



FAMILY FIRST INITIATIVE

FAMILY FRIENDLY WORKPLACES AND CULTURE TASK FORCE

The Family-Friendly Report

INTRODUCTION

In June of 2015, Tallahassee Mayor Andrew Gillum convened local business, non-profit and government leaders to examine the status of families in our community. Following the meeting, summit participants volunteered to join several committees to continue the work and to provide the Mayor with recommendations. The Family Friendly Workplaces Committee was charged with making recommendations to encourage Family Friendly Workplaces in Tallahassee.

COMMITTEE MEMBERS

- April Salter, Salter Mitchell, Inc.
- Alva Stiplin, Big Brothers Big Sisters
- Terrie Ard, Moore Communications Group
- Tom Derzopolski, BowStern
- Sheila Costigan, Foundation for Leon County Schools
- Jaye Ann Terry
- Betsy Couch
- Kari Glisson
- Brooke Hallock
- Verla Lawson-Grady
- Commissioner Nancy Miller
- Brittney Mukadam
- John Padgett
- Wendell Paige
- Whitney Pickett
- Ben Pingree
- Rita Repass-Brown

TALLAHASSEE'S HISTORY OF FAMILY-FRIENDLY WORKPLACES

Tallahassee has a strong and community-oriented business community. In fact, almost 10 years ago, in 2007, The Tallahassee Chamber initiated a Family-Friendly awards category in its annual awards program.

The first two years had a handful of nominees which competed to win. In 2009, they had to find business to make sure the category would be included. In 2010 they had no nominees through the promotional stages of the event and couldn't find businesses who wanted to submit for the category. That was the last year offered as an official category.

When the category dissolved, they added in a family friendly element to each application of the other competing categories and it is still included now. It is the hardest for a lot of businesses to answer and generally the lowest scored question within the application.

Despite the lack of official recognition, Tallahassee boasts some of the most family-friendly workplaces in Florida and in fact, in the country. Moore Communications Group was recently

recognized as having one of most psychologically healthy workplaces in the country, due to their focus on in-house wellness coordinator, career mentoring, parent leave and staff recognition.

<http://www.tallahassee.com/story/money/2016/03/08/moore-communications-group-recognized-promoting-employee-well-being/81474356/>

Recently, Thomas Howell Ferguson, of the area's largest CPA firm headquartered in Tallahassee and one adopted a comprehensive Flexible Work Option Program. This comprehensive program integrates with the company's business goals and provides employees with a clear pathway and support for alternative work options.

THE ECONOMIC CASE FOR FAMILY-FRIENDLY WORKPLACES

More than half of workers in the United States provide care for other – including children, elderly parents and relatives, spouses, adult children, and returning veterans with disabilities.¹ Some workplaces have recognized this reality and have put in place policies and culture that make it possible for family members to commit to both their family and work obligations. Some have not. There are distinct benefits that businesses receive when they instill Family Friendly practices into their workplace:

Attracting and Retaining Talent

Workers favor companies that offer family-friendly policies. In 2014, nearly 50 percent of working parents reported that they turned down a past job offer because it would not have worked for their families.² There is also evidence that workers take into account the entire compensation package offered by a prospective employer; not just the wages they will be paid.³ Data has shown that when offered little workplace flexibility, workers require higher wages to help pay for services like emergency child care or care for the elderly.⁴ A workplace that offers its employees Family Friendly policies is, in effect, offering its employees additional compensation; and research shows that higher compensation allows a business to attract and retain talent.⁵

Improved Productivity

Research also shows that Family Friendly policies lead to improved worker productivity. One study, of over 700 firms in the US, UK, France, and Germany, found a statistically significant positive relationship between businesses that offered policies aiming at achieving a work-life

¹ The White House. (2015). *2015 Economic Report of the President, Chapter 4: The Economics of Family-Friendly Workplace Policies*. The White House. Retrieved from:

https://www.whitehouse.gov/sites/default/files/docs/cea_2015_erp_complete.pdf

² Id at 159

³ Id at 195

⁴ Id at 196

⁵ Id at 196

balance and total productivity.⁶ Almost as important, the study also found no evidence that Family-Friendly policies led to decreased productivity. Another study found that productivity in a company increased when employees chose where they worked. When given the option to choose the optimal place to work – from home or at the place of business—productivity increased by 20%.⁷

Reduced Absenteeism and Turnover

Work and family conflict can lead to increased absenteeism and greater turnover. Policies like paid sick leave can lead to a healthier work environment—by encouraging sick workers to stay home, rather than coming to work and infecting coworkers—lead to less absenteeism in the workplace and greater productivity. During the H1N1 pandemic in 2009, employee absences fell more rapidly among public sector than private sector employees, which is likely due to public employees having much higher access to paid sick leave.⁸ Evidence also suggests that paid sick days have no negative effect on profitability.⁹ Other Family-Friendly policies, such as paid parental leave, have been shown to improve worker health¹⁰ extend health benefits to children¹¹.

Turnover is also a major concern for employers. A very high share of Americans support policies such as paid leave and flexibility in the workplace. In a survey of 200 human resource managers, 2/3 cited Family-Friendly policies as the single most important factor in retaining talent.¹² Improved retention saves businesses money, eliminating the time and money they would need to spend advertising open positions, interviewing candidates, training new employees and so on. Total median turnover costs, including productivity losses related to training new employees is 21% of an employee’s annual salary.¹³

Other Benefits

Along with these benefits to the employer, there are a number of other benefits an organization that offers Family-Friendly policies experiences. These include improved business effectiveness; improved client service and satisfaction; and alignment with leadership’s core values. These benefits, while often-times less measureable, are certainly

RECCOMENDATIONS

The Task Force recommends the Mayor’s Office create a Family Friendly Committee to oversee implementation of a Family Friendly Workplace program including branding, certification/designation process, toolkit, and promotion of model policies and practices.

