When Work Works, a project of SHRM, is a nationwide initiative that brings research on workplace effectiveness and flexibility into community and business practice. Since its inception in 2003, When Work Works has partnered with an ever-expanding group of communities from around the country to share rigorous research and employer best practices on workplace effectiveness and flexibility; inspire local employers to create more flexible and effective workplaces to benefit both business and employees; and recognize exemplary employers through the When Work Works Award and local community events. SHRM gives special thanks to the Families and Work Institute (FWI) as the originator of When Work Works. FWI has helped inform unprecedented improvements for countless employers and employees.

Visit us at www.whenworkworks.org and follow us @WhenWorkWorks

**Workflex Benefits Business and Employees**

**Effective and Flexible Workplaces have Better Employee Outcomes**

- **Retention is Key:** 39% of employees cited retention as their main reason for providing employee and family assistance (Flexible time, caregiving leaves and dependent care).
- **Lower Real Estate Costs:** Organizations with high levels of telework can save an average of $10,000 per full-time telecommuting employee per year due to reduced real estate and electricity costs and improved productivity.
- **Workflex is among the top three benefits rated by employees as very important to their job satisfaction.**
- **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.

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

**RESEARCH SOURCES:**

1. SHRM Research Spotlight, 2016
2. For more information see: https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/californiamedicalleaveincalifornia.aspx
3. U.S. Census Bureau 2010 American Community Survey
4. Global Workplace Analytics
5. SHRM 2016 National Study of the Changing Workforce
6. SHRM 2016 National Study of Employers
7. SHRM 2016 Employee Benefits Survey

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

At its core, workflex 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. Many California employers 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 Options
California organizations provide employees.

- TELECOMMUTING 63%
- FLEXTIME 48%
- TELECOMMUTING, PART-TIME 34%
- BREAK ARRANGEMENTS 30%
- MEALTIME FLEX 34%
- COMPRESSED WORKWEEK 23%
- TELECOMMUTING, FULL-TIME 21%
- SHIFT FLEXIBILITY 21%

Since introducing a flexible work environment based on results achieved rather than time spent at the office, Ryan has realized unprecedented growth, increased revenue, lower turnover and the highest client service scores in firm history.

- Brint Ryan
CEO, Ryan LLC
Los Angeles, Sacramento

Leaves of Absence

- Daily Overtime California’s 8-hour work day requires careful monitoring of hours worked.
- Make-up Time This option is available for personal or medical visits at the request of the employee with the consent of both employer and employee. The employee must make up time in the same work week and may work up to 11 hours in a day to do so.
- 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.
- Municipal Sick Leave and Minimum Wage Ordinances Many California cities have local ordinances permitting more generous sick leave than the state requires. Currently San Francisco, Oakland, Los Angeles, San Diego and Santa Monica are among the various municipalities with broader sick leave (and minimum wage) protections for California employees. Some jurisdictions have minimum wage or sick leave provisions that apply only to particular industries (e.g., Long Beach’s hospitality worker ordinance). This may impact a telecommuting employee if he or she works at home in a city with different ordinances/pay structures/time off than where the company office is located.

Telecommuting
Go remote! No special regulations here.

Alternative Workweeks
Nonexempt employees in CA are entitled to daily overtime, but employees can vote to approve compressed workweeks. 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.

Meals & Breaks Nonexempt employees must be given specifically timed breaks and meal periods. But exempt employees have freedom to schedule their day. Employees must be able to leave workplace for meal breaks (and possibly rest breaks), and employers must make breaks available but need not force breaks.

Leaves of Absence California employers must provide a variety of different leaves of absence to qualified employees. Read more below.

Daily Overtime California’s 8-hour work day requires careful monitoring of hours worked.

Make-up Time This option is available for personal or medical visits at the request of the employee with the consent of both employer and employee. The employee must make up time in the same work week and may work up to 11 hours in a day to do so.

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Telecommuting Go remote! No special regulations here.