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**HEALTH POLICY
INITIATIVE**

FAMILY-FRIENDLY WORKPLACE:

A Model for Estimating the Cost Savings of Implementing Family-friendly Policies

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I. INTRODUCTION

Millions of women worldwide spend significant portions of their lives at formal workplaces. The International Labour Organization reports that 1.2 billion women were employed globally in 2008;¹ nearly 220 million of these women are employed in industry. Although industry is a broad category, it is most often characterized by groups of employees working at a location to produce goods. The aggregation of the employees can make the efficient provision of certain employee benefits possible. For example, many companies provide day care and health services on site for their employees.

Women of reproductive age have unique needs in the workplace. Very often women are responsible for the day-to-day care of children. Also, the demands of the workplace make obtaining preventive health care services, including prenatal care and family planning, very difficult. Hours can be long and often include work on Saturdays, precluding visits to government health clinics, which may be open only during regular business hours.

Despite these challenges, employers are increasingly investing more in training women in the workplace. Examples of such industries are business process outsourcing and electronics manufacturing in South and East Asia. This sizeable investment means that employers are increasingly concerned with retention of women employees. Among the benefits that employers can offer in hopes of retaining female employees are day care, on-site health services, and family planning services.

Incentives that employers can use to retain women employees are not limited to those revolving around childbirth. Transportation, flexible scheduling, teleworking, improved job satisfaction, community building, and life skills training are examples of other benefits that might lead women to remain with an employer. Together, this collection of mutually beneficial items might be called the building blocks for a Family-Friendly Workplace.

Uses of the Family-Friendly Workplace Policy Model

The *Family-Friendly Workplace (FFW) Model* is designed to engage individuals and groups from diverse institutions in all sectors to make workplaces more family-friendly. The FFW model will help reproductive health advocates and employers of women understand the benefits and costs of implementing policies that support women in their reproductive years. Users of the model may be human resource departments of medium-sized and large companies, family planning advocates, maternal health advocates or groups representing women in the workplace.

Policy models are designed to answer a number of “what if” questions relevant to entities as small as local providers of primary health care services and as large as international corporations. The “what if” refers to factors that can be changed or influenced by policy decisions, and decisionmakers often analyze these factors in response to demands by stakeholders or employees, social pressure, or the need to comply with anticipated changes in legal code.

Models are commonly computerized when analysts need to see the likely result of two or more forces potentially affecting an outcome, such as a population’s illness level or its degree of urbanization. Whenever at least three variables are involved (such as two forces and one outcome), a computerized model can make it easier to calculate and comprehend the results.

¹ International Labour Organization. 2009. Global Employment Trends for Women. Accessed on May 5, 2009, http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_103456.pdf.

Policy models such as the Family-Friendly Workplace commonly help raise awareness of the following:

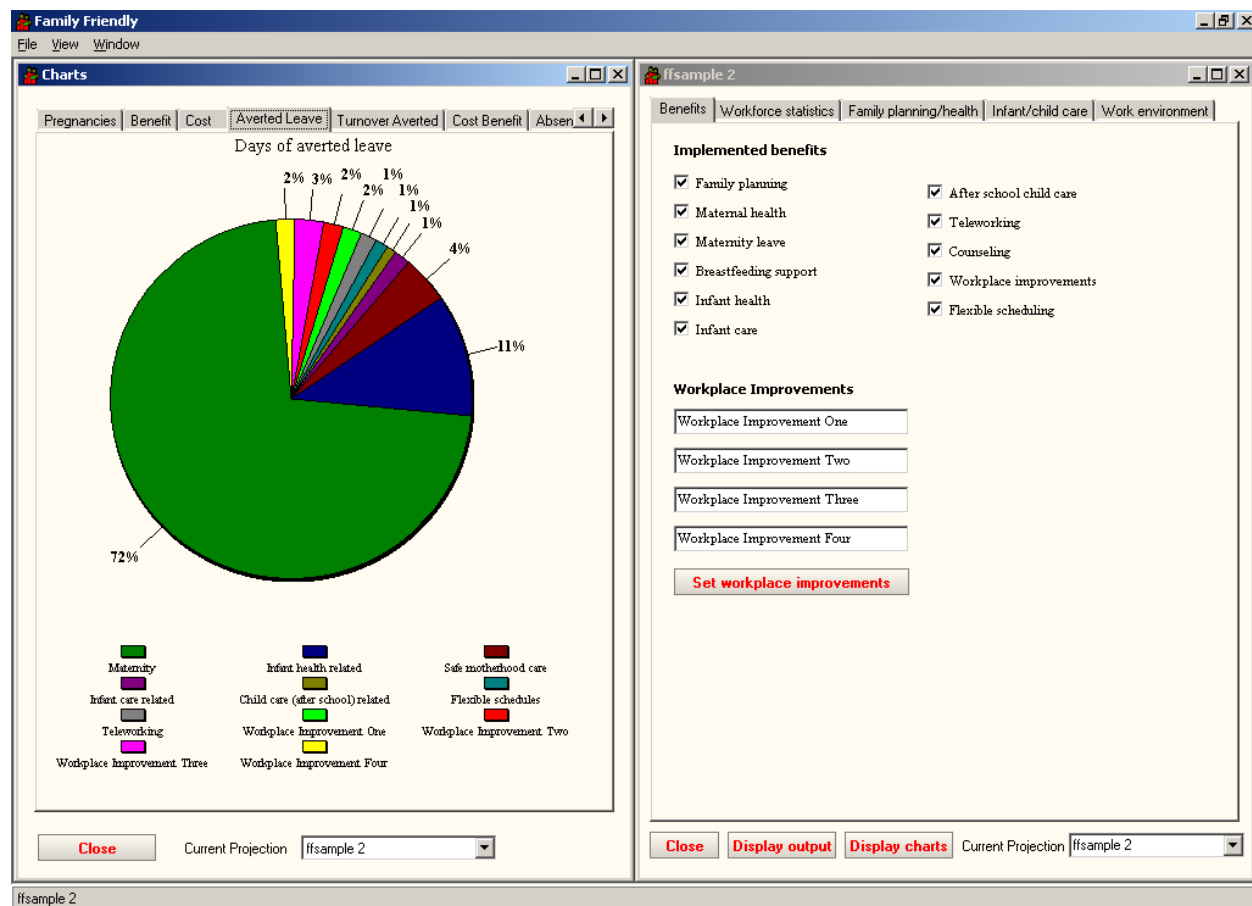
- The usefulness of early action. Modeling shows that little in a country or company stands still while policy decisions are stalled, and that many negative outcomes can accumulate during a period of policy stasis.
- The costs vs. the benefits of a course of action. Modeling can show the economic efficiency of a set of actions (i.e., whether certain outcomes are achieved more effectively than under a different set of actions) or simply whether the cost of these actions is acceptable for the benefits gained.
- How a group's composition influences its needs and well-being. A group's composition—the mix of age, sex, and marital and family status—has broad-ranging consequences for many outcomes, including health needs and productivity, and job satisfaction and retention. Modeling demonstrates the degree to which a change in family status (having fewer unintended pregnancies, for example) can affect a range of indicators, such as the company costs for maternity leave.

