

**Family-Friendliness of Working Time Provisions
in Australian Enterprise Agreements**

by

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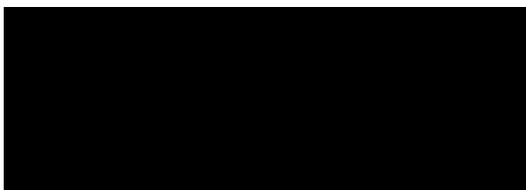
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Abstract

Many workers report difficulty in balancing work and family responsibilities and a critical factor in this difficulty is time demands. The workplace bargaining provisions and the minima protection provisions in the Industrial Relations Reform Act 1993 were promoted by the Government as an opportunity to address work and family issues. This study investigates the manner in which work and family issues have been addressed in agreements registered in this industrial framework by considering two questions:

- (i) what evidence is there of changes to working time arrangements within selected agreements that purport to be family-friendly; and
- (ii) have these changes been consistent with the promotion of a family-friendly workplace?

Eleven agreements that were reported by the Department of Industrial Relations as containing family-friendly provisions were selected for examination. The working time provisions contained in the contents of the agreements were compared with the parallel provisions in pre-existing awards and agreements to establish whether changes had occurred. Changes to working time provisions were assessed according to whether they promoted family-friendliness.

Two of the most important principles for workers with family responsibilities are the ability to determine the amount and schedule of working hours and the ability to vary working hours. Workplaces can assist employees in the balance between work and family responsibilities by providing a diverse range of consistently family-friendly working time options within a family-supportive workplace culture.

Most agreements provide extensive evidence of changes to the amount, the schedule and the variability of working time. However, on the question of the direction of the changes, these agreements provide evidence of family-friendly changes as well as changes that detract from work and family balance. In particular, changes to provisions that concerned the amount of working time, such as part-time employment and access to carer's leave, were consistently family-friendly, while changes to schedule and variability of working time both enhanced and detracted from family-friendliness.

Only two of the eleven agreements have addressed work and family issues by changing a diverse range of working time provisions in a consistently family-friendly direction within family-supportive frameworks. The extent to which a lack of consistency, or a lack of diversity, or an absence of family-supportive environmental parameters, has limited the promotion of family-friendliness in the other nine agreements requires further workplace investigation.

Although family-friendliness has been enhanced in these agreements through changes to a broad range of working time provisions within family-supportive environmental parameters, the degree of enhancement has been tempered by changes that are not family-friendly.

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Abbreviations

ABS	Australian Bureau of Statistics
ACIRRT	Australian Centre for Industrial Relations Research and Teaching
ADAM	Agreements Database and Monitor
AIRC	Australian Industrial Relations Commission
AWIRS	Australian Workplace Industrial Relations Survey
BCA	Business Council of Australia
BNA	Bureau of National Affairs (USA)
CAI	Confederation of Australian Industry
DIR	Department of Industrial Relations
DIRETFE	Department of Industrial Relations, Employment, Training and Further Education (NSW)
IRR Act	Industrial Relations Reform Act 1993
ILO	International Labour Organisation
NCIYF	National Council for the International Year of the Family
NWCC	National Women's Consultative Council
OECD	Organisation for Economic Co-operation and Development
WFU	Work and Family Unit

Abbreviations for the Agreements

<u>Tables</u>	<u>Referred To As:</u>	<u>Title of Agreement</u>
AMP	AMP agreement	AMP Employees Enterprise Agreement 1995
APO	APO agreement	Australia Post Enterprise Agreement 1994-1996
ATO	ATO agreement	1994 ATO Agency Bargaining Agreement
AP	Australian Poultry agreement	Australian Poultry Victoria Processing and Milling Certified Agreement 1994
B W	Big W agreement	Big W Discount Department Stores Agreement 1994
F	Ford agreement	Ford Australia Enterprise Bargaining Agreement 1995
GH	Geelong Hospital agreement	The Geelong Hospital (Allied Health Professionals) Enterprise Agreement 1994
LG	Lady Gowrie agreement	Lady Gowrie Tasmania Agreement 1994
MU	Manchester Unity agreement	Manchester Unity Friendly Society Enterprise Flexibility Agreement
RB	Reserve Bank agreement	Reserve Bank of Australia - Finance Sector Union of Australia Productivity Bargaining Agreement 1995
T	Toyota agreement	Toyota Workplace Agreement (Altona) 1995

Chapter 1

Introduction

One of the most fundamental changes to the Australian labour market since the 1960s has been the increasing number of women in the paid workforce. This change has meant that the needs of workers with family responsibilities, both male and female, have become a significant social issue. As a consequence, businesses need to reconsider work methods and policies and take into account the needs of workers with family responsibilities.

In 1993 the Commonwealth Government enacted the Industrial Relations Reform Act 1993 (IRR Act) which provided for the negotiation of workplace agreements. The Government promoted this as a means of improving productivity (Short, Preston and Peetz 1993, p. iii; DIR 1995, p.2), and as “...an excellent opportunity for employers and employees to address work and family issues” (Napoli 1994, p.25). However, Adie (1994) questioned the adequacy of these legislative reforms to achieve both equitable and efficient outcomes and recommended that, “...the nature of family-friendly practices included in enterprise agreements should be determined and investigated” (p.22).

1.1 The Question

This study takes up the recommendation of Adie and investigates the manner in which work and family issues have been addressed in selected agreements registered in accordance with the provisions of the IRR Act 1993 by considering two questions:

- (i) what evidence is there of changes to working time arrangements within selected agreements that purport to be family-friendly; and

(ii) have these changes been consistent with the promotion of a family-friendly workplace?

1.2 Background

The economic and social welfare of families and societal well-being are promoted through mechanisms that assist working men and women to fulfil their work and family responsibilities (NCIYF 1994). Work practices that recognise the family responsibilities of employees safeguard workplace productivity from being restricted by practices that inhibit the performance of employees (WFU 1996c). Societal and economic imperatives require the adoption of family-friendly work practices.

In 1990, the Commonwealth of Australia ratified the International Labour Organisation Convention 156, *Workers With Family Responsibilities*, (ILO c.156) which aims to,

enable persons with family responsibilities who are engaged or wish to engage in employment to exercise their right to do so without being subject to discrimination and, to the extent possible, without conflict between their employment and family responsibilities (Article 3).

Australia is therefore committed to providing an industrial framework that enables workers to combine their work and family responsibilities.

The 1993 industrial relations reforms provided for the negotiation of workplace agreements while ensuring protections for employees through Awards, minimum statutory provisions and anti-discrimination legislation. The Government promoted these reforms as a means of

satisfying its international treaty obligations by providing an opportunity to address work and family issues (WFU 1992).

Considerable controversy exists over the impact of these changes on workers with family responsibilities. Some scholars suggest that the previous industrial relations framework restricted family-friendly initiatives and that workplace bargaining is required to enable such initiatives (Moore 1996). Some scholars argue that outcomes that enhance work and family balance are unlikely to occur because of conflicting aims of employers and employees (Bennett 1994). Other scholars have raised concerns that equity issues may be overlooked in enterprise bargaining, but conclude that the protections built into the IRR Act would provide sufficient protections for workers with family responsibilities (Walpole 1994). Adie (1994) recommended that the nature of family-friendly practices in agreements should be investigated.

1.3 Aims and Limits of the Study

The enactment of the IRR Act 1993 introduced significant changes to the Australian industrial relations legislative framework, such that the framework moved from a centralised award-based system to a system that enabled work-place bargaining underpinned by the award system. This was a time of fundamental change, introducing a unique legislative framework and the contents of agreements reached at this time of legislative change deserve examination. This study aims to provide insight into the nature of family-friendly working time provisions in agreements that were reached during this period of workplace bargaining.

The intent of the study is to provide an in depth understanding of the ways in which work and family issues have been addressed in agreements rather than a macro perspective of the incidence of family-friendliness. Since the objective is to establish the kinds of changes

associated with increased family-friendliness, agreements that purport to be family-friendly are examined.

An examination of family-friendly practices in agreements requires examination of the provisions in agreements and an examination of the extent to which the provisions are implemented at the workplace. This study is concerned with the first step and investigates the contents of agreements that claim family-friendliness. It is understood that an examination of the contents of agreements is not a study of practices at the workplaces, but it is a necessary first step in understanding the nature of progression toward family-friendly workplaces.

Although an exploration of changes to working-time provisions in several family-friendly agreements offers depth of understanding of the multifarious aspects of change, the findings cannot be generalised. However, they may be suggestive of issues requiring further investigation.

1.4 Presentation of the Study

This study is presented in nine chapters. A literature review in two parts follows this introductory chapter. The first section of the literature review (chapter two) examines the notion of work and family balance and the notion of enterprise bargaining as a means of addressing this balance. The literature that investigates the family-friendliness of enterprise agreements is also reviewed. The second part of the review (chapter three) discusses the literature that explores the working time preferences of workers with family responsibilities, from which criteria are developed to assess the contents of agreements.

Chapter four explains the methodology of the study. The advantages and limitations of a qualitative exploratory approach are discussed and the method used to extract the data and assess the findings explained.

Chapters five, six and seven present the findings in respect of each of three dimensions of working time arrangements, the amount of working time, the schedule of working time and the variability of working time. Chapter eight brings together these findings so that a conclusion can be drawn in chapter nine regarding the manner in which the changes to working time provisions in these agreements have addressed work and family issues.

Chapter 2

Work and Family Balance and Enterprise Bargaining

One of the most fundamental changes to the Australian labour market since the 1960s has been the increasing number of women in the paid workforce. A significant contributing factor has been the increase in the participation rate of married women. This is shown in table 2.1.

Table 2.1: Labour Force Participation Rates of Married Women by Age Group in Australia: 1933:1991 (Australian Censuses 1933-81 & ABS cat no. 6203.0)

Age	1933	1947	1961	1971	1981	1991
15-19	3.2	11.4	19.9	36.4	45.7	53.8
20-24	4.4	11.6	24.5	44.1	57.4	64.1
25-34	4.7	8.0	17.3	33.0	49.0	61.3
35-44	5.3	8.8	21.2	41.3	58.4	71.3
45-54	6.0	8.6	19.9	36.1	50.5	63.3
55-59	5.7	6.6	12.6	23.2	31.3	34.1
60-64	3.7	4.1	6.5	12.0	15.0	16.3

extract from McDonald (1995), p. 37

Coinciding with this increase have been shifts in attitudes to work and family life. Wolcott and Glezer (1995) found that about 90% of married men and women agreed that men should share equally in child care. The National Council for the International Year of the Family (NCIYF 1994) concluded that if men and women are to share more equitably the pleasures and responsibilities of employment and family life, attention must be paid to the culture and conditions of employment.

The Work and Family Unit (WFU 1996c) argued that work and family balance is not just an issue for employees with family responsibilities, but that there is an important business imperative to accommodate the changing needs of the workforce. Purported productivity benefits include retention of staff, reduced turnover, reduced absenteeism and increased morale (Adie and Carmody 1991; Edgar 1992, 1995a, 1995b and 1997; NCIYF 1994; Wolcott and

Glezer 1995; Biggs 1996; Moore 1996). Edgar (1995a) also proposed that employers can achieve further productivity benefits from improved societal outcomes.

Surveys of employees indicate that most workers have difficulty accommodating their family responsibilities during their working lives (Russell, Savage and Durkin 1992; Castles 1993; VandenHeuvel 1993; Madden 1994; Wolcott and Glezer 1995). The 1995 Australian Workplace Industrial Relations Survey (Morehead, Steele, Alexander, Stephen and Duffin 1997) revealed that satisfaction with work and family balance is decreasing for more than one in four employees.

The NCIYF recommended,

that the implementation of family supportive workplace cultures and practices ensure that flexible employment hours, the right to protected part-time employment at pro-rata rates of entitlement, all family leave arrangements, paid and unpaid, (should) be equally available to men as well as women with the responsibilities of family care....that these family supportive workplace arrangements, applicable to both male and female employees.....(are) matters which must be included in enterprise agreements... (1994, p.191).

This study takes up the question of the manner in which family supportive workplace arrangements have been included in agreements that seek to promote family-friendliness by investigating provisions in eleven enterprise agreements selected because they purportedly contain family-friendly provisions.

The first section of this literature review explores the notion of work and family balance and enterprise bargaining as a means of addressing this balance. The literature that investigates the family-friendliness of enterprise agreements is also reviewed. The second section of this review (chapter three) discusses the literature that explores the working time preferences of workers with family responsibilities, from which criteria are developed to assess the family-friendliness of agreements.

A large volume of research concerning work and family issues has been conducted, especially in the United States of America. The methodologies used are diverse, ranging from qualitative case studies (Rapoport and Rapoport 1976; Keith and Schafer 1980; General Mills Report 1981; Hughes and Galinsky 1988), to large survey-based quantitative studies (Staines and Pleck 1983; Voydanoff 1988; Galinsky, Bond and Friedman 1993; Neal, Chapman, Ingersoll-Dayton and Emlen, 1993; VandenHeuvel 1993), and to combined quantitative surveys and qualitative case studies (Wolcott and Glezer 1995). Similarly the objectives are diverse, ranging from analyses of working preferences (Galinsky, Bond and Friedman 1993; Wolcott and Glezer 1995), to examining a particular workplace practice in detail (Presser and Cain 1980; Bohen and Viveros-Long 1981; Glezer 1988; Brereton 1990; Christensen and Staines 1990), to examining the causes of worker dissatisfaction (Keith and Schafer 1980; Kelly and Voydanoff 1985; Kanter 1987; Googins 1991; Ironson 1992) and to summaries and reports of research (Ferber and O'Farrell 1991; Hewitt 1993; NCIYF 1994). While a discussion of the methodologies and objectives of the research cited throughout this literature review may be in order, size constraints have limited this review to an overview of the common themes emerging from the literature.

2.1 Work and Family Balance

The NCIYF found that balancing work and family responsibilities is the most basic daily issue for the majority of Australian families (1994, p.169). To define work and family balance, the concepts of family, work, family responsibilities and the relationship between work and family are discussed in turn.

2.1.1 Family

There are many definitions of family. McDonald (1995) defined family as related by blood, a member of the same household or persons dependent on others for care or support. McDonald noted that rigid Anglo-Saxon perceptions of family can be problematic for workers from other cultures and proposed that a broad interpretation of the concept of family ensures the accommodation of diverse cultural backgrounds and family structures (see also WFU 1996a). In the study conducted by VandenHeuvel (1993) a family member was defined as any person whom the employee considered to be family.

This study accepts the premise that the concept of family is a personal notion, defined by the employee concerned and hence the issue of a definition is not crucial and the term family is used in its most liberal sense.

2.1.2 Work

The term work is used throughout this study as a convenient way of describing paid participation in the labour force. This is not to say that family and community activities do not entail work, or that those facets of work are any less important than paid employment in the paradigm of

work and family balance. However, paid employment is an important component of societal activity and an important factor in the well-being of family and therefore deserving of examination in its own right (Googins 1991; Ferber and O'Farrell 1991; NCIYF 1994).

2.1.3 Family Responsibilities

The NCIYF discussed the range of activities and responsibilities undertaken by Australian families (1994, pp.1-57) and the WFU (1996a) discussed cultural variations to the notion of family responsibilities. Family responsibilities can include looking after family members (such as dependent children, the disabled and the elderly), attending to family matters (such as medical appointments, school and child care activities and attending court), and participating in family life (such as leisure and recreation activities, celebrations and times of grief). The nature of family responsibilities varies across families and across cultures.

Workers report that they have family responsibilities. Carmody (1993) reported that most Australian employees belong to families of one kind or another which make varying demands on them during the course of their working lives. This study accepts the premise that the concept and extent of family responsibilities are personal notions, defined by the employee concerned.

2.1.4 The Relationship Between Work and Family

The relationship between work and family can be described as the manner in which each sphere influences the other. Edgar (1995b) described the relationship as symbiotic, suggesting that caring responsibilities cannot be met without an adequate income and job security. The NCIYF (1994) concluded that it is a mistake to see domestic activities, child care or care of other family

members as a 'separate' sphere carried out by people outside the labour force and that family members do not cease their caring work while participating in the labour force.

Work and family can influence each other in positive and negative ways. Ferber and O'Farrell (1991) noted that the beneficial effects of employment on family life can include income (a steady income offers family stability and cohesion), identity and physical and mental health improvements. Home life can provide a buffer to a stressful workplace (Voydanoff 1980) and positive work experiences can enhance family life and vice-versa (Piotrkowski 1979).

Studies of the Australian workforce indicate that about one in three employees find it difficult to manage work and family (Madden 1994) and that two in three employees with children report tension between work and family (Russell et al 1992). Madden found that the major factor that contributes to difficulty in managing work and family responsibilities is hours of work that are too long and/or inflexible. Wolcott and Glezer (1995) also found these to be important contributing factors to work and family conflict, but also noted several other important factors, such as job and financial security, work stress, relationships at work, social climate and family structures. This reflects the findings of numerous studies conducted in the United States, which are summarised in Friedman (1991, p.16). The NCIYF (1994) concluded that the most compelling factor in work and family balance is time.

Without diminishing the influence of personal, domestic, societal and other job factors on work and family balance, this study takes up the notion that working time is an important factor in balancing the conflicting demands of work and family and investigates the use of working time provisions in agreements to promote work and family balance.

2.2 Enterprise Bargaining

The Australian industrial relations framework has moved from a centralised Award-based system to workplace bargaining. The Government reformed the legislative framework in 1993 to provide for workplace bargaining from March 1994 to enable flexible work arrangements responsive to workplace needs which would result in lowered costs, increased investment and improved international competitiveness of Australian industry (DIR 1995).

Another aim of the IRR Act was to protect employees' interests by providing a framework in which awards were preserved, by legislating for minimum standards, by legislating that employees could not be disadvantaged by enterprise agreements and by linking industrial matters to anti-discrimination legislation (DIR 1995). The Government proposed that enterprise bargaining within a framework that provided protections for employees would enable more flexible work practices to meet the needs of workers with family responsibilities and was listed by the Government as one of the strategies to assist in the implementation of ILO Convention 156, *Workers with Family Responsibilities*, (WFU 1992). However, views about whether it will achieve this outcome vary.

Numerous scholars have explored the various driving forces behind employers and employees during bargaining, such as the economic, social and industrial forces (see Buchanan and Heiler 1998 for an overview). Drawing from an assessment of these forces, various scholars have made predictions about the likely outcomes of enterprise bargaining.

Some scholars have suggested that the rigidity of the award-based industrial relations system prohibited the ability of employers and employees to develop work arrangements that satisfied both workers with family responsibilities and employers, while workplace bargaining offers an

opportunity for mutually beneficial outcomes (Callander 1991; Edgar 1992; Sloan 1992; Moore 1996).

Another school of thought suggests that workplace bargaining may not provide opportunities for introducing family-friendly workplace agreements. Bennett (1994) argued that outcomes enhancing work and family balance are unlikely to occur and Campbell (1993) suggested that the incentives for business to move to enterprise bargaining, namely more flexible workplaces to meet the needs of business, are diametrically opposed to the needs of workers with family responsibilities who seek flexibility to accommodate family responsibilities (Tully 1992; Burgmann 1994; Lee 1994).

Other authors, particularly proponents of post-Fordism such as Mathews (1989), propose that there is a mutuality of interest between employers and employees concerning flexible work practices, and that common goals can be achieved. Campbell (1993) acknowledged that it is possible to find a co-incidence of interest, and Charlesworth (1996) constructed the notion of “equiflex”, whereby flexible work arrangements which meet the working time preferences of employees can be reached within the context of the operational requirements of an enterprise.

Some scholars have raised concerns about equity issues in enterprise bargaining, suggesting that employees in weak bargaining positions may be disadvantaged. They concluded, however, that the protections built into the IRR Act were likely to provide sufficient protection for workers with family responsibilities (Walpole 1994; Equal Pay Unit 1992; NWCC 1994).

In discussing the issue of workplace flexibility, flexible working hours has been recognised as an important issue for both employers and employees (Thurman 1990; Bosch, Dawkins and Michon 1993; Bosch 1995). It can therefore be expected that negotiation over working time

arrangements will be prevalent during workplace bargaining, although the predicted nature of resultant changes is controversial, particularly in relation to family-friendliness. Adie (1994) recommended that, "...the nature of family-friendly practices included in enterprise agreements should be determined and investigated" (p. 22).

This study investigates the manner in which the opportunity to address work and family has been taken up within the industrial relations framework of protected bargaining by exploring the nature of working time provisions in agreements that purport to be family-friendly.

2.3 Outcomes of Enterprise Bargaining

This part of the literature review provides an overview of studies that have investigated the family-friendliness of enterprise agreements, with particular emphasis on studies that investigate agreements registered under the provisions of the IRR Act.

A number of studies investigated enterprise agreements registered in other jurisdictions, or enterprise agreements registered federally prior to the enactment of the IRR Act. DIRETFE (1993) investigated agreements registered in the NSW jurisdiction, while Hall and Fruin (1994), Boreham, Hall, Harley and Whitehouse (1995), and Probert (1995) investigated federal agreements registered prior to the 1993 reforms. These studies found little evidence of family-friendly measures, or, in the case studies conducted by Probert, such measures were tempered by other provisions that detract from work and family balance (for example the advantages of introducing permanent part-time employment were undermined by requirements to work unpredictable and non-standard hours of work). This raises the question of whether family-friendly provisions in agreements that aim to address work and family issues are tempered by other changes contained in the agreements.

2.3.1 Department of Industrial Relations 1994 and 1995 Enterprise Bargaining Reports

The 1994 and 1995 Annual Reports of Enterprise Bargaining in Australia collated and evaluated agreements from March 1994 to the end of 1995 (DIR 1995 and 1996). The 1994 report found that 68% of agreements contain changes to working time provisions and 6% of agreements contain provisions specifically for the purpose of assisting workers with family responsibilities (p.145). The types of provisions specifically for the purpose of assisting workers with family responsibilities included general commitments to the values of work and family balance, and specific measures, such as carer's leave, work at home provisions, enhanced parental leave provisions and child care assistance. The report indicated evidence of deterioration in employee satisfaction with work and family balance, with more than one in four employees reporting decreased satisfaction.

2.3.2 Agreements Database And Monitor (ADAM)

ADAM is a large database of workplace agreements (federal and state jurisdictions) and the ADAM reports present analyses conducted by the Australian Centre for Industrial Relations Research and Training. ADAM report 6 indicated that 5% of enterprise agreements contain formal policies or specific measures relating to work and family issues and that 75% of agreements contain working time flexibility provisions. Analyses indicated that flexible working time provisions in agreements often disrupt family lives (report 9; Heiler 1996a).

2.3.3 Charlesworth (1996)

Charlesworth (1996) studied working time provisions in six enterprise agreements and their impact on female employees. The case studies revealed that few provisions of assistance to

workers with family responsibilities were introduced, and where they were introduced, other provisions of the agreements often tempered the benefits. For example, the introduction of irregular rosters was found to negate the benefits of family leave.

Most research regarding the family-friendliness of agreements registered under the IRR Act has examined the incidence of provisions across agreements. However, research investigating the family-friendliness of working time provisions in agreements that purport to be family-friendly and that are registered under the IRR Act is not apparent. This study explores the family-friendliness of changes to working time provisions in such agreements.

The literature reveals that many agreements contain provisions that alter working time arrangements. Drawing on the data contained on the ADAM database, Buchanan and Heiler (1998) found that working time provisions in agreements generally detract from work and family balance. Given the evidence of extensive change to working time provisions in enterprise agreements, and in light of the possibility raised by Probert (1995) and Charlesworth (1996) that agreements containing family-friendly changes can contain unfriendly changes, this study takes up the question of the overall family-friendliness of ostensibly family-friendly agreements.

Like the case studies conducted by Charlesworth, this study investigates working time provisions in selected agreements certified in accordance with the IRR Act. It differs from the Charlesworth study in that it specifically examines agreements which purport to promote work and family issues and is an exploration of how family-friendliness has been addressed. Furthermore, this study differs in that it does not investigate the extent to which the provisions are practiced at the workplace or the impact of the provisions on workers with family responsibilities at the workplaces, but considers the manner in which working time provisions

within the contents of agreements have been consistent with the promotion of a family-friendly workplace.

2.4 Conclusion

The number of women participating in the Australian paid workforce has increased significantly and, with this increase, balancing work and family commitments has become a critical social and workplace issue. Many workers report difficulty in balancing work and family responsibilities and a crucial factor is the time available to attend to both duties.

