

Ngoc My My Ho
Prof. Ball
LLD 100WB
November 5, 2023

ANALYTICAL REPORT

DATE: October 29, 2023

PREPARED FOR: CEO and Board of Directors at Google LLD

REPORT BY: Ngoc Ho, Analyst

SUBJECT: Unlimited off days with reliable reasons or evidence

EXECUTIVE SUMMARY

Although Google has created a flexible and comfortable work environment with an understanding of human resistance, limiting off days can put unnecessary pressure on employees. Each person has their own level of resistance, and working continuously without breaks can cause mental and emotional exhaustion. Employees need time to relax, rest, and take care of their personal health. Taking time off helps them maintain good work morale and reduce stress, helping to improve their psychological well-being and overall health. **The purpose of this report is to analyze and provide multi-dimensional perspectives on the advantages and disadvantages of issuing new policy of allowing employees to take unlimited off days with reliable reasons or evidence.**

There are some advantages of taking unlimited off days with reasons. When employees have time off, they will have time for themselves, find inspiration and energy for the following working days. After both the mind and body are fully recharged, they will feel satisfied and their work productivity will increase many times compared to the time before taking leave. It gives them the ability to maintain a work-life balance, which reduces the risk of burnout and turnover. Providing time off when needed helps support employee morale and morale. They have time to face difficult situations or enjoy important moments in life without feeling pressure from work. Additionally, it allows employees to take time off to observe religious observances, conduct personal research, or participate in important events in their lives. This policy also contributes to showing respect and care for them. This promotes employee commitment and satisfaction, helping them feel valued and attached to the organization.

There are some disadvantages of taking unlimited off days with reasons. While the main goal of this policy may be to facilitate flexible working conditions and respect human rights, it can also lead to some complications. When employees have unlimited vacation rights, there is a risk that they will abuse this right. They may take frequent, unnecessary breaks, leading to a decrease in productivity. These periods of time can become unproductive for the organization and affect business growth. Additionally, allowing unlimited vacation time can cause time management problems. Organizations will face difficulties in scheduling work, especially when many employees leave at the same time. In addition, when employees have unlimited vacation time, organizations need to ensure there is a replacement or an effective job assignment system. This may require careful preparation and management to ensure continuity in work operations.

One of the other weaknesses is that if not managed carefully, there can be inequity in allowing unlimited vacation, especially for those in important positions or for whom the policy may use it as biased.

In conclusion, based on the following report, this unlimited off days with acceptable reasons has more advantages than disadvantages. Employees will be motivated to be creative and innovative. When employees have free time, they have the opportunity to focus on personal interests and extracurricular projects. This can lead to the generation of new ideas, improve work performance, and help the organization remain competitive. Additionally, this also helps increase employee satisfaction. When they know that they have time off without worrying about work pressure, they feel appreciated and respected. This creates a positive work environment that promotes commitment and loyalty to the organization.

These are my recommendations Google LLD can use if they wish to apply this innovation policy

- Find out the specific and clear reasons for taking leave for each employee to consider whether they are worth taking unlimited off days or not depending on each case.
- Discuss and deal with employees about the exact number of days they need to take off to solve their personal problems to avoid taking advantage of too long days off.
- It is necessary to plan the work schedule for the replacement or have a plan to assign work scientifically to ensure that when an employee leaves, work can still be carried out without causing a major impact on the organization.

INTRODUCTION

PURPOSE OF THE REPORT: To prove the effective of improvements for Google company when applying the policy of allowing employees to take unlimited off days with reliable reasons or evidence policy to promote flexibility and personalization in employee working time management at Google. I will first examine the unlimited off days policy s presented to employees at various companies, such as Microsoft, Culture Machine, and Knack. After making comparisons on the differences in effectiveness of each company, I will evaluate how the unlimited vacation policy positively affects the personal life and work performance of employees. I will also give many useful perspectives on this rule, if applied, which will bring a lot of engagement potential for companies and employees in Google LLD. Besides, I also suggest specific solutions or strategies to manage this situation. This may include developing regulations and procedures for granting unlimited leave with reasons, or biased measures to support employees during their time off.

