



audit



workandfamily

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“Workandfamily” Audit



↳ **Processes**
are reviewed for the fulfillment of
requirements and guidelines



↳ Latin - audire: hear, listen
”Hearing“

“Workandfamily” Audit

What is the “Workandfamily” audit?

The “Workandfamily” audit is a management tool to optimise family-friendly corporate policies; the goal is to strike a balance between entrepreneurial interests and the needs of employees when developing and implementing family-friendly measures.

“Workandfamily” Audit

History

- ↪ 1980ies - family friendly index started in the USA
- ↪ 1995 an equivalent development in Germany by the b&f was set up



- ↪ 1998 an adaptation to the Austrian situation was established by the Federal Ministry of Family Affairs
- ↪ since 2001 there is the Europe-wide application “European workandfamily audit”



European minimum standard of family-friendly human resource policies for the transnational certification of companies

“Workandfamily” Audit

Trademark rights

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- ↪ The “european workandfamily audit” is licensed by berufundfamilie gGmbH in Germany
 - ↪ In Austria the BMWFJ (Federal Ministry of Economy, Family and Youth) is the licensee
 - ↪ The Familie & Beruf Management GmbH (FBG) is responsible for the implementation

Balancing Family and Work

- **The main reasons why balancing family and work are:**

- ↳ demographic developments/counteraction

- ↳ more care obligations ⇒ care for children **and** the elderly

- **Support at the levels of the provinces and the federal state:**

(child care facilities, care outside of and in the family, family counselling centres, child care allowance, parent-child health passport, care allowance, family-friendly community audit)

- **Support at corporate level:**

(development of flexible job models, strengthening/expanding the communication structure, family services, financial support, “work**and**family” audit...)

The world of work – the world we live in we have to make a balance



“Workandfamily” Audit

How to get there

- ↪ The audit is a way of leaving the status quo and reaching the target state:
- ↪ Analysis of current corporate culture
- ↪ Agreement on objectives in cooperation with management and employees (integrated business concept)
- ↪ Ensuring the sustainability of family friendly measures

(“The boundary between working life and private life is getting increasingly blurred. Companies which give their employees areas of freedom will benefit from this trend.” Profil, 17 August 2009)

Principles of the audit

- **Individuality**

- ↪ There is no universal scheme for balancing family and work!
- ↪ Different executives have different leadership and management styles
- ↪ Employees have diverse needs

Principles

- **Flexibility**

- ↪ Performance fluctuations due to stress may arise from situations related to the job or private life
- ↪ Unforeseen fluctuations at work may have many causes
- ↪ Timely contingency plans support flexible solutions

Principles

- **Transparency**

- ↪ Transparency creates trust, understanding and feasible solutions even in difficult situations
- ↪ If possible, needs of employees are discussed in the team so that innovative solutions can be found
- ↪ When important meetings are planned, arrangements are made to make sure part-time workers are present
- ↪ Teleworkers are integrated into the team and work done is transparent for all

Who benefits from the audit?

- **The audit creates a win-win situation**

- ↳ The company will benefit:

measures and solutions help the company reach its corporate objectives

- ↳ All employees who have no care responsibilities will benefit:

