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Workplace Effectiveness and Flexibility Report

Based on data from the 2011 Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility, 2008 National Study of Employers, 2008 National Study of the Changing Workforce and 2009 Impact of the Recession on Employers

INDUSTRY: **Sample**



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Introduction

➔ About the Sloan Awards

The Sloan Awards for Excellence in Effective and Flexible Workplaces¹ are part of *When Work Works*, a research-based initiative to highlight how effective and flexible workplaces can yield positive business results and help employees succeed at work and at home.

Using a rigorous scoring methodology that emphasizes the real life experiences of employees and incorporates national benchmarks for employer practices, the Sloan Awards honor organizations that are creating effective and flexible workplaces as a strategy to make work “work” better—for both the employer and the employee.

The award program is national in scope, and recognizes model employers of all types and sizes across the U.S. for their innovative and effective workplace practices. It is a site-based award, and for employers with more than one location it is the local worksite that applies for the award.

When Work Works is a joint project of Families and Work Institute and The Society for Human Resource Management (SHRM), that received funding from the Alfred P. Sloan Foundation.

➔ Award Selection Process and Scoring Criteria

The application process for the Sloan Awards takes place in two rounds.

In Round I, employers apply by completing an online questionnaire about the flexibility programs and practices at their worksite. Responses provided by the employer are then measured against a nationally representative sample of employers, based on Families and Work Institute’s ongoing National Study of Employers. Employers that rank among the top 20% of employers in the U.S., when compared with this national data, are selected as finalists and move on to Round II.

In Round II, employers are invited to have their 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 their workplace culture and whether they perceive any negative consequences for using flexibility at their workplace. For organizations with fewer than 250 employees at the worksite, all employees are surveyed. For larger worksites, a random sample of 250 employees is surveyed. Of those surveyed, a 40% response rate is required.

The final scoring heavily weights the experience of employees. While one third of the final score depends on the employer’s responses, two thirds of the score is determined by the employees’ responses. There is no minimum or maximum number of award recipients.

¹ Note that the name of the Award has been changed from the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility to the Sloan Awards to Excellence in Effective and Flexible Workplaces to better depict what the award assesses. The new name is being used in all materials going forward.

➔ How to Read the Benchmarking Report

This report provides an item-by-item comparison of:

- all 2011 Sloan Award applicants;
- all 2011 Sloan Award winners; and
- a nationally representative sample of employers (where applicable).

This report also compares:

- all 2011 Sloan Award finalists' employees;
- all 2011 Sloan Award winners' employees; and
- a nationally representative sample of employees (where applicable).

The Employer Questionnaire: In this section of the benchmarking report, questions are arranged topically by type of flexibility, and each has its own table.

The nationally representative data for employers comes from Families and Work Institute's *2008 National Study of Employers*² and *2009 Impact of the Recession on Employers*.³ Where no national data is available, the column for this has been omitted or is marked with "NA" (not applicable).

The Employee Questionnaire: This section of the benchmarking report shows tables for each question asked of employees.

The nationally representative data for employees comes from Families and Work Institute's *2008 National Study of the Changing Workforce*⁴. Where no national data is available, the column for this has been omitted or is marked with "NA" (not applicable).

The Employer Questionnaire

² Families and Work Institute's 2008 National Study of Employers, funded by the Alfred P. Sloan Foundation, is the most comprehensive and far-reaching study of the practices, policies, programs and benefits provided by U.S. employers to address the changing needs of today's workforce and workplace. The 2008 National Study of Employers (NSE) surveyed a representative national sample of 1,100 for profit and nonprofit employers with 50 or more employees by telephone interviews. The study was designed to build on FWI's landmark 1998 Business Work-Life Study (BWLS), so it is able to provide trend data on changes that have occurred over the past ten years.

³ In order to better understand the impact of the recent recession on the U.S. labor force and on employers, FWI self-funded the *2009 Impact of the Recession on Employers*, which surveyed a random sample of 400 U.S. employers with 50 or more employees in May of 2009.

⁴ Families and Work Institute's National Study of the Changing Workforce (NSCW) is the only on-going study of its kind or scale, providing valuable, timely information on the work and personal/family lives of the U.S. workforce. Conducted approximately every five years, the NSCW provides 30-year trend data, from 1977 to 2008, of life on and off the job. The 2008 NSCW, funded by the Alfred P. Sloan Foundation, has a sample of 2,769 wage and salaried employees. It includes items assessing effective workplaces that have been strongly correlated with outcomes of important to employer and employee success.

➤ Flex Time and Place

Q3. Does your organization allow at least some groups of employees to periodically change starting and quitting times within some range of hours?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	87%	94%	70%
No	13	6	30

Q3A. How many employees at your worksite are allowed to periodically change starting and quitting times within some range of hours?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	60%	10%
Most	20	10	15
Some	20	10	25
Just a Few	20	10	25
None	20	10	25

Q4. Does your organization allow at least some groups of employees to change starting and quitting times ON A DAILY BASIS?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	80%	93%	40%
No	20	6	60

Q4A. How many employees at your worksite are allowed to change starting and quitting times ON A DAILY BASIS?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	30%	20%	15%
Most	30	20	10
Some	15	20	15
Just a Few	15	20	30
None	10	20	30

Q8. Does your organization allow at least some groups of employees to compress their workweeks by working longer hours on fewer days for at least part of the year?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	80%	95%	16%
No	20	4	84

Q8A. How many employees at your worksite are allowed to compress their workweek by working longer hours on fewer days for at least part of the year?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	35%	35%	20%
Most	35	35	20
Some	15	5	20
Just a Few	10	10	20
None	5	15	20

Q9. Does your organization allow at least some groups of employees to work some of their paid hours at home OCCASIONALLY?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	97%	99%	50%
No	2	1	50

Q9A. How many employees at your worksite are allowed to work some of their regular paid hours at home OCCASIONALLY?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	25%	10%
Most	40	25	10
Some	20	25	10
Just a Few	10	10	35
None	10	15	35

Q9B. Do you provide any work resources for employees who work some of their regular paid hours at home OCCASIONALLY? For example, a computer, cell phone, office equipment, Internet service provider, special equipment, etc.

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	75%	33%	NA
It Depends on the Situation	10	33	
No	15	33	

Q10. Does your organization allow at least some groups of employees to work some of their paid hours at home on a REGULAR basis?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	70%	88%	10%
No	30	12	90

Q10A. How many employees at your worksite are allowed to work some of their regular paid hours at home on a REGULAR basis?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	15%	50%	5%
Most	15	20	10
Some	15	10	5
Just a Few	15	10	40
None	40	10	40

Q10B. Do you provide any WORK resources for employees who work some of their regular paid hours at home on a REGULAR basis? For example, a computer, cell phone, office equipment, Internet service provider, special equipment, etc.

