



UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D.C. 20555-0001

November 18, 1996

Ms. Carol H. Rasco
Ms. Elaine Kamarck
The White House
Washington, D.C. 20500

Dear Ms. Rasco and Ms. Kamarck:

In response to the President's memorandum to the Heads of Executive Departments and Agencies dated June 21, 1996, concerning implementation of family-friendly work arrangements, the Nuclear Regulatory Commission (NRC) has reviewed its personnel practices, their implementation, and employee usage. The enclosed report, "Results of the Nuclear Regulatory Commission's Review of Family-Friendly Work Arrangements - Policies and Practices," has been prepared according to the guidelines you provided for responding to the Presidential memorandum.

The guidelines also included three questions for respondents to consider during the course of their review which relate to current family-friendly work arrangements, plans to expand or improve these arrangements, and future goals and measures to determine success. The NRC's responses to the three questions are provided below:

1. What is the present situation in your agency?

The present situation in the NRC with regard to implementation of family-friendly work arrangements is described in detail in the enclosed report. The findings from this comprehensive review indicate that the agency's programs are very supportive of families. As you may know, the NRC received Honorable Mention citations from the Office of Personnel Management (OPM) in 1995 and 1996 for Outstanding Work and Family Programs.

2. What plans do you have to expand or improve?

The NRC will continue to offer programs that assist employees in meeting their child and elder care needs and provide flexibility with regard to hours of work and work-at-home arrangements. The NRC also is committed to providing employees appropriate vehicles for making suggestions to senior management their recommendations for improving the work environment. Specific initiatives for expansion include fundraising through the Combined Federal Campaign and the GSA Recycling Program for the Child Development Center Tuition Assistance Program, which provides financial assistance to NRC families, and through employee use of health maintenance programs, including those offered through the Employee Health Unit, Employee Assistance Program, and Fitness Center. In

050014

9612050018 961118
PDR COMMS NRCC
CORRESPONDENCE PDR

per J Mossburg

DF02/1

addition, the agency will continue to provide opportunities for employees to suggest ways in which the agency can be more responsive to their family-work needs through such mechanisms as the recent All-Employee Meetings with the full Commission and the ongoing Agency Labor Management Partnership Committees.

3. What is your goal in the coming year, and how will you measure success?

The goal for the NRC in the coming year is to encourage more employee participation in the various family-friendly programs and options by generating additional funds to support families seeking tuition assistance for the Child Development Center, increasing the number of lunchtime seminars offered to support employees in meeting their elder care responsibilities, publicizing the numerous work scheduling options available and the advantages of program participation, and enhancing communication between staff and management to ensure that employees continue to offer suggestions for improving the work environment to help them meet the competing demands of work and family in today's environment.

Measures of success in meeting this goal will be gauged by the number of additional children receiving financial assistance and the corresponding increase in the number of families the program supports; increased employee participation in the Elder Care Support Group; and increased participation in the Part-Time, Job Share, Work-at-Home, and Leave Transfer Programs as well as the use of leave options available through the Family and Medical Leave Act and the Federal Employee Family-Friendly Leave Act (Public Law 103-338).

If you have any further questions about our program or the enclosed report, please contact me.

