

An Initiative of the National Human Services Assembly



Resource Guide for Nonprofit Human Services Organizations

Caring Workplaces, Committed Employees

Last Update: July 16, 2008

This guide identifies useful assessment tools, case studies, research summaries, and guidance from reliable sources.

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To be included in this guide, the following resources had to meet one of two criteria.

- *Specifically address support for employees or volunteers in their family responsibilities (including work-life topics); or*
- *Be developed for human services or nonprofit organizations.*

Inclusion in this list is not an endorsement. Please send suggestions for new additions to molly@nassembly.org. This resource catalog will be periodically updated.

Career and Job Advancement

Business Value Assessment toolkit includes a planning handbook, an automated Excel file for tracking specific business value outcomes, and basic guidelines for using questionnaires to assess business value outcomes of workforce development services. Source: Aspen Workforce Strategies Initiative (<http://www.aspenwsi.org> and <http://www.aspenwsi.org/BVAToolkit.asp>)

Corporate Voices for Working Families has multiple publications on investing in the quality of the future workforce, including the connection between employers and youth transitions, afterschool programs, and early childhood education. (www.cvwf.org)

Caring for Dependents (Children and Adults)

Business, Caregiving and The Bottom Line presents a business case for addressing elder care; a companion implementation guide, research summaries, and guidelines assist employers seeking to reduce the financial and social costs to their businesses and their employees who are family caregivers. Source: National Working Caregivers Resource Center (www.americanbusinesscares.net)

Employee Child Care Needs Assessment is a survey instrument for employers to use in assessing workers' child care needs. Source: Better Kid Care Program, Penn State Cooperative Extension (<http://betterkidcare.psu.edu/>)

Employer Support for Family Caregiving Helps the Business Bottomline discusses the costs of family caregiving to American business and encourages employers to give workers the free AARP Foundation's *Prepare to Care: A Planning Guide for Families*. A related resource is *Retention Strategies: How Employers Can Support Working Caregivers*, which offers some general approaches and links to additional resources. Source: AARP Foundation (*Prepare to Care*, the consumer guide, can be viewed and downloaded at www.aarp.org/foundation/preparetocare. For employers interested in getting started and receiving free copies of the *Employer Support* business case, planning guides, and other tools, contact Lori Strauss, Coordinator, AARP Foundation Benefits Outreach Program, (202) 434-2054 or lstrauss@aarp.org.)

Eldercare Practice Survey of Corporate Voices Partner Companies presents the results of a 2004 survey of current corporate practices on elder care. Source: Corporate Voices for Working Families (www.cvwf.org)

Family Caregiving Costs (www.eldercarecalculator.org) creates the cost of elder care at a workplace based on firm characteristics. Source: MetLife Mature Market Institute and the National Alliance for Caregiving.

Culture

Knowledge Center of the American Society of Association Executives and The Center for Association Leadership offers many items exploring different aspects of creating a workplace that supports employees with family responsibilities; requires some digging through the human resources topic area.
(www.asaecenter.org/resources/HumanResources.cfm)

Perceived Organizational Family Support is a nine-item measure developed by St. Joseph's College and Baruch College to help organizations quickly assess employees' perception of family friendliness. Source: *Community, Work & Family journal* (abstract available at <http://www.ingentaconnect.com>; article available for purchase)

The Standards of Excellence Index includes indicators concerning the work-life culture and other types of assistance. Source: Boston College Center for Work & Family (free at <http://www.bc.edu/centers/cwf/standards.html>)

The Warmth Surveys for Elders, Families and Employees allows nonprofits to measure the climate in their organizations to determine the quality of their work atmosphere. Source: Texas Long Term Care Institute (free at <http://ltc-institute.health.txstate.edu/common/articles/warmth-survey.html>)

Financial Security

America Saves Week has a resource page for employers that suggests activities and provides some tools to help them encourage employees to save, reduce debt, and build assets. Source: America Saves Week
(<http://www.americasavesweek.org/organizations/employers.asp>)

Basic Family Budget Calculator estimates the income needed for different family types to make ends meet in specific communities across the US. Source: Economic Policy Institute
(http://www.epi.org/content.cfm/datazone_fambud_budget)

Employer-Based Homeownership Programs: A Business Case serves as a guide for employers who want to learn more about or implement a homeownership assistance program as part of their benefits package. Source: Fannie Mae Foundation (<http://www.knowledgeplex.org/showdoc.html?id=56242>)

Employer IDA Initiatives provides background information on employer Individual Development Accounts (IDAs). Experiences, recommendations, benefits, and challenges are included in the report for those who want to learn more about or expand upon current IDA initiatives. Source: Corporation for Enterprise Development (http://www.cfed.org/imageManager/IDAnetwork/Program_Design/employerpaper.pdf)

Family Resource Simulator estimates the impact of federal and state “work supports” (such as earned income tax credits and child care assistance) on the budget of a hypothetical family. Source: National Center for Children in Poverty (<http://www.nccp.org/modeler/modeler.cgi>)