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	60%	40%	NA
It Depends on the Situation	20	30	
No	20	30	

➔ Choices in Managing Time

Q5. Does your organization allow at least some groups of employees to have control over when they take breaks?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	89%	89%	75%
No	11	11	25

Q5A. How many employees at your worksite are allowed to have control over when they take breaks?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	65%	71%	70%
Most	15	20	10
Some	15	3	10
Just a Few	2	3	5
None	2	3	5

Q13AH. Does your organization allow at least some hourly employees to have control over paid or unpaid overtime hours? That is, employees are rarely required to work paid or unpaid overtime with little or no ADVANCE notice.

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	70%	94%	70%
No	15	1	15%
Not applicable	15	4	15

Q13AS. Does your organization allow at least some salaried employees to have control over paid or unpaid overtime hours? That is, employees are rarely required to work paid or unpaid overtime with little or no advance notice.

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	60%	30%	15%
No	20	30	40%
Not applicable	20	40	55

Q13BH. How many hourly employees at your worksite are allowed to have control over paid or unpaid overtime hours?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	40%	30%
Most	20	40	30
Some	40	15	20
Just a Few	20	5	20

Q13BS. How many salaried employees at your worksite are allowed to have control over paid or unpaid overtime hours?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	30%	40%	10%
Most	30	40	10
Some	30	15	14
Just a Few	10	5	70

Q14. Does your organization allow at least some groups of employees to have choices about and control over which shifts they work?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	11%	15%	30%
No	29	15	10
Not applicable, only one shift	60	70	60

Q14A. How many employees at your worksite are allowed to have choices about and control over which shifts they work?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	5%	50%	10%
Most	15	10	20
Some	15	10	30
Just a Few	5	10	20
None	30	10	10
Not Applicable	30	10	10

Q20. In general, how many **higher-level salaried employees** organization-wide have substantial control over the number of hours they work and when those hours are scheduled?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	15%	20%	10%
Most	15	20	10
Some	15	20	10
Just a Few	5	20	10
Not Applicable, no salaried employees	50	20	60

Q21. In general, how many **higher-level salaried employees** organization-wide have predictable work schedules; for example, work schedule may vary across weeks and seasons, but they know their schedule well in advance?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	60%	90%	50%
Most	30	5	28
Some	2	1	3
Just a Few	4	2	10
Not Applicable, no salaried employees	4	2	<1

Q22. In general, how many **lower-level hourly employees** organization-wide have substantial control over the number of hours they work and when those hours are scheduled?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	35%	45%
Most	25	35	5
Some	15	10	17
Just a Few	20	10	17
Not Applicable, no hourly employees	20	10	16

Q23. In general, how many **lower-level hourly employees** organization-wide have predictable work schedules; for example, work schedule may vary across weeks and season, but they know their schedule well in advance?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	40%	40%	20%
Most	51	40	20
Some	4	10	20
Just a Few	2	5	20
Not Applicable, no hourly employees	<1	5	20

➔ Flex Careers

Q6. Does your organization allow at least some groups of employees to move from full-time to part-time work and back again, while remaining in the same position or level?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	70%	75%	40%
No	30	25	60

Q6A. How many employees at your worksite are allowed to move from full-time to part-time work and back again, while remaining in the same position or level?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	10%	80%	50%
Most	10	10	10
Some	10	5	20
Just a Few	70	5	20

Q16. Does your organization allow at least some groups of employees to return to work gradually after childbirth or adoption?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	90%	70%	40%
No	5	15	40
Don't Know	5	15	20

Q16A. How many employees at your worksite are allowed to return to work gradually after childbirth or adoption?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	70%	65%	60%
Most	12	15	20
Some	18	10	15
Just a Few	2	10	5

Q17. Does your organization allow at least some groups of employees to phase into retirement by working reduced hours over a period of time prior to full retirement?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	69%	75%	33%
No	11	15	33
Don't Know	20	10	33

Q17A. How many employees at your worksite are allowed to phase into retirement by working reduced hours over a period of time prior to full retirement?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	20%	20%
Most	20	20	20
Some	20	20	20
Just a Few	20	20	20

Q17B. Does your organization allow older employees who phase into retirement by working part time to have the same retirement benefits they would have received had they continued to work full time until complete retirement?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q24. Do employees who are on a management or leadership track have the option to move off that track and back on it when they are ready?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	33%
No	33	33	33
Not applicable	33	33	33

Q45. Are there any special efforts you have made to recruit or retain experienced older workers who may not want to work full time or at the same pace as when they were younger?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	NA
No	50	50	

Q46. Do you make special efforts to recruit and develop younger employees within your organization?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	NA
No	50	50	

Q47. Do you make special efforts to recruit or retain employees with disabilities?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	NA
No	50	50	

Q48. Does your organization make any special efforts to respond to the needs of employees who have recently returned from service in the military (returning veterans)?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	NA
No	33	33	
Not applicable	33	33	

Q49. Does your organization make any special efforts to respond to the needs of employees whose family members are in the military and have been deployed?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	NA
No	33	33	
Not applicable	33	33	

Q50. Does your organization assist employees to find new jobs at other worksites when they need to relocate (such as when a spouse/partner is assigned to a new worksite or they need to move to care for a sick family member)?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	NA
No	33	33	
Not applicable	33	33	

Q51. Does your organization allow any employees to work all of their regular paid hours at home for an extended period (1-2 years) to accommodate temporary relocations (such as when a spouse/partner is assigned to a new worksite or they need to care for a sick family member in a distant location)?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	NA
No	33	33	
Don't know	33	33	

↪ Time Off

Q11. Does your organization allow at least some groups of employees to take time off during the workday to attend to important family or personal needs without losing pay? For example, to attend a school conference, to accompany an elderly parent to a doctor appointment, or wait for a plumber to fix broken pipes.

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q11A. How many employees at your worksite are allowed to take time off during the workday to attend to important family or personal needs without losing pay?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	20%	20%
Most	20	20	20
Some	20	20	20
Just a Few	20	20	20
None	20	20	20

Q12. Does your organization allow at least some groups of employees to take sabbaticals—that is, being able to take leaves, paid or unpaid, of three months or more?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q12A. How many employees at your worksite are allowed to take sabbaticals - that is, being able to take leaves, paid or unpaid, of three months or more?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	20%	20%
Most	20	20	20
Some	20	20	20
Just a Few	20	20	20
None	20	20	20

Q19. Does your organization allow at least some groups of employees to do volunteer work during regular work hours?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q19A. When employees volunteer for community programs during regular work hours, how many hours, if any, are compensated annually?

