



Alfred P. Sloan Award for Business Excellence in Workplace Flexibility

Application Form

The Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility recognize employers of all types and sizes – in the public and private sectors, for-profit and not-for-profit – that are successfully using flexibility as a tool to enhance business and employees' success.

The Awards are part of *When Work Works*, a research-based initiative to highlight the importance of workplace flexibility as a strategy to increase workplace effectiveness and yield positive business results and to help employees succeed at work and at home.

When Work Works is a project of Families and Work Institute in partnership with the U.S. Chamber of Commerce's Institute for a Competitive Workforce and the Twiga Foundation, with funding from the Alfred P. Sloan Foundation. For information about the project, including research and resources for employers, please visit www.whenworkworks.org.

This document is provided for information purposes only. All award applications must be submitted online after January 7, 2009 at www.whenworkworks.org.

Registration

Organization Name: _____

Worksite Location:

- | | | |
|--|---|---|
| <input type="checkbox"/> Arizona (statewide) | <input type="checkbox"/> Durham, NC | <input type="checkbox"/> Morris County, NJ |
| <input type="checkbox"/> Atlanta, GA | <input type="checkbox"/> Houston, TX | <input type="checkbox"/> Providence, RI |
| <input type="checkbox"/> Aurora, CO | <input type="checkbox"/> Kentucky (statewide)* | <input type="checkbox"/> Richmond, VA |
| <input type="checkbox"/> Birmingham, AL | <input type="checkbox"/> Long Beach, CA | <input type="checkbox"/> Rochester, MN |
| <input type="checkbox"/> Boise, ID | <input type="checkbox"/> Long Island, NY | <input type="checkbox"/> Salt Lake City, UT |
| <input type="checkbox"/> Charleston, SC | <input type="checkbox"/> Louisville, KY* | <input type="checkbox"/> Savannah, GA |
| <input type="checkbox"/> Chicago, IL | <input type="checkbox"/> Manchester, NH | <input type="checkbox"/> Seattle, WA |
| <input type="checkbox"/> Columbus, OH | <input type="checkbox"/> Melbourne-Palm Bay, FL | <input type="checkbox"/> Spokane, WA |
| <input type="checkbox"/> Dallas, TX | <input type="checkbox"/> Michigan (statewide) | <input type="checkbox"/> Twin Cities, MN |
| <input type="checkbox"/> Dayton, OH | <input type="checkbox"/> Milwaukee, WI | <input type="checkbox"/> Winona, MN |

At-large application (please check this box if your worksite is not located in the greater area of one of the communities listed above.)

* If you are located in the greater Louisville area, please check Louisville. If you are located in another area of Kentucky, please check Kentucky (statewide).

How many employees work at the location for which you are applying: _____
A minimum of 10 employees must work at or report to the eligible worksite. Contract workers and consultants do not count toward this minimum requirement.

Contact Name: _____

Title: _____

Contact Mailing Address: _____

City: _____ State: _____ Zip: _____

Contact Phone Number: _____

E-mail Address: _____

Eligibility: 1) An employer with a worksite located in the greater area of a participating community should select that community in the above list. A U.S. employer that does not have a worksite located in one of the participating communities may apply as an “at-large” applicant. If an organization has multiple locations, separate applications must be submitted for each location that wants to be considered for the award. It is the worksite that is considered for the award, not the organization as a whole. 2) A minimum of 10 employees must work at or report to the eligible worksite. This does not include contract workers or

consultants for whom you do not withhold federal income tax from paychecks, but does include employees who travel frequently or work from home as long as they report back to the eligible worksite. 3) The organization must have been in operation for at least one year.

Application Procedure: The application process takes place in two rounds. Round I is the Employer Questionnaire, which is to be completed and submitted on-line by an authorized representative of the organization at www.whenworkworks.org. For qualifying employers from Round I, a sample of employees will be surveyed in Round II.

Questions: For more information about the awards or about When Work Works, please use the Sloan Awards Hotline number (800-966-2044) or e-mail us at whenworkworks@familiesandwork.org.

2008 Employer Application

1. How many employees does your organization have at the worksite for which you are applying for this award?

[] Employees

2. How long has your organization been in operation? Your best estimate is fine. If your organization has recently been involved in a merger or acquisition, please answer for the oldest of the organizations involved.

