

Types/Definitions of Flexibility	Potential Benefits of Flexibility	Examples of Approaches to Flexibility
<p><b>Flextime:</b> Workday start and end times differ from the workgroup's standard, yet the same number of hours per day is maintained.</p>	<ul style="list-style-type: none"> <li>•Improves efficiency if work schedules match employees' most productive hours.</li> <li>•Gives employees more control over scheduling personal responsibilities on either end of the workday.</li> <li>•Allows commute outside of peak rush hour.</li> </ul>	<p><b>Daily flex:</b> For example, working 9:30 a.m. to 6:00 p.m. on a regular basis instead of 8:30 a.m. to 5:00 p.m.</p> <p><b>Variable flex:</b> The ability to occasionally take a break during the workday to attend a school function, doctor's appointment, etc. and make up the time on either end of the workday.</p> <p><b>Core hours:</b> Everyone must be at work during specified core hours, but can flex on either end. For example, core hours are from 9:30 a.m. to 2:00 p.m., but employees may start as early as 7:00 a.m. or leave as late as 6:00 p.m.</p> <p><b>Summer time flex:</b> Work hours differ during the summer months. For example, starting work at 7:00 a.m. instead of 8:30 a.m.</p> <p><b>Day-of-the-week flex:</b> Work hours are flexed on a particular day of the week, such as Fridays.</p>
<p><b>Compressed Workweeks:</b> Full-time options that allow employees to work longer days for part of a week or pay period in exchange for shorter days or a day off during that week or pay period.</p>	<ul style="list-style-type: none"> <li>•Improves productivity if some work can best be accomplished during quieter times of the day.</li> <li>•Provides more days off.</li> <li>•Decreases number of days employees commute.</li> <li>•Allows commute outside of rush hour.</li> </ul>	<p><b>4-day workweek</b> (also called 4/10): 10-hour days.</p> <p><b>3-day workweek</b> (also called 3/12): 12-hour days.</p> <p><b>4 1/2-day workweek:</b> Four 9-hour days and one 4-hour day per week. (Some organizations implement this approach for summer months only.)</p> <p><b>9-day biweekly</b> (also called 9/80): Working 80 hours in 9 days (typically 8 days at 9 hours and 1 day at 8 hours) and taking the 10th day off. Be sure to check federal/state overtime laws when implementing this option.</p>
<p><b>Part-time:</b> Working less than 35 hours a week.</p>	<ul style="list-style-type: none"> <li>•Retains employees who need time off to manage family situations or other personal needs.</li> <li>•Expands labor pool (e.g., retirees, students, persons with disabilities.)</li> <li>•Gives employees time off for education purposes – to complete a degree or take continuing education courses.</li> <li>•Provides an option for a gradual return to work after maternity or other leaves.</li> <li>•Allows gradual entry into retirement.</li> </ul>	<p><b>80%</b> of full-time (32 hours/week).</p> <p><b>60%</b> of full-time (24 hours/week).</p> <p><b>50%</b> of full-time (20 hours/week).</p>
<p><b>Job Sharing:</b> Full-time position shared by two people, each working part-time hours.</p>	<p>In addition to the potential benefits of part-time:</p> <ul style="list-style-type: none"> <li>•Brings broader range of knowledge, skills and experiences to a position.</li> <li>•Provides cross-training and skill enhancement opportunities for each job share partner.</li> <li>•Allows continuity of coverage when one job share partner is sick, on leave or on vacation.</li> <li>•Provides an option for employees who want to reduce their hours, but whose jobs cannot be accomplished on a part-time basis.</li> </ul>	<p><b>Alternate weeks</b> with each working one week on, one week off.</p> <p><b>Share workdays</b> with each working 4 hours.</p> <p><b>Overlap schedules</b> with each working 2 1/2 days a week with a Wednesday overlap.</p>
<p><b>Telecommuting:</b> Working from a remote location one or more days a week.</p>	<ul style="list-style-type: none"> <li>•Offers alternative to relocation.</li> <li>•Expands recruitment pool geographically.</li> <li>•Reduces office space and associated costs.</li> <li>•Can accommodate employees with disabilities.</li> <li>•Decreases wear and tear of transportation infrastructure.</li> <li>•Reduces or eliminates commute.</li> <li>•Provides an environment with fewer workplace distractions.</li> <li>•Facilitates ability to work during "personal best time."</li> <li>•Decreases employee work-related spending (e.g., transportation, business clothing, meals, etc.)</li> </ul>	<p><b>Home office:</b> Designated office space at employee's home.</p> <p><b>Satellite or neighborhood office:</b> Remote office established by one or more employers, typically in a community with a large concentration of employees.</p> <p><b>Hoteling:</b> Designated shared workspaces at a company location are reserved by employees who work remotely, but occasionally come into the office.</p>
<p><b>Other Time Off Flexibility:</b> A wide range of flexible time away from work.</p>	<ul style="list-style-type: none"> <li>•Provides options for employees to take limited or extended time off from work to manage various family and personal situations.</li> </ul>	<p><b>Personal Days:</b> Fixed number of days off with pay for personal reasons. (Organizations may specifically designate a number of days/hours for volunteer work or attendance at school activities.)</p> <p><b>Paid time off banks:</b> One bank of time off for sick leave, vacations, emergencies and other personal reasons.</p> <p><b>Leaves of absence:</b> Extended paid or unpaid time off for maternity, paternity, adoption, education, volunteer work, etc.</p> <p><b>Emergency flexibility:</b> Fixed number of days off with pay for emergencies. (Organizations may allow time to be taken in hourly increments.)</p> <p><b>Report late:</b> Ability to report late to work and make up the time at the end of the workday.</p> <p><b>Vacation buying:</b> Allow employees to pay for a specified number of additional vacation days each year.</p> <p><b>Vacation borrowing:</b> Allow employees to borrow one or more weeks of vacation from the following year.</p> <p><b>Vacation sharing:</b> Allow employees to give their vacation days to another employee who needs additional paid time off due to an illness or other personal situation.</p> <p><b>Day-at-a-time vacation:</b> Allow employees to take mini-vacations instead of using one full week or more.</p> <p><b>Floating holidays:</b> For businesses that are open on holidays, allow employees to work on the holiday at regular pay and take another day off of their choosing.</p> <p><b>Shift flexibility:</b> Allow employees to work with co-workers to adjust their schedules by trading, dropping or picking up shifts. This may be planned ahead or accomplished on the day of.</p>
<p><b>Meeting-Free Flexibility:</b> Establishing blocks of time by workgroup, division or organization when no meetings are scheduled.</p>	<ul style="list-style-type: none"> <li>•Allows employees a block of work time with fewer interruptions.</li> <li>•No meeting weeks allow employees to take vacation or other time off without missing meetings.</li> </ul>	<p><b>No meeting hours:</b> Designate one hour each day as "quiet time" when no meetings are scheduled and when employees are encouraged to work individually without interrupting coworkers.</p> <p><b>No meetings days:</b> Select one day a week when no meetings are scheduled.</p> <p><b>No meetings weeks:</b> Select one week or more each year when no meetings are scheduled.</p>



## Approaches to Workplace Flexibility

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Creating a flexible workplace can positively impact a company's bottom line in significant ways including: Enhancing recruitment, retention, productivity, performance, morale and commitment, decreasing turnover and absenteeism, extending business hours, ensuring coverage during peak hours without overstaffing throughout the workday, retaining older workers' skills and experience and offering options in lieu of layoffs. Specific types of flexibility may provide additional benefits as indicated inside.



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