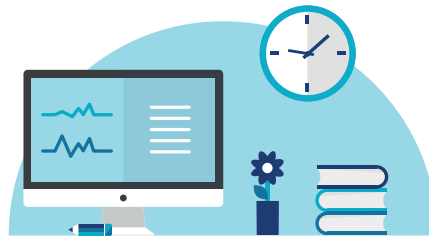


CAPTURING THE FLEXIBILITY QUOTIENT IN YOUR ORGANIZATION

ADAPTIVE WORKING™
FIVE DIMENSIONS FOR SUCCESS
IN FLEXIBLE WORK ARRANGEMENTS







HOW LINE MANAGERS CAN DEVELOP A CONSISTENT APPROACH IN A WORLD OF FLEXIBLE WORK

Line managers either love it or hate it. Some believe that allowing employees to work flexibly gives them access to the best talent — those who feel highly engaged and go the extra mile because of it. Others look around the lunch room at noon on Friday, see a few gaps, and say, “My workers are skipping out on work today!” So how do you achieve a fair and consistent approach to flexible work, so that both employers and employees win?

A number of trends are emerging that have the potential to reshape the world of work as we know it, and flexible working practices that accommodate these trends will ensure that employers have access to the largest and most experienced pools of talent. This will be a differentiator as labor and consumer markets change shape. Thus, line managers can only benefit from understanding these trends, to embrace the real value of flexible work arrangements.

First, it's important to know that changing customer needs and the emergence of new personal technology could spell the end of some products and even whole industries that seem indispensable today. In what the World Economic Forum (WEF) calls “The Fourth Industrial Revolution,” organizations have to become even more agile and flexible to react quickly to changing markets and new technological developments.

In general, we know that human labor is being displaced by automation, robotics and artificial intelligence, but opinions differ as to what is likely: Frey & Osborne's (2013) study found

that 47% of US employment is at high risk of being automated over the next two decades, whereas a 2016 study of 21 OECD¹ countries concluded that only 9% of jobs are automatable. The question is whether skills or people will be replaced. The WEF *Future of Jobs* report (2016)², developed with Mercer, shows that 65% of current primary school children will work in jobs that currently do not exist.

More recent studies show that automation will have a positive effect on productivity, outstripping the increases achieved from steam power, IT and early robotics put together. Workers will be needed alongside machines to achieve this growth, rather than be scrap-heaped, as some sensationalists are claiming. But in any case, the future of work looks different — and flexible work arrangements are very much a part of that future. How much managers are involved in planning for these macro issues is questionable — so a collaborative approach will be needed.

¹ OECD = Organisation for Economic Co-operation and Development

² World Economic Forum. *The Future of Jobs: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution* (January 2016).



THE AGING REALITY

Many traditional sectors will need to grow to accommodate an aging population and workforce — especially in the developed nations, and particularly in the health and caregiving sectors. Entrepreneurship may thrive as people pursue new ventures in these fertile areas.

The demographic evidence shows us that by 2050, almost one-quarter of the world's population will be older than 60, almost three times the mid-20th century figure. Generally, in developed economies that have access to some type of healthcare system, people are living longer. Life expectancies at birth have increased by seven to 14 years in most countries during the past 40 years, equating to an average of one additional year for every four years.

Indeed, population aging is set to affect all OECD countries in the coming decades. Demographic projections are uncertain, but based on middle-of-the-road assumptions, the ratio of elderly people (over 65) to those between 20 and 64 could double between now and the middle of the century.

People will work longer as they live longer — some experts predict an additional 15 years at work, on average. Motivation levels may decline, health may decline and people will move into a transition phase somewhere between full-time work and full-time retirement, where more flexibility will enable them to stay economically active longer. This is good for the country, and good for the social well-being of older citizens, but overall, an aging population brings with it some obvious challenges.

For example, as suggested earlier, an aging population has intensified the need for caregivers. Of the nearly 40 million family caregivers in the United States, approximately 6 in 10 are employed.³ Accommodating working caregivers with a more flexible approach to working will become more the norm and is already reaping rewards in the way of improved productivity levels, higher engagement, higher retention levels and genuine gratitude from employees who need this type of support at difficult times. Line managers will need help and training to support working caregivers — this is new territory for many who are unfamiliar with these issues.