BACKGROUND: Employees who are in good health are more productive and are creatively motivated to come up with great ideas. According to the article BetterYou, Google executives appear to be aware of this and express their gratitude to staff members by offering a staggering range of services and activities aimed at promoting employee wellness (Higgins, 2023). When they are in a good mood and healthy body, they can easily face challenges at work and have abundant energy to participate in assigned projects and tasks. Therefore, directors and members of many potential Google LLD departments are united in supporting unlimited off days with

reliable reasons to create an environment where employees feel cared for and understood by the corporation. health and difficult situations in their lives. Therefore, Google LLD Director along with the board of directors will meet with shareholders and high-ranking people to discuss the best specific solution for this policy. This decision will be based on many different factors and aspects such as what kind of reason that employee will be and also according to statistical assessment and data analysis to deal with them about a reasonable length of time off.

SOURCES AND METHODS: I will take evidence and information mainly from news, articles, books from San Jose University King Library and also from dependable website from the internet. Besides, I also consulted sources and opinions of employees who had interviewed at Google LLD.

SCOPE: My report analyze the aspects of the issue, including the benefits and difficulties associated with this policy and it also conducts thorough review and research from both the employee and organizational perspectives. Besides, this report also evaluates characteristics related to compliance with labor laws and regulations including perception of labor law issues and compliance factors.

LIMITATIONS: This report will only focus on promoting a flexible working environment, balancing work and personal life, and creating good conditions for employees to develop and contribute effectively to the organization. However, this unlimited off days with reliable reasons cannot guarantee every situation or factor that affects job performance. Some external factors such as an employee's personal situation or family situation may temporarily affect their ability to work, and this policy cannot address all of these situations.

REPORT ORGANIZATION: This report will first compare the different performance results that Microsoft and Collage announced after applying the unlimited off days policy. Then, I will compare the positive correlation between two companies, Microsoft and Culture Machine, when it comes to employee health and happiness. It directly affects their flexible hours and reasonable rest time. Plus, the next step is to provide information about the process or system that employees must follow when taking time off including tracking and reviewing the reason for the leave, including deciding whether the reason is reasonable or not. Finally, this report will present an stress reduction of this policy and then the final conclusions and recommendations.

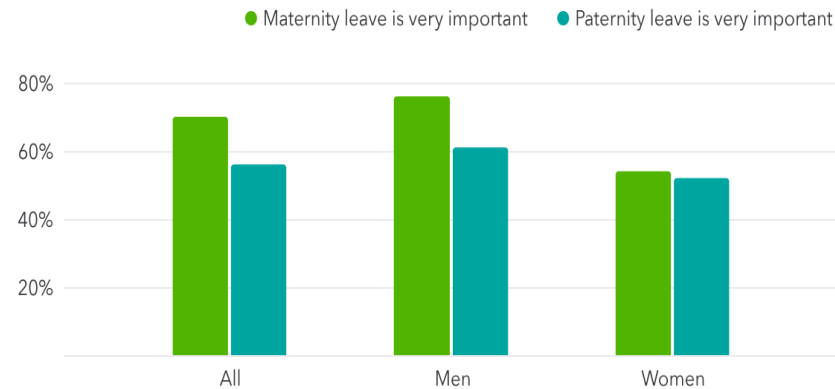
ADVANTAGES OF AN UNLIMITED VACATION POLICY WITH SPECIFIC EXCUSES

1. Allowing employees to use paid time off for personal purposes: Letting US workers unlimited paid time off could mark an important change in how Microsoft manages and treats employees. According to the article NDTV, Microsoft, the biggest software company in the world, is giving its US workers unlimited paid time off and doing away with its four-week vacation policy (Pandey, 2023). One of the outstanding benefits of this policy is that the ability to adjust leave time according to individual needs also allows employees to have time for family, relaxation and travel, helping them avoid stress and ensure mental health. This can be considered a dream of becoming one of the leading companies in creating the best working conditions for employees.

