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**The American University in Cairo
School of Global Affairs and Public Policy**

**Family Friendly Work Policies and their Application as Public Policies in the Egyptian
Formal Labor Market**

**A thesis submitted to the Public Policy and Administration Department in partial
fulfillment of the requirements of the degree of Master of Public Policy and Administration**

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May 2011

DEDICATION

I am dedicating this research to my God who blessed my life with a lot of his blessings. I also would like to dedicate it to my loving husband and my wonderful daughter who bared this journey with me and supported me with all the signs of love.

I would like to thank my supervisor, Dr. Laila El Baradei for all the support, the availability and the knowledge she gave me during this research work. I would like to thank my readers Dr. Ghada and Dr. Hamid for their supportive advices and my professors Dr. Jennifer Bremer and Dr. Ibrahim Awad for their encouraging words and advices.

ABSTRACT

University: the American University in Cairo

Thesis Title: Family Friendly Work Policies and their Application as a Public Policy in the Egyptian Formal Labor Market

Student Name: Yasmine Adel Sourour

Advisor: Laila El Baradei, PhD

Readers: Ghada Barsoum, PhD; and Hamid Ali, PhD

This research paper investigates how family friendly policies can be applied in the Egyptian formal labor market and how it can be generalized as public policies. Global competition has imposed on organizations a fierce need to improve their services and to reduce their costs. This has urged governments and labor unions, in developed and some developing countries, to impose policies and laws that regulate work circumstances in order to provide the employees the benefit of family friendly policies that would reduce their stress levels associated with potential work-family conflict. Similarly, the work circumstances in Egypt and the working conditions impose a work-life conflict on the Egyptian employees resulting from the long working hours, the long commuting time and the lack of work life balance. My hypothesis, in this research paper, is that work life balance can be achieved to some extent in the Egyptian formal labor market and this depends mainly on the willingness of the organizations' managements and their responses to the employees' needs. Employees working in four organizations in Egypt, which represent the different sectors of the labor market, were surveyed. Human resources managers, directors and employees with different needs for work family balance from these organizations were as well interviewed. Remote working and flexible working hours were the most preferred family friendly policies that should be applied in the formal Egyptian labor market, by both genders as well as the different employment levels. Other policies affect, to some extent, the wages and benefits of the employees that is why they are not applicable in the Egyptian labor sector now.

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Juggle don't struggle. It is about working smart. Working-life balance isn't only about families and childcare, nor it is about working less. It is about being fresh enough to give all you need to both work and home without jeopardizing one for the other (DTI, Guidance from Work-Life Balance Unit, 2002)

List of acronyms used in this research paper:

❖ European Union	EU
❖ International Labor Organization	ILO
❖ World Health Organization	WHO
❖ Central Agency for Public Mobilization and Statistics	CAPMAS
❖ The World Economic Forum	WEF
❖ The Global Competitiveness Index	GCI
❖ The Global Gender Gap Index	GGGI
❖ The Reduction of Work Time	RWT
❖ United Arab Emirates	UAE
❖ The American University in Cairo	AUC
❖ The Ministry of State for Administrative Development	MSAD

Chapter One

Introduction, Statement of the Problem and Conceptual
Framework

1.1 Introduction:

The work life balance is a broad concept but it can be defined as the proper prioritizing between *career and ambition* on one hand and *family, pleasure, and leisure* on the other hand. That is why organizations started to introduce **Family Friendly Policies** which, at the end, are beneficial for employers who are looking for retaining the quality of the work, and the employees who are looking for reducing the work life conflict. Family-related leave policies arose in the late 1960s and early 1970s with the advent of women's movements followed by a sharp rise in the number of women joining the labor force. Scandinavian countries are commonly cited as the countries with the longest established history of facilitating gender-equal roles in work and family life through family policies dating back to the early 1960s. The international trend in the 1990s has broadened maternity, paternity, parental, child care, and family leaves. In 1992, the EU adopted a directive mandating a fourteen-week paid maternity leave as a health and safety measure for women and infants. In 1998, the EU enacted the Directive on Parental Leave, which applied to all men and women who participated in the labor force on a contractual basis in all member states. In 1999, the International Labour Organization revised and adopted a maternity leave convention that strengthened job protection and broadened the coverage for working women (Widener, 2007). The EU countries state that they have turned to family friendly policies because of the huge number of women entering the labor market. While, the number of working mothers has increased, EU countries have also encouraged men to participate in the care duties in order to promote gender equity among men and women.

The work – life balance can be granted for different reasons as taking care of a child, accompanying an aging parent, career development studying plans and minimizing long commuting time. All these reasons create positive externalities on our society and should be

encouraged by the whole society in order to improve the quality of living and the well being of the population. By accompanying an aging parent, whose possibilities to face more health problems in order to fulfill his needs increase when he is alone, will affect the country health systems positively by minimizing the potential health needs. When a person is well educated, this increases his potential of being an active person in the society and an active voter when choosing the government. Road accidents are the ninth cause of death according to the world health organization report (WHO, The top 10 causes of death, 2008). Minimizing commuting time by offering remote working decreases the chance for accidents on the road, congestion and the environment's pollution.

1.2 Statement of the Problem

In families, the single earner has been replaced by the dual-earner and single - earner/single-parent models. In order to maintain the juggle between raising children, caring for elderly parents and work outside the home, employees have been offered a surge of international “family-friendly” legislation on child care, job flexibility, and family leave policies. They help employees fulfill their families’ duties along with their jobs’ responsibilities without suffering the results of a Work- Life Conflict. Global competition has imposed on organizations the need to improve their services and reduce their costs. This would urge employers to hire high skilled employees and reduce some kinds of benefits that might increase their costs. But, when employers offer family friendly policies to their employees, they reduce the amount of turnover in their organizations and retain their qualified staff, maintaining the quality of the work. Studies have shown that offering family friendly policies in organizations did not decrease the productivity of their employees (Bloom & Van Reenen, 2006; Arthur, 2004; Stevenes, Brown &

Lee, 2004). In this research paper, I will discuss how family friendly policies are implemented in the formal Egyptian labor market and how they can be generalized as public policies. The lack of implementation of family friendly policies in some organizations and companies in Egypt imposes on the employees the pressure of balancing their work and their life's responsibilities. The long working hours, in the private sector sometimes, as well as the long commuting time are consuming a lot of the employees' time and efforts, which are considered an increasingly diminishing commodity in an ever more stressful life. Since that some of the family friendly policies are included in the Egyptian labor legislation but not properly implemented, this does not impose any kind of pressure on organizations to offer their employees, who work more than 40 hours a week, any form of benefits that might help them balance their jobs and lives. Maternity leaves are offered only for some women. Men are not included in any form of legislation that enables them to be available during the first phases of their born children. Part-time jobs are seen as extra opportunities, beside the full time job, for an income and not the jobs that guarantee the income and the benefit of social and medical insurances, for a reasonable standard of living. Income and employment security are important components of a family friendly workplace. This research will focus on answering the question: **How family friendly work policies can be applied in the Egyptian formal labor market and can be generalized as public policies** by answering the following questions:

- a) Do gender and employment level affect the application of these policies?
- b) Do different types of work that employees practice affect the application of these policies?
- c) What are the factors that affect the management decision in the application of these policies?

