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ABSTRACT

This newsletter issue focuses on issues concerning families with both parents employed outside the home and describes several employer programs designed to help employees balance their work and family life. The newsletter includes the following articles: (1) "Work and Family: 1992"; (2) "Levi Strauss and Co.--A Work/Family Program in Action"; (3) "Employer Guidelines for Work/Family Programs"; (4) "One Company's Experience: Fel-Pro Family Policies Pay Off"; (5) "Corporate Funds Build Resources for Working Families"; (6) "Program Providers' Roundtable on Work and Family Issues"; (7) "Work and Family Policy: An International Perspective"; (8) "Making State Government a Model Employer"; (9) "One Small Step: A Community Response to Work and Family Issues"; and (10) "The Work and Family Agenda: Not for Women Only?" In addition, the newsletter includes a program providers' roundtable discussion of work and family issues, and a resource file of information sources, organizations, and publications pertaining to work-related family issues. (HTH)

Report

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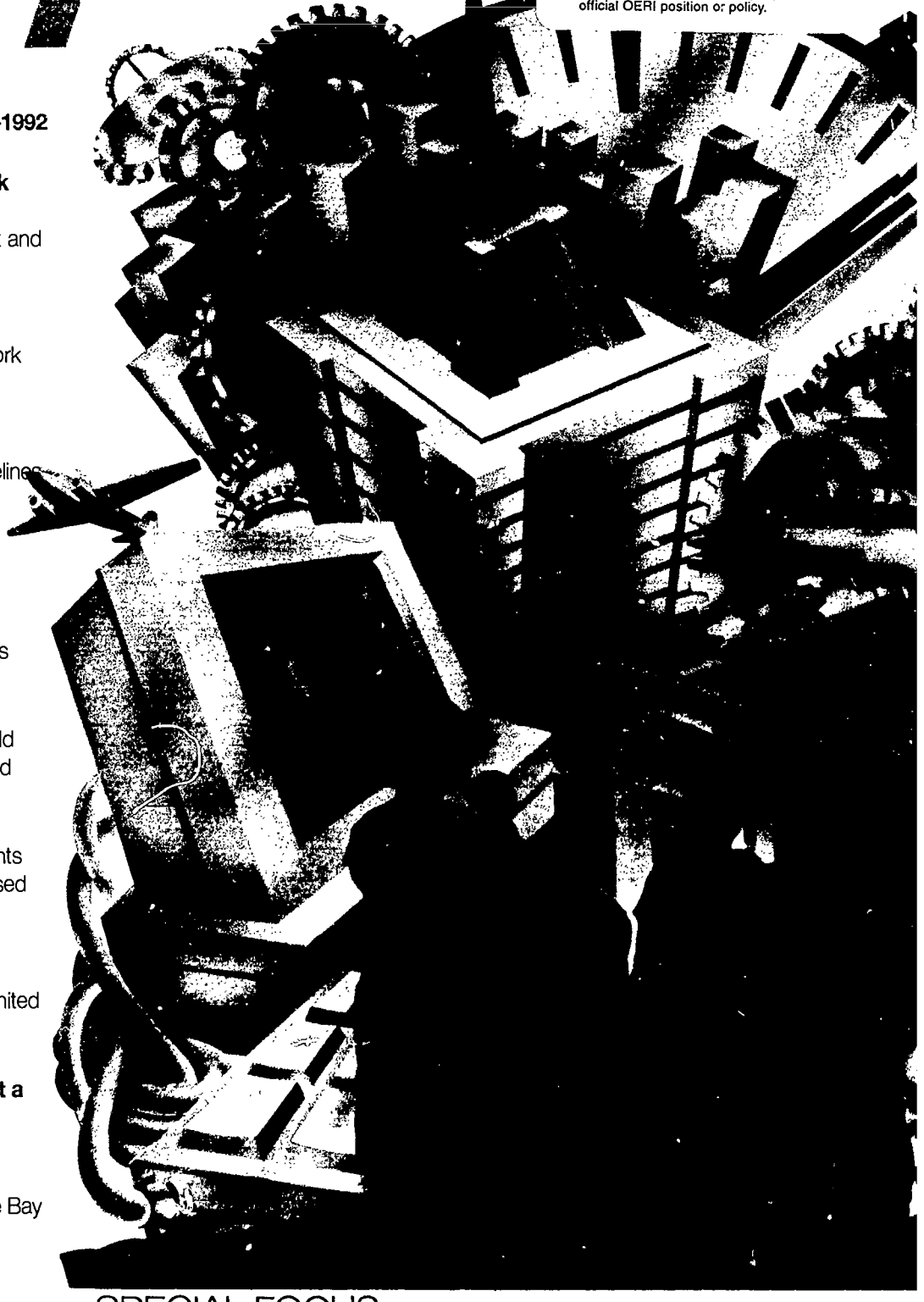


SPECIAL FOCUS

WORK & FAMILY

■ by Ellen Galinsky

WORK AND FAMILY: 1992

In 1980, when I began my first work-family research project and people would ask me what kind of work I did, my response required a long explanation. The terminology work and family had no name recognition. Twelve years later, there is absolutely no confusion. People usually respond to the statement that I conduct research on work and family life issues with a personal story of feeling torn by too much to do and not enough time.

Today, it is also more widely understood that work-family problems are a result of families changing faster than public and corporate institutions. The workplace with its last minute meetings or mandatory overtime, the schools which provide little warning of events that parents are expected to attend, the doctors or dentists who don't keep evening hours, the banks that close at three o'clock seem to be responding less flexibly than members of the family.

The guilt and strain of trying "to do it all, to have it all" are, however, beginning to produce changed attitudes. Polls on the work ethic are for the first time revealing that a majority of employed parents do not want to live such pressured lives. A recent survey, conducted by the Hilton Corporation, found that about two-thirds of Americans would prefer to take a salary reduction in order to get more time off.

Paralleling the change in individual attitudes, there is also a gradual change in the awareness and responsiveness of companies to employees' work and family concerns. In this status report on work and family in 1992, I will describe the nature and direction of these workplace changes.

• Some work-family assistance exists in all large companies, but most companies have only a limited or piecemeal approach.

In a study of the largest companies in 30 industries for the recent book, *The Corporate Reference Guide to Work-Family Programs*, and in other studies, the Families and Work Institute defined distinct stages of development for work-family initiatives and tabulated the numbers of companies which were at each stage.

We found:

• 33% are in Pre-Stage I, with few policies to address the issue, and management resistant to or barely aware of the concerns.

• 46% are in Stage I, with several policies but not an overall response; work-family is seen mainly as a women's issue with a focus on childcare.

• 19% are in Stage II, with an integrated approach to meeting the work-family needs of employees.

• 2% are in Stage III, with a focus that has moved beyond programs toward changing the company culture to be more family-friendly as well as toward community intervention.

It is in Stage II and Stage III that companies review their existing time and leave policies to try to provide greater flexibility. It is also in these stages that management realizes that while their company may have excellent time-off programs, such programs will be of little value if supervisors measure employees' commitment primarily by the number of hours employees spend on the job, classifying those who use flexible time and leave policies as "not serious about their jobs." In fact, at one of the most progressive U.S. companies, 52% of the employees reported that they believed taking advantage of the company's time and leave programs would jeopardize their jobs or careers. In response to such concerns, some companies have instituted management training programs to help change managers' attitudes and to teach skills in handling subordinates' work-family issues productively. Ten percent of large companies now offer work-family management training to supervisors.

• Despite the prevalence of some sort of flextime policies, few companies offer real time and leave flexibility or are truly family-friendly.

Studies of employee populations, company by company, conducted by Families and Work Institute, reveal that the kind of assistance that employed parents most desire is greater time flexibility. They want to take leaves to be with a new baby or sick child, to be late without censure if there is a childcare problem, to be able to attend a school play or teacher's conference, or to be able to take an elderly parent to the doctor.

Most large companies do have time-off policies. For example, 77% offer flextime, allowing employees some discretion in the times they arrive at and leave work, as long as they accumulate the required number of hours per day or per week. However, only 45% of these programs are written into company policy and only one-fourth are available companywide. Likewise, while all these firms have disability leaves for childbirth, only 28% have policies providing time-off for mothers beyond the disability period. Such leaves are offered to fathers in just 22% of the companies and to adoptive parents in 23%. Furthermore, only 16% permit the use of their leave policies for the care of sick children or other family members. And we estimate that only one in seven companies of all sizes has a formal or informal time-off policy which meets the requirements of the Family and Medical Leave Act passed by Congress in 1992, which was sent to and vetoed by President Bush this fall.

• The research that provides a rationale for these programs is beginning to document the costs of work-family problems and the benefits of the solutions.

Most of the research to date on the cost of not addressing work-family problems has been focused on childcare. It has identified the following problems:

(1) Difficulty finding and maintaining childcare. The research indicates that difficulty finding out about and obtaining childcare is a major predictor of parents' absenteeism. Workers who have to make last-minute, ad-hoc arrangements have higher rates of absenteeism and tardiness, are more likely to spend unproductive time on the job, and are also prone to higher levels of stress and more stress-related health problems than those without such childcare problems.

(2) Difficulty paying for childcare. A national study reveals that poor families pay proportionately more for childcare—23% of their family income compared to 6% for higher-income families.[2] The lack of affordable childcare leads many employed parents to settle for patchwork arrangements that can disrupt their productivity.

(3) Coping with sick children. In the National Childcare Survey 1990, 35% of employed mothers reported that their children were sick within the preceding month. Of these, 51% stayed home at some point to care for their children.[3]

The primary benefits of an employer-sponsored childcare center appear to be reduced turnover and improved recruitment,[4] but managers and center users are more likely to believe that morale and absenteeism are the greatest benefits. The Families and Work Institute is currently doing a study assessing the costs and benefits of an on-site center that includes care for mildly ill children. It is very plausible that when a company addresses the sick-child care issue, absenteeism may decrease.

Research on flextime has shown that the degree of flexibility offered makes the greatest difference in whether it reduces work-family conflict and stress for employed parents and leads to more family time. Flextime has also been shown to provide a return to the company through reductions in tardiness and absenteeism and improvements in morale. Since the costs of implementing flextime are so low, little change is needed to show a return on investment.

Several studies have shown that pregnant women who work for companies with accommodating policies are more likely to return to their jobs after maternity leave.[5] Cost/benefit analyses have likewise shown it is cheaper to provide a leave than to replace the employee.[6] A study conducted by Marra and Lindner to be published by Families and Work Institute this fall reveals that it costs 32% of an employee's yearly salary to provide a leave, whereas it costs between 75% and 150% of the salary to replace the employee.[7]

• Work-family initiatives were not halted by the recession.

Many people have speculated that the current recession might slow or stop work-family initiatives. Instead, although actual implementation of these programs may have slowed, corporate interest has continued to grow, even during these hard economic times.

A survey of 170 companies, conducted by The Conference Board in mid-1991, found that only 2% of respondents had cut work-family programs more than other human resource programs. Sixty percent had enhanced their work-family programs during the past recessionary year, and nearly half (47%) of companies' work-family programs were expanded *more* than other human resource programs.[8]

• Future trends include extending initiatives to new constituencies and creating collaborations.

Companies are extending their childcare initiatives into emergency childcare and school-age care. For example, a few companies are building emergency centers (The Chase Manhattan Corporation; Goldman, Sachs, & Co.; Time Warner, Inc.), while others are creating collaborations such as Emergency Child Care Services (ECCS), a service developed by 15 companies in New York City to provide and subsidize in-home care when children are sick.

In this decade, creative programs will be developed to provide before and after-school care as well as summer and vacation care. Since children between eight and ten-years-old often tend to drop off from school-age initiatives because the programs are seen as "too babyish," some companies (for example, Corning) are beginning to develop more age-appropriate programs for older children. This strategy dovetails nicely with another corporate concern: developing science, math, and literary skills in the future workforce. In addition, a growing number of companies subscribe to a national hotline where parents can get help with their school-age children's homework issues.

Eldercare is another growth ar... In The Corporate Reference Guide study, almost one-fourth of the companies surveyed reported that they are planning to institute Elder Care Consultation and Referral, a service which provides information, personal consultation, and referrals to community-based services for the elderly. There has been little innovative thinking in the development of other business programs to assist employees with eldercare concerns. Given the number of employees expected to assume responsibilities caring for elderly relatives in the 1990s (possibly up to 40% of the workforce), one can expect to see more attention to eldercare in the coming decade.

This fall's announcement of the American Business Collaborative for Quality Dependent Care (ABC) also heralds a new trend in the work-family field. Over a dozen companies have joined together in several communities to spend tens of millions of dollars to develop far ranging solutions to their employees' dependent care needs. The companies include IBM, which has spearheaded this initiative, Johnson & Johnson, NationsBank, AT&T, Allstate Insurance Company, Eastman Kodak Company, and others. The word quality in the title of this effort is crucially important. Recent national studies on the supply and demand of childcare indicate that while the supply of childcare has increased dramatically over the last twenty-five years, cost has remained flat and quality has declined.[9] Furthermore, the regulations governing the 1990 Childcare and Development Block Grant (CCDBG) hamper states' ability to develop initiatives that improve quality.[10] The ABC collaboration indicates that the corporate community, aware of how much it has to lose by a poorly prepared workforce, is taking up the banner of quality. In doing so, the corporate community seems to be saying that if the government will not provide safeguards and quality assurances for *their* employees' children, they will.

