

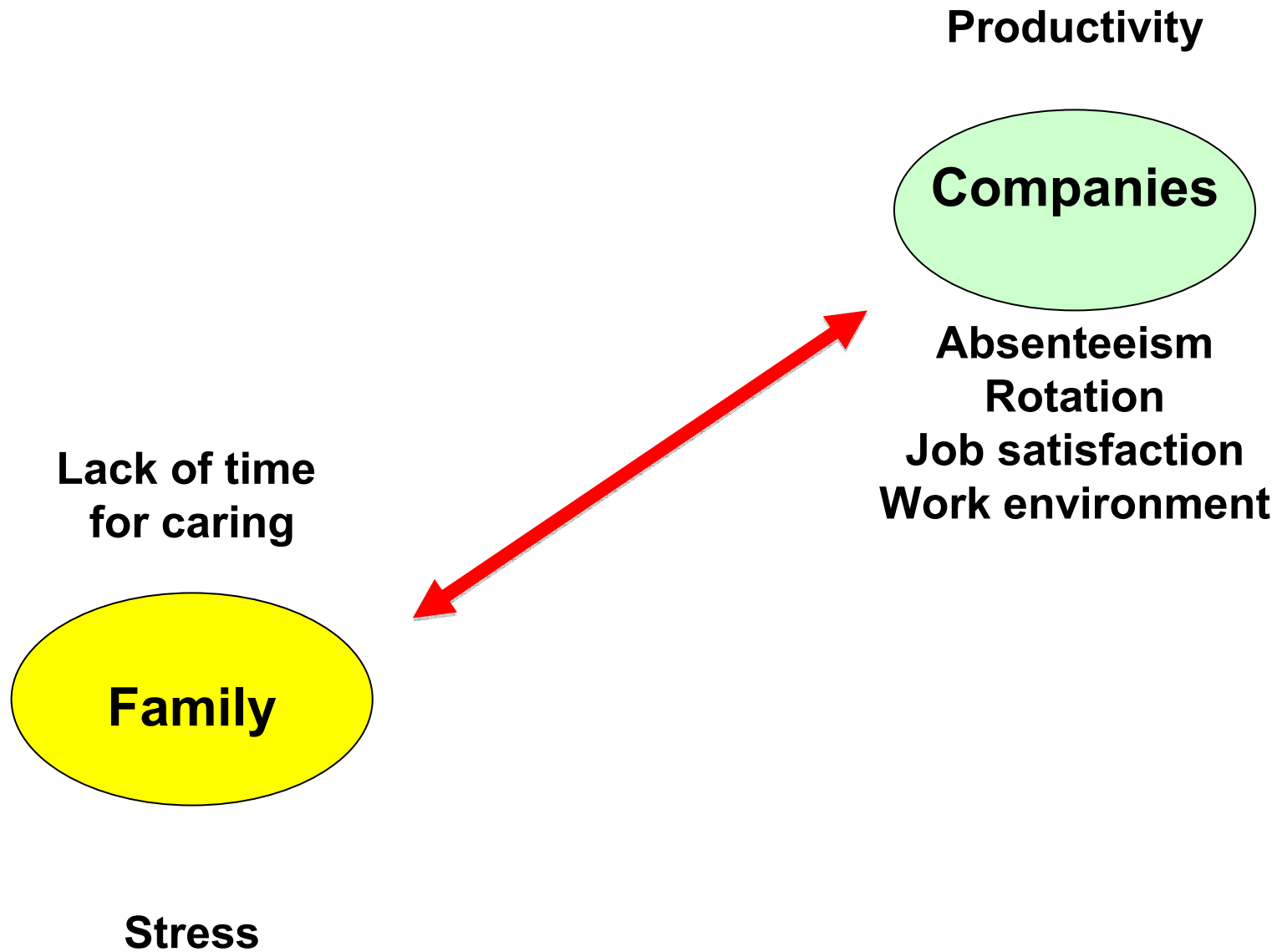
Family-Friendly Policies. The Spanish Experience