Self-Sufficiency Standard estimates how much money working adults need to meet their basic needs without subsidies of any kind. Unlike the federal poverty standard, the Self-Sufficiency Standard accounts for the costs of living and working by family size and composition and by geographic location. Source: Wider Opportunities for Women (<http://www.wowonline.org>)

Small Business Retirement Savings Advisor helps employers learn more about retirement savings options. Source: U.S. Department of Labor (<http://www.dol.gov/elaws/pwba/plans/screen4.asp>)

Flexibility

Business Impacts of Flexibility: An Imperative for Expansion provides evidence from 28 US firms that employers can gain considerable benefits from giving workers some control over when and how work gets done. Companion resources on flexibility are also available. Source: Corporate Voices for Working Families (www.cvwf.org)

Creating a Culture of Flexibility is a customizable PowerPoint template that organizations can use to educate senior leaders about why flexibility matters and how to get started making improvements. Source: Center for Work & Family, Boston College (www.bc.edu/centers/cwf/)

Flexible Work Arrangements: Selected Case Studies presents examples of flexibility policies, oversight, and outcomes for five large employers. Source: Workplace Flexibility 2010, Georgetown University Law Center (www.law.georgetown.edu/workplaceflexibility2010/)

One Size Doesn't Fit All: Workplace Flexibility discusses opportunities to create flexible workplaces that attract and retain experienced workers. Source: Center for Work Aging & Work, Boston College (agingandwork.bc.edu/)

When Work Works: Workplace Flexibility Toolkit presents the business case for companies, managers, and employees to work towards creating more effective workplaces and provides research-based tips. A set of annual publications features policies, practices, and outcomes of winners (employers of all sizes) of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility; winners include nonprofits in education, social, and community services. Source: Families and Work Institute (www.whenworkworks.org/)

Workplace Flexibility for Lower Wage Workers explores the “powerful” impacts of workplace flexibility for lower wage workers including engagement, turnover, and financial results. Source: Corporate Voices for Working Families (www.cvwf.org)

(See also Work-Life resources)

General Workforce Improvement

Fundamentals of Employee Benefit Programs is an online reference book offering a straightforward, basic explanation of employee benefit programs in the private and public sectors. Topics include health insurance, retirement plans, family and medical leave, and dependent care programs. Source: Employee Benefit Research Institute (<http://www.ebri.org/publications/books/index.cfm?fa=fundamentals>)

HR Knowledge Center offers many resources from toolkits to white papers to compensation surveys, but access often requires membership. Source: Society for Human Resource Management (www.shrm.org)

Knowledge@Wharton shares publications on various current and emerging human resources issues, such as talent management, strategies on finding and retaining the best employees, and the roles and relationships between the “eldercare generation; and employers in the workforce. Source: Wharton School, University of Pennsylvania (<http://knowledge.wharton.upenn.edu/> – NOTE: requires free registration)

Planning Portal for Workforce Improvement for Human Services Employers is a comprehensive online portal to help sector employers improve their workforce and reduce turnover. It provides hands-on tools, as well as strategies and solutions, for human services agencies looking for solutions for short- and long-term workforce challenges. Source: Cornerstones for Kids (<http://portal.cornerstones4kids.org>)

Small Business Toolbox provides information on a wide range of workforce topics, including compensation, health benefits, hiring and recruitment, workplace policies and many more. It is a great tool for small, independent businesses. Source: National Federation of Independent Business (<http://www.nfib.com/page/HR.html>)

Government Benefits

See Tax Credits and Government Benefits

Health, Safety, and Wellness

Alcohol Cost Calculator estimates the cost of problem drinking for employers and recommends strategies to reduce costs while addressing employees' needs. A companion calculator, on the same Web site, will estimate return on investment from treatment. Source: Ensuring Solutions to Alcohol Problems project, George Washington University Medical Center (www.alcoholcostcalculator.org)

Investing in Health: Evidence-Based Health Promotion Practices for Workplaces provides information on controlling tobacco use, promoting cancer screening and early detection, and encouraging physical activity and healthy eating to help employers guide their employees to better health. Source: Partnership for Prevention® (http://www.prevent.org/images/stories/2008/investinginhealth_final.pdf)

Leading by Example: Leading Practices for Employee Health Management offers case studies, employer strategies, and a health management initiative assessment to assist companies in improving and protecting employee health. Source: Partnership for Prevention (prevent.org/content/view/30/57/)

Maximizing ROI in Health Promotion offers insights from nation's top experts on options and strategies for worksite health promotion that will best improve health and reduce an organization's costs related to absences, medical care, and low productivity. Gain insights from the experts by listening to audio podcasts from the 2008 Art and Science of Health Promotion Conference. Source: Art & Science of Health Promotion Conference (To order an individual presentation, an educational track, or the entire conference program, click on "Audio Podcasts" at this link: http://www.healthpromotionconference.org/2008%20conference/faculty_tracks.htm)

