



Oklahoma Certified Family Positive Workplace 2019 Workshop – March 1, 2019

Thank you for being a part of Oklahoma's Family Workplace Initiative. This beginner's toolkit is designed to provide additional information and examples for today's workshop to help employers explore the benefits of family-positive workplaces.

We believe that supportive policies and practices increase organizational productivity and support the physical and emotional health of employees and their families.

Consult your organization's attorney before implementing new policies and practices or changes to existing policies and practices.

***We hope to help you take the first or the next step to increase a
Family Positive environment at your workplace!***

OKLAHOMA FAMILY POSITIVE WORKPLACE CERTIFICATE

Potts Family Foundation developed its Family-Positive Workplace Initiative to encourage employers to support working parents with dependents in ways that also attract and retain employees. The Family-Positive Workplace Beginners Toolkit as part of our workshop offers tips, suggestions, ideas, and general guidelines for employers.

As an employer increases its commitment to family positive practices, our on-line **2019 “Oklahoma Family Positive Workplace Certification Application”** can serve as an on-line resource for building policies and also provide an opportunity for recognition of continued growth in your organization’s family positive culture.

Simply go to <http://ok25by25.org/apply-2019/> to view details and to apply for certification.

THE NEED FOR FAMILY POSITIVE WORKPLACES

Ask CEOs about the secret to their success and many say they find the right people at the right time and help them do their best work. Others say they treat their employees like family, earning their loyalty and dedication. Ask employees about working for a family positive employer and many say that they feel happy, healthy and supported at their job.

The Importance To Employers and Employees

Research indicates family positive workplace policies and practices result in increased productivity, improved loyalty and commitment, and resilient, happier and healthier employees. Bottom-line benefits to employers include improved on-boarding, less turnover and lower absenteeism.

Employers are finding that it is not enough to invest in employees only during the hours they are “on the job.” Just as tensions from work spill over into home life, we often carry our personal issues into the workplace as well, where they impact stress, focus and productivity.

Aside from the bottom-line benefits, most employers and managers genuinely care for the people who work for them and want them to succeed at work and at home. Many employers offer family-positive workplace policies and practices for both business and altruistic motives, citing reasons such as “Helping employees manage work and family life,” “It is the right thing to do” and “We are a caring organization.”

This toolkit provides a guide for employers who want to create or enhance a workplace that supports wellness for every individual and family. Many of these recommendations help employers attract and retain a capable, diverse and talented group of employees.

Research continues to show that early childhood is a crucial window for healthy development, with long range impacts that depend on all of us. Family-positive employment is a key strategy that contributes to safe, stable and nurturing relationships and environments for young children.

Oklahoma’s children are our future workforce, leaders and community members. Employers of every size and industry in every corner of our state have an important role to play. While they may not be directly involved in raising children, their support for family-positive workplace policies and practices is good for business and good for Oklahoma.

The Definition of “Family”

Families have changed dramatically over the past 50 years. Their importance to society has not. The family is a unit where we provide and receive financial and emotional support. Typically, our family members are the most important people in our lives. That’s true no matter what our family looks like.

This toolkit emphasizes policies and benefits that support employees with young children. Often, employees consider parents, grandparents, siblings, aunts and uncles, nieces and nephews, grandchildren and even pets as family. Except in cases where a specific legal relationship is defined in law or tax code, this tool kit uses a broad definition of “family” and we encourage you to do the same.

Changes in Society

American society also has changed dramatically over the past half century. Women enter the labor force in growing numbers and families increasingly rely on more than one earner to make ends meet. Oftentimes, a parent or caregiver will have to choose between economic vitality (work responsibilities) and responding to the needs of their dependents. Children still need to be taken to the doctor and elderly parents still need care. Is the choice between being a good employee and being a good caregiver something that individuals should be forced to make?

Positive Parenting Works

Family positive workplace policies and practices make a big difference in parents’ abilities to raise their children to be healthy, succeed and participate in Oklahoma’s future. Research shows that healthy child development is built on ensuring safe, stable and nurturing relationships and environments. When smart business policies help strengthen families, children thrive and can achieve their full potential.

Supporting Caregivers

Implementing family positive workplace policies and practices does not mean providing benefits only to women who are mothers. While supporting mothers and other women who are caregivers is crucial, women are not the only caregivers.

Strategies that provide special treatment only to women can backfire and open employers to charges of discrimination. Even well-intentioned decisions, such as a manager not considering a mother for a promotion because it might increase her workload and negatively impact her family, can be problematic.

Along with the need for parental bonding, the ability for both men and women to take paid parental leave is a factor in pay equity. When only mothers can take parental leave, the result can be reluctance among employers to hire or promote women of childbearing age and the creation of a “mommy track” with long-term consequences for women in the workplace. Taking time off for the birth of a child creates a pause in a woman’s career and earning trajectory from which it can be difficult to recover.