1.3 Conceptual framework

Managements offer their employees family friendly policies in order to minimize their work-life conflict. Employees work on retaining these jobs that offer them Work Life Balance by maintaining their levels of production unaffected. Work - life balance can be offered in different forms as follows:

1- Flexible work hours: This work arrangement implies the use of non-traditional working hours in order to finish the job's tasks as: a) Early start; early finish, b) Extra hour at the beginning or end of working day to have time for a longer lunch hour, c) Compressed work schedule – working 4/10 hour days per week and d) Different start and end times to the sum of 40 hours per week.

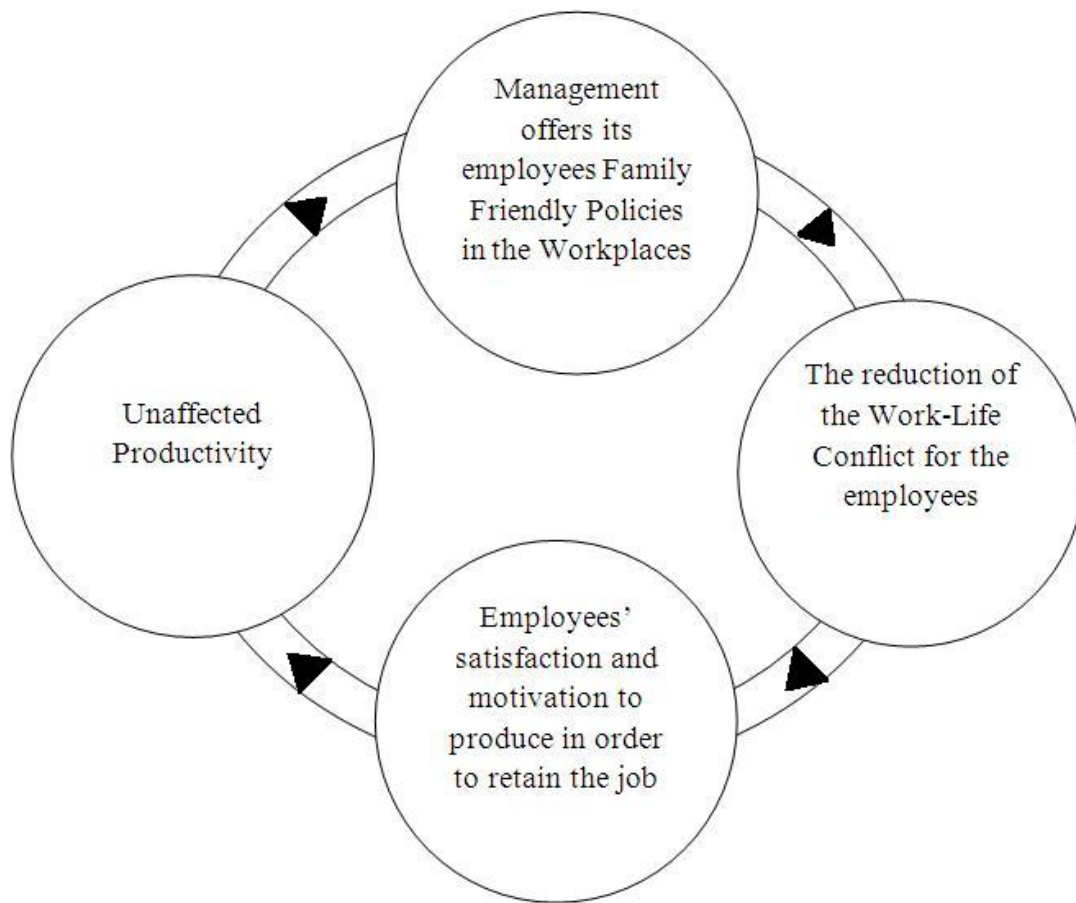
2- Job Sharing: This work arrangement permits two persons to split the responsibilities of the same full time job and both of them are in charge of its results.

3- Child Care Service: This arrangement supports employees with children by providing them with a day care service on site or near site and school holiday leave. Organizations can subsidize a part or the entire amount paid for day care center. They can provide care centers that accept children before and after school and during the holidays.

4- Tele-commuting: This work arrangement enables employee to work off-site using computers and telephones.

5- Parental Leave: It is an arrangement that enables employees with children to take paid or unpaid leave in order to take care of their children. It can be maternal and/or parental.

Figure 1: The Work-Life Balance/ Productivity Cycle



Not all forms of family friendly policies are preferred by the employees at the Egyptian Formal Labor Market. Flexible working hours and remote working were the most preferred policies by employees. While everyone should benefit from these policies, child care policies are related mainly to women. These policies are related to the type of job the employees perform.

List of terms/definitions used in this research paper:

- ❖ *Employee*: Someone who is paid to work for someone else.
- ❖ *Employer*: a person or organization that employs people.

- ❖ *Work*: an activity that needs physical and mental efforts to do usually for money
- ❖ *Balance*: a state where things are of equal weight or force
- ❖ *Family*: a group of people who are related to each other, like father, mother, sons and daughters.

Chapter Two

Literature Review

2.1 The Literature Review

In order to acquire more knowledge about the issue that this research paper will focus on studying, I have started to do some literature reviews. I have reviewed articles in journals, academic books, the international labor organization publications and official websites of some Egyptian governments' offices. The literature reviews covers the period of 1998-2010. The literature review was used in order to define the categories of family friendly policies that governments have applied in some developed and developing countries as well as its implementation in the Egyptian laws and policies. The literature review was also used in choosing the best methodology to use in this research as well as constructing the survey and the interviews' questions in order to collect the data needed.

2.1.1 Categories of family friendly policies

The concept of work life balance is defined by the work foundation as people *having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society* (Byrne, 2005). Work Life Balance links to demographic changes in Northern countries because of falling fertility rates. It is believed that a better balance between work and life would help to increase birth rates in these countries (Hildebrandt, E and Littig, B., 2006).

In family friendly policies, we can distinguish between two categories of policies or benefits. The first category makes it easier for employees with family responsibilities to spend more time and energy at work, whereas the second category consists of policies that create flexibility in location and time and varying arrangements for personal leave. These aim to

provide employees with more control over the conditions of work and allow employees themselves to attend to family needs (Callan, 2007).

