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## **An Evaluation of the Application of Work Family Policies in First 5 Children and Families Commissions**

LaTina A. Price

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EMPA 396 Capstone Project

Golden Gate University  
Dr. Jay Gonzalez  
May 25, 2007

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## **ABSTRACT**

Work family policies are a topic high on the agenda for many advocacy groups, legislators, employers and working families. Working families need work family policies in order to meet the demands of work and family life. These policies may allow for flexible work schedules, paid sick-leave to care for oneself or sick child, and time off for doctors appointments and school activities. In the case of First 5 Children and Families Commissions, organizations charged with supporting the healthy development of young children, having such policies in place for their own employees would seem to be of great importance. It makes sense for these organizations to be examples and leaders in the efforts to make work environments conducive to working families. In addition to being leaders in the movement towards family friendly work environments, having these policies in place can prove beneficial to the organizations effectiveness. Much research has been done on the benefits of having such policies in place. Studies have shown that work family policies, in particular, flexible work options, have a positive effect on employee retention and organizational effectiveness. The purpose of this study was to evaluate the application of Work Family Policies in First 5 Children and Families Commissions. Data was collected from 27 Executive Directors of First 5 Children and Families Commissions. The results of the study indicated that a significant number of these organizations implemented Work-Family Policies as either policies or in practice. Having these policies in place were a priority to most respondents for the sake of employee motivation, retention, and recruitment, as well as being examples in their communities and leaders in the efforts to make work environments more family-friendly. The practical implications of the study are discussed and policy recommendations made.

## **INTRODUCTION**

Work family policies are a topic high on the agenda for many advocacy groups, legislators, employers and working families. Working families need work family policies in order to meet the demands of work and family life. These policies may allow for flexible work schedules, paid sick-leave to care for oneself or sick child, and time off for doctors appointments and school activities. In the case of First 5 Children and Families Commissions - organizations charged with supporting the healthy development of young children, having such policies in place for their own employees would seem to be of great importance. In 1998 voters passed Proposition 10, a statewide ballot initiative to add a 50-cent tax on every pack of cigarettes to pay for programs to promote the healthy development of young children – from before birth to age five. The moneys allocated and appropriated to county First 5 Children and Families Commissions (CFC's) (80% of revenues) are administered by each county commission to address their county-specific needs. With this in mind, it makes sense for these organizations to be examples and leaders in the efforts to make work environments conducive to working families.

In addition to being leaders in the movement towards family friendly work environments, having these policies in place can prove beneficial to the organizations effectiveness. Studies have shown that organizations that have work-life policies in place for employees are able to attract, retain and motivate employees and as a result positively affect organizational effectiveness. Studies have shown that work family policies, in particular, flexible work options, have a positive effect on employee retention and organizational effectiveness. Flexible work schedules are among the more common

family-friendly work practices. One characteristic of high performing organizations is their ability to attract and retain well qualified employees.

Since its inception, First 5 Children and Families Commissions have been under close watch by legislators and key stakeholders. Proposition 10 survived a Supreme Court challenge on the grounds that it funds programs from a tax on an unrelated product when the court ruled that there is indeed a credible link between tobacco and children's health. Shortly after the passage of Proposition 10, voters reinforced their support by disapproving Proposition 28 which was placed on the ballot by a major tobacco retailer to repeal the Proposition 10 tax. More recently, First 5 California was ordered to undergo an extensive financial audit when allegations of misuse of funding to support media campaigns arose. The audit resulted in no significant findings in this regard but influenced the passing of legislation to provide added fiscal and programmatic accountability and to add additional structure to the organization. The latest and most threatening legislation would redirect all Proposition 10 funding away from county commissions and towards a statewide program to fund health insurance for low-income documented children. This Senate Bill 893 was unsuccessful in gaining the needed support for further consideration at this time. As these instances show, First 5 Children and Families Commissions have been challenged on many fronts. In each instance the agencies were able to persevere. In order for these agencies to continue to rise above these and future challenges, being able to show their effectiveness in meeting the needs of children zero to age five and their families is imperative. Also, having a positive reputation with key stakeholders is important for their continued support and is invaluable for sustaining the life of these organizations and the services they provide.

This study seeks to evaluate the application of work family policies in First 5 Children and Families Commissions. My assumption is that First 5 Children and Family Commissions will have a high implementation rate of work-family policies that provide flexible work options for their employees. This assumption is based on the idea that an agency that recognizes the importance of early childhood development and provides resources to support the healthy development of children would also recognize the needs of their employees when it comes to meeting their responsibilities of work and family life. Also, in support of their efforts in becoming high performing organizations, recognizing that such policies will serve them well in attracting and retaining quality employees and sustaining stakeholder support is essential.

## **LITERATURE REVIEW**

### Work Family Dilemma

The U.S. workforce has experienced both demographic and sociological changes over the past few decades. In the past, working environments catered to the working man whose wife stayed home to care for family responsibilities. Now workers with this traditional support system are the minority while "non-traditional" employees - i.e. women, the disabled, elderly, students, and men with family responsibilities, are the majority. Work environments must now support this new majority who is challenged by balancing work demands with personal and/or family needs and responsibilities.

In "Balancing Work & Family", Chris Lee offers some statistics regarding the changing demographics of today's workforce. Women, minorities and immigrants make up a growing portion of the workforce. Fifty-two percent of women with children under the age of six work today compared to only 11% in 1960. As a result of these changing



demographics, according to Lee, companies that want to recruit and retain a quality workforce will be required to make jobs that are desirable and also meet the needs of this new diverse workforce. People are beginning to recognize that there is more to their quality of life than work. A study by Time magazine reports that, "What matters is having time for family and friends, rest and recreation, good deeds and spirituality" (Lee, 1991).

