



# More Success **with** More Family

workandfamily audit –  
the strategic management instrument  
for a family conscious HR policy



**berufundfamilie**

Eine Initiative der Gemeinnützigen Hertie-Stiftung

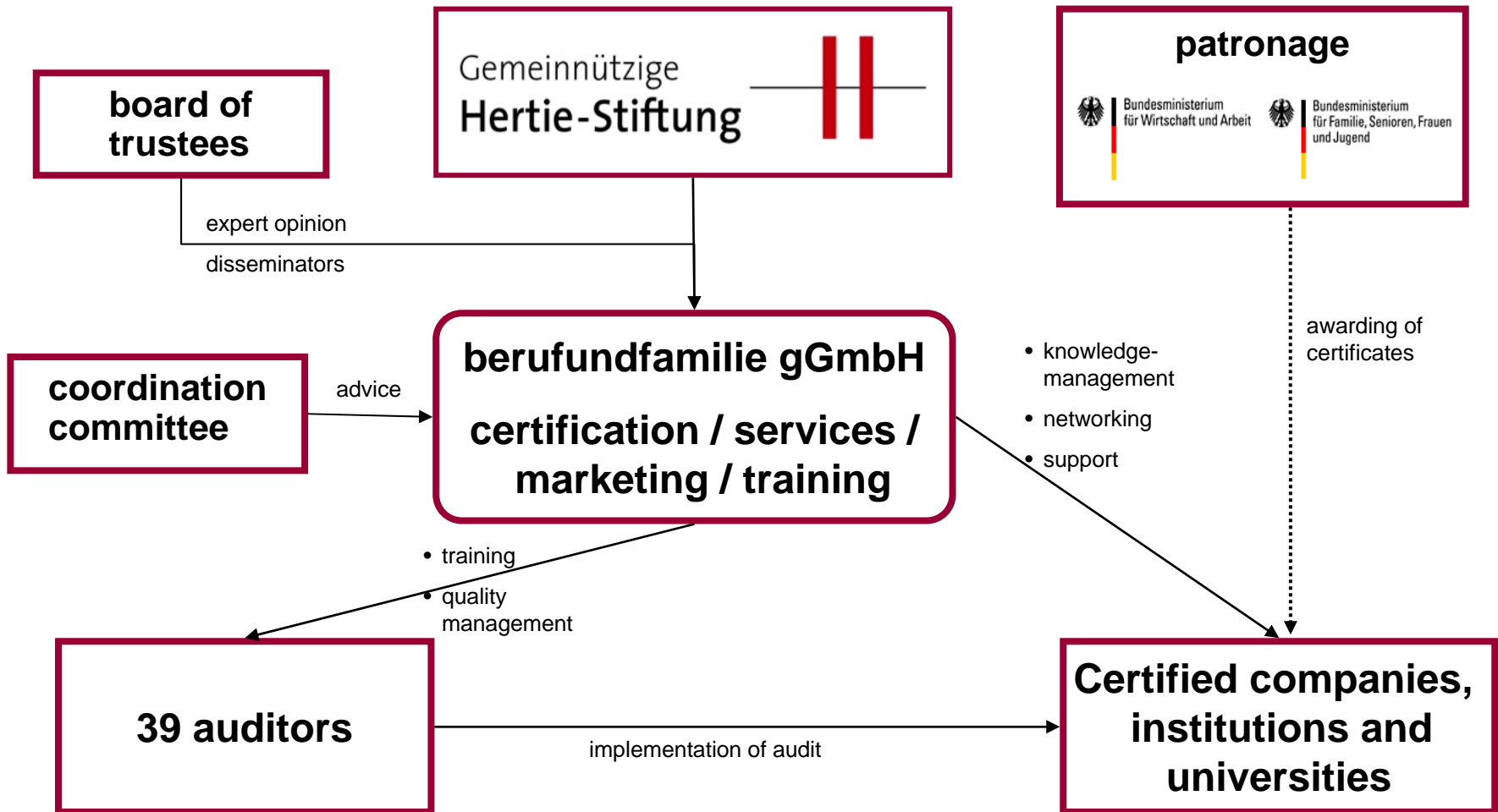
# Hertie Foundation

- **one of the largest non-profit foundations in Germany**
  - 830 Mio. Euro in assets
  - average annual sponsoring outlay of 25 Mio. Euro
- **fields of focus**
  - Neurosciences
  - European Integration
  - Education Promoting Democratic Principles
- **berufundfamilie gGmbH**
  - 100% subsidiary of the Hertie-Foundation

