

Appendix 7-A

Work-Life Checklist

Appendix 7-A: Work-Life Checklist

	Currently offered to ALL employees	Currently offered to SOME employees	Planned to offer within 2 years	Not planned in foreseeable future
Child Care Support				
On-site or near-site care				
Sick, school holiday or emergency care				
Financial assistance; vouchers				
Parent education programs				
Resource and referral				
Other support				
Dependent Care Support				
Care-giving education				
Resource and referral				
Other support				
Employee Assistance Programs				
Substance abuse treatment				
Counseling				
Other support				
Health Benefits				
Only Worker				
Worker and family				
Offered, employee paid				
Dental Benefits				
Only Worker				
Worker and family				
Offered, employee paid				
Wellness Benefits				
Health and Wellness Programs				
Onsite or near-site recreation				
Health education and screening				

	Currently offered to ALL employees	Currently offered to SOME employees	Planned to offer within 2 years	Not planned in foreseeable future
Leave and other policies				
Family, parental, personal, sabbaticals, paid time off banks and leave donation programs				
Work Practices				
Flexible work locations				
Flexible work times				
Compressed workweeks				
Telecommuting, Part-time, Job sharing				

Appendix 7-B

Work-Life and Work-Family Resources

Appendix 7-B: Work-Life and Work-Family Resources

www.familiesandwork.org

Reframing the Business Case for Work-Life Initiatives. By Ellen Galinsky and Arlene A. Johnson, 1998. Just as work-life programs and policies within companies tend to evolve, the business case has also changed over time. Using a historical perspective and hard data, this report examines the emerging "bottom line" arguments for work-life initiatives as their focus shifts from programs and policies to culture change, work redesign, and connecting with communities. A must if you are searching for strategic ways to position work and family in your organization. 26 pages. Pub. #W98-02. \$15.00

The Time Crunch: Work Redesign and Management in a 24-7 Economy. Erin Brownfield, 2001. This paper illustrates how recent initiatives at three leading U.S. companies redesigned work processes to address these problems—without sacrificing productivity. FWI data supplies the background for how pervasive the "time crunch" has become and work-life professionals provide best practices. 14 pages. Pub. #W2001-01. \$5.50 each for 1-9 copies

Ten Tips for Getting and Keeping Business Involved: An Illustrated Guide for Early Childhood Leaders. By Nina Sazer O'Donnell and Carter McJunkin, 2001. Ten Tips is designed to help early childhood leaders work effectively with business leaders on how to create and sustain successful early childhood partnership. It speaks to current and future leaders who want to start, improve or expand partnerships and can be used to plan meetings and strategy sessions, to enhance staff training and leadership development, to help evaluate efforts or to spark new partnership ideas. Each tip includes advice, quotes and/or short examples, along with drawings that illustrate what works and detailed list of other resources. 30 pages. Pub. #C20-02. \$15.00

The Seven Lessons of Early Childhood Public Engagement. By Nina Sazer O'Donnell and Ellen Galinsky, 2000. This paper describes recent early childhood public engagement efforts and outlines lessons for public engagement leaders. Part I defines public engagement and describes how national, state and local leaders have stimulated action that brings about change. Part II outlines seven key lessons that informed these efforts. Part III offers concrete tips for how a wide variety of community members—from architects to youth—can do something to promote the healthy development of our nation's youngest children. 34 pages. Pub. #C20-01. \$10.00

<http://www.fatherhoodproject.org/>

The **Fatherhood Project**® is a national research and education project developing ways to support men (and women) in parenting and work roles. The Fatherhood Project® is the longest-running national initiative on fatherhood--founded in 1981 and now located at the Families and Work Institute. Three initiatives of the Fatherhood Project are described below. (For more information see www.fatherhoodproject.org)

Working Fathers: Ongoing research into "best practices" and strategies for creating a workplace that enables fathers to better balance work and family life -- while also enhancing business productivity and increasing women's equal opportunity.

The Male Involvement Project: A national training initiative that helps Head Start and early childhood programs get fathers and other significant men involved in their programs and in the lives of their children. Training is delivered by a national network of practitioners who have been successful at increasing male involvement in their own programs. A training model to serve local areas is being developed.

Fatherhood USA is based on a two-part documentary exploring fatherhood beyond the stereotypes of deadbeat dads and Mr. Moms. First aired on PBS in June 1998, the Fatherhood USA is based on two related programs.

Dedicated, Not Deadbeat, looks at absent fathers, unmarried fathers who are struggling to stay involved with their kids despite a legacy of poverty, fatherlessness, or incarceration. This program looks at how communities can support men in fragile families.

Juggling Family and Work focuses on three men in two-parent families, who confront the daily dilemma of being a dad and handling the pressures of a workplace that isn't "father-friendly." It addresses how businesses can create a more family-friendly workplace for mothers and fathers.