A Challenge and An Opportunity

Employees are multidimensional; they have personal lives, family responsibilities and competing demands on their time and attention. Family positive employers have a competitive advantage to attract and retain skilled employees. Increasingly, the Millennial workforce expects family positive policies and practices at the workplace.

This toolkit is designed to help employers explore the benefits of family positive workplaces. We believe that supportive policies and practices increase organizational productivity and support the physical and emotional health of employees and their families. The research of this toolkit includes examples and articles from various U.S. states and national statistics. We look forward to seeing Oklahoma stats becoming a bigger part of our metrics in the near future with each employer converting to policies and practices that lead them to becoming an Oklahoma Certified Family Positive Workplace.

As always, consult your organizational attorney before implementing new policies and practices, or changes to existing policies and practices.

STEPS IN PLANNING A FAMILY POSITIVE WORKPLACE

Get Started - Determine Your Goal:

What is the benefit to your organization by becoming more family-positive? Is there a problem that needs solving?

For example,

- Does your organization have a problem with turnover?
- Is there a big rate of absenteeism?
- Are employees complaining about a lack of flexibility?
- Is your organization new and growing?
- Does it align with your core values?
- Does it help attract top talent?

Or have circumstances presented an opportunity, such as an upper management decision to help employees improve the fit between work and their personal lives? If so, see this as a starting point. You might consider other changes as you continue the process.

Family Positive policies will be more sustainable if they are grounded in your business strategy. While a flexible workplace certainly benefits employees and their families. That can't be the only reason for adopting workplace wellness. Rather than presenting new employee wellness policies as favors or privileges, consider them as part of your overall human resource strategy, contributing to employee recruitment, retention, engagement, health and safety.

Pull Together Your Team

A solid, representative team or task force will provide more complete information, innovative ideas and a variety of perspectives. It will help create buy-in. Make sure the team represents everyone who needs to be at the table. Include a manager and representative employees, including those who are part-time and hourly. Think about including someone from facilities management and IT. If there is a union, make sure to coordinate with representatives to avoid any conflict with the contract. Consider providing a "job description" so team members understand their roles and commit to the process.

The presence of a senior manager, at least at the first meeting, emphasizes the value of employees to the organization and encourages buy-in. Make sure everyone on the team understands the purpose of the task and any limits to the team's authority.

Assess What You Have Now

What types of policies and benefits does the organization have in place already?

You can access the Family Positive application, print and check your policies against the ones listed on the application. <http://ok25by25.org/apply-2019/> This will give you a reading of what you have and an idea about what direction you want to move in order to gain a more Family Positive environment throughout your organization.

You may discover that you actually have a great number of Family Positive policies in place but don't recognize them as such. By re-framing and emphasizing certain points within the policy, you may be able to transform a number of your existing policies into true family positive policies. Also comparing the policies you have now to the application, you may find that by implementing a few simple things right away, you are demonstrating that you are serious about making the change to become a family positive workplace.

Assess Employee Needs

Determine what your team needs to know to move forward. Is there a specific issue to address? What data do you need to help find a solution? For example, if management is concerned about turnover, you'll want to gather data on employee satisfaction and reasons for leaving, so you might conduct exit interviews or survey current employees about what they like and don't like about their jobs.

Don't underestimate the value of simply asking other employees what their challenges are and what would help them. However, realize that people may be more candid responding to an anonymous survey. You can include questions about employee needs in an organization climate or employee engagement survey, if you normally do one.

Be very careful to ensure confidentiality. Surveys should be anonymous and ask no identifying questions. In small-to mid-size organizations (fewer than 50 employees), even asking about the ages of child may make survey respondents identifiable to others. If your organization can afford it, you may be able to hire a third part to conduct the survey. If there is doubt about whether a question is too personal or may produce a response that is identifiable, leave it off. Aside from protecting the privacy of employees, a truly anonymous survey will solicit more responses and ultimately, better results.

Prioritize Issues and Research Possible Solutions

Use the resource information provided at this workshop as a starting point to explore options in more depth. You don't need to re-invent the wheel. Don't try to read every source you find on the internet or take every assessment before your start to implement. There is a vast amount of material on work-life integration, so don't let it overwhelm and paralyze your efforts. Getting started is what matters!

It may be helpful to consider the relative costs of problems and solutions. The Society for Human Resources Management hosts a free online calculator that allows employers to calculate absenteeism or turnover costs for free. The Investing In People online calculator can also estimate how much might be saved by implementing a specific work-life program. You can find the calculator at www.hrcosting.com/hr/.