## berufundfamilie gGmbH / workandfamily audit

- berufundfamilie gGmbH **founded in 1998** to sponsor a **change of perspective in HR policies**, where family interests are not considered a hindrance but rather seen as an opportunity for the particular company, institution or university concerned
- **Certification authority** for the workandfamily audit since 1999

# Organization chart



# The workandfamily audit – a network of strong partners

## Science and Research

- Research centre for family conscious HR policy, FFP at the Muenster University
- University Erfurt: Hertie Foundation endowed professorship „Family Science“

## Politics and central associations

- under the patronage of the Federal Ministry of Economics and Technology and the Federal Ministry of Family Affairs
- German chamber of Industry & Commerce (DIHK), Confederation of German Employers Association (BDA), Federation of German Industries (BDI), Confederation of Skilled crafts (ZDH) recommend the audit
- model projects in several local governments

## audit berufundfamilie

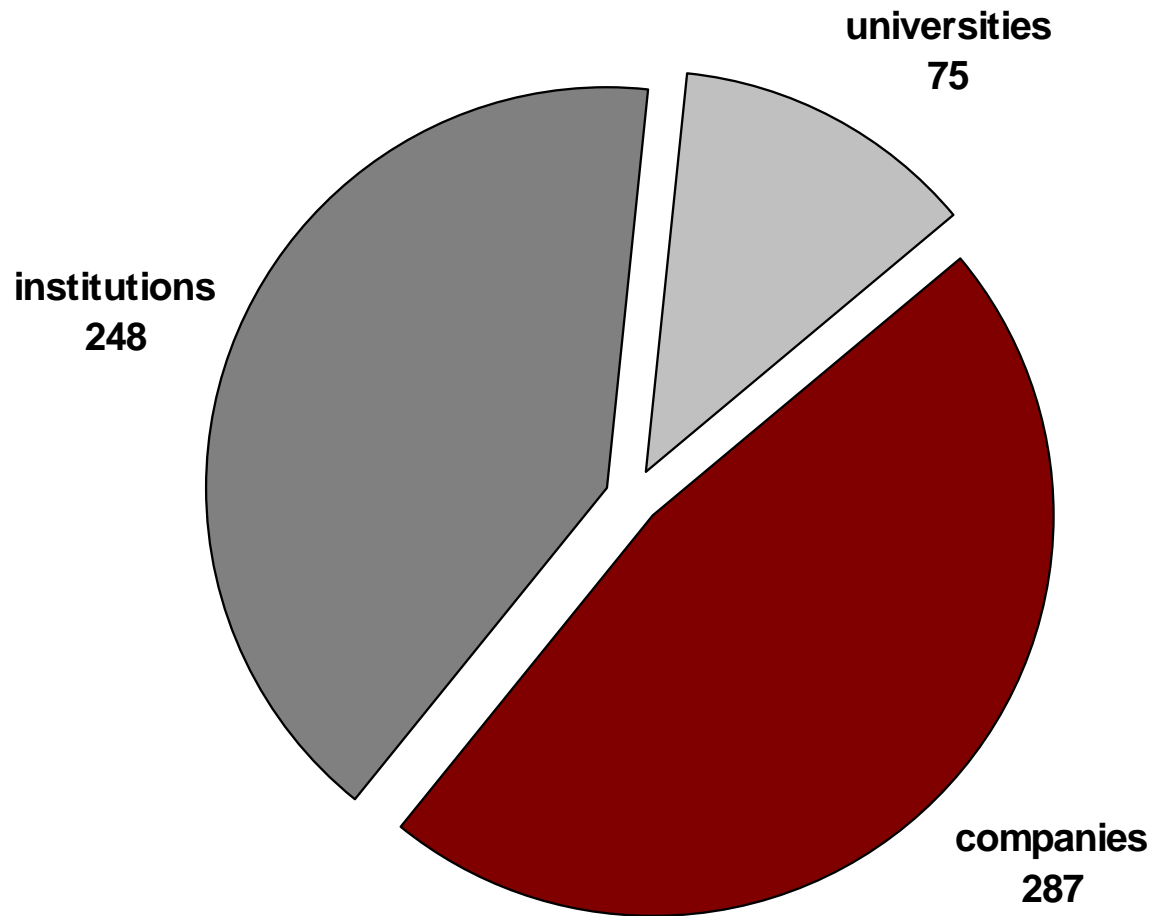
- over 600 companies, institutions and universities audited
- amongst them top companies like Airbus, BASF, Daimler, Deutsche Bank, Fraport, McKinsey, Vodafone

