

Workflex Program Guide
For
Employees and Managers
(for US employees)

Introduction

The purpose of this guide is to provide employees and managers with tools and information related to Boston Scientific's US Workflex Program. You will find the following in the Guide:

Readiness Assessments - Before requesting a Workflex arrangement, employees should assess their readiness to work flexibly. Understanding your readiness will help you in your discussion with your manager as well as with completing the Workflex Proposal Form. For managers, the readiness assessment will help you understand your capability to successfully manage employees who are working flexibly.

Workflex Principles – Boston Scientific has a set of core principles that employees and managers need to know to ensure that a Workflex arrangement is set up for success.

Role of the Employee and Manager - Both the employee and the manager play a role in ensuring the success of a Workflex arrangement. In this section of the Guide, we share the roles and responsibilities of the employee and manager.

Workflex Success Factors – As the employee and manager discuss the Workflex proposal, there are some key factors to consider as part of the Workflex arrangement.

Proposing and Reviewing a Workflex Request - This section of the Guide provides the steps for proposing and reviewing a Workflex arrangement.

Workflex Readiness – Employee Assessment

What is your Workflex Readiness? Are you a good candidate for the Workflex program?

Before you request a Workflex arrangement, review the Workflex Policy and take a moment to evaluate if your own work style is conducive to a flexible arrangement. Do you think you'll be successful in a Workflex arrangement? Have you demonstrated to your manager that you can work independently and meet deadlines?

Please read each statement. If it is true for you, click on the box. Keep in mind that this assessment is meant only as a guide. The final decision rests with your management, who will consider your request in the context of business needs.

- My job can be structured to accommodate a flexible work schedule.
- A flexible arrangement will not impact my ability to maintain or improve my performance.
- I work well with limited or no supervision.
- I can be counted on to complete work assignments and meet deadlines.
- I am flexible and adaptable.
- I can problem solve and resolve issues independently.
- I understand the results I am responsible for.
- I consistently meet or exceed my performance expectations.
- I am prepared to meet the level of availability and responsiveness required to meet the needs of my department and the organization.
- I communicate well with my coworkers and manager and keep them informed.
- I am a team player.
- I regularly seek feedback on my performance.
- I am organized and manage my time well.

Interpreting Your Results

The more checks you have, the higher your Workflex Readiness – and the more likely you are to succeed in a Workflex arrangement. A very low number of checks should encourage you to rethink whether you and your job are suitable for the Workflex program. We encourage you to share your assessment with your manager as part of the proposal process.

Workflex Readiness – Manager Assessment

What is your Workflex Readiness? Are your management skills such that you will be comfortable managing employees in the Workflex Program?

As you consider a Workflex proposal from an employee, think about your management style. The questions below will help you inventory the key skills you already have and those that might need some further development.

Please read each statement. If it is true for you, click on the box.

- I am a good listener and check regularly to make certain that I understand what is being said.
- I encourage new ideas.
- I give credit to others for their ideas and contributions.
- I try to model the behavior that I seek from the employees I manage.
- I make sure that employees understand their performance objectives and the results I expect from them.
- I regularly give constructive feedback in a timely manner, using specific examples.
- I keep my eye on the big picture and create workgroup and individual goals that relate to those of the organization.
- I meet with employees regularly to review progress toward goals and evaluate their performance.
- I know how to manage conflicts successfully.
- I am flexible and adaptable.
- I can work with others who work outside of a traditional work schedule to achieve their goals and objectives

Interpreting Your Results

The more checks you have, the higher your Workflex Readiness – and the more likely you are to succeed as a manager of employees in the Workflex Program. Look at the statements you didn't check. They can help you identify management skills that may need further development.

Workflex Principles

There are eight principles that underlie US Workflex arrangements at BSC. While the use of the Workflex Program will vary among departments and individuals, these core assumptions remain the same.