	2011 Applicants	2011 Winners	2008 National Study of Employers
40 Hours or More	20%	20%	20%
30-39 Hours	20	20	20
20-29 Hours	20	20	20
10-19 Hours	20	20	20
1-9 Hours	20	20	20
None	0	0	0

Q19B. How many employees at your worksite are allowed to do volunteer work during regular work hours?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	20%	20%
Most	20	20	20
Some	20	20	20
Just a Few	20	20	20
None	20	20	20

Q32. Does your organization offer Paid Time Off plans (PTO) rather than specific holiday, vacation and sick time to most employees?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50
No	50	50	50

Q32A. What is the maximum amount of PTO days you offer each year to full-time employees who have been with the organization for at least one year?

	2011 Applicants	2011 Winners	2008 National Study of Employers
16 or More Workdays	17%	17%	NA
11-15 Workdays	17	17	
6-10 Workdays	17	17	
1-5 Workdays	17	17	
None	17	17	
Not applicable	16	16	

Q33. Does your organization offer most employees paid vacation days?

	2011 Applicants	2011 Winners	2008 National Study of Employers

Yes	50%	50%	50%
No	50	50	50

Q33A. What is the maximum amount of paid vacation time you offer each year to full-time employees who have been with the organization for at least one year?

	2011 Applicants	2011 Winners	2008 National Study of Employers
16 or More Workdays	20%	20%	NA
11-15 Workdays	20	20	
6-10 Workdays	20	20	
1-5 Workdays	20	20	
None	20	20	

Q34. Does your organization offer most employees paid time off for personal illness?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q34A. What is the maximum amount of paid time off for personal illness you offer each year to full-time employees who have been with the organization for one year?

	2011 Applicants	2011 Winners	2008 National Study of Employers
16 or More Workdays	20%	20%	NA
11-15 Workdays	20	20	
6-10 Workdays	20	20	
1-5 Workdays	20	20	
None	20	20	

Q35. Does your organization offer most employees at least five days off per year to care for a sick child without losing pay or having to use vacation days?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	33%
No	33	33	33
Not Applicable	33	33	33

Q36. Does your organization offer most employees at least five days off per year to care for an elderly relative without losing pay or having to use vacation days?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	33%
No	33	33	33
Not Applicable	33	33	33

➔ Reduced Time

Q7. Does your organization allow at least some groups of employees to share jobs? Job sharing is a specific work arrangement that allows two part-time employees to share one full-time job.

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q7A. How many employees at your worksite are allowed to share jobs?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	20%	20%	20%
Most	20	20	20
Some	20	20	20
Just a Few	20	20	20
None	20	20	20

Q15. Does your organization allow at least some groups of employees to work part year--that is working reduced time on an annual basis such as working full time during the school year and then taking a block of time off during the summer?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	33%
No	33	33	33
Not Applicable	33	33	33

Q15A. How many employees at your worksite are allowed to work part year--such as working full time during the school year and then taking a block of time off during the summer?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	17%	17%	17%
Most	17	17	17
Some	17	17	17
Just a Few	17	17	17
None	16	16	17
Not Applicable	17	17	16

Q25C. Are supervisory or managerial positions available for part-time employees?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

➤ Health Care and Economic Security for Full- and Part-Time Employees

Q25A. Do employees who have part-time jobs receive pay comparable to what is received by employees who work full-time in the same positions, based upon the percentage of a full-time job they work?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes, Comparable or More	50%	50%	50%
No, Less	50	50	50

Q25B. Do employees who have part-time jobs receive benefits comparable to what is received by employees who work full-time in the same positions, based upon the percentage of a full-time job they work?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes, Comparable or More	50%	50%	50%
No, Less	50	50	50

Q42. Does your organization offer health insurance coverage for full-time employees?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q42A. Does your organization pay all, part, or none of the premium for employees' personal health insurance?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	33%	33%	33%
Part	33	33	33
None	33	33	33

Q43. Does your organization offer health insurance coverage for part-time employees?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes, full coverage	33%	33%	NA
Yes, pro-rated coverage based on percentage of a full-time job they work	33	33	
No, do not receive coverage	33	33	

Q43A. Does your organization pay all, part, or none of the premium for part-time employees' personal health insurance?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	33%	33%	33%
Part	33	33	33
None	33	33	33

Q44. Does your organization offer health insurance coverage for employees' family members?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q44A. Does your organization pay all, part, or none of the premium for health insurance coverage for employees' family members?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	33%	33%	33%
Part	33	33	33
None	33	33	33

Q31. Does your organization offer programs to help employees reduce stress and improve their health?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	25%	50%	NA
	25		
	25		
	25		
No	50	50	

➔ Caregiving Leave

Q37T. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows female employees who give birth to a child—including the period of disability and any other time?

	2011 Applicants	2011 Winners	2008 National Study of Employers
< 12 Weeks	25%	25%	25%
12 Weeks	25	25	25
> 12 Weeks	25	25	25
None	25	25	25

Q37AT. Excluding vacation days, accrued personal sick days, or other paid personal days, do female employees who give birth to a child receive any pay from any source DURING THE PERIOD OF THEIR DISABILITY, or not?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	33%
No	33	33	33
Not Applicable	33	33	33

Q37AAT. Is the pay provided to female employees who give birth to a child DURING THE PERIOD OF THEIR DISABILITY part of a general temporary disability insurance benefit?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes, General Temporary Disability	50%	50%	50%
No, Not General Temporary Disability	50	50	50

Q37ABT. Do these employees receive all or part of their regular pay while they are unable to work?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Full Pay	33%	33%	33%
Partial Pay	33	33	33
It Depends on the Situation	33	33	33

Q37ACT. Excluding vacation days, accrued personal sick days, or other paid personal days, do female employees who give birth to a child receive any pay for leave they take BEYOND THE PERIOD OF MATERNITY-RELATED DISABILITY?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	NA
No	33	33	
None	33	33	

Q38T. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows male employees whose partner gives birth to a child?

	2011 Applicants	2011 Winners	2008 National Study of Employers
< 12 Weeks	33%	33%	33%
12 Weeks	33	33	33
> 12 Weeks	33	33	33

Q38AT. Excluding vacation days, accrued sick days, or other paid personal days, do male employees whose partner gives birth to a child receive any PAID time off to be with their partner and child, or not?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q38BT. Is the pay provided during leave for male employees whose partner gives birth to a child full or partial pay?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Full Pay	50%	50%	NA
Partial Pay	50	50	

Q39T. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows men or women to care for newly adopted children?

	2011 Applicants	2011 Winners	2008 National Study of Employers
< 12 Weeks	20%	20%	20%
12 Weeks	20	20	20
> 12 Weeks	20	20	20
Not Applicable	20	20	20

Q40T. What is the maximum number of weeks of unpaid or paid job-guaranteed leave that your organization allows men or women to care for seriously ill family members?

