

Arizona Work-Life Summit 2005



Work-Life Strategies and Solutions for Arizona's 21st Century Workplace

Tuesday, November 15, 2005
7:00 am - 4:00 pm

Hyatt Regency Phoenix Hotel
122 N. 2nd St., Phoenix, AZ

Sponsored by
Alliance for Work-Life Progress/WorldatWork
Medtronic Inc
National Council on Family Relations

Summit Contributors
Ceridian Corporation
Hyatt Regency Phoenix

Summit Co-Chairs

Kathie Lingle, Dir., Alliance for Work-Life Progress, Scottsdale, AZ

Sharon Klun, Dir., U.S. Work-Life Initiatives Accenture, Phoenix, AZ

Carolyn Pitre Wright, Work/Life Programs Manager, State of Arizona, Dept. of Administration, Phoenix, AZ

Advisory Committee

Michael L. Benjamin, Executive Director, National Council on Family Relations

Leonor Boulín Johnson, Professor, Arizona State University

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Diane Burrus, Senior Consultant, Practice Leader, Workplace Flexibility and Team Effectiveness, WFD Consulting

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Connie Winnie, Director, Wellness Program and Benefits, Medtronic

Karen Woodford, President, Summa Associates, Inc.

Carolyn Pitre Wright, Work/Life Programs Manager, State of Arizona, Dept. of Administration, Phoenix, AZ

Purpose

The Arizona Work-Life Summit is intended to bring together researchers, human resource and employee assistance professionals, and leaders from business, labor, the community, foundations and government in order to highlight work-life effectiveness as an endeavor that benefits all stakeholders.

Summit Goals

To advance the work-life agenda in Arizona by examining demographic and workplace challenges, and showcasing successful strategies that are creating better workplaces for the mutual benefit of employees and their employers.

Objectives

- ◆ To define work-life effectiveness and identify leading-edge policies and practices, both national and within the state of Arizona.
- ◆ To summarize current research that demonstrates the positive bottom line impact of work-life strategies.
- ◆ To strengthen support for existing and new work-life strategies in Arizona.
- ◆ To continue a work-life dialogue and foster greater collaboration among leaders from multiple domains: business, labor, education, government, community, and research.

Continuing education credits available from APA, NASW, NBCC, EAPA, CFLE

The Work/Life Summit is a pre-conference event prior to the beginning of the 67th NCFR Annual Conference, November 16-19, at the Hyatt Regency Phoenix Hotel, Phoenix, AZ. The theme is: **The Multiple Meanings of Families**. All summit attendees are invited to register and attend.

The National Council on Family Relations

The National Council on Family Relations (NCFR) is the oldest multi-disciplinary family organization in the U.S. It is a non-profit organization of professionals who work in the multi-faceted areas of the family field. NCFR is highly regarded as an authority for information on a broad range of family concerns, such as psychology, sociology, cross-cultural families, family health, family therapy, work-life, parenting, family stress, gender roles, divorce, family violence, adolescent issues, aging, child development, and life cycle changes. NCFR publishes two widely acclaimed journals - Family Relations Interdisciplinary Journal of Applied Family Studies, an applied journal; and Journal of Marriage and Family, the oldest and one of the top five scholarly social science journals in America. NCFR is the only professional organization focused solely on family research, policy, and practice.

NCFR Mission Statement: To provide an educational forum for family researchers, educators, and practitioners to share in the development and dissemination of knowledge about families and family relationships, establish professional standards, and work to promote family well-being.



Work-Life Strategies and Solutions for Arizona's 21st Century Workplace Program Schedule

- 7:00 - 8:00 a.m. Registration and Showcase of Current Innovative Work-Life Resources**
Exhibits consist of organizations who wish to share their work-life programs and consultants/providers selling services, products etc
All sessions today are in the Regency Ballroom 1st Floor. Continental breakfast buffet for all attendees. During the day pleasethink about initiatives that have been started in AZ. Write them on the Post-it notes provided and mount them on the road maps displayed
- 8:00 - 9:30 a.m. Opening Plenary Panel: The State of Work-Life Effectiveness: Our Legacy, Current Perspectives, Strategies, and Solutions**
Welcome: Michael L. Benjamin, M.P.H., Executive Director, National Council on Family Relations
Panel: **Kathie Lingle:** Overviews; the definitions of work-life; the Alliance for Work-Life Progress/WorldatWork; 7 category checklist from AWLP
Marcie Pitt-Catsoupes, Ph.D.: The Sloan Work-Life Network Survey: Visions for a family-friendly state and how they compare nationally
Shelley MacDermid, Ph.D., CFLE: The business case for Work-Life strategies; national trends.
- 9:45 - 11:30 a.m. The State of the State - Arizona: Current Perspectives and Projections for the Future**
Panel: **Karen Wondford,** A history of Work-Life efforts in Arizona
Linda Stroock, The demographics of Arizona and the impact of the aging workforce on the State's economy.
Carolyn Pitre Wright: The "buckets of best practices" in Arizona, What's left to be done?
- Noon - 1:00 p.m. Working Lunch: Updating Arizona's Work-Life Roadmap**
Moderators: **Leonor Boulton-Johnson** and **Marcie Pitt-Catsoupes.**
The moderators will lead the group in completing a vision for a family friendly state using the "roadmap of the Future for Arizona" as a visual. What are the challenges to getting from "A to B"? What do the Surveys Tell us?
- 1:15 - 3:15 p.m. Best Practice Strategies and Solutions for Today's Workplace**
Work/life initiatives that have impacted important issues: Recruitment, retention, program awareness; utilization, satisfaction scores and others
Moderator: **Sharon Klun,** Director, U.S. Work-Life Initiatives, Accenture, Phoenix, AZ
Panel:
John Corbett (State of Arizona) - Telework
Karie Montague, President, Montague & Company Marketing Communications - Partnership between public and private entities
Jenny Erwin (US Department of Labor, Women's Bureau, Regional Administrator of Region 9) - Flexibility Options
David Schuitema (Mayo Clinic) - Connectivity from home (GotomyPC) and how that has provided administrative staff as well as physicians the ability to put more flexibility into their work-life
Tammy Grimes (Intel) Leveraging family child care, and other options Intel offers as well
Sue Riordan (Salt River Project) - Flexible work options at Salt River Project; how we got where we are, the bumps in the road along the way, and what has been most successful at SRP and why
- 3:30 - 4:00 p.m. Next Steps-Action Plans & Resources**
Moderator: **Diane Burrus,** Senior Consultant, Practice Leader, Workplace Flexibility and Team Effectiveness, WFD Consulting
Discussion of viable, action plans for future work-life progress in Arizona. Plans and commitment to continue this dialogue after this Summit will be agreed upon.