• Additional future trends: trying to change the culture of the workplace to make it more family-friendly.

Work-family management training efforts will continue but will also change. It is becoming increasingly clear to leading companies that four hours of training cannot change a culture. In the future, one can expect to see training expanded beyond one session and

Continued on page 21

■ by Christine Vogel

LEVI STRAUSS AND CO.— A Work/Family Program in Action

Levi Strauss and Co., the blue jeans maker founded in 1850, leads *Money Magazine's* June, 1992 list of major companies providing the best employee benefits. Long vacations, all Friday afternoons off, and health insurance for unmarried partners (irrespective of sexual orientation) are just some of the benefits that make the world's largest apparel manufacturer a leader in helping employees balance their work and personal lives.

The company's corporate mission and aspiration statement vows a "commitment to balanced personal and professional lives," and more than three years ago U.S. employees, nearly 23,000 strong, challenged the company to define that commitment. An 18-member Work/Family Task Force, sponsored by Robert D. Haas the company's chair and CEO, set itself to meet the challenge.

The task force, diverse in ethnicity, gender, lifestyle, family status, and job responsibilities, was a microcosm of the company itself. Its intent was to make recommendations which would positively affect employees' overall quality of life. As a result, members focused on the concept of balance and recognized as an issue anything that caused stress in an employee's life, regardless of whether it occurred at work or at home. And from the very start, the task force expressed its respect for diversity by defining "family" in the broadest possible sense, to include **all** those with whom employees have important relationships—parents, children, siblings, and significant others.

With the help of the Families and Work Institute in New York, the task force developed surveys for the three major employee groups: management and other white collar workers; local payroll employees in plants and customer service centers; and sales employees. More than 17,000 employees (nearly 80 percent of Levi Strauss' U.S. workforce) completed the surveys.

A Work/Family Philosophy

Based on the findings, the task force identified different needs and issues as priorities for each employee segment within the company. Their recommendations, approved by executive management in late 1990, were combined with existing company initiatives—such as part-time work, telecommuting, flex-time and job sharing—to create an overall Work/Family Program, aimed at making Levi's a family-friendly workplace. The long-range goal: to change ways of thinking so that work/family will be viewed not only as a program, but as the outgrowth of a philosophical perspective, a new way of doing business that ultimately contributes to the company's bottom line.

Providing Flexible Work Schedules

Flexibility and time off were major concerns of professional employees based at the home office. The Time Off With Pay Program (TOPP) was designed to meet those needs. While many other companies have instituted flexible time-off plans, Levi's is unusual in that it doesn't differentiate between sick days, vacation time, etc. And because the company expanded its definition of family, employees can, if they wish, take a [unpaid] leave of absence to care for anyone they regard as a significant other. In addition, the company redefined the notion of "family leave," calling it leave for "compelling versus noncompelling reasons." This gives both employee and employer greater flexibility in arranging and granting time off.

Addressing Childcare is a Must

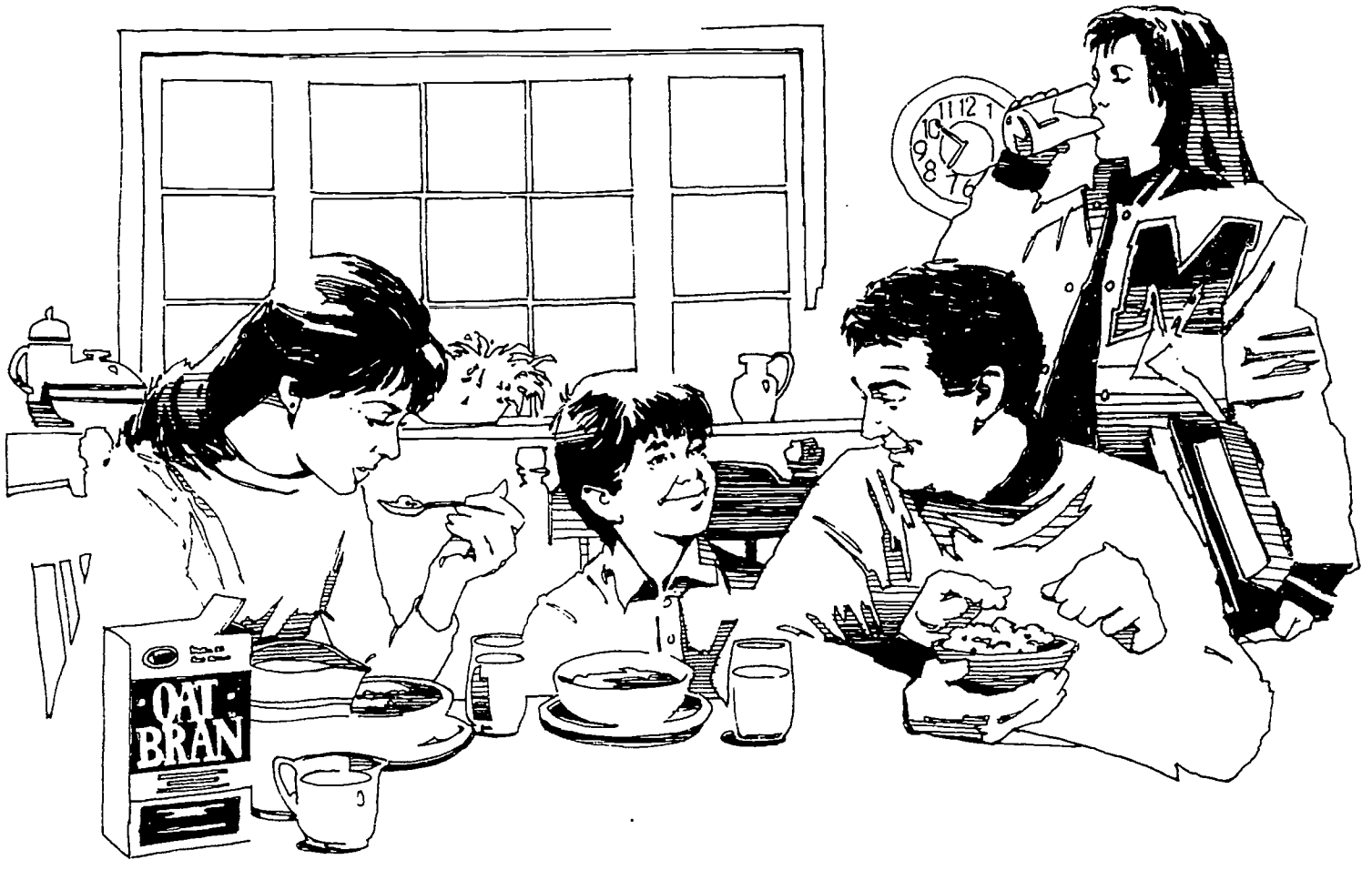
Recognizing the need for a broadly based approach to childcare, especially among hourly field location employees, the company has created several childcare initiatives. It created a Corporate Childcare Fund to provide employees with greater access to affordable, quality childcare. The goal of the fund is to increase the supply, and improve the quality, of childcare services for hourly employees and the communities in which they live and work. The Child Care Fund allows the company to make grants to local, certified, non-profit providers whose services are judged to be of high quality. The providers must serve or have the potential to serve Levi's employees. Grant monies can be used for expansion of services, start-up of new programs or quality improvement of existing programs. [For more information on Corporate funds see article on page 10 of this issue.]

To accommodate the needs of hourly employees with lower incomes, the company is also testing the concept of Child Care Vouchers. This is a relatively new approach to childcare; only five major companies in the U.S. currently use it. Levi Strauss is model testing the program for its hourly employees in Texas and Arkansas. Employees who qualify, based on need, receive a monthly subsidy that covers childcare costs. Levi's gives the employees a check at the beginning of each month made out to the childcare provider. The company will evaluate the program at the end of 1993. Part of that evaluation will include surveys of those who used the vouchers and of those employees who were eligible, but did not take advantage of the benefit.

At the other end of the spectrum, eldercare research is underway and pilot programs will soon be implemented. This area emerged as a priority concern among all surveyed employees, particularly those in the company's sales staff, many of whose children are beyond the age where childcare is an issue.

Healthcare benefits, which now include a vision-care membership plan, are available to all Levi's employees in the U.S., and Employee Assistance Program services in the field have been significantly expanded.

Despite a generally innovative approach to employee benefits, Levi Strauss has not yet embraced a "cafeteria style" program. While the company gives employees some latitude in how they "spend" their healthcare benefits, they cannot shift benefits from one arena to another. For example, an employee who exercises regularly and doesn't smoke can't yet move a portion of his or her healthcare benefits to cover the cost of a health club membership.



Recognizing Cultural Diversity

Cultural diversity is an issue for a large multinational like Levi Strauss, which has operations worldwide, and the company has a specific program which focuses on all aspects of cultural diversity as they affect employees. The company has a three-part training program for all employees, including managers, one aspect of which focuses on cultural diversity. At the home office, there are four active affinity groups—African-American professionals, a Latino leadership group, an Asian-Pacific Islander group, and a gay and lesbian group. They meet regularly to network, and sponsor awareness programs on issues that are relevant to their particular group. Senior management representatives from each of these affinity groups sit on the company's diversity council (one of whose members is the Senior Human Resource Manager). This provides a structure through which the company can effectively address a wide variety of cultural issues.

In the U.S., the work/family program already taken steps to address several employee needs. All in-house work/family materials are printed in English and Spanish. A bilingual resource phone line is in the planning stages and should be in operation before the end of the year. Employees will be able to use it to get answers to any questions they may have about childcare issues.

The Challenge of Managerial Training

The task force discovered that many employees viewed Levi's work/family policies as progressive, even before the formal creation of the Work/Family program. At the same time, they felt that the company needed to train its managers to implement these policies. Robyn Chew-Gibbs, Manager of Work/Family Programs for Levi Strauss, agrees that the biggest challenge she's faced has been adequate supervisor and managerial training. "Many just don't see the need to balance work and family as a business issue. Others get frustrated because they may not know how to do what we're asking of them. For instance, an employee may request a leave of absence to climb the Himalayas because he's 'stressed out.' The employee may regard this [stress] as a 'compelling reason.' To a manager, it may not make any sense. We need to help them listen to what the employee is saying, assess their business needs and then decide if they can accommodate a request. Many of them haven't been asked to manage like this before."

In training managers and supervisors, Chew-Gibbs plans to focus on basic issues such as the company's history and corporate culture, as they affect the Levi's goal of creating a "family-friendly" work environment, as well as issues of overall family diversity.

Change takes time, and Robyn Chew-Gibbs has no doubts about the company's overall commitment to helping their employees balance the demands of work and family. The employees themselves have indicated strong support for the company's wide range of policies and benefits: Eighty-seven percent "strongly approve" of benefits being offered, even if they don't need those benefits themselves.

Christine Vogel is staff writer for the Family Resource Coalition.

Employer Guidelines for Work/Family Programs

We asked Arlene Johnson, (Director of the Conference Board's *Work-Family Roundtable*) who tracks new work/family efforts how an employer who is interested in becoming more supportive of working families should approach the task. Johnson said that all employers developing work and family programs need to: examine the needs of their employees; determine what resources are currently available; and clarify the objectives of the proposed program.

Most employers review their current human resource policies and benefits and conduct an employee-needs assessment as they begin their work. According to Johnson, the essential ingredients of a basic work/family program are:

- family leave policies,
- flextime or some kind of alternative work schedule, and
- dependent-care resource and referral services.

Once the basics are in place, an employer may seek to enhance these programs by adding part-time, job sharing or work-at-home options, specific childcare benefits, opportunities for family leave with part-time return to work, and/or eldercare assistance.

There are some consistent lessons being learned by employers who have implemented work/family programs:

- No one kind of program addresses everyone's work-family need. In approaching work and family concerns: the more comprehensive, the better.
- Work and family programs are not, nor should they be, solely designed for women. Family responsibilities are not solely a woman's issue but everyone's.
- Work and family programs are not only for parents of young children. Benefits and services extend beyond leave policies and childcare. Indeed, in addition to addressing school-age children and teenagers, work and family concerns include eldercare and the quality of each worker's home life.
- Time and flexibility are the "uncharted frontier" of work and family programs. [See sidebar.]
- Work and family programs are **not** as costly as feared, but they are **not** as easy as is imagined either. Changing the way people think about work is the largest barrier to implementing work/family programs.
- Employers are most successful when they view work and family programs as part of their overall business strategy rather than as accommodations for special employees. Work/family initiatives tied to objectives of quality and productivity are the most effective.

Johnson identified four different approaches which employers use for planning their work and family programs. Determining which fits with the company's goals and philosophy helps focus the planning process. They are:

(1) A **life cycle** approach, meeting employees' needs throughout their careers as workers. [See the chart, opposite page.]

(2) **Working incrementally** through stages such as those identified by Ellen Galinsky of Families and Work Institute. (see her article on page 2) **or working comprehensively** to revamp the organization's policies and benefits relating to work and family concerns.

