<table>
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| Flextime                 | Employees maintain the same number of hours per day, but are given more flexibility in their start, finish, and break times during the workday  
  ▪ Expanded Work Hours: extended hours of operation, allowing for early or later shifts  
  ▪ Alternating Schedules: daily or periodic  
  ▪ Seasonal Flexibility: coordinated with rhythms of institutions and families |                                                                           | • improved efficiency by matching to employees’ most productive hours  
  • gives employees more control over scheduling personal responsibilities to not interfere with work responsibilities  
  • allows commute outside of peak rush hours |
| Compressed Workweek      | This option allows employees to work their full-time hours in fewer than five full days. Employees can work longer hours for fewer days in a pay period or work longer hours on certain days in exchange for reduced hours on other days. | Instead of working five days, a full-time employee chooses a workweek comprised of four 10-hour days. | • improved productivity from longer periods of time devoted to task  
  • provides more days off  
  • decreases the number of days of commuting  
  • allows commute outside of peak rush hours |
| Part-time Work           | Flexibility in number of hours worked                                       | An employee works 30 hours per week as opposed to a full-time schedule. | • retains employees who need to scale back work hours to manage family or personal needs  
  • expands labor pool  
  • gives employees time off for personal and professional development  
  • option for gradual return to work after leave  
  • allows gradual entry into retirement  
  • offers an alternative to layoffs |
| Telecommuting            | Employees work remotely, allowing for flexibility in the location of where work is performed. | An employee works from his or her home office one day each week.       | • allows more control over scheduling personal responsibilities to not interfere with work responsibilities  
  • decreases the number of days of commuting  
  • maintains productivity during inclement weather |
| Split (Joint) Appointments | One person works 2 part-time jobs (dual career strategy).                   | An employee works part time for an equal number of hours in two different departments. | • expands labor pool  
  • brings broader range of knowledge, skills and experiences to a position  
  • provides broader range of knowledge, skills and experiences to a position  
  • provides cross-training and skill enhancement  
  • provides option for employees to work part time, but whose job cannot be accomplished on part-time basis  
  • offers an alternative to layoffs |
| Job Sharing              | Two people each work part-time hours to share the responsibilities of one full-time position. | Two employees returning from leave wanting to ease back into working propose to each work part time schedules to fill a full time position. | • brings broader range of knowledge, skills and experiences to a position  
  • provides cross-training and skill enhancement  
  • allows continuity of coverage  
  • provides option for employees to work part time, but whose job cannot be accomplished on part-time basis  
  • offers an alternative to layoffs |
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| Reserved Time            | This arrangement maintains regular, meeting-free times.                    | No meetings are held during the early morning.                          | • improved productivity  
• works in conjunction with flextime.                                                                 |
| Cross-training           | Training in another activity related to current work ("culture of coverage"); a change in the definition of job descriptions, where job descriptions include a variety of job functions. | In an office setting your account/receivable person would be trained in the functions of accounts/payable as well as other inter-related tasks. | • increasing employees’ overall skill set (professional development)  
• brings broader range of knowledge, skills, and experiences to a position  
• allows continuity of coverage and increasing productivity of the unit |
| ROWE (Results Only Work Environment) | This is an evaluation based on what workers produce rather than number of hours. | An employee works toward certain goals, however long completion of these goals takes, as opposed to the requirement of being in the office for a predetermined amount of time. | • gives employees more control, as well as more responsibility and more accountability  
• increases job satisfaction & productivity |
| Shift Bidding (shift flexibility) | Requesting changes in scheduled shift work for upcoming needs | Planning for an upcoming morning commitment, an employee requests to work a shift in the afternoon instead of the normal morning shift. | • gives employees more control, and more responsibility and accountability  
• increases job satisfaction and productivity |
| Lactation Program        | allows time for mothers who are lactating and a clean, relaxing space to express breast milk. | Providing “privacy rooms,” conveniently located and accessible for mothers to express milk during the work day. Offered in conjunction with a policy that allows women sufficient daily lactation breaks. | • health and wellness for mother and children  
• quicker return to work after childbirth |
| Personal Time at Work    | providing a specified amount of time for personal business, to be made up either at beginning or end of day. | Allowing employees to leave for an hour for a parent-teacher conference, doctor’s appointment, family needs. | • provides options for employees  
• increases productivity by decreasing “presenteeism”  
• creates quiet times (before or after work) to catch up |
| Other Time Off           | Personal days, floating holidays, vacation buying, borrowing, or sharing (paying for extra vacation time, borrowing time from the following year, giving one’s vacation time to another employee. |                                                                 | • allows flexibility in meeting unanticipated and anticipated personal needs  
• improves morale |
| Sick Banks               | Donating sick days to a public “bank” that employees who have used up their sick time can access |                                                                 | • improved retention  
• creates “culture of coverage,” and a sense of community and caring |
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<td>Full-time Modified Duties</td>
<td>Full time work with duties modified to meet temporary needs</td>
<td>After returning from a leave of illness, an employee works full-time hours, but requests modified duties until he is fully recuperated and can complete the duties of the position.</td>
<td>• retains employees who need flexibility in returning to work</td>
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<td>• improves productivity</td>
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<td>Tenure Clock Stops</td>
<td>Postponing tenure decision due to leave taken</td>
<td>Due to an extended year-long leave that will be taken for illness, an employee stops the tenure clock.</td>
<td>• increased retention</td>
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<td>• provides options for employees to take time off from work to manage various family and personal situations without cost</td>
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<td>Phased Retirement</td>
<td>Employees can gradually reduce their hours/responsibilities during transition to full retirement.</td>
<td>To avoid abruptly leaving the workforce, an employee chooses to gradually work fewer days in the workweek over a certain period of time to transition to retirement.</td>
<td>• retains employees for longer</td>
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<td>• allows gradual entry into retirement</td>
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<td>• allows overlap of employees to ensure unit productivity</td>
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<td>Parental/Family Leave</td>
<td>Mandated 12-week leave for employers of 50 or more employees, the Family and Medical Leave Act provides unpaid time off for the arrival of a child, or the serious illness of the employee or a family member. Can be supplemented by paid parental/family leave policies within an organization. This leave is independent of other sick leave policies.</td>
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<td>• allows recognition of the importance of family work in the well-being of society</td>
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<td>• allows new parents time to transition into parenthood</td>
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<td>• increases retention</td>
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<td>Sabbaticals</td>
<td>Paid or unpaid time off (typically 1 to 6 months) for personal renewal, further education or training, or volunteering offered to employees after a specified length of service.</td>
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<td>• provides options for employees for professional development, to manage various family and personal situations</td>
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<td>• volunteer. Increases employees’ skills and productivity</td>
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<td>On- and Off-Ramps</td>
<td>Plan for leaving and returning to a career track after extended absence, while maintaining a connection to the job.</td>
<td>Taking caretaking leave with ability to return at a given date, or gradually over designated period of time, perhaps with different responsibilities</td>
<td>• allows workers a plan for re-entering the workforce following an extended absence due to personal or family obligations</td>
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Work-Life Resources at URI:  www.uri.edu/worklife