

the alliance™

Advancing Work-Life Effectiveness as a Key Business Strategy October 2006 | www.awlp.org



GSK's Team Resilience Blends Business Results and Personal Priorities

Celebrate National Work & Family Month

AWLP
10th
anniversary
1996/2006


**Alliance for
Work-Life Progress®**
An Affiliate of WorldatWork®

Also inside:

- Universities Begin the Next Chapter in Work-Life Benefits
- ATP Oil & Gas Corp. Takes a New Approach to Employee Motivation

features

October 2006 | www.awlp.org

12 | GSK's Team Resilience Blends Business Results and Personal Priorities

By Christina Fuoco

Learn about the AWLP Innovative Excellence Award-winning program at GlaxoSmithKline (GSK). The program helps identify extraordinary stress within employees and finds ways to combat it. Team Resilience targets stress as a way to combat many of the mental, as well as physical, illnesses that often target employees.

16 | Universities Begin the Next Chapter in Work-Life Benefits

By Jean Christofferson

Many universities are experiencing shortages of women in faculty positions, especially those in the tenure track. As the labor force ages, its demand for greater work-life resources and benefits increases. Learn how colleges and universities are using increased work-life programs to help attract and retain vital talent.

20 | Walking as a First Step Toward Fitter Employees: Turnkey Tracking Programs Help Companies Save Health-Care Dollars

By Christina Fuoco

This article shows that walking can be one of the easiest, but most impacting, steps in an employee wellness program. "Walktober" is a short-term, easy-to-use celebration that can turn into a long-term life change.

24 | ATP Oil & Gas Corp. Takes a New Approach to Employee Motivation

By Jean Christofferson

ATP Oil & Gas Corp., based in Houston, found that with teamwork a seemingly insurmountable goal can be attained. And in the process, employees not only developed life-long friendships, increased engagement and company loyalty, but they drove away with new Volvos too.

departments

2 | awlp.org

4 | Letter from the Director Celebrate National Work and Family Month

8 | Work-Life News

- Dads Want Flexibility, Not Shorter Working Hours
- Work-Life Employee Benefits on the Rise in 2006
- Financial Executives Prefer Pay, Not Work-Life or Other Benefits

27 | Bookshelf — Excerpt *Vital Friends: The People You Can't Afford to Live Without*

32 | Best Practices For the Colorado Housing and Finance Authority, Wellness Really Does Matter



Alliance for
Work-Life Progress®

An Affiliate of WorldatWork®

Vol. 5, No. 4/October 2006

GLOBAL HEADQUARTERS

14040 N. Northsight Blvd., Scottsdale, AZ 85260
Telephone 480/922-2007 or toll-free 800/874-9383, Fax 480/603-0791
E-mail thealliance@awlp.org

EDITORIAL

Editor Jean Christofferson, jchristofferson@worldatwork.org
Contributors Dan Cafaro, Christina Fuoco, Bob King, Melissa Shearer
Review Coordinator/Permissions Editor Betty Laurie
Executive Editor Ryan M. Johnson

DESIGN

Manager, Creative & Web Services Barry Oleksak
Art Director Jamie Hernandez
Senior Graphic Designers Erika Freber, Kris Sotelo, Kim Bridgford

PRODUCTION

Production Manager Rebecca Williams Ficker

ADVERTISING

Display Advertising Manager Audrey Johnson 480/348-7246
JobLinks Liz Byron 480/348-7248

ALLIANCE FOR WORK-LIFE PROGRESS STRATEGY BOARD

Chair David Thompson, Work-Life Researcher *Pairados Consulting*
Director Kathie Lingle, Alliance for Work-Life Progress
Maria Ferris, Manager, Work-Life and Women's Initiative *IBM Corp.*
Lynn Fetterolf, Vice President, Sales and Account Management *Ceridian Corp.*
Stacey Gibson, Director, Work-Life and Diversity *Bristol-Myers Squibb*
Arlene Johnson, Vice President *WFD Consulting*
Debby King, Executive Director *Local 1199 SEIU*
Linda Roundtree, President *Roundtree Consulting LLC*
Cindy Sutherland, Senior Vice President, Retirement Benefits *Executive Bank of America*
Faith Wohl
Stew Friedman, Practice Professor, Director, Work-Life Integration Project
The Wharton School, University of Pennsylvania

EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS

Chair Michael L. Davis, CCP, Vice President, HR, U.S. Retail and Corporate *General Mills Inc.*
Vice Chair Margaret M. Gagliardi, CCP, Senior Vice President, Global Compensation & Benefits *American Express Co.*
Secretary/Treasurer Tracy J.O. Kofski, CCP, Vice President, Total Compensation *Target Corp.*
Member Anne C. Ruddy, CCP, CPCU *WorldatWork*

ABOUT AWLP

The Alliance™ is published four times a year in print and every month electronically by WorldatWork, 14040 N. Northsight Blvd., Scottsdale, AZ 85260, as a benefit to members who receive an annual subscription with their membership. Postmaster: Send address changes to The Alliance, 14040 N. Northsight Blvd., Scottsdale, AZ 85260; 480/951-9191.

Alliance for Work-Life Progress neither endorses any of the products, services or companies referenced in this publication nor does it attest to their quality. The views expressed in this publication are those of the authors and should not be ascribed to the officers, members or other sponsors of Alliance for Work-Life Progress or its staff. Nothing herein is to be construed as an attempt to aid or hinder the adoption of any pending legislation, regulation or interpretive rule, or as legal, accounting, actuarial or other such professional advice.

Copyright © 2006 WorldatWork. All rights reserved. WorldatWork and The Alliance™. Registered Trademark® Marca Registrada. Printed in U.S.A. No portion of this publication may be reproduced in any form without express written permission from Alliance for Work-Life Progress.

the alliance™

Tools You Can Use

JobLinks

Browse work-life related job openings posted by top-notch companies worldwide. You can even post your résumé for free! Go to www.awlp.org/joblinks today.

Survey Search

Search our database for names, demographics, and contact information for current work-life, benefits and total rewards survey sources to help you make informed decisions, defend current practices and analyze HR and work-life trends. Visit www.worldatwork.org/surveysearch.