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Reconciliation as a problem



Reconciliation as a problem for... families (in Spain)

- 10 million have children under 14
 - 1,5 m. used child care services
 - 850.000 no job, to take care of children
- 2,5 million have dependants at home
 - 1,4 million employed
 - 300.000 no job to take care of elderly
 - 95% are women

Reconciliation as a problem for... families

- 27% cannot change daily schedule to attend family duties
- 31% cannot take a free day to attend unexpected family needs

Reconciliation as a problem for... companies

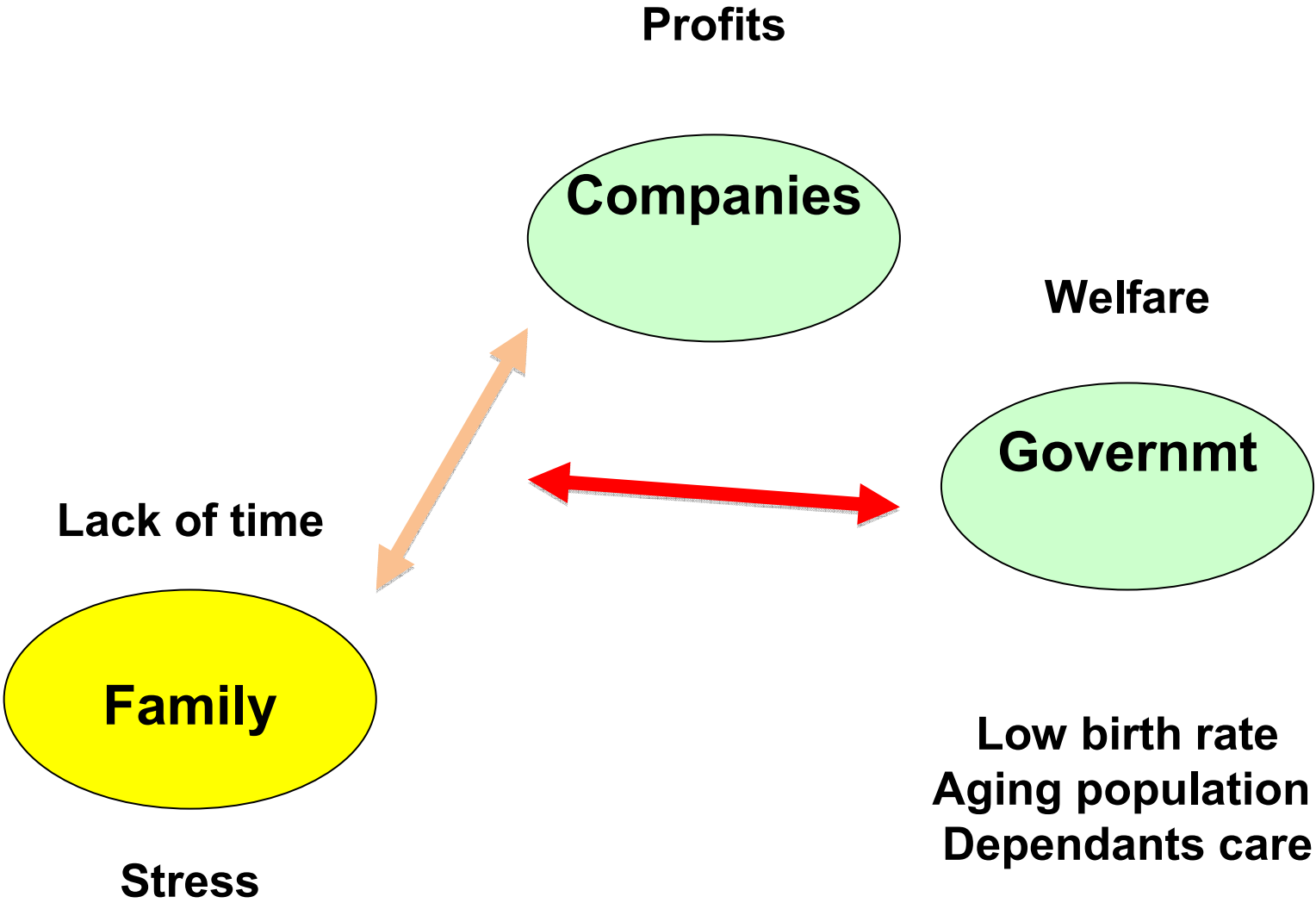
- High absenteeism
- Reduced productivity
- Undesired rotation
- Low job satisfaction
- Poor working environment