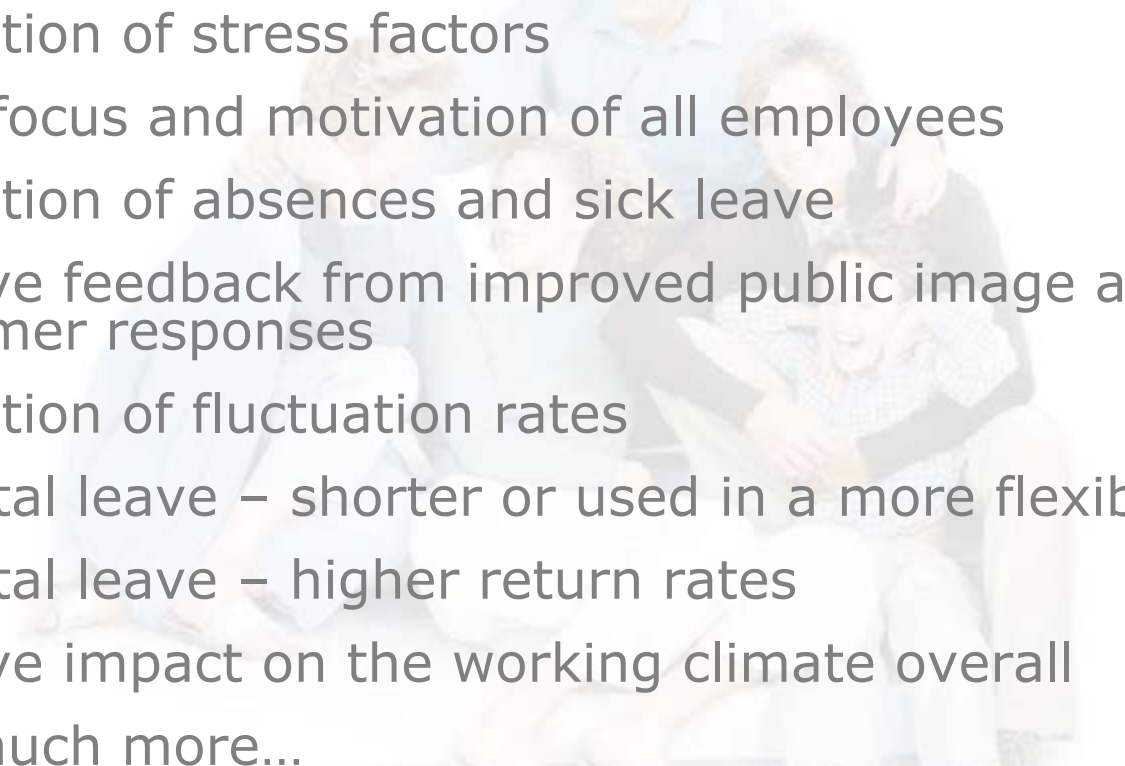
measures and solutions are well balanced and not to the detriment of one group of employees

- ↳ All employees with care responsibilities will benefit:

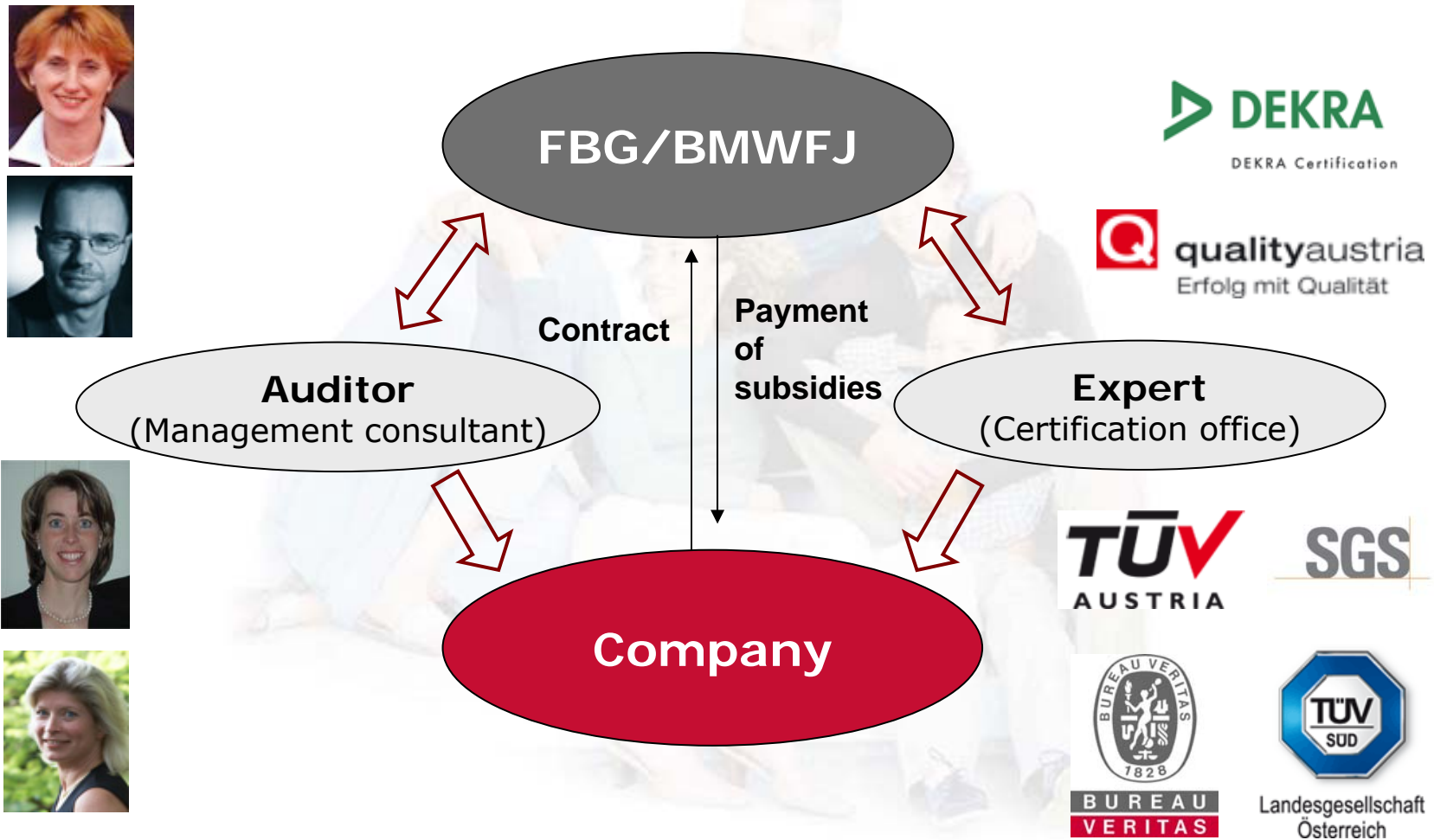
measures and solutions support employees with care responsibilities to make it easier for them to balance various areas of life

