ABSTRACT
        The definition and structure of the relatively new
job of work-family manager and the qualifications and career
opportunities of individuals holding the job were explored in a
study. Information was gathered from focus group discussions of 32
work-family managers, 68 completed responses to a 1991 survey of a
sample of 116 work-family managers, a survey of 32 companies, and
telephone interviews of a random sample of 18 executives to whom
work-family managers report. The research established that the
appointment of work-family managers is usually an outgrowth of needs
assessment and program development, the primary responsibilities of
the job are programmatic (issues analysis, policy design, and program
implementation), the primary customers of work-family managers are
management and employees, and the job may be structured as a full- or
part-time position. Incumbents in the position have diverse
educational and job experiences; however, management experience
predominates as a qualifying criterion, and strong communication and
interpersonal skills are required for the influencing, negotiating,
and spokesperson aspects of the job. The number of work-family
managers will likely increase in the next few years, and their
responsibilities will likely shift from program development to
organizational development. (Appended are job descriptions for
work-family management positions at four U.S. corporations.) (MN)

The Conference Board

Report Number 987

The Emerging Role of the Work-Family Manager

Research on more than 70 companies with a designated work-family manager shows:

- *dramatic job growth will continue*

- *the heart of the job is management, not service delivery*

- *communicating the business case is an ongoing task*

- *the future of the job is change management*

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The Emerging Role of the Work-Family Manager

by Arlene A. Johnson and Karol L. Rose

Contents

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The Conference Board

From the President

Issues such as flexible work schedules and child care needs are no longer considered "soft" human resource concerns; they are fast becoming the "hard" issues of the '90s.

More and more companies are designating a work-family manager to develop policies and programs designed to help employees remain productive while meeting their family responsibilities. This report analyzes the emergence, responsibilities, qualifications and outlook for the work-family position.

The Conference Board is grateful to the many companies and individuals who shared their experience and insight. We especially thank Time Warner Inc. for its active and visible support of this research.

PRESTON TOWNLEY
President and CEO

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Executive Summary

Until recently, the role of work-family manager was non-existent. But during the past two years several hundred firms have designated such an individual to develop, coordinate and promote the company's expanding work-family policies and programs. The rapid growth of the position raises practical questions about how to define and structure the job as well as about qualifications and career opportunities for individuals who have the job.

The appointment of a work-family manager is usually an outgrowth of needs assessment and program development. Companies designate a work-family manager to give consistency and focus to work-family programs and to formalize the company's commitment to work-family concerns.

The primary responsibilities of the job are programmatic (e.g., issue analysis, policy design and program implementation). Change management and organization development are also important, since work-family managers are expected to build support for the new programs they develop. Incumbents stress that the most pervasive and challenging part of the job is in defining and communicating the business case for work-family programs.

The primary customers of the work-family manager are management and employees: management wants work-family initiatives linked to the bottom line; employees' needs may be addressed directly through counseling or indirectly through policy development. To meet the challenge of geographically dispersed employees and multiple business units, work-family

Method

The research for this report consisted of four components: focus groups, a questionnaire, a compensation survey and supervisor interviews.

Focus groups: In spring 1991, 32 work-family managers participated in focus group discussions held in New York City and Los Angeles. The discussions explored the managers' experiences in the work-family position, similarities and differences in how the job is structured in different companies, and perspectives on the evolution and future of the work-family position.

Questionnaire: Surveys were distributed in August 1991 to a sample of 116 work-family managers. The 68 respondents (a 59 percent response rate) provided detailed information on job responsibilities, reporting relationships, staffing patterns, job credentials, and organizational and personal priorities for their companies' work-family programs.

Compensation survey: Using a specially developed compensation survey instrument, 32 companies provided information on salary ranges and compensation

levels for work-family managers with comparable job responsibilities.

Supervisor interviews: Telephone interviews were conducted with a random sample of 18 executives to whom work-family managers report. Each executive was interviewed about the reasons for establishing a work-family manager position, the pros and cons of having such a position, and the future of the work-family manager job in their company.

Additional information came from presentations and discussion groups at the first national conference for work-family managers, held in Chicago in November 1991 and cosponsored by Work/Family Directions, the Boston-based consulting and employer services organization, and the Families and Work Institute, a non-profit research and planning organization based in New York City. Background information and insights were also provided by participants in the December 1989 meeting of Boston University's Work and Family Roundtable and by the 35 members of The Conference Board's Work and Family Council.

managers try to involve local and regional managers in sharing the responsibility for programs.

The work-family job may be structured as a full-time or part-time position. It is usually located within the human resource department and is compensated at a middle-management level. Though employee benefits and work-family programs are usually separated functionally, work-family managers tend to feel that there would be benefits in closer collaboration.

Incumbents in the work-family manager job have diverse educational and job experiences. Experience in child care and social service qualified some candidates for the job, but, in general, management experience predominates as a qualifying criterion. Of graduate degrees awarded to incumbents, 65 percent are in management. Over half of incumbents have experience in human resource management.

Several kinds of skills have proven valuable in the job. Strong communication and interpersonal skills are required for the influencing, negotiating and spokesperson aspects of the job. Planning skills and knowledge of the organization are necessary for assessing the company's needs and tailoring programs to fit those needs.

The popularized image of a work-family manager is that of a social worker or child care expert who counsels employees and provides direct services to help employees solve their work-family conflicts. The reality is of a business manager, committed to organizational goals, competing for resources, and heavily involved in planning, communication, negotiation and program development.

Work-family managers value the visibility and influence that their job provides, and they appreciate the opportunities for creativity, experimentation and risk-taking that the newness of the job affords. Most regard the job as a positive career step, but, at the same time, they wonder whether the job is properly valued and if it will present future career opportunities.

In the next few years the number of work-family managers will continue to increase, and the focus of responsibilities will shift from program development to organization development. Consistent with the goal of institutionalizing work-family awareness, more effort will go toward managing change, dispersing work-family responsibilities throughout the organization, and creating synergy with other functions and business objectives.

The work-family manager position is proving to be an effective way for a company to channel resources to work-family objectives. The question for the future is whether the position can also change company culture and institutionalize work-family awareness.

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A New Job

"Purpose: To establish a designated, corporate position to support and enhance the company's commitment to provide an environment. policies, and programs that enable employees to maximize productivity in their employment by successfully balancing responsibilities associated with both work and family."
—from "Proposal to Establish a Work-Family Issues Position," submitted July, 1991, Fortune 50 company

The role of work-family manager, much less the title, was virtually non-existent five years ago. Today, several hundred firms in the United States have created a work-family manager role—and the numbers are increasing monthly. In spring 1991, at The Conference Board's Work and Family Conference in New York City, 40 percent of attendees said their companies have a work-family manager. The dramatic emergence of this new human resource function reflects the fact that helping employees balance work and family is increasingly seen as a business issue.

A growing number of employers are focusing on the reciprocal impact of work and family responsibilities and its implications for productivity, recruitment and retention. For example, many companies have implemented dependent care assistance programs and flexible work arrangements. A study of 188 of the Fortune 500 companies found that 55 percent provide child care resource and referral, 48 percent offer job-sharing arrangements, and 55 percent offer elder care consultation and referral for employees.[1] In response to a 1990 Conference Board survey, human resource executives said that, of all recruiting incentives, family-supportive programs and flexible work arrangements would increase most in importance over the next few years.[2]

To coordinate, direct and evaluate the growing number of work-family policies and programs, many companies are designating a specific person to oversee all the company's work-family initiatives. The title varies from company to company, as does the amount of time dedicated to the role. However, since there is enough similarity in the purpose and content of these jobs, the people who hold them are becoming known as work-family managers. In this study, a work-family manager is defined as someone who has specific, assigned responsibility for developing and/or implementing work-family policies and programs.

Need for Information — What Is This Job?

The rapid emergence of the work-family manager position raises questions both for companies and incumbents who hold the job. In addition to evaluating the merits of establishing this position, companies are asking how to structure and position it within the organization. Incumbents find themselves pioneering a new field without the benefit of a well-established peer network or the kind of job guidelines available for most other human resource functions.

The purpose of this study is to enable executives and work-family managers to benefit from the experience of over 70 companies that have defined and assigned work-family responsibilities. For organizations, it will help evaluate the concept of a work-family manager, identify options for structuring and staffing a work-family position, and examine present practices and trends. For individual work-family managers, many of whom say that shaping their own job is one of their greatest challenges, the study provides perspectives on how the work-family manager role is evolving and how it is defined by peers and other companies. The final section of the study analyzes the prospects for a specialized work-family role within human resources and makes recommendations for companies that plan to establish this kind of position.

Rapid Growth

The job of work-family manager has evolved rapidly. Sixty percent of study respondents said their

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[1] Families and Work Institute. *The Corporate Reference Guide to Work-Family Programs*, 1991.

