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ABSTRACT

The relationship between family and the workplace and the impact of both on school readiness are well documented. As society changes, home, work, and school relationships are being reassessed and retooled. Noting that employers are taking an increasing role in helping families cope with societal changes, this handbook offers information to businesses interested in becoming more involved in helping employees balance work and family life. Part 1 of the guide discusses the evolution of family-friendly policy, providing information on the benefits of progressive family policies, connections to education, and bottom-line benefits. Part 2 describes various types of family-friendly programs, including alternative work arrangements, flexible scheduling, and family-supportive benefits. Part 3 provides information on planning, implementing, and sustaining a worksite parenting program, based on a model developed by the North Carolina Business Committee for Education. Part 4 of the guide provides examples of Gold Star Programs that have successfully implemented family-friendly policies and programs representing varying sizes, types, and regions of the country. Four appendices include an employee survey on a worksite parenting program, checklists for establishing a worksite parenting program, organizational and other types of resources, and information on the Family Medical Leave Act. (KB)

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Family-Focused Workplace Guide

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Family-Focused Workplace Guide

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SERVE

The SouthEastern Regional Vision for Education
Associated with the School of Education
University of North Carolina at Greensboro

And in collaboration with
The North Carolina Business Committee for Education

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October 1998

Dear Colleague:

It is with pleasure that the SouthEastern Regional Vision for Education (SERVE) presents the *Family-Focused Workplace Guide*. We publish this document in collaboration with the North Carolina Business Committee for Education in the hope that other organizations will build on our efforts. By developing relationships among government, private business, social services, and education, we improve the chances that today's children will be tomorrow's successful citizens.

This handbook offers information to businesses interested in becoming more involved in helping employees balance work and family life. It presents a picture of the changing society and of the importance of workplace practices that support family life. This guide gives examples of Gold Star Programs that have successfully implemented family-friendly policies and programs, and it describes one model program. It also offers valuable resource information.

We hope that you will find this document helpful as you reflect on practices in your workplace. As an educator or parent, you may wish to share it with the businesses in your area. If you are an employer, please accept it as a guide for initiating or enhancing a workplace parenting program in your business.

Sincerely,

John R. Sanders

John R. Sanders, Ed.D.
Executive Director

Affiliated with the School of Education, University of North Carolina at Greensboro

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Dear Friend:

Recognizing that children's parents and family are their first and foremost teachers, the North Carolina Business Committee for Education is extremely proud to be a collaborative partner with SERVE in publishing the *Family-Focused Workplace Guide*. This workplace tool is designed to assist businesses of all sizes and sectors in examining their current work/family policies and programs in the spirit of continuous improvement.

Like every school and community, every business has its own unique characteristics, conditions, and resources. This publication recognizes this reality and encourages businesses to start where they are and, through community partnerships, to strive for a benchmark standard based on best practices in their business sector. Our experience has proven that worksite parenting programs are a valuable service to employees and offer employers a sound return on their investment.

Thank you for taking time to share this tool with those colleagues, friends, and associates who share in the belief that high student achievement and school success are derived from results-driven partnerships among the family, school, businesses, and the larger community.

Sincerely,

Thomas J. Williams
Executive Director

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Contents

Introduction 1

The Evolution of Family-Friendly Policy 2

Types of Family-Friendly Programs 7

Planning, Implementing, and Sustaining
a Worksite Parenting Program 12

Gold Star Programs 18

Appendices 29

Introduction

The family has historically served as the foundation of society. The relationship between family and the workplace and the impact of both on school readiness are well documented. Society, however, is changing, and home, work, and school relationships are being reasse ed and retooled.

Employers are taking an increasing role in helping families cope with societal changes. The institution of family-friendly policies is becoming more prevalent. Government, the private sector, and community groups are contributing toward the creation of more family-friendly workplaces and are creating alliances to assist businesses in achieving that goal.

SERVEing Young Children (SYC), a component of the SouthEastern Regional Vision for Education (SERVE), is responsible for developing national leadership and expertise in early childhood education into the next millenium. One of the ways SYC accomplishes this is to address critical issues of national importance in order to impact outcomes for young children and their families.

SYC, though workshops and its publication *Families and Schools: An Essential Partnership*, has emphasized parental involvement in education. Another SYC publication, *A Call to Action: Family Involvement as a Critical Component of Teacher Education Programs*, addresses the fundamental skills that teachers and caregivers need to fully involve families in education.

The North Carolina Business Committee for Education (NCBCE), supported by the Office of the Governor, the North Carolina Department of Public Instruction, and other agencies, is encouraging businesses throughout the state to provide opportunities for employees to learn about and discuss effective parenting techniques.

The committee's mission is to encourage businesses to provide an environment which enables employees to become knowledgeable and supportive parents who promote and sustain the value of education for their children. One result of the committee's efforts was the publication of *ABC's of Worksite Parenting Programs*, a handbook which reflects the experiences of businesses that have implemented worksite parenting programs. It is the forerunner of this publication.

The collaboration of the SYC and the North Carolina Business Committee for Education is an outgrowth of their unswerving commitment to forge bonds among the family, education, and the workplace.

The Evolution of Family-Friendly Policy

Four decades ago, a company was considered family-friendly if it provided jobs to parents who otherwise would be unemployed. Societal changes such as the single-parent family and the sharp increase in the number of working women have redefined and broadened the meaning of "family-friendly."

To be considered family-friendly today, a company must offer its workers an abundance of benefits. They range from the very basic, such as health insurance and equal pay for equal work, to more proactive services, such as on-site childcare, flexible hours, telecommuting, family leave, and tuition assistance.

The family unit has changed radically since the 1950s. Today only 13 percent of all American families fit the traditional mold of wage-earner husband and homemaker wife, according to the Bureau of Labor Statistics. Various other studies have put that number as low as ten percent. Sixty percent of women with children under six are in the workforce. Single-parent families headed by males are the fastest-growing type of family group in America.

The initiation of formal family-friendly programs began in the seventies when increasing numbers of women were entering the workforce. Although these programs were regarded by many as a passing fad (Galinsky, Friedman, and Hernandez, 1991), the number of companies establishing family-friendly practices has increased. This is partly in response to the number of women assuming increasingly responsible positions in the workforce, the growing number of single-parent households, and recognition of the importance of fathers' participation in their children's lives.

The Work/Family Balance

These dramatic lifestyle changes are reflected in the increasing role of employers in helping workers cope with their family responsibilities. Those needing special help are families with small children and families with both child-rearing and elder-care responsibilities.

Despite the increased sensitivity of companies to their employees' desire for a work-family balance, the pressures on working families are getting worse, according to two-thirds of respondents to a national survey conducted for the National Partnership for Women and Families.

To help relieve those pressures, men and women want workplaces that are more flexible so that they can achieve the balance between family obligations and work duties. Most women and about half of all men surveyed termed this as "extremely important." As reflected in a 1994 survey of workers by the U.S. Department of Labor Women's Bureau, businesses that offer family-friendly benefits make better prospective employers.

A quarter of a million women polled identified building a family-friendly workplace as one of three policies urgently needing implementation by companies. The other two were increased pay and more training. A Working Women Count program by the Bureau resulted in more than a thousand businesses, community organizations, state and local governments, and labor unions pledging a variety of initiatives such as flexible scheduling, personal leave time, and on-site childcare.

Priority Management Systems, an international management consulting firm, surveyed attitudes of workers toward their jobs. In this study of 1,000 upper and middle managers, personal values and corporate demands were found to conflict. Only two percent of the managers indicated they lead a balanced lifestyle. Nearly 70 percent of the waking day was consumed by working and commuting, according to the survey.

The overall issue of helping working families should be a government priority, according to 72 percent of the 1,115 adults polled in a survey from the *Family Matters* report. Here are two key survey findings:

1. Most people want the federal government to expand the Family and Medical Leave Act to include time off for workers to go to the doctor, meet with their children's teachers, or to get out of a violent situation at home.
2. Sixty-six percent of all poll respondents said that there should be basic quality standards at the national or state level that all health insurers should meet.

The Family and Medical Leave Act now guarantees that workers at companies with 50 or more employees can keep their jobs if they have to take time off to deal with an illness in the family for up to 12 weeks. Unfortunately, only a minority of the nation's workers are employed at companies with 50 or more employees. Unless a small company has the sensitivity and wherewithal, most working people still can't take time off in an emergency—even unpaid leave—and be guaranteed they will retain their job.

What Worksite Programs Have Accomplished

Many companies who now boast the most progressive family policies in the nation were oblivious to the needs of their employees only a few years ago. A 1987 study at Corning showed that women and minorities were leaving the company at twice the rate of white men. A 1988 survey at DuPont showed that 25 percent of male employees and 50 percent of females had considered leaving the company for one that offered more flexibility. Today, both companies are leaders in family-friendly policies.

Progress has been modest for children and families in the workplace, but there is evidence that the implementation of family-friendly policies is expanding:

★ *Working Mother* magazine's 1996 survey of the top 100 family-friendly companies shows a greater utilization of flexible schedules in the corporate

world, extension of on-site childcare centers beyond company headquarters, and the development of programs where companies set aside funds to meet a wide array of employee needs.

- ★ Hal Morgan and Kerry Tucker, authors of *Companies That Care*, found that many companies of every size in every region of the country are meeting the work-force challenges of the 1990s through family-friendly policies.
- ★ A committee of employers has developed the Employer Promise for Learning to formalize their commitment to family-friendly policies. They use the promise and recruitment materials to encourage other employers to incorporate family-friendly policies into their corporate culture.

How Education Can Be Helped

Employment practices that assist in the education of employees and their children are meaningful. These types of initiatives improve morale and workers' perceptions of their employers. According to The Conference Board's *Business Guide to Support Family Involvement in Education*, policies such as flexible work schedules that promote parental involvement in education contribute to workplace productivity and enhance school-based achievement by children of employees.

The need for more business involvement, however, still exists. The Conference Board cites a study that shows only one-fifth of parents consistently attend school programs. More than 40 percent never do, and only one-third of parents regularly attends their child's extracurricular performances, such as athletic events and plays. The main culprit: long hours in the workplace. Employed mothers, for example, work an average of 65 hours per week.

Secretary of Education Richard Riley has emphasized the importance of parental involvement in their children's education. "There is a compelling need for adults to reconnect with America's children," he asserted. "We seem as a nation to be drifting toward a new concept of childhood that says a child can be brought into this world and allowed to fend for himself or herself."

A parent's mere attendance at a school function can have positive results. The Conference Board notes that this type of involvement alerts the student and the school that education is important to the family.