	2011 Applicants	2011 Winners	2008 National Study of Employers
< 12 Weeks	33%	33%	33%
12 Weeks	33	33	33
> 12 Weeks	33	33	33

Q18. Does your organization allow at least some groups of employees to take an extended career break for care giving or other personal or family responsibilities?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	33%
No	33	33	33
Don't Know	33	33	33

Q18A. How many employees at your worksite are allowed to take an extended career break for care giving or other personal or family responsibilities?

	2011 Applicants	2011 Winners	2008 National Study of Employers
All	17%	17%	17%
Most	16	17	17
Some	17	17	17
Just a Few	17	17	17
None	17	17	17
Not Applicable	17	16	16

Q41. Does your organization make provisions for women who are breastfeeding to help them continue breastfeeding, such as providing a private room or area to express and store milk?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	33%	33%	33%
No	33	33	33
Not Applicable	33	33	33

➔ Culture of Flexibility

Q52. Has your organization trained supervisors in responding to the work-family needs of employees?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q53. Has your organization considered how well supervisors and managers manage flexible work arrangements when making their job performance appraisals and compensation decisions?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q54. Is it very true, somewhat true, not very true or not at all true of your organization that the organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Very True	25%	25%	25%
Somewhat True	25	25	25
Not Very True	25	25	25
Not At All True	25	25	25

Q55. Is it very true, somewhat true, not very true or not at all true of your organization that supervisors are encouraged to be supportive of employees with personal or family needs by finding solutions that work for both employees and the organization?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Very True	25%	25%	25%
Somewhat True	25	25	25
Not Very True	25	25	25
	25	25	25

Q56. Is it very true, somewhat true, not very true or not at all true of your organization that your organization's personnel policies and practices (such as penalties for unscheduled absences, on-site time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Very True	25%	25%	25%
Somewhat True	25	25	25
Not Very True	25	25	25
Not At All True	25	25	25

Q57. Is it very true, somewhat true, not very true or not at all true of your organization that supervisors are encouraged to assess employees' performance by what employees accomplish, and not just by "face-time" that is, the number of hours they spend at the workplace?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Very True	25%	25%	25%
Somewhat True	25	25	25
Not Very True	25	25	25
Not At All True	25	25	25

➔ The Impact of the Recession

Q26. Have you reduced, maintained or increased flexible workplace arrangements such as flexible work schedules or flexible workplace options in the past 12 months?

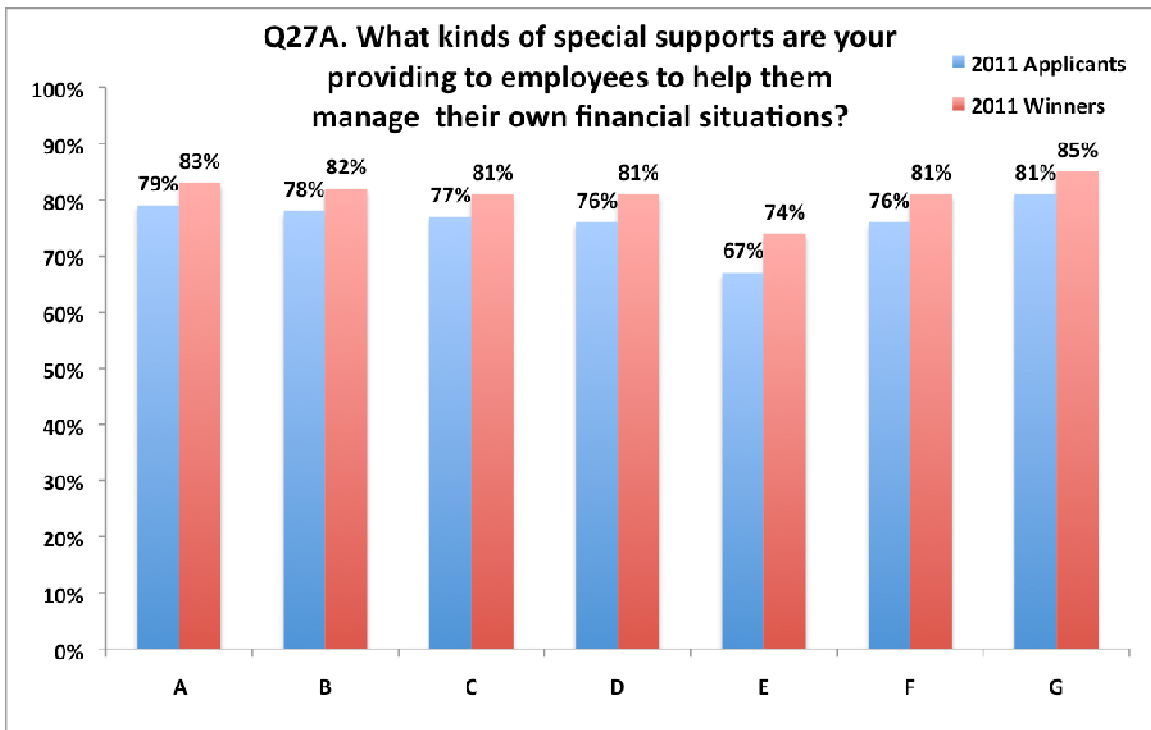
	2011 Applicants	2011 Winners	2008 National Study of Employers
Reduced these flexible workplace options	33%	33%	33%
Options remained the same	33	33	33
Increased these flexible work options	33	33	33

Q27. Are you providing any special support to employees to help them manage their own financial situations during this recession?

	2011 Applicants	2011 Winners	2009 Impact of the Recession on Employers
Yes	50%	50%	50%
No	50	50	50

Q27a. What kinds of special supports are your providing to employees to help them manage their own financial situations? [Applicants were able to check more than one response. All response options are listed here; the column chart represents the percentage of applicants who selected each response.]

A	Providing financial information to groups of employees through tip sheets, tool kits, webinars, seminars, financial literacy classes, etc.	D	Providing financial support to employees through tuition assistance, etc.
B	Providing individual financial planning assistance to employees through financial calculators (refinancing, credit card repayment, home affordability, IRA, retirement savings, etc.), time with a financial planner, etc.	E	Providing financial assistance to employees to help them make better use of their own money through college savings programs, debt consolidations, etc.
C	Providing discounts for services and products or purchasing programs	F	Providing stress management assistance to employees in dealing with financial crisis
		G	Other



➤ Providing Work Supports

Q28. Do you make a special effort to inform your employees who are potentially eligible for publicly funded benefits or services about the availability of these benefits and services such as: Earned Income Tax Credit (EITC), Child Tax Credit, Food Stamps, State Children's Health Insurance (SCHIP) and Medicaid?