(3) **A benchmarking** approach in which an employer looks at what other similar industries or organizations provide in the work and family area and decides whether to be a leader or in the middle.

(4) **Responsive**, using the results of the employee Needs Assessment to plan work and family programs. These suggestions can be the least costly, most creative, and most closely tied to productivity.

In summarizing, Johnson said "There is an essential **core** of work and family programs. Around the core, companies are experimenting. Many programs do not require extensive planning and resources, and can be offered fairly simply and at low cost."

Contact Arlene Johnson at the Families and Work Institute, 330 Seventh Avenue, New York, NY 10001. 212/465-2044.

TIME FOR WORK AND TIME FOR FAMILY: The Unmet Challenge

■ **by Barney Olmsted**

There is no more pressing need for members of today's working families than discretionary time. And as a result of employee pressure for more flexibility and of a closer look at bottom-line issues like recruitment, retention, absenteeism and turnover, more firms are beginning to understand that in today's social and economic context, flexible work arrangements make good business sense.

Flexible work arrangements like job sharing, regular-part-time, compressed schedules, flextime, and telecommuting can be viable options for employees. "It's a paucity of good part-time opportunities that drives both partners to have to work full-time" says Faith Wohl, Director of Workforce Partnering at Dupont.

But the emphasis in this statement must be put on **good** if families are to benefit. Women —and men— shouldn't have to become second-class workers in order to reduce their work schedules. Too often, flexibility in today's workplace is purchased at the cost of pay scale, benefits, and standing in the labor force. Pay for part-timers averages 10-15 percent less than full-timers doing the same work; most part-timers still do not receive health benefits and many are subject to unequal treatment—denied training, career advancement, and job security. Ensuring that flexible work arrangements are offered equitably is a major challenge for the 1990s.

Employer awareness and interest are definitely growing. But continued efforts by pioneering employees and progressive companies are needed to make a 'business case' for options like job sharing and flexplace that will create supportive management attitudes and organizational cultures. After all, just a few years ago, the complete separation of work and family issues was the norm. Making balance the new norm, so that people can be both good employees and good family members, is the challenge that remains before us.

***Barney Olmsted** is Co-Director of New Ways to Work (NWW), a San Francisco-based resource development and advocacy organization that she co-founded in 1972. NWW has been a leading pioneer in the field of work time options, promoting wider use of new arrangements like job sharing, flextime, flexplace, phased retirement, and work sharing. A NWW publication list is available by sending a self-addressed stamped envelope to: 149 Ninth St., San Francisco, CA 94103.*

From "A Life Cycle Approach to Family Benefits and Policies"
by Dana E. Friedman and Wendy B. Gray
The Conference Board, Perspectives, Copyright 1989

Life-Cycle Stages and Company Programs

	Financial Assistance	Programs & Services	Counseling & Information	Time
New Worker	•Health and Dental Insurance •Disability Insurance •Life Insurance •Pension and/or other Retirement Programs •Other Benefits	•Fitness Center •Employee Assistance Programs (EAP) •Health Risk Appraisals	•Wellness and Health Promotion Programs •EAP	•Holidays •Vacations •Sick Time •Disability Leave •Leave of Absence •Death in Family •Other
Marriage	•Spouse Benefits •Flexible Benefits •Spouse Becomes Joint Annuitant in Pension Planning	•Spouse Relocation •Job Search Assistance for Spouse	•EAP	•Marriage Leave
Pregnancy and Adoption	•Adoption Benefits •Medical Coverage for Prenatal and Post-natal Care •Coverage for Delivery at Hospital or Birthing Center •Change in Beneficiary Coverage for Employee Benefits		•Prenatal Courses •Information from Benefits Manager	•Parental Leave of Absence •Maternity Disability Leave •Use of Accumulated Sick Leave •Alternative Work Schedules and Job Arrangements
Childrearing	•Medical and Dental Coverage for Dependents •Well-Baby Care •Dependent Care Assistance Plans (DCAPs) •Vouchers, Discounts •Life Insurance for Dependents	•On-site Child Care •Family Day Care •School-age Care •Sick Care •Breast Feeding on site	•Referrals •Seminars •Support Groups •Handbooks •EAP	•Parental Leave •Flexible Work Hours •Use of Accumulated Sick Leave •Earned Time-Off Policies •Sick Leave for Family Illness
Divorce	•Garnishing Wages •Step-Children •Coverage in Medical and Dental Plans •Divorced Spouse and Dependents can continue Medical Coverage for up to 36 months (COBRA)	•Pre-paid Legal •EAP	•EAP	•Personal Leave of Absence
Elder Care	•DCAPs •Long-term Care for Dependents •Respite Care	•Adult Day Care •Pre-paid Legal •EAP	•Referrals •Seminars •Support Groups	•Family Leave •Flexible Work Hours and Job Arrangements •Use of Accumulated Sick Leave •Earned Time-Off Policies
Retirement	•Pensions •Retiree Health & Dental Care; Life Insurance •Long-Term Care •401(k) Plans and other before-tax Savings Plans		•Pre-retirement Counseling •Newsletters for Retirees •Telephone Hotlines	•Part-time Employment for Retirees
Death	•Spouse and Eligible Dependents can continue Medical Coverage •Beneficiaries receive Life Insurance and other Benefits •Spouse receives at least 50% of remaining Benefits	•EAP	•Grief Counseling through EAP	•Funeral Leave •Personal Leave of Absence

■ by Susan Lambert, Ph.D.

One Company's Experience: Fel-Pro Family Policies Pay Off

The University of Chicago's School of Social Service Administration and Graduate School of Business conducted a study of corporate family-responsive policies at Fel-Pro, Inc., a manufacturing firm located in Skokie, Illinois. Fel-Pro provides many family-responsive policies and programs, including an on-site child-care center, an employee assistance program, a dependent care resource and referral service, a sick-child care service, subsidized tutoring, a summer day camp, and scholarships for employees' children. The study focused on identifying the conditions under which family-responsive policies are translated into both good work performance and personal and family well-being. The study also tried to determine the role that family-responsive policies, in general, play in creating a supportive work culture, a culture which may make it easier for workers to manage their work and family responsibilities. The conceptual expectation was that family responsive policies lead workers to perceive their organization as supportive, as responsive to them as a person, and that this is true whether or not workers actually use the benefits. This sense of perceived organizational support, was anticipated to promote both organizational and family well-being.

Methodology

The research combined survey data with data on worker performance from organizational records. A self-administered questionnaire was used to gather information on employees' use and appreciation of Fel-Pro's benefits, their job characteristics, their attitudes toward supervisors and coworkers, their personal problems and responsibilities, and the quality of their parental and marital relationships. Organization records provided information on employee demographics, absenteeism, disciplinary actions, performance ratings, job promotions, and participation in decision-making. Questionnaires were distributed to a total of 879 of Fel-Pro's 2000 employees. Random sampling techniques were employed to sample work groups, headed by a first-level supervisor. Because the responses to the survey were confidential, but not anonymous,

responses of a worker to his or her supervisor, and the responses of workers in the same work group could be linked. This allowed for the study of attitudes and behaviors up and down the chain of command, and could help identify the role that work group norms play in explaining workers' use of benefits.

The Fel-Pro workforce is a diverse one, and the sample reflects this diversity. The respondents represented a wide range of occupations, from assembly line workers and clerical workers to engineers and managers: 37% of the respondents were women; 20% of the respondents were Hispanic; 12% were African-American; and 60% were Caucasian. The overall response rate was about 70 percent: 96% of the office workers, 52% of the factory workers, and 80% of the supervisors returned their completed questionnaires. There was some "response bias" in that Hispanics and African Americans have a lower response rate than whites.

Use of benefits

The data indicate that Fel-Pro employees make good use of the benefits available to them. Employees were asked to identify the benefits they have used while working for Fel-Pro. Fully 72% of the respondents have used at least one benefit. Forty-one percent of respondents have availed themselves of psychological, substance abuse, or legal counseling; 54% have participated in some kind of health promotion activity, such as the on-site fitness center, weight-loss program, or smoke cessation program; 13% have been supported in their responsibilities for taking care of an elderly family member, either through the resource and referral service or by using the emergency dependent care service; 30% of the respondents have gotten a tuition reimbursement from Fel-Pro. Among workers with children, 26% have secured summer employment at Fel-Pro for at least one of their children; 24% have received a scholarship for their child's education; 15% have secured subsidized tutoring for a child; and 40% have sent a child to Fel-Pro's summer day camp.

Use by employee characteristics

There is some variation as to who uses which benefits the most. Supervisors and office workers were more likely than lower-level factory workers to have gotten a tuition reimbursement, to have received some kind of counseling, and to have participated in some health promotion program. But there are no differences between supervisors and workers or between office and factory workers on their use of supports for their children. Neither are there many differences in the use of benefits by men and women, although when we look at the use of individual benefits, significantly more women have used the on-site childcare center and the summer camp.

The use of benefits by Fel-Pro's ethnically diverse workforce has revealed interesting patterns, especially in educational supports for children: 28% of Caucasian respondents with children, 21% of Hispanic respondents, and 14% of African-American respondents with children have received a scholarship from Fel-Pro for their child's post-high school education. Of respondents with children, 14% of Caucasian employees, 19% of Hispanic respondents, and 9% of African American respondents have taken advantage of Fel-Pro's subsidized tutoring program for at least one of their children.

Benefit satisfaction

Fel-Pro employees not only use many of the benefits available to them, they place a high value on them as well: 92% of those responding to the survey agreed or strongly agreed with the statement "If I had to pay for them myself, I couldn't

afford most of the benefits and services Fel-Pro provides;" 91% disagreed with the statement that "Fel-Pro wastes its money by offering all the benefits it does;" Indeed 63% disagreed with the statement: "I'd rather have more profit-sharing and fewer benefits;" 77% agreed that one of the major reasons they continue to work for Fel-Pro is that another company might not match the overall benefits they have. What have Fel-Pro's benefits helped workers to do? Ninety percent agreed that Fel-Pro's benefits have made it easier for them to "balance their work and personal life;" 75% said that Fel-Pro's benefits have helped them through some bad times. And 70% of respondents with children agreed that Fel-Pro's benefits have helped their children "do things they wouldn't have been able to do otherwise." In summary, the data indicate that Fel-Pro's family-responsive benefits are a real strength of the company. People use them, and in general, appreciate them.

Perceived organizational support

The findings seem to indicate that the more benefits workers use, and the more they value those benefits, the more supportive they perceive Fel-Pro to be in general. This is true no matter what kind of job they hold, how long they have been at Fel-Pro, and or what their gender or race. Also, the more supportive the supervisor and cohesive the work group, the more workers perceive Fel-Pro as supportive. But it is not just how much workers like their supervisor and coworkers, it is also how supportive supervisors and coworkers are when workers have personal and family problems. Nearly a quarter of the respondents reported that they regularly approach their supervisor for help with personal and family problems. Eighty-one percent of workers said their supervisor is helpful when they have family emergencies or when they have routine personal or family matters to attend to. And almost three-fourths of all supervisors (72%) reported that workers came to them with personal or family problems during the past year. The preliminary results suggest that when workers perceive their organization as supportive, they, in turn, are supportive of the organization, and this presumably affects their work performance.

Summary

Although these are preliminary results, they seem to hold some important implications for companies and individuals interested in developing more responsive workplaces. First, the results suggest that although the majority of workers may not use any one benefit, when workers are provided with a menu of supports, they use what is appropriate and useful for them. Thus a company should think of providing multiple supports which meet the various needs of workers with different characteristics and in different stages of the life cycle. Second, these results suggest that having supportive organizational policies is not enough; other factors in a workplace may have to change as well for workers to feel their organization is a supportive one. Companies need supervisors who are supportive and flexible when workers have personal and family problems. They need work groups which have positive attitudes about the seeking and offering of help in the workplace, and jobs which do not overwhelm workers with ambiguous and conflicting responsibilities.

The study's final report, which will be disseminated to the business community and policymakers, will examine the use and appreciation of family-responsive policies and how these relate to work performance in traditional and non-traditional ways. That report will also discuss in greater detail how benefit use relates to workers' mental and physical health, and to the quality of their marital and parental relationships.

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■ by Dana E. Friedman

Corporate Funds Build Resources for Working Families

In the past two years, IBM, AT&T, NYNEX, Levi Strauss & Co., and Pacific Bell have together contributed more than $42 million dollars to childcare and eldercare programs to benefit their employees and local communities. The strategy used is the "Fund," the newest form of corporate support which designates a sum of money for investment in the improvement of community services. While the Funds have specific guidelines and goals, as well as formal procedures for releasing corporate dollars, many more companies have developed "set-asides" for specific childcare and eldercare initiatives that are less highly structured. A new form of corporate funding that provides a direct benefit for the contributing company, while improving the overall supply and quality of services in the community seems to be emerging.

Why the Fund?