[2] See "What Incentives are Important for Recruiting Employees?" in *Rethinking Employment Security*, The Conference Board. RB 244, 1990.

Chart 1:

How Long Has Work-Family Position Existed?

Chart 2:

Why Was Work-Family Position Created?

To coordinate and develop an already comprehensive set of programs 10.3%

Other 11.8%

To assess needs and begin development of programs 36.8%

To act on already identified needs 13.2%

To expand and increase existing programs 27.9%
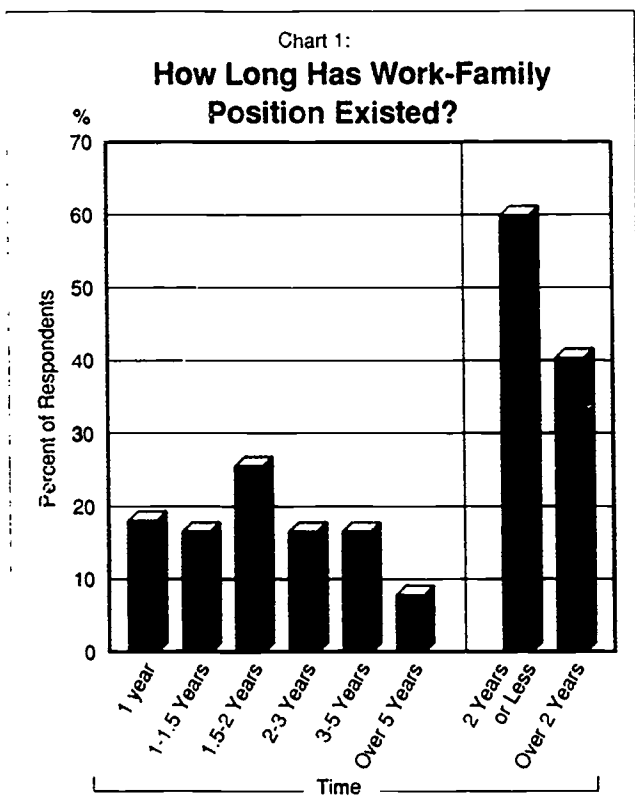
company designated "work-family responsibilities" as a position or set of responsibilities within the last two years. For one-third, the job was created in the last 18 months. Only 8 percent of the respondents are in positions that existed for more than five years (see Chart 1). These figures may understate the percentage of new positions because the study sample was deliberately skewed to include more experienced work-family specialists.

Work-family managers report feeling challenged and rewarded by the newness of their position and the opportunity to define and develop their role. But the newness also creates frustration and uncertainty. Reflecting on more than three years directing work-family programs, one respondent observes: "What's most challenging about my job is also the most exciting part of it—that I'm really making it up as I go along. Sometimes there are days when that's really wonderful, and then there are times when it's difficult because I'm not sure where it's going."

Why the Position Is Established

Asked why their company designated a work-family manager, executives name two primary motivations: (1) to create a focus for communication and action and (2) to embody the company's commitment to work-family concerns. Having someone dedicated to developing, researching and implementing programs, it was felt, would enable the company to move more aggressively—to answer the burgeoning number of employee requests and
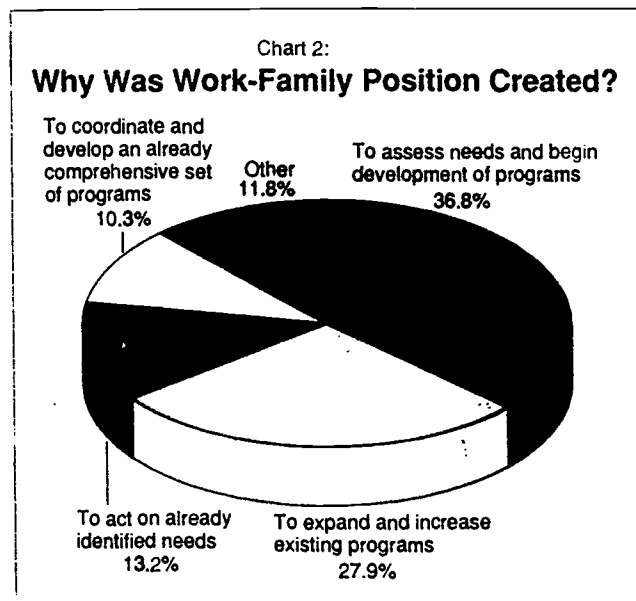
to implement programs equaling those of competitor companies. It would also provide consistency and continuity in dealing with employees' and managers' policy questions. As a Midwestern executive summarizes: "In order to realize the company's vision of being a high-quality, well-managed company, we created the position to formalize the company's support of these issues."

Naming a work-family manager is usually not a company's first initiative; rather, it is the outgrowth of previous needs assessments and program development, often conducted by a task force, employee committee, or a work-family champion who effectively defines the issues and recommends programs. Establishing a separate position or set of work-family responsibilities indicates the company has, to some degree, already recognized that work-family concerns are important to the business. The majority of survey respondents say their job was established to expand and increase existing programs and to act on already identified needs (see Chart 2). About one-third of responding companies established the position to assess needs and start programs.

Prior to creating a work-family manager position, a company typically goes through a process of raising awareness and developing a few programs. As the programs grow, the need for coordination becomes evident. One manager describes the evolutionary process: "At first work-family issues come up in various places (in the company). You do as much as you can without having someone designated as the person. Then it gains some credibility and someone says: 'We need someone to be in charge.'" Another manager observes: "You know, we had people working on this long before we had anyone with the role. But at some point the company felt they needed someone to own it, to be the champion, the advocate, to carry the responsibility, to keep track."

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A work-family initiative may consist of a few programs or of many integrated policies and programs. The following is a list of programs that may fall within the responsibility of a corporate work-family manager. Each program or policy would include tasks related to design, development, implementation, communication, training and evaluation.

DEPENDENT CARE

- On- or near-site day care center
- Contract for slots in outside centers
- Sick or emergency care services
- School age child care programs
- Resource and referral services
- Dependent care spending account
- Vouchers or financial subsidies
- Information on dependent care tax credits
- Adoption assistance
- Summer or school vacation programs
- On-site public schools
- Family day care network
- Public or private consortia and partnerships
- Peer support groups
- Information seminars for parents/ caregivers
- Training for dependent care providers
- Guidebook to selecting dependent care services
- Prenatal education for expectant parents
- Development fund for dependent care initiatives

FLEXIBLE WORK ARRANGEMENTS

- Part-time employment
- Personal days
- Flextime
- Flexplace
- Telecommuting
- Job-sharing
- Compressed workweek
- Phased retirement
- "Voluntary" time
- Gradual return to work

LEAVE PROGRAMS

- Family/medical leave (paid and unpaid)
- Personal leave of absence
- Family illness days
- Sabbatical
- Excused family days
- Respite leave
- Bereavement leave
- Leave bank
- Leave sharing

OTHER

- Corporate work-family task force
- Work-family needs assessments/ employee attitude surveys
- Relocation policies: spouse employment assistance and family counseling
- Work-family training for managers
- Work-family policy handbook: guidelines for managers and employees
- Work-family resource center
- On-site information fairs

Work-family programs often are linked to or work collaboratively with other corporate-sponsored programs. A work-family dimension frequently is identified in the following:

- Employee assistance programs
- Cafeteria or flexible benefit programs
- Long term care insurance
- Health/wellness programs
- Stress awareness/reduction workshops
- Corporate foundation giving
- United Way campaign drives
- Union/management negotiation team or review committee
- Work force diversity programs
- Total quality management initiatives
- Sexual harassment and equal opportunity issues
- Community relations
- Public affairs and legislative monitoring

Realization of the wide range of activities involved in developing a comprehensive work-family program may be the stimulus for creating such a position (see box, above). For one diversified firm headquartered in the Midwest this is how it happened: "We had an in-house task force and one of their recommendations was to hire (a work-family manager). Before that it was nobody's job. They saw it was everybody doing a lot of little pieces."

Defining the Job

*"The job is always evolving. Sometimes it's predictable
and sometimes it's not. One challenge is making things work
in so many different locations, but the biggest challenge is stra-
tegic. How do you use work-family programs in a strategic
way to meet the needs of the employee population and also to
get management support and involvement?"*

—*work-family manager, diversified service company*

The job of work-family manager usually has sev-
eral distinct components that include assessing
needs, analyzing emerging issues, developing
and maintaining relevant work-family programs, devel-
oping and implementing company communications, and
managing outside vendors and external communica-
tions. The content of the job focuses on making the
workplace a better, more sensitive environment for em-
ployees to balance work and family responsibilities—
not only by developing appropriate programs and poli-
cies but also by building support for these policies.

