

*Inspire the Spirit of  
Employees through  
Flexible working  
arrangements*

A COFFEE SHOP  
DISCUSSION

SARA Conference 2010

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## JUAN PELOTA

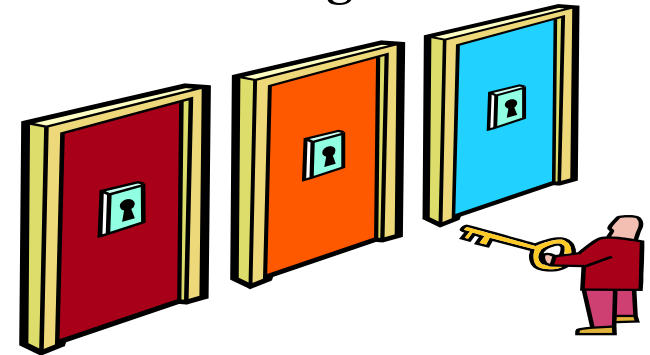
COFFEE, HOT & ICED		SMOOTHIES 1.25	
COFFEE		PELO-TONIC	
AU LAIT	1.50 2.00	FRUIT PELO - STRAWBERRY, PELO, BLUEBERRY & YOGURT	
COLD-BREWED TOBY	2.00 2.50	BERRY NICE	
ESPRESSO	2.25 2.75	STRAWBERRY, RASPBERRY, APPLE JUICE & BANANA	
LATTE	1.75 2.25	PEACHY TEA	
CAPPUCCINO	3.00 3.50	GREEN TEA, PEACH, BANANA & LEMON HONEY	
MOCHA	3.00 3.50	BLUE DRAGON	
CAFE CITO	3.25 3.75	BLUEBERRY, SOY & COCONUT PELO & PINEAPPLE	
THE SALVO	2.50	COCCA BERRY	
CHOCOLATE ORANGE	4.00	MILK, RASPBERRY, HONEY & COCCA	
NON-JAVA		BANANA DREAMSCICLE	
CHAI		ORANGE, CHERRY, FRUIT SMOOTHIE & VANILLA	
YERBA MATE	3.25 3.75	BROWN COU	
MATE LATTE	3.00	PELO, CHOCOLATE, PEANUT BUTTER & BANANA	
LOOSE-LEAF HOT TEAS	3.75		
ITALIAN SOBA	2.00	FRAPPE 4.00	
BOTTLED DRINKS	2.00	SOBRIANCHA MOCHA FRUIT	
ICED JAMPACA	1.75	ORANGE COFFEE & CARAMEL	
BLACK ICED TEA	1.75	RELIQUAN VANILLA BEAN	
RAIN WATER	1.50	SOFT COCCA SMOOTHIE	
	2.25		
EXTRA SHOT	10¢	EXTRA FRUIT OR LOCAL CIDER HONEY SOY	
SIR, SOY OR RICE	25¢	YOGURT, APPLE OR SOY PROTEIN PELO	
FLAVOR, WHIPPED CREAM	50¢	WHIPPED OR SPRINKLES 10¢	
ALL COFFEES AND TEAS AVAILABLE IN BULK			
- Ask at counter			



# *Employees are Different*



- Some employees want/need flexibility
- Others choose to work office hours even though they have the option of flexibility – crave social interaction
- Some employees want the option of flexibility, but if you don't offer it, employees become disillusioned or might leave the organisation if it isn't offered



- Do you know what your employees want?
- Did you know that employees can be productive without being clock-watched all the time?

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# *Flexible Working Arrangements*

**Companies offering employees discretion in terms of how, where and when work will be done while still delivering on company objectives**

- Virtual Offices/Telecommuting
- Job Sharing
- Flexible working hours/Flexitime options
- Compressed workweek
- On-site convenience facilities (E.g. ATM, Crèche, Concierge, etc...) that allow employees more time

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# *Why have flexible working arrangements?*

## **According to the WorldatWork<sup>1</sup> it can:**

- Enhance the overall working experience
- Create an environment where people want to work
- Create a competitive advantage
  - Attract a larger pool of qualified candidates
  - Reduce Turnover
  - Increase productivity/profitability
  - May reduce staffing costs

# ***Research Findings***

## **W@W 2010 Conference**



### **Spherion 2009 emerging workforce study**

- 60% of employees rate time and flexibility as NB to retention
- 90% of organisations reported improved worker satisfaction
- 74% of organisations have improved retention of workers
- Employees are likely to stay with employer for next 5 years