On Jan. 24, 2006, from 8-10:30 am there is a meeting at Medtronic for the Phoenix Work-Life Network. You are all invited to this session as we discuss the Summit Follow-up. There will be prizes given away during that session. All are invited!

NCFR Board of Directors

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Speaker Biographies

Kathie Lingle

Kathie is Director of the Alliance for Worklife Progress, a partner of WorldatWork. Prior to her current position, she served as National Work-Life Director at KPMG LLP where she had primary responsibility for creating and implementing workplace strategies that support the work/life effectiveness of KPMG's 18,000 U.S. firm members. She was chief architect of the Work Environment Initiative, which has provided direction for the firm's multi-year culture change initiative. Prior to KPMG, she spent six years as a management consultant, including KPMG's World Class HR consulting practice and several years as an organization effectiveness consultant at Watson Wyatt Worldwide. Before joining KPMG, she was Director of Work/Life Training at the Families and Work Institute (FWI) in New York, where she assisted in the design and delivery of work/life training for managers at both First Horizon National Bank (formerly First Tennessee) and Chase Manhattan (now J.P. Morgan Chase).

Sharon Klun

Sharon is Director, US Work/Life Initiatives, Accenture in Phoenix, where Accenture is listed as one of the Best Companies for Working Mothers. Prior to coming to Accenture she was Work-Life Coordinator at American Express Financial Advisors in Minneapolis. Sharon has given many workshops throughout the country on work/life issues.

Carolyn Pitre Wright, SPHR

Carolyn is State of Arizona Work/Life manager. She is responsible for strategy, implementation, and marketing of the state's Work/Life programs. The state's Work/Life function supports more than 40,000 employees in over 100 organizational units. She has more than 25 years of professional experience both in information systems and human resource management. She began her career in Minnesota as a programmer with Prudential Insurance. After rotating into a training and development assignment, she assumed management of the Training and Development function for the North Central Regional Office and later managed the Human Resource Administration function. Carolyn was recruited by Medtronic Inc., in 1990 to lead their Diversity initiative and while there also initiated Work/Life programs. After joining Thomson West, another Twin Cities company, Carolyn again initiated the Diversity function and Work/Life programs. While at Thomson West, the company was named to the *Best Companies for Working Mothers* for two years in a row. Carolyn has been instrumental in implementing sick-child care, emergency back-up care, flexibility, telecommuting, and mentoring programs among many others.

After relocating to Arizona in 2001, Carolyn held an assignment with Boeing Co., Mesa, in the Pre-Management Assessment Program before joining the Arizona Department of Administration in 2004. During the past year, Carolyn, along with the Work/Life Project Team, worked to define the strategies that will drive the state's Work/Life program actions in the coming years. She also served as project manager for the Benefits open enrollment this past summer.

Shelley MacDermid, Ph.D., CFLE

Shelley is a Professor in the Department of Child Development and Family Studies at Purdue Univ., where she also directs the Center for Families. In May 2000 she became co-director of a new Military Family Research Institute, also at Purdue. Her research focuses on relationships between job conditions and family life, with special interests in organizational size, adult development, and organizational policies, and has been published in scientific journals including the *Journal of Marriage and Family* and the *Academy of Management Journal*. Her research has been supported by the Alfred P. Sloan Foundation, the Henry A. Murray Center, the Dept. of Defense, and the state of Indiana; and has earned awards from the Groves Conference and Gamma Sigma Delta. She was chair of the Feminism and Family Studies section and president of the Indiana affiliate of the National Council on Family Relations. Her work has been cited in the popular press around the world, including CNN, *USA Today*, the *Chicago Tribune*, *The Financial Times of London* and *Working Mother* magazine. She works extensively with corporations, including directing the Midwestern Work-Family Association, a membership organization for employers interested in family issues and serving as a faculty fellow to the Boston College Work-Family Roundtable.

Marcie Pitt-Catsoupes, Ph.D.

Marcie is Co-director of the Center on Aging & Work/Workplace Flexibility at Boston College and Associate Professor in the Graduate School of Social Work at BC. From 1990-1999, She conducted research at the Center for Work & Family at Boston College. In 1997, she founded the Sloan Work and Family Research Network. The Network provides resources about working families to business leaders and state legislators as well as to academics around the world. She is principal investigator of many projects funded by the Sloan Foundation. She is currently a research fellow of the Work & Family Roundtable, a corporate membership group organized by the Boston College Center for Work & Family. Her articles have been published in a number of scholarly and practitioner journals.