The concept of the Fund is a natural next step for companies that have already responded to other childcare and eldercare needs of their employees. Most employers help their employees find or pay for services through resource and referral programs, vouchers and Dependent Care Assistance Plans (DCAPs). The effectiveness of these efforts depends on the adequacy of services in the community. If services are in short supply or they are of low quality, then employees will be absent or tardy while conducting a lengthy search or looking for backup arrangements when the service breaks down. They may become distracted at work due to worry about the care their dependents are receiving. The Fund is a way to help improve the supply and quality of services so that other corporate efforts can yield their intended effects.

Another attraction of the Fund is the way it improves relations with the community. R. Michelle Green of NYNEX talks of the "warmth" that the Fund creates between services and her company. Community relationships are particularly important when a company's downsizing or layoffs negatively affect the local economy.

For multisite companies, the Fund offers a very flexible strategy for meeting a variety of needs in a variety of communities. "It's a perfect application of equity," says Michelle Green of NYNEX. "We're telling our employees, 'You're important whether you're at headquarters or in Podunk.'"

Some companies feel that the Fund is a more visible way to make community investments than foundation grants. Given the novelty of the approach, it is the new darling of the media. In addition, employees may be more aware of Fund efforts because of priority enrollment or other direct benefits they receive. The Fund offers a doable, flexible alternative that can be adapted to a wide variety of situations.

How do Funds work?

There are two basic models of Fund activity, with some variations on those themes. First is the **employee sponsor** model that requires employees of the company to recommend worthwhile community programs for funding. The other mode is the **targeted** approach which involves an assessment of community needs and the dissemination of a Request for Proposals for local organizations to meet those needs.

The biggest advantage of the employee sponsor model is that it gets employees involved and educated, which may lead to further advocacy of work-family policies internally. This seems to be a preferred model for heavily unionized companies. The biggest disadvantage is that it is extremely labor-intensive, requiring significant communications efforts, thorough research of proposals to make sure they meet a real need among employees or the community, and a Board structure for review.

The greatest advantage of the targeted model is the assurance that the funded program meets a real need in the community. Most assessments and the RFP process are contracted out, so that the labor effort is not borne by the company. The biggest disadvantage is its top-down orientation and less involvement by employees.

Both models require significant start-up time and communication efforts, but the employee sponsor model requires greater effort before grants are made (to stimulate employee sponsorship), where the targeted model requires more communication after grants are made (to assure that employees are aware of the newly funded programs in the community). According the Mary Kay Leonard of Work/Family Directions, which administers several targeted Funds, the employee sponsor and targeted models "work best together." This is the direction that AT&T has taken. Its initiative, along with those of several other corporations, are described below:

AT&T: The Family Care Development Fund was created as a result of bargaining between management and the unions (Communication Workers of America [CWA] and the International Brotherhood of Electrical Workers [IBEW]). A commitment of $10 million was made for a three-year period for childcare and eldercare initiatives. Begun in January, 1990 with assistance from the Families and Work Institute, FCDF has disbursed approximately $8 million as of June, 1992, with a commitment of $15 million over the next three years.

The Fund is administered by two Boards—one for programs that benefit union members and one for management. A staff reviews those applications submitted by employee sponsors and the Boards make final funding decisions. Work/Family Directions helps AT&T with its targeted funding in specific communities where AT&T has a large presence. A specific set-aside of $300,000 has been made to help childcare programs used by AT&T employees to become accredited by the National Association for the Education of Young Children (NAEYC). Approximately 2,000 employees have requested information about the accreditation grants and 268 programs have applied to go through the process. Besides improving the quality of childcare program, this strategy also helps employees to become educated about what constitutes program quality.

IBM: Also begun in January, 1990, IBM's Fund plans to make $25 million worth of grants—$22 million for

childcare and $3 million for eldercare. IBM uses the targeted approach exclusively, and works with Work/Family Directions to assist in the identification of community needs and in the RFP process. During 1990 and 1991, IBM funded 149 projects (129 in childcare, 20 in eldercare), providing $9.6 million and leveraging it with approximately $3.5 million of other companies' funding.

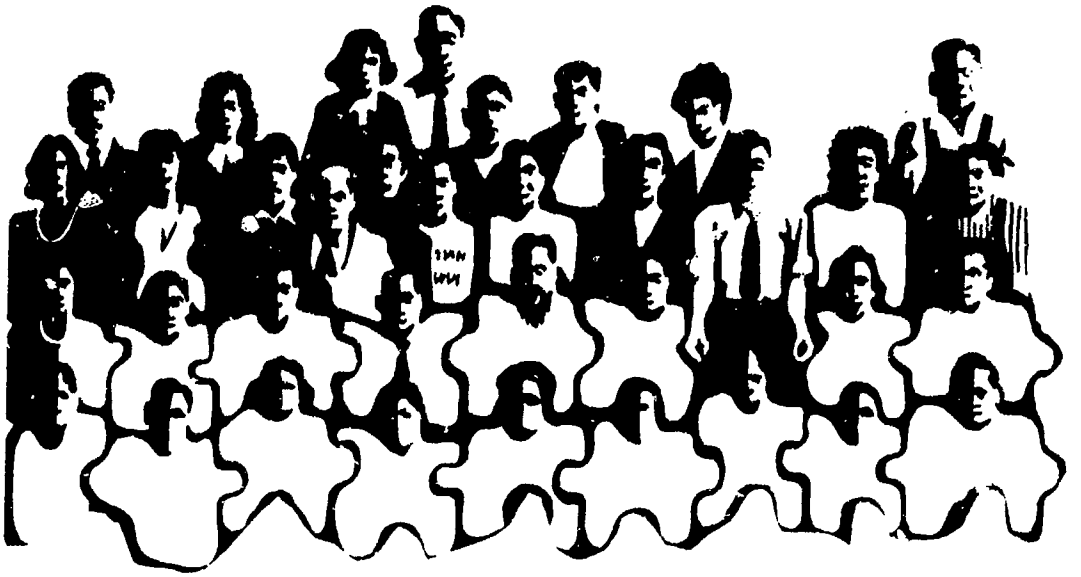
Like AT&T, IBM has made a commitment to NAEYC to help centers used by employees to go through the accreditation process. They also have a focus on after-school care, creating new programs through the schools in Danbury and Southbury, Connecticut and Brewster, New York, and through the YMCA in Burlington, Vermont.

In San Francisco, IBM funded a computer learning center for senior citizens.

IBM will use its fund to create community collaborations. This effort, called the "American Business Collaboration for Quality Dependent Care" will enable IBM to fund projects in smaller communities where they are not the major employer.

NYNEX: Begun in September, 1991, the Dependent Care Development Fund has a commitment to spend $6 million over four years for childeare and eldereare services. The Fund was the result of collective bargaining and is administered by joint labor-management committees. One of the most positive aspects of the Fund has been the sound working relationships developed between labor and management staff responsible for the Fund's administration. Relying on the employee sponsor model, applications are reviewed by Local Work-Family Committees in each of the five operating companies that make up NYNEX. A Regional Work-Family Committee makes final decisions based on recommendations from the Local Committees. In the first year of the Fund's operations, $1.8 million has been granted to 66 organizations—52 childcare, 11 eldercare, and 3 intergenerational.

Levi Strauss & Co.: The Levi's Child Care Fund is part of a long-term strategy developed by the comany's Work/Family Task Force. Launched in January, 1992, in four pilot communities, the Fund is unique in that grants are made with charitable dollars and administered by community affairs. This means that only non-profit programs can be funded and there can be no direct benefit to Levi's. This does not mean that the needs of



Levi's employees don't affect funding decisions. Levi's is often the largest employer at its plant sites, and therefore any improvement in services will ultimately benefit Levi's employees. While the Levi's Fund may follow more of the targeted model, grants are driven by employees' needs identified through focus groups and surveys. In 1992, it is anticipated that $500,000 in grants will be made.

Knowing that half of their employees' children were between the ages of 6 and 12, Levi's concentrated on school-age children and summer programs. For instance, in Fayetteville, Arkansas, a $41,000 grant created 20 new slots in a summer program, allowed the program to open 20 minutes earlier to conform with the hours of the plant, provided transportation so that children could be picked up at the plant and taken to the program, and improved program quality with new equipment. In Warsaw, Virginia, a $50,000 Levi's grant helped stabilize a non-profit childcare center.

Pacific Bell: This is one of the few Funds devoted exclusively to school-age childcare. 1989 bargaining made the Fund possible. A survey of employees indicated the presence of more school-age children than preschoolers. According to Emily Bassman who administers the Fund, "We decided to have a large impact on a single issue, rather than a small impact on lots of issues."

Pacific Bell and Communication Workers of America representatives selected seven sites where it had a concentration of employees and hired Work/Family Directions to assess needs and develop RFPs for funding. They have made 10 grants, funding 18 programs in multiple locations. The average size of the grant has been $20,000-$30,000, depending on whether funding is for start-up or expansion. Pacific Bell employees receive priority enrollment in funded programs, and about 100 employees have benefitted from the initiative thus far.

Recommendations for Other Employers

One of the most important ingredients for the success of a Fund is to be part of an overall work-family strategy. Resource and referral services are critical to the success of Funds because they provide a means of community needs assessment and a way to offer ongoing information to employees. Also, as employees become better educated about dependent care issues because of the Fund, they may feel "safer" voicing their concerns. The company should be prepared to respond to new demands.

Communication is critical. As Merle Lawrence of Levi's said, "The idea may come from the top, but you need time to communicate to the bottom." It is also important to have clear goals for the Fund and a strategy for measuring success. These will help justify continued funding.

While some of the largest companies in America pioneered the Fund concept, it is clear that smaller sums of money can make a difference, particularly in small or rural communities. According to Deborah Stahl of AT&T, "It doesn't have to be $10 million...A company can do a lot in one community with $20,000." Community groups should consider recommending this option to employers and be ready to advise them about community needs if the idea of a Fund is pursued.

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■ by Christine Vogel

Program Providers' Roundtable on Work and Family Issues

Family Support Programs

Richmond, Virginia
Sally Zierden, Education and Training Supervisor
Established: 1984
Organizational structure: outgrowth of primary prevention programs of Memorial Child Guidance Clinic
Funding: United Way, corporate contracts, grants, fees-for-service
Fees: none for direct service employees, sliding scale for community residents
Accessibility: extended evening hours, work-site programming for employees, program site services, community site programming
Population served: 25,000 direct service via 5 corporate contracts, indirect services to another 15-20 companies
Direct Employee Services:
- parent education workshops
- parent support groups
- outpatient mental health services
- 24-hour warmline (KIDTALK) for parents and childcare providers

Services to employers:
- employee needs assessments
- consultations re: family policies and benefits
- managerial training
- employer roundtable discussions on childcare issues
- customized program design

Additional services:
- technical support for community programs
- resource center and toy equipment library
- provider recruitment and training
- referrals for childcare, camp, community resources

Many community-based service providers focus their programming and services on ways to help parents and children better meet the often overwhelming demands of work and family life. Some provide an array of resources to employers to assist them in supporting working families and in developing and retaining a productive workforce.

Recently, we talked with the directors of five such programs. Based on input from a work/family survey conducted by the Family Resource Coalition in late 1991, we selected these programs because of the comprehensiveness of the services they offer employers, employees and family members in the communities they serve. They differ in their locations, organizational structures, and sources of funding.

[See sidebars for details.]

In our discussion, we were particularly interested in how these program providers work with employers: how they address the special needs of lower-income employees; how they address family and cultural diversity; and what they see as the major differences between employee and employer needs when it comes to work and family issues.

Family Resource Coalition: *What sorts of services do you provide low-income employees?*

Sally Zierden (Educational and Training Supervisor, Family Support Programs): We adapt the content of our parent education workshops to meet the needs of lower income parents, many of whom have a lower literacy rate. For instance, we might go into a settlement house to present a program and use videotapes or games, instead of the book we might use with another group of attendees. We also offer our technical services at no charge to people [in the community] who are developing literacy programs.

Kathy Palamara (Director, Center for Kids & Family): We offer our parenting programs at a variety of levels and we'll present them at our own site or at the worksite, as requested by the employer.

We also work with many parents who've been referred by the courts or by the Department of Youth and Family Services, and we've developed some of our programs in direct response to the needs of those parents.

Rae Goodell Simpson, Director, (MIT

Parenting Programs): Because MIT has such a diverse population, we've done special needs assessments of the "hidden employees" who are less likely to seek out help. We do a lot of networking and listen carefully to what we hear from the medical and human services communities here, as well as from the office of union relations.

If we offer a program that attracts people we haven't seen before, we follow up to get their evaluation. We're also aware that some employees who aren't comfortable with classroom learning may also be uncomfortable with workshop formats. We're currently exploring alternate ways to reach those employees and we have formed a parent advisory committee to help us with overall planning.

Mary Dooley Burns, (Director, Work & Family Spectrum): Our noontime brown bag lunch seminars focus on issues of work and family balance. We've found that nearly 60 percent of those who attend these downtown seminars are support employees.

We work with the community, public schools and area colleges, and they offer numerous programs for low-income families. For instance, the technical college system sponsors the "Discover" program, which is designed to help low-income and displaced homemakers explore non-traditional career paths. We work with the time management and parenting skills portion of the program.

FRC: What about program fees?