Organization of the Manual

The Family-Friendly Workplace Model manual begins with a brief introduction and a description of the common uses for a model of this type. The manual also explains the model's design, the data decisions and assumptions needed before the model can be run, and possible sources for the data. It then defines data inputs and outputs step by step. For reference, the user may also consult the USAID publications "Family-Friendly Workplace: A Model to Assist Organizations in Analyzing and Implementing Family-Friendly Policies" and "Family-Friendly Workplace" for further illustration concerning the business and legal cases for implementing family-friendly benefits, other uses of the model, and an example of how the model has been used recently by a large company.

Model Design

The model is designed in an easy-to-use format, with a simple file management system and similarly formatted screens for entering inputs and displaying outputs. There are “File” and “View” dropdowns on the heading bar throughout the program, which contain menus for quickly navigating through the model. The “File” dropdown menu allows the user to open, save, and close projections, while the “View” dropdown menu allows the user to open five editor screens to input data and the display screens to view projection outputs, such as charts. All editor screens are similar in structure; the user can navigate between them easily by clicking on the tab at the top of the screen that shows the editor screen’s name. One very convenient feature of this program is its ability to display editing and display screens side by side, allowing the user to see the changes in output immediately following changes to input. The following is an example of this feature:



- On the first editor screen, “Benefits,” the user chooses the type of benefits he/she wishes to examine with the model.
- On the following four screens, the user enters the “scenario” to which each benefit will be applied and the associated scenario costs. The “Workforce statistics” screen describes the workforce composition, family status of those workers, employee attrition rates and reasons for leaving, absenteeism, and the time and financial commitments for recruiting and training a new employee.
- The “Family planning and health” screen allows the user to enter costs for a family planning program, maternal health benefits, maternity leave, infant health program, breastfeeding program,

and counseling sessions to support women confronting family pressure to terminate employment. In addition, this screen allows for data on the unmet need for family planning, the probability that a female employee will become pregnant, the average number of avoidable sick days related to pregnancy morbidity, and the average number of avoidable sick days related to infant morbidity.

- The “Infant/child care” screen lets the user input the costs of infant daycare and after-school childcare programs, percent of employee turnover related to childcare, and average leave averted if on-site daycare or after-school childcare were available.
- The “Work environment” page allows the user to enter data for benefits, such as flexible scheduling, teleworking, and up to three other benefits of the user’s choosing. For each benefit on the last editor screen, the user enters the annual cost per participating employee, the percent of employees participating, the average leave averted with that benefit, and the percent reduction in turnover if the benefit is implemented.

The model will then project the comparative cost savings of implementing the benefits program. This output can be viewed on numerical output data screens and charts. The charts show the following:

- Pregnancies averted with use of the family planning benefits program
- Savings accruing due to the benefits program
- Necessary expenditures to implement the program
- Days of averted leave
- Turnover averted
- Cost-benefit analysis of the program
- Absenteeism before and after the benefits program
- Turnover before and after benefits modifications

Gathering Data

Data for the Family-Friendly Workplace Model will come primarily from the human resources (HR) department of the company. HR staff can provide statistics on the composition of the workforce, the family status of employees, current benefits provided, benefits costs, and employee participation in benefits programs. To estimate the potential for expanded or new benefits to increase employee health status and retention, you will need input from HR officers as to why employees terminate employment and what unmet needs employee benefits could address. It may also be useful to conduct an anonymous employee survey to ascertain views on current challenges to working and the potential for various benefits to improve employees’ job satisfaction and ability to work. However, this should be done only if you can ensure the anonymity of respondents.