Take time to consider the variety of issues your organization is facing now and may face in the near future. Also, make sure to reference the core values of your organization along with the business goals you developed when you started this process. Some important organizational issues may be affected by new policies:

- A growing organization's crowded office space could be a cue to think about a telework policy or job-sharing opportunity.
- Building a new office space might create an opportunity to plan for on-site child care.
- A need for more coverage in the early morning or late afternoon might be a rationale for flexible scheduling.

If a specific solution is already under consideration, you might ask people whether they would be likely to take advantage of that flexibility or benefit if it were offered.

***Note:** Make sure not to raise hopes by offering a potential solution that leadership hasn't approved. If you are only gathering information, be very clear about that.*

***Note:** Remember to consider benefits that meet the needs of employees without children. Every employee has a family. Assistance that isn't specifically targeted to parents, such as elder care support or even pet insurance, can improve total worker health and increase equity across the workplace.*

Create a Plan

Agree on what to implement and then prioritize. A small success, like creating a new breastfeeding room, may be just what you need to get the program off to a solid start. It will give the group the credibility and morale boost needed to tackle a more ambitious item.

Develop a detailed plan with a timeline. Some research and a brief cost/benefit analysis on proposed programs or policies will help. Consider categorizing recommendations into a cost/impact grid; oftentimes low cost/high impact recommendations determine initial priorities, while high cost/low impact ideas are tabled as unattainable. Determine how you will implement the new program or policy. Depending on what you are trying to implement, you might consider a pilot phase and then evaluate effectiveness and costs prior to full implementation.

Don't forget two crucial pieces of implementation:

- **Communication/Marketing:**

Your implementation plan will need to include steps for communication or marketing to employees and decision-makers. How will you publicize the availability of the new program/policy and its advantages?

- **Evaluation:**

Build evaluation into your implementation plan. Monitoring and periodic evaluation provide an opportunity to tailor a policy or program and give you the greatest chance for sustained success. Determine how and when you will evaluate the program/policy. How will you know if it is or is not working? How will you track how many employees are using the policy/program? Can human resources at your organization keep track of the data you need? Will you use a short survey? When will you collect the data and when will you review it?

Implement

Remember to use your communication plan and collect key data as you go, that way you'll be able to evaluate and ground your policy/program with examples of success. A few key reminders, whether you are rolling out a pilot concept or a complete program:

- Survey employee needs regularly and listen to their feedback. Make sure the new policy/program is working for all employees. Even when a policy/program has been in place for a long time, it's important to check in and find out what is working and what could be better. In many small organizations, policies/programs that are valuable today may become less useful as turnover occurs or employees enter new phases of their lives.
- Communicate options to employees frequently. Remember that benefits and policies, such as paid family leave and breastfeeding (lactation) support for new moms may seem irrelevant to employees on their first day and become significantly more important and useful after just a few years on the job.
- Participation and modeling from senior leadership is crucial. Without clear signals from senior executives, employees may wonder whether using family leave or flex-time could actually hurt their careers. A family-positive boss should serve as a role-model. If employees see leadership occasionally shifting hours or using technology to work remotely, they may feel more comfortable asking to do the same.

Evaluate

Review the data you collect. If the policy/program isn't working as you anticipated, try to figure out why. You may need to talk with your colleagues to learn about their experiences. Can the policy/program be adjusted to meet everyone's needs, rather than starting over?

Once the program is working as you anticipated, remember to document impact to build good will, ensure sustainability and think about what's next.

Congratulations! Start over again with your next plan! Some employers will benefit from laying each initiative out one at a time rather than trying to take on too much by implementing too many things at once.

Family positive workplace policies and practices don't have to be complicated. One small change can often provide big benefits for the organization and lead to greater focus on supporting employees.

Organizations of every size across the country are finding that a small investment in family friendly (positive) benefits increases employee satisfaction and supports good will and mutual trust. It makes good business sense to go further.

COMPONENTS OF FAMILY POSITIVE WORKPLACES

FAMILY-FRIENDLY WORKPLACES CONSIDER:



COMPREHENSIVE HEALTH BENEFITS
Including dental and vision



PAID LEAVE POLICIES
that support all employees



CAREGIVING RESPONSIBILITIES FOR EMPLOYEES
child care, elder care, dependent care



FLEXIBILITY
In location and hours



SUPPORTIVE SERVICES
and other resources



CAREER DEVELOPMENT OPPORTUNITIES
for all employees



COMMUNITY INVOLVEMENT STRATEGIES
corporate social responsibility

LISTED IN THE FOLLOWING PAGES ARE SOME COMPONENTS FOR CONSIDERATION WHEN BUILDING YOUR FAMILY POSITIVE WORKPLACE



COMPREHENSIVE HEALTH BENEFITS

Note: The following is a general description of some common benefit options. It is not intended to be legal or tax advice. Consult your CFO or tax specialist.

