

# Flexitime

## Meaning of Flexitime

Flexitime, also known as flexi-time, flex time, flex scheduling or the implementation of a flexi system, is where an organization offers its employees the opportunity of availing of a flexible working hours arrangement. A flexitime system is designed to offer employees more flexibility in the workplace by giving them the flexibility to start and finish work at times that suit their transport arrangements, family responsibilities etc.

Essentially, an organization will agree standard or core working hours that must be worked by employees as well as flexible working hours where employees can come and go as they please, subject to organizational demands. Most companies will operate a system similar to the one below:

Pre flexi arrival – 04.00 to 07.00

Flexi arrival – 07.00 to 10.00

Core time a.m. – 10.00 to 12.30

Flexi lunch – 12.30 to 14.30 (min 30 mins / max 2 hrs)

Core time p.m. – 14.30 to 16.00

Flexi leave – 16.00 to 18.30

An employee is obliged to work between the basic core hours and has the flexibility to clock in / out between the other hours. The idea is that employees have a bank of hours that are credited or debited to the employer over an accounting period of say, four weeks. In most organizations where flexitime is in place, employees can work a debit or credit of hours which will be

(a) worked in the following month in the case of a debit or

(b) Be taken as flexi leave (in the following month) in the case of a credit or be allocated as overtime if such policy exists.

## Example:

Let for company X:

Total work hour per week is: 40

Total work hour per day: 8

Traditional Timing: 9am-6pm / 8am-5pm; 5days a week

Flexitime: core hours: 12AM-4PM

An example of flexitime can be as given below:

Day	Monday	Tuesday	Wednesday	Thursday	Friday
Time	11AM-7PM (8hrs)	12AM-8PM (8hrs)	8AM-10PM & 12AM-7PM (2hrs+7hrs)	11AM-4PM & 6PM-8PM (5hrs+2hrs)	11AM-7PM (8hrs)

## Advantages of Flexitime

### 1. Employers:

- **Employee retention:** Flexible timings result in increased employee satisfaction thereby lowering turnover.
- **Higher productivity:** Allowing employees to choose their work hours strengthens commitment towards the organization goal which in turn boosts productivity
- **Larger window of client communication:** With different team members coming in at different time it becomes easier to communicate with clients at different time zones
- **Lesser work pressure:** Dividing the time according to the employee's wish keeps their morale boosted, which helps in dealing with stress
- **Decreasing presentism and absenteeism**
- **Increasing employee loyalty**

## 2. Employees:

- **Time management:** Having a flexible work schedule means better division of professional and personal time.
- **Lesser travel time:** Avoiding the peak traffic hour's results in saving time and keeps energy high.

## Disadvantages of Flexitime

### 1. Employers:

- **Communication among team members:** When all members have different timings its tough to fit in meetings that suits all.
- **Unsuitable for all industries:** Flexitime is a probable solution for the service industry, but is not at all feasible for employees of manufacturing industry. Example, workers if an assembly line has to be present at the same time as it is a chained process
- **Employee specific:** Every employee may not look at flex timing as a benefit provided. Thus strong supervision is necessary from management to make the effort successful.

### 2. Employees:

- **Lack of team communication:** As the whole team spends little time together, team dynamics are not very strong and may result in lack of communication

Hence, this concludes the definition of Flexitime along with its overview.

## Mentoring

Mentoring is the process of sharing your knowledge and experience with an employee.

### 1. Mentoring can be informal or formal:

- Informal mentoring takes place spontaneously between senior and more junior employees.
- Formal mentoring occurs through a program with an established structure.

## 2. A mentor can be an employee's manager or not:

- Management typically involves at least some employee mentoring. In acting as a mentor for an employee who reports to you, think of yourself as an advocate for that employee—not for any particular behavior, but for the person—for their personal growth and career. Discipline can then become a matter of helping an employee out of a difficult situation.
- In formal mentoring programs, the mentor is typically not the employee's manager, nor even in the employee's chain of command

Mentoring is an ongoing relationship that is developed between a senior and junior employee. Mentoring provides guidance and clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

Mentoring is a need felt by women recently, when they see the rise of their male counterparts in the workforce. Having a mentor means you have a formally appointed 'guru' at the workplace. But, mentoring alone is not sufficient - sponsorship is also increasingly becoming a need for advancing women in the workforce. Sponsors don't just invest time in you, but are ready to use their power and influence to your benefit.

