



## Is your organisation culturally ready for better work-life balance?

According to the model developed by the Families and Work Institute, organisations move through a number of stages on their journey towards attaining a comprehensive work-life balance culture. It is only on reaching stage 3 that “hearts and minds have been won” and a culture that fully supports balance for everyone is able to thrive.

Below are described the key factors which are likely to determine whether an organisation is at stage two or three. Where would you currently place your organisation?

<b><i>The Stage 2 organisation: Broad Work Life Focus (“HR &amp; Compliance”)</i></b>	<b><i>The stage 3 organisation: Focus on Culture (“hearts &amp; minds”)</i></b>
<b>Strategy</b>	
<ul style="list-style-type: none"> <li>• The organisation can show how its WLB strategy is designed to reduce levels of stress in the workplace.</li> <li>• The organisation meets its legal obligations in relation to WLB issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees can explain why the organisation has a WLB strategy.</li> <li>• The organisation can demonstrate how its approach to managing and developing people takes account of its WLB strategy.</li> </ul>
<b>Culture</b>	
<ul style="list-style-type: none"> <li>• There is a clear and consistent definition of WLB which is appropriate for the organisation.</li> <li>• Senior managers understand the benefits of the organisation’s WLB policies.</li> <li>• Employees can describe the benefits arising from the WLB policies and culture, for themselves, their colleagues and the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Senior managers can explain the organisation’s WLB policies &amp; values.</li> <li>• Employees believe the organisation is genuinely committed to making sure everyone has equal access to suitable WLB arrangements.</li> <li>• Employees believe the behaviour of senior managers is consistent with a WLB culture.</li> </ul>

<b><i>The Stage 2 organisation: Broad Work Life Focus ("HR &amp; Compliance")</i></b>	<b><i>The stage 3 organisation: Focus on Culture ("hearts &amp; minds")</i></b>
<b>Leadership/Management commitment</b>	
	<ul style="list-style-type: none"> <li>• Top managers openly demonstrate their support for WLB.</li> <li>• People can confirm that managers at all levels contribute to achieving the WLB strategy.</li> <li>• The organisation ensures managers have the resources they need to put WLB solutions into practice.</li> <li>• Managers can confirm that work is organised to take account of people's needs and those of the organisation.</li> <li>• Employees can confirm that work is organised to take account of their needs and those of the organisation.</li> </ul>
<b>Structures &amp; Planning</b>	
<ul style="list-style-type: none"> <li>• The organisation's consultation process meets legal and regulatory obligations and all employees are aware of its existence.</li> <li>• Employees can confirm that the organisation has asked them about WLB issues and that they can discuss these issues with their line manager or another senior manager.</li> <li>• Employees can describe how to get access to WLB arrangements.</li> <li>• Managers can specify the targets they are aiming to achieve by using the WLB strategy.</li> <li>• Managers can explain how they monitor performance against targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees involved in consultation can confirm that it emphasises joint responsibility between the employer and employees to identify realistic solutions; and that it is effective.</li> <li>• The organisation can show that its WLB strategy reflects the different needs of people across the organisation.</li> <li>• WLB considerations are routinely taken into account in planning activities.</li> <li>• Managers can explain how their business and other plans allow for WLB needs.</li> <li>• The organisation can show that it has taken account of the needs of external stakeholders when developing its WLB strategy.</li> </ul>

<b><i>The Stage 2 organisation: Broad Work Life Focus ("HR &amp; Compliance")</i></b>	<b><i>The stage 3 organisation: Focus on Culture ("hearts &amp; minds")</i></b>
<b>Implementation</b>	
<ul style="list-style-type: none"> <li>• The organisation has written terms and conditions relating to WLB which explain what employees are entitled to and what the organisation may offer.</li> <li>• Employees can explain the organisation's WLB policies and systems.</li> <li>• Employees understand the application process for WLB arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees feel the application process is simple and that WLB policies and practices are fair and consistent.</li> <li>• Employees can confirm the organisation puts WLB policies into practice wherever possible.</li> </ul>
<b>Evaluation</b>	
<ul style="list-style-type: none"> <li>• Managers can provide examples of positive results against WLB targets.</li> <li>• Employees can describe the benefits gained from WLB policies and practices for themselves, their colleagues and their organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• All employees are valued for their contribution to the business, not for their working pattern.</li> <li>• Senior managers can provide examples of how they use the review process to evaluate their WLB strategy.</li> <li>• Managers can describe improvements to practices resulting from the review process.</li> </ul>

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