- possess expertise knowledge
- undergo intensive training
- receive ample support and further training from berufundfamilie gGmbH

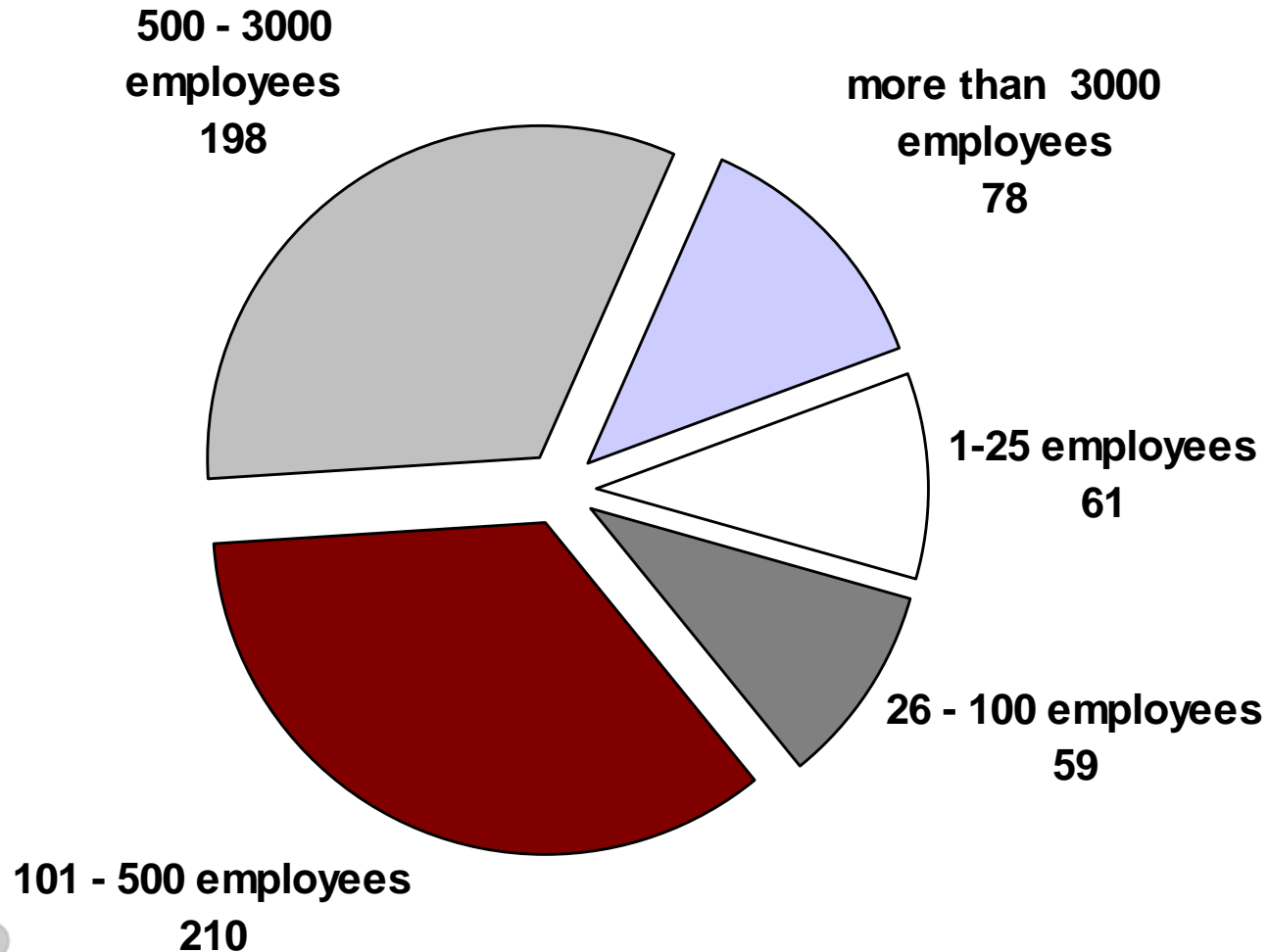
## Companies, Institutions and Universities

