%</td>
<td>57%</td>
</tr>
<tr>
<td>Take paid or unpaid leave for education or training to improve job skills</td>
<td>74%</td>
<td>40%</td>
</tr>
<tr>
<td>Work reduced hours over a period of time prior to full retirement</td>
<td>53%</td>
<td>25%</td>
</tr>
<tr>
<td>Move from full time to part time and back again remaining in the same position or level</td>
<td>41%</td>
<td>13%</td>
</tr>
<tr>
<td>Share jobs</td>
<td>29%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Note: Survey includes firms with over 50 employees.
“It is critical to include creative public policy ideas in the nation’s broader economic recovery conversation so that the new economy will not suffer from the same structural mismatch as the old one. Helping to modify our workplaces so that flexible work arrangements become part of our norm will advance everyone’s interest. . .”

The National Advisory Commission on Workplace Flexibility, 2010
Figure 3
Flexible Hours by Occupation and Education

Notes: Sample limited to full-time workers. Plotted regression line is weighted by number of workers in each occupation.
Barriers to Change

Research increasingly focuses on identifying barriers to work-life initiatives. The following are often cited by employers or supervisors:

- Cost
- Difficulty supervising employees
- Employee fairness
- Reactions of clients/customers
- Abuse of policies
- Co-worker resentment
- Administrative hassles
- Loss of productivity
- Others: liability, unions, absenteeism, more pressing issues, not cost-effective
Public utility experiment - generalizes to about a $15 billion annual savings if implemented wholesale.
Does Flexibility Improve Productivity?

Customer-Retention Rates at First Tennessee Bank and Across the Banking Industry

Customer-retention rate, percent

98
96
94
92
90
88
86
84
82

Pre-flexible work program  Post-flexible work program  Industry average

Note: Industry experts at the time generally said the highest customer-retention rate possible was 97%, due to unavoidable loss of customers who move or die.
Social Perception Bias: Assessments of Positive Efforts by Supervisors

- Kossek & Hammer, 2008
- Families & Work Institute, 2005
- URI Mentor Survey, 2008
Welcome to the CUWFA Web Site!

Over the past decade, academic institutions have increasingly begun to focus attention on the importance of work/family issues for students, faculty, and staff, generating rapid growth in the number and variety of campus programs designed to address work/family needs.

The College and University Work/Family Association (CUWFA) has evolved to provide information on work/family issues within the specialized environment of higher education. CUWFA offers services to support the diverse group of professionals contributing to the development of work/family programs and policies on campus: human resource administrators, student services administrators, work/family managers, child care and elder care program directors, senior administrators, faculty, and others.

Visit the [2010 Annual CUWFA Conference Website](#) - Register Today!
• At some institutions:
  ○ Work-life offices, formal programs, WL positions
  ○ Resources

• At URI:
  ○ WL Committee
  ○ Some policies in place
  ○ Education and awareness initiatives
  ○ Commitment of part-time position in HR
  ○ Websites
Today’s Goals and Beyond

- Small-group discussions with colleagues
  - Identify 1-4 general objectives URI could embrace to promote a flexibility agenda
  - Consider your own arena through a flexibility lens – what could you do to support the specific needs of your employees?
  - How will you implement these changes and what can the WLC do to assist you?
- Summary Discussion
  - Group discussion on the general initiatives the University can take
  - Individual take-away goals – some examples offered up
- The WLC Flexibility Initiative
  - Dissemination of findings – develop draft priorities and plans
  - Engage with departments, divisions with assistance, information, etc.
  - “National Work-Life Month” – October 2010
    - URI Work-Life Website launch
    - Community Conversations (small group discussions)
    - SLRC data collection
  - Develop an overall proposal for institutional support
“We believe the time has come. . .”

“The world of paid work is resistant to change. . . Existing social arrangements provide a guide to action and shared expectations that . . . foster a sense of security about . . . the way things are. . . New more appropriate policies and practices will come about only when the economic and social costs of doing nothing outweigh the costs of change.”

(italics added)