Health Insurance

As an employer, your ability to offer health insurance helps you attract and retain top talent. It helps keep your employees healthier, happier and more productive. Health insurance is a core benefit that contributes to the financial stability and wellbeing of employees and their families. Preventive care reduces absenteeism and lost productivity. Family-positive employers make every effort to provide health benefits.

As a Family Positive Workplace, paying a portion of the health insurance premium is a positive step!

Dental and Vision Insurance

As with other health insurance, dental and vision insurance allow employees to receive preventative care for themselves and their families. Preventative care reduces absenteeism. Insurance also lessens the potential risk of a major expense that jeopardizes family economic stability. As a Family Positive Workplace, making dental and vision care available and/or paying a portion of the health insurance premium is a positive step!

Section 125 “Cafeteria Plans”

A cafeteria plan, including a Flexible Spending Account (FSA), provides participants an opportunity to receive qualified benefits on a pre-tax basis. It allows your employees to choose between receiving cash or taxable benefits, instead of certain qualified tax-exempt benefits. If an employee chooses to receive a qualified benefit under the plan, the fact that the employee could have received cash or a taxable benefit instead won't make the qualified benefit taxable.

NOTE: For descriptions of a range of taxable and non-taxable benefits, see IRS Publication 15-B, Employer's Tax Guide to Fringe Benefits (consult your CFO or tax specialist.)

Short-term Disability Insurance

Short-term disability insurance provides financial help to individuals who are temporarily unable to work because of illness, injury or pregnancy. “Short-term” means a person’s absence from work cannot be permanent and is usually limited to a specific number of years.

STD plans may be paid in full by employers as an employee income protection mechanism. In cases where employers cannot afford to pay for STD, they may still offer it on a voluntary or employee-paid basis. The bottom line is that this benefit is important to the financial health of families and employees can access these products regardless of whether the employer or the employee pays for it.

Employee Assistance Programs (EAPS)

Employee Assistance Programs (EAPs) are voluntary, work-based programs that offer free and confidential assessments, short-term counseling, referrals and follow-up services to employees who have personal and/or work-related problems. EAPs often address a broad and complex body of issues affecting mental and emotional well-being, such as alcohol and other substance abuse, stress, grief, family problems and psychological disorders.

EAP counselors work in a consultative role with managers and supervisors to address employee and organizational challenges and needs. Many EAPS are active in helping organizations prevent and cope with workplace violence, trauma and other emergency response situations. EAPs help managers and offer mediation to address communication difficulties and resolve conflicts. EAPs often provide referrals to child and elder care resources.



PAID LEAVE POLICIES

Sick Leave

In a family in which all adults are working, parents without paid sick leave face difficult decisions when their children are ill. Child care for sick children is hard to find and expensive. When a parent misses work, he or she endangers the family's financial stability. When employees earn paid sick leave, they can recover from their own illnesses or care for sick children without losing crucial income. They can seek preventive care for themselves and their children, reducing the risk of spreading disease and more serious illnesses.

- Paid sick leave increases employee morale and overall job satisfaction.
- Offering paid sick leave reduces the spread of illness in the workplace (both to co-workers and clients or customers).
- Paid sick leave reduces “presenteeism, “a condition in which employees are present but unproductive at work due to illness.
- In jobs where occupational injuries are more common, healthy workers are safer and less likely to be injured on the job. Individuals who are working while sick are more likely to be injured on the job.⁴

Vacation Time

Vacation time allows employees to recharge mentally and physically and enables families to rest and spend time together. Employees with paid vacation leave have lower rates of stress and depression.⁵ Although employers may provide paid vacation, there may be subtle pressure from managers not to use it. This can be counterproductive.

The Society for Human Resource Management has found that employers who encourage employees to take vacation time see a reduction in turnover, workers compensation claims and health care costs, as well as an increase in productivity. Some employers believe that vacation time is important enough that they require employees to take a minimum amount of vacation time each year.

Personal Leave

Some employers provide paid personal leave, or general leave, for purposes such as appointments or events at a child's school, or other types of personal business that may not be covered by other types of leave. Supporting parents through paid personal leave is

closely connected to children's academic achievement and behavioral health.⁶ This family positive benefit directly impacts both the employee and the child.

Paid Time Off (PTO)

Employers are increasingly offering paid time off rather than separately tracking sick, vacation and personal time. Combining types of time off reduces record keeping for employers and may reduce unscheduled absences. When employees can determine how best to use their paid time off, they are more likely to arrange absences in advance and less likely to call in sick when they need time off for personal business.

Paid Parental Leave

Paid parental leave gives birth mothers the ability to take sufficient time to recover from childbirth. For all parents, it allows them time to bond with and care for a newborn or newly adopted child.