The Government recognised the need to address work and family issues and, by reforming the industrial relations legislative framework to enable enterprise bargaining with protections for employees, sought to provide an opportunity to address work and family issues. However, controversy exists as to whether enterprise bargaining provides the opportunity to address work and family issues.

The literature indicates that many agreements registered under the IRR Act contain changes to working time provisions, but that the nature of working time provisions is often disruptive to family lives. However, the literature has not explored the nature of working time provisions in agreements that purport to be family-friendly.

This study investigates the nature of changes to working time provisions in agreements that purport to be family-friendly and thereby offers insight into the manner in which work and family balance has been addressed in enterprise agreements that have been registered in accordance with the provisions of the IRR Act 1993.

Chapter 3

Working Time Preferences

This chapter reviews the literature that investigates the working time preferences of employees with family responsibilities. From this review, criteria are developed that are used to assess the family-friendliness of working time provisions contained within selected agreements.

An extensive amount of research regarding the preferred work arrangements of workers with family responsibilities has been conducted, and again, this section of the literature review seeks to identify the major themes emerging from the literature. There are two seminal publications that explore work and family issues of relevance to Australian employees. VandenHeuvel (1993) studied work practices used by employees to balance their work and family responsibilities and Wolcott and Glezer (1995) explored how families perceive the connections between their work and family lives. Both publications made extensive recommendations regarding work practices of assistance to workers with family responsibilities. Ferber and O'Farrell (1991) and Hewitt (1993) provide useful summations of the USA and European research respectively. These and the many other studies that exam work and family issues are drawn on to develop the criteria to assess family-friendliness in agreements.

The literature reveals that working time arrangements are one of many factors, although an important one, in the balance between work and family responsibilities (Ferber and O'Farrell 1991; Hewitt 1993; Wolcott and Glezer 1995). Employees indicate that the amount of working time, when work is scheduled, the ability to vary working hours and the way these dimensions of working time interrelate influence their ability to balance work and family. Each of these dimensions and their relationship to each other are discussed in turn.

3.1 Amount of Working Time

The ability for employees to work an amount of time that enables sufficient time for family and other activities while maintaining adequate income assists in the balance between work and family commitments (Ferber and O'Farrell 1991; Hewitt 1993; Wolcott and Glezer 1995). However, the preferred amount of working time varies between employees and varies for an individual employee over their working life-time. For example, some employees prefer full-time working hours, while others prefer part-time. Some employees seek overtime, while others do not. Some employees require lengthy breaks from work to attend to family matters (BNA 1986; Ferber and O'Farrell 1991; Alvi 1994). Workers with family responsibilities prefer to choose the amount of working time that best suits their personal responsibilities (Wolcott and Glezer 1995).

The number of hours an employee is contracted to work, access to overtime and access to leave from work affect the amount of working hours performed by an employee. Each of these aspects is discussed in turn.

3.1.1 Number of Ordinary Hours of Work

Employees are normally engaged to work for a fixed number of hours over a specified period of time. That period of time can be a day, a week, a fortnight, month, a number of months or a year. Traditionally awards have provided that full-time employees work thirty-six to forty hours each week, and these hours are referred to as the full-time ordinary hours of work.

Wolcott and Glezer (1995) found that many full-time workers with family responsibilities express a preference for working fewer hours (p.41; VandenHeuvel 1993; Madden 1994).

However reduced hours associated with reduced pay can be unacceptable to employees who need to maintain their level of income to support themselves and their families (Presser 1989; Raabe 1990; Rodgers 1992; Charlesworth 1996; Buchanan and Bearfield 1997).

Reduced ordinary full-time hours of work where income is not compromised can assist employees to balance their work and family commitments. However, reductions to full-time hours of work have occurred in Australian workplaces only after major industrial campaigns and only when the economic and political ramifications have been accommodated to the satisfaction of the Australian Industrial Relations Commission (Deery and Plowman 1993, pp.340-344). Bosch, Dawkins and Michon (1993) noted that Australian employers tend to resist reducing the ordinary hours of employees because of concerns over competitiveness. Even though reduced full-time hours of work may represent a method of improving work and family balance, the literature suggests that this is unlikely to occur in enterprise agreements.

One way that employees can reduce their ordinary hours is to work part-time. Lewis (1990) noted that many women choose part-time work because it offers more time for family responsibilities (Ferber and O'Farrell 1991; Galinsky, Bond and Friedman 1993; Hewitt 1993; VandenHeuvel 1993; Alvi 1994; Wolcott and Glezer 1995). However, part-time work is often associated with limited income and reduced access to employee benefits (Morehead et al 1997). Low part-time wages and sparse benefits can make part-time employment impractical for workers with family responsibilities (McRae 1989; Kingston 1990; Ferber and O'Farrell 1991; Russell et al 1992; Hewitt 1993; Neal et al 1993; Probert and McDonald 1996).

Junor, Barlow and Patterson (1993) found that if part-time work is associated with unpredictable hours of work, or week-end or night work, then balancing work and family commitments can be difficult (McReadie 1994; Charlesworth 1996; Probert and McDonald 1996). Russell et al

(1992) found that part-time employment may not be a satisfactory arrangement if career opportunities are restricted and Raabe (1990) warned that the promotion of part-time work as a method of assisting employees to balance their work and family responsibilities may lead to the marginalisation of workers with family responsibilities to part-time jobs.

Part-time employment offers employers the ability to engage employees for the number of hours that best suit operational needs (Curson 1986; CAI 1989; Thurman 1990; Hewitt 1993; Bosch 1995). For example, in the banking industry a regular peak of custom occurs over the lunch period which can be satisfied by the engagement of part-time employees (Junor et al 1993). Part-time work options often are not at the choice of the employee, but determined by the needs of the workplace (ABS 1995; Probert and McDonald 1996).

Part-time employment initiatives have the potential to provide a means of promoting family-friendliness, particularly when it is at the election of the employee (Raabe 1990; Ferber and O'Farrell 1991; Russell et al 1992; Hewitt 1993; Wolcott and Glezer 1996). Part-time employment initiatives can also be an attractive option to employers and therefore can be expected to be addressed in agreements. However, part-time employment provisions may detract from work and family balance when it is poorly paid, when benefits are reduced, when hours are unpredictable or when it is imposed on employees.

3.1.2 Overtime

Overtime is time worked in excess of the ordinary number of contracted hours and this can be paid or unpaid. Wolcott and Glezer (1995) reported that not working more than forty hours a week was the most important working time arrangement for women workers with family

responsibilities. However, in the case studies conducted by Charlesworth (1996) many women workers relied on paid overtime to provide adequate income.

Mandatory overtime can be difficult for workers who cannot relinquish the time allocated to family responsibilities (Kraut 1992; Hewitt 1993; Wolcott and Glezer 1995). Unplanned overtime can be difficult for workers with rigid family schedules (Love, Galinsky and Hughes 1990; Junor et al 1993; Heiler 1996a; WFU 1996a). The option of taking time off work in lieu of payment for overtime at the discretion of the employee can enable time away from work to attend to family responsibilities (McReadie 1994; Charlesworth 1996).

Employers report that overtime provides a means of responding flexibly to unexpected or temporary demands (Curson 1986; Hutchinson and Brewster 1994; Murphy 1996). Employers also indicate a preference for the elimination or reduction of overtime. The ability to schedule ordinary hours of work at any time has been promoted as a means of eliminating overtime (Bosch et al 1993; Bosch 1995). Elimination of formal overtime arrangements may impose a financial burden on employees who rely on the income generated from overtime (Hutchinson and Brewster 1994; Hewitt 1993; Heiler 1996a). Bosch (1995) noted that the overtime preferences of employers and employees frequently diverge. This might limit the extent to which changes to overtime arrangements provides an opportunity to promote family-friendliness in enterprise agreements.

3.1.3 Leave

Kammerman and Kahn (1987) argued that the number one benefit for workers with family responsibilities may be time released from work to attend to family commitments (p.226). The WFU (1994 and 1996c) promoted annual leave, carer's leave, career breaks and parental leave as

initiatives that assist workers with family responsibilities (Dunoon and Wilcox 1995; Napoli 1995), each of which are discussed in turn.

3.1.3.1 Annual Leave

State statutory requirements and federal awards provide permanent employees with entitlements to paid leave each year for recreational purposes. Some workers with family responsibilities express a preference for more annual leave to cover the length of school holidays (Kammerman and Kahn 1987; Hewitt 1993; Wolcott and Glezer 1995).

Increased amounts of annual leave or the option to purchase more leave for less pay can enhance work and family balance. Increased paid leave is likely to meet with employer resistance as it increases costs, while schemes that enable employees to access more annual leave for proportionately less pay might provide a cost-neutral family-friendly option (Wolcott 1991b, 1993a, 1996).

3.1.3.2 Carer's Leave

Carer's leave for the purpose of attending to family or caring responsibilities is often referred to as family leave. Most employees indicate a desire for leave to care for a sick family member, to provide care if normal care arrangements fall through, for grieving at times of bereavement, to attend to appointments and for other family activities (Kammerman and Kahn 1987; Russell et al 1992; Galinsky et al 1993; Hewitt 1993; VandenHeuvel 1993; Alvi 1994; Madden 1994; Wolcott and Glezer 1995).

Workers with family responsibilities prefer paid leave, a sufficient amount of leave to cover all requirements, and a broad set of circumstances that attract an entitlement to leave (Ferber and O'Farrell 1991; Galinsky, Friedman and Hernandez 1991; Russell et al 1992; Galinsky et al 1993; Hewitt 1993; VandenHeuvel 1993; Alvi 1994; Madden 1994; Wolcott and Glezer 1995). The WFU (1996a) proposed that diverse cultural backgrounds and family structures can be accommodated by providing a broad definition of family.

Employer interest in carer's leave derives from the potential for productivity improvement as a result of enhanced employee satisfaction (Adie and Carmody 1991). Few Australian employers have expressed interest in pursuing carer's leave (Wolcott 1991b, 1993a and 1996), although promotion of family leave in the IRR Act (s.170KAA) and the Carer's Leave Test Case that was being heard by the AIRC at the time of reaching these agreements, may heighten employer interest in carer's leave.

3.1.3.3 Parental Leave and Career Breaks

Parental leave refers to leave at the time of birth or adoption of a child. Many employees give birth or have a partner who gives birth at some stage during their working life (BNA 1986). Glezer (1988) found that 44% of the employed women in her study had taken maternity leave, 73% of whom had returned to work within eighteen months (p.25).

Surveys of working parents indicate a need for parental leave that ensures security of employment (BNA 1986; Kamerman and Kahn 1987; NCJW 1987; Raabe and Gessner 1988; Glezer 1988; Lewis 1992; Rodgers 1992; NWCC 1993). Male parents will often take a small amount of leave at the time of birth, but extended unpaid leave is rarely sought, whereas as

female parents often require extended unpaid leave and often seek a gradual return to work from parental leave on a part-time basis (BNA 1986; Glezer 1988; Rodgers 1992; Lewis 1992).

Strict eligibility provisions, such as long periods of service and permanency of employment, can deny access to parental leave (Glezer 1988; Lewis 1992; Heiler 1996). Accessing parental leave is often difficult for low income workers because of the financial consequences of unpaid leave (Ferber and O'Farrell 1991; Hewitt 1993; VandenHeuvel 1993). Employees that access parental leave often report a negative impact on their careers and feelings of being stigmatised (BNA 1986; Lewis 1992; Rodgers 1992).

Career breaks are extensive periods of leave, usually without pay, that provide an opportunity for employees to attend to personal priorities. Many workers with family responsibilities seek career breaks while maintaining security of employment (Young 1990; Lewis 1992; Madden 1994).

Employer interest in providing parental leave and career breaks arises from the opportunity to retain valued employees (Adie and Carmody 1991; Wolcott 1991b, 1993a and 1996). Provision of employee access to parental leave and career breaks might provide means of promoting family-friendliness.

This section of the literature review has revealed many aspects of the amount of time worked that influence work and family balance. The preferences of workers with family responsibilities are summarised in table 3.1 and it is against these preferences that changes to provisions concerning the amount of time worked are assessed.

Table 3.1: Preferences Regarding the Amount of Working Time

Dimension	Provision	Preference
Amount	Full-Time	reduced ordinary hours where income is not compromised
	Part-Time	permanent part-time work at employee discretion with: <ul style="list-style-type: none"> • regular and predictable hours, and • permanent benefits, and • career development opportunities
	Overtime	available but at employee discretion; or <ul style="list-style-type: none"> • planned, or • takes family commitments into account, or • enables time-off-in-lieu at employee discretion
	Leave	annual leave: <ul style="list-style-type: none"> • additional leave, or • option to access more leave carer's leave: <ul style="list-style-type: none"> • paid, and • to cover a wide range of situations, and • broad definition of family, and • as much as required for the individual circumstance parental leave: <ul style="list-style-type: none"> • paid, and • minimal eligibility requirements, and • career opportunities, and • part-time return to work at employee discretion career breaks: <ul style="list-style-type: none"> • with security of employment, and • available at employee discretion

3.2 Schedule of Hours Worked

The schedule of hours worked refers to the times during which work is performed and the times that leave from work is taken. The ability for employees to work at times that do not conflict with times required for family responsibilities assists in the balance between work and family commitments (Ferber and O'Farrell 1991; Hewitt 1993; Wolcott and Glezer 1995). The preferred schedule of working hours varies between employees and across the working life for an individual employee according to the nature of family responsibilities, times that services are available and the personal preferences of employees (BNA 1986; Russell et al 1992; Galinsky et al 1993; VandenHeuvel 1993; Alvi 1994).

The schedule of hours worked by an employee is determined by the range of hours that can be worked, the rostered pattern of work, and when leave from work is taken, each of which is now discussed.

3.2.1 Range of Hours

The range, or span, of hours refers to the times over the course of a day and the days of the week that ordinary hours of work are able to be rostered. For example, the range of hours prescribed by an award or an agreement may be Monday to Friday from 7.00 am to 7.00 pm, which means that ordinary hours of work are able to be rostered at times within this range.

Wolcott and Glezer (1995) noted that workers with family responsibilities often prefer standard hours of work, that is work during the day and on weekdays (pp.32-33; Staines and Pleck 1983; Kamerman and Kahn 1987; McRae 1989; Thurman 1990; Hewitt 1993; VandenHeuvel 1993; Bosch 1995; Charlesworth 1996). Hewitt (1993) noted that work during non-standard hours (nights or weekends) is preferred by a minority, but none-the-less significant number of workers with family responsibilities, and concluded that work during non-standard hours may be of assistance if it is at the discretion of the employee (p.76; Dawkins 1985; Dawkins, Rungie and Sloan 1986; Love et al 1990; Adie and Carmody 1991; Deery and Mahony 1994; Madden 1994).

Presser (1989) noted that important aspects of non-standard hours are the ability to work at times that fit with family commitments and the penalty rates associated with these hours (Smith 1982; Presser 1986; Kanter 1987; Weiss and Liss 1989; Bosch 1995; Charlesworth 1996). However, Dawkins et al found that a variety of factors influence employee preferences for non-standard hours of work, but that penalty rates are a relatively insignificant factor. Although the extent to

which penalty rates are factor in the attraction of non-standard hours is not clear, the literature recognises that they are a factor and that reduced penalty rates are likely to detract from work and family balance.

Employers often seek the ability to roster employees any time and any day in accordance with operational requirements (Curson 1986; CAI 1989; Thurman 1990; Bosch et al 1993; Hewitt 1993; Bosch 1995). Bosch noted that the preferences of employers and employees regarding the range of hours can diverge. This might limit the extent to which changes to the range of hours provides an opportunity to promote family-friendliness in enterprise agreements.

3.2.2 Pattern of Work

The pattern of work can be described as the times that work is rostered over the course of a day, week, or any other fixed period. For example, the pattern of work within the range noted above might be Monday to Friday from 9.00 am to 5.30 pm with an half hour lunch break and a day off every fourth Friday. Wolcott and Glezer (1995) noted that workers with family responsibilities prefer to choose a pattern of work that corresponds with their family responsibilities (p.34; Raabe and Gessner 1986; Skinner 1990; Rodgers 1992; McRae 1989; Lewis 1992; Probert and McDonald 1996). If employees cannot influence the pattern of work, regular and predictable hours of work or patterns that take into consideration family commitments can be of assistance (Rapoport and Rapoport 1981; Staines and Pleck 1983; Dawkins 1985; Hewitt 1993; Charlesworth 1996; Wedderburn 1996).

Employers seek the ability to roster employees in accordance with operational requirements (Bosch 1995). Bosch noted that the preferences of employees and employers can diverge (Thurman 1990; Bosch et al 1993). This might limit the extent to which changes to the pattern

of working hours provides an opportunity to promote family-friendliness in enterprise agreements.

3.2.3 Schedule of Leave

The schedule of leave refers to the times that leave from work is rostered. Wolcott and Glezer (1995) noted that workers with family responsibilities seek the ability to determine when they take leave (p.41). If employees cannot choose the timing of leave, leave at times that suit their family responsibilities, such as during school holidays, or leave scheduled with long notice can be of assistance employees (Kammerman and Kahn 1987; Hewitt 1993; VandenHeuvel 1993).

Employers seek the ability to roster leave in accordance with operational requirements (Bosch 1995; Thurman 1990). Bosch noted that employee and employer preferences regarding the scheduling of leave can diverge. This might limit the extent to which changes to the scheduling of leave provides an opportunity to promote family-friendliness in enterprise agreements.

Table 3.2: Preferences Regarding the Schedule of Hours

Dimension	Provision	Preference
Schedule	Range	at employee discretion; or: <ul style="list-style-type: none"> • standard hours(although some employees prefer non-standard hours); or • penalty payment for non-standard hours (for some employees)
	Pattern	at employee discretion; or: <ul style="list-style-type: none"> • regular and predictable hours; or • takes family commitments into account; or • standard hours (although some employees prefer non-standard hours)
	Leave	at employee discretion; or <ul style="list-style-type: none"> • certainty over the timing of leave, or • at family-friendly times

This section of the literature review has revealed many aspects of work schedules that influence work and family balance. The preferences of workers with family responsibilities are

summarised in table 3.2 and it is against these preferences that changes to provisions concerning the schedule of hours worked are assessed.

3.3 Working Hours Variability

The ability to vary working time arrangements is often described as flexible working hours. Wolcott and Glezer (1995) noted that flexible working hours are likely to enhance work and family balance when working hours are varied in response to family or personal demands (Fernandez 1986; Kamerman and Kahn 1987; Ferber and O'Farrell 1991; Russell et al 1992; Galinsky et al 1993; Hewitt 1993; VandenHeuvel 1993; Alvi 1994; Madden 1994).

The types of flexibility that can be of assistance are flexitime arrangements, the ability to work extra hours so that time-off can be taken off later, time banking arrangements, opportunities to take short absences when family emergencies occur, the ability to vary work rosters, and the provision of a workplace culture that encourages and accommodates employee initiated changes to working hours (Fernandez 1986; McRae 1989; Kraut 1992; Rodgers 1992; Galinsky et al 1993; Hewitt 1993; Alvi 1994; McReadie 1994; Napoli 1994; Dunoon and Wilcox 1995; Wolcott and Glezer 1995; WFU 1996c).

Heiler (1996a and 1996b) suggested that if flexible working hours are not clearly defined as a response to family or personal demands, then flexible work arrangements can detract from work and family balance (Hewitt 1993; Wolcott and Glezer 1995; Charlesworth 1996). Limits on the variability of working hours in response to operational requirements can assist in the balance between work and family responsibilities (Campbell 1993; Hewitt 1993; Wolcott and Glezer 1995; Charlesworth 1996; Heiler 1996a). Limitations can take the form of removing or

curtailing employer discretion to vary hours, or requiring agreement, consultation or negotiation for employer initiated variation to working hours.

The ability to vary working time in response to operational requirements is an important business imperative (Thurman 1990; Campbell 1993; Bosch 1995). However, Thurman noted employer and employee preferences frequently diverge, with employers preferring that working hours are varied in response to operational requirements. Divergence of employer and employee preferences might limit the extent to which changes to working hours flexibility provides an opportunity to promote family-friendliness in enterprise agreements.

This section of the literature review has revealed the types of flexible working hours that are family-friendly. The preferences of workers with family responsibilities regarding working hours variability are summarised in table 3.3 and it is against these preferences that changes to provisions concerning working hours variability are assessed.

Table 3.3: Preferences Regarding Working Hours Variability

Dimension	Provision	Preference
Variability	Flexible Working Hours	<p>employee discretion to vary working hours in response to family demands, eg:</p> <ul style="list-style-type: none"> • flexitime, • time-off-in-lieu arrangements, • time banking, • short absences from work, • alter shift <p>restricting employer discretion to vary working hours, by</p> <ul style="list-style-type: none"> • removing employer discretion to vary working hours, or • requiring agreement for variation, or • requiring consultation for variation, or • notice requirements for change

3.4 Integrated Change

Although a single working time provision may promote family-friendliness, it is also important to consider the manner in which initiatives integrate. Raabe (1990) emphasised the need for a coordinated and integrated approach to family-friendly change.

3.4.1 Consistency of Approach

Raabe (1990) explored the interrelated effects of work and family policies. For example, the extent to which parental leave can assist an employee to better balance work and family responsibilities is greatly enhanced if other work and family supports, such as carer's leave and flexible working hours, are available when the parent returns to work. Conversely, provisions that detract from work and family balance can undermine the effectiveness of family-friendly provisions. For example, in the case studies conducted by Charlesworth (1996), the extent to which the introduction of family leave enhanced the work and family balance of employees was undermined by the loss of regular and predictable hours of work.

Working time arrangements that are consistently family-friendly can have a cumulatively positive influence on work and family balance.

3.4.2 Diversity

The working time preferences of employees with family responsibilities vary between employees, and vary for an individual over their working life. Tables 3.1, 3.2 and 3.3 indicate the breadth of variation in working time preferences.

Wolcott and Glezer (1995) suggested that the wide-variety of working time requirements that employees might have at some stage during their working lives can be met at workplaces by the provision of a diverse range of working hours options (Kamerman and Kahn 1987; Raabe 1990; Galinsky et al 1991; Rodgers 1992; Galinsky et al 1993; Hewitt 1993). The provision of a diverse range of family-friendly working hours options can have a cumulatively positive influence on work and family balance.

3.4.3 Workplace Culture

Wolcott and Glezer (1995) found that even if work and family initiatives are available, they can be difficult for employees to utilise if the workplace does not have a family-supportive environment (Kamerman and Kahn 1987; Raabe 1990; Galinsky et al 1991; Rodgers 1992; Ferber and O'Farrell 1991; Hewitt 1993; VandenHeuvel 1993; McReadie 1994; Alvi 1994; Charlesworth 1996).

A family-friendly workplace culture enables the effective implementation of family-friendly initiatives. To establish a supportive environment, the Wolcott and Glezer (1995) recommended that organisations provide written family-supportive statements, that organisations provide mechanisms to ensure that the needs of employees have avenues for redress, and that organisations ensure that managers and supervisors are supportive of a culture that welcomes diversity at the workplace (Rodgers 1992; Galinsky et al 1993; Hewitt 1993; VandenHeuvel 1993; WFU 1996a). While team-decision making can provide a forum for work and family issues to be addressed (Edgar 1995a), some research suggests that it might result in increased pressure on workers with family responsibilities to subordinate family needs to the needs of the workgroup (Christensen and Staines 1990; Wolcott 1991b; Crouter and Manke 1994; Wolcott and Glezer 1995; Charlesworth 1996).

Workplace family-friendliness is best achieved through an integrated approach, such that a diverse range of consistently family-friendly provisions are available within a family-supportive workplace environment.

3.5 Overview of Working Time Preferences

The literature has revealed many aspects of employee preferred working hours and these are summarised in Appendix II. An overview of these preferences reveal a number of principles of importance to workers with family responsibilities, and these are summarised in table 3.4.

The first principle of importance is employee autonomy over their working hours. The ability for employees to choose the amount of working time as well as their schedule will result a better balance between work and family commitments. Thurman noted that “... time sovereignty offers the possibility of adjusting working time arrangements to one’s life style, needs and preferences” (1990, p.131).

The second principle of importance is the flexibility of working hours. Working hours that can be varied in response to family demands can enable a better balance of work and family commitments.

The third principle is predictability and regularity of working hours. A desire for regular and predictable working hours may appear to contradict a desire for flexible working hours. However, flexible working hours that are attractive to workers with family responsibilities require the workplace to vary in response to the family responsibilities of employees (Campbell 1993; Heiler 1996a). Irregular and unpredictable hours require employees to vary their working

hours to meet workplace demands. Hewitt noted that “...if flexibility means unpredictability...family demands become impossible to organise” (1993, pp.100-101).