But it doesn't matter if you have a family care issue or not, because all of us need flexibility at times, to balance our lives and our work. Flexible working is now the top benefit sought by workers when applying for a new job, according to the 2014 study by SHRM.⁴

³ AARP (The American Association of Retired Persons). *8 Ways to Support Working Caregivers*.

⁴ SHRM = Society for Human Resource Management



A FLEXIBLE STRATEGY

For employers, flexibility to accommodate older workers, working caregivers, returning parents and those who are retraining for a career change will therefore need to be an everyday feature of work in the coming years to gain access to as wide a labor pool as possible. And almost 90% of companies agree that we will see more flexible working arrangements in the near future.

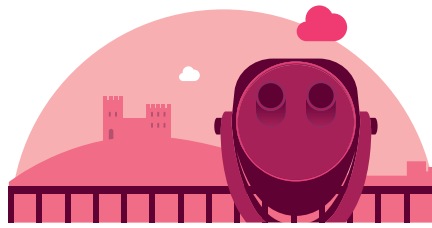
Yet more than half of all organizations do not have a flexible working strategy or philosophy — and of those that do, only 19% have a formal written document in place. Where flexible policies do exist, they are typically limited to where and when people can work, and this framework is too limited to define the full scope of future flexible working. Clearly, there is a disconnect between the importance of workplace flexibility and the way many companies handle their flexible working strategy.

This is why Mercer has developed a strategic approach to workplace flexibility that is based on a clear and structured methodology to deliver practical and repeatable results. The outcome will be a framework for controlled flexibility that enhances the employee value proposition and minimizes the risk that flexibility results dissolve into chaos. We will look at this in more detail later in this article.

⁵ SHRM. 2014 *Workplace Flexibility Survey*.

⁶ World at Work. *Trends in Workplace Flexibility* (2015).





A GLIMPSE INTO HISTORY

Flexible working isn't a new concept. Arguably, work existed before employment and flexible working existed before jobs. Across organizations, there are a vast array of "alternative" working practices emphasizing where and when the work is performed, and by whom: part-time hours contracts, flextime (or flexi-time, as known in the UK), nine-day fortnights, shift working, annual- (and zero-) hours contracts, job sharing, unlimited paid leave, home working, commissioned outcomes and so on. These patterns exist under a variety of alternatives to full-time employment, such as contract work, self-employment, fixed-term and agency work, through affiliates.

These arrangements have evolved over time to suit the needs of the employer and/or employee. They have not always had lasting appeal. Flexi-time was removed by many UK organizations, as it encouraged an "overtime mentality" (for additional time off) rather than a culture of flexibility. Zero-hours contracts have been criticized by many as exploitative of vulnerable workers. Unlimited paid leave sounds great and modern but has been found to result in people feeling guilty for taking holiday, contrary to the usual intents.

What's changing is the personalization of flexibility and the broadening definition of the dimensions that affect the way we look at flexible working — to accommodate the increasingly diverse needs of workers. So we need to be clear about what flexible working looks like when conversations take place on the subject, as employers and employees may have different perceptions. This is particularly true for individual line managers, whose practices in one office may be very different than another, even if the same jobs are involved.

But a single universal definition of flexibility is very difficult to pin down at the macro level, so it is no surprise that line managers are struggling with it. In some geographies, flex worker is a term used to describe a freelancer or short-term contractor. In others, flex working simply means providing a corridor of adjustable start and finish times, or part-time hours contracts. In an environment where the nature of work, workers and workplace is changing rapidly, we need to consider a range of definitions about flexible working and understand the implications for each. Flexibility is often needed to cover life events, which are often temporary, such as caregiving or study. Flexible working is a way of working that suits the employee. But it has to work for the employer, too.

The framework on the next page illustrates a number of potential descriptions and flexible working models. It is interesting to note that as you work from top to bottom across these models, we begin to examine a number of job dimensions, such as when you work, where you work, what type of work is done, how results are measured and who does the work. The table provides some insights into the key implications for each scenario.