As a result of these changes in the workforce, work family policies have been and continue to be a topic of great interest and even greater importance. Countless studies have been dedicated to the many challenges facing working families in today's society. The challenges of integrating work and family life is experienced daily by the majority of American working families. Jody Heymann, in her book "The Widening Gap" (2000) discusses the significant dilemmas that many working families are facing. Taking time off to care for sick family members and child care problems ranked highest among these (Heymann, 2000). She reports that flexible work schedules, paid sick leave, and affordable quality child and after school care, are some supports that are lacking for working families. She concludes that adapting both social institutions and workplaces so that working Americans can meet the health, educational, developmental, and basic living needs of their family members is of significance to everyone in the country. Additionally, with women having the most caregiving responsibilities, they will need these structures in place to ensure equal opportunities for themselves. Betty Holcomb addresses the challenges that working mothers face in regards to loss of career opportunities and advancement, lower wages, and pay cuts etc. In her book "Not guilty! The good news for working mothers" (1998), she discusses the real costs and benefits of

women working outside of the home. She points out the fact that women without children earn about ninety-percent of what men do and mothers, by comparison earn just seventy-five percent of what fathers do. This fact could not be explained by a difference in experience or skills (Holcomb, 1998). The increasing costs of child care and lack of quality child care have the ability to discourage mothers from working and when they do enter the workforce it is often not worth the price of child care. She also concludes that with the right supports, working mothers could lead richer and more fulfilling lives for themselves and their families. According to Dyk (2004), low-income and working poor families' exposure to and experience of significant stressors make their situations differ from middle and upper-income working families. Competing stressors may be internal or external to family and include such things as poor health, domestic violence, lack of education or lack of employment opportunities, poor access to health care, poor schools, or community violence. Juggling the demands of earning a living in addition to dealing with these stressors are exceptionally challenging for low-income families. Research reported in this study found that although they prove resilient and resourceful, these families need opportunities to further their education, additional services, and supportive policies to assist them in becoming economically self-sufficient.

#### U.S. in Comparison to other Wealthy Countries

Many wealthy countries do a much better job than the United States does of supporting workers who are balancing the competing demands of work and family (Gornick, 2007). The United States is far behind all other wealthy countries when it comes to institutionalizing work family policies such as maternity leave, paid sick days and support for breast-feeding (Crary, 2007). According to a study by Harvard and McGill

University, the U.S. is one of only five countries out of 173 in the survey that does not guarantee some form of paid maternity leave. Other findings include that at least 145 countries provide paid sick days with the U.S. providing unpaid leave through the Family and Medical Leave Act which does not cover all workers. There is no federal law providing for paid sick days. At least 107 countries protect working women's right to breast-feed while the U.S. has no federal legislation guaranteeing this right (Crary, 2007).

According to a special report by Gornick (2007), European countries provide extensive work family policies including paid family leave, public early-childhood education and care, and working-time measures that raise the quality and availability of part-time work. Work family policies in Denmark and Sweden allow parents to take their allotted leaves in increments until their children are eight years old, and Finland and Norway permit parents to use portions of their leave benefits to purchase private child care instead. Child care is made affordable for parents by way of publicly supported or income-scaled fees for infant and toddler care and free full-day preschool from age three to the start of primary school. Universal health insurance is also a major economic support for families. In addition to having these supports in place for working families, these programs remain a priority and as such were singled out for protection and growth rather than cutbacks by European Union and many individual countries.

Thörnqvist (2006), in the article "Family-friendly labour market policies and careers in Sweden", reports that Sweden is often highlighted as one of the most family-friendly and gender equal nations in the world. In this country, family-friendly policies are not dependent on individual firm's, employer's policies, or the size of the company, instead they are regulated for the most part by labor law or collective agreements.

Thörnqvist supports the theory that equality, fairness, and integration are needed for gender equity. He contends that the Swedish labor market has become both more equal and fair over the decades which has facilitated family-friendly reforms but the idea of integration – or society's expectations and priorities, has not changed as much. The labor market in Sweden is greatly segregated suggesting that policies appear gender neutral but in actuality women are taking on more of the caregiving responsibilities and are utilizing them more often.

Child Well-Being in Rich Countries: A Summary Table:

		Dimension 1	Dimension 2	Dimension 3	Dimension 4	Dimension 5	Dimension 6
Dimensions of child well-being	Average ranking position (for all 6 dimensions)	Material well-being	Health and safety	Educational well-being	Family and peer relationships	Behaviours and risks	Subjective well-being
Netherlands	4.2	10	2	6	3	3	1
Sweden	5.0	1	1	5	15	1	7
Denmark	7.2	4	4	8	9	6	12
Finland	7.5	3	3	4	17	7	11
Spain	8.0	12	6	15	8	5	2
Switzerland	8.3	5	9	14	4	12	6
Norway	8.7	2	8	11	10	13	8
Italy	10.0	14	5	20	1	10	10
Ireland	10.2	19	19	7	7	4	5
Belgium	10.7	7	16	1	5	19	16
Germany	11.2	13	11	10	13	11	9
Canada	11.8	6	13	2	18	17	15
Greece	11.8	15	18	16	11	8	3
Poland	12.3	21	15	3	14	2	19
Czech Republic	12.5	11	10	9	19	9	17
France	13.0	9	7	18	12	14	18
Portugal	13.7	16	14	21	2	15	14
Austria	13.8	8	20	19	16	16	4
Hungary	14.5	20	17	13	6	18	13
United States	18.0	17	21	12	20	20	-
United Kingdom	18.2	18	12	17	21	21	20

Source: UNICEF Innocenti Report Card 7, 2007

Heymann makes the case that the United States, more than any other nation, has left it to corporations to handle the question of whether children with health problems, children whose parents must work evenings, etc. will receive the assistance they need (Heymann, 2000). According to findings from UNICEF Innocenti Research Centre in their Report Card 7, the United States ranked on average second to last in the six dimensions of child well-being assessed by the study.

### Work Family Policies

The bottom line is that working families need work family policies in order to meet the demands of work and family life. These policies may allow for flexible work schedules, paid sick-leave to care for oneself or sick child, and time off for such things as doctors appointments and school activities. Some statewide policies such as the California Family Rights Act and Paid Family Leave Act guarantee some time off from work either unpaid or less often paid - without consequence to employment. Others policies such as: flexible work schedules – being able arrange start and end times around school drop offs or being able to come to work early and leave early to make your child's basketball game; paid sick leave – so you do not have to worry about losing money or sending your child to school sick; and part-time work – being able to work less than 40 hours per week, are also important to working families but are not benefits all employees have. Even so, it is not always enough to have these policies in place and available for employees. Employees must also feel free to take advantage of them without repercussions. According to a study by the Families and Work Institute, only 28% of low-income employees, and 31% of mid- and high-income employees felt strongly that they could use flexible work arrangements without jeopardizing job advancement (Bond,

2006). It is also important for businesses and organizations with work family policies to also create a culture that values employees and is responsive to their needs.