## Licensed Auditors

# Certified employers in Germany: 610 in total



# headcount in audited companies and institutions



## Goals of the audit

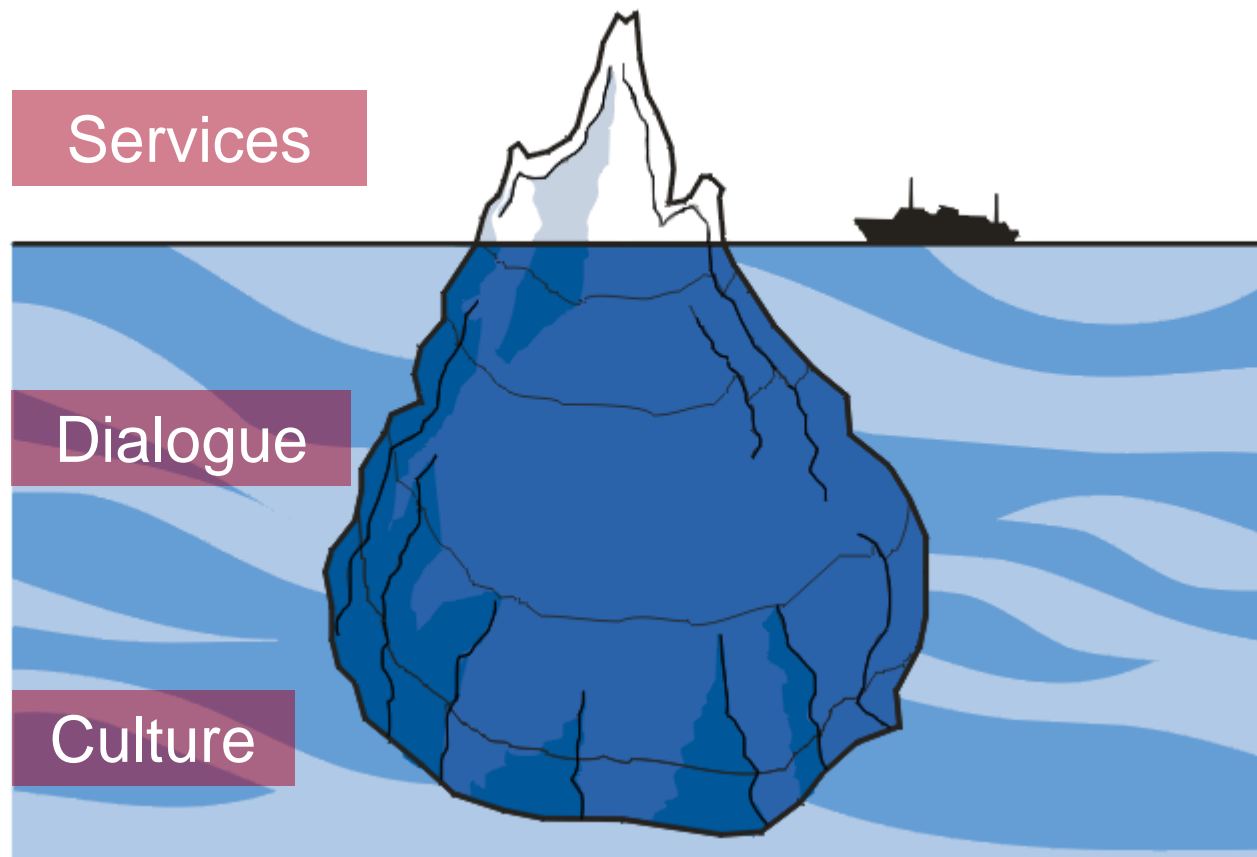
### **Evaluation of current measures aimed at enhancing compatibility of work and family life**

