

MASTER'S PROGRAMME FOR NEW PARENTS & FAMILY AUDIT

Two ways you can
bring the work-life balance to your company,
benefiting both your employees and your business

GUIDE FOR BUSINESS OWNERS AND MANAGERS





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THE MASP PROJECT

MASP - Master Parenting in work and life - is a European project with three goals:

- **to encourage greater participation by women** in the job market;
- **to improve the work-life balance** for working parents;
- **to redistribute childcare responsibilities** more equally between men and women.

An international partnership coordinated by the Municipality of Milan is developing and testing an innovative way to reconcile work and home life, by focusing on a **new culture of parenting**, as well as **new ways** to respond to the demands of parenting. In order to favour the work-life balance, the project encompasses various activities, including:

- research and analysis of best practices to reconcile work and private life;
- exploring these best practices through seminars and research visits;
- trialling best practices – Development of two digital platforms, one for unemployed pregnant women/ mothers, and one for new parents;
- analysis and assessment, using the certified Family Audit method;
- dissemination and communication;
- measurement of the social impact and assessment of policies.

Finally, the key points of the strategy include two **good practices for work-life balance**: Family Audit certification, a management and HR tool, and the Master's programme for new parents, which is a digital pathway designed to raise awareness and improve the work-life balance for working parents.

The project will run from 2019 until April 2021.



When we talk about the **work-life balance**, we assume that work and life are two competing dimensions.

This concept is reflected in the data on the global “maternity pay gap” (*Grimshaw D., Rubery J. The motherhood paygap: A review of issues, theory and international evidence, ILO, 2015*), which is accompanied by a low rate of female employment in many countries worldwide and a high percentage of women who struggle to return to the workplace after maternity leave.

Conversely, the research areas “Role accumulation” and “Positive spillover” (*Allen T.D., The work and family interface - review of work-family literature*) show that having multiple roles can have a positive impact on individuals. It is not about reconciling the various roles but building synergies between them.



WHAT WE CAN OFFER YOUR COMPANY

-  **The Master’s programme for new parents powered by Life Based Value:** for working mothers and fathers with children aged 0-3 years, it is the world’s first and only training programme that allows parents to discover their potential as innovators and natural born leaders; the programme is instantly accessible and combines the efficacy of digital technology with the experience of everyday life. Packed with multimedia content, it contains thought-provoking questions and has a community of more than 7000 people.
-  **Preliminary Family Audit analysis:** this preliminary analysis explores the company’s welfare policies within the framework of the Family Audit certification. It is useful as a first step in building an organisational plan and in effectively implementing the Family Audit certification process, which lasts three and a half years. To date, approximately 150,000 people in employment have been involved in Family Audit processes.

**MASTER'S
programme
for new parents**

MASTER'S programme for new parents

The Master's programme for new parents is the first of its kind in the world. It makes parents champions of soft skills and brings value to the company, not only economically but also at operational level.



The Master's programme combines the efficacy of digital technology with the experiential theatre (unique, zero-cost) of day-to-day life.

With a mobile-friendly interface, accessible from any device (PC, smartphone or tablet), participation in the programme is flexible and can adapt to the lifestyles of working parents.

20 modules

with approximately 8 hours of training, organised into sessions lasting approximately 20 minutes each.

More than 300 reflection points

Questions and suggestions that increase participants' awareness of their enhanced skills.

Access to a community of co-workers

who can share their thoughts and experiences.

MAXimize

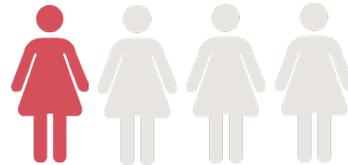
a simple, versatile tool that involves managers in the career development of their staff.

SOLVING THE PROBLEM

Scientific evidence shows that the skills most in demand by companies are naturally honed by the experience of caregiving.

The **Master's programme for new parents** transforms the experience of parenthood into a driver of professional development, as it highlights the training potential of parenting and teaches people how to transfer their soft skills from the home to the workplace and vice versa.