The newness of the position, as well as the field it-
self, encourages managers to create, design, develop
and experiment. As an evolving role, the work-family
manager position is being shaped by the expectations of
management and employees as well as by the priorities
of incumbents themselves.

Primary Responsibilities

Using a list of responsibilities that surfaced in focus
group discussions, 68 work-family managers identified
the responsibilities that they—and their bosses—agree
are part of their job. Each one then identified the three
most important roles. The summarized results show gen-
eral agreement that the job is primarily one of program
and policy development and implementation with a
heavy emphasis on communicating, positioning and mar-
keting programs both internally and externally (see box).

The expectation that work-family managers will
"make new things happen"—that they will not only de-
sign and implement programs but also build support for
them—contributes a strong organizational development
aspect to the job. This is evident in job descriptions (see

Exhibits, pages 25-30) and even more pronounced in
the words work-family managers use to describe them-
selves: "trendsetter," "bridge builder," "network-
creator," "model builder," and "caretaker of the issues."
Work-family managers often describe activities in
terms of gaining influence and interfacing with a broad
range of "customers" to create change. "A lot of this is
brokering," says one. Another elaborates: "I call it influ-
ence and brokering. My boss calls it a flyover. You take

Roles of the Work-Family Manager		
Role	"Part of my job"	"One of my three most important roles"
Program designer	94.1%	30.9%
Employee advocate	91.2	7.4
Internal consultant	89.7	25.0
Program implementer/ coordinator	88.2	29.4
Program advocate/ champion	88.2	26.5
Internal marketer	86.8	11.8
Community liaison	82.4	8.8
Researcher—data gathering	82.4	10.0
Strategic planner	79.4	26.5
Manager of vendors	77.9	8.8
Policy planner	77.9	23.5
Spokesperson	77.9	8.8
Issue analyst	75.0	29.4
"Lightning rod"— focal point	73.5	7.4
Trainer	70.6	8.8
Change agent	69.1	20.6
Employee counselor	64.7	2.9
Financial controller/ budget manager	57.4	4.4
Service deliverer	39.7	4.4
Other	11.8	2.9

a snapshot of the organization and see what's going on and where some of the deficiencies are relevant to where you think they should be and then you identify the needed changes. What's involved is getting those changes implemented by beginning to map out strategies with the decision-makers."

Though they have responsibility to identify and advocate for employees' needs, work-family managers are not, for the most part, responsible for providing direct assistance to individual employees. "Service delivery" was named least often as a job responsibility. Managing service delivery, however, is an important part of the job. In the area of child care and elder care, for example, the work-family manager usually selects, evaluates. and provides the liaison with the vendors that deliver information and referral services to employees.

Management's Expectations

Creating a work-family position conveys an expectation that the number and reach of work-family programs will grow, will be monitored and administered efficiently, and will be consistent with the company's work-family commitment.

Beyond programmatic expectations, senior managers look to the company's work-family manager to define and communicate the business argument for work-family programs. Establishing a work-family manager position is a statement about the business importance of work-family issues. To justify and support that statement is part of the job. A newly appointed manager explains: "They really want to be sure that if they've gone out on a limb to create my job, that there's going to be some benefit. Either it's going to save the company money or we're going to get a higher rating on my client survey—something tangible."

Management also wants to make sure that work-family initiatives are linked to the bottom line. The work-family manager must continually make the business case for work-family programs and develop cost justifications to support them.[3] As one manager expresses it. her senior management is looking for a business partner who will put the cost and benefit of work-family issues in a strategic context: "What we're really trying to do is respond to the needs of the business not just for today but for 5, 10, 15 years from now—to become the employer of choice....Our senior managers are looking for that business partner who can respond to a business issue—to say 'Boy, do I have a [work-family] opportunity for you, and here's the cost justification for doing it.'"

Education and consciousness-raising are also part of the job. One recently designated work-family manager understands that her senior management wants her to be a change agent, to make sure that the company's commitment to comprehensive programs gets appropriate attention and is really implemented throughout the organization: "I guess my job is to always bring it up, consciousness raising, you know...to be the watch dog...to keep track of it and not let it get lost...to make sure work-family isn't left out of a business discussion when someone else might not think to bring it up."

Employee as Customer

While counseling employees is not usually a large part of the job, staying in touch with employees' experiences is. For this reason, many work-family managers make time to answer employees' concerns. One respondent says: "Even though direct service is not part of my job, it's my research base and it tells me what's warming up." Another explains: "I don't want to let go of my counseling hat completely because that's my meter; that's my feed of information. It's like an ongoing needs assessment." The volume and urgency of employee questions often steals time away from more 'official' responsibilities; one manager admits. "counseling employees takes more time than my supervisor could begin to comprehend."

To stay in touch without becoming involved in time-consuming counseling, one experienced work-family manager has regular conversations with the employee relations staff who takes phone calls from employees: "That keeps me in the loop. What I need to understand are some of the trends and particulars to get a feel for what the problems are. I don't need to touch it directly."

Sometimes work-family managers play the role of ombudsperson. mediating issues that arise between employees and their managers: "People come to me if they get bumps and bruises talking to their management about flexible schedules. for example. I will suggest their manager can call me and maybe I can explain something. That is how I want to be viewed—as a resource person." Another manager adds: "Our job is to support the employee—but through the managers."

In companies that have a designated work-family position, employees are usually aware and pleased that it exists, whether or not they personally benefit: "I hear a lot from employees that they're glad someone's looking after these issues." says one manager. "It makes them feel that the organization is all right because it's got this representation."

Multi-Site Responsibilities

The size and geographic distribution of employee populations poses a challenge. "How do I manage...to reach all of our field people?" asks one manager. "We have a base of 18,000 that are close to me and I can

[3] See Linking Work-Family Issues to the Bottom Line. Report No. 962. The Conference Board, 1991.

reach them by modern communication methods, but the rest of the 50,000 people are spread out all over the country. I have a real responsibility to reach them as well, and it's difficult because they're in 225 different places, and my staff is small."
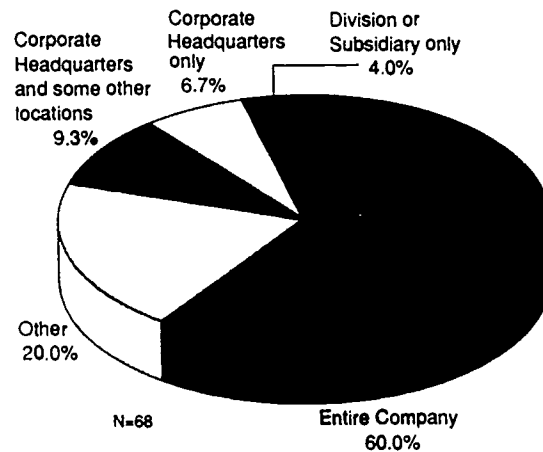
The work-family managers in this study have responsibility for a median population of 12,000 employees in 30 different sites (see Chart 3). Some develop policy and program only for corporate headquarters or specific divisions, but two-thirds have responsibility for the entire company. Employee needs, community resources, the level of management commitment, and even existing policies may differ from site to site. The challenge is to design, develop, and expand programs in a way that takes into account diverse regional and business unit needs as well as diverse employee populations.

If the company is decentralized, the challenge is even greater. For example, at the highly decentralized Time Warner company (media and entertainment), the work-family manager creates detailed model programs that business units can adapt for their own needs. At Hewitt Associates (consulting) senior management looks to the work-family manager to create a "national umbrella" of policies and procedures that serve as a base for local implementation. At Baxter Healthcare (health care supplies and services), divisions must implement the core work-family policies, but each division determines the implementation timetable and reviews aspects of the policy in light of business needs. At Avon (cosmetics), varied local response is part of the national strategy: "We have various management teams that clear with this concept differently, depending on how they see it in relation to their own business plan. Some places serve as the pioneers, and we're moving forward at different speeds across the United States."

As noted earlier, an important part of the job is consulting with local and regional management. The work-family manager is expected to provide consistent answers on a range of questions from administration of adoption assistance to interpretation of family leave policies. But there is a danger that consulting directly with line managers may undermine the goal of creating ownership of work-family issues at the local level. Therefore it is often preferable to train local resource people. "On more than one occasion," says the work-family manager of a diversified corporation, "a division has said, 'Come out and talk to our managers.' But I purposely stay away from that because I don't want the ownership, and that is not going to change the culture. I think the whole point is to get the people involved who can make the difference...the local human resource people."

