



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

Flexitime

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?

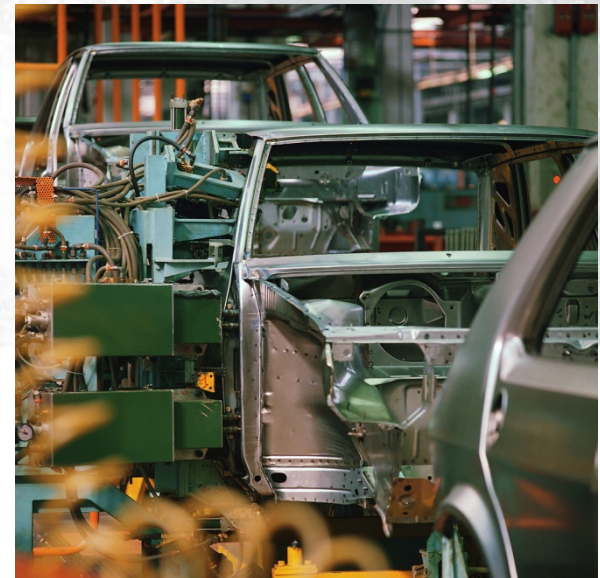
Does it matter?

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)



Outsourcing

- **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?



Contingent Workforce

How does the information in the text about the contingent workforce impact your career planning and job hunting?

How does it affect retirement?



jobs and
employe
nt

CIP and the New Ways of Working

• Connectin

Self-knowledge

contingent
and
permanent
work

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

Option Knowledge

positions
in a career

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

Decision Making

Rapid Decision Making

changes in
organizational

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

Executive Processing

create
more gaps
for career

- Thinking about your career as a self-employed person