SHRM

The Society for Human Resource Management (SHRM) is the world’s largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. Visit us at shrm.org.

WHEN WORK WORKS

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.

ABOUT THE NATIONAL STUDY OF THE CHANGING WORKFORCE

The National Study of the Changing Workforce (NSCW), originally conducted by FWI and now a project of SHRM, is a major study of the U.S. workforce that takes a comprehensive look at employees’ lives both on and off the job. Conducted every five to six years, the NSCW is the only ongoing, nationally representative survey of a large sample of U.S. workers and has tracked emerging trends essential to attracting, engaging and retaining top talent for more than three decades. NSCW findings are used to create issue-specific research papers on the changing workforce, but also to provide actionable information to the business community by determining what employers can do to make work “work” more effectively. The When Work Works initiative is grounded in the results of the NSCW and the National Study of Employers, also originally conducted by FWI and now a project of SHRM with the ongoing help of FWI, which have found that flexibility is a key ingredient in creating effective workplaces that can yield important outcomes for employers and employees alike.

SHRM’S EFFECTIVE WORKPLACE INDEX

Comparing Outcomes in High and Low Effective Workplaces

Organizations that Keep Their Best People

- 77% WANT TO STAY
- 30% WANT TO STAY

Employees Are More Engaged at Work

- HIGH: 55%
- LOW: 17%

Employees Have Fewer Sleep Problems That Affect Their Performance

- HIGH: 75%
- LOW: 49%

Employees Are More Satisfied at Work

- HIGH: 72%
- LOW: 3%

More Employees Report Excellent Overall Health

- HIGH: 42%
- LOW: 12%

Employees Are More Excellent OverAll

- HIGH: 77%
- LOW: 30%

Organizations Have More People with Low Stress

- HIGH: 36%
- LOW: 13%

Employees Work More Hours

- HIGH: 77%
- LOW: 30%

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Effective workplaces recognize that employees are an organization’s greatest resource and make a critical difference in an organization’s ability to not merely survive, but to also thrive. To be truly effective, a workplace—its design, practices and policies—must benefit both the organization and its employees. When an organization takes this approach to employee development and management, it has employees who are highly engaged and satisfied and who plan to remain with the organization.

Effective workplaces don’t all look the same because they go beyond “industry best practices” and find innovative ways to support their employees’ needs as people and professionals, regardless of the job, at the same time meeting their organizational needs. In some organizations, this means flex time and remote work, while for others, it’s about shift scheduling and control over breaks, while in still others, it is providing learning opportunities. Effective workplaces guide employees to success through good management and opportunities to learn and make better decisions on and off the job.

Although effective workplaces take many different forms based on industry, business strategy and workforce demographics, data from the National Study of the Changing Workforce reveal seven employee-based measures that signify whether an organization is an effective workplace.

**WHAT IS AN EFFECTIVE WORKPLACE?**

**EXAMPLES OF EACH COMPONENT OF AN EFFECTIVE WORKPLACE**

**JOB CHALLENGE AND LEARNING OPPORTUNITIES**

A job where the meaning and importance of the work is clear, that encourages learning and creativity, and that has enough task variety to keep you interested.

**CO-WORKER SUPPORT FOR JOB SUCCESS**

Working well with co-workers and having the support you need from them to do a good job.

**AUTONOMY**

The ability to decide or have input into what your job entails, how it is done, and to be true to yourself while doing it.

**WORK-LIFE FIT**

Having a schedule that meets your needs and a culture of flexibility at work that supports you in effectively managing your work and personal/family responsibilities.

**SATISFACTION WITH WAGES, BENEFITS AND OPPORTUNITIES TO ADVANCE**

Having reasonable benefits and earnings from your job and adequate opportunities for advancement.

**CULTURE OF RESPECT, TRUST AND BELONGING**

A workplace culture where supervisors are trustworthy, ethical, and seek your input to improve performance and help you feel a part of the group you work with.

**SUPERVISOR SUPPORT FOR JOB SUCCESS**

Supervisors who provide you with honest and relevant information needed to do your job well and who recognize you when a job is well-done.

**WORK-LIFE FIT**

Ryan, a tax services firm, developed myRyan, a flexible, results-focused workplace environment, that continues to be regarded as one of the most innovative work environments in the tax services industry. Employees are measured on results achieved, not on hours worked and can choose where and when they want to work on a day-to-day basis. Ryan employees receive customized training modules addressing flexibility concerns and overcoming resistance. The training includes modules for Ryan managers and individual contributors. Both sessions are highly interactive and focus heavily on sharing lessons learned and best practices, which helps managers and employees work out a flexible schedule that works for everyone on the team.

**SATISFACTION WITH WAGES, BENEFITS AND OPPORTUNITIES TO ADVANCE**

Laughlin Constable, an advertising agency, finds that flexibility within its workplace is a win-win. Cross-training has been both motivational and rewarding for the staff, allowing employees to enjoy their paid time off and feel they are part of a team. The agency’s Mentorship + Training program supports the growth and education of new hires and junior staff, offering a detailed plan for career development and advancement.

**CULTURE OF RESPECT, TRUST AND BELONGING**

Excelsa, a medical consulting firm, uses workflex as part of their business strategy, and they credit it for their minimal turnover. Onsite employees can adjust their start and end times, while remote employees set their own schedules. Excelsa leaders trust their employees and recognize, respect and support their lives outside work. To ensure employees feel supported, they survey them annually to measure overwork, flexible work practices and feelings of appreciation and value.

**SUPERVISOR SUPPORT FOR JOB SUCCESS**

Leaders at Dynamic Edge, an IT support company, pride themselves on respecting and trusting their employees, and getting feedback from their staff to make key changes to how work gets done. Managers ask employees about what causes them the most stress and how that stress could be alleviated. Eliminating hours from the on-call consultants and setting up an alert system to weed out false alarms are great examples of how managers have heard employees’ problems and worked to solve them, in the process providing better supervisor support for work success.

**THE SEVEN COMPONENTS OF AN EFFECTIVE WORKPLACE**

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