To extend their reach, many work-family managers have a network—formal or informal—that shares some work-family responsibility. Sometimes members of this network are clearly designated. At Dow Chemical

Chart 3:
Scope of Work-Family Responsibilities

Corporate Headquarters and some other locations 9.3%

Corporate Headquarters only 6.7%

Division or Subsidiary only 4.0%

Other 20.0%

Entire Company 60.0%

N=68

• **Number of employees responsible for:**
Range: 300 - 260,000
N=65   Median: 12,000

Number of sites/locations responsible for:
Range: 1 - 999
N=53   Median: 30

Number of divisions, subsidiaries responsible for:
Range: 1 - 250
N=40   Median: 9

Are there other people in the company with similar responsibilities?
Yes 42.6%
N=61   No 57.4%

(chemicals, plastics and consumer goods), for example, each major division has a family issues coordinator or someone—perhaps with a human resource generalist, benefit or diversity title—for whom work-family responsibility is part of the job. BP America (oil) has a task force composed of a human resource representative from each of the business groups. Functioning as a work-family development team, the task force acts jointly to assess needs and develop strategies and programs. However, not all work-family networks are so clearly defined. One company, for example, has a work-family liaison person in each division. But, according to the work-family manager: "While some are actively involved, others simply distribute material."

In nearly 60 percent of cases, the work-family manager is the only person in the company with assigned work-family responsibilities and therefore relies on other types of support within the organization. As one respondent explains: "To make a difference, you need to find partners." Sometimes EAP and benefits personnel are recruited to help deliver services and explain policy. Most often, however, it is the local human

Chart 4:
What Percent of Time is Given To Work-Family Responsibilities?

Bar chart. Y-axis: Percent of Respondents (%), 0 to 50. X-axis: Time Spent.

Categories: Less than 30 percent (~24), 30 to 50 percent (~21), 50-75 percent (~10), More than 75 percent but less than full-time (~5), Full-time (~40).

Chart 5:
What Else Do Part-Time Work-Family Managers Do?

Pie chart: Full-Time 40.3%, Part-Time 60.7%

Employee Relations	33.8%
Communications	23.5
EEO/AA	20.6
Employee Assistance	20.6
Other	20.6
Recruiting/Staffing	13.2
Community Relations	11.8
Training	11.8
Benefits	7.4
Compensation	2.9
Corp. Foundation/ Contributions	2.9

Total is more than 100% due to multiple answers.

rescurce staff that is targeted. not only to communicate and implement policies but also to broker work-family issues and build relationships with field offices. The work-family manager may sponsor seminars or training sessions to involve and educate human resource staff and help them communicate the business rationale for work-family programs.
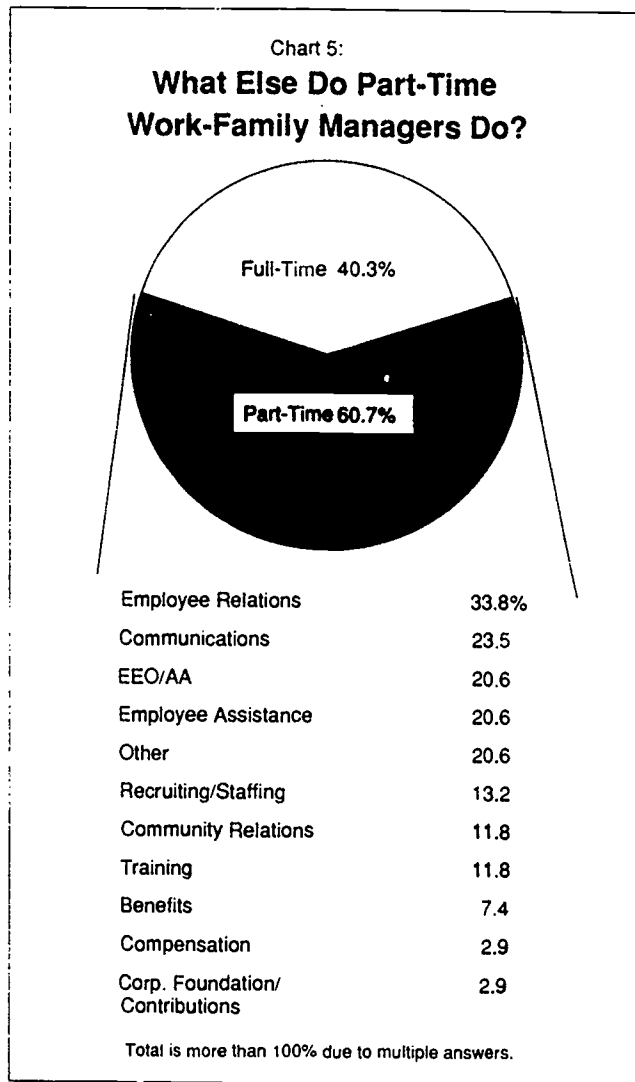
Structuring and Positioning the Job

Part-Time or Full-Time

People with work-family responsibilities are almost equally divided between those who do the job part-time and those who are full-time work-family managers. One-quarter spend 30 percent or less of their time on work-family. However, for 40 percent it is a full-time job (see Chart 4).

The longer work-family responsibilities have existed in the company. the more likely it is that the job is full-time. This may suggest that pioneering companies who first established the position had a greater commitment than some companies that have come to the issue more recently. Or, more likely, it suggests that as programs and awareness build within a company the need for a full-time position gains credibility and support.

For those who are not full-time work-family manag-ers, other responsibilities cover a range of human resource functions (see Chart 5). Employee relations, communications, EEO/AA and employee assistance are the human resource functions paired most often with work-family responsibilities.

Reporting Structure

Positioning within human resources is also reflected in reporting relationships. Nearly half the responding work-family managers report to a human resource executive with generalist responsibilities. Seventeen percent. eight percent and three percent report to employee relations. EEO/AA/Diversity and communications respectively.

Relationship to Employee Benefits

It is interesting that only 8 percent of work-family managers report to the employee benefits department. even though many dependent care programs were origi-nally perceived and packaged as benefits. One work-family managers recalls: "When we first began our

[work-family] initiative. I felt it was most appropriate [to be located in] benefits because they had all the resources I needed." Another adds that, in her company, association with benefits gave work-family a solid base: "A lot of people understand what benefits are so it helped formalize the program."

When work-family initiatives expanded to include flexible work schedules, management training and culture change, the objectives of the program expanded beyond a traditional view of employee benefits. "What we're trying to get across is that work-family is not a benefit per se," explains one work-family manager. "It really is a lot more."

Despite the functional separation from benefits in most companies, there is a prevalent feeling that work-family programs and the benefits function should be more connected. Policies on flexibility and parental leave, for example, should not be seen exclusively as a work-family responsibility. "We shouldn't have ownership of those policies," says one work-family manager. Another company respondent agrees: "[Work-family policies] should be integrated into the culture and integrated into…the benefit package. Everyone in benefits should be able to answer parental leave policy questions, not just the work-family person."

Xerox Corporation and Mobil Corporation offer examples of comprehensive work-family programs that are positioned under the employee benefits umbrella. Cross functional and cooperative efforts between work-family programs and employee benefits are likely to

become more common as the definition of benefits continues to expand to include compensation, wellness, life-cycle planning, and quality of life issues.

Title and Status

"It's very important that you report to a senior-level person who can give you the backing you need," observes a work-family manager. "It's a sign of the importance of work-family if you are reporting to the executive level in the organization." In general, work-family managers report to upper-middle or senior management. Seventy percent of survey respondents report to someone with the title of "vice president" or "director."

As for their own titles, respondents are divided almost equally between directors, managers and coordinators (see box, below). The titles themselves vary greatly and in some cases are defined by the part of the job that is not work-family related.

Staff Assistance and Compensation

Two-thirds of respondents report having some kind of staff assistance, most of whom are full-time employees. Of those with staff, most manage one or two people (see Chart 6, page 16).

A separate compensation survey of jobs with comparable work-family responsibilities shows that compensation rates are consistent in most parts of the country

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Sample Titles of Work-Family Managers *

Coordinator/ Counselor/Consultant	Supervisor/ Manager	Director/ Vice President
• Work & Family Resources Counselor	• Manager, Work & Family	• Director, Work & Family
• Family Resource Consultant	• Manager, Work & Family/ Training Programs	• Director of Family Services
• Family Care Issues Consultant	• Manager, Work/Life Strategies	• Director, Work/Family Initiatives
• Work & Family Coordinator	• Manager, Work/Home Programs	• Director, Dependent Care
• Family Issues Coordinator	• Work Force Diversity Manager	• Director of Employee Relations
• Coordinator, Child and Elder Care Referral Service	• Manager, Diversity Issues and Programs	• Director, Corporate Human Resources Services
• Administrator, Work/Family Programs	• Employee Relations Programs Manager	• Director, Workforce Diversity
• Senior Administrator/Family Benefits	• Manager, Human Resources Systems Development	• Director, Personnel Policies
• Senior Program Officer/ Employment Equity	• Manager, Organization Development and Quality of Life	• Director, Public Affairs
	• Manager, Benefits/Training & Development	• Vice President and Manager, Work/Family Programs
		• Vice President, Policy and Program Development

* Work-family manager refers to someone who has defined responsibilities for work-family issues or programs as part of the job description. Though the designation varies (e.g., work-family, work & family, work/life), the content of the field is generally understood to deal with balancing family and job responsibilities.