“Workandfamily” Audit

The Business Perspective

- 
- ↪ Reduction of stress factors
 - ↪ More focus and motivation of all employees
 - ↪ Reduction of absences and sick leave
 - ↪ Positive feedback from improved public image and customer responses
 - ↪ Reduction of fluctuation rates
 - ↪ Parental leave – shorter or used in a more flexible way
 - ↪ Parental leave – higher return rates
 - ↪ Positive impact on the working climate overall
 - ↪ and much more...

Player in the audit process



Framework Conditions

Organisation – Responsibilities

↪ Federal Ministry of Economy, Family and Youth (BMWFJ)

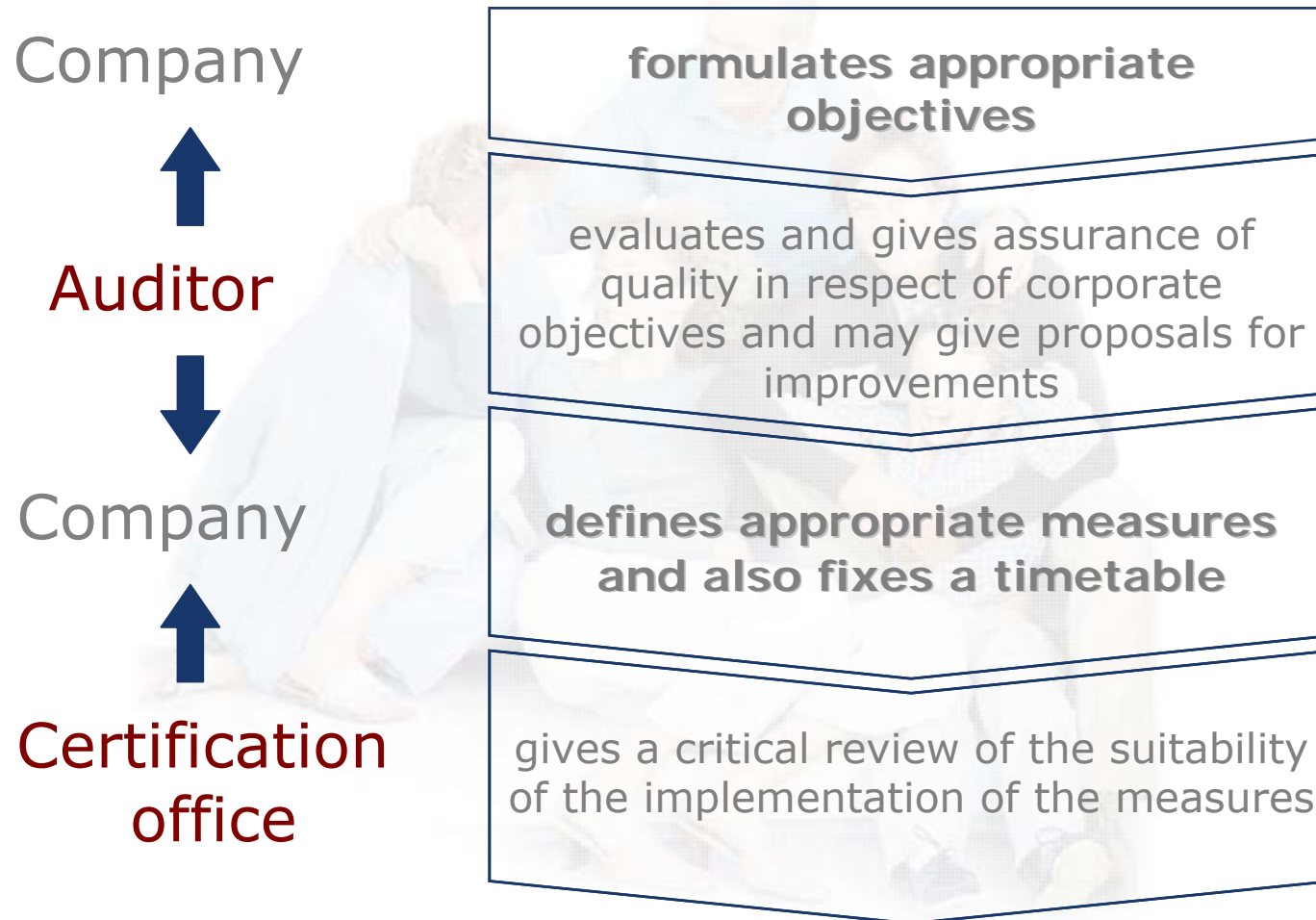
(in contrast to Germany)