### **Study of innovative workplace flexibility options for hourly workers**

- Compared to employees who do not have the flexibility they need, employees with flexibility:
  - 55% higher engagement
  - 55% less stress
  - 45% lower turnover intention
- More than 80% of managers and employees say flexibility is NB to recruitment and retention
- 1/4 of employees using flexibility would leave if they did not have the opportunity to work flexibly

## ***WorldatWork Research Findings***

**1.2 Billion people,  
more than 1/3<sup>rd</sup> of  
the world's  
workforce will be  
mobile workers by  
2013**

**45% of US  
employers include  
hourly workers in  
flexible work  
programmes**

Work and Design Collaborative and WorldatWork

**The sum of  
teleworkers rose  
17% in 2 years to 34  
Million in 2008**

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## *Is your company ready?*

- Assess the nature of the organisation
- Review the profile of employees
- Review the leadership style
- Review the possible uses of technology
  
- NB: Pay has to be competitive – Flexibility is no substitution for poor pay!
- Flexible working arrangements should be considered as part of a holistic employee value proposition

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# *Nature of the Organisation*

## Manufacturing/Mining



- 24 hour production of physical goods
- [People have to be present](#)
- Use of specialised on-site equipment and machinery

## IT

- Knowledge based products
- Use the PC – Access to software



## Professional Services

- Client facing
- Non-client facing

Different functional areas in all three types of organisation (E.g.

Support staff vs. other)

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## *Profile of People*

- Output driven
- Independent/Autonomous
- Emotional intelligence
- [Self driven](#)
- Internal locus of control
- Family dynamics
- Social commitments/needs – e.g. interaction

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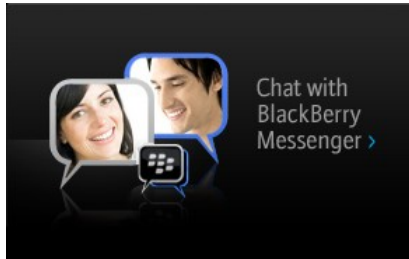
# *Profile of Management*

- [Mature](#)
- Open-minded
- Being resourceful
- Ability to manage outputs
- Managing a virtual team

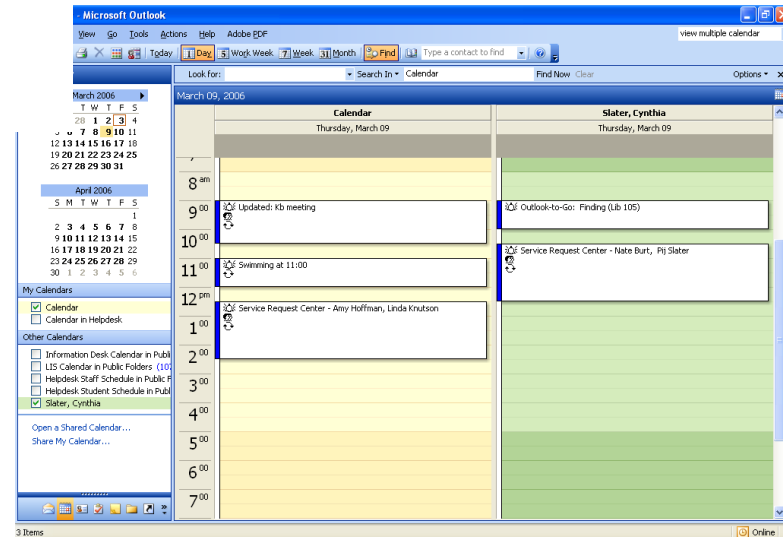
“Competent self managed individuals coupled with a technology driven working environment require very little management but clear output based objectives and deliverables that drives a strong sense of ownership and direction. Leaders in this environment act as enablers, facilitators and integrators and refrain from rigid policy based- and micro management.”

Peet Kruger: Associate Director – Reward Management: PwC-Remchannel

# Use of Technology



## World of Work Accessible



## ***Benefits/Advantages of flexible working arrangements***

<b>Company</b>	<b>Client</b>	<b>Employee</b>
Cost savings/ can charge less to clients than competitors	Availability	Less Travelling time and traffic
Engaged/ happy employees	Direct access	Stress related to travelling (road rage)
Happy clients	Quick turnaround time	Flexibility to manage lifestyle/ personal needs
Pay for outputs not time/effort	Access in different time zones	Being paid for outputs, not being managed on inputs such as time
	Cost effective / better pricing	Do work from anywhere/ anytime