Chart 6:

Do Work-Family Managers Have A Staff?

"No" 33.8%

"Yes" 66.2%

Full-Time

Number of Staff

1	23.2%
2	27.9%
3	4.6%
4	6.9%
5-10	9.3%

Part-Time

| 1 | 30.2% |
| 2 | 11.6% |

Percent of respondents who said "Yes"
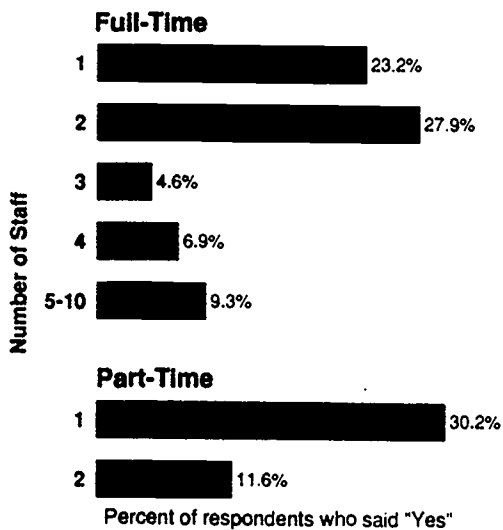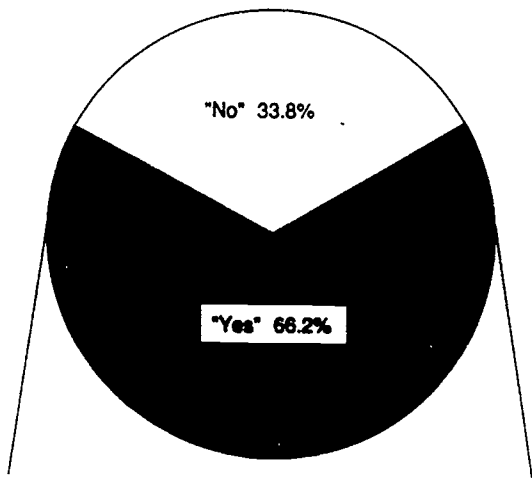
Total equals more than 100% because some respondents have both full-time and part-time staff.

and that work-family managers are compensated in the middle-management range (see box, page 17). The job is too newly defined, however, to conclude that present compensation practices will be the trend for the future.

Incumbents' Priorities

Incumbents agree that at this point their primary responsibilities are programmatic—program design, implementation and issue analysis. Program design involves setting priorities and deciding how to put work-family objectives into action. One manager explains: "Senior management signed off on high-level recommendations. Now it's my job to decide what we really mean by them and how to implement them." Another manager agrees: "The challenge is how to focus and how to set priorities because there are so many options and opportunities. My job is the nitty-gritty of putting it all in place."

Work-family managers feel responsibility for expanding the quantity and reach of work-family programs. This includes putting more emphasis on elder care, workplace flexibility, and work-family training for managers. To develop programs, they want to attract more resources—both staff and budget—and work more in collaboration with other functions.

In a list of official responsibilities, programs receive top priority. But in conversation and personal comments, work-family managers assign even greater importance to their change agent and program advocacy role. They say that defining and communicating the business case for work-family programs is the most important and pervasive part of their job. "I market 99 percent of the time," says one. Another manager summarizes what she learned in her first year on the job: "At first when I made presentations to manager groups, I made the wrong assumption that I should explain the programs. I learned my lesson. I needed to forget the programs and concentrate on the reasons for them. Otherwise I was asking people to do something they didn't understand the purpose of."

A manager with more than four years' experience in work-family programs concludes that the essence of the work-family manager job is stimulating new levels of awareness and understanding. "The communication and selling is always what's going to be most challenging," she says. "My job is always going to focus on what people haven't said yes to. My role is moving people to the point where everybody says, 'Oh yes, of course, why wouldn't you?'."

Method

During spring and summer 1991, 32 compensation directors completed a survey on compensation levels for the work-family managers in their companies. To determine the average compensation levels for similar positions, companies compared their position to a model job description (see below). Of this group, 21 companies said the job description was a good match with the position in their companies.

Job Description: Manager, Work and Family Programs

Summary Description: Manage the work-family function within the organization with work-family responsibilities occupying 50 percent or more of the position.

Responsibilities:

- Develops, implements, maintains and evaluates work-family programs within the organization for either single or multiple locations

- Designs, implements and disseminates information about work-family programs and policies

- Creates a communications and marketing process which includes distributing information on work-family programs and policies to employees

- Represents the company as a spokesperson or media contact on work-family issues

- Identifies, contracts with and monitors various vendors and services for issues such as child and elder care resource and referral services, employee assistance programs, child care, etc.

Compensation

Of the 32 companies providing information, 29 (90.6 percent) use salary ranges to determine minimum and maximum salaries.

Using the midpoint of the salary scales provided by the 21 companies with similar job descriptions, the average national salary was calculated as $56,138. Using the same method, average salaries were also calculated for six geographic regions: New England, Metropolitan New York, Mid-Atlantic, Southeast, Midwest, and West Coast. The average salary in most geographic regions was remarkably close to the national average, but deviations of approximately 25 percent above and below the national average were calculated for the Metropolitan New York and Midwest regions respectively.

Bonuses

In an even half of the 32 companies surveyed, the work-family position is bonus eligible. The largest single group is eligible for a bonus of 6 to 10 percent of annual salary. The group was equally divided above and below the 10 percent bonus level.

Bonus Range (in percent)	Number of Respondents
1 - 5%	1
6 - 10	7
11 - 15	5
15 or more	3

Effect of Work-Family Responsibility on Salary

Since work-family is an emerging field, questions have been raised about the impact of work-family responsibilities on human resource professionals' compensation levels. Thirteen companies provided information on the effect of job responsibilities on salaries. Of these, nine companies reported that the work-family manager's salary is determined solely by the work-family responsibilities of the job, not by the incumbent's personal experience. In the remaining four companies, responsibilities other than work-family not only determine the salaries but have the effect of driving compensation upward. It seems that work-family responsibilities do not increase compensation levels compared to other human resource functions and may, possibly, be less compensated than other human resource positions at comparable levels. As the position becomes more defined and more common, this situation may change.

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Profile of a Work-Family Manager

"We got over 150 résumés for the director position of work-family and did not find one single soul to fit that position. I could literally put the résumés into two piles. Half of them were business and half of them were social workers. and there was nobody that had both sides of the coin. I think you have to be kind of a renaissance person. pragmatic and clear-minded about the organization's development and also knowledgeable about the people side of work-family."

—manager. work and family life.
West Coast human services organization

Work-family managers come from diverse educational and job experiences. but they have in common a cluster of skills and a positive view of their job.

The formal education of work-family managers is extremely diverse. ranging from degrees in mathematics. anthropology, economics. marketing. dance. journalism. medical research and history to areas that may seem more directly related to the work-family field—education. sociology. psychology. health management systems. human resource management and counseling. Of the work-family managers surveyed. 71 percent report having a bachelors degree. of which slightly over half are in areas directly related to the content of the work-family job: 32 percent in business and 27 percent in social work (see Chart 7).

Business degrees predominate among the 51 percent of respondents who earned graduate degrees. Combining MBAs with other masters degrees in business subjects (e.g.. marketing. organizational development). 65 percent of graduate degrees awarded to respondents are in business and management.

Work-family managers' job and organizational experience are also diverse. Almost 60 percent of incumbents come to the work-family position from a human resource background. Their past jobs are a variety of human resource and personnel functions including manager of EEO. employee relations officer, human resource generalist. relocation manager and benefits consultant. The other 40 percent of incumbent

work-family managers come from a variety of non-human resource fields. including marketing. data management. public affairs. corporate contributions. and corporate communications—as well as teaching and social service positions. Of those with child care and social work backgrounds. many had already made a career change into a business or human resource role before they got the job of work-family manager.

For some. the work-family manager position is a way to capitalize on a diverse background or "repackage" their non-business experience. Says one: "I actually see this as related to what I was doing 20 years ago in the guise of social policy—helping the organization change in response to changes in its constituencies. needs. expectations and values. In this case I am specifically focusing on the needs of the employee constituency." Another observes: "When I got a degree in Family Studies in 1979. my father said 'What are you going to do with that?' Well. for 10 years I did electrical engineering because there was nothing related to my field. The time wasn't right: now the time is right."

