

Chapter 14 Case References

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5. S. Meisinger, "Flexible Schedules Make Powerful 'Perks,'" *HRMagazine* 52(4) (April 2007): 12.
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10. J.M. Phillips, M. Pomerantz, and S.M. Gully, "Plugging the Boomer Drain," *HRMagazine* 52(12) (December 2007): 54.
11. L. Murphy, "Shining the Brass Ring—Making Partnership Attractive to the New Generation," *CPA Practice Management Forum* (January 2007): 6.
12. One Hundred Eleventh Congress of the United States of America at the Second Session, "Telework Enhancement Act of 2010 (H.R. 1722)," U.S. Government Printing Office, <http://www.gpo.gov/fdsys/pkg/BILLS-111hr1722enr/pdf/BILLS-111hr1722enr.pdf> (accessed July 18, 2011).
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14. Anonymous, "Citrix Online; Telework Enhancement Act Could Save Tax Payers \$15 Billion a Year Say Citrix Online and Telework Research Network," *Real Estate & Investment Week* (December 11, 2010): 732.
15. J. Walker, "Even with a Recovery, Job Perks May Not Return," *The Wall Street Journal (Online)* (April 5, 2010), <http://online.wsj.com/article/SB10001424052702304017404575165854181296256.html> (accessed July 18, 2011). MM: Same question as with other cases regarding whether ibid will or will not be used consistently across cases?

Discussion Questions

1. How can employees benefit from alternative work arrangements? How can employers benefit from alternative work arrangements?
2. What are some of the possible negative outcomes for employers and/or employees regarding alternative work arrangements?
3. What factors are influencing organizations to consider using alternative work arrangements? Explain how alternative work arrangements can address the problems/issues raised by these factors.
4. Do you think the *Telework Enhancement Act of 2010* will be useful for the federal government and its employees? Do you think it will have a beneficial impact for America in general? Explain your answer.
5. Should the availability of alternative work arrangements for private sector employees in the United States be mandated by law? Why or why not?

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Obama in early December 2010. "The Act provides a framework for agencies to better leverage technology and to maximize the use of flexible work arrangements, which will aid in recruiting new Federal workers, retain valuable talent and allow the Federal government to maintain productivity in various situations—including those involving national security and other emergency situations."¹³

Kate Lister, principal researcher at the Telework Research Network, poignantly observed that "[w]hile [the *Telework Enhancement Act of 2010* is] aimed at just the [F]ederal workforce, I think the passage of this bill will send an important message to private sector companies about the many benefits of telecommuting and other alternative work arrangements."¹⁴ However, the impact of the Great Recession may restrain the growth of alternative work arrangements in the private sector. A report from the Society for Human Resource Management (SHRM) "found that some businesses have 'reined in support for alternative work arrangements, with new initiatives essentially on hold and existing programs under review.'"¹⁵

The future of alternative work arrangements certainly is not certain!