



TASKFORCE ON WORK-LIFE BALANCE

HOUSE MEMORIAL 1 FAMILY-FRIENDLY WORKPLACES FOR NEW MEXICO WOMEN AND FAMILIES

INTERIM REPORT

Printed October 2011

**House Memorial 1
Rep. Danice Picraux**

Objectives

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSE OF REPRESENTATIVES OF THE STATE OF NEW MEXICO that the University of New Mexico's bureau of business and economic research be requested to convene a task force to define family-friendly policies and practices and to study policy options related to paid maternity leave, paid time off, part-time employee benefits, policy incentives for family-friendly small businesses, employment-based child care and other issues that will improve the health of women and families by addressing economic security.

Task Force Members

Jessica Aranda	Southwest Creations Collaborative
Enrique Cardiel	Bernalillo County
Susan Loubet	NM Women's Agenda
Sidney Mason-Coon	UNM
Barbara Marcus	Albuquerque Convention and Visitors Bureau
Julie McCabe	PNM
Antonia Montoya	Change Is Yours
Suzan Regan	Department of Workforce Solutions
Lee Reynis, Chair	UNM Bureau of Business and Economic Research
Giovanna Rossi Pressley	Collective Action Strategies, LLC
LouAnn Sanchez	NM Department of Health
Kurt Saenz	NM Economic Development Department
Jane Slaughter	Office of Research, UNM
Justina Trott, MD	Women's Health Services
Harry Van Buren	UNM Anderson School of Management

The Task Force met monthly from June-September 2011.

House Memorial 1 Goals for Year 1- 2011

1. Define family-friendly employer policies.
2. Examine benefits of individual policies to workers and their families and to the larger community.
3. Give careful consideration to the costs and benefits of policies to employers.
4. Explore options for instituting an award program for employers who implement family-friendly policies.

Definition of Family-Friendly Employer Policies

Family-Friendly Employers (FFE) acknowledge and respond to the work and personal/family responsibilities of employees by developing and implementing policies and practices that allow employees to balance work and personal/family responsibilities effectively. Family-Friendly Policies and Practices (FFPPs) include but are not limited to:

- Personal, Family and Parental Leave
- Maternity/Paternity Leave and Lactation Programs
- Childcare/Eldercare/Dependent Care
- Flexible Scheduling
- Telecommuting
- Job Sharing and Part-Time Options
- Healthcare
- Wellness Programs
- Higher than Average Wages within an Industry
- Asset Building and Retirement Programs
- Training and Advancement Opportunities

FFPPs benefit both employees and employers. They positively impact the health, education, economic stability and job satisfaction of employees and their families while increasing sales, share value, and productivity and lowering costs by reducing absenteeism, turnover, and health-related expenses for employers.

Overall Conclusions

This has been the deepest and longest recession in the Post World War II period. New Mexico employment declined by 4.1% in 2009 and by a further 1.1% in 2010, with overall job losses peak to trough in the neighborhood of 50,000. Thousands remain out of work.

Women workers now comprise roughly 50% of total nonfarm employment in the US, and a child today is as likely to have a working mother as a working father. In NM in 2010, about 60% of children under 6 had all parents in the labor force.

Yet few employers have made efforts to accommodate the family responsibilities of today's workforce. The one significant federal law, the Family Medical Leave Act (FMLA), gives parents job protected rights to take off time before and after the birth of a child and keep their health insurance. Unfortunately, the law only applies where the employer has 50 or more employees. And the leave is unpaid and cannot exceed 12 weeks per year.

The benefits to employees and their families and the larger community of adopting family friendly policies are numerous and the effects far-reaching. Interestingly, employers may have much to gain as well – in increased productivity, lower costs, increased sales and higher share value.

The NM Labor Market: Considerations for Family-Friendly Policies

1. Many people in rural areas live far away from their places of employment, requiring approaches to this issue that recognize the effects of commuting time and distance on employees and employers.
2. Occupations that comprise the greatest percentage of employment in the state tend to be those with lower wages and expected skill levels. For example, both food preparation and serving related occupations along with personal care and service occupations have high levels of employment (71,610 and 33,080 respectively) and low median wages (\$9.55 and \$10.27 respectively).

Profitability of Family-Friendly Policies and Practices in the Workplace

In today's economy, employers everywhere are looking for ways to save money and boost their bottom lines. In New Mexico, many employers have laid off employees or reduced their hours. Simultaneously, the need to remain competitive has meant maintaining or even increasing operations. As a result, everyone has been forced to accomplish more with less. But even before the economic downturn, U.S. employers were spending an average of \$300 billion in lost productivity, recruitment and retraining costs each year. This makes the cost-effectiveness of employee retention, efficiency and productivity an urgent matter.

With examples of small and large employers from a variety of industries that employ both high and low-skilled workers, the attached matrix demonstrates real strategies for boosting the bottom line through increased sales, share value, productivity and reduced costs.

Social Outcomes of Family Friendly Policies and Practices in the Workplace

For workers in all industries and income levels, striking a balance between their work and personal/family responsibilities is extremely important. Whether an employee is raising a family, caring for aging or sick family members, or attending to his or her own personal needs, the ability to achieve work-life balance is both challenging and vital in ensuring productivity in the workplace and well-being in the home. Considering the health, education, and economic outcomes that are linked to work-life balance, employers play a pivotal role in the lives of their employees and in society at large.