An analysis of job histories shows that many work-family managers come to the position with more than six years experience in management. In their previous job. which respondents held on average for 3.3 years. 50 percent had a vice president. director or manager title. In the job previous to that. which was held on average for 3.1 years. 39 percent of respondents were at a manager or director level.

In general. work-family managers are hired from within the company. Of those surveyed. three-quarters were identified for the job through an internal hiring or posting process: one-quarter were hired from outside. The predominance of internal hires may be a result of the interest and competition within the company for the job. It probably also reflects companies' preference for people who understand the organization and its culture.

The Selection Process

Sometimes there is very little competition for the work-family job. Almost 13 percent of respondents as-

Education of Work-Family Managers

Undergraduate Studies*

B.A.
64.0%

32% Business

27% Social Work,
   Education.
   Psychology

41% Humanities.
   Liberal Arts

B.S.
36.0%

Graduate Studies*

M.B.A.
51.0%

J.D.
5.0%

M.S.
18.0%

M.A.
26.0%

21% Education
14% Management. Administration,
   or Marketing
9% Other
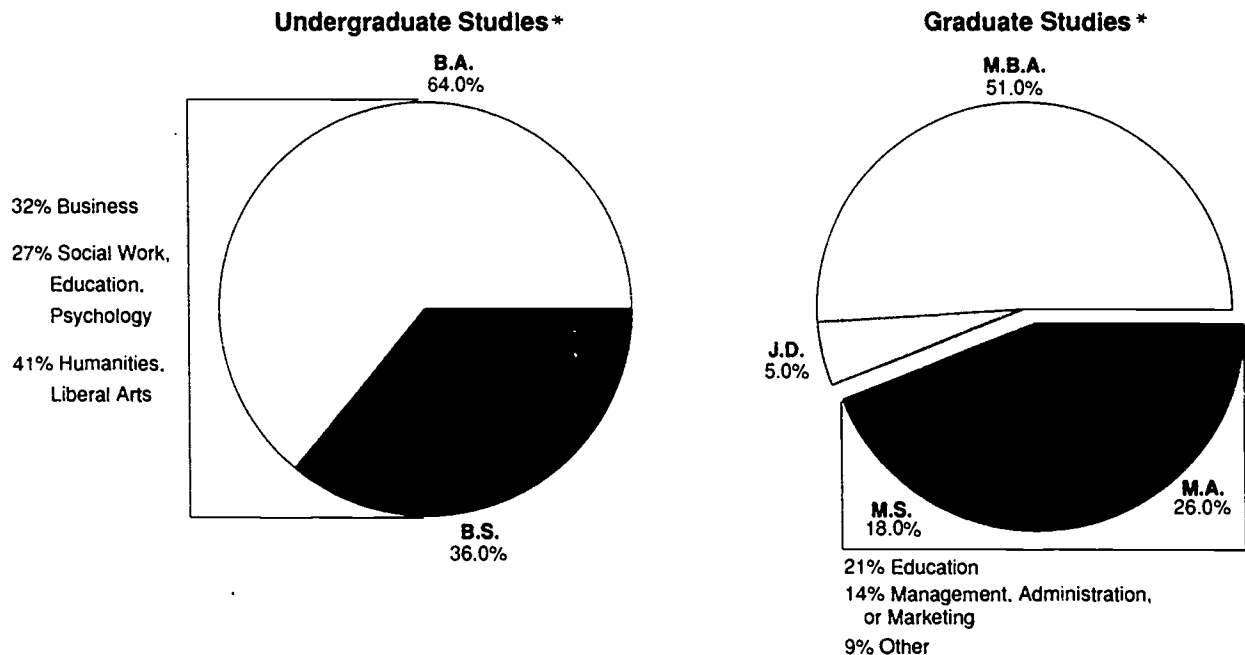
*71% of respondents report having undergraduate degrees (This does not ir.clude
those who have earned associate degrees or other educational backgrounds.)
56% report having graduate degrees. 3% earned doctorates.

sumed the job after having already performed it infor-
mally; "No one ever wrote a job description. No one
ever said we've got to recruit for this." More typically,
however, there is a great deal of interest when a
work-family position is created. "When this job was
announced in our company. they had 60 postings. It
was the most interesting area in which to have a job."

Selection criteria for the work-family job reveal a
good deal about the nature of the position and how it is
perceived. Several themes emerge from respondents'
comments about the skills and experiences that influ-
enced their selection for the job (see box). For some,
knowledge of work-family issues and programs was the
decisive factor. These people cite experience with cor-
porate child care task forces. child care centers, parent
education programs. or research for dependent care pol-
icy development. Others say long-time interest in
work-family issues made them the most visible candi-
date for the job; about 15 percent of respondents had
been visible champions of work-family issues within
the company. Still others cite their own personal experi-
ences with child care and elder care as giving them an
understanding that helped to qualify them for the job.

A track record as a successful manager is the qualifi-
cation cited most frequently in making a person the
number one candidate for the work-family job. Espe-
cially valued in the selection process are management

What I Look for in My Staff

When work-family managers add people to their
staff, this is the kind of person they look for.*

- A self-starter
- Able to influence people, politically skilled
- Has line experience and/or human resource
  background
- Able to deal with subtle resistance
- Has good relationship with managers
- Flexible, comfortable with variety and able
  to switch gears
- Can think conceptually
- Has good writing and speaking skills
- Is considered "promotable," high potential
- Depending on the task...program designer.
  researcher, knowledgeable about content
  area (e.g., child care)

* Desirable qualities for work-family staff members were
identified and discussed at the first national conference of
work-family managers, held in Chicago, November 1991.
cosponsored by the Families and Work Institute and
Work/Family Directions.

and communication skills related to starting a new program—the ability to influence, knowledge of the issues, and familiarity with the organization. Many respondents credit their reputation as producers and self-starters: "I was not the lead candidate for this role, but I think what put me over was that...they thought I was a person who knew how to start the job up from nothing; I was autonomous." Another manager echoes this feeling: "I had a track record in start-up operations. I really think the start-up experience was what they were looking for."

Skills for Success

Typically, work-family managers must be able to influence a wide variety of constituents inside and outside the organization, manage multiple projects, and set long-term priorities. More specifically, work-family managers say they have found four kinds of experience and skills most valuable:
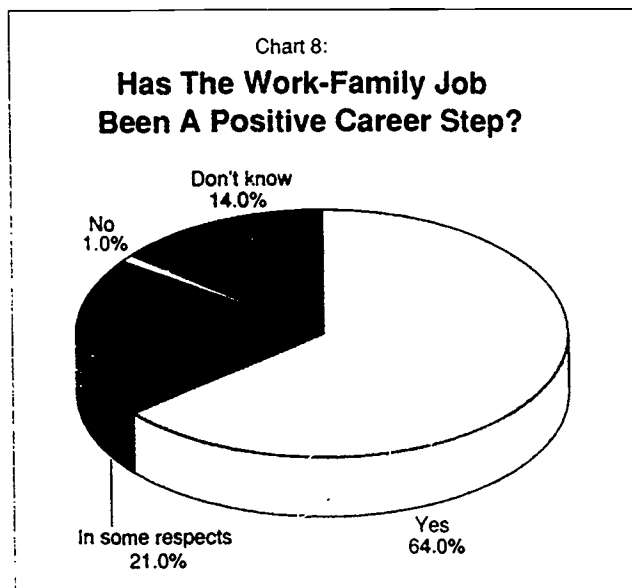
Communication skills. Writing policies, procedures, newsletters and proposals, making presentations, giving speeches, listening and counseling, and acting as spokesperson and internal consultant all require good communication skills. Communication is also vital for the influence and negotiation aspects of the job: arguing the issues persuasively and winning support for policies.

Planning and strategic thinking. Organization and planning—at both the project and strategic level—are critical for handling the many aspects of the job. Research and analytical skills, as well as creativity, are important for assessing corporate needs and tailoring programs.

Knowledge of the organization. It is valuable to understand corporate culture, company policies, the nature of the business, the organization's long-range plan, and the major "players" in management, unions and operating units. This helps identify needs, get pilot programs initiated, and establish personal credibility in the organization.

Interpersonal skills. Good human relations skills—including patience, empathy, judgment, and diplomacy—help to create the kind of networks essential for leading and influencing at many levels of the organization.

Though commitment, perseverance and risk-taking are not formal selection criteria for the job, these qualities are evident in the operating style of many work-family managers. Many agree with this manager's assessment: "[The job is] finding ways to get ideas and programs in front of the right person in the right way at the right time...and to keep it alive. You need incredible perseverance and persistence and you have to keep networking...and don't worry about risk-taking. Stick your neck out and take your chances."