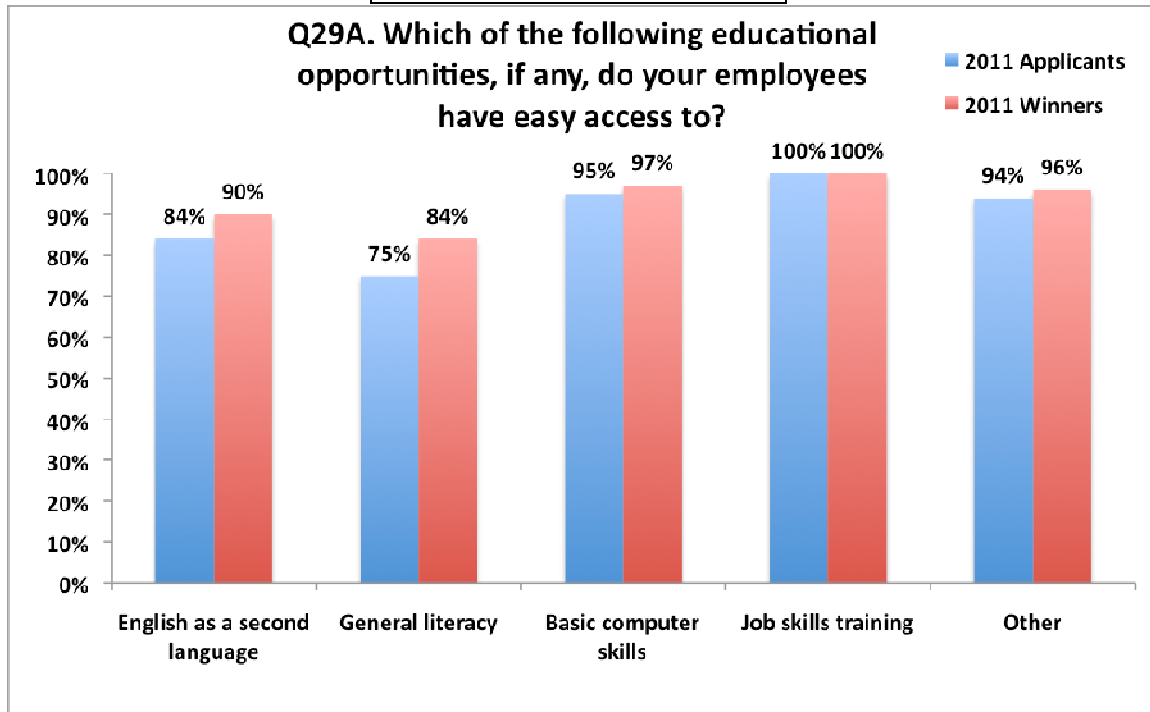
	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	50%
No	50	50	50

Q29. Does your organization encourage at least some groups of employees to pursue educational opportunities to enhance their job skills?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	NA
No	50	50	

Q29A. Which of the following educational opportunities, if any, do your employees have easy access to? [Applicants were able to check more than one response. The column chart below represents the percentage of applicants who selected each response.]

English as a second language education	Basic computer skills training
General literacy education	Job skills training
	Other



Q29AA. Does your organization help pay for job skills programs?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Pay All	33%	33%	NA
Pay Part	33	33	
Do Not Contribute Financially	33	33	

Q29AB. Does your organization provide time off for employees to participate in job skills programs?

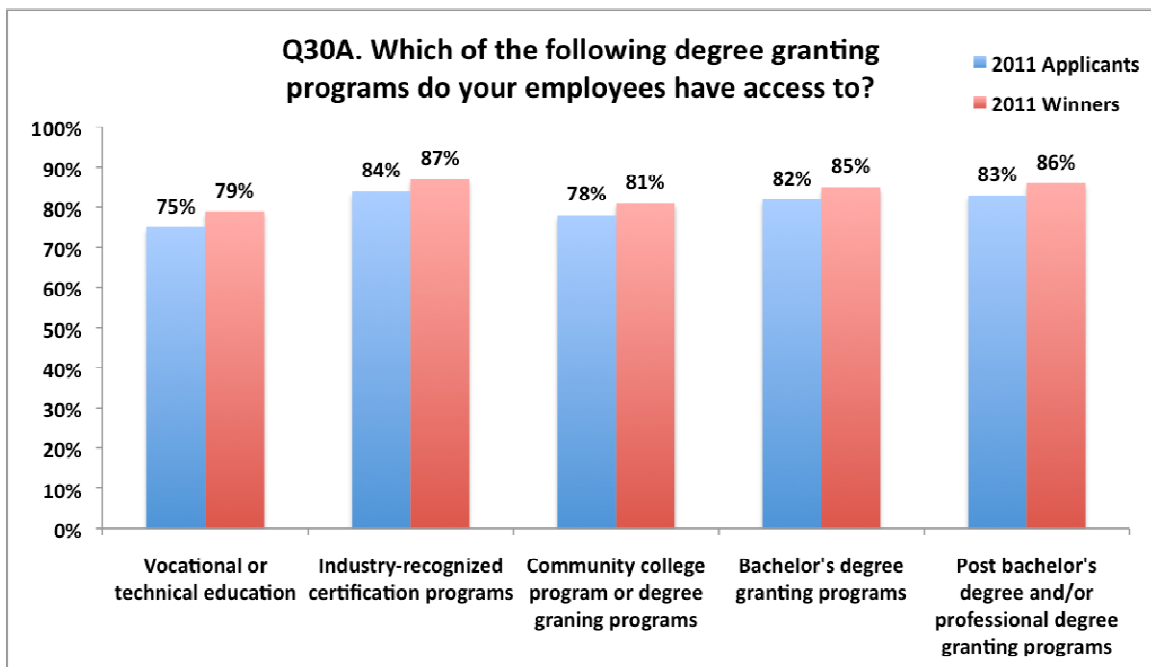
	2011 Applicants	2011 Winners	2008 National Study of Employers
Paid Time Off	33%	33%	NA
Unpaid Time Off	33	33	
No Time Off	33	33	

Q30. Does your organization encourage at least some groups of employees to pursue educational opportunities in degree granting programs?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	NA
No	50	50	

Q30A. Which of the following degree granting programs do your employees have access to? ? [Applicants were able to check more than one response. The column chart below represents the percentage of applicants who selected each response.

Vocational or technical education	Bachelor's degree granting programs
Industry-recognized certification programs	Post bachelor's degree and/or professional degree granting programs
Community college program or degree granting programs	



Q30B. Do you offer any of these programs for lower-level hourly or entry-level employees?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Yes	50%	50%	NA
No	50	50	

Q30C. Does your organization help pay for degree granting programs?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Pay All	33%	33%	NA
Pay Part	33	33	
Do Not Contribute Financially	33	33	

Q30D. Does your organization provide time for employees to participate in degree granting programs?