Karen Woodford

Karen is a national pioneer in the field of child care and work/life initiatives and concepts and is considered a leader in the industry having founded her consulting firm, Summa Associates, in 1980 when the term "work/life" wasn't yet defined. Her professional expertise covers a broad range spanning from child care center design, development and management to employer dependent care and work/life research and consulting. She works with companies and government agencies seeking to establish effective child care options and other work/life solutions for employee groups and communities. She is considered an authority in the design, development, management and evaluation of quality early childhood programs. She has a strong background in child care center operations including program and curriculum design, classroom space planning and design, program planning including capacity, hours of operation, staffing, ages to be served, location, quality standards and realistic and effective budgeting and prudent accounting practices. She is known for designing and developing the first child care

center in the nation to be located in an industrial park and sponsored by a collaboration of employers. She has designed, developed and managed child care programs for America West Airlines, State of Arizona, Arizona State University, the City of Phoenix, AG Communications Systems, Tempe Community Council, and drop-in child care locations for Bashas' markets and Harkins' Theatres. She currently oversees the management of three employer child care centers.

Linda Strock

Linda is Research Administrator, Arizona Department of Economic Security, Phoenix, AZ. Research Administration is responsible for the collection and analysis of employment, unemployment, industry and occupational information for Arizona in cooperation with the U.S. Department of Labor. Population estimates, projections and Census State Data Center are also part of Research Administration. Prior to her present position she was Manager, Population Statistics Unit, Arizona Department of Economic Security where she compiled population estimates and projections for the state, counties, and incorporated places and coordinated Arizona's State Data Center program; an outreach program of the U. S. Census Bureau designed to help Arizona citizens gain better access to the information from the census. She is on several boards and committees: Joint Legislative Study Committee on State Employee Compensation, Population Technical Advisory Committee, Arizona State Board on Geographic and Historic Names, and Arizona Geographic Information Council

Leonor Boulton Johnson

Leonor is Professor, African American Studies, Arizona State Univ. She has done extensive work-life research particularly with police officers and their families.

John Corbett

John is director of the State of Arizona Work Telecommuting Program.

Karie Montague

Karie is Founder/President, Montague and Company Marketing Communications, LLC. Karie Montague is a growth strategist who works with businesses nationwide, that have revenues in excess of two million dollars, to increase their profile and sales. She owns Montague & Company Marketing Communications LLC., a full-service marketing firm that collaborates with companies to strategize and deploy marketing strategies, community outreach, public relations and advertising programs. The firm specializes in health-care and finance industries. Montague & Company was recognized by the Arizona Business Magazine as one of the Valley's Top 10 Advertising Agencies and by BizAZ Magazine as a "company to watch."

Montague holds her Bachelor's degree in Journalism and a Master's degree in Community Counseling. Aside from her marketing firm, she practices as an individual and group therapist, specializing in working with adolescent and adults coping with early childhood trauma issues.

Montague's greatest passion is her daughter, Aida. However, Montague's commitment to children extends beyond that of her

own child, as she was recently honored by Arizona Fundraising Professionals with the Spirit of Philanthropy award. She has also received the "Cherish the Children Award" for her on-going child abuse prevention efforts in the community.

Jenny Erwin

Jenny is Regional Administrator of Region 9, U.S. Department of Labor, Women's Bureau

David Schuitema

David is Director of Human Resources, Mayo Clinic Arizona.

Tammy Grimes

Tammy is senior communications specialist within Intel's Technology and Manufacturing Group and an extensive user of Intel's Work Life Effectiveness options (flex, mobile/working from home, Summa for daycare search when daughter was born, etc.).

Sue Riordan

Sue is HR Director for the Salt River Project.

Diane Burrus

Diane is Senior Consultant, Workplace Flexibility and Team Effectiveness Practice Leader, WFD Consulting has provided strategic consulting for over 22 years to leading companies to create flexible, supportive and innovative workplaces and management practices that enhance employee engagement, performance and retention. She has designed global flexibility guidelines, delivered training to executives and line management in workplace flexibility, work-life, team effectiveness, resilience and women's leadership and advancement in the US, Canada, Asia Pacific, Latin America and Europe. She helped design and pilot an award winning **People Oriented Work Redesign Process** being utilized by line managers worldwide. Her clients include Astra Zeneca, Cummins, Deloitte & Touche, IBM, Merck, Shell.

Michael L. Benjamin

Since June 1, 1999, Michael L. Benjamin has been the Executive Director of the National Council on Family Relations in Minneapolis, Minnesota. He came to NCFR from the Institute for Mental Health Initiatives in Washington, DC, where he served as Executive Director from 1994-1999. He has a broad and extensive background in association management, public policy development, mental health service delivery, and training and consultation. He has a B.A. in psychology from Texas Southern University in Houston, and a Masters in Public Health in Mental Health Administration from Yale University.

Throughout his career, Michael has worked on a variety of family issues, including work and family, mental health and the family, fatherhood, substance abuse prevention and violence prevention, cultural diversity and the media. Among his previous positions, Michael was chief operating officer of the Employee Assistance Professionals Association, where he supported efforts directed at cross cutting issues, such as promotion of mental health, alcohol and drug abuse treatment services, violence in the workplace, alcohol and drug testing in the workplace, work and family, and cultural diversity and ethics. Before that, he served as the human services

lobbyist and program director of both mental health and alcohol abuse prevention programs with the National Association of Counties; as a health scientist administrator at the National Institute of Mental Health; and as the Executive Director of a large comprehensive community mental health center in Portland, Oregon. While in Oregon, he also created his own training and consultation firm, which focused on cross cultural training and managing change in small and large organizations.