FLEXIBILITY DIMENSIONS

More traditional models at the top moving down toward the most recent approaches at the bottom

HOW

Fixed hours and place of work. Full-time and part-time employees, and shift working typical

Implications for people strategy

- Traditional model
- Certainty of planning for employer
- Difficult to scale up or down at speed
- Fixed costs
- Employees now favor flexible working over a pay raise, so may not be the most attractive option
- Unlikely to attract certain talent pools, such as returning women — not the best model for full employment economies

WHEN

Start and finish times flexible around a core. Job share typical as well as part-time and flexible shifts

- No need for remote working tech infrastructure
- Opens up opportunities to recruit from wider talent pools
- Limited opportunities to scale up or down at speed
- Care needed to ensure consistency and fairness are applied by managers
- Need for trust and some monitoring

WHERE

Flexibility around when and where you work, remote working typical

- Remote working infrastructure requirements become crucial
- Opens up opportunities to recruit from wider talent pools
- Limited opportunities to scale up or down at speed
- Care needed to ensure consistency and fairness are applied by managers
- Greater need for trust or some monitoring
- Research shows it leads to improved engagement and productivity

WHAT

Remote teams measured by outcomes. Automation of many tasks

- Nontraditional model, but becoming more common
- More likely to respond quickly to scaling up or down
- Greater degree of trust or measurement required
- Ability to pull in resources from the widest global talent pools
- Essential to have best possible digital infrastructure to support working

WHO

Elastic workforce made up mostly of freelancers and contractors, working on demand

- Uber-style nonemployment model
- Now being challenged by courts as illegal (UK, US, Canada)
- Cost efficiency, scaling and productivity optimized
- High level of trust assumed, or high level of measurable outcomes being enforced
- Little or no social protection or employee benefits for workers
- Low level of job security

So if we were to summarize a working definition, it would be: “Flexible working is more than simply offering part-time hours contracts. It needs to consider the ‘how, when, where, what and who’ dimensions of a job.” It’s no wonder that line managers are struggling to apply judgment consistently!

When carefully thought through, flexible working will support all employees and their life events, whether they have families or not. It needs to be fairly and consistently applied to all employees while enabling employers to thrive. A flexible working policy needs to examine areas such as:

- Working anywhere and anytime, and how to ramp up or down
- Contingent, freelance and contract working
- Career models that support employee life events and needs, such as for working caregivers, returning parents, higher education or retraining, working for charities, working for multiple organizations, training for sports or overseas community work — these models could include time off in lieu, job sharing, parental leave, compressed hours and so on
- Upstream and downstream impacts of making a job flexible (impact on colleagues and work flow processes)
- Reward and benefit programs that align with the work and the worker
- The legal implications

It is important to remember that flexibility is a two-way thing requiring trust on both sides. It is often temporary, related to life events and can often be a “family unit” decision. If one partner has some flexibility, it can enable the other partner to perform other tasks. If both partners, or all family members, have some flexibility, then life and work are no longer such a juggling game.





EMPLOYER AND EMPLOYEE PERSPECTIVES OF FLEXIBLE WORKING

A proactive approach to the issue of flexible working affords a number of opportunities that early adopter organizations can leverage to achieve a win-win for employers and employees.

Research shows us that people want to work more flexibly. One study⁷ shows that 81% would choose flexible working as the preferred benefit when applying for a job at a new company; 53% of employees in the same research would prefer flexible working to a 5% pay rise; and 63% have turned down a job because it did not offer flexible working.

The most popular flexible working profile is working from home one to two days a week, with flexible start and finish times. A CIPD study⁸ of employee attitudes in 2016 showed that 65% of employees who worked flexibly were either satisfied or very satisfied with their work/life balance, compared with only 47% satisfaction rates for those who did not. A quarter of respondents from this study reported that being able to work flexibly enabled them to be more productive at work. In all, 54% of employees nationally use at least one form of flexible working – part-time hours contracts being the most prevalent approach, with 29% working in this way.