- identification of strengths and weaknesses of current family conscious HR policies

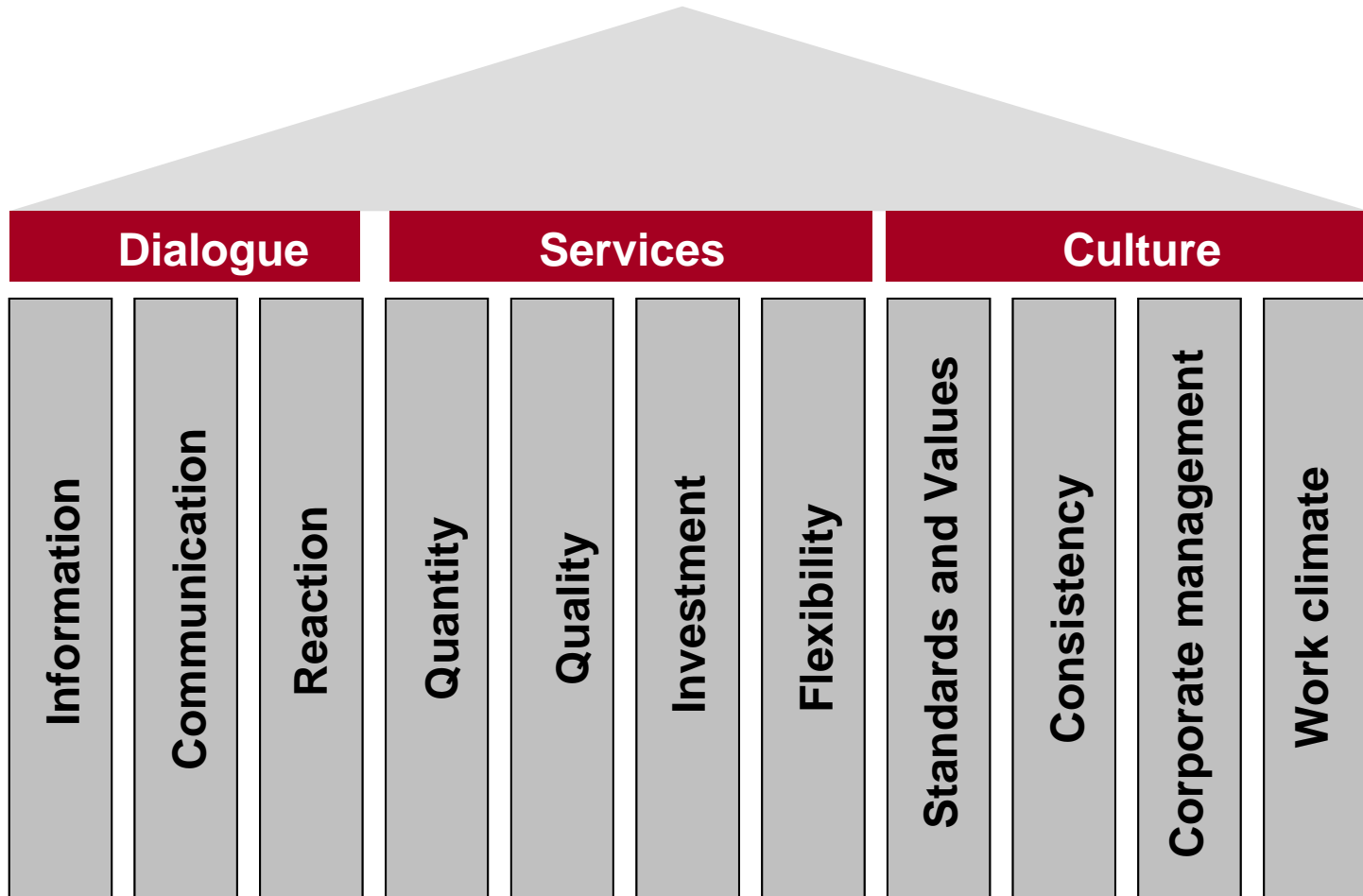
### **Further development of family conscious HR policies**