Michael has served on numerous boards in Washington, DC and nationally, has extensive professional links with policy makers and professional associations, has published articles on mental health and substance abuse issues pertaining to families, and has broad experience working with media. He was a member of the 1999 Planning Board for the Surgeon General's Report on Mental Health.

Best Practices

The following section is a compilation of employers who have sent us work/life best practice programs or policies implemented in their companies. These are reproduced exactly as the companies submitted them. This is the beginning of a resource that we hope to make available to Arizona employers. We are seeking many more best practices which will be compiled and given to participants in the Phoenix Work-Life Network meeting on January 24, 2006. If you wish to submit a Best Practice, contact Cynthia Winter, Conference Director, National Council on Family Relations (e-mail: cindy@ncfr.org or phone: 888-781-9331, ext. 15) She will e-mail you a template that you can fill out and return to her. These will be added to this resource.

Arizona Department of Health Services (ADHS)

Program Contact: Melinda Johnson or Anne Whitmire

E-mail of Program Contact: johnsome@azdhs.gov or whitmia@azdhs.gov

Address: 150 N. 18th Ave, Ste 310, Phoenix, AZ 85007

Name/description of work-life program/policy : Employee Breastfeeding Policy; this policy allows women to bring their exclusively breastfed infants back to work with them for the first four to six months of the infant's life.

Date program/policy was established: Pilot program in Spring, 2000. Policy officially instated in Summer, 2002.

Briefly describe circumstances or conditions that led to the development of this program/policy (What issue or problem does it address?): Breastmilk is overwhelmingly recommended by health organizations as the preferred food for babies. However, studies show that returning to work can be a major barrier for women wishing to breastfeed their child. It is ADHS policy to provide a positive work environment that recognizes a mother's responsibility to both her job and her child by acknowledging that a woman's choice to breastfeed benefits the family, the employer, and society.

How did you go about implementing the program/policy? A pilot was conducted with several mothers and their infants. The pilot revealed that the women were able to satisfactorily complete their work, the presence of infants did not create disturbances in the office, and that overall employee morale was high when the infants were present.

Outline 3-5 key features/benefits of your program/policy:

- ◆ Mothers can bring their exclusively breastfed babies to work with them for the first four to six months of the infant's life.
- ◆ Employees are given time and space to pump their milk for as long as they continue to breastfeed.
- ◆ The policy is very low cost, and could be done for no cost.
- ◆ Breastfed babies get sick less often, which saves money in healthcare costs of the baby and time off work for the parent to care for a sick child.
- ◆ The policy is used as a recruitment tool and helps ADHS market itself as a family friendly workplace.

Person(s) who oversee the program/policy

The supervisor of the mother oversees the policy's implementation and Melinda Johnson and Anne Whitmire, Breastfeeding Coordinators oversee the program throughout ADHS.

Briefly describe your communication plan to your employees and/or other stakeholders (clients, vendors, shareholders, etc.): ADHS has a written policy to communicate the program to

staff, supervisors, and outside partners. The program coordinators are also available to for questions and concerns.

What have been measurable outcomes since establishing this program/policy. (How do you measure success?) (i.e. increased productivity, greater customer satisfaction, increased revenue): ADHS has not quantitatively studied the outcomes of the policy's implementation, but qualitative results indicate the breastfeeding rates of ADHS employees have increased, some employees have chosen ADHS as an employer partly due to the policy, and the policy helps to promote ADHS as a family friendly place to work. Quantitative studies of policies similar to ADHS' have shown healthcare cost savings for employers due to healthier babies being enrolled in the insurance system.

What changes/improvements do you see might need to be added to your program? What are the lessons you've learned that you would recommend to others? ADHS would like to quantifiably study the outcomes of its policy, specifically the healthcare cost savings and the retention of employees who have utilized the policy.

This is a policy that works beautifully when it is put into practice. Starting with a pilot program with just one mom and baby is usually the best way to begin.

State of Arizona Telework Program

Program Contact: John Corbett

E-mail of HR Contact: john.corbett@azdoa.gov

Address: 100 N. 15th Avenue Suite 431, Phoenix, AZ 85007

Name/description of work-life program/policy

State of Arizona Telework Program

The State of Arizona Telework Program was designed to make working at home or working from a State office location closer to home, one or more days a week, an effective alternative. By following set policies governing conditions of participation, equipment use, and liability issues, employees and managers have a greater awareness of their obligations - and the State's obligations - about working at home. Supervisors may select those candidates who are the right kind of worker, have the right kinds of tasks, the right home environment, or have access to a State office location closer to home, to be teleworker candidates. Once selected as a candidate by their supervisor, both the supervisor and employee view a short video, review State Telework Policies, and employ a workbook to help them draft a telework agreement that answers any concerns that they may have about the new teleworking relationship.

Date program/policy was established: 1989

Briefly describe circumstances or conditions that led to the development of this program/policy (What issue or problem does it address?)

The State of Arizona's original interest in telework arose out of the search for solutions to common issues facing many areas in the United States today: traffic congestion, air pollution and energy consumption. However, early investigation quickly revealed telework as a powerful management tool that decreases the costs of office space, increases organizational effectiveness, increases employee efficiency, and reduces the cost of employee turnover.