Family strategies

“Private arrangements”

- Maternity delay
- Fewer children
- Family network support (grandmothers)
- Part-time jobs
 - lower income y professional development
(90% are women)

Reconciliation as a POLITICAL problem...

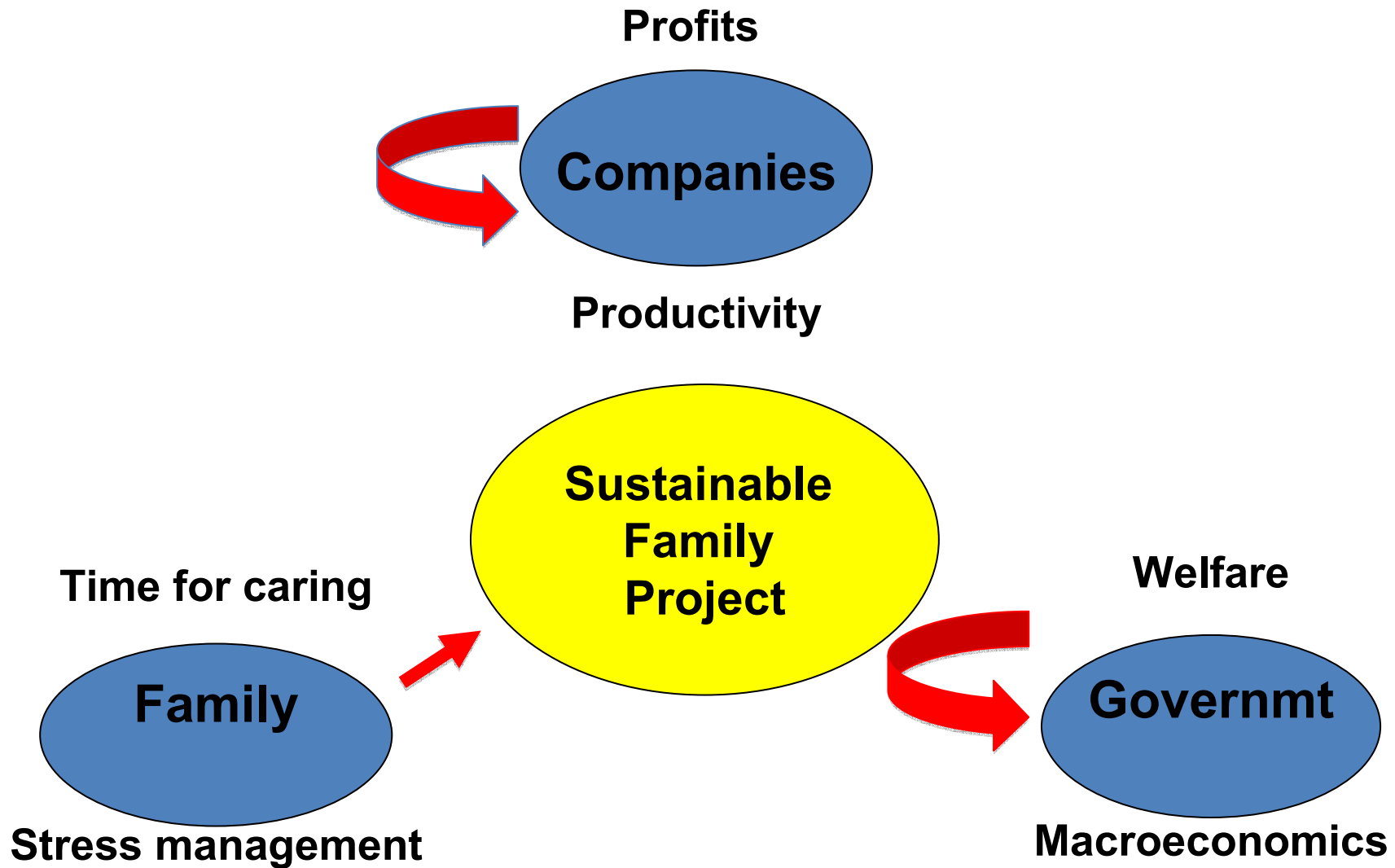


Government response

- Permits and parental leaves
- Care services (children, elderly)
- Social benefits
- Job flexibility

What for?

Reconciliation as a problem



Government strategies

UE from equality to employment policies

Goal: 60% of women in labour market

- ““work and family reconciliation policies are the key response to economic and demographic challenges in the long-term, and must be demanded as a means of stimulating growth”

(Eurofound 2010:6)

Government strategies

- Privileged model of family-life:
 - “Two earners”, full-time employment
 - socially organized care of children, elderly and dependants (social care).