Highlighting examples of Family Friendly Policies and Practices, the attached matrix demonstrates the impact these have on both on families and communities.

Family-Friendly Business Awards

Awards for companies that have family-friendly policies can impact the award recipients and their employees, as well as entire communities.

- Companies recognized with awards gain stature and can use their award status in recruiting and marketing.
- When they do so, employees and other companies are educated to the advantages of family-friendly workplaces.
- Award recipients can experience a competitive advantage in recruiting.

Family-friendly workplace awards are given by governments, business organizations, civic clubs, foundations and other groups all over the country.

Their criteria typically include items such as:

- Flexible work schedules, including job sharing and telecommuting
- Health insurance and wellness programs
- Paid vacations and sick leave
- Employee growth and development
- Profit sharing and 401k retirement planning

Expanded programs may also offer child care and elder care benefits, lactation programs, employee growth and development.

House Memorial 1 Goals for Year 2- 2012

1. Undertake labor market analysis to inform policy recommendations.
2. Develop awards program.
3. Develop set of policy recommendations.

Acknowledgements

Facilitation and Logistics:

Giovanna Rossi Pressley, President, Collective Action Strategies, LLC
Kristin Seale, Intern, Collective Action Strategies, LLC

Printing:

UNM Anderson School of Management

Meeting Space:

Albuquerque Convention and Visitors Bureau
Southwest Creations Collaborative

This report was funded in part by the McCune Charitable Foundation.

UNM Bureau of Business and Economic Research contributed staff time.

Attachments

- House Memorial 1
- Profitability of Family-Friendly Policies and Practices in the Workplace
- Social Outcomes of Family-Friendly Policies and Practices in the Workplace
- Low Wage Occupations - New Mexico Statewide

underscored material = new
[bracketed material] = delete

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

HOUSE MEMORIAL 1

50TH LEGISLATURE - STATE OF NEW MEXICO - FIRST SESSION, 2011

INTRODUCED BY

Danice Picraux

REQUESTING THE CREATION OF A STATEWIDE TASK FORCE TO ASSESS,
AND RECOMMEND POLICY OPTIONS TO ADDRESS, FAMILY-FRIENDLY
WORKPLACES FOR NEW MEXICO WOMEN AND FAMILIES.

WHEREAS, economic security is one of the building blocks
necessary for individuals, families and communities to have a
healthy and fulfilling quality of life; and

WHEREAS, to be economically secure means to have
unconditional and consistent access to stable and supportive
employment, quality education, safe housing, safe communities,
nutritious food, health care, social services and social

justice; and

WHEREAS, when individuals, families and communities are
economically secure, they are physically and mentally healthy
and are able to thrive in their own environments; and

.182730.2

underscored material = new
[bracketed material] = delete

25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1

WHEREAS, public policy at the local, state and national levels can be created to ensure economically secure lives; and WHEREAS, when individuals, families and communities are not economically secure, negative health outcomes result that affect women and their families, particularly women and families of color; and

WHEREAS, according to the workforce solutions department's 2010 employee benefits survey, only sixty-six and one-half percent of full-time employees and seventeen and one-half percent of part-time employees were offered paid maternity leave, and only twenty-three and eight-tenths percent of part-time employees were offered paid sick leave; and

WHEREAS, despite the economic downturn and the economy's negative impact on some businesses, employers still find it hard to find and retain skilled employees; and

WHEREAS, an increasing number of women are the breadwinners for their families; and

WHEREAS, women are nearly fifty percent of the nation's work force, and the recession's economic impacts on women are more consequential for the economy than they would have been in the recessions of the last century; and

WHEREAS, women face a number of longer-term challenges, including the gender wage gap and female underrepresentation in higher levels of management; and

WHEREAS, women are more likely to work part time and have

underscored material = new
[bracketed material] = delete

1 lower incomes; and

2 WHEREAS, women's health status falls as their family
3 income levels fall; and

4 WHEREAS, women with lower incomes suffer
5 disproportionately from chronic disease, disability, mental
6 health issues and poor health; and

7 WHEREAS, approximately sixteen million seven hundred
8 thousand women are uninsured nationwide; and

9 WHEREAS, uninsured women are more likely to lack adequate
10 access to care and have poorer health outcomes; and

11 WHEREAS, a lack of insurance further heightens economic
12 insecurity; and

13 WHEREAS, race and ethnicity are important determinants of
14 economic security; and

15 WHEREAS, the state of New Mexico ranks third-highest in
16 the nation for the percentage of persons below the federal
17 poverty level; and

18 WHEREAS, New Mexico's median annual income for women is
19 ranked forty-second in the nation; and

20 WHEREAS, fourteen and two-tenths percent of all New
21 Mexicans have incomes below the federal poverty level; and

22 WHEREAS, thirteen and two-tenths percent, or ninety-six
23 thousand one hundred eighty-four, of New Mexico households are
24 headed by a woman, with no husband or male partner present; and

25 WHEREAS, among families with a female-headed household,
26

thirty-six and two-tenths percent have income below the federal

poverty level; and

WHEREAS, fifty-one and seven-tenths percent, or

twenty-four thousand two hundred thirty-six, of grandparents

who live with their grandchildren in New Mexico are primary

caretakers, and the majority of these caretaker grandparents

are women; and

WHEREAS, in New Mexico, women on average earn only seventy

percent of what men earn; and

WHEREAS, for New Mexican women of color, the earnings gap

is significantly higher than average: Hispanic women earn just

fifty-five percent of what white men earn and American Indian

women earn just fifty-three percent of what white men earn; and

WHEREAS, the office of the governor's council on women's

health has completed significant research on the impact of

economic security on the health of women and families;

