

Workflex and Manufacturing Guide

More Than a Dream



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and
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Workflex and Manufacturing Guide: More Than a Dream
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Is workflex possible in manufacturing?

For many, the idea of flexible work arrangements for production jobs is little more than a dream. But in reality, it is possible and has been instituted on a number of factory floors across the country. Not only is it possible, it actually helps boost employee satisfaction, and ultimately productivity and the bottom line.

Case in point:

In 2008, **Globe**, a manufacturer of protective gear for firefighters with 430 employees, was faced with the challenge of maintaining profitability and retaining skilled workers during a severe economic downturn. To meet this strategic challenge, Globe changed 121 years of tradition and instituted new flexible paid leave and scheduling policies for its production staff. When workweeks were shortened to four days in response to reduced product demand, Globe paid employees who met their weekly goals for half the fifth day and allowed them to use paid leave in half-day increments to make up the difference. In addition, Globe switched from a single mandatory 7 a.m. to 3:30 p.m. workday for all employees to allowing employees to select any start time between 6 a.m. and 8 a.m. with a correspondingly later end to their shifts. After a month of planning, coordinating schedules and adjusting child care, commutes and other arrangements, Globe instituted the new flexible hours. The changes have been highly successful, with few complications. Today, Globe reports it is the world's largest competitor in its specific industry. Employees showed their gratitude to the company's owners for implementing a strategy that served the business and its employees by collectively installing a granite bench onsite to commemorate the mutual success of employer and employee.

As this story shows, workflex is a business strategy for making more effective workplaces for all employees, including production employees. For workflex to be successful, however, human resource and other leaders must follow the example of such companies as Globe to reinvent how they strategize around and implement workflex for their specific organizational and employee needs. *Workflex and Manufacturing Guide: More Than a Dream* is designed to help leaders in manufacturing organizations change the conversation about workflex for production employees from impossible and easily dismissed ideals to achievable goals for mutual success.

At its core, workflex is a process for solving problems and increasing effectiveness and efficiency on and off the job.

What does workplace flexibility mean in manufacturing environments?

Conceptually, workplace flexibility or workflex is the same in any industry: *A dynamic partnership between employers and employees that defines how, when and where work gets done in ways that work for all* (employers, employees, families, clients, & communities). Workflex is not merely a benefit, a form of compensation or punishment, or a collection of specific programs or policies. Unlike these standard organizational carrots and sticks, workflex is not something an organization does for or to employees, but rather is best accomplished with employees.

The results of this process can look very different between industries and even among specific organizations in the same industry. For workflex to be maximally effective it must respond to the unique combination of products and services, business strategies, federal and local employment laws, and employees present at a specific organization or worksite.

Unfortunately, workflex is seen as impossible by many in manufacturing, with some even fearful to bring up the concept with line managers and employees. Manufacturing is often viewed as an inflexible industry where workflex isn't feasible and raising work-life expectations can only lead to disappointment. When workflex is seen as a specific and limited group of policies, like flexible schedules or remote work, this opinion is accurate, but when workflex is seen as a process for reinventing work to achieve maximum success for as many stakeholders as possible, new opportunities emerge.

This document includes a variety of suggestions on how to expand workflex options in manufacturing settings. None of these options are universally applicable but all of them should be considered as inspiration for rethinking what might work in your organization. Each organization must consider what options make the most sense for them; a policy that works well in one organization may not be effective or viable in another. Before deciding that an example doesn't make sense for your organization, though, consider two things: 1) Could that option be adjusted to fit into your context? And 2) Could you address the relevant employment issues using another, more viable option?

What are some unique aspects of the manufacturing industry that influence workflex?

In order to understand the workflex opportunities, one must first understand the context in which workflex operates. Manufacturing has several characteristics that must be considered when going through a workflex process to improve outcomes for everyone involved.

- **Type of work:** Workflex is often discussed in terms of deadline jobs: tasks that can be done anywhere and at any time as long as the finished product can be delivered to the client by a certain deadline. While manufacturers do have some deadline jobs, other employees have coverage jobs: tasks that require employee to monitor or interact with people or objects in a specific place or time. Based solely on the nature of job tasks, deadline jobs tend to have more workflex options available to them than coverage jobs.

