



Flexible Work Arrangements

Part of the HBK Work Life Balance Program

“Working together, sets us apart.”

A message from HBK CEO – Chris Allegretti



At HBK our success depends on our ability to recruit, develop, encourage and retain the best and brightest who can provide the highest quality of services that our clients deserve and expect.

We realize that our team members have choices to make on a daily basis, and HBK tries to provide ways for team members to strive for a healthy balance in their work and family life by providing flexible work arrangements.

HBK considers flexibility a key factor in working with team members in helping to reduce some of the stress in their lives, in retaining quality employees and in our recruiting efforts.

The HBK Promise:

- **P**assion for excellence in all we do
- **R**espect for our associates and their personal life
- **O**ne unified business with each member working for the betterment of all
- **M**aintain close personal relationships
- **I**ntegrity and highest personal character
- **S**ustained and continuous learning and development
- **E**njoy our career and our life's journey



Work/Life Balance

"We must help our staff fit their lives into their work and their work into their lives!"

Hbk understands that job flexibility is a critical resource for maintaining job satisfaction and quality of life among HBK team members. Therefore, HBK is committed to encouraging and supporting flexible work arrangements when they meet the needs of both the individual and organization.

Work arrangements define when, where, and how work gets done. Flexible work arrangements are alternatives to the traditional "9-5" workday, the standard workweek, or the traditional workplace. Flexibility enables individuals to make adjustments to changing circumstances. These alternatives can help employees in balancing work, personal commitments and retirement planning, while meeting business needs and objectives. These alternatives will help HBK to enhance recruitment and to retain valuable employees.

OUR GOAL IS YOUR SUCCESS!

Typical Flexible Work Arrangements

“One size does not fit ALL!”

The following are common flexible work plans. Please keep in mind that each arrangement can and will be modified in order to create the most suitable arrangement on an individual basis.

Flextime

A work schedule with variable starting and ending times, within limits set by one's Principal. Employees still work the same number of scheduled hours as they would under a traditional arrangement.

Compressed Workweek

A work schedule that condenses one or more standard workweeks into fewer, longer days.

Telecommuting

A work arrangement in which employees regularly work at home or at an alternative worksite during part or all of a work schedule. Telecommuting entails that an employee is connected to the office by use of electronic equipment (e.g. computer, fax machine, phone).

Reduced Work Schedule/ Part-Time

A work schedule that is less than full-time but is at least half of the regularly scheduled full-time workweek.

“About 5 years ago I began to develop some outside business interests. As it began to take more of my time I approached the firm about working a flexible schedule. They were very open to the idea and our relationship has been a two-way street. I have handled our client's needs to which I am assigned, and they have given me the flexibility to continue to pursue those outside interests.

“ I have always been impressed by how the firm values their people as individuals and acknowledges each of our strengths and abilities!”

Ed, Manager
Meadville Office





Items to Consider when Establishing a Work Arrangement

Eligibility

Personal responsibility will be imperative in making a flexible work arrangement successful. Employees that demonstrate a high level of motivation, organization and ability to meet certain requirements will be considered for flexible work arrangements. Please keep in mind that a work arrangement must be flexible to your position at HBK, and that some arrangements might not be appropriate for all positions.

Duration

Each work arrangement will be unique and specific to each individual's needs as well as those of HBK, therefore the duration of arrangements will vary based on need.

Flexibility

The most important aspect in creating a successful arrangement is flexibility. Although every attempt will be made to honor your schedule, it must be understood that client meetings, CPE, or other events may be scheduled at times outside of the agreed upon hours.

Evaluation

Each work arrangement will be evaluated as necessary in order to ensure that the work arrangement is successful and accommodating to both the employee and HBK. At that time changes will be made accordingly.

Compensation

Compensation may be adjusted accordingly based on the individual's expected work schedule.

Continuing Professional Education

HBK takes pride in ensuring that their employees are up to date on the most recent information and therefore, continuing education is an important part of our continued success, including those with flexible work arrangements.

Professional Development

Individuals participating in flexible work arrangements are encouraged to maintain the desired level of PD points each quarter.

Career Advancement

Career advancement might be slower for staff utilizing a flexible work arrangement. This results from reduced levels of experience, knowledge, or skills necessary for higher-level roles. However, flexible work arrangements will not prevent career advancement.

Questions to Consider

Your Job

- What are your key responsibilities and what are the tasks required for success in your job?
- Do you supervise others? How will a flexible work arrangement affect your supervision of others?
- What goals did you establish through the performance development process? How will this arrangement help you meet those goals?
- How will this arrangement sustain or enhance your ability to get your job done?
- Will you be able to adequately protect any confidential information that you handle?