In Section 2.2.2, Workforce Statistics, a three-column table describes the inputs needed for each screen. The first column, “Data item,” shows the input as labeled in the model. The second column provides a more detailed description or rationale for the input. The third column, “Potential source,” presents advice on where to find information for the input. Many inputs will require estimation by the user, however, so it is strongly recommend that you conduct a brief sensitivity test when you use estimates. This can be done by changing the input value up or down and observing how the changes affect the outputs of the model; this will let you establish the lower and upper limits of impact.

Installing the Model

The Family-Friendly Workplace Model is distributed on CD-ROMs or through the Internet at www.healthpolicyinitiative.com. The model will operate on any computer running Windows 95 or later versions of Windows.

To install the Family-Friendly Workplace Model, follow these directions:

- *Installing from a CD-ROM.* Insert the CD-ROM into your CD-ROM drive. The installation program should start automatically. If it does not, select “Start” from the task bar and “Run” from the pop-up menu. In the dialogue box that appears, click on Browse, locate the file `ffworkplace.EXE`, and then press “Ok.”
- *Installing from the internet.* Start your Internet browser and go to www.healthpolicyinitiative.com. Click on “Software” and then “Family-Friendly Workplace.” From the next dialogue box, select “Save.” Select a location for the file. Once the file has been downloaded, click on that file and the follow the instructions.

II. CREATING A NEW PROJECTION

Opening a Projection

To begin a new projection, click on “File” and then choose “New” from the drop-down menu. A dialogue box labeled “Open” will appear. Choose a file name for your projection and type it in the space labeled “File name.” Then click “Open.”

To work on a previously created projection, click on the “File” drop-down menu and choose “Open.” Highlight the projection in which you would like to work and click on “Open.” You may have up to two projections open at the same time.

Input the Data

To begin input, click on the “View” drop-down menu and choose “Edit.” You will see the names of the editor screens on tabs near the top of the dialogue box that houses the five screens. You will then see the editor screens, beginning with “Benefits.”

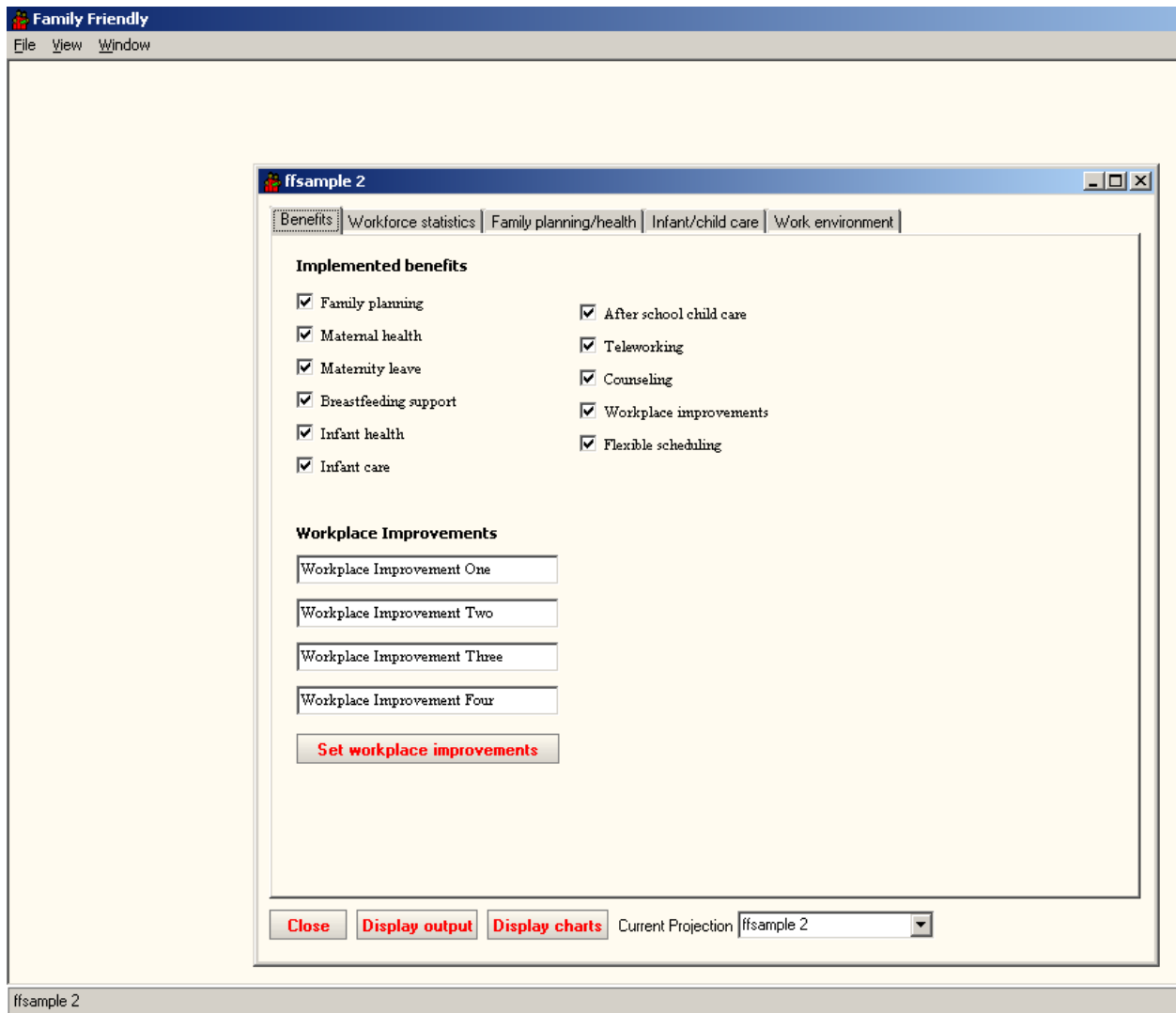
The Family-Friendly Workplace Model has five editor screens for entering data:

- Benefits
- Workforce statistics
- Family planning/health
- Infant/child care
- Work environment

To make a projection, enter the benefits you propose to explore, their costs, the potential leave and turnover averted, and the percent of employees you expect to take advantage of the program. The model then projects your net savings by changing the benefits package, and compares this to what might have occurred had you not adjusted the package.

Benefits

Click on “View” and then “Edit” to go to the “Benefits” page. It will look like the following:



On the Benefits screen, you will see a list of the most commonly offered family-friendly benefits. When you click on the box next to the benefits you wish to include, a check mark will appear.

Lower on the same screen, under “Workplace Improvements,” type in any other benefits you would like to include that are not yet displayed. These may include such things as a fitness center, a meal discount program, or bus/van service. Then click on the “Set workplace improvements” button below your entry.

It is strongly advised that you save your work as you go. If it is the first save, click on the “File” drop-down menu, select “Save as,” and name your document. This will save every editor screen you have worked on that day. The other screens that you may select are the Display and Charts screens which do not require saving since they are based on the Editor screen's data. Select a location for your document, and click “Save.” If you have previously saved the document and want to update the information without saving it as a new document, then simply click “File,” followed by “Save.”

Click on the “Workforce statistics” tab at the top to move to the next input screen.

Workforce statistics

The top of the “Workforce statistics” editor screen will look like the following:

The screenshot shows the 'Family Friendly' software interface. The main window is titled 'ffsample 2' and has a menu bar with 'File', 'View', and 'Window'. The interface is divided into tabs: 'Benefits', 'Workforce statistics', 'Family planning/health', 'Infant/child care', and 'Work environment'. The 'Workforce statistics' tab is selected and displays the following data:

Workforce statistics	
Number of employees	1000.00
Percent women	50.00
Percent of women who are married	75.00
Percent of women with children	45.00
Average number of children per mother	1.00
Percent of children who are school aged	66.00
Average annual wage	50000.00
Attrition	
Attrition rate	0.21
Causes of attrition by percent	
Child care issues	13.00
Pregnancy or childbirth	14.00
Family pressure	15.00
Work scheduling	20.00
Work conditions	12.00
Other	26.00
Total	100.00
Absenteeism/leave	
Absenteeism/leave (average days per employee per year)	13.00
Number of work days in a year	230.00
Causes of absenteeism/leave by percent	

At the bottom of the window, there are three buttons: 'Close', 'Display output', and 'Display charts'. To the right of these buttons is a 'Current Projection' dropdown menu set to 'ffsample 2'.

You will need to use the scroll bar on the right side of the screen to view the entire page. This screen contains data describing the workforce at the company. Benefits defined in subsequent screens will interact with this baseline set of information to produce outputs (the results of implementing new benefits).

Enter data for each of the following data items:

Workforce Statistics

Data item	Description	Potential source
Number of employees	All employees in the company or unit of the company	Company records
Percent women	Percent of employees who are women	Company records
Percent of women who are married	Percent of employees who are married or sexually active	Company records
Percent of women with children	Percent of women with children who need child care—either as infants, toddlers, or in after-school programs	Company records, anonymous survey, or best estimate
Average number of children per woman	Number of children per woman who need child care	Company records, anonymous survey, or best estimate
Percent of children who are school aged	Percent of children needing child care who are school aged	Company records, anonymous survey, or best estimate
Average annual wage	Total average annual compensation of female employees, in local currency	Company records

Attrition

Data item	Description	Potential source
Attrition rate	Percent of employees who voluntarily quit work per year (number of annual job leavers divided by number of employees mid-year)	Calculation from company records
Causes of attrition		
Child care issues	Difficulties in caring for dependent children and maintaining work	Company records (analysis of exit interviews), population-based surveys of employees, best estimates Note: sum of these causes must equal 100 percent.
Pregnancy or childbirth	Women not returning after childbirth	
Family pressure	Pressure from husband, in-laws, or other relatives to not work	
Work scheduling	Inability to fit work schedule to family or other responsibilities	
Work conditions	Job leaving that may have been prevented by workplace amenities or changes	
Other		

Absenteeism

Data item	Description	Potential source
Absenteeism	Unscheduled leave	Company records
Number of work days per year	Number of days that an average full-time female employee works in a year. (It is possible to include part-time workers; however, annual wages should be adjusted to reflect the proportions who are part time or full time if the total includes part-time employees)	Company records

Employee Recruitment and Training

Data item	Description	Potential source
Average recruitment costs	Advertising and value of human resources labor required to recruit and hire an employee	Company records
Average non-labor training costs	All costs associated with training an employee, except the value of the trainee's time	Company records
Number of days to fully train an employee	Number of days before an employee is a fully functioning member of the company	Company records

When you have completed data entry, save this screen and click on the “Family planning/health” tab to move to the next editor screen.