Palamara: When we do charge fees, such as for multi-session parent education classes, they're structured to match with the hospital's sliding scale. We offer scholarships for our latchkey and children's programs. When state agencies refer parents to us for required parent education classes, they pay the fees; families don't have to pay at all.

Joan Hoskins (Director, Work and Family Resource Center): We don't charge fees to anyone, but we are able to spend more time with parents and family members who are employees of companies with whom we have direct service contracts.

Zierden: We're able to offer all our outpatient psychiatric services on a sliding scale. A flat $15 fee every six months gives community parents who aren't employees of the companies with which we contract access to a current detailed listing of all the childcare providers in their zip code area. We can adjust this, as well as the fee for our parent education classes if parents indicate they can't afford to pay. We've gotten grant monies to provide parent education services to high-risk parents and children. One of the ways we use this money is to make an [subcontractor] arrangement with another agency, like Big Brothers or Big Sisters, to run parent education classes for them. The service is free to the families they serve.

Simpson: We used to charge five to ten dollars for a workshop series, mainly to cover copying costs. But now all of our workshops and seminars are free. We also offer no-cost confidential individual consultations and group briefings about childcare, often focusing on affordability issues, to MIT employees. We see about 500 parents a year for that service, which isn't available to the general community. And we tend to see even wider ethnic and economic diversity here than in our public workshops.

Burns: We charge $3 for our noontime seminars. For people who are unable to pay for other services, the Minneapolis schools have an initiative that provides scholarship monies to the underserved population in the community, such as high-risk parents or those who are in work-readinesss programs.

FRC: How are family diversity and cultural diversity addressed in your programs?

Palamara: We work closely with local cultural associations and offer on-site programs in their own support areas, individualizing our programs to meet their needs. We've set up outreach programs and opened satellite centers on behalf of local social service agencies, and we've done our best to sensitize local social service agencies and businesses about the different cultural pockets in the county.

Not long ago, we ran a four-week cultural awareness program in one of the schools which had a high percentage of low-income, poorly educated parents. We brought parents from that community in as a way of strengthening their connection with the school and we focused on giving the staff communication tools which would help them work more effectively with this population.

Simpson: Family diversity is a given at MIT. We have first-time parents who range in age from their teens to their forties. We run support groups for divorced parents, working mothers, dual income parents. Recently, we offered a program on gay and lesbian parenting.

We're very sensitive to cultural issues because MIT is such an international community. We've done parenting programs on raising children for a

Massachusetts Institute of Technology (MIT) Parenting Programs

Cambridge, Massachusetts
Rae Goodell Simpson, Director
Established: 1972
Organization: part of the university's Office of Special Community Services
Funding: MIT
Fees: none for MIT employees; workshops and seminars free to non-MIT employees
Accessibility: on campus
Population served: 20,000 MIT employees, students, and their families
Direct Employee Services:
- parent education workshops
- ongoing support groups
- referrals for childcare, eldercare, camp
- school activities
- individual consultations for childcare referrals

Services to employers:
- employee needs assessments
- consultation on family policies and benefits
- referrals to community resources
- development of collaborative community relationships with city of Cambridge

Additional Services: workshops and seminars open to community on-campus resource library

Work & Family Spectrum

Minneapolis, Minnesota
Mary Dooley Burns, Director
Established: 1987
Organizational structure: cooperative sponsorship between Minneapolis public schools and downtown employers Corporate advisory board
Funding: Minneapolis public schools and some business donations
Fees: $3—noontime seminars, public school initative provides scholarship monies for underserved population
Accessibility: 3 downtown locations flexible worksite programs
Population served: 100 downtown employers and employees (3,000); students, unemployed, elders, homeless, in downtown area (1,000)
Direct employee services:
- workshops, seminars
- support groups
- individual consultations
- childcare, eldercare referrals

Services to employers:
- employee needs assessments
- on-site programs
- managerial awareness, training seminars

Additional services:
- resource library
- downtown information kiosk
- mobile information kiosk

multicultural world; raising bicultural children; and the challenges of mixed-faith holiday celebrations.

We're also sensitive to the fact that different cultural groups respond differently to family support. Many of our Asian families, for example, feel shame about seeking help outside the immediate family; they also have a fear of authority, which includes MIT itself. We try to get to know these families in social settings first.

Hoskins: We have programs and qualified staff to focus on issues of ethnic and cultural diversity, and what that may mean for employees in the workplace, but we don't yet get many requests for these programs from the companies we work with. Many still view work and family as "soft" issues, totally separate from bottom-line concerns about profit and productivity.

Burns: We've found diversity to be a real "hot button" in the corporate sector right now. So we offer a wide range of programs that address these issues — raising children without bias, racial awareness, living in step-families, success for single parenting, non-custodial parenting, and grandparenting.

We've developed a series of programs that look at diversity through the eyes of a child and we use them when we work directly with companies who are exploring these issues. It's a basic approach, but it helps them begin to meet their goals.

FRC: How specifically do you work with employers to educate them about work and family issues and their impact on the employee in the workplace?

Hoskins: We focus on employee needs assessments and on the critical importance of training managers and supervisors to view employees holistically. Mid-level and front-line management training can really change a company's operations. Of course, many companies are concerned about spending money in this economy, and if the company CEO doesn't "get it," programmatic suggestions are hard to implement.

Burns: We offer cost-effective on-site managers' awareness seminars. We present "employee" case studies based on a variety of family and cultural contexts, get managers to relate current company policies to these issues and then explore possible future practices. We've developed training and participant manuals for several programs. Companies can purchase the materials and run the programs themselves or invite us in as facilitators.

Simpson: I see our work as part of a process that conveys information and changes attitudes. I think the very presence of our program has established the idea that thinking about work and family issues—and seeking information and support—is appropriate. The fact that MIT has established a work and family task force is evidence of their commitment to view this issue as part of their ongoing work as an institution.

Palamara: Most of the employers in our area use us for "by-the-way" referrals. Say a manager is talking with an employee about excessive tardiness, and the employee begins voicing concerns that seem related to issues at home. The manager can give the employee our number; it gives him a chance to do something active without being intrusive.

When we work directly with employers, our aim is to sensitize them to the idea that family concerns affect on-the-job performance. We also speak a lot about balance—both with companies and with employees.

Zierden: When companies contract directly with us, we spend time educating them about employee needs, getting them to understand why we suggest particular employee benefits, especially in the area of childcare. We also provide them with regular reports illustrating specific ways employees benefit from new policies.

When FRC asked about the differences between employer and employee needs, the representatives of these programs all gave similar responses. On the employee side: flexibility, greater sensitivity on the part of managers and supervisors, more support—both financial and informational—to meet family-related needs (especially in the area of childcare) and a desire to feel that it's all right to be concerned about family issues.

On the employer side: a feeling that it's difficult to respond to all their employees' needs; some reluctance to view their employees as other than "just employees," and some question about how much they're willing to change their corporate cultures with respect to family values. As **Sally Zierden** observed: "Even when companies address family needs, I sometimes think it's because the employees have agitated for change, not because they feel a sense of conviction. And even if they have a real commitment on the national level, it isn't always easy to implement work and family policies locally."

Finally, FRC asked: *What do you see as the directions of family needs and policies and what does that mean for the workplace and agencies such as your own?*

Burns: Families and child-rearing trends have changed. My own daughter spends more time in childcare in one week than I

did during my entire childhood. Companies are looking more seriously at benefits they might offer, such as adoption assistance, childcare vouchers, permanent part-time work arrangments and "cafeteria benefits."

Those who embrace work/family policies increasingly see them as a way to make cost-effective decisions, and our availability makes us part of their overall program for change.

Palamara: I see increasing stress placed on families as well as a renewed emphasis on the importance of families.

Employers need to look seriously at what alternatives they can pro' ide employees; employees need t. ecognize that employers just can't do everything.

As an agency, we need to be creative and flexible and to maintain connections with employers and employees **after** we've provided services so they'll still have a support system. And we need to be part of educating young children, the future work/family sensitive employers and employees.

Simpson: Families appreciate the legitimacy being given to their concerns. Our accessibility and support eases their minds. We can't yet measure productivity, but we know it improves morale. I'd like to see a family center in every community, as much a part of life as the library or the post office.

Zierden: We've got to recognize that today's families need support: the traditional structures are no longer there. We need a national family policy which recognizes the relationship between the health of our families and the health of our nation as a whole.

"Valuing families is more important than 'family values'," concludes **Joan Hoskins**, echoing the need for institutionalized policies that promote that recognition. She points out that demands for more quality family time are converging with a corporate recognition of and demand for total quality in productivity. "Family concerns effect productivity and that affects the bottom line. It's not a mushy issue."

Christine Vogel is staff writer for the Family Resource Coalition.

Work & Family Resource Center

Denver, Colorado
Joan V. Hoskins, Director
Established: 1990
Organizational structure: program of the Community College of Denver, Division of Continuing Education
Funding: Community College of Denver; corporate contracts; state and federal grants, foundations
Fees: none
Accessibility: Community College site, worksite programs
Population served: 118 Denver metro-area companies
Direct employee services:
- parent education workshops
- enhanced childcare
- referral services
- access to provider database

Services to employers:
- employee needs assessments
- customized program design
- consultations on family policies, benefits
- Corporate Response Line
- managerial training

Additional services:
- provider recruitment
- childcare tip sheets
- provider training and assistance

Center for Kids & Family

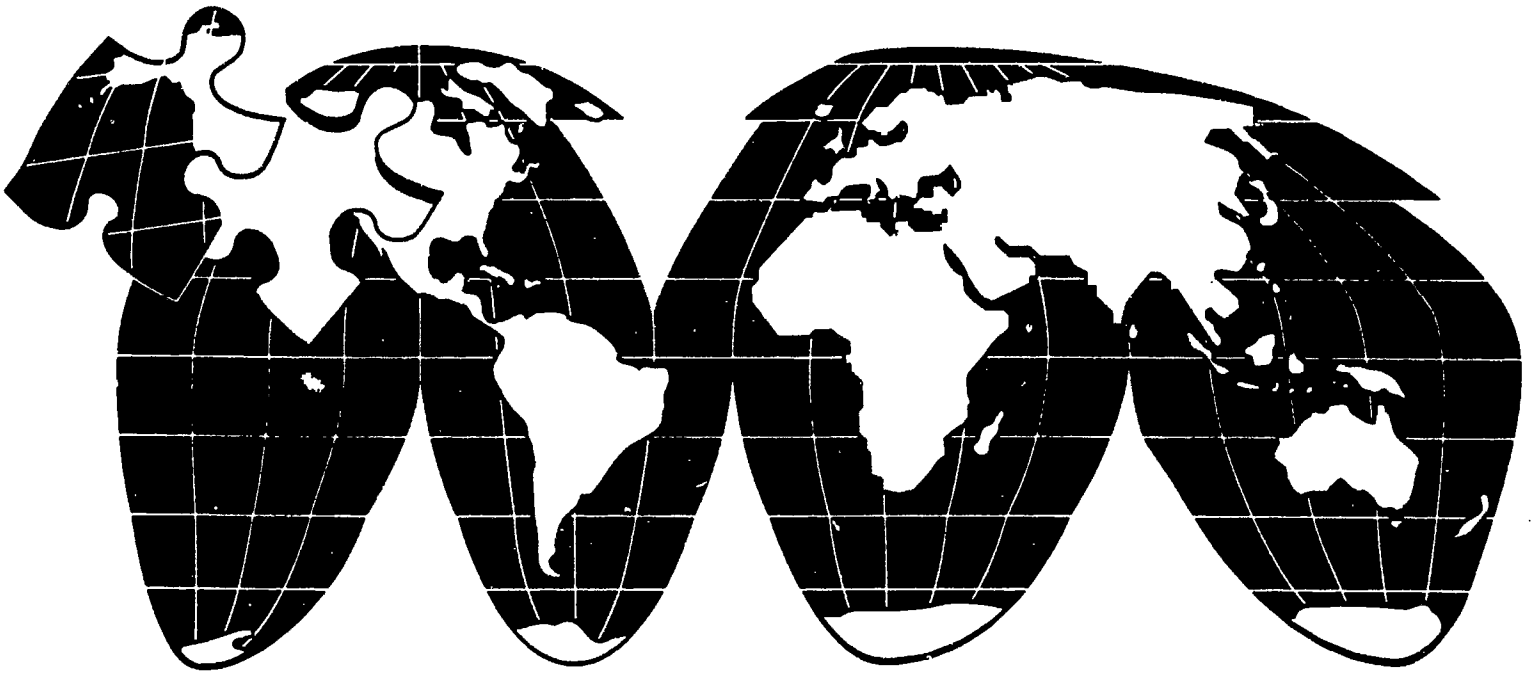
Toms River, New Jersey
Kathy Palamara, Director
Established: 1990
Organizational structure: Department of Family and Senior Services at Community Medical Center
Funding: hospital, grants, community donations
Fees: free or sliding scale, scholarships for latchkey and children's programs
Accessibility: program offices in community settings, worksite programs
Population served: "several thousand" employees within community
(no direct corporate contracts)
Direct services to employees:
- workshops, seminars
- childcare referrals
- latchkey education
- eldercare
- camp referrals
- sick child care
- homework help
- college counseling
- 24-hour warmline

Services to employers:
- needs assessment surveys
- consultation on family policies
- community resource information
- managerial training workshops
- customized program design

Additional services:
- community consultation
- serve on childcare taskforces
- outreach: satellite centers on behalf of social service agencies

■ by Lina Cramer

WORK AND FAMILY POLICY: An International Perspective



Imagine this:

You're a woman who has been working for a number of years, and now you want to start a family. You become pregnant and receive all necessary prenatal care at no cost to you. You take a leave of six weeks before your baby is due and remain at home for five more months following your baby's birth. During this time, your job is held for you, and you receive 80% of your salary to help support your family while taking care of your newborn. Once your child is born, you also begin receiving a family allowance for support of your newly enlarged family. You and your family receive whatever medical care you need at no cost. You decide to return to work part time so that you and your husband can share childcare until your child is two and a half years old. You receive a cash benefit to partly compensate for your lost earnings. At two and a half years of age, your child begins attending preschool, which is available for all children until they reach school age, and you return to work. The cost of the childcare is minimal and is based on your income. Of course your family allowance will continue until your child finishes school.