⁷ My Family Care and Hydrogen. *The Competitive Advantage of Flexible and Family Working* (2016).

⁸ CIPD (Chartered Institute of Personnel & Development). *Employee Outlook: Commuting and Flexible Working* (April 2016).

WHAT ARE THE BENEFITS OF FLEXIBLE WORK FOR EMPLOYERS?

BENEFITS FOR THE EMPLOYER – THE EVIDENCE:

Become employer of choice

- Staff who may have otherwise left the organization without being offered flexibility provide a continued presence in the workforce, ensuring organizational knowledge is maintained.
- Employers have reported that as many as 70%–75% of employees whose request for a change in hours was denied left the company.⁹
- One study¹⁰ showed that 44% of women who voluntarily leave work do so to increase family time and 47% of working fathers want to downsize to a less stressful job because they can't balance the demands of work and family life.¹¹
- In a survey of employers,¹² 80% reported that flexible working enhances their ability to recruit talented employees and 80% said that their ability to retain employees is enhanced.

Save on overhead

- Employers gain potential savings on office space and operating expenses when employees work from home or other locations. During its Workstyle project,¹³ British Telecommunications (BT) reduced its office estate by 40%, saving over €725 million a year; within this figure, BT's 11,600 home workers save the company €104 million a year in accommodation costs.
- Because employees are not necessarily commuting, the cost of travel being met by the employer could decrease.
- There is a reduction in recruitment fees to replace staff who leave to find more flexibility. These fees can range from 15% to 150% of annual salary for low-skilled and high-skilled workers, respectively.¹⁴

Reduce payroll costs

- Employees are increasingly looking to tailor their careers to their lifestyles and are willing to take a pay cut to achieve this.
- According to research,¹⁵ just over a third of fathers (38%) and 48% of millennial fathers say that they would be willing to take a pay cut to achieve a better work/life balance.
- Over half (53%) of employees overall would rather have flexible working instead of a 5% salary increase.¹⁶

⁹ Bureau Bartels. Effectiviteit van de Wet Aanpassing Arbeidsduur [*The Effectiveness of the Working Time Adjustment Law*] (2008).

¹⁰ Hewlett SA, Luce CB. "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success," *Harvard Business Review* (March 2005).

¹¹ Working Families and Bright Horizons. *Working Families: Modern Families Index* (2017).

¹² WFD Consulting. *Innovative Workplace Flexibility Options for Hourly Workers* (2009).

¹³ BT. *Workstyle Case Study* (2006).

¹⁴ Corporate Voices for Working Families. *Business Impacts of Flexibility: An Imperative for Expansion* (2005).

¹⁵ Working Families and Bright Horizons. *Working Families: Modern Families Index* (2017).

¹⁶ My Family Care and Hydrogen. *The Competitive Advantage of Flexible and Family Working* (2016).

Cultivate healthier workforce

- Multiple studies and articles cite flexible working as a way of reducing stress and other causes of sickness or absence; employees who do not have flexible work options experience twice as much stress as those who do.¹⁷
- In Mercer's recent global Talent Trends survey, 61% of respondents rated health over wealth and career as their biggest concern in the immediate future.
- A study¹⁸ showed that 30%–50% of observed differences in health indicators between workers engaged and not engaged in flexible work schedules were explained by perceived workplace flexibility.

Boost productivity

- In some industries, flexible working may allow extended operating hours, which may be beneficial for the employer. Staff may not be commuting, which can enable an earlier start time or later finish time in some cases.
- A German study¹⁹ conducted for the Ministry for Families estimated a productivity increase of 0.1% per hour per employee for flexible workers.
- An empirical analysis²⁰ of Fortune 500 companies showed that productivity firm-wide was boosted by anywhere from 1% to 3% by an increase in the family-friendliness index.

Advance diversity and gender parity

- With more flexible arrangements, the talent pool available is larger and more diverse, increasing access to workers such as women, caregivers and older workers.
- Flexible working arrangements can also bridge the gender pay gap by allowing high-achieving women to balance work with family life; 60% of women consider their childcare responsibilities before applying for a promotion or a new job.²¹

¹⁷ WFD Consulting. *Innovative Workplace Flexibility Options for Hourly Workers* (2009).