	2011 Applicants	2011 Winners	2008 National Study of Employers
Paid Time Off	33%	33%	NA
Unpaid Time Off	33	33	
No Time Off	33	33	

The Employee Questionnaire

➤ Employee Access to Various Provisions of Flexibility

EE01. Are you allowed to choose your own starting and quitting times within some range of hours?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE02. Are you allowed to work a compressed workweek for part or all of the year? For example, can you work 10-hour days for 4 days per week instead of 8-hour days for 5 days per week OR another similar arrangement? Some employers allow compressed workweeks during the summer months, calling them "summer hours".

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE03. Are you allowed to work part of your regular paid hours at home?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE04. Are you able to temporarily change your starting and quitting times on short notice when special needs arise? "Special needs" might include having to take a car into the shop for repairs, having to take a sick child or relative to the doctor, having to meet with a teacher after school, having to stay home for a delivery, and so forth.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE06. Are you allowed to decide when you take breaks during your workday?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA
No	33	33	
Don't know	33	33	

EE07. How often are you REQUIRED to work paid or unpaid extra or overtime hours with little or no advanced notice?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Every week or more often	20%	20%	NA
Several times a month	20	20	
About once a month	20	20	
Once in a long while	20	20	
Never	20	20	

EE08. Does your employer consider your job to be a part-time or full-time job?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Part-time job	50%	50%	50%
Full-time job	50	50	50

EE08AP. Would you prefer to work a full-time job right now?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	50%	50%	50%
No	50	50	50

EE08BP. Could you arrange to work full-time in your current level and position if you wanted to?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	53%	33%	33%
No	23	33	33
Don't know	25	33	33

EE08CP. As a part-time employee, do you receive pay comparable to what is received by people who work full-time in the same position, based upon the percentage of a full-time job you work?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes, comparable	25%	25%	25%
No, less	25	25	25
No, more	25	25	25
Don't know	25	25	25

EE08DP. How many hours a week on average do you need to work to be eligible for health insurance benefits?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
1-10 hours per week	14%	14%	14%
11-20 hours per week	14	14	14
21-30 hours per week	14	14	14
31-40 hours per week	14	14	14
More than 40 hours per week	14	14	14
Not applicable, no health insurance benefits are offered for part-time positions	14	14	14
Don't know	15	15	15

EE08AF. Would you prefer to work a part-time job right now?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	50%	50%	50%
No	50	50	50

EE08BF. Could you arrange to work part-time in your current level and position if you wanted to?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE09. How hard is it for you to take time off during your workday to take care of personal or family matters?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Very hard	25%	25%	25%
Somewhat hard	25	25	25
Not too hard	25	25	25
Not at all hard	25	25	25

EE10. If you had a child (biological or adopted) while working for your current employer, were you able to return to work gradually after childbirth or adoption?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	25%	25%	NA
No	25	25	
Don't know	25	25	
Not applicable	25	25	

EE11. Are you allowed to phase into retirement by working reduced hours over a period of time prior to full retirement?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA
No	33	33	
Don't know	33	33	

EE12. Are you allowed to take extended paid or unpaid leaves or sabbaticals of 3 months or more for self-enrichment or educational purposes and return to the same or a comparable job?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA
No	33	33	
Don't know	33	33	

EE13. Do you think that you could arrange to work for only part of the year in your current job?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE15. Are you a salaried or hourly employee?

	All 2011	All 2011	2008 National Study of
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	Finalists	Winners	the Changing Workforce
Salaried	50%	50%	NA
Hourly	50	50	

EE14. Are you allowed to do volunteer work during regular paid work hours?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA
No	33	33	
Don't know	33	33	

EE14A. How many hours annually can you do volunteer work during regular paid hours without losing pay?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
40 hours or more	14%	14%	NA
30-39 hours	14	14	
20-29 hours	14	14	
10-19 hours	14	14	
1-9 hours	14	14	
None	14	14	
Don't know	15	15	

EE16. Has your employer reduced, maintained or increased your opportunities to work flexibly in the past 12 months?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Reduced	25%	25%	NA
Maintained	25	25	
Increased	25	25	
Don't know	25	25	

EE18. Overall, how much control would you say you have in scheduling your work hours?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Complete	17%	17%	17%
A lot	17	17	17
Some	17	17	17
Very little	17	17	17
None	17	17	17
Don't know	16	16	16

EE20. If you are on a management or leadership track, are you allowed to move off that track and back on it when you are ready?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA

No	33	33	
Not applicable	33	33	

EE22. Are you allowed to take at least five days off per year to care for a sick child without losing pay, without using vacation days, AND without having to make up some other reason for your absence?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	25%	25%	25%
No	25	25	25
Don't know	25	25	25
Not applicable, I haven't needed to do this	25	25	25

EE23. Are you allowed to take at least five days off per year to care for an elderly relative without losing pay, without using vacation days AND without having to make up some other reason for your absence?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	25%	25%	NA
No	25	25	
Don't know	25	25	
Not applicable, I haven't needed to do this	25	25	

EE24. Are you allowed at least five days per year of paid time for personal illness?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA
No	33	33	
Don't know	33	33	

EE25. Is personal health insurance AVAILABLE TO YOU through your job?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE25A. Are any of the costs of this insurance paid by your employer?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes, entirely	25%	25%	25%
Yes, partly	25	25	25
No	25	25	25
Don't know	25	25	25

EE26. Is coverage for your family members available to you through your job?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	33%
No	33	33	33
Don't know	33	33	33

EE26A. Are any of the costs of this paid by your employer?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes, entirely	25%	25%	25%
Yes, partly	25	25	25
No	25	25	25
Don't know	25	25	25

↻ Use of Flexibility / Culture of Flexibility

EE19. Within the past year, while working for your current employer, have you wanted to request any flexible work arrangement(s)?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	50%	50%	NA
No	50	50	

EE19A. (If answered Yes to EE19.) Did you request the arrangement or arrangements you wanted?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	50%	50%	NA
No	50	50	

EE19AA. Did you discuss ways to adjust your request to fit both your needs and the needs of your employer with your supervisor?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
No, my request was <i>accepted</i> without discussion	25%	25%	NA
No, my request was <i>rejected</i> without a discussion	25	25	
Yes, and we <i>reached</i> a mutually beneficial arrangement	25	25	
Yes, but we <i>did not reach</i> a mutually beneficial arrangement	25	25	