Family planning/health

When you click on the Family planning/health tab, you will see the following screen:

Family planning and health	
<i>Family planning</i>	
Cost per eligible employee	0.00
% of women using family planning in absence of sponsored benefit	0.00
% of women in need of family planning	0.00
% of women who become pregnant in absence of sponsored benefit	0.00
% of women who become pregnant (users of family planning)	0.00
% of new mothers who will terminate employment	0.00
<i>Maternal health benefits</i>	
Health/insurance cost per pregnant woman	0.00
Percent of pregnancy related leave averted with benefit	0.00
<i>Maternity leave benefits</i>	
# of days paid maternity leave	0.00
% of salary paid during leave	0.00
<i>Breastfeeding support</i>	
Total cost of setting up room or space for breastfeeding mothers	0.00
Percent of mothers with infants availing of benefit	0.00
Percent reduction in absenteeism due to child illness	0.00
Percent reduction in maternity leave as result of breastfeeding support	0.00
<i>Infant health</i>	
Annual cost per infant	0.00
Percent of infant health related leave averted with benefit	0.00
<i>Counseling services</i>	
Cost per counseling session	0.00
Number of sessions per year	0.00
Percent of employees availing	0.00
Percent of family pressure related leave averted with benefit	0.00

In this screen, you enter descriptions for the benefits for family planning, maternal health, maternity leave, breastfeeding support, infant health, and counseling.

Here are more detailed descriptions of each input variable:

Family Planning

Data item	Description	Potential source
Cost per eligible employee	Average additional cost of supplying family planning services	International Planned Parenthood chapter, National Family Planning Programme
Percent of women using family planning in absence of sponsored benefit	Percent of women currently using family planning	National Demographic and Health Survey—percent of working women using family planning
Percent of women in need of family planning	Percent of women who might be interested in using family planning	National Demographic and Health Survey—percent of working women using family planning, plus unmet need
Annual probability of becoming pregnant (in absence of family planning)	Percent of women who are not using family planning who would become pregnant	National Demographic and Health Survey
Annual probability of becoming pregnant (users of family planning)	100 percent, minus contraceptive failure rate	National Demographic and Health Survey
Probability that a new mother will terminate employment		National survey, company records, or best estimate

Maternal Health Benefits

Data item	Description	Potential source
Health/insurance cost per pregnant woman	Cost to purchase insurance or provide maternal health services	Insurance provider estimate, best estimate
Percent of pregnancy-related leave averted with benefit	Percent by which pregnancy-related leave is reduced because of better antenatal health and/or availability of on-site services	Best estimate

Breastfeeding support

Data item	Description	Potential source
Total cost of setting up room or space for breastfeeding mothers	Incremental cost of setting aside a quiet, private room for breastfeeding	Company records—implicit valuation of allotted square feet
Percent of mothers with infants availing of benefit	Percent of mothers likely to breastfeed at work	Best estimate or anonymous company survey
Percent reduction in absenteeism due to child illness	Children breastfeeding with their mothers are healthier than those who do not	Best estimate or using National Demographic and Health Survey—average incidence of childhood diarrhea, divided by annual number of work days
Percent reduction in maternity leave as result of breastfeeding support	Mothers with a place to breastfeed infants are more likely to return to work more quickly	Best estimate, national survey, or anonymous company survey

Infant Health

Data item	Description	Potential source
Annual cost per infant	Cost to purchase insurance or provide infant health services	Insurance provider estimate, best estimate
Percent of infant-health-related leave averted with benefit	Regular health care for children usually leads to healthier children who are sick less often	Best estimate

Counseling Services

Data item	Description	Potential source
Cost of counseling session	Payment to provider per session	Estimate provided by mental health professional
Number of sessions per employee	Average number of sessions per availing employee	Best estimate, discussion with mental health professional
Percent of employees availing		Anonymous employee survey or national survey
Percent of family-pressure-related leave averted with benefit	Family pressure often leads to an employee quitting work; family or individual counseling can reduce this source of job leaving	Best estimate, anonymous employee survey, or national survey

Remember to keep in mind exactly what you are projecting. For example, if the cost of the benefit will not be subsidized by the company (i.e., if it is fully paid by the employee), the entry under counseling services labeled “Cost per counseling session” will be set at \$0.

When you have finished entering data, save this screen and click on the “Infant/child care” tab to move to the next editor screen.

