Culture Change: Creating a Family-Friendly Workplace

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Why are you here?

Goals for today

- Gain a better understanding of work/life policies, benefits, and practices at UC Berkeley.

- Understand the role of culture in creating a supportive work environment.

- Examine your department work/life culture around family friendliness, and think about your department goals and how you might help facilitate culture change.

What do you think are the top stressors impacting Cal employees today?

A. Too much work

B. Too much stress

C. Feeling undervalued

D. Burnout

Do you think that establishing a family friendly culture can help with some of these stressors?

A. Yes
B. No
C. Not sure

Do you think a high performing work culture and a family-friendly workplace are correlated?

A. Yes

B. No

C. Not Sure

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What is Work/Life?

Work–life balance is a concept including proper prioritizing between "work" and "lifestyle".

Work/Life Areas

- Childcare

- Elder/Dependent Care

- Flexwork/telecommuting arrangements

- Family friendly policies and benefits

- Wellness programs for self care

- Relocation/Dual career services

History of Work/Life at Berkeley

In 1995, CARE Program Director Carol Hoffman transitioned her role at UHS to create the Work/Life Program as part of the UHS Faculty/Staff Health Programs.

Work/Life Programs at UC

- In 1998, a UC Work/Life Symposium was sponsored by the UC Office of the President and the UC Faculty Welfare Committee.

- Davis, Berkeley, San Diego, Riverside, San Francisco currently have Work/Life Programs.

- Santa Cruz, Merced, Irvine, LA- generally have Work/Life areas within their EAP

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The family friendly workplace

- A supportive workplace environment maximizes the productivity and success of Cal's diverse faculty, staff, and students and enhances the quality of life for all.

Benefits to employees

- Ability to be productive members of the campus community while meeting personal and family obligations.

- =Less Stress + burnout

- More engagement and commitment to the organization

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Benefits to departments

- Recruitment
- Retention
- Morale
- Productivity

Family friendly policies for Faculty

The UC Faculty Friendly Edge developed and implemented a comprehensive package of work-family policies and programs for ladder-rank faculty in the UC system:

- Active Service Modified Duties (ASMD)

- Stopping the Clock for the Care of a Child

- Personnel reviews

- Childbearing leave

CALcierge Office

Assists with relocation and dual career needs for newly hired or prospective faculty hires.

Contact information:

Lisa Bagnatori
CALcierge Office
Academic Affairs and Faculty Welfare
2222 Bancroft Way #4300
Berkeley, Ca. 94720-4300
Tel: (510) 642-6610
calcierge@berkeley.edu

HERC (Northern California Higher Education Research Consortium)

A web-based search engine for academic and administrative job listings for colleges and universities throughout Northern California. Norcalherc.org

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Family friendly Benefits/Programs for Staff/Faculty

- Short-term/Supplemental Disability Insurance for maternity leave

- The Elder Care Program (under CARE services in UHS) was offers confidential, free assistance for faculty and staff who are caring for parents or other adults, or anticipate doing so in the future.

- Bright Horizons backup care "Sittercity" and "Years Ahead"
  Benefit covers free registration to the site.
  https://www.sittercity.com/universityofcalifornia

- Bright Horizons Back Up Care Advantage Program (faculty and students only)

- The Responding to Death website was developed to offer resources to help cope with death on campus. The site also details protocols for a coordinated, considerate response to death in the campus community. The Campus Memorial is an annual event with honors those who have passed in the UC Berkeley campus during the previous year.

Changes to Absence from Work policy

- Family and Medical Leave

  Increases from to 60 days (from 30) the amount of sick leave an employee may use during a Family and Medical Leave to address a serious health condition of the employee, a spouse or domestic partner, a child or a parent.

- Baby bonding

  UC staff will be allowed to use up to 30 days of sick leave to care for and bond with a newborn, adopted or foster child.

- Bereavement -Increases to 10 days (from five) the amount of sick leave that may be used in the event of the death of a family or household member.

Family friendly policies and benefits for Students

- Bright Horizons Back Up Care Advantage Program

- Graduate Student Parent Grant

- Subsidized childcare tuition

- Title IX Pregnancy Accomodation

For work/life balance, FLEXIBILITY IS KEY!

Flexible work arrangements for staff

Flexible hours

9/80

4/40

Telecommuting

It's the law
(in some places)

Starting this year, employees in San Francisco and the state of Vermont have the right to ask for a flexible or predictable work schedule, without fear of retaliation.

Both mothers and fathers often feel uncomfortable raising these issues with their employers — there are signals sent to them that they are somehow less loyal and productive employees.