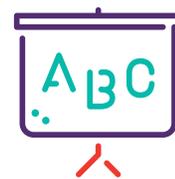
Participants in the **Master's programme for new parents** can experience parenting with greater awareness of their capabilities. At the end of the programme, they are more motivated to try out their skills in the workplace. **Just like they would be after an ordinary Master's programme.**



IN 4 WOMEN
LEAVES WORK
AFTER MATERNITY LEAVE



COMPANIES SPEND
BETWEEN **€2,500** AND **€10,000**
FOR EVERY WOMAN WHO LEAVES
OR DELAYS HER RETURN AFTER
MATERNITY LEAVE



COMPANIES
SPEND **€1 BILLION**
EVERY YEAR ON SOFT SKILLS
TRAINING

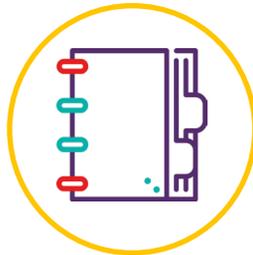
SKILLS ACQUIRED

The Master's programme for new parents trains the soft skills that are most sought-after in the workplace:



RELATIONAL SKILLS

- Empathy
- Listening
- Communication
- Forging alliances



ORGANISATIONAL SKILLS

- Delegating
- Management of time and priorities
- Decision-making
- Managing complex situations



INNOVATION SKILLS

- Complex problem solving
- Creativity
- Mental agility
- Vision and management of change