The ***Fatherhood Workshop Kit*** is designed for community-based organizations and employers who want to support the involvement of fathers in the lives of their children. Based on the above two-part documentary, the kit includes four videos (The Importance of Fathers; Father-Mother Communication; Juggling Work and Family; and Fathers and Social Support), a 24-page facilitator's guide, and a Fatherhood Tips handout. Prices for the full Fatherhood USA program (four videos and workshop guide and materials) are about \$80.00 if ordered by an individual and \$250.00 if ordered by an organization.

Other fatherhood and work-life resources also are available from the Family Work Institute - (www.familiesandwork.org):

Getting Men Involved: Strategies for Early Childhood Programs

This is a hands-on guide for people working in early childhood programs who want to involve fathers and other significant males in children's lives. The first part outlines four "stages" of reaching and working with men and includes over 100 practical strategies. The second part profiles 14 exemplary programs throughout the U.S. A resource section includes an annotated bibliography of books for children which feature men in nurturing roles. 96 pages. Soft cover. \$13.00

Working Fathers: New Strategies for Balancing Work and Family

By James Levine and Todd Pittinsky. Balancing the work-family equation represents the single greatest challenge for parents and their employers in today's economy. The book uses recent research and model practices to examine the work-family dilemma and offers proven personal and work-place strategies to support fathers and mothers. \$13.00

New Expectations: Community Strategies for Responsible Fatherhood

This latest release from the Fatherhood Project promotes a new way of thinking and acting to promote responsible fatherhood, including a jargon-free review of research, state-of-the-art review of community-based strategies, tips from leading practitioners, and a guide to more than 300 programs nationwide and to the 100 most useful publications. 225 pages. Soft cover. \$22.00

Other work-family resources

The **Work and Family Connection** (<http://www.workfamily.com>) is an international clearinghouse for human resource professionals focused on work and family - or work-life - issues and solutions. Established in 1984, **Work & Family Connection** provides a national news and information service to subscribers. Drawing on university and corporate research this information service is up-to-date and easy to negotiate. Even a non-subscriber can find valuable information on this website.

Center for Ethical Business Cultures (formerly Minnesota Center for Corporate Responsibility; <http://www.cebcglobal.org>). This website features numerous online resources, publications and speeches pertaining to work-life issues, including *Creating High Performance Organizations: The Bottom Line Value of Work/Life Strategies* -- a practical guide for implementing work-life strategies. The site also features a wide range of publications on critical issues facing business, such as business ethics, corporate responsibility, diversity, globalization and leadership.

Appendix 7-C

Work-Life Continuum: An Assessment and Planning Tool

Appendix 7-C: Work-Life Continuum: An Assessment and Planning Tool

Developed by Nora Spinks of the Canadian Work-Life Harmony Enterprises, the **Work-Life Continuum** describes the "organizational culture" of workplaces relative to personal lives and families of employees. Organizational beliefs and actions are placed on a continuum with five developmental milestones or stages:

- 1) **InActive or Family Forgetful**
- 2) **ReActive or Family Aware**
- 3) **Active or Family Friendly**
- 4) **ProActive or Family Supportive**
- 5) **InterActive or Family Advocacy**

Each milestone or stage is identified by descriptive words. Organizations may use the assessment tool to determine where they are at along the continuum. Once completed by groups of employees and managers, the assessment can form the basis of discussing where the organization is and where it would like to be. From this, strategic work plans can be designed to achieve that objective.

Participants look at the words that describe each stage and identify the stage(s) that best describes how they perceive the **organization's current beliefs and actions relative to work-life issues and practices.**

- Sometimes organizations, or parts of organizations, are at different stages on different issues. For example, an organization may be family friendly regarding health care benefits, but not so regarding other family issues such as elder care.
- Also, different components (top management, human resources, direct supervisors, front-line employees) of the organization may see the organization very differently. Front line supervisors are very aware of the issues and supportive of employees' needs, but others may see work and family as totally separate issues and remain firmly in the InActive or Family Forgetful Stage. The farther apart along the continuum or the more diverse your workforce is, the more challenging it will be for you to facilitate cultural change.

The goal is not to grade the organization, but to initiate discussions about how the organizational culture could better support the family and personal lives of employees.

Step Two - The Continuum as a Planning Tool

Once it is clearer where an organization is, and where it wants to be, a strategic work plan can be set to make progress. For example, if you are firmly and consistently at the second phase of the ReActive Stage you may want to target having 85% of your organization at the Active Stage by the end of the next fiscal year. To achieve that goal an organization may:

- Position work-life initiatives as a competitive imperative and a strategic business issue emphasizing the important links between supportive work-life policies, employee satisfaction, and productivity;
- Link work-life initiatives to recruitment and retention strategies, business development goals and organizational development initiatives;
- Expand programs to include the full life cycle and include all personal responsibilities such as education and career development, caring for aging relatives, ill, injured or disabled family members;
- Enhance leave and work flexibility policies in ways shown to improve satisfaction and productivity;
- Assess and, if effective, expand existing and new programs and policies;
- Join external councils, committees or consortiums to benchmark progress and learn from other's experience; and
- Include metrics that hold individuals, teams, and managers accountable for creating supportive work environments and reward successes: bonus and other recognition and reward strategies etc.