- **Maintaining equity:** When deadline and coverage employees work in the same space, they may confuse workflex decisions based on job task with other criteria (e.g., pay, seniority, managerial level, gender, race/ethnicity, etc.) breeding resentment between employees and management. It can be tempting to avoid all workflex options for everyone rather than engage in communication efforts around the real reasons for workflex variety.
- **Sequential work and shifts:** In some manufacturing processes, individual employees each perform separate (or discrete) functions in a fixed sequence in order to create a product (e.g., assembly lines). Each employee's work depends on receiving the results of the preceding employee in the sequence. Employee schedules and tasks in manufacturing sequences cannot be adjusted individually because changes to one employee's work process necessitate changes throughout the rest of the work chain. This can make flexibility complicated, because employees in the same chain may all need to be flexible in the same way. Workflex options in manufacturing are not just individual interventions but may require workgroup-wide changes.
- **Engage equipment designers:** Many workflex champions will face the challenge of convincing a reluctant or doubtful leader of the value of workflex. In manufacturing, workflex champions must also engage the support of those who design and purchase production equipment. These additional stakeholders are needed to realistically consider how (in)flexible the equipment really is and to imagine new methods that are more compatible with workflex. For example, designers and purchasers should consider how operators of different heights and sizes will be able to manage the machines to enable easier cross-training as well as how easy it is to adjust settings to allow for easier swapping of operators across and within shifts.
- **Autonomy and managers' roles:** Since coverage jobs, especially in manufacturing, require groups of highly coordinated job tasks and schedules, managers are often tasked with setting up and monitoring this coordination. When a change affects multiple employees, managers can become overwhelmed by the complexity of even minor adjustments to work flows. This can create incentives for managers to keep workflex processes to a minimum and/or to transfer responsibility for disruptions to work processes onto employees without sharing the authority needed to resolve such disruptions (i.e. employees are forced into a schedule of which they have little, if any, input).
- **Irregular demand and work:** Manufacturing can vary greatly in terms of the level of staffing required to meet current demands for products. Manufacturers may need staff levels that can fluctuate with seasons or demand surges, potentially on short notice. This means employees may need to be able to weather periods of intense overtime matched with periods of underemployment without much warning.
- **Unions:** Many manufacturing organizations have unionized employees and must consider how any workflex changes interact with the provisions of union contracts or if they may influence employee efforts to form a union. Though workflex is always a multi-stakeholder process, unions add an additional layer of complexity that many other organizations do not need to consider.

How can manufacturers reinvent work for greater flexibility?

The characteristics described above must be addressed openly and directly as constraints on the pool of possible solutions not as a reason to stop the workflex process altogether. When engaging with these issues it is essential to respond to any statements of “That just isn’t possible because...” with the question “Given that constraint, *what is possible?*” The goal of workflex is the best of all possible outcomes, not the best of all imagined outcomes. Below are several examples of things manufacturers should consider when creating more effective workplaces.

The goal of workflex is the best of all possible outcomes, not the best of all imagined outcomes.

- **See through the illusion of predictable inflexibility:** No matter what the official policies and punishments an organization implements the truth is employees will be absent when necessary to address personal and family lives. Furthermore, such state and federal laws as Family and Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA) will require certain forms of flexibility under specific circumstances. A broad, strategic flexibility policy is a more predictable, reliable and ultimately less expensive option than the illusion of predictability imparted by an inflexible workplace. For example, figuring out a flexible option in advance of an absence will result in a smoother workday than scrambling to fill a slot when an employee is absent with no notice. Proactive flexibility can spare managers the frustration of controlling employee schedules and disciplining them for absenteeism instead of spending their energies on creating better results for you and your employees.
- **Cross-train teams:** Manufacturers that engage in extensive cross training develop workforces where employees are able to cover multiple positions in the production process. When an employee is absent, a cross-trained workforce can be redistributed to focus on high-priority projects or a line manager can step in and keep production going during an emergency. When employees are cross-trained there is less need for floating employees who are forced to wait till a specific position is unmanned before providing value. All employees are able to be deployed to where the company needs them rather than just to a small set of tasks that are covered by more limited skillsets.

PlastiCert, a custom plastic injection molding company with 20 employees, has its entire production workforce trained on all the machines for complete interchangeability in staffing. In addition, PlastiCert uses a cellular manufacturing model, where machines are grouped together according to the families of parts produced and operators can manage multiple processes and outcomes. Cellular manufacturing combined with cross-training increases employees’ understanding and ownership of the manufacturing process thereby improving product quality and rate of return. It also protects production systems from being halted because an employee is unavailable as would happen in a production line. In return, the company can be more generous with time-off policies because the plant can keep operating when someone is out despite a lean workforce.