Other effective education initiatives include family literacy programs, continuing education for the employee or employee's child, tuition reimbursement, college decision making, summer employment to assist with college expenses, and at-work seminars. Personal days allow employees to take time off for special events such as parent-teacher conferences and special school events.

Bottom-Line Benefits

Companies offering family-friendly programs have learned that they translate into good business, both internally and externally. According to Gibson (1997), work-life programs can save companies money. His survey of 451 human resource professionals found that "an appropriate mix of work-life programs" saved their companies millions of dollars in unscheduled absenteeism. Com-

pany surveys have also disclosed other benefits such as reduced employee turnover, increased productivity, improved morale, job satisfaction, and tax credits.

Far from being a passing fad, family-friendly policies have become prevalent in the nineties, with most Fortune 500 companies offering a variety of programs to their employees (Galinsky, Friedman, and Hernandez, 1991). If not quite mainstream yet, family-friendly programs are certainly here to stay. And businesses that offer family-friendly programs are using them to attract the best workers.

The Conference Board observes that Work-Family Directions, Inc., has designed a cost-benefit analysis model to assess the quantitative impact of a company's family-friendly policies. The model is adaptable and depends on a company's goals and motivation. The model measures five quantitative factors of family-supportive policies.

1. Employee time saved
2. Increased performance
3. Employee retention
4. Stress reduction/health-care cost prevention
5. Reduced absenteeism

Almost always, for every dollar spent on family-resource programs, more than $2 is yielded in direct cost savings. This holds true regardless of company size, industry type, or average income of employees, according to Work-Family Directions.

Research clearly indicates that problems experienced by employees trying to balance work and family lead to increased absenteeism, work disruptions, high turnover, stress, and low morale. By addressing work-life issues, companies not only benefit employees but also gain a competitive edge in the marketplace.

Xerox Chairman and CEO Paul A. Allaire told business leaders at a summit on re-linking life and work that family-friendly policies are a powerful business tool, not just a necessary accommodation. "Workers with a sense of empowerment are more efficient, productive, and satisfied on the job," said Allaire. "Companies that treat employees with respect are repaid in the dividends of employee motivation, productivity, and commitment to quality." He further emphasized that no one set of policies is right for every company and urged executives to nurture a corporate culture that respects differences, assumes people want to do the right thing, and values empowerment "so people can get the job done."

The family-leave law has proved popular with businesses as well as workers. One survey shows that 95 percent of companies who have family-friendly policies in place say that these policies more than pay for themselves in increased productivity, higher morale, increased retention rates, and the ability to attract higher-quality workers.

Other Research

- ★ The Ford Foundation, a leader in the advocacy of family-friendly workplace policies, found that helping employees meet the dual pressures of work and family boosts efficiency, creativity, and profits.
- ★ The Metropolitan Washington Work/Life Coalition discovered that programs such as on-site childcare and flexible work schedules can improve both employee morale and a company's bottom line. The survey, which included small and large firms, also reported that companies are beginning to examine benefits that can boost productivity and morale throughout the life cycle. These benefits include company fitness centers, subsidized cafeterias, tuition assistance, and employer support for a worker caring for an elderly parent.
- ★ A Cannon Consulting Group survey showed that 72 percent of employers said they believe absenteeism would be greatly reduced if a company offered on-site child-care services. The survey also found that 34 percent of the employers believe that childcare favorably affects profitability because it is convenient for employees and reduces stress.
- ★ Studies at Johnson & Johnson revealed that absenteeism among employees who utilized flexible work options and family leave policies was 50 percent less than the workforce as a whole. In addition, two years after the introduction of work-family benefits at Johnson & Johnson, employees reported that their jobs interfered less with their family lives.
- ★ Aetna's retention rate increased from 77 percent to 88 percent after it initiated a six-month maternity leave with flexible return-to-work possibilities.
- ★ Since the opening of its childcare center, Union Bank in Los Angeles reported positive effects on turnover, absenteeism, maternity leave, and public relations. Cost savings in turnover alone increased from $63,000 to $147,000.
- ★ A survey of nine employers in the Smart Valley Initiative, a California project that promotes telecommuting, found telecommuters to be 25 percent more productive on the days they worked at home and 20 percent more productive overall.
- ★ The City of Phoenix began an innovative in-home sick child-care program for working parents. It resulted in saving the city $11,000 in non-productive sick leave in just six months.
- ★ Family-friendly policies indeed yield important returns for employers in terms of lower training expenses, decreased absenteeism, reduced turnover, higher morale, and increased loyalty. It has even been suggested that morale increases among employees who do not have dependent care needs. A key component in maximum utilization of family-friendly programs is managerial support in promoting them.

The verdict on corporate attitudes toward family-friendly workplace policies: awareness and implementation have multiplied significantly, but much work remains to be done.

Types of Family-Friendly Programs

Broadly speaking, a family-friendly workplace program is one in which an employer seeks to help employees balance work and family responsibilities. A family-friendly program can be as elaborate as on-site childcare or as simple as a flexible work schedule.

This guidebook provides an overview of programs available to businesses. Some programs can only be initiated by a large company or a consortium of small and mid-sized businesses. Others that are simple and inexpensive can be utilized by any business. To start, let's look at some of the most prevalent types of family-friendly workplace programs, according to a survey by the Families and Work Institute, and a few others that are fast gaining favor among employers.

Alternative Work Arrangements

The programs most widely available to help families balance job and family life involve flexible time and leave: flextime, part-time jobs, personal days, and personal leaves. While companies have instituted alternatives to standard work arrangements for reasons that are other than family-related, these arrangements can be considered family-supportive because they offer employees greater flexibility and control over the times and places they work. Whether they involve flexibility in an employee's schedule or workplace, these accommodations are extremely helpful to parents whose children's school schedules and illnesses often require them to be in two places at once.

Flexible Scheduling

Flexible scheduling includes workdays with flexible hours and positions with flexible hours.

Flextime generally involves one of the following arrangements:

- ★ A work schedule that allows an employee to arrive and leave earlier or arrive and leave later than the business's traditional workday
- ★ A work schedule that allows an employee to shorten or skip lunch breaks to enable him or her to arrive later or leave earlier than the traditional work day
- ★ A work schedule that allows an employee to work a 40-hour work week in fewer days, such as four 10-hour days, instead of a business's traditional work week

Job sharing is another example of flexible scheduling. Through this arrangement, two employees fill one full-time position and arrange their schedules to ensure that all of the duties associated with the position are fulfilled. In addition to accommodating employees' schedules, this approach enables an employer to assign two employees with complementary skills to one job.

Part-time schedules are defined as any arrangement short of normal full-time work. Employees may work portions of days, weeks, months or years. They

may also be on a temporary or permanent status. This kind of arrangement is one of the most widely used family-friendly programs, according to the Families and Work Institute. Employees in these positions typically receive benefits such as health insurance and leave in proportion to the number of hours they work. For example, a half-time employee pays for one-half of his or her health insurance and accrues leave at one-half the rate of full-time employees. Most companies, however, do not offer benefits to workers who are on the job less than 20 hours a week.

Time-off options most commonly include paid holidays and vacations. Relatively new are **personal days** that allow employees several discretionary days off, other than vacation time, to take care of personal or family matters. Personal days are generally written into company policy and available to all employees.

Flexplace: With the widespread use of home computers, portable computers, modems, and other technology that enable employees to take their work on the road, the term *flexplace* is taking its place beside the term *flextime*. More employees are opting to take their work home during emergencies, such as a child's illness, rather than stay at work or request leave. And more employers are seeing the advantages of offering the option of flexplace. By allowing employees to work at home, these employers are literally enabling their employees to be in two places at once, fulfilling both their work and family responsibilities. Not only is the work being done; it is being done well in terms of achieving the desired results.

Telecommuting, a more popular term for flexplace, most frequently refers to work-at-home arrangements. Under certain conditions, employees who care for children or elders can benefit from telecommuting arrangements, although parents of small children are still likely to need childcare support while working at home.

Family-Supportive Benefits

Beyond changes in their policies governing time on and off the job, companies are now also evaluating the whole range of benefits in order to keep abreast of changes in workforce demographics. Sometimes this means redesigning the entire benefits package in order to provide more programs and more choice. Sometimes it means adding to or changing the types of benefits available. Occasionally the effort involves better packaging and communication of the benefits already being offered by the corporation.

Cafeteria benefits allow employees to individualize their benefit selections from a menu of different options and tradeoffs. The overwhelming majority of cafeteria plans have been implemented since 1990, and none was in place before 1980. Employers were not allowed to offer a choice in benefits until passage of the 1978 Revenue Act, when section 125 of the Internal Revenue Code was introduced. Businesses should investigate federal and state funding services for child health care.

Dependent Care Assistance Plans (DCAPS) are flexible spending accounts that enable employees to set aside annually up to $5,000 of their pretax salaries and use that money to reimburse health and dependent care expenses. This account may include an employer contribution or a portion of profit-sharing funds and is tax-free to both employer and employee.

Adoption benefits include financial assistance in paying expenses related to adoption. Adoption benefits also allow time off, as in maternity and paternity leave, for the employee when the child is adopted. This benefit is attractive to employers because of its high visibility and low cost. Infrequent adoptions are generally the rule, and this keeps yearly usage rates and costs very low.

College tuition assistance involves the offering of scholarships and loan subsidies under a tax-deferred savings plan. The company, for example, may match annual contributions of up to $1,000 for each of an employee's child's four years of high school.

Long-term care insurance is a relatively recent benefit offered by companies. Such policies provide coverage for the long-term illness of a parent or spouse, as well as the policyholder. The introduction and growth of this benefit reflect the changing age structure of the population. Workers retiring from companies today can expect to live 25 years or more in retirement and are increasingly likely to face long-term health problems in their later years. Also, large numbers of baby-boomers are becoming responsible for their aging parents, who may be included in the coverage offered by their employers.

Dependent care support involves benefits in addition to the assistance provided through company plans. This includes referral networks that are designed to assist large numbers of employees with dependents.

Childcare resource and referral agencies help families find childcare that meets their needs and also work within their communities to increase the supply of high-quality childcare programs. They often work with businesses by providing enhanced referral services and workshops on finding quality childcare for their employees. Many of these agencies also administer programs that help families pay for childcare.

Elder care consultation and referral are newer and far less prevalent than childcare. Although community-based information and services for the elderly are often extensive, employers have not been connected to these resources until recently. Such services provide information and counseling on elder care problems, as well as referrals to local agencies serving the elderly. Strong growth in the use of this service seems likely—again due to the fact that baby boomers are becoming responsible for the care of elderly parents. Many of the companies that have launched childcare resource and referral services are now also offering similar services to employees with elder care responsibilities.