2.2 The application of family friendly policies in countries

The literature review covers the role of governments in the application of these policies in several developed and developing countries. These countries were selected because some of them, as the Scandinavian countries, represent the beginning of these policies. The others developed countries are the most successful countries in applying these policies as public policies and regulations in their labor laws. Due to the scarcity of available literature review concerning the application of these policies in developing countries especially in Egypt, Lebanon and the United Arab of Emirates were chosen because they are in the phase of researching to what extent and how these policies can be applied as public policies. The list of countries covered by the literature review includes: a) Norway, b) Netherlands, c) Finland, d) United Kingdom, e) France, f) Germany, g) Australia, h) United States of America, i) Japan, j) Malaysia, k) Lebanon and l) United Arab of Emirates. The literature review covers several issues as what are the different types of family friendly policies. To what extent these policies are applied and what are the roles of governments, affirmative actions groups and unions in applying them. How employers and employees adopted and adjusted to these policies in their workplaces. What are the modifications that governments have done in labor laws, in order to apply them in these countries.

The World Economic Forum (WEF) ranks countries upon their Global Competitiveness and their Global Gender Gap. The Global Competitiveness Index (GCI) indicates the

international comparisons of competitiveness and based on 12 pillars that include institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication and innovation. While the Global Gender Gap Index (GGGI) indicates the gap between the integration of both genders into the economic life of the country and is based on 4 pillars that include educational attainment, economic participation and opportunity, health and survival and political participation. The 2010-2011 GCI report ranked 139 countries while the GGGI 2010 report ranked 134 countries. In this research paper, we will indicate the GCI and the GGGI ranking of the countries included in the literature review as follows in table 1

Table 1: The GCI and the GGGI ranking of the countries included in the literature review

<u>Country</u>	<u>2010-2011 GCI</u>	<u>2010 GGGI</u>
Norway	14	2
Netherlands	8	17
Finland	7	3
United Kingdom	12	15
France	15	46
Germany	5	13
Australia	16	23
United States of America	4	19
Japan	6	94
Malaysia	26	98
Lebanon	92	116
United Arab Emirates	25	103
Egypt	81	125

Source: World Economic Forum, 2010

2.2.1 Their application in some developed countries

Scandinavian countries, some of which instituted paid maternity leave in the nineteenth century, have moved on to pioneer a range of innovative ideas including guaranteed rights to childcare, shared access to parental leave, and cash payments for home-based care. **Norway**, tops the European league table of family friendly nations as far as new fathers are concerned, and the government is now proposing to extend the parental leave, used exclusively by the fathers, from four to five weeks. Most countries in the European Union offer paid paternity leave, from two days in Spain to two weeks in France, while Norway, which is outside the EU, tops the list as the most family friendly country with a full four weeks. In Norway, since 1993, either parent has the right to 52 weeks of leave with 80% wage compensation or 42 weeks with full wage compensation (Hardoy and P. Schone, 2001). They introduced the four- week paternity quota in 1993, with the purpose of encouraging more fathers to take an active role in the care of children during their first year. These four weeks cannot be transferred to the mother and are lost if the father does not use them. Rights and entitlements with regard to parental leave and pay compensation are established by law in Norway that encourages men to spend more time at home taking care of their children. This scheme has significantly increased the number of fathers taking paternity leave. While very few fathers took advantage of this benefit from 1978 until 1994, over 70% of fathers with the right to the paid leave took it in 1997, a very large increase over the 2.4% registered for 1992. Since then, take-up of the paternity quota by fathers has been consistently high. The Norwegian government has proposed that paternity leave should be extended by an additional week and this proposal will apply to parents of children born or adopted after 1 July 2005 (International Labor Organization “ILO”, 2005). In 1998, a child care subsidy with eligibility conditional on the child not attending a policy subsidized day-care center

was introduced. The Cash for Care (CFC) reform enabled women to stay at home up to two additional years while receiving a monthly benefit of 450 Euro, and knowing they could return to their previous employer (Hardoy and P. Schone, 2001).

In **the Netherlands**, the participation of women in the labor market started late relative to other European countries. This gap closed in 1990 which has the results on raising the question of how to retain work and life balance. Such issue required governments' policies to solve it. Dutch workers have used their own work strategy by working part time job in order to maintain their work and life balance. But this strategy is no longer sufficient to solve the problem of work life conflict with the increasing number of women entering the labor market in the Netherlands. This situation raised the question about how employers will react to such need with the growing institutional pressure on employers to adopt family friendly policies and to make them a part of their policies and culture. In 53% of Dutch households, the husband is working a full time job while the wife is working a part time job in order to take care of the family. Only 10% who have two full time workers while one third of the families have a single breadwinner. At the end of 2001, partly because of the increase of females entering the labor market, a special Work and Care Act came into force which aims to provide employees with possibilities to combine work and family that included pregnancy and maternity leave, adoption leave and nursing leave, emergency leave, short term care leave and unpaid parental leave. As for the working hours, the Netherlands had the Modification of Working Hours Act which gives the employees the chance to work shorter to longer working hours under certain conditions. But still legal rules and policies have explicitly left a space for call on social patterns to play a role in the setting of family friendly policies. Moreover, during the 1990, there was pressure on unions to let organizations decide issue concerning child care and leaves on organization's level after

consultation of the workers council. So despite the regulations and the social patterns, organizations had the chance to make additional provisions in this matter (Remery, Doorne-Huiskes, and Schippers, 2003)

The Finnish experiment was driven by achieving the goal of enabling people to balance work and family responsibilities. While many other countries have promoted part-time jobs for mothers, this strategy tends to create female job ghettos, such as part-time and low paid jobs in clerical, cleaning and food-service occupations. In contrast, shortening the work week for everyone creates good jobs for working people, men and women. Reducing the standard work week can alleviate the stress of overwork, allowing everyone to combine paid employment with fuller and more satisfying lives. Between 1996 and 1998, the Finnish state experimented with a 30 hours' working week. Workers who participated said they enjoyed more time for other activities: 80% said they have more time for rest and relaxation; 75% for spending with family and children, 72% for fitness and exercise; and 68% for housework. Overall employees who worked fewer hours reported less conflict between work and family responsibilities. The proportion of women in **Finland** who work full time is far greater than in other wealthy industrial societies, 87% of employed married women work at full-time jobs. Most women return to work immediately after paid maternity leave, pursuing state-financed child care (Mutari and Figart, 2001). Employment levels among both Finnish and Norwegian women are high, at 67.3% in Finland and 73.8% in Norway (Crompton and Lyonette, 2006).

In **United Kingdom**, The Trade Union Congress (TUC) had campaigned for some time for all workers to be offered ways of working to allow them to get a better balance between work and personal activities such as learning, sporting, leisure and other interests as well as family life. Indeed, according to government sources eight in ten employees would like to work less, love to

spend more time with friends and family and 28% feel that they are spending too much time at work at the expense of other commitments. From the people who were surveyed, 80% of employees would choose more flexible working hours given the option, 56% favored working more hours Monday to Thursday to take a longer weekend break, and 42% favored working at least one day from home per week (Arthur, 2010). With the election of the “New Labor” government in 1997, British family friendly policy was placed at the centre of the political agenda. The governmental objective was the reduction of child poverty and this can be done by an increase in parental employment. Allowances for childcare costs have transferred to low-paid working parents (Crompton and Lyonette, 2006). The Employment Relations Act 1999 provides new rights and changes in family-related employment. The Act aims to make it easier for workers to balance the demands of work and of the family by simplifying and extending rights of leave for men and women when they have or adopt a baby. It also regulates time off needed for urgent family matters. The new Employment Bill 2001, implemented April 2003 entitled working mothers to have six months’ paid and a further six months unpaid maternity leave. The Bill also recognizes the role of fathers by granting them two weeks paternity leave. It places a duty on employers to give serious consideration to requests from parents to work more flexibly. The Part-time Workers Regulations 2000 which came into force 1st July, 2000, ensured that part-time workers are not treated less favorable than comparable full-time workers in their terms and conditions (Arthur, 2010).

