Interpersonal and

Organisational

Development

Research Group

Organizational Audits for the Development of family Friendly Employment Practices

Carolyn Kagan, Suzan Lewis and Patricia Heaton

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Carolyn Kagan, Suzan Lewis and Patricia Heaton

North West Training and Development Team and Interpersonal and Organisational Development Research Group, Manchester Metropolitan University

IOD Research Group

MISSION:

To undertake research and consultancy which informs policy, enhances the effectiveness of organisations, and enhances the lives of vulnerable people by asking meaningful questions, encouraging the participation of those involved in the research and disseminating the findings to all those with a stake in the research

Interpersonal & Organisational Development Research Group
Department of Psychology & Speech Pathology
The Manchester Metropolitan University
Elizabeth Gaskell Campus
Hathersage Road
Manchester
M13 0JA

Tel: 0161 247 2563/2556/2595
Fax: 0161 247 6394
Email: C.Kagan@mmu.ac.uk
        S.Lewis@mmu.ac.uk

Introduction

Realisation that the world of work, and work organisations, can no longer be separated from other spheres of life is reflected in the growing interest in managing diversity in the workplace (Loden and Rosener, 1991) and in socially responsible business practice (Reder, 1995). Friedlander (1994) argues that inadequate attention has been paid to the institutions and activities of which organizations' employees are a part. He suggests that

> organization theory has turned its back on the person's home life. Yet home and home life is the major institution and major set of people supporting its employees. Perhaps of even greater impact, one's home life is the major competitor with the organization for the person's energy, time and devotion.....work and home life may be in conflict, but in our culture both are essential for a full life. In this sense we must optimise both, Yet, more often than not, we tend to optimize work and let our home life limp along as best it can. (p.61, 62)

Friedlander points out that the schism in our thinking about organization as separate from other institutions of which workers are a part,

> allows organizational practitioners to ignore the repercussions of the organization. And it allows organization theorists to ignore the mutual interactions between the world of the organization and the world of the workers' personal lives (p.64)

Nowhere is this schism more apparent than in the lives of working parents of disabled children. Medical advances, together with a public policy emphasis on community, home based care for disabled children, increase the numbers of children being cared for in their family homes (Parker and Lawton, 1994). At the same time the growth in the numbers of lone parents and the economic need for two incomes in two parent families, means that a growing number of parents caring for disabled children are also in employment.

Working parents caring for disabled children live at the intersection of employment, family and welfare policies. Our work, collecting the accounts of working parents of disabled children highlights the importance of understanding these points of intersection from the perspectives of family members, employers and work colleagues, and community based welfare organizations (Kagan, Lewis and Heaton, 1997). It is only when there is flexibility in all three arenas, as well as in the areas of overlapping interests that parents can manage to sustain their income, whilst at the same time utilising their skills, qualifications and experience, and gain satisfaction from work. It is only when there is flexibility in all three arenas, as well as in the areas of overlapping interests that employers can retain skilled, experienced and committed employees. It is only when there is flexibility in all three arenas, as well as in the areas of overlapping interests that community based welfare organisations can target their resources in appropriate ways, supporting and sustaining the caring capabilities of families and friends.

Why should employers be concerned about the caring responsibilities, and appropriateness of community based welfare services used by their employees? A number of organisational trends can be identified which underpin organisational concerns. These include interest in and a business case for effective management of diversity (Loden and Rosener, 1992); the business costs of failing to retain experienced and loyal staff (Winter, 1987); transformation of the nature of work and work processes (Casey, 1996; Erikson and Vallas, 1990); increasing interest in, and a business case for socially responsible, and ethical organisational practice(Reder, 1995); interest in quality enhancement and continuous improvement, including all organisational systems that affect employees (Friedlander, 1994; Senge, 1990); the business case for adopting and sustaining a positive corporate image (Alvesson and Berg, 1992); the general trend to flattening of organisations, 'empowerment' of employees and the changing nature of industrial relations (Ackers, Smith and Smith, 1995; Hydebrand, 1989); and interest in and the business case for effective welfare-to-work schemes. Whilst each of these systems has a distinct area of interest, we can see that they coincide when we look at the experiences of working parents of disabled children.

