Presentation of Findings

Employer Strategies for Supporting Out of School Time Programming in Texas:
Incentives for Action, Opportunities for Collaboration

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PRESENTED TO:
**EXTENDED LEARNING OPPORTUNITIES
WORKING GROUP,
TEXAS STATE LEGISLATURE**

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September 29, 2014

Knowledge Gaps

❖   *Logistics* challenges for individual employees

✓ Core dimensions of working parent challenges related to OST
✓ Perceptions of support from employers, inter-relationship with colleagues
✓ Resultant stress

❖   *Productivity* challenges for employers

✓ Business understandings/attitudes towards OST challenges
✓ Influence on individual productivity and workplace cultures

❖   *Corporate efforts* to support working parents

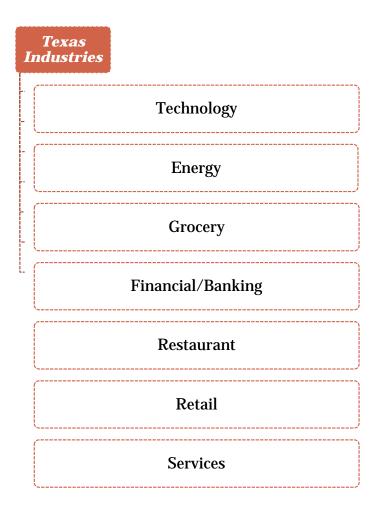✓ Policies and support offered by employers
✓ Private sector best practices

❖   *Incentives to motivate* Texas businesses

✓ Identify incentives to support new private sector initiatives to provide this benefit.

Dimensions of OST Challenge

R2search Phase	Dimension of OST Challenge	Operationalization	Data Source
1	**"Employee Logistics"**	Documentation of employee challenges related to filling in OST childcare gap	Online survey of 100 employees across representative sample of Texas corporations (50 proactive OST supporters, 50 No OST support corporations)
2	**"Employee Productivity"**	Documentation of evidence of impact of lack of OST programming	RoI study, TAMU capstone; In-depth interviews with 20 HR managers
3	**"Employer Attitude, Awareness, Motivations, Incentives"**	Documentation of employer awareness & attitudes towards OST	In-depth interviews with 20 CEOs
4	**"Employer Strategies"**	Assessment of OST strategies currently engaged by companies	In-depth interviews with 20 HR Managers; Case studies of current corporate-supported OST programming
5	**"Policy Solutions"**	Identification of potential policy solutions	Literature review to assess best practices nationally

Sampling Frame: Representative Texas Corporations

Texas Industries

- Technology
- Energy
- Grocery
- Financial/Banking
- Restaurant
- Retail
- Services

Locations

- Urban, Established OST Networks: Austin, Dallas, Houston, San Antonio, Waco
- Rural, High-Need Area: Rio Grande Valley

Primary Staff Composition

- Salaried, Mid-High Income
- Hourly, Low-Income

OST Engagement

- Proactive OST Support
- No OST Support

Actual Sample

- ## Contacted:
  - Community Representatives: 34
  - Texas Industry Associations: 31
  - Texas companies: 130

- ## Thirty two Texas business leaders interviewed
  - 32 CEOs, HR Directors/Specialists, Directors of Operations, Directors of Philanthropy
  - Representative of 22 small and large Texas employers across a diverse set of industries:

Banking	Realtors	Insurance
Advertising	Hospitals	Consulting
Engineering	Pharmaceuticals	Heavy Equipm
Technology	Retailers	Energy

Key Themes

❑ "Patchwork stop-gaps" vs. "*integrated solutions*"

❑ ***Evidence-based research*** needed to understand complexities, local communities → drive from local level