- is in charge of guidelines
- is in charge of awarding certificates and
- the certificates are signed by the Federal Minister = governmental certificate

↪ Familie und Beruf Management GmbH (FBG) is responsible for the following:

- Steering and handling of audit matters
- Quality control and improvement of instruments
- Preparation of specific issues
- Audit Academy (organizing lectures for the companies)
- Issuing of licences to auditors
- Training experts
- Accreditation body
- Service provider

Audit Process – Interaction- Outcome



Framework Conditions

The following spheres of activity are analysed

- ↪ (Corporate culture)
- ↪ Working hours
- ↪ Parenthood, parental leave and return (to work)
- ↪ Work organisation
- ↪ Workplace
- ↪ Information and communication policies
- ↪ Leadership culture
- ↪ Human resource development
- ↪ Salary components/payment in kind
- ↪ Services for families
- ↪ New framework guidelines 2010: health-promotion measures

Corporate Culture

- Corporate principles form the foundations of corporate culture in a company
- By enshrining policies in the strategic goals and visions of the company, their value is communicated to employees and to the outside world
- Executives are carriers and multipliers of a family friendly corporate culture

Working hours

Examples for flexibility

- Offer part-time
- Needs-oriented working hours
- Working hours oriented towards stages in life
- Sabbaticals
- Long-term accounts
- Leave for special occasions (e.g. care responsibilities)

Parenthood, parental leave and return (to work)

- **A future-oriented planning is important**
 - ↳ When employer is notified of pregnancy, issues of parental leave and return to work are discussed
 - ↳ Individual wishes and needs are taken into account to the extent possible
- **The continued involvement of employees on parental leave may support higher return rates**
 - ↳ Employees on parental leave act as substitutes during other employees' leaves (holidays, sick leave)
 - ↳ Work of employees on parental leave in projects or as substitutes is encouraged and facilitated

Parenthood, parental leave and return (to work)

- **It is important to support active fatherhood**
 - ↳ Openness towards young fathers who wish to take parental leave or work part-time
 - ↳ Men can be fathers without having to fear negative consequences for their career development
- **Skills development during parental leave is important for the employees**
 - ↳ Employees on parental leave are included in communication flows of the company (Intranet, newsletters, mentors, celebrations,...)
 - ↳ Continuing education is also available to employees on parental leave

Parenthood, parental leave and return (to work)

