



Family Friendly Workplace Policies


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*A Guide to Meeting Business
and Employee Needs.*

State of Oregon
Department of Administrative Services
Human Resource Services Division



January 2000



It is the policy of the State of Oregon that we as an employer recognize the importance of the family and the employees' need to meet their family health and dependent care obligations. The State is committed to the greatest extent possible to responding to these needs through work and family policies and a workplace that supports efforts to achieve a balance between work and family.




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INTRODUCTION

In 1998, a taskforce created by Governor John Kitzhaber submitted the results of their findings concerning state Family Friendly Workplace Policies. The taskforce had surveyed state employees and, based upon their response, concluded that the current policies met most employee needs. The one area of dissatisfaction was the supervisors' application of the policies. As a result, eight recommendations were then made to supplement current state policies. The Governor supported and approved the recommendations. The Governor envisions Oregon as a family friendly employer and wants state managers to apply family friendly policies for the benefit of employees to the greatest extent possible while still meeting business needs.

This reflects not only the desire for an ideal workplace, but also the realization that family friendly policies are, in fact, cost-effective and beneficial to organizations. Numerous studies conclude that when family friendly policies are adopted and supported by managers, the benefits greatly outweigh the costs.

COST-BENEFIT ANALYSIS

Where do the benefits for the employer come in? The following information provides a description of a cost-benefit analysis on the issues of retention and absenteeism. Family friendly policies can significantly reduce the costs associated with recruiting, retaining and managing employees.

Retention Benefits

Turnover costs affect all organizations. A higher turnover rate leads to increased costs in finding, recruiting and training new employees. Consider the costs associated with the following processes:

- Advertising in all appropriate media and venues
- Recruiting Time – salaries and benefits provided to staff to recruit, interview, select and appoint new employees
- Orientation and Training – management, trainer and employee time, materials, facility fees and other costs associated with training a new employee

Retaining current employees through the use of Family Friendly Policies can greatly reduce the turnover costs of your organization.

Another important factor to consider is the cost to your organization when employees are not there to get the work done.

Reduced Absenteeism Benefits

The costs of absenteeism include the cost of supervisor hours used to redirect work, hire and train temporary personnel, or work not completed within the required time frame. Significant savings can be achieved if we can decrease the average number of lost days.

Another benefit of the use of Family Friendly Policies is improved employee morale. This is difficult to put a price tag on. However, in general, when employees feel supported they tend to give back to an organization. This translates into increased productivity and better customer service.

CONCLUSION

Clearly, the implementation and effective use of family friendly policies:

- Promotes the state of Oregon as a family friendly employer
- Is cost effective and beneficial to doing business
- Is the responsibility of all managers and personnel

Human Resource Services Division Policy 50.055.01(1)(b) directs:

In the interest of promoting involvement and continuous improvement in state services managers shall:

- A. Use problem-solving processes which encourage employee participation;
- B. Solicit input from employees doing the job;
- C. Encourage employee collaboration to improve work processes;
- D. Implement those techniques and ideas that contribute to program

The use of family friendly policies is another step in our continuous efforts to improve our services and processes while still meeting business needs.

HOW TO USE THIS MANUAL

This guide was designed to provide you with the information and tools to meet both employee and business needs. This guide is only a tool, and requires your support and actions to meet the intent of the Governor.

Each section begins with an introduction that provides information on the benefits of the related topic. Relevant charts and forms have also been included to give you a comprehensive guide to Oregon's Family Friendly Policies.

As you will note, the guide has been divided into four basic sections: Flexible Work Options, Leave, Employee Assistance & Wellness and Additional Resources.

FLEXIBLE WORK OPTIONS

In the Flexible Work Options Section, you will find the following units:

Job Compatibility

Provides questions to consider when measuring whether or not a particular work option is compatible with an employee's job.

Employee Selection

Provides questions to consider when determining whether or not a particular work option is compatible with an employee's work style and work ethics.

Other Suggestions

Offers suggestions and ideas in deciding whether or not a particular work option will meet business and employee needs.

Frequently Asked Questions

This section provides additional information and answers frequently asked questions.

LEAVE AND EMPLOYEE ASSISTANCE

The Leave and Employee Assistance Sections only use the **Frequently Asked Questions** to inform about these topics.

When evaluating any section, be sure to check applicable collective bargaining agreements as well as the current policy. These policies are available in your personnel office or on the web at www.hr.das.state.or.us/.

ADDITIONAL RESOURCES

The Additional Resources Section contains the contact name and address, mission statement, services, and counties served for seven agencies that provide for dependent care needs. Two charts are included for quick reference to agencies of services available. Additional materials may be requested from individual agencies.

At the end of some sections you will have a place for note space like the following:



Notes:

If a state policy is referenced in the section, the policy number will appear at the bottom of the page in the footer (see below). REMEMBER, all state policies and collective bargaining agreements can be found at www.hr.das.state.or.us.

Feel free to copy portions of this manual to share with your employees. This manual was designed for YOUR convenience and use. Copies of this guide can also be found at www.hr.das.state.or.us/.

Flexible Work Options

With recent advances in technology and resources, the ability to have alternative methods of completing job functions has dramatically increased.

Flexible work schedules, job share and telework are just a few examples of the alternatives to the traditional 8 to 5 workplace.

Why do I Care?

The reasons are plentiful. Employees are an organization's greatest asset. Flexible Work Options allow an organization to meet both business and employee needs. There are many benefits to these alternative work arrangements.

Unresolved dependent care needs, lack of personal time and feeling out of control can greatly contribute to stress levels.

