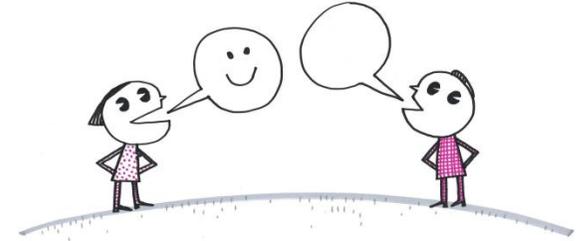


Towards a family-friendly workplace: Finland experience

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Aims of the presentation



To highlight the importance of work-family balance to the sustainability of future working life, societies and individuals – both women and men.

To present a practical case intervention in a public organization in Finland: The model called the Family-friendly Workplace by the Family Federation of Finland, which is a key stakeholder and cooperative partner of the WeAll project. In this context, I discuss of lessons learnt in the development and research process which, I hope, produce useful ideas to Lithuanian organizations as well.

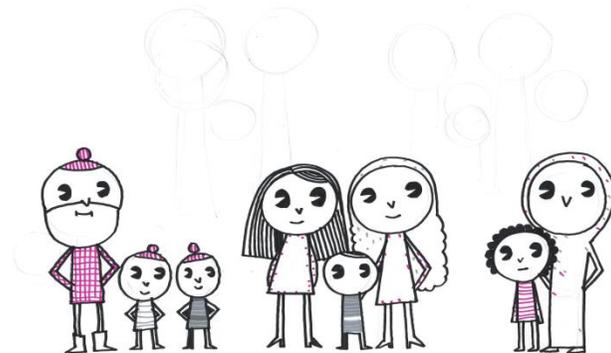
Work-family balance is a topical issue

24/7 economy, technological advances, aging society, decreasing birth rate, changing values among younger generations, gender equality demands, changing gender roles, changing family patterns

→ the need for employers and society to move family from the 'margins to the mainstream'

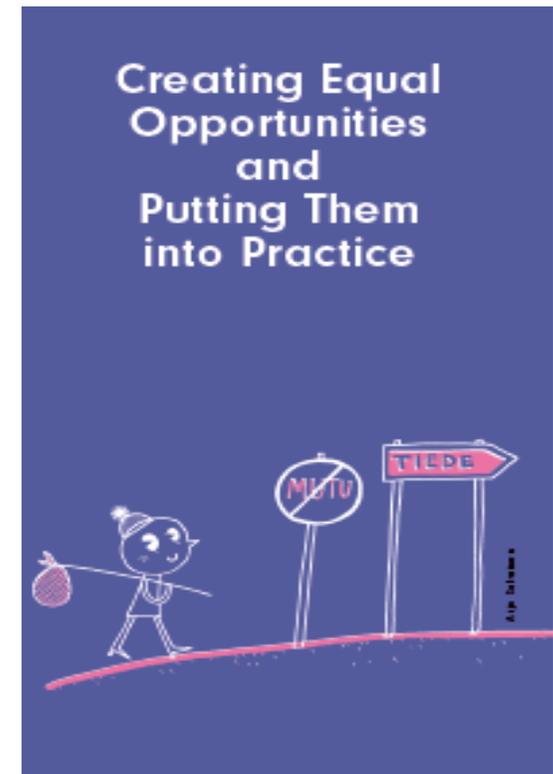


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Employing organizations: reasons to take the work-family balance into consideration

- Practical reasoning
 - Improves work wellbeing, work satisfaction, organizational commitment, employer image
 - Decreases absenteeism and turnover
- Ethical reasoning
 - A sign of responsible employer and leadership
 - Advances gender equality



Gender challenges in the work-family relationship

Men's participation in and commitment to care and family life

Women's career progress in work life

Organizational assumptions of mothers as primary child carers and father as primary breadwinners remain rather stable.

Case: Advancing 'The Family-friendly Workplace' in a public health care organization in Finland

Part of a broader key change programme of the Finnish government called LAPE (change program to address reform in child and family services)

- A public district hospital
- Around 3,300 employees
- Notable employer in its region
- Not easy for to find and recruit appropriate personnel, for example, to replace those on parental leave in this type of organizations.
- The model of 'The Family-friendly Workplace' by The Family Federation of Finland was a main framework
- Development & research project



Reasons:

Need for professional staff in future, employer image as tempting workplace, motivation to be responsible employer

Leadership:

Diverse expert group - both internal and external experts from practice and research:

- the organization's representatives (2)

- the representatives of the Family Federation of Finland (2)

- the local administrative operators (2)

- a member from the WeAll research group (1)

Change agents in the organization:

- The HR manager, occupational well-being planner and director of employment were internal consultants in the hospital

Resources:

- Three years, top management commitment, time allocation, finance by the governmental programme, WeAll and the health care organization

Concrete aim:

To achieve the Family-friendly Workplace Certificate by the Family Federation of Finland

Means:

- 1) work-family relationship management training for approximately 200 managers;
- 2) elaborating the idea of family and reinforcing the importance of family friendliness as a key value to organization members;
- 3) forming updated guidelines for managing the work-family relationship;
- 4) designing a personnel rotation policy and program for the departments in which it is possible to use rotation; and
- 5) creating a working hours bank system which allows employees to deposit their working hours in an electronic system and then use deposited hours in a flexible way.



- Top management's commitment
- A proper analysis and discussion of an organization's starting situation
- Clear project and professional project management
- Combination of both external and internal change agents Participative development process and leadership
- Values and practices should go hand-in-hand
- The development of not only informal but also formal policy and practices
- Unintended consequences

Many thanks for your attention!