#### Benefits of Work Family Policies

Work-life programs are effective ways of attracting and retaining good employees, increasing productivity, decreasing absenteeism, and enhancing a company's reputation (Landauer, 1997). Retaining employees is important for sustaining the effectiveness of an organization due to the fact that each time a key player leaves, irreplaceable knowledge is lost. Services are disrupted, staff must bear the brunt of increased work loads and much time, effort, and dollars are spent to recruit, train and orient the new hire to the organizations' culture. Empirical studies have shown that employee turnover does have a negative correlation with organizational effectiveness (Koys, 2001). In one group of employers with family-supportive programs, 78% reported that the program helped their company retain valuable employees. Employee retention can influence organizational effectiveness because more experienced employees would have greater knowledge of organizational and customer goals. Landauer (1997) discusses several studies in support of work-life programs in "Bottom-Line Benefits of Work/Life Programs". Studies have shown that companies offering programs to support families have employees that are willing to "go the extra mile" to meet performance goals. According to one study employees who were aware of available work-life programs were 39% more likely to expect to stay with the company. Other benefits studied include: decreased health care costs; stress related illness; and unscheduled absenteeism. Companies have learned that family supportive environments reduce job burnout and stress-related illness. A report analyzing 80 research studies concluded that

reduced turnover, absenteeism and increased productivity are just a few of the benefits experienced by companies that help employees to balance work and family life.

According to Bond (2006), effective workplace flexibility is not seen as accommodating employees' needs and preferences but rather a strategic management tool that can produce positive business results. He affirms that desirable outcomes for employers include greater job satisfaction, stronger job commitment/engagement, higher retention, and for employees, less negative spillover from life off the job to work that impairs productivity, and better mental health.

In addition to the cost and productivity benefits work family policies provide for employers, specific studies have been conducted in regards to work-family arrangements and their effect on such things as parental involvement in children's lives, job satisfaction, mental health and well-being, performance and attitudes. Estes (2005) conducted a study on the work-family arrangements and parenting. The results of this study indicated that flexible scheduling allowed parents to engage in more child-centered activities and had a positive association with parenting in general. Ronen & Primps (1980) studied the impact of flextime on performance and attitudes in public agencies. This study showed that employees report greater job satisfaction with the availability flextime. Kossek and Ozeki (1998) studied the relationship between job-life satisfaction and various work-family conflicts. This study showed negative correlation between life satisfaction and cumulated work-family conflicts.

### High Performing Organizations

First 5 Children and Families Commissions (CFC's) have been operational for over six years. As such, much of the formal structure of the organizations is incorporated into their bylaws and is based on research from the more recent organizational theories and public administration paradigms. Many concepts of the new public management school of thought have been incorporated into the structure of First 5 CFC's. For example, bylaws require that each commission undergo a strategic planning process, have a strategic plan in place, and have measurable program outcomes in addition to just tabulating outputs. Even with these structures in place, we have seen that some organizations are not adequately effective in the public eye. Becoming high performing organizations will be a necessity in sustaining support for those programs (Graham, 1994).

According to Popovich (1998), high performing organizations focus on the people inside of the organization. These organizations are able to motivate and empower their employees to do their jobs well leading to the achievement of their mission. Royal, in the article "Managing through economic uncertainty", reports that a common characteristic of organizations that fail to achieve satisfactory results is their inability to secure employee commitment and buy-in to their strategic goals and objectives. The elemental focus is on their stakeholders - the people inside the organizations and those on the outside with a vested interest in its performance. First 5 Children and Families Commissions around the state have been proactive in their quest towards becoming high performing organizations. This is apparent in the innovative leadership, practice of employee motivation and empowerment and remaining conscious of the need for change.



### Employee Retention

Employee retention is a topic that is becoming more and more important to organizations. Employers can no longer afford to ignore the importance of employee retention if they plan to be successful, productive and competitive in the upcoming years. Jamrog (2004) in the article "The perfect storm: the future of retention and engagement" discusses why employee retention should be a focal point for employers. The author states the prediction that the upcoming years will show a decrease in workforce due to the number of baby boomers entering into retirement and fewer workers available to replace them. Not only is it predicted that there will be fewer workers to replace them but that the new hires will have less experience and fewer skills than their predecessors. When the predicted labor shortages occur, employees will have more employment choices than they have today. More and more employees want the company that they work for to provide flexibility for them to pursue outside interests and to balance work and life commitments. As a result, employees will opt to choose the employer whose work environment fits their needs, when pay and benefits are about equal. If employees do not have the flexibility they need to manage work and family they can – and will leave. Employers will be faced with incredible workforce retention problems over the next couple of decades. Those companies and organizations that recognize this shift necessary and adjust their benefits and culture accordingly will fare the best.

An organization's leaders must learn to lead by serving their people. Treating workers well must become a core value of the organization. Leaders must understand the importance of getting to know each of their employees as their employees and their particular strengths, and challenges. Work-life policies should be designed to meet the

unique and individual needs of employees (Landauer, 1997). Intelligent leaders recognize the personal needs of their employees and help them satisfy those needs via the workplace. Organizations are most effective when they achieve their objectives while meeting the needs of their employees.

## **RESEARCH METHODOLOGY**

The primary focus of this research study was to evaluate the application of work-family policies in First 5 Children and Families Commissions. I set out to determine how many of these organizations are implementing effective work-family policies. The study focuses specifically on flexible work options. The independent variable in the research is First 5 Children and Families Commissions. The dependent variables are work family policies vis-à-vis workplace flexibility and organizational effectiveness.

The primary questions the study attempted to answer were:

1. Do First 5 Children and Families Commissions implement work family policies or practices in their organizations?
2. What types of policies are being implemented?
3. How many have formal policies in place how and many informally carry out these practices?
4. Why?