For birth mothers and their babies, paid maternity leave offers a host of health benefits.

- Paid maternity leave is associated with lower infant mortality rates.⁷
- Mothers who are able to take paid maternity leave are more likely to breast-feed, and to breastfeed longer, which benefits both mothers and babies.
- Women who are able to delay returning to work after giving birth are happier and healthier, less likely to suffer from depression.
- Successful breastfeeding and the ability to take longer leave are associated with lower rates of child abuse and neglect.⁸

For fathers, same-sex parents and adoptive parents, the ability to take paid parental leave supports bonding with the new child, helping brain development and laying a solid foundation for healthy relationships and the ability to learn. Establishing a safe, stable and nurturing relationship with a caregiver is crucial for a child to thrive and grow into a happy, healthy and productive adult.

Parents with access to partial or fully paid parental leave are more financially stable. When a new mother is able to take longer paid parental leave, she is more likely to sustain financial self-sufficiency. She is less likely to require public assistance and her family's income is less likely to drop below the poverty level.⁹

Now America's largest generation, Millennials are more likely to take paid parental leave and take longer leave than previous generations.¹⁰ Approaching prime childbearing age, Millennials are particularly interested in flexibility and paid parental leave. Employers

addressing this dynamic are rewarded with improved recruitment and increased engagement and retention among Millennials.

BENEFITS OF PAID FAMILY LEAVE INCLUDE:

1. Improved employee retention. Women with paid family leave are 93 percent more likely to be working one year after the birth of a child than those who take no leave.
2. Better talent attraction. In Deloitte survey, 77 percent of workers said that paid family leave policies sway their choice of employers.
3. Reinforced company values. Company leaders frequently cite improved paid family leave policies as reinforcing the organization's core values.
4. Improved employee engagement. In an Ernst and Young survey, more than 80 percent of companies with paid family leave reported a positive impact on morale. More than 70 percent reported a boost in productivity.
5. Enhanced brand equity. Improving paid family leave policies attracts media attention. This can be particularly true for early movers in an industry or for companies offering new or more expansive policies.

SICK LEAVE BANK EXAMPLE

PAID SICK LEAVE BANK (SLB) ALLOWS ELIGIBLE EMPLOYEES TIME TO BE FULLY RESTORED TO HEALTH

One program as an example, offers employees the option to enroll in a voluntary Sick Leave Bank (SLB). The SLB assists individuals in the need due to illnesses or injuries by providing eligible employees the ability to obtain additional paid sick days once all accumulated paid leave is exhausted. The days in the bank are donated by SLB members for other members to use. A condition for continued membership is that all members agree to donate at least one accrued sick day each year.

The SLB is sustained by ongoing contributions of personal accumulated sick days by members. The SLB can be used for personal illnesses that require five or more full days of consecutive absence.

EMPLOYER EXAMPLE

PAID FAMILY LEAVE

In 2017, Boston Consulting Group (BCG) released, “Why Paid Family Leave is Good for Business,” highlighting five imperatives in designing a paid family leave policy¹:

1. Policies reflect company values. There is a clear trend toward inclusive policies – equal amounts of paid leave for male and female parents, covering birth, adoption and surrogacy for both salaried and hourly workers. Providing paid leave to care for ill family members ensures that everyone, not just parents, has access to the benefit.
2. Amount of leave is not the only value driver. While the trend is toward more time off, flexibility – offering non-consecutive weeks off or the option to take longer leave at less pay.
3. Leaders set the standard. Leaders encourage using the policy by taking time off themselves when they need it. As visible champions, they can foster a sense of normalcy for paid family leave.
4. Support systems are crucial. Smart support systems consider employees who are out on leave and those covering them while they are gone. These include human resource processes and checklists for managers handling leaves and systems that help employees ramp down before they go on leave and ramp up once they return.
5. Measure success. Just a small number of metrics are needed to measure the success of a policy. Include statistics on usage, employee replacement costs, retention rates among employees who take paid family leave and employee perceptions of the program.



CAREGIVING RESPONSIBILITIES FOR EMPLOYEES

Child Care:

See handout materials from Paula Koos, CEO Oklahoma Child Care Referral & Resources, provided at this workshop.

Backup or Emergency Care

Employers can provide short-term support for employees when regular child care falls through, such as when providers are sick or during unexpected school closings. Employers can provide in-home or center-based care for children who are mildly ill or recovering from health problems that keep them from attending school or child care. Backup care can be provided on-site or through relationships with third party providers.

Elder Care

As with child care assistance employers may offer assistance to those with elder care needs with referrals, including those available through their EAP, a dependent care spending arrangement, subsidies or direct services.