The Aim of this paper is to describe the development of an audit framework for organisations to use in internal or external interrogation of their practices in terms of their suitability for working parents of disabled children.

Development of Organizational Audit Framework

The development of the audit framework relied on two linked investigations of working experiences of parents of disabled children.

The first of these was a qualitative study of 42 households, within which parents work and care for children with impairments. Participants were recruited via the Family Fund data base, and through voluntary organisations. In-depth, semi-structured interviews were carried out with families caring for children between 6 months and 29 years old, with a range of physical, intellectual and sensory impairments. 32 households were dual earner families, and the rest were lone parents. An initial meeting was held with participants, prior to the interviews, in order to build rapport. Family interviews (mother, father and sometimes children), and some separate interviews (mother and/or father) were carried out. The interviews covered work-family decisions making, strategies adopted within the family, formal and informal supports, and workplace practices and policies. Interviews were taped, transcribed and analysed thematically, in order to identify the best family, employment and welfare service practices enabling parent to work.

Figure 1 summarises the major issues to have emerged from the interviews and these are discussed more fully elsewhere (Kagan, Lewis and Heaton, 1996; 1997; Lewis, Kagan and Heaton, 1996).

Figure 1 about here

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The second study involved parents from 12 households in meeting together to consider the issues arising from the initial set of interviews. Through discussion they identified priorities for change in employment practice and welfare provision. These priorities were included in the audit framework. Parents in these discussion groups also identified possible strategies for introducing the audits to organisations.

The draft audit schedule is to be found in Appendix I.

The major dimensions included in the audit framework are: (i) nature of the workforce; (ii) organisational policies; (iii) organizational practices; (iv) organizational culture; (v) external context. Thus, the audits are not confined to internal organisational systems, but also include examination of the overlapping systems of work-family and work-community. These overlaps can be thought of as 'edges', and it will be seen that focusing on system 'edges' is likely to be more productive and lead to more sustainable change than focusing within systems.

'Edge' Effects and Organisational Development

The concept of 'edge' derives from discussions of 'edges' in ecological science, and has been described in full in relation to organisational development elsewhere (Kagan, 1994).

> "The transition between two or more diverse ecological communities is known as the ecotone (Odum, 1991). At such junctions, the variety and diversity of species and thus the productivity of the ecotone is usually greater than the sum of each of the adjoining communities. Not only do species from each community share the ecotone, some species are only found there. Furthermore, the junction between communities often acts as a kind of net or sieve for resources - they accumulate at the boundary......by working at the 'edge' the combined resources of adjoining eco-systems can be used"
>
> (Kagan, 1994 p.7)

In other works, more resources and energy is available at the 'edge' of one system with another, for example the 'edge' of work-family or the 'edge' of work-community. The 'edge is a good place to work in order to achieve change. Indeed Mollison (1991) - again drawing on the natural world- highlights the importance of working at the 'edge' for sustainable development and change. At the 'edge', the economies of the two different systems can be combined, and the natural benefits of each contributory system, preserved.

Piloting the audits

The audit frameworks are currently being piloted in three quite different kinds of organisations. The organisations piloting the audits are:

(i) a large, national retail grocery chain with an interest in developing effective family friendly employment policies. The company has a large female workforce working a variety of types of shift;

(ii) a manual department within a local authority. The Local Authority has a platform of equal opportunity work policies, but these are implemented inconsistently within departments. This department has a predominantly male workforce, working, in the main, standard daytime shifts,

(iii) a small social care charity which has developed family friendly employment policies and practices in consultation with all employees, who are both male and female.

