



MICRO SUCCESS STORY: Deloitte LLP

Deloitte. Deloitte LLP is the world's largest professional services firm, which focuses on four key business areas: audit, financial

advisory, tax and consulting. It has a corporate-wide commitment to serve its clients and help them solve their toughest problems. The company recognizes that its real strength and ability to meet its clients' needs stems from the talent and commitment of its people, which is why Deloitte has worked to build one of the most comprehensive programs giving its people options to better manage work with other life obligations.

Deloitte recognizes that the traditional model of career progression -- the corporate ladder-- does not work well with today's workforce, which is increasingly more diverse in terms of backgrounds, experiences and perspectives. Instead, Deloitte has embraced a new concept of professional advancement and progression—that of the “corporate lattice,” which emphasizes the many different paths and ways people in the company can best make their career and life fit together.

Program Description

Deloitte brings its “lattice” concept to life through Mass Career Customization (MCC)—an innovative flexibility program that enables all **45,000 of the company's employees** in the United States and in India to better adapt their career paths to their unique life circumstances.

MCC was first launched as a pilot program in 2005 as part of Deloitte's Women's Initiative. When the company found that MCC had no negative impact on client delivery, it tested the MCC model through an annual talent management cycle in one of its businesses, and found that the program had a **positive effect on retention, engagement and morale**. The MCC pilot also increased participants' perception that they had the support they needed to balance their work and life obligations, and counselors found they were having more robust and satisfying career conversations. Based on these results, Deloitte's Executive Committee and Board of Directors supported the initial roll-out in June 2007.

The MCC program allows for each person to follow an individual career path. Some can “dial up,” and choose the fast track, gaining experiences and skills at an accelerated pace. Others may choose to “dial down,” or to grow and contribute at a more metered pace, whether that means working on a reduced schedule or limiting work travel. Employees collaborate with their managers to determine their appropriate MCC career profile consisting of workload, location/schedule and role. Employees can choose from a wide array of flexible work options, including telework, part-time, flex schedules or compressed work weeks. The only exceptions are for those required to be on site due to the nature of their jobs.

Our leadership in flexibility underscores that a high-performance culture and pursuit of sustainable career-life fit can no longer be viewed as opposing, paradoxical forces. We are making workplace flexibility strategic and second nature in our culture.

In contrast with a traditional flexible work arrangement (FWA), the MCC framework offers a consistent, structured and scalable process for employees to have regular conversations with their supervisors about how their career and lives fit together. By fully integrating MCC into annual talent processes for all employees and by discussing career-life fit throughout the year instead of only at formal end of year goal-setting meetings, MCC breaks away from a perceived “exception” or “accommodation” policy, and it is understood as part of the fabric of the organization.

The program is communicated through e-learning sessions to enhance employees’ understanding of the program, through newsletter stories highlighting how Deloitte’s leaders and people are making their career-life choices work, and through an internal social networking platform. It is also communicated through “Talent Days,” in which the Deloitte CEO meets over two days with the CEOs of each of the company’s businesses to gauge continued commitment to MCC and to review progress against MCC and other talent goals.

Program Success

Mass Career Customization is a critical component of the company’s retention toolkit. Engagement and retention of Deloitte’s top performers is vital to its continued success, which is why it has invested heavily to provide its people with a range of options to build their careers. Mass Career Customization has resulted in greater employee engagement and productivity, and lower talent acquisition and retention costs.

Results from internal and external measures show that the career-life fit of Deloitte’s people has trended upward over time from pre-MCC levels to 2010. **Satisfaction with career-life fit has improved 12 percent**, and there was an **11 percent improvement in professionals’ confidence in their future career-life fit**. As

Flexible Work Options Offered

- Flexible scheduling
- Telework
- Part-time work
- Compressed work week

Key Drivers of Success

- Championed and supported by senior leadership
- Dedicated Center of Excellence to support implementation of MCC
- Embedded flexibility within firm’s talent management processes and culture
- Multiple avenues for feedback from employees to monitor program

a Principal with Deloitte Tax LLP said, “I have been in client service for 12 years, and during that time I had two children and went through a divorce. Three years ago I made partner. Like everyone else’s life, my life is complicated and unpredictable. Knowing

that I have been able to articulate where I am in life and what I need to be successful has made all the difference in my career path and long-term professional opportunities.”

Business-driven talent management and support programs like Mass Career Customization have propelled Deloitte to the top of business rankings. In 2011, Deloitte was named to *Fortune* magazine’s list of “100 Best Companies to Work For” for the 12th time since 1998; it was among *Working Mother* magazine’s “100 Best Companies for Working Mothers” in 2010; and it was ranked No. 1 in the 2009 *BusinessWeek* “Best Places to Launch a Career” listing.

A Business Champion for Flexibility

Deloitte has further signaled its support for flexibility by joining Corporate Voices for Working Families’ **national workplace flexibility campaign** as a “Business Champion.” Champions sign a Statement of Support for Expanding Workplace Flexibility and commit to expanding flexibility within their own organizations as a tool to drive business results and to actively communicate the business imperative for flexibility. Deloitte’s success story is one example of the many ways businesses in Corporate Voices’ national campaign are using flexibility to modernize workplaces to meet the needs of the 21st century workforce, and to become more competitive in the global economy. To learn more about the campaign, visit: www.corporatevoices.org/our-work/flexcampaign.