Studies and high use of Flexible Work Options confirm the importance of this option to employees.

Employees:

- Have greater job satisfaction
- Have higher morale
- Produce higher quality work
- Are more loyal to the employer

Furthermore, flexible work options are generally inexpensive to implement. Employers who acknowledge and understand the external demands on an employee are in a position to meet both business and employee needs by giving Flexible Work Options to decrease stress.

What Can I Do?

This section gives tips and questions to consider in deciding whether or not Flexible Work Options are a good match for both the business and the employee.

Changing work environments require openness and flexibility to new ideas and methods. It is beneficial to consider the obvious and the look and alternate ways of solving the same problem.

FLEXIBLE WORK SCHEDULE

What is a flexible work schedule? It is the use of non-traditional work hours to get the job done. Changing business and personal needs may require the use of alternative methods for getting work results.

JOB COMPATIBILITY

Perhaps the easiest alternative work schedule to manage is the flexible work schedule. Examples of various flexible work schedules are:

- Early start; early quit time
- Additional hour at the beginning or end of shift to accommodate a longer lunch hour
- Compressed work schedule – working four, 10 hour days per week
- Varied start and quit times to total 40 hours per week

Things to consider when deciding whether a job is suitable for a flexible work schedule:

- What are the employee's job duties and can they be performed during non-traditional office hours (i.e. responding to written customer inquiries)?
- Can we accommodate the employee's request while effectively meeting customer needs?

EMPLOYEE SUITABILITY

Keep in mind the following characteristics when determining whether an employee would work well under a flexible schedule:

- Does the employee's work style and history support the schedule? For example, does the employee work better in the afternoon than in the morning?
- Can arrangements be established for communicating and measuring performance and accountability?
- Can the schedule successfully meet business needs?

OTHER SUGGESTIONS

- Analyze work demands, work flows and staffing to determine if flexible work options can be used in the work environment. Things to consider:
 - Attendance at regularly scheduled meetings
 - Meeting needs during peak service or high demand times
 - Adequate staffing level

- Equipment availability and usage
- Remember to judge all requests for flexible work options with a focus on organizational needs and criteria related to job performance. One way to ensure that the decision is based on organizational needs is to avoid asking the employee for the personal reasons behind the request.

FREQUENTLY ASKED QUESTIONS:

How can I be consistent in my decisions on who receives a flexible schedule?

Remember to focus on organizational needs and work results. Flexible work options are not automatic benefits for employees. You as a manager know the operations of your organization best and are ultimately responsible for deciding how work is accomplished. Communicating the rationale for your decision to the employee will help guide you and the employee in future discussions on the subject.

Can I allow exempt and non-exempt employees to use a flexible work schedule?

YES! The only thing to keep in mind is that for employees who are not exempt from overtime requirements any time worked over 40 hours in a week is subject to overtime payment. For example, if an employee works a compressed schedule of 80 hours in 2 weeks and requests the following:

Day 1	Monday	10 hours
Day 2	Tuesday	10 hours
Day 3	Wednesday	10 hours
Day 4	Thursday	10 hours
Day 5	Friday	10 hours
Day 6	Monday	10 hours
Day 7	Tuesday	10 hours
Day 8	Wednesday	10 hours
Day 9 - 10	Thursday and Friday	Off

You are required to pay overtime for the 10 additional hours on day 5 of week one!

How can employees be more productive under a flexible work schedule?

Employees who request flexible work schedules and receive them possess higher morale, greater company loyalty and higher job satisfaction. This is a direct result of feeling that they have control

over their lives and can adequately meet the demands at work and at home. However, you must be careful that an employee working a compressed schedule does not become burned out as a result of the longer work day. Open communication and frequent assessments will guide you in detecting problems.

Will I have to pay overtime pay to the employee who works a compressed schedule (more than 8 hours per day)?

State law, policy and the Fair Labor Standards Act require payment to non-exempt employees for working more than 40 hours a week. However, employees that are represented by a union may have contract language requiring payment for overtime when an employee works more than 8 hours a day. It is important to refer to the applicable law, policy or collective bargaining agreement when making this determination. Remember that the status of an employee, exempt versus non-exempt, defines the requirement of overtime.

Notes:

JOB SHARE

What is job sharing? It is an arrangement that allows two employees to share the responsibilities of one full-time position. Both employees are responsible for the success of the total job. This method allows for an employee to staff a particular position but work less than forty hours per week.

JOB COMPATIBILITY

Job share is not the same as a part-time job and thus requires special considerations. It is highly recommended that managers consider the following about requests for a job share:

- Is the job a regular full-time position?
- Can the workload be divided between two individuals?
- How will service needs be met?
- Do the office environment and equipment support job share?

EMPLOYEE SUITABILITY

In the case of job sharing, both employees must be committed to meeting the requirements of the total job. Make sure the employees work together well and communicate well since they will have limited time together. Time commitment per week can be any ratio-50/50, 60/40, etc. Both employees must agree that if one fails to meet the requirements, the other must revert to a full-time schedule or find (and get approved) another partner. An example of a 50/50 commitment to scheduling:

- Employee A: Monday, Tuesday, Wednesday = 20 hours
- Employee B: Wednesday, Thursday, Friday = 20 hours
Overlap for four hours on Wednesday

OTHER SUGGESTIONS

- As with flexible work schedules, managers must establish a clear set of expectations about communication, evaluation and performance for each partner.
- During times that partners overlap, be sure to make appropriate accommodations in office space and equipment.

FREQUENTLY ASKED QUESTIONS:

How do I manage two people in one position?