¹⁸ Grzywacz JG, Carlson D, Shulkin S. "Schedule Flexibility and Stress: Linking Formal Flexible Arrangements and Perceived Flexibility to Employee Health," *Community, Work & Family* (2008).

¹⁹ Prognos. *Work-Life Balance: Motor für wirtschaftliches Wachstum und gesellschaftliche Stabilität; Analyse der volkswirtschaftlichen Effekte-Zusammenfassung der Ergebnisse* [Engine for Economic Growth and Social Stability: Analysis of Macroeconomic Effects] (2005).

²⁰ Clifton TJ, Shepard EM. "Work and Family Programs and Productivity: Estimates Applying a Production Function Model," *International Journal of Manpower* (December 2004).

²¹ Working Families and Bright Horizons. *Working Families: Modern Families Index* (2017).

WHAT ARE THE BENEFITS FOR EMPLOYEES?

BENEFITS FOR THE EMPLOYEE – THE EVIDENCE

Become engaged and energized

- By having the flexibility around where/when/how employees carry out their job, they are more likely to enjoy their job and the organization they work for.
- According to a survey, flexible work ranked third across all age groups, just after competitive pay and health insurance, as “important for happiness on the job.”

Gain control and well-being

- Employees have indicated that they feel a greater sense of control, which is important to mental well-being. For employees who work when they want to work, there are reports that morale is higher as a result.
- Flexibility allows work to be planned around important personal commitments – for example, doing the school run, going to the gym, volunteering commitments.
- Around half of working parents believe their relationships with their children would improve if they could work flexibly.

Save money

- US consumers spend an average of \$2,600 per year on their commute ; flexible working can save employees money. Childcare costs also may decrease.

Save time

- With an average commuting time of 25 minutes each way in the United States, working remotely could save the typical worker around an hour of travel each day.

Although the introduction of flexible working can lead to many advantages, it will not be without its challenges. A number of these are explored on the next page.

²² Randstad. “Guide to Employee Engagement,” *World of Work* (2008).

²³ Corporate Voices for Working Families. *Business Impacts of Flexibility: An Imperative for Expansion* (2005).

²⁴ Government Equalities Office. *Flexible Working: Benefits and Barriers Perceptions of Working Parents* (2009).

²⁵ Citi ThankYou Premier Commuter Index (2015).

²⁶ United States Census Bureau. *Commuting in the United States* (2009).

WHAT ARE THE CHALLENGES OF FLEXIBLE WORKING?

CHALLENGES FOR ALL

Manager trust and fear

- There is often a perception that when employees work flexibly they aren't as productive. It is important to have open and honest conversations, on a more frequent basis, to agree on objectives and output.
- Where there is a higher degree of output measurement, rather than hours in office measurement, this trust and fear issue can be better alleviated.
- According to research,²⁷ twice the number of fathers compared to mothers believe that flexible workers are viewed as less committed, and that working flexibly will have a negative impact on their career. There is a real fear that progression will be affected by asking to work flexibly.

Inconsistent application of policy

- A well-drafted flexible working policy is only the first step for an organization. It is often the inconsistent application of the policy between managers that can cause issues. It is important that all managers understand the policy and are trained in how to apply it fairly and consistently.

Infrastructure

- Flexible working is not merely saying yes to requests to work from home one day each week. Companies need to review how changes will impact the current IT infrastructure and location strategy.
- Is there an increased cyber security risk for remote workers?
- Do employees have the right technology and equipment set up at home?
- What are the insurance and liability implications for home workers?

Health and well-being

- Ensure that the home working environment is safe and doesn't contravene health and safety requirements.
- How are employees protected from feelings such as social exclusion and loneliness?
- Is there a greater risk of the "always on" mentality resulting in a detrimental effect on well-being?

Many of these challenges could be addressed by conducting an objective review of jobs and work, which quantifies the Flexibility Quotient (FQ) for each job, and this could form the evidence base to improve manager trust. A model to achieve this is included in the final section of this article.