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSE OF

REPRESENTATIVES OF THE STATE OF NEW MEXICO that the university

of New Mexico's bureau of business and economic research be

requested to convene a task force to define family-friendly

policies and practices and to study policy options related to

paid maternity leave, paid time off, part-time employee

benefits, policy incentives for family-friendly small

businesses, employment-based child care and other issues that

will improve the health of women and families by addressing

.182730.2

25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1

underscoring material = new
[bracketed material] = delete

underscored material = new
[bracketed material] = delete

1 economic security; and
2 BE IT FURTHER RESOLVED that the task force include
3 representatives from the university of New Mexico's bureau of
4 business and economic research, the women's advocacy community,
5 the workforce solutions department, the economic development
6 department, the department of health, the human services
7 department, the children, youth and families department's
8 in-home infant child care program, the chambers of commerce of
9 New Mexico cities with populations of more than sixty thousand
10 individuals, the small business community, an asset-building
11 organization, a business and professional women's association
12 and others that the bureau of business and economic research
13 identifies; and
14 BE IT FURTHER RESOLVED that the task force be requested to
15 submit an interim report to the legislative health and human
16 services committee by November 1, 2011 and a final report to
17 the legislative health and human services committee by November
18 1, 2012; and
19 BE IT FURTHER RESOLVED that copies of this memorial be
20 transmitted to the governor, the chair and vice chair of the
21 legislative health and human services committee, the secretary
22 of workforce solutions, the secretary of economic development,
23 the secretary of health, the secretary of human services, the
24 secretary of children, youth and families, the director of the
25 university of New Mexico's bureau of business and economic

.182730.2

underscored material = new
[bracketed material] = delete

25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1

research and the chairs of two chambers of commerce of New
Mexico cities with populations of more than sixty thousand
individuals.

The Profitability of Family Friendly Policies and Practices in the Workplace

In today's economy, employers everywhere are looking for ways to save money and boost their bottom line. As New Mexico reaches a 22-year high for unemployment, many employers have laid off employees or reduced their hours. Simultaneously, the need to remain competitive has meant maintaining or even increasing operations and everyone has been forced to more with less. But even before the economic downturn, U.S. employers were spending an average of \$300 billion in lost productivity, recruitment and retraining costs each year. This makes the cost-effectiveness of employee efficiency and productivity an urgent matter.

Highlighting examples of small and large employers from a variety of industries that employ both high and low-skilled workers, the following matrix demonstrates real strategies for boosting the bottom line through **increased sales, share value, productivity and reduced costs**. It shows how real employers have become more profitable by implementing a variety of Family Friendly Policies and Practices, including:

- Personal, Family and Parental Leave
 - Maternity/Paternity Leave and Lactation Programs
 - Childcare/Eldercare/Dependent Care
 - Flexible Scheduling
 - Telecommuting
 - Job Sharing and Part-Time Options
- Healthcare
 - Wellness Programs
 - Higher than Average Wages within an Industry
 - Asset Building and Retirement Programs
 - Training and Advancement Opportunities

Conventional wisdom might consider investing in employees in this fashion to be too expensive or only applicable to high-skill jobs. But the research cited has important lessons for us as we plan for economic recovery. Offering these benefits and doing right by employees and their families at all levels of the professional ladder is economically viable and profitable.

Personal, Family and Parental Leave	Increased Sales, Share Value, and Cost Savings	Increased productivity	Lower absenteeism	Lower turnover	Reduced Health Related Costs
		<p>According to a 2011 study, work-family conflict is acute in low-income families in large part because low-income families are more likely to be caring for a family member who is ill. As a result, family leave is incredibly valuable for these families, allowing them to tend to serious issues at home and leading to increased productivity and fewer unscheduled absence sat work.</p>	<p>According to a 2011 study, work-family conflict is acute in low-income families in large part because low-income families are more likely to be caring for a family member who is ill. As a result, family leave is incredibly valuable for these families, allowing them to tend to serious issues at home and leading to fewer unscheduled absences and increased productivity at work.</p>	<p>Bureau of Labor Statistics data show that paid parental leave and extending unpaid parental leave cut the resignation rates of new mothers and enhanced retention.</p> <p>Operating in the automotive industrial sector, Autoliv Australia implemented leave and flexibility policies and its turnover rate decreased from 15-20 percent to just percent. These programs ultimately saved more than they cost to implement.</p>	<p>The main reason cited by employers for developing workplace flexibility, care giving leaves and dependent care initiatives is the retention of employees in general rather than highly-skilled employees.</p>

