

# 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