2. Allowing to take days off on women's period time: Culture Machine, a content and video production company based in India, made a big impression in the business and social world when it introduced a very unique policy. According to the article NPR, the company has declared that in the event that any of its 75 female employees feel pain or discomfort, they may take the first day of their period as a paid day off (Sachdev, 2017). This new policy of Culture Machine demonstrates the concern about the health and welfare of female employees. It is an important step forward in creating a work environment that supports and respects women's right to self-management at work. By allowing them to take time off on the first day of their period, the company has reduced the pressure and difficulty for women in working during these days.
3. The psychological impact of mental health: Unlimited leave policy, one of the progressive trends in human resource management, has proven that it can improve employee performance. This policy allows employees to make their own decisions about resting and recharging without being bound by traditional time off restrictions. The researchers from Lund University note that the unlimited vacation policy must be "successfully implemented" for it to have positive effects on employees (Duffy, 2015). This policy is not simply about applying the policy but also involves how the company manages and supports employees during its use. This includes creating a work environment where employees feel they have the right to choose their time off freely and without pressure. In this approach, implementing an unlimited time off policy Not only does it help employees enjoy their personal lives, but it also helps increase productivity and commitment to the company. This can create a flexible and supportive work environment, helping employees promote growth and create good conditions for both the company and the employee.
4. The physical impact of sickness: According to the article of DIR (2022), unlimited leave policy also shows the company's care and respect for employees by providing time and space for employees to "recover from physical/mental illness or injury". Unlimited time off helps them not feel pressured to return to work too soon when they're still not well enough. This can help increase your chances of full recovery and reduce your risk of recurring illness or injury. Employees feel valued and cared about their health and wellbeing, which can increase morale and commitment to the company. It can also help companies attract and retain talent, as people seek a work environment that values health and wellbeing. In addition, this policy also helps improve employees' mental health. Injury or illness can cause mental stress, anxiety and depression. Unlimited time off allows them to focus on both physical and mental recovery. This can help them quickly regain balance and mental strength, return to work with optimism and ready to face challenges.
5. The stress of pregnancy: The unlimited leave policy also helps women return to work easily after maternity leave. According to the article Citizen Advice (2023), this policy is to give women the opportunity to "take maternity leave" and allow them to take "up to a year off when they are having a baby. One of the important benefits of this policy is to create opportunities for women to fully rest and take care of their children after giving birth. Longer breaks allow them enough time to adapt to caring for their children and

create conditions to seek support and care for their children in the initial stages. This can reduce pressure and anxiety for women as they return to work. According to the article of QuickBook (2019), paid maternity leave is essential, according to “70% of US workers”, and paid paternity leave is similarly vital, belonging to 56% of workers. Additionally, Paid paternity leave is deemed highly significant by more than half (52%) of all male workers; “among males ages 18 to 34”, this percentage rises to 61%.

Source: TSheets 2019 Paid Time Off Report



DISADVANTAGES OF AN UNLIMITED VACATION POLICY WITH SPECIFIC EXCUSES

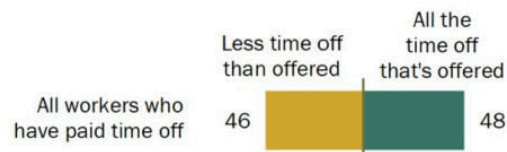
1. Taking advantage of the benefits of unlimited days off: According to process.st, a worker who is overburdened fills in for everyone while another takes extended time off (Jones, 2022). The possibility of overloading the remaining employees is one of the biggest problems. There will be pressure and overwork if some people decide to take long, regular breaks from work, forcing others to pick up the slack. Their work performance and resistance may suffer as a result. Strict procedures must be in place within organizations to guarantee that work gets done even when employees are absent. This calls for efficient leadership and strong teamwork among team members. It can also significantly strain an organization's finances, particularly if several employees depart at the same time. Technical calculations and effective resource management are necessary to guarantee the organization's continued operations without facing financial issues.