²⁷ Working Families and Bright Horizons. *Working Families: Modern Families Index* (2017).



A WIN-WIN SOLUTION: MERCER ADAPTIVE WORKING™

Flexible working, when implemented thoughtfully, offers a win-win for employers and employees. But there are risks if it is implemented without understanding how jobs contribute to the organization, how they are structured and how they interact with other jobs.

Total flexibility can be a recipe for chaos without careful attention to the structure of jobs and the interaction between them. A successful framework needs to balance the needs, wants and preferences of individuals with the imperatives of the business. While accommodating employee requests within the law, they can't take precedence over the needs of the organization. But what are those needs?

Managers are central to this process. They are increasingly responsible for framing and agreeing to the basis by which individuals contract with the organization — both formally and informally, including the way they work. Managers need the right frameworks, tools and awareness to make mutually beneficial decisions and reduce the risk of potential claims arising from decisions around flexible working patterns.

To succeed, the best flexible working agreements require a mutual and clear understanding of these five key dimensions:

1. **When the work can be performed** — the preferred working hours (number and timing), as well as the degree of individual discretion that the individual has in determining these things, and an understanding of how this will be managed with co-workers.
2. **What the job and work entails** — this means examining the required job content and any flexibility to share or exchange responsibilities with others — for instance, creating a broader or deeper role may lessen the dependency on adjacent roles, freeing up more flexibility.
3. **Where the work is done** — the preferred work location(s) and the ability to vary this to the mutual benefit of the employer and employee, and an understanding of whether the organizational IT infrastructure can support this effectively.
4. **How the work is delivered** — in particular, the need or the ability to vary the intensity at which work is performed and the ability for the individual to vary this in the short term or to support longer-term life events and demands. Simply put, the scaling up or down of demand.
5. **Who actually delivers the work** — the flexibility, considering the nature and criticality of work, to allocate responsibility to a distributed set of workers beyond traditional employees to freelancers, contingent workers or an outsourced model, if appropriate. This category definition also includes examining the scope for automation of roles.

In developing a new range of Adaptive Working tools and processes, Mercer has taken these five dimensions to a new level. The powerful yet straightforward tools and dashboards have been designed to help employers evaluate the potential for flexible working in their organizations, and provide recommendations for action. The tools cover the following:

Organizational preferences

There is rarely a consensus on what level of flexibility is desirable to an organization, often because the benefits to the organization are unclear. Mercer's Adaptive Working tools enable organizations to assess the diversity of opinions between the current and desired levels of flexibility, using the above five dimensions of the job — that is, when is it done, what work is involved, where is it done, how is the work delivered and who does the work. The tool can provide objective and consistent results that quantify the benefits of increased flexibility from the points of view of the employer and the employee.

These tools can be used in workshops with different levels of leadership and local managers to build consensus about what the right flexible working program should include and enable organizations to agree to an effective flexible working philosophy, which will work for them.

The FQ (Flexibility Quotient) of jobs

All jobs are different, and our Adaptive Working tools enable organizations to assess the FQ of all jobs according to the same five dimensions of the job. Each job can be mapped and compared to other jobs, and a picture emerges of how jobs can be flexed relative to one another. Some jobs are easier than others to flex; the tools enable you to understand which ones, and what is the best design. The measures are objective and consistent, giving both the employer and the employee comfort that a fair approach is being adopted.

Employees and managers

What do employees aspire to, and how do managers feel about their employees working flexibly? Use the employee and manager modules to understand these key data points.

Return on investment

There is a built-in modeler, which explores your organization's potential to improve the bottom line by introducing flexible working. See the impact of making changes quantified in three key areas: turnover costs, payroll costs and improved productivity. These improved results can be a significant kicker to get started with examining flexible working.

MERCER ADAPTIVE WORKING

Mercer Adaptive Working describes a set of tools and processes that help organizations manage workplace flexibility. The toolkit contains six modules:



MODULE 1. DEFINE YOUR ORGANIZATIONAL FLEXIBILITY QUOTIENT (MERCER FQ™)

Define your flexible working goals and what success will look like:

- What principles do you want to follow when it comes to workplace flexibility?
- Where do you see yourself in the future compared to today and to the market?
- What direction do you want to take to achieve a flexible workforce?