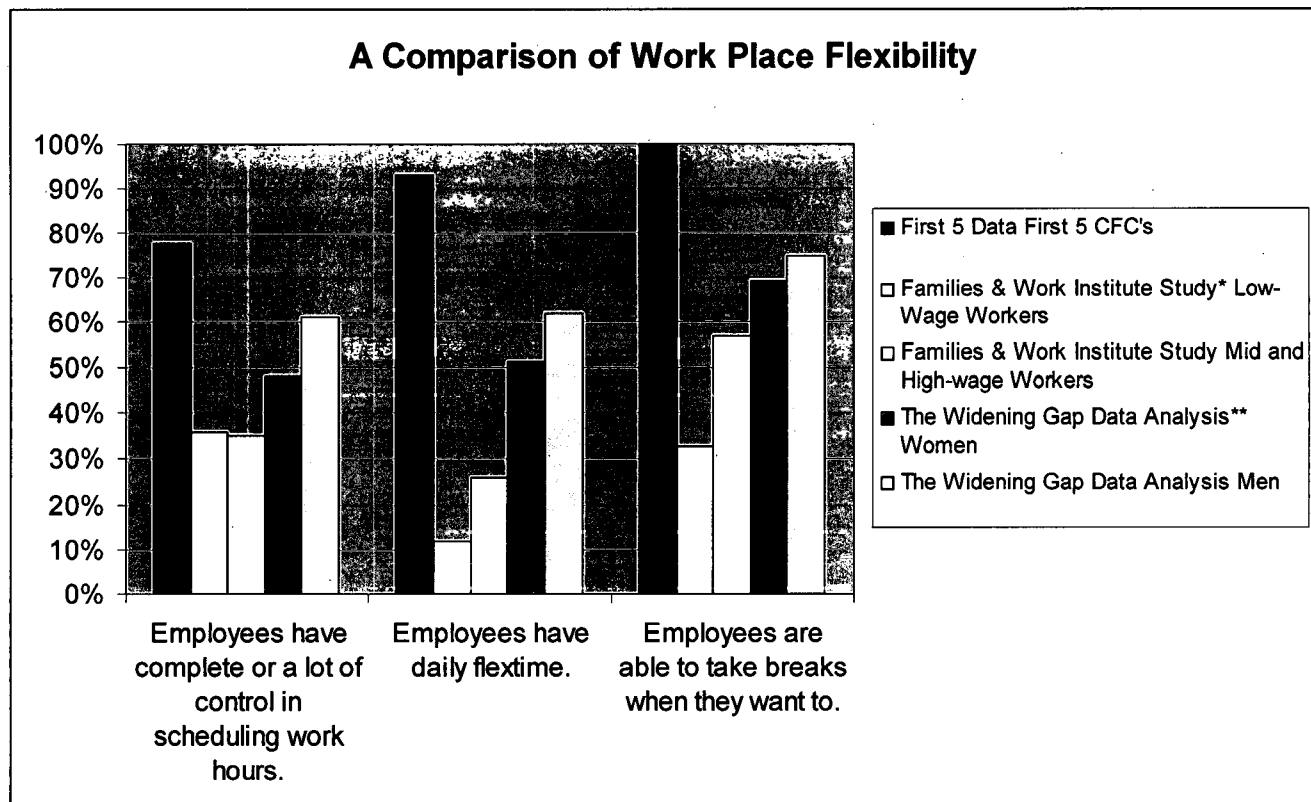
An internet survey was sent out to the Executive Directors of First 5 Children and Families Commissions in all fifty-eight counties in California. Of the 58, twenty-seven responded for a response rate of forty-eight percent. The internet survey asked several closed ended questions regarding the availability of flexible work options and whether or not these were formal policies or more informal practices. It was important to include practices as well as policies due to the realization that many employees are often allowed

flexibility that is not written in organizational policy at the discretion of their managers or supervisors. In this case workplace flexibility may be imbedded in the organizations culture and considered the norm, but not formal. Measures of workplace flexibility were taken from a study conducted by the Families and Work Institute where fifteen measures of flexible workplaces were indexed. I found that these and similar indicators were being used consistently during various studies conducted on the issue. An open-ended comments section was provided so that respondents could indicate more appropriate or precise responses and/or explanations to the survey questions. Many participants chose to elaborate on their responses in the comments section of the survey and this information was also used to supplement the findings. In addition to the internet survey, I interviewed a few of the Executive Directors for additional insight into what they see as the motivators for having such policies, the perceived benefits and how often these policies were used by their employees. Interviews were conducted via telephone and email responses.

## **FINDINGS**

The most significant conclusions of this study suggest that First 5 CFC's have a high implementation rate of work-family policies and practices with the latter being the most common. Organizations with fewer employees offered the most flexibility and independent organizations more than organizations imbedded in larger government agencies. In comparison to similar studies, First 5 CFC's had remarkably higher implementation rates. Employees of First 5 Organizations were compared to data presented on low-income and mid- and high-income workers in a study conducted by the Families and Work Institute, and data on women and men workers derived from a data