EE58. How much do you agree or disagree with this statement? My supervisor or manager is fair and doesn't show favoritism in responding to employees' personal or family needs.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE59. How much do you agree or disagree with this statement? Supervisors or managers are encouraged to assess employees' performance by what employees accomplish, and not just by "face-time"—that is, the number of hours they spend at the workplace.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	NA
Somewhat agree	25	25	
Somewhat disagree	25	25	
Strongly disagree	25	25	

EE60. How much do you agree or disagree with this statement? Management makes an effort to structure work requirements so that they don't have a negative impact on employees' personal and family lives.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	NA
Somewhat agree	25	25	
Somewhat disagree	25	25	
Strongly disagree	25	25	

EE61. How much do you agree or disagree with this statement? My supervisor or manager really cares about the effects that work demands have on my personal and family life.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE56. How much do you agree or disagree with this statement? My supervisor or manager is responsive to my needs when I have family or personal business to take care of – for example, medical appointments, meeting with child's teacher, etc.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE57. How much do you agree or disagree with this statement? The organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	NA
Somewhat agree	25	25	
Somewhat disagree	25	25	
Strongly disagree	25	25	

EE45. How much do you agree or disagree with this statement? I have support from coworkers that helps me to manage my work and personal or family lives.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE77. Should your organization win this award for workplace flexibility?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA
No	33	33	
Don't know	33	33	

➤ Absence of Jeopardy for Use of Flexibility

EE07A. If you are asked to work extra or overtime hours, can you refuse to work these extra hours without negative consequences at work?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes, can refuse without negative consequences	33%	33%	NA
No, have to work to avoid negative consequences	33	33	
Never asked to work extra/overtime hours	33	33	

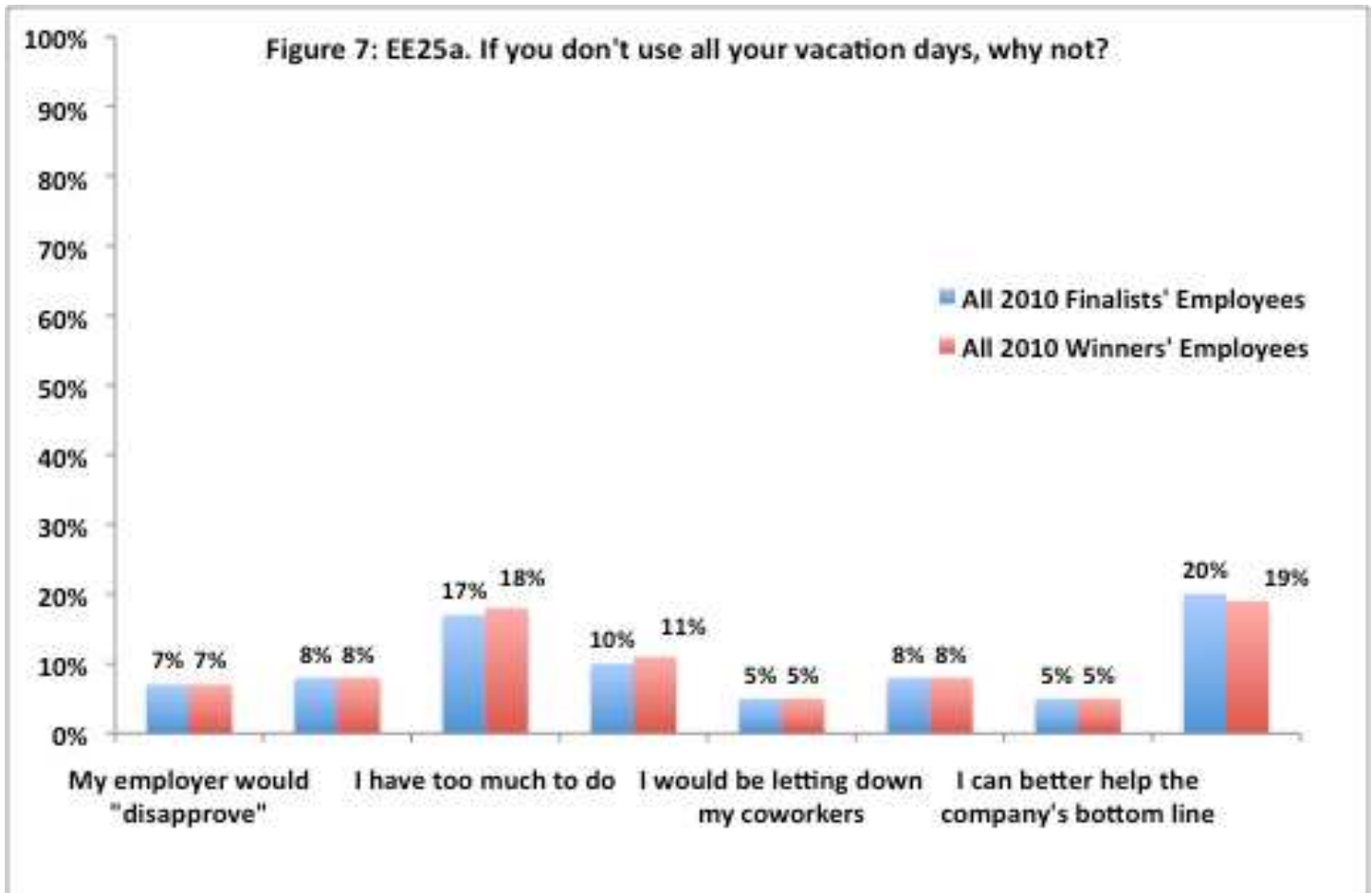
EE19B. (If answered No to EE21.) Why did you choose not to request a flexible work arrangement? [Employees were able to check more than one response. The column chart below represents the percentage of employees who selected each response. Your employees' responses are listed in a table below the chart]

My job responsibilities don't allow it
There would be negative consequences for my job advancement
There would be negative consequences for my current or future earnings
My manager isn't (wouldn't be) supportive
My co-workers aren't (wouldn't be) supportive
It might mean that others at work would have more to do
It might make me look less committed to my job or career
I was not comfortable in asking
Other

EE21. If you receive paid vacation days, did you use all the vacation days you received last year?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes	33%	33%	NA
No	33	33	
Not applicable, don't receive paid vacation days	33	33	

EE21A. If you don't use all your vacation days, why not? [Employees were able to check more than one response. The column chart below represents the percentage of employees who selected each response. Your employees' responses are listed in a table below the chart]



My job responsibilities don't allow it
There would be negative consequences for my job advancement
There would be negative consequences for my current or future earnings
My manager isn't (wouldn't be) supportive
My co-workers aren't (wouldn't be) supportive
It might mean that others at work would have more to do
It might make me look less committed to my job or career
I wouldn't feel like I was pulling my weight at work
I would have too much to do when I get back from vacation
Other