Work-Life Business Impact Matrix

What's the return on investment (ROI) of a work-life program? Now you can find out by using the Work-Life Business Impact Matrix. View success stories from various organizations and see real-life ROI from effective work-life programs. Go to www.awlp.org and click "Library." Then select "Work-Life Business Impact Matrix."

2006 AWLP-FORTUNE

Magazine Work-Life Special Section

This is a must-read for work-life practitioners and provides the work-life profession with important visibility to the more than 4 million executive-level readers of *Fortune*. Download the special section from the Resources area of the Library page on www.awlp.org.

Events

National Work & Family Month Resources Online

Are you searching for ideas on how your organization can recognize National Work & Family Month? Be sure to visit www.awlp.org and click on the October National Work & Family Month icon to access a variety of resources, educational Webinars and suggestions on how to mark the passage of U.S. Senate Resolution 210.

October is
National Work
&
Family Month

Work-Life Rising Star Call for Nominations

AWLP is seeking nominations of unassuming work-life professionals and/or those new to the work-life profession who exhibit emerging leadership and budding contributions to the work-life community. Nominations will be accepted online until Oct. 30. Visit www.awlp.org/award to find out more about this new recognition program and how to nominate someone you know.



Registrations Now Being Accepted for Work-Life 2007 Conference & Exhibition

Feb. 21-23, 2007 | *Arizona Biltmore Resort & Spa* | *Phoenix*
Registrations are now being taken to attend the next Work-Life Conference, presented by WorldatWork and AWLP. Visit www.worldatwork.org/worklife2007 for pricing and registration information. You won't want to miss this prime opportunity to immerse yourself in work-life best practices, interact with vendors and network with others who recognize work-life as a critical component of business strategy to attract, motivate and retain top talent.



Celebrate the 10th Anniversary of AWLP

This year marks the 10th anniversary of the founding of AWLP. Visit www.awlp.org/10thanniversary to learn the association's history and its founding members, and to see historic photographs and timelines.

Are You Missing *The Alliance* E-Newsletter?

If you haven't been getting your edition of *The Alliance* e-newsletter (monthly) and other AWLP membership benefits via e-mail, be sure to check your e-mail preferences. To change your AWLP e-mail preferences:

Login to www.awlp.org:

- Click "My Profile."
- Select "Update my e-mail preferences."
- Check the "Please send all e-mails in text format" box.

free to members

Go to www.awlp.org and login with your member ID and password to access these resources and all of your benefits of membership.

letter from the director



Celebrate National Work and Family Month

It's National Work and Family Month. This time of year presents an opportunity for work-life and total rewards professionals to take stock of where they are on the journey to work-life effectiveness and review existing priorities, as well as establish new priorities for the future.

In recognition of this special month, AWLP and WorldatWork are distributing this issue of *The Alliance* to more than 22,000 WorldatWork members. We hope that total rewards professionals will find the information in this issue particularly helpful with their efforts to attract, motivate and retain talent. Visit www.awlp.org/workfamilymonth for more information about the history of National Work and Family Month, as well as suggested activities and information to help your company recognize this special month. Be sure to read the fourth annual work-life special section that appeared in the Sept. 18 issue of *Fortune* magazine, which also is featured on www.awlp.org.

Please send us stories of how your organization is recognizing the month of October. Your experiences and ideas will be posted on our Web site to help others in

search of innovative ways to recognize National Work and Family Month in their workplaces.

Recent Work-Life Events

The summer has offered a variety of key events that have been thought-provoking and productive. Following are highlights from some work-life events in which I have been fortunate enough to participate:

- **Corporate Voices for Working Families Fifth Annual Meeting, Washington, D.C.** The June meeting's theme was "Focusing on the Future," and the agenda continued the tradition of a congressional dinner, which was held this year in the magnificent Montpelier Room at the Library of Congress. Keynote speakers included Barney Frank (D-Mass.), who seemed reasonably confident that the corporate health and welfare system we currently take for granted will become unraveled in the not too distant future as one employer after another takes the same approach toward providing benefits as it has with pensions. Other keynote speakers included Jane Swift, former Republican governor of Massachusetts; Jeri Sedlar, author of the book *Don't Retire, Rewire*; Diana Furchtgott of the Hudson Institute; and Patricia Kempthorne, formerly first lady

letter from the director

The task proposed to Work-Life Future Search Conference participants was to derive a “formula” or “system of work” that will enable company success and worker satisfaction at the same time.

of Idaho, whose husband was being sworn in as the Secretary of the Interior during the week of this meeting. For more information, including access to presentation handouts, visit www.cvworkingfamilies.org.

- **Family and Work Institute’s Third Annual Work-Life Legacy Award Luncheon** took place in early summer at Cipriani’s Restaurant in NYC. Honorees this year included the AWLP Strategy Board’s very own Stacey Gibson, senior director, work-life and diversity at Bristol-Myers Squibb Co.; Shelley MacDermid, Ph.D., director of the Center for Families at Purdue University; Sheila Wellington, former president of Catalyst and current professor of management at New York University’s Stern School of Business; Judy Woodruff, journalist and former CNN anchor; Anne Mulcahy, chairman and CEO of Xerox Corp.; Patricia Nezemetz, vice president of human resources at Xerox Corp.; and David Hamburg, Ph.D., president emeritus, Carnegie Corp. of New York.
- **Conference Board/Families and Work Institute 20th Annual Work-Life Conference** in New York focused on “Global Economic Solutions: Framing Work-Life’s Contribution.” Go to www.conference-board.org/worklife.htm for

details on this information-packed event. Two speakers were especially notable, from my perspective.

Wayne Cascio, professor of management at the University of Colorado, has been teaching us how to measure the business impacts of work-life initiatives for over a decade and is back with new, even stronger ammunition. Frans Johansson, author of *The Medici Effect*, an outstanding book, described in a most interactive and engaging style what it takes to foster breakthrough thinking and extreme innovation — the kind that characterized the incredible burst of creativity enabled by the Medicis in Italy during the Renaissance.