France is characterized by extensive state-sponsored child care provision. French family friendly policy has sought to channel supports directly to families with children, and nearly all French children between the ages of three and six, and a substantial minority of two years-olds attend state nursery schools. There is further state provision for under twos in Crèches

collectives, as well as a tax relief on childcare expenses. Childcare supports in France have done much to help women into employment, particularly full time employment (Crompton and Lyonette, 2006). The reduction of work time for full- time workers (RWT) has deepened in most continental European countries. RWT has been historically associated with “social progress” and the improvement of working conditions. In 1996, Gilles de Robien, the center-right Minister of Labor, initiated the movement of establishing a new law giving financial support to firms that reduce work time to 35 hours a week. Martine Aubry, the socialist Minister of labor, introduced two laws in 1998 and 2000 imposing a mandatory reduction from 39 to 35 hours per week. This had to be implemented before January 2000 for large firms but was delayed for small ones. In practice, some large firms have not reduced work time and consequently they must pay systematic overtime bonuses for hours between 35 and 39. On the contrary, thousands of small firms have decided to reduce work time and to find arrangement with workers’ representatives (Askenazy, 2004).

In **Germany**, The reduction of working hours was a bargaining point during the 1980s and 1990s. Flexibility of working hours gained its own momentum from mid 1990s onwards and has remained one of the German cornerstone ever since. Substantial progress has been made during recent years allowing more flexible working time arrangements. Now, only 49% of organizations have fixed beginnings and ends to their working days. Germany’s *Gesetz uber Teilzeitarbeit und befristete Arbeitsvertrage* (law on Part-time and fixed Term Working) of 2001 extended the right to have a full time job converted to a part-time to all employees. Accordingly, reasons for application are now no longer tied to parental duties or other family matters, but also cover a range of other reasons such as education and training, commitments to sport or other honorary activities. The *Reformgesetz zum Erziebungsgels und zur Elterzeit* (the law which

regulates family allowance and parental leave of January 1st, 2001 together with its amendments of January 1st, 2004) allow not only mothers but also fathers to work part-time, up to 30 hours a week, during the child's first year, without discrimination or job loss and with the possibility of further extensions. This means that both parents can share parental responsibilities and earning a living. In addition, each parent is entitled to 12 months parental leave up to the eighth birthday of the child. The *Mutterschutzgesetz* (law of Protect maternity) of 1952, amended in 1997 with further amendments implemented in 2002, grants mothers before and after birth the right to continued employment and full pay during maternity leave. Before the implementation of the new law, mothers were entitled to six weeks before and eight weeks maternity after the birth of the child, the latter is now to be extended to 14 weeks (Arthur, 2004).

In **Australia**, the anti discrimination legislation was introduced in 1975, prohibiting any kinds of discrimination on the grounds of sex. Equal employment opportunity policies/affirmative actions policies were based on an analysis of women's position in the Australian labor market, which concluded that women suffered systematic discrimination. Based on this analysis, legislation demanded that public and large private employers were required to institute programs to reduce the disadvantages suffered by women employees. The parental leave test case in 1990 granted fathers the right to take unpaid leaves for childcare. The Sex Discrimination Act 1984 was amended in 1992 to include the provision that workers could not be dismissed on grounds of their family responsibilities. The 1994 decision of the Australian Industrial Relations Commission in the Special Family Leave test case created the potential for employees to use their own sick leave to care for an ill family member. In the 1990s all sectors have embraced work and family policies and business vigorously adopted the rhetoric of family friendly workplaces. In 1994, the Labor Government alleged that enterprise would provide

increased opportunities for workers to achieve more flexibility working arrangements tailored to suit their family needs. The idea of work and family policies is so prevalent that the 1997 budget was trumpeted as family friendly one with a supplementary budget statement entitled “our commitment to women”. In a survey conducted in 1996, 86% of 72 human resources managers acknowledged that their organizations had implemented part time work or shorter hours and 74% flexible working hours (Strachan and Burgess, 1998)

In **the United States of America**, several important legal changes have altered how organizations deal with workers who have family responsibilities. The federally mandated Family Medical Act of 1993 allows most employees to take up to twelve weeks off, unpaid, to care for a new infant or to deal with a family medical situation. Some state laws require employers to offer even more generous benefits to employees, but only California had adopted a paid leave program. Voluntarily, some large organizations have designed practices that offer health and education benefits for children and spouses, day care, elder care, extracurricular activities for school-age children, and flextime. Twenty five percent of employers with one hundred or more workers provide some assistance for child care. Fifty percent of large organizations offer parental leave with benefits above the federal requirements. The most positive family friendly trend is growth in the use of flexible hours. Seventy three percent of workers stated that it is not hard to take time off during the workday for family matters and the number of organizations reporting employee satisfaction with work schedule flexibility rose from 46% in 1989 to 62% in 2004. Survey data from 2002 Michigan study shows that over 55% of the members of the American Workplace feel they “at least sometimes” have more energy to do things with their families as a result of their work arrangements which support what studies

have indicated that work and families activities actually may enrich each other and they can be successful in both (O'Toole and Lawler III, 2006).

In **Japan**, Maternity leave for all women was introduced as part of the Labor Standards law 1974. During maternity leave, 60% of the average wage is paid by National health Insurance. The 1991 Child Care Leave Law was enacted to provide the right to a maximum of one year's child care leave. This new legislation requested employers to endeavor in providing child care for their female employees. It also provided shorter working hours for employees with pre-school age children. Under the Act's gender-neutral provisions, men as well as women could take child care leave. Sixty four percent of women who had babies took child care leave in 2002. Amendments were made to the Child Care Leave Law in 2001, which allowed the employment security to provide parents during the leave 40% of their prior income. This allowed parents to work shorter hours and to take five days leave of absence a year in order to care for sick children until they reach three years old. The Family Care Leave Law was enacted in 1995 and was enforced as the Child Care Leave Law in 1999 but is limited to three months for each family member (Hayashi, 2005).

