

“Audit of the Job & Family”

This document is part of a larger collection of examples of current policies for young people in Europe. The collection is an outcome of a European research project called “UP2YOUTH – Youth: actor of social change?”

The basic idea of the “current practice” collection is to see how current practices and policies relate to young people as active agents in shaping their lives. Therefore, our intention is not a collection of “good” or “best” practices. Rather, it includes also practices, which are interesting because of their relation to young people’s agency but which involve problematic aspects, such as restricted financial resources, a very thin spread, or no clear evaluation criteria. We have applied a searching pattern which asked for “strengths” and “weaknesses”. This explicitly opens space for your own evaluation, because also policies are included, which definitely do have weaknesses, but are highly interesting for specific reasons. Therefore we have to stress that the researchers did not evaluate these practices themselves.

The whole collection can be found at <http://www.up2youth.org/content/view/192/60/>

Section	Indications of contents
Title of programme/ practice	Audit of the Job & Family Ltd. (berufundfamilie gemeinnützige GmbH)
Location	Germany
Main theme	Young parenthood
Practice/Programme-related keywords	work-life-balance; life course perspective target: to implement family related perspectives and strategies in politics and economy
Summary of programme/ practice	The audit of the Job & Family supports employers when implementing family friendly personnel policy in profit and non-profit companies and organisations. In a broader sense it is a management instrument for a better balancing of work and family. The audit is understood as an “overall strategy” which is offered to companies and organisations and adapted to their individual needs. The audit explicitly addresses companies which have already proven to be family friendly as well as companies which are just starting to change.
Target	Target area: Companies and organisations all over Germany
	Target groups/issues/problems addressed: a) Employers (profit and non profit companies and organisations) b) Employees in auditing companies
Objectives of programme/ practice	The program distinguishes eight fields of action:

	1. Working hours Dealing with life-phase oriented working hour models in order to implement sabbaticals, bonus times for raising children etc. 2. Work organisation Teamwork, regulations concerning substitutes etc. 3. Work place Alternating telework, working flexibly – dealing with flexible ways of working which also comply with employees' needs 4. Information and communication policy The aim is on consciousness-raising where family orientation is not only proclaimed but also enshrined in the company by offering seminars and discussion groups 5. Managerial capacity 6. Human resources development Human resources development plans, contact and re-entry programs are worked out during or after having taken advantage of parental leave. There is explicitly put a focus on supporting active fatherhood 7. Financial benefits 8. Services for families Offered are child care, advise as well as support and care programs in cases, for example, where older family members have to be looked-after. That is to say, the family service starts before a family has been started (before transition to parenthood) and does not end with early childhood care.
Content of programme/ practice	A project group consists of representatives of the different corporate divisions (staff council, women's representative, executives, employees, etc.) and starts the process on the different company and work levels. An external and independent auditor accompanies reorganisation process.
Time scale	The reorganisation process is, for a start, scheduled for three years: 1. Strategy workshop 2. Auditing workshop 3. Agreement on objectives 4. Integration into audit network 5. Annual report 6. Re-auditing.
Programme/ practice design	Development of programme/practice: Since January 2004 the audit is under the patronage of the Federal ministry of family, senior citizens, women and youth as well as under the Federal ministry of economy and technology. The audit is recommended by established umbrella organisations of the

German economy e.g. Association of German Industry (BDI); Association of German employer' federation (BDA).

Legal framework:

The audit of the Job & Family Ltd. is compliant with the new life-course policy of the Federal Government.

Team of the audit of the Job & Family Ltd.:

Managing director: Stefan Becker

Auditing management: Lucie Perrot

Knowledge management: Angela Kienle

Consulting: Yvonne Hoffsky, Daniel Nold, Sarah Talmon, Silke Werner

Certification and annual reports: Antje Leist, Nicole Siewert

Accountancy: Michaela Schuster

An example: Deerberg consortium (Project level):

The Deerberg Consortium consists of the Deerberg Versand GmbH, Deerberg Consulting GmbH, Deerberg Logistik Service GmbH and the Pen direct GmbH was awarded a certificate for the audit of the Job & Family in 2007. The company is a mail-order business for natural textiles, esp. for children and women.