Clearly communicate all expectations at the beginning of the process. Make each partner responsible for specific aspects of the job. The partners must be responsible for communicating with each other effectively. Let them know that you see effective communication between them as critical to each them performing their respective part of the total job.

What type of benefits does each person receive?

Benefits, such as leave, and salaries will be pro-rated. See your Personnel Office for the exact formula.

Notes:

TELEWORK

What is telework? Formally defined, it is the use of telephone and computers to enable an employee to work off-site, outside of the traditional workplace. When first developed, it was sometimes referred to as telecommuting. With benefits to business such as increased morale, higher retention rates, improved work quality and reduced absenteeism, telework has become an attractive and innovative method of meeting business needs.

JOB COMPATIBILITY

Telework is not compatible with every job! Whether a job is suitable for telework responsibilities depends on the following **job analysis**:

- Employee has enough tasks appropriate for telework
- He/she can schedule face-to-face meetings on non-telework days
- Employee is able to meet client and co-worker needs when teleworking
- He/she can schedule use of resources that must stay at the office

Also consider what tasks will be completed at the teleworksites. Even if an organization is team-oriented, tasks that would normally be completed on an individual basis can be completed away from the office.

Task examples:

- Analysis
- Auditing reports
- Calculating
- Computer programming
- Conducting business by telephone
- Data entry
- Design work
- Evaluations
- Preparing contracts/other documents
- Word Processing/Writing
- And More

EMPLOYEE SUITABILITY

Telework is not for every employee! A successful telework employee would possess the following characteristics:

- Self-motivated and responsible
- Organized and adaptable
- Familiar with job requirements and organization's procedures/policies
- Works independently
- Effective communicator
- Wants to telework

You must also consider other factors such as employee work, union representation status, and applicable collective bargaining agreement language.

OTHER SUGGESTIONS

- Remember to check your agency policy on telework. This may include scheduling requirements, equipment needs and explanations of the telework environment. Your personnel office would have more information on the telework policy.
- The Department of Energy has an excellent telework training kit. It includes information on how to implement, train and manage employees who telework. Their website is also a great resource that managers can research telework information and order publications and other materials. For more information, contact the Oregon Office of Energy Telework Resources at (800) 221-8035 or visit the web site at <http://www.energy.state.or.us/telework/telehm/htm>.

FREQUENTLY ASKED QUESTIONS:

How do I manage what I cannot see?

Trust and open communication are very important in managing teleworkers. Clear expectations, measurable results, proper training and plenty of contact (via phone, email or in person) combined with periodic evaluations of performance will reveal whether the situation is beneficial to both the organization and the employee.

How can telework be more productive than a traditional office setting?

Less time is spent commuting. This is especially important in areas where rush hour traffic significantly increases commuting

time. Employees can spend more time resting or being with family instead of travelling to and from work. A side note: the Governor's Executive Order (EO98-02) directs all state agencies to "reduce drive-along and congestion-time commuting...in metropolitan areas of the state"(EO98-02, 1).

The telework site may actually be quieter and contain fewer distractions than the typical office environment. The employee can work in solitude with reduced interruptions. This leads to increased quality and output.

Increase in morale and job satisfaction. The employee gains greater flexibility and control of their life and feels better about the job because of the trust and responsibility given to him/her.

Can employees who telework take care of family needs while working?

NO. Telework policy is very explicit in the do's and don'ts that an employee must follow while at the telework site. The policy states that "only business-related activities" are to be performed during the allotted telework schedule.

I'm not familiar with the latest technology. Is telework worth my trouble?

Of course! Telework will become more used in the business world, whether we like it or not. There have been many books and articles written regarding this subject. Some agencies have a very detailed and specific plan for putting telework into the organization's culture. Check with your agency policy.

I agree with the idea of telework but it is too expensive for our organization.

Because teleworkers help decrease traffic congestion and energy use, tax credits and small loans are available to organizations to help defray the cost of telework equipment. Please contact the Oregon Office of Energy for more information.

Oregon Office of Energy
625 Marion St.
Salem, OR 97310
(800) 221-8035

www.energy.state.or.us/telework/telem.htm.

What if I need the employee right away? For example, I need him/her to review a report immediately and he/she is at home?

With equipment such as fax machines, computers and phones, it is very easy to connect with an individual-no matter where they are!

But certainly emergencies will arise and the best way to deal with them is to prepare for them. Have a plan and agreement with the employee on how to deal with such situations. Assure employees that you will call them if it is necessary but only after all other options have been exhausted.



Notes:

Leave

Leave is a benefit provided to state employees to assist employees in meeting at-home demands while protecting their jobs.

Employers have discovered that leave is an effective tool that:

- Is inexpensive compared to replacing an experienced employee
- Allows employees greater flexibility
- Reduces absenteeism and increases employee loyalty

Old News?

Although the concept of paid and unpaid leave is not new, recent trends toward family friendly policies in the workplace have placed these benefits back in the spotlight.

The basic concept of giving leave is to provide employees options to deal with family and other external issues while protecting their jobs.

But the State of Oregon as an employer has taken leave to a new level, by offering paid leaves to assist good employees with most of their at-home needs.

What About the Bottom Line?

In surveys, the companies that are generous in their employee benefits such as leaves, report increased profits and higher productivity levels with lower absenteeism rates.

Numerous case studies and in-depth research prove that this is not by chance. Leave time has a direct relationship to productivity levels and employee morale.

What Can I Do?

This section outlines the basic leaves available. Answers to frequently asked questions are enclosed as well as suggestions on determining employee applicability and use.

