Chapter 9

Alternative Ways to Work
Presentation Overview

- How are jobs created?
- Alternative ways to work
- Contingent workforce
- The Gig Economy
- Problems areas
- Retirement
- CIP perspective
Job Creation

- Where do jobs come from?
  - Consumer wants & needs—what are some examples of these?
- Number of jobs created by new businesses—success & failure of start ups

How might this inform your career planning & job hunting?
Examples of Alternative Ways to Work

- Permanent full-time positions
- Part-time
- Flextime, Compressed Workweek, Comp time
- Overtime
- Shift work
- “Moonlighting”
- Job sharing
- Telecommuting
- Self-employment, freelancing
Permanent Full-Time Positions

- Most common way of working (typically 50 to 80% of workers)
- Term “permanent” may have less meaning in today’s economy
- Individuals work directly for the organization with full benefits
Part-Time Positions

- Most common alternative way to work
- Defined as 1-34 hours per week
- Allows employers to adjust to changes in demand for products, services
- Meets needs of employees with other personal responsibilities
Flextime

- Variety of ways to flex—e.g., 4 days at 10 hours per week, 6:30 am to 3:30 pm, working longer days and half days, etc.

Which of these might appeal to you or not?
Flextime

• What are some advantages of flextime?
  • Helping employees meet other obligations
  • Help employers come different shifts
  • Help communities with traffic problems
Compressed Work Week/Comp Time

• Variations on flextime
• Working extra hours to have some days off
• Extent to which employers allow employees to work extra hours and then “bank” them for later use
Overtime

• Hourly vs. salaried employees—how do they differ?
• Role of U.S. Fair Labor Standards Act on hourly (or non-exempt) employees
• What accounts for employers’ use of overtime?
• Check organization’s policy on overtime work
Shift Work

• 24-hour work schedules—including evening, night, and weekend work

• May be expected of workers at all levels

• Issues associated with shift work on employees’ lifestyle and other life roles
“Moonlighting”

- Examples include:
  - 2 part-time jobs
  - Full-time job plus a part-time job
  - 2 full-time jobs

What are the pros & cons of moonlighting?
Job Sharing

• A single job shared by 2 people
• What are some advantages of job sharing for the individuals?
• For the organization?
• What are some keys to proposing a job sharing plan to one’s employer?
Telecommuting

• Working from a remote site away from a worksite

• Home-based work most common

• Made possible because of technology

• What are some pros and cons of telecommuting for workers & organizations?
Self-Employment, Freelancing, Consulting

• Important source of jobs—10% of the workforce
• Increase in women-owned businesses
• Failure rate
• Importance of using resources on starting a business
• Distinctions between employees & independent contractors (see Table 9.1)
Contingent Workforce

- One of the fastest growing areas of the economy
- Has expanded to many different industries
- Variety of terms used (see Table 9.2)
- Nature of the work is uncertain, unpredictable, dependent on employers’ needs
- Contingent workers now a fixed part of many organizations
Outsourcing

• Switching from working as a permanent employee to working as a contingent worker and doing the same job

• What are some examples of jobs that can or have been outsourced?

• How might this affect you as a worker?
Employee Leasing

• Similar to outsourcing, leasing company “leases” employees back to an organization

• Often done to cover personnel functions

• What could this mean if you are working in an organization or seeking a job?
Temporary Services

• “Temps” are in a job with an ending date
• Distinction between temporary employment and working for a staffing agency
• Distinguish between the terms, employee, employer, and client in the context of temporary employment
• What are some pros and cons of temp work?
The Gig Economy

• Variety of terms used to describe this “new” type of contingent work
• Covers a wide variety of occupations
• Often based around “digital matching”
• What might make someone choose to work in the gig economy?
Problem Areas

• Contingent work and job satisfaction
• Nature of employee benefits or lack thereof
• Being tied to work that provides no benefits or paid vacation
• Represents a “precarious” type of work arrangement
Internships and Co-ops

- Specialized type of contingent work
- Provides employers with a chance to observe intern/co-op students as potential permanent employees
- US Department of Labor guidelines that govern unpaid internships
- Internships as a link to full-time positions
What About Retirement?

• How do alternative ways of working affect retirement plans?
• Extent to which education, work, and leisure have merged in today’s society
• Options for individuals in retirement
• Redefining what “retirement” means—“encore careers”
CIP Perspective

Self-Knowledge
- New ways of working still relate to interests, values, & skills

Option Knowledge
- New schema and language needed for jobs and employment
- Connecting contingent & permanent work positions in a career
CIP Perspective

Decision Making (CASVE Cycle)

• Rapid changes in organizations will create more gaps for career decisions

Executive Processing

• Thinking about your career as a self-employed person