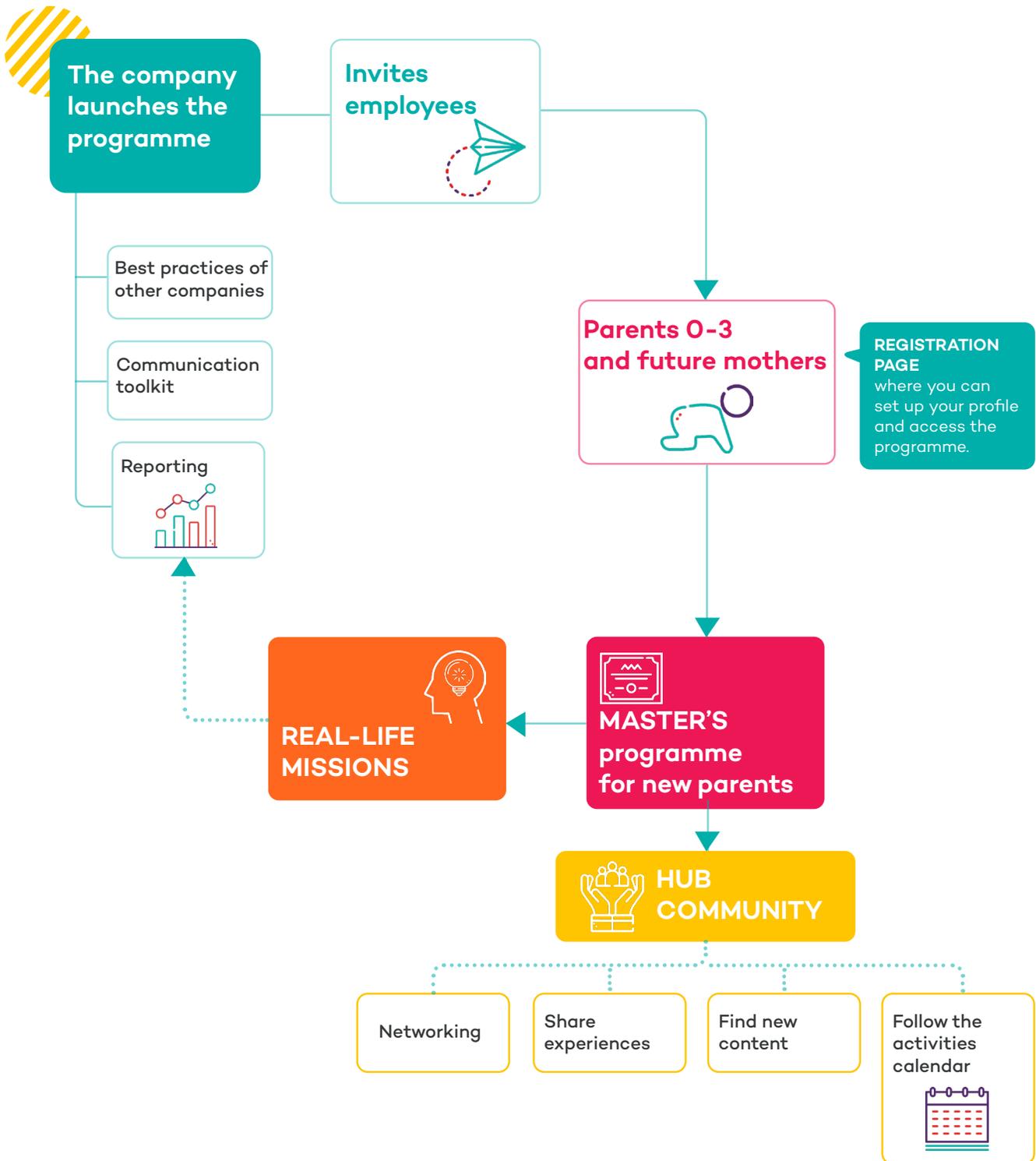
RESULTS OF THE MASTER'S PROGRAMME

The **12 soft skills** improve by between **5%** and **35%**.

98% of participants **positively rate** the programme content.

70% of target employees decide to sign up voluntarily. Average participant engagement is **55%** (compared to an average of 20% for e-Learning).

HOW IT WORKS



PROGRAMME CONTENT



CONTENT



SELF-ASSESSMENT



MODULES



REFLECTION POINTS

WELCOME

Here, the participant finds a video and a welcome letter, as well as instructions on how to use the programme and a summary of what they can expect over the coming months. Thanks to the Community, they can immediately start talking to co-workers who are at a similar stage in their life.



8 REFLECTION



3 PAGES

SCIENTIFIC BASIS

Here, participants learn the scientific foundation behind the MAAM® Method, which forms the basis of the Master's programme for new parents: why the birth of a child is such an important window for brain development, what is the theory of role accumulation, what is transilience.



15 REFLECTION



14 PAGES

GYM

For each of the 12 skills (relational, organisational and innovation), there is in-depth content, as well as set of exercises to stimulate participants' active reflection on their life experiences. These can be accessed immediately after registration.

After the child's birth, the programme enters a softer phase. The Community continues to be a useful source of relationships and opportunities for discussion - thanks to geo-localisation this is also possible in real life.

Before going back to work, participants are asked to give new feedback, in the light of their experience.

At the start of each section the participant can **self-assess** their personal abilities: this reinforces the awareness of improvement, and gives them concrete data to build on, at work.



74 REFLECTION



12 SELF-ASSESSMENTS



57 PAGES

BACK TO WORK

Upon returning to work of the participants are asked to use transilience, and to record at least four episodes, which they need in order to obtain the diploma. The personal diary and diploma are available for download.



160 REFLECTION



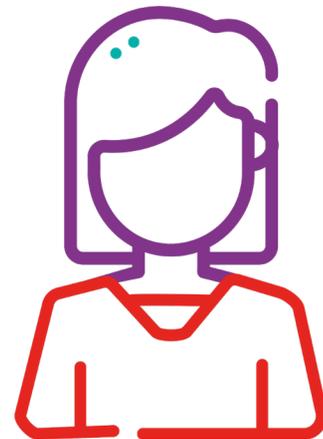
27 PAGES

WHO IS IT FOR?

The Master's programme for new parents offers a new culture of work-life balance, which improves people's well-being and productivity, and also the brand reputation of the company. It has an impact on:

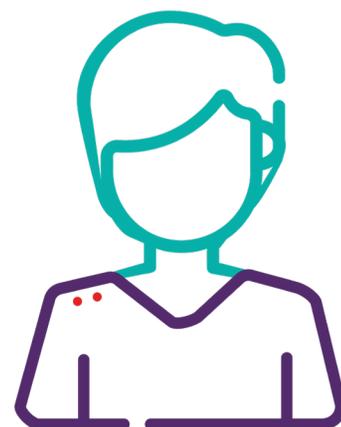
WOMEN

The work-life balance can still be a problem for women today, when the role of mother is added to the role of worker. The "work-life balance" perspective reassures them about their energies and abilities, facilitating the coexistence of multiple roles in their lives. This can prevent them from leaving work and can bring out new talent.