- **Work-Life Future Search Conference, Boston College, Chestnut Hill, Mass.** This unique invitation-only gathering of work-life leaders, practitioners and researchers was organized by Brad Harrington, executive director of the Center for Work and Family at Boston College. The objective was to predict the future of workforce management and how it will impact companies, individuals and the work-life field. The task proposed to the two dozen or so participants was to derive a “formula” or “system of work” that will enable company

letter from the director

success and worker satisfaction at the same time. A “future search format” was employed, which involved working in large and small groups of experts on specific questions and structured tasks that began with the history and moved into a forecast of the future of our field, in an effort to produce new insights and ways of thinking to move us forward. We’re awaiting the output to see what happens next with the future scenarios that were the product of all of this brainstorming. Regardless of the

efficacy of the future-search process, it was a rare privilege and extremely rewarding to spend a day and a half with visionaries and thought-leaders like Lotte Bailyn from Massachusetts Institute of Technology (MIT), Joyce Fletcher from the Simmons Graduate School of Management and Jessica DeGroot from The Third Path.

Mark Your Calendars

Make plans now for the Work-Life 2007 Conference & Exhibition, presented by WorldatWork and

AWLP, Feb. 21-23, 2007, at the luxurious Arizona Biltmore Resort & Spa in Phoenix — a Frank Lloyd Wright masterpiece. We know it is President’s Day week, but what better place to schedule a family vacation? We’ve made changes based on your feedback from last year’s event, which guarantees even higher quality. You’ll be happy to know that the poster session is back again, based on your over-the-top enthusiasm for the experiment from last year’s event. And we promise you another engrossing interactive session designed to maximize your entire conference experience as never before. Go to www.worldatwork.org/worklife2007 to register or get more information.

And last, but certainly not least, is the introduction of our new Work-Life Rising Star recognition program. The time has come to expend as much energy on identifying emerging talent in the work-life field as we do on honoring our pioneers. Help us find the stellar up-and-comers who represent our future by nominating deserving candidates at www.awlp.org/award. The deadline to nominate is Oct. 30.

Sincerely,



Kathie Lingle,
AWLP Director



Dads Want Flexibility, Not Shorter Working Hours

Being a father has little effect on men's working patterns, in spite of the fact that they cut back their working hours for a short time after a new child is born, according to Economic and Social Research Council-funded research at the University of Bristol, England.

"There is no evidence that 'new,' involved fathers are adopting a 'female model' of parenthood, with part-time work and high levels of child care," said sociologist Dr. Esther Dermott, who conducted the research.

The findings suggest that current policies to encourage work-life balance don't take into account how fathers want to adapt their routines to fit in with family life. "It seems that fathers don't want to work fewer hours," said Esther Dermott. "What professional men value most about their jobs is their ability to control their working hours so that they can leave early to go to school functions or parents' meetings — and this flexibility was also what other men most wanted."

The Bristol research was based on statistical analysis of two existing quantitative datasets. Further findings suggest that the focus on fatherhood as an influence on men's employment has been overplayed; fathers do not have shorter working hours than nonfathers, nor do they see this as a problem.

"Fatherhood is not a good predictor of the number of hours

men work once other variables are taken into account," Dermott said. "Hours of work are significantly related to age, form of economic activity, occupation, earnings and partner's working-time."

Data analysis showed that around a quarter of men wanted to work fewer hours; less than 1 percent wanted to increase their hours; and the remainder wished to maintain the status quo. These preferences did not change when the men became fathers. They did not want to work shorter or longer hours.

The research has implications for future measures to support better work-life balance among parents. It suggests that recent policies simply may not be what fathers want. Promoting employee-controlled forms of flexibility and offering pay-related paternity leave may prove more popular, the report said.

www.Bristol.ac.uk

Work-Life Employee Benefits on the Rise in 2006

More than half of hiring managers, recruiters and HR professionals surveyed by JobKite.com, a job Web site, reported they have increased their employee benefits within the last six months.

However, in sharp contrast to the flashy perks of the late 1990s, companies are focusing on providing benefits that support work-life effectiveness

JobKite recently surveyed 3,500 HR recruiters/hiring managers

work-life news

nationwide from private and public companies of all sizes and industries, asking, “Have you enhanced your employee benefits in the past six months for recruiting or retention purposes and, if so, how?”

Based on the 263 total responses it received, JobKite discovered 56 percent of the surveyed companies have made some significant enhancements to the employee benefits they are offering for retention or recruiting purposes.

But unlike the late 1990s, 2006 employee perks have a work-life effectiveness theme to them. Most notably, these include telecommuting, increased vacation and health benefits. The 147 companies that increased benefits reported increased employee compensation in the following categories:

- Medical — 88 percent, or 129 of 147 companies, added health-related benefits, including life, vision and better or increased health plans.
- Money — 69 percent, or 101 of 147 companies, stated that they have increased stock vesting, 401(k) funds, salary relative to market averages, sign-on bonuses, quarterly bonus plans and/or relocation packages.
- Vacation — 41 percent, or 60 of 147 companies, reported that they are increasing the number of paid days off per year.
- Alternative Working Arrangements — 36 percent, or 52 of 147 companies, reported

that they are adding or enhancing flextime and/or telecommuting. One *Fortune* 1,000 company said it is launching a new telecommuting program, for example. Another has an informal telecommuting option to be used for

unexpected events, and a formal program for modified or reduced work schedules. One-third of the employees using that program are men.

- Other — 8 percent, or 12 of 147 companies, said that they plan to

work-life news

offer other miscellaneous benefits, including massages, monthly cookouts and gym memberships.

“In the late 1990s, it was commonplace to hear about companies with recruiting campaigns that included extreme employee perks such as company cars, game rooms with foosball tables, huge sign-on bonuses and chef-prepared lunches,” said Heather Galler, CEO of JobKite.com.

www.jobkite.com

Financial Executives Prefer Pay, Not Work-Life or Other Benefits

When deciding on a job offer, American executives still place the

greatest weight on pay and job security, a recent survey shows.

Twenty-seven percent of CFOs polled believe salary is the biggest consideration for prospective new hires; 24 percent said it is company stability. The results are consistent with a 2001 survey asking this question.

The survey, developed by Robert Half Finance & Accounting, a financial recruitment service, and conducted by an independent research firm, included responses from more than 1,400 CFOs from a stratified random sample of U.S. companies with 20 or more employees.

CFOs were asked, “In your opinion,

which one of the following is the most important consideration for job candidates today when evaluating employment offers?”