⁶ Id at 198

⁷ Id

⁸ Id at 193

⁹ Id.

¹⁰ Id at 194.

¹¹ Id at 193

¹² Id. At 196

¹³ Id at 197

In order to inform the work of the Committee or organization that takes up this charge, this committee has developed a series of recommendations and tools.

How do businesses in our community currently create Family Friendly Workplaces and Culture?

To better understand the current landscape of Family-Friendly practices in our community, this Task Force has created a survey to be sent through the Greater Tallahassee Chamber of Commerce. Once this survey is sent out and we are able to analyze the results we will learn what policies and culture are already in place in the Capital Region.

The survey is targeted at gathering data in four main categories: Employee Work/Life Balance; Employee Health and Wellness; Innovative Culture; and also to gather some general information about the business' employees (such as educational attainment, gender ratio, etc.). This survey will provide a baseline for measuring where we are as a community, when it comes to Family-Friendly policies. Additionally, this survey will inform us of any innovative practices or policies businesses are utilizing, that could be expanded and adopted by other organizations.

How do we recognize and celebrate Family-Friendly Workplaces?

This Task Force recommends the creation of an award or certification program aimed at assessing businesses policies as they relate to creating Family-Friendly workplaces, and recognizing those that are striving to create an environment that promotes the work/life balance that is so essential to attracting and retaining talent, reducing absenteeism and turnover, increases productivity, and promotes a supportive workplace culture.

A great way to help grow awareness about such a recognition program would be to engage a local media partner. This partner would be a great assistance in not only marketing the recognition program; additionally, it could potentially be the home/lead organization for an award committee.

A draft model can be found on the following page.

How do we activate local leadership around this issue?

It is this Task Force's final recommendation that we engage our business community leaders in a way that educates them to the benefits of Family-Friendly policies, and provides them with the impetus to turn them into champions of this initiative as well. An ideal way to do this would be to create an informative session to be used either as a breakout session at the annual Chamber retreat, or another prominent Chamber event, where many of our local business leaders will be in attendance.

Draft Model Family-Friendly Workplace Award Checklist

Do you offer your employees health insurance? (Required)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Which of the following policies or practices do you offer to promote a stable work/life balance? (Use the space below to elaborate or add others)	<input type="checkbox"/> Flexible Schedule <input type="checkbox"/> Paid Time Off <input type="checkbox"/> Telecommuting <input type="checkbox"/> Access to Elder Care <input type="checkbox"/> Access to Child Care <input type="checkbox"/> Lactation Room <input type="checkbox"/> Job Sharing <input type="checkbox"/> Maternity Leave <input type="checkbox"/> Paternity Leave <input type="checkbox"/> Parental/Flex Leave <input type="checkbox"/> Family Med. Leave
	<input type="checkbox"/> Total Points
Which of the following policies do you offer to encourage health and wellness? ? (Use the space below to elaborate or add others)	<input type="checkbox"/> Family Health Ins. <input type="checkbox"/> On-site Gym <input type="checkbox"/> Gym Membership <input type="checkbox"/> Work-site Screenings <input type="checkbox"/> Health Ed. Opportunities <input type="checkbox"/> Health Incentive Prog. <input type="checkbox"/> Mental Health Prog. <input type="checkbox"/> FSA Account
	<input type="checkbox"/> Total Points

Which of the following practices do you offer to encourage innovative work Culture? (Use the space below to elaborate or add others)

____ Staff Retreats

____ Community Outreach

____ Creative Work Eniv.

____ Reward Work Experimentation

____ Total Points

Scoring

The scorer should feel at liberty to offer points for policies or practices that are provided by the applicant in the section for elaboration/addition

Bronze

6 or more Total Points

Silver

12 or more Total Points

Gold

18 or more Total Points

SOURCES & RESOURCES

This section provides links to helpful tools, models, and information relating to Family-Friendly policies. It also includes references utilized in the creation of this Report.

The White House. (2015). *2015 Economic Report of the President, Chapter 4: The Economics of Family-Friendly Workplace Policies*. The White House. Retrieved from:
https://www.whitehouse.gov/sites/default/files/docs/cea_2015_erp_complete.pdf

Link to Fair Work

<http://www.fairwork.gov.au/about-us/policies-and-guides/best-practice-guides/work-and-family>

Checklist for Family Friendly Human Resources Practices

<http://450japv83ik2zj2euv0ry1nl.wpengine.netdna-cdn.com/wp-content/uploads/2012/06/Checklist-for-Family-Friendly-HR-Practices.pdf>

Family-Friendly Workplace Policies that You Can Adopt – Santa Rosa, CA

<http://www.santarosachamber.com/wheel/family-friendly-workplace-policies-that-you-can-adopt/>

Includes:

- Schedule flexibility
- Lactation-Friendly Workplace
- High-Quality child care – assisting families in choosing high quality child care, customized referrals
- Earned Income Tax Credit – assisting in tax return preparation to insure all credits are being taken; these refunds are a foregone economic stimulus to California
- Education & Training
Offering onsite training for your employees not only provides a safe environment for employees to learn, but it also translates to improved employee morale, lower turnover and absenteeism as well as making it easier for employers to institute change and helps improve workplace communication and training.

Promoting Family-Friendly Policies in Business and Government

<http://ctb.ku.edu/en/table-of-contents/implement/changing-policies/business-government-family-friendly/main>