EE21B. Are you allowed to roll over unused vacation days into the following year?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Yes, I can roll over any amount of vacation days	33%	33%	NA
Yes, but only for a limited number of vacation days	33	33	
No, I cannot roll over any unused vacation days	33	33	
Not Applicable	9	9	

EE62. At my place of employment, employees have to choose between advancing in their jobs or devoting attention to their family or personal lives.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE63. Employees who ask for time off for family reasons or try to arrange different schedules or hours to meet their personal or family needs are less likely to get ahead in their jobs or careers.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

➤ Workplace Effectiveness Measure

Six Criteria of Effective Workplaces

Over the past six years, Families and Work Institute has engaged in a research journey to define the elements that make up effective workplaces. Based on our 2008 National Study of the Changing Workforce data, we have identified six criteria of effective workplaces that include both work and non-work factors, all of which benefit both the employee *and* the organization:

1. Job Challenge and Learning
2. Climate of Respect
3. Autonomy
4. Work-Life Fit
5. Economic Security
6. Supervisor Task Support

We examined the empirical relationships among the six workplace effectiveness factors, an index of overall effectiveness based on a combination of all six criteria, and work and health and well-being outcomes.

We found that greater overall workplace effectiveness, a summary index that includes all six criteria, is strongly related to greater engagement, job satisfaction and desire to stay with the organization. These work-related outcomes are of immediate interest to employers because organizations with employees who are highly engaged, satisfied and plan to remain with the organization are in a better position to achieve important business goals and objectives than organizations whose workforce is disengaged, dissatisfied and likely to look for new jobs elsewhere. Greater overall workplace effectiveness also has a positive effect on employee health and well-being outcomes across the board.

The Sloan Award Employee Survey includes select items from Families and Work Institute's workplace effectiveness index.

Questions EE28 through EE42, and EE46 and EE47 were preceded by the statement: How much do you agree or disagree with the following statement as descriptions of your job and your feelings about work:

EE28. My job lets me develop my skills and abilities.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE29. The work I do on my job is meaningful to me.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE30. My job requires that I be creative.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE31. I get to do a number of different things on my job.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE32. My job requires that I keep learning new things.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE33. My supervisor or manager is supportive when I have a work problem.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE34. My supervisor or manager recognizes when I do a good job.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE35. My supervisor or manager keeps me informed of the things I need to know to do my job well.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE36. I can trust what managers say in my organization.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE37. Managers in my organization behave honestly and ethically when dealing with employees and clients or customers.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE38. Managers at my workplace actively seek out information and new ideas from employees at all levels of the organization to guide their decision-making.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE39. I have a lot of say about what happens on my job.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE40. I have the freedom to decide what I do on my job.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE41. I feel I can really be myself on my job

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE42. I am satisfied with my opportunities for advancement.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE43. How satisfied are you with how much you earn in your job?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Very satisfied	25%	25%	25%
Somewhat satisfied	25	25	25
Not too satisfied	25	25	25
Not satisfied at all	25	25	25

EE44. Overall, how satisfied are you with the benefits your job provides, like health insurance?

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Very satisfied	25%	25%	25%
Somewhat satisfied	25	25	25
Not too satisfied	25	25	25
Not satisfied at all	25	25	25

EE46. I have the schedule flexibility I need at work to manage my personal and family responsibilities.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE47. My work schedule OR shift meets my needs.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

➤ Employee Engagement

EE48. I really look forward to going to work most days.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE49. I feel I am really a part of the group of people I work with.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE50. When I'm at work, time passes very quickly.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE51. I do more than what's expected to help my employer succeed.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE52. I often try new ways to do a better job.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE53. I put in extra time at work when needed to get my job done well.

	All 2011	All 2011	2008 National Study of

	Finalists	Winners	the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE54. I take on new and challenging tasks.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

EE55. When I am at work, I am focused and resist distractions.

	All 2011 Finalists	All 2011 Winners	2008 National Study of the Changing Workforce
Strongly agree	25%	25%	25%
Somewhat agree	25	25	25
Somewhat disagree	25	25	25
Strongly disagree	25	25	25

➔ Job Supports

EE17. Has your organization encouraged you to participate in any of the following educational programs to enhance your job skills?

a. Basic computer skills training

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

b. General literacy education

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have not participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

c. English as a second language education

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

d. Job skill training

	All 2011	All 2011

	Finalists	Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

e. Vocational or technical education

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

f. Industry-recognized certification programs

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

g. Community college programs

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

h. Bachelor's degree programs

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this	20%	20%

program		
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

i. Post Bachelor's and/or professional degree programs

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

j. Other

	All 2011 Finalists	All 2011 Winners
Yes, and I have participated in this program	20%	20%
Yes, but I have <u>not</u> participated in this program	20	20
No	20	20
Not applicable to my job or below my current skill level	20	20
Don't know	20	20

EE18. Did your employer help pay for any of the educational programs in which you participated?

a. Basic computer skills training

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

b. General literacy education

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

c. English as a second language education

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

d. Job skill training

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

e. Vocational or technical education

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

f. Industry-recognized certification programs

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

g. Community college programs

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

h. Bachelor's degree programs

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

i. Post Bachelor's and/or professional degree programs

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

j. Other

	All 2011 Finalists	All 2011 Winners
Pay All	33%	33%
Pay Part	33	33
Does Not Contribute Financially	33	33

EE19. Did your employer provide time for you to participate in any of the following educational programs?

a. Basic computer skills training

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

b. General literacy education

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

c. English as a second language education

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

d. Job skill training

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

e. Vocational or technical education

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

f. Industry-recognized certification programs

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

g. Community college programs

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

h. Bachelor's degree programs

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

i. Post Bachelor's and/or professional degree programs

	All 2011 Finalists	All 2011 Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

j. Other

	All 2011	All 2011
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	Finalists	Winners
Paid Time Off	33%	33%
Unpaid Time Off	33	33
No Time Off	33	33

Resources: Research, Tips, Case Studies and More

➔ Supports and Assistance for Employers and Employees

The ***When Work Works*** website (www.whenworkworks.org) answers many practical questions about how workplace flexibility benefits employers and employees, and how organizations can use it effectively. Resources available on the website are based on research and best practice. All available materials are designed to help all types and sizes of employers—as well as employees—implement and expand workplace flexibility in ways that improve the overall effectiveness of their workforce.

Resources found on the website include:

- research reports and business briefs;
- company profiles and promising practices; and
- tips for employers, managers and companies.

This and other resources are available free of charge at www.whenworkworks.org.

➔ About the When Work Works partners

For more information about the When Work Works past and present project partners, please visit the following websites:

Families and Work Institute - www.familiesandwork.org

The Society for Human Resource Management – www.shrm.org

The Twiga Foundation - www.twigafoundation.org

The Alfred P. Sloan Foundation - www.sloan.org