- ✓ **Workflex supports our business** – Workflex is a new way to work in a changing business environment. Workflex must be implemented in a way that has either a positive or neutral effect on business results.
- ✓ **Results matter** - Results and performance matter. It is important to have clear performance measures based on deliverables and outcomes.
- ✓ **Workflex should be applied creatively** - Both employees and managers should use Workflex to create better ways to achieve business results. Workflex arrangements are innovative tools that challenge us to think about work in new and different ways.
- ✓ **Workflex is not right for everyone** - All employees of BSC have equal access to the same business-based decision-making process. But business conditions may vary, making Workflex unsuitable for some jobs and some individuals.
- ✓ **Workflex is a shared responsibility** - Our process is collaborative. The employee proposes an option but a manager and employee should work together to design an arrangement that will work well for everyone involved.
- ✓ **Flexibility requires give-and-take** - Flexibility must meet the needs of both the employee and the business. This means that on occasion an employee on Workflex may have to rearrange his or her schedule to accommodate important meetings or business requirements. Similarly, the employee should be able to change their schedule occasionally for his or her own needs.
- ✓ **Job performance makes a difference** - The proposal process is designed to allow for a thorough review of performance requirements and impact of any proposed Workflex arrangement. In addition, an employee's eligibility for and/or continued participation in a Workflex arrangement is contingent upon meeting performance expectations. Managers should continue to address any performance issues directly in accordance with the Corrective Action Program.
- ✓ **Workflex is not guaranteed** - All Workflex arrangements are granted on a revocable basis and are subject to review and assessment. The company may determine that an arrangement needs to be discontinued at any time. Prior to discontinuing Workflex with an employee, managers should consult with their HR Business Partner.

Role of Employee and Manager

In order for Workflex to meet both employee and business needs, employees and managers have a shared responsibility for its success. Below are the roles and responsibilities for the employee and the manager.

Employee

- ***Know*** our Workflex approach, guidelines
- ***Make*** the business case for your Workflex request
- ***Understand*** performance expectations
- ***Partner*** with manager on challenges
- ***Avoid*** negative impact on the business
- ***Communicate*** changes in schedule
- ***Seek*** feedback regularly, solve problems
- ***Evaluate*** arrangement as agreed
- ***Strive*** to be flexible throughout

Manager

- ***Know*** the Workflex guidelines
- ***Support*** employees through the Workflex process
- ***Consider*** all requests using consistent criteria
- ***Partner*** with employee on challenges
- ***Clarify*** performance expectations
- ***Communicate*** change to key contacts
- ***Troubleshoot*** issues with team and/or others
- ***Evaluate*** arrangement as agreed
- ***Strive*** to be flexible throughout