2.2.2 Their application in some developing countries

In the early 1970s, **Malaysia** shifted from import oriented industrialization to an export oriented industrialization which saw an increase in foreign owned multinational industries. That led to an increase in women's participation in the labor force as it increased from 30% in 1970 to 47.3% by 2008. In UNDP study (2007), some immediate measures which they recommended to increase the participation of women in labor force are offering family friendly policies. As the workforce changes, organizations need to change their workplace policies to have a more holistic

view of their employees and also to cater for the demands of the work and no-work responsibilities of their human resources. Therefore the Malaysian women summit in 2007 and 2008 highlighted the urgency for workplace reform in order to offer more family friendly policies. The Malaysian governments in order to encourage more women to enter the labor force have started staggered starting times in the governments departments. In the private sector, family friendly policies have been implemented more in the multinational organizations, educational institutions and a few small firms as this mode of employment is still very new and not very common in Malaysia. While 58% of the working women are married and holding double roles, majority of the women continue to be involved in a very large proportion of unpaid household chores and caring work. Family friendly policies resulted in a better working spirit and work performance among employees. (Subramaniam et al, 2010).

The Arab States:

Women in Arab states have begun working outside the home in greater numbers as changing social perceptions and economic needs call into question the traditional division of labor between men and women. In the past decade, the region has experienced a 7.7% increase in the number of women in the labor force; the highest change compared with any other region of the world. Yet overall, in the Arab states, women make up only 33.3% of the labor force, which is significantly less than any other region of the world. The ILO works with governments, workers, employers and organizations to mainstream gender equality considerations in relevant laws, policies, and practices, by addressing the specific and often different concerns of women and men across the life cycle. It also develops and implements targeted interventions that enable women and men to participate and benefit equally from development efforts. Unmet needs in the provision of social

care and the way they impact on women's labor force participation were identified as a priority by the ILO's Regional Office for Arab States (ROAS), based on consultations with policy makers, representatives of workers' and employers' organizations, women's advocates and researchers in the region. Findings from two ILO regional initiatives underscore the importance of the following issues:

- a) The need to match the skills available among young unemployed women, especially graduates of social fields as physical education, psychology, social work and sociology, and the social services needed in physical therapy, counseling, speech therapy, geriatric psychology and hospice care
- b) The time and resource constraints faced by women on account of unpaid care responsibilities result in their having to “opt for” informal work arrangements, such as home-based work

Considering the value placed on home life in **Lebanon**, women's abilities to combine work with family responsibilities continue to be a central issue in determining their participation in the labor force. They are discouraged from joining and rising in the workplace in several ways. Women still face discrimination from employers, especially in the private sector, who opt for hiring men – the presumptive “bread winners” in society. This preference may be based on the flawed assumptions about employing women will cost them more on account of maternity benefits. Women are penalized in the workplace for being the main care-givers at home for those in need. The balancing act of workers with family responsibilities captures the urgent need to support this situation with supportive social and labor policies and practices. The labor force of Lebanon illustrates the unmet needs in provision of social care present throughout the Arab

states. Women are expected to bear the brunt of social care work as unpaid, home-based care givers. The limitations in the choices for social care affect women's abilities to participate in the labor market, civic and political life (Sugita, ILO Publications, 2008).

While **the United Arab Emirates** (UAE) ranked 37 out of 131 countries in the World Economic Forum's 2007 Global Competitiveness Index (GCI), the country needs to utilize the full potential of its human capital. Women in UAE are far from fully integrated into the economic life of the country. According to the Global Gender Gap Index (GGGI), the UAE ranks 105 out of 128 countries in gender equality. The causes of this ranking are linked to poor gender equality outcomes in labor force participation and the percentages of women occupying professional, technical and management positions. The female labor force participation in UAE is only 39% compared to 92% for men, indicating a significant gap. Only 8% of legislators, senior officials and managerial positions are women, and 25% of professional and technical workers are women. Women work in the service industry which explains the low overall share of women in management. The low percentage of women in professional and technical work is partly a result of limited opportunities for women in technical schooling and the perception of these jobs as being more demanding and perhaps conflicting with women's traditional family duties. Men in UAE earn four times more than women overall as women generally occupy lower waged sectors as administrative positions and education. Labor policies in UAE must make employment attractive to women through more accommodating work arrangements that are compatible with their multiple roles. The UAE ranks low in regard to the length of maternity leave and the availability of subsidized childcare. Government-funded child care and longer maternity leave would decrease the time costs for women associated with joining the labor force.

Harmonizing these benefits would ensure women's entry and retention in the workforce while making hiring women more attractive to employers (Assad, 2008).

Scholars in these previous studies reviewed relied mainly on case studies and surveys as their methodologies in gathering the data needed. The aims of these researches were analyzing the role of governments in legislating the acts and the regulations needed in applying these policies, and then researching empirically how these policies were applied and to what extent they met the needs of the beneficiaries and affected their well beings. Most of the policies were applicable in developed countries where governments were supporting working parents by different cash transfers. Developed countries imposed these policies in their labor regulations through different acts and legislations. As for the Arab countries, scholars relied as well on case studies in order to gather the data needed. They found that the number of women entering the labor market was increasing but they were still facing discrimination from the employers for being working and having family responsibilities. Acts and legislations were not properly regulated in order to prevent this discrimination and the Middle East is still in the phase of researching what are the applicable policies in this region and how they can be applied in order to achieve the balance needed between work and family.

Family friendly policies impose some issues on organizations as managing the performance of people who are not in the office the same time as other employees, equally being managed by someone who is not in the office the same time as other employees, loss of team spirit, perceived favouritism of certain employees over others and branding employees who seek family friendly policies as uncommitted and unmotivated (Byrne, 2005). These issues impose a cost that organizations have to pay in order to provide these policies. Organizations weigh costs

against benefits while providing family friendly policies. Costs include covering for absent employees, hiring extra employees and possible leaving sections short staffed. Saying that benefits exceeds the costs is not to say that they costs are zero, and one way of paying for those costs may be an implicit reduction in employees' earnings (Heywood, J.S.; Siebert, W.S.; Wei, X., 2007).

Chapter Three

Methodology

3.1 The Methodology

In my research methodology, I used both quantitative and qualitative approaches. I collected the data from the meso level by surveys that helped me to reach a large number of people and from the micro level by personal interviews that gave me the chance of having more profound understanding in order to answer my hypothesis question of how family friendly policies can be applied in the formal labor market in Egypt and how to generalize it as public policies. That depends on organizations' management cultures, gender, employment levels of the employees and types of jobs they practice.

First, I started by studying already applied cases from the public sector, a nonprofit institute, a United Nations office and a profit organization that operate in Egypt. These organizations are known for their family friendly policies that are introduced in their benefits policies. I studied the different types of policies offered to the employees and how it was applied in the workplaces. Then I constructed a survey that discussed how work life balance is applicable in the formal Egyptian labor market and was answered by a sample of employees from these organizations. The questionnaire included questions on the reasons for family friendly policies and the forms that it could take to be applied. It also asked if the employees were aware that their organizations are offering them family friendly policies and if employees, who were aware of these opportunities, have asked, at any point of time, any forms of these policies. The questionnaire tackled the reasons, according to the employees' points of view, for family friendly policies. The aim of the questionnaire was to assess how these policies were being applied in these organizations since they were already stated in their human resources policies.