Infant/child care

When you click on the “Infant/child care” tab, you will see the following screen:

The screenshot shows the 'Family Friendly - [ffsample 2]' application window. The 'Infant/child care' tab is selected, displaying a table of benefits. The table is divided into two sections: 'Subsidized infant care benefits' and 'Subsidized child care benefits (after-school)'. Each section lists five metrics: Annual cost per child, Share paid by parent (percent), Percent of parents availing of service, Percent reduction in turnover related to the care type, and Percent of care-related leave averted with benefit.

Infant and child care	
<i>Subsidized infant care benefits</i>	
Annual cost per child	10000.00
Share paid by parent (percent)	90.00
Percent of parents availing of service	25.00
Percent reduction in turnover related to infant care	25.00
Percent of infant care related leave averted with benefit	33.00
<i>Subsidized child care benefits (after-school)</i>	
Annual cost per child	1200.00
Share paid by parent (percent)	75.00
Percent of parents availing of service	25.00
Percent reduction in turnover related to child care	2.00
Percent of child care related leave averted with benefit	33.00

At the bottom of the window, there are buttons for 'Close', 'Display output', and 'Display charts', along with a 'Current Projection' dropdown menu set to 'ffsample 2'. The status bar at the very bottom shows 'ffsample 2'.

Here are more detailed descriptions of each variable you will enter:

Infant Care Benefits and Child Care Benefits

Data item	Description	Potential source
Subsidized infant care benefits		
Annual cost per child	Full cost of providing or contracting for service	Discussion with infant care contractor
Share paid by parent (percent)	Percent that would be paid by parent	Employer decision
Percent of parents availing of service	Percent of eligible parents likely to use the service	Best estimate, anonymous employee survey, or national survey
Percent reduction in turnover related to infant care		Best estimate, anonymous employee survey, or national survey
Percent of infant-care-related leave averted with benefit		Best estimate, anonymous employee survey, or national survey
Subsidized child care benefits (after school)		
Annual cost per child	Full cost of providing or contracting for service	Discussion with child care contractor
Share paid by parent (percent)	Percent that would be paid by parent	Employer decision
Percent of parents availing of service	Percent of eligible parents likely to use the service	Best estimate, anonymous employee survey, or national survey
Percent reduction in turnover related to child care		Best estimate, anonymous employee survey, or national survey
Percent of child-care-related leave averted with benefit		Best estimate, anonymous employee survey, or national survey

When you are finished entering your data, save this screen and click on the “Work environment” tab to move to the next editor screen.

Work environment

When you click on the “Work environment” tab, you will see the following screen:

Family Friendly - [ffsample 2]
File View Window

Benefits | Workforce statistics | Family planning/health | Infant/child care | **Work environment**

Work environment	
<i>Flexible scheduling</i>	
Annual cost per participating employee	500.00
Percent of employees participating	20.00
Percent of scheduling related leave averted with benefit	20.00
Percent of scheduling related turnover averted with benefit	10.00
<i>Teleworking</i>	
Net cost of setting up workplace	1000.00
Percent of employees participating	25.00
Percent of scheduling related leave averted with benefit	20.00
Percent of scheduling related turnover averted with benefit	5.00
<i>Workplace improvements</i>	
<i>Workplace Improvement One</i>	
Cost per employee	100.00
Percent of related leave averted with Workplace Improvement One	15.00
Percent of related turnover averted with Workplace Improvement One	10.00
<i>Workplace Improvement Two</i>	
Cost per employee	100.00
Percent of related leave averted with Workplace Improvement Two	10.00
Percent of related turnover averted with Workplace Improvement Two	10.00
<i>Workplace Improvement Three</i>	
Cost per employee	100.00
Percent of related averted with Workplace Improvement Three	25.00
Percent of related turnover averted with Workplace Improvement Three	15.00
<i>Workplace Improvement Four</i>	
Cost per employee	100.00
Percent of related leave averted with Workplace Improvement Four	12.00
Percent of related turnover averted with Workplace Improvement Four	10.00

Close Display output Display charts Current Projection ffsample 2

ffsample 2

Use the scroll bar on the right to view all contents of the screen. The benefits shown on this screen include flexible scheduling, teleworking, and any other workplace improvements you named for consideration on the “Benefits” screen. For each, you will need to enter the expected cost and the percent of employees participating. Remember to save the inputs for this screen.

Teleworking

Data item	Description	Potential source
Flexible Scheduling		
Annual cost per participating employee	Cost to company per person involved with flexible scheduling	Employer estimate
Percent of employees participating	Percent of employees electing to use flexible scheduling	Employer estimate of eligible employees and number of employees likely to accept
Percent of scheduling-related leave averted	Percent of scheduling-related leave averted because employees can work their schedules around family issues	Best guess, anonymous employee survey, or national survey
Percent of scheduling-related turnover averted	Percent of turnover averted because employees can work flexible hours	Best guess, anonymous employee survey, or national survey
Teleworking		
Annual cost per participating employee	Cost to company per person to set up an employee for teleworking	Employer estimate
Percent of employees participating	Percent of employees electing to telework	Employer estimate of eligible employees and number of employees likely to accept
Percent of scheduling-related leave averted	Percent of scheduling-related leave averted because employees work from home	Best guess, anonymous employee survey, or national survey
Percent of scheduling-related turnover averted	Percent of turnover averted because employees can work from home	Best guess, anonymous employee survey, or national survey
Workplace Improvements		
Cost per employee	Cost of the program, divided by number of employees	Employer estimate
Percent of related leave averted with workplace improvement	Percent by which work condition leave is lowered by the benefit	Best guess, anonymous employee survey, or national survey
Percent of related turnover averted with workplace improvement	Percent by which work condition turnover is lowered by the benefit	Best guess, anonymous employee survey, or national survey