Initial discussions have been held with the piloting organizations and it is intended to test the audit frameworks in different ways within each organization. The process of piloting audit in each organisation is as follows:
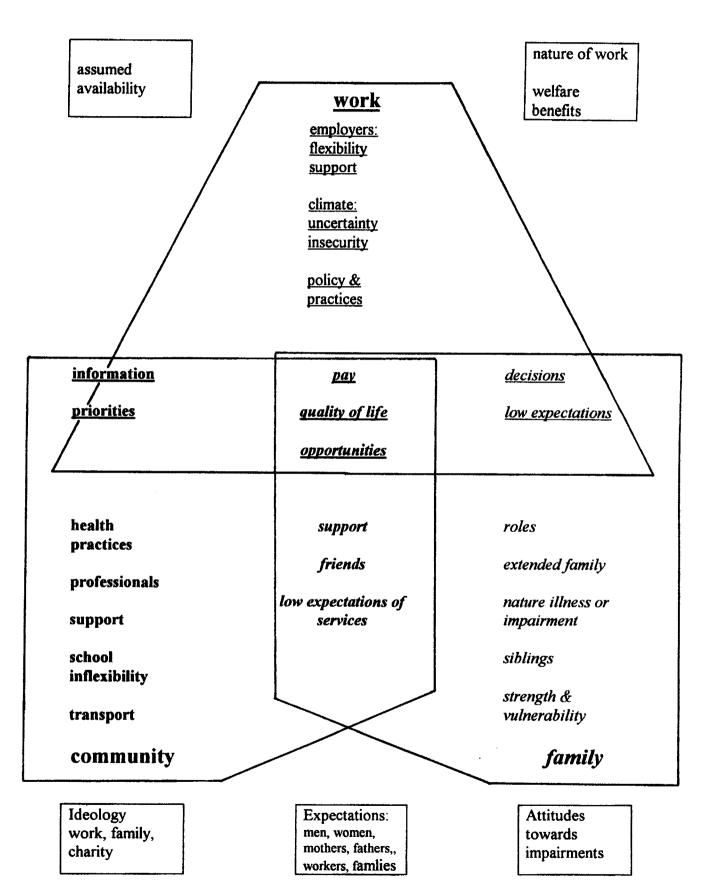
(i) the retail firm will introduce the audits at the level of each store manager. He or she will devise a strategy for piloting the audit within each store, in ways that involve all grades of staff. Store representatives will then meet on a regional basis and devise a staff training strategy in relation to the issues to have arisen out of store discussions.

(ii) the local authority department will issue the audit in the form of a questionnaire to all employees from the personnel department. Results will be collated and a report sent to the Human Resource committee of the authority, who will make any decision about further action.

(iii) The charity will hold discussions of the audit in the context of staff job consultations and career development meetings. A corporate response to the audit will build on discussions at these meetings.

All three organizations will report back to the project team, and some attempt to build in different implementation strategies to the audit framework will be made.

Future Directions

When the results of the audit pilots are known, the project team hopes to be able to identify the blocks to developing employment a practices at the 'edge' of work-family and work-community systems, and some of ways that organisations might develop in both policy and practice.

Figure 1: Themes and Issues Arising from Interviews with Working Parents of Disabled Children

assumed
availability

nature of work

welfare
benefits

work

employers:
flexibility
support

climate:
uncertainty
insecurity

policy &
practices

information

priorities

pay

quality of life

opportunities

decisions

low expectations

health
practices

professionals

support

school
inflexibility

transport

community

support

friends

*low expectations of
services*

roles

extended family

*nature illness or
impairment*

siblings

*strength &
vulnerability*

family

Ideology
work, family,
charity

Expectations:
men, women,
mothers, fathers,,
workers, famlies

Attitudes
towards
impairments

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The Joseph Rowntree Trust Project : Families combining caring with employment.

ORGANISATIONAL AUDIT FRAMEWORK
DRAFT 2

Carolyn Kagan, Suzan Lewis and Patricia Heaton.

Nature of the workforce

Some employees will be working below their potential. The organisation is also likely to be missing out on a pool of talent who are excluded from the workplace because of difficulties reconciling work and caring.

> *"In fact you were going to apply for a job last year and you decided against it because...... you would have had to tell them that you have a disabled child and you would have to have time off.....so she said its just not worth it."*
> Father - talking to the mother about why she did not apply for a better job.

Our research shows that these difficulties can be overcome if both workers and organisations are flexible.

What do you know about your employees' work family commitments?

THE NATURE OF THE WORKFORCE

1a] How easy is it for employees to disclose the fact that they care for a disabled child?

I] How many of your employees have responsibility for a child with disabilities/special needs?

1b] What would it take to make it easier for parents to disclose this?

