Chapter 9

Alternative Ways to Work
Presentation Overview

- How are jobs created?
- Examples of alternative ways to work
- Social forces
- Problems with new ways of working
- What’s the CIP perspective?
Job Creation

Where do jobs come from?
Job Creation

“Jobs are created by the public’s desire for goods and services”
(Levitan & Johnson, 1982)

• How does this idea inform your career planning?
Examining Some Alternative Ways to Work

- Permanent full-time positions
- Part-time
- Compressed Workweek
- Flextime
- Overtime
- Shift Work

- “Moonlighting” or Multiple Job Holding
- Job Sharing
- Telecommuting
- Contract Work
- Self-employment, Freelancing, Consulting
Permanent Full-Time Positions

- Most common way of working (50 to 80% of workers)
- Work directly for the organization with full benefits
- No longer as “permanent” as before
Part-Time Positions

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

Widely practiced in organizations in the following ways:

- Working 4 days at 10 hours per week
- Working from 6:30 a.m. to 3:30 p.m.
- Taking a half hour for lunch
- Working longer days and then half days
- Working weekend days
Flextime

- Helps employees with other obligations (family, medical, etc.)
- Helps employers who need particular times covered outside the 8-5 shift
- Helps local communities with traffic problems
Compressed Work Week

A flextime variation:

• Working an extra hour per day for two weeks in order to have Friday off every other week.

• Working extra hours and banking them as compensatory ("comp") time.
Overtime

- Exempt employees
- Non-exempt or included employees

What’s the difference?
Does it matter?
Overtime

- What is the organization’s policy on overtime work?
- Who works overtime?
- Are employees paid for overtime or is it expected of salaried employees?
Shift Work

- 24 hr. work schedules
- Involves night, evening, weekend work
- Impact of shift work on employees’ lifestyle and other life roles
“Moonlighting” or Multiple Job Holding

• Can include the following:
  - 2 part-time jobs
  - a 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 pros & cons of job sharing for the person?
- For the organization?
Telecommuting

- Working from a remote site away from a worksite
- Home-based work is most common, but less than 1% of workers do this
- Made possible because of technology

What are some pros & cons of telecommuting for the person?

For the organization?
Bringing Work Home

- 8% of workers bring some work home
- Unpaid work at home is positively related to level of education, the absence of overtime rates, and being a team leader

What are some pros & cons of bringing work home?

What is your stance on bringing work home?
Self-Employment, Freelancing, Consulting

- Function like entrepreneurs
- Provide a product or service
- About 7% of workforce
- What are the distinctions between employees & independent contractors?
- Why does it matter?
What is the Contingent Workforce?

- An increasing way to work in the U.S. and throughout the world
- Short-term and time-limited in nature
- Often fills in for “permanent” employees
- Work is uncertain, dependent on employer’s needs
- Many entry-level jobs will be contingent
Employment Terms Associated with Contingent Workers

- Outsourcing
- Employee leasing
- Temporary services
- On-call workers
- Interns and co-ops
- Contract employment
- Self-employment
- Other personnel services (OPS)
• Switching from working as a permanent employee to working as a contingent worker and doing the same job.

Can you give an example?
Employee Leasing

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

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.

1. Can you distinguish between the client, the employee, and the employer?

2. Can you give an example of a staffing services company?

3. What are some pros and cons of temp work?
Interns and Co-ops

Interns and co-ops are a special kind of contingent worker.

1. How is an internship different from a job?
2. Who benefits most from an internship? The employer or student?
3. Is an intern a volunteer?
How does the information in the text about the contingent workforce impact your career planning and job hunting?

How does it affect retirement?
CIP and the New Ways of Working

- **Self-knowledge**
  - The new ways of working still keyed to interests, values, and skills

- **Option Knowledge**
  - New schema and language are needed for jobs and employment
  - Connecting contingent and permanent work positions in a career

- **Decision Making**
  - Rapid changes in organizations will create more gaps for career decisions

- **Executive Processing**
  - Thinking about your career as a self-employed person