Projecting a scale-up of currently offered benefits

The model assumes that you are starting from a baseline of “zero,” or no family-friendly benefits offered. Some companies may already be offering some (or even many) of these benefits. In that case, the model user can explore two analysis options:

- Two scenarios can be run. The first analyzes the use of current benefits and their impact, while the second analyzes the impact of expanded benefits. The user can then compare the difference in the outputs, such as maternity leave averted, turnover averted, and other cost savings.
- One scenario can be run. In this mode of analysis, the user will input the change in uptake of each benefit, from the current to the expected level. For example, if 20% of the workforce currently is using the infant care program, and through an initiative such as a promotion effort of the infant care program, it is expected that 50% of the workforce will participate, the user can input the difference (30%). Thus, the outputs this model will show represent the marginal impact anticipated due to a change from the current level of benefits used to the potential future level of benefits offered and used.

The two methods will yield the same results as long as the same projection parameters are used.

Please note, however, that if your company currently has some benefits and you want to look at increasing them, you will have to include any cost changes in addition to workforce participation increases in the benefit programs. In the infant care example above, if 20% of employees had used the program while it was not subsidized by the company, and you expect to subsidize the program at a cost of \$500 per employee in the future to attain 50% employee participation, you will need to input a change in cost of \$500 (per employee) in addition to entering a change of 30% for employee participation. Following this example through, you would go to the line “Annual cost per child” under the subhead “Subsidized infant care benefits” and change \$10000.00 to \$10500.00.

When you are finished entering the data, make sure that you save all your inputs. You may then click on the “Close” button at the bottom of the editor and start viewing the outputs.

III. VIEWING THE OUTPUT

You may view the projection output in the form of either summary data tables or charts. Remember that you can view projection output tables or charts side-by-side with the editor input screens.

Summary Tables

To view summary tables, click on the “Display output” button at the bottom of any editor screen. You may also click on “View” at the top left and choose “Display” from the drop-down menu. There will be five summary tables that you can view:

- The “Summary outputs” table summarizes all of the output information found on the four tables that follow it.
- “Demographic impacts” describes the impact of pregnancy prevention.
- “Family planning/health” shows the expected expenditures on family planning, counseling, and maternal and infant health, and the expected savings from averted leave, averted turnover, and other such productivity increases.
- “Infant/child care” shows the expected expenditure on infant and child care and the resulting savings anticipated from various productivity increases.
- “Workplace environment” describes the expected expenditure on flexible scheduling, teleworking, and any additional workplace improvements you have decided to evaluate. The resulting expected savings from various productivity increases is also displayed.

Below, you can see an example of a summary table screen set next to an editor screen. The user can change numbers in the editor screen on the right and immediately see changes to output in the output screen on the left.

The screenshot shows the 'Family Friendly' software interface. The 'Outputs' window on the left displays a summary table for 'ffsample 2'. The 'ffsample 2' window on the right displays a table for 'Work environment'.

Summary outputs		ffsample 2
Demographic impacts		
Total potential pregnancies		93.75
Number of actual pregnancies		48.75
Pregnancies prevented via independent employee action		15.00
Pregnancies prevented via employer sponsored benefit		30.00
Expenditures on benefits		
Family planning expenditures		90000.00
Maternal health expenditures		48750.00
Breastfeeding support expenditures		1000.00
Counseling expenditures		50000.00
Infant health expenditures		24375.00
Infant care expenditures		19125.00
Child care expenditures (after school)		11137.50
Flexible scheduling expenditures		100000.00
Teleworking expenditures		250000.00
Workplace Improvement One		100000.00
Workplace Improvement Two		100000.00
Workplace Improvement Three		100000.00
Workplace Improvement Four		100000.00
Total expenditures		994387.50
Benefits		
<i>Averted expenditures on benefits</i>		
Maternity leave pay averted		247163.72
Maternal health expenditures averted		30000.00
Infant health expenditures averted		15000.00

Work environment	
Flexible scheduling	
Annual cost per participating employee	500.00
Percent of employees participating	20.00
Percent of scheduling related leave averted with benefit	20.00
Percent of scheduling related turnover averted with benefit	10.00
Teleworking	
Net cost of setting up workplace	1000.00
Percent of employees participating	25.00
Percent of scheduling related leave averted with benefit	20.00
Percent of scheduling related turnover averted with benefit	5.00
Workplace improvements	
Workplace Improvement One	
Cost per employee	100.00
Percent of related leave averted with Workplace Improvement One	15.00
Percent of related turnover averted with Workplace Improvement One	10.00
Workplace Improvement Two	
Cost per employee	100.00
Percent of related leave averted with Workplace Improvement Two	10.00
Percent of related turnover averted with Workplace Improvement Two	10.00
Workplace Improvement Three	
Cost per employee	100.00
Percent of related averted with Workplace Improvement Three	25.00
Percent of related turnover averted with Workplace Improvement Three	15.00
Workplace Improvement Four	
Cost per employee	100.00