- realisation of tailor-made solutions
- impulse for new strategies
- linking of family conscious measures

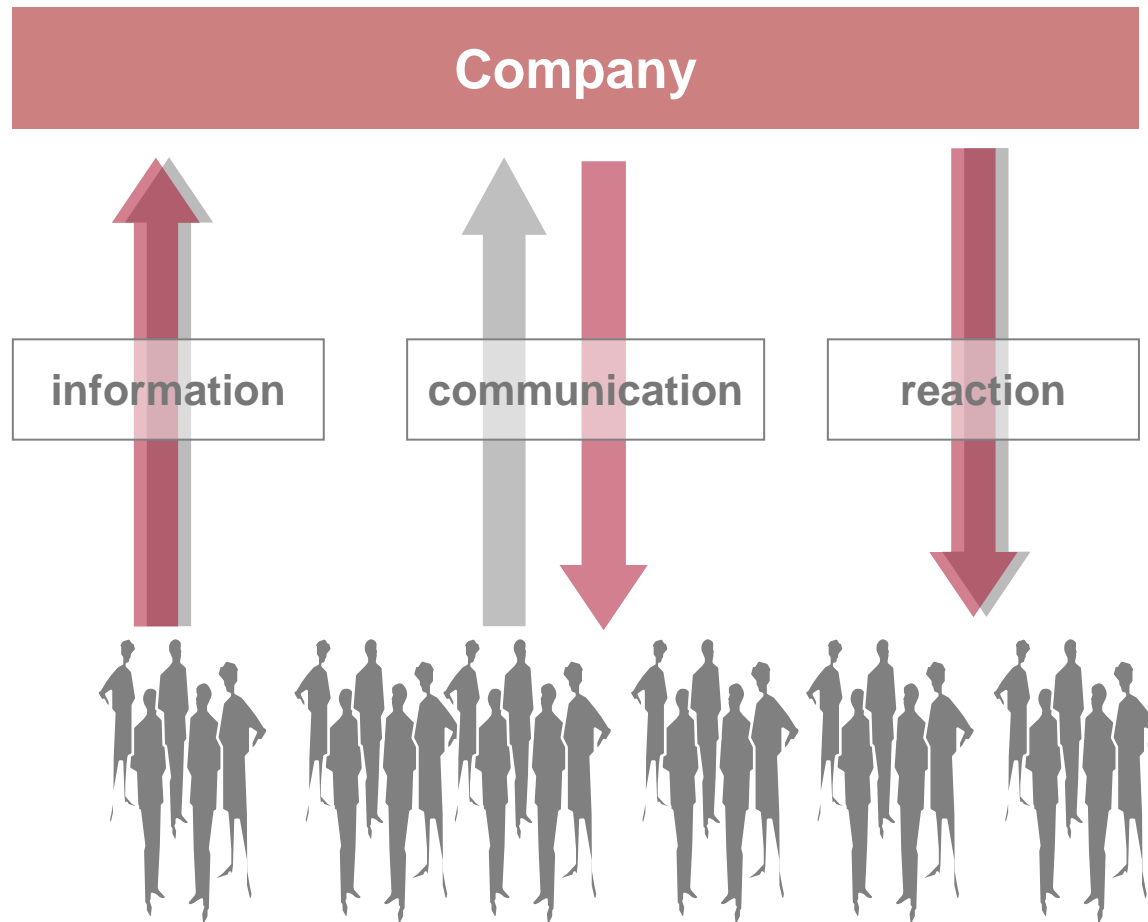
# What is the meaning of „family consciousness“ ?