Affording leave time will benefit the employee and the work place.

REFERENCED POLICIES

The following Department of Administrative Services Human Resource Services Division policies are referenced in this guide.

<u>Policy or Rule Name</u>	<u>Policy Number</u>
Alternate Methods of Filling Positions	105-40-070
Alternative Leave	60.000.20
Definitions	10.000.01
Fair Labor Standards Act	20.005.20
Family & Medical Leave	60.000.15
Impact of Rules & Policies on Families	10.030.02
Leave without Pay	60.005.01
Sick Leave	60.000.01
*Special Leaves	60.000.10
Telework (Telecommuting in policy)	50.050.01
Vacation Leave	60.000.05

Please refer to the website at www.hr.das.state.or.us/ for the most current version of the policy.

Also, if you are working with represented employees, always refer to their collective bargaining agreement. Collective bargaining agreements are also available on the above web site.

- * Includes Court Witness, Exceptional Performance Recognition, Information Technology, Job Rotation, Jury Service, Military Training, Personal, Search & Rescue Operation and Olympic Event Training. See the actual policy for a complete list and description of Special Leaves.

POLICIES ON LEAVE

FREQUENTLY ASKED QUESTIONS

Do I have to give leave?

In cases where the situation qualifies under Family and Medical Leave Act (FMLA) or Oregon Family Leave Act (OFLA), you must give leave. To determine qualifications for other leave, look at the relevant policy or the applicable collective bargaining agreement. Leave determination is made based upon the type of leave requested and the agency's business needs.

How does an employee qualify for FMLA and OFLA?

There are specific regulations and state laws that define how an employee qualifies for FMLA/OFLA leave. Also, many of the collective bargaining agreements have additional language on FMLA and OFLA. If you have represented employees, refer to the collective bargaining agreement. State policy also specifies how an agency should handle FMLA/OFLA leave. Because this area is complex, consult the department in your agency that handles personnel issues. They can help you make this determination.

What if the employee is using Workers' Compensation?

If an employee is using Workers' Compensation, he/she is required by state policy to also concurrently exhaust all paid leave (except for compensatory time) before using unpaid leave. This is also true under the rules for FMLA/OFLA. You will want to count the time the employee is out on Workers' Compensation as either or both FMLA/OFLA if the employee qualifies. If you have represented employees, always refer to the collective bargaining agreement.

What if I don't determine the leave as FMLA or OFLA?

If an employer fails to determine and notify an employee that leave time will be counted toward an employee's FMLA/OFLA entitlement, then the leave time cannot be counted for this purpose. An agency cannot apply leave time toward the FMLA/OFLA entitlement retroactively.

Can I tell an employee to use compensatory time?

NO. Compensatory time is time off that the employee has the complete option of exercising. This is applicable under FMLA and OFLA provisions as well. Furthermore, if the employee elects to use compensatory time under FMLA/OFLA conditions, the time used cannot be counted toward the total entitlement. For example, if an employee has 12 weeks of FMLA leave, uses 3 weeks vacation and 3 weeks compensatory time, 9 weeks of FMLA leave remain available.

Can an employee receive monetary compensation for accumulated leave?

For vacation leave, both policy and most collective bargaining agreements offer some options to cash out. Consult the section in your agency that handles personnel issues for specifics. Sick leave and personal leave are not cash-convertible.

What happens if an employee transfers to another state agency?

State policy mandates that their leave balance will transfer with them to the gaining agency. The losing agency is responsible for the transfer of correct hours to the gaining agency. Because there are additional restraints to determining how much leave will be transferred, consult the section in your agency that handles personnel issues.

What if employee was hired first as temporary and then later became permanent?

The employee will accumulate leave at the beginning of full-time, regular state service. Sick leave will accrue at the time of appointment and the employee will have immediate access. Vacation time will begin accruing upon appointment, but the employee will not have access until after completion of six months of regular service.

Notes:

Employee Assistance

The State of Oregon is aware that stress can negatively impact an employee's performance. Thus, programs have been developed to help employees deal with issues that lead to stress.

Getting Help

In partnership with Cascade Centers, Inc., the State of Oregon offers an Employee Assistance Program to deal with issues that detract from productivity and worker satisfaction.

Studies have shown over and over again that personal problems affect job performance and can impact co-workers as well.

Research estimates that \$50 billion dollars have been lost in U.S. industry as organizations see costs rise in the following areas:

- use of health benefits
- accidents
- workers' compensation claims
- turnover
- absenteeism
- disciplinary action

Recognizing the existence and seriousness of these issues assists a manager in determining the best course for preventive and remedial actions to help stimulate good work product.

Financial Planning

Personal financial issues also cause stress. Credits that may improve tax situations are described in this section. With potentially less burden being placed on the employee, less stress may result.

Insurance

Insurance provides peace of mind. State of Oregon employees are thus offered a wide range of coverage and plans through the Public Employees Benefits Board (PEBB). You may contact PEBB at (800) 788-0520 for more information.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program, or EAP, is a free and confidential benefit offered to State of Oregon employees to help resolve issues or problems. Your EAP is provided by the Department of Administrative Services and Cascade Centers, Inc.

FREQUENTLY ASKED QUESTIONS

Why do we have an Employee Assistance Program?

Unresolved issues at work or home, family problems, or adjusting to change at work can interfere with quality of life and job performance. Working to resolve such issues can result in higher morale, less absenteeism and better work product.

What services are offered?