- Return to work from parental leave is planned by the executives
 - ↳ Return to work from parental leave is planned jointly, skills development is offered
 - ↳ Prior to return from parental leave, an individualised reintegration interview with an executive is held
 - ↳ Flexible working hours enable employees to return gradually
 - ↳ Work from home and telework are flexible instruments to facilitate return

Workplace

- The companies support the employees by
 - ↳ Telework/alternating telework
 - ↳ Protected field work without personal office (laptop)
 - ↳ Work from home (paperwork, manual work)

Work Organisation

- **Organisation of job assignments in terms of content**
(a way to also consider the family situation and availability of executives!)
- ↳ Agreement on clear objectives, work results and deadlines whilst employees are given independence in respect of organising their schedules and taking their family needs into account – this applies to employees and executives
- ↳ Support to individual and family mobility

Work Organisation

- **Methods and procedures**
(to consider and coordinate professional and private interests and obligations in the company)
 - ↳ Skills acquisition within the team, e.g. to ensure the availability of substitutes
 - ↳ Communication times and fixtures: e.g. meetings take place when part-time workers are present
- **Individual measures**
(to support the implementation of agreements in every-day working life)
 - ↳ Times reserved for the completion of job assignment during working hours, e.g. by putting calls on hold or rerouting

Information and Communication Policies

How to communicate the family-friendly measures?

- **Information- within the company**
 - ↪ in-house papers, brochures, specific information, continuing education folders
 - ↪ consultation hours, works assemblies
 - ↪ Intranet, bulletin board
- **Information- to the outside**
 - ↪ corporate philosophy, mission statement
 - ↪ PR work (press releases, interviews, website,...)
 - ↪ information letters to business partners, customers, suppliers...
 - ↪ participation in events, lecturing

Information and Communication Policies

- **Communication – within the company**
 - ↳ round tables, project groups, employee surveys
 - ↳ appraisal interviews, family officer
- **Communication – outside the company**



Leadership Culture

- This means first of all sensitizing executives
 - ↳ Specific information, seminars
 - ↳ Teaching specific techniques which effectively support family-work balance (e.g. active listening, conflict and stress management)
 - ↳ Enhancement of social skills by specific training
 - ↳ Considering family-work balance as an element of the agreed objectives

Leadership Culture

- **Fostering communication**
 - ↪ Interviews on objectives which take work and family situations into account
 - ↪ Return interviews after sick leave
 - ↪ Career support for employees with family responsibilities (coaching, regular meetings...)
- **Implementation of corporate guidelines**
 - ↪ Formulation of a family friendly corporate philosophy
 - ↪ Processing of the "workandfamily" audit in work groups
 - ↪ Winning employees over as promoters