❑ Best practices emerging from **community collaborations involving wide array of actors** (parents, schools, foundations, businesses, providers, government, etc.)
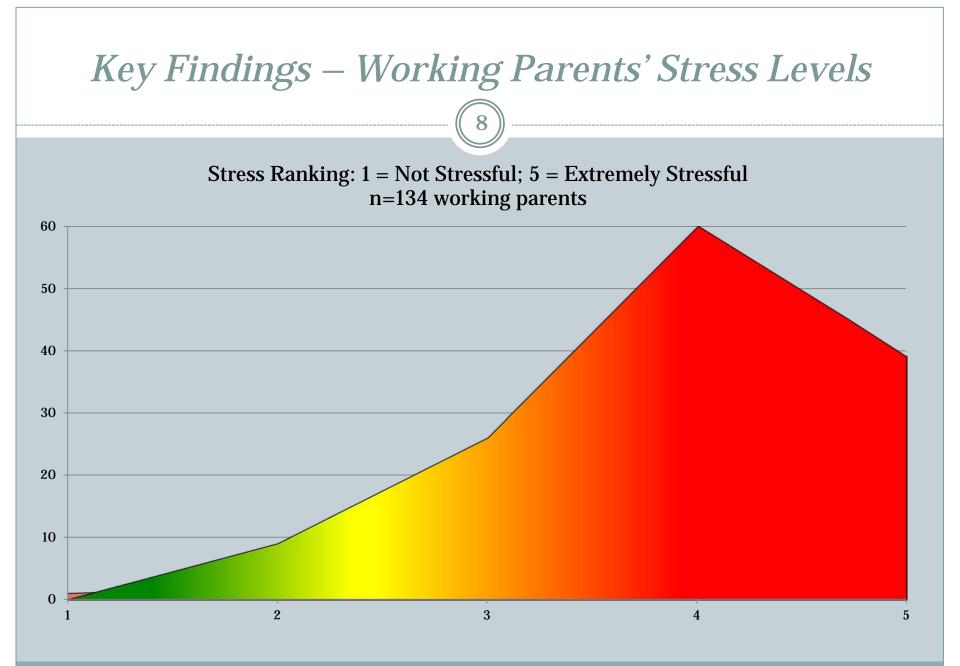
❑ Opportunity to engage *expand the stakeholder community* (*business, legislators, communities, foundations*)

❑ Innovative ***incentives*** to support dialogue and solution generation??

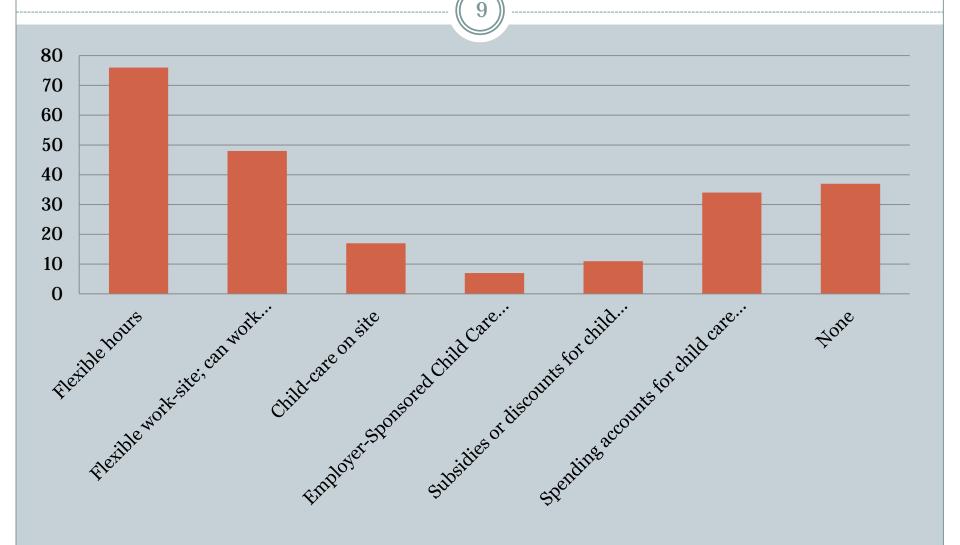❑ Special attention → *low-income, hourly/shift workers*

❑

Key Findings – Business Leaders

- Business decision, not an education issue…
- "Involved community actor" more important than financial incentives
- Extend the day and year
- Business community not a driver of programming
- Strong interest in being an effective community partner, engage in collaborations
- Cost and logistical challenges leading factor why not more OST
- Concerns for perceptions of equity in benefits between working parents and non-parent employees important