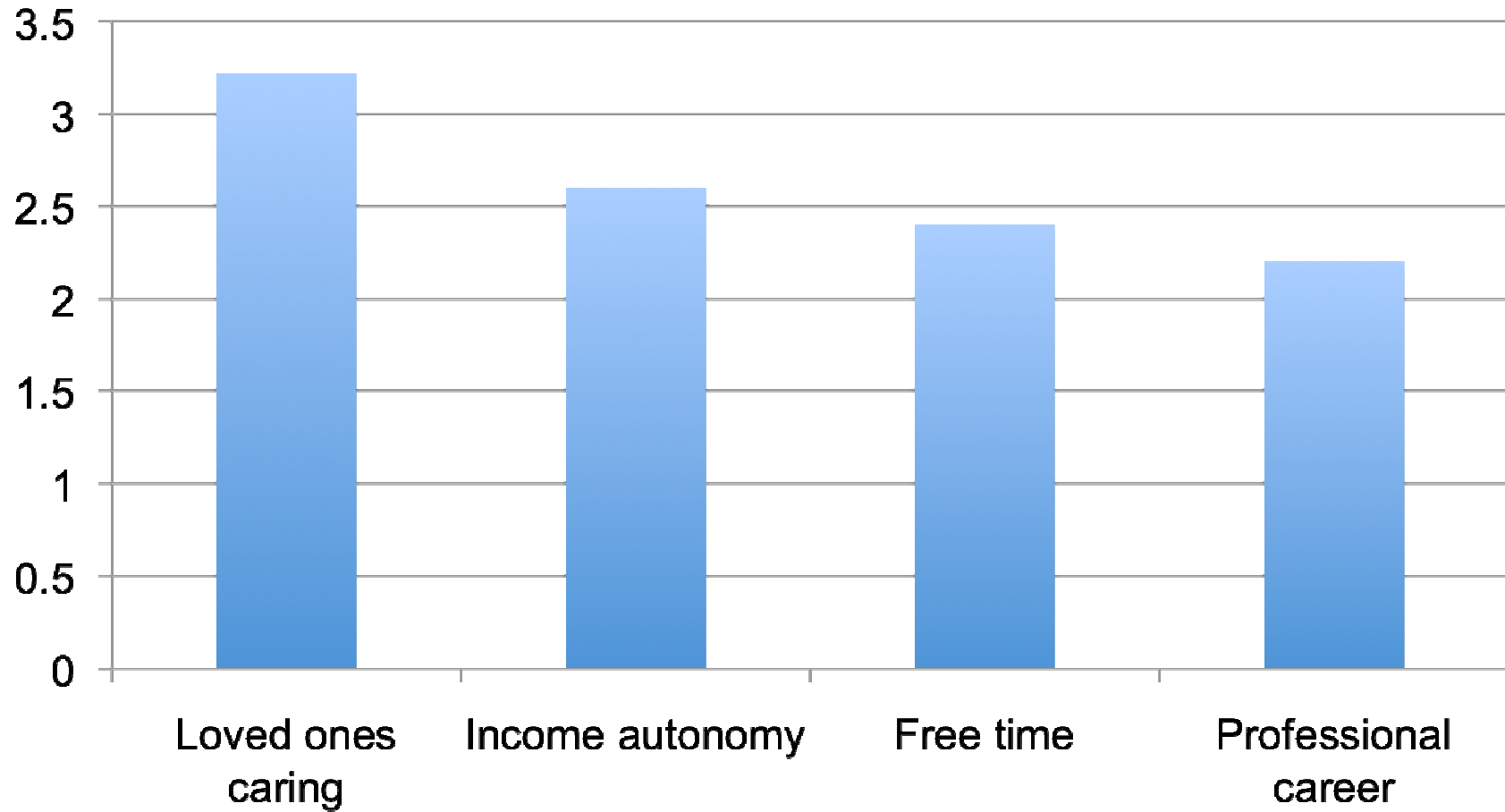
Political strategy risk

- De-familiarization of society:
 - Replaced by the (Welfare) State

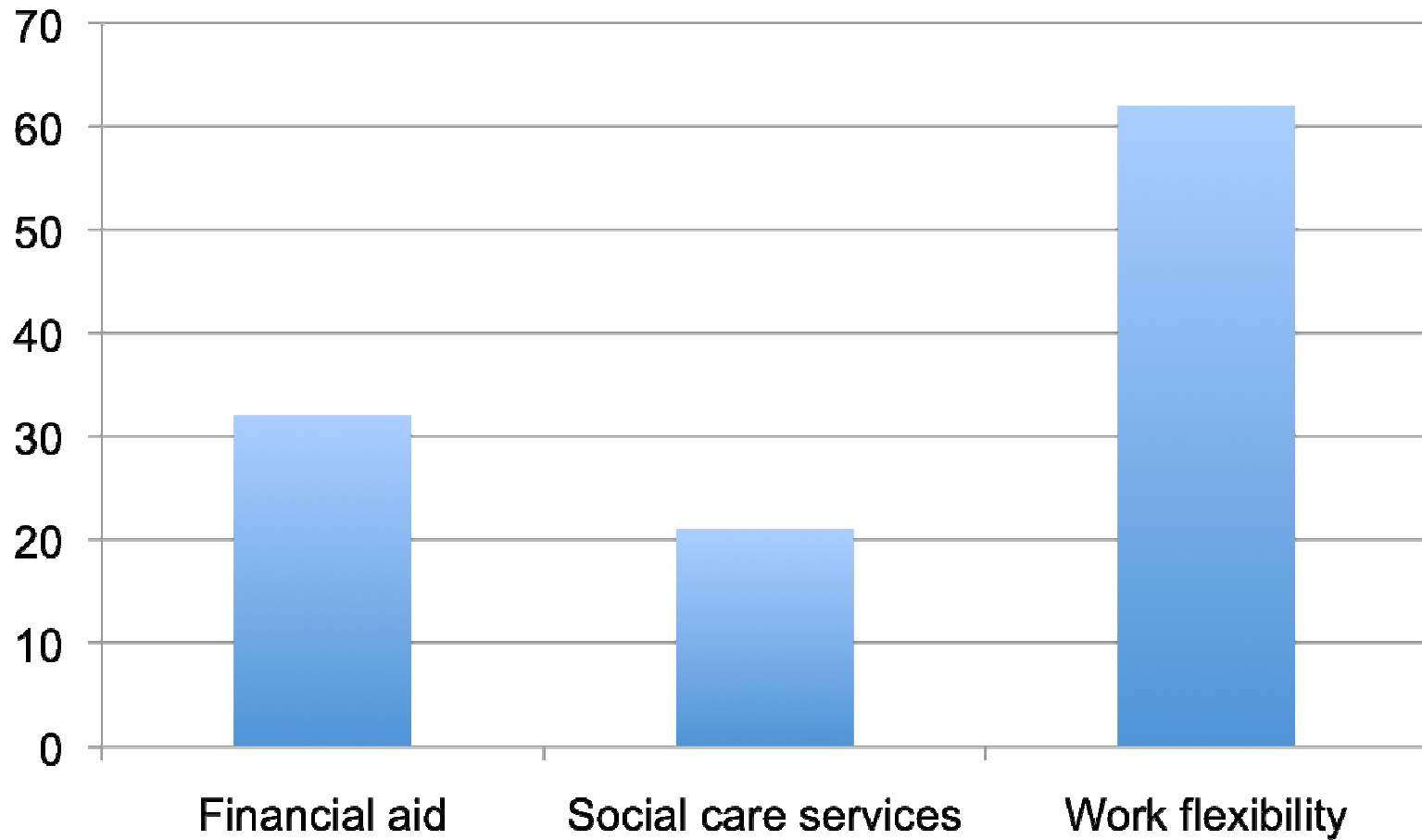
Family-friendly policies

- Solidarity and Subsidiarity Principles
 - Respect for family projects
 - More help for families in (more) need
 - Promotion of family autonomy and development

What do really need families? Reconciliation for...



What do really people prefer?



efr

certificado en conciliación e igualdad

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modelo de gestión de conciliación e igualdad para grandes y medianas entidades

especificaciones y directrices generales asociadas al diseño, implantación y certificación del modelo **efr**

Family-friendly policies

EFR Index

(Fundación MasFamilia)

50 indicators (0-2000 points)

- 1) Design
- 2) Implementation and Control
- 3) Results

EFR Index. Design

1. Managerial commitment

- EFR attitudes when evaluating managers' performance