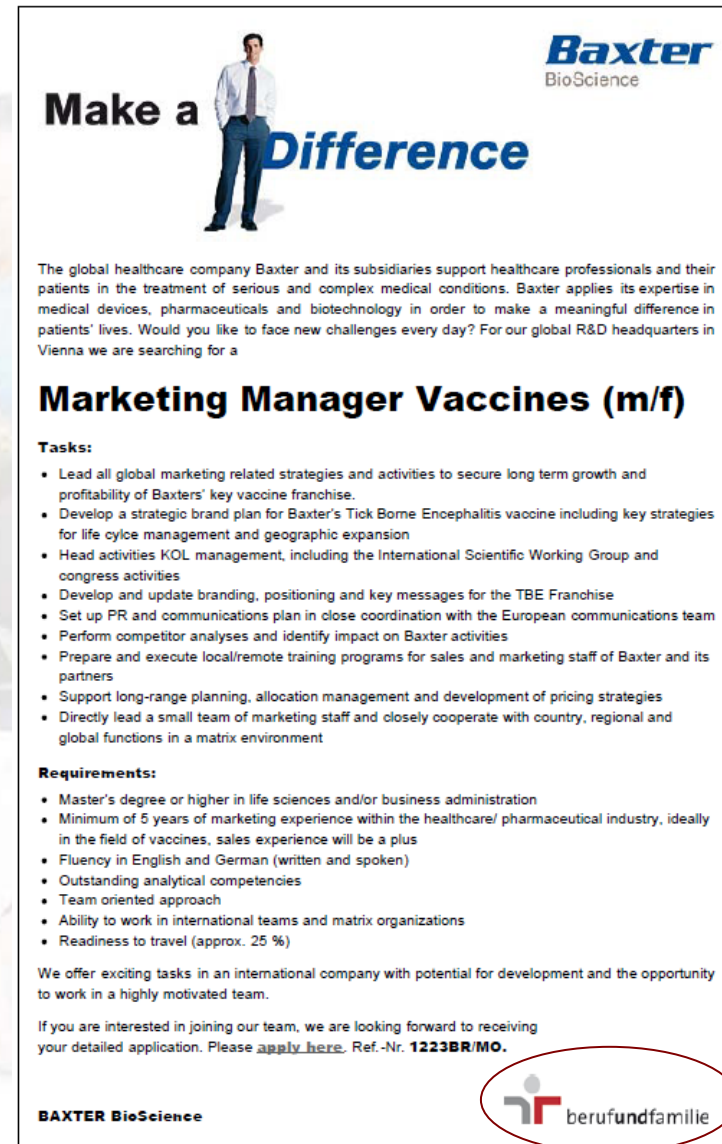
Human Resource Development

- **Equal opportunities for employees with care responsibilities**
 - ↪ Openness to family issues in recruitment interviews
 - ↪ Development opportunities to include part-time workers
- **Qualification – skills acquisition**
 - ↪ Equal opportunities in attending continuing training events
 - ↪ Skills acquisition and personality training for part-timers
 - ↪ Coordination of training and training periods with availability

Human Resource Development

- Other promoting measures

↳ Considering extra-occupational skills when filling positions and in recruitment



Make a Difference

Baxter
BioScience

The global healthcare company Baxter and its subsidiaries support healthcare professionals and their patients in the treatment of serious and complex medical conditions. Baxter applies its expertise in medical devices, pharmaceuticals and biotechnology in order to make a meaningful difference in patients' lives. Would you like to face new challenges every day? For our global R&D headquarters in Vienna we are searching for a

Marketing Manager Vaccines (m/f)

Tasks:

- Lead all global marketing related strategies and activities to secure long term growth and profitability of Baxters' key vaccine franchise.
- Develop a strategic brand plan for Baxter's Tick Borne Encephalitis vaccine including key strategies for life cycle management and geographic expansion
- Head activities KOL management, including the International Scientific Working Group and congress activities
- Develop and update branding, positioning and key messages for the TBE Franchise
- Set up PR and communications plan in close coordination with the European communications team
- Perform competitor analyses and identify impact on Baxter activities
- Prepare and execute local/remote training programs for sales and marketing staff of Baxter and its partners
- Support long-range planning, allocation management and development of pricing strategies
- Directly lead a small team of marketing staff and closely cooperate with country, regional and global functions in a matrix environment


Requirements:

- Master's degree or higher in life sciences and/or business administration
- Minimum of 5 years of marketing experience within the healthcare/ pharmaceutical industry, ideally in the field of vaccines, sales experience will be a plus
- Fluency in English and German (written and spoken)
- Outstanding analytical competencies
- Team oriented approach
- Ability to work in international teams and matrix organizations
- Readiness to travel (approx. 25 %)

We offer exciting tasks in an international company with potential for development and the opportunity to work in a highly motivated team.

If you are interested in joining our team, we are looking forward to receiving your detailed application. Please [apply here](#). Ref.-Nr. **1223BR/MO**.

BAXTER BioScience



Salary Components and Payment in Kind

- **Financial measures**

- ↳ Performance-oriented pay systems which reward family-oriented leadership of employees
- ↳ Cafeteria system (choice of various benefits offered)
- ↳ Additional days off as a bonus
- ↳ Company contributions to private provisions for old age
- ↳ Supplementary health insurance, possible at favourable rates for family members

Salary Components and Payment in Kind

- Other material offerings

- ↳ Assistance in housing search or relocation
- ↳ Company cars made available for private trips
- ↳ Company premises made available for private functions
- ↳ Other services (ironing, shopping,...)
- ↳ Offers for leisure time activities, sport, health, culture or travelling

Service for families

- **Counselling and intermediary services**

- ↳ Long-term solutions

(assistance in finding child-care places, all-day child minders, care personnel, places in nursing/senior citizen homes)

- ↳ Short-term solutions

(assistance in finding: flying nannies, babysitters, care personnel)

Service for families

- **Subsidies – support for infrastructure-related measures**

- ↳ Long-term solutions

Total or partial financing of: company nursery schools, child-care places reserved for company, financial support to parents (e.g. “junior ticket” (reduced rates), service vouchers)