Traffic Congestion: Our cities are getting larger but rarely have an appropriate mass transit system to handle the travel demand. Rush hour stop-and-go traffic not only creates stress, but also increases the cost of doing business. It's a proven fact that daily stress reduces employee productivity, and the drive to work is one of the most stressful parts of our day. Driving on congested roadways has physical and psychological costs as well. Recent studies show that the stressful commute to and from work has diverse effects on blood pressure, mood, tolerance, frequency of illness, work absences, and job stability.

Air Pollution: The majority of the carbon monoxide, ozone, and particulate pollution come from automobile use. Motorists in the Phoenix area drive over 59 million miles each day of the week. Even with future improvements to the automobile, increases in population, employment, and travel are projected to cause an increase in total emissions.

Energy Consumption: In this time of uncertainty over oil prices, sources and availability, it is increasingly clear how dependent we are on this nonrenewable resource. Petroleum is the single most important source of energy in the United States and the transportation sector accounts for almost two-thirds of total petroleum consumption.

The Rising Cost of Office Space: Over the past few years, the State of Arizona has centralized leased offices and moved employees into newer buildings in the Capitol area. The reason for this is simple, it is more cost-effective to own rather than rent over the long term. ADOA office planners reported however, that telework will play an important role in meeting future office space requirements.

As agencies support remote connectivity, their employees can be just as productive working from home several days a week. When employees are able to work several days a week from home, it becomes possible for them to share office space. A major study conducted by ASU in 1996 found that almost every State employee surveyed felt their job had some tasks that were suitable for telework. "Employee support for telework was evident by their willingness to make sacrifices for the opportunity to telework: 67% have access to (or would buy) the equipment they need, 87% are willing to keep daily logs in order to telework and 69% are willing to share offices in order to telework."

Increasing Organizational Effectiveness: State agencies must consider the relative costs and benefits of implementing more aggressive forms of telework as a potential business strategy for the future. Some of these issues include: How can we serve our customers better, faster and cheaper? How can we plan to assure business continuity during emergencies? How can we reduce

office space requirements? How can we reduce the costs of employee turnover and absenteeism? How can we comply with current trip reduction laws and mandates? Other issues facing most State agencies are calming office space requirements, increasing organizational effectiveness, decreasing the costs of turnover and absenteeism, addressing disaster recovery, meeting the County Trip Reduction Ordinance, and maintaining control of a decentralizing organization.

Many State agencies have found that telework makes good business sense.

For example: The Department of Health Services found the Mobile/Virtual office form of telework to be an innovative business strategy. Six Environmental Laboratory Consultants, now connected to the office by phone and e-mail, were able to increase their time in the field by 18-25% per day just by eliminating the traditional daily commute. Moreover, since the six are now connected by phone and modem, the department was able to save \$11,102 in office rent alone the first year. "The telework opportunity has truly been a win-win situation for our customers, program team and the department," said Steve Baker, Laboratory Licensing Program Supervisor. ADHS has become another virtual success story for the State of Arizona Telework Program.

The Structural Pest Control Commission coordinated with Project ADOPT (Arizona Donates Office Products for Telework) for 12 home computers for their inspectors. The computers were given free of charge to inspectors, provided the inspectors telecommute at least one day each week for a whole year to help reduce travel and clean our air. While it is true that inspectors drive during the day, they still save the State gobs of time, energy and air pollution by completing reports on their home computers and not driving all the way to the main office every day.

Increasing Employee Efficiency: The State of Arizona Telework Program surveys have evaluated agency pilots for ten years. These surveys measure change in the working relationships between teleworkers, supervisors and non-teleworking coworkers. Each group is also asked if there was a change in productivity; either in the quality or quantity of work being accomplished by the teleworker. Survey results show that both teleworkers and their supervisors believe that telework has increased the teleworker's productivity. Productivity increases because employees have fewer distractions and interruptions, work at their personal peak times, and are less stressed due to the absence of the commute.

A thorough evaluation of the State Telework Program was conducted after six years of program development (1996) by ADOA in conjunction with Arizona State University and three other western states. The study revealed "telework is perceived as a positive, viable and desirable work option for qualified State employees, with many benefits for the State, its employees and the community." The evaluation considered the program from a variety of angles: management, teleworkers, coworkers, legislators, and the public. Some of the many benefits of telework revealed in the study were: increased productivity, improved employee morale, increased job satisfaction, reduced employee turnover, reduced employee expenses in time and energy, and reduced traffic congestion and air pollution.

Decreasing the Costs of Turnover and Absenteeism: According to

the 13th annual survey of human resource professionals conducted by CCH in 2003, “unscheduled absenteeism now costs employers an average of \$645 per employee, per year. *Human Resources Management Ideas & Trends, A CCH Incorporated Publication, Issue No. 569, page 153, October 22, 2003.*

For example: An agency with 925 employees can estimate an annual cost of \$596,625 due to unscheduled absenteeism. If a more aggressive use of telework, flextime and compressed work weeks could avoid 10% of these unscheduled absences in a year, the agency could save \$59,663 in time and expense.

Assuming that the tasks associated with processing employee turnover are essentially the same for most organizations (about 25% of an annual salary and ERE), you can estimate the annual cost of turnover in your organization.

For example: Assume an agency has 925 employees with a 13% annual voluntary turnover rate; turnover in this agency is estimated to cost \$972,823 annually. If a more aggressive use of telework, flextime and compressed work weeks could keep 10% of these employees from leaving this agency, it could result in a savings of \$97,282 in annual staff time and expense.