Workshop these challenges with senior leaders to define and align a flexible working strategy that is based on a pre-prepared analysis of input collected from around your organization.

Adaptive Working will help you understand the situation today and the ideal state you want to achieve. Importantly, it will challenge your organization's assumptions about flexible working.



MODULE 2. MEASURE THE ROI

Adaptive Working will calculate the potential cost savings you can make by moving to a more flexible working environment. Based on current flexibility and company related inputs, we can model potential savings under categories such as:

- Turnover: reduced replacement costs due to lower turnover
- Payroll costs: the impact of employees choosing flexibility over a salary increase
- Productivity: increased productivity through higher engagement
- Facilities: significant savings on a real estate budget through the rationalization of work space to better meet the needs of an Adaptive Workforce

The ROI calculator will provide you with objective financial evidence to support your business case.



MODULE 3. LINE MANAGER FQ

One of the key stumbling blocks in implementing flexible working is the lack of consistency between how line managers apply guidelines. This can result in some very different experiences for employees, and some may even feel like their line manager can't be trusted.

Adaptive Working will plot the degree of trust required for each role and show the results for jobs relative to one another. In addition, this module enables you to:

- Assess the level of understanding of line managers and discover their key concerns about managing flexible working – do they have the “will and the skill”?
- Unpack attitudes to promoting and rewarding part-time or remote workers
- Help your line managers buy into an objective methodology that gets them comfortable with this all-important issue of trust



MODULE 4. EMPLOYEE FQ

Where are your employees in all of this? What do they want and need from the organization right now? This module will assess:

- The When, Where, What and How questions of their own jobs. They can often be the most creative source of inspiration for how more flexibility might work for their jobs, so this is data well worth collecting.
- What is their current experience of flexible working so far at your organization? Are they comfortable that line managers understand and apply approaches fairly?
- Would they welcome a more open dialogue about personal commitment levels at times when flexibility is most needed?
- The Employee FQ module of Adaptive Working will provide a valuable feedback loop to the organization so you can ensure you are getting the Organizational FQ goals right



MODULE 5. JOB FQ

To see which jobs are most flexible and, most important, how they can be flexed, Adaptive Working will evaluate your current jobs based on five dimensions: when work is done, where work is done, what work is done, how work is performed and who does the work. The evaluation will include elements such as:

- FQ score by role, within role functions and by career level
- An assessment of which dimensions are most flexible for each job
- Commentary on how easy the job is to be outsourced or replaced by a freelancer or robot (measured by the “Who” dimension)
- A recommended course of action for each job

The output will be presented in the results dashboard, which will enable you to understand at a glance how to apply flexibility and define successful resource planning.



MODULE 6. FQ DASHBOARD

By this stage, you will have enough data to compare with your wishes and goals to determine which actions need to be taken in the short and long term. The FQ Dashboard sets out all the results of the previous modules and prepares a tailor-made action plan, which could include:

- Developing policy guidelines and communications programs
- Changing resource models, future workforce planning and impact on office space needs
- Understanding the impact of potential automation of roles and tasks
- Training and development needs as jobs change
- Utilizing line manager and leadership development programs
- Designing or re-designing career frameworks and jobs
- Rethinking rewards and flexible employee benefits
- Conducting engagement studies and using tools to examine and measure the impact of new approaches
- Rethinking and launching a new employee value proposition
- Bringing together HR and real estate/property stakeholders to design an Adaptive Working change program, centered around the employee

The results from Adaptive Working will provide you with an environment that is fit for the future of work, workers and the workplace.

Why Mercer?

We are a global leader in talent, health, retirement and investments and help clients around the world advance the health, wealth and performance of their most vital asset — their people. Mercer's 20,000 employees are based in more than 43 countries and the firm operates in over 130 countries. Our profound expertise in HR strategy, total rewards, talent management and organizational design allows us to develop and deliver innovative solutions that are implemented by experienced expert within a global network and with an eye for local requirements.

For more information, please send an email to:
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