

- a. *the skills* they need to manage the “people” part of their job (i.e. communication skills, conflict resolution, time management, project planning, how to give and receive feedback),
  - b. *the tools* they need to manage people (i.e. appropriate policies, the business case for support, training on how to implement alternative work arrangements, web sites and other resources on how to handle different human resource problems, referral services to help employees deal with specific problems such as childcare and eldercare)
  - c. *the time* they need to manage this part of their job (people management has to be seen as a fundamental part of a managers role, not just an “add on” that can be done in ones spare time - an overworked manager finds it difficult if not possible to be a supportive manager)
  - d. *incentives* to focus on the “people part” of their jobs (i.e. measurement and accountability, 360 feedback, rewards focused on recognition of good people skills, performance of the “people” part of the job should be part of promotion decisions, hiring decisions, etc.)
2. Organizations need to provide employees with more flexibility around when and where they work. The criteria under which these flexible arrangements can be used should be mutually agreed upon and transparent. There should also be mutual accountability around their use (i.e. employees need to meet job demands but organizations should be flexible with respect to how work is arranged). The process for changing hours of work or the location of work should, wherever possible, be flexible.
  3. Organizations need to create more supportive work environments. While the recommendations that precede this one will all act to make the work environment more supportive, we would recommend the following specific steps be taken by organizations who wish to focus their efforts on cultural change:
    - a. First, work with employees to identify the types of support they would like (i.e. diagnosis the situation) and which types could be accommodated within the organization. Not all supportive policies are feasible and practical in every content.
    - b. Second, develop and implement appropriate supportive policies. The development phase should include an analysis of the potential problems associated with the implementation of each policy and suggestions on how these problems could be addressed.
    - c. Third, communicate to employees the various policies that are available. Indicate how these policies can be accessed and any restrictions to their. Repeat these communications on a regular (i.e. every couple of months) basis. Publish these data on the company’s intranet.
    - d. Fourth, encourage employees to use the polices by having senior management model appropriate behaviours, conducting information sessions on the policies and how they can be used (i.e. lunch and learns), communicating how these policies are being used successfully in this organizational and others (i.e.