Job and financial security are important to workers with family responsibilities (BNA 1986; Raabe 1990; Wolcott and Glezer 1995). Kingston noted that the “...primary concern of employees with family responsibilities is the availability of a job with good security and adequate pay. This is the essential foundation for a sustaining, stable family life. If businesses fail to deliver on this count, all other concerns about ‘responsiveness’ are largely moot” (1990, p.441).

The availability of career opportunities are important to workers with family responsibilities. Family-friendly working time arrangements that deny access to career progression run the risk of marginalising workers with family responsibilities to dead-end jobs. Working time provisions that specifically promote the opportunity for career development can enhance work and family balance.

Table 3.4: Working Time Principles of Importance

<p>Workers with family responsibilities seek working time arrangements that:</p> <ul style="list-style-type: none">• offer choices to employees over the amount and schedule of working hours;• enable employees to vary working time arrangements; <p>such that:</p> <ul style="list-style-type: none">• regular and predictable work hours are provided;• job and financial security are not penalised;• career development is not compromised;• regular reviews and reassessment of working time provisions within family-supportive parameters are provided; <p>within a framework that:</p> <ul style="list-style-type: none">• ensures a consistently family-friendly approach;• provides a diverse range of options that meet the diverse needs of different groups of employees;• provides a family supportive environment.
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Continuous reviews of working-time arrangements are important to the maintenance of family-friendliness by enabling regular reassessment of whether provisions enhance work and family balance (Galinsky et al 1991; Dunoon and Wilcox 1995; Charlesworth 1996; Kramar 1997).

A family-friendly workplace is best achieved through an integrated set of working time provisions that incorporate the principles as set out in table 3.4, such that a diverse range of consistently family-friendly arrangements are available within a family-supportive workplace environment.

3.6 Conclusion

This review has revealed a rich body of literature that explores the preferred work practices of workers with family responsibilities. The extent and depth of the literature available has provided a thorough appreciation of the many and varied working time preferences of employees. These preferences form the basis of the criteria used to assess the family-friendliness of changes to working time provisions in this study.

There are aspects of working time arrangements that the literature cannot agree, such as whether penalty rates for non-standard hours are important to workers with family responsibilities.

However, irrespective of divergence of opinion in certain areas, the overwhelming conclusion of the literature is that the working time principles of primary importance are employee autonomy over working hours and working hours flexibility with job and financial security.

It is against the preferences and the principles identified in this literature review that the agreements in this study are assessed to explore the manner which changes to working time provisions are consistent with the promotion of a family-friendly workplace. The next chapter sets out the methodology used to make this exploration.

Chapter 4

Methodology

This study investigates the manner in which work and family issues have been addressed in enterprise agreements. It investigates this by examining changes to working time provisions in a selection of agreements reached in the period March 1994 to December 1996, a period of significant legislative change that was promoted as providing an opportunity to reach 'family-friendly' workplace agreements.

4.1 Research Purpose

The purpose of this study is to explore how changes to working time provisions in agreements registered within a specific industrial relations legislative framework have addressed work and family issues. This study is not concerned with measuring or quantifying change, but concerned with describing the nature or character of change. Zikmund (1994) described exploratory research as providing a greater understanding of a concept or a phenomena (p.88). Qualitative exploratory research techniques lend themselves to an in depth examination of the nature of changes to working time provisions.

4.2 Research Technique

An exploration of changes to working-time provisions in a number of agreements offers considerable depth of understanding of the multifarious aspects of working time arrangements and is likely to reveal issues for further investigation. Zikmund discussed various techniques for exploratory research and identified a pilot study as, "any small scale exploratory research technique that uses sampling..... but the rigorous standards used to obtain precise quantitative

estimates from large representative samples are relaxed” (1994, p.94). A pilot study of a small selection of agreements provides a suitable technique for exploring how changes to working-time provisions have addressed work and family issues and for examining assumptions about family-friendly change. Although generalisations cannot be made from the findings, themes for further research can be identified and its value lies as a useful preliminary step to future studies.

The manner in which provisions contained in agreements promote family-friendliness is determined by two factors; the manner in which the contents of agreements address work and family issues and the extent to which the provisions of agreements are implemented at the workplace. This study focuses on the first aspect, namely the manner in which work and family issues are addressed in the contents of agreements. What the agreements say is at best a necessary rather than a sufficient condition for an investigation of workplace family-friendliness and the natural progression from this study is to examine the extent to which the provisions of the agreements are implemented at the workplace.

4.3 Research Method

To investigate the manner in which work and family issues have been addressed in enterprise agreements, two questions are posed. Firstly, what evidence is there of changes to working time provisions, and secondly whether the changes are consistent with the promotion of family-friendly workplaces. To answer these two questions, a number of steps are required and these are described below.

4.3.1 Selection of Agreements

The intent of the study is to provide an in depth understanding of the ways in which work and family issues have been addressed in agreements rather than a macro perspective of the incidence of family-friendliness. The level of detail required for such an analysis can only be obtained through an examination of individual agreements. Since the objective is to explore the kinds of family-friendly changes occurring and, in doing so, examine the assumptions that changes are family-friendly, agreements that purport to be family-friendly were chosen for this task.

Table 4.1: Agreements Selected for Investigation

1. AMP Employees Enterprise Agreement 1995;
2. Australia Post Enterprise Agreement 1994-1996;
3. 1994 ATO Agency Bargaining Agreement;
4. Australian Poultry Victoria Processing and Milling Certified Agreement 1994;
5. Big W Discount Department Stores Agreement 1994;
6. Ford Australia Enterprise Agreement 1995;
7. The Geelong Hospital (Allied Health Professionals) Enterprise Agreement 1994;
8. Lady Gowrie Tasmania Agreement 1994;
9. Manchester Unity Friendly Society Enterprise Flexibility Agreement (of 1996);
10. Reserve Bank of Australia - FSU Productivity Bargaining Agreement 1995;
11. Toyota Workplace Agreement (Altona) 1995.

The 1994 and 1995 Annual Reports on Enterprise Bargaining (DIR, 1995 and 1996) highlight provisions from eleven agreements as examples of family-friendly provisions. These eleven agreements were selected because they have been reported in the DIR Enterprise Bargaining Reports as containing family-friendly provisions and therefore were considered more likely to reveal extensive data regarding the manner in which work and family issues have been addressed

in agreements. The agreements are listed in table 4.1. The pre-existing awards and agreements for each of these agreements and their relationships are listed in Appendix I.

4.3.2 Identify Changes to Working Time Provisions

To investigate the manner in which work and family issues have been addressed, the first question this study considers is whether changes to working time provisions have occurred. Working time provisions in agreements are one of many factors that can influence work and family balance. However, the size of this project necessarily confines the investigation to one of the many variables which influence work and family balance. Working time arrangements are a prominent contributing factor to work and family conflict (Friedman 1991; NCIYF 1994; Wolcott and Glezer 1995), and working time provisions commonly occur in enterprise agreements (DIR 1995 and 1996; ADAM report 6), therefore an examination of working time provisions in agreements would provide extensive data regarding the manner in which work and family issues have been addressed.

This study is concerned with the dynamic of change and not with arrangements already in existence. To identify whether changes to working time arrangements have occurred, the working time provisions in the selected agreements were compared with working-time provisions in the pre-existing award or agreement. In addition the environmental parameters established by the agreements were identified. The data gathered by these means are tabulated in Appendix IV and the environmental parameters in Appendix V.

4.3.3 Develop criteria to assess the family-friendliness of working time provisions.

The second question that this study considers is whether the changes to working time provisions have promoted a family-friendly workplace. Criteria to assess the direction of changes to working time provisions were developed in chapter three from the literature that investigates the working-time preferences of workers with family responsibilities. Working time preferences were summarised in tables 3.1, 3.2, and 3.3, and principles of importance in table 3.4, in the previous chapter. For ease of reading these tables have been presented as one table in Appendix II. From these preferences and principles the criteria to assess the family-friendliness of changes to working time provisions in the selected agreements were established. The criteria to assess the direction of possible changes for all working time provisions are set out in Appendix III.

4.3.4 Assess the direction of change

The direction of the changes to working time provisions were assessed against the criteria drawn from the literature. For the purposes of this discussion, changes to working time provisions that are likely to enhance work and family balance are described as positive or family-friendly, and changes to working time provisions that are likely to detract from work and family balance are described as negative or family-unfriendly. The direction of the changes occurring in the agreements are coded by shading in the tables in Appendix IV and the family-friendliness of the environmental parameters established in each agreement are likewise coded in Appendix V.

4.3.5 Analysis

This investigation of the manner in which work and family issues have been addressed in agreements has been accomplished by methodically identifying changes and by systematically applying standard criteria to assess the direction of each change. By this means a picture of the nature of changes across these agreements is developed and common patterns identified. From this picture an understanding is gained of the manner in which the promotion of family-friendly workplaces has occurred in these agreements and whether other changes temper this progression. The nature of the changes thus analysed will provide a greater understanding of the nature of family-friendly changes occurring during a period a fundamental legislative change, and may provide insight into areas of change where further improvements to family-friendliness can be made.

4.4 Limitations

In addition to the limitation imposed by the methodology, such that generalisations can not be made from exploratory pilot studies, the parameters of this study have established several limitations. Firstly, this is a study of one aspect of enterprise agreements, namely working time provisions. The manner in which other provisions within the agreements address work and family balance is not investigated. However, working time provisions are sufficiently important to deserve examination in their own right.

Secondly, only one dimension of the family-friendliness of working time provisions in agreements is investigated, namely the contents of agreements. Although the extent to which the provisions are implemented at the workplace are an important component of family-friendliness, an examination of the contents is a necessary first step.

The extent to which other workplace rules and practices influence work and family balance is not investigated. This study is concerned with changes that have occurred through the process of enterprise bargaining, and therefore the influence of factors external to the agreements are not relevant.

This study is an investigation of the dynamic of change to working time provisions in agreements and provides a depth of understanding of the nature and character of family-friendly changes to working time provisions in enterprise agreements.

Chapter 5

The Amount of Working Time

The study investigates the manner in which changes to working time provisions address work and family issues through an examination of the incidence and direction of changes to working time provisions in eleven selected enterprise agreements. The research is addressing two key questions:

- (i) what evidence is there in the eleven agreements of changes to working time?
- and
- (ii) are the changes consistent with the promotion of family-friendly workplaces?

The findings are presented in the next three chapters. This chapter considers the changes to the amount of working time. The following two chapters consider the changes to the schedule and changes to the ability to vary working hours.

5 Changes to the Amount of Working Time

Wolcott and Glezer (1995) noted that workers with family responsibilities prefer to choose the amount of working time that best suits their personal responsibilities and that the amount varies between employees and for an individual employee over their working life. Employees seek greater autonomy over the number of ordinary hours of work, the amount of overtime, and the amount of leave from work (Hewitt 1993). Discussion of each of these aspects now follows.

5.1 Changes to the Number of Ordinary Hours of Work

Wolcott and Glezer (1995) found that many full-time workers with family responsibilities prefer fewer working hours. Reduction to the number of ordinary hours of work can be achieved by reducing the number of full-time hours or by providing part-time employment.

5.1.1 Changes to Ordinary Full-Time Hours of Work

Although employees express a preference for reduced full-time hours, reductions associated with reduced pay are unacceptable to employees who need to maintain their level of income to support themselves and their families. Evidence of family-friendly changes to number of full-time hours of work would be provided by reduced hours without reduction in pay (Hewitt 1993).

Table 5.1: Changes to Ordinary Full-Time Hours of Work

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
MU	<ul style="list-style-type: none"> the number of ordinary hours per week is reduced by half an hour and this reduction is not associated with a reduction in pay; 		
no changes occurring in the other ten agreements			

Table 5.1 presents the evidence of changes to the number of full-time hours that have occurred in the eleven enterprise agreements in this study and categorises each change according to whether it promotes family-friendliness. It also reports the number of agreements in which no change occurred. This table shows that one change occurred in one agreement, the Manchester Unity Agreement, and the direction of that change is family-friendly.

On the question of evidence of changes to the number of full-time hours, the agreements in this study provide little evidence of changes to the number of full-time hours of work. This result is not surprising given that reductions to full-time hours of work have occurred in Australian workplaces after major industrial campaigns and national test cases (Deery and Plowman 1993).

On the question of whether this change is consistent with the promotion of family-friendliness, the Manchester Unity agreement has reduced the number hours by half an hour each week without reducing pay and therefore promotes family-friendliness at the workplace. However, the extent to which these agreements as a whole have addressed work and family issues through changes to full-time hours is extremely limited.

5.1.2 Changes to Ordinary Part-Time Hours of Work

Many workers with family responsibilities indicate a preference for permanent part-time employment (Wolcott and Glezer 1995).

Evidence of family-friendly changes to part-time employment provisions would be provided by changes that improve the ability for employees to choose permanent part-time work or to choose the number of hours that they work. Improved benefits associated with part-time employment would promote family-friendliness (Russell et al 1992). Reviews of part-time provisions with family-supportive frameworks would enable future family-friendly adjustments to part-time arrangements (Charlesworth 1996).

On the question of evidence of changes to provisions regarding the number of part-time hours in the eleven agreements, table 5.2 shows that six agreements made changes. The agreements in this study provide extensive evidence of changes to part-time hours of work.

Table 5.2: Changes to Ordinary Part-Time Hours of Work

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
AMP	<ul style="list-style-type: none"> • job security and pro-rata leave benefits ensured when moving between full and part-time work; • part-time employees entitled to training and promotional opportunities; • job-share register; • the restrictions on the number of hours part-time employees can work lifted; • short blocks of part-time work available while on parental leave; • changes to part-time provisions aim to ensure that AMP is an employer of choice; 		
APO	<ul style="list-style-type: none"> • the ability for full-time employees to choose to work part-time for family reasons; • the introduction of job-share arrangements for family reasons; • job-share and part-time provisions to be monitored; 		
ATO	<ul style="list-style-type: none"> • part-time work created in response to employee needs; • consideration given to training, career development and workplace participation for part-time employees; • a review of part-time arrangements; 		
AP	<ul style="list-style-type: none"> • employees offered the ability to move between full and part-time work; • the introduction of job-share; • loosens the restrictions on the number of part-time employees to provide opportunity for secure part-time work for employees; • loosens the restrictions on the number of hours part-time employees can work, ensuring that hours are subject to employee agreement; 	<ul style="list-style-type: none"> • unclear changes to the calculation of pro-rata benefits for part-time employees; 	
BW		<ul style="list-style-type: none"> • restrictions on the number of part-time employees lifted, but unclear whether at the discretion of employer or employee; • the number of hours that part-timers can work increase for some employees and decrease for others, and where the discretion over the number of hours lies is unclear; 	<ul style="list-style-type: none"> • removal of provision for movement between full and part-time work; • removal of express right to training & career development for part-time employees;
RB	<ul style="list-style-type: none"> • recognition that employees need to move between full and part-time employment; • changes to part-time arrangements to assist staff better manage work and family responsibilities; • review of part-time arrangements to assist staff better manage work and family commitments; 		
no changes occurring in the other 5 agreements			

On the question of whether these changes promote family-friendliness, these agreements provide evidence of changes to employee access to part-time work, to the number of hours that part-time employees can work and to the benefits associated with part-time work (see table 5.2).

With respect to employee access to part-time employment, four agreements provide improved access by creating part-time jobs or job-share arrangements. For example, the ATO agreement states that part-time work has been created in response to employee needs. Four agreements improved access by explicit recognition of the right of employees to move between full and part-time employment. For example, the APO agreement acknowledges that full-time employees can choose to work part-time for family reasons. Improved access has also occurred in the AMP agreement by ensuring that staff are aware of opportunities for part-time work through the establishment of a job-share register. These changes provide evidence of greater access to part-time work at the choice of the employee and therefore evidence of the promotion of family-friendliness.

The Big W agreement removed restrictions on the number of part-time jobs which may result in greater access to part-time work. However, it is not clear whether the option to work part-time is at employee or employer discretion and therefore it is not clear whether this change promotes family-friendliness.

On the issue of the number of hours that part-time employees can work, three agreements have removed or altered restrictions. The changes in the AMP and Australian Poultry agreements enhance family-friendliness because they increase the choices available to part-time employees over the number of hours that they work. However, it is not clear whether the changes to the number of hours in the Big W agreement is at employer or employee discretion, and therefore the influence on family-friendliness is not clear.

With respect to the benefits associated with part-time work, changes have occurred in three agreements. The AMP and ATO agreements provide part-time employees with entitlements to training and career advancement opportunities and thereby enhance family-friendliness. However, the Australian Poultry agreement changed the calculation of pro-rata entitlements for part-time employees, the outcome of which is not clear from the contents of the agreement and therefore the influence on work and family balance is difficult to predict.

The Big W agreement is the only agreement that made changes to part-time employment provisions that can be assessed as detracting from work and family balance. This agreement removed an explicit entitlement for employees to move between full and part-time work and removed an express right to training and career development opportunities for part-time employees.

The APO, ATO and Reserve Bank agreements established reviews of part-time provisions with family supportive frameworks. For example, the stated aim of the review in the Reserve Bank agreement is to assist staff to better manage work and family commitments. The outcomes of these reviews are likely to enhance work and family balance.

The agreements in this study contain many examples of family-friendly changes to part-time employment provisions. Family-friendliness has been promoted by providing more opportunities for employees to select part-time employment, by providing more choices over the number of hours that part-time employees work, by improving the benefits associated with part-time work, and by establishing family supportive reviews of part-time employment provisions. Although there are examples of negative changes in one agreement, and examples of change where the influence on work and family balance is not clear in another agreement, the

agreements provide extensive evidence of changes to part-time hours that promote family-friendliness.

5.2. Changes to the Amount of Overtime

Time worked in excess of the ordinary number of hours is referred to as overtime and this can be paid or unpaid. Wolcott and Glezer (1995) revealed that the most important working time arrangement for women workers with family responsibilities is not to work more than forty hours a week. However, in the case studies conducted by Charlesworth (1996), many workers relied on paid overtime to provide adequate income.

Evidence of promotion of family-friendliness would be provided by changes that enhance the discretion of employees to determine whether they work overtime. If overtime is required, then evidence would be provided by changes that ensure that the family commitments of employees are taken into consideration when scheduling overtime (Wolcott and Glezer 1995). Changes that reduce the financial rewards of overtime would provide evidence of changes that detract from work and family balance (Charlesworth 1996).

On the question of evidence of changes to overtime arrangements in the eleven agreements, table 5.3 shows that changes have occurred in five agreements. The agreements in this study provide evidence of changes to overtime arrangements.

On the question of whether these changes promote family-friendliness, these agreements provide evidence of changes to the discretion of employees to work overtime, to the requirement for employers to consider family commitments and to the financial benefits associated with overtime (see table 5.3).

Table 5.3: Changes to Overtime

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
AP			<ul style="list-style-type: none"> span of hours increased thereby reducing access to overtime;
BW		<ul style="list-style-type: none"> changes to overtime penalties in both directions; 	<ul style="list-style-type: none"> overtime required; span of hours increased thereby reducing access to overtime;
MU	<ul style="list-style-type: none"> overtime for part-time employees is voluntary; 		<ul style="list-style-type: none"> penalty rates for overtime on Saturday's has been reduced;
RB	<ul style="list-style-type: none"> child care concerns considered with short-notice overtime; child care costs refunded for short-notice overtime; 		
T	<ul style="list-style-type: none"> work beyond reasonable overtime is voluntary and defines reasonable overtime; short notice overtime is voluntary; employees personal activities to be considered when scheduling overtime; certainty and regularity regarding amount of overtime; 		
no changes occurring in the other six agreements			

With respect to the discretion of employees to work overtime, changes to the voluntary nature of overtime occurred in three agreements. The Manchester Unity agreement introduced voluntary overtime for part-time employees and the Toyota agreement made unreasonable and short-notice overtime voluntary, and both enhance work and family balance. However, the Big W agreement introduced an obligation for employees to work overtime and this detracts from work and family balance.

Changes to the discretion of employees to work overtime also occurred in two agreements by changing access to overtime. The Australian Poultry and Big W agreements changed the span of hours so that ordinary hours of work are performed at times that were previously overtime. These changes reduce access to overtime and detract from the work and family balance of employees who relied on the financial benefits of overtime.

Two agreements introduced a requirement to consider family commitments when scheduling overtime, thus enhancing work and family balance. For example, the Reserve Bank agreement

provides that the child care commitments of employees be considered and that the costs of child-care arising from short-notice overtime be refunded.

Two agreements changed the overtime rates of pay. The Big W agreement increased the penalties in certain circumstances and reduced them in other circumstances. The financial and therefore the family-friendly implications are difficult to predict. The Manchester Unity agreement reduced the Saturday overtime penalty rate and this detracts from the work and family balance of employees who relied on the financial benefits of overtime.

The agreements in this study provide evidence of changes to overtime arrangements which enhance work and family balance by introducing voluntary overtime and by requiring consideration of family commitments when scheduling overtime. However, few family-friendly changes have occurred. There is also evidence of changes that detract from work and family balance by requiring overtime, by reducing access to overtime, and by reducing the financial benefits associated with overtime. Although family-friendly changes to overtime provisions have occurred, they are few, and changes that detract from work and family balance have also occurred.

5.3 Changes to the Amount of Leave

Kamerman and Kahn (1987) concluded that the number one benefit for workers with family responsibilities may be time released from work.

Evidence of family-friendly changes to the amount of leave would be provided by changes that introduce an entitlement to leave or by changes that enhance employee access to existing leave entitlements. Employee access to leave would be enhanced by increasing the amount of leave,

by increasing the circumstances that attract leave, or by provisions that facilitate access to leave. Improving the financial benefits associated with leave can also enhance family-friendliness (Kamerman and Kahn 1987).

On the question of evidence of changes to the amount of leave in the eleven agreements, tables 5.4 and 5.5 show that changes occurred in ten agreements. Nine agreements changed the amount of carer's leave, where carer's leave is defined as leave for caring and bereavement, and nine agreements changed employee access to other types of leave. The agreements in this study provide extensive evidence of changes to the amount of leave. Given the number of changes to carer's leave, the findings are presented separately.

5.3.1 Changes to the Amount of Carer's Leave

On the question of whether the changes to carer's leave promote family-friendliness, these agreements provide evidence of new entitlements as well as changes to existing entitlements (see table 5.4).

Six agreements introduced a new entitlement to carer's leave. The Manchester Unity agreement is particularly noteworthy because it introduced two new forms of carer's leave, paid family leave to care for sick family members, as well as unpaid and unlimited personal and family emergency.

Four agreements introduced the new entitlement as additional to existing leave entitlements. For example, the Big W agreement introduced three days family leave. In the ATO agreement the amount of paid leave for individual employees is unlimited, contained only by the limits of a finite pool for the entire workplace.

Table 5.4: Changes to the Amount of Carer's Leave

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
AMP	<ul style="list-style-type: none"> personal emergency leave can be taken in blocks of two hours; changes to personal emergency leave to ensure that AMP is an employer of choice; 		
ATO	<ul style="list-style-type: none"> carers leave introduced; no limit to the amount of carer's leave for an individual employee, but a limited pool of leave for the workplace; carer's leave in addition to other leave provisions; carers leave on a trial basis; 		
BW	<ul style="list-style-type: none"> three days family leave in addition to other leave entitlements; definition of family for compassionate leave expanded for some employees; 	<ul style="list-style-type: none"> amount of compassionate leave in some cases increased but for funerals outside Victoria, the amount is reduced; 	
F	<ul style="list-style-type: none"> amount of family leave increased from one day to up to ten days, cumulative; definition of family for bereavement expanded; 		<ul style="list-style-type: none"> definition of family for family leave narrowed and therefore opportunities to take family leave reduced;
GH	<ul style="list-style-type: none"> introduction of family leave as part of existing sick leave entitlement; monitoring sick and family leave; 		
LG	<ul style="list-style-type: none"> special family leave introduced; special family leave may be varied for improvement; definition of family for compassionate leave broadened; compassionate leave to include serious illness; compassionate leave no longer subject to managerial approval; 		
MU	<ul style="list-style-type: none"> introduction of family leave as part of existing sick leave entitlement; a new entitlement to unlimited, unpaid leave for personal and family emergencies; the definition of family for bereavement leave broadened; 	<ul style="list-style-type: none"> more paid leave for funerals outside Australia but less paid leave for second and subsequent bereavements during the course of one year; 	
RB		<ul style="list-style-type: none"> review of family leave provisions in light of National Test Case; 	
T	<ul style="list-style-type: none"> introduction of personal leave as part of existing sick leave provisions; 	<ul style="list-style-type: none"> parameters of trial of personal leave are not clearly family supportive; 	
no changes occurring in the APO and AP agreements			

Three agreements introduced entitlements to carer's leave that do not expand the overall number of leave days available to employees, but instead roll sick, family and bereavement leave into one entitlement. For example, an employee covered by the Toyota agreement can access ten days leave over the course of a year as sick leave, or ten days as family leave, or ten days as a combination of sick and family leave.