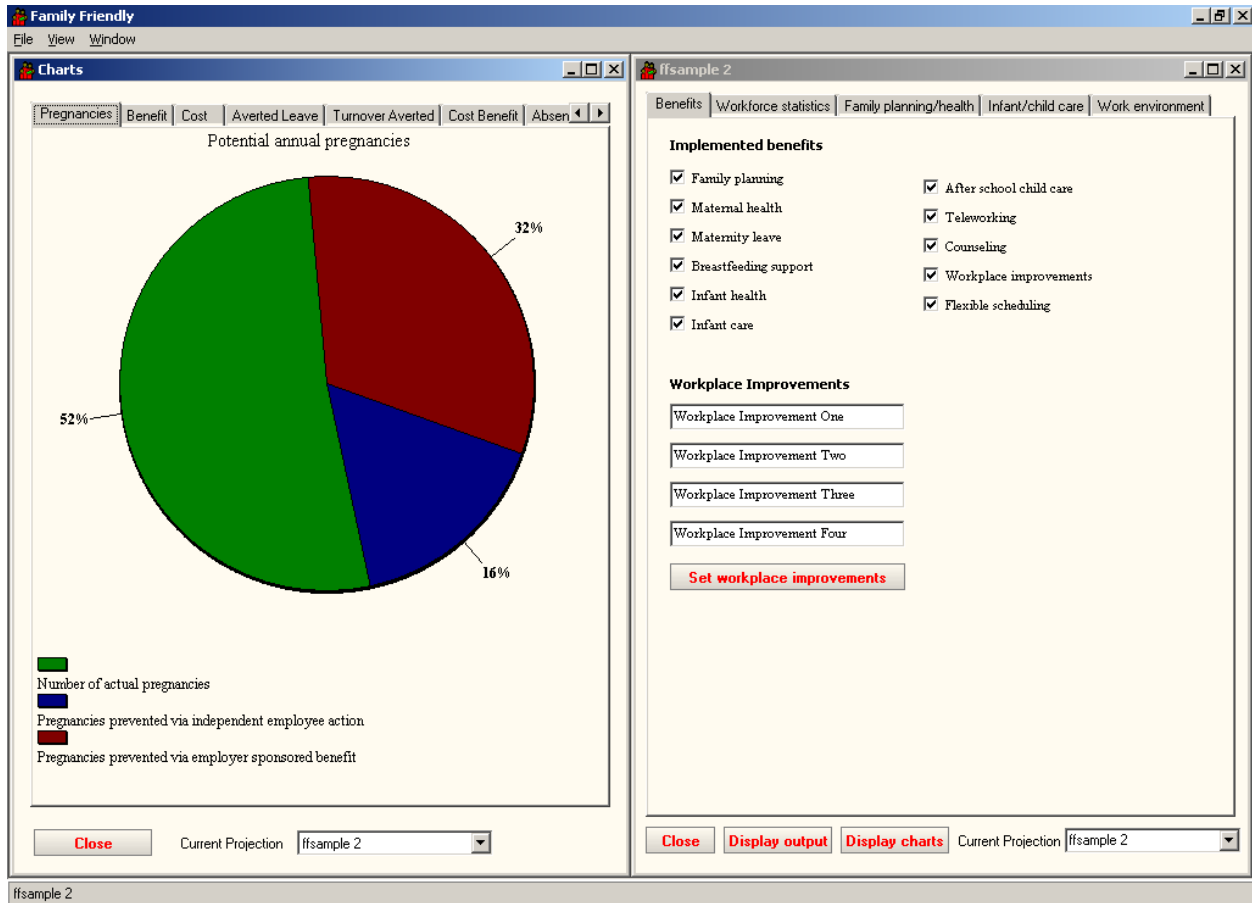
Charts

To view the results of the projection in pie or bar chart format, click on “Display charts” at the bottom of the editor screen. You also can click on “View” and then choose “Charts” from the drop-down menu. There will be eight charts for viewing:

- “Pregnancies” shows a breakdown of potential pregnancies among female employees: the total of actual pregnancies, as well as those prevented by independent employee action or as a result of the benefit program.
- “Benefit” describes the savings resulting from implementation of the benefits program.
- “Cost” shows the expenditures necessary to implement the benefits program, broken down by benefit type.
- “Averted Leave” shows the days of averted leave, broken down by the type of benefit that enabled the employee to avert taking leave.
- “Turnover” does the same for turnover averted.
- “Cost Benefit” displays a bar chart comparing total expenditures to total savings.
- “Absenteeism” shows in bar chart format the number of absenteeism days before and after implementation of the benefits program.

- “Turnover” displays the same for the number of employees who left the company before and after the benefits program.

An example of a chart display follows. Again, the user may make changes in the editor screen on the right and see changes immediately in the chart at the left.



When you are finished viewing the displays, click the “Close” button at the bottom of the screen. To exit the program, click on the “File” drop-down menu and choose “Exit.” Be sure to save the file to retain any changes you have made.

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