# family consciousness = Services + Dialogue + Culture



# Dialogue as reciprocal communication



# Return on Investment of family conscious HR-policies

## Short-term impact

- measures are needs-based and investment is efficient

## Mid-term impact

- duration of paternity leave is reduced
- qualified employees are retained
- absenteeism is decreasing
- motivation and effectiveness of employees is improved
- labor turnover is decreasing

## Long-term impact

- staff recruiting is getting easier (“war for talents”)
- the image of family oriented employers is strengthened

# Procedure of implementation

## ▼ strategy-workshop

definition of basic parameters

## ▼ audit-workshop

definition of goals and measures

## ▼ target agreement

confirmation through execution by management

## ▶ Certificate

## ▼ annual reporting

continuing documentation of implementation

## ▼ re-auditing

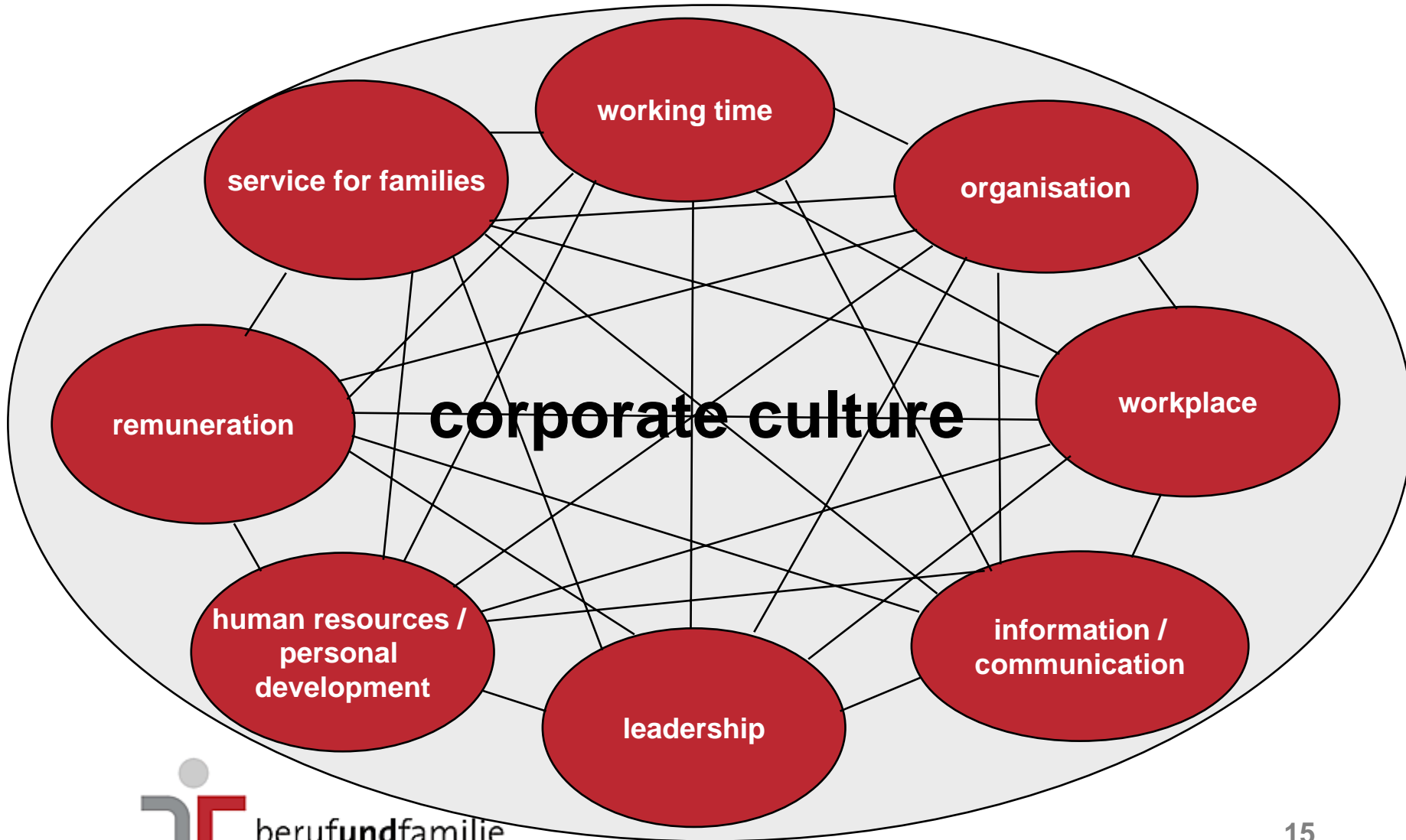
controlling of results after tree years

## ▶ Affirmation of Certificate

# Areas of application

- 1. working time: flexible working time, leave of absence, time sovereignty of the employee**
- 2. organization: employee participation, health management, teamwork**
- 3. workplace: working at home or while travelling**
- 4. information and communication: in-house information and public relations on the company's family conscious activities**
- 5. leadership: conduct of management staff**
- 6. human resources / personal development: training and promotion for employees with families, positive assessment of patchwork biographies**
- 7. remuneration: pay and in-kind benefits**
- 8. services for families: consultation, care**

# Integration within the company



## Criteria for certification

- **work-family issues integrated in general HR-policy**
- **structures for continuous information established**
- **the support of employees in work-family issues defined as an executive function**
- **management continuously trained and aspects of family conscious leadership integrated in training concept**
- **structures for feedback established with regards to:**
  - needs-based measures
  - conduct of management
  - conduct of employees

# Components for success

- **vocabulary**
- **appropriate measures**
- **sustainable process**
- **economic expediency**
- **involvement of the whole workforce**
- **link to public services and regional cooperation**

## working-time – good practice

- **create long-term possibility for working-time accounts**