With respect to changes to existing carer's leave provisions, changes to the amount, the circumstances and access to leave have occurred.

Three agreements changed the amount of leave, but only the Ford agreement increased the amount of family leave. In two agreements changes to the amount of compassionate leave increase and decrease according to the circumstances and therefore family-friendliness is difficult to predict. For example, the Manchester Unity agreement provides two paid days bereavement leave per year, rather than two days per bereavement. If an employee has more than one bereavement in a year, they may be disadvantaged. However, the potential for this change to negatively influence work and balance may be alleviated by the introduction of an unlimited amount of unpaid emergency leave.

Three agreements broadened the circumstances that attract an entitlement to leave, thus enhancing work and family balance. For example, the Lady Gowrie agreement broadened the definition of family for compassionate leave and expanded eligibility to include leave for serious illnesses. However, the Ford agreement broadened the definition of family for the purpose of bereavement leave to include brother and sister-in-law, but narrowed the definition for family leave to preclude parents-in-law, siblings and step relations and therefore family-friendliness is difficult to predict.

Two agreements facilitated employee access to carer's leave entitlements, thus enhancing work and family balance. For example, the AMP agreement introduced periods of personal leave as short as two hours thereby providing employees with the ability to access a few hours of leave at a time if required.

Five agreements initiated reviews or trial arrangements of carer's leave. The ATO, Geelong Hospital and Lady Gowrie agreements explicitly seek to improve family-friendliness. For example, the Lady Gowrie agreement provides that special family leave can be varied to improve the provision. However, the parameters of the trials in other two agreements do not. For example, the parameters of the review in the Toyota agreement require no adverse impact on attendance levels and that absences are approved and planned in advance and this may result in deterioration to work and family balance.

The agreements in this study provide extensive evidence of changes to carer's leave, and the overwhelming direction has been to enhance work and family balance. This has been achieved by introducing new entitlements to carer's leave, by improving access to existing entitlements, and by providing reviews with family supportive parameters. There are some examples of deterioration to work and family balance, but these are rare. These agreements provide extensive evidence of family-friendly changes to carer's leave provisions.

5.3.2 Changes to the Amount of Leave other than Carer's Leave

Nine agreements changed access to leave, other than carer's leave. On the question of whether the changes to the amount of leave promote family-friendliness, these agreements provide evidence of new entitlements as well as changes to existing provisions (see table 5.5).

With respect to the introduction of new entitlements, the APO agreement introduced a career a break of up to three years. This offers employees access to extensive breaks from employment in order to pursue personal matters while retaining security of employment and therefore promotes family-friendliness.

Table 5.5: Changes to the Amount of Leave other than Carer's Leave

Agreements	Direction of Change		
	✓	?	x
AMP	<ul style="list-style-type: none"> • taking annual leave is part of performance criteria; • the ability for management to pay out excess leave removed so that employees can take their leave for rest and recuperation; • changes to parental leave provisions to ensure that AMP is an employer of choice: <ul style="list-style-type: none"> • 6 weeks paid parental leave; • part-time employment; • career development opportunities; • breast-feeding facilities for lactating mothers; • return to work induction and assistance programs; 		
APO	<ul style="list-style-type: none"> • the introduction of career breaks of up to 3 years for family reasons; • the career break provision to be monitored; 		
ATO	<ul style="list-style-type: none"> • investigation of a purchase of annual leave scheme that allows more leave for less pay subject to consideration of costs and benefits to the Agency and employees; 		
B W			<ul style="list-style-type: none"> • loss of one week extra leave for employees who work week-ends;
F	<ul style="list-style-type: none"> • discussion regarding paid maternity leave opened; 		
GH	<ul style="list-style-type: none"> • choice of doubling long service leave for half pay; 		
LG	<ul style="list-style-type: none"> • existing entitlement to special extensive unpaid leave provides for the right to return to the same job; • special extensive unpaid leave may be taken for child-rearing purposes; • long service leave accrues after 10 years service; 		
MU			<ul style="list-style-type: none"> • the amount of annual leave for employees working non-standard hours reduced;
RB			<ul style="list-style-type: none"> • abolition of retrospective payment for confinement leave; • reduction in superannuation and long service leave entitlements;
no changes occurring in the AP and T agreements			

With respect to changes to existing leave entitlements, changes to the amount, access and financial benefits have occurred. Five agreements changed the amount of leave. The Geelong Hospital agreement enables employees to choose more long service leave for less pay and the ATO agreement provides for the consideration of such an arrangement for annual leave. The

Lady Gowrie agreement increased the amount of long service leave by providing for faster accrual. These changes enable more leave and therefore promote family-friendliness. However, the Big W and Manchester Unity agreements reduced the amount of annual leave for employees who work non-standard hours from five to four weeks, thus detracting from the work and family balance of such employees.

Two agreements improved employee access to leave, thereby enhancing family-friendliness. For example, the AMP agreement removed the ability for management to unilaterally pay-out excess annual leave and requires that the taking of annual is a part of performance appraisal. These changes enable employees to access their full annual leave entitlement. This agreement also made extensive family-friendly improvements to parental leave, by introducing part-time employment options, career development opportunities, return-to-work induction and assistance programs and breast-feeding facilities for lactating mothers, thereby making parental leave a more accessible option for employees.

Three agreements changed the financial benefits associated with leave. The AMP and Ford agreements introduce or support the principle of paid parental leave, thereby making or paving the way to make parental leave a more affordable option. However, the Reserve Bank agreement reduced the financial benefits by abolishing retrospective paid leave and reducing associated superannuation and long service entitlements, thereby making parental leave a less affordable option.

The agreements in this study provide extensive evidence of changes to the amount of leave from work and the overwhelming direction has been to promote family-friendliness. This has occurred by increasing the amount of existing leave entitlements, by facilitating access to leave, by improving the financial benefits associated with leave, and by introducing career breaks.

There are some examples of deterioration to work and family balance, but these are relatively few. These agreements provide extensive evidence of family-friendly changes to the amount of leave that employees access can from work.

5.4 Conclusion

The purpose of this chapter has been to establish whether changes to enterprise agreement provisions concerning the amount of working time have occurred, and if so, whether the changes have been consistent with the promotion of family-friendly workplaces. The aspects of working time that were investigated were the number of ordinary hours of work, the amount of overtime and the amount of leave from work.

On the question of the incidence of changes to the amount of working time, these agreements provide extensive evidence, with numerous changes occurring in all of the agreements.

With respect to the number of ordinary hours of work, two things are clear. First, there is little evidence of change to the number of full-time ordinary hours of work, with reduced full-time hours occurring in only one agreement. Therefore we observe no material change to the full-time ordinary hours of work. Historical reliance on national test cases to change full-time ordinary hours of work and entrenched community standards might explain the infrequent occurrence of such change.

The second observation regarding changes to the ordinary hours of work is that there is extensive evidence of changes to part-time arrangements and that the direction of the changes is overwhelmingly family-friendly.

With respect to changes to overtime arrangements, some, although few, family-friendly changes have occurred, as well as changes that detract from work and family balance.

With respect to the amount of leave from work, there is extensive evidence of change, and the direction of the changes is overwhelmingly family-friendly. The predominant form of change has been to introduce carer's leave, which may have been influenced by the requirement of the IRR Act for the AIRC to conduct a Carer's Leave Test Case (s.170KAA).

These agreements are family-friendly in so far as they offer employees opportunities to access part-time work and leave, particularly carer's leave. There is evidence of deterioration to some provisions, particularly overtime provisions, although the incidence is minimal.

Work and family balance can also be influenced by changes to the schedule of working time and changes to the ability to vary when work is performed. These aspects of working time arrangements require examination before a conclusion can be drawn about the manner in which these agreements have addressed the issue of family-friendliness. Changes to the schedule of working time are discussed in the next chapter.

Chapter 6

The Schedule of Work

This chapter presents the findings regarding the incidence and direction of changes to the schedule of work that have occurred in the eleven enterprise agreements.

6 Changes to the Schedule of Work

The schedule of work can be described as the times during which work is performed and the times that leave from work is taken. Wolcott and Glezer (1995) noted that workers with family responsibilities prefer to determine their own schedule of work (p.34). Employees seek greater autonomy over the range of hours that can be worked, the pattern of hours worked, and when leave from work is taken (Hewitt 1993). The findings regarding each of these aspects are now discussed.

6.1 Changes to the Range of Hours

The range, or span, of hours can be described as the times over the course of a day and the days of the week that ordinary hours of work are able to be rostered. For the purposes of this discussion, the range of hours that can be worked is distinguished from the pattern of work that is required to be performed.

Wolcott and Glezer (1995) found that many workers with family responsibilities prefer standard hours of work, that is work during the day and on weekdays (pp.32-33). Hewitt (1993) noted that work during non-standard hours is preferred by a minority, but none-the-less significant number of workers with family responsibilities, and concluded that work during non-standard hours may be of assistance if it is at the discretion of the employee (p.76).

Evidence of changes to the range of hours that are consistent with the promotion of family-friendliness would be provided by changes that offer a range of hours that is at the choice of the employee. If employees cannot choose the range of hours, then changes that ensure work during standard hours would promote family-friendliness for most employees. Changes that reduce the financial benefits of work performed during non-standard times would provide evidence deterioration to family-friendliness for employees who rely on the income derived from non-standard hours (Hewitt 1993).

Table 6.1: Changes to the Range of Hours

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
AP	<ul style="list-style-type: none"> existing employees can volunteer to work a longer span of hours; existing employees who volunteer to work a longer span receive a penalty payment for some non-standard hours; 		<ul style="list-style-type: none"> requirement for new employees to be available to work a longer span of hours over non-standard hours; penalty rates for one hour in the expanded range for existing and new employees removed; requirement to work certain public holidays; the removal of penalty rates for certain Public Holidays which must be worked;
BW	<ul style="list-style-type: none"> existing employees can volunteer to work all hours, including non-standard hours; 		<ul style="list-style-type: none"> penalty payments for existing employees who choose to work non-standard hours reduced; new employees required to be available all hours, including non-standard hours; reduced penalty rates for new employees required to work non-standard hours;
MU			<ul style="list-style-type: none"> penalty payments for work during non-standard hours removed;
no changes occurring in the other eight agreements			

On the question of evidence of changes to the range of hours in the eleven agreements, table 6.1 shows that changes occurred in only three of the eleven agreements. The agreements in this study provide little evidence of changes to the range of hours.

On the question of whether these changes are consistent with the promotion of family-friendliness, these agreements provide evidence of changes to employee discretion over the range of hours worked and changes to the financial benefits associated with non-standard hours (see table 6.1).

With respect to employee discretion over the range of hours, the Australian Poultry and Big W agreements provide existing employees with the choice of working an increased range, thus enhancing the work and family balance of these employees. However, in both agreements, new employees are required to be available to work non-standard hours.

The changes raise an interesting question. Two categories of employees are created, existing employees who receive the benefits of choice, and new employees who are required to be available to work non-standard hours. This differentiation may offer a method of introducing increased hours of operation for the employer while at the same time accommodating the concerns of existing employees, thus providing a practical method of accommodating different employer and employee preferences. However, as new employees replace existing employees, the discretion of the employee to work the broader range of hours will cease to exist and family-friendliness may increasingly deteriorate.

On the issue of the financial benefits, both of these agreements and the Manchester Unity reduced the financial benefits associated with non-standard hours of work and thereby detract from the work and family balance of employees who rely on penalty payments.

These agreements offer few examples of changes to the range of hours. The few examples that have occurred limit the enhancement of family-friendliness to existing employees and therefore family-friendliness may deteriorate over time.

6.2 Changes to the Pattern of Work

The pattern of work can be described as the times that work is rostered over the course of a day, week, or any other fixed period. Wolcott and Glezer (1995) noted that workers with family responsibilities prefer to choose a pattern of work that suits their family responsibilities (p.34).

Evidence of changes that are consistent with the promotion of family-friendliness would be provided by changes that enhance employee and limit managerial discretion over the pattern of work (Hewitt 1993). If employees cannot choose the pattern of work, then changes that require that family commitments are taken into consideration when scheduling work or changes that ensure that the pattern of work is regular and predictable would provide evidence of family-friendliness. Changes that provide for a pattern of standard daytime hours would be of assistance to many workers with family responsibilities (Wolcott and Glezer 1995).

On the question of evidence of changes to the pattern of hours in the eleven agreements table 6.2 shows that changes have occurred in nine agreements. The agreements in this study provide extensive evidence of changes to the pattern of working hours.

On the question of whether these changes promote family-friendliness, these agreements provide evidence of changes to employee and employer discretion over the patterns of work, changes to

requirements to consider family commitments and changes to the regularity of working patterns (see table 6.2).

Table 6.2: Changes to the Pattern of Work

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
AMP	<ul style="list-style-type: none"> managers to ensure that the needs of workers with family responsibilities are taken into account when scheduling; 		
ATO	<ul style="list-style-type: none"> review of working patterns to provide employees with more flexible working conditions; 		
AP	<ul style="list-style-type: none"> the hours of work for part-time employees to be agreed; 		
BW	<ul style="list-style-type: none"> able to choose not to have an RDO; removal of ability to enforce split shifts; specified rosters & notice of roster on-going; family commitments to be considered when rostering ; 	<ul style="list-style-type: none"> the imposition of a pattern of work by management rather than by majority agreement, but employees concerns to be mitigated after decision made; hours of work per day increased for some days and decreased for others; 	<ul style="list-style-type: none"> loss of regular night shift;
F			<ul style="list-style-type: none"> review of pattern of work to improve operational performance;
GH		<ul style="list-style-type: none"> provision for management to permanently change the schedule of work, but employees concerns to be mitigated after decision made; 	
MU		<ul style="list-style-type: none"> the new schedule of work as a result of reduced hours is not clear; imposition of pattern of work rather than pattern determined by majority decision; 	<ul style="list-style-type: none"> an entitlement to an RDO is no longer clearly available; employees required to work call-backs; certainty over hours of work and regular hours are no longer ensured;
RB	<ul style="list-style-type: none"> the Bank would normally have regard for child-care arrangements when scheduling overtime; 		<ul style="list-style-type: none"> review of schedule arrangements to meet operational requirements;
T		<ul style="list-style-type: none"> management can permanently alter work patterns, however, are required to discuss and take into account the family situation of employees; the parameters of the review of working patterns are not clearly family-supportive; 	<ul style="list-style-type: none"> notice of scheduled days off reduced from one year to three months;
no changes occurring in the APO and LG agreements			

With respect to employee discretion over the pattern of work, changes that enhance family-friendliness have occurred in two agreements. For example, the Australian Poultry agreement requires that the hours of work for part-time employees are agreed.

With respect to employer discretion over the pattern of work, changes have occurred in four agreements, but the direction of the changes is not always clear. For example, the Big W and Manchester Unity agreements changed the method of determining the pattern of work from a majority decision of employees to a pattern determined by management. Although this change increases managerial discretion, it cannot be assumed to be of less assistance to workers with family responsibilities than a pattern imposed by a majority decision of employees. However, the Big W agreement also removes the ability for management to roster split shifts and requires management to consider the family commitments of employees, and overall appears to enhance family-friendliness. The Manchester Unity agreement enables management to demand call-backs and removes rostered days off, and overall appears to detract from family-friendliness.

The Geelong Hospital and Toyota agreements enhance managerial discretion by enabling management to change the pattern of work. However, both agreements also require consideration of family commitments, and the overall family-friendliness is difficult to predict.

Two other agreements have introduced a requirement to consider family commitments when scheduling work, thus enhancing family-friendliness. For example, the Reserve Bank agreement requires that child care arrangements be considered when scheduling overtime.

With respect to the regularity of the pattern of work, changes have occurred in two agreements, but the direction of the changes vary. For example, the Big W agreement requires on-going and specified rosters, thus enhancing family-friendliness. However, this agreement also removed a

regular night-shift and replaced it with a twenty-four range of hours. This change detracts from the work and balance of workers who prefer regular nightwork.

Four agreements established reviews of work patterns. However, only the ATO agreement established family-supportive parameters and this agreement stated that the intent of the review is to provide employees with more flexible working conditions. The parameters of the review in the Toyota agreement are not clear, and the Ford and Reserve Bank agreements seek to improve operational performance, which may result in changes that detract from work and family balance.

These agreements provide many examples of changes to the pattern of work. Some changes enhance work and family balance by requiring employee agreement over the hours of work, by requiring family responsibilities to be considered, or by introducing on-going notice of rosters. The influence of patterns of work imposed by managers rather than a majority decision of employees, and the influence of the requirement to mitigate employee concerns when management are given the discretion to change work patterns, are difficult to predict. These agreements also provide evidence of changes that detract from family-friendliness by enhancing employer discretion over the pattern of work, by removing regularity of rosters, and by establishing reviews of working patterns without family-supportive parameters. Although these agreements provide evidence of family-friendly changes to the pattern of work, these are also numerous changes for which the direction is difficult to predict and numerous changes that detract from work and family balance.

6.3 Changes to the Schedule of Leave

The schedule of leave can be described as the times that leave from work is rostered. Wolcott and Glezer (1995) noted that workers with family responsibilities seek leave from work at times that suit their family responsibilities.

Evidence of changes that are consistent with the promotion of family-friendliness would be provided by changes that enable the scheduling of leave at employee discretion or changes that minimise employer discretion (Wolcott and Glezer 1995). If employees cannot choose the timing of leave, changes that ensure certainty over timing would provide evidence of family-friendliness. Alternatively, changes that enable leave at times that workers with family responsibilities often prefer, such as during school holidays, would enhance the work and family balance of many employees (Kamerman and Kahn 1987).

On the question of evidence of changes to the scheduling of leave in the eleven agreements, table 6.3 shows that change has occurred in five agreements. The agreements in this study provide evidence of changes to leave schedules.

On the question of whether these changes promote family-friendliness, these agreements provide evidence of changes to employee and employer discretion over the timing of leave and changes to the certainty of the timing of leave (see table 6.3).

With respect to employee discretion over the timing of leave, changes have occurred in four agreements, three of which increase the discretion available to employees and thereby enhance family-friendliness. For example, the APO agreement enables employees to access five days annual leave in advance of accrual.

Table 6.3: Changes to the Schedule of Leave

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
APO	<ul style="list-style-type: none"> access to five days annual leave in advance of accrual; increased access to annual leave to be monitored; 		
B W	<ul style="list-style-type: none"> removal of ability to enforce broken periods of leave; removal of ability to close-down and enforce leave; 		<ul style="list-style-type: none"> accrual to 12 months by agreement no longer available;
F	<ul style="list-style-type: none"> certainty of timing of leave by ensuring three weeks leave over December/January period; 		
MU	<ul style="list-style-type: none"> small blocks of leave can only be taken at the discretion of the employees; annual leave may be taken at a later time if agreed; 		
T	<ul style="list-style-type: none"> employee choice over the timing of the non-close-down period of annual leave; 	<ul style="list-style-type: none"> eligibility of access to long service leave confines to leave for pressing domestic emergencies for employees who have between 7 and 15 years of service which may restrict access to early long service or may enshrine a right to leave for domestic purposes; annual leave should meet the need of employees and objectives of the employer; 	<ul style="list-style-type: none"> company close-down no longer set over the Xmas/New Year period but determined by the company in accordance with operational requirements and three weeks to be taken at that time;
no changes occurring in the other six agreements			

Two agreements have made changes to both employee and employer discretion over the timing of leave. The Big W agreement removed employee discretion over the ability to accrue leave and removed employer discretion over close-downs and broken periods of leave. The overall influence on family-friendliness is difficult to predict.

The Toyota agreement enables employees to choose when to take the non-close-down period of annual leave, but also provides the employer with the ability to determine the timing of three

weeks of leave in response to operational requirements, instead of closing down over the Christmas/New Year period. The overall influence is difficult to predict.

On the issue of certainty over the timing leave, the Ford agreement ensures a three week break over the summer school holiday period, which enhances the work and family balance of employees who require leave over school holidays.

The agreements in this study provide evidence of changes to leave schedules, and although some detract from work and family balance, most enhance employee discretion and promote family-friendliness.

6.4 Conclusion

The purpose of this chapter has been to establish whether changes to enterprise agreement provisions concerning the schedule of working time have occurred, and, if so, whether the changes have been consistent with the promotion of family-friendliness. The aspects of working time schedules that were investigated were the range of ordinary hours of work, the scheduled pattern of work and the scheduling of leave.

On the question of the incidence of changes to the schedule of working time, these agreements provide extensive evidence, with numerous changes occurring in most agreements.

With respect to the range of ordinary hours of work, there is little evidence of change. Where change has occurred, family-friendly changes have been limited to existing employees and family-friendliness may deteriorate as new employees replace existing employees. With respect to changes to pattern of work, there is extensive evidence of changes that promote family-

friendliness as well as changes that detract from work and family balance. With respect to the scheduling of leave, there is evidence of change. Although some changes detract from work and family balance, most promote family-friendliness.

The eleven agreements in this study provide extensive evidence of family-friendly changes to the schedule of working hours. However, changes that detract from work and family balance, particularly changes to the range and pattern of hours, have also occurred.

Work and family balance can also be influenced by changes to the ability to vary when work is performed. This aspect of working time requires examination before a conclusion can be drawn about the manner in which these agreements have addressed the issue of family-friendliness and is discussed in the next chapter.

Chapter 7

Working Time Variability

This chapter presents the findings regarding the incidence and direction of changes to working time variability that have occurred in the eleven enterprise agreements.

7 Changes to Working Time Variability

The ability to vary working time arrangements is often described as flexible working time arrangements. Wolcott and Glezer (1995) noted that flexible working time is likely to enhance work and family balance when working time is varied in response to family or personal demands. Heiler (1996a) suggested that if flexible working arrangements are not clearly defined as a response to family or personal demands, then flexible work arrangements may detract from work and family balance.

Evidence of changes that are consistent with the promotion of family-friendliness would be provided by changes that enhance the discretion of employees to vary working hours (Wolcott and Glezer 1995). Family-friendly flexible working time arrangements include flexitime, the ability to take time-off-in-lieu of extra hours worked, the ability to bank hours of work, the ability to be absent and make up the time later, the ability to vary start and finish times, and the ability to alter workshifts (WFU 1996c).

Evidence of changes that are consistent with the promotion of family-friendliness would be provided also by changes that remove or limit the discretion of employers to vary working hours (Hewitt 1993). Limits can be imposed by requiring agreement or consideration of family commitments before changes are made, or by imposing notice requirements or penalties when variations are made. Variation in response to operational priorities may impose difficulties for

workers with family responsibilities and this may limit the extent to which family-friendly changes occur in enterprise agreements.

7.1 Changes to the Ability for Employees to Vary Working Time

On the question of evidence in the eleven agreements of changes to the ability for employees to vary working hours, table 7.1 shows that change has occurred in eight agreements. The agreements in this study provide extensive evidence of changes to the ability for employees to vary working hours.

On the question of whether these changes have been consistent with the promotion of family-friendliness, these agreements provide evidence of changes to flexitime arrangements, time-off-in-lieu and time banking arrangements, absences from work, variability of start and finish times and variability of work rosters (see table 7.1).

On the issue of flexitime arrangements, the ATO agreement has considerably extended the parameters within which employees can choose to arrange their working hours and has extended flexitime to part-time employees. These changes promote family-friendliness.

With respect to the ability for employees to choose time-off-in-lieu of payment for working extra hours and the ability to bank time, changes have occurred in three agreements. However not all of the changes are family-friendly.