Flexible work options (like telework, flextime and compressed work weeks) are reported to be the most popular and most effective corporate strategies to reduce employee turnover and absenteeism while attracting new employees. *Human Resources Management Ideas & Trends, A CCH Incorporated Publication, Issue No. 569, page 153, October 22, 2003.*

According to a huge compensation survey of 1,400 CFOs conducted by Robert Half International in January of 2003, 46% said telework and/or flexible work schedules are second only to salary as the best way to attract top talent.
<http://www.roberthalffinance.com>

Families And Work Institute reports finding that “companies that offer staff resources to help them manage their work-life priorities, and flexible work schedules, have a lower rate of job turnover.”
Fortune Magazine, 10/2003.

How did you go about implementing the program/policy?

The State of Arizona Telework Program has grown in three distinct phases: A Pilot Phase (1989 - 1993), A Formal Program and Development Phase (1993 - 1996), and The Mandated Program Phase (1996 – Present). The State of Arizona Telework Program has also implemented many Public/Private Partnerships that have been successful in assisting other organizations follow the State’s example, and leveraging the State’s resources for the common good of all its citizens.

A Pilot Phase (1989 - 1993) In the Fall of 1989, the State of Arizona partnered with AT&T to demonstrate that telework is a viable travel reduction strategy for both public and private employers charged with reducing employee trips by the 1988 Omnibus Air Quality Bill. Four State departments and AT&T worked closely to write telework policies, a telework agreement and a helpful guide to telework. The two employers then selected and trained qualified participants. The State of Arizona and AT&T teleworkers, their supervisors and coworkers were surveyed after six months of telework. The pilot was successful in showing that telework is a viable travel reduction strategy which may also provide increases in employee productivity, efficiency, and job attitude, as a consequence of an improved work environment. AT&T and the State of Arizona published the results of their joint telework pilot and

provided sample program materials as a model for future telework programs in Arizona.

A Formal Program and Development Phase (1993 - 1996) The State of Arizona Telework Program was formally established by Executive Order in 1993. Thirteen additional State agencies were invited by the Governor to join the program. In May of 1996, the Arizona Department of Administration commissioned an overall evaluation of how telework was working for the various stakeholders: senior management, mid-management, employees, legislators and the general public. Objectives for the evaluation were determined in consultation with the Governor’s Office.

The Mandated Program Phase (1996 – Present) In response to an enhanced commitment to air quality in 1996, Arizona’s Governor Fife Symington mandated all State agencies to implement the State of Arizona Telework Program with the goal of having 15% of their employees in Maricopa County actively telework. After achieving the 15% goal in May of 2002, Arizona’s Governor Jane Dee Hull expanded the State telework mandate to 20% active participation by Executive Order 2002-08. Later, Arizona’s Governor Janet Napolitano reaffirmed the State’s 20% mandate by Executive Order 2003-11.

In all three phases, the State of Arizona Telework Program assumed an active role promoting telework in the community as a viable management option, assisting other organizations to follow the State’s example, and leveraging the State’s resources for the common good of all its citizens.

Public/Private Partnerships: In June of 1991, the State of Arizona was invited by the Regional Public Transportation Authority to staff a workshop for more than 60 travel reduction coordinators. The workshop featured the AT&T State of Arizona Telework Pilot as a model for future programs in Maricopa County. Following the workshop, 13 companies responded that they were ready to develop telework programs and would like to join a regional telework council to assist them in designing and implementing their programs. As a result, the State of Arizona became co-founder of the Arizona Telework Advisory Council (AzTAC) a 501(c) 3. The State of Arizona served on the AzTAC board of directors until the International Telework Association and Council was fully formed.

In coordination with AzTAC during January of 1992 and November of 1993, Arizona’s Governor invited hundreds of Chief Executive Officers, Mayors, City Managers and Community Leaders to attend a breakfast briefing on telework. The briefing was followed by a full day workshop where over 150 coordinators were trained in how to implement telework in their organizations.

In October of 1993, Arizona entered into a joint venture with the states of Oregon and Washington (The Telework Collaborative) to combine their expertise and develop additional telework materials including a management briefing and a stand-alone teleworker/supervisor training package. Later in 1996, the three states joined with the State of California in a research and development project to determine what other telework tools might be developed to assist employers. As a result of this collaboration the four states wrote and produced a package just for managers, to help them review telework from a business case standpoint and decide how to best apply it to their organization. Together, the Telework Collaborative has helped hundreds of organizations in 26 states and 14 foreign countries with telework information and

assistance.

Outline 3-5 key features/benefits of your program/policy

The State of Arizona Telework Program incorporates three elements of a successful telework program: formal participant selection criteria, State policies, and teleworker/supervisor training which result in a formal telework agreement.

Formal participant selection criteria: State employees may use a self-assessment survey to help them qualify to be a candidate for telework. Telework is a management option, not a universal employee benefit. Supervisors may select those candidates who are the right kind of worker, have the right kind of tasks, and have the right home environment to be successful teleworkers. A simple self-assessment tool facilitates the selection process. Employees take the self-assessment survey and, if they feel they are a candidate for telework, they use the self-assessment to approach their supervisor to see if they agree. It is usually a good idea to have a candidate fill this assessment out first and then discuss the results together.

State policies: The State of Arizona Telework Program Policies answer the basic administrative concerns which apply to all teleworking employees.

Personnel concerns:

Selection of program participants

Compliance with FLSA regulations

Monitoring work hours

Changes in employee benefits or evaluation

Employee rights

Child or elder care

Termination of agreements

Training

Risk Management concerns:

Insurance coverage in the home office

Safety in the home office

Information security

Legal concerns:

Use of employer-owned equipment

Maintenance of employee-owned equipment

Teleworker/supervisor training which result in a formal telework agreement: After an employee is identified as a telework candidate by his/her supervisor, the employee and supervisor use our on-line training site where they work together to answer any concerns that they may have and draft a formal telework agreement.