Then, I conducted personal interviews that inquired about who might be eligible to have work life balance and whether gender and employment levels make a difference. The interviews had the purpose of collecting the data needed in order to investigate the effect of gender and employment levels on the application of family friendly policies in the formal Egyptian labor market. All the data collected was used for academic purposes only. The participants were not requested to state their names or any identifying information and the interviews records were accessible only by the researcher and the thesis supervisor. The interviews were in English and participants could withdraw from them whenever they wanted or skipped a question without penalty. Further, signing the consent forms did not mean that they were giving up any rights or benefits to which they were entitled. Some of the interviews were taped and I used in the rest of them hand written notes, as some participants had concerns about audio taping. The material collected from the survey as well as the interviews were used to have more comprehensive academic knowledge about how these policies can be applied in the labor market.

3.2 Population Frame and Size

The questionnaire was sent to the staff of the four organizations through an online survey tool. The total of the whole population was around 3420 employees, and 322 persons answered the survey which represents 9%. From the sample, 218 persons answered the survey from the American University in Cairo, which represent 9% out of approximated population of 2400 persons¹. From ITWORX, 68 persons answered the survey, which represents 11% out of a population of 600 persons. From the Ministry of Administrative Development, 33 persons answered the survey, which represent 8% of a population of 400 persons and 3 persons answered

¹ I was given different numbers of employees at the American University in Cairo that ranged from 2200 to 2600 persons.

the survey from the International Labour Organization, Cairo Office, which represents 15 % of a population of 20 persons. Then, I used the snow ball technique, with the help of some of the organizations' Human Resources Coordinators, in interviewing people with the different criteria set as a) a managing director, b) an employee who has a child care need, c) an employee who has an elderly care, d) an employee who is studying, e) an employee who has long commuting time and f) a human resources manager. I interviewed 22 persons from these organizations. From the American University in Cairo, 5 persons were interviewed which represent 22.7% of the sample. They were director, human resources manager, employee who is studying, employee who has long commuting time and employee who is taking care of an elderly. From the Ministry of Administrative Development, 5 persons were interviewed which represent 22.7% of the sample. They were the former minister of MSAD, a director, a human resources manager, an employee who has long commuting time and employee who has child care needs. From the International Labour Organization- Cairo Office, 3 persons were interviewed which represent 13.6% of the sample. They were director, human resources manager and a person who is working remotely. From ITWORX, 9 persons were interviewed which represent 40% of the sample. They were employees with long commuting time, employees with child care, employee who is studying and human resources coordinator.

3.3 Limitations of the study

Although the data was collected from different organizations representing the formal Egyptian labor market, it cannot be concluded that the overall study sample represents the majority of the market. However it gives us an indication of the current forms of applications of these policies in some organizations.

The sample might be biased, because it has been done in organizations that are already offering their staff Family Friendly Policies, but the fact that this group has shown weak level of using these policies although it is regulated in their organization policies, this shows a problem in the application of these policies. The anonymity and the confidentiality of the respondents helped to reduce the potential bias.

The unfamiliarity of surveying techniques had a role in the research. The potential respondents were not encouraged to answer the survey at the beginning and two reminders were sent in order to reach the response rate needed.

The lack of literature review available on the application of these policies in Egypt has imposed a challenge on different levels. The culture context and the gender gap were one of them. The fact that some of the policies applied in the developed countries that concern men, can be not applicable in Egypt based on the context of the culture and the role of men in family responsibilities.

Chapter Four

Applied Case Studies in the Egyptian Formal Labor Sector

4.1 The Formal Labor Market in Egypt

Egypt is the one of the populous countries in the Arab world and the African continent. Most of the country's people live in Cairo and Alexandria, on the banks of the Nile, in the Nile delta and along the Suez Canal. The Egyptian labor market consists of different sectors: The Public, the Not for Profit and the Private sectors. The public sector includes government and public enterprises; not for profit sector includes UN organizations and NGOs while the private sector includes multinational investments and national privately owned companies.

4.1.1 Laws and policies that regulate the Egyptian Formal Labor Market

The Egyptian formal labor market is regulated through different laws and regulations as the Labor Law, the Code of the Child, and Part Time working Decree.

The labor Law:

It is the official law that regulates almost all the labor issues in Egypt. It is the Law No.12 of the Year 2003 and was published in the official journal in the Issue no. 14 dated April 7th, 2003. This law regulates the issues of recruitment, wages, leaves, duties and impeachment of workers, organization of work, the termination of work relationship, collective labor relationships, labor sites security, and social and health services. The law regulates in its sub chapters the hiring of women, infants/ juvenile, disabled and handicapped people. Preceding this law, the labor issues were regulated by law No. 137 for the year 1981. Some changes were in the benefit of women in the new law as increasing the maternity leave from 50 days to 90 days and some changes were not in the favor of women as increasing the duration of employment of women in order for them to be entitled to take this maternity leave from 6 months in the old law to 10 months in the new law (Egypt's Government Services Portal).

Family friendly policies stated in this law are as follows (Law No. 12 of the year 2003):

- *Article 91: a female worker having spent ten months in the service of the employer or more shall have the right to a maternity leave of ninety days, with a compensation equal to her comprehensive wage, comprising of the period before delivery and after parturition, providing she shall submit a medical certificate indicating the date on which delivery most likely took place. A female worker shall not be required to work during the forty five days following childbirth. The maternity leave shall not be entitled more than twice throughout the female worker's period of service.*
- *Article 92: the employer shall be prohibited to discharge the female worker or terminate her service during the maternity leave indicated in the previous article. The employer may deprive her from the compensation for her comprehensive on the leave period, or recover the amount paid by him to her if it is proved that she has worked during the leave with another employer. This shall all be without prejudice to the disciplinary impeachment*
- *Article 93: a female worker nursing her child shall- in addition to the determined rest period- have the right during the twenty four months following the date of childbirth to two other periods for breast-feeding, each of not less than a half hour. The female worker shall also have the right to add the two periods together. These two additional periods shall be counted as working hours, and shall not result in wage reduction*
- *Article 94: subject to the provision of the second clause of article 72 of the child law as promulgated by Law No. 12 of the year 1996, a female worker in the establishment where fifty or more are employed shall have the right to obtain a leave without pay for a period*

not exceeding two years, to care for her child. This leave shall not be entitled more than twice throughout her service period.

- *Article 96: an employer engaging a hundred female workers or more in the same place establish a nursery or assign to a nursery school caring for the female workers' children, according to the conditions and terms to be determined by decree of the concerned minister. Establishments employing less than a hundred female workers in the same area shall participate in implementing the obligation prescribed in the previous clause according to the conditions and terms to be set by a decree of the concerned minister.*

The code of the child:

It is the Law No. 12 of the year 1986 that regulates children's rights in Egypt. It was published in the official journal in the issue No. 13 dated March 28th, 1986. This law regulates the children's rights for health, birth registration, vaccination and immunization, food supply, social services that include day care services, education, care for the working children and the working mothers, the care for the disabled child, and their criminal treatments. Some of the articles of this law were amended in the law no. 126 of the year 2008. The amendments were published in the official journal in the issue No.24 dated June 15th, 2008 (Egypt's Government Services Portal).