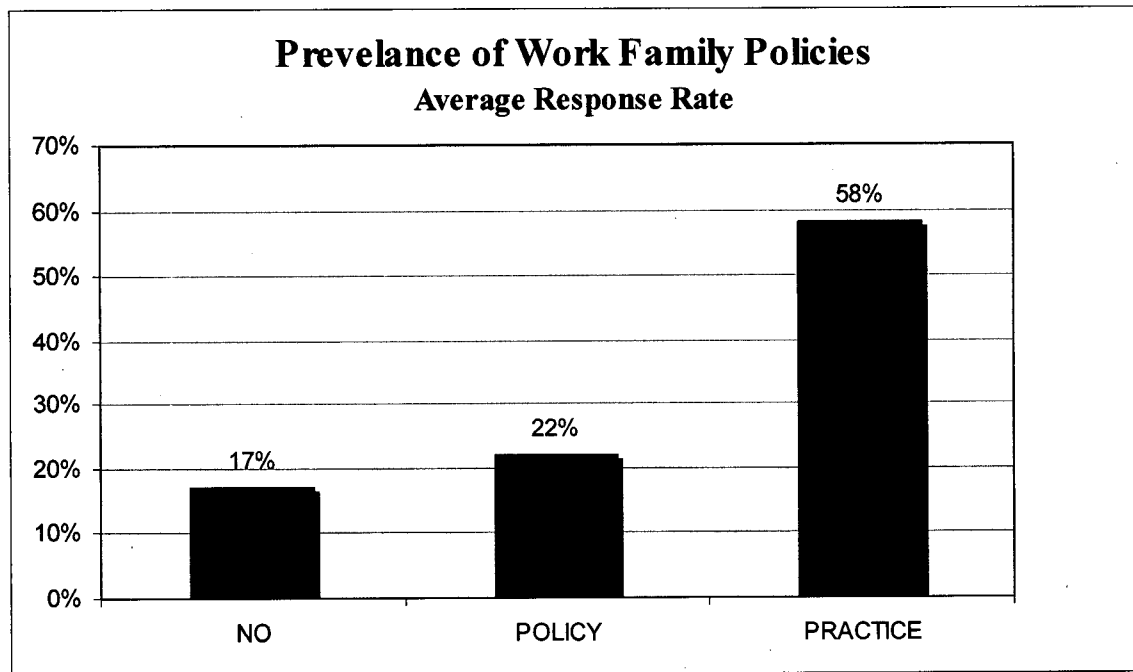
analysis conducted by Heymann in "The Widening Gap". In this data analysis, each county's First 5 Children and Families Commission was given the same weight in regard to their responses even though agencies varied in the number of employees per agency. This was because the study aimed to measure the rate of implementation by the organization and not per number of employees as well as the general trends for workplace flexibility.



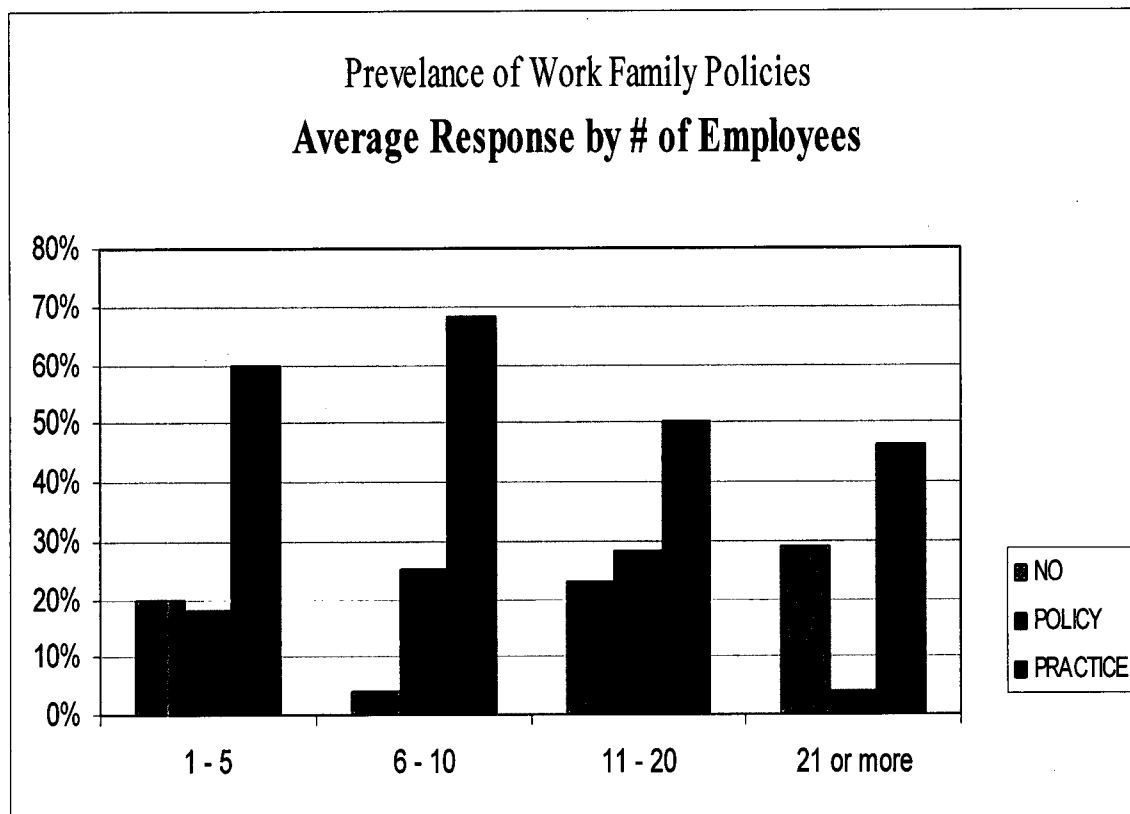
\*Source: Bond, James T. and Galinsky Ellen (2006, November). What workplace flexibility is available to entry-level, hourly employees?

\*\*Source: Heymann, Jody (2000). *The widening gap: Why America's working families are in jeopardy - and what can be done about it.*

## Policies and Practices



On average, 80% of CFC's responded to having implemented Work Family policies or practices



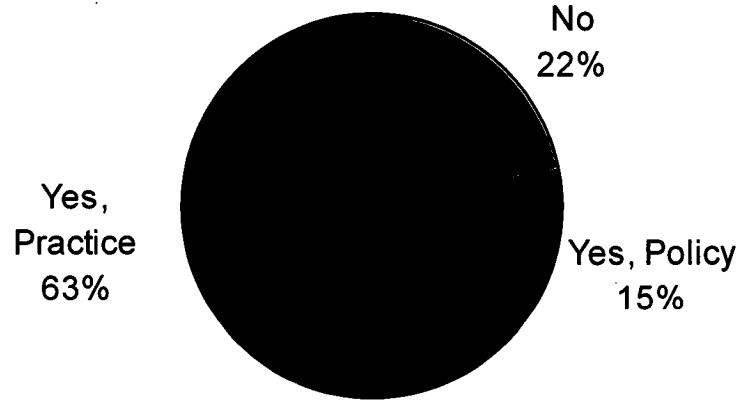
The smaller organizations provided more work place flexibility.

