

Working Paper No. 6

Flexible work arrangements: infrastructure support (Part of the Gender Worx Working Paper Series)

By Karen Morley, PhD, Co-founder Gender Worx



Copyright Notice and Licence Terms

Insync Surveys is the exclusive owner of the copyright of this publication and reserves its rights in relation thereto.

This publication has been licensed in electronic form to the recipient. The purpose of this publication is to increase the knowledge of the recipient and to inform their actions by presenting the evidence for gender diversity best practice. It may not be used for any other purpose. The recipient must not use this publication, directly or indirectly, to compete with Gender Worx or Insync Surveys.

References

For all references please refer to Working Paper References on the Gender Worx website.



Flexible work arrangements: infrastructure support

To support leading gender diversity policies, organisations ensure that there is cultural alignment so that policy is executed. Management support is a key requirement. In addition, practical support including availability and use of the appropriate technology and systems supports flexible arrangements, including working from home.

Organisations such as Lenovo have instigated a new management model that enables greater freedom in where and how their staff work. Rules are relaxed, office hours are more flexible and there is less centralised control over work. The central organising mechanisms for work are setting clear objectives and motivating people to do their work. By making working hours flexible, and aligning effort to purpose and objectives, a broader diversity of talent can be engaged and retained (Wittenberg-Cox 2010).

Catalyst's best practice organisations offered reduced working weeks, flexible arrival and departure times, telecommuting, compressed working weeks and job sharing in their efforts to increase flexibility (Catalyst 2009).

Such innovations rely on good technological support, enabling access to the full range of tools required to get the job done. Training employees in the use of appropriate technologies and how they can be used across sites and from home helps support smarter working practices (Sabattini, Warren, Dinolfo, Falk & Castro 2010). Without such support, flexibility can be rendered meaningless.

In Catalyst's study, the organisations pursuing these practices experienced job engagement and commitment 10% higher than organisations not pursuing them, intention to remain in the organisation was 23% higher and job satisfaction was 44% higher, indicating the power of supporting flexibility at work with the right infrastructure (Catalyst 2009).



About Gender Worx

Gender Worx is a specialist gender diversity practice. We are thought leaders, experts and consultants to organisations in gender diversity measurement and change. We assist organisations to unlock the potential of women and help make organisations:

- better places to work; and
- more productive and profitable

Gender Worx is a specialist division of Insync Surveys, stakeholder survey and consulting specialists and a 2009 BRW Fast 100 Company.

Visit www.genderworx.com.au

Contact info@genderworx.com.au

About Insync Surveys

Insync Surveys has one of the largest suites of leading edge integrated benchmarked stakeholder surveys in the world. Its surveys are distributed in over 30 countries and in over 15 languages and include surveys for employees, customers, boards, community groups and many other organisation stakeholders.

Insync Surveys has carried out surveys for some of the largest public, private, government and not-for-profit organisations in Asia Pacific. It is based in Australia and has representatives in New Zealand, Asia, UK and North America. Insync Surveys' technology also powers the surveys of Board Benchmarking and Gender Worx.

Visit www.insyncsurveys.com.au

Contact info@insyncsurveys.com.au

Our book

To find out about or to buy our book, *Unlocking Gender Potential: a leader's handbook*, visit www.genderworx.com.au

Contact Gender Worx
at the following offices
of Insync Surveys

Melbourne
Level 7
91 William Street
Melbourne
VIC 3000
Australia
Tel. +61 3 9909 9209
Fax. +61 3 9614 4460

Sydney
Level 2
110 Pacific Highway
North Sydney
NSW 2060
Australia
Tel. +61 2 8081 2000
Fax. +61 2 9955 8929



Illustration by: Elizabeth Barnett
www.elizabethisdrawing.com