- **Rethink how cost cutting is distributed across employees:** Generally when labor costs need to be cut, the time reductions tend to be distributed narrowly with just a few employees losing a lot of hours. Two alternatives are:
 - o Find volunteers interested in a temporary or ongoing reduction in hours to achieve a better work-life fit.
 - o Consider cutting small pieces of time from across the entire workforce so that no employee experiences a potentially catastrophic reduction in wages.

American Sensor Technologies, a manufacturer of pressure sensors, is not alone in the difficult situation they were forced to confront at the start of the recession in 2008. After customers were forced to cancel many of their orders, the company sought a way to retain a talented and dedicated workforce while lowering labor costs until orders returned to normal levels. Rather than relying solely on layoffs, the company pursued a strategy based on rolling furloughs. In order to make sure all employees got to keep working, but not at the same time, the company cross-trained all their production employees, so each employee could work at whatever station was needed to fulfill their current orders. Under this plan, employees would be furloughed for one out of every four weeks and because they all worked at least one week in every pay period their benefits were uninterrupted. In addition, the company contacted the unemployment office in their home state of New Jersey to confirm that furloughed employees would be covered by unemployment during the weeks when they weren't working. As a result of the rolling furlough the company lowered labor costs, the employees retained most of their income and full benefits and the state avoided having to fully support multiple full-time unemployed people during a time of high unemployment. Almost a year later, when business improved again, the company was able to return to full productivity quickly without rehiring or training costs because they had retained an experienced workforce. American Sensor Technologies is once again a growing company that has further increased its flexibility options to enhance its business in both difficult and growing economies.

- **Use pilot programs:** Pilot programs allow manufacturers to test out alternative ways of working without reorienting the entire plant. Pilot programs also provide an opportunity to test drive a new way of working so that more precise and constructive terms can be negotiated in future union contracts. A good approach is to meet with union leaders to see how a pilot program could fit into existing contracts or be included in future contracts. Remember to gather input from all employees and managers in the pilot to encourage buy-in and to create the most effective and sustainable program possible.
- **Focus on solving employee concerns:** Manufacturing has a number of constraints and employees are not blind to them. However, their lives have similarly intractable constraints. Workflex that focuses on solving the problem will be best.

For example, **Toyota's** on-site child care facility offers a nighttime program for employees on night shifts at its assembly plants in Georgetown, Ky., and Princeton, Ind. Providing child care support resolves the conflict without having to change employees' work schedules. A different manufacturer sponsors an education and development program that brings faculty from a local college onsite to provide college and MBA classes. Employees enrolled in these courses have an easier time coordinating work and class schedules and can avoid the problems raised by commuting among home, work and campus.

- **Consider collaborations:** Smaller employers can consider other collaborative options such as organizing an onsite resource fair featuring local government or nonprofit support services that employees can access independently. Another option would be to partner with other local employers to pursue collective discounts for all your employees at local businesses (e.g., multiple companies simultaneously direct employees to a single care provider network in exchange for a group discount). If a specific request cannot be met, consider alternatives and compromises that achieve the best possible result while explaining the business constraints and encouraging employees to offer alternative suggestions.

PlastiCert has established programs with local community colleges to create part-time manufacturing jobs to attract college students, especially future engineers, to their plant. The students get work experience and a higher wage than many comparable part-time jobs in the area and PlastiCert gains a larger workforce to meet their growing business needs and a boost in recruiting future engineers to work at the company.

- **Empower employees:** When managers have all the authority to make changes to work schedules, employees have less incentive to help problem-solve around getting work done. Efforts to empower employees with both the authority and the responsibility to make changes to work schedules that ensure work is done well frees up managers from tedious rescheduling while helping employees understand and work within the limitations of successful production schedules.