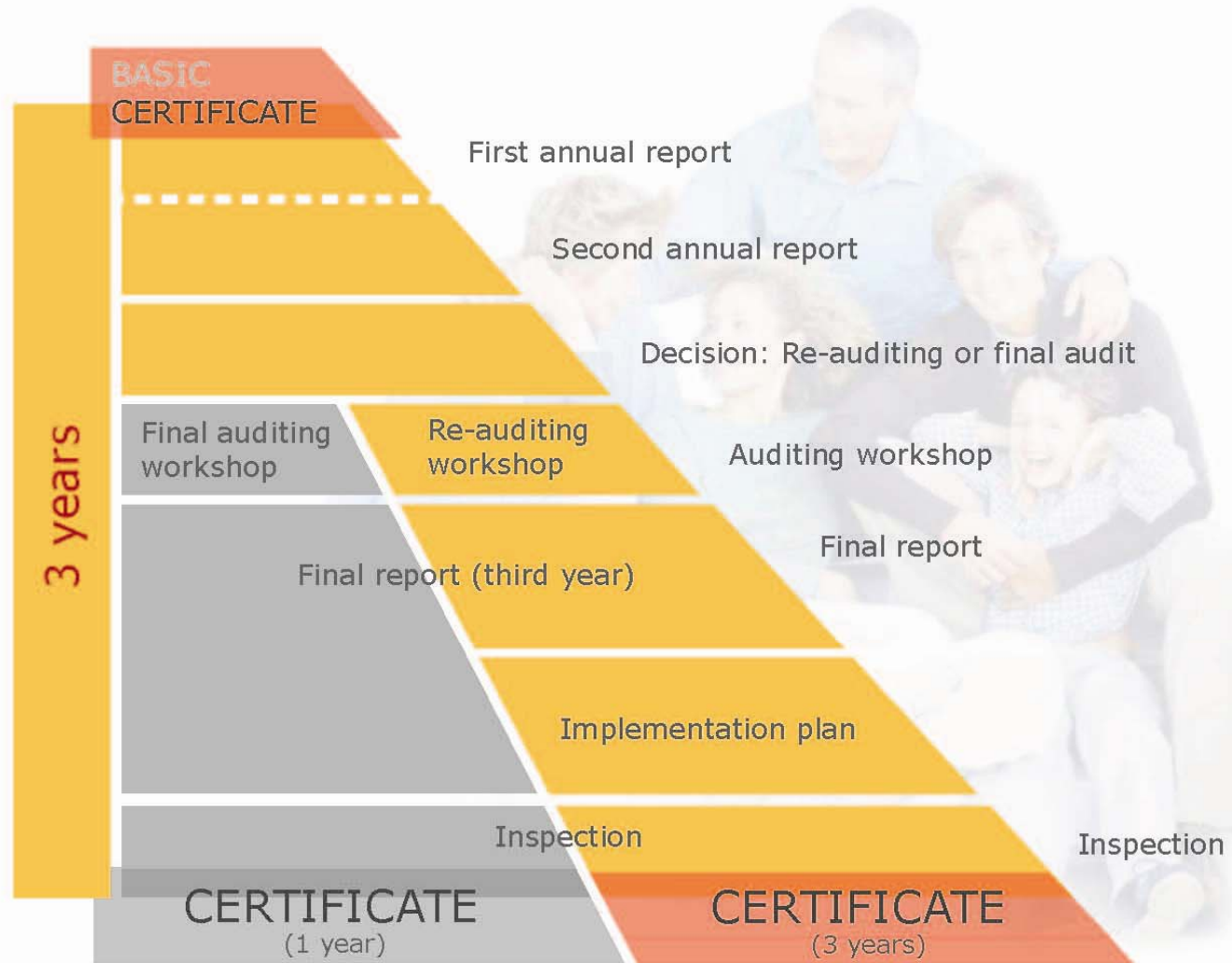
- ↳ Short-term solutions

Total or partial financing of: holiday camps for employees` children, play areas on premises or company playgrounds (playgroups)

Audit Process Pyramid



Re-Auditing Pyramid



Audit Process - Outcome

Summary

In contrast to a review, the audit should not only compare the status quo and the target status. An audit should question the appropriateness and suitability of target requirements on the basis of quality objectives. Moreover, the organisational measures determined are examined for their appropriateness and suitability for the purpose of reaching the target status.