Sometimes we all need to talk things over with a professional who will really listen. The EAP counselor can help employees solve or prevent unnecessary personal or work problems. Services include:

Helping Employees:

- Evaluate challenges or problems
- Set goals and prioritize
- Identify needed resources
- Evaluate progress

Helping Employers:

- Orientation to EAP services
- EAP training for supervisors and union representatives
- Communication and Problem-Solving skills workshops
- Critical incident stress debriefing
- Workgroup conflict assessment/resolution
- Alcohol/drug abuse awareness training
- Seminars on wellness topics
- Consultations

How does someone request services?

For EAP information and services, call one of the numbers listed below.

- Corvallis (541) 757-3013
- East Portland (503) 253-3841
- Salem (503) 588-0777
- Tigard (503) 639-3009
- All Other Areas (800) 433-2320

FINANCIAL PLANNING

FREQUENTLY ASKED QUESTIONS

Why would someone need help with financial planning?

The use of tax credits and pre-tax accounts may impact your take home pay. For additional information, ask your payroll office. Please also consult your tax advisor as necessary.

What are Child Care Tax Credits?

Employees who have child care needs and expenses could benefit from the federal and state childcare tax credits. Using child care tax credits when preparing your tax returns could benefit your household. Consult with your tax advisor and the Tax Credit Statute for more information.

Who would have more information on tax credits?

The Oregon Commission on Child Care is an excellent source for tax credit information. You can contact them at:

Oregon Commission for Child Care
875 Union St.
Salem, OR 97311
(800) 237-3710
www.emp.state.or.us/occc

What is a Dependent Care Flexible Spending Account?

By setting aside a certain amount of your monthly paycheck, you can set up a Dependent Care Flexible Spending Account. This account allows you to pay for dependent care expenses with pre-tax dollars. This account is used for reimbursement of qualified dependent care expenses.

You can use either the Child Care Tax Credits or the Dependent Care Flexible Spending Account (FSA) but not both. Many factors impact your tax savings. Be sure to carefully review your choice between the tax credits and the FSA. For more information on the FSA provided to state employees, contact the Public Employees Benefits Board (PEBB) at (800) 788-0520.

INSURANCE

FREQUENTLY ASKED QUESTIONS

What types of insurance are available to employees?

A wide variety of taxable and non-taxable benefits are available to state employees. Some of these are offered in a cafeteria-type plan to allow employees to choose among them to best suit their individual needs. Examples of types of insurance available include:

- Medical
- Dental
- Life
- Long-Term Care
- Accidental Death & Dismemberment
- Long and Short-Term Disability

Where do I find more information?

Please refer to the benefit booklet provided by the Public Employee's Benefit Board (PEBB) for more details. If you have more questions, feel free to contact PEBB at (800) 788-0520.

Notes:

Additional Resources

The State of Oregon has resources that can assist you in promoting work/life balance in the workplace.

If you have questions regarding employee benefits, contact the Public Employee Benefits Board (PEBB) at (800) 788-0520.

Questions regarding any of the policies mentioned in this guide can be directed toward the department that handles personnel issues.

Dependent Care

What is dependent care? Dependents can include children, the elderly and persons with disabilities. There are many resources that can help a family with dependent care issues.

Outside Agencies

In addition to state agencies, there are outside agencies with staff that are fully trained and prepared to assist with dependent care needs.

In this section, you will find a brief description of the resources available and charts by

CHILD CARE DIVISION

Tom Olsen, Administrator

Address: 876 Union St. NE Salem, OR 97310

Phone: (800) 556-6616

Web site: www.emp.state.or.us/childcare

MISSION STATEMENT

The goal of the Child Care Division is to support working families by developing a statewide system of child-care services that are safe, high quality, affordable and accessible.

SERVICES

- Certification of Child Care Centers and Group Homes
- Registration of family child care providers
- Criminal History Registry
- Program support to counties and state agencies
- Child care for high risk populations

COUNTIES

CCD serves the entire state through offices located in the following counties:

County:	Name of Agency:	Phone:
Crook	Redmond	(541) 548-8196
Grant	John Day	(541) 575-0744
Jackson	Medford	(541) 776-6060
Lane	Eugene	(541) 687-7392
Marion	Salem	(503) 378-4801
Multnomah	Portland	(503) 731-3386
Umatilla	Pendleton	(541) 276-9050

FAMILY CONNECTIONS

Pam Dunn, Coordinator

Address: 6500 Pacific Boulevard SW Albany, OR 97321

Phone: (800) 845-1363

Web site: www.lbcc.cc.or.us/familyresources/FRC/

MISSION STATEMENT

Family Connections at Linn-Benton Community College helps strengthen families through a strong childhood care & education system.

SERVICES

Support to Providers

- Assistance with starting child care program
- Quarterly newsletter
- Classes for professional development

Support to Families

- Referrals to child care
- Information on children's activities; parent education and support groups
- Parent advice line
- Referrals for lifespan respite care
- Access to financial assistance

Support to Employers

- Consultation on family-friendly strategies to enhance the bottom line
- Personalized contracts for resource and referral services
- On-site seminars on work/life topics
- Work/life newsletter
- Needs assessments, surveys, publications and other tools
- Free employer tool kit

COUNTIES

Linn and Benton

OREGON CHILD CARE RESOURCE & REFERRAL NETWORK

Mary Nemmers, Executive Director

Address: 1828 23rd St. SE Salem, OR 97302

Phone: (800) 342-6712

Email: occrn@open.org

Web site: www.open.org/~occrn

MISSION STATEMENT

To strengthen child care resource and referral services throughout Oregon for a high quality child care system.