USG, a building materials producer, engages in a variety of employee empowerment efforts. Production employees at USG regularly reevaluate shift rotation schedules and how they interact with employee health and sleep cycles. As a result of employee input, the company attempts to institute shift structures at plants that work best for the location's workforce rather than enforcing a single shift rotation schedule at all its plants. USG also allows employees to coordinate their own break schedule every day. Managers step in only when the team is unable to set a schedule on its own. In addition, USG has switched from a rigid attendance policy where every unexcused absence was written up and included in an employee's record to a more collaborative attendance management approach. Now, employees are not automatically disciplined for every absence but receive a temporary "point" for each absence. As those points increase managers are expected to speak with employees, not just to enforce attendance, but to strategize around ways attendance can be improved. This has led to changes in schedules and shifts that have allowed more employees to fulfill all their commitments and improve their attendance. In addition, USG is able to focus its managers' time on improving outcomes for everyone rather than just enforcing disciplinary procedures. In addition, while overtime is mandatory and the company attempts to assign overtime equally, volunteers are solicited to give opportunities to employees who want to work the overtime.

- **Consider the manager's perspective:** Sometimes the obstacle to flexibility is not that the system can't accommodate it but that managers are afraid to risk using it. When managers have very strict requirements on production goals or cost management they can become focused solely on achieving those values in the short-term and resist efforts at flexibility which would enhance their ability to meet those numbers in the long-term. Consider whether your goals for managers are reasonable. Do they allow for flexibility over time, for example, missing a daily or weekly goal in order to hit the overall monthly goal over the subsequent weeks?
- **Automate workflow:** In companies with three-shift operations and/or such complex scheduling options as split shifts, weekend shifts, and rotating shifts, managers may feel overwhelmed by the prospect of having to juggle flexible work arrangements for hundreds, even thousands of employees, and still get products out on time. Such employers should consider using software to automate the process, where employees go in and request time off. But also consider shifting scheduling away from line managers who should be supervising the production process and handling *emergency* time-off requests and absences. Instead consider whether having an operations or other production staff person oversee long-term scheduling would be more effective than splitting that task up among multiple managers who may view flexible scheduling as a distraction from their "real work." Concentrating scheduling of multiple processes in fewer employees may also make new opportunities for flexibility visible, especially if employees are cross-trained and can cover for one another.

- **Remember that workflex is a mutual process:** Flexibility has a mixed reputation in some manufacturing circles because the term has been used to describe processes where employers have lots of flexibility in defining work levels and schedules but employees have no input in the decisions. For a set of processes to be effective, one must be able to answer yes to the following two questions: (1) Do *both* employees and employers have reasonable control over changes in hours or schedule? (2) Can employees use workflex options without jeopardizing their pay, benefits, job security or the chance of advancement?
- **Use union negotiations as a workflex refinement process:** Though workflex has great value for adapting to changing situations, it works best when it's proactive and thought out in advance. Pilot programs, extensive conversations about stakeholder needs and well-defined procedures make for better workflex options and less liability. Use union negotiations to better define your preferred options, how you will test them and how you could integrate them into your workforce. This makes unions into a partner for more refined and proactive workflex processes rather than an obstacle to the less effective "in the moment" forms of flexibility.¹
- **Make workflex compatibility an equipment specification:** Equipment that is acquired under a machine-centric framework will assume that employees can be bent to meet the needs of the machinery. The seemingly intractable issues of turnover and absenteeism demonstrate the inefficiency of this approach. Instead challenge your equipment designers, buyers, and suppliers to provide equipment that is both effective and adaptable to the realities of your employees' lives. For example, machinery with short warm up and cool-down times or easily reconfigured settings for different operators will be more compatible with workflex than machines that are difficult to pause or restart or that take significant effort to reconfigure. When manufacturers demand equipment designed with the human operators in mind, engineers will be inspired to consider how their creations build better products and better lives.

For a set of processes to be effective, one must be able to answer yes to the following two questions:

(1) Do both employees and employers have reasonable control over changes in hours or schedule?

(2) Can employees use workflex options without jeopardizing their pay, benefits, job security or the chance of advancement?

What are some of the policies that a Workflex process might result in?

Following is a list of workflex options that manufacturers and other employers with hourly employees or employees with coverage job tasks should consider. Not all of these will work for all your employees but should be used to spark conversation about what is possible.²

Flexible Schedules

- **Flexible work hours:** Consider whether there are core hours where employee presence is necessary and secondary hours where more flexibility is possible. Perhaps require all employees to be present during core times and swap essential start/clean up tasks to give employees more flexibility around the edges. If employees can work independently, consider how they could adjust their start and stop times, breaks or workdays to personal matters without having to use leave or incurring unnecessary overtime. Consider allowing employees to take vacation in one-hour increments for things like doctor's appointments.