School Employee Wellness: A Guide for Protecting the Assets of Our Nation's Schools is a comprehensive guide with information, practical tools, and resources to help the education

sector develop school employee wellness programs that promote employee health, improve workforce productivity, and reduce the costs of employee absenteeism and health care. Although tailored to schools and school districts, much of the guidance and many tools could be easily adapted to the human services sector. Source: Directors for Health Promotion and Education (<http://www.schoolempwell.org/>)

Stress Cost provides a customizable estimate of how much behavioral health issues (such as depression) cost a company. Source: Stress Directions, Inc. (www.stressdirections.com)

Workplace Safety Is No Accident: An Employer's Online Toolkit to Protect Employees and Volunteers is a detailed set of checklists, sample policies and forms, and fact sheets to minimize health and safety hazards in the workplace. Source: Nonprofit Risk Management Center (<http://nonprofitrisk.org/tools/workplace-safety/workplace-safety.shtml>)

Tax Credits and Government Benefits

AARP Foundation Benefits QUICKLINK helps locate state, federal, and private benefit programs available near one's place of residence. It specifically includes benefit programs for children, as well as adults of all ages. Source: AARP Foundation (https://ssl3.benefitscheckup.org/index.cfm?gohome=true&partner_id=22)

Employer Toolkit: Educate Your Employees about Benefits They've Earned gives a briefing on public benefits, such as the Earned Income Tax Credit and Food Stamps, provides corporate best practices, and provides turnkey resources such as paycheck stuffers and fliers. Source: Corporate Voices for Working Families (www.cvwf.org)

GovBenefits.gov has various tools for locating state and federal government benefits and tax credits that could assist all employees and volunteers, including, but not limited to, low earners. While a full range of local resources in a community might not be identified, it does compile together a wide range of resources, including job training/education. (www.govbenefits.gov)

Making Work Work: Tools for Turnover Reduction offers in-depth assessment instruments and strategies for employers and for employment agencies. Source: Goodwill Industries International (http://www.dol.gov/cfbci/tlc/docs/BusinessPartnershipsLibrary_SectionC_WinningWaystoWorkwithBusinesses_4/Tools_Turnover_Reduction.pdf)

Model Workplace Supports for Lower-Wage Employees is a toolkit to help companies make informed decisions about supporting hourly employees with programs that reward their critical contributions. Source: Corporate Voices for Working Families (www.cvwf.org)

Volunteer Management

UPS Foundation's Best Practices Toolbox provides tools for nonprofit organizations to better manage and serve volunteers and their surrounding communities. The 2002 publication, *A Guide to Investing in Volunteer Resources Management: Improve Your Philanthropic Portfolio*, includes best practices, strategies, checklist, and a quick assessment tool for nonprofits to more effectively manage and involve their volunteers. Source: UPS Foundation (<http://community.ups.com/philanthropy/toolbox.html>)

Work-Life Assistance

AWLP Work-Life Effectiveness Self Audit is a three-part tool for employers to assess their organization against “Categories of Work-Life Effectiveness,” develop strategies to improve work-life efforts, and celebrate company work-life strengths during National Work and Family Month in October. Additional tools and resources for employers are available via the homepage. Source: Alliance for Work-Life Progress (<http://www.awlp.org/awlp/library/html/selfaudit.jsp>)

Families and Work Institute has various publications and a periodic survey of the changing workforce that can inform employer efforts to support employees with children or other family responsibilities; some publications are free. (www.familiesandwork.org)

Making Workplaces Work: Employer Best Practices in Kentucky identifies strategies used by Kentucky companies, including some nonprofits, to promote work-life effectiveness, recruit top talent, enhance employee engagement, and maintain a competitive edge. Source: Institute for Workplace Innovation, University of Kentucky (www.iwin.uky.edu)

Standards of Excellence in Work/Life Integration Project: Excellence Index is a detailed self-assessment tool that employers can administer independently or with assistance from the Center for Work and Family. Source: Center for Work and Family, Boston College (www.bc.edu/centers/cwf)

World at Work features various publications, knowledge resources, surveys, and research to inform employment policies and practices on work-life assistance, compensation and benefits, and career development. (www.worldatwork.org)

Workforce Development

Capturing Promising Practices in Recruitment and Retention of Frontline Youth Workers shares strategies to effectively recruit and retain staff that work with youth. Local organizations were interviewed and surveyed by the National Collaboration for Youth to identify these promising practices. Source: National Collaboration for Youth (<http://www.nydic.org/nydic/documents/CompletePublication.pdf>)

Together discusses the importance in connecting generations by providing information on intergenerational programs and including policies dealing with children, youth, adults, and older adults in various articles. Source: Generations United (<http://www.gu.org/documents/A0/GU-NewsJan%2008%20final.pdf>)