Table 7.1: Changes to the Ability for Employees to Vary Working Time

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
AMP	<ul style="list-style-type: none"> restrictions on the amount and period that time can be banked lifted; 		<ul style="list-style-type: none"> removal of the express right of employees to start late and finish early; removal of the explicit reference for banked time to be taken at the option of the employee; removal of the express right of employees to be absent from work and make up the work time later; removal of the explicit reference for banked time to be taken in part days or hours;
APO	<ul style="list-style-type: none"> the ability for employees to vary working time for family purposes; the ability for employees to make up lost time due to short-term absences for family purposes; the provisions for schedule flexibility to be monitored; 		
ATO	<ul style="list-style-type: none"> flexitime for part-time employees; flexitime arrangements expanded to allow up to 4 days off; flexitime arrangements expanded to allow a longer settlement period; flexitime arrangements expanded to allow the banking of more time; flexitime arrangements expanded to allow 2 consecutive days off; flexitime arrangements expanded to allow time-off during core-times; flexible working hours to provide the opportunity for staff to have satisfactory working arrangements; 		
BW	<ul style="list-style-type: none"> time-in-lieu extended to clerical staff; able to access annual leave with 24 hours notice for pressing family matters; able to change rosters with 24 hours notice for pressing family matters; 	<ul style="list-style-type: none"> omission of method of timing of TOIL; 	<ul style="list-style-type: none"> loss of ability to accumulate time-in-lieu beyond four weeks; loss of ability to bank RDO's;
F	<ul style="list-style-type: none"> two programmed days off may be changed to rostered days off; 		
MU		<ul style="list-style-type: none"> the removal of the ability to alter starting time in emergencies, depending on whether family emergencies were considered an emergency; 	<ul style="list-style-type: none"> there is no longer a clear entitlement to RDO's which can be banked and taken at employee discretion; the amount of time that can accrue in lieu of overtime has been reduced;
RB			<ul style="list-style-type: none"> review of time-off-in-lieu of overtime that seek administrative efficiencies;
T	<ul style="list-style-type: none"> alternative overtime arrangements to be made from time to time if an employee encounters difficulty; employees able to exchange shifts; able to take a scheduled day off in an emergency; 		
no changes occurring in the AP, GH and LG agreements			

The AMP agreement removed existing restrictions on the amount of time that can be banked which expands the time banking options available to employees. However, this agreement also removed explicit statements that ensured that banked time is taken at the discretion of the employee and can be taken in part days or hours. The ability to bank more time may not be useful to employees if they cannot choose when and how to arrange the time-off. The combined influence of these changes could detract from work and family balance.

The Big W agreement extended the option of time-off-in-lieu of overtime to clerical employees, thereby enhancing the work and family balance of these employees. However, this agreement has omitted any reference to the method of determining when time-off is taken, has removed the ability for employees to accumulate time-off-in-lieu beyond four weeks and has removed the ability for employees to bank rostered days off. Although clerical employees benefit, other employees might not.

The Manchester Unity agreement removed an entitlement to rostered days off and therefore the ability to bank rostered days off no longer exists. This agreement also reduced the amount of time that can accrue in-lieu of payment for overtime. These changes detract from work and family balance.

Two agreements have changed the ability for employees to take short absences from work. The APO agreement introduced an entitlement for employees to make up lost time due to short term absences for family purposes, thereby enhancing family-friendliness. The AMP agreement removed an explicit reference to the ability for employees to be absent from work and make up the time later, thereby detracting from family-friendliness.

With respect to the ability for employees to vary their start and finish times, changes have occurred in two agreements. The Manchester Unity agreement removed the ability to alter starting times in an emergency which may or may not enhance family-friendliness, depending on whether family emergencies were considered an emergency. The AMP agreement removed an explicit reference to the right of employees to start late and finish early, thus detracting from family-friendliness.

Three agreements introduced the ability for employees to alter their rosters of work, thereby enhancing family-friendliness. For example, the Big W agreement enables employees to change shifts and access annual leave for pressing family emergencies with twenty-four hours notice.

The APO Agreement states that employees can vary working time arrangements for family purposes, which enables employees to access all forms of working hours variability thereby enhancing family-friendliness.

Three agreements provide for reviews of flexible working time arrangements. The APO and ATO agreements provide family-supportive parameters and therefore enable future family-friendly adjustments. However, the Reserve Bank agreement seeks to review time-off-in-lieu of overtime to achieve administrative efficiencies which may lead to changes that detract from work and family balance.

These agreements provide extensive evidence of changes to the ability for employees to vary working-time arrangements. Many changes enhance the ability of employees to vary working time arrangements and therefore promote family-friendliness. For example the ATO agreement states that the review of working patterns is to provide the flexibility for staff to have satisfactory working arrangements. The types of changes that have occurred include expanding

flexitime arrangements, enabling employees to take time off work to be made up later, enabling employees to change their shifts, and reviews of flexible working-time arrangements with family-supportive frameworks.

These agreements also contain changes that detract from work and family. The types of changes that have occurred include restricting time-off and time banking arrangements, and reviewing provisions within a framework that is not family supportive. Although these agreements provide extensive evidence of family-friendly changes to the ability of employees to vary working hours, changes that detract from work and family balance have also occurred.

7.2 Changes to the Ability for the Employer to Vary Working Time

On the question of evidence in the eleven agreements of changes to the ability for the employer to vary working hours, table 7.2 shows that change has occurred in six agreements. The agreements in this study provide extensive evidence of changes to the ability for the employer to vary working hours.

On the question of whether these changes promote family-friendliness, these agreements provide evidence of changes to the explicit right for employers to vary working hours and changes to restrictions on employer initiated variations (see table 7.2).

Three agreements introduced the explicit right for the employer to vary working hours, thereby detracting from family-friendliness. For example, the Toyota agreement enables management to require that days off are banked and taken in accordance with operational requirements.

7.2: Changes to the Ability for the Employer to Vary Working Time

Agreements	Direction of Change		
	family-friendly	not clear	family-unfriendly
AMP	<ul style="list-style-type: none"> • agreement required to vary the hours of work for part-time employees; • managers to ensure that the needs of workers with family responsibilities are taken into account when varying work schedules; 	<ul style="list-style-type: none"> • individual timetables will altered infrequently; 	
AP	<ul style="list-style-type: none"> • the hours of part-time workers shall not be change unless agreed; 	<ul style="list-style-type: none"> • removal of a penalty payment for increased hours with notice for part-time employees; 	
B W	<ul style="list-style-type: none"> • management should not frequently change rosters; 		<ul style="list-style-type: none"> • removal of requirement to consult before changing part-time clerical shifts; • notice of change to part-time shift reduced to 7 days for shop staff;
F			<ul style="list-style-type: none"> • flexibility to vary annual leave schedules in accordance with operational requirements; • ability to vary yearly calendar, programmed days off and yearly calendar in accordance with business needs; • market conditions may require work on a PDO or RDO;
MU		<ul style="list-style-type: none"> • removal of managerial to right to alter starting times with 7 days notice, except rosters can be changed regularly; 	<ul style="list-style-type: none"> • the span of or number of hours for part-time employees can be changed by giving one week's notice;
T	<ul style="list-style-type: none"> • changes to Plant Operating Days subject to consultation and agreement; 		<ul style="list-style-type: none"> • banking of days off in response to operational requirements; • flexibility required to meet operational demands;
no changes occurring in the other five agreements			

At first glance it may appear that the Manchester Unity agreement has removed an explicit right for management to vary working hours by removing their right to alter starting times with seven days notice. However, this agreement also introduced weekly rosters and therefore management is able to vary starting times by way of normal roster variation.

With respect to restrictions on employer initiated variation to working hours, changes to the frequency with which variation can occur, changes to the need for agreement for variation,

changes to consideration of family commitments, and changes to notice and penalties for variation have occurred.

On the issues of frequency of variation, two agreements state that management should not change rosters frequently. In the Big W agreement this statement constrains the existing right of management to vary rosters and therefore enhances family-friendliness. However, in the AMP agreement this statement introduces an entitlement to vary rosters, albeit infrequently, and therefore the impact is difficult to predict.

With respect to agreement over variation, family-friendly changes have occurred in three agreements. For example, the AMP and Australian Poultry agreements require the consent of part-time employees for their working hours to be varied.

Two agreements have changed the requirement to consider family commitments when varying working time. The AMP agreement introduced a requirement to consider family responsibilities which enhances family-friendliness, while the Big W agreement removes the requirement to consult before changing part-time clerical shifts, which detracts from family-friendliness.

On the issue of notice and penalties for variation to working hours, the Big W agreement reduced the notice required for variation to part-time shop employee hours which detracts from the work and family balance of these employees. The Australian Poultry agreement removed the penalty payment for increasing the hours of part-time employees and this may detract from the work and family balance of some employees. However, changes to part-time hours in this agreement must be agreed and therefore the impact of reduced penalties is difficult to predict.

The agreements provide numerous examples of changes to the discretion available to employers to vary working hours. Some changes limit managerial discretion by requiring agreement and consideration of family responsibilities. However, there are also changes that enhance managerial discretion by introducing rights to vary working hours, by removing requirements to consider family responsibilities, by reducing notice and penalty payments for varying working hours. Although these agreements provide evidence of family-friendly changes to the ability of employers to vary working hours, numerous changes that detract from work and family balance have also occurred.

7.3 Conclusion

The purpose of this chapter has been to establish whether changes to enterprise agreement provisions concerning working hours variability have occurred, and, if so, whether the changes have promoted family-friendliness. The aspects working hours variability that were investigated were employee initiated variation and employer initiated variation.

On the question of the incidence of changes to working hours variability, these agreements provide extensive evidence, with numerous changes occurring in most agreements. While there is extensive evidence of family-friendly changes, changes that detract from work and family balance have also occurred.

Work and family balance can be influenced by changes to the amount of working hours, by changes to the schedule of working time and by changes to the ability to vary when work is performed. The findings for each of these aspects of working time have been presented and assessed in this and the preceding two chapters. The next chapter draws together the findings so

that a final conclusion can be made regarding the manner in which these agreements have addressed the issue of family-friendliness through changes to working time provisions.

Chapter 8

Discussion

This study has examined the incidence and family-friendliness of changes to working time provisions in eleven enterprise agreements. Three dimensions of working time provisions have been discussed, the amount of working time (including leave), the schedule of working time and working hours variability. This chapter brings together these findings and discusses the manner in which the agreements in this study have addressed work and family issues.

The findings revealed a high incidence of changes to the amount, schedule and variability of working time arrangements. With respect to changes to the amount of working time, the direction is, in the main, family-friendly. As anticipated, there is ample evidence of family-friendly changes to part-time employment and leave provisions, particularly carer's leave. There is also evidence of deterioration in the amount of working-time, particularly to overtime arrangements, although the incidence is minimal. With respect to changes to the schedule and variability of working hours, changes that promote family-friendliness have occurred as well as changes that detract from work and family balance.

To assess the overall direction of change, the manner in which these changes integrate requires consideration. Working time arrangements that are consistently family-friendly can have a cumulatively positive influence on work and family balance, whereas arrangements that detract from work and family balance can counter family-friendly benefits (Raabe 1990). The wide-variety of working time preferences that employees might require at some stage during their working lives can be satisfied by the provision of a diverse range of working hours options (Ferber and O'Farrell 1991). A family-supportive workplace culture enhances the effectiveness of family-friendly provisions (Wolcott and Glezer 1995).

The overall direction of change can be assessed by considering the consistency with which family-friendly change has occurred, the diversity of family-friendly working time options and the environmental parameters established by the agreements. An overview of the environmental parameters and the direction of the changes in the agreements is set out in table 8.1.

Table 8.1: Environmental Parameters and Direction of Change to Working Time Provisions

Agreement	Environment: Stated Objectives*			Amount of Working Time**			Schedule of Work ***			Working Time Variability****		
	✓		x	✓	?	x	✓	?	x	✓	?	x
AMP	✓		x	✓			✓			✓	?	x
APO	✓		x	✓			✓			✓		
ATO	✓		x	✓			✓			✓		
AP			x	✓	?	x	✓		x	✓	?	
B W				✓	?	x	✓	?	x	✓	?	x
F	✓		x	✓		x	✓		x	✓		x
GH	✓		x	✓				?				
LG	✓			✓								
MU			x	✓	?	x	✓	?	x		?	x
RB		?	x	✓	?	x	✓		x			x
T	✓		x	✓	?		✓	?	x	✓		x

(for expanded version see Appendix VI)

where ✓ = agreement contains changes that are family-friendly
 ? = agreement contains changes for which the direction unclear
 x = agreement contains changes that detract from work and family balance

* see Appendix V for details of environmental parameters for each agreement

** see Chapter 5 for details of changes to the Amount of Working Time

*** see Chapter 6 for details of changes to the Schedule of Work

**** see Chapter 7 for details of changes to Working Time Variability

8.1 Consistency of Family-Friendly Change

Changes that are consistently family-friendly would provide evidence of promotion of family-friendliness by these agreements. Three agreements have changed provisions in a consistently family-friendly direction (see table 8.1). We can conclude that the APO, ATO and Lady Gowrie agreements have addressed work and family issues by making consistently family-friendly changes to working time provisions.

The other eight agreements in this study have made changes that detract from work and family balance and/or changes for which the direction is difficult to predict. However, the extent to which such changes have diminished the promotion of family-friendliness requires further workplace investigation.

For example, the family-friendly changes in the AMP agreement include extensive improvements to parental leave provisions, extensive improvements to permanent part-time employment provisions, facilitation of employee access to annual leave and requirements for managers to consider the needs of workers with family responsibilities when scheduling and varying work. This agreement contains compelling evidence of far-reaching family-friendly changes to working time provisions. However, the agreement also removed several provisions that enabled employees to vary their working hours in response to personal needs. An issue for further investigation is whether the removal of employee initiated working hours variability is sufficiently problematic for workers with family responsibilities to detract from otherwise comprehensively family-friendly changes.

The Toyota Agreement has implemented a strategy of prioritising operational requirements while enabling work and family issues to be addressed within these parameters. For example, employees are required to work regular overtime, but unexpected overtime is at the choice of the employee. Three weeks of annual leave is required to be taken at times determined by operational requirements, but employees can choose when to take the remaining leave. Workplace investigation may reveal whether confining work and family strategies to within operational priorities in this manner provides means of satisfying both operational requirements and the work and family needs of employees.

The Big W and Australian Poultry agreements have introduced a method of satisfying both the needs of existing employees and operational requirements by creating different conditions for existing employees and new employees. Existing employees can choose to work non-standard hours, whereas new employees are required to work non-standard hours. Workplace investigation may reveal whether the advantages afforded existing employees diminish over time as new employees replace existing employees and whether work and family issues become marginalised and distanced from mainstream workplace practices as a result. Workplace investigation may also reveal whether other workplace issues arise from a lack of consistency in conditions.

The changes in the Big W agreement standardised conditions of work that previously varied for different categories of employees, suggesting that some employees may benefit, while others may not. Investigation at the workplace may indicate whether standardisation of varied conditions of work is an effective strategy for improving work and family balance.

The changes in the Geelong Hospital agreement do not detract from family-friendliness, however the direction of one change is difficult to predict. Further workplace investigation is needed to assess the family-friendliness of the requirement to mitigate as far as possible the personal needs of employees within the context of enhanced managerial prerogative over work rosters.

Most agreements in this study have made changes that enhance and changes that detract from work and family balance. The extent to which the family-unfriendly changes have tempered the overall promotion of family-friendliness requires further workplace investigation. However, we can conclude that three agreements have addressed work and family issues by changing working time provisions in a consistently family-friendly direction.

8.2 Diversity in the Range of Family-Friendly Working Time Options

Family-friendly changes to a diverse range of working time provisions would provide evidence of promotion of family-friendliness by these agreements. Employers and employees can benefit from changes to part-time and leave arrangements and therefore family-friendly changes to these provisions can be expected in enterprise agreements (Adie and Carmody 1991). Preferences regarding overtime, the range, pattern and variability of working hours often diverge (Bosch 1995) and this may limit the extent to which family-friendly changes occur. Resistance to reduced full-time hours of work suggests that this is unlikely to occur in enterprise agreements (Deery and Plowman 1993).

As expected, there are many family-friendly changes to part-time and leave provisions and few family-friendly changes to the number of full-time hours, overtime and the range of hours (see appendix VI). The high prevalence of carer's leave provisions may have resulted from the requirement of the IRR Act for the AIRC to determine a carer's leave test case (s.170KAA).

Contrary to the prediction that divergence of employer and employee preferences may limit the incidence of family-friendly changes to the pattern and to the variability of working hours, many family-friendly changes to these provisions have occurred. The findings suggest that the enhancement of part-time and leave arrangements and the enhancement of pattern and variability of working hours provisions might be common forms of promoting family-friendliness in enterprise agreements. However, the findings suggest that family-unfriendly changes to the pattern and to the variability of working hours provisions also are likely to occur, although further investigation is required to determine whether the changes in these agreements are indicative of broader trends.

Although reductions to full-time ordinary hours were not expected to occur and few family-friendly changes to overtime and the range of hours were expected, the reason for scarcity of family-friendly change to these provisions cannot be concluded from the evidence available in this study. Changes to these provisions may have been overlooked by the parties, the existing arrangements may have satisfied the parties, the issues may have been of interest but not of pressing importance, work and family concerns may have been of sufficient significance that change was considered unproductive, or conflicting preferences may have limited the ability for the parties to reach agreement. Further workplace investigation is required to establish the reason for absence of such changes in these agreements. However, the findings suggest that family-friendly changes to the number of full-time hours, overtime and the range of hours are not likely to occur in enterprise agreements, although further investigation is required to confirm this.

On the question of the range of changes that have occurred within these agreements, seven agreements have made family-friendly changes to all three dimensions of working time (see table 8.1). However, family-friendly change is limited to leave arrangements in the Geelong Hospital and Lady Gowrie agreements, and limited to the amount and schedule of working time arrangements in the Manchester Unity and the Reserve Bank agreements (see appendix VI). Although the Australian Poultry and Ford agreements made family-friendly changes to all three dimensions of working time, these changes are limited to part-time employment provisions in the Australian Poultry agreement and to leave provisions in the Ford agreement (see appendix VI). The promotion of family-friendliness by these six agreements may be limited by a lack of diversity in the range of changes but the extent to which this has occurred requires further workplace investigation.

Furthermore, the focus on part-time employment as a means of addressing work and family issues that has occurred in the Australian Poultry and Reserve Bank agreements leads to the question of marginalisation of workers with family responsibilities. Although part-time work is an attractive option for many workers with family responsibilities, the enhancement of part-time provisions to the exclusion of other family-friendly initiatives may result in marginalisation of workers with family responsibilities to part-time jobs with limited income and limited career opportunities (Raabe 1990). To assess whether marginalisation of workers with family responsibilities to part-time employment has occurred in these agreements, further workplace investigation is required.

Several of the agreements in this study have changed a diverse range of working time provisions, while other agreements are limited in the variety of changes. The extent to which a lack of diversity in the range of changes has tempered the promotion of family-friendliness in these agreements requires further workplace investigation.

8.3 Environmental Parameters

Wolcott and Glezer (1995) found that work and family initiatives can be difficult for employees to utilise if the workplace does not have a family-supportive workplace culture. Evidence of a family-supportive environment would be provided by written statements of support of family issues and by the establishment of mechanisms to ensure that the needs of employees have an avenue for redress.

Six agreements have established family-supportive parameters by specifically stating that an aim of the agreement is to enable employees to better balance work and family commitments and by providing mechanisms to deal with family issues at the workplace (see table 8.1 and Appendix

V). The family-friendliness of the working time provisions in these six agreements are enhanced by family-supportive environmental parameters. For example, the ATO agreement seeks to provide staff with the scope to achieve a better balance between their work and family lives while improving the services of the Agency, and established joint consultative and decision-making processes and dispute avoidance procedures.

The Geelong Hospital agreement has not specifically acknowledged work and family issues in its stated objectives, however, it seeks to achieve harmonious relationships with employees and established mechanisms for work and family issues to be addressed. The extent to which the environmental parameters enhance family-friendliness is unclear and requires further workplace investigation.

Of the four agreements that have not specified family-supportive objectives, three have identified workplace productivity as the stated aims and one agreement is silent. The absence of family-supportive environmental parameters may limit the family-friendliness of the working time provisions in these four agreements, however further workplace investigation is required to determine the extent to which this has occurred.

8.4 Conclusion

The manner in which the eleven agreements in this study have addressed work and family issues has been investigated by considering the consistency with which family-friendly changes have occurred, the diversity in the range of family-friendly changes and the whether family-supportive environmental parameters were established. Table 8.2 shows whether these criteria have been satisfied by each agreement.

Table 8.2: Promotion of Family-Friendliness for each Agreement

Agreement	Consistency	Diversity	Environmental Parameters
AMP	x	✓	✓
APO	✓	✓	✓
ATO	✓	✓	✓
AP	x	x	x
B W	x	✓	x
F	x	x	✓
GH	?	x	?
LG	✓	x	✓
MU	x	x	x
RB	x	x	x
T	x	✓	✓

where ✓ = criteria are satisfied
 ? = unclear whether criteria are satisfied
 x = criteria are not satisfied

Most agreements established family-supportive environmental parameters and thereby enhance family-friendliness. Several agreements provide evidence of family-friendly changes to a diverse range of working time provisions and thereby enhance family-friendliness. Few agreements provide evidence of changes that are consistently family-friendly. Only two agreements satisfied all three criteria. We can conclude that the APO and ATO agreements have addressed work and family issues by changing a diverse range of working time provisions in a consistently family-friendly direction within family-supportive environmental parameters. The extent to which a lack of consistently family-friendly change, or a lack of diversity, or an absence of family-supportive environmental parameters, has tempered the promotion of family-friendliness in the other nine agreements requires further workplace investigation.

Although family-friendliness has been enhanced in these agreements through changes to a broad range of working time provisions within family-supportive environmental parameters, the degree of enhancement has been tempered by changes that are not family-friendly.

Chapter 9

Conclusion

One of the most fundamental changes to the Australian labour market since the 1960s has been the increasing number of women in the paid workforce. With this change, the needs of workers with family responsibilities has become a significant social and industrial issue. Many workers report difficulty in balancing work and family responsibilities and a critical factor is conflicting time demands.

The Industrial Relations Reform Act 1993 provided for the negotiation of workplace agreements and was promoted by the Government as “...an excellent opportunity for employers and employees to address work and family issues” (Napoli 1994, p.25). However, whether such an opportunity exists is controversial. Studies of the contents of agreements have revealed that many agreements contain working time provisions that disrupt family lives.

This study has investigated investigates the manner in which work and family issues have been addressed in selected agreements registered in accordance with the provisions of the IRR Act 1993 by considering two questions:

- (i) the evidence of changes to working time arrangements within selected agreements that purport to be family-friendly; and
- (ii) have these changes have been consistent with the promotion of a family-friendly workplace.

This study offers insight into the manner in which work and family issues have been addressed in enterprise agreements by providing a detailed examination of changes to working time provisions in eleven enterprise agreements that purport to contain family-friendly provisions.

To develop the criteria used to assess family-friendliness, a review of the literature that explored the working time preferences of workers with family responsibilities was conducted. Appendix II presents a summary of the working time preferences and the principles of importance. Two of the most important principles for workers with family responsibilities are the ability to determine the amount and schedule of working hours and the ability to vary working hours. Workplaces can assist employees in the balance between work and family responsibilities by providing a diverse range of consistently family-friendly working time options within a family-supportive workplace culture.

The findings in this study revealed a high incidence of change to the amount, schedule and variability of working time arrangements in the eleven selected agreements. With respect to changes to the amount of working time, the direction is, in the main, family-friendly. There is evidence of deterioration, particularly to overtime arrangements, although the incidence is minimal. With respect to changes to the schedule and to the variability of working hours, changes that promote family-friendliness have occurred as well as changes that detract from work and family balance.

Family-friendly changes that have occurred in these agreements include the introduction or improvement to carer's leave and careers breaks, improved access to part-time work at employee discretion and the ability for employees to vary their working hours in accordance with personal needs. Exemplar changes include the introduction of purchase of leave schemes so that employees can choose to have more leave for less pay, the introduction of paid carer's leave limited only by a workplace pool of leave, refunds for child-care costs for short-notice overtime, extensive flexitime arrangements, and comprehensive changes to parental leave such that paid leave is available, career development opportunities and part-time work provided, return to work assistance and induction provided and breast-feeding facilities for lactating mothers provided.

The types of changes that have occurred that detract from work and family balance include reduced ability for employees to vary working hours, requirements that employees be available to work an increased range of hours, increased uncertainty over work and leave schedules and reduced benefits associated with working time provisions.

Only two of the eleven agreements have addressed work and family issues by changing a diverse range of working time provisions in a consistently family-friendly direction within family-supportive environmental parameters. The extent to which a lack of consistency, or a lack of diversity, or an absence of family-supportive environmental parameters, has limited the promotion of family-friendliness in the other nine agreements requires further workplace investigation.

Other provisions in the agreements and the extent to which the agreements have been implemented at the workplace are also important components of the promotion family-friendliness by these agreements. These components were not examined in this study and their influence on work and family balance are questions for further research. However, an examination of changes to working time provisions in the contents of agreements is an important first step in investigating the manner in which these agreements have addressed work and family issues.