I] What are the channels through which employees might disclose they have a disabled child?

ii] Do employees use these channels, and if not, why not ?

2a] How easy is it for them to discuss their work-family requirements at work?

I] What are their particular needs in terms of combining this care with working?

2b] What would it take for parents to be able to discuss their work-family requirements at work?

I] What mechanisms are there for employees to let you know about any changes in their work/family situation?

3a] Are all the skills and potential of your employees being used?

I] How do you identify and assess the skills and potential of your employees?

3b] What would it take to ensure that employees who are parents of disabled children are fulfilling their potential?

I] What do you do to ensure these skills are being utilised?

4a] What would improve things?

I] What do your employees who are parents of disabled children think would improve things?

4b] What would it take to find out what parents of disabled children think would help?

I] What mechanisms are there to encourage employees to come up with ideas so that their work might be more effective?

Organisational policies

Some organisations have flexible work-family policies but many employees are either unaware of these or feel unable to make use of them. Men in particular are often reluctant to ask for time off, but where there are formal policies and a culture which sees the use of these as everyone's right, then men are encouraged to make use of them.

> "What they would call it is compassionate leave, so I would just ask for compassionate leave for whatever the situation was, and they would more than definitely grant it." A father who works in a public sector organisation where men (the majority of employees) do feel able to ask for time off for family needs.

> "I 've taken compassionate leave when T (son) had the operation have his foot off, I was given compassionate leave then. They were very sympathetic towards me.

> (Interviewer; did you feel it was OK to ask for leave) "Oh yes, absolutely, yes."

Flexible policies can themselves have disadvantages if they are not adaptable enough to meet changing needs.

> "Well it was easier because... (for him to go part time). I got a secretarial job and once you go job sharing one of those you can 't really get the other half back...." Mother whose spouse had changed to part time working to care for their disabled son because his job was more accommodating - they both work for the same employer.

Employers need to ensure that where flexible work policies exist they do not disadvantage those who use them when it comes to accessing training and career development opportunities.

> "Its affected, its silly things like the qualifications..... the daft thing is I can 't go and study for it because the thing starts at 9 o'clock in the morning and I couldn't guarantee that, the once a week, every week, in school terms I'd be there... I can't easily be on a residential...... it (son) needs both of us t cope with the ins and outs, so its affected my career." The same mother is also unable to progress in her career until she takes some further training which she cannot do with her caring responsibilities.

Some organisations do not appear to have any work-family policies.

> "I get very frustrated at times because I feel I ought to move on in my career, but I can 't go anywhere part time...." Another highly qualified mother cannot progress as she needs to work part time.

Our research shows that information and communication are the keys to implementing effective work-family policies. If these are inadequate, inconsistent implementation is exercised through discretionary organisational practices

What do you know about your companies' work-family policies and their implementation?

ORGANISATIONAL POLICIES

1a] What work-family policies do you have for parents of disabled children?

I] Do you have policies offering any of the following?

[A] Flexitime;

1) Core hours ....

2) Total flexibility ....

[B] Flexible holiday or leave arrangements........

[C] Different or flexible venues e.g. working from home ....

[D] Job share.................

E] Shift swapping ....

[F] Emergency leave (at no notice) ....

[G] Additional leave (for family needs).................

[H] Access to a phone at all times ....

[I] Any others not listed here, specify ....
....
....
....

1b] What would it take to implement policies for these employees?

i]What mechanisms are there for initiating and implementing policies for employees who are parents of disabled children?

2a] Do all employees know about these policies?

i]Whose responsibility is it to know whether all employees are aware of these policies?

2b] What would it take to ensure that all employees know about these policies?

i] What channels or mechanisms are there for disseminating, to all employees, information on these policies?