Certificate



Certificate since 2010
audit workandfamily

“Workandfamily” Audit

What is the benefit of the national certificate?

- The company positions itself as an attractive employer in the long run.
- The company improves its image as it communicates family-oriented corporate culture to the inside and outside.
- The company gains a competitive edge.
- Employee satisfaction and motivation increase.
- Employees with elderly care or nursing responsibilities benefit too.
- Especially in times of economic crises, human resource developers in companies look for appropriate models of HR development.

The Austrian weekly Profil wrote on 17 August 2009:

“The world of work is undergoing a revolution: employees call for more freedom to be better able to combine job, family and leisure time.”

“Smart people are increasingly sought after. Companies which do not offer flexible working hours will not be interesting to them.”

“In family-friendly companies all relevant business ratios and indicators are clearly better than in others.”

How much is an audit?

Depending on the size of the company, the audit will cost between EUR 7,000 and 10,000 for 3 years (auditor and expert fees)

Public subsidies:

Subsidies are based on the number of employees (gross for net)

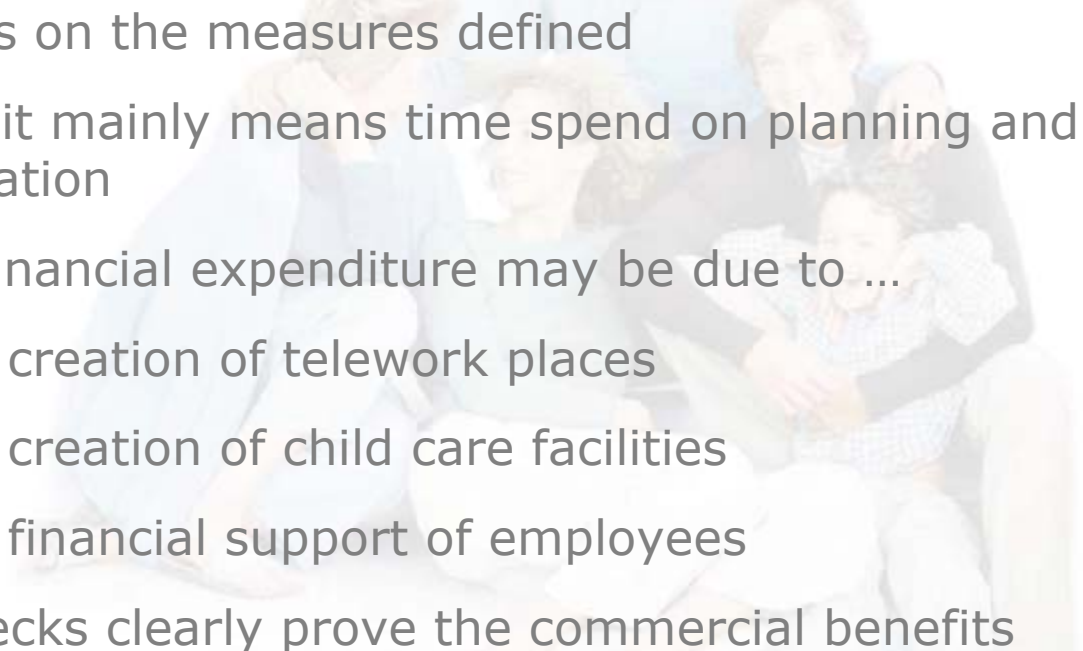
5-20 employees:	EUR 5,000
21-100 employees:	EUR 4,000
more than 101 employees:	EUR 3,000

50% of the subsidy is paid after the basic certificate has been awarded. The other 50% is paid when the certificate is awarded (i.e. after 3 years).

A subsidy of EUR 2,000 for re-auditing was introduced in August 2009.

How much is an audit?

Expenditure in time and money – implementation stage

- 
- ↪ depends on the measures defined
 - ↪ usually it mainly means time spend on planning and coordination
 - ↪ major financial expenditure may be due to ...
 - the creation of telework places
 - the creation of child care facilities
 - the financial support of employees
 - ↪ first checks clearly prove the commercial benefits

“Workandfamily” Audit is an investment in the...

FUTURE