2. Having a fear of taking an endless number of vacation days: As the study may be accessed on Indeed, some employees wind up taking fewer days than the expected two weeks since they find it awkward to announce that their work is finished and their schedule is unrestricted, as there is no contractually required amount of days open (Birt, 2023). With unlimited freedom, some people can easily become unmotivated and unfocused. They can easily abuse this policy to avoid work, leading to poorer performance and disproportionate resource consumption within the organization. Instead, it is necessary to find a balance between freedom and responsibility in managing

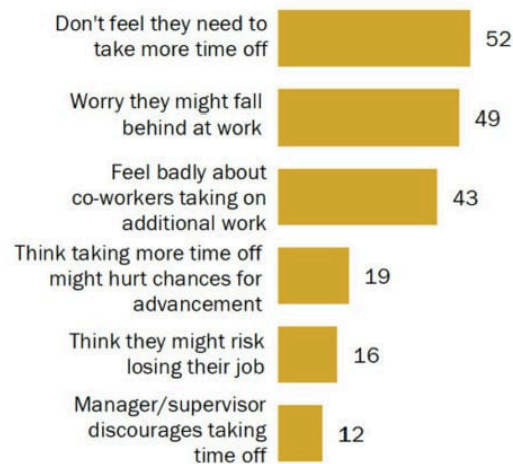
employee time off. According to the article ApolloTechnical, supervisors have the right to reject requests if their absence will interfere with corporate operations. One solution could be to establish a system to monitor and evaluate their work performance, along with promoting self-management. Creating motivation and encouraging creativity at work is also a way to deal with this situation. Instead of seeing this policy as a reason to avoid work, employees can use time off to look for ways to improve and develop their skills. Organizations can also encourage employees to participate in innovation and creative projects during their time off.

More than four-in-ten workers who get paid time off say they take less time off than their employer allows

Among workers whose employer offers paid time off, % saying they take ...



Among workers who take less paid time off than offered, % saying each is a reason why



Note: Based on workers who are not self-employed and whose employer offers paid time off. Share of respondents who said their employer offers unlimited paid time off or who didn't offer an answer not shown.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023. "How Americans View Their Jobs"

PEW RESEARCH CENTER

CONCLUSION

Google's unlimited leave policy with reasonable excuses is an important step forward in human resource management and creating optimal working conditions. **The conclusion of this policy is**

particularly positive and has many significant benefits. It is one of the measures that Google has adopted to promote a good working environment and support the personal development of employees. This stems from the fact that the company recognizes the importance of employee health care and development, and the unlimited leave policy has shown significant attention to special situations, such as when the employee is sick, menstruating or pregnant.

First, the unlimited leave policy for sick employees demonstrates Google's commitment to caring for their health. Anyone can face the unexpected situation of being sick and needing time to recover. Not having time pressure to take a break can help employees focus on recovery and ensure they return to work in the best frame of mind. When it comes to menstruation, this policy demonstrates understanding and respect for the natural changes in a woman's body. Some women may experience painful or difficult periods, and being able to rest when needed will help them maintain focus and perform better. This policy promotes gender equality and helps Google retain talented and diverse employees.

Furthermore, an unlimited leave policy for pregnant women is not only a measure to protect the health of the mother and fetus, but also demonstrates a commitment to the principle of equal treatment. It helps create favorable conditions for women to both work and prepare for childbirth, by reducing pressure and creating the best working conditions for them.

RECOMMENDATIONS

- 1. Find out the specific and clear reasons for taking leave for each employee to consider whether they are worth taking unlimited off days or not depending on each case.**

Most importantly, establish an environment of dialogue and trust between management and employees. This requires openness and sincere listening. Employees need to know that they can talk to their managers about any leave-related issues without being judged or devalued. Categorizing the reason for leave can help managers better understand the situation. For example, distinguish between medical leave and parental leave. This helps management understand the cause and can provide appropriate support.