MEN

Since 2017, the Master's programme has included a course for men who are about to become fathers. They can access the programme even if they are not on paternity leave. Science has shown that childcare is a unique opportunity for men to improve skills such as empathy, listening, understanding other people, patience and communication. A "**Business School of emotional intelligence**" for new generation managers.



MILLENNIALS

The work-life balance is one of the things that new-generation talents look for when they select an employer, as well as similar values. This is why the companies who can best respond to demands which currently appear to be mainly female, will be the first to attract new talent.



CORPORATE CLIMATE AND OVERCOMING UNCONSCIOUS BIAS

Introducing a “work-life balance” approach has an impact on the climate of the whole organisation. It highlights and eliminates much of the prejudice surrounding parenthood, by showing the value of differences between individuals, in terms of productivity and human capital.



COMPANY LEADERSHIP

Looking at parenthood as an opportunity to develop skills brings a “generative” vision to the company, and this can have an impact on the very concept of leadership. Whether people are parents or not, they are encouraged, thanks to the approach of the Master’s programme, to build projects and teams which are stronger than them.



IMPACT OF THE MASTER'S PROGRAMME

FOR THE COMPANY



Managing maternity leave is easier and less expensive

Thanks to the sense of continuity that the programme creates and the support after returning from maternity

Improves Brand Reputation

It creates positive, interesting stories for the media and makes the company more attractive to female workers and

FOR THE INDIVIDUAL



Improves efficacy in the workplace

The Master's programme trains 12 transversal skills which are essential for productivity, teamwork and innovation

Reduces uncertainty about future career

A message of validation from the company, which comes at a time traditionally seen as difficult, supports people in their work-life balance

FOR MANAGERS



Managers have a better understanding of this phase of life and can manage people better

Involved through in-house communication but also a dedicated interface: MAXimize, which is built into the project.

Managers can do more with less

They discover the opportunities for learning and growth that the birth of a child brings with it

FOR THE HR



Builds a bridge between maternity and work

Contact between the company and mothers is not interrupted

Involves the local area

Thanks to the reach and inclusivity of the digital experience

FOR THE TEAM



Improved networking and team cohesion

Life experiences can be shared, taboos fall away

Improved corporate climate

Thanks to new opportunities to open up and communicate, and the building of empathy and identification among colleagues, even on a remote basis

FAMILY AUDIT

FAMILY AUDIT CERTIFICATION

WHAT IS IT?

Family Audit is a management tool designed to activate cultural change within the company, using innovative work-life balance policies.

GENERAL GOAL

The essential condition is that there must be an appropriate balance between the interests and needs of the organisation, and those of its employees: co-responsibility and reciprocity are fundamental.

Family Audit is a standard adopted voluntarily by organisations of any legal status, size or area of activity.

SPECIFIC GOAL

The Family Audit standard creates a virtuous cycle of continuous improvement that helps to develop organisational and cultural change in management. It also allows people to join a network of companies who are looking to become business-oriented workplaces by promoting well-being and by optimising diversity management.

Work-life balance policies focus on:

- employees' well-being
- company growth
- the work-life balance

HOW IT WORKS

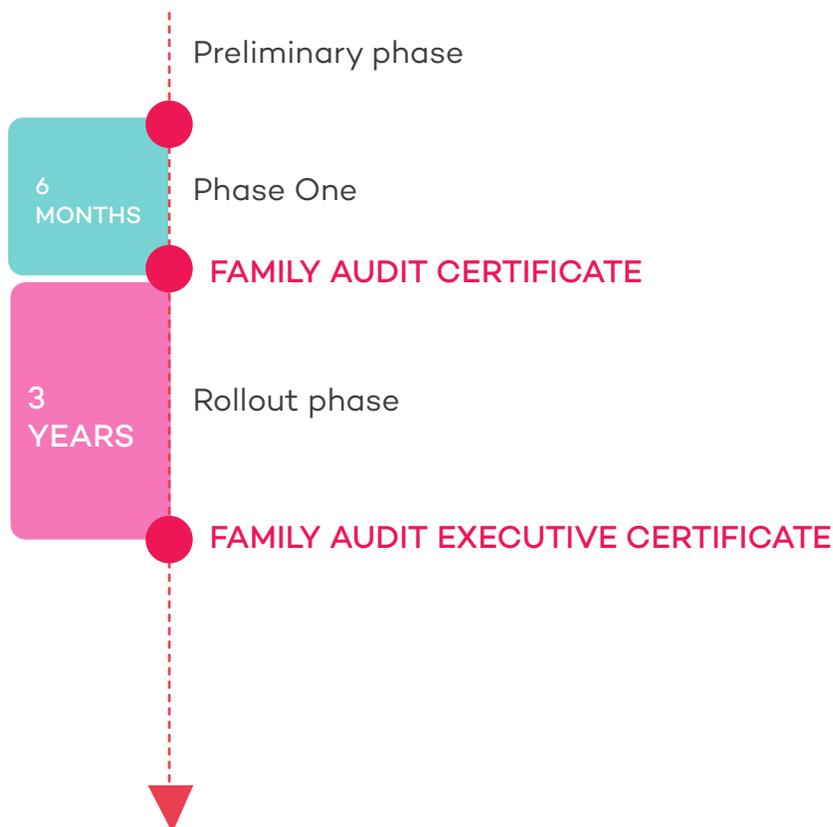
The application process for Family Audit certification took place in **two phases**. At the end of the first phase, which lasts six months, **the organisation obtains the Family Audit certificate**, after drawing up and approving a company plan of measures for reconciling private life and work.

This is followed by a second phase lasting three years, during which the actions in the plan are rolled out and implemented: after this phase, the organisation obtains the Family Audit Executive certificate.

An accredited **Family Audit consultant supports the company in preparing the company plan, while an accredited Family Audit assessor monitors the rollout of the Plan throughout the certification process.**

The organisation can keep its Family Audit Executive certificate thanks to the maintenance procedure and can follow up with two-year consolidation cycles.

The Autonomous Province of Trento is the certifying body for the Family Audit standard, under Article 19 of Provincial Law of 2 March 2011. The Autonomous Province of Trento owns the Family Audit brand.



WHO IS INVOLVED?

- Certifying body
- Audit Committee
- Consultants and assessors
- Organisations

TOOLS

Various tools in the certification process.

SYSTEM TOOL:

GUIDELINES

The guidelines describe and govern the organisational structure and the Family Audit process, the roles and duties of the certifying body that owns the brand and those of the Audit Committee, consultants and assessors, as well as the organisations that apply the process.



OPERATIONAL TOOLS:

DATA RECORDING MODEL

This is a table used to collect anonymous information about employees: after the form is completed, the organisation has a snapshot of the employees, using 30 indicators such as flexibility, hours of overtime, turnover, and periods of sickness leave.

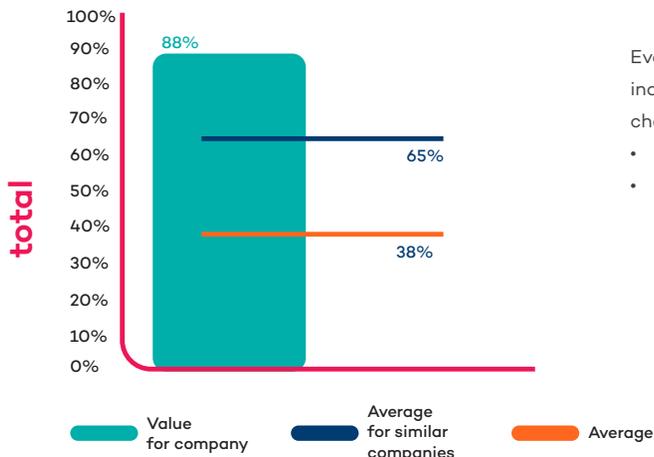
FLEXIBILITY INDICATOR

This indicator evaluates the degree of flexibility offered by the organisation, compared to other organisations with a significant impact found in the database of data recording models.

BENCHMARK ANALYSIS

The annual benchmark analysis offers the company the chance to compare its own work-life balance policies with those of similar companies or others in its sector. It identifies a possible route towards improving the company's performance and enhancing its strategic positioning compared to the average of the results achieved by organisations with work-life balance certification.