	Increased Sales, Share Value, and Cost Savings	Increased productivity	Lower absenteeism	Lower turnover	Reduced Health Related Costs
Maternity/Paternity Leave and Lactation Programs				<p>Accommodating workplaces—including those offering paid and unpaid maternity leave—raise the likelihood of women returning to full-time work within a year after childbirth and to the same employer.</p> <p>A study of multiple companies with lactation support programs found an average retention rate of 94%.</p>	
Childcare/Eldercare/Dependent Care				<p>Childcare subsidies, work-site child care, and other child care benefits enhanced retention among workers studied in a variety of industries, including manufacturing, banking, and hospitals.</p>	
Flexible Scheduling	<p>A Watson Wyatt study found shareholder returns raise by 3.5% as a result of schedule flexibility.</p> <p>Fortune 500 firm USAA increased its net worth, paying out \$857 million in dividends and decreasing turnover by half in 2008, offering telecommuting, schedule flexibility, part-time employment, and job sharing.</p> <p>Managers of hourly workers at a large U.S. retailer reported that scheduling flexibility reduced operational costs, particularly those associated with recruiting and re-training.</p>	<p>The authors of <i>Womenomics</i> found that blue chip companies (including KPMG, Microsoft, and Pfizer) offering some flexibility in hours were more competitive, productive and inhabited by employees who were less stressed and more committed to the company.</p>	<p>Chubb Insurance reduced its unscheduled absences (by 50% each month) and overtime (by 40% per employee) with a team based approach to flexible scheduling.</p> <p>According to a 2005 survey, alternative work arrangements rank at the top of work-life programs in effectiveness in reducing unplanned absences from work.</p>	<p>Deloitte & Touche credits its schedule flexibility programs in saving approximately \$41.5 million in costs related to turnover.</p> <p>A study of low wage workers with schedule flexibility found that they were 30 percent less likely to leave their employer within two years than workers who had no flexibility.</p> <p>According to the National Study of the Changing Workforce, in 2002, 73% of employees with high availability of flexible work arrangements reported that there was a high likelihood that they would stay with their current employer for the next year.</p>	

	Increased Sales, Share Value, and Cost Savings	Increased productivity	Lower absenteeism	Lower turnover	Reduced Health Related Costs
Telecommuting	<p>AT&T managed an \$11 million net gain as a result of implementing a telecommuting program mostly due to savings in real estate and increased hourly and efficiency productivity from its employees.</p> <p>Fortune 500 firm USAA increased its net worth, paying out \$857 million in dividends and decreasing turnover by half in 2008, offering telecommuting, flexibility, part-time employment, and job sharing.</p> <p>IBM Sun Microsystems, JetBlue, ARO and Holland America saved millions in real estate and other expenses with telecommuting. A 1999 study by the International Telework Association and Council estimated savings of \$10,000 per employee.</p>	<p>According to a 2002 study, "Regular tele-workers and remote workers report that 84% and 86% of their interactions with co-workers are about work-related issues."</p>	<p>The Sloan Work and Family Research Network reports that telecommuting cuts absenteeism by nearly 60 percent.</p>	<p>Fortune 500 firm USAA decreased turnover by half, increasing its net worth and paying out \$857 million in dividends and in 2008 by offering its employees options around telecommuting, flexibility, part-time employment, and job sharing.</p> <p>In a 2007 survey of 10,000 U.S. workers, 53% of the remote workers said they weren't considering leaving the company within 12 months, while only 46% of the office workers said leaving wasn't a consideration.</p>	
Job sharing and Part-Time Options	<p>As a result of its combination of part-time options, competitive wages, flexibility, healthcare, and training and advancement opportunities, Costco has higher annual sales when compared to others in the retail industry: \$279 per square foot and \$2,608 per worker.</p> <p>Fortune 500 firm USAA increased its net worth, paying out \$857 million in dividends and decreasing turnover by half in 2008, offering telecommuting, flexibility, part-time employment, and job sharing.</p>			<p>Cigna retained five hundred managers and professions as a result of its job share and part-time employment options.</p> <p>Corning reduced turnover by 50 percent among its manufacturing workers by providing job sharing and part-time options.</p> <p>Fortune 500 firm USAA decreased turnover by half, increasing its net worth and paying out \$857 million in dividends and in 2008 by offering its employees options around job sharing, part-time employment, telecommuting, and flexibility.</p>	

	Increased Sales, Share Value, and Cost Savings	Increased productivity	Lower absenteeism	Lower turnover	Reduced Health Related Costs
Healthcare	As a result of its combination of healthcare, competitive wages, flexibility, part-time options, and training and advancement opportunities, Costco has higher annual sales when compared to others in industry \$279 per square foot and \$2,608 per employee		American Apparel provides affordable health insurance, on-site exercise classes, massage therapy, nutritious menu offerings at their cafeteria, and an on-site healthcare clinic. As a result, it saw a reduction in illness, injury, and related costs.	As a result of its combination of healthcare, competitive wages, flexibility, part-time options, and training and advancement opportunities, Costco's turnover rate is less than six percent after first year of employment (one-third of the industry average)	American Apparel provides affordable health insurance, exercise classes, massage therapy, nutritious cafeteria food, and an on-site healthcare clinic. As a result, it saw a reduction in illness, injury, absenteeism and related costs.
Wellness programs			American Apparel provides on-site exercise classes, massage therapy, nutritious menu offerings at the company cafeteria, and an on-site healthcare clinic in addition to affordable health insurance. As a result, it saw a reduction in absenteeism as well as a reduction in illness and injury (and a reduction in their corresponding costs).		In a nine-year study of Johnson & Johnson's wellness program the company was found to have saved \$225 per employee per year in reduced hospital admissions, mental health visits and outpatient services. Steeplecase reported a 65 percent reduction in medical claims for participants in its wellness program.
Higher than Average Wages within an Industry	As a result of its combination of higher industry wages, flexibility, part-time options, healthcare, and training and advancement opportunities, Costco has higher annual sales when compared to others in industry \$279 per square foot and \$2,608 per employee.			As a result of its combination of higher industry wages, flexibility, part-time options, healthcare, and training and advancement opportunities, Costco's turnover rate is less than six percent after first year of employment (one-third of the industry average).	American Apparel provides on-site exercise classes, massage therapy, nutritious cafeteria menu offerings, and an on-site healthcare clinic in addition to health insurance. As a result, it saw a reduction in illness and injury-related costs.