Their responses were salary level, 27 percent in 2006, 23 percent in 2001; stability of company, 24 percent in 2006, 28 percent in 2001; work environment/corporate culture, 22 percent in 2006, 20 percent in 2001; career advancement opportunities, 17 percent in 2006, 21 percent in 2001; equity incentives/stock options, 4 percent in 2006, 4 percent in 2001; other, 3 percent in 2006, 0 percent in 2001; and don't know/no answer, 3 percent in 2006, 4 percent in 2001.

“Employers should emphasize all the factors that distinguish their firms, such as exceptional pay and benefits, a history of stability and growth and a supportive corporate culture,” said Max Messmer, chairman and CEO of Robert Half International, Inc.

Messmer said small, emerging companies that cannot afford to pay premium salaries could highlight other qualities, including the strength of their leadership team.

“The best candidates tend to base at least part of their employment decisions on how much they can learn on the job. During the recruiting process, hiring managers are selling potential employees as much on their own experience and management style as on the other features that make the firm a great place to work.”

www.roberthalf.com

GSK's Team Resilience

Blends Business Results and Personal Priorities

By Christina Fuoco, WorldatWork

Employees are often subject to mental and emotional pressures as part of their daily work lives. These pressures can be related to working conditions, competing priorities, demanding schedules, management or team practices, standards of quality or work-life balance. When the pressure becomes too great, people fall victim to stress, which causes a variety of mental and physical illnesses.

In response to this, GlaxoSmithKline (GSK) founded Team Resilience, which was chosen by AWLP as a winner of the 2006 Innovative Excellence Award. Suzanne Arren, project coordinator, described the three-year-old Team Resilience as “a companywide program to identify and manage inappropriate individual and organizational pressures on employees, to enhance employees’ abilities to manage pressure and to reduce the adverse affects of stress. Initiatives are aimed at both individual and organizational prevention, skill building and problem-solving interventions.”

The program uses an online survey designed for GSK by Dr. Stephen Williams, an international expert on workplace stress. The assessment provides managers and employees with information about the sources of job-related stress and the levels of different pressures experienced by the work team.

After discussing the assessment results, managers and their teams use organizational development tools to map action plans, prioritize needs and begin to work on making fundamental changes to enhance their mental well-being.

Team Resilience is one of the key components of the

Employee Health Management (EHM) department, which is part of HR Corporate Shared Services. EHM is responsible for developing partnerships with the customer (business and employees) to enhance GSK’s health and well-being. Using a strategy-mapping process, EHM outlines its financial value to the company by enhancing corporate image and reputation, maximizing human performance, and driving down the direct and indirect cost of ill health, as well as improving EHM operational efficiencies.

The GSK stress-prevention strategy is a companywide commitment to improving the resilience of the staff. The term “resilience” is used in an effort to refocus staff toward workplace health and well-being. It emphasizes the positive nature of organizational initiatives aimed at improving performance in a competitive business environment, as well as emphasizes the positive nature of taking personal responsibility for maintaining good health at the individual level.

The company believes that building organizational resilience enhances the retention, recruitment, focus, engagement, commitment and productivity of staff.

The project’s short-term goals are to help individuals learn coping skills to effectively manage personal and professional demands, resulting in improved morale and attendance. For work teams, the goal is to reduce causes of work-related pressures for work efficiencies and well-being of staff. The long-term goals are to help minimize the direct and indirect costs of illness and maximize productivity.

According to research, lack of mental well-being is one of the leading causes of total illness and lost illness days

worldwide. Mental health costs 3 percent to 4 percent of the gross national product in the European Union, more than \$50 billion each year, with 200 million lost days in the United States, and three in 10 employees experiencing mental health problems annually costing 5.3 billion pounds in the United Kingdom.

Identifying Needs

The need for stress-management programs was identified by legacy companies GlaxoWellcome and SmithKline Beecham. Earlier programs were focused on managing stress once the person was feeling the effects of increased pressure. When the merger occurred, work was being done to move to a more proactive, skills-building program to prevent the negative impact of stress.

In 2001, the company determined that a process was needed to help employees of both companies face the pressures of working in a new company culture with a restructured environment. Senior management members were interviewed over a six-month period to understand their business needs in relation to health. The findings

from these interviews identified the need for tools to enhance personal resilience as well as processes for teams to make changes to improve morale and process efficiencies.

At this point, the resilience strategy has moved from its original transnational U.K./U.S. effort to a global initiative with teams on every continent. ■

About the Author:

Christina Fuoco is an editor for WorldatWork. She can be reached at cfuoco@worldatwork.org or 480/905-5988.

About GlaxoSmithKline

100,000: Number of employees

116: Number of countries with GSK offices

4 Billion: Number of packs of medicine GSK produces each year

15,000: Number of researchers working on new pharmaceuticals

65,000: Number of new compounds screened each year in the search for new medicines

1/4: Number of the world's vaccines supplied by GSK

Universities Begin the Next Chapter in Work-Life Benefits

By Jean Christofferson, WorldatWork

Universities are currently at a crossroads. Many are experiencing shortages of women in faculty positions, especially those in the tenure track, which has a reputation for being difficult and time consuming. In addition to these faculty challenges, the overall staff in colleges and universities is changing as well. As the labor force ages, its demand for greater work-life resources and benefits increases. This is the challenge for universities, which historically are robust in their offerings in certain benefits, such as education and health insurance, but have traditionally been seen as late bloomers in terms of work-life. But all that seems to be changing now. These institutions have stepped up work-life efforts in many ways, as described below.

The Challenge

The University of Kentucky is particularly interested in diversifying its faculty, but finds it challenging. “We are trying to make special efforts in recruiting women and diverse populations,” said Laura Koppes, director of work-life at the University of Kentucky. “There’s a real concern about the pipeline of tenured women and whether the pipeline will be full for the future. Typically, the time frame for being on track for tenure coincides with the time frame of raising a family. Pressures from both family responsibilities and professional obligations to earn tenure can be extremely difficult.”

In 2005 Harvard University developed task forces to assess the needs and concerns for women faculty.

“Those task forces were charged with making concrete proposals to reduce barriers to advancement of women faculty,” said Marilyn Hausammann, vice president of human resources at Harvard. “Through the task forces and through a university wide needs assessment, we realized that availability and affordability of child care were critical priorities.”