Your Clients

- How will business needs be met (or exceeded)?
- How flexible can you be to changing business needs?
- Who are your key clients?
- How will clients be impacted by your restructured schedule?
- How will you ensure that customer service needs are met?

Your Co-workers, Supervisor/Manager

- What will the impact be on your co-workers and your supervisor?
- What will the impact be on those you supervise?
- How will your restructured schedule affect work volume, busy season, and /or overtime?

Your Performance

- How will your work/performance be reviewed and evaluated?
- How will your success be measured?

Yourself

- Are you self-directed and comfortable working without close supervision?
- Do you manage your time well?
- Are you comfortable working alone for long periods of time?
- How do you manage those employees who report to you?

Tools and Resources

- What are the tools, resources, and best working environments required for your success?
- What equipment/technology will your flexible work arrangement require?



If you think a flexible work arrangement is right for you?

Step 1:

HBK team members interested in a flexible work arrangement should complete a Flexible Work Arrangement Request Form which can be found on the HBK portal.

Step 2:

The team member should then submit the form to their individual Principal for discussion and approval.

Step 3:

The flexible work arrangement will be assessed and reviewed for mutual benefit on an on-going basis and at a minimum during each performance review process.

" In 2001 my husband took a job that required him to travel extensively. Although I had scaled my workload back to three days per week, the difficulties of raising a family with my husband being gone so much became overwhelming. I felt the need to give up my part-time position and return home to raise my family. Since that time, HBK has given me the opportunity to work during the busy tax season. I love this arrangement as it gives me the opportunity to keep abreast of the ever changing field of accounting and tax laws and I feel like I am able to contribute my skills at a time when the firm needs extra help. I look forward to the day when I can return to a more permanent position with skills that have been kept updated through this opportunity."

Jane, Manager
Alliance Office



Questions and Answers

Q: Why does HBK offer this program?

A: HBK believes that there is a need to offer a flexible work program because we feel that successful accounting professionals need to have a healthy balance and the flexibility to maintain it. HBK believes that by offering this program they will be able to retain the highest quality of personnel.

Q: How do I approach my Principal about a flexible arrangement?

A: Prior to approaching your Principal, print out a request form from the portal and thoroughly detail what your flexible work arrangement will entail. After filling out the request form, schedule a time to meet with your Principal and discuss your decisions. Do not hesitate to talk to your Principal or any other Principal in the firm. We as a firm are dedicated to making this program successful and therefore are open to talking about each individual's situation.

Q: How will the firm's clients be affected?

A: Clients will continue to receive the same high-quality service. Therefore in order to make this possible, engagement and project management, as well as setting client expectations will become extremely critical.

Q: How might a flexible work arrangement affect my career progression?

A: Working a flexible schedule that is reduced in any way may limit the amount of experience and knowledge one might otherwise gain. Therefore, an individual's career advancement maybe slower.

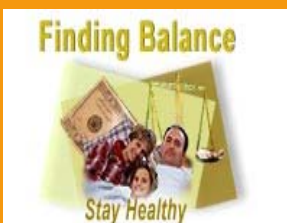
Q: What about negative reactions from co-workers?

A: HBK's team members are aware of this program and understand that this program can be mutually beneficial. Flexible work arrangements make it possible to retain quality people who might otherwise leave the firm. Once your arrangement is established, you should feel confident that other HBK team members will see positive results.

Compensation Impact

"Following a lengthy hospitalization and illness, I was not sure when I would be able to return to work. I managed to stay in contact with my office via email and telephone. Once I regained my strength I began with one day a week in the office and worked myself back to a full-time schedule over a period of 5 months. I appreciated the flexibility to come and work on days I felt well. I also understood that I needed to be flexible and perhaps accept phone calls when I was at home. Our clients understood that for a short period of time they may have to reach me at home versus the office. The arrangement worked out to be a win for me, the firm, and our clients."

- Kellie, Manager
Meadville Office



Schedule	Possible Impact
Flextime	Since the employee will be working the same number of hours and same workload, there should be no impact on compensation other than performance.
Compressed Workweek	Since the employee will be working the same number of hours and same workload, there will be no impact on compensation other than performance.
Telecommuting	Employees working this type of schedule may be compensated on either an hourly or salaried basis depending on the type of work performed and the number of hours worked annually. The level of compensation will be determined by comparing the new schedule in relation to the old one.
Reduced Workload / Part time	Employees working a reduced workload or part time schedule compensation will be decided on an individual by individual basis.



At HBK, we are dedicated to helping our
employee's
Enjoy their career AND life's journey!