



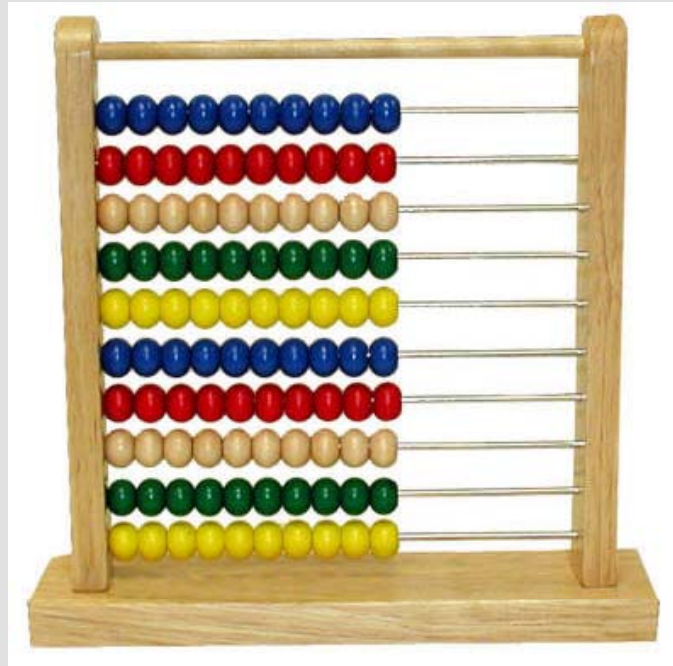
**14th International Employment Relations Association Conference
Family-friendly Employment Policies and Practices:
An East-West Perspective on Work-Life Balance
19-23 June, 2006**

A Review of Organizational Work/life Performance Measurement

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What gets measured and reported gets counted and influences behavior



.....What doesn't get measured and reported is typically excluded from or largely ignored in the decision-making process.

Aims

- **review the research that has been conducted on human resource metrics**
- **report on an extensive review of work/life performance indicators, criteria, and indices**
- **identify common themes in these instruments and suggest directions for future work**

Strategic Approaches to Human Resource Measurement: Implications for Work/Life

- Efficiency metrics are those that focus on the cost of a work-life practice
- Effectiveness measures are those that aim to provide an indication of the fit between work-life programs and the organization's HR strategy
- Impact of work-life programs and practices on organizational performance, by measuring the value added to an organization by a work-life practice.

Boudreau et al's (2002, 2003, 2005)

Work/Life Measurement

An independent, systematic and documented examination of work/life balance approaches in organizations, which aim to produce an objective statement on an organizations' work/life balance performance.

METHOD

Search was carried out for examples of Work/Life performance indicators, standards, quality and excellences indices and benchmarking surveys

- through the Sloan Work and Family Research Network Literature Database, Emerald Database, ProQuest database and the internet browser www.google.com using key words

Work/Life Measurement Indicators

- **Australia (2)**
- **Belgium (1)**
- **Canada (2)**
- **Germany (1)**
- **Ireland (1)**
- **New Zealand (1)**
- **Singapore (1)**
- **Spain (1)**
- **United Kingdom (6)**
- **United States (3)**



Work/Life Performance Indicators

- **International Work/Life Performance Indicators, Standards and Indices**
- **Work/Life Award Criteria**
- **Work/Life Benchmarking Tools**
- **Other indices and models which may inform decision-making**

Categories identified in work/life instruments

- *Policies and Programs*
- *Leadership Commitment*
- *Culture /Attitudes*
- *Measurement/ Impact*
- *Work Organization/Practices*
- *Communication*
- *Strategy*

Noteworthy Instruments

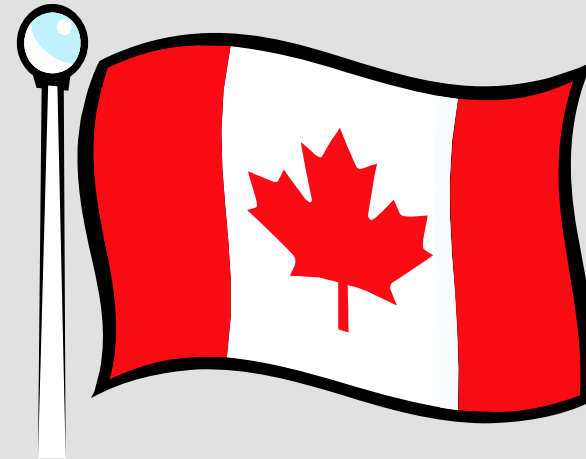
- **Singapore Work/Life Excellence Awards**
- **The DTI Work/ Life Balance Audit provides some guidance in that it addresses rationale for the program, key success factors, and retains a focus on outcomes for employees.**
- **The Job Quality Canada Work/Life Balance Indicators which provides indicators clearly related to stakeholder benefits as opposed to assessment of strategy.**

The DTI Work/ Life Balance Audit (UK)

- **Reasons adopting the work life balance practices and program**
- **Mechanisms currently in place to help employees balance work and life outside of work**
- **Characteristics of work life balance projects:**
- **Prevailing culture of the organisation**
- **Quality of communication**
- **Perceived success factors and barriers**
- **Employees' experience of work life balance**

Job Quality Canada Work/Life Balance Indicators

- **The Work Environment**
- **Work/Life Conflict**
- **Family Outcomes**
- **Organisational Outcomes**
- **Employee Well-being**



Features of a Work/Life KPI Index

- **Demonstrates the rationale and intent of work/life in the organisation**
- **Demonstrates a “multi-agenda” view of work/life (employee, employer, family, community)**
- **Accommodates a broad range of approaches to achieve work/life objectives i.e. values, culture, structures, programs**
- **Contains measures which reflect outcomes in relation to the “multi – agenda”**
- **Is short and simple.**

Conclusion

Although there is an still an emphasis on collecting data on work/life policies there is an increasing trend towards moving from these types of programmatic measures to systemic and stakeholder measures that attempt to demonstrate how work/life policies affect organizational performance and contribute to business strategies

An under-rated truth

What gets measured and reported gets counted, and what gets counted influences behavior. What doesn't get measured and reported is typically excluded from or largely ignored in the decision-making process.