According to a new American Council of Education (ACE) report, *An Agenda for Excellence: Creating Flexibility in Tenure-Track Faculty Careers*: “An increasing number of new Ph.D.s leave academia or opt for careers outside the traditional tenure-track path. Many are forced to do so because of the tightening academic job market in a wide range of disciplines. Others, especially women, find themselves in adjunct and nontenure-track positions — despite low pay, minimal or no benefits, and lack of potential job security — for a better balance between personal/family and professional life.”

Child Care and Leave

So what exactly are universities doing to ensure the pipeline? At the University of Kentucky, Koppes and her colleagues recently implemented a work-life survey. She is currently assessing the results to establish a baseline, and to develop a long-term strategy for creating a work-life support culture. In addition, the university president appointed a 2003-2004 task force on work-life, which also had recommended some changes. One of those is a broadening in the definition of family.

“Previously family leave had to be for you, your spouse

or children,” Koppes said. “But recently the definition was expanded to include people you take care of — for example, in-laws, or grandparents. They have also expanded the funeral leave in terms of the amount of time you can take and who it’s for.”

Another area in need of change and/or expansion is child care. Nancy Costikyan, manager of the office of work-life resources at Harvard, said the university recognizes the need to drill down on this problem. “We were already appealing to working mothers,” she said. “But we looked at new efforts to make it even better as a business imperative. We wanted to look at what some of the institutional and cultural barriers are, where there were gaps, as well as how to reach our lower wage workers.”

Harvard has recently relaunched a popular “school’s out” program that fills the void during school vacations and the beginning and ending of summer when other programs aren’t available. The program is for children ages six through 12, and it has a strong emphasis on education. There are organized activities, field trips and games, plus extended morning and late-afternoon hours are available. The first camp this summer received rave reviews from children and parents. And the February break camp is already filling up quickly.

Flexibility

Koppes said that in some ways universities like Kentucky are ahead of the curve in terms of flexibility. Many individual departments are already taking advantage of telecommuting and flexible scheduling, and other departments don’t simply because it’s not practical.

“What we’re trying to do is promote work-life support and flexibility even more with our managers and supervisors,” Koppes said. And the university is looking at new ways to accomplish its goals. “The other thing I’m working on is developing an internal partnership. We have several areas of expertise, which provide community outreach and conduct research; we need to utilize our internal experts.”

Harvard currently administers programs through the provost’s office that allow funding for traveling and speaking opportunities. The programs not only pay for the costs of the speaker, but the child-care costs associ-

ated with being away from home. The programs allow for child care through a nanny that remains at home, or they cover the costs of keeping the child with his or her parent(s) in a hotel. “In fact, the grants can even help pay for extra sets of hands to enable research. These grants help keep the research and programs going,” Costikyan said.

Taking the First Steps

In terms of its staff, Koppes said the University of Kentucky is definitely a premier employer in the Lexington area. “Many staff members are from Kentucky and they stay. So I’m working on how I sell work-life without retention as an anchor. Since we just don’t have that turnover, then I started focusing on productivity and discretionary efforts.”

Both Harvard and the University of Kentucky are receiving additional funding for specific work-life programs, due to the impact of task force assessments and directives and the backing of the schools’ administration. But the work is by no means nearing completion. In fact, it’s just beginning. “There are business-minded people who want to see the business case,” Koppes said. “So you definitely still have to demonstrate work-life as a strategic business tool. I always have to be very creative in finding out how to respond to work-life needs without more and more spending.”

Work-life continues to evolve in the university environment. Research initiatives in some areas hinge on their ability to attract a diverse and talented faculty. “We’re trying right now to understand the University of Kentucky legacy,” Koppes said. “We have established the momentum to be a top-20 research facility. We’ve been leveraging the ‘employer of choice’ to get the right faculty.”

Costikyan points out that work-life is one of the most important factors in the effort to attract and retain talent. “Work-life is an area of scholarly discourse and it’s receiving high-profile attention,” she said. “Addressing work-life issues in an academic setting is an imperative for the future.” ■

About the Author:

Jean Christofferson is the senior editor for WorldatWork publications. She can be reached at jchristofferson@worldatwork.org or 480/348-7219.

Walking as a First Step Toward Fitter Employees

Turnkey Tracking Programs Help Companies Save Health-Care Dollars

By Christina Fuoco, WorldatWork

When Carrie Michel began her position as wellness coordinator at the law firm Stinson, Morrison and Hecker in Kansas City, Mo., she immediately jumped on a nationwide program called “Walktober” to enhance her fellow employees’ fitness.

“Walktober,” run by Midland, Mich.-based Health Enhancement Systems (HES), encourages employees to increase their exercise through walking. Progress is charted online or via paper forms. HES sells the program for \$3 per participant plus the cost of a pedometer.

“The program helps participants set challenging but obtainable goals to dramatically boost their daily walking. Walking is the most popular physical activity in North America and it’s no wonder — it’s enjoyable, easy to do, fits in with even the busiest of schedules and benefits health in so many ways,” said Margaret Vink, HES’s content manager.

“The reason we do it for the month of October is studies have shown that it takes at least 30 days to create a habit. It’s a good time to get them to increase their activity and try to hold on to it as a habit. It’s a program that we sell to clients. It’s not a recognized health month,” Vink added.

For participants, the Web site offers the following:

- Step or minute tracking
- Personalized step or minute goals

- Calendar display log
 - Goals versus progress graph
 - Motivating daily e-mails
 - Inspiring walking articles
 - Personalized certificate of completion.
- For coordinators, it provides the following:
- Simple organization sign-up — online
 - Participant summary report — real-time data
 - Evaluation summary report — real-time results, including participant comments
 - Current participation averages report — real-time aggregate participation data
 - Group averages report — compares first three days to last three days for overall improvement.

HES created the program two years ago after a successful run with its “10K A Day” plan, which encouraged participants to walk 10,000 steps per day, Vink said. “It was an idea that we had. A lot of people like walking programs. They’re something that works for a larger number of demographics. Anyone can walk, to a certain extent. It’s something people enjoy. It’s something they can fit into their lifestyle. So we created another program for walking — ‘Walktober.’ It’s something that’s short-term.