Person(s) who oversee the program/policy

All State agencies, boards and commissions assign a coordinator to oversee the program implementation, review and expansion phases. Agencies begin the process with a six-month pilot to test how well telework will work for them. After the pilot is evaluated, program modifications are made and the opportunity to telework is offered to additional qualified employees.

Briefly describe your communication plan to your employees and/or other stakeholders (clients, vendors, shareholders, etc.)

A coordinator from each agency makes sure that State of Arizona Telework Policies become a part of their agency policy manual, notifies all agency employees to use www.teleworkarizona.com as their source for information on the State of Arizona Telework Program, and schedules the State Telework Administrator to brief

agency management on the program.

What have been measurable outcomes since establishing this program/policy? (How do you measure success?) (i.e. increased productivity, greater customer satisfaction, increased revenue)

Air quality impacts: Because of State teleworkers, we can all breathe a little easier. Currently 3,442 employees, or more than 16 percent of the State workforce in Maricopa County, are teleworking. We estimate that State teleworkers annually drive 3.2 million fewer miles, generate 86,133 fewer pounds of air pollution, and endure 106,336 fewer hours of stressful driving time.

Employee efficiency impacts: The Arizona Department of Health Services found the Mobile/Virtual office form of telework to be an innovative business strategy. Six Environmental Laboratory Consultants, now connected to the office by phone and e-mail, were able to increase their time in the field by 18-25% per day just by eliminating the traditional daily commute. Moreover, since the six are connected by phone and modem, the department was able to save \$11,102 in office rent alone the first year. "The telework opportunity has truly been a win-win situation for our customers, program team and the department," said Steve Baker, Laboratory Licensing Program Supervisor. ADHS has become another virtual success story for the State of Arizona Telework Program.

The Department of Weights and Measures conducted a 12-month study to measure the costs and benefits of implementing a telework program in conjunction with a vehicle take home policy for their inspectors. As a result, they found that:

Inspection time increased 6.9% (or 880 hours) which saved \$10,551

Travel time reduced 14.4% (or 5,623 hours) which saved \$55,387

Total savings of \$65,938

What changes/improvements do you see might need to be added to your program? What are the lessons you've learned that you would recommend to others?

Flexible workplace arrangements (like telework, compressed workweeks, flexible work schedules and job sharing) are offered at the sole option of management. Since flexible workplace arrangements have a quantifiably beneficial effect on reducing employee absenteeism, attracting and retaining quality employees, enhancing corporate productivity, reducing work stress, and balancing work/life conflicts, the State of Arizona Telework Program should eventually become a part of a comprehensive management-driven business strategy to leverage the many benefits for the State of Arizona, our employees and the public.

State of Arizona Wellness Program

Program Contact: Emily Augustine, Wellness Program Manager

E-mail of HR Contact: emily.augustine@azdoa.gov

Address: 100 15th Ave, Suite 103, Phoenix, AZ 85233

Name/description of work-life program/policy

The Human Resources Division of the State of Arizona has a Work/life Program headed by a different person – that program

would better be able to describe the work/life policy. However, the Employee Wellness Program also offers programming related to work/life balance.

Date program/policy was established: The Employee Wellness Program was started in 1991.

Briefly describe circumstances or conditions that led to the development of this program/policy (What issue or problem does it address?)

The Employee Wellness Program is part of the Benefits Office in the Human Resources Division. In 1991, the program started by a statute that said that the Arizona Department of Administration was to “establish a wellness program for state employees on or before January 1, 1991.” The role of the Wellness Program is to assist in controlling health care costs by providing services that keep employees healthy, detect concerns early and help employees manage their health.

How did you go about implementing the program/policy?

The program has been in existence for 14 years.

Outline 3-5 key features/benefits of your program/policy

Prevention – we provide classes and education to employees to help employees maintain their health, prevent chronic conditions and stay healthy.

Early detection – we provide screenings and education to employees to detect concerns early. Employees are given their results and if there is any concern, they are referred to their physician.

Management – we provide classes, screenings and education to employees who have a chronic disease to assist them in complying and managing their condition. The Benefits Program also offers Disease Management for diabetes, asthma, pregnancy and congestive heart failure.

Work/life – we provide classes that educate employees on maintaining a balance between work and life as well as managing stressful situations at and away from work.

Personal Health Assessment – for the first time, the Benefits Office offered employees the opportunity to take a Health Risk Assessment. This assessment will assist employees in becoming aware of their health. It will also assist the Benefits and Wellness Program to focus their programs and efforts on the highest risk and highest need areas.

Person(s) who oversee the program/policy:

Emily Augustine, CHES is the program manager. Susan Strickler is the Benefits Manager.

Briefly describe your communication plan to your employees and/or other stakeholders (clients, vendors, shareholders, etc.)

The Wellness Program has a Wellness Advisory Council that is made up of the 8 largest State of Arizona agency Directors. The role of the council is to provide us with feedback and assist us in moving in the right direction to best impact employee’s health and healthcare costs.

The Wellness Program also has Wellness Coordinators in all of the 111 State of Arizona agencies. These coordinators are the liaison between the Wellness Program and agencies. The coordinators disseminate our message to employees in their agencies, assist the Wellness Program with reaching all State employees and give us

feedback from their agency.

The Wellness Program has a regularly updated website that lists all events and information about the Wellness Program. The program also has a monthly newsletter (wellNEWS) that is distributed to all employees.