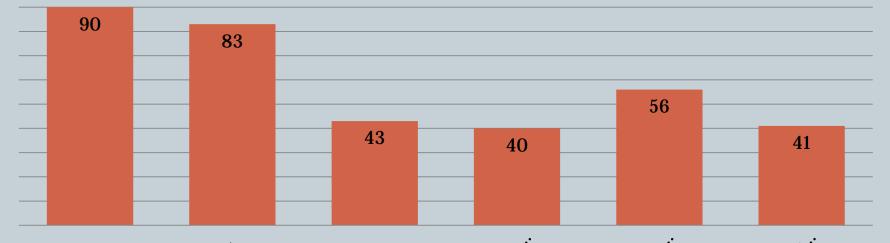

Key Findings – Working Parents' Stress Levels

Stress Ranking: 1 = Not Stressful; 5 = Extremely Stressful
n=134 working parents

TAMU Out of School Time Study, Sept 2014

How Employers Help Support Working Parents' Productivity (Actual)

How Should Employers Help Ensure Productivity for Working Parents?

- Flexible hours — 90
- Flexible work site; can work remotely — 83
- Child care on-site — 43
- Employer-sponsored child care... — 40
- Subsidies or discounts for child care... — 56
- Spending accounts for child care or... — 41

TAMU Out of School Time Study, Sept 2014

Working Parent Perspectives

Key Productivity Challenges

- 82% of survey respondents cited *flexible hours or remote work* as the benefits most likely to increase their productivity
- *Spending accounts* were also cited as the third most important benefit
- Over half of all working parents surveyed identified their employer as *"very" or "somewhat supportive"*
- *Lower office morale* due to productivity challenges
- Working parents also suffer low morale due to their *perceived lack of productivity*

Why OST Doesn't Work

- *Corporate programs are one-time experiments* or *very limited in scope*
- Lack of *solid credentials/ unknown staff quality.*
- Lack of *comprehensive* solutions
- Specific industries, positions, and work structures don't allow for flexibility needed to manage OST needs – shift/hourly workers especially

Contrasts in Working Parents and Business Leader Understandings of OST Challenges

- Keen interest in developing a family friendly workplace, ***yet actual support for OST programming for working parents is almost non-existent***

- S***pecific logistical challenges of OST almost completely absent from the radar*** of leadership

- Employers think ***working parent productivity is <u>not</u> notably different during the OST periods of the day and year***, working parents report OST as a ***burden on their productivity***

- ***Unwillingness to provide financial subsidies*** to working parents because of concerns about ***perceptions of unfairness by workers without children***

- ***Flex-time most common*** solution but parents reporting ***high levels of stress*** as they navigate their work-life balance in this regard

- 57% of surveyed working parents reported that out-of-school experiences for community children are not part of their company's mission/vision, however 73% ***reported they should be***.

Key Challenges and Proposed Solutions

Challenge 1

- Approximately 67% of employed Texans with children between the ages of 6-17 come from households where ***all parents in the family are in the labor force*** (U.S. Census Bureau, 2013 American Community Survey).

Solutions

- Need more extensive set of coordinated, sustainable solutions
- Extend the school day and year to be more in line with traditional working hours

Key Challenges and Proposed Solutions

Challenge 2

- Corporations sincerely want to help support OST programming, but have ***little knowledge of OST offerings*** in their communities.

Solutions

- Develop enhanced knowledge of program options by the corporate community
  - Develop an online database of OST program providers, including their specific volunteer and resources needs, that corporations could support in their local communities.
  - Disseminate knowledge of specific OST programs in area to corporate community.

Key Challenges and Proposed Solutions

Challenge 3

- Corporations ***do not have the time or resources, nor feel it is their responsibility, to initiate or coordinate OST*** program development, implementation, and quality control. However, they are generally interested in supporting such programming.

Solutions

- Supportive mechanisms for better coordination between stakeholders
  - Statewide coordinator position
  - Database of possible best practice OST program models
- Opportunities for corporations to engage in community philanthropy that also support their working parents.
  - Build future corporate-sponsored program opps → how to serve working parents + philanthropic mission

Key Challenges and Proposed Solutions

Challenge 4

- Most companies' philanthropic activities are ***customized around their specific corporate vision*** and their leadership does not want to stray far from their core values when supporting community programs.

Solutions

- Create supportive mechanisms for better coordination between corporations interested in supporting OST programming.
  - Statewide coordination could help to match corporate resources with community needs. Large corporation → mobilized to be a cornerstone of a statewide training, implemented across communities.