Childcare centers and consortia are a key concern for prospective and present employees. This benefit is not as prevalent as others because of the perceived costs involved in its implementation. Larger corporations work to

improve childcare options for their workers by directly providing childcare through on- or near-site centers. Options for companies with fewer resources are to subsidize childcare at existing childcare centers in the community or to participate in a consortium of companies in creating a center.

Maternity/paternity leave is more likely to be offered by large companies, according to the Institute of Personnel and Development (IPD). Though small companies may find it difficult to implement maternity leave, employers should be aware that a good maternity policy attracts a high calibre of women to join and stay with an organization, the IPD asserts. Although the paternity leave option has become more prevalent, many companies have not instituted one. Men have a parental role that extends beyond breadwinner, added the IPD.

Partnership programs with schools involve the donation of money, equipment, and/or special expertise. Often employees are given time off to volunteer their time in educational and community-related activities. Employers can fund special projects—such as newsletters, voice-mail systems, and centers for parents—aimed at improving parent-teacher relationships. Business leaders can further education reform by serving on task forces that explore new ways to enhance parental involvement or by advocating legislation. Schools, in turn, can lend expertise by providing parent education courses for employees.

Worksite parenting programs refer to company-sponsored workshops, seminars, or classes for employees who wish to improve their parenting skills and improve the balance between work and family life. This type of program is often achieved through partnering with the local school system and various community agencies supporting children and families. Employers can provide personnel with information about parenting programs provided in the community by hospitals and other groups. Parents also benefit from receiving printed information made available at key locations or through inserts with payroll.

Work-family support groups allow employees, in small, facilitated discussion groups, the opportunity to give and receive support for family-related concerns such as health, education, and child needs. The company plays a proactive role in creating and encouraging these groups. Depending on company policy, these groups meet on company time, over lunch, or after work.

Work-family coordinators typically emerge as staff positions in firms that have moved beyond initiating one or two policies or programs and are developing a more integrated approach to work-family issues. This evolutionary process often includes an evaluation of all family-related policies in the company, in order to determine the overall "family-friendliness" of the work environment. The size of the company and its experience with family-friendly policies dictate whether or not they have work-family coordinators on staff.

Work-family handbooks provide a more integrated approach. A user-friendly handbook describes all of a company's family-friendly policies. These publications need to be continually updated and employees advised as to changing options and additional or discontinued programs.

Work-family management training tends to emerge when a company is examining and revising its family-related policies (especially those related to work schedules and leaves). Employers recognize that the use and effectiveness of such policies can be severely jeopardized unless they are fully supported by supervisors. This is performed on a continuous basis.

Community support is a program where companies provide corporate foundation support for work-family services in the community. This is done in coordination with educational and community agencies. A more recent development in corporate giving, however, is the creation of special funds.

Prevalence of Work-Family Programs in Companies

Part-time Schedules	87.8%
Employee Assistance Programs	85.6
Personal Days	77.4
Flextime	77.1
Personal Leaves of Absence	70.4
Childcare Resource and Referral	54.5
Spouse Employment Assistance	51.9
Dependent Care Assistance Plans	49.5
Job-Sharing Arrangements	47.9
Flexplace	35.1
Family, Childcare Leaves for Mothers	28.0
Family Counseling in Relocation	26.9
Work-Family Seminars	25.7
Cafeteria Benefits	25.1
Wellness/Health Programs	23.4
Elder Care Consultation and Referral	21.1
Adoption Benefits	15.7
Childcare Centers	13.0
Work-Family Management Training	9.6
Work-Family Support Groups	5.3
Corporate Foundation Giving	5.3
Family Illness Days	4.8
Discounts for Childcare	4.8
Sick Childcare	4.3
Work-Family Coordinators	3.2
Work-Family Handbooks	2.7
Long -Term Care Insurance	2.1
Consortium Centers for Childcare	1.6
On-site Caregiver Fairs	1.6
Vouchers for Childcare	1.1

(1996 Families and Work Institute Survey)

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Planning, Implementing, and Sustaining A Worksite Parenting Program

Society has changed drastically in recent years, which has made the raising of children more challenging than ever before. Data indicates an increase in the number of women in the workforce, single parent households, dual-career couples, families caring for aging parents, and new business demands for higher quality work with fewer resources. These changes can result in increased pressures upon employees, employers, and families in effectively balancing the demands of work and family responsibilities.

New evidence continues to show that family involvement in education is critical to student achievement and creating strong and vibrant communities. Recent brain research documents the importance of the first few years in determining the way children learn, think, and behave for the rest of their lives. Parents are their children's first and most enduring teachers, and they need continuous encouragement and support in this role.

It makes good business sense to support employees as parents as they make important decisions in this area. Worksite parenting programs enable parents to make wise use of limited time in becoming more knowledgeable in their parenting role. These programs offer businesses a high return on their investment.

The list below outlines the major phases and processes in planning, implementing, and sustaining an effective worksite parenting program based on a model developed by the North Carolina Business Committee for Education (NCBCE). NCBCE is a business-led, nonprofit organization committed to improvement in K-12 public education. Although a company's size, industry sector, and resources will dictate appropriate modifications to a program, this process has proven to bring positive results at minimal cost.

Phase One: Leadership

1. Obtain the CEO/Senior Leadership Support
2. Establish an Employee Steering Committee
3. Formulate a Program Mission Statement

Phase Two: Planning

1. Assess Employee and Program Needs
2. Plan and Advertise the Program
3. Budget Resources
4. Obtain Front-line Managerial Support
5. Collaborate with Other Businesses and Community Organizations

Phase Three: Implementation and Evaluation

1. Conduct the Program
2. Evaluate the Program
3. Make Appropriate Changes/Refinements

Obtain the CEO/Senior Leadership Support

The first critical step in establishing a worksite parenting program is to enlist the commitment of top leadership. This is essential to the success of any program, particularly when the program is new and innovative. Not only is leadership's support critical to employee participation in the program, but it is also necessary to promote collaboration among businesses, schools, and community agencies.

If the program involves local school personnel, then the school superintendent must endorse and support a parent-involvement program at the worksite. Each partner must select capable staff member(s) to provide the necessary leadership, and these individuals must be aware of the high priority of this responsibility. Business organizations often select staff in the Human Resources or Community Relations areas to spearhead the effort while most school systems already have staff responsible for parent and community involvement activities. These key personnel must work together closely, especially during the early stages of planning and implementation.

During the first programs conducted at the worksite, top leadership should be in attendance to demonstrate their strong support for the new initiative. Also, leadership should provide correspondence to let their managers and personnel know they are strongly encouraged to participate. Ongoing program status reports should be shared with senior leadership to document the benefits from this investment.

This model assures that only limited funds are required to have a successful parenting program at the worksite. Business leadership must ensure adequate funds and time are available to promote the program, provide refreshments, and if needed, fund any fees essential to obtain quality presenters.

Selection of Employee Steering Committee

The program steering committee is essential in creating employee interest and buy-in to the program. Senior leadership should identify the primary individuals responsible for the oversight and implementation of the program. These individuals should identify and recruit employees who have children at different age levels and whose positions will represent all levels and functions within the business. The names of the members of this committee should be publicized to employees for ease of contact. This diverse group will help assure that various ideas and personnel are considered in planning and implementing a successful program.

The business may want to consider having some community or school system representation on the steering committee. Their role might be to present various topics for consideration or to serve as a link to other agencies or resource materials in the local community.

Formulate a Program Mission Statement

Although an organization's family-friendly policies should be relevant to its overall business mission, a specific mission statement for the worksite parenting program offers a roadmap for implementation. Key questions the steering committee should address in developing the program mission statement include

- ★ What are we doing?
- ★ For whom?
- ★ How will we do this? For what purpose?

The steering committee should be encouraged to give other employees the opportunity to "buy in" to the program mission statement.

The following is an example of a program mission statement:

> *Through our worksite parenting program, we will get the right information, to the right people, at the right time thereby creating a positive change and improving the quality of relationships in our families, communities, and business.*

Assess Employee and Program Needs

The paramount charge of the steering committee is to determine the type of programs best suited for its business and employees. Effective methods of determining needs and program topics are through small focus groups, informal surveys, and program evaluation forms. Focus groups and surveys should be specific enough to pinpoint the most prevalent employee needs but should not include phrasing that would encourage unrealistic expectations by the workforce. A sample informal survey is included later in Appendix A. Surveys may include such items as number and age of children, preferred times and frequency of sessions, and topics of interest. It is recognized that a "one size fits all" is not an appropriate approach. Each business should develop the type of program best suited for its employees and business conditions.

Plan and Advertise the Program

It is essential that employee feedback, along with budgetary considerations, be the primary elements in developing a plan for the worksite parenting program. The program must respond to employee needs because supportive policies are viewed as critical in the recruitment and retention of workers. Clearly, if company policies are not made responsive, employees at all levels will continue to suffer work/family strain and conflict—the very condition that a family-friendly initiative is designed to alleviate.

Good program marketing strategies are essential. There are several ways to advertise a new program such as company newsletters, bulletin boards, flyers in cafeterias and restrooms, e-mail reminders, payroll stuffers, and announcements or handouts at staff meetings. Perhaps one of the most effective strategies is issuing personal, face-to-face invitations by members of the steering committee. Larger companies would be well served to inform representatives from each team or department of upcoming events. An important aspect of advertising is to notify employees of the program and sign-up procedures well in advance of the program dates.

Allocate Resources

Businesses realize that their future success depends on well-developed plans and strategies. That corporate mindset is just as valuable in assuring the success of parenting sessions held at the worksite. The vision/focus selected for the parenting program should help determine the frequency and topics of the sessions. Though a modest budget is required to support a successful parenting program, companies will recognize a return on this investment through added employee appreciation and improved employee productivity.

The steering committee, using results of the focus groups, surveys, and employee suggestions, should be actively involved in all phases of session planning. Ongoing plans for several months' lead-in time on selected topics will maintain interest and visibility for the employees. This approach demonstrates the depth of commitment to the program.

A comprehensive plan is essential to the establishment of a yearly budget. Good presenters can be secured through local educational institutions and other community agencies. On occasion, a high-profile or special presenter for certain topics may require the expenditure of funds. This can create the conditions for multi-company collaboration and a joint session.