Sincerely,



Shirley Ann Jackson

Enclosure:
As stated

RESULTS OF THE NUCLEAR REGULATORY COMMISSION'S REVIEW OF
FAMILY-FRIENDLY WORK ARRANGEMENTS - POLICIES AND PRACTICES

Prepared by the Office of Personnel
November 1996

Enclosure

TABLE OF CONTENTS

EXECUTIVE SUMMARY	ii
SECTION 1. INTRODUCTION	1
SECTION 2. DEPENDENT CARE PROGRAMS AND ACTIVITIES	1
2.1 Safe, Affordable Quality Child Care	1
2.2 Elder Care Information and Referral Services	2
SECTION 3. FLEXIBLE HOURS	2
3.1 Flexible Work Schedule - Flexitour Program	2
3.2 Compressed Work Schedule	3
3.3 Part-Time Career Employment Program	3
3.4 Job Sharing	3
3.5 Work-at-Home Program	3
3.6 Leave Transfer Program	3
3.7 Family and Medical Leave Act	3
3.8 Federal Employees Family-Friendly Leave Act (Public Law 103-388)	3
3.9 Absence in Connection with Serving As a Bone-Marrow or Organ Donor (5 U.S.C. § 6327)	4
SECTION 4. OPPORTUNITIES TO TELECOMMUTE (FLEXIPLACE)	4
SECTION 5. POLICIES AND PROCEDURES THAT PROMOTE ACTIVE INCLUSION OF FATHERS AS WELL AS MOTHERS	4
SECTION 6. EFFECTIVE MECHANISM BY WHICH EMPLOYEES CAN SUGGEST NEW PRACTICES THAT STRENGTHEN FAMILIES AND PROVIDE A MORE PRODUCTIVE WORK ENVIRONMENT	4
6.1 Agency Labor-Management Partnership Committee	5
6.2 Equal Employment Opportunity Committees/Counselors	5
6.3 Employee Surveys	5
6.4 Open Door Policy	5
6.5 Employee Suggestion Program	6
6.6 Letters to the Chairman	6
SECTION 7. LEADERSHIP AND PARTICIPATION IN POLICIES AND PROGRAMS AT THE HIGHEST LEVEL OF THE AGENCY	6

EXECUTIVE SUMMARY

The Nuclear Regulatory Commission (NRC) recently undertook a review of personnel practices, their implementation, and employee usage to determine whether the environment is supportive of families as required by President Clinton's memorandum to the Heads of Executive Departments and Agencies dated June 21, 1996. The results of this review indicated that the agency's worklife policies and programs are very supportive of families and are used by many agency employees. Evidence of the NRC's strong commitment to providing a quality worklife environment is demonstrated by receipt of an Honorable Mention citation in 1995 and 1996 from the Office of Personnel Management (OPM) for the OPM Director's Award for Outstanding Work and Family Programs.

The NRC will continue to offer programs that assist employees in meeting their child and elder care needs and provide broad flexibility with regard to hours of work and work-at-home arrangements, and remains committed to providing employees appropriate vehicles for making suggestions to senior management for improving the work environment.

RESULTS OF THE NUCLEAR REGULATORY COMMISSION'S REVIEW OF FAMILY-FRIENDLY WORK ARRANGEMENTS - POLICIES AND PRACTICES

SECTION 1. INTRODUCTION

The Nuclear Regulatory Commission (NRC) is an independent Federal regulatory agency with approximately 3,100 employees located nationwide. Throughout its short history, the NRC has recognized the many challenges facing its employees as they meet the competing demands of work and family in today's environment. With this in mind, the agency established, and continues to provide, comprehensive and dynamic family-friendly worklife arrangements and related programs.¹

In order to respond to President Clinton's request for a review of personnel practices, their implementation, and employee utilization of the flexible policies, the NRC examined all programs, policies, and initiatives associated with its work and family programs. The results of this review indicated that the NRC is extremely supportive in providing employees with an environment that is responsive to families. Sections 2 through 7 of this report contain information related to the NRC's dependent care programs, work schedules and flexible hours, telecommuting, mechanisms for receiving employee suggestions, and leadership participation in policy and program development.

SECTION 2. DEPENDENT CARE PROGRAMS AND ACTIVITIES

2.1 Safe, Affordable Quality Child Care

The NRC Child Development Center, was designed and built in order to provide affordable, quality child care and preschool education for the children of NRC employees and, as space is available, other Federal employees and the general public. The NRC Child Development Center provides a warm, nurturing program where children can grow from infancy through Kindergarten in a safe, stimulating, loving environment. The developmental program offered at the NRC Center is derived from a combination of Montessori and Traditional early childhood components.

The Center, which opened on September 6, 1994, has an enrollment of 108 children ages 6 weeks to 6 years old, including those enrolled in the all-day Kindergarten program. The NRC is especially proud of the fact that 20% of the NRC children attending are on needs-based scholarships using contributions (\$39,000) generated through participation in the Combined Federal Campaign (CFC) and the General Services Administration (GSA) Recycling Program. The agency is a recognized leader in the community for its aggressive Tuition Assistance Program, which provides the means for interested employees to use the facility.

¹National Treasury Employees Union representatives of NRC bargaining unit employees participated in the development of work and family programs that are implemented at the Nuclear Regulatory Commission. Currently, new initiatives are addressed through the Agency Labor-Management Partnership Committee.