## Purpose of workplace mentorship

### 1. Purpose for the Mentor

- **Develop leadership skills.** Being put in the position of a role model can help even the most experienced of employees become better leaders. The responsibility of helping guide someone's career and goals process puts the more senior employee in a unique position. They will sometimes need to teach, to motivate and to offer feedback. All these skills are at the top of the list when it comes to leadership.
- **Communication and listening skills.** Mentors need to be active and involved listeners as well as strategic communicators. A mentoring program can help employees further sharpen their skills in these areas.
- **Knowledge.** The more experienced employee should have a thorough knowledge of the organization as well as any programs or training that a mentee can access to help them reach

their goals. The mentor can impart wisdom developed on the job over time, information and workplace expectations or policies that will help the mentee succeed in the long run.

- **Learning opportunity.** While the mentor is usually in the position of imparting knowledge to the mentee, a mentoring relationship can also help the more experienced employee learn new skills. It's common that technological advances have been mastered by younger workers. This is an area where the mentee can also become a teacher, guiding the mentor to learn new skills or a new way of doing things.
- **Giving back.** Mentorship provides the opportunity for the mentor to give back to the company by helping train new and upcoming employees. Leveraging their years of experience, knowledge, and wisdom to help the mentee succeed in the organization is a great way for mentors to contribute to the workplace.
- **Personal satisfaction.** Mentoring can help increase the sense of self-worth that a mentor has because they will be able to see how their skills and abilities can help someone else.

## 2. Purpose for the Mentee

- **Learn the workplace routine.** One of the advantages of having a mentor at a new job is that they can help you adapt to the office culture more quickly. Employees who are involved in a mentorship program are more aware of workplace routines, policies, and expectations than those who do not participate. This is an important factor in helping new hires to feel more a part of the organization.
- **Enhance skill development.** Most mentees are looking for someone to help them advance their career prospects. Through advice and guidance, the mentor can help the employee develop their full potential in the workplace.
- **Networking.** A workplace mentoring program is a great way for new hires to boost their networking opportunities. For many new hires, it can take months and sometimes years to get to know key co-workers. Through a mentoring program, a mentee can gain access to important career contacts sooner.
- **Direction.** Most mentoring programs require the mentee to consider their future direction or goals they hope to accomplish through the process. By asking younger workers to consider how they can grow through the experience, a mentoring program gives them more control over the direction of their career. Research has shown that employees who are mentored have a better career track than those who don't. This includes receiving higher compensation and

more promotions as well as feeling better about their professional background and experience.

- **Problem-solving.** A mentor can be a sounding board when the less experienced employee comes up against a situation or problem that they are not familiar with or can't see a solution too. By partnering a younger employee with a more experienced one, the mentee gets to learn from the mentor's experience.

## **How to Be a Good Mentor**

### **1. Establish Expectations and Ground Rules**

When first introduced to the mentee, make them comfortable by explaining your role. Answer any questions they may have about the mentoring process.

Point out what you expect of them (e.g. to come prepared with problems to resolve or inquiries to discuss; to show up on time; to treat this as a professional and respectful relationship, etc.). Explain what you're prepared to do for them: coach, teach, and open relevant doors.

### **2. Set Goals Mutually**

Find out from the mentee's manager what they would like you to focus on as the mentor. Integrate those key elements with the expressed wishes of the mentee.

You and the mentee should then prioritize what you'll address together first. Agree on how much time you'll devote to the initial issues and how much depth to go into.

### **3. Listen Carefully First, Then Ask and Advise**

You may possess all kinds of accumulated wisdom. But a mentee isn't an empty vessel into which you pour your knowledge. It's unfair to them if you drone on and on, taken with your own brilliance.

Hear what the mentee has to say before giving your opinion. Query them on their point of view. They bring insights and perspectives which you may not yet appreciate.

#### **4. Let Them Make Their Own Decisions**

The mentor is generally more knowledgeable and experienced than the mentee. It would be easy just to tell the protégé what to do.

Except it would deprive them of thinking through challenges to derive solutions. And it wouldn't allow them to learn by trial and error. Never mind that, wise as you are, you might not know every answer.

#### **5. Do an Informal Needs Assessment**

Ask the mentee what their priorities are in meeting with you. Which aspects of their job or career do they want to know about most? What areas are they hoping to improve in?

#### **6. Set a Contact Schedule**

How often will you and your mentee meet in person? Will you be available as well for phone or email/text consults anytime during the workday and evening, or only in specific timeslots on certain days?

Be clear about your time boundaries. Offer enough availability not to leave your mentee in a lurch, but not so much that they become an annoyance.

#### **7. Be Accountable To Each Other**

If you promise to look into an issue or provide a resource to the mentee, do so according to the terms of your commitment. By the same token expect them to meet their pledges to you.

Trust and accountability are foundations of an effective mentoring relationship. So assign them homework and attach consequences to incompleteness. But let them express disappointment if you fail to deliver on your undertakings.