	Increased Sales, Share Value, and Cost Savings	Increased productivity	Lower absenteeism	Lower turnover	Reduced Health Related Costs
Asset Building and Retirement Programs	When Dancing Deer implemented a stock-option program for its employees, sales increased by 74 percent and stock options increased in value by 40 percent after one year.	In addition to providing incentives for every aspect of production, family business, Jenkins Brick set up a profit-sharing program in which employees became vested after six years. This resulted in increased productivity, improved product quality and decreased turnover.		In addition to providing incentives for every aspect of production, family business, Jenkins Brick set up a profit-sharing program in which employees became vested after six years. This resulted in decreased turnover, increased productivity and improved product quality.	
Training and Advancement Opportunities	As a result of its combination of training and advancement opportunities, competitive wages, flexibility, part-time options, and healthcare, Costco has higher annual sales when compared to others in industry \$279 per square foot and \$2,608 per employee.	Dancing Deer, a small, Boston-based production company offers English as a second language classes to its production workers, finding that this led to better communication between workers and increased work efficiency.		Operating in a high turnover industry, Xerox Europe offers career track options and training for employees in its call centers, leading to decreased levels of turnover. Costco reports that 98 percent of its promotions happen from within the company and its internal skills development has improved recruitment and retention. 88 percent of its warehouse managers started as hourly employees and their turnover rate is less than six percent after first year of employment (one-third of the industry average)	

Sources:

- Heymann, Jody, and Magda Barrera. *Profit at the Bottom of the Ladder: Creating Value by Investing in Your Workforce*. Boston, MA: Harvard Business, 2010. Print.
- Blades, Joan, and Nanette Fondas. *The Custom-fit Workplace: Choose When, Where, and How to Work and Boost Your Bottom Line*. San Francisco, CA: Jossey-Bass, 2010. Print.
- "Issues and Resources." *Momsrising*. Momsrising, 2011. Web. 15 June 2011. <<http://www.momsrising.com>>.
- "Custom Fit Work Practice." *Custom-Fit Workplace*. MomsRising, 2011. Web. 15 June 2011. <<http://customfitworkplace.org/>>.
- "Policy Areas." *The Work, Family, and Equity Index (WFEI): Measuring Governmental Performance around the World in Meeting the Needs of Working Families*. Web. 14 June 2011. <<http://raisingtheglobalfloor.org/>>.

Social Outcomes of Family Friendly Policies and Practices in the Workplace

For workers in all industries and income levels, striking a balance between their work and personal/family responsibilities is extremely important. Whether an employee is raising a family, caring for aging or sick family members, or attending to his or her own personal needs, the ability to achieve work-life balance is both challenging and vital in ensuring productivity in the workplace and well-being in the home. Considering the health, education, and economic outcomes that are linked to work-life balance, employers play a pivotal role in the lives of their employees and in society at large.

Highlighting examples of Family Friendly Policies and Practices, the following matrix demonstrates the impact these have on both on families and communities. It reviews workplace policies and practices which include:

- Personal, Family and Parental Leave
 - Maternity/Paternity Leave and Lactation Programs
 - Childcare/Eldercare/Dependent Care
 - Flexible Scheduling
 - Telecommuting
 - Job Sharing and Part-Time Options
- Healthcare
 - Wellness Programs
 - Higher than Average Wages within an Industry
 - Asset Building and Retirement Programs
 - Training and Advancement Opportunities