2.2 Elder Care Information and Referral Services

The NRC's Adult Dependent Care Resource and Referral Program, offered in conjunction with the agency's Employee Assistance Program, was established to assist employees in identifying and obtaining community services for an older person or family member who is incapacitated. Through this program, the Employee Assistance Program Manager provides information and support to employees who are dealing with adult dependent care issues and options on the use of alternative work schedules, including provisions under the Family and Medical Leave Act, the Voluntary Leave Transfer Program, Flexitime, Compressed Work Schedules, and other available avenues that provide employees with the flexibility they need in making arrangements for adult dependent care.

Frequently, elder care issues affect employees with young children as well, providing the caregiver with overwhelming responsibilities in addition to those that are naturally a part of the work environment. It is for this reason that the NRC also provides a series of noontime sessions that address elder care issues. Topics in this ongoing series have included: "The Care Giving Squeeze"; "Escaping the Burnout Trap, Resources and Services, and Getting Help When A Parent Resists"; Long Distance Care - Problems and Solutions"; "Difficult Parent Behavior"; and "Depression in Older Adults." The elder care seminars, which are always well received, led to the establishment of a support group that meets once a month enabling participants to discuss and share their common concerns.

In addition, the Employee Assistance Program Manager maintains a library for employee use offering publications from the American Association of Retired Persons (AARP) that pertain to elder care issues. Publications available include: "A Path for Caregivers"; "Staying Home, A Guide to Long-Term Care & Housing"; and "Miles Away and Still Caring, A Guide for Long-Distance Caregivers."

SECTION 3. FLEXIBLE HOURS

The NRC offers a number of flexible work scheduling programs and options that provide employees with significant opportunities to balance their work and family lives. A summary of the NRC's work scheduling programs and options is provided below.

3.1 Flexible Work Schedule - Flexitour Program

NRC adopted a Flexitour Schedule in 1984, allowing a flexible work schedule by which employees may arrive as early as 6:45 a.m. and depart as late as 6:00 p.m.

A new work scheduling option recently was made available to NRC employees through the expansion of the Flexible Work Schedule. This recent addition of a Credit Hour provision allows employees to earn as many as 3 1/4 credit hours a day, Monday through Friday, and up to a maximum of 10 hours a week (subject to the statutory 24-hour carry-over limit) consistent with workload considerations.

3.2 Compressed Work Schedule

NRC adopted a Compressed Work Schedule Program for bargaining unit employees in 1984 and for non-bargaining unit employees in 1987. This arrangement allows employees to work an 80-hour pay period in 9 rather than 10 days over a 2-week period. More than 2,000 NRC employees participate in this program.

3.3 Part-Time Career Employment Program

The NRC Part-Time Career Employment Program was designed to provide part-time career employment opportunities for employees who choose to work a regularly scheduled tour of duty from 16 to 32 hours per week. Currently there are 143 employees working on a permanent part-time basis.

3.4 Job Sharing

NRC includes a job sharing component in its Part-Time Career Employment Program. This flexible aspect of the part-time program allows two (or more) employees to arrange their tours of duty to cover a single full-time position. Currently 8 employees are participating in the program.

3.5 Work-At-Home Program

NRC's work-at-home policy permits an employee to work at home during a period of personal incapacitation, such as during recovery from medical treatment or the birth of a child, or in cases of personal hardship, such as caring for a family member who is ill. In 1995, 41 employees were granted approval to work at home. Thus far in 1996, 25 employees have participated in the program.

3.6 Leave Transfer Program

NRC's Leave Transfer Program was established in 1988. At present, 10 employees participating in the program are recipients of donated leave.

3.7 Family and Medical Leave Act

NRC has implemented requirements contained in the Family and Medical Leave Act of 1993 whereby eligible employees may take up to 12 weeks off for certain family and medical reasons.

3.8 Federal Employees Family-Friendly Leave Act (Public Law 103-388)

Provisions of this Act, by which employees are using sick leave to care for sick family members or to arrange for or attend funerals for family members, are being implemented at the NRC. In addition, NRC employees benefit from their ability to use sick leave for adoption purposes.

3.9 Absence in Connection with Serving As a Bone-Marrow or Organ Donor (5 U.S.C. § 6327)

Employees also may be granted up to 7 days a year for absences in connection with serving as a bone-marrow or organ donor.

SECTION 4. OPPORTUNITIES TO TELECOMMUTE (FLEXIPLACE)

The agency anticipates a moderate expansion of its Flexiplace program over and above the current work-at-home program. Pending establishment of implementation procedures, up to 50 NRC employees will participate in the program, which will enable them to spend some portion of the work week working at home.