Obtain Frontline Managerial Support

Surveys (Galinsky & Hughes, 1987) of working families demonstrate that work-family programs are ineffectual if managers and supervisors do not support them. The company's offer of work-family programs often comes down to the phrasing "subject to the supervisor's approval." Oftentimes, the result is that the responsibility for obtaining managerial support becomes the employee's rather than the company's. And the decision to offer the program or not rests with a middle manager whose responsibilities or perspectives prevent the employees in a department from taking advantage of the company's program.

For this reason, a growing trend in companies who provide work-family programs is creating the culture necessary to support the programs. An excellent example is the accounting firm of Deloitte and Touche. In 1992, its chairman and CEO, J. Michael Cook, sought to establish a culture in which women could continue to take advantage of the firm's family-friendly policies as they advanced in their careers. To accomplish this objective, Cook initiated the Retention and Advancement of Women program, which includes gender-awareness

seminars for the company's managers. Since then the number of women accepting partnerships with Deloitte has doubled. In addition to helping Deloitte and Touche establish the culture necessary to retain women in senior leadership positions, Cook's efforts earned him Working Mother's Townsend Award as the Family Champion of the Year for 1997 (Moskowitz, 1997).

Collaborate with Other Businesses and Community Organizations

Large businesses usually have an easier time planning for parent involvement activities since they have a large number of interested parents and facilities on site for a group meeting. In addition, eating facilities at the business make it convenient to plan programs around lunch. With a large number of participants, it usually is easier to attract quality presenters.

Large businesses are encouraged to invite small businesses in their immediate area that may wish to participate. Local Chambers of Commerce may be helpful in identifying small businesses for involvement. Small businesses can designate representatives to receive and disseminate information to other employees.

Where it is not possible for small businesses to work cooperatively with a large business, it might be necessary for them to work independently or through the local Chamber of Commerce. Several small businesses interested in having a parent involvement program might form their own steering committee. One major challenge will be determining the most convenient time and place to meet. Schools and churches usually have meeting facilities available at convenient times.

Conduct the Program

There should be no surprises when the parenting program is actually implemented. The program, solidly grounded in the step-by-step process, should be executed "as advertised." With no track record or bind to tradition, steering committee members should be especially alert to employee feedback at the program's outset. Obvious adjustments should be made as part of the evaluation process.

Essential operational processes for each program session should include the following:

- ★ Facilities are ready for presenters and audience
- ★ Introductions and agenda are prepared in advance
- ★ A-V needs are ready as needed
- ★ Handouts and other materials are prepared
- ★ Video of session and/or additional resources are made available to employees as follow-up
- ★ Evaluation and presenter follow-up is conducted

Conduct Evaluation and Program Follow-Up

To ensure success and continuous improvement, each program should include an evaluation process conducted by the participants. The steering committee should review, analyze, and report the evaluation results to all employees and presenters. Areas for improvement should be addressed as needed. By offering a channel for employee feedback, the company allows its employees to feel that their voice matters. In addition, employees should be advised of where follow-up resources, contacts, and information may be obtained both on-site as well as through other sources.

Presenters should be formally acknowledged for their contributions through letters of appreciation.

Make Appropriate Changes/Refinements

Though refinement is the final step (not including periodic formative evaluation) in the process, it is critical for illustrating responsiveness to the workforce and ensuring the program's continued success. Employee feedback should be taken seriously and examined from every angle.

Gold Star Programs

Although thousands of companies throughout the country have begun work-family initiatives, only a small number have been recognized as pioneers in this effort. As long ago as the seventies, a few businesses recognized the need for family-friendly policies, and fewer still had the resources to implement them.

These companies have been recognized by their local chambers of commerce, state government, business associations, parent organizations, and the media for having the courage and foresight to institute worksite programs that enrich workers' lives and foster family ideals. More importantly, however, these trail-blazers made other companies cognizant of worker needs and that these needs could be successfully met without adversely affecting productivity or profit. In fact, as stated earlier, family-friendly workplace policies have boosted worker productivity and company bottom lines. In addition, policies of these companies have been and still are used as models. Adaptation has been so widespread that programs and policies considered "innovative" 20 years ago are commonplace today.

The number of companies with exemplary family-friendly policies and programs now number in the thousands. This section on Gold Star Programs is not intended to be exhaustive. In fact, only a few programs have been chosen for special mention. They were chosen to represent programs of varying sizes, types, and regions of the country.

Neuville Industries, Inc.
Hildebran, NC

Description: Neuville is a hosiery manufacturer with a workforce of 650 employees. More than 75% are female.

Program: An innovative pioneer in family-friendly policies, Neuville has had an on-site center serving the children and grandchildren of employees since 1979. To ensure high-quality care, the center operates slightly below its licensed capacity of 99 children and maintains lower staff/child ratios than required by the state. The center, called Playworld Child Development Center, is open on Saturdays to serve employees on weekend shifts. Neuville also subsidizes near-site care for employees working evening shifts. Playworld is no more than a five-minute walk away from all parents in the facility.

Neuville pays staff education and training time, a policy that is untypical in for-profit child-care centers. Other Playworld policies include flexible breaks for parents to spend more time with children, encouragement of parent participation in field trips, monthly parent-child lunches, and periodic parenting and child safety classes for parents.

Parents pay approximately 60% of the cost of care; Neuville subsidizes the rest. In 1980, Neuville subsidized $23,714; in 1997, the subsidy amounted to $121,570. The average cost of daycare centers locally ranges from $90-$100 a week; Neuville workers pay $51-$55 per week for one child with a sliding scale for additional children. Employees receive 21-26 days of free childcare per year, based on seniority.

Other Family-Friendly Policies:

- ★ Job sharing
- ★ Part-time workweeks with benefits
- ★ Limited paternity leave
- ★ Resource and referral program for outside centers
- ★ Salary continuation policy for childbirth/adoption

Benefits to Company: The advantages of family-friendly policies are numerous for Neuville. The company attracts and retains a highly qualified workforce. The turnover rate is about 34% compared with the industry average of more than 80%. Neuville can assure career continuity to women who might otherwise drop out of the workforce during their child-bearing years; employee morale is enhanced; and the company enjoys a positive public image.

Contact:

Elena Azzarita
Neuville Industries, Inc.
Hildebran, NC 28637
704/397-5566, Ext. 336

Bayfront Medical Center, Inc.
St. Petersburg, FL

Description: Bayfront Medical Center is a 90-year-old, 502-bed, not-for-profit hospital. There are 2,247 employees of which 1,633 are female.

Program: The Bayfront Medical Center joined the Pinellas County School System in opening a grade school on the hospital campus for children of employees. The Bay Park Partnership School is a satellite to nearby Campbell Park Elementary School where Bay Park children attend assemblies, group activities, and other events of interest. Bay Park is staffed by certified public school teachers and follows the public school curriculum.

Classes are for K-3 with eligibility limited to legal dependents of regular, full-time, or part-time employees. Should there be openings in any class after the start of the school year, legal dependents of other employees may be considered for enrollment. The enrollment process begins each spring for the following school year. Enrollment notices are distributed through Bayfront publications, payroll vouchers, and interoffice mail.

Pre-school children of employees may attend the Bayfront Child Development Center, across the street from Bay Park. The Bayfront Medical Center offers scholarships to employees who meet eligibility criteria to help further offset the expense of childcare.

Other Family-Friendly Policies:

- ★ Bearly Sick, a program which provides occasional sick-childcare to employees' children who may not be accepted at school or their regular childcare provider.
- ★ Flexible work schedules
- ★ 20/20 scholarship program (Work 20 hours, go to school 20 hours, get paid for 40 hours)
- ★ Financial aid for adoption
- ★ Scholarships for employees' children

Benefits to Organization: Bayfront Medical Center credits its work/life policies with decreased turnover and high employee morale. Its generous employee scholarship program provides a more highly educated workforce.

Contact:

Angela West
Bayfront Medical Center
701 6th St. South
St. Petersburg, FL 33701
813/893-6808

Sanderson Farms
Collins, MS

Description: A poultry-processing company, Sanderson has approximately 6,000 total employees at seven locations. There are 1,200 employees at the Collins plant.

Program: In 1993, Sanderson converted an old hatchery building into a modern, licensed childcare center. Community partners were essential in bringing the project to fruition. The crafting of storage shelves was a class project in carpentry for students at the Collins High School Vocational Center. The state Office for Children and Youth provided major funding for the center's teaching materials, supplies, equipment, and some operating expenses.

The childcare center is licensed to serve as many as 360 children over two shifts. Services offered include infant and toddler care, care for preschool children, school-age care, and summer programs. There are four specially designed playgrounds with one for infants.

Benefits to Company: The provision of quality childcare and education for employees' children has resulted in a less stressful working environment for parents. The program also provides flexibility for families, opening before 4:30 a.m. and extending hours when work shifts run long. The center is also open on Saturdays and holidays, whenever the plant operates.

Contact:

Chuck Adams
Sanderson Farms, Inc.
Collins, MS
601/649-4030

Patagonia
Ventura, CA

Description: Patagonia designs and distributes outdoor wear. There are 674 employees of which 57% are female.

Program: The Great Pacific Family Care Network is an innovative approach to problem-solving. Despite operating a successful on-site childcare center for children of its employees, Patagonia was still faced with the expense of recruiting new employees to replace those who had babies and decided to stay at home because they couldn't afford care or couldn't find room at the center. The 96-child capacity center costs Patagonia $400,000 a year or 40% of the operating expenses; employees pay the balance through monthly fees.

With the center full and costly, Patagonia, with Ventura County as a co-sponsor, established a network of home daycare providers. Since 1990, the program has grown to 20 members who care for up to 138 children. The network serves primarily Patagonia employees and county workers. This project has recently entered into a collaboration with Head Start to place income-eligible families with high-quality family childcare providers.

To start the network, Patagonia spent $15,000 while Ventura County put up $10,000. The funds give providers training and support for start-up and equipment. There are cash incentives to achieve accreditation for their programs. A monthly newsletter supplies curriculum ideas and professional updates. The family daycare network model can easily be adapted and utilized by companies with multi-sites. Estimated annual subsidy ranges from $250-$335 per child.

Other Family-Friendly Policies:

- ★ Parent education programs at the worksite
- ★ Adoption assistance
- ★ Elder resources on a wide variety of aging and senior care topics
- ★ Lactation support services
- ★ Paid leave to support childrenís classroom activities
- ★ Work at home and job sharing

Benefits to Company: Patagonia is able to bring new mothers back into the workforce faster. The State of California gives Patagonia tax credits for participating in work-family programs, and the federal government gives tax deductions. Other benefits include increased productivity, higher employee morale, reduced absenteeism, and recruitment benefits.