For example, after **Kraft Foods** found that hourly workers in manufacturing plants were the least satisfied of all employee groups with work/life integration, the company created a program to reinvent its vacation policies. The program changed such policies as requiring production employees to take vacation in one-week increments and to use vacation time to address even issues that would require only a few hours. Instead of using vacation time in large chunks, employees were allowed to take vacation in one-day increments and use shift swapping to address schedule conflicts of just a few hours.³

- **Compressed workweek:** If possible, consider whether work can be compressed for particular teams to allow employees more days off. The particular compression schedule would need to work for all members of the team, the production schedule, and comply with local and federal overtime standards.
- **Part-time work:** While cutting shifts in half may be unrealistic, employers could have employees work fewer shifts or a few extra long shifts and be off the rest of the week. One possibility would be two 16 hour shifts with some Saturday shifts resulting in a 24 hour work week. When shift lengths are more flexible, setting up short shifts around key transition moments, such as the start and end of the school day, can also reduce the scheduling burden on employees and provide employment opportunities for older workers or others who may want or need to work fewer hours.

Flexible Shift Arrangements

- **Shift swapping:** Workers voluntarily exchange shifts or workdays to manage such personal and family responsibilities as school events, medical appointments or caring for a sick relative. Shift swaps are best when the employee is responsible for arranging the swap including finding the person to swap with and pursuing all required paperwork and approvals. In turn, employers should be clear on which employees are eligible to swap with each other, acknowledging such issues as seniority, expertise and shift-specific knowledge. This method also helps managers be more productive by freeing them from the choice of doing extra work or denying flexibility.

- **Alternative shift arrangements:** Employers can make use of a variety of shift schedules to create a more flexible workplace. Talk with employees to see if there are alternative schedules that would help them meet personal and family demands without interfering with productivity.
- **Input into break arrangements:** In certain workplaces coverage demands require that employees take breaks at times scheduled by their supervisor. However, flexibility may be achieved by coordinating with employees to ensure their breaks coincide with needs like medication schedules. Alternatively employers can engage in break swapping with the same requirements as noted under shift swapping.
- **Split shifts:** Split shifts allow employees to separate their shifts into two or more sections with a pause between each section.
- **Adjusted shifts:** Consider whether the start, stop and break times for shifts can be better coordinated with other employee schedule demands, such as transporting children to school.

Managing Production/Staffing Demands

Manufacturers with fluctuating production and staffing demands can use the following options to convert a contentious reduction in hours into a workflex opportunity. Even if employees don't take advantage of these options, the *opportunity to volunteer* for an option that acknowledges their economic security will improve morale across the organization.

- **Incremental or proportional reductions:** Employees choose to work some percentage of full-time for the same percentage of wages and benefits. If paired with job sharing (where another employee works the difference) and changes in production demands this process can help turn reductions in hours into a bonus rather than a penalty.
- **Variable part-year schedules:** If fluctuations are predictable in timing and/or length (e.g., three months every year or every summer) employees can work a reduced schedule during slow periods and full time the rest of the year.
- **Voluntary furlough:** Employees are invited to volunteer to take unpaid time off with an expectation that they can return to their jobs when demand increases.
- **Creative use of time off:** When employers must reduce work hours, such as during economic downturns or low demand periods, using time off in novel ways can create new opportunities, especially in unusual circumstances.

For example, during the economic downturn of 2008-2010, **Globe** reduced their workweeks to four days. In order to retain trained employees and minimize financial hardships, Globe instituted a policy for those Fridays which were not scheduled workdays. If employees met the goal for the four-day week (counted in numbers of units produced), then the company paid four hours of the fifth non-work day and employees could choose to use any available paid time off for the other four hours, or take the time unpaid.

Other Considerations

- **Economic security:** Employers should consider how particular workflex options may impact employee economic security. Arrangements that could have a negative impact on wages or benefits should be avoided, if possible, as such arrangements will likely damage employee morale and trust in their employer. Consider how employees might keep their benefits and service credit so employees are not penalized for using flexibility or volunteering for programs that help the employer manage payroll costs. Also consider whether there are ways to spread the costs to employees over longer periods of time.