*According to one interviewee, "Practices provide more flexibility for meeting the individual needs of staff and are more sensible in smaller offices".*

## Workplace Flexibility

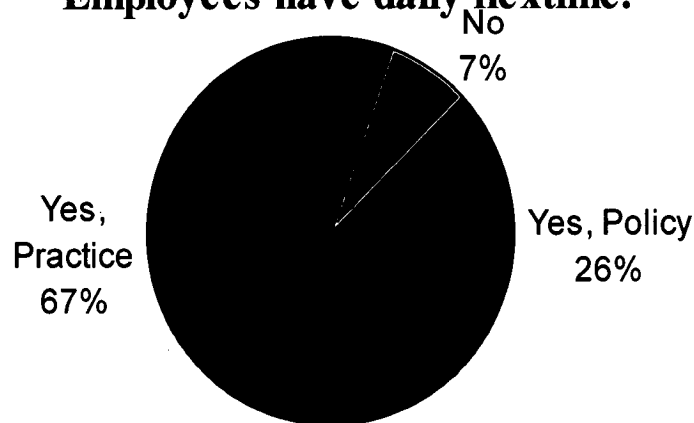
**Employees have complete or a lot of control in scheduling work hours.**

78% of Employees are able to set their own schedules



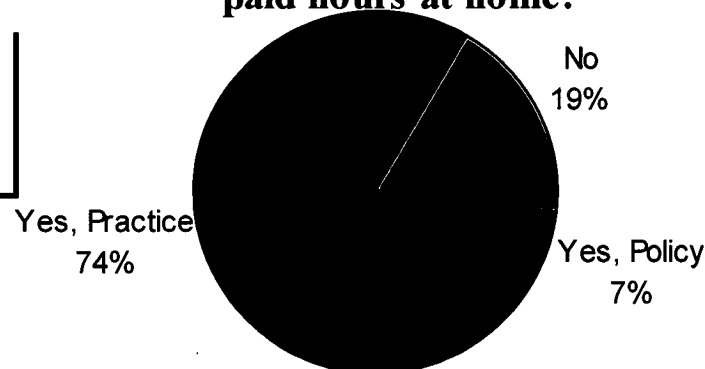
**Employees have daily flextime.**

93% of Employees can make changes to their daily schedule if they need to.



**Employees are able to work some regular paid hours at home.**

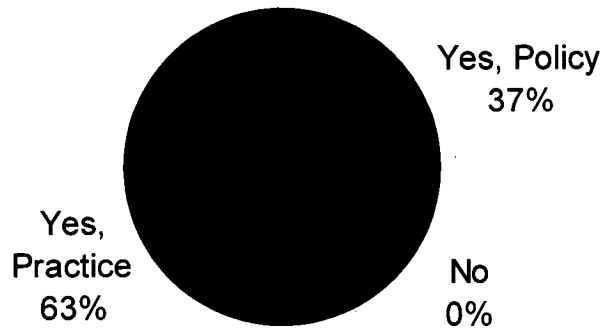
81% of Employees are able to work some paid hours at home.



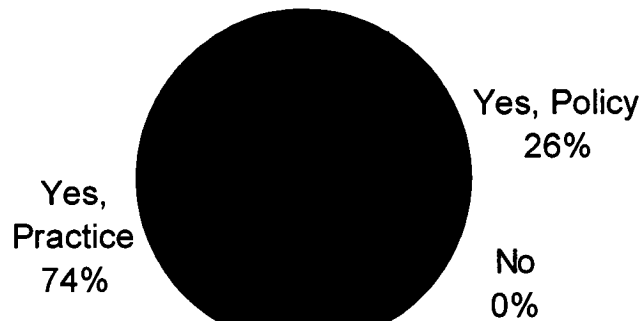
## Break-time Flexibility

100% of respondents allowed employees to schedule their own breaks, and take time off during the day to address family matters.

**Employees are allowed to take time off during the workday to address family matters.**



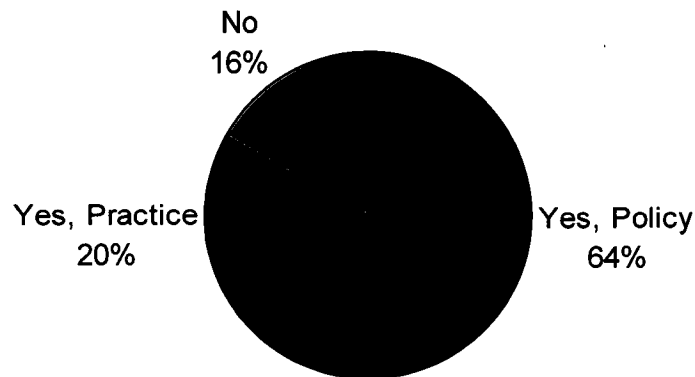
**Employees are able to take breaks when they want to.**



## Caregiver Flexibility

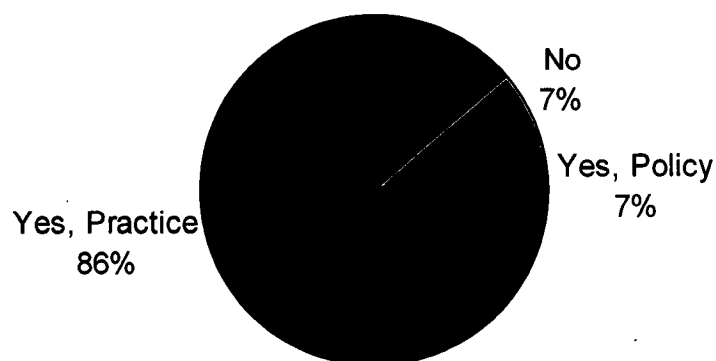
84% of CFC's allow employees to use paid sick leave to care for a sick child.

**Employees are allowed to take time off to care for a sick child without losing pay or having to use vacation time**



93% of employees are able to bring their children to work if no other alternatives exist.

**Employees have been allowed to bring their child(ren) to work when other alternatives do not exist.**



*One CFC reported having an area set aside for a new mother to pump and/or nurse her baby in order to support and encourage breastfeeding.*



### Follow-up Interviews

Three Executive Directors were interviewed for additional insight into what they see as the motivators for having work family policies, the perceived benefits and how often these policies were used by their employees. Interviews were conducted via telephone and email responses. The interviewees were able to provide from their points of view, the benefits, challenges and importance of work family policies. Some of the key findings reported by these Executive Directors include the importance to the community that the agencies are “walking the walk” when it comes to putting children and families first. Also, the importance of having support from the top down in sustaining flexible work environments – i.e. support from the Commissioners and governing body. When asked whether or not having flexibility in the work place helps them to retain good employees, all stated this to be their belief. Employees appreciate the flexibility and feel valued which motivates them to work hard. When asked how often employees take advantage of flexible work options all responded that flexible work options were used at least once a week by employees.