In attempting to quantify the specific benefits of the Family Service Programs, Patagonia focused on five key characteristics:

1. Savings from bringing new mothers back into the workforce when their babies are 8-16 weeks of age. Savings include the costs of recruitment,

retraining, and the time expended to bring a new employee to 100% productivity. Between May 1996 and April 1997, Patagonia saved $389,840. This sum reflects the assumption that 45% of those parents wouldn't return to work if they did not have quality childcare available.

2. Tax credits available for employers participating in Work-Family programs for their employees. This tax credit produced a savings of $22,738 for 1996-97.
3. Federal tax deductions. Approximately 35% of the program's total subsidy is deductible as a business cost and amounted to a benefit of $151,943 for 1996-97.
4. State tax deductions. Savings amounted to $13,354.
5. Reduction in employment taxes based on employee participation in pretax programs for childcare and medical reimbursement. A savings of $11,105 was realized.

When overall dollar benefits were compared to total program costs, a savings of $3,749 was realized for the company. While Patagonia doesn't address work-family issues for the advantages to the business but does it because it is the right thing to do for employees, it does make business sense.

Contact:

Anita Garaway Furtaw
259 W. Santa Clara St.
Ventura, CA 93001

Nortel (Northern Telecom)
Research Triangle Park, NC

Description: Nortel is a leading architect of global communications networks. Nortel designs, manufactures, and markets complete product portfolios for wireless networks, public carrier networks, enterprise networks, and broadband networks for worldwide communications. Nortel had 1997 revenues of $15.5 billion and has approximately 73,000 employees worldwide.

The company's largest business unit, Public Carrier Networks, is headquartered in Research Triangle Park (RTP), NC, where 8,500 employees design, build, and integrate digital communications networks—the networks that telephone companies worldwide use to provide dialtone for their customers.

Program: A nationally recognized advocate of work/family programs, Nortel brings education professionals to the workplace to inform employees that parental involvement is the key success factor in a child's education. These workplace seminars are designed to engage employees in having a positive impact on student achievement.

The Nortel program of sponsoring workplace seminars was encouraged in 1996 by the North Carolina Business Committee for Education, a strong innovative leader for education and family-friendly initiatives in the state. The seminars are driven by an employee steering committee that determines relevant topics and schedules notable speakers. Seminar topics have included "Balancing Work and Family," "Seven Habits of Highly Effective People," and "Communicating as a Family." Videotapes of the seminars are available for people who are unable to attend and employees at other Nortel locations.

The program's impact has been so positive that Nortel is partnering with NCBCE to encourage worksite parenting programs throughout North Carolina.

Other Family-Friendly Policies:

- ★ Flextime
- ★ Telecommuting
- ★ Job sharing
- ★ Part-time work options

Benefits to Company: The program plays an important role in improving employee satisfaction and helping employees balance their work/family life situations. The seminars have lively question-and-answer sessions featuring employee input. The model program is being emulated across the state with Nortel deriving a positive public relations image.

Contact:

Edgar Murphy, Community Relations Manager
Public Affairs
Nortel
4001 E. Chapel Hill-Nelson Highway
P.O. Box 13010
Research Triangle Park, NC 27709
919-992-3045
Fax 919-992-4655
email - edgarm@nortel.com

Stride Rite Corporation
Lexington, MA

Description: Stride Rite is a major manufacturer of athletic and casual footwear for adults and children. There are approximately 2,900 employees.

Program: Stride Rite is the first private company to establish a daycare center for young and old alike. The $700,000 program consists of adjoining facilities that allow easy mingling and interaction among 55 children (18 months to five years) and 24 elderly citizens over 60. Separated only by windows and hallways, the old and young have many opportunities to visit one another. Shared activities, such as cooking and birthday parties, are planned by the staff, but there are spontaneous get-togethers as well.

The Center was built with the goal of developing a national model to deal with an issue of growing national concern: associates who must not only take care of young children but elderly parents as well. Stride Rite launched its first childcare center in 1971 to serve the needs of both employees and community residents.

Other Family-Friendly Policies:

- ★ Family leave
- ★ Personal leaves of absence
- ★ Work-family coordinators
- ★ One week paid leave after birth/adoption of a dependent and adoption reimbursement up to $5,000 for related expenses for each child per year
- ★ Dependent Care Resource and Referral Program: a national child and elder care resource and referral service, free to all associates, with trained specialists who identify specific openings based on personal and financial needs—also offering referrals for pet grooming, walking, and boarding services
- ★ Work/Life Seminars
- ★ On-site Mammograms/Prostate Clinics offered once annually
- ★ Business Casual Dress is appropriate at all facilities year-round
- ★ Flexible Scheduling offering alternative work arrangements to meet the needs of employees, including flex-scheduling, compressed workweeks, part time, and telecommuting
- ★ New parent registry offering a series of lunchtime seminars for expectant parents
- ★ Fitness Centers located on site
- ★ 401(k) Match and Pension Plans
- ★ All facilities smoke-free

Benefits to Company: The company's Work/Life offerings have impacted the organization's productivity, retention, and recruitment. Absenteeism among associates with children enrolled in the on-site childcare centers is reduced. Research and referral specialists have drastically reduced the amount of time it takes associates to identify appropriate childcare, substantially reducing stress

for the employee and the family, as well as reducing time away from work. Recruitment of highly talented candidates is enhanced by offering programs like summer hours and flex time.

Contact:

Beverlye M. Keaton
Director, Associate Relations
Human Resources
191 Spring St.
Lexington, MA 02173
617/824-6000

Ben & Jerry's Homemade, Inc.
South Burlington, VT

Description: Ben & Jerry's is a leading maker of premium ice cream and other frozen desserts. There are 614 employees who are 39 percent female.

Program: The company operates an extremely active and generous foundation for corporate-giving, a vehicle normally used by much larger businesses Ben & Jerry's gives away 7.5 percent of its pre-tax earnings to the foundation, employee community action teams, and corporate grants. In addition to the foundation's work with children and families, Ben & Jerry's has been singled out by the U. S. Department of Labor as having implemented worker-friendly programs.

Other Family-Friendly Policies:

- ★ On-site childcare center
- ★ 100 percent paid disability for six weeks and 60 percent thereafter
- ★ $2,000 for adoption aid
- ★ Paid leave for maternity, paternity, or adoption
- ★ Paid preventative health care
- ★ Work/family support groups
- ★ Savings plan match
- ★ Three free pints of ice cream
- ★ Health club memberships

Benefits to Company: Ben & Jerry's is a close family. Profit-sharing and generous benefits not only keep employee turnover low but attract well-qualified applicants.

Contact:

Ben & Jerry's Foundation
c/o Rebecca Golden
30 Community Drive
S. Burlington, VT 05403-6828
802-651-9600

Appendices

Appendix A
Employee Survey on Worksite Parenting Program 30

Appendix B
Checklists for Establishing Worksite Parenting Program 32

Appendix C
Resources 33

Appendix D
Family Medical Leave Act History and Information 44

Appendix A

Sample of Employee Survey on Worksite Parenting Program

Your response to the items below will assist our company in developing an effective worksite parenting program that is responsive to your needs. Thank you for taking the time to complete this.

AGE OF CHILDREN — **NO. OF CHILDREN** — **CURRENT SCHOOL DISTRICT**

- ❑ 0 - 5
- ❑ 6 - 10 _____ _____
- ❑ 11 - 13
- ❑ 14 - 18

INTENDED POST-SECONDARY PLANS OF YOUR CHILD (check one)

- ❑ Four-year college/university
- ❑ Junior college
- ❑ Community college
- ❑ Employment
- ❑ Military
- ❑ Other (Explain) _____

TIME YOU PREFER TO ATTEND SESSIONS

- ❑ Before work
- ❑ Lunch time
- ❑ End of workday
- ❑ Evenings
- ❑ Other _____

PREFERRED FREQUENCY OF SESSIONS

- ❑ Monthly
- ❑ Every 2 months
- ❑ Quarterly

____ **YES**, I am interested in serving on the Worksite Parenting Program Steering Committee to plan future activities for our company's program.

NAME _____

POSITION _____

PHONE/Email _____

PLEASE INDICATE PARENTING TOPICS OF INTEREST TO YOU
(check all of interest):

- ❑ Homework: "Your Home As a Learning Center"
- ❑ Communicating with the School
- ❑ Value of Parenting
- ❑ Communicating with Your Child
- ❑ Parent Teacher Conferences
- ❑ Reading to Your Child
- ❑ Improving Writing, Math, Science (and other subject areas)
- ❑ Conflict Resolution
- ❑ Motivation and Responsibility
- ❑ Discipline/Behavior
- ❑ Building Your Child's Self-Esteem
- ❑ Balance Work/Family Responsibilities
- ❑ Exceptional Children/Learning Disabilities
- ❑ Attention Deficit Disorders
- ❑ Testing: Information for Parents
- ❑ Preparing Your Child for School
- ❑ School Safety: Parent and School Roles
- ❑ Other Topics of Interest _____

INDIVIDUALS YOU RECOMMEND AS PRESENTERS & POSSIBLE TOPICS
(Please list names and positions of potential presenters and their topics.)

_____

_____

_____

OPTIONAL INFORMATION

Do you currently serve as a school volunteer? YES NO

If so, what school do you serve? _____

List your major activities _____

_____

____**YES**, I would like to serve as a school volunteer.

Special interests in school volunteer work: _____

_____

PLEASE RETURN SURVEY TO:

Appendix B

Sample of Checklist for Establishing a Worksite Parenting Program

Leadership Phase

❑ Planned ❑ Completed ❑ Follow-Up Needed ❑ Notes

- CEO, education, and community leadership demonstrates interest
- CEO/ senior leadership, education, and community leadership identify steering committee leadership
- Human resource policies reviewed to assess support for family-friendly environment
- Steering committee develops and communicates program mission statement to all employees

Planning Phase

❑ Planned ❑ Completed ❑ Follow-Up Needed ❑ Notes

- Steering committee identifies employees' interests
- Human and financial resources assessed to consider program parameters
- Leading topics and presenters identified
- Specific programs, dates, times, location(s), and resources defined and promoted
- CEO/senior leadership communicates program support to all front-line managerial support
- Communicate program to other businesses and community groups as appropriate

Implementation and Evaluation Phase

❑ Planned ❑ Completed ❑ Follow-Up Needed ❑ Notes

- Implement the program process
- Assess employee evaluations of the program
- List areas for continuous improvement for next session — share results
- Provide follow-up information through Parent Information Center (optional)

Appendix C
Resources

National Organizations

U.S. Department of Education
600 Independence Avenue, SW
Washington, DC 20202
E-mail Customer Service@inet.ed.gov
1-800-USA-LEARN
Evidence continues to accumulate that family involvement in education is
1. Good for business
2. Critical to children's school achievement
3. Necessary for strong and vibrant communities

Various publications from the department that promote business and education partnerships are available.