For example, spreading work reductions across many employees or over multiple weeks can soften otherwise extreme income changes. In addition, **USG** understands that employees value their time away from work. The company allows employees to buy additional vacation time. Employees effectively reduce the amount of their regular payroll (weekly/semi-monthly) each pay period to ensure they receive a salary for the additional week they are off.

- **Overtime:** What role does overtime take in your organization? Are employees dreading it or seeking additional hours and pay? Is your system for determining how, when and who will work overtime equitable with opportunities for employee feedback? Is overtime swapping a possibility under the right circumstances?
- **All hours are not equal:** Employees may be able to find the flexibility they need by working unpopular shifts with fewer hours overall. For example, an employee may agree to regularly work the weekend shift in order to get weekdays to attend educational programs.
- **Minimum amount of time off:** Employees often need an hour or two scattered throughout their schedules to meet their various responsibilities. Consider how time off and reduced-time options could be more flexible allowing employees to take smaller increments of time off so that they can work as much as possible while still fulfilling their responsibilities.
- **Paid time-off banks:** Fusing multiple forms of paid time off (sick days, personal days, holidays and/or vacations) into a single pool of time can alleviate the complexities of deciding whether an employee has the right *reasons* for time off.
- **Reward great work:** Consider providing employees with workflex coupons—rewards for being consistently on time, helping fill in when emergencies arise, or coming up with suggestions to help the production line run smarter—and provide 15 minutes to an hour off, for example, to be used when needed.

Are there manufacturing companies already creating effective and flexible workplaces?

The following companies are all winners of the 2013 and/or 2014 When Work Works Award presented by Families and Work Institute (FWI) and Society of Human Resource Management (SHRM) and several are featured case studies in this guide.

Company Name	Type of Manufacturer	Winning Site	Number of Worksite Employees	Website
American Sensor Technologies Inc.	Pressure Sensor Manufacturer	Mt. Olive, N.J.	82	www.astensors.com
Arysta LifeScience North America, LLC	Chemical Manufacturer	Cary, N.C.	74	www.arystalifescience.us
Lensbaby, Inc.	Camera lens Manufacturer	Portland, Ore.	33	www.lensbaby.com
Microchip Technology Inc.	Semiconductor Manufacturing	Chandler, Ariz.	1,081	www.microchip.com
PlastiCert, Inc.	Custom Plastic Injection Molding	Lewiston, Minn.	14	www.PlastiCert.com
Trane NJ District	Climate Control Technology	Parsippany, N.J.	266	www.trane.com
USG Corporation	Building Materials Manufacturer	Chicago, Ill.	500	www.usg.com
Visteon Corporation	Automotive Parts Company	Van Buren Township, Mich.	811	www.visteon.com

Clearly workflex can be a reality, albeit a different reality, in the manufacturing sector if we accept that it's not an impossible dream but a key tool for making work work for employee and employers. We hope that this Guide moves the workflex conversation at your organization beyond just telework and individualized schedules. If you would like to share your story about how flexibility makes sense in manufacturing and/or if you have any questions, please email us at WhenWorkWorks@familiesandwork.org or join the conversation #WorkflexManufacturing on Twitter.

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When Work Works 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. www.WhenWorkWorks.org



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.



Families and Work Institute (FWI) is a nonprofit center dedicated to providing research for living in today's changing workplace, changing family and changing community. Since the Institute was founded in 1989, our work has tackled issues in three major areas: the workforce/workplace, youth and early childhood. In 2016, Mind in the Making, our major child development initiative, became a program of the Bezos Family Foundation and the National Study of the Changing Workforce, the National Study of Employers and When Work Works became projects of the Society for Human Resource Management (SHRM). www.familiesandwork.org

ENDNOTES

1 Labor Project for Working Families (2006). FlexPack. Berkeley CA: Author. Accessed on 1/12/2015 at <http://www.working-families.org/publications/flexpack.pdf>.

2 Labor Project for Working Families Flex Pack

3 Litchfield, L.C., Swanberg, J.E. & Sigworth, C.M. (2004). *Increasing the Visibility of the Invisible Workforce Model Programs and Policies for Hourly and Lower Wage Employees*. Boston, MA: Boston College Center for Work & Family

Workflex Guides



Manufacturing

When Work Works produces Workflex Guides to help businesses and organizations explore ways to #ReinventWork and create effective and flexible workplaces for their employees.