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Corporate Voices Flexibility Principles

Well Implemented Flexibility is:

A Strategic Business Imperative That Enhances Company Competitive Advantage and Employee Effectiveness:

- ♦ A key element of a multi-faceted business strategy to enhance organizational agility and performance in the global marketplace
- ♦ A tool to unleash employee innovation and creativity in how results are achieved

A Vehicle to Achieve Business and Personal Outcomes:

- ♦ A mutual win for the company and the employees, who are the core of business success, it:
 - ✧ increases employee commitment and performance in achieving company goals
 - ✧ enables greater individual control and ability to achieve personal, as well as professional, objectives

A Cultural Norm:

- ♦ Flexible work is:
 - ✧ invisible, fully integrated into all cultural, management and operational practices and aligned to engender flexible approaches and mindsets.
 - ✧ universally embraced as the standard

operating mode, not a distinct program which must be promoted, managed and enforced.

- ✧ included in essential corporate culture communications such as corporate objectives, and mission, vision and values statements.

Equitably Implemented, Broadly Accessible and Utilized:

- ♦ **All** employees can request to work flexibly, regardless of level, gender, role, or life stage through use of a consistently applied, business-oriented process.
- ♦ Decisions are based completely on employees' ability to achieve required business outcomes in the context of the team and ongoing business requirements, not to accommodate individuals' personal reasons.

Measured Solely by Results and Outcomes:

- ♦ Hours, visibility (face-time), process or location, are not measures of success; business outcomes, employee productivity and engagement are what count

Championed by All Levels of Management, Who Actively Promote a Work Culture That Supports Formal – And Informal – Flexibility:

- ♦ **Managers lead by example; clear words and actions are mutually reinforcing.**
- ♦ **Managers are held accountable for skillfully promoting an environment in which all employees feel supported to request flexibility.**

Embedded in a Work Culture That is Facilitated and Reinforced by Company Infrastructure and Systems:

- ♦ **All formal systems align to help create and sustain a flexible work environment**
 - ◇ **Human Resources Strategy**
 - ♦ **Performance management and ongoing measurement**
 - ♦ **Linkage to full contribution**
 - ♦ **Human Resources Tracking Systems**
 - ♦ **Flexibility Tracking System**
 - ◇ **Leadership and Management Development**
 - ♦ **Leadership Profile**
 - ♦ **Manager skill development and required competencies**
 - ♦ **Management training**
 - ♦ **Team Development Processes**
 - ◇ **Succession Planning Strategy**
 - ♦ **Career Development Process and supports**
 - ◇ **Technology Strategy**
 - ◇ **Work planning and design mechanisms**
 - ◇ **Communication Strategy**
 - ◇ **Real Estate Management**

Compatible With Career Advancement, Which Is Entirely Based on Merit and Ability to Perform the Job

- ♦ **Employees who achieve the skills and business results necessary to perform at a higher level will be recognized for through promotion, when opportunities exist**
- ♦ **Consideration for promotion will exclude employees' flexibility, unless acquisition of requisite skills and experience is diminished as a result of that flexibility**
 - ◇ **Managers will continue to provide as many developmental opportunities to employees who work flexibly as to others without flexibility**
- ♦ **Performance is only one, and not the determining factor to be considered when evaluating employees' flexibility requests**
- ♦ **Management of poor performance is addressed in a timely, constructive and ongoing way, not as newly-introduced reason to refuse a request for flexibility**

Sustained by Proactively Fostering Trust and Respect

- ♦ **Open communications and partnership exists at all organizational levels**
- ♦ **Personal responsibility and accountability is cultivated**
- ♦ **Managers Are Trusting and Trustworthy**
- ♦ **Employees Are Trusting and Trustworthy**
- ♦ **Co-workers and Teammates Are Trusting and Trustworthy**