Allowing leave for elder care will become increasingly important as our population ages. Just as parental leave affects more Millennials, elder care tends to be a bigger concern for Generation X families. A study of working couples in the “sandwich generation” found that the strategies they use to accommodate the demands of caretaking take a toll on their mental health, financial stability and job performance.¹ Elder care creates family stress, particularly when there is work-life conflict, making it a health and productivity issue for employees.³

Along with reducing stress on employees, paid leave for elder care also provides benefits to seniors who receive care from families, allowing them to stay in their homes longer and return there sooner after an illness or accident.

Elder care is a retention issue for employers, as caretakers without paid leave are more likely to leave the workforce entirely.²

Pet Care

In some workplaces, every day is take your dog to work day. Having canines in the office can increase morale, teamwork and productivity. Pet-friendly (pet positive!) workplaces are growing in popularity throughout the states.

Millennials often acknowledge that dogs in the office make a company “a cool place to work.” So, given the race to recruit Millennial talent, pet insurance is among the fastest-growing employee benefits.

According to Nationwide, the largest insurance provider for pet coverage in the United States, about one in three Fortune 500 companies offers employees pet insurance – not only to appeal to animal-loving prospective hires, but also to help retain current pet-owning employees.

Companies trying to control the cost of pet care benefits have a range of choices, from paying 100 percent of pet premiums to simply passing along a discount on insurance, which can then be deducted from payroll or paid directly by the employee.

EMPLOYER EXAMPLE

JANUS HENDERSON INVESTORS A BACK-UP CHILD CARE PROGRAM TO SUPPORT THE NEEDS OF WORKING PARENTS

Sick kids. School closings. Summer vacation. Competing work and family priorities can be challenging. Fortunately, Janus Henderson Investors enables its 900+ employees to find last-minute child care through a partnership with benefits operator Care.com. Individuals working at Janus Henderson Investors have real-time access to a large network of in-home providers and child care centers:

- During school vacations or when child care is closed.
- When a child is ill and the employee needs to work.
- When the employee has to work late or on weekends.
- When the employee needs care for a child with special needs.
- When a nanny goes on vacation or leaves unexpectedly.
- Any time there is a gap or disruption in regular child care arrangements.

Employees at Janus Henderson Investors have access to two backup child care options based on their preferences and situations. In-center backup child care, for children ages 6 weeks to 12 years, is available Monday – Friday during normal operating hours, which vary by center. In-home backup care for children from birth to 17 years is available every day, night or day. Employees pay subsidized rate for the care and have access to a combined total of 10 calendar days of backup child care each year.

Comments from Demesha Hill, Community Relations Manager, Janus Henderson Investors:

“The back-up care benefit supports the whole family and supports us to have a more engaged workforce. It’s one of those benefits that you don’t hear a lot of buzz about until a person uses it, and it gets them out of a jam.”

When employees see us taking care of them, they work their hardest and do their best to support us. If we didn’t have back-up care, at the end of the day, we’d pay for it anyway. The costs creep in one way or another.”



FLEXIBILITY

A Culture of Flexibility

Flexibility can be defined as allowing work to be done outside of the traditional Monday through Friday, 9-to-5 schedule or in different locations. Employer policies that allow flexibility in the time or place work is performed are helpful to employees in managing their work and personal responsibilities.

Flexibility isn't as easy as creating policies. A truly flexible workplace needs both supportive policies and supportive managers. Policies by themselves accomplish little if managers subtly or overtly discourage employees from using flextime, working from home or taking family leave. Employees must know they can succeed at the organization, whether or not they use the flexibility offered. On the other hand, leaving flexibility up to individual managers can result in a culture of inequity that harms employee morale and may ultimately undermine the family-positive environment that is intended.

Flexibility requires a culture of mutual trust and an emphasis on results over face time. Developing this trust between management and employees may be difficult, but experts agree it is essential to a flexible workplace – and perhaps to any successful workplace.

Ideally, managers contribute to the development of policies, understand the business rationale behind them, and receive training or guidance on how to implement them. As with any other organizational goal, opportunities for staff input, managerial commitment, transparency about policies and fairness in implementation result in the establishment or enhancement of a family-positive environment.

Time Flexibility

Modifying work hours is probably the most widely used family-positive policy in the United States, used by employers of all sizes and industries. Small(er) organizations have been leading the way over the past decade in regards to flexibility. Because they often have less formal cultures, small employers are more likely than large organizations to, for example, allow employees to take time during the day to attend to personal or family needs or let employees set their own break times, and adjust their schedules.