	Health	Education	Economic Stability	Employee Satisfaction & Productivity
<p>Personal, Family and Parental Leave</p>	<p>According to a 2011 study, work-family conflict is acute in low-income families in large part because low-income families are more likely to be caring for a family member who is ill. As a result, family leave is incredibly valuable for these families, allowing them to tend to serious issues at home and leading to increased productivity and less unscheduled absence at work. (22)</p> <p>"The ability to earn paid sick days and utilize these benefits when ill or when a family member needs care confers substantial benefits to health. At the individual level, paid sick days can help people recover from illness and use preventative health care services. Employment characteristics related to health, such as wages, family and sick leave policies, and health, dental and eye care benefits are correlated with each other, and therefore workers that lack paid sick days are likely to experience a greater vulnerability to adverse health outcomes and thus have a greater need for chronic and acute health care. Access to paid sick days can allow workers to more easily provide essential care for family members and dependents, thereby potentially preventing a worsening of illness and use of expensive hospital care, and avoiding the need for paid caregivers. At the community level, paid sick days allow workers and students to stay home when ill and could help prevent transmission of infectious disease in schools and workplaces." (8)</p>	<p>Research shows that parental involvement in a child's education improves academic achievement and reduces dropout rates. Working conditions affect the degree of parental involvement in their children's education, which markedly affects educational outcomes. Children whose parents are actively involved in their education perform better on reading and math tests, experience more positive emotional and social development, have fewer behavioral problems, and persist longer in school. Children who are at risk educationally, such as low-income students and those with learning disabilities, receive particularly significant benefits from parental involvement. Yet active parental involvement in children's education can occur only when workplace schedules afford working parents the time to be with their children during out-of-school hours as well as the flexibility to meet with teachers or consult with specialists during the workday. (20)</p>	<p>Parental involvement benefits families and whole communities, resulting in a better educated future workforce and positively impacting local economies. With an annual earning potential of around \$10,000 more, high school graduates are more likely to find stable and better-paying employment. (21)</p> <p>In 2008, if only half of the 6,200 students that dropped out from their class in Albuquerque would have graduated, it is estimated that they would have contributed to the local economy in these ways:</p> <ul style="list-style-type: none"> • Earned \$38 million in additional annual wages, spent an additional \$26 million in retail purchases and invested an additional \$9 million • Purchased homes with an additional value of \$87 million and purchased vehicles with an additional value of \$3 million • Contributed to spending and investment, supporting 300 new jobs and increasing the gross regional product by as much as \$46 million by the midpoint of their careers • Contributed an additional \$5 million in state and local taxes (21) 	<p>66% of U.S. workers report using unscheduled sick leave for personal or family reasons such as their children's educational needs. Employees cite work-life balance as the most important reason for staying on jobs that allow such balance. (14)</p> <p>Bureau of Labor Statistics data show that paid parental leave and extending unpaid parental leave cut the resignation rates of new mothers and enhanced retention. (14)</p> <p>Operating in the automotive industrial sector, Autoliv Australia implemented leave and flexibility policies and their turnover rate decreased from 15-20% to just 3% and these programs ultimately saved more than they cost to implement. (13)</p> <p>According to the 2008 NSE, the main reason employers develop workplace flexibility, care giving leaves and dependent care initiatives is the retention of employees in general not the retention of highly-skilled employees (15)</p>
	<p>"A guarantee of paid sick days would reduce the hazard of communicable disease transmission in community settings including restaurants and long-term care facilities, with potential for reductions in infectious disease outbreaks. Paid sick days would have a particularly significant benefit in enabling established community mitigation strategies for pandemic flu. Finally, a guarantee of paid sick days would prevent potential hunger and loss of housing among low-income workers by mitigating wage loss during periods of illness." (8)</p>			

Maternity/Paternity Leave and Lactation Programs	Health	Education	Economic Stability	Employee Satisfaction & Productivity
<p>The length of time women spend at home after birth is related to the coverage available for maternity care.</p> <p>The Family and Medical Leave Act (FMLA) enables those who work for employers with 50 or more employees to take up to 12 weeks of unpaid, job-protected leave per year for the birth and care of the employee's newborn child or for placement of child for adoption or foster care... and requires that their group health benefits be maintained.</p> <p>According to, Galtly and Callister, "Research undertaken in the United States also shows that a period of leave following childbirth substantially assists mothers' physical and mental well-being (Gierdingen, Froberg, & Kochevar, 1991; McGovern et al., 1997).</p> <p>According to Berger et al (2005), children whose mothers return to work early are less likely to be breast fed at all or to be breast fed for a shorter period of time. Also less likely to receive regular medical checkups in the first year and to receive all the DPT and Oral Polio immunization during the first 18 mos. Results are stronger when return to work full time. Also, children whose moms return to FT work within 12 weeks are more likely to have externalizing behavior problems at age 4.</p> <p>Breastfeeding is known to have positive benefits for the health of the child and of the mom.</p> <p>The Center for Disease Control Guide to <i>Breastfeeding Interventions</i> cites Fein and Ros's research showing that "working outside the home is related to a shorter duration of breastfeeding, and intentions to work full time are significantly associated with lower rates of breastfeeding initiation and shorter duration."</p> <p>According to Corporate Voices for Working Families, "One of the most common reasons mothers cite for</p>	<p>Dr. Atrendsen cites studies in which breastfeeding is shown to enhance cognitive development and intelligence as measured by IQ.</p> <p>US Breastfeeding Committee publication <i>Economic Benefits of Breastfeeding</i> cites research by Horwood and Fergusson "showing a 3-11 point IQ deficit in formula-fed babies." They also cite works indicating "less educational achievement both for formula-fed children (Rogan and Gladden) and throughout adulthood (Hardy and Wadsworth). Also cited is work indicating slower brainstem maturation (Amin et al) and IQs 8-15 points lower (Lucas et al) in premature infants who do not receive human milk.</p> <p>A study of "different family policy regimes of twenty OECD countries... shows that the dual-earner regimes, combining high levels of support for paid parenting leaves and public child care, are strongly associated with low levels of child poverty and child mortality. We find little long-term effect of family policies on educational achievement, but a significant positive correlation between high family policy support and higher educational attainment." (Engster and Stensoda, 2011)</p>	<p>US Breastfeeding Committee publication <i>Economic Benefits of Breastfeeding</i> cites numerous studies related to the medical costs of not breastfeeding as well as the medical and nonmedical costs of artificial feeding breastfeeding:</p> <ul style="list-style-type: none"> • For private and government insurers, a minimum of \$3.6 billion must be paid each year to treat diseases and conditions preventable by breastfeeding. • For families, the purchase of infant formula can amount to \$1,200-\$1,500 or more for the baby's first year. • For the nation's employers, formula feeding results in increased health claims, decreased productivity, and more days missed from work to care for sick children. <p>"Only twenty-five percent of the illnesses causing one day absences from work occurred in breastfed babies while 75% occurred in formula-fed babies" (Cohen, Mitek & Mitek, 1995)</p> <p>The World Health Organization (2002) and the American Academy of Pediatrics (1997) call for the exclusive provision of breast milk for the first 6 months, with continued breastfeeding – for at least 1 year, up to 2 and beyond, desirable.</p> <p>If 90% of US families could comply with the medical recommendations to breastfeed exclusively for 6 months, the United States could save \$13 billion/year and prevent an excess 911 deaths annually, 95% of which would be of infants" (Bartick & Reinholz)</p> <p>Dr. Atrendsen identifies the following financial savings to Government and Families: Savings on food: "The cost to supply artificial baby milk (ABM) to one child is between \$800 and \$1,200 per year depending on the brand and area of the country. Reduced medical expenses: "A pre-publication study by the Wisconsin State Breastfeeding Coalition estimated the following health care savings</p>	<p>Accommodating workplaces—including those offering paid and unpaid maternity leave—raise the likelihood of women returning to full-time work within a year after childbirth and to the same employer.</p> <p>A study of multiple companies with lactation support programs found an average retention rate of 94%</p> <p>Wadfogel's work (before FMLA) indicated that women who maintain employment continuity over childbirth were more likely to have a higher pay at age 30 than women who left the labor force around childbirth. However, women who were covered by a formal maternity leave policy and returned to their original employer had higher subsequent wages.</p> <p>Blau, Ferber, and Winkler (2001) conclude that "if parents demonstrate a strong labor market attachment prior to having children, a relatively short leave (3 months) with a return to the same employer and to the same work pattern is likely to result in low or negligible lifetime earning costs." (from Galtly and Callister)</p> <p>And, according to, Galtly and Callister, "Research undertaken in the United States also shows that a period of leave following childbirth substantially assists mothers' physical and mental well-being (Gierdingen, Froberg, & Kochevar, 1991; McGovern et al., 1997).</p> <p>A study by Pinka Chatterji, Sara Markowitz and Jeanne Brooks-Gunn using data from the National Institute of Child Health And Human Development's Study on Early Child Care (SECC) to study several traits, including maternal physical and mental health, parental stress, quality of parenting. The analysis, published by the National Bureau of Economic Research, revealed that working doesn't necessarily lower the quality of parenting or even worsen parental stress. Critical is taking the right amount of</p>	