### **CONCLUSIONS AND RECOMMENDATIONS**

There are many benefits of providing flexible work options that directly support the mission of First 5 CFC's to ensure that children are healthy and ready to learn.

Research shows that:

- Parents spend more quality time with their children.
- Children do better in school.
- Sick children get well faster when a parent is able to take care of them.
- Parents are able to take children to their medical appointments.

- Employees are more satisfied with their work and quality of life.
- Good employees are retained.

First 5 CFC's fair well in comparison when it comes to implementing work family policies or practices within their organizations. With that being said, there were certain barriers according to some that made it difficult to openly apply these policies. The most often stated barrier was when the CFC was part of a larger public agency that did not incorporate similar work family policies. Many times in these instances, First 5 CFC's were required to follow the "law of the land" which did not always lend itself to workplace flexibility. Unfortunately, this is the case for most working families in our society. It is important to educate our communities, businesses, and agencies about the benefits of work family policies and make the case for having such policies in place. First 5 Fresno is a great example of an organization that has taken on this challenge. Their "Family-Friendly Business Awards" is a commendable event that could be mirrored across the state by other First 5 CFC's. Each year for the past two years First 5 Fresno according to its Executive Director, "encourages and challenges ever business in the community to not only make a profit, but also make children a priority". Family-Friendly Business Awards are given to Fresno County businesses that have child-friendly practices. These businesses are nominated for the award by employees who share personal stories as to why they feel their workplace should be honored. Award winners are highlighted in a series of public service campaigns aimed towards educating the broader community about the benefits of being a child-friendly workplace while at the same time drawing notable attention to these businesses.

Another way that local CFC's could be empowered to do more for working families is by following a Statewide Work Family Policy Initiative. If this type of initiative was

supported from the top down, many local organizations would have the support needed to facilitate and promote more family friendly work environments. In this instance, First 5 CA could consider providing matching funds as incentives to local CFC's to use resources to advocate for more flexible work environments.

According to Heymann, it is not feasible to meet the needs necessary to ensure that the health and educational needs of all our children can be met, without changes in the workplace. Until then, one important consideration that must be made when discussing work family policy is working parents who are not able to take advantage of these policies. Improving access to services for parents who do not have the flexibility needed to successfully meet the demands of work and home. For these parents, being able to access services could prove challenging. For these parents, First 5 CFC's could support their current initiatives and working families by dedicating resources and advocating for such things as:

- After hours or weekend medical and dental appointments.
- Affordable child care and evening child care.
- Paid sick leave.

First 5 CFC's in addition to advocating for work family policies could work towards making services accessible outside of the regular business hours.

First 5 CFC's have done well to support legislation benefiting children and families. Their continued support of current and future legislation is also a necessary component of their advocacy on such issues. Current work policy legislation includes:

- SB 727 (Kuehl) will expand the Paid Family Leave (PFL) law to allow workers to receive wage replacement benefits while they take time off to care for seriously ill siblings, grandparents, grandchildren, and parents-in-law;
- AB 537 (Swanson) was introduced to expand the California Family Rights Act (CFRA) to allow workers to take job-protected leave to care for seriously ill adult children, siblings, grandparents, grandchildren, and parents-in-law.
- SB 836 (Kuehl) proposes the addition of familial status to the list of prohibited bases for employment discrimination in the Fair Employment and Housing Act.

By actively supporting these policies - sending letters of support to bill authors will allow First 5 CFC's to become partners in these legislators quest towards providing additional supports for working families. How well society meets the needs of these families is a prime indicator of our ability and willingness to meet the health and developmental needs of all children.

First 5 Yolo Children and Families Commissions have done well to demonstrate their commitment for improving the health and well-being of young children and their families. This is evidenced in their efforts towards becoming high-performing organizations by their keen leadership, ability to retain and motivate good employees, and commitment to stakeholders and their communities at large. Goals of becoming a high-performing organization are being realized through its current activities and investments. Their efforts have been spearheaded by strong and innovative leaders who realize the importance of work family policies or practices and by their implementation have developed a culture that values and empower their employees and promote organizational effectiveness.

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Appendix A

Internet Survey (via [www.surveymonkey.com](http://www.surveymonkey.com))

**Application of Work Family Policies in First 5 Children & Families Commissions**

**Introduction:**

My name is LaTina Price and I am a graduate student in the Executive Master of Public Administration Program at Golden Gate University. For my final capstone project, I am evaluating the application of work family policies in select First 5 Children and Families Commissions.

As the Executive Director of a Children and Families Commission, you are being asked to participate in this survey so that I can determine which First 5's have work family policies and/or practices in place. Of those First 5's that do have policies and/or practices in place, I would like to next evaluate whether or not these policies have made their organization more effective in terms of employee retention, increased motivation, and morale. This will be done by a follow-up survey which I plan to send out to only a select few participants.

This survey consists of only 10 questions and should only take a few minutes of your time. Your responses will be kept confidential.

Thank you in advance for your willingness to participate in this study.

**Instructions:**

Below you will find several measures of workplace flexibility. If offered, please indicate whether it is a "practice" or formal "policy" (due the idea that many employees are often allowed flexibility that is not written in organizational policy at the discretion of their managers/supervisors. In this case workplace flexibility may even be the norm, but not formal).