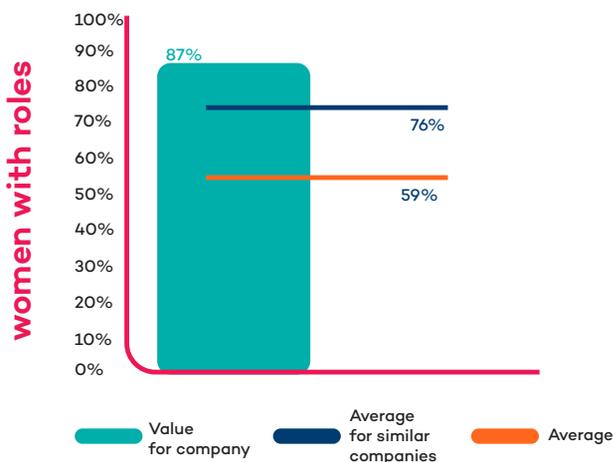
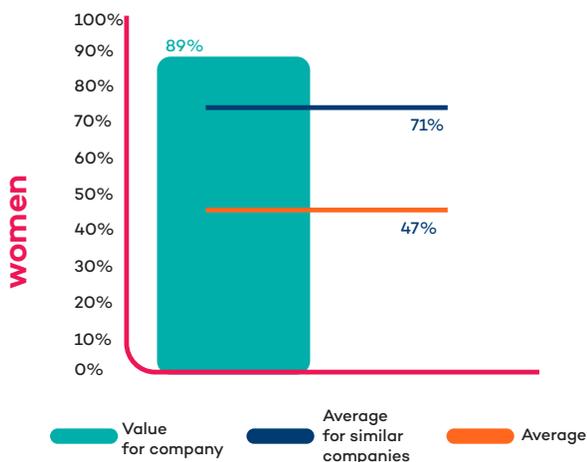
Part-time employees



Every year, each organisation receives a report containing the main indicators collected using the data survey model. They can use this to check their positioning compared to the

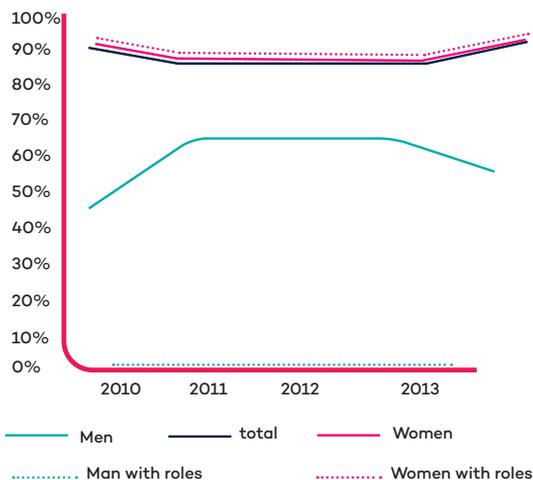
- average values recorded for FA member organisations
- average values recorded for similar organisations

Part-time employees



- The value of the indicator can also be compared for subgroups of employees (grouped by gender and presence of caring roles)

Part-time employees



The trend of the indicator over time can also be verified for the organisation as a whole, and for subgroups of employees (grouped by gender and presence of caring roles)

THE BENEFITS



FOR EMPLOYEES

- **Improved organisational wellbeing**
- **Less mental and physical stress,** prevention of burnout
- **Optimal** work-life balance
- **Improved take-up of company welfare services**
- **Reduction** of gender gap
- **Less inequality** between people with different caring roles
- **Improvement** in family relations



FOR THE ORGANISATIONS

- **Increased productivity,** less absenteeism, reduced turnover
- **Tax benefits** (detaxation)
- **Competitive benefits** in tenders and contracts
- **Professional development** of management
- **More power to attract** talents
- Reinforcement of **corporate social responsibility**