- *David Chiu, San Francisco Board of Supervisors*

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One size does not fit all

Perceptions of a supportive work–family culture were related to employees' use of work–family benefits. Both work–family benefit availability and supportive work–family culture were positively related to affective commitment and negatively related to work–family conflict and intentions to leave the organization.

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FIGURE 6.1
UC Faculty Members' Awareness of Policies
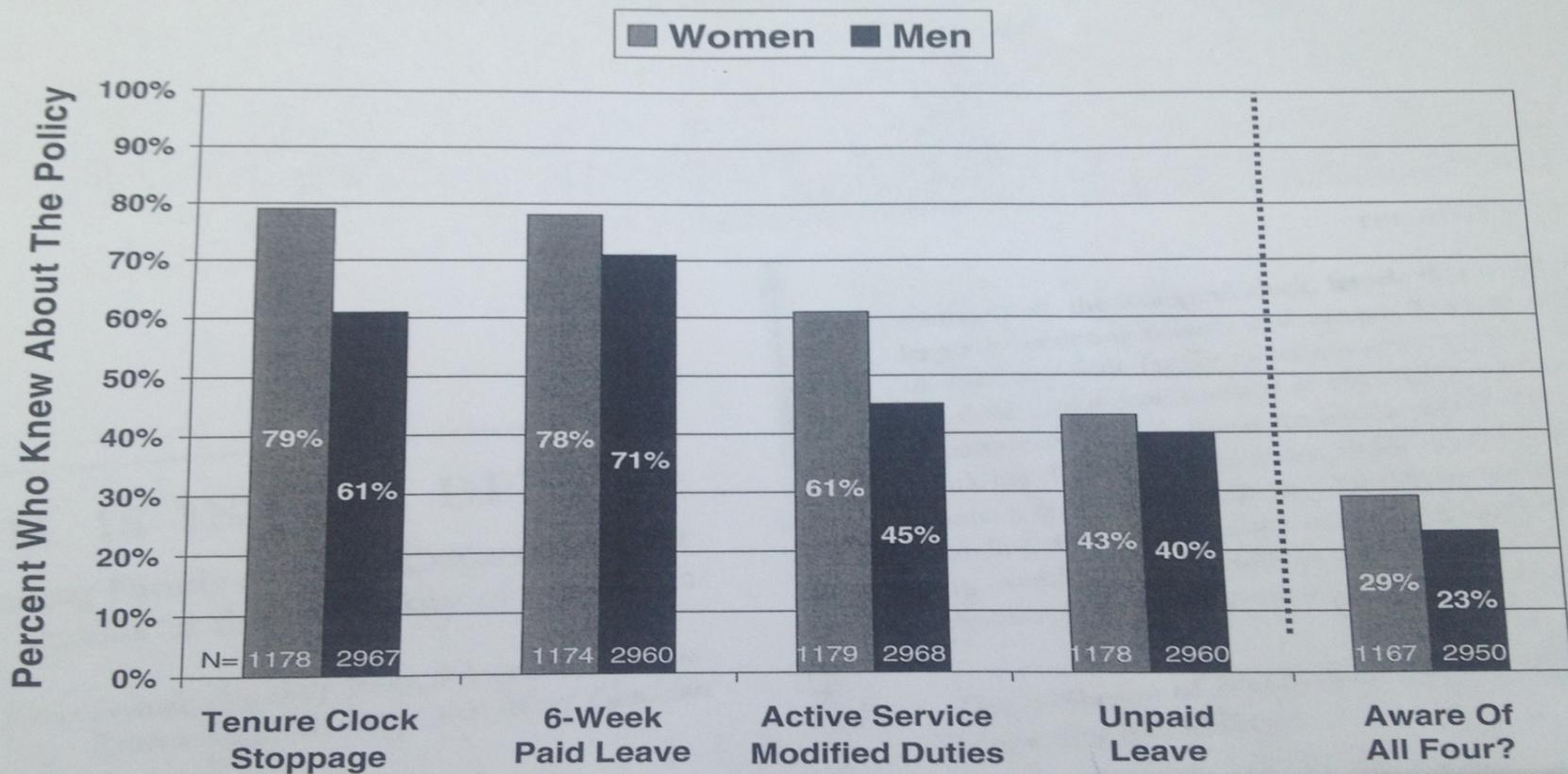
UC Faculty Work and Family Survey, 2003

"Culture eats strategy for breakfast"

No matter how far reaching a leader's vision or how brilliant the strategy, neither will be realized if not supported by an organization's culture.

What is Organizational Culture?

A culture is the values and practices shared by the members of the group. Organizational Culture, therefore, is the shared values and practices of the company's employees.