Key Challenges and Proposed Solutions

Challenge 5

Solutions

- Most corporate-driven OST programming support results in short-term, 'feel good' events that ***do not provide sustainable, comprehensive solutions for their working parents*** (e.g. one week summer camps, one-day demonstration or mentoring events, bring child to work on a holiday), nor to the wider community.

- Statewide strategic vision for OST programming modules. (STEM, financial literacy, presentation and communication skills, analytic skills, time and stress management, emotional and social intelligence, environmental awareness, robotics, IT training).

- Community-wide collaborations to create holistic, sustainable OST solutions
  - Incentivize cross-sector collaborations
  - Acknowledge companies publicly → award through Texas Workforce Commission.

Key Challenges and Proposed Solutions

Challenge 6

- Working parents want **_high-quality OST programming._** Corporations want to support effective programming.

Solutions

- Develop criteria for monitoring OST programming and disseminate widely.
- Monitor and improve OST program quality.

Key Challenges and Proposed Solutions

Challenge 7

- Working families have a ***complex set of variables*** to work with to craft individual solutions to their childcare solutions

Solutions

- Wide range of solutions need → not driven by individual corporations, but coordinated and developed at the regional level, so parents have a menu of options to choose from.
  - Strengthen and grow OST provider networks
  - Support Chambers of Commerce across the state to help build membership of such networks.

Key Challenges and Proposed Solutions

Challenge 8

- Flex-time solution vs. working parent stress

Solutions

- Develop better understanding of stressors experienced by parents.
- Expand survey or conduct qualitative case studies to better document common logistical challenges and how they inter-relate to individual worker productivity

Key Challenges and Proposed Solutions

Challenge 9

- Sick children and school holidays are greatest challenge to worker productivity & highest levels of stress for working parents.
- Single working parents → greatest challenge to productivity,
  - absenteeism is higher than dual-parent households where parents can share the burden of transportation and care.

Solutions

- Nanny services to provide in-home or sick-child care facilities.
- Benefit → set allocation of care time for children for working parents
- Companies could collaborate to provide such services across a geographic area.

Key Challenges and Proposed Solutions

Challenge 10

- Better tracking data is needed to understand working parent household structure and dynamics.

Solutions

- Helpful data sources:: types of positions working parents hold, location of work vs. distance from home and children's schools, household composition, and additional types of resources and supports families rely on
- Helpful data sources to understand the stress experienced by working parents: mother and father stress levels as working parents (general), stress levels around particularly challenging events during OST (sick child, provider unavailable, etc.)

Foundations and the Importance of Data

- The research included in this report was produced with the support of the Texas Education Grantmakers Advocacy Consortium. The Consortium is comprised of foundations and philanthropists from across Texas interested in ensuring that parents, educators, policymakers, media, and the general public have objective data about public education. The Consortium has strived to ensure that the research contained in this report is objective and non-partisan.

- Created in 2011, the Consortium is comprised of 25 foundations from throughout Texas and focuses its work on leveraging private resources to produce credible and necessary data on the most important educational challenges facing Texas. Local foundations and philanthropists determine the Consortium's research focus, priorities, and partners.

- For more information on the Texas Education Grantmakers Advocacy Consortium please visit www.tegac.org.

TEGAC

Texas Education Grantmakers Advocacy Consortium

Priority Recommendations to Build Corporate Partnerships

	Challenge	Solution
1.	Develop incentives to create partnerships	Establish state-wide grant competition to incentivize cross-sectoral collaborations
2.	Create mechanisms for better coordination	Establish regional coordinators to help facilitate, coordinate, and evaluate collaborative solutions; bring corporate partners together to educate/expose to program models
3.	Develop better access to OST offerings	Build a database of best practice models
4.	Create standards and quality control for OST programs	Build an evaluative instrument to assess current programming
5.	Design win-win solutions that help working parents and the community simultaneously, for most sustainable solutions	Build future corporate-sponsored programs with an eye to serving working parents in tandem with fulfilling philanthropic mission/community support
6.	Develop better understanding of stressors experienced by working parents	Expand working parent survey to better determine critical logistical challenges
7.	Expand on momentum of companies trying to develop family-friendly workplaces	Create a workforce award (e.g. through Workforce Commission) to those companies with preferential treatment for family-friendly workforce/workplace policies