3a] What is the take up of these policies across all groups?

i] Who can make use of these policies?
please fill in table (tick)

STAFF GROUP	Senior manager	Middle manager	Supervisor	Office staff	Manual staff
POLICY A Flexitime					
POLICY B Flexible holidays					
POLICY C Flexible venues					
POLICY D Job share					
POLICY E Shift swapping					
POLICY F Emergency leave					
POLICY G Family leave					
POLICY H Telephone access					
POLICY 1 Other					

3a] What is the take up of these policies across all groups?

ii] In the last year how many staff in each of these categories has made use of these policies? *Note split into male and female.* (Please put the **number** of individuals using a policy in the relevant section)

STAFF GROUP	Senior manager	Middle manager	Supervisor	Office staff	Manual staff
POLICY A Flexitime					
POLICY B Flexible holidays					
POLICY C Flexible venues					
POLICY D Job share					
POLICY E Shift swapping					
POLICY F Emergency leave					
POLICY G Family leave					
POLICY H Telephone access					
POLICY 1 Other					

3b] What would it take to ensure that everyone who needs to take up these policies can do so?

i] Who is responsible for making sure that any one who needs them can make use of these policies?

4a] Do work-family policies meet the needs of parents of disabled children?

i] Who is responsible for discovering what the needs of employees, who are parents of disabled children, are? (In terms of employment policies.)

4b] What would it take to ensure that the needs of these employees are being met?

i] What steps have you taken to ensure that the family friendly policies that you have, are relevant, to working parents of disabled children?

5a] To what extent are the needs of parents of disabled children considered in the development and evaluation of all employment policies?

i] What mechanisms are there for including the needs of parents of disabled children, when developing, revising or evaluating employment policies?

5b] What would it take to consider the needs of employees who are parents of disabled children in the development and evaluation of all polices.

i] What are the mechanisms by which they are taken into account in policy development?

ORGANISATIONAL PRACTICES

Discretionary practices can determine how easy it is for parents to combine work with their caring commitments. Practices can block the intentions of formal policies.

> *"It causes problems you see if they ring her (mother) at work. It upsets her employer."*
> *"You better not do that (ask for messages to be relayed to the mother), because if they did that they wouldn't employ you."*

This was a highly qualified mother, employed in the public sector with well intentioned employment policies, but little actual support given by her manager. She is now off work on long term sick leave and doubts she will work again, the father is also suffering depression.

They can make it possible for some parents to combine work and caring, but it makes the parents feel they are receiving favours, and if they are not formalised, there will be uneven access across the organisation.

> *"Yeah, yeah, they pay me. They are pretty good....... It's the foreman at work lets me go, you see. We are a small department, there's only five of us and the others cover while you are away you see."* A father whose foreman and colleagues sometimes support his need for an occasional hour off at short notice.
> *"Yeah but they might not pay him for it. It depends on what mood his foreman's in as to whether he makes him clock off and clock on again.... or whether they just cover for him."*
> (His wife's perception of the same situation)

Notwithstanding this, our research highlights examples of enabling organisational practices. These practices reflect organisational culture which here directly influenced the employees level of commitment to the organisation.

> A school meals supervisor did all the stock control and other paper work while on extended sick leave caring for her terminally ill child. She received full pay for 6 months and then half for a further 6 months. This was well *beyond* what her formal conditions of service allowed, but benefited both the employee, (it gave her something else to think about) and her employers, (they only had to employ someone to do the cooking.)
> *"So I did it all at home." "Yeah, yeah, I was still doing all the work I should have done whilst I was there, except the cooking."*

> A father whose colleagues and employers support the need for additional leave.
> *"It would be problem in the sense that... it would mean we would be one short on that particular appliance, but generally speaking they would waive the rules on that."*

What do you know about the informal practices in your company and the impact this has on working parents of disabled children?

ORGANISATIONAL PRACTICES

1a] How flexible is the organisation in terms of where and when work is carried out.?

I] How many employees do their work at different times or venues from the rest of their colleagues?

1b] What would it take to increase flexibility concerning where and when work is undertaken?

I] What are the mechanisms by which employees can negotiate a variation in working hours or venue?

2a] Is the workplace accommodating for domestic crises?

i] What channels are there to rapidly arrange for time off or to reorganise your hours or workplace

2b] What would it take to make the workplace more accommodating of domestic crises?

I] Can this be done at short notice? (1a & 1b above)

3a]
Is work structured around local context, for example school holidays?

I] Do you know what the hours and holidays are at the local schools?

ii] Do any of the children of your employees attend schools with different hours or holidays?

3b] What would it take to structure work around local context?