SECTION 5. POLICIES AND PROCEDURES THAT PROMOTE ACTIVE INCLUSION OF FATHERS AS WELL AS MOTHERS

During the Fall of 1995, the NRC reviewed every program, policy, and initiative pertaining to families to determine whether they are as supportive of men in their roles as fathers as they are of women in their roles as mothers. The results of that review indicated that the agency's programs are equally supportive of both fathers and mothers.

One contributing factor to the success and widespread use of the many work scheduling programs and options by NRC employees is continued communication between staff and management. The NRC also recognizes the importance of providing managers with appropriate tools to assist employees in balancing professional and personal priorities. Therefore, the NRC has been committed to encouraging managers and employees to become familiar with, and to make use of, the many family-friendly work arrangements, leave options, and special programs that are offered. The NRC's primary vehicle for providing information on a variety of issues, including those associated with worklife quality, is the publication of All-Employee Announcements. Other avenues include Information Brochures, NRC Bulletins, Management Directives, and Network Bulletins.

SECTION 6. EFFECTIVE MECHANISMS BY WHICH EMPLOYEES CAN SUGGEST NEW PRACTICES THAT STRENGTHEN FAMILIES AND PROVIDE A MORE PRODUCTIVE WORK ENVIRONMENT

The NRC has established a number of mechanisms for obtaining employee suggestions for improving the work place and employees' work lives. A recent initiative is the formation of the Agency Labor-Management Partnership Committee. The committee was established in response to President Clinton's Executive Order 12871, calling for the formation of cooperative labor-management partnerships throughout the Federal government. Other long-standing mechanisms include policies and programs designed to enhance communications and survey research to solicit information on a variety of worklife issues. A discussion of the various mechanisms, policies, and programs follows.

6.1 Agency Labor-Management Partnership Committee

With the establishment of the Agency Labor-Management Partnership Committee and the associated Office/Regional Partnership Committees, every NRC employee is afforded the opportunity to provide suggestions and recommendations for not

only improving work operations, but also for enhancing the NRC work environment. The partnership was designed to serve as a forum for addressing issues and concerns which have an impact on the work place and employees' work lives. More detailed information on this process is provided in Section 7.

6.2 Equal Employment Opportunity Committees/Counselors

In addition to the Partnership Committee, the NRC has established 7 Equal Employment Opportunity (EEO) Advisory Committees: the Affirmative Action Advisory Committee; Advisory Committee for African Americans; Asian/Pacific American Advisory Committee; Committee on Age Discrimination; Federal Women's Program Advisory Committee; Hispanic Employment Program Advisory Committee; and the Joint Labor Management EEO Committee.

The committees, representing their constituents across the agency, provide recommendations to management on a variety of issues, including those associated with the work environment.

NRC's Equal Employment Opportunity Counselors are available to provide counseling and guidance to employees on a variety of issues relating to the NRC work environment.

6.3 Employee Surveys

The NRC periodically solicits employee attitudes and opinions on work-related topics, including work experiences and EEO issues, training, performance management, work schedules, and pay. The most recent comprehensive workforce survey was administered in 1993. Following analysis of the results, the agency conducted a series of Focus Groups with the agency's EEO committees and their constituents in late 1994 to refine generalized trends reflected in the results of the survey, identify more specific issues, and solicit employee recommendations for improvements.

6.4 Open Door Policy

The NRC established its Open Door policy to foster an atmosphere of open and free communication within the agency and underscore management's intention to consider and address the issues and concerns brought forward.

Under the Open Door Policy, any employee may initiate a meeting with an NRC manager or supervisor, including a Commissioner or the Chairman of NRC, to discuss any matter of concern. Provisions are such that an employee may request an Open Door meeting directly with the selected manager or supervisor without the approval of intermediate management.

6.5 Employee Suggestion Program

Any NRC employee may offer suggestions through the Employee Suggestion Program to improve productivity, economy, efficiency, and effectiveness in carrying out the NRC's policies and programs. The program is structured in a way that suggestions adopted may result in recognition of and reward for the suggesting employee(s).

6.6 Letters to the Chairman

The NR&C, a monthly publication issued by the agency, provides information of interest and value to employees. A periodic feature of this publication is the "Ask the Chairman" column, which addresses questions and concerns on issues raised by individual employees. The Chairman directly responds to each inquiry submitted.