Michel’s company is one of 400 that have participated worldwide. Her firm, which has seven U.S. offices, began taking part in October 2005. The number of participants depended on the firm. Fifteen people walked in

Kansas City, while the Washington, D.C., office boasted 100 percent participation among its 45 employees.

“Out of 7,750 employees, we had 250 participants, which wasn’t bad for our first time,” Michel said.

“We bought pedometers through HES,” Michel continued. “We developed our own intranet site. Employees login, get a password and estimate how many steps or minutes they walk every day. Once they decide to do that, they track through the pedometer how many steps they actually walk every day. What worked great is people who said they hadn’t been walking at all were motivated to walk. They just started slow and set a goal. We had team competitions as well. We offered prizes for the top female, top male and top teams. It built a lot of camaraderie, a lot of competition.”

Michel is now a registered dietitian and wellness coordinator employed by St. Luke’s Health System, and explained companies are increasingly looking to wellness coordinators to aid in lowering their insurance plan costs.

“More and more companies realize the need to help with keeping health-care costs down. They want to keep the people that are healthy, healthy. Hopefully their health care won’t keep skyrocketing,” Michel said.

“More companies are seeing their health-care premiums rising. I think people are focusing more on wellness and education and it’s getting through to people. A lot of times they don’t know who to turn to. They don’t know what doctors are good. That’s where I come in. I bring in speakers and keep people up to date on various topics affecting them,” she added.

Associates at commercial sales offices of Trane, a worldwide manufacturer of heating, ventilating, air conditioning and building-management equipment and systems, joined Walktober in August of 2005. Trane is part of American Standard Companies.

“We have 48 district commercial sales offices throughout the United States,” said Sharon Abney, Trane commercial sales office benefits specialist and wellness program coordinator. “I organized our sales offices to participate by scheduling a couple conference calls to explain to them the premise. We did a walkthrough of what’s available and the utilization of the site.

“We decided to make it a competition — a competition for the person who walked the most in each location, and then an overall winner from the offices

collectively,” Abney added. “They had a lot of fun with it. They had a bulletin board with shoes or feet that had the participants’ names on it. They had a launch of Walktober with a ‘kickoff’ of handing out pedometers, drinking bottles, other trinkets and healthy snacks. Some locations took a group picture of all of their participants. Those who participated had a lot of fun. Just today someone asked if we were going to do the ‘Walktober’ project again this year.”

Participants’ results ranged from 33,000 to 528,904 steps with the 30-day program. Abney said this was a phenomenal success with having locations across the United States come together and join forces in an exercise routine.



Associates at Trane enjoyed the challenge and competition of the Walktober program.

“We’re looking at another universal walking program, through SparkPeople, that has longevity and can be utilized year-round,” Abney said. “We’re trying to decide which one is more user friendly. Different companies can compete with each other (through SparkPeople’s program), and that is one thing that might be favorable. I want to keep it friendly, simple and promote long-term success. Walktober was a big success with our associates and it continued to generate ongoing walking programs in our locations that participated. So even though the program itself is only for 30 days, it was determined that it was successful in promoting health awareness on many levels.” ■

About the Author:

Christina Fuoco is an editor for WorldatWork publications. She can be reached at cfuoco@worldatwork.org or 480/905-5988.

ATP Oil & Gas Corp. Takes a New Approach to Employee Motivation

By Jean Christofferson, WorldatWork

aTP Oil & Gas CEO Paul Bulmahn said he felt it was time to take the company to a new level. He realized the only way to accomplish an increase in production and reserve replacement (replacing produced oil by finding new sources) was with the help of his employees. He chose to motivate the company's 55 employees by offering them each a car — specifically, a new Volvo S60, plus a trip to Sweden to pick up the car and tour the Volvo factory in exchange for meeting the specialized goals.

While this may be a bit far-fetched for a mid- or large-sized company (ATP has only 55 employees), this nontraditional approach did help ATP accomplish something that most oil and gas experts believed couldn't be done. Despite Gulf of Mexico production being severely impacted by Hurricanes Rita and Katrina, the small company nearly tripled its daily production rate and boosted its reserve-replacement rate by 1,367 percent — unheard of in today's oil environment.

Building Employee Engagement and Loyalty

The oil and gas industry has traditionally been ripe with instability — cycles of layoffs and hiring. “We struggle with the problems of attracting and retaining good employees to the oil and gas profession,” Bulmahn said. “This cycle of hiring new people and then making layoffs has turned off some of the best employees to this business. I'm always trying to find creative ways to attract and keep good employees.”

But Bulmahn has a reputation for developing a great work environment, and has managed to create a culture that is akin to a large family. In his 14 years in the company — he and his late wife started the company by leveraging their entire life savings — he has always

found motivating employees and building employee loyalty to be extremely important.

When Bulmahn issued the challenge, the company employed 52 employees in the United States (Houston, Texas), the United Kingdom and the Netherlands. When he added three more staff members, Bulmahn said he felt it was important to open the challenge up to them as well.

An added bonus to building employee engagement and loyalty was the increase in camaraderie that came with all the employees being together in Sweden, away from the pressures of work.

“Many of us don't get to see the guys that work offshore,” Bulmahn said. “They may call in, but we don't see them a lot. With everyone driving their Volvos around Sweden and spending time together, we built many new friendships — with employees, their spouses and friends. As a result, we all came back with a feeling that we're working with a great group of people.”

The challenge was not only ambitious, at one point, it became impossible. The goal was supposed to have been met by the end of 2005. However, when Hurricanes Rita and Katrina came ashore, the company's production was hit hard. But rather than fold up and walk away, Bulmahn met with the board and asked them to extend the challenge an extra quarter, given the depth of the damage by the hurricanes.

By March 31, the signage in the Houston office by the elevators proclaimed that the goal had been met.

As Bulmahn explains, not only did the company boost its reserve rate, but it tripled production from 60 million cubic feet per day (MMCFE/d) to 160 MMCFE/d in one year. He said it had taken 14 years



ATP employees share the experience of earning new cars with friends and family.



The parking lot at ATP Oil & Gas headquarters in Houston, after 39 new Volvos were shipped from Sweden.

just to build their production up to 60 MMCFE/d.

Destination: Sweden

Bulmahn could have stopped at just having a car delivered to the employees, but he went the extra mile — literally.