I] Do you know how many employees would be interested in reorganising their working hours/days to fit in with, school hours and terms?

ii] What would it take to find out who was interested in reorganising their working hours/days?

4a] To what extent are the needs of parents of disabled children considered when monitoring all employment practices?

4b] What would it take to consider the needs of employees who are parents of disabled children in the monitoring of all practices?

I] Do you know what the needs of working parents of disabled children are in relation to combining the responsibilities of working and caring?

5a]
What mechanisms are there for obtaining feedback on the effects of organisational practices on parents of disabled children?

I] What are the mechanisms for finding out what working parents of disabled children in your employment need?

5b] What would it take to monitor the effects of organisational practices on this group?

I] Who has responsibility for monitoring the impact of organisational practices on parents of disabled children, and how could they do this?

ii] What are the mechanisms for generating this information to inform future planning and implementation of organisational policy and practices?

6a] Do the structure of jobs allow flexibility on a day to day basis.

I] Why are jobs structured the way they are? (Hours, venue, responsibilities.)

6b] What would it take to structure all jobs to allow flexibility on a day to day basis?

I] Could jobs be restructured so that the core tasks or responsibilities are covered by more than one employee?

7a] How much flexibility is there, to build on basic entitlements, to meet specific needs in a public way?

I] Is there sufficient flexibility for people to off load some of their responsibilities or tasks?

ii] Do you look beyond the presenting problem, in a supportive sensitive way, to the underlying cause of the difficulty?

iii] Do you consider a range of ways help may be possible? *Time off, leave, change of workplace, varying hours/days, help with transport.* Offering transport to an appointment may mean the employee would need to take less time off.

7b] What would it take to be flexible to build on basic entitlements in a public way?

8a] What do you do to encourage good practice?

I] Are there any mechanisms by which the organisation can share any examples of good practice?

Beliefs and values, manifested in organisational practices and assumptions influence employees' feelings of entitlement to the information and flexibility they need to be able to be effective in their jobs in the context of their other commitments.

"If you want the job and you're enjoying it, you do the hours, I used to work a full night sometimes, when I was in computing, but that's before I had any commitments." A mother who does a less demanding/skilled job because she feels she cannot commit herself to long hours, often at short notice, as she did in her former job:

Organisational culture can influence the operation of particular policies and practices.

"When they actually told us that C was dying, and I told my supervisor, and it got round........... I felt like a leper when I went to work because nobody spoke to me. You know they just ignored us (me)." The father of a terminally ill child who's experience of disclosing his situation at work was less than ideal. The response to his revealing of his need for time off eventually led, with a 'sick note' from his GP, to his being given 3 months leave on statutory minimum sick pay, this was not enough to pay his mortgage and he returned to work.

Our research shows that cultural flexibility and openness to new, more flexible ways of working make it possible for parents to fulfil their potential at work.

"I was due back at 3 months (maternity leave) and she didn't have the operation until she was three and a half months and I talked to everyone at work, and my manager talked to higher authority and they basically said I could take as much time as I needed, and then I said if necessary I could take unpaid lead, but they said, no, just take the time you need." Mother who was able to negotiate her time off and continues to work full time, occasionally varying her hours/days of work to fit in with her child's needs.

Organisational policies, practices and cultures, in part reflect the broader external context.

What do you know about the beliefs of your employees', managers and staff, on flexible working policies and practices and how this effects their implementation?

ORGANISATIONAL CULTURE

1a] Are people who work reduced hours or flexibly, equally valued by managers and colleagues, with other workers?	i] What are the characteristics *you* value in employees ? (Please tick)	ii] Does this differ for different jobs or levels? (specify)	iii] What are the characteristics that *employees* value in colleagues? (tick)	iv] Does this differ for different jobs or levels? (Specify)
	A] Good interpersonal skills.		A] Good interpersonal skills.	
	B] Availability.		B] Availability.	
	C] Reliability.		C] Reliability.	
	D] Flexibility.		D] Flexibility.	
	E]Works long hours to show commitment.		E] Works long hours to show commitment.	
	F] Efficiency.		F] Efficiency.	
	G] Other ? (specify)		G] Other? (specify)	

1b] What would it take to ensure that all employees are valued equally?	I] What are the attitudes of colleagues and managers to people who have flexible arrangements?	ii] Do colleagues and managers try to be supportive?	iii] What would it take without undermining the individuals right to confidentiality to help them be supportive,?	iv] What are the mechanisms by which all employees can feel they are equally valued?