[] Years

Does your organization allow at least some groups of employees to... (For all Yes responses, answer the follow-up question in the next grid. For every No response, you can skip the follow-up question.)		Yes	No
3.	<u>Periodically</u> change starting and quitting times within some range of hours?		
4.	Change starting and quitting times <u>on a daily basis</u> ?		
5.	Have control over when they take breaks?		
6.	Move from full-time to part-time work and back again, while remaining in the same position or level?		
7.	Share jobs? Job sharing is a specific work arrangement that allows two part-time employees to share one full-time job.		
8.	Compress their workweeks by working longer hours on fewer days for at least part of the year?		
9.	Have control over paid or unpaid overtime hours? That is, employees are rarely required to work paid or unpaid overtime with little or no <u>advance</u> notice.		
10.	Work some of their regular paid hours at home <u>occasionally</u> ?		
11.	Work some of their regular paid hours at home on a <u>regular</u> basis?		
12.	Take time off during the work day to attend to important family or personal needs without losing pay? For example, to attend a school conference, to accompany an elderly parent or a doctor appointment, or wait for a plumber to fix broken pipes.		
13.	Take paid or unpaid time away from work for education or training to improve job skills?		

14.	Take sabbaticals—that is, being able to take leaves, paid or unpaid, of six months or more and return to a comparable job?		
15.	Have choices about and control over which shifts they work?		
16.	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?		

How many employees at this location are allowed to... <i>(Only respond to questions where a Yes response was given for the corresponding question above.)</i>		All	Most	Some	Just a Few
3a.	How many of your employees at your worksite are allowed to <u>periodically</u> change starting and quitting times within some range of hours?				
4a.	How many of your employees at your worksite are allowed to change starting and quitting times <u>on a daily basis</u> ?				
5a.	How many of your employees at your worksite are allowed to have control over when they take breaks?				
6a.	How many of your 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?				
7a.	How many of your employees at your worksite are allowed to share jobs?				
8a.	How many of your employees at your worksite are allowed to compress their workweek by working longer hours on fewer days for at least part of the year?				
9a.	How many of your employees at your worksite are allowed to have control over paid or unpaid overtime hours?				
10a.	How many of your employees at your worksite are allowed to work some of their regular paid hours at home <u>occasionally</u> ?				

11a.	How many of your employees at your worksite are allowed to work some of their regular paid hours at home on a <u>regular</u> basis?				
12a.	How many of your employees at your worksite are allowed to take time off during the workday to attend to important family or personal needs without losing pay?				
13a.	How many of your employees at your worksite are allowed to take paid or unpaid time away from work for education or training to improve job skills?				
14a.	How many of your employees at your worksite are allowed to take sabbaticals - that is, being able to take leaves, paid or unpaid, of six months or more and return to a comparable job?				
15a.	How many of your employees at your worksite are allowed to have choices about and control over which shifts they work?				
16a.	How many of your employees at your worksite are allowed 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?				

(Skip if you responded No to question 10)

10b. 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.

- Yes No It depends on the situation

(Skip if you responded No to question 11)

11b. 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.

- Yes No It depends on the situation

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

- Yes No *(Skip 17a)* Don't know, never had to deal with this issue

17a. How many of your employees at your worksite are allowed to return to work gradually after childbirth or adoption?

All Most Some Just a Few

18. 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?

Yes No (*Skip 18a*) Don't know, never had to deal with this issue

18a. How many of your employees at your worksite are allowed phase into retirement by working reduced hours over a period of time prior to full retirement?

All Most Some Just a Few

19. Does your organization fund a defined-benefit pension plan that offers older employees who phase into retirement by working part time the same benefits they would have received had they continued to work full time until complete retirement? [Defined-benefit pension plans offer guaranteed levels of payout based upon length of service and level of earnings. They do not require employee contributions.]

Yes No Not applicable, no defined-benefit pension plan

20. 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?

Yes No (*Skip 20a*) Don't know, never had to deal with this issue

20a. How many of your employees at your worksite are allowed to take an extended career break for care giving or other personal or family responsibilities?

All Most Some Just a Few

21. Does your organization allow at least some groups of employees to receive special consideration when returning to the organization after an extended career break? Such as financial or other assistance in maintaining skills, being given project work, job application assistance, etc.

Yes No (*Skip 21a*) Don't know, no one has ever requested this arrangement

21a. How many of your employees at your worksite are allowed to receive special consideration when returning to the organization after an extended career break, such as financial or other assistance in maintaining skills, being given project work, job application assistance, etc.?

All Most Some Just a Few

22. Does your organization allow at least some groups of employees to use a compensatory time off program ("comp time") - in other words, are salaried employees who work overtime allowed to receive compensation in the form of extra time off rather than monetary compensation?

Yes No (*Skip 22a*)

22a. How many of your employees at your worksite are allowed to use a compensatory time off program ("comp time") - in other words, are salaried employees who work overtime allowed to receive compensation in the form of extra time off rather than monetary compensation?

- All Most Some Just a Few

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

- Yes No (*Skip 23a and 23b*)

23a. When employees volunteer for community programs during regular work hours, how many hours, if any, are compensated annually?