Characteristics of organizational cultures

Mission clarity

Employee commitment

Fully empowered employees

High integrity workplace

Strong trust relationships

Highly effective leadership

Effective systems and processes

Performance-based compensation and reward programs

Customer-focused

Effective 360-degree communications

Commitment to learning and skill development

Emphasis on recruiting and retaining outstanding employees

High degree of adaptability

High accountability standards

Demonstrated support for innovation

Why Culture Matters

Culture

| Assumptions | Behavior | Results |
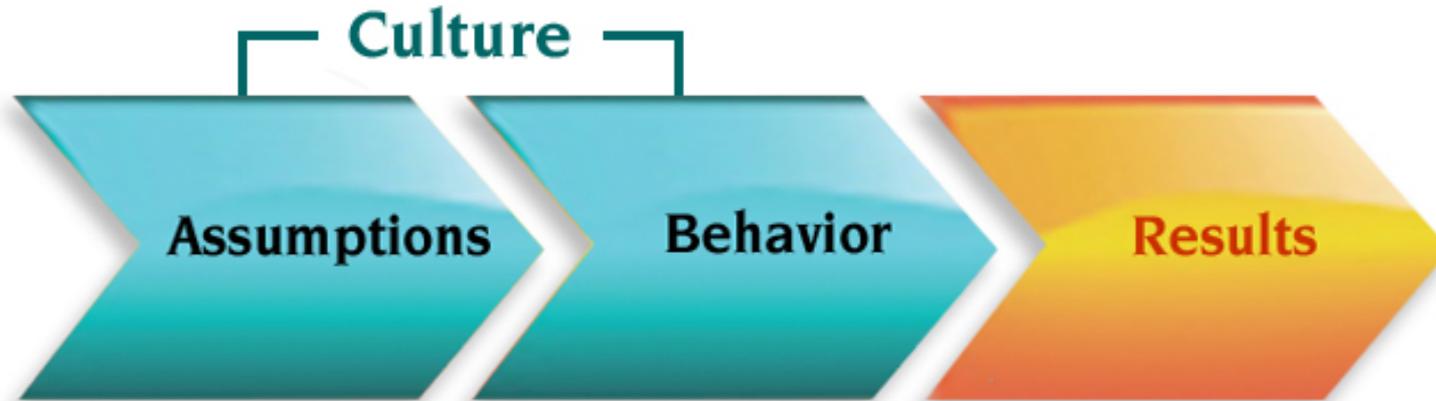
- The assumptions and beliefs of employees drive behavior.
- The collective behavior of employees determines results.
- The results measure performance and indicate if strategic business objectives have been achieved.

Assess Your Organizational Culture

Look around

Listen very deeply

Determine Your Desired Organizational Culture

Decide what you want the organizational culture to look like in the future.

Look at what kind of a organization culture will work best for your department in its desired future state.

Review your mission, vision and values and make sure the company culture you are designing supports them.

Align Your Organizational Culture

- Develop a specific action plan that can leverage the good things in your current culture and correct the unaligned areas.

- Brainstorm improvements in your formal policies and daily practices.

- Develop models of the desired actions and behaviors.

- Communicate the new culture to all employees and then over-communicate the new culture and its actions to everyone

What do all family- friendly leaders have in common?

- Communication – of both work/life needs and institutional priorities
- Flexibility- at all levels of the institution
- Commitment- recognition that a work/life culture benefits everyone

What strategies and behaviors do they model/practice?

- They understand their institution/department and how work/life fits into the mission
- Bring the resources to the people who need them, rather than have employees seek them out
- Take advantage of finding opportunities
- Set clear expectations
- Are creative and consistent with policies
- Make their own work/life challenges visible

Group Discussion

Were you aware of the family friendly policies and benefits which were discussed today. Are these policies and practices communicated well?

What do you consider good aspects of your current culture and which areas do you think could be improved upon to make it a supportive family-friendly workplace?

Is your department culture supportive of people using these policies and benefits?

Are your leaders good role models of these practices?

Next steps

- Familiarize yourself with work/life programs and policies

- Analyze your department goals and culture

- Actively highlight, advertise and support your department's family friendly policies, benefits, and practices.

- Be a role model in your department

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For additional information about the Work/Life Program:

Work/Life: A Guide for UC Berkeley Campus
   http://www.uhs.berkeley.edu/worklife/

The Status of Work-Life Issues Report
http://www.uhs.berkeley.edu/facstaff/pdf/worklifereport07.pdf

Contact: Work/Life Program Manager Wendy Nishikawa
(510)642-7883 or wnishikawa@berkeley.edu

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