Chapter 9

Alternative Ways to Work
Presentation Overview

• How are jobs created?
• Alternative ways to work
• Contingent workforce
• The gig economy
• 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
- Impact of artificial intelligence (AI) on future employment

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

- Permanent full-time positions
- Part-time
- Flextime, Compressed workweek, Comp time
- Overtime
- Shift work

- “Moonlighting”
- Job sharing
- Telecommuting
- Self-employment, independent contracting
- Cooperatives
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
• Allow employers to adjust to changes in consumer demands
• 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-3:30 pm, working longer days and half days, weekends, etc.

Which of these might appeal to you or not?
Flextime

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

• Variations on flextime
• Working extra hours to have some days off
• Allowing employees to work extra hours and then “bank” them for personal time
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 night, early morning, and weekend work
- May be expected of workers at all levels

How might shift work affect 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

• Single job shared by 2 people

• What are some advantages of job sharing for individuals? For organizations?

• What are some keys to proposing a job sharing plan to one’s employer?
Telecommuting

• Working from a remote site away from the office
• Home-based work most common
• Made possible because of technology
• What are some pros and cons of telecommuting for workers & organizations?
Self-Employment/Independent Contracting

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

• Worker owned companies, often found in rural communities & states
• Organized to meet a need not fulfilled by the marketplace
• What are some examples of cooperatives?
• How might this type of work fit with your skills, interest, & values?
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

- Organizations contracting with other companies to do work previously done by organization’s employees
- Switching from 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

• Temporary employment vs. working for a staffing agency

• Distinguish between the terms, employee, employer, and client in the context of temporary employment

• What does “temp-to-hire” mean?
The Gig Economy

• Various terms used to describe this type of contingent work
• Covers a wide variety of occupations
• Often based around “digital matching”
• Benefits & “costs” of gig work
• What might make someone choose to work in the gig economy?
Issues with Contingent Work

- Contingent work and job satisfaction
- Nature of employee benefits or lack thereof
- Being tied to work that provides no benefits or paid vacation
- How does precarious work affect individuals employed in these positions?
Internships & 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”
Self-Knowledge
• New ways of working can still relate to interests, values, skills, employment preferences

Option Knowledge
• New schema and language needed for jobs and employment
• Connecting contingent & permanent work positions in one’s career tapestry
Decision Making (CASVE Cycle)

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

Executive Processing

- Requires new career metacognitions—what are some of these?
- Thinking about the extent to which your career will include alternative ways of working
Summary

• Learning about options for alternative ways of working
• Understanding how jobs are created
• Social forces that impact “regular” and contingent jobs
• Potential problems associated with alternative ways of working
• CIP perspective