- None
 1-9 Hours
 10-19 Hours
 20-29 Hours
 30-39 Hours
 40 Hours or More

23b. How many of your employees at your worksite are allowed to do volunteer work during regular work hours?

- All Most Some Just a Few

24. 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?

- All Most Some Just a Few
 None Not Applicable, no salaried employees

25. 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?

- All Most Some Just a Few
 None Not Applicable, no salaried employees

26. 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?

- All Most Some Just a Few
 None Not Applicable, no hourly employees

27. 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?

- All Most Some Just a Few
 None Not Applicable, no hourly employees

28. 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?

- Yes No

29. What percentage of employees at this location are part time? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[] [] [] Percent

- We have no part time employees at this location (*Skip 29a, 29b and 29c*)

29a. 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?

- Yes, comparable or more No, less

29b. Are supervisory or managerial positions available for part-time employees?

- Yes No

29c. Can part-time employees make pre-tax contributions to a retirement plan—such as a 401(k), 403(b), SEP, or Simple IRA—to which the organization also makes some contribution?

- Yes No Not applicable, no such plan offered

30. 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), Medicaid?

- Yes No

30a. Do you provide any of the following other kinds of assistance to employees who are potentially eligible for publicly funded benefits or services about these benefit and services such as Earned Income Tax Credit (EITC), Child Tax Credit, Food Stamps, State Children's Health Insurance (SCHIP), Medicaid?

- On site seminars to inform employees about these benefits
- On site screening for these benefits
- Time on the clock for screening
- Free tax preparation
- A telephonic resource and referral service that informs employees about these benefits and how to apply

31. Does your organization encourage at least some groups of employees to pursue educational opportunities to enhance their advancement such as English as a second language education, general literacy education, basic computer skills training, etc?

- Yes No (*Skip 31a*)

31a. Which of the following educational opportunities, if any, do your employees have easy access to at no or low cost?

- English as a second language education
- General literacy education,
- Basic computer skills training
- Other [Enter your answer here]

32. Does your organization offer or refer employees to low or no cost financial education courses/programs?

- Yes No

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

- Yes No

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

- Yes No (*Skip 34a*)

34a. 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?

- None
- 1-5 workdays
- 6-10 workdays
- 11-15 workdays
- 16 or more workdays

35. Does your organization offer most employees paid sick days?

- Yes No (*Skip 35a*)

35a. What is the maximum amount of paid time off for illness you offer each year to full-time employees who have been with the organization for one year?

- None
- 1-5 workdays
- 6-10 workdays
- 11-15 workdays
- 16 or more workdays

36. Does your organization offer most employees a few days off per year to care for a mildly ill child without losing pay or having to use vacation days?

- Yes No Not applicable, never had to deal with this issue

37. Does your organization offer most employees a few days off per year to care for an elderly relative without losing pay or having to use vacation days?

- Yes No Not applicable, never had to deal with this issue

38. 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?

[] [] Weeks

- No leave is offered (*Skip 38a, 38a, 38ab and 38ac*)
- Not applicable, never had to deal with this issue (*Skip 38a, 38aa, 38ab and 38ac*)

38a. 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?

- Yes
- No
- No applicable, never had to deal with this issue

38aa. 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?

- Yes, general temporary disability
- No, not general temporary disability

38ab. Do these employees receive all or part of their regular pay while they are unable to work?

- Full pay
- Partial pay
- It depends on the situation

38ac. 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?

- Yes
- No

39. 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?

[] [] Weeks

- No leave is offered (*Skip 39a and 39b*)
- Not applicable, never had to deal with this issue (*Skip 39a and 39b*)

39a. 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?

- Yes
- No (*Skip 39b*)

39b. Is the pay provided during leave for male employees whose partner gives birth to a child full or partial pay?

- Full pay
- Partial pay
- It depends on the situation

40. 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? [Enter 0 for none or less than 1 week]

[][] Weeks

- No leave is offered
 Not applicable, never had to deal with this issue

41. 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? [Enter 0 for none or less than 1 week]

[][] Weeks

- No leave is offered
 Not applicable, never had to deal with this issue

42. 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?

- Yes No Not applicable, never had to deal with this issue

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

- Yes No (*Skip 43a, 43b, 43c and 43d*)

43a. Does your organization pay all, part, or none of the premium for employees' personal health insurance?

- All Part None (*Skip 43b, 43c and 43d*)

43b. How long do employees have to work before they are eligible for personal health insurance?

- No waiting period
 1 to 3 months
 3 to 6 months
 More than 6 months

43c. Are health care benefits for part-timers comparable to what is received by people who work full-time in the same positions, based upon the percentage of a full-time job they work?

