Best practices and Family-Work Reconciliation

Key words: Best practice; Family and Work Reconciliation; Corporate Social Responsibility; Corporate Family Responsibility

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The relevance of this issue

- Transformations in life and identity of both men and women
  - Delayed home-leaving
  - Increased marrying age, later and lower fertility
  - Male breadwinner → dual breadwinner model and the necessity to put different roles together

- Transformation in the labour market

- Family and Work Reconciliation as a lifelong task (care of babies, young children and elderly)
The relational perspective on FW reconciliation:

- Focus on the RELATION between Family and work (not conflict, balance, spillover)
- Overcoming the feminization of the reconciliation issue, in favour of a greater equity between men and women (reconciliation as a challenge also for men - research on fathers)
- Rethinking the meaning of the term “work” (Work & care, Work & “other types of work”, Paid work & unpaid work)
- A plurality of actors who cooperate in order to promote family
  - State
  - Companies
  - Third Sector
  - Families
Focus on...

Analysis, evaluation and intervention (through quantitative/qualitative sociological research) of relational best practices in the Corporate Welfare aiming at enhancing social capital during the life span.
Starting from 2006: research projects

- 2011: *Work-family Reconciliation – Best practices of Company Welfare* (ALTIS-CASRF-Lombardy Region)
- 2010-: *Work-family Reconciliation – Best practices of Company Welfare* (National Observatory on the Family-Department for Family Policies)
- 2009-2011: *Men, work and family life: A comparison of men’s work/family reconciliations in the UK and Italy* (Oxford Brookes University, UK)
- 2008 -: *Family-work Project* (ALTIS-CASRF-Lombardy Region)
- 2007-: *Between family&work: a sociological research on best practices* (Research grant Catholic University)
- 2007-2010: *Between family&work: a difficult reconciliation* (CEI-CUC)
- 2006-2007: *Labour market and the development of the Milan’s area* (City of Milan)
Main Research Projects:

- Best Practices of Company Welfare (*Family and Work Award*)
- Men, work and family life: A comparison of men’s work/family reconciliations in the UK and Italy (*in collaboration with the Oxford Brookes University*)
- Family and Work Reconciliation – Good Corporate Welfare Practices (*national research project*)
Towards an operative definition of ‘best practice’

- a bunch of actions aiming at meeting a complex need, socially relevant;
- promoted by many subjects in partnership;
- able to include all stakeholders (producers and consumers);
- participation is seen as the main way to design and implement the service;
- subjects are considered as prosumers of ‘relational goods’, as cultural model and ethical quality of the goals;
- families involved are seen as active resources;
- aiming at the family’s well-being;
- aiming at the social capital development of families
A relational model to analyse ‘best practices’

Specific evaluation criteria (quality):

- The realization of an analysis of the proposal
- The presence of an ad hoc planning capability
- In itinere monitoring
- After the fact (ex post) evaluation
- Familiarization
- Relevance
- Presence of partnerships
- Social capital

Quality of a ‘best practice’
A recent research:
Family and Work Reconciliation – Good Corporate Welfare Practices
(National Observatory on the Family)

| AIM | identifying **good family-work reconciliation practices**  
|     | The most sensitive and active companies in proposing measures, interventions and policies that are able to support family-work reconciliation in employees and collaborators  
| Where | in 5 Italian Regions: Lombardy, Piedmont, Friuli Venezia Giulia, Marche and Campania  
| Total Mapped companies | **123** companies  
| Phases of research | - reconnaissance / recruitment  
|     | - identifying and analyzing BP (case studies)  
|     | *promising practices*  
| Methodology | - Face to face interview, focus group and Psychological visual tools with employees and management  

## Case studies:

<table>
<thead>
<tr>
<th>Regions</th>
<th>Companies</th>
<th>Sector</th>
<th>N.of employees</th>
<th>Principal measures for reconciliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lombardy</td>
<td>BPM</td>
<td>Banking</td>
<td>&gt;1000</td>
<td>Flextime&lt;br&gt;Hours bank&lt;br&gt;Telework&lt;br&gt;Extended maternity and parental leave&lt;br&gt;Leave for family reasons (death, illness, treatment)&lt;br&gt;Training leave&lt;br&gt;Child care&lt;br&gt;Summer center</td>
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<td>B &amp; M Service Center S.r.L.</td>
<td>Services</td>
<td>10-50</td>
<td>Flextime&lt;br&gt;Hours bank&lt;br&gt;Job sharing&lt;br&gt;Extended maternity and parental leave&lt;br&gt;Leave for family reasons (death, illness, treatment)&lt;br&gt;Measures to support maternity/paternity</td>
</tr>
</tbody>
</table>
| Piedmont   | Ferrero S.p.A. | Food | > 1000 | Flextime on daily and monthly basis  
|           |                |      |        | Contracted child care  
|           |                |      |        | Time-saving services  
|           |                |      |        | Help with transportation  
|           |                |      |        | Summer camp  
|           |                |      |        | Pediatric service  
|           |                |      |        | By request  
|           |                |      |        | - Flextime for employees with children 0-6  
|           |                |      |        | - Extended period of maternity and paternity leave  
| Martini&Rossi  
| S.p.A.    | Food          | 251-500 | Flextime on daily basis  
|           |                |      |        | Hours bank  
|           |                |      |        | Nursery school  
|           |                |      |        | Summer camp  
|           |                |      |        | By request:  
|           |                |      |        | - Flextime for employees with children, family members to care for, after leaves of absence  
|           |                |      |        | - Extended period of maternity, paternity and parental leave |
### Case studies:

<table>
<thead>
<tr>
<th>Region</th>
<th>Company</th>
<th>Industry</th>
<th>Employees</th>
<th>Policies and Programs</th>
</tr>
</thead>
</table>
| FVG    | S.A.L.P. S.p.A.  | Construction                                  | 51-250    | Flextime on daily basis  
Facilitated shifts  
Extended maternity and parental leave  
Leave for family reasons (death, illness, treatment)  
Evaluation with internal audit (*in itinere* and final). |
| Marche | Elica S.p.A.     | Production of exhaust hoods and electrical motors | > 1000    | Flextime  
Job sharing  
Telework  
Extended maternity and parental leave  
Leave for family reasons (death, illness, treatment)  
Family leave permits for immigrant employees  
Training leaves  
Elica Life program  
Bonus for a new baby  
Bonus for school  
English language courses for employees’ children  
Internal training programs for some types of employees (MBA)  
Elica Card: discount card in participating stores for employees and family members |
International Research Networks

- Center for Work & Family (Boston University)
- Cinefogo
- ESA (Sociology of Family and Intimate Lives)
- Oxford Brookes University (UK)
- National Observatory on the Family-Department for Family Policies
Main References:

Giovanna Rossi


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Sara Mazzucchelli

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