- **find ways to avoid overtime, e.g. reserve pool employees, employees in parenting leave**
- **continue to extend part-time work in the workforce**
- **“life-phase-oriented working-time”**

## organization – good practice

- **reorganization of periods of vocational adjustment**
- **introduction of employee suggestion system**
- **involvement of partners in relocation plans**
- **adjust workload for part-time workplaces**

## **workplace – good practice**

- **expansion of classical telecommuting with a concept on „mobile working“**
- **remote working in exceptional circumstances caused by family commitments**
- **increase of mobile workplaces**
- **provision of notebooks, mobile phones for flexible workplace in case of care needs**

## information & communication – good practice

- **well directed information and communication regarding reconciliation of work & life**
- **comprehensive presentation of family-conscious measures**
- **integration of the issue in corporate communication**
- **information about issue on the intranet**
- **specific information of employees during their leave of absence**

## leadership – good practice

- **integration of issue in leadership concept**
- **guidelines for management level**
- **pilot for leading positions in part-time**
- **social competence as criteria for selection of management**
- **integration of issue in current mgmt. trainings**
- **work-family issues part of the BSC/target agreements**

## human resources – good practice

- **integration of the issue into the annual appraisal**
- **program for keeping in touch during and re-integration after parental leave**
- **continuing education for employees during parental leave**
- **checklists, guidelines and information packages concerning maternity leave and elder care**
- **feedback structures after reintegration phase**

# remuneration – good practice

**Introduction or consideration of the following measures / proposals  
(about 80 percent of all audited employers)**

- **commuting allowance**
- **child care allowance**
- **wedding allowance**
- **direct insurance**
- **low interest loans**
- **sales discount**
- **ironing service**
- **operational social work**
- **health care**
- **take-away canteen food**

## service for families – good practice

- **child care for under-threes**
- **emergency flat shares for employees**
- **parent-child workrooms**
- **emergency child care**
- **babysitter-pool**
- **short-term care for elder relatives of employees**



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