It is important to remember that once an organization has "reached" a particular milestone, it doesn't necessarily stay there for long. If there are organizational changes, restructuring, or economic changes, a company may move along the continuum in either direction. If you experience some slippage - don't get discouraged, you will probably regain your positive momentum before too long. If you experience progress don't let up the pressure, continue to monitor your growth and development, keep up with what is happening in regard to work-life balance.

The Work-Life Development Continuum

Please visit this website for a format friendly version of this document:

<http://labour-travail.hrdc-drhc.gc.ca/worklife/workplaceflex-en.cfm>

INACTIVE

Family Forgetful

Family

None

Approach

Personal Issue

Perception

Work Responsibilities

Responsibilities

None

Action

Focus

Work and family segregation

REACTIVE

Family Aware

Family

Phase 1.
Programmatic

Approach

Phase 2.
Policy

Phase 1.
Women's Issue

Perception

Phase 2.
HR Issue

Responsibilities

Phase 1.
Child-Care Needs

Phase 2.
Family Needs

Action

Phase 1.
Some informal investigation research

Phase 2.
Formal needs assessments

Focus

Work and family interference, role overload

ACTIVE

Family

Family Friendly

Phase 1.
Organizational

Approach

Phase 2.
Strategic

Phase 1.
Competitive Issue

Perception

Phase 2.
Business Issue

Phase 1.
Life Cycle & Personal Responsibilities

Responsibilities

Phase 2.
Multiple/Complex Responsibilities

Action

Phase 1.
Task Force, Departmental Assignment, & Accountability Benchmarking

Phase 2.
Integrated assessments and opinion surveys

Focus

Work and family balance

PROACTIVE

Family Supportive

Family

Cultural change Approach

Economic Issue Perception

Shared Responsibility Responsibilities

Influential research; impact assessments Action

Work and life integration Focus

INTERACTIVE Family

Family Advocate

Integrated

Social & Economic Issue

Collective Responsibility

Applied collaborative research

Work, family, life harmony

Approach

Perception

Responsibilities

Action

Focus

Appendix 7-D

Retrospective Pre-Post Assessment of A Work & Family Presentation

Appendix 7-D: Retrospective Pre-Post Assessment of A Work & Family Presentation

*We would like to know if our discussion provided you
with new information about strategies for today's workplace.*

Here are several strategies for today's workplace. NOW, how would you rate your understanding of:	Low	Some	Good	Very Good
1. Tax credits for employers who offer dependent care policies				
2. Child care resource & referral.				
3. Flexible personnel policies (flextime, telecommuting, job share).....				
4. Dependent care subsidies for employees (vouchers, cafeteria plan benefits).....				
5. Direct dependent care (on-site care, summer/holiday care)				

BEFORE today's discussion, what level of understanding did you have?	Low	Some	Good	Very Good
6. Tax credits for employers who offer dependent care policies				
7. Child care resource & referral.				
8. Flexible personnel policies (flextime, telecommuting, job share).....				
9. Dependent care subsidies for employees (vouchers, cafeteria plan benefits).....				
10. Direct dependent care (on-site care, summer/holiday care).....				

<p>11. Does your organization currently receive dependent care tax credits? <input type="checkbox"/>Yes <input type="checkbox"/>No <input type="checkbox"/>Don't Know</p> <p>12. Which work/life policies does your organization currently provide?</p> <p><input type="checkbox"/> Flexible work arrangements (flextime, telecommuting)</p> <p><input type="checkbox"/> Child care resource & referral</p> <p><input type="checkbox"/> Dependent care subsidies</p> <p><input type="checkbox"/> On-site or other direct dependent care</p> <p>Other: _____</p>	<p>13. After hearing about work/life policies today, which of the following would you <u>be likely to do?</u> (please check all that apply)</p> <p><input type="checkbox"/> Seek additional information about work/life strategies</p> <p><input type="checkbox"/> Share information with others in your organization</p> <p><input type="checkbox"/> Talk with other employers/organizations</p> <p><input type="checkbox"/> Initiate planning in your organization</p> <p><input type="checkbox"/> Survey employee needs</p> <p><input type="checkbox"/> Conduct a cost-benefit analysis</p> <p><input type="checkbox"/> Do nothing at this time</p> <p>Other: _____</p>
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