On June 5, 2006, 39 of the 55 employees departed for Sweden. Each employee was allowed to bring a spouse, family member or friend. Once they arrived in Sweden, they took a special group tour of the Volvo production facility and attended a special dinner in their honor.

The next day the group drove their new Volvos in a caravan to visit a Swedish castle and returned along the coast. Many employees also chose to extend the trip to explore the country.

The cars were shipped to the United States courtesy of Volvo, which also picked up the tab for the airline tickets for employees as part of the overseas purchase program.

The remaining employees opted for a cash payout of \$25,000 and agreed to stay home to keep the company running.

Bulmahn said he was able to forge a partnership with Volvo allowing the company to purchase 39 new Volvo S60s. Employees did have the option to upgrade to a more expensive model or add accessories, and the company paid for the equivalent of an S60.

Bulmahn said he chose Volvo because “The company is known for its quality design, engineering, innovation and safety excellence. ATP similarly takes pride in its safety and environmental standards

and has won awards for its innovative engineering solutions to technological complexities.”

The End Result

Bulmahn is pleased with the results of his challenge. Not only has the company achieved a seemingly insurmountable goal, but his employees are motivated, happy and productive. He also said he has received numerous compliments from professionals both in and out of the oil business. “They’ll come up to me and say how great the whole thing is and how they wish their companies would do something like that. Then they kind of half jokingly ask if we have any openings.”

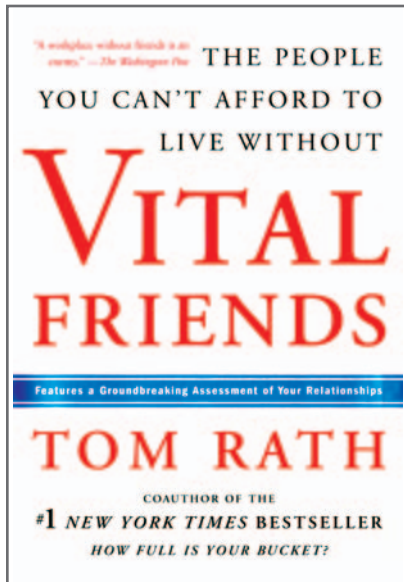
But the small company isn’t finished yet. Bulmahn said he has some great surprises in store for next year’s challenge. This time, the challenge will involve many incremental steps on the way to the big prize. He was so impressed by the friendships and camaraderie that developed on the trip, and has since filtered over into the office, that he wants this challenge to be even more of a group effort.

The company will need to produce a cumulative nine-month volume and boost its reserve replacement even more — 200 percent more.

But Bulmahn has no doubts that it can be accomplished. “People are still shaking their heads that such a small company can accomplish such an incredible goal,” he said. “But we did it.” ■

About the Author:

Jean Christofferson is the senior editor for WorldatWork. She can be reached at jchristofferson@worldatwork.org or 480/348-7219.



240 pages. Gallup Press, Aug. 1, 2006.
ISBN: 1595620079.

Vital Friends: The People You Can't Afford to Live Without

“Keep your head down and do your job.” This may have been advice from your parents, mentors or perhaps, even your boss. However, with a much-predicted labor shortage on the horizon, this advice is certainly not the best way to attract, motivate and retain employees. Friendship at work is not only a “nice to have,” it’s also a necessity for productivity and quality of work.

Tom Rath, author of the newly released book *Vital Friends: The People You Can't Afford to Live Without* notes that according to extensive Gallup research, employee satisfaction jumps by almost 50 percent when employees have close friendships at work. It also doubles the chance that workers will have a favorable perception of their pay.

Following is an excerpt from Rath’s book. This particular chapter focuses on the need for friends and promotes the importance of friendship at work. While this view may be commonplace for work-life professionals, many managers and executives in the workplace have yet to understand the importance of friendship to company loyalty, job satisfaction and productivity. I hope you will share this important information with your colleagues, coworkers, bosses, employees and friends.

— Ryan Johnson, Executive Editor, *The Alliance*

Chapter 9: Getting Engaged At Work

Whenever I recommend that employees should have a “best friend at work,” someone inevitably asks, “Great, but what can I do about it in my organization?” Leaders often view our research findings as a “nice to know” but don’t see how they can be applied. In a recent newspaper interview, a senior executive with a well-known consulting firm acknowledged the importance of friendships at work but said, “We don’t feel it is actionable.”

One executive told me, “I can’t just tell my people to make best friends.” And another sarcastically commented, “Should I force them to go out and grab a beer together?”

They’re right; these approaches would not work. But our research shows that employees can build best friendships on the job. In every organization and industry we study, scores on our “I have a best friend at work” item can increase with a little effort. And when they do, bottom-line results are likely to follow.

Can the “Old Blokes” Become Best Friends?

In 2004, I attended a global conference that was hosted by one of the world’s largest manufacturing companies. The night before the conference, I met Carolyn, a plant manager from Manchester, England. Carolyn was scheduled to

“Best friendships are good for business. Companies are coming to discover that, yet are at a loss at what to do about it.”

— *USA Today*

When managers discuss friendships with employees on a regular basis, it nearly triples the chances of employees having a “best friend at work.”

make a presentation to the entire group — hundreds of managers and leaders from around the world — the next morning. She was very candid with me about how nervous she was. Carolyn had been asked to give a talk because of her plant’s superior performance, but she had almost no experience with public speaking.

The next morning, I took a seat in the back row. As Carolyn was introduced to the group, I found myself vicariously nervous. Here she was, presenting to a group of senior executives from around the world, and her task was to help them understand her approach to engaging employees and building a better manufacturing plant ... not an easy assignment.

Carolyn’s fair skin turned a few shades of red as she started talking, but once she settled into her natural, conversational style, the audience tuned in quickly. She described the situation four years prior, when her plant measured employee engagement levels for the first time. Carolyn’s group had some of the lowest scores in the company. Their safety record wasn’t good, absences were high, customer complaints were soaring, and overall performance numbers were suffering. When things didn’t get better the second year, someone from corporate called Carolyn and suggested that she devote more attention to improving employee engagement. If she did, the executives suggested to Carolyn, her key outcomes and metrics should improve.