2a] Are there rigid beliefs about where and when work should be done? I] What are managers' beliefs or views on where and when should work be done? **(Please tick your choices on list)**

WHERE	TICK	WHEN	TICK
Anywhere		Any time	
At the office/ shop/ site.		During standard working hours.	
		Within some (extended) time limits.	
By negotiation with the manager		By negotiation with the manager	
By negotiation with the team/colleagues		By negotiation with the team/colleagues	

2b] What would it take to ensure these assumptions are constantly revealed and examined? i] What mechanisms are there for monitoring these beliefs and their impact on employment practices?

3a] Do people feel comfortable asking for help when they need it?

i] How many employees have asked for help/ disclosed a need for help in the last year?

ii] Who asked for help, and who did they ask? (Please put *number* asking in each box and *note split into male and female*.)

SOURCE OF HELP (who they asked)	STAFF GROUP Senior manager		STAFF GROUP Middle manager		STAFF GROUP Office worker		STAFF GROUP manual worker		STAFF GROUP supervisor	
	male	female	male	female	male	female	male	female	male	female
Personnel dept										
Senior manager										
Middle/line manager										
supervisor										

3b] What would it take for parents of disabled children to feel able to ask for help when they need it

i] Are men as comfortable as women in asking for help?

ii] What are the channels or mechanisms for requesting or getting help?

4a] How legitimate is it for men as well as women to ask for help to manage work and caring?

I] Do all individual managers or supervisors accept the legitimacy of men as well as women asking for help?

4b] What would it take to legitimate men as well as women asking for the help they need

I] What mechanisms are there for ensuring that all managers/ supervisors accept this as legitimate?

5a] Are work and family assumed to be separate and unconnected?

I] Is it expected that family responsibilities should be taken into account at work?

5b] What would it take for links between work and family to be recognised throughout the organisation?

EXTERNAL CONTEXT

Economic conditions, employment policies and practices, along with social policies influence options open to parents for combining work and caring, and reaching their potential. Uncertainty and change cause parents to retreat into safe, but restricting work and family strategies, leading to difficulties in income maintenance.

> *David works full stop. That's his priority, is putting food on the table, and I see to the family. Its the only way we can do it, which is why I only work at weekends.* This is a highly qualified and experienced nurse who now does casual work 'on the nursing bank'.

Furthermore our research shows that support from the community cannot be assumed and highlights the need for, and examples of proactive organisational initiatives to ensure the necessary services.

> *"We decided that we weren't leaving this area because the services for Elaine were quite good and the other places in employment for him (husband) ...didn't actually provide many services at all. "* Family where father was made redundant but who chose not to move to an area where he had been offered a job because the services there were not as good.

Employees' needs and the services available change over time, and it is important to monitor these changes.

<u>Question</u>

What do you know about what services are available in your (company) area to parents of disabled children who are your employees?

EXTERNAL CONTEXT

1a] What is known within the organisation about local community services and provisions for working parents of disabled children (e.g. child care, after school clubs, holiday periods, etc.)?

i] Does your company/group/department/store, have any information on the availability of local services for working parents of disabled children?

1b] What would it take to find out about available services for employees locally?

i] Are any of these services available **locally** for disabled children? (Please tick list)

> After school care ....
>
> Before school care ......
>
> Holiday playschemes......
>
> Nursery places ....
>
> Competent childminding......

2a] How do employees find out about available local services?

i] How many of your employees would use/already use these types of services?

2b] What would it take to assist working parents of disabled children to gain information about local services?

i] How could you make this information available to parents of disabled children in your employment? (an information retrieval service, a childcare co-ordinator or any other initiatives) please specify.

3a] What initiatives have been taken by the organisation to advocate for better local services, develop provision in partnership with external agencies, or provide material support to innovative local initiatives?

3b] What would it take for the organisation to become more proactive in stimulating the development of adequate local services for its employees caring for disabled children?

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