- Health insurance not offered to part-timers (*Skip 43d*)
 Health insurance is pro-rated
 Health insurance is same as full timers

43d. How long do part-time employees have to work before they are eligible for personal health insurance?

- No waiting period
 1 to 3 months
 3 to 6 months
 More than 6 months

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

- Yes No (*Skip 44a and 44b*)

44a. Does your organization pay all, part, or none of the premium for health insurance coverage for employees' family members?

- All Part None (*Skip 44b*)

44b. How long do employees have to work before they are eligible health insurance coverage for their family members?

- No waiting period
 1 to 3 months
 3 to 6 months
 More than 6 months

45. 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?

- Yes No (*Skip 45a*)

45a. Please briefly describe some of the special efforts you have implemented.

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

- Yes No (*Skip 46a*)

46a. Please briefly describe some of the special efforts you have implemented.

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

- Yes No

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

- Yes No

49. 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?

- Very True
 Somewhat True
 Not Very True
 Not at All True

50. 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?

- Very True
- Somewhat True
- Not Very True
- Not at All True

51. Is it very true, somewhat true, not very true or not at all true of your organization that our 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?

- Very True
- Somewhat True
- Not Very True
- Not at All True

52. Is it very true, somewhat true, not very true or not at all true of your organization 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.

- Very True
- Somewhat True
- Not Very True
- Not at All True

53. How many employees does your organization have in the United States? Please include headquarters, as well as any other locations of your organization in the United States.

[] Employees

54. Is your company...?

- Not-for-profit organization
- For-profit business
- Government entity
- Public educational institution
- Private educational institution
- Other:

55. Which of the following best describes your organization's major activity or industry?

- Agriculture, forestry, fishing, mining
- Construction
- Manufacturing of all types
- Transportation, communications, utilities
- Wholesale trade

- Retail trade
- Finance, insurance, real estate
- Medical services
- Education services
- Other social services
- Other professional services
- Business services, including repair
- Personal services, including hair dressing, livery, laundry & cleaning for individual clients
- Arts, entertainment & recreation services
- Government or public administration
- Other, please specify: []

56. What percentage of employees at this worksite are female? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[][][] Percent

57. What percentage of employees at this worksite are unionized? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[][][] Percent

58. What percentage of employees at this worksite are hourly employees? Please give your best estimate plus or minus 10%. Enter only numbers without the percentage sign.

[][][]Percent

59. Please describe any way that technology has played a role in your organization's workplace flexibility and effectiveness. How does technology allow your organization to offer more or less flexibility? How does flexibility enable your employees to make better use of technology?

Enter comments here: []

- I have nothing to add at this time

60. Are there any effects on workplace flexibility as a result of the economic times we are in?

Enter comments here: []

- I have nothing to add at this time

61. Please describe any special initiatives you have in workplace flexibility that would be of interest to other employers. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

- I have nothing to add at this time

62. Tell us briefly why your organization should win the Sloan Award for Business Excellence in Workplace Flexibility. Include what you are doing to promote workplace

effectiveness and flexibility. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

63. Tell us briefly any other innovative, bold or creative initiatives you have put into place to bring out the best in your employees. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

64. Tell us briefly any other innovative, bold or creative initiatives you have put into place to provide flexibility to employees whose positions may not lend themselves easily to working flexibly. Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

65. Do these workplace initiatives positively affect your employees? For example, are there lower levels of stress, less conflict in managing work and personal/family life and generally a more positive attitude, etc.? Do you have any data that you can share? Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

66. Do these workplace initiatives positively affect your organization's goals and objectives? For example, is there a decrease in absenteeism, reduced turnover, lower medical costs, higher productivity, etc.? Do you have any data that you can share? Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

67. Do these workplace initiatives positively affect your organization's reputation or success? For example, has there been an increase in market share, organizational growth, customer or client base, an ability to attract new employees? Has your organization received any awards and recognition, etc.? Do you have any concrete evidence of impact you can share? Note that your responses may be used in many ways in publicizing the winners.

Enter comments here: []

I have nothing to add at this time

68. Please select only one of the following options.

I grant permission to have information from this questionnaire shared with or be contacted by other parties such as journalists or researchers when there is a request.

I DO NOT grant permission to have information from this questionnaire shared with or be contacted by other parties such as journalists or researchers when there is a request.

69. This is the final page of the questionnaire. By checking this box and clicking on the button at the bottom of this page, you will be completing and submitting the survey. If at any time before the deadline you wish to go back and change your responses, you can do so by logging in with your email address and password at <http://whenworkworks.org/survey/login.php>.

If you have any questions, please contact Kelly Sakai at ksakai@familiesandwork.org

Submit

End of Questionnaire