This conclusion is specific to the agreements investigated and cannot be used to generalise about enterprise agreements as a whole. However, the findings may be suggestive of family-friendly trends occurring across enterprise agreements, such as the enhancement of part-time and leave arrangements, and may be suggestive of areas in which family-friendly changes are not occurring, such as the number of full-time hours, overtime and the range of hours, and may be suggestive of areas where family-unfriendly changes are occurring, such as overtime, range,

pattern and variability of working hours. Workplace investigation may reveal the factors that have inhibited the occurrence of family-friendly changes to full-time hours, overtime and the range of hours, and workplace investigation may reveal the factors that have promoted family-unfriendly changes to overtime, the range, pattern and variability of working hours. Further workplace investigation may also reveal whether future enhancement of family-friendliness is possible by improving these apparent areas of weakness. Although the changes in these agreements may be indicative of broader trends, an investigation of aggregate change across family-friendly agreements is required to determine whether this is the case.

This study has identified issues requiring further workplace investigation. One question raised is whether the strategy of creating different conditions of work for existing and new employees provides of means of accommodating the diverging preferences of employers and employees, or whether it results in increasing deterioration to family-friendliness as new employees replace existing employees. Another question posed is whether the strategy of addressing work and family issues through part-time employment initiatives has resulted in the marginalisation of workers with family responsibilities to part-time work. Another issue raised is whether the strategy of confining employee working time preferences to within operational priorities provides a satisfactory means of addressing both priorities. The question of the family-friendliness of standardisation of differing conditions of work has also been raised.

The extent to which other workplace rules and practices influence work and family balance has not been investigated, as they are not relevant to the question of the dynamic of change that has occurred within agreements, and this remains a question for further research. Furthermore, this study has not explored any causal relationship between enterprise bargaining and enhancement of work and family balance. Whether the changes that occurred in these agreements were possible in other industrial frameworks, such as enterprise awards in the preceding industrial

relations framework, or Australian workplace agreements in the succeeding industrial relations framework, or whether they were possible through workplace policy development are questions for further research.

What is known is that changes to working time provisions that enhance the work and family balance of employees have occurred in agreements registered in accordance with the provisions of the Industrial Relations Reform Act 1993. Although there is evidence of family-friendly change to most aspects of working time, the common trend in these agreements has been to address work and family issues by promoting part-time and leave arrangements, particularly carer's leave. Although family-friendliness has been enhanced in these agreements through changes to a broad range of working time provisions within family-supportive environmental parameters, the degree of enhancement has been tempered by changes that are not family-friendly, particularly through family-unfriendly changes to overtime provisions, plus changes to the range, pattern and variability of working hours.

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APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

1) AMP Agreement

<p><u>Agreement</u></p> <p>AMP Employees Enterprise Agreement 1995</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 4 January 1996</p> <p>ANZIC classification: finance and insurance industry</p> <p>Highlighted in the 1995 DIR Report as containing a range of work and family provisions including improved parental leave provisions and job sharing.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>AMP Employees (Consolidated) Award 1990</p> <p><u>Agreements</u></p> <p>AMP Enterprise Bargaining Agreement 1993</p> <p>AMP Enterprise Bargaining Agreement - Customer Service Division 1993</p>
<p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>To be read and interpreted wholly in conjunction with the Award and supersedes the Certified Agreements.</p> <p>NOTE: The terms and conditions contained in AMP Enterprise Bargaining Agreement 1993 & AMP Enterprise Bargaining Agreement - Customer Service Division 1993 are identical and therefore were not differentiated in the analysis.</p> <p>Provisions regarding hours of work, leave and nature of employment are set out in the Certified Agreements and therefore these agreements, rather than the Award provide the relevant point of comparison.</p> <p>The Certified Agreements were superseded, and therefore all working time provisions were examined, irrespective of whether they appeared in the AMP agreement, to establish whether any provisions ceased to formally exist.</p>	

APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

2) APO Agreement

<p><u>Agreement</u></p> <p>Australia Post Enterprise Agreement 1994-1996</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 27 October 1994</p> <p>ANZIC classification: communication services industry</p> <p>Highlighted in the 1994 DIR Report as containing a range of work and family provisions including unpaid leave for family purposes for up to three years, job sharing, more flexible daily working hours, greater scope for staff to anticipate recreation leave for family purposes, and scope for staff to convert from full-time to part-time work based on family considerations.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Australia Post General Conditions of Employment Award 1989;</p> <p>Australia Post Administrative/Professional (Interim) Award 1995;</p> <p>Australia Post Operations (Interim) Award 1995;</p> <p>Australia Post Technical (Interim) Award 1995;</p> <p><u>Agreements</u></p> <p>Australia Post Enterprise Agreement 1992;</p>
<p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>The 1992 Enterprise Agreement contained a range of initiatives and the parties re-commit to these directions.</p> <p>The agreement applies to all staff covered by Australia Post's Awards.</p>	

APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

3) ATO Agreement

<p><u>Agreement</u></p> <p>1994 ATO Agency Bargaining Agreement</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 11 July 1994</p> <p>ANZIC classification: government administration</p> <p>Highlighted in the 1994 DIR Report as containing a pool of carers leave which individuals could access according to their needs.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Integrated Set of Awards</u></p> <p>Australian Public Service (APS), General Employment Conditions Award 1995; APS, Administrative Service Officers (Salaries and Specific Conditions) Award 1995; APS, General Service Officers (Salaries and Specific Conditions) Award 1995; APS, Technical Officers (Salaries and Specific Conditions) Award 1995; APS, Specific Professional Officers (Salaries and Specific Conditions) Award 1995; APS, Professional Officers (Salaries and Specific Conditions) Award 1995; APS, Senior Executive Service (Salaries and Specific Conditions) Award 1995;</p> <p><u>Agreements</u></p> <p>Improving Productivity, Jobs and Pay in the Australia Public Services Agreement 1992 - 1994, (referred to as the APS Agreement);</p>
<p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>The agreement should be read in conjunction with the APS Agreement and the Awards listed in Attachment 1 of the APS Agreement.</p> <p>NOTE: At the time of the Agreement, 122 Awards covered Commonwealth Public Service officers and employees (listed in Attachment 1 of the APS Agreement). In 1995 these Awards were superseded by a set of integrated Awards (as listed). It was not possible to access the 122 superseded Awards from the library records at the Australian Industrial Relations Commission. It was possible to access the 1995 integrated set of Awards. The Victorian Branch of the Tax Office Section of the Commonwealth Public Sector Union advise that this set of Awards represented an amalgamation of the various Awards, without change to the leave, number of hours or schedule of hours provisions. Therefore a comparison of the agreement to 1995 set of integrated Awards represents a valid comparison.</p>	

APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

4) Australian Poultry Agreement

<p><u>Agreement</u></p> <p>Australian Poultry Victoria Processing and Milling Certified Agreement 1994</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 19 August 1994</p> <p>ANZIC classification: manufacturing industry</p> <p>Highlighted in the 1994 DIR Report as providing job-share arrangements.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Poultry Industry Award 1993; Milling Industry Award 1990; Victorian Clerical and Administrative (Food and Beverage) Employees Interim Award 1993.</p> <p><u>Agreements</u></p>
<p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>This agreement shall be used and interpreted as a substitute for any agreement or arrangement. Where this agreement is silent the pre-existing terms as per the listed Awards will continue to apply.</p>	

APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

5) Big W Agreement

<p><u>Agreement</u></p> <p>Big W Discount Department Stores Agreement 1994</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 24 November 1994</p> <p>ANZIC classification: retail industry</p> <p>Highlighted in the 1994 DIR Report as containing three days of paid family leave.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Shop, Distributive and Allied Employees Association - Victorian Shops Interim Award 1994, (referred to as Shop Award);</p> <p>Clerical and Administrative Employees (Retail Industry - Victoria) Interim Award 1994, (referred to as Clerks Award);</p> <p>plus 12 other awards relevant to shops in States other than Victoria</p>
<p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>In respect of matters contained in the agreement, the agreement will supersede the Awards.</p> <p>This agreement has only been compared against the relevant Victorian Federal Awards. A complete national comparison would have required an analysis of 14 various Federal and State Awards and would have required considerable more resources than at my disposal.</p> <p>Since the matters in the agreement supersede the Awards, all working time provisions were examined, irrespective of whether they appeared in the agreement, to establish whether any provisions ceased to formally exist.</p>	

APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

6) Ford Agreement

<p><u>Agreement</u></p> <p>Ford Australia Enterprise Bargaining Agreement 1995</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 28 July 1995</p> <p>ANZIC classification: manufacturing industry</p> <p>Highlighted in the 1995 DIR Report as containing family leave that enables access to all accumulated sick leave.</p> <p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>The agreement shall be read and interpreted in conjunction with the awards and agreements as listed.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Ford Australia Vehicle Industry Award 1978;</p> <p>Ford Australia Clerks Award 1979;</p> <p>Ford Australia Plant Supervisors Award 1978;</p> <p>Ford Australia Salaried Technical Employees Award 1978;</p> <p>Professional Engineers (Vehicle Industry) Award 1995;</p> <p>Vehicle Industry (Long Service Leave) Award 1977;</p> <p>Ford Australia (Enterprise Bargaining) Award 1991/92;</p> <p><u>Agreements</u></p> <p>Ford Australia Enterprise Agreement 1993;</p>
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APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

7) Geelong Hospital Agreement

<p><u>Agreement</u></p> <p>The Geelong Hospital (Allied Health Professionals) Enterprise Agreement 1994</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 25 November 1994</p> <p>ANZIC classification: health and community services.</p> <p>Highlighted in the 1994 DIR Report as providing family leave that allows access of up to 40 hours of sick leave.</p> <p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>To be read in conjunction with the Award.</p> <p>NOTE: Health Services Union of Australia (Victoria - Public Sector) Interim Award 1993 incorporates the provisions of the Victorian state award, Health Professionals Services Award, and therefore the comparison was made with the provisions contained in the Health Professionals Services Award.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Health Services Union of Australia (Victoria - Public Sector) Interim Award 1993</p> <p>Health Professional Services Award - Victoria</p> <p><u>Agreements</u></p> <p>-</p>
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APPENDIX J: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

8) Lady Gowrie Agreement

<p><u>Agreement</u></p> <p>Lady Gowrie Tasmania Agreement 1994</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 17 August 1994</p> <p>ANZIC classification: health and community services</p> <p>Highlighted in the 1994 DIR Report as introducing flexible working arrangements for workers with family responsibilities including provision of a 'family space' at the workplace for non-contagious sick children of contract staff, and a capacity to work from home for non-contact staff, and five unpaid leave days for workers with family responsibilities.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Children's Services Award 1986</p> <p><u>Agreements</u></p> <p>.</p>
<p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>This agreement should be read in conjunction with the Award. Where this agreement is silent, the terms and conditions of the Award shall apply. In the event of any inconsistencies the clauses of the agreement shall prevail.</p>	

APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

9) Manchester Unity Agreement

<p><u>Agreement</u></p> <p>Manchester Unity Friendly Society Enterprise Flexibility Agreement (of 1996)</p> <p><u>Agreement Specifications</u></p> <p>registered as: Enterprise Flexibility Agreement under: s.170NA of the Industrial Relations Reform Act 1993 on: 11 January 1996</p> <p>ANZIC classification: finance and insurance industry</p> <p>Highlighted in the 1995 DIR Report as containing 10 days sick and family leave accumulating from year to year and unlimited personal and family emergency to be issued at the employer's discretion.</p> <p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>The terms of the Agreement apply instead of the Award.</p> <p>NOTE: the Clerical and Administrative Employees (Health Insurance Industry) Interim Award 1994 incorporates the terms and conditions of the Clerks (State) Award - NSW and therefore the comparison was made with the provisions contained in the Clerks (State) Award - NSW</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Clerical and Administrative Employees (Health Insurance Industry) Interim Award 1994</p> <p>Clerks (State) Award - New South Wales</p> <p><u>Agreements</u></p>
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APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

10) Reserve Bank Agreement

<p><u>Agreement</u></p> <p>Reserve Bank of Australia - Finance Sector Union of Australia Productivity Bargaining Agreement 1995</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 21 July 1995</p> <p>ANZIC classification: finance and insurance industry</p> <p>Highlighted in the 1995 DIR Report as enhancing parental leave provisions for employees who have a second child and as providing for the reimbursement of child care costs when employees were required to work overtime with less than 24 hours notice.</p>	<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>-</p> <p><u>Agreements</u></p> <p>Reserve Bank of Australia General Conditions of Employment Agreement 1993</p>
<p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>The agreement does not describe any relationship to an existing Award, but commits to the creation of an Award which will be based on the Reserve Bank of Australia General Conditions of Employment Agreement 1993. The Conditions of Employment Agreement formed the basis of formal conditions of work prior to the agreement. For the purposes of this analysis the agreement has been compared to the Conditions of Employment Agreement 1993.</p>	

APPENDIX I: Agreement Specifications and Their Relationship to Pre-existing Awards/Agreements

11) Toyota Agreement

<p><u>Pre-existing Awards and Agreements</u></p> <p><u>Awards</u></p> <p>Toyota Australia Vehicle Industry Award 1988, (referred to as TAVI Award);</p> <p>Toyota Australia (Vehicle Industry Long Service Leave) Award 1988, (referred to as Long Service Award) ;</p> <p>Toyota Australia (Professional Engineers and Scientists) Consent Award 1992, (referred to as Engineers Award);</p> <p><u>Agreements</u></p> <p>Toyota Motor Corporation Australia Limited (Enterprise Bargaining) Agreement 1992, (referred to as 1992 EBA);</p> <p>Toyota Motor Corporation Australia Limited Enterprise Agreement 1994, (referred to as 1994 EBA);</p>	<p><u>Agreement</u></p> <p>Toyota Workplace Agreement (Altona) 1995</p> <p><u>Agreement Specifications</u></p> <p>registered as: a Certified Agreement under: s.170MA of the Industrial Relations Reform Act 1993 on: 16 February 1995</p> <p>ANZIC classification: manufacturing industry</p> <p>Highlighted in the 1995 DIR Report as allowing employees with seven years service access to long service leave for pressing domestic needs.</p> <p><u>Relationship to Pre-existing Awards and Agreements</u></p> <p>The agreement is to be read and interpreted wholly and in conjunction with the 3 named Awards and the 1992 EBA, and replaces the 1994 EBA.</p> <p>In order to compare the agreement with the formal conditions in place prior to making the agreement, the working time provisions were compared against the relevant provisions in the 1994 EBA. If the 1994 EBA is silent regarding a particular provision, then the agreement was compared against the terms of the Awards as listed but not the 1992 EBA as the 1994 EBA superseded the 1992 EBA.</p> <p>However, the agreement is to read wholly and in conjunction with the 1992 EBA and as a consequence of the agreement, the terms contained in the 1992 EBA once again have force (to the extent that they do not conflict with the agreement). For the purposes of this analysis the terms in the 1992 EBA which do not conflict with the agreement are included as part of the agreement (they had no formal status prior to the agreement, but do have status as a result of the agreement).</p>
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APPENDIX II: Working Time Preferences of Workers with Family Responsibilities

1) Working Time Preferences

Dimension	Provision	Preference
Amount	Full-Time	reduced ordinary hours where income is not compromised
	Part-Time	permanent part-time work at employee discretion with: <ul style="list-style-type: none"> • regular and predictable hours, and • permanent benefits, and • career development opportunities
	Overtime	available but at employee discretion; or <ul style="list-style-type: none"> • planned, or • takes family commitments into account, and • enables time-off-in-lieu at employee discretion
	Leave	annual leave: <ul style="list-style-type: none"> • additional leave, or • option to access more leave carer's leave: <ul style="list-style-type: none"> • paid, and • to cover a wide range of situations, and • broad definition of family, and • as much as required for the individual circumstance parental leave: <ul style="list-style-type: none"> • paid, and • minimal eligibility requirements, and • career opportunities, and • part-time return to work at employee discretion career breaks: <ul style="list-style-type: none"> • with security of employment, and • available at employee discretion
Schedule	Range	at employee discretion; or: <ul style="list-style-type: none"> • standard hours; or • penalty payment for non-standard hours (for some employees)
	Pattern	at employee discretion; or: <ul style="list-style-type: none"> • regular and predictable hours; or • takes family commitments into account; or • standard hours (although some prefer non-standard hours)
	Leave	at employee discretion; or <ul style="list-style-type: none"> • certainty over the timing of leave, or • at family-friendly times
Variability	Flexible Working Hours	employee discretion to vary working hours in response to family demands, eg: <ul style="list-style-type: none"> • flexitime, • time-off-in-lieu arrangements, • time banking, • short absences from work, • alter shift restricting employer discretion to vary working hours, by <ul style="list-style-type: none"> • removing employer discretion to vary working hours, or • requiring agreement for variation, or • requiring consultation for variation, or • notice requirements for change
Integration	Consistency	working time arrangements that are consistently family-friendly
	Diversity	diverse range of working hours options
	Environment	family-supportive environmental parameters

2) Principles of Importance

Workers with family responsibilities seek working time arrangements that:	<ul style="list-style-type: none"> • offer choices to employees over the amount and schedule of working hours; • enable employees to vary working time arrangements;
such that:	<ul style="list-style-type: none"> • regular and predictable work hours are provided; • job and financial security are not penalised; • career development is not compromised; • regular reviews and reassessment of working time provisions within family-supportive parameters are provided;
within a framework that:	<ul style="list-style-type: none"> • ensures a consistently family-friendly approach; • provides a diverse range of options that meet the diverse needs of different groups of employees; • provides a family supportive environment.

KEY:

- ✓ = *direction of change is family-friendly*
- ? = *direction of change is not clear*
- x = *direction of change detracts from work and family balance*
- n/a = *not applicable, ie no change*

1. AMOUNT OF WORKING TIME

1.1. Ordinary Number of Hours:

<u>Substance</u>	<u>Control</u>	<u>Family-Friendly</u>
1.1.1. Does the agreement provide for a reduction in the number of ordinary hours?	If the number of ordinary working time hours are reduced then employees have more time for family responsibilities:	✓
	If the number of ordinary working time hours are increased then employees have less time for family responsibilities:	x
	No change:	n/a
1.1.2. Is the reduction in ordinary hours linked to reduced pay?	If the reduction in hours is not linked to a cut in pay, then financial security is not compromised:	✓
	A reduction linked to reduced pay may compromise financial security:	x
1.1.3. Does the agreement provide a trial arrangement, a review, an investigation of the number of contracted working hours?	If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:	✓
	If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial, review or investigation recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:	x

APPENDIX III: Questions Applied to Working Time Provisions and Assessment Criteria

1. AMOUNT OF WORKING TIME (cont)

1.2. Part-Time Employment:

<u>Substance</u>	<u>Control</u>	<u>Family-Friendly</u>
1.2.1. Are there any provisions in the agreement which provide for the ability to work part-time on a permanent basis?	If not, and the agreement is to be read in conjunction with award, then the rest of this section is not applicable. Otherwise, go to 1.2.2.	
1.2.2. Are there any such provisions in the award/Pre-existing agreement?	If not, then the rest of this section is not applicable. Otherwise, go to 1.2.3.	
1.2.3. Are there any restrictions on the number of part-time employees engaged and has this changed?	If restrictions on the number of part-time of employees are lifted or reduced, then more working time options are available to employees: If restrictions on the number of part-time of employees are imposed or made more restrictive, then less working time options are available to employees: No change:	✓ x n/a
1.2.4. Are there any restrictions on the number of hours part-time employees can work and has this changed?	If restrictions on the number of hours an employee can be contracted to work are lifted or reduced, then there are more working time options available to employees: If restrictions on the number of hours an employee can be contracted to work are introduced or made more restrictive, then there are less working time options available to employees: No change:	✓ x ?

1. AMOUNT OF WORKING TIME (cont)

1.2. Part-Time Employment (cont):

<p>1.2.5. Is the option of moving between part-time and full-time work available to all staff and has this changed?</p>	<p>If full-time employees are able to move to part-time work and vice-versa and this movement is at the choice of the employee or by mutual agreement in a family supportive environment then employees have more options regarding working time:</p> <p>If full-time employees are able to move to part-time work and vice-versa by mutual agreement in an unsupportive environment, then it is unclear whether employees can move between full and part-time work according to their personal needs:</p> <p>If full-time employees are able to move to part-time work and vice-versa, at the choice of the employer in an environment that is not family supportive or in accordance with operational needs then movement between full and part-time work may not fit with family commitments:</p> <p>No change:</p>	<p>✓</p> <p>?</p> <p>x</p> <p>n/a</p>
<p>1.2.6. Are permanent part-time employees entitled to pro-rata conditions and has this changed?</p>	<p>If part-time work offers permanency with all pro-rata entitlements then part-time work is a more attractive option:</p> <p>If pro-rata entitlements are removed or reduced then part-time work is a less attractive option:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.2.7. Do part-time employees have access to training and career paths and has this changed?</p>	<p>If access to training and career paths is introduced or enhanced then part-time work is a more attractive option:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>
<p>1.2.8. Is the number of hours offered to part-timers regular and has this changed?</p>	<p>If the number of hours of work for part-time employees are regular then family responsibilities can be more easily planned and organised:</p> <p>If hours are not regular then family responsibilities are difficult to organise:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>?</p>

APPENDIX III: Questions Applied to Working Time Provisions and Assessment Criteria

1. AMOUNT OF WORKING TIME (cont)

1.2. Part-Time Employment (cont):

<p>1.2.9. Is the schedule of work for part-timers regular and has this changed?</p>	<p>If the schedule of work is regular then family responsibilities can be more easily planned and organised:</p> <p>If the schedule of work is not regular then family responsibilities are difficult to organise:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.2.10. What notice of roster is required and has this changed?</p>	<p>If the notice of roster set by management is lengthened, then employees have more time to plan and organise family responsibilities:</p> <p>If the notice of roster set by management is shortened, then employees have less time to plan and organise family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>?</p>
<p>1.2.11. How is the schedule of hours and days worked determined and varied and has this changed?</p>	<p>If employees can choose or can vary their schedule of work or if schedules of work are mutually agreed or varied by mutual agreement in a family supportive environment then employees may be able to schedule their work to fit with family responsibilities:</p> <p>If schedules of work are mutually agreed or varied by mutual agreement in an environment that is not family supportive, then it is unclear whether employees can schedule or vary work according to family responsibilities:</p> <p>If employers set or vary schedules according to operational needs, then schedules may not meet family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>?</p> <p>x</p> <p>n/a</p>
<p>1.2.12. Are job-share arrangements available and has this changed?</p>	<p>If job-share arrangements are available at the choice of the employee or mutually agreed in a family supportive environment, then employees have the option of working part-time with most employee benefits:</p> <p>Not mentioned:</p>	<p>✓</p> <p>n/a</p>

1. AMOUNT OF WORKING TIME (cont)

1.2. Part-Time Employment (cont):

<p>1.2.13. Is there a review, trial or investigation of part-time arrangements and if so, are the parameters of the review supportive of workers with family responsibilities?</p>	<p>If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:</p>	<p>✓</p>
	<p>If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial, review or investigation recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:</p>	<p>x</p>

APPENDIX III: Questions Applied to Working Time Provisions and Assessment Criteria

1. AMOUNT OF WORKING TIME (cont)

1.3. Overtime:

<u>Substance</u>	<u>Control</u>	<u>Family-Friendly</u>
1.3.1. Does the agreement contain any provisions relating to overtime?	If so go to 1.3.2., otherwise proceed only to 1.3.3. and the rest of the analysis is irrelevant.	
1.3.2. Does the agreement expressly reduce access to overtime?	If the agreement expressly removes or reduces access to overtime the financial security of employees may be compromised:	x
1.3.3. Does the agreement reduce access to overtime by application of other provisions in the agreement?	This can be answered from questions 1.3.3.1. to 1.3.3.3., which in turn can be answered by referring to the questions in 2. Schedule of Working Time & 3. Working Hours Variability. If it does, then financial security of employees may be compromised.	
1.3.3.1. Has the span of hours increased?	If the span of hours has increased, hours can be staggered and spread over longer period and resulting in fewer opportunities for overtime (see 2.1.1.):	x
1.3.3.2. Does the agreement provide for averaging of hours which was not provided for in the award/Pre-Existing agreement?	Averaging hours can spread hours over a greater span and result in fewer opportunities for overtime (see 3.1.6.):	x
1.3.3.3. Does the agreement provide for an increase in the number of hours per day?	If the number of daily hours have been increased, then there may be fewer opportunities for overtime (see 2.1.3.):	x
1.3.4. Does the agreement reduce overtime rates?	If overtime rates are increased then financial security is enhanced: If overtime rates are reduced then financial security may be compromised if overtime is required: If overtime rates are reduced, but overtime is not required, then the potential to enhance work and family balance is difficult to predict: No change:	✓ x ? n/a