SERVICES

Child Care Resource and Referral (CCR&R) services are a vital part of Oregon's child care system. Resource and Referral agencies serve all the system's constituents:

Parents

- CCR&Rs offer referrals, consumer education, problem solving and information on child care to parents, usually through telephone consultations.

Providers

- CCR&Rs offer training technical assistance and consultation to child care providers, much of it directed toward helping family child care providers and other child care programs get started and meet regulations or other quality standards.

Employers

- CCR&Rs work with employers to help them understand the work and family challenges and child care needs of their employees. CCR&Rs may also offer programs to relieve work/family stresses.

Communities

- CCR&Rs work with communities to help them plan for children's needs for child care while parents work. The focus is on the collection of data on child care supply and demand and advocacy to help communities develop affordable, accessible, quality child care.

COUNTIES

For more information regarding the services in a specific county, refer to the following chart:

County:	Name of Agency:	Phone:
Baker	Training & Employment Consortium	(541) 963-7942
Benton	Family Connections	(541) 917-4908
Clackamas	Metro Child Care Resource & Referral	(503) 253-2091
Clatsop	Caring Options	(503) 325-1053
Columbia	Caring Options	(503) 325-1053
Coos	Coos Curry Child Care Resource & Referral	(541) 888-7633
Crook	Child Care Resources	(541) 548-2380
Curry	Coos Curry Child Care Resource & Referral	(541) 888-7633
Deschutes	Child Care Resources	(541) 548-2380
Douglas	Douglas County Child Care Resource & Referral	(541) 672-7955
Gilliam	Kids First Resource & Referral	(541) 739-2131
Grant	Training & Employment Consortium	(541) 963-7942
Harney	Training & Employment Consortium	(541) 573-6676
Hood River	Child Care Partners	(541) 298-3134
Jackson	Job Council (Child Care Network)	(541) 776-1234
Jefferson	Child Care Resources	(541) 548-2380
Josephine	Job Council (Child Care Network)	(541) 776-1234
Klamath	Klamath/Lake Child Care Resource & Referral	(541) 882-2787
Lake	Klamath/Lake Child Care Resource & Referral	(541) 882-2787
Lane	Lane Family Connections	(541) 747-4501
Lincoln	Family Care Connection for Lincoln County	(541) 574-6534
Linn	Family Connections	(541) 917-4908
Malheur	Training & Employment Consortium	(541) 573-6676
Marion	Child Care Information Service	(503) 391-2784
Morrow	Head Start	(541) 278-0770
Multnomah	Metro Child Care Resource & Referral	(503) 253-2091
Polk	Child Care Information Service	(503) 391-2784
Sherman	Kids First Resource & Referral	(541) 739-2131
Tillamook	Caring Options	(503) 325-1053
Umatilla	Head Start	(541) 278-0770
Union	Training & Employment Consortium	(541) 963-7942
Wallowa	Training & Employment Consortium	(541) 963-7942
Wasco	Child Care Partners	(541) 298-3134
Washington	Metro Child Care Resource & Referral	(503) 253-2091
Wheeler	Kids First Resource & Referral	(541) 739-2131
Yamhill	Child Care Information Service	(503) 391-2784

OREGON LIFESPAN RESPITE CARE PROGRAM

Debbie Bowers, Administrator
Address: 500 Summer St. Salem, OR 97310
Phone: (503) 945-6815
Web site: www.hr.state.or.us/respite

MISSION STATEMENT

Ensuring access to respite care services in Oregon, by developing and supporting community-based lifespan respite care networks.

Respite care is temporary, short-term care for an individual with special needs such as: developmental and physical disabilities, emotional and behavioral disorders, chronic illnesses, Alzheimer's disease and related health concerns, medial fragility, and those at risk of abuse and neglect.

SERVICES

Information & Referrals

- Provides respite-related information to the community.
- Connects individuals and families with respite care providers.

Education & Training

- Recruiting and training paid and volunteer respite providers.

Financial Assistance

- Linking individuals and families with respite payment options.

COUNTIES

County:	Name of Agency:	Phone:
Baker	Lifespan Respite Care	(541) 523-6591
Benton	Family Connections	(541) 917-4901
Clackamas	<i>To Be Determined</i>	
Clatsop	<i>To Be Determined</i>	
Columbia	Caregiver Options	(503) 397-3511
Coos	Resource & Referral	(541) 888-7633
Crook	Tri-County Lifespan Respite	(541) 385-3248
Curry	Resource & Referral	(541) 888-7633

County:	Name of Agency:	Phone:
Deschutes	Tri-County Lifespan Respite	(541) 385-3248
Douglas	Douglas County Lifespan	(541) 672-5208
Gilliam	<i>To Be Determined</i>	
Grant	<i>To Be Determined</i>	
Harney	Lifespan Respite Care	(541) 573-7632
Hood River	Lifespan Respite Care	(541) 298-5131
Jackson	Jackson County Lifespan	(541) 830-3224
Jefferson	Tri-County Lifespan Respite	(541) 385-3248
Josephine	Community Lifespan Respite	(541) 474-5440
Klamath	Lifespan Respite Care	(541) 850-5200
Lake	<i>To Be Determined</i>	
Lane	Lifespan Respite Referral	(541) 349-5342
Lincoln	Family Care Connection	(541) 574-6534
Linn	Family Connections	(541) 917-4901
Malheur	Family Respite & Support	(541) 473-2962
Marion	Lifespan Respite Care for Marion County	(503) 588-1778
Morrow	<i>To Be Determined</i>	
Multnomah	<i>To Be Determined</i>	
Polk	Lifespan Respite	(503) 623-6105
Sherman	<i>To Be Determined</i>	
Tillamook	CCF-Lifespan Respite Care	(503) 842-1812
Union	<i>To Be Determined</i>	
Umatilla	Take "5" Lifespan Respite	(541) 278-5411
Wallowa	CPT-Lifespan	(541) 426-3547
Wasco	Lifespan Respite Care	(541) 298-5131
Washington	<i>To Be Determined</i>	
Wheeler	<i>To Be Determined</i>	
Yamhill	<i>To Be Determined</i>	

For a copy of the *Oregon Respite Care Resource Manual*, please contact the Developmental Disabilities Council at (800) 292-4154.