SECTION 7. LEADERSHIP AND PARTICIPATION IN POLICIES AND PROGRAMS AT THE HIGHEST LEVEL OF THE AGENCY



Shortly after Executive Order 12871 was issued, the NRC established the Agency Labor-Management Partnership Committee (ALMPC). One important function of the partnership is to serve as a forum for addressing union and/or NRC initiated issues, suggestions, and concerns that have an impact on the work place and employees' work lives. The ALMPC recognizes the value of utilizing employee talents and creativity to improve work processes and programs, customer services, quality of worklife, accomplishment of the agency's mission, and workforce diversity.

Through this vehicle, and the associated Office/Regional Partnership Committees, every NRC employee has an opportunity to offer suggestions on various programs and policies in a forum that includes high level management representatives. The benefit to both staff and management is that issues of importance can be discussed informally, enhancing communications among all concerned.

THE WHITE HOUSE
WASHINGTON

July 26, 1996

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: CAROL RASCO AND ELAINE KAMARCK  

SUBJECT: FAMILY-FRIENDLY WORK ARRANGEMENTS

As you know, the President's June 21, 1996 Memorandum reiterated his commitment to families in the federal workplace. The Memorandum directed all heads of executive departments and agencies to review their personnel policies and programs and develop a plan of action that provides employees more flexibility to meet family demands. To this end, attached please find a suggested format for your department's response, including options that will assist you in assessing your efforts. This review should build on your outline submitted in response to the July 11, 1994 Memorandum in which you were asked to establish a program to encourage and support the expansion of flexible family-friendly work arrangements.

This review is meant to assist you as well as the Administration in assessing how we can best serve our employees and their families. In responding to the questions, please identify any barriers that you may have faced while implementing your agency's family-friendly work arrangements.

- By Monday, November 18, 1996 we would like a report that details your agency's accomplishments and ongoing efforts, following the format provided herein. In addition, Carol Rasco will be hosting a meeting with the Domestic Policy Council on September 17, 1996 to discuss these policies.

- The White House contacts for this initiative are Lisa Mallory at the National Performance Review (202-632-0150 ext. 147) and Jeanine Smartt at the Domestic Policy Council (202-456-5228). By August 15, 1996 please provide them with the name of the person(s) that will serve as representative(s) for your department or agency.

We appreciate your immediate attention to this matter.

Attachments:

- A. June 21, 1996 Presidential Memorandum
- B. July 11, 1994 Presidential Memorandum
- C. Suggested Format for Response

THE WHITE HOUSE

WASHINGTON

June 21, 1996

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Implementing Federal Family Friendly Work Arrangements

I continue to believe that honoring and supporting the concerns of family members in the workplace is vital to good government and to a productive work force. In order to build on its record of support for families in the Federal workplace, the executive branch must continue to examine its practices and to implement the goals of the Presidential Memorandum of July 11, 1994. The Federal Government must continue to set the pace in transforming the culture of the American workplace so that it supports employees who are devoted to their families.

It is clear to me that whenever the Federal Government establishes a goal of providing civilian employees and military personnel with an environment supportive to families, the result is greater cost efficiency, increased worker commitment and productivity, better customer service, and improved family life.

Therefore, today I am directing all executive departments and agencies to review their personnel practices and develop a plan of action to utilize the flexible policies already in place and, to the extent feasible, expand their ability to provide their employees:

- (1) assistance in securing safe, affordable quality child care;
- (2) elder care information and referral services;
- (3) flexible hours that will enable employees to schedule their work and meet the needs of their families. This includes encouragement to parents to attend school functions and events essential to their children;
- (4) opportunities to telecommute, when possible, and consistent with their responsibilities, to achieve the goal of 60,000 telecommuters by 1998 as set by the President's Management Council. This includes telecommuting from home and from satellite locations;

- (5) policies and procedures that promote active inclusion of fathers as well as mothers;
- (6) an effective mechanism by which employees can suggest new practices that strengthen families and provide for a more productive work environment; and
- (7) leadership and participation in these policies and programs at the highest level of the agency.

The departments and agencies shall provide an initial report on the results of this review to the Vice President through the National Performance Review within 120 days of the date of this memorandum. This report should include an assessment of progress made towards specific goals and include innovative approaches and detailed success stories.

The National Performance Review, together with the Domestic Policy Council, the President's Management Council Working Group on Telecommuting, the Office of Personnel Management, and the General Services Administration will continue to work with the executive agencies as we move forward together to increase productivity through family friendly work environments.

