



LEVERAGE ALLIANCE FLEX RECALIBRATED FRAMEWORK TO REVAMP POST-PANDEMIC FLEX POLICY

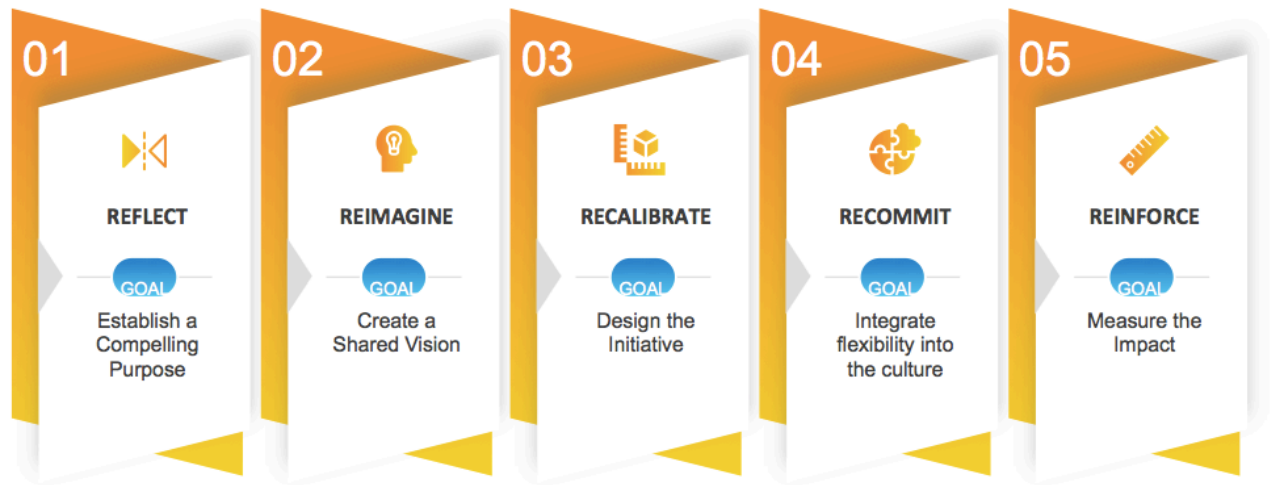
The pandemic has forever changed how we can work, want to work, and will work. At the forefront of this is workplace flexibility. The pandemic inadvertently highlighted many benefits of flex, including productivity boosts, improved satisfaction, and business continuity gains. Now is the time for each organization to think through what type of flex is needed and can successfully be implemented. Use the Alliance's Flex Recalibrated Framework to revamp your flex policy and lean on us each step of the way:

1. **Reflect.** The first step is to Reflect on what worked, what were the challenges and how to structure flex to most effectively drive advancement, retention, diversity, recruitment, profitability, productivity, engagement and innovation. Organizations need to do this to establish a compelling purpose for flex that is unique to your organization. What were some of your successes with flex during the pandemic? What were some of your challenges? What are some ways to mitigate these challenges going forward? How has flex helped talent development, profitability and productivity? Now is the time to collect data to see what worked, what didn't and why. Conduct employee surveys, check-in interviews and focus groups to gather data in order to build your unique flex business case and establish/communicate a clear purpose for flex. Please use your Alliance benefits - look at our [Resource Library](#) to get helpful action steps on how to best gather data and build you flex business case, including [Paving the Way for Flex Post-Pandemic](#) and [Monitor & Measure Flex](#).
2. **Reimagine.** The next stage is to Reimagine - create a shared vision across your organization as to what flex means and how to implement it going forward. In order to do so successfully and gain buy-in for flex, you must first gain the support of your Executive Committee/Leadership, solicit and implement feedback into your future flex policy, and create a multi-layer communication plan educating all departments about the flex policy and the business case around it. What were the biggest business benefits around flex at your organization? What concerns are you still hearing around flex? Who are your influential flex supporters and who are your flex nay-sayers? It is important not just to build your business case, but to also mitigate concerns raised. Remember to schedule your annual [Strategy Planning Call](#) to get expert advice in developing/communicating your business case and shared vision of flex.
3. **Recalibrate.** After you Reflect and Reimagine, you can now Recalibrate by designing your new flex initiative. We strongly recommend creating a Future of Work Committee

at your organization that spearheads the design/implementation of flex post-pandemic. The Alliance advocates offering all types of flex – reduced hours, telecommuting, flextime, job sharing, compressed work week, and sabbatical programs – as part of your flex program, but each organization must think through its unique details. Do your employees want to work remotely as a default and come in only for business needs, or do most of your employees want to only telecommute 1-2 times a week? Are some roles not suitable for telecommuting due to their business function? What other forms of flex can these roles utilize? What support/resources do you need to make flex successful? As you design your flex initiative, keep in mind implications related to these flex policies, such as real estate/office space, technology, tax/leave benefits, and employees experiences, inclusion and engagement, and address them effectively. When you draft your flex policy, remember to use your annual [Policy Review](#) – a member-exclusive benefit where the Alliance will review your draft policy, provide written comments and discuss.

4. **Recommit.** Now that you have a new/revamped flex policy, supporting flex will ensure its success. While a written policy is an important first step, integrating flex into your culture is the only way for flex to truly work. Do you have trainings on individual strategies for flex success and programs on how to manage flex teams? Are you regularly surveying/checking in with your flex employees and supervisors to get real-time feedback on what's working and what's not? Do you have resources, such as technology, home office equipment, coaching services, to help support flex employees? Leverage our [Signature Seminars](#) for your trainings, and use our [Research](#) to understand types of support/resources your peer organizations offer.
5. **Reinforce.** Make sure your flex initiative is working by measuring the impact. You cannot just assume that your flex policy is leading to desired results. Monitor/measure your flex program regularly to see what's working, what needs to be fixed, and the connection between flex and business benefits. Look back at your your compelling purpose for flex that you developed during the Reflect stage. Has the flex policy impacted the intended purpose? For example, if your purpose included recruiting/retention benefits, has your flex policy reduced unwanted attrition and enhanced your ability to attract top talent? Schedule your annual [Strategy Planning Call](#) to discuss ways to make sure you are reaping expected benefits from your flex program.

5 STAGES TO REDESIGNING FLEXIBILITY



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The Alliance is here to help you as you Reflect, Reimagine, Recalibrate, Recommit and Reinforce your post-pandemic flex policy. Members have access to several Alliance resources as part of their benefits as mentioned above: the [Resource Library](#), [Strategy Calls](#), [Policy Reviews](#), [Advisory Hours](#) and [Signature Seminars](#). To discuss specific strategic advice/resources regarding your flexible work policy post-pandemic, contact [Manar Morales](#).