Childcare Action Campaign
330 7th Ave, 17th Floor
New York, NY 10001
(212) 239-0138
This organization provides information on pending legislation dealing with childcare issues. Of special interest to employers are bills that offer tax credits to companies who provide their employees assistance with childcare.

The Conference Board, Inc.
Customer Service Department
845 Third Avenue
New York, NY, 10022
A business research group that reports objectively on key areas of changing management concern, opportunity and action. It operates the Work & Family Information Center, which publishes the *Work-Family Roundtable*. Several of their latest publications relate to human resource and work-family issues.

Families and Work Institute
330 Seventh Avenue
New York, NY 1001
(212) 465-2044 telephone
(212) 465-8637 fax
Funded by major corporations and foundations, this organization has pioneered the study of work-family issues since 1989. The institute conducts research, advises businesses on planning and implementing work-family programs, and publishes research reports and other documents of interest to businesses.

The Home and School Institute
1500 Massachusetts Ave, NW
Washington, DC 20005
This is a nonprofit organization that offers workshops on fostering motivation, problem-solving, and teamwork skills in children. Employers host workshops and give workers time off to attend. Also publishes *Home Learning Recipes* and *The Survival Guide for Busy Parents.*

National Childcare Information Center
243 Church Street, NW, 2nd Floor
Vienna, VA 22180
(800) 616-2242
(800) 716-2242 FAX
This organization provides information on model private-public, employer-community, and other types of childcare partnerships.

The National Network for Collaboration
219 FLC, Box 5016
Fargo, ND 58105-5016
(701) 231-7259
(701) 231-8568 fax

Work and Family Connection, Inc.
5197 Beachside Drive
Minnetonka, MN 55343
(800) 487-7898 or (612) 936-6898
(612) 935-0122 fax
This organization is a national clearinghouse of information about work-family issues. Through its Resource Hotline, businesses can receive coaching on implementing family-friendly programs from experienced consultants. Work and Family Connection, Inc., also conducts custom searches of information on work-family policies and programs.

Work/Family Directions
930 Commonwealth Ave., West
Boston, MA 02215
617-278-4000
Provides information pertaining to childcare and elder care. Clients are primarily large companies.

US Chamber of Commerce
1615 H Street NW
Washington, DC 20062-2000
202-463-5460
202-463-3114 FAX

Lions Club International Headquarters
300 22nd Street
Oak Brook, IL 60523
630-571-5466
E-mail Lions@LionsClub.org

Kiwanis International
3636 Woodview Trace
Indianapolis, IN 46268
317-875-8755
317-879-0204 FAX

NACCRRA
1319 F Street NW, Suite 810
Washington, DC 20004
202-393-5501
202-393-1109 FAX
The National Association of Child Care Resource and Referral Agencies provides resource information for parents and training resources for childcare providers.

State and Regional Organizations

Family Resource Center
425 Magazine Street
Tupelo, MS 38801
601/844-0013 phone
601/844-0560 fax
E-mail grace@ebi.com

Georgia Initiative for Children and Families
Center for Family Resource Planning and Development
Family Health Branch, Division of Public Health
Georgia Department of Human Resources
2600 Skyland Drive NE, Upper Level, Room 5
Atlanta, GA 30319
404/679-0531 phone
404/679-0686 fax
E-mail jbt044e@dhr.state.ga.us

The Mississippi Forum on Children and Families, Inc.
737 N. President St.
Jackson, MS 39202
601/355-4911 phone
601-355-4813 fax
E-mail msforum@meta.net

North Carolina Business Committee for Education
Office of the Governor
116 W. Jones Street
Raleigh, NC 27603
919-715-3535 phone
919-733-2120 fax
E-mail twilliam@gov.state.nc.us
www.ncbce.org (Website)

SouthEastern Regional Vision for Education (SERVE)
1203 Governor Square Blvd., 4th Floor
Tallahassee, FL 32301
800-352-6001
904-671-6076
904-671-6020 FAX

New Ways to Work
785 Market Street, Suite 950
San Francisco, CA 94103
415-995-9860
415-995-9867
E-mail info@nww.org
www.nww.org (Website)
Offers guidelines for judging flextime requests and other work options.

Nine to Five
National Association of Working Women
614 Superior Avenue, NW, Suite 852
Cleveland, OH, 44113-1306
414-274-0925
414-272-2870 FAX
E-mail nat9to5@execpc.com
Job Problem Hotline (800) 522-0925
Offers books, CD ROMs, magazines, newsletters, reports, slide presentations, and videotapes.

Resources

The Corporate Reference Guide to Work-family Programs
by Ellen Galinsky, Dana E. Friedman, and Carol A. Hernandez
437 pages, $50.00
Available from
The Families and Work Institute
330 Seventh Avenue
New York, NY 10001
Phone (212) 465-2044
The most comprehensive reference on work-family issues ever published, this guide examines family-friendly policies ranging from flextime to subsidized daycare. It analyzes the policies of over 150 Fortune 500 companies and profiles

the top ranking companies. The guide's rating criteria is of special interest to businesses initiating or evaluating family-friendly polices.

Early Childhood Action Tips
The Families and Work Institute
330 Seventh Avenue
New York, NY 10001
Phone (212) 465-2044
These recommendations of leaders from diverse fields explain how each of us can contribute to the healthy development of America's children. The tips are organized for specific audiences, including employers and civic organizations.

Early Childhood Brain Development [Slide Show]
The Families and Work Institute
330 Seventh Avenue
New York, NY 10001
Phone (212) 465-2044
Both the short and long versions of this slide show presentation on the brain development of young children can be adapted for different audiences.

The Family Manager's Guide for Working Moms
by K. Peel
Ballentine Publishing Group
201 E 50th Street
New York, NY 10022
This handbook offers working parents tips on organizing and simplifying their lives. It includes "pep talks" in the form of quotations from individuals ranging from Dr. Spock to Abraham Lincoln.

1997 National Study of the Changing Workforce
The Families and Work Institute
330 Seventh Avenue
New York, NY 10001
Phone (212) 465-2044.

Moving from Programs to Culture Change: The Next Stage for the Corporate Work-Family Agenda
by Dana E. Friedman and Arlene A. Johnson
26 pages, $25.00
The Families and Work Institute
330 Seventh Avenue
New York, NY 10001
Phone (212) 465-2044

Trend Report (One year's subscription)
The Work and Family Connection, Inc.
5197 Beachside Drive
Minnetonka, MN 55343
Phone (800) 487-7898 or (612) 936-6898
This monthly newsletter contains commentary and in-depth analysis of work-life issues and trends.

White House Conference on Childcare [Videotape]
The Families and Work Institute
330 Seventh Avenue
New York, NY 10001
Phone (212) 465-2044
In this five-minute videotape, which opened the White House Conference on Childcare on October 23, 1997, corporate CEOs, public figures, community leaders, and parents discuss the importance of quality childcare.

Work and Family Connection-A Retrospective: Research and Results from 1990 to 1995
Published in 1996, 267 pages, $89.00 plus $5.00 shipping and handling
Work and Family Connection, Inc.
5197 Beachside Drive
Minnetonka, MN 55343
(800) 487-7898 or (612) 936-6898
This reference covers the history via news clips of 31 types of family-friendly programs. It identifies the companies who initiated the programs and examines their bottom-line results.

"Work & Family" in *The Wall Street Journal*
Newspaper column covering trends, programs, and private and public sector policies. Column appears Wednesdays in the Wall Street Journal. It can be accessed at http://careers.wsj.com
E-mail sue.shellenbarger@news.wsj.com

Work and Family Newsbrief
The Work and Family Connection, Inc.
5197 Beachside Drive
Minnetonka, MN 55343
(800) 487-7898 or (612) 936-6898
This eight-page monthly newsletter is a digest of news about work-life issues from over 11,000 publications.

Work & Family Life Newsletter (on balancing job and personal responsibilities)
Bank Street College of Education
610 West 112th Street
New York, NY, 10025
(212) 663-7200 ext. 286
Circulation Office WFL, 621 1 West
Howard Street, Chicago, IL, 60648
(312) 875-4400

Working and Caring
by T. Berry Brazelton, M.D.
197 pages, $12.00
Addison-Wesley Publishers
One Jacob Way
Reading, MA 01867
(781) 944-3700
Working and Caring follows three families from pregnancy to toddlerhood as they deal with such issues as returning to work, selecting daycare, and caring for sick children. Throughout the book, Dr. Brazelton, Professor Emeritus of Harvard Medical School, offers practical advice on balancing work and family.

Working Fathers: New Strategies for Balancing Work and Family
by James A. Levine and Todd L. Pittinsky
The Families and Work Institute
330 Seventh Avenue
New York, NY 10001
(212) 465-2044

Working From Home: Everything You Need to Know about Living and Working Under the Same Roof
Paul and Sarah Edwards
Los Angeles: Tarcher, New York: St. Martin's Press, 436 pp.
(800) 288-2131

Working Moms' ABCs: Tips for Working Your Child's Education [Packet]
Available free of charge from Sylvan Learning Center
(800) EDUCATE will locate the Sylvan Learning Center nearest you.

Working Mother
One year's subscription for $9.97.
Available from Working Mother
P.O. Box 5240
Harlan, IA 51593-2740
(800) 627-0690
This magazine features a variety of articles on balancing work and family life. It also profiles businesses with family-friendly policies and practices.

The Working Parents Handbook
by J. S. Sale, K. Kollenberg, and E. Melinkoff
Simon and Schuster Mail Order
200 Old Tappan Road
Old Tappan, NJ 07675
(800) 223-2348
Beginning with maternity leave, this handbook offers practical solutions to problems parents face in trying to balance work and family.

The Working Women Count Honor Roll Report
U.S Department of Labor Women's Bureau
Washington, D.C. 20202
Available on the Web at www.dol.gov/dol/wb/honor.htm
About a quarter million women told the Bureau that they demanded improvement in three specific areas: pay and benefits, family-friendly workplaces, and respect and opportunity on the job.

Web Sites

Families and Work Institute
http://www.familiesandwork.org
Information on the institute's research, publications, training, and conferences on work-family issues.

The Fatherhood Project
http://www.fatherhoodproject.org
Suggestions on how fathers and other males can become more involved in their children's lives.