<p>not breastfeeding is that they must return to work. Hourly workers face especially challenging barriers to breastfeeding, including a lack of sanitary facilities to pump milk at work, inflexible schedules and unsupportive managers.</p> <p>According to Galtry and Callister's review of the literature (p229), "For mothers who wish to resume employment.. one alternative to taking a long period of leave to breastfeed is to express breastmilk (either by hand or breastpump) in the workplace. Frequent feeding or expression is critical for ensuring milk production, and preventing early termination of breastfeeding (Auerbach, 1999). If she has access to lactation breaks and facilities in the workplace, the mother may be able to resume employment and express and/or pump milk with relative ease..."</p> <p>The CDC cites a study by Cohen et al. that "examined the effect of corporate lactation programs ... [that] included prenatal classes, prenatal counseling, and lactation management after the return to work. About 75% of mothers in the lactation programs continued breastfeeding at least 6 months, although nationally only 10% of mothers employed full-time who initiated breast-feeding were still breastfeeding at 6 months." CDC also notes that "participants in the Mutual of Omaha's lactation program breastfed an average of 8.26 months, although nationally only 29% of mothers were still breastfeeding at 6 months."</p> <p>According to Ahrends, health benefits to mothers of breastfeeding include delay in fertility, reduced risk of breast cancer, uterine cancer (by reducing ovulatory age), endometrial cancer, improves emotional health post partum, reduces insulin requirement, decreased risk of osteoporosis, promotes postpartum weight loss.</p>		<p>In Wisconsin if Breastfeeding rates were at 75% at discharge-50% at six months:</p> <ul style="list-style-type: none"> \$4,645,250/yr Acute Otitis Media \$437,120/yr Bronchitis \$6,699,600/yr Gastroenteritis \$282,440/yr Allergies \$758,934/yr Asthma \$578,600/yr Type I Diabetes (birth -18yrs) \$17,070,000/yr Breast Cancer <p>For a total health cost savings of \$30,984,432/yr.</p>	<p>leave time at birth.</p>
---	--	---	-----------------------------