Sound unreal? Too good to be true? Something from the 21st century?

Not at all. In Europe, all families raise their children knowing they can count on these kinds of supports to help them.

European nations have supported working families for many years. "Cash benefits for employed women, as a social-insurance benefit, were first established by Otto Von Bismarck in Germany more than 100 years ago. By World War I several European countries, including France, Italy and Britain, had already legislated some form of national maternity insurance for working women."[1] Today, while there is some diversity in specific length of leave or percentage of salary paid during the leave, or as to whether fathers are eligible for some of the leave benefits, **all** mothers in Europe know that their jobs are guaranteed when they take a leave to have a child. **All** families know that they will receive income while on leave to replace all or some of their pay while they are at home with their newborn.[2] Furthermore, all families, whether they are working or at home, receive a family allowance for each child (which in most countries is tax-free,) **AND** free medical care. Finally, all families have access to preschool for their youngsters ages two and a half till school-age whether or not parents are in the workforce.[3]

The big difference between the United States and European nations is that in our nation, concerns of working families are, by and large, solely the responsibility of families themselves. While a growing number of companies are beginning to address some work/family issues, they are doing so to remain competitive, to retain valued employees, and to enhance their public image. There are few, if any, legal mandates, (even a guaranteed, *unpaid* family leave with promise of job upon return), and no social insurance to assist companies in paying for the family friendly benefits they offer their employees. Companies are on their own (just like families) when it comes to investing in their working families. Only federal employers get assistance in paying for the family supportive benefits they provide. Our tax dollars pay for the leaves, childcare assistance, and continuity of medical care during leaves which most federal employees enjoy.

In spite of this, today a small but growing percentage of American families work for companies which guarantee their ability to have babies and return to their jobs within a short period of time

(8-12 weeks). But few, if any, families receive pay other than that which they have earned, (such as vacation or sick time) while on leave. A sizeable number of American families must pay their own health insurance premiums while they are on unpaid maternity or family leave to assure contiuity of coverage of their newborn and other family members.

Assistance in finding childcare or eldercare has become more common for families working in large national companies. Resource and referral services are more available generally for parents of young children. However, almost no family enjoys free or highly subsidized childcare. And infant care continues to be extremely costly.

Finally, in the United States, no family receives a "family allowance" to supplement its earnings. The closest we come to an allowance is the income tax personal exemption which is $2,000 per child per year and the earned income credit for low-income families (maximum EIC benefit, $953/year).[4] The standard dependent deduction has failed to keep pace with inflation over the last thirty years. If the personal exemption had kept pace with inflation, and families today were compensated as were families in the 1950's, the personal exemption would be over $6,000 per child per year.[5]

In European countries, family issues are a concern of the state, with laws mandating employer compliance. Indeed, as Sheila Kammerman and Alfred Kahn write: "These benefits are now widely seen as a policy strategy or device in which society shares in the economic costs of rearing children, just as it shares ultimately in the economic benefits of a healthy, productive adult, nurturant parent and good citizen."[6]

They add, "The program components of the system include universal and income-tested child allowances or child tax credits; child-support or advanced maintenance payments, maternity and parental benefits (both cash and job-protected leaves) housing allowances; paid sick leaves to care for ill children; and so forth. In addition, there are important service elements—childcare, in particular."[7]

"Family allowances are usually financed out of general revenues or through the contributions of employers, and are administered as part of a country's social-security system. These benefits are almost always popular wherever they are provided, and all who can qualify take advantage of them. About sixty-seven countries (including all European countries) and every industrialized country except the United States provide such benefits today."[8]

All the European benefits supplement earned income rather than substitute for it. While there are some benefits which have income-eligibility guidelines, most are universal (cash benefits to replace income foregone at time of childbirth, health insurance, guaranteed job protection, childcare for children over two and a half years of age.)

In contrast, American family benefits are defined by income. Our "family allowance" or Aid to Dependent Families and Children is only partial support for families with no other income. It is *not* a supplement for other earnings. Once families begin to work at paying jobs, most are expected to pay for the cost of, (or find a different source of support for) childcare and health insurance within 12 to 18 months.

In the United States, our lack of policies and programs to assist working families contributes greatly to our high and growing rate of child and family poverty.[9] Our family poverty rate is the highest of any industrialized country in the world except Australia.[10] Today, a parent with two children, *working full time* at minimum wage, still falls below the poverty level. The United States has few policies in place to assure that lower wage earners can afford to keep working. Many of our poverty assistance benefits, such as Medicaid, food stamps, Section 8 Housing, and Title XX Child Care are underfunded. The results are that a large percentage of families who are eligible are unable to receive the assistance. These programs often have eligibility requirements which are intrusive if not punitive, and are administered in a demeaning, often stigmatizing way. Many working families choose not to subject themselves and their families to this kind of "support".

Just imagine what family allowances, free medical care and paid maternity leaves, job-guarantees for child birth and universal preschool for children two and a half years and up would do in America to help all families—especially those earning hourly wages—to strengthen themselves and raise healthy, capable, well-cared-for children.

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■ by Florence Glasser

Making State Government a Model Employer

Dramatic changes in American families and in the American labor force have been carefully documented and reported by government agencies over the past two decades. In North Carolina, almost half (49%) of the labor force was female as of 1990. The 1990 Census reported that two thirds (66.8%) of mothers of preschool children and four fifths (80%) of mothers of school-age children in North Carolina work. An estimated 20 to 30 percent of employees in this country care for elderly relatives. Seventy percent of men in the nation's labor force have employed wives.

Recognizing the importance of this data, government has called on private sector employers to reevaluate their personnel policies in the light of today's new more diverse, more female labor force. Some concerned companies have become aware of the overlapping and sometimes conflicting demands of work and family life and have designed innovative programs that are good for families and good for employers.

But what has government done to help its own employees manage the dual demands of work and family? Government is the largest employer in the state of North Carolina. If, in fact, government wants to encourage the adoption of family supportive personnel policies in the private sector, should it not begin at home, reevaluating its own policies and programs and, as a model employer, encourage the private sector to follow its lead?

Little information existed as of 1992 about the prevalence of work-family programs in government workplaces in North Carolina. In an effort to promote family-supportive personnel policies for public sector employees, NC Equity initiated The Government As Model Employer Project. Foundation support enabled NC Equity's Work and Family Center to pursue the following goals:

(1) Survey public sector employers to learn more about the status of work-family programs in North Carolina

(2) Create a computerized data base to profile family-supportive policies offered bypublic sector employers

(3) Identify and recognize model government employers

(4) Interview public sector employees to learn more about their efforts to juggle work and family responsibilities

(5) Disseminate information on the status of family supportive personnel policies in North Carolina government workplaces

(6) Recommend policies to make government a model employer

Methodology

With the help of an advisory committee representing all sectors of government, a survey was drafted and mailed to personnel directors. Government organizations were asked about fifty specific programs, practices, and policies to help employees fulfill their family responsibilities while remaining productive members of the workforce. They were also asked about the availability and utilization of family-supportive policies in the following areas: information and counseling; dependent care assistance; flexible benefit programs; flexible work arrangements; and a variety of leave policies, particularly parental leave and family illness leave. Two months of telephone follow-up to the mailed survey generated a final response tally of 77 percent, or 555 completed surveys of the 711 that were mailed. NC Equity staff also conducted focus groups and individual interviews with government employees to learn firsthand about specific family problems and issues they face.

"But what has government done to help its own employees manage the dual demands of work and family?"

Findings

Personnel directors and employees alike identify the following as major or significant issues resulting in stress and contributing to loss of productivity at work: preschool childcare problems; school-age childcare problems; sick-child care and emergency childcare; marital or family conflict; family financial problems; and burnout.

Women constituted the majority of workers in five of the seven sectors of government surveyed. Those sectors were: county, region, state, school districts, and community colleges. Only municipalities and some public universities employed 50 percent or fewer women.

Government employers were motivated to establish family supportive personnel programs to respond to employee need and to improve employee morale.

Private sectors employers cite the use of work-family programs to recruit new employees as a far more important motivating factor than do government personnel directors.

In government workplaces, leave policies are favored over all other family-supportive initiatives offered by public sector employers in North Carolina.

Childcare and eldercare programs are the least popular family supportive initiatives offered by public sector employers in North Carolina.

Future Plans

The publication of the full report is scheduled for October, 1992.

Meanwhile NC Equity, in conjunction with an advisory committee composed of professionals from government and from the private sector, will solidify an agenda based on this report by the end of 1992. NC Equity will hold a press conference to award, reward, and recognize the 47 most family-friendly government workplaces to advance its agenda for change. There are plans afoot to identify someone in the personnel department of each state government agency to promote family-supportive personnel policies as well as sensitize supervisors on the need for responding to the family needs of employees. NC Equity also plans to testify before legislative and executive committees at all levels of government to further its goal of making government a model employer.

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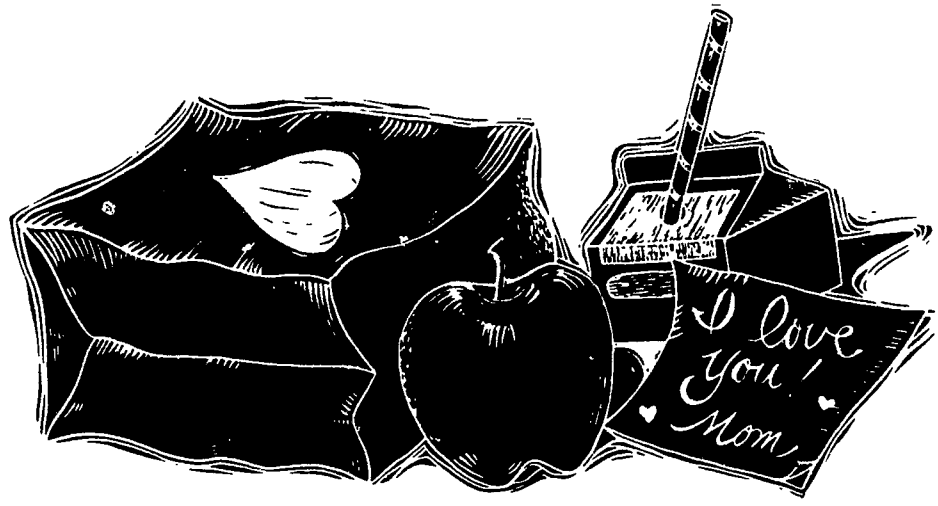
■ by Judith David

ONE SMALL STEP: A Community Response to Work and Family Issues



Over the past decade, Northern California's Bay Area, like most communities in the United States, has faced major changes in its economy, family life, and labor force. The need for quality, affordable and accessible childcare has emerged as a critical concern for working parents as well as their employers. Members of the baby boom generation are caring for their elderly parents, often at the same time as they are raising their own children. Employers are realizing that in order to attract and maintain a high quality workforce, they must find ways to help their employees balance work and family responsibilities.

In 1986, One Small Step (initially known as The Bay Area Employer Child Care Coalition) was convened by United Way of the Bay Area to help local employers address childcare issues in the workplace. Early discussions with local business leaders revealed that many businesses had no idea how to respond to their employees' family needs. Employers were also unfamiliar with program models from other companies that could help influence strategies for their own workplaces.

The initial objective of the Coalition's founders—a group of fifteen public and private sector representatives—was to educate local employers about the wide range of policy and program options available to meet the needs of both employees and businesses. In order to join the Coalition, Bay Area employers made a commitment to take at least "one small step" to address the childcare needs of their employees. The rationale for building a membership association was to provide employers in the community with a regular forum to exchange information, experiences, and strategies.

The One Small Step Coalition has been a great success in the Bay Area. Today, its membership has grown to almost 100 employers, and it scope has expanded to other "work and family" issues (e.g., members are now addressing eldercare as well as childcare issues). A majority of participating employers have instituted family-supportive programs such as dependent care flexible spending accounts, family leave policies, regular part-time work schedules, flextime policies, and a wide variety of informational assistance in the form of brochures, resource libraries, lunchtime seminars, and resource fairs. Growing numbers of employers in the Coalition are also initiating job-share arrangements, telecommuting programs, compressed work weeks, resource and referral programs, and training for managers to sensitize them to the needs of working parents and caregivers.