SENIOR & DISABLED SERVICES

Roger Auerbach, Administrator

Address: 500 Summer St. NE Salem, OR 97310

Phone: (800) 282-8096

Web site: www.sdsd.hr.state.or.us

MISSION STATEMENT

As partners in our communities, we will provide leadership for seniors and persons with disabilities through programs that enhance independence, dignity, choice, and individual well-being.

SERVICES

Information

- Oregon Guide to Senior Services
- Oregon Guide to Nursing Facilities
- Local Information & Referral

Help Within Home

- Meal Preparation
- Home Health Services
- Money Management
- Shopping & Transportation

Community Based Care

- Adult Day Care Services
- Residential & Assisted Living Facilities

Nursing Facility

- Pre-Admission Screening
- Licensing & Monitoring

Financial & Medical Assistance

- Food Stamps
- Oregon Health Plan
- Medicare Premium Assistance

- Long Term Care Financial Assistance

Employment Opportunities

- Senior Community Service Employment Program
- Services for Care-Givers
- Respite Care
- Needs Assessment & Case Management

Elder Abuse Investigation

- Adult Protective Services
- Risk Intervention

COUNTIES

County:	Name of Agency:	Phone:
Baker		(541) 523-5846
Benton	Albany	(541) 967-8630
	Albany	(541) 928-3636
Clackamas		(503) 655-8640
Clatsop	Astoria	(503) 325-4543
	Seaside	(503) 738-7050
Columbia	St. Helens	(503) 397-5863
Coos	North Bend	(541) 756-2017
Crook	Prineville	(541) 447-4511
Curry	Brookings	(541) 469-9299
	Gold Beach	(541) 247-4515
Deschutes	Bend	(541) 388-6240
	LaPine	(541) 536-8919
	Redmond	(541) 548-2206
Douglas	Roseburg	(541) 440-3580
	Reedsport	(541) 271-4835
Gilliam	The Dalles	(541) 298-4114
Grant	John Day	(541) 575-0255
Harney	Burns	(541) 573-2691
Hood River		(541) 286-9080
Jackson	Medford	(541) 776-6222
Jefferson	Madras	(541) 475-6773
Josephine	Grants Pass	(541) 474-3110
Klamath	Klamath Falls	(541) 883-5551
Lake	Lakeview	(541) 947-3172
Lane	Eugene	(541) 682-4498
	Cottage Grove	(541) 942-9186

County:	Name of Agency:	Phone:
Florence		(541) 997-8251
Lincoln	Newport	(541) 265-7719
Linn	Lebanon	(541) 451-5990
	Albany	(541) 967-8630
Malheur	Ontario	(541) 889-7553
Marion	Salem	(503) 304-3400
	Woodburn	(503) 928-7955
Morrow	Hermiston	(541) 567-3488
Multnomah	East County	(503) 248-5480
	East Portland	(503) 248-3722
	Mid-County	(503) 248-5480
	North Portland	(503) 248-3479
	Northeast Portland	(503) 248-5470
	Southeast Portland	(503) 248-3660
	West Portland	(503) 248-5460
Polk	Dallas	(503) 623-2301
	Salem	(503) 373-7380
Sherman	The Dalles	(541) 298-4114
Tillamook		(503) 842-4221
Umatilla	Pendleton	(541) 278-4161
	Hermiston	(541) 567-3488
	Milton Freewater	(541) 938-4925
Union	La Grande	(541) 963-7276
Wallowa	Enterprise	(541) 426-3155
Wasco	The Dalles	(541) 298-4114
Washington	Beaverton	(503) 627-0362
	Hillsboro	(503) 640-3489
	Tigard	(503) 968-2312
Wheeler	The Dalles	(541) 298-4114
Yamhill	McMinnville	(503) 472-6113

OREGON COMMISSION FOR CHILD CARE

Wendy Willet, Executive Director
Address: 875 Union St. NE Salem, OR 97311
Phone: (800) 237-3710
Web site: www.emp.state.or.us/occc

MISSION STATEMENT

The mission of the Commission for Child Care is to advocate for the availability of quality, affordable child care for all of Oregon's children. To this end, the Commission seeks to:

- Increase awareness of how child care serves the needs of Oregon's present and future work force, and how it affects the health, safety, and welfare of children
- Increase awareness of the pivotal role child care plays at community and state levels in economic development, crime prevention, education, and family self-sufficiency
- Educate policy makers and public about child care
- Promote communication and partnership among families, businesses, government, educators and child care providers
- Advise and consult with the state and local agencies, boards, and commissions concerned with child care issues
- Monitor Oregon's changing child care needs, issues, and programs
- Continue developing a strategic plan for long range child care policy and programs
- Propose effective solutions and innovations
- Facilitate the enactment of appropriate legislation

SERVICES

Information & Support

- Provides statewide advocacy and support in lobbying laws for child care
- Provides information to businesses regarding available tax credits and work/life benefits

COUNTIES

The Oregon Commission serves the state through its Salem office.