Appendix A

<u>Survey Questions</u>	No	Yes Policy	Yes Practice
1. Employees have complete or a lot of control in scheduling work hours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employees have daily flextime.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Employees are allowed to take time off during the workday to address family matters.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Employees are able to work some regular, paid hours at home.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees are able to take breaks when they want to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Full-time employees are able to move into a part-time job in the same position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Employees are allowed to take time off to care for a sick child without losing pay or having to use vacation days.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. On occasion, employees have been allowed to bring their child(ren) to work when other alternatives do not exist.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Comments:	<hr/> <hr/> <hr/>		
10. County:	<hr/>		



Appendix B – Survey Results

1. Employees have complete or a lot of control in scheduling work hours.	Response Total	
No		6
Yes, Policy		4
Yes, Practice		17
Total Respondents		27
(skipped this question)		0
2. Employees have daily flextime.	Response Total	
No		2
Yes, Policy		7
Yes, Practice		18
Total Respondents		27
(skipped this question)		0
3. Employees are allowed to take time off during the workday to address family matters.	Response Total	
No		0
Yes, Policy		10
Yes, Practice		17
Total Respondents		27
(skipped this question)		0
4. Employees are able to work some regular paid hours at home.	Response Total	
No		5
Yes, Policy		2
Yes, Practice		20
Total Respondents		27
(skipped this question)		0
5. Employees are able to take breaks when they want to.	Response Total	
No		0
Yes, Policy		7
Yes, Practice		20
Total Respondents		27
(skipped this question)		0

Appendix B – Survey Results

6.	Full-time employees are able to move into a part-time job in the same position.	Response Total	
	No		18
	Yes, Policy		1
	Yes, Practice		6
	Total Respondents		25
	(skipped this question)		2
7.	Employees are allowed to take time off to care for a sick child without losing pay or having to use vacation days.	Response Total	
	No		4
	Yes, Policy		16
	Yes, Practice		5
	Total Respondents		25
	(skipped this question)		2
8.	On occasion employees have been allowed to bring their child(ren) to work when other alternatives do not exist.	Response Total	
	No		2
	Yes, Policy		2
	Yes, Practice		23
	Total Respondents		27
	(skipped this question)		0
9.	Total # of Employees (including yourself)	Response Total	
	1-5		12
	6-10		7
	11-20		5
	21 or more		3
	Total Respondents		27
	(skipped this question)		0
10.	Comments:		
	Total Respondents		15
	(skipped this question)		10
11.	First 5 County of		
	Total Respondents		24
	(skipped this question)		1

Appendix C

	WRITTEN SURVEY COMMENTS:
1	we five employees are housed in and a part of the Prevention & Planning Division in the County Dept of Health Services.
2	There are some exceptions, when the nature of the position or when it is an hourly position versus exempt.
3	This is a gov't commission with civil service rules, unions, etc. My style, though, is sometimes more flexible than the County's policies. So there are times when I stretch a policy to fit a given situation. I would ask that I not be identified
4	Latina, good morning. I only have one employee and am part of the county and technically should not be a flexible in work hours as I am. So I am not sure I am a good study. Now if I were in my old job that would be different.
5	We are part of the County Health and Human Services division. As part of a county work structure, rules are pretty clear cut. However, we do have flexibility thanks to our direct supervisor and staff support.
6	For items 3, 4, and 8 this is only allowable under exceptional circumstances.
7	Currently we do not offer any part time positions. All positions are 8 hours with one 6 hour position, but it is considered full time. We are a small office and the need for part time has not been an issue.
8	2. Employees can have a work schedule as early as 7AM and as late as 6PM. Employees can, with advance notice, flex their time within the day. Except for management positions, employees cannot flex time from one day to the next (this is governed by labor policies for the County). 4. Not all positions can work at home since some positions do not lend themselves to telework. We allow it when we can and have a telework policy in place. 7. Employees have sick leave that they can take to care for a sick child. Also, we adhere to FLMA laws. 8. This is subject to emergencies on very unusual occasions and the child must be supervised, in a safe environment and not disruptive to the parent or other employees.
9	Questions 5, 6, 7 are really "It depends." 5. Exempt and non-exempt employees are treated differently under the law and in practice. Non-exempt must take breaks, exempt figure out their own schedules for family or other issues. 6. In practice, we have adjusted work hours to meet family needs. However, not all jobs can be reduced to half time so this may not always be possible. 7. Employees use a generous sick time accrual to care for sick family members (or themselves). Vacation time is not used not if pay withheld.
10	"Full-time employees are able to move into a part-time job in the same position"....This has never come up, and is not a policy. "On occasion, employees have been allowed to bring their child(ren) to work when other alternatives do not exist" We have a small group and this has also not come up, but it is not a policy, and would depend on circumstances.
11	# 6 would have to be evaluated individually.
12	Schedule adjustments are made collaboratively, in advance, with the employee's supervisor. Consistency in a work schedule is necessary for the other employees who depend on the employee flexing or otherwise adjusting their work schedule. Some employers, for example, will require that all employees work during "core hours" - a period of time say between the hours of 10 and 3 where employees can reasonably expect to be able to contact and connect with other employees.
13	Because we are a county agency and employed as county staff, the policies noted above are policies of the Public Health Department.

Appendix C

	<b>WRITTEN SURVEY COMMENTS:</b>
<b>14</b>	None
<b>15</b>	It would be administratively dangerous to have practices that don't conform to legal and county policy requirements. It's difficult to answer in a generalized fashion without the distinction of non-exempt/exempt. The No answers provided may be different if viewed with this qualifier.
<b>16</b>	In addition to allowing employees to bring children to work, we have a breast feeding friendly policy and provide quiet space for nursing Moms
<b>17</b>	We are a very small commission with one 3/4 time admin. assistant staff and 1/2 time contracted ED. The above responses are for our admin. assistant. I would suggest adding N/A to your response areas...

Appendix D

**Application of Work Family Policies in First 5 Children & Families Commissions**

**Follow-up Interview Questions (Email and Telephone)**

Hello Again,

I would like to thank you for your participation in my first survey to determine which First 5 Children and Families Commissions have work family policies or practice in place within their organizations.

Your responses indicated that you have one or more work-family policy in place or practices carried out in your organization. As a result, I would like to get your responses to a few supporting questions in this regard. I hope to find out what you believe to be the important motivators for having such policies in place as well as the benefits these policies produce in regards to your organizations effectiveness.

Please take a moment of your time to answer the following three questions. Your responses will be kept confidential. Also, your feedback is always welcomed.

1. Do you feel that having work-family policies or practices in place has helped your organization to retain valuable employees?
  
2. How do you feel that having these policies in place has helped your organization become more effective in carrying out its mission?
  
3. How often do your employees take advantage of flexible work scheduling?  
(on average)

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