1. AMOUNT OF WORKING TIME (cont)

1.3. Overtime (cont):

<p>1.3.5. Is the working of overtime voluntary and has this changed?</p>	<p>If overtime is voluntary, the extra hours are at the choice of the employee and therefore employees have more options over the number of hours that are worked:</p> <p>If overtime is required, then employees who cannot work the extra hours because of family responsibilities are disadvantaged, although some employees desire:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.3.6. Can time-off-in-lieu of overtime be substituted for payment for overtime and has this changed?</p>	<p>If the decision to take time-off-in-lieu of overtime is at the choice of the employee, or if it is mutually agreed in a family supportive environment then employees have more options to match working time with family responsibilities:</p> <p>If the decision to take time-off-in-lieu of overtime is mutually agreed in an environment that is not family supportive then it is not clear that employees are able to choose to take time-off in response to family considerations:</p> <p>If the decision to take time-off-in-lieu of overtime is determined by the employer in an environment that is not family supportive or in response to operational requirements, then the opportunity to earn overtime pay is not available and financial security may be compromised:</p>	<p>✓</p> <p>?</p> <p>x</p>
<p>1.3.7. Is time-off-in-lieu of overtime taken at penalty or ordinary rates and has this changed?</p>	<p>If time-off-in-lieu is the amount of time that equates to the ordinary rate (rather than the overtime time penalty rate), then the amount of time made available for family responsibilities is reduced is exactly the same and there is no penalty payment for working non-standard hours:</p> <p>If an employee can choose between time-off-in-lieu or a penalty payment then the disadvantages of a time off at ordinary rates may not be of consequence:</p>	<p>x</p> <p>?</p>

1. AMOUNT OF WORKING TIME (cont)

1.4. Leave:

<u>Substance</u>	<u>Criteria</u>	<u>Family-Friendly</u>
<p>1.4.1. Annual Leave</p> <p>Does the agreement contain any provisions relating to annual leave?</p>	<p>If not, and the agreement is to be read in conjunction with award, then the rest of section 1.4.1. annual leave is not applicable.</p> <p>Otherwise, go to 1.4.1.1.</p>	
<p>1.4.1.1. Does the pre-existing award/agreement contain any provisions relating annual leave?</p> <p>1.4.1.2. Has the amount of leave changed?</p>	<p>If the amount of annual leave has increased without a reduction in pay then employees have more time for family responsibilities:</p> <p>If the amount of leave has increased amount of leave but pay has been reduced, employees may benefit if the increased amount of leave is at the choice of the employee:</p> <p>If the amount of leave has increased pay has been reduced and employees have no option, then the financial security of employees may be compromised:</p> <p>If the amount of leave has decreased then employees have less time for family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>✓</p> <p>x</p> <p>x</p> <p>n/a</p>
<p>1.4.1.3. Does the agreement provide a trial arrangement, a review, an investigation of annual leave provisions?</p>	<p>If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:</p> <p>If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial, review or investigation recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:</p>	<p>✓</p> <p>x</p>

APPENDIX III: Questions Applied to Working Time Provisions and Assessment Criteria

1. AMOUNT OF WORKING TIME (cont)

1.4. Leave (cont):

<u>Substance</u>	<u>Control</u>	<u>Family-Friendly</u>
<p>1.4.2. Carer's Leave</p> <p>1.4.2.1. Does the agreement contain any provisions relating to family/carer's leave?</p>	<p>If not, and the agreement is to be read in conjunction with award, then the rest of the analysis is not applicable.</p> <p>Otherwise, go to 1.4.2.2.</p>	
<p>1.4.2.2. Does the award/Pre-existing agreement provide for family/carer's leave?</p>	<p>If not, then the agreement offers employees the opportunity to take leave for family purposes:</p> <p>If it does, then go to 1.4.2.3.</p>	<p>✓</p>
<p>1.4.2.3. Are there any limitations on the circumstances that attract an entitlement and has this changed?</p>	<p>If the circumstances that attract the entitlement or the definition of family has been broadened then employees can choose to take leave in more circumstances:</p> <p>If the circumstances that attract the entitlement or the definition of family have been limited, then the availability of leave is lessened:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.2.4. Does the agreement provide for paid days off and has this changed?</p>	<p>If paid leave is introduced, then accessing leave is not constrained by financial considerations:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>
<p>1.4.2.5. Has the number of days off changed?</p>	<p>If the number of leave days has increased, more leave options for employees are available:</p> <p>If the number of leave days has decreased, less leave options for employees are available:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.2.6. Are the days off in addition to and not inclusive of other leave days, such as sick leave, and has this changed?</p>	<p>If the days off are in addition to and not inclusive of other leave days, such as sick leave, more leave options for employees are available:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>

1. AMOUNT OF WORKING TIME (cont)

1.4. Leave (cont):

<p>1.4.2.7. Does the agreement provide a trial arrangement, a review, an investigation of carer's leave provisions?</p>	<p>If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:</p> <p>If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial, review or investigation recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:</p>	<p>✓</p> <p>x</p>
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APPENDIX III: Questions Applied to Working Time Provisions and Assessment Criteria

1. AMOUNT OF WORKING TIME (cont)

1.4. Leave (cont):

<u>Substance</u>	<u>Control</u>	<u>Family-Friendly</u>
1.4.3. Parental Leave 1.4.3.1. Does the agreement contain any provisions relating to maternity leave?	If not, go to 1.4.3.2. Otherwise, go to 1.4.3.1.1	
1.4.3.1.1. Does the award/Pre-existing agreement contain maternity leave provisions?	If not, then the agreement offers employees the opportunity to take leave for maternity: If it does, then go to 1.4.3.3.	✓
1.4.3.2. Does the agreement contain any provisions relating to paternity leave?	If not, go to 1.4.3.3. Otherwise, go to 1.4.3.2.1	
1.4.3.2.1. Does the award/Pre-existing agreement contain paternity leave provisions?	If not, then the agreement offers employees the opportunity to take leave for paternity: If it does, then go to 1.4.3.3.	✓
1.4.3.3. Does the agreement contain any provisions relating to adoption leave?	If not, and the agreement does not provide for maternity leave or paternity leave, and the agreement is to be read in conjunction with award, then the rest of this section is not applicable. If not, and the agreement provides either for maternity leave, paternity leave or both, then go to 1.4.3.4. Otherwise, go to 1.4.3.3.1.	
1.4.3.3.1. Does the award/Pre-existing agreement contain adoption leave provisions?	If not, then the agreement offers employees the opportunity to take leave for adoption: If it does, then go to 1.4.3.4.	✓
1.4.3.4. Has the length of the entitlement changed?	If the amount of leave has increased, employees have more options over the amount of leave at the time of birth or adoption: If the amount of leave has decreased employees have fewer options over the amount of leave: No change:	✓ x n/a

APPENDIX III: Questions Applied to Working Time Provisions and Assessment Criteria

1. AMOUNT OF WORKING TIME (cont)

1.6. Leave (cont):

<p>1.4.3.5. Are there any restrictions on eligibility to parental leave and have these changed?</p>	<p>If eligibility restrictions are removed or reduced, more employees can access parental leave:</p> <p>If eligibility is restricted, then fewer employees are able to access parental leave:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.3.6. Are there any restrictions on the application of parental leave (ie. when leave is taken or consequences to service as a result of taking leave) and have these changed?</p>	<p>If limitations associated with the taking of leave are removed or reduced, then the attractiveness of accessing parental leave is improved:</p> <p>If restrictions on the application of leave are introduced or made more restrictive, then the attractiveness of accessing parental leave is reduced:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.3.7. Is there an entitlement to paid leave and has this changed?</p>	<p>If paid leave is introduced or pay is increased, then parental leave can be accessed without financial cost:</p> <p>If paid leave is removed or the amount of pay reduced, then access to parental leave may be restricted because of financial burdens:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.3.8. Has the option of part-time work been provided and has this changed?</p>	<p>If the option of a part-time return to work has been introduced, then more working time options are available for employees accessing parental leave:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>
<p>1.4.3.9. Are there any obligations on the employer to maintain contact with employee while on leave for the purposes of maintaining career development and has this changed?</p>	<p>If employer contact with employees for the purpose of minimising career interruptions such as mailing lists or voluntary workshops is introduced, accessing parental leave may be more attractive to employees:</p> <p>Not mentioned:</p>	<p>✓</p> <p>n/a</p>
<p>1.4.3.10. Does the employer provide employee assistance programs, workshops, counselling services for staff on parental leave, and has this changed?</p>	<p>Employee assistance programs and other programs may make parental leave a more attractive option for employees:</p> <p>Not mentioned:</p>	<p>✓</p> <p>n/a</p>

1. AMOUNT OF WORKING TIME (cont)

1.4.3. Leave (cont):

<p>1.4.3.11. Does the agreement provide a trial arrangement, a review, an investigation of parental leave provisions?</p>	<p>If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:</p> <p>If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial, review or investigation recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:</p>	<p>✓</p> <p>x</p>
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1. AMOUNT OF WORKING TIME (cont)

1.4.Leave (cont):

<u>Substance</u>	<u>Criteria</u>	<u>Family-Friendly</u>
<p>1.4.4. Career Breaks</p> <p>1.4.4.1. Does the agreement contain any provisions regarding extended breaks?</p>	<p>If not, and the agreement is to be read in conjunction with the award, then the rest of this section is not applicable.</p> <p>If it does, then go to 1.4.4.2.</p>	
<p>1.4.4.2. Does the award/pre-existing agreement provide for extended breaks?</p>	<p>If not, then an entitlement to a career break offers employees the opportunity to take extended leave from work to attend to family or other considerations:</p> <p>If it does, then go to 1.4.4.3.</p>	<p>✓</p>
<p>1.4.4.3. Does the agreement ensure an entitlement to on-going employment and has this changed?</p>	<p>If an entitlement to on-going employment is introduced or improved then security of employment is enhanced and career breaks become a more attractive option:</p> <p>If an entitlement to on-going employment is withdrawn or reduced then security of employment is compromised and career breaks become a less attractive option:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.4.4. Does the agreement offer a career break to all employees and has this changed?</p>	<p>If expanded to include all employees then more employees are able to benefit from the option of having a career break:</p> <p>If limited only to specific employees then fewer employees are able to benefit from the option of having a career break:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.4.5. Does the agreement offer an entitlement to a career break at the choice of the employee and has this changed?</p>	<p>If expanded so that it is an entitlement then the break is at the choice of the employee concerned:</p> <p>If limited to approval required on application, then access to career breaks may be limited by operational concerns or by supervisors supportive of family-friendly policies:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>

1. AMOUNT OF WORKING TIME (cont)

1.4. Leave (cont):

<p>1.4.4.6. Has the possible length of the break changed?</p>	<p>If the possible length of break has increased then employees have more options regarding leave for family matters:</p> <p>If the possible length of the break has decreased then employees have less options regarding leave for family matters:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>1.4.4.7. Does the agreement offer retraining or other career re-entry schemes for employees on career breaks?</p>	<p>If retraining or re-entry schemes opportunities are offered then career breaks may become an attractive option for employees:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>
<p>1.4.4.8. Does the agreement provide a trial arrangement, a review, an investigation of career breaks?</p>	<p>If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:</p> <p>If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial, review or investigation recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:</p>	<p>✓</p> <p>x</p>

2. SCHEDULE OF WORKING TIME

2.1 Range of Hours:

<p>2.1.1. Has the span of ordinary hours changed?</p>	<p>If work during an expanded spread of hours is at the discretion of the employee then employees have a greater range of hours from which they can elect to work:</p> <p>If work during an expanded spread of hours is at the direction of the employer is required, then employees can may be required to work hours that often conflict with family demands:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>2.1.2. Does the agreement provide for ordinary hours of work at non-day times, week-ends and Public Holidays?</p>	<p>If not, and the agreement is to be read in conjunction with award, then questions 2.1.2.1. to 2.1.2.3. are not applicable, and go to questions 2.1.3.</p> <p>Otherwise, go to 2.1.2.1.</p>	
<p>2.1.2.1. What are the award/Pre-existing agreement provisions regarding work at non-day times, week-ends and Public Holidays?</p>		
<p>2.1.2.2. Is such work voluntary and has this changed?</p>	<p>If work during these hours is voluntary, then employees have a greater range of hours from which they can elect to work:</p> <p>If work during these is required, then employees can may be required to work hours that often conflict with family demands:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>
<p>2.1.2.3. Does such work attract additional penalty payments, and has this changed?</p>	<p>The financial benefits of penalty rates for work during non-standard hours may provide assistance to employees:</p> <p>If the penalty rates are reduced, then the financial security of employees may be compromised:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>

2. SCHEDULE OF WORKING TIME (cont)

2.1 Range of Hours (cont):

<p>2.1.3. Does the agreement provide for a compressed working week (that is, is each and every week shorter than 5 days with longer hours per day) and has this changed?</p>	<p>If not, and the agreement is to be read in conjunction with award, then questions 2.1.3.1. to 2.1.3.2. are not applicable and go to next section.</p> <p>Otherwise, go to 2.1.3.1.</p>	
<p>2.1.3.1. Is the compressed week a requirement or at the choice of employees?</p>	<p>If a compressed working week is at the election of the employee, then employees who prefer longer days can choose this option, while employees who prefer shorted days can choose not to work a compressed week:</p> <p>If employees are required to work a compressed week, some employees may required to work at times that are required for family responsibilities:</p>	<p>✓</p> <p>x</p>
<p>2.1.4.2. Does the agreement allow family responsibilities to intrude into the longer working day?</p>	<p>If family responsibilities can be attended to while working longer days associated with compressed weeks (for example calling home, leaving the premises to collect dependents) then the requirement to work longer days may not be as burdensome as otherwise for employees:</p> <p>If family responsibilities cannot be attended while at work, then longer days of work may be difficult for many employees:</p>	<p>✓</p> <p>x</p>

2. SCHEDULE OF WORKING TIME (cont)

2.2. Pattern of Hours:

<u>Substance</u>	<u>Control</u>	<u>Family-Friendly</u>
<p>2.2.1. How is the roster of work determined and has this changed from the award/Pre-existing agreement?</p>	<p>If the roster of work is determined by the employee or if the roster is mutually agreed in a family supportive environment, then employees may be able to match their schedule of work with their family responsibilities:</p> <p>If the roster of work is mutually agreed in an environment that is not family supportive, then it is not clear whether employees can match their work schedules with their family responsibilities:</p> <p>If the roster of work is determined by the employee in accordance with operational needs, then employees may not be able to match work schedules with family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>?</p> <p>x</p> <p>n/a</p>
<p>2.2.2. What notice of roster is provided in the agreement and has this changed?</p>	<p>If the notice of roster has increased then employees have more time to plan and organise family responsibilities around work commitments:</p> <p>If the notice of roster has decreased employees have less time to plan and organise family responsibilities:</p> <p>No notice of roster is required if the roster is on-going, which means employees can plan and organise family responsibilities far in advance:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>✓</p> <p>n/a</p>
<p>2.2.3. Does the agreement provide for a regular roster (ie. a roster that does not vary from roster cycle to roster cycle) and has this changed?</p>	<p>A regular roster of work provides employees with predictability over working hours so that family responsibilities can be matched with work times:</p> <p>A roster of work which varies from cycle to cycle removes predictability of working time so that family responsibilities become difficult to match with work times:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>

2. SCHEDULE OF WORKING TIME (cont)

2.2. Pattern of Hours (cont):

<p>2.2.4. Does the agreement provide for rostered days off and has this changed?</p>	<p>Although employee preferences vary, most workers with family responsibilities prefer to have rostered days off. The introduction of rostered days off may allow employees to attend to planned family responsibilities during business hours:</p> <p>The removal of an entitlement to a rostered day may reduce employees ability to attend to family matters during business hours:</p> <p>The provision of choice to employees over whether they have a rostered day off is likely to be beneficial because employees who prefer shorter days and no rostered days off can elect to do so, and employees who elect to have rostered days off can do so, as long the choice is at the discretion of the employee concerned:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>✓</p> <p>n/a</p>
<p>2.2.5. Does the agreement provide for split shifts over the course of a day and has this changed?</p>	<p>If the working of a split shift is at the election of an employee, then it may offer a working arrangement that suits family responsibilities:</p> <p>If the working of a split shift is required, then it may be difficult to deal with family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>

2. SCHEDULE OF WORKING TIME (cont)

2.3. Schedule of Leave:

<p>2.3.1. Has the timing of leave changed?</p>	<p>If the timing of leave has been changed to a time that fits with family responsibilities, such as school holidays or Christmas/New Year period, the timing of leave may suit employees:</p> <p>If the timing of leave is moved from a time that is likely to fit with family responsibilities, such as school holidays to a time that does not fit with family responsibilities then family responsibilities may be compromised:</p>	<p>✓</p> <p>x</p>
<p>2.3.2. How is the timing of leave determined and has this changed?</p>	<p>If the timing of leave is determined by the employee determined or mutually agreed in a family supportive environment, or employer determined with consideration of employee preferences, then the timing may suit family responsibilities:</p> <p>If the timing of leave is mutually agreed in an environment that is not family supportive environment supportive, then it is not clear whether the timing will suit family responsibilities:</p> <p>If the timing of leave is determined by the employer determined in an environment that is not family supportive, or determined in accordance with operational needs, then the timing may not suit family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>?</p> <p>x</p> <p>n/a</p>
<p>2.4. Does the agreement provide a trial arrangement, a review, an investigation of the schedule of working time and/or leave?</p>	<p>If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:</p> <p>If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial, review or investigation recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:</p>	<p>✓</p> <p>x</p>

3. WORKING HOURS VARIABILITY

3.1. Flexible Working Hours:

<u>Substance</u>	<u>Control</u>	<u>Family-Friendly</u>
<p>3.1. Does the agreement allow the rostered schedule of work or the number of hours of work per day to be varied, who determines any variation and has this changed?</p>	<p>If the roster of work or number of hours per day can be varied at the election of the employee, or if the roster can be varied by mutual agreement in a family supportive environment, then the agreement offers employees the ability to vary their working hours in response to family demands:</p> <p>If the roster of work or number of hours per day can be varied by mutual agreement in an environment not supportive of family responsibilities, then it is not clear whether employees can vary their working hours in response to family demands:</p> <p>If the roster of work or number of hours per day can be varied in accordance with operational requirements, or by the employer and the environment is not family supportive, then family commitments may be required to be varied according to work demands:</p> <p>No change:</p>	<p>✓</p> <p>?</p> <p>x</p> <p>n/a</p>
<p>3.1.2. Does the agreement provide employees with the ability to commence late and finish early and has this changed?</p>	<p>If the agreement introduces the ability or expands the ability for employees to alter start and finish times, then employees have the ability to vary their working hours in response to family demands:</p> <p>no change:</p>	<p>✓</p> <p>n/a</p>
<p>3.1.3. Does the employee have the ability to make up work time lost due to personal reasons and has this changed?</p>	<p>The introduction or expansion of the ability for employees to take time off and work the hours later offers employees the opportunity to respond to family demands and schedule work at a more convenient time:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>
<p>3.1.4. Does the employee have the ability to choose to work extra hours in order to bank time owed and has this changed?</p>	<p>The introduction or expansion of the ability for employees to bank time and take time-off later offers employees the opportunity to respond to family demands and schedule work at a more convenient time:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>

3. WORKING HOURS VARIABILITY (cont)

3.1. Flexible Working Hours (cont):

<p>3.1.5 Does the agreement provide for rostered days off or time-off-in-lieu of overtime to be banked or other time banking arrangements?</p>	<p>If not, then questions 3.1.5.1. to 3.1.5.3. are not relevant and go to 3.1.6.</p> <p>Otherwise, go to 3.1.5.1.</p>	
<p>3.1.5.1. How is the taking of banked time determined and has this changed?</p>	<p>If the taking of banked time is at the choice of the employee, or at a mutually agreed time in a family supportive environment then the time-off can be matched to family responsibilities:</p> <p>If the taking of banked time is at a mutually agreed time in an unsupportive environment then it is not clear whether time can be taken to match family responsibilities:</p> <p>If taking of banked time is at the choice of the employer in accordance with operational needs or at the choice of the employer in an environment not family supportive, then the time-off may not be matched to family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>?</p> <p>x</p> <p>n/a</p>
<p>3.1.5.2. Does the agreement provide for the ability to bank and accrue time in part days or hours and has this changed?</p>	<p>The ability to bank and accrue time in part days or hours offers employees the ability to adjust working time to family responsibilities more precisely:</p> <p>No change:</p>	<p>✓</p> <p>n/a</p>
<p>3.1.5.3. Are there any restrictions imposed on the taking of banked time and has this changed?</p>	<p>If restrictions on the timing of time-off-in-lieu are removed or reduced, then employees have more options to match time-off with family responsibilities:</p> <p>If restrictions on the timing of time-off-in-lieu are introduced or made more restrictive, then employees have less options to match time-off with family responsibilities:</p> <p>No change:</p>	<p>✓</p> <p>x</p> <p>n/a</p>

3. WORKING HOURS VARIABILITY (cont)

3. Flexible Working Hours (cont):

<p>3.1.6. Can hours be averaged over a period of time and has this changed?</p>	<p>If hours can be averaged and the determination of the hours worked is at the discretion of the employee controlled or mutually agreed in a family supportive environment then employees can choose hours of work and vary them in response to family demands:</p> <p>If hours can be averaged and the determination of the hours worked is mutually agreed in an environment that is not family supportive then it is not clear whether employees can choose hours of work and vary them in response to family demands:</p> <p>If hours can be averaged and the determination of the hours worked is at the discretion of the employer in an environment that is not family supportive, or in accordance with operational needs then the timing of family responsibilities may be required to be adjusted to suit work demands:</p> <p>No change:</p>	<p>✓</p> <p>?</p> <p>x</p> <p>n/a</p>
<p>3.1.7. Does the agreement introduce a trial arrangement, review or investigation of flexible hours arrangements?</p>	<p>If the parameters of the trial, review or investigation explicitly seek to satisfy the needs of workers with family responsibilities then the trial, review or investigation is likely to have beneficial outcomes for workers with family responsibilities:</p> <p>If the parameters of the trial, review or investigation are not specific, or if the parameters of the trial or review recognise family concerns but prioritises business, or if the parameters of the trial, review or investigation explicitly seek to satisfy the business priorities, then the trial, review or investigation may not have beneficial outcomes for workers with family responsibilities:</p>	<p>✓</p> <p>x</p>

4. ENVIRONMENT

<u>Substance</u>	<u>Criteria</u>	<u>Family-Friendly</u>
<p>4.1.</p> <p><u>Objectives/Mission Statement:</u></p> <p>Are there any clauses in the agreement which set out objectives of the agreement or Mission Statement of the Enterprise?</p> <p>4.1.1. Are the needs of workers with family responsibilities explicitly recognised as a workplace matter?</p> <p>4.1.2. Are the needs of employees acknowledged?</p> <p>4.1.3. Are the needs of the enterprise and staff jointly accommodated?</p> <p>4.1.4. Are production needs prioritised?</p> <p>4.1.5. Are job or financial security specifically identified as objectives?</p>	<p>Statements of support for the needs of workers with family responsibilities establish an environment supportive of workers with family responsibilities:</p> <p>Statements of support for the needs of employees establish an environment supportive of workers with family responsibilities:</p> <p>Statements in which the needs of staff are jointly accommodated with the needs of the enterprise establish an environment likely to be supportive of workers with family responsibilities:</p> <p>Statements which prioritise production needs is not likely to be supportive of workers with family responsibilities:</p> <p>Security and stability of employment are important for family cohesion and financial security is essential for supporting family life. Placing an value on job and financial security is likely to assist workers with family responsibilities:</p>	<p></p> <p>✓</p> <p>✓</p> <p>✓</p> <p>x</p> <p>✓</p>