William S. Clinton

THE WHITE HOUSE
WASHINGTON

July 11, 1994

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Expanding Family-Friendly Work
Arrangements in the Executive Branch

In order to recruit and retain a Federal work force that will provide the highest quality of service to the American people, the executive branch must implement flexible work arrangements to create a "family-friendly" workplace. Broad use of flexible work arrangements to enable Federal employees to better balance their work and family responsibilities can increase employee effectiveness and job satisfaction, while decreasing turnover rates and absenteeism. I therefore adopt the National Performance Review's recommendation that a more family-friendly workplace be created by expanding opportunities for Federal workers to participate in flexible work arrangements, consistent with the mission of the executive branch to serve the public.

The head of each executive department or agency (hereafter collectively "agency" or "agencies") is hereby directed to establish a program to encourage and support the expansion of flexible family-friendly work arrangements, including: job sharing; career part-time employment; alternative work schedules; telecommuting and satellite work locations. Such a program shall include:

- (1) identifying agency positions that are suitable for flexible work arrangements;
- (2) adopting appropriate policies to increase the opportunities for employees in suitable positions to participate in such flexible work arrangements;
- (3) providing appropriate training and support necessary to implement flexible work arrangements; and
- (4) identifying barriers to implementing this directive and providing recommendations for addressing such barriers to the President's Management Council.

2

I direct the Director of the Office of Personnel Management ("OPM") and the Administrator of General Services ("GSA") to take all necessary steps to support and encourage the expanded implementation of flexible work arrangements. The OPM and GSA shall work in concert to promptly review and revise regulations that are barriers to such work arrangements and develop legislative proposals, as needed, to achieve the goals of this directive. The OPM and GSA also shall assist agencies, as requested, to implement this directive.

The President's Management Council, in conjunction with the Office of Management and Budget, shall ensure that any guidance necessary to implement the actions set forth in this directive is provided.

Independent agencies are requested to adhere to this directive to the extent permitted by law.

This directive is for the internal management of the executive branch and is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

The Director of the Office of Management and Budget is authorized and directed to publish this directive in the Federal Register.

William D. Clinton

GUIDELINES FOR RESPONSE TO THE PRESIDENTIAL MEMORANDUM

"IMPLEMENTING FAMILY-FRIENDLY FEDERAL WORK ARRANGEMENTS"

JUNE 21, 1996

In response to the Presidential Memorandum please answer each of the following questions as you address the areas of family support cited in the memorandum.

- 1. What is the present situation in your agency with regard to the question?**
- 2. What plans do you have to expand or improve this option?**
- 3. What is your goal in the coming year, and how will you measure success?**

Please respond to these questions as you consider each of the following:

- How does your agency or department offer assistance to employees in securing safe, affordable child care?
- How does your agency or department provide elder care information and referral services?
- To what extent do employees of your agency or department utilize flexible hours that enable them to spend more time with family or in family and community activities, especially their children's school functions?
- To what extent are telecommuting options available to, and utilized by your workforce?
- What efforts is your agency making to promote the active involvement of fathers and mothers in their children's lives?
- What mechanism is available to employees in your department or agency to suggest ways in which you could be more responsive to their needs as family members and enhance their productivity?
- How is the importance of this initiative made clear, and the options utilized at the highest levels of your agency or department?

*Please Be Certain To Include Information About Current Efforts,
Future Plans, And Measures Of Success.*

In considering your answers to the memorandum, note that the US Office of Personnel management suggested some options to consider in implementing the President's Memorandum of July 11, 1994 entitled "Expanding Family-Friendly Work Arrangements in the Executive Branch". It may be helpful to consider these options in preparing your response.

- Written policy on leave for family responsibilities
- Credit hours
- Leave sharing
- Leave bank
- Flexible work schedules
- Compressed work schedules
- Job sharing
- Career part-time employment
- Telecommuting
- Satellite work locations
- Child care/development centers on site or near site
- Counseling and referral services for child care
- Counseling and referral services for elder care
- Employee assistance program for family matters

Please do not limit your agency response to only these options. We are interested in learning what options and strategies you may be using or planning to use.

As you respond, please consider the significance of organizational culture and leadership at all levels of management that communicate the importance of family-friendly work arrangements. It is also important to note that the careers of employees utilizing these options should not be adversely affected in any way.