Family friendly policies stated in this law are as follows (Law No. 12 of the year 1986):

- *Article 70: a female worker, working in the government, the public sector, public enterprise sector and the private sector, shall have the right to a maternity leave of ninety days, with compensation equal to her comprehensive wage. The maternity leave shall not be entitled more than three times throughout the female worker's period of service.*

- *Article 71: a female worker nursing her child shall- in addition to the determined rest period- have the right during the twenty four months following the date of childbirth to two other periods for breast-feeding, each of not less than a half hour. The female worker shall also have the right to add the two periods together. These two additional periods shall be counted as working hours, and shall not result in wage reduction*
- *Article 72: a female worker, working in the government, the public sector, public enterprise sector and the private sector, shall have the right to obtain a leave without pay for a period not exceeding two years, to care for her child. This leave shall not be entitled more than three times throughout her service period. And in the private sector, a female worker in the establishment where fifty or more are employed shall have the right to obtain a leave without pay for a period not exceeding two years, to care for her child. This leave shall not be entitled more than three times throughout her service period.*
- *Article 73: an employer engaging a hundred female workers or more in the same place establish a nursery or assign to a nursery school caring for the female workers' children, according to the conditions and terms to be determined by decree of the concerned minister. Establishments employing less than a hundred female workers in the same area shall participate in implementing the obligation prescribed in the previous clause according to the conditions and terms to be set by a decree of the concerned minister.*

The Part –time working Decree:

This decree was issued by Dr. Ahmed Nadhif, in 2005 in order to regulate the conditions of working part time. It is the law 1537 for the year 2005 and was published in the official journal in the issue 218 dated September 24th, 2005. The law regulates the conditions of working

part time in a job that is not categorized as a leading position. It regulates the wages, leaves, and social insurance (Ministry of State for Administrative Development).

Family friendly policies stated in this law are as follows (Law No. 1537 for the year 2005):

- *The wages of the employees working on part time basis are computed as follows:*

<u>Work System</u>	<u>Working days</u>	<u>Wages</u>
Establishments where working days are 5	2 days	60% of the principal wage
	3 Days	75% of the principal wage
Establishments where working days are 6	2 days	50% of the principal wage
	3 days	75% of the principal wage

Source: Part Time Decree, 2005

- *The annual leaves and sick leaves are computed as follows:*

a- *Establishments where working days are 5:*

Annual Leaves		Sick leaves (every 3 years)	
Working 2 days a week	Working 3 days a week	Working 2 days a week	Working 3 days a week
9 days after 6 months	11 days after 6 months	54 days with full wage	68 days with full wage
13 days after 1 year of employment	16 days after 1 year of employment	108 days with 75% of full wage	135 days with 75% of full wage
18 days after 10 years of service	23 days after 10 years of service	108 days with 50% of full wage	135 days with 50% of full wage

Annual Leaves		Sick leaves (every 3 years)	
Working 2 days a week	Working 3 days a week	Working 2 days a week	Working 3 days a week
27 days for employees over 50 years	34 days for employees over 50 years	108 days with 75 % of full wage	135 days with 75% of full wage

Source: Part Time Decree, 2005

b- Establishments where working days are 6:

Annual Leaves		Sick leaves (every 3 years)	
Working 2 days a week	Working 3 days a week	Working 2 days a week	Working 3 days a week
8 days after 6 months	10 days after 6 months	1 and half month with full wage	59 days with full wage
11 days after 1 year of employment	14 days after 1 year of employment	3 months with 75% of full wage	4 months with 75% of full wage
15 days after 10 years of service	20 days after 10 years of service	3 months with 50% of full wage	4 months with 50% of full wage
23 days for employees over 50 years	29 days for employees over 50 years	3 months with 75 % of full wage	4 months with 75% of full wage

Source: Part Time Decree, 2005

4.1.2 The Egyptian Formal Labor Market statistics

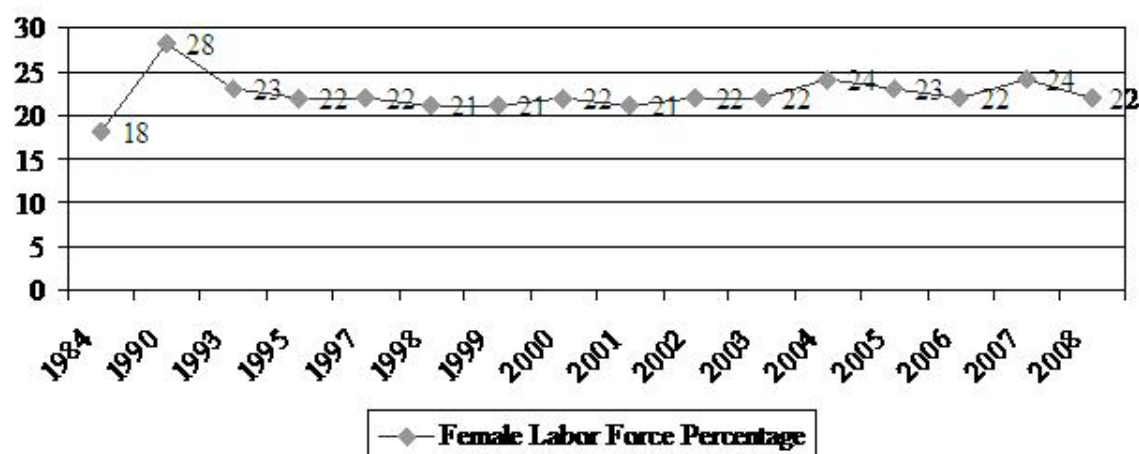
In the last 25 years, the participation of women in the formal Egyptian market ranged from 18% in 1984 to 22% in 2008 and reached its highest percentage in 1990 (28%) as it is shown in table 2

Table 2: Percentage of Female Labor Force to Total Labor Force (1984-2008)

<u>Percentage of Female Labor Force to Total Labor Force (1984-2008)*</u>	
<u>Years</u>	<u>Female Labor Force Percentage to Total Labor Force</u>
1984	18%
1990	28%
1993	23%
1995	22%
1997	22%
1998	21%
1999	21%
2000	22%
2001	21%
2002	22%
2003	22%
2004	24%
2005	23%
2006	22%
2007	24%
2008	22%