Work and Family Connection
http://www.workfamily.com

www.dcclifecare.com
Site offers links, resources, and statistics.

www.msbusiness.com/mbj970210
A business journal.

www.shrm.org/docs/whitepapers/dependcare.html
Site offers information for employers on setting up family friendly benefit plans. It offers statistics. It requires membership.

www.ragan.com/pubs/search.html
Site allows searches of management-oriented journals.

www.twc.state.tx.us/svcs/workfamch/wfchp.html
This is a clearinghouse. It allows access to articles in the mainstream press on the topic of worksite parenting.

www.carereports.com
This is a resource and referral site for childcare and elder care.

http://www.iamyourchild.org
I am your Child Campaign. Information on promoting a child's healthy development, local services for parents, and free materials.

Internet Resources for Special Children
http://www.irc.org/
Connections to a variety of Internet pages on childhood diseases and disabilities.

National Information Center for Children and Youth with Disabilities http://www.nichcy.org
Information on all types of disabilities, from birth to age 22.

National Institutes of Health
http://www.nih.gov
Information on childhood diseases, including current research on rare diseases.

ParentSoup
http://www.parentsoup.com
Discussion groups on issues ranging from divorce to discipline.

ParenTalk Newsletter
http://www.tnpc.com/parentalk/index.html
Articles by physicians and psychologists written especially for parents.

ParenthoodWeb
http://parenthoodweb.com
Advice on parenting from pediatricians and psychiatrists and e-mail responses to questions.

Parenting Q&A
http://www.parenting-qa.com/
Answers to commonly asked questions about parenting and other useful information.

Parents Helping Parents
http://www.php.com/
Advice from parents on caring for children with disabilities.

Parent Zone
http://parentzone.com
A variety of resources for employers and employees. It includes a resource for interaction.

Visa Read Me a Story Program
http://www.visa.com
A Reading Check-up Guide and information on the stages of reading development.

Wellness Web
http://wellweb.com/index.htm
Advice on such topics as physician selection and medical treatment options.

Work + Family
http://www.workfamily.com
A searchable clearinghouse offering a variety of information. Some information requires a subscription. It offers excellent links on many relevant topics.

Workforce Magazine on line
http://www.workforceline.com
This is a magazine intended for human resource professionals, but it offers a search of the magazine archive which has many relevant articles.

Zero to Three
http://www.zerotothree.org

*For updates of this list, visit SERVE's Web page at http://www.serve.edu/

Telephone Hotlines

Childcare Aware
(800) 424-2246
Referrals to licensed childcare centers and a free packet of information on choosing good childcare.

ChildHelp National Hotline
(800)-4-A-CHILD
Advice and referrals from counselors 24 hours a day for parents who have questions or emergencies.

Family Network on Disabilities of Florida, Inc.
(800) 825-5736 or (813) 523-1130 (Voice and TDD)
Information, referrals, training, and individualized assistance for all types of disabilities.

Gerber Information Line
(800) 443-7237
Advice from parents and grandparents on a variety of non-medical topics.

I Am Your Child Campaign
(888) 447-3400
Information on local parenting programs and services as well as a free video-tape and CD ROM.

National Information Center for Children and Youth with Disabilities
(800) 695-0285
Information and referrals for all types of disabilities, from birth to age 22.

National Parent Information Network
(800) 583-4135
Research sent free of charge to callers on subjects ranging from toilet training to preschools.

Parents Anonymous
(909) 621-6281
Referrals to state and regional Parents Anonymous organizations, support groups, and counseling.

Single Parents Association
(800) 704-2102
Answers to questions on parenting and referrals to support groups and other community resources.

Visa Read Me a Story Consumer Hotline
(888) 703-READ
Information on the Read Me a Story Program and on free materials that callers can order.

Work-Family Directions
(800) 635-0606
A telephone consultation service offered by employers to employees that helps parents learn how to motivate their children, solve learning problems, and select schools.

Appendix D

Highlights of the Family and Medical Leave Act of 1993

The Family and Medical Leave Act of 1993 (FMLA) was enacted on February 5, 1993, and the new law became effective on August 5, 1993, for most employers. The U.S. Department of Labor's Employment Standards Administration's Wage and Hour Division administers and enforces FMLA for all private, state, and local government employees and some federal employees. FMLA entitles eligible employees to take up to 12 weeks of unpaid, job-protected leave each year for specified family and medical reasons.

The purpose of this act is to

1. Balance the demands of the workplace with the needs of families
2. Promote the stability and economic security of families
3. Promote national interests in preserving family integrity

This act entitles employees to take reasonable leave for medical reasons, for the birth or adoption of a child, and for the care of a child, spouse, or parent who has a serous health condition.

The law contains provisions on

- ★ Employer coverage
- ★ Employee eligibility for the law's benefits
- ★ Entitlement to leave
- ★ Maintenance of health benefits during leave
- ★ Job restoration after leave
- ★ Protection for employees who request or take FMLA leave
- ★ Record-keeping for employers

All businesses should review their current policies to be sure they are updated based upon the most recent state and federal legislation. Moreover, the local school system should be aware of these policies so they can assist in implementing them in a fair manner. *Ensure that your policies are understood by all employees.*

Employer Coverage

FMLA applies to all

- ★ Public agencies, including state, local, and federal employers and local education agencies (schools)
- ★ Private-sector employers who employed 50 or more employees in 20 or more workweeks in the current or proceeding calendar year and who are engaged in commerce or in any industry or activity affecting commerce—including joint employers and successors of covered employers

Employee Eligibility

To be eligible for FMLA benefits, an employee must

1. Work for a covered employer
2. Have worked for the employer for a total of at least 12 months
3. Have worked at least 1,250 hours over the previous 12 months
4. Work at a location where at least 50 employers are employed by the employer within 75 miles

Most federal and certain congressional employees are also covered by the law and are subject to the jurisdiction of the U.S. Office of Personnel Management and the Congress.

Leave Entitlement

A covered employer must grant an eligible employee up to a total of 12 workweeks of unpaid leave during any 12-month period for one or more of the following reasons

- ★ For the birth or placement of a child for adoption or foster care
- ★ To care for an immediate family member (spouse, child, or parent) with a serious health condition
- ★ To take medical leave when the employee is unable to work because of a serious health condition

Spouses employed by the same employer are jointly entitled to a combined total of 12 workweeks of family leave for the birth or placement of a child for adoption or foster care and to care for a parent (but not a parent-in-law) who has a serious health condition.

Leave for birth or placement for adoption or foster care must conclude within 12 months of the birth or placement.

Under some circumstances, employees may take FMLA leave intermittently—which means taking leave in blocks of time or reducing their normal weekly or daily work schedule.

- ★ If FMLA leave is for birth or placement for adoption or foster care, use of intermittent leave is subject to the employer's approval.
- ★ FMLA leave may be taken intermittently whenever medically necessary to care for a seriously ill family member or because the employee is seriously ill and unable to work.

Also, subject to certain conditions, employees or employers may choose to use accrued paid leave (such as sick or vacation leave) to cover some or all of the FMLA leave. The employer is responsible for designating if any employee's use of paid leave counts as FMLA leave, based on information from the employee. In no case can used paid leave be credited as FMLA leave after the leave has ended.

"Serious health condition" means an illness, injury, impairment, or physical or mental condition that involves

- ★ Any period of incapacity or treatment connected with inpatient care (i.e. an overnight stay) in a hospital, hospice, or residential medical facility
- ★ Any period of incapacity requiring absence of more than three calendar days from work, school, or other regular daily activities that also involves continuing treatment by (or under the supervision of) a health care provider
- ★ Continuing treatment by (or under the supervision of) a health care provider for a chronic or long-term health condition that is incurable or so serious that, if not treated, would likely result in a period of incapacity of more than three calendar days
- ★ Continuing treatment by (or under the supervision of) a health care provider for prenatal care

"Health care provider" means

- ★ Doctors of medicine or osteopathy authorized to practice medicine or surgery by the state in which the doctor practices
- ★ Podiatrists, dentists, clinical psychologists, optometrists, and chiropractors (limited to manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist) authorized to practice, and performing within the scope of their practice, under state law
- ★ Nurse practitioners and nurse-midwives authorized to practice and performing within the scope of their practice as defined under state law
- ★ Christian Science practitioners listed with First Church of Christ, Scientist in Boston, Massachusetts

Maintenance of Health Benefits

A covered employer is required to maintain group health insurance coverage for an employee on FMLA leave whenever such insurance was provided before the leave was taken and on the same terms as if the employee had continued to work. If applicable, arrangements will need to be made for employees to pay their share of health insurance premiums.

In some instances, the employer may recover premiums it paid to maintain health coverage for an employee who fails to return to work from FMLA leave.

Job Restoration

Upon return from FMLA leave, an employee must be restored to his or her original job with equivalent pay, benefits, and other employment terms and conditions. In addition, an employee's use of FMLA leave cannot result in the loss of any employment benefit that the employee earned or was entitled to before using FMLA leave.

Under specified and limited circumstances where restoration to employment will cause substantial and grievous economic injury to its operations, an em-

ployer may refuse to reinstate certain highly paid "key" employees after using FMLA leave during which health coverage was maintained. To do so, the employer must

1. Notify the employee of his/her status as "key" employee in response to the employee's notice of intent to take FMLA leave.
2. Notify the employee as soon as the employer decides it will deny job restoration and explain the reasons for this decision.
3. Offer the employee a reasonable opportunity to return to work from FMLA leave after giving this notice.
4. Make a final determination as to whether reinstatement will be denied at the end of the leave period if the employee then requests restoration.

A "key" employee is a salaried "eligible" employee who is among the highest-paid ten percent of employees within 75 miles of the worksite.

Notice and Certification

Employees seeking to use FMLA leave may be required to provide

1. 30-day advance notice of the need to take FMLA leave when the need is foreseeable
2. Medical certifications supporting the need for leave due to a serious health condition affecting the employee or an immediate family member
3. Second or third medical opinions and periodic recertification (at the employer's expense)
4. Periodic reports during FMLA leave regarding the employee's status and intent to return to work

When leave is needed to care for an immediate family member or the employee's own illness and is for planned medical treatment, the employee must try to schedule treatment so as not to unduly disrupt the employer's operation.

Covered employers must post a notice approved by the Secretary of Labor explaining rights and responsibilities under FMLA. An employer that willfully violates this posting requirement may be subject to a fine of up to $100 for each separate offense.

Also, covered employers must inform employees of their rights and responsibilities under FMLA. This includes giving specific information on what is required of the employee giving notice of an intent to take FMLA leave and what might happen in certain circumstances, such as if the employee fails to return to work after FMLA.