- 2. Discuss and deal with employees about the exact number of days off they need to take off to solve their personal problems to avoid taking advantage of too long days off.**

After listening to information from employees, managers can discuss together and make decisions about the necessary number of days off. Managers and employees can consider the impact of personal issues and set a reasonable number of days off based on this information. Then, plan for these days off and determine how to work when employees are absent. This helps ensure that work gets done without overwhelming the rest of the workgroup.

- 3. It is necessary to plan the work schedule for the replacement or have a plan to assign work scientifically to ensure that when an employee leaves, work can still be carried out without causing a major impact on the organization.**

Managers and employees can mutually agree on an appropriate period of time for leave. This may include planning ahead, to ensure that work will not be too affected by employee absences. After employees have taken leave, managers should regularly monitor the situation and progress in resolving individual issues. This helps ensure that employees are progressing and ready to return to work. Also, the company should have clear rules about leave, including how to negotiate the number of days off and a request process when employees are facing personal problems.

REFERENCES

- Are You Giving Your Employees Enough PTO? 2019 Survey.* (2019). Quickbooks.
<https://quickbooks.intuit.com/time-tracking/resources/pto-survey/>
- Birt, J. (2023, July 31). *What Is Unlimited Paid Time Off (PTO) and How Does It Work?* Indeed Career Guide.
<https://www.indeed.com/career-advice/career-development/unlimited-pto>
- Duffy, J. E. (2018, October 15). *Unlimited Vacation Linked to Better Results at Work.* PRODUCTIVITY REPORT.
<https://productivityreport.org/2018/10/15/unlimited-vacation-linked-to-better-results-at-work/>
- FAQs on Laws Enforced by the California Labor Commissioner’s Office. (n.d.). Retrieved from www.dir.ca.gov website: <https://www.dir.ca.gov/dlse/2019-novel-coronavirus.Htm>
- Higgins, S. (3 C.E.). *Why Does Google Invest So Much in Employee Wellness?* | BetterYou. Retrieved from *Why Does Google Invest So Much in Employee Wellness?* website: <https://www.betteryou.ai/why-does-google-invest-so-much-in-employee-wellness/#:~:text=Google%20Employee%20Wellness%20programs,Text=Educational%20reimbursements>
- Jones, M. (2022, July 13). *The Unintended Paradox of an Unlimited PTO Policy (+Free PTO Template).* Process.st.
<https://www.process.st/unlimited-pto-policy/>
- Paid Sick Leave in California. (2023, January). Retrieved from www.dir.ca.gov website: <https://www.dir.ca.gov/dlse/California-Paid-Sick-Leave.html>
- Pandey, N. (2023, January 12). *Microsoft To Start Giving US Workers “Unlimited Time Off” From Next Week.* NDTV.com.
<https://www.ndtv.com/feature/microsoft-to-start-giving-us-workers-unlimited-time-off-from-next-week-3685610>
- Rights while you’re pregnant at work.* (2023). [Www.citizensadvice.org.uk](http://www.citizensadvice.org.uk).
<https://www.citizensadvice.org.uk/work/maternity-and-parental-rights/check-your-maternity-and-parental-rights/rights-while-pregnant-or-on-maternity-leave/rights-while-youre-pregnant-at-work/#:~:text=While%20you>
- Sachdev, C. (2017). *Company In India Gives Women A Day Off If Their Period Is Painful.* In Goats and Soda [BLOG]. NPR.
<https://www.npr.org/sections/goatsandsoda/2017/07/13/535798455/company>
- The Pros and Cons of Implementing an Unlimited PTO Policy.* (2023, September 15). Apollo Technical LLC.

<https://www.apollotechnical.com/the-pros-and-cons-of-implementing-an-unlimited-pto-policy/>