Chart 8:

Has The Work-Family Job Been A Positive Career Step?

Don't know 14.0%

No 1.0%

In some respects 21.0%

Yes 64.0%

There is a learning value, say incumbents, in having personal experience with child care, elder care or family counseling. Certainly one must become knowledgeable about the programmatic elements of the job. But most important are good management skills and knowing how to influence the organization.

A Career Path?

Work-family managers feel positive about their job but uncertain about its long-range career implications. They value their visibility and influence in an area of growing importance. Some even say they have "the best job in the company." At the same time, they have concerns about whether the job is properly valued.

Some wonder if over-identification with one issue could reduce career opportunities. Others think it is too soon to know just how this new role will affect incumbents' promotability. Over 60 percent, however, believe their work-family responsibilities have been a positive career step, primarily because the job usually entails high visibility both inside and outside the organization (see Chart 8). Interfacing with many groups provides more opportunity for influence than many comparably positioned middle-management jobs. Explaining her decision to leave another position and accept the work-family job, one manager explains: "I figured I could make more of a difference in this job. I mean, the whole company is my client group...There's a lot of opportunity to make it go the way I want it to go."

The change management, problem-solving and strategic planning aspects of the job provide both excitement and, many believe, transferable skills. "It's like a microcosm of what's happening in corporate America. All the management and leading-edge issues are being played out in the work-family vocabulary," exclaims one manager. In the same spirit another observes: "In 5 or 10

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years we will look back and say 'I did this, and that's what helped me get where I am.'"

Experienced managers point out that visibility has its limits. Opportunities for personal visibility often need to be curtailed in order to extend ownership of the issues. "To be effective," contends one manager, "sometimes you need to park your ego at the door." Moreover, in companies where work-family programs are not a priority, recognition may be lacking.

Most work-family managers today are women. In part this reflects women's predominance in human resource middle management. But it may, some fear, reinforce an erroneous perception that work-family issues only affect women. Another concern is that if women dominate the field it will be devalued both in compensation and influence. Many feel, however, that the work-family field offers women an unusual opportunity to demonstrate management and strategic skills in an area in which they have both insight and commitment.

In the long run, the career opportunities of the work-family position will be linked to how the position evolves within the human resource function.

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Outlook and Recommendations

"Discussion about the role of the work-family manager isn't really about a separate new function or specialty. It's about a way to refocus our human resource activities. We need a voice for work-family issues to help us see who our employees are today and what they need to be productive."

—Director of diversity and work-family issues,
Fortune 50 company

Companies that appointed work-family managers report that this move has been a positive one. Work-family managers as well as executives to whom they report say the position has contributed focus and consistency to work-family efforts. It has also resulted in expanded and new programs, and allowed the company to be more proactive—both with employees and external constituencies—than would otherwise have been possible. With a range of issues vying for corporate attention and program resources, having a dedicated resource accountable for policy and program implementation has helped companies pursue their objectives in the work-family area.

The goal of work-family initiatives, however, is not just to expand programs. For optimal impact on the bottom line, work-family concerns must be incorporated into the company's and its managers' behavior. The key question for the future will be: "Does having a work-family manager help an organization institutionalize work-family awareness? Or does it prevent others from taking ownership?" "There is always the danger," observes one executive, "that when you vest someone with a title, others divest themselves of the issue." As summarized by one incumbent, ultimately, the work-family manager's role should be "to make everyone a work-family manager who thinks about and integrates flexibility and work-family awareness in everyday operations."

Some suggest the work-family manager job is a transitional role that will disappear when commitment to work-family programs is more widespread. Many companies believe, however, that the role will gain increased importance. Among executives interviewed who supervise work-family managers, the large major-

ity say that in the next few years the work-family manager's responsibilities will be expanded and gain status. Most do not anticipate adding work-family managers at the division or regional level, though some hope to increase the staff of the current manager. This is true for companies that have comprehensive programs as well as for those with farther to go. In the words of one executive: "Ideally, the position will phase itself out because the company's mindset will embrace the work force and there will be no need for this position. However, this isn't going to happen soon."

New Directions

Experience to date, as well as the observations of executives and work-family managers themselves, suggest that in the next few years four trends will characterize the evolution of the work-family manager role.

(1) **The number of companies designating work-family managers will continue to grow.** In part this is because the demographic and competitive factors that motivated the increase in work-family managers in the past few years will continue and accelerate. Moreover, having a work-family manager is rapidly becoming an expected component of serious work-family initiatives.

(2) **The education, change management and organization development aspects of the job will become increasingly important.** Already this aspect of the role is clear to many incumbents. As companies develop comprehensive work-family policies, the focus will shift to management training and culture change. The work-family manager's job will move from implementing and fine-tuning new programs to promoting systemic culture change.

(3) **Responsibility for work-family programs will be dispersed more widely, especially through the network of human resource representatives.** The work-family manager will work with task forces, work-family committees, senior management and the human resource organization to transfer ownership and responsibility for work-family issues. The role of the

Anticipated trends, as well as experience to date, suggest a number of guidelines for structuring a work-family manager position.

- **Prior to appointing a work-family manager, establish the company's need for and interest in work-family issues.** A task force recommendation, needs assessment or statement from senior management is needed as a base of support for the position.* Having some preliminary programs in place is also helpful.

- **Communicate the existence of the position throughout the company.** Explain the job in the context of business needs. Give the position visibility and relate its purpose to the strategic plan of the business.

- **Make the position accountable to an influential part of the organization.** Since an argument can be made for various reporting streams, the job should be organizationally located where there is strong support for work-family issues.

- **Position the job for influence.** At a middle-management or executive level, the work-family manager should have autonomy, decision-making power, and access to senior management.

- **Choose the person for the job carefully, emphasizing management, communication and strategic planning skills.** Credibility with the rest of the organization is critical.

- **Establish clear lines of communication and support with human resource staff in divisions and regional sites.** Create a plan for educating and involving them in program implementation.

- **Plan for and establish channels for cooperative relationships with other functions**—such as employee benefits, labor unions, and employee assistance programs—as well as with other corporate initiatives in total quality management and diversity management. Senior-level support for these linkages will foster synergy and prevent turf battles.

- **Designate and train other staff for counseling employees and answering their specific questions on work-family policy.** One-on-one counseling is time-consuming and should not be allowed to take time away from the work-family manager's strategic and organizational issues.

- **Size resources appropriately for the scope of the job, remembering that the field is dynamic and growing.** To avoid making the job an add-on responsibility, evaluate carefully the possibility of a full-time position.

* For a detailed discussion of the ways that companies structure task forces and focus executives on work-family needs, see *Family-Supportive Policies: The Corporate Decision-Making Process*, Report No. 897. The Conference Board, 1987.

work-family manager will increasingly be as a resource and facilitator to help managers themselves implement and communicate work-family issues.

(4) Linkages with other functions will become more important. In addition to maintaining connections with employee relations, training and communications, work-family managers will be expected to work more collaboratively with the staff of employee benefits, wellness programs, community relations, quality initiatives and work force diversity programs. In some companies the "work-family" vocabulary may even be subsumed under the umbrella of quality or diversity efforts.[4] For companies that are establishing a new position or modifying an existing job definition, this research points to several recommendations (see box, above).

The Challenge

The constantly changing social and business environment brings new issues to the fore that demand a place on the corporate agenda. Whether the issue is total quality management, environmental protection, or reconciling work and family responsibilities, companies must evaluate the issue's importance and then determine the response. They must first decide what resources should be assigned to addressing it and, ultimately, how the company's response can become an integral part of the corporate culture. Thus the work-family manager position has emerged rapidly in the past few years as a way to focus resources on an issue of growing importance to human resource management. It remains to be seen how well companies can integrate work-family awareness into mainstream business operations.

[4] For a discussion of conceptual and programmatic linkages with quality and diversity, see *Strategies for Promoting a Work-Family Agenda*. Conference Board Report No. 973, pp. 13-15.

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Exhibit 1: Job Description

BANK OF AMERICA

POSITION: MANAGER - WORK/FAMILY PROGRAMS

Responsibilities:

- *Policy Analysis.* Review existing company policies in light of changing employee and business needs; develop new policies or policy revisions; take policy proposals through the decision-making process to obtain management approval; analyze local, state, and federal legislation and propose company positions.

- *Program Development.* Design new programs responsive to employee needs; take program proposals through the decision-making process to obtain management approval.

- *Implementation.* Design and manage process for introducing approved policy and program proposals: internal communications, staff training, systems changes.

- *Communications.* Produce a monthly newsletter for HR staff on latest developments in field; develop articles and brochures for employees on work/family matters; critique drafts of speeches and video scripts with work/family content.