Unlawful Acts

It is unlawful for any employer to interfere with, restrain, or deny the exercise of any right provided by the FMLA. It is also unlawful for an employer to discharge or discriminate against any individual for opposing any practice or because of involvement in any proceeding related to FMLA.

Enforcement

FMLA is enforced, including investigation of complaints, by the U.S. Labor Department's Employment Standards Administration's Wage and Hour Division. If violations cannot be satisfactorily resolved, the Department may bring action in court to compel compliance. An eligible employee may also bring a private civil action against an employer for violations.

Other Provisions

Special rules apply to employees of local education agencies. Generally, these rules provide for FMLA leave to be taken in blocks of time when intermittent leave is needed or the leave is required near the end of a school term.

Salaried executive, administrative, and professional employees of covered employers who meet the Fair Labor Standards Act (FLSA) criteria for exemption from minimum and overtime under Regulations 29 CFR Part 54 1 do not lose their FLSA-exempt status by using unpaid FMLA leave. This special exception to the "salary basis" requirements for FLSA's exemption extends only to "eligible" employees' use of leave required by FMLA.

The FMLA does not affect any other federal or state law that prohibits discrimination, nor supersede any state or local law that provides greater family or medical leave protection. Nor does it affect an employer's obligation to provide greater leave rights under a collective bargaining agreement or employment benefit plan. The FMLA also encourages employers to provide more generous leave rights.

Further Information

For more information, please contact the nearest office of the Wage and Hour Division listed in most telephone directories under U.S. Government, Department of Labor, Employment Standards Administration.

About the SERVE Organization

SERVE, the SouthEastern Regional Vision for Education, is an educational organization whose mission is to promote and support the continual improvement of educational opportunities for all learners in the Southeast. To address the mission, SERVE engages in research and development in educational issues of critical importance to educators in the region and in the provision of research-based services to SEAs and LEAs which are striving for comprehensive school improvement. Committed to a shared vision of the future of education in the region, the organization is governed by a board of directors that includes the chief state school officers, governors, and legislative representatives from Alabama, Florida, Georgia, Mississippi, North Carolina, and South Carolina, and representatives of teachers and the private sector.

SERVE's core component is a Regional Educational Laboratory funded since 1990 by the Office of Educational Research and Improvement (OERI), U.S. Department of Education. SERVE has additional major funding from the Department in the areas of Migrant Education and School Leadership and is the lead agency in the Eisenhower Mathematics and Science Consortium for the Southeast and the Southeast and Islands Regional Technology in Education Consortium (SEIR◆TEC). Based on these grants and contracts, SERVE has developed a system of programs and initiatives that provides a spectrum of resources, services, and products for responding to local, regional, and national needs. These program areas are

- ★ Program on Assessment, Accountability, and Standards
- ★ Program for Children, Families, and Communities
- ★ Program on Education Policy
- ★ Program for the Improvement of Science and Mathematics Education
- ★ Program on School Development and Reform
- ★ Program on Technology in Learning

SERVE's National Specialty Area is Early Childhood Education, and the staff of SERVE's Program for Children, Families, and Communities is developing the expertise and the ability to provide leadership and support to the early childhood community nationwide for children from birth to eight years old.

In addition to the program areas, the SERVE Evaluation Department supports the evaluation activities of the major grants and contracts and provides evaluation services to SEAs and LEAs in the region. Through its Publishing and Quality Assurance Department, SERVE publishes a variety of studies, training materials, policy briefs, and other products of the programs. These informative and low-cost publications include guides to available resources, summaries of current issues in education policy, and examples of exemplary educational programs. Through its programmatic, evaluation, and publishing activities, SERVE also provides contracted staff development and technical assistance in many areas of expertise to assist education agencies in achieving their school improvement goals.

The SERVE head office is at the University of North Carolina at Greensboro, with major staff groups located in Tallahassee, FL, and Atlanta, GA, and policy advisors in each state department of education in the region. Current and detailed information on any of the program and service areas noted here may be found on SERVE's site on the World Wide Web at www.serve.org.

SERVE–Alabama
Education Policy Analyst
Office forthcoming—please call the SERVE main office for assistance at 800-755-3277

SERVE–Florida
Publishing and Quality Assurance;
SERVEing Young Children;
School Development and Reform
1203 Governor's Square Blvd.
Suite 400
Tallahassee, FL 32301
850-671-6000 • 800-352-6001
Fax 850-671-6020

Database Information Services Center
1203 Governor's Square Blvd.
Suite 400
Tallahassee, FL 32301
850-671-6012 • 800-352-3747
Fax 850-671-6020

Education Policy Analyst
Office of the Commissioner
The Capitol, LL 24
Tallahassee, FL 32399
850-488-9513
Fax 850-488-1492

Eisenhower Consortium for Mathematics and Science Education at SERVE
1203 Governor's Square Blvd.
Suite 400
Tallahassee, FL 32301
850-671-6033 •800-854-0476
Fax 850-671-6010

SERVE–Georgia
Urban Education and Teacher Leadership
41 Marietta Street, NW
Suite 1110
Atlanta, GA 30303
800-755-3277
Fax 404-577-7812

Education Policy Analyst
Georgia Department of Education
2066 Twin Towers East
Atlanta, GA 30334
404-657-0148
Fax 404-651-4673

SERVE-Mississippi
Education Policy Analyst
State Department of Education
P.O. Box 771
Jackson, MS 39201
601-359-3501
Fax 601-359-3667

SERVE–North Carolina (Main Office)
Assessment, Standards, and Accountability; Education Policy; Evaluation; Executive Services; Operations
P.O. Box 5367
Greensboro, NC 27435
336-334-3211 • 800-755-3277
Fax 336-334-3268

Anchor School Project; Children, Families, and Communities; Region IV Comprehensive Center; SERVE Leaders Institute; Southeast and Islands Regional Technology in Education Consortium
P.O. Box 5406
Greensboro, NC 27435
336-334-3211 • 800-545-7075
Fax 336-334-4671

Education Policy Analyst
Department of Public Instruction
Education Building
301 North Wilmington Street
Raleigh, NC 27601-2825
919-715-1245
Fax 919-715-1278

SERVE–South Carolina
Education Policy Analyst
Office forthcoming—please call the SERVE main office for assistance at 800-755-3277

SERVE Publications Ordering Information

1. Please complete the order form at the end of the publications/products listing and mail with check or purchase order to SERVE, Publishing and Quality Assurance, 1203 Governor's Square Boulevard, Suite 400, Tallahassee, Florida 32301. Make check or purchase order out to SERVE, a federally funded contract administered by the University of North Carolina at Greensboro (Federal ID EIN#56-6001-468).

2. Discounts are available for most SERVE products when you purchase units of fifty or more. Please contact (800) 352-6001 for discount information.

3. If you are requesting an invoice, your order must include a purchase order number.

4. We ship by U.S. Mail and United Parcel Service. Please calculate your shipping charges from the table below. Shipping charges will be higher for special orders and shipping outside the continental U.S. Please allow two weeks for delivery from the time we receive the order in our office. If you require special shipping arrangements, let us know. In most cases, we can accommodate your needs. Publication prices are subject to change.

5. For more information regarding SERVE's products and ordering procedures, please call (800) 352-6001.

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Publications

Description	Item #	Price
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1997 SERVE Regional Forum on School Improvement Proceedings	SIPRO2	$8.00
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Action Research: Perspectives from Teachers' Classrooms	MSARP	$12.00
Appreciating Differences: Teaching and Learning in a Culturally Diverse Classroom	HTADI	$10.00
Assessment Hotspots (Volume 1, Number 1)	MAAHS	$8.00
Assessment in Early Childhood Education: Status of the Issue	ECESI	$1.00
A Call to Action: Family Involvement as a Critical Component of Teacher Education Programs	HTCTA	$6.00

Chartering for Excellence: Developing and Implementing Charter School Legislation	HTCFE	$6.00
Children Exposed to Drugs: Meeting Their Needs	HTSEC	$10.00
Children Exposed to Drugs: What Policymakers Can Do	PBCED	$1.00
Comprehensive School Improvement	HTCSI	$8.00
Coming Together: Collaboration as a Tool for Change	ECCTC	$3.00
Continuity in Early Childhood Education: A Framework for Home, School, and Community Linkages	ECECE	$12.00
Designing Teacher Evaluation Systems that Support Professional Growth	RDTES	$8.00
Designing the School of Your Dreams	SSDSD	$6.00
Does Class Size Make a Difference?	RDCSD	$4.00
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Ed Talk: What We Know About Reading Teaching and Learning	EDRTL	$7.00
Ed Talk: What We Know About Science Teaching and Learning	EDSCI	$7.00
Evaluation of the Alabama Direct Assessment of Writing Program	RDADE	$4.00
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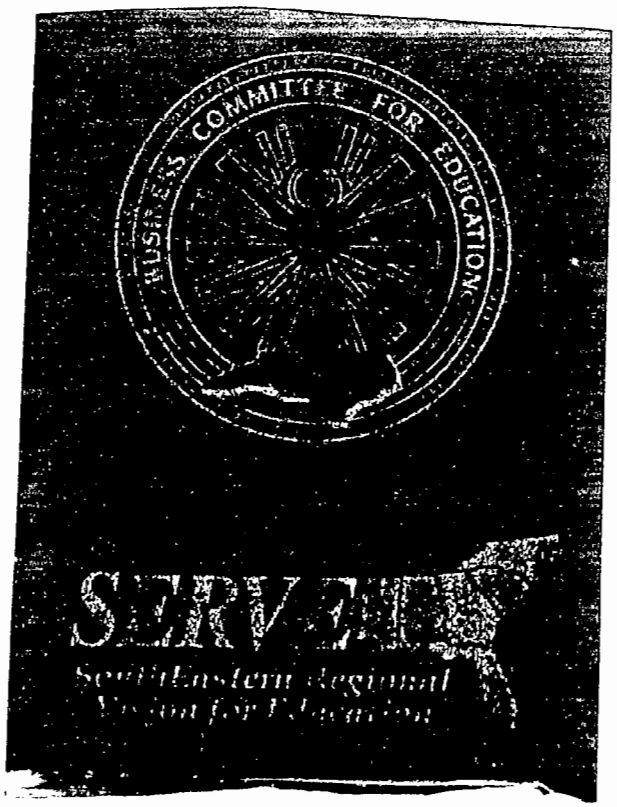

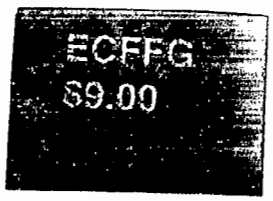

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62