Flexibility isn't only for higher wage jobs. Retailers have successfully implemented flexibility for front-line service jobs. Cross-training, allowing employees to swap part or all of a shift and letting employees take leave in small (one or two hour) increments are strategies that benefit employers as well as employees.¹² Manufacturing companies have adopted flexibility strategies such as compressed work weeks, alternative shift

arrangements, shift swapping, flexibility in start and stop times, and employee input into break times.¹³

There are a variety of ways that employers offer time flexibility:

- Occasional flexibility: Allowing employees to come in later or leave earlier than usual to tend to occasional personal matters, such as meetings at a child's school. Employees make up the time rather than taking leave.
- Alternate schedule: An employee's regular schedule may start earlier or later than other employees to accommodate personal demands/schedules.
- Core hours: The employer sets core hours when employees must be at work or in the office. Otherwise, employees are allowed flexibility in completing their work day. If core hours are set from 9 a.m. to 3 p.m., employees must work those hours but may start work earlier or finish later.
- Compressed work week: Employees work four 10-hour days in a week or nine 9-hour days in two weeks.
- Part-time work: Offering part-time options allows employers to attract and retain employees who aren't able to work more traditional hours/shifts. The opportunity to reduce hours can be mutually beneficial when employees are preparing to retire or coming back from parental leave.
- Job sharing: Two employees work part-time, sharing a single position, receiving full or pro-rated benefits. This may allow an employer to retain two employees who wish to reduce hours when a part-time position is not feasible. Job-sharing employees also bring two sets of skills and twice the knowledge. They can check each other's work and provide continuity on sick days and during vacations.

Location Flexibility or "Telework"

Another familiar form of flexibility is telework, the ability to work from home or off-site. Sometimes the term "flexplace" is used, and working from home can be called "telecommuting." Employees might telework regularly or on occasion.

Working at home allows employees to spend less time commuting, so they can enjoy more time with their families. It also reduces commuting costs and stress. Occasional telework can be a good solution when an employee has a minor illness or an appointment near home, allowing them to take less time away from work. It is important to note that working from home should not be considered a substitute for dependent care (children, elders and pets).

Successful employers and teleworkers recommend establishing clear expectations, including an employer telework policy and individual telework agreements that specify work hours and who will pay for equipment, office supplies and internet access. Employers who have successfully implemented telework arrangements often document increases in productivity, reductions in turnover and lower overhead/real estate costs. An additional benefit is having productive employees able to work offsite in cases of bad weather or major traffic disruptions.

Stable, Predictable Schedules

Many employees, particularly low-wage and part-time workers, have schedules that change, sometimes dramatically, from week to week. Moreover, they sometimes don't know what their schedules will be until a few days in advance. Others work "on-call" and must be available to work with little notice. Sometimes managers change schedules at the last minute. All of these situations create problems for employees and their families:

- Employees who are counting on full-time work struggle to make ends meet when they don't work 40 hours in a week.
- When employees spend money on transportation and child care, they can actually lose money when they are sent home before working a full shift.
- When an employee is expecting full-time work, or expecting a certain schedule, they aren't able to take a second job.
- Students who work part time aren't able to plan their classes (or keep their jobs) without predictable schedules.
- Child care providers may be unwilling to save a place for a child who doesn't attend regularly; so parents with unpredictable schedules may need to find new providers.

Creating a stable schedule with a consistent number of hours and offering as much advance notice as possible of schedule changes reduces emotional and economic stress on employees and their families. Employers who offer stable, predictable schedules save on reduced turnover and associated recruitment and training costs, and see an increase in employee morale and engagement.

Education, Training and Communication

Experts in family-positive workplace policies and practices emphasize the importance of the manager's role in implementing a flexible workplace. Ideally, managers are involved throughout the process, from identifying issues to generating possible solutions through piloting and implementation. Along the way, managers may need to adopt a new frame of

mind regarding supervision and employee evaluation. For individuals who are accustomed to evaluating employees based on seeing them working, the transition to evaluation based on results may require some coaching, training and sensitivity.

Similarly, employees who work a compressed work-week or work off-site for part of the week may need help with new issues, such as working out a communication schedule with their teammates and supervisors. Training can build these new skills, answer questions, and inform both managers and employees about performance goals and expectations. Training might be conducted separately for managers and employees at first, and then in teams to arrive at an agreement on what they need from each other to do their best work.

EMPLOYER EXAMPLE

KPMG

NEW PARENT BENEFITS

International audit, tax and advisory services firm KPMG supports employees who are new parents throughout the various phases of their journey. The firm provides a new parent guide that offers helpful information on firm benefits, a maternity checklist and much more. KPMG offers a comprehensive lactation program that includes a hospital-grade pump as well as consultative phone calls to assist new mothers during prenatal, after birth, and transition back to work. Once back to work, KPMG recognizes the need for privacy for nursing mothers and provides lactation rooms in most of their offices.

To further support new patients, the firm provides New Parent Career Coaching, up to five 1:1 coaching sessions. Coaches help men and women navigate short term adjustments and stress to achieve long term career success.