When Carolyn looked at the questions used to measure employee engagement, she noticed that a couple of the items seemed “soft,” especially for her environment. Carolyn was a rarity — a young female

managing a plant where every employee on the line was a man, and most of them were over 40. The last thing she wanted to do was sit down with these “old blokes,” as she called them, and talk about increasing scores on a question like “I have a best friend at work.” But things were clearly getting worse, and she was desperate. She wasn’t convinced it would help much, but she decided to give it a shot.

Over the next year, Carolyn recounted, she did everything she could to engage her employees on a more emotional level. At first, she said, the men thought she was a bit crazy — the way she talked about how they should care for each other and develop friendships. Carolyn persisted, spending more time talking with the guys on the floor and setting up opportunities for them to form closer relationships. She established a social fund that gave employees money for outings with their coworkers and family members. Carolyn said she focused on the “simple stuff” and tried to keep a constant flow of communication moving throughout the plant. She explained, “You know, people don’t always hear what they want to, but they appreciate hearing something.”

After a few months, she could see things changing at the plant. The men were having more casual conversations, and a few even looked like they were enjoying their jobs. In addition to going to the pub together after work, they went cycling and played badminton, football, and cards in large groups. Perhaps most importantly, “They do an awful lot of big things to help support each other,” Carolyn said.

bookshelf

When one man was having trouble in his marriage, his work team rallied around him in support and even brought the situation to Carolyn's attention so she could be sensitive to it. When someone was sick, others were quick to pick up the slack and work extra hours. The men had formed close friendships. Carolyn was cautiously optimistic as she awaited the results of her next employee engagement survey. She told our group, "I guess it would have been hard to get much worse."

It was time for us to see the results. Carolyn displayed the numbers: Her group's employee engagement had increased dramatically. And the team's performance, as measured by "line speed," or the average number of units produced in a day, was increasing rapidly as well. The plant's customer complaints were down 50 percent from the previous year. The audience was amazed by her results; you could hear a collective gasp as Carolyn's peers studied the slide.

Carolyn told us that after she saw the initial results, she became convinced "this soft stuff was working." The next year, she put even more time and effort into driving engagement among her employees. What's more, her employees finally started to buy in, which made Carolyn's job easier. The guys were having more fun and getting more done.

And the plant was becoming a safer place to work; when things went wrong on the assembly line, friends were much more likely to jump in and help their buddies. "The place looks brighter. It looks

cleaner. People just seem to take more care around the work area," Carolyn explained. Later, she told me how she could now "come in to work on a dreary Monday morning and always hear a laugh." She said, "It's a hard thing to explain because it's something you really do feel."

Carolyn could tell the plant was a very different place to work than it was just two years before, so she expected her scores to increase again the next year. Not only did Carolyn's employee engagement scores rise again, her group set all-time records for average line speed — one of the most important measures in a manufacturing plant. They were now among the most engaged workgroups worldwide, their customer complaints were down by another 50 percent, and their absences were less than one-third of the industry

average — an unlikely turaround, to say the least.

Most importantly, Carolyn's customers could see the turn-around for themselves. One of her most dissatisfied customers from years past, upon touring the plant, described how he could "see and feel" the improvement on the line operators' faces. This had Carolyn beaming with pride.

As Carolyn finished her presentation, she was so at ease. It sounded as if she were telling her story to an old friend while sitting at a pub in Manchester. Before receiving a roaring standing ovation from her peers at the global conference, Carolyn concluded with a challenge to the group: "If it worked with these old blokes, it should work for anyone."

How Friends Shape Our Work and Life

As our research team studied thousands of workgroups like Carolyn's, we started to notice new patterns in the data. It was clear that friendships were vital to happiness and achievement on the job — yet we could also see that most individuals and organizations were falling short. So we decided to follow these patterns in the data, which were suggesting how different friendships shape our work and life.

best practices



For the Colorado Housing and Finance Authority, Wellness Really Does Matter

The Colorado Housing and Finance Authority (CHFA) recognized the need for additional wellness benefits to secure a happier, healthier workforce. In response to that need, 10 years ago it created Wellness Matters, a comprehensive health and wellness initiative aimed at the agency's employee base of approximately 145.

"Our organization prides itself on improving the lives of others through our low-income and economic development programs," said Rebecca Hagen of the CHFA. "Wellness Matters also works toward the improvement of lives — through enriching our employees' health and wellness. Work-life balance is very important to our management team and all staff. By integrating a full suite

of wellness services into day-to-day life at CHFA, we make balancing easier for our people," she added.

The model has two components. There are general health benefits that include medical, dental and vision insurance for employees, their family members and domestic partners. CHFA pays the majority of the premiums and offers an employee assistance program (EAP) 24 hours a day, seven days a week. The EAP provides confidential help for a variety of employee issues including mental health, substance abuse and grief counseling.

The second component is fitness and wellness benefits. CHFA offers onsite yoga and aerobics classes, a fitness center with cardio and weight-training equipment, locker rooms with showers, bike racks, a Weight Watchers group and wellness seminars. The agency also provides pedometers so employees can keep track of the distances they walk throughout the day.

For those who wish to go outside of the building, CHFA reimburses \$50 toward health-club initiation fees and \$10 per month afterward; access to wellness discounts; and a \$25-per-year wellness reimbursement voucher.

Annually the organization brings in vendors to conduct health screenings such as cholesterol and body fat testing. Biweekly there are

onsite massage therapists on duty.

"The program is designed to meet the needs of a diverse population and therefore needs to be flexible and comprehensive to suit this diversity," Hagen said. For example, the program needs to tune in to the wellness needs of a 20-year-old triathlete as well as a 60-year-old diabetic with chronic back problems. Quality and effectiveness are measured by the feedback of our employee base."

The fitness center is a new addition to the program.

"Another example of a recently implemented idea is the onsite wellness fair. Prior to hosting our own wellness fair, we had a program in place to reimburse employees for attending the local '9News Health Fair' — a program hosted by a local news station whereby citizens can receive health screenings and information at a low cost at locations throughout the Denver metro area," she added.

Organizationally, CHFA has seen the benefits of a happier, more productive workforce that values the commitment from the agency to their well-being.

Source: Colorado Housing and Finance Authority's Application for the 2006 Innovative Excellence Award

About the Author:

Christina Fuoco is an editor for WorldatWork publications. She can be reached at cfuoco@worldatwork.org or 480/-905-5988.