OREGON COMMISSION ON CHILDREN & FAMILIES

Donna Middleton, Director

Address: 530 Center St. Ste. 405 Salem, OR 97301

Phone: (503) 373-1283

Web site: www.ccf.state.or.us

MISSION STATEMENT

To set statewide policies for services to children and families, in collaboration with state and local partners, and champion community efforts that foster wellness and community responsibility.

SERVICES

Information & Support

- Lead agency for 0-8 initiatives
- Supports local Commissions on Children and Families
- Assists in measuring accountability and progress in counties
- Builds policy framework for local commissions' work

COUNTIES

County:	Name of Agency:	Phone:
Baker	Baker County CCF	(541) 523-8231
Benton	Benton County Yes for Kids	(541) 766-6024
Clackamas	Clackamas County CCF	(503) 655-8462
Clatsop	Clatsop County CCF	(503) 325-8500
Columbia	Columbia County CCF	(503) 397-7211
Coos	Coos County CCF	(541) 396-3121
Crook	Crook County CCF	(541) 447-3260
Curry	Curry County CCF	(541) 247-5600
Deschutes	Deschutes County CCF	(541) 385-1717
Douglas	Douglas County CCF	(541) 957-4622
Gilliam	Gilliam County CCF	(541) 384-2399
Grant	Grant County CCF	(541) 573-3600
Harney	Harney County CCF	(541) 573-1906
Hood River	Hood River County CCF	(541) 386-2500
Jackson	Jackson County CCF	(541) 776-7354

County:	Name of Agency:	Phone:
Jefferson	Jefferson County CCF	(541) 475-4456
Josephine	Josephine County CCF	(541) 474-5234
Klamath	Klamath County CCF	(541) 883-5117
Lake	Lake County CCF	(541) 947-6066
Lane	Lane County CCF	(541) 682-7492
Lincoln	Lincoln County CCF	(541) 265-4143
Linn	Linn County CCF	(541) 967-3823
Malheur	Malheur County CCF	(541) 889-4317
Marion	Marion County CFC	(503) 588-7975
Morrow	Morrow County CCF	(541) 676-9675
Multnomah	Multnomah County CCFC	(503) 248-3897
Polk	Polk County CCF	(503) 623-9664
Sherman	Sherman County CCF	(541) 739-2000
Tillamook	Tillamook County CCF	(503) 842-1812
Umatilla	Umatilla CCF	(541) 278-5486
Union	Union CCF	(541) 963-1034
Wallowa	Wallowa County CCF	(541) 426-4543
Wasco	Wasco County CCF	(541) 296-5888
Washington	Washington County CCF	(503) 693-4902
Wheeler	Wheeler County CCF	(541) 763-3200
Yamhill	Yamhill County CCF	(503) 434-7404

RESOURCES BY COUNTY

County	Child Care Division	Family Connections	OCCRRN	Oregon Lifespan Respite Program	Senior & Disabled Division	Oregon Commission on Child Care	Oregon Commission on Children & Families
Baker			X	X	X		X
Benton		X	X	X	X		X
Clackamas			X		X		X
Clatsop			X		X		X
Columbia			X	X	X		X
Coos			X	X	X		X
Crook	X		X	X	X		X
Curry			X	X	X		X
Deschutes			X	X	X		X
Douglas			X	X	X		X
Gilliam			X		X		X
Grant	X		X		X		X
Harney			X	X	X		X
Hood River			X	X	X		X
Jackson	X		X	X	X		X
Jefferson			X	X	X		X
Josephine			X	X	X		X
Klamath			X	X	X		X
Lake			X		X		X
Lane	X		X	X	X		X
Lincoln			X	X	X		X
Linn		X	X	X	X		X
Malheur			X	X	X		X
Marion	X		X	X	X	X	X
Morrow			X		X		X
Multnomah	X		X		X		X
Polk			X	X	X		X
Sherman			X		X		X
Tillamook			X	X	X		X
Umatilla	X		X	X	X		X
Union			X		X		X
Wallowa			X	X	X		X
Wasco			X	X	X		X
Washington			X		X		X
Wheeler			X		X		X
Yamhill			X		X		X

RESOURCES BY SERVICE

Service	Child Care Division	Family Connections	OCCRRN	Oregon Lifespan Respite Program	Senior & Disabled Division	Oregon Commission on Child Care	Oregon Commission on Children & Families
Child Care							
Referrals	X	X					
In-House Services							
Education/Training		X	X				
Financial Assistance							
Publications		X					
Seminars/Workshops		X					
Consultations		X	X				
Elder Care							
Referrals					X		
In-House Services					X		
Education/Training		X			X		
Financial Assistance		X			X		
Publications					X		
Seminars/Workshops		X					
Consultations							
Respite Care							
Referrals		X		X			
In-House Services							
Education/Training		X		X			
Financial Assistance		X		X			
Publications				X			
Seminars/Workshops		X					
Consultations		X					
Advocacy						X	X

ADDITIONAL GUIDES

To order additional copies of *Family Friendly Workplace Policies: A guide to Meeting Business and Employee Needs*, you may fill out either a **Digital Print Order** or a **Copy Center Work Order** and send it to:

Publishing & Distribution
550 Airport Rd. SE
Salem, OR 97310

Special Instructions: Complete the top section of either form and enter the quantity requested. Under Title of Job, enter the following:

Family Friendly Workplace Policies Guide (remote 0001)

If you need order forms or need help filling out the form, contact Publishing & Distribution at (503) 378-3397 extension 221.



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