

## Step Number 7: Develop a strategy for implementation

Using the information you have gathered and with the help of the reference group, work out what you are going to recommend for implementation and the steps for going about this. For example, will your recommendation for access to job sharing need to be included in a collective agreement or in a policy.



Prepare a report outlining the family friendly strategy for the organisation. This report will need to be presented to management and all staff who have been consulted.

This report should also include information about the benefits of implementing particular options as well as the costs of not providing a more family friendly workplace. For more information about potential costs, see the breakout box page 24.

### Can our workplace afford to not be family friendly?

Anyone raising the issue of family friendly provisions will be asked by both staff and management if their workplace can afford to be family friendly.

The reality is that organisations need to be asking, can they afford not to be family friendly.

As stated previously, the SACS sector is facing a skill shortage and organisations must do everything they can to attract and retain staff.

When considering the costs of implementing family friendly provisions, organisations must also consider the costs of people leaving the organisation because of the lack of such provisions.

To help assess the cost of losing a staff member, we have included a costing grid in the following section page 25. This grid was originally developed by Drake Employment Services and has been modified to suit the SACS sector.

Many family friendly provisions, such as a keep in touch program for people when they are on parental or extended leave, have very little impact on the costs borne by organisations. Ensuring that breast-feeding

*had response rates of over 80% which indicated the willingness of staff to participate.*

*For managers, meetings were most effective. Denise's experience demonstrates that not one single information gathering method worked for every group and she needed to be creative and vary her methods in order to disseminate and receive the information she needed.*

*Throughout the process, Denise and the project reference group had to manage staff and management anxiety with regards to making changes to the way in which people work. To alleviate this fear, Denise was as open as possible with regard to what the project's aims were and what it could realistically achieve. Denise ensured that she spoke to union representatives, management and staff, making sure that everyone was*

*kept well informed of her activities and anticipated outcomes.*

*Denise believes that the process that Distinctive Options has engaged in has led to staff and management having more awareness of family and work life balance as a work issue and has led to the very real possibility of implementing more family friendly provisions at Distinctive Options in the future.*



women have a clean and secure place to lactate is another example that will have little cost impact but may make the difference between retaining and losing a valuable staff member.

By looking at what has occurred in the past it is possible to predict what will happen in the future. An example of how organisations can estimate and plan for the taking of parental leave is included on the next page.

***Between 2003 and 2005, an organisation had 2 staff members go on parental leave - an average of 1 per year. If it is agreed that there was nothing exceptional in the 2003 – 2005 figures, the following formula can be used to anticipate the ongoing cost of 13 weeks paid parental leave.***

***In order to work out the costing, determine the average wage of an employee in the organisation. For this example, it is \$850.00 per week.***

***1 employee X 13 weeks X \$850 = \$11,050.00***

***Anticipated costs of paid parental leave to the agency \$11,050.00***



Once your organisation has an accurate estimate of the anticipated costs and savings associated with family friendly provisions, the organisation will be better placed to determine if it can afford the introduction of family friendly provisions.

## **Step Number 8: Review and evaluate the effectiveness of the family friendly provisions**

As time goes on, both staff and organisational needs change and this will mean that the family friendly provisions need to be regularly reviewed.

With the involvement of the reference group, regularly review and update your family friendly provisions to ensure they remain current, fresh and relevant to staff and organisational needs.

This could be done on a quarterly basis or in a timeframe that suits your organisation.