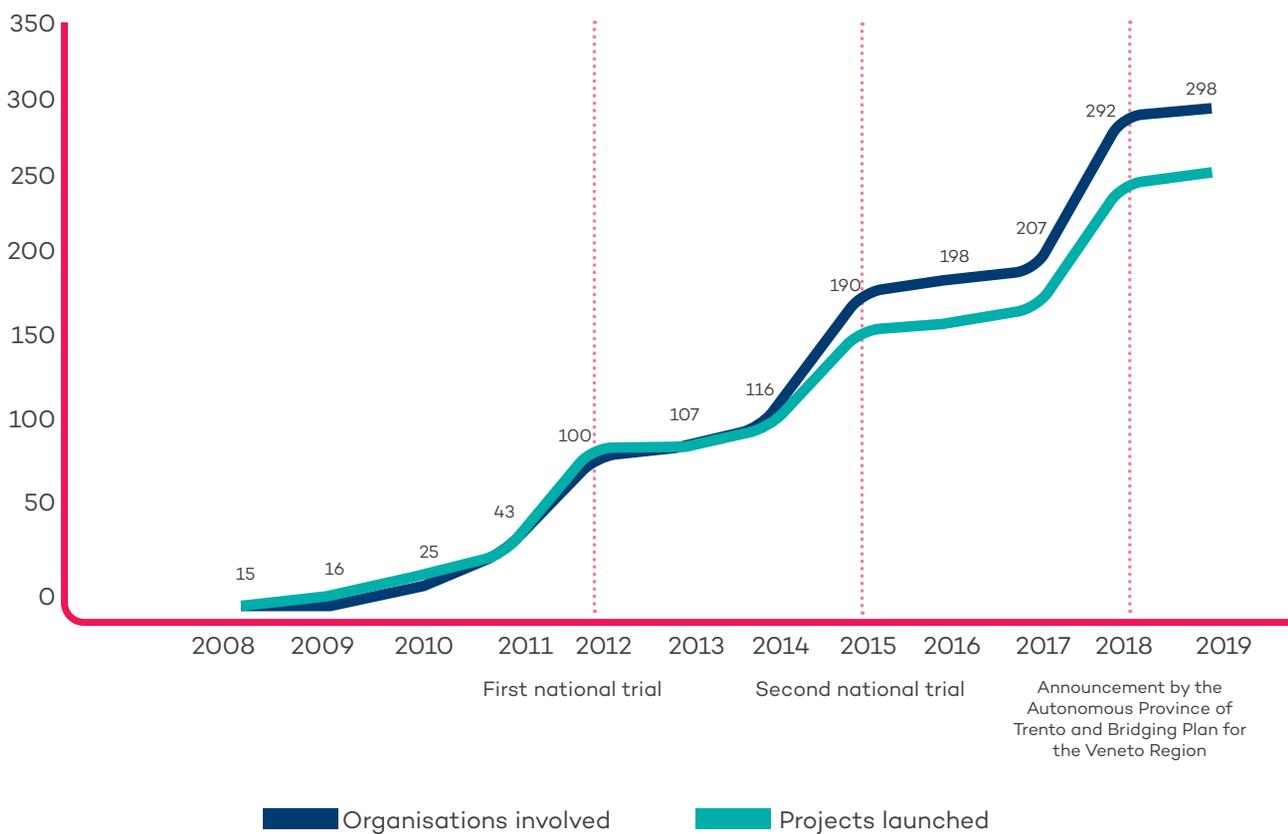
THE IMPACT OF FAMILY AUDIT

After the first national trial, an impact assessment was conducted on the work-life balance measures applied to more than 18,000 workers. Below is a summary of the improvements seen in the indicators linked to forms of flexibility. On the one hand, it can be seen that there is an increase in these indicators; on the other, there is a reduction in two of the indicators, for sickness days and overtime hours.

INDICATOR	AVERAGE STARTING VALUE	AVERAGE FINAL VALUE	CHANGE
Employees with any form of flexibility	73,8%	80%	+6,2%
Flexible start time	46,5%	53,2%	+6,7%
Workers with hours bank	47%	59,7%	+12,7%
Workers with personalised hours	10,8%	11,8%	+1%
Employees with remote / smart working	0,3%	4,9%	+4,6%
Part-time workers	36%	39,3%	+3,3%
Average days of sickness, per employee	5,5	4,2	-1,3
Average hours of overtime, per employee	30,0	23,2	-6,8
Flexibility indicator	35,5%	45,3%	+9,8%

ORGANISATIONS ENGAGED IN THE FAMILY AUDIT PROCESS

As of 31/12/2019, **149,360 employees were engaged in the process**, 72,904 of whom women and 76,456 men. Private companies involved in the Family Audit process prevail, with a total of 83,765 employees, compared to the public sector, where the number of employees is 65,595.



Source: "Agenzia per la famiglia" information system Data updated to 31/12/2019



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