# ***Limitations/Concerns of Flexible working arrangements***

<b>Company</b>	<b>Client</b>	<b>Employee</b>
Initial cost outlay	Wants reputable office environment/ traditional offices	<u>Lack of social interaction/ being isolated</u>
Logistics - meetings		Difficult to balance/ draw the line between work and family time
Reinforcing culture and vision and values		Being available/on-call all the time
Mindset of managing time/ inputs/ knowing where your employees are at all times		The danger of working all the time
Being old-school		Clients expect availability at all times

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## *Case Study*

### **The Remchannel Experience**

- Virtual since 2002
- Despite the concerned comments (clients and employees)
- Standardised our equipment
- Technology support
- Virtual office attracts people to come and work for us
- Inspired employees
- Happy clients

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***Video:***

ABC News: The future of the workplace – no office



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## ***Questions for the audience***

1. What percentage of your employees raised a request for flexible working arrangements in your organisation?
  - A. Less than 30%
  - B. Between 31 and 60%
  - C. More than 61%
  
2. Do you think employees in your organisation will benefit from flexible working arrangements?
  - A. Yes
  - B. No
  - C. Maybe
  
3. Which of the following flexible working arrangements does your organisation offer?
  - A. Telecommuting/ working from home
  - B. Flexi-time/ Flexible working hours
  - C. All of the above
  - D. None of the above

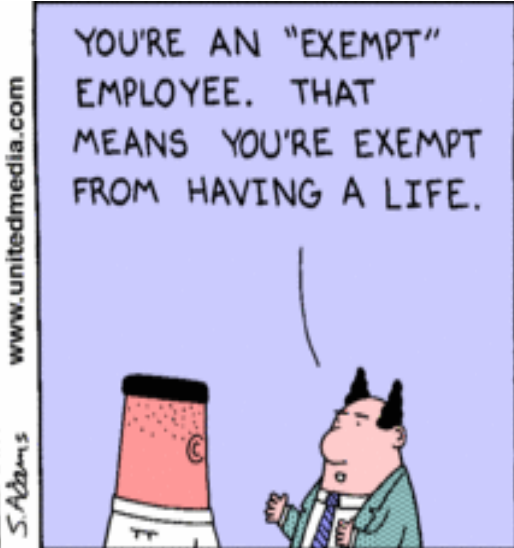
www.CartoonStock.com

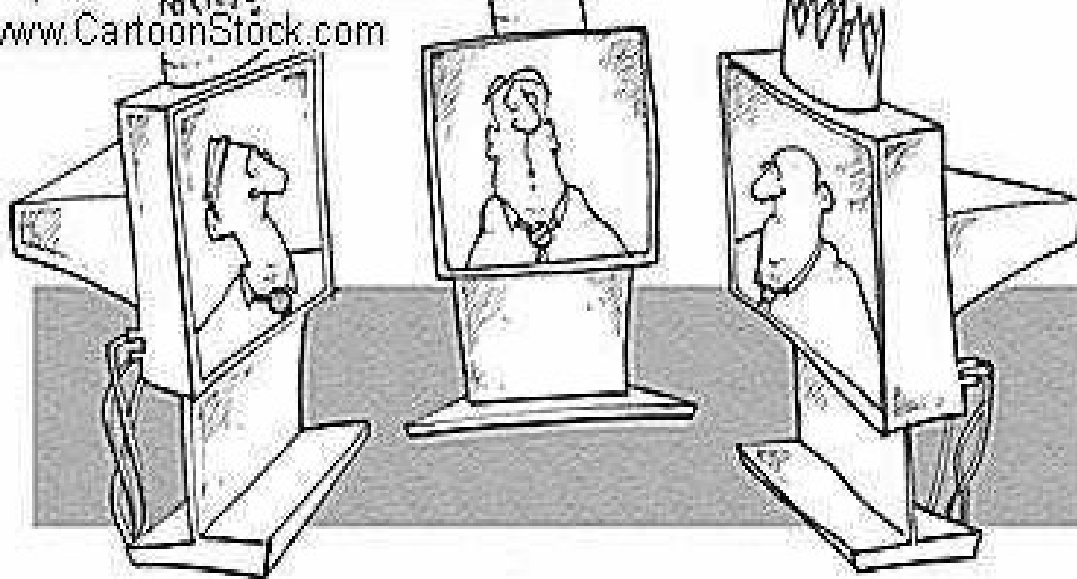


"Doing my work from home over the internet? *You bet* I'm interested!"



# Mature Management ?





007 by Randy Glasbergen.  
www.glasbergen.com



**TELEWORKING WAS THE DEATH OF THE OFFICE PARTY**



**“No, I don’t get lonely working from home.  
Not since I hired my assistant, Mr. Big Ears!”**