4. ENVIRONMENT (cont)

<p>4.2. Work Environment:</p>		
<p>4.2.1. Are there mechanisms for the concerns of employees with family responsibilities to heard?</p>		
<p>4.2.1.1. Are there consultative requirements?</p>	<p>If personal concerns are legitimate part of the consultative and participative processes:</p>	<p>✓</p>
	<p>If operational requirements are the focus of the processes to the exclusion of personal concerns:</p>	<p>x</p>
<p>4.2.1.2. Are there joint consultative committees?</p>	<p>If personal concerns are legitimate part of the consultative and participative processes:</p>	<p>✓</p>
	<p>If operational requirements are the focus of the processes to the exclusion of personal concerns:</p>	<p>x</p>
<p>4.2.1.3. Are there participative decisions making processes?</p>	<p>If personal concerns are legitimate part of the consultative and participative processes:</p>	<p>✓</p>
	<p>If operational requirements are the focus of the processes to the exclusion of personal concerns:</p>	<p>x</p>
<p>4.2.1.4. Are there team structures?</p>	<p>Team structures provide a mechanism for employee control over working time arrangements, however, team decision-making can subordinate family needs to the needs of the group:</p>	<p>?</p>
<p>4.2.2. Are there procedures for identifying and acting on the needs of staff?</p>	<p>Procedures for identifying and acting on the needs of staff provide an opportunity to consider work and family issues and provide a family supportive environment:</p>	<p>✓</p>
<p>4.2.3. Is a specific staff member with responsibilities for work and family issues identified?</p>	<p>A specific staff member with responsibility for dealing with work and family issues ensures that these issues are considered and provide a family supportive environment:</p>	<p>✓</p>
<p>4.2.4. Are there procedures for dealing with grievances regarding work and family conflict?</p>	<p>Procedures to deal with work and family grievances provide a means for grievance regarding work and family conflicts to be dealt with and provide a family supportive environment:</p>	<p>✓</p>
<p>4.2.5. Are supervisors and managers encouraged and assisted in promoting a family friendly work environment?</p>	<p>Support and assistance for supervisors and management in promoting a family friendly workplace ensure that managers will implement family-friendly work practices and not discriminate against those employees who choose to access family-supportive initiatives. Such support and assistance provide a family supportive environment:</p>	<p>✓</p>

4. ENVIRONMENT (cont)

<p>4.3. Specific Working Time Provisions:</p>		
<p>4.3.1. Are the needs of workers with family responsibilities explicitly recognised as a workplace matter?</p>	<p>Statements of support for the needs of workers with family responsibilities establish an environment supportive of workers with family responsibilities:</p>	<p>✓</p>
<p>4.3.2. Are the needs of employees acknowledged?</p>	<p>Statements of support for the needs of employees establish an environment supportive of workers with family responsibilities:</p>	<p>✓</p>
<p>4.3.3. Are the needs of the enterprise and staff jointly accommodated?</p>	<p>Statements in which the needs of staff are jointly accommodated with the needs of the enterprise establish an environment likely to be supportive of workers with family responsibilities:</p>	<p>✓</p>
<p>4.3.4. Are production needs prioritised?</p>	<p>Statements which prioritise production needs is not likely to be supportive of workers with family responsibilities:</p>	<p>x</p>

APPENDIX IV: Summary of Changes in Agreements

1) AMP Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	<ul style="list-style-type: none"> movement between full and part-time work enhanced by ensuring job security and pro-rata leave benefits; part-time employees entitled to training and promotional opportunities enhances the attractiveness of part-time work; detailed arrangements for job-sharing established and a job-share register established; the restriction on the number of hours for part-time employees lifted, allowing more choices over part-time hours of work; short blocks of part-time work available while on parental leave; changes to part-time to offer interesting and challenging part-time work and to ensure AMP is an employer of choice;
	overtime	-
Schedule	carer's	<ul style="list-style-type: none"> personal emergency leave may be taken in 2 hours blocks allowing employees to choose the amount leave required for the particular situation; changes to ensure AMP is an employer of choice;
	leave	<ul style="list-style-type: none"> facilitation of the taking of annual leave by ensuring the taking annual leave is part of performance appraisal facilitation of the taking of annual leave by removal of ability for management to pay out excess annual leave; changes to parental leave to ensure that AMP is an employer of choice; 6 weeks paid parental leave; short blocks of part-time work available while on leave; employment links and career development opportunities for employees accessing parental leave; breast-feeding facilities for lactating mothers; return to work induction and employee assistance programs for staff taking parental leave;
	range	-
Variability	pattern	<ul style="list-style-type: none"> managers to ensure that the needs of workers with family responsibilities are taken into account when scheduling work;
	leave	-
	employee	<ul style="list-style-type: none"> removal of the explicit right of employees to start late and finish early; removal of the explicit reference for banked time to be taken at the option of the employee; removal of the explicit right of employees to be absent from work and make up the work time later; removal of the explicit reference for banked time to be taken in part days or hours;
employer	<ul style="list-style-type: none"> agreement required to vary the hours of work for part-time employees; managers to ensure that the needs of workers with family responsibilities are taken into account when varying work schedules; individual timetables will be altered infrequently; 	

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

2) APO Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	<ul style="list-style-type: none"> the ability for full-time employees to choose to work part-time; the introduction of job-share arrangements; the introduction of job-share and part-time provisions to be monitored;
	overtime	-
	carer's leave	-
Schedule	range	<ul style="list-style-type: none"> the introduction of career breaks of up to 3 years; monitored;
	pattern	-
	leave	<ul style="list-style-type: none"> access to 5 days leave in advance of accrual for family reasons; increased access to annual leave to be monitored;
Variability	employee	-
	employer	<ul style="list-style-type: none"> the ability for employees to vary working time for family purposes; the ability for employees to make up lost time due to short-term absences for family purposes; the provisions for schedule flexibility to be monitored;

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

3) ATO Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	<ul style="list-style-type: none"> • creation of part-time jobs in response to employee needs; • consideration given to training, career development and workplace participation for part-time employees; • a review of part-time arrangements to specifically consider issues of concern to part-time employees;
	overtime	-
	carer's	<ul style="list-style-type: none"> • carer's leave introduced in response to employees needs; • no limit to the amount of carer's leave; • carer's leave is in addition to other leave provisions; • carer's leave on a trial basis;
Schedule	leave	<ul style="list-style-type: none"> • investigation of scheme that allows more leave for less pay;
	range	-
	pattern	<ul style="list-style-type: none"> • a pilot study of working patterns;
Variability	leave	-
	employee	<ul style="list-style-type: none"> • flexitime for part-time employees; • flexitime arrangements expanded to allow up to 4 days off; • flexitime arrangements expanded to allow a longer settlement period; • flexitime arrangements expanded to allow the banking of more time; • flexitime arrangements expanded to allow consecutive days off; • flexitime arrangements expanded to allow time-off during core-times; • flexitime patterns to provide employees with more flexible work conditions;
	employer	-
	employee	-

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

4) Australian Poultry Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	<ul style="list-style-type: none"> employees offered ability to move between full and part-time work; introduction of job-share provisions; loosens the restrictions on the number of hours part-timers can work to provide opportunities for secure part-time work for employees; loosens the restrictions on the number of part-time employees while ensuring that hours are subject to employee agreement; loosens the restrictions on the number of part-time employees while ensuring that hours are subject to employee agreement; unclear changes to the calculation of pro-rata benefits;
	overtime	<ul style="list-style-type: none"> span of hours increased thereby reducing access to overtime;
	carer's leave	-
Schedule	range	<ul style="list-style-type: none"> existing employees can volunteer to work a longer span hours; receive a penalty payment; existing employees who volunteer to work a longer span receive a penalty payment; penalty rates for one hour in the expanded range of hours that existing employees can work and new employees are required to work removed; requirement for new employees to be available to work a longer span of hours over non-standard hours; penalty rates for one hour in the expanded range of hours that existing employees can work and new employees are required to work removed; requirement to work certain public holidays; the removal of penalty rates for certain Public Holidays which must be worked;
	pattern	<ul style="list-style-type: none"> the hours of work for part-timers shall be agreed;
	leave	-
	employee	-
Variability	employer	<ul style="list-style-type: none"> the hours of part-time workers shall not be change unless agreed; removal of a penalty payment for increased hours with notice for part-time employees, however, this work is voluntary;
	employee	-

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

5) Big W Agreement

Dimension	Provisions	Changes
Amount	full-time	
	part-time	<ul style="list-style-type: none"> restrictions on the number of hours that part-timers can work unclear whether at the discretion of employer or employee; removal of provision for movement between full and part-time work; removal of express right to training & career development;
	overtime	<ul style="list-style-type: none"> changes to penalty rates in both directions; overtime required; span of hours increased thereby reducing access to overtime reduced;
	carer's	<ul style="list-style-type: none"> three days family leave in addition to other leave entitlements; definition of family for compassionate leave expanded for some employees; increase in some cases, but for funerals outside Victoria the amount is considerably reduced;
	leave	<ul style="list-style-type: none"> loss of one week extra leave for existing employees who work week-ends;
Schedule	range	<ul style="list-style-type: none"> existing employees can volunteer to work any hours, including non-standard hours; penalty rates for existing employees who choose to work non-standard hours reduced; new employees required to be available to work any hours including non-standard hours; reduced penalty rates for new employees required to work non-standard hours;
	pattern	<ul style="list-style-type: none"> able to choose not to have an RDO; removal of ability to enforce split shifts; specified rosters & notice of roster on-going; company to consider family when rostering existing employees; management, rather than by majority agreement of employees, can impose significant changes to the pattern of work, but required to mitigate employee concerns; changes to the number of hours of work per day in both directions; loss of standard night shift provision for those who prefer to work nights;
	leave	<ul style="list-style-type: none"> removal of ability to enforce broken periods of leave; accrual to 12 months by agreement no longer available;
Variability	employee	<ul style="list-style-type: none"> time-in-lieu extended to clerical staff; employees able to change rosters for pressing family matters; loss of ability to bank accumulate time-in-lieu beyond four weeks; loss of ability to bank RDO's;
	employer	<ul style="list-style-type: none"> management should not frequently change rosters; notice of change to part-time shift reduced to 7 days for shop staff; omission of method of timing of TOIL;

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

6) Ford Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	-
	overtime	-
	carer's	<ul style="list-style-type: none"> amount of family leave increased from 1 day up to 10 days per year cumulative; definition of family for bereavement expanded; definition of family for family leave narrowed;
	leave	<ul style="list-style-type: none"> discussion regarding paid maternity leave opened and principle supported;
Schedule	range	
	pattern	<ul style="list-style-type: none"> review of pattern of work to improve operational performance;
Variability	leave	<ul style="list-style-type: none"> certainty of timing of leave by ensuring 3 weeks leave over Dec/Jan;
	employee	<ul style="list-style-type: none"> two programmed days off may be changed to rostered days off;
	employer	<ul style="list-style-type: none"> flexibility to vary annual leave schedules in accordance with operational requirements; ability to vary yearly calendar, programmed days off and yearly calendar in accordance with business needs; market conditions may require work on a PDO or RDO;

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

7) Geelong Hospital Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	-
	overtime	-
Schedule	carer's	<ul style="list-style-type: none"> introduction of family leave as part of existing sick leave entitlement; monitoring sick and family leave;
	leave	<ul style="list-style-type: none"> choice of doubling long service leave for half pay at employee discretion;
	range pattern	<ul style="list-style-type: none"> provision for management to permanently change the hours of work, but employees concerned to be mitigated after decision made;
Variability	leave	-
	employee	-
	employer	-

Assessment of direction for each change coded as follows:

- = likely to enhance work and family balance
- = influence on work and family balance unclear
- = likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

8) Lady Gowrie Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	-
	overtime	-
	carer's	<ul style="list-style-type: none"> • introduction of special family leave in recognition of family responsibilities; • special family leave may be varied for improvement; • definition of family leave for compassionate leave broadened and significant person included; • compassionate leave to include serious illness; • compassionate leave no longer subject to managerial approval;
Schedule	leave	<ul style="list-style-type: none"> • existing special extensive unpaid leave entitlement now explicitly provides for the right to return to the same job; • existing special extensive unpaid leave entitlement may be taken for child-rearing purposes; • early access to long service leave which may be taken for child-rearing purposes;
	range	-
	pattern	-
	leave	-
Variability	employee	-
	employer	-

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance
 = influence on work and family balance unclear
 = likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

2) Manchester Unity Agreement

Dimension	Provisions	Changes
Amount	full-time	<ul style="list-style-type: none"> the number of ordinary hours per week is reduced by half an hour and the reduction is not associated with a reduction in pay;
	part-time	<ul style="list-style-type: none"> penalty rates for overtime on Saturday's has been reduced;
	overtime	<ul style="list-style-type: none"> a new entitlement to family leave as part of existing sick leave entitlement;
Schedule	carer's	<ul style="list-style-type: none"> the definition of family for bereavement leave broadened; more paid leave for funerals outside Australia but less paid leave for second and subsequent bereavements during the course of one year;
	leave	<ul style="list-style-type: none"> the amount of annual leave for employees working non-standard hours reduced from 5 to 4 weeks;
	range	<ul style="list-style-type: none"> penalty payments for work during non-standard hours removed;
	pattern	<ul style="list-style-type: none"> the new schedule of work as a result of reduced hours is not clear; imposition of pattern of work rather than pattern determined by majority decision; an entitlement to an RDO is no longer clearly available; employees may be required to work call-backs, of work are no longer ensured;
Variability	leave	<ul style="list-style-type: none"> small blocks of annual leave can only be taken at the discretion of the employees; annual leave may be taken at a later time if agreed;
	employee	<ul style="list-style-type: none"> the removal of the ability to alter starting time in emergencies, depending on whether family emergencies were considered an emergency; there is no longer a clear entitlement to RDO's which can banked and taken at employee discretion; the amount time that can be accrued in lieu of overtime has been reduced;
	employer	<ul style="list-style-type: none"> the removal of managerial to right to alter starting times with 7 days notice, except rosters can be changed regularly; the span of or number of hours for part-time employees can be changed by giving one week's notice;

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

10) Reserve Bank Agreement

Dimension	Provisions	Changes
Amount	full-time	-
	part-time	<ul style="list-style-type: none"> recognition that employees need to move between full and part-time employment; changes to part-time arrangements for the purpose of assisting staff to better manage work and family responsibilities; review of part-time arrangements and part-time changes will be discussed and agreed prior to implementation;
	overtime	<ul style="list-style-type: none"> child care concerns considered when scheduling short-notice overtime; additional childcare costs refunded for short-notice overtime;
	carer's	<ul style="list-style-type: none"> review of provisions in light of National Test Case;
Schedule	leave	<ul style="list-style-type: none"> abolition of retrospective payment for confinement leave; reduction in superannuation and long service leave entitlements;
	range	-
	pattern	<ul style="list-style-type: none"> the Bank would normally have regard to child-care arrangements when scheduling overtime; review of adjustment of daily hours to meet operational requirements;
Variability	leave	-
	employee	<ul style="list-style-type: none"> review of time-off-in-lieu of overtime provisions within environmental parameters that seek administrative efficiencies;
	employer	

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance
 = influence on work and family balance unclear
 = likely to detract from work and family balance

APPENDIX IV: Summary of Changes in Agreements

11) Changes to Working Time Provisions in the Toyota Agreement

Dimension	Provisions	Changes
Amount	full-time	
	part-time	
	overtime	<ul style="list-style-type: none"> defines reasonable overtime and work beyond reasonable is voluntary; short notice overtime is voluntary; employees personal activities to be considered when scheduling overtime; certainty and regularity regarding amount of overtime;
Schedule	carer's	<ul style="list-style-type: none"> introduction of personal leave on a trial basis as part of existing sick leave provisions; parameters of trial of personal leave are not clearly supportive of satisfying the needs of workers with family responsibilities;
	leave	
	range	
Variability	pattern	<ul style="list-style-type: none"> management can permanently alter patterns with 14 days notice, although required to discuss with employees and take into account the family situation of employees; the parameters of the review of working patterns are not clearly supportive of satisfying the needs of workers with family responsibilities; a notice of scheduled days reduced from one year to three months;
	leave	<ul style="list-style-type: none"> employee choice over the timing of the non-close-down period of annual leave; eligibility of access to long service leave confines to leave for pressing domestic emergencies for employees who have between 7 and 15 years of service which may restrict access to early long service or may enshrine a right to leave for domestic purposes; annual leave should meet the needs of the employees and the objectives of Toyota; company close-downs no longer set over the Xmas/New Year period but determined by the company in accordance with operational requirements and these weeks to be taken at that time;
	employee	<ul style="list-style-type: none"> alternative overtime arrangements to be made from time to time if an employee encounters difficulty; employees able to exchange shifts; able to take a scheduled day off in an emergency;
employer	<ul style="list-style-type: none"> changes to Plant Operating Days subject to consultation and agreement; banking of days off in response to operational requirements; flexibility of working hours to ensure operational demands met and to achieve utilization of facilities and resources; 	

Assessment of direction for each change coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

1) AMP Agreement

Provision	Environmental Parameters	
stated objectives	<ul style="list-style-type: none"> a work environment sensitive to the work and family commitments of employees; development of a discrimination free work environment; 	<ul style="list-style-type: none"> flexible work practices to allow AMP to quickly respond to changing circumstances;
mechanisms provided	<ul style="list-style-type: none"> committed to consulting and listening to employees and develop strategies for the diversity of its workforce; establishment of joint consultative committees to consider the needs of its diverse workforce, to monitor and evaluate the Agreement and to investigate female work participation; 	<ul style="list-style-type: none"> unclear whether the procedure for settling disputes provides a process for work and family issues to be addressed; improve information and education for supervisors in order to implement the Agreement effectively;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance
 = influence on work and family balance unclear
 = likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

2) APO Agreement

Provision	Environmental Parameters		
stated objectives	<ul style="list-style-type: none"> • the parties agree to facilitative provisions to enable work and family initiatives; 	<ul style="list-style-type: none"> • value the diversity of the workforce, develop workforce skills and ensure equal employment opportunity; 	<ul style="list-style-type: none"> • implementation of best practice that implements services & processes for the benefit of employees and the business;
mechanisms provided	<ul style="list-style-type: none"> • a Joint Statement of Understanding that promotes consultation, including consultation over: <ul style="list-style-type: none"> -changes, -work and family initiatives, -technology, -remuneration, -implementation of Agreement; 	<ul style="list-style-type: none"> • frameworks and processes established for participative workplace change; 	<ul style="list-style-type: none"> • dispute settling procedure over the application or interpretation of the Agreement;
			<ul style="list-style-type: none"> • to provide a postal service which cannot be matched for value, reliability & quality of service;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

3) ATO Agreement

Provision	Environmental Parameters
<p>stated objectives</p>	<ul style="list-style-type: none"> • providing scope for staff to achieve a better balance between their work and family lives; • seeks to reward employees with more valued work, improvements in ... conditions of employment and ... monitor the impact of the agreement... on employees; • to reform the agency and improve services by introducing new working arrangements to assist the workforce to become more flexible and responsive, while at the same time providing scope for staff to achieve a better balance between their work and family lives; • environment in which all staff are encouraged to work together, and in which management and the union commit to work together; • procedures established for consultation about the various aspects of proposed changes, including committees to oversee the impact of the Agreement; • ATO Working Together Philosophy promoted and a commitment given to early and timely exchange of information before decisions are made; seeks to create an
<p>mechanisms provided</p>	<ul style="list-style-type: none"> • to increase productivity, compliance, client focus and accountability for outcomes; • specific procedures for disputes over movement or change of duties and procedures for grievances arising during the life of the Agreement; • the development of teams;

Assessment of direction of environmental parameter coded as follows:

- = likely to enhance work and family balance
- = influence on work and family balance unclear
- = likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

4) Australian Poultry Agreement

Provision	Environmental Parameters	
stated objectives	<ul style="list-style-type: none"> to examine productivity measures with a systematic approach to sharing future gains; 	
mechanisms provided	<ul style="list-style-type: none"> a dispute settling procedures for any matter of concern to employees; 	<ul style="list-style-type: none"> consultative processes to identify wasteful processes and productivity measures; a committee established to consider improvements to productivity;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

5) Big W Agreement

Provision	Environmental Parameters
stated objectives mechanisms provided	<ul style="list-style-type: none"> dispute resolution procedure allows a process for individual employee grievances;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

6) Ford Agreement

Provision	Environmental Parameters
stated objectives	<ul style="list-style-type: none"> • acknowledges the challenge associated with combining work and family and facilitates child care for employees; • improved equal opportunity procedures and practices are an explicit objective; • the needs of staff and the company are jointly accommodated by seeking to work together in the best interests Ford & its employees and by ensuring that the work environment is part of the continuous improvement objectives of the company; • recurring commitments to job security for employees; • prioritise production needs to achieve annual quality and productivity improvements;
mechanisms provided	<ul style="list-style-type: none"> • consultative processes enabled; • grievance procedure to address employees grievances quickly and fairly established; • group leaders will receive training to ensure understanding of Agreement principles; • team structures established; • participative decision making activities focus on improving productivity;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance
 = influence on work and family balance unclear
 = likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

7) Geelong Hospital Agreement

Environmental Parameters	
Provision	
stated objectives	<ul style="list-style-type: none"> aims to achieve harmonious, productive, direct, trusting and open relationships with employees and introduce new work practices while enhancing employee skills; to achieve improvements in work practices, productivity and efficiency;
mechanisms provided	<ul style="list-style-type: none"> staff consulted about the implementation of change as well as participating in consultative and decision making processes; joint examination of the reasons for absenteeism, and a continuous improvement program enabling the participation of all staff; the dispute resolution procedure may or may not provide for the resolution of individual grievances;

Assessment of direction of environmental parameter coded as follows:

- = likely to enhance work and family balance
- = influence on work and family balance unclear
- = likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

8) Lady Gowrie Agreement

Provision	Environmental Parameters	
stated objectives	<ul style="list-style-type: none"> • aim to introduce flexible work arrangements for workers with family responsibilities, including the provisions of a family space for employees non-contagious sick-children and the capacity to work from home; • consultation on workplace change and the establishment of formal consultative committees; 	<ul style="list-style-type: none"> • increased opportunities for skill development and career progression and initiatives to reduce work-related stress; • aim to reduce absenteeism and turnover through introduction of flexible leave arrangements;
mechanisms provided	<ul style="list-style-type: none"> • increased participation of employees through paid staff meetings; 	<ul style="list-style-type: none"> • a grievance procedure that ensures a process if employees feel that their needs are not being met; • emphasis on team-work;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance
 = influence on work and family balance unclear
 = likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

9) Manchester Unity Agreement

Provision	Environmental Parameters	
stated objectives	<ul style="list-style-type: none"> recognises the importance of working together to achieve higher productivity; 	
mechanisms provided	<ul style="list-style-type: none"> a procedure for employees to follow regarding disputes about employment; 	<ul style="list-style-type: none"> an explicit statement that it is not appropriate for the Agreement to establish consultative processes because they are already in place; joint consultative committees for particular issues that are unlikely to include work and family issues, such as classification structure;

Assessment of direction of environmental parameter coded as follows:

- = likely to enhance work and family balance
- = influence on work and family balance unclear
- = likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

10.) Reserve Bank Agreement

Provision	Environmental Parameters	
stated objectives	<ul style="list-style-type: none"> • to improve efficiency and effectiveness of Bank operations and to improve career prospects and quality of working life for employees; 	<ul style="list-style-type: none"> • to improve Bank productivity and ...the on-going efficiency of the Bank requires continuing assessment of... work practices;
mechanisms provided	<ul style="list-style-type: none"> • consultative mechanisms established; 	<ul style="list-style-type: none"> • the dispute resolution procedure may or may not provide for the resolution of individual grievances;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

APPENDIX V: Summary of Environmental Parameters

11) Toyota Agreement

Provision	Environmental Parameters		
stated objectives	<ul style="list-style-type: none"> the child care needs of employees are expressly acknowledged by a commitment to conduct a survey of the family situation of staff and the reservation of child care places for staff; 	<ul style="list-style-type: none"> Toyota's success will enable employees' prosperity and development which will be attained by improvement of efficiency, productivity and flexibility; 	<ul style="list-style-type: none"> improved competitiveness and flexible work practices will enable job and income security;
mechanisms provided	<ul style="list-style-type: none"> commitment to on-going consultation and information sharing; 	<ul style="list-style-type: none"> joint consultative committees established which monitor overall operations and the Agreement; 	<ul style="list-style-type: none"> employee participation and involvement in decision-making encouraged;
		<ul style="list-style-type: none"> grievance procedures that enable prompt resolution of employee concerns; 	<ul style="list-style-type: none"> team structures developed which embrace continuous improvement through teams and quality circles;

Assessment of direction of environmental parameter coded as follows:

= likely to enhance work and family balance

= influence on work and family balance unclear

= likely to detract from work and family balance