The members of One Small Step represent a diverse spectrum of public and private organizations of various sizes and industries. Active participants include, among others: Chevron Corporation, Kaiser Foundation Health Plan, Levi Strauss & Co., Pacific Gas & Electric Company, Pacific Telesis Group, Raychem Corporation, San Mateo County, University of California, and Wells Fargo Bank. Employer representatives in One Small Step are typically from human resources departments and responsible for designing and overseeing work and family policies and programs. One Small Step offers participants various networking and educational services, including an annual conference, quarterly employer roundtables, issue-focused subcommittees, publications, and special updates on current topics such as the new California family leave law. The Coalition is primarily funded by annual membership dues, in addition to assistance provided by United Way of the Bay Area.

One of the greatest strengths of the Coalition is its unique ability to coordinate information and resources from throughout the community to help advance work and family initiatives. This year, in an effort to build communication among local employers and experts in the childcare and eldercare fields, One Small Step introduced an Affiliate Membership composed of select service providers, consultants, labor representatives, university faculty, public policy advocates, and research professionals. And the Coalition has been able to facilitate numerous innovative projects, including a recently formed Bay Area Back-up Child Care Consortium.

The strategy of working with and through employers to meet community needs has proven to be particularly effective because changes in organizations can affect significant numbers of working parents and caregivers. Ultimately, it is Bay Area families, and the communities in which they live and work, that benefit from the initiatives taken by employers participating in One Small Step.

Judith David has served as Director of One Small Step—The Bay Area Employer Work and Family Coalition since 1988. Contact her at: The United Way, 50 California St., Suite 200, San Francisco, CA 94111, 415/772-4315.

■ by Charles S. Rodgers, Ph.D. and Fran Sussner Rodgers

THE WORK & FAMILY AGENDA: Not For Women Only?

The new programs and policy changes which have developed in recent years to address the work and family agenda (including childcare, dependent adults and eldercare, and workplace flexibility) have been directed in theory towards both women and men. Indeed for years, virtually all corporate communications about work and family activities, be they pronouncements of senior management, newspaper interviews, or internal memos have stressed that work and family concerns are not just women's issues. This belief has been expressed so often that it suggests a case of 'protesting too much'.

Why do people feel so compelled to defend the work and family agenda as not for women only? Weill, it clearly is true that children and dependents are not just the concern of women. Work and family issues at the workplace primarily arise out of a concern for productivity: removing conflicts between effective work and family care helps employees to contribute their best. Since the work and family issue is one of productivity and economic health, it is not just a concern of women.

Another explanation is the widespread belief that these issues will not be considered serious or important if they affect primarily the female half of the population. It is reasoned that men in power will only act in this area if they think men are also affected. Many women also fear that if the family issue is seen as affecting men and women differently, that this will reinforce the old stereotype that motherhood is incompatible with a serious career.

Lastly, it is understood that men becoming more involved in the day-to-day responsibilities of the home is a critical ingredient to the success of women. If the connection between work and family is to be defined primarily as a women's issue, that could let men "off the hook" from being more involved. The 1990 Virginia Slims/Roper Poll showed that 70% of working mothers consider more assistance from their husbands at home to be the single change that would help them the most.

In our view, the politically correct statement that work and family issues are not just women's issues, while accurate, often obscures very important gender differences. After two decades of examining family issues in dozens of workplaces, we know that the changing family has widespread consequences for productivity, economics, and society. But we are also struck by how much the care of family members still resides with females and how much more family responsibilities have an impact on the work lives and careers of women.

The major gender differences

The world has changed less than we are led to believe by the anecdotes in the press on new roles for men. In fact, gender roles are very slow to change and it is useful to keep in mind the still-profound differences that separate men and women. Women still bear the major share of the responsibilities for the care of children and the household. In our own research, women continue to spend twice as much time on household and childcare tasks as do men, even in families where the women are also employed full time outside the home. Married women with children have, on average, over ten hours less leisure time because of their dual roles at work and at home than their male counterparts.

Partly as a result of this unequal division of labor in the home, women are far more likely to take advantage of corporate policies that support parental responsibilities. Employees who have taken family leaves or who work part-time are overwhelmingly female. Users of dependent care programs are also primarily female. And they are more likely to be the ones who stay home when a child is sick, who go to teacher conferences, or who leave work to pick up their child at a day care center.

Consequently, it is women who overwhelmingly pay the price in slower career progression. They are more likely than men to refuse relocations or jobs that require extensive travel or overtime. These behaviors are still seen by most companies as signs of seriousness about one's career and are used as symbols of productivity.

There is evidence, however, that men are changing. There are signs of a considerable shift in men's attitudes and interest, which may signal future changes in behavior. In surveys we have conducted over the past ten years, the percentage of men who report feeling increased stress from work and family conflict and who are interested in policies and programs to address these changes has grown steadily. Men are far more likely now than in the past to express their frustrations with a work environment that discourages participation in the lives of their families. But they report an even more unforgiving culture than women if they do act on their desires to be more involved. The risks are still perceived to be too high for many men to use the policies which are in place.

Men and women are a long way from being equal partners in the home, and the consequences of this put women in the forefront of discussions of corporate family policies. Equal numbers of men are not now—and are not likely to be in the foreseeable future—willing to make the same trade-offs for their families as women have. But a significant minority of men are going to demand reasonable workplace accommodations for family responsibilities.

It is clear that businesses will not be able to achieve diversity goals such as the breaking of the glass ceiling and the general advancement of women without a strong work and family agenda in place. The vast majority of women have children during their working years and most of them will be in families where the father is either absent or a less than equal partner in parenting. To take advantage of the talents and education of women, we must acknowledge this reality. However, in the long run, creating workplaces where men feel free to assume greater family roles, and where all employees have a way of contributing which is consistent with their personal circumstances, will be the greatest contribution of the work and family field.

Fran Sussner Rodgers is the Founder and President of Work/Family Directions, a consulting firm which works with leading corporations on strategies to address the changing workforce. She is recognized as a national authority on dependent care and women in the workplace.

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broadened to include the development of flexibility guidelines, communication efforts, and even changing performance appraisal systems to include how well the supervisor handles the work-family concerns of his or her subordinates.

One of the problems with current work-family management training efforts is their lack of coordination with company diversity programs. Double messages abound. Diversity programs emphasize breaking the glass ceiling and developing the career of employees. As such, their messages emphasize moving onto the fast track. In contrast, work-family messages emphasize balance, even taking time off. When these two conflicting messages are given, employees feel safer listening to the those that promote the development of their careers, especially in a period of business downturn.

One of the tasks of Stage III is to begin trying to reconcile these two corporate initiatives with each other. It is not a simple matter to do so, however, because different departments and different constituencies are involved, and turf issues often arise. Will work-family issues be treated under diversity initiatives? Will these two areas begin to collaborate more and if so, how?

• Work will be redefined in the coming decade.

As the anytime, anyplace office becomes more commonplace (faxes and computer in the home, phones in cars), and as the United States moves toward an information-based economy, boundaries between work and family will become even more diffuse. Standards for measuring performance are expected to hinge less on duration (the number of hours one works equals commitment and productivity) and more on results. In addition, the recession has led to reductions in middle management, greater reliance on team approaches, and different paths for promotions including more lateral moves. These preconditions are ideal for the inclusion of work-family concerns. At the present time, however, the leaders discussing the workplace of the future are not thinking of these issues. And it is always possible that the workplace will continue to demand more work over longer hours.

As promising and exciting as the emergence of business involvement in work-family issues has been, there are limitations on how much employers can change the work-family situation.

• A concern: corporations alone cannot solve societal problems.

The conservative political agenda holds that government should do less and that private enterprise should play the major role in resolving social problems. Some feel it is up to the business community to voluntarily provide parental leave, to promote quality in childcare, and to offer supports for employees struggling with work-family responsibilities. If one looks, however, at the communities with the strongest business response to work-family and childcare problems, these are the communities in which government has built the strongest infrastructure. Companies are less likely to invest in community services that are of poor quality. Thus, government involvement is a precondition to business activity.

• A concern: the involvement of business may widen the gap between the haves and the have nots.

If one notes the companies named in this article as being the most family-friendly, it is immediately apparent that the most responsive companies are the companies that employ the most privileged workers. Not surprisingly, an analysis of the predictors of family-responsiveness in a four-state study we conducted revealed that larger companies and companies with a higher number of professional employees were the most likely to be family-friendly.[11] Thus, those who are helped most by business involvement are the haves—employees who work for companies that already provide good salaries and benefits—and those who are not helped are the have nots—employees who work for employers, which offer lower salaries, and fewer, if any, benefits. Work-family assistance could have the unintended effect of creating a larger distance between social classes.

• A concern: companies are more likely to provide work supports than family supports.

Most of the assistance of business has been aimed at reducing the obstacles to employees coming to work. This is, of course, a very important function, but from a family perspective, it is worrisome that there is much less attention to the provision of family supports, programs and policies that enable employees to spend time with their families.

• A final concern: it is difficult to be family-supportive.

In other studies, we have investigated the predictors of being family supportive, looking at the relationships between parents and children's childcare providers. We have found numerous obstacles. For example, we have found that differences of race, income, and education between parents and staff are predictive of poorer relationships between them. Likewise, we have found that attitudinal difference are important. Teachers who believe that mothers shouldn't work (and one in four feels this way) are less likely to be supportive of employed parents.

All of this suggests that change is not easy. It requires altering attitudes as well as behavior, and that takes time. It is hard, in corporate parlance, to get from here to where we are going. But it crucially important to do so for the sake of the families of today and tomorrow.[12]

Ellen Galinsky is Co-President of the Families and Work Institute, 330 Seventh Avenue, New York, NY 10001, 212/465-2044. She is a former board member of the Family Resource Coalition.

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Federal Government Information Sources

BALANCING WORK RESPONSIBILITIES AND FAMILY NEEDS: The Federal Civil Service Response
A report by the Office of Policy and Evaluation
United States Merit Systems Protection Board
1120 Vermont Avenue, N.W.
Washington, D.C. 20419
202/653-8900

The United States Government is trying to keep pace with the private sector in offering benefits to its employees which balance the demands of the workplace and family responsibilities. Growing out of the requirements of the Civil Service Reform Act of 1978, this report provides an overview of significant actions taken by the U.S. Office of Personnel Management and some of the Government's human resource management programs. It details employee benefits to assist federal workers in balancing the demands of work and family. The report also examines ways the federal government can become a vanguard in work and family employment issues. Topics discussed include: childcare, eldercare, alternative work schedules, part-time employment and job sharing, flexplace, and leave-sharing programs.

WOMEN'S BUREAU WORK AND FAMILY CLEARINGHOUSE
United States Department of Labor
200 Constitution Avenue, N.W.
Washington, D.C. 20210
202/523-4486

The Work and Family Clearinghouse was established in 1989 by the Women's Bureau of the Department of Labor to provide information to employers seeking to develop work and family policies to address the issues of childcare and eldercare. Information is available in five option categories: direct services, information services, financial assistance, flexible policies, and public-private partnerships. The Clearinghouse produces two information folders: *Choices* provides overviews and a guide for employers to decision making on eldercare and childcare program options; and the *Work and Family Resource Kit* contains a summary of the work and family conflict and discusses pertinent topics such as benefits, leaves, services, alternative work schedules, and dependent care options. Of particular interest is a document describing strategies for employers on how to distinguish and choose between work and family options. The kit also includes an extensive reference and resource list. The Women's Bureau also offers a list of relevant publications, booklets, and fact sheets available through the Department of Labor.

WORK AND FAMILY PROGRAM CENTER
United States Office of Personnel Management
1900 E Street, N.W.
Washington, D.C. 20415-0001
202/606-5520

The Work and Family Program Center was recently established in June, 1992 to provide leadership and assistance to federal agencies in developing and implementing work and family policies. The Center intends in the near future to establish an Interagency Partnership on Work and Family to address significant dependent care issues. Participating agencies are to include the General Services Administration, and the Departments of Defense, Transportation, Health and Human Services, Labor, and Veteran Affairs. The Office of Personnel Management's literature includes: its 1992 report to Congress entitled *A Study of the Work and Family Needs of the Federal Work Force*, detailing the OPM's findings on dependent care needs and programs, work and family employment options, key measures to increase the effectiveness of work and family programs, and agency program implementation; *A Survey of Work and Family Provisions in Federal Labor Agreements*, discussing maternity leave, paternity leave, childcare, employee assistance programs, flex time, compressed workweek, leave-transfer, adoption leave, flex place, part-time employment, and job sharing; and *Dependent Care Policies for Federal Employees*, an overview of available work and family options for government employees.