The company was founded in 1986 in a structurally weak region (Lüneburger Heide) and employs mainly women (95 %) who predominantly work part-time. The distinctiveness of this company is, among others, that the middle management is composed of nearly only women. This fact led the problem of work-life-balance move onto the company's agenda.

Realised measurements and others:

- Flexible organisation of working time
- Establishing an annual working-time-account
- Family friendly regulations in regard to holidays and leaves of absence
- health-promoting offers
- Family celebrations for customers and families including relatives
- Monthly information letter
- Special measurements for mothers (fathers) in the phase of starting a family:
 - Making it possible through temporary jobs to stay in contact with the company during parental leave
 - Establishing a pool of experienced mothers in order to support young mothers in caring for their children

Further on it is planned, among others:

- Holiday programs for children
- to expand health management
- management trainings

	Cooperation with local providers of child care
Resources involved	The audit of the Job & Family was developed by the Hertie-Stiftung, a non-profit foundation. As the third biggest private foundation in Germany, the Hertie-Stiftung campaigns for a change of family perspectives in politics and economy. Hertie, a non-profit foundation, is build upon the lifework of the late Georg Karg (deceased 1972), owner of Hertie Waren- und Kaufhaus GmbH. Founded in 1974 the foundation is one of the biggest private foundations in Germany with assets of about 850 EUR and an annual output of 20-30 million EUR. She sees itself as a reform foundation which looks out for model solutions and helps to realize and promote them.
Evaluation	In 2005 the research centre Familienbewusste Personalpolitik (FFP)[family friendly personnel policy] was founded by the initiative of the audit Job&Family Ltd. who is also financing the centre. Basis of research are data and experiences of auditing companies. This allows to establish a data base and with it regular quantification of economic effects of family friendly measurements. These auditing companies have privileged access to the output. Helmut Schneider/Irene Gerlach/David Juncke/John Krieger (2008): Betriebswirtschaftliche Ziele und Effekte einer familienbewussten Personalpolitik. Arbeitspapier Nr. 5 [Economic goals and effects of a family friendly personnel policy. Workig paper No.5] Main results (abstract): “Due to the increasing relevance of demographic developments for human resources management, the analysis of goals and effects of corporate family-consciousness has become a central field of research. The concept of an input/output analysis shows a quantification of corporate family-consciousness but also reveals that the output has not yet been conceptualized consistently. The first part of the paper closes this gap of research by issuing a system of goals of corporate family-consciousness. Central goals are employee loyalty and recruiting. With regard to current employees these goals relate to job satisfaction and motivation, absenteeism, accumulation of human capital, customer loyalty, cost reduction and efficiency of labour. With regard to potential employees they relate to the pool and quality of applicants as well as to the reduction of opportunity costs caused by vacancies. The second part of the paper describes the survey of 1001 companies in Germany based on the construction mentioned before. It shows that corporate family-consciousness significantly contributes to achieving the goals. Furthermore it proves that the more family-conscious a company is, the better the goals mentioned can be achieved. The empirical findings indicate that family friendly human resources management constitutes an important parameter in managerial decision making“.
Lessons to be drawn from programme or practice implemented	The audit impresses by size and volume of the overall project. Areas as economy and family are linked and in addition a claim is lodged to build a scientific founded perspective towards a better

	work-life-balance. Aim is a change in perspective where family interest are not viewed as hindrance but as an economical chance. As a final point they deal with the future of the working world and family. Nonetheless, as also reflects the working paper No.5, the economic perspective is prevailing. When it comes to the aim of a "family friendly society": goal is usually to get the maximum out of human resources. Different family supporting measurements and programs help to reach that goal as expected and partly evaluated in detail. A perspective is necessary that focuses more on the needs of families. I find that these are definitely the limits of this program. Alltogether, they give a rather optimistic insight in which way companies adapt to the needs of families
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Other doc related to the programme/ practice	Working paper No. 5: http://www.beruf-und-familie.de/system/cms/data/dl_data/76a0294b240962d621bdb4ee5a09313e/Arbeitspapier_Nr__5_betriebswirtschaftliche_Ziele_und_Effekte.pdf Practice: http://www.beruf-und-familie.de/index.php?c=26