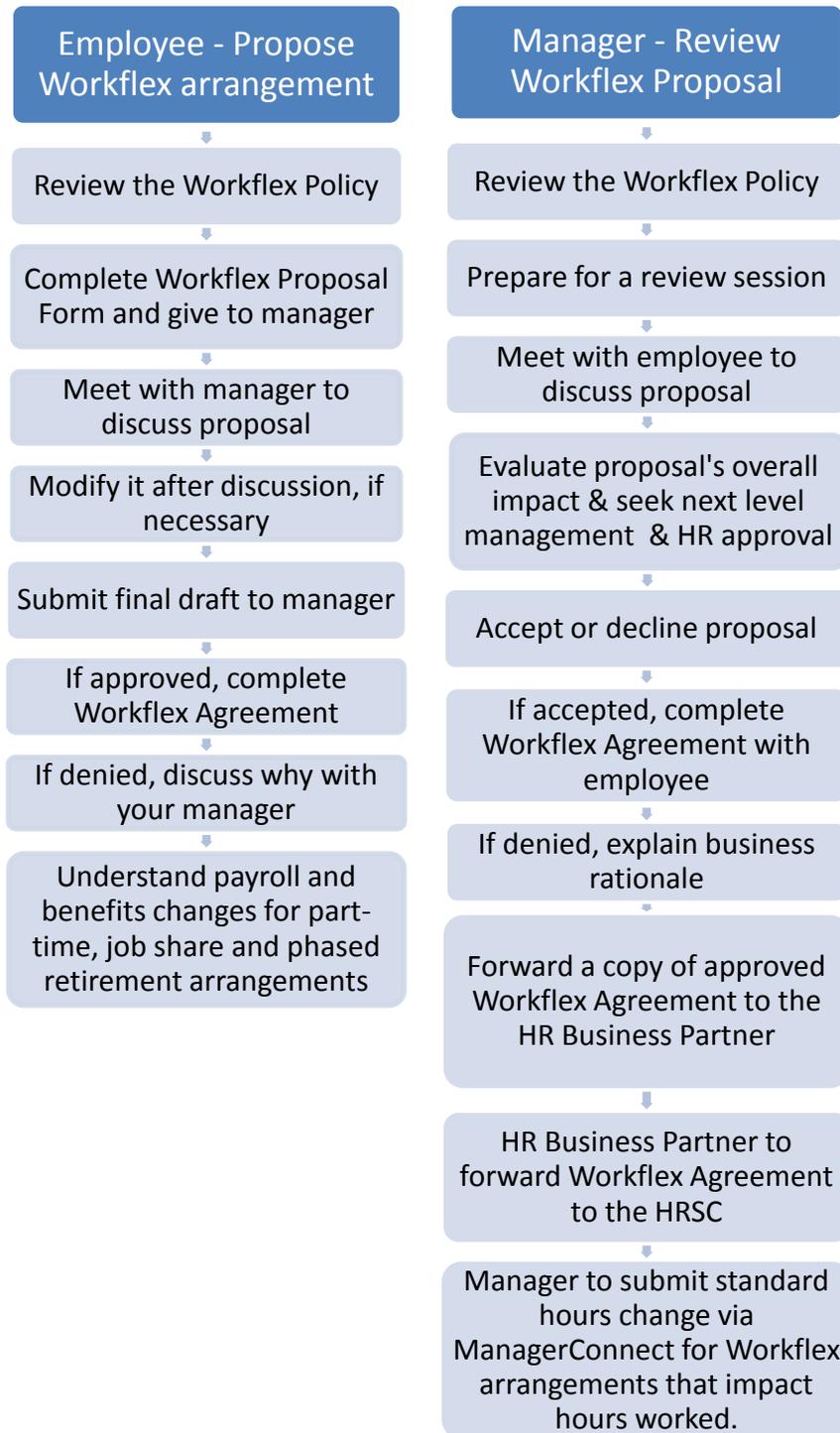
Workflex Success Factors

To ensure the success of Workflex arrangements, the following factors should be taken into consideration by the employee and/or manager:

- **Appropriate schedules** - The manager should assess the staffing needs and workflow of their workgroup. The employee should make sure the schedule provides adequate coverage for access to customers, standing meetings, core hours, etc.
- **Nature of the job** - While many jobs can accommodate some degree of flexibility in scheduling, jobs that require an employee's presence throughout regular business hours do not lend themselves to the Workflex program.
- **Communication** - Managers and employees should both think through who needs to be aware of an employee's revised schedule and how that information will be communicated.
- **Core hours** - A manager may choose to set core hours when all employees in the department must be present. Core hours offer flexibility for the employee and sufficient shared work time for the work group and customers.
- **Accessibility** - Employees can make themselves accessible for critical needs without being in the office at all times. For example, if an employee is working an early schedule and there is a vital late-afternoon meeting, the employee could be accessible by phone for the meeting or they could rearrange their schedule for that day.
- **Adequate coverage** – For Workflex proposals that involve a reduction in hours, the employee needs to think about how to restructure the full-time position. They need to take into consideration the following:
 - What work will they be doing on a less-than-full-time schedule?
 - How will the rest of the job be accomplished?
 - Delegate to other employees?
 - Job share?
- **Coworkers** - The proposal process requires the employee to figure out what the impact of the new schedule will be on others and how to mitigate that impact. Workflex arrangements can create opportunities for cross training and employee development, which may be valued by coworkers.
- **Development Opportunities** – Employees on a Workflex arrangement should have access to the same training opportunities and development assignments employees on a regular full-time schedule have.

Proposing and Reviewing a Workflex Request

Below are the steps that the employee and manager follow for proposing and reviewing a Workflex request.



Flowchart of Proposal and Review Process