2. Employment quality

- % of permanent contracts in the previous financial year

3. Time and space flexibility

- % of the workforce who can adjust their work schedules
- % of flexibility in terms of when and where work is carried out (vacation days, personal days, telework, etc)

4. Support for employees' family

- Longer maternity and paternity leave than what is required by law

5. Professional development and equal opportunities

- Number of mothers with young children who have a career plan

EFR Index. Implementation and Control

1. Organizational support

- Managers responsible for each improvement objective

2. Internal communication and training

- Number of training and internal communications actions regarding FRE policies

3. Follow-up and measurement

- A EFR self-evaluation has been carried out this year
- A working climate survey based on EFR topics has been carried out this year

EFR Index. Results

Employee results

- % of employees who use EFR measures
- Level of satisfaction among employees
- Employee opinion on whether or not:
 - Management actively supports EFR policies
 - EFR conditions have improved since the last evaluation
 - Management responds to EFR complaints and suggestions

EFR Index. Results

Company results

- Number of births in a year
- Number of women in managerial positions who have young children
- Number of people who have gone back to work following a leave of absence due to maternity
- Number of men who took paternity leave this year
- % of senior and middle-managers who use EFR measures
- Undesired turnover due to work-family balance reasons (number of men and women)
- % of the workforce who adjust their working hours (number of men and women)

EFR Index. Results

Other results

- Annual improvement of corporate reputation
- Awards and recognition received
- Number of media appearances

Conclusion

- Initiatives for ...
 - Acknowledging the social value of the family
 - Family empowerment

- Thank you