	<p>Health</p> <p>... Evans et al argue that establishment of a comprehensive early childhood development program ... would be the single best means of improving ... health outcomes." (12)</p>	<p>Education</p> <p>Affordable quality child care also impacts the life-long educational trajectory of children (12).</p>	<p>Economic Stability</p> <p>Employees and employees both seem to benefit from flexible scheduling as determined by the following:</p> <ul style="list-style-type: none"> • 51% of employees offered flexible work arrangements report high levels of life satisfaction. • 34% of employees allowed to flex their schedule in 2002 reported low levels of 'negative spillover from job to home.' • Employees with flexible work schedules report fewer mental health issues. • In a study taken in 2006, 41% of full time employees agreed that if they were given more control over their time they would be more productive. • In a study done in 2008, 60% of employers actively encouraged supervisors to be supportive of employees with family needs and by finding solutions that work for both employee and employer and 20% of employers reward managers who support effective flexible scheduling arrangements. • According to a survey done in 2005, alternative work arrangements rank at the top of work-life programs in minimizing unplanned absences from work. 	<p>Employee Satisfaction & Productivity</p> <p>Childcare subsidies, work-site child care, and other child care benefits enhanced retention among workers studied in a variety of industries, including manufacturing, banking, and hospitals.</p> <p>A study of 614 U.S. businesses found that when considering whether to stay with their employer, schedule flexibility outweighed salary, stock options, and training considerations</p> <p>Deloitte & Touche credits its schedule flexibility programs in saving approximately \$41.5 million in costs related to turnover.</p> <p>A study of low wage workers with schedule flexibility found that they were 30 percent less likely to leave their employer within two years than workers who had no flexibility.</p> <p>According to the National Study of the Changing Workforce in 2002, 73% of employees with high availability of flexible work arrangements reported that there was a high likelihood that they would stay with their current employer for the next year</p>
<p>Childcare and Dependent Care</p>	<p>Flexible Scheduling</p> <p>According to several studies done in this area, there has been a definitive increase in employers offering flexible scheduling:</p> <ul style="list-style-type: none"> • Over a 10 year period beginning in 1995, fixed schedules decreased from 71 to 67% in Europe. • As of 2008 statistics, 79% of US employers allow some flexibility in schedule changes, while 37% of employers allow flexibility for all. • In 1998, 24% of US employers allowed for daily changes in starting and quitting time schedules, whereas in 2008, 31% allow for daily changes. • According to the US Census Bureau in 2001, 28.8% of employees had flexible schedules. • 31.2% of those employees aged 65 and over had flexible schedules. • And as of 2004, according to the US Department of Labor, men continued to have a more flexible schedule than women by 2%, however women are more likely than men to utilize this opportunity. 			

	Health	Education	Economic Stability	Employee Satisfaction & Productivity
Telecommuting	<p>There has been a definite increase in employees who telecommute for all or part of their work life:</p> <ul style="list-style-type: none"> Between the years 2005 and 2006 there was a 25% increase in one day a week or more telecommuters. As of 2007, at least 8 % of Americans telecommute one or more days per month which indicated a 39% increase in a 5 year period. <p>What are some of the characteristics of those who work from home?</p> <ul style="list-style-type: none"> Self-employed Small business owners In 2001, both men and women work from home – there is not significant difference based on gender, however in 2007, 3 out of 5 teleworkers were male, married or living with a partner, and living in a household that earns \$75K or more Managers are more likely to work from home working in the fields of education, training, mathematical science, computer and library occupations, as of 2009 statistics. Professions least likely to work at home include food and beverage occupations, production, healthcare, construction, transportation, and building and maintenance operations. <p>Employee benefits of telecommuting include:</p> <ul style="list-style-type: none"> Less reports of emotional and physical fatigue than on-site workers More satisfied with work than on-site workers Tremendous advantage for disabled or those with temporary disabling healthcare issues 			<p>Fortune 500 firm USAA decreased turnover by half, increasing its net worth and paying out \$857 million in dividends and in 2008 by offering it employees options around telecommuting, flexibility, part-time employment, and job sharing.</p> <p>In a 2007 survey of 10,000 U.S. workers, 53% of the remote workers said they weren't considering leaving the company within 12 months, while only 46% of the office workers said leaving wasn't a consideration.</p>

	Health	Education	Economic Stability	Employee Satisfaction & Productivity
Job sharing and Part-Time Options				<p>Cigna retained five hundred managers and professions as a result of their job share and part-time employment options.</p> <p>Corning reduced turnover by 50 percent among its manufacturing workers by providing job sharing and part-time options.</p> <p>Fortune 500 firm USAA decreased turnover by half, increasing its net worth and paying out \$857 million in dividends and in 2008 by offering it employees options around job sharing, part-time employment, telecommuting, and flexibility</p>
Healthcare	<p>Employment characteristics related to health, such as wages, family and sick leave policies, and health, dental and eye care benefits are correlated with each other, and therefore workers that lack paid sick days are likely to experience a greater vulnerability to adverse health outcomes and thus have a greater need for chronic and acute health care. Access to paid sick days can allow workers to more easily provide essential care for family members and dependents, thereby potentially preventing a worsening of illness and use of expensive hospital care, and avoiding the need for paid caregivers." (8)</p>			<p>As a result of its combination of healthcare, competitive wages, flexibility, part-time options, and training and advancement opportunities, Costco's turnover rate is less than 6% after first year of employment (1/3 the industry average)</p>
Wellness programs				<p>As a result of its combination of higher industry wages, flexibility, part-time options, healthcare, and training and advancement opportunities, Costco's turnover rate is less than 6% after first year of employment (1/3 the industry average)</p>
Higher Industry Wages	<p>Pay Equity is important as well since women are generally in poverty at higher rates than men. It's also very important to note that White women tend to be in poverty about half as much as women of color. (9) The Wayne County Department of Health (Michigan) has completed a Health Impact Assessment (HIA) on pay equity for women and has concluded that:</p> <p>"Our findings strongly suggest that improving women's income through legislation requiring pay</p>			<p>"... common organizational features of those US companies that were most successful in terms of shareholder value over a number of years (Pfeffer 1998). He came up with the following list of common characteristics:</p>