- *Consultation.* Provide advice and counsel to managers and employees dealing with work/family conflicts; serve as subject matter expert on diverse HR projects.

- *Committee Leadership.* Chair 12-member Work/Family Steering Committee; prepare issues papers for monthly meetings.

- *Representation.* Represent the company as a member of external task forces, networks, coalitions, councils, etc.; respond to inquiries from the media, other businesses, government officials, educators, students, and private individuals; give speeches; testify at legislative hearings.

Exhibit 2: Job Description

JOHN HANCOCK

TECHNICAL/PROFESSIONAL JOB DESCRIPTION

I.   JOB TITLE: FAMILY CARE ISSUES CONSULTANT

Reports to: Senior Vice President

II.   JOB FUNCTION

To be an advocate for family care issues—research evolving issues and programs. implement recommendations. direct employee communications—be a public spokesperson. develop. coordinate and administer corporate programs. measure effectiveness of programs and monitor the operation of the John Hancock Child Care Center.

III.   UNIT FUNCTION

To support the Company's commitment to provide an environment and policies that are supportive to John Hancock employees achieving a balance between work and family issues.

IV.   JOB DUTIES

1.   Participate as a member of the Child Care Center Implementation Task Force during the development of the center. Monitor the operation of the John Hancock Child Care Center. Approve policies (enrollment. tuition. services) and quality assumptions and participate in the system for parent/consumer feedback. the Parent Representative System. Initial enrollment in the center will be 100 children. Direct expansion to 200 children in the next year.

2.   Research evolving family care issues and programs such as. national referral services for elder care and child care. alternate work schedules. work at home. etc. Keep abreast of both state and federal current legislation which will impact John Hancock Family Care policies. Develop. recommend and implement new programs to deal with ongoing issues within the organization.

3.   Develop and coordinate "Kids-to-go" program with a Boston-based non-profit Child Care Center. to provide special activity programs during several of the school holidays and vacation weeks for school age children of John Hancock employees.

4.   Oversee the Massachusetts Child Care and Elder Care Services. Serve as the liaison with the referral agencies assuring the quality and timeliness of the contracted services provided to John Hancock employees. Negotiate and approve annually cost and types of services provided by agencies.

5.   Collaborate with the H.R. Training Unit to include family care issues sensitivity training into the Corporate Managerial Development Program. Assist in the training of managers on how to be supportive and positive in dealing with employees with family care issues.

6.   Develop and coordinate annual 2-day "Summer Care" fair at John Hancock. Invite providers of summer vacation camps and programs to attend a trade show where they can provide employees and the public with information regarding summer camps and programs in New England.

7.   Act as a Company spokesperson both internally and externally on family care issues. Direct employee communications. Develop educational series on family care issues. Serve as the primary information source for the Company regarding family care issues in operation within the Company.

V. JOB DATA

1. **Describe responsibility for making or suggesting changes to policies and/or procedures:**

   X Effects changes   ___ Participates on committee to recommend changes

   ___ Approves changes   ___ Participates on committee to approve changes

   X Makes recommendations

   ___ Other _____

2. **Work performed directly affects the Company's:**

   X Public image   ___ Overall planning (company-wide)

   ___ Sales   X Other departments or divisions

   X Other *Ability to attract + retain qualified employees in a shrinking labor market.*

3. **Internal/external contacts:**

   X Other divisions/departments   X Consultants

   X Field clerical staff   X Other insurance companies

   ___ Policyholders/clients   X Vendors

   ___ Agents/brokers   X Regulatory agencies (SEC, IRS, etc.)

   X General public

   ___ Other _____

4. **Impact on Company funds/resources:**

   X Recommends purchases (equipment, materials, etc.)

   ___ Authorizes funds to make purchases/pay bills

   ___ Has custody of funds such as cash, securities and checks

   ___ Is responsible for the accounting of Company funds

   ___ Commits Company to financial liability (e.g., underwriting risk approval, claim payment authorization, loan commitments)

   ___ Processes funds (checks for premium payment, loan payments)

   ___ Other _____

VI. SKILLS AND ABILITIES

Broad, up-to-date knowledge of Company's dynamic organizational structure and personnel policies and procedures. Strong oral and written communication skills are critical to this position. Excellent interpersonal skills in order to deal effectively with internal and external contacts. Proven project management skills and the ability to work independently. Sound personal judgment and initiative required. Excellent analytical skills for needs assessments. Minimum of a Bachelor's degree with 3-5 years experience in child care/elder care services field required.

TIMES PUBLISHING COMPANY (ST. PETERSBURG TIMES)

TITLE: WORK & FAMILY RESOURCE COUNSELOR

DEPARTMENT: PERSONNEL

PURPOSE OF POSITION:

Responsible for researching, developing and maintaining programs to facilitate the dependent care needs of staffers and their families.

RELATIONSHIP RESPONSIBILITIES:

Supervision Received

Receives general supervision from the Personnel Manager.

Internal Relationships

Coordinate with department managers and supervisors regarding individual staffer needs.

Coordinate the production of communication materials.

Communicate with the Personnel staff for information about staff needs and individual situations.

Coordinate through Corporate Marketing the development of communication materials about family programs.

Coordinate the interdepartmental Work & Family Resource Advisory committee.

Work with the advisory committee members on programs to address the needs of departments and staffers.

Use staff members as resources for family workshops.

Establish data base on absenteeism and sick time related to family issues with Accounting, Research and Computer departments.

Communicate annual Flexible Spending Plan enrollment.

External Relationships

All counties, with company locations, licensing boards and/or the Florida Department of Health & Rehabilitative Services for lists of child care providers.

ProjectLink for information on other employer-sponsored child care initiatives.

Member of the Pinellas County Task Force on Child Care for Mildly Ill Children.

Area Agencies on Aging for current information on resources for the elderly.

Child care centers near company locations.

Companies within the community in regards to child care.

United Way and their agencies within the communities.

Accounting and consulting organizations for communication on regulatory changes.

Professional experts on issues to address in workshops and also other community sources
to address dependent need issues.

Other newspapers for information and views.

Accounting firm handling — Flexible Spending account.

PERSONAL RESPONSIBILITIES

Maintain continuous contact with all relevant county child care licensing boards for accurate
and current lists of child care providers.

Develop and coordinate a parental network within the company.

Develop and coordinate working parent and adult children seminars on issues addressing family needs.

Contact child care providers and negotiate for extra or different hours, emergency care, etc.
to meet staff needs.

Work toward increased community options for care of mildly sick children.

Provide specialized information as necessary to company and departments in regard to child care,
elder care, use, costs, etc.

Write communication materials dealing with the child care and elder care policies and earned dividends.

Pursue feasibility of company-operated child care facility or consortium with hard data for possible
positive or negative solution.

Become and remain completely informed on company policy as it pertains to dependent care issue
and earned dividends.

Participate with the Personnel staff at other Personnel office locations to provide staff information.

Assist in annual United Way campaign with Services Coordinator.

Perform additional Personnel Department duties as assigned.

8/91

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XEROX CORPORATION

MANAGER, LIFE CYCLE PROGRAMS AND POLICIES

1. Develop strategy to enable employees' work life and private life to integrate into a corporate culture that maximizes human resource potential and productivity to achieve business results. Design strategy for development of work and family programs and policies.

2. Manage operations and update of existing programs and policies.

3. Manage implementation of new programs and policies.

4. Manage interface for policies and programs deployment in operating companies.

5. Establish measurements for all programs/"suppliers."

6. Establish interface and integration of programs with other benefits (e.g., EAP with health care plans and programs).

7. Maintain benchmarking process and efforts.

8. Manage corporate responsibilities for relocation programs and policies.

Scope: $6 million direct

$50 million shared

Staff: 1 Exempt

.5 Non-exempt

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Related Conference Board Publications

Long Term Care: A New Employee Benefit?
Research Report No. 981, 1991

Strategies for Promoting a Work-Family Agenda,
Research Report No. 973, 1991

Linking Work-Family Issues to the Bottom Line,
Research Report No. 962, 1991

Work and Family Policies: The New Strategic Plan,
Research Report No. 949, 1990

*Relocating Two-Earner Couples: What Companies
Are Doing,* Research Bulletin No. 274, 1990

Flexible Staffing and Scheduling in U.S. Corporations, Research Bulletin No. 240, 1989

A Life Cycle Approach to Family Benefits and Policies, Perspectives No. 19, 1989

The Countdown on Family Leave, Perspectives No. 18, 1989

Family Supportive Policies: The Corporate Decision-Making Process, Report No. 897, 1987

Corporations and Families: Changing Practices and Perspectives, Report No. 868, 1985

Corporate Financial Assistance for Child Care,
Research Bulletin No. 177, 1985

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