What have been measurable outcomes since establishing this program/policy. (How do you measure success?) (i.e. increased productivity, greater customer satisfaction, increased revenue)

Currently, the Wellness Program measures success by the number of events scheduled per month as well as the number of participants in those events. We also measure success through feedback on program and class evaluation forms and voice of the customer surveys (customer satisfaction).

However, being that the State went self-insured in October of 2003, the Wellness Program and Benefits is looking at measuring success in medical outcomes and changes in behavior. This will be done with insurance and Personal Health Assessment data.

What changes/improvements do you see might need to be added to your program? What are the lessons you’ve learned that you would recommend to others?

We are in the process of adding a smoking cessation component to our program through a partnership with the Arizona Department of Health Services. Moving forward, we will be targeting our highest risk medical conditions as well as behaviors. Ways of measuring success need to be developed more fully.

Hyatt Regency Phoenix

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Name/description of work-life program/policy

Ceridian/Life Balance

Date program/policy was established: 1999

Briefly describe circumstances or conditions that led to the development of this program/policy (What issue or problem does it address?)

Ceridian/Life Balance provides additional, confidential assistance to those Associates 24/7 to help resolve personal and/or professional issues and concerns.

Comp Time provides support of our Management staff and their balance of work and personal time

How did you go about implementing the program/policy?

Ceridian/Life Balance was rolled out at our General Meetings and there is continued communication in flyers, posters, mail, paycheck stuffers and our Associate Newsletter

Comp Time- supports a 5 day work week

Outline 3-5 key features/benefits of your program/policy

Ceridian/Life Balance offers 24/7 support, is confidential, referrals for further professional assistance and provides reference materials

(books, library, tapes)

Person(s) who oversee the program/policy

Human Resources

Briefly describe your communication plan to your employees and/or other stakeholders (clients, vendors, shareholders, etc.)

We communicate via email, bulletin boards, Associate newsletter, flyers, and postings around hotel

What have been measurable outcomes since establishing this program/policy. (How do you measure success?) (i.e. increased productivity, greater customer satisfaction, increased revenue)

Associate Usage Reports, Associate Opinion Survey Results which shows Associate Satisfaction

What changes/improvements do you see might need to be added to your program? What are the lessons you've learned that you would recommend to others?

Ceridian Life Balance- Include opportunities to improve usage

Comp Time- incorporate to include non- management Associates

UA Life & Work Connections at The University of Arizona

HR Contact: Darci Thompson, LCSW, MSW, Director or Caryn Jung, MS, Senior Coordinator

E-mail of HR Contact: darci@email.arizona.edu or jungce@email.arizona.edu

Address:

UA Life & Work Connections, The University of Arizona, 1125 N. Vine, 2nd floor, Tucson, AZ 8572. Phone: 520-621-2493. Web Site: <http://lifework.arizona.edu>

Name/description of work-life program/policy:

UA Life & Work Connections (LWC), in partnership with the State of Arizona, is dedicated to increasing personal and professional effectiveness for the campus community at The University of Arizona. We provide integrated, life-cycle services in support of recruitment and retention efforts, and increased individual and institutional resiliency. The integrated components offer a broad spectrum of employee and student services, including master's level- (or higher) directed programs, professional consultations and referrals, qualifying financial assistance for child care, a sick child and emergency/back-up care program, lactation assistance and alternative work strategies and resources; they are:

- Child Care and Family Resources
- Elder Care and Life Cycle Resources
- Employee Assistance Counseling
- Work/Life Support
- Worksite Wellness

Date program/policy was established:

The program was established in 1990.

Briefly describe circumstances or conditions that led to the development of this program/policy (What issue or problem does it address?)

As a result of the University's forward thinking about supporting

recruitment and retention of its campus community, LWC started out in 1990 as an employee assistance service with an emphasis on wellness. Since then, it has grown, adding employee and student program components when possible in order to flesh out a set of "whole person" services, based on the view that individuals are whole people who participate in larger systems (such as work, home, community). These services are designed to assist individuals build their resiliency and well-being as they wend their way through human, employment and academic developmental life cycles.

How did you go about implementing the program/policy?

Our approach focuses on assisting the whole person so that they are productive and well on the job. Also of value: the establishment of select programs services with demonstrated integrity and accountability at each phase of development, targeted outreach and educational forums and anticipation of "next generation" workforce trends.

Outline 3-5 key features/benefits of your program/policy:

LWC is viewed as a strategic recruitment and retention tool for the institution addressing diverse, life-cycle and multi-generational workforce and student issues. Because of our integrated, multi-disciplinary nature, we are able to maximize our professional services delivery in a timely and seamless manner.

Person(s) who oversee the program/policy:

Director, UA Life & Work Connections, a unit of Human Resources.

Briefly describe your communication plan to your employees and/or other stakeholders (clients, vendors, shareholders, etc.):

Includes a focus on established relationships and the ongoing development of new partnerships; electronic communications (such as listservs); faculty, staff and student news publications; co-sponsorship opportunities; professional conferences as contributors and workshop leaders, and serving as guest lecturers and business and media consultants (for profit and non-profit entities, print media and television).

What have been measurable outcomes since establishing this program/policy? (How do you measure success?) (i.e. increased productivity, greater customer satisfaction, increased revenue)

Client satisfaction reporting; unsolicited campus and community letters of appreciation and local, state and national "best practices" recognition in higher education and in professional sectors.

What changes/improvements do you see might need to be added to your program? What are the lessons you've learned that you would recommend to others?

Future activities may include team expansion to serve a more diverse and complex campus community and a continuation of internal and external partnerships in support of work/life needs and managerial education.