Not-for-Profit and Membership Organizations

NEW WAYS TO WORK
149 Ninth Street
San Francisco, CA 94103
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Barney Olmsted & Suzanne Smith, Co-Founders and Directors

New Ways to Work is a respected not-for profit research, training, and advocacy organization promoting flexible work arrangements. For twenty years, NWW has worked with corporations, trade unions, and policymakers to design and implement alternative scheduling and staffing options. NWW has been at the forefront in advocating work options such as flexplace and flextime, work sharing, compressed work week, telecommuting, alternative staffing, regular part-time, v-time programs, leave of absence, and phased retirement. NWW has launched several community-based pilot programs to demonstrate the value of adopting alternative work strategies. New Ways Workers is a youth employment project promoting year-round private sector job opportunities for high school youth. The Equiflex Project addresses inequities inherent in using a two-tier workforce. The Work and Family Project seeks to identify strategies for balancing work and family time. NWW publishes a resource book to assist managers in using the tools provided by NWW's consulting arm entitled *Creating a Flexible Workplace*. Other publications include *Work Times*, a quarterly newsletter, a mail-order library of handbooks, how-to manuals, and audio-visual materials.

THE CONFERENCE BOARD
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The Conference Board is a global business membership organization whose purpose is to improve the business enterprise system and to enhance the contribution of business to society by enabling executives to explore and exchange business practices and policy issues through a variety of forums.

Of particular interest to FRC members, the Conference Board sponsors the Work and Family Research Council which produces a number of publications including a substantive report titled *Linking Work-Family Issues to the Bottom Line*, which addresses the questions: What is the impact of work-family problems on absenteeism, turnover, and employee stress? Who bears the brunt of work-family conflict? and What are the effects of on-site childcare, maternity leave, flextime, and employee assistance programs on productivity?

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Founded in 1989, the Families and Work Institute is a not-for-profit research and planning organization dedicated to balancing the changing needs of America's families with the continuing need for workplace productivity. The Institute's program addresses the entire life-cycle of the family, maintains a commitment to both the public and private sectors, examines the effects of work on family life as well as the effects of families on work performance, and forecasts future trends with input from all sectors of society. The four major activities of the Institute are: policy research, dissemination, strategic planning, and management training. The Institute operates a national clearinghouse on work and family life and publishes a many materials on the topic, including *The Corporate Reference Guide to Work-Family Program*, a 437-page volume ranking and profiling the work-family programs and policies of the largest Fortune 1000 companies in each of 30 industry areas.

THE NATIONAL WORK/FAMILY ALLIANCE
52 Chestnut Street
Boston, MA 02108
617/248-0809
Contact: Kathy Cramer

The Alliance is a new trade association to support the development of the emerging work/family industry. Members will be organizations that help businesses implement work/family programs. The Alliance will produce and maintain an in-depth directory of all known work/family organizations and support regional work/family associations and organizations. The Alliance will connect the emerging work/family industry to the business community and to the media.

Childcare and the Workplace

CHILD CARE ACTION CAMPAIGN
330 Seventh Avenue 17th Floor
New York, NY 10001
212/239-0138
Fax: 212/268-6515

CCAC, formed in 1983, is a national agency whose mission is "to stimulate and support the development of policies and programs that will increase the availability of quality, affordable childcare for the benefit of children, their families, and the economic well-being of the nation." Toward this end, CCAC publishes several guides to assist employers and employees in learning about various issues in childcare. *An Employer's Guide to Child Care* aids employers in choosing a childcare consultant who best fits the specific needs of the firm, and provides resources for locating these consultants. *Not Too Small to Care: Small Businesses and Child Care* profiles 29 small businesses which have successfully implemented childcare benefits in the form of on- or near-site childcare centers, employee subsidies, flexible work hours, parental leave, family day care homes, and Dependent Care Assistance Plans. *Making the Connections: Public-Private Partnerships in Child Care* highlights 20 successful and innovative partnerships between private business, voluntary

from CCAC is a series of brief information guides detailing specific topics such as "How to use the Federal Childcare Tax Credit" and "Employer Supported Childcare. Current Options and Trends." CCAC is currently establishing a data base of employers nationwide that provide their employees with some type of work and family benefit.

NATIONAL COUNCIL OF JEWISH WOMEN
53 West 23rd Street
New York, NY 10010
212/645-4048
Fax: 212/645-7466

The National Council of Jewish Women (NCJW) is a volunteer organization of 100,000 members nationwide which has served for a century in assisting children and families of all ethnic, economic, and religious backgrounds. The NCJW's Work/Family Project has recently written and published the report *Options for the 90's: Employer Support for Child Care*. This project discusses childcare in light of direct care services, employee financial assistance, flexible personnel policies, and community investments. The Work/Family Project has also compiled a publications and resource list to supplement the report. Additionally, the NCJW Center for the Child has prepared several fact sheets concerning childcare and the workplace.

Publications

SOLVING THE WORK AND FAMILY PUZZLE
By Bonnie Michaels and Elizabeth McCarty
Published by Business One Irwin
1818 Ridge Road
Homewood, IL 60430
708/206-2700

This book addresses questions surrounding the work and family issue. How does balancing family and work affect the personal and professional lives of today's workers? Practical "how-to" information is given, using case studies, on successfully juggling the responsibilities of work and of the family. Michaels, president, and McCarty, vice president and general counsel of Managing Work & Family Inc. offer information for both employer and employee on how to identify organizational values and goals, how employers can take a proactive role to assure employee satisfaction in the workplace, and how to set priorities and construct a plan to balance careers with personal lives. The book also addresses such subjects as the special needs of single parents, blended families, and parents that travel.

WORK AND FAMILY LIFE
Circulation and Customer Service:
6211 West Howard
Chicago, IL 60648
1-800-727-7243
Katie Thorndike 1-800-676-2838
Dr. Susan Ginsberg 212/875-4651

Published in collaboration with Bank Street College of Education in New York, *Work and Family Life* is an excellent resource for managers and employees alike. W&FL has been called an "unyuppified" newsletter designed to address the wide spectrum of concerns both in the home and in the workplace: how to squeeze in chores on the weekend, keys to a happy marriage, negotiating conflicts with co-workers, easing the transition to a new job, coping with the needs of older family members, why managers fail, and similar subjects. W&FL currently reaches 20,000 employees in 140 firms in 37 states nationwide. Dr. Susan Ginsberg, editor and publisher, is Associate Dean and Director of the Work and Family Life Seminars at the College. Ellen Galinsky of the Families and Work Institute is the executive editor.

THE WORK AND FAMILY NEWSBRIEF
Work and Family Connection
350 East Michigan Avenue
Suite 301
Kalamazoo, MI 49007-3851
616/343-0770
1-800-334-4094
Fax: 616/343-6260

The W&FN is compiled and written by Work and Family Connection, a firm in Minneapolis, providing consulting services and on-site management training. The W&FN is published monthly and consists of a summary for that month of all the work and family news published in newspapers, trade journals, periodicals, and other newsletters. *The Trend Report*, pubished bi-weekly and included in the subscription, offers opinions and commentary on trends and new programs. A hotline is available to subscribers only for questions about work and family programs and policies across the country.

Private Resources

THE BUREAU OF NATIONAL AFFAIRS, INC.
1231 25th Street, N.W.
Washington, D.C. 20037
1-800-372-1033

BNA is the largest private information source in the United States. They publish more than 80 daily, weekly, biweekly, and monthly information services for business executives, human resource executives, labor officials, financial analysts, and other professionals concerned with issues of business and government interaction. BNA Plus, a subdivision of BNA, provides customer service and support to supplement BNA's publications, compiles and publishes a *Special Report Series on Work & Family*. These monthly Work and Family reports can be ordered individually or by yearly series of twelve issues, dating back to 1988. In addition, BNA has compiled a *Directory of Work and Family Programs* which outlines and describes work and family programs now in place, those scheduled to be implemented this year, and those under consideration by more than 200 employers nationwide. Topics explored in this volume include childcare, eldercare, and leave programs. The Directory also includes the names, addresses, and telephone numbers of hundreds of individuals working in the field of work and family. *Work and Family: The Complete Resource Guide* provides details on the latest survey results, studies, and reports; state laws and regulations; proposed federal legislation; innovative corporate policies; and pertinent court cases and arbitration decisions. And Jean D. Linehan, consultant on Work & Family Programs for the Bureau of National Affairs, Inc. has identified *178 Family-Oriented Policy & Program Options for Employers*.

MANAGING WORK AND FAMILY, INC.
912 Crain Street
Evanston, IL 60202
708/864-0916
Bonnie Michaels, President

Managing Work and Family, Inc. is a private consulting firm which serves businesses across the country in developing and implementing strategies to assist employees in balancing the demands of work and home. MW&F publishes a number of pamphlets and guides which are available to the public: *Comprehensive Meeting Leader's Guide*; *Developing Work/Family Policies: Guidelines for Senior Management*; *Helping Employees Handle Work/Family Conflicts: Strategies and Skills for Managers*; *Employee Planning Guides* for day care, eldercare, and maternity leave; and *How to Communicate Family-Care Needs to your Supervisor*. MW&F has also compiled several Kopy Kit curricula to help employees balance personal responsibilities with career demands including: *Managing Work and Family* and *Family Ties & Bottom Lines*, which cover topics such as the working parent, working options, proactive approaches to absenteeism, and creating win/win situations. These curricula are concise, clear, and legally reusable for photocopying, displays, and presentations. In addition, MW&F has produced a video entitled *Managing Your Career and Your Personal Life*.

WORK/FAMILY DIRECTIONS, INC.
930 Commonwealth Avenue West
Boston, MA 02215-1212
617/278-4000
FAX: 617/566-2806

Work/Family Directions, Inc. is a human resources consulting firm, helping companies effectively manage the work/family balance by addressing the diverse and changing family needs of their employees. To this end, Work/Family Directions comes as part of a corporation's employee benefits package, and encompasses programs and strategies for dependent care, workplace flexibility, strategic labor force planning, research, education, and training. The menu of services includes among others: addressing the full range of dependent care needs; offering assistance in adoption, childcare, special needs childcare, school achievement issues, school selection, and eldercare; providing workplace surveys and employee research, work and family labor force planning and strategy development; assisting companies in designing and administering customized systems to help employees with dependent care; and publications, seminars, and videos.

THE PARTNERSHIP GROUP, INC.
840 W. Main Street
Lansdale, PA 19446
215/362-5070

Since 1982, the Partnership Group has been working with employers nationwide to help create a workplace which is friendly to the personal family needs of its employees. Their consulting services utilize the case manager approach and are designed to complement and to be compatible with existing employee benefits and specific corporate cultures. TPG's general services include detailed analyses concerning managerial training and assessment, flexible work arrangements, leave policies and practices, financial assistance, dependent care services, community resource development, and family and work management support. TPG's Family Resource Service to its clients includes: written education materials tailored to suit a specific business's needs; on-site workshops and Family Resource Centers which include video presentations on childcare, parenting, and eldercare topics and which serve to help employees with similar problems to network and form informal support groups; and consultation by Resource Consultants available 24 hours a day via a toll-free hotline. TPG also employs follow-up and ongoing assessment programs to help overcome any obstacles encountered in the business's transitionary phases. TPG is active in community service and sponsors numerous neighborhood activities for children, elders, and social service providers.

Researched and written by John A. Finger, Family Resource Coalition Summer Research Associate from the Irving B. Harris School of Public Policy Studies, University of Chicago.

IN THIS ISSUE

As we go to press, the timeliness of the focus of this issue—Work and Family—is forcefully impressed. At the national level, the presidential candidates revive the familiar debate about a national family leave policy which would guarantee workers up to 12 weeks of **unpaid** leave to care for a new baby or a severely ill family member.

The American Business Collaboration for Quality Dependent Care—an alliance of 111 companies in 44 cities—last month announced that it will spend $25.4 million to improve childcare and eldercare options for their employees. And *Working Mother Magazine* released its newest list of the 100 most family-friendly firms in the nation. The pace of progress is the work-family arena is increasing.

In this *FRC Report* we provide diver... perspectives on work and family. It contains insights from some of the foremost leaders in this field. **Ellen Galinsky**, Co-President of Families and Work Institute (and former FRC board member) guided the planning of the issue. Her article provides an overview of the topic of work and family as we know it and raises important concerns which will need to be addressed as the field grows.

Following Ellen, we profile Levi Strauss, an exemplary corporate work and family program. We ask **Arlene Johnson** to reflect on her ten years of experience developing a sound framework for employers to implement work and family programs.

Next, **Susan Lambert, Ph.D.** reports on the findings of her research regarding family-friendly policies and the pay-off for both the company and the families at FEL-PRO, Inc.

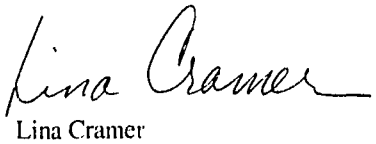
And **Dana Friedman** writes about corporate funds, a new strategy to improve the quality and supply of services for employees.

The centerpiece of this issue is an FRC interview with the directors of five community-based work/family programs, building dialogue about work with employers and employees.

After this, we move to questions of strategy for promoting the work/family agenda. The piece I contributed compares American and European policies which affect working families. And there are reports from two regional organizations regarding their efforts to help the field grow.

Fran and Charles Rodgers address the issue of gender and work/family issues.

Finally, there's a Resource File at the end of this *Report* to help you advance the agenda of work and family in your workplace. We hope you enjoy the issue and we welcome your comments.



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