KPMG hosts parent networks for employees in many local offices. The parent network groups are designed to share experiences and exchange ideas on raising a family as a working parent. KPMG's Parents Who KNOW program connects working parents with other parents who can provide guidance and support on navigating through a variety of challenges new parents face. The program encourages establishing mentoring relationships with more experienced working parents.



SUPPORTIVE SERVICES

Lactation (Breastfeeding) Support

A strong employer-supported lactation program can be a win-win. When breastfeeding mothers feel comfortable expressing milk at work, they are more likely to return to work after maternity leave, and often return to work sooner. Breastfeeding has substantial health benefits for mothers, lowering their risk of diabetes, heart disease, breast cancer, depression and ovarian cancer, and helping them recover more quickly from childbirth.¹⁵

It is important to note that not all mothers are physically able to breastfeed or choose to breastfeed. Above all else, every employee's needs and privacy should be respected.

Breastfed babies are healthier, which means mothers are less stressed and less likely to miss work. Because breastfed babies get sick less often, one-day absences from work are half as common among mothers who breastfeed.¹⁴

Federal and state law requires employers to accommodate nursing mothers in expressing breast milk at work as often as needed. While federal and state requirements are slightly different, employers must comply with the requirements most protective of employees.

While not part of legal requirements, but as a practical matter, nursing mothers also should have a chair, a door that locks, and electrical outlet, access to a sink and a place to refrigerate breast milk, Workplaces of all sizes and in a variety of sectors (including manufacturing and retail) successfully accommodate nursing mothers.

Other options employers can consider:

- Allowing the nursing mother to take break time to go to the baby.
- Allowing a caregiver to bring the baby to the workplace for feeding.
- Telework, with the understanding that the employee has a caregiver watching the baby between feedings.

Expectant and New Parent Parking

Designated parking spaces for expecting parents are important for customers as well as employees. This is a matter of safety for expecting parents, especially if there is inclement weather or when the pregnancy causes additional health challenges. Similarly, these parking spaces are useful for new parents. New parents benefit from having more space to unload children and the ability to get in and out more quickly.

Infants-At-Work Policy

A written “Infants at Work” policy supports parents who want to bring babies into the office or workplace. A clear written policy outlines parent responsibilities and co-worker expectations and generally provides guidance on the age of babies permitted at work. Written policies often clarify with “until the infant reaches the age of 1 or starts to crawl, whichever comes first.” Some employers allow a parent to bring a mildly ill child to work with them if there’s a quiet room or empty office, so the parent can keep an eye on the child while working.

New Parent Support Groups

Caregiver support groups are a workplace option that can reduce employee stress. Some employers host lunch and learn workshops with topics such as parenting or stress reduction. Small employers might consider working together to host such groups/workshops.



CAREER DEVELOPMENT OPPORTUNITIES

Employees at all levels are interested in advancing their careers, whether that means a worker in a retail job asking to be cross-trained so he can pick up more shifts or a manager seeking a mentor to help her move into an executive position. Career development programs are a win-win. Employers benefit by having satisfied employees with increased knowledge who are more engaged and stay at their jobs longer. Employees and their families benefit from increased earnings, greater job security and higher satisfaction.

Components of career development may include:

- On-site or off-site professional development training (e.g., communication, assertiveness, time management, conflict resolution, personnel management, industry specific growth and knowledge opportunities).
- Opportunities for growth and feedback.
- Formal mentoring programs.
- Tuition reimbursement.
- Cross-training for frontline staff.
- Promoting from within.
- Lunch & Learn workshops.
- Paid professional organization memberships.
- Allowing volunteer commitments during the work day.



COMMUNITY INVOLVEMENT STRATEGIES

Consider supporting community initiatives and organizations that promote the interests of working parents. Family-positive employers often support initiatives in the community and at a public policy level that promote the health of families as part of corporate social responsibility.

Employers that provide paid sick days, predictable schedules or paid family leave might back local ordinances or legislation that require these benefits as a way to support economic development and the wellbeing of children and families in the community.

Employers that give to local schools and their employees directly support the community by sponsoring local teams; offering free or discounted meeting spaces; or providing food, clothing, books or other needed items. Consider donating to charities or offering an employer match for employee contributions to local nonprofit organizations.

Support local projects. Offer your staff paid volunteer hours to help others, gain hands-on-experience and demonstrate that social responsibility is important to your organization, especially as it relates to your employees.

Consider what training you can offer to the community. Offering individuals the opportunity to learn a trade or new skill to gain employment builds good will and trust. Community involvement supports the needs of individuals and promotes your brand as a local ambassador and an organization that cares.

**WE WISH YOU THE BEST OF LUCK
ON YOUR FAMILY-POSITIVE WORKPLACE!**

ENDNOTES

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