Source: CAPMAS,2010

Figure 2: Female Labor Force Percentage



Source: CAPMAS,2010

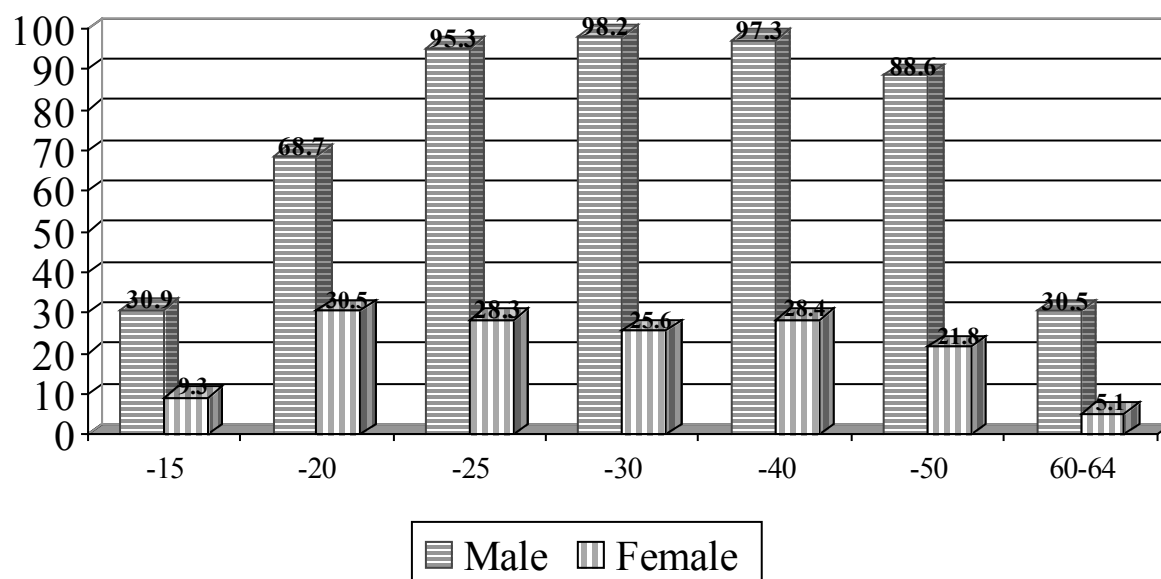
The participation of women in the formal Egyptian labor market has always presented a small percentage comparing with the percentage of the participation of men. The comparison is shown in table 3

Table 3: Rates of Share of Labor Force by Age Group and Gender (2008)

Rates of share of labor force (15-64) by age group and gender (2008) unit %		
Age Group	Females	Males
-15	9.3	30.9
-20	30.5	68.7
-25	28.3	95.3
-30	25.6	98.2
-40	28.4	97.3
-50	21.8	88.6
60-64	5.1	30.5

Source: CAPMAS,2010

Figure 3: Rates of Share of Labor Force by Age Group and Gender (2008)



Source: CAPMAS,2010

Unemployment among women has always been higher than men with insignificant noticeable differences between rural and urban as it is shown in table 4

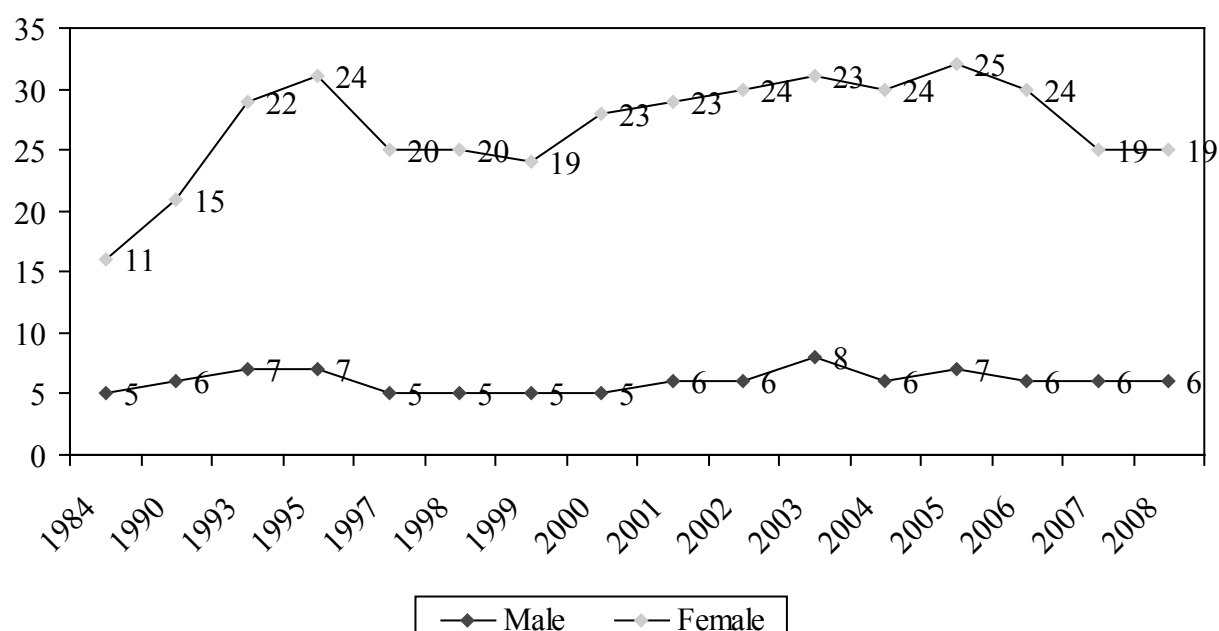
Table 4: Unemployment Rate in Urban and Rural, by Gender (1984-2008)

Unemployment Rate in Urban and Rural, by Gender (1984-2008)*						
Years	Urban		Rural		Total	
	Females	Males	Females	Males	Females	Males
1984	17	6	5	3	11	5
1990	25	7	9	5	15	6
1993	28	8	18	7	22	7
1995	28	8	21	7	24	7
1997	21	6	19	5	20	5
1998	20	5	20	5	20	5
1999	19	5	19	5	19	5
2000	24	5	22	5	23	5
2001	23	6	22	6	23	6

Unemployment Rate in Urban and Rural, by Gender (1984-2008)*						
Years	Urban		Rural		Total	
	Females	Males	Females	Males	Females	Males
2002	25	6	23	6	24	6
2003	32	9	15	7	23	8
2004	30	7	20	5	24	6
2005	29	9	22	6	25	7
2006	30	7	20	5	24	6
2007	24	8	15	4	19	6
2008	24	8	16	4	19	6

Source: CAPMAS,2010

Figure 4: Unemployment Rate by Gender (2008)



Source: CAPMAS,2010

4.2 The First Case Study: The American University in Cairo (AUC)

The American University in Cairo was founded in 1919 by Americans, devoted to education and service in the Middle East. For the first 27 years, it was shaped by its founding president Dr. Charles A. Watson. Initially, AUC was intended to be both a preparatory school and university. The first diplomas issued were junior college-level certificates given to 20 students in 1923. The university enrolled the first female student in 1928, the same year in which the first university class graduated with two BA's and one BSc degrees awarded. Master degrees were first offered in 1950. Through subsequent reorganizations and additions, the university currently has 25 academic departments offering undergraduate, masters and graduate diploma programs. Throughout its history, AUC has balanced a strong commitment to liberal education with a concern for the region's needs for practical applications and professional specializations. Their mission is "committing to teaching and research of the highest caliber, and offers exceptional liberal arts and professional education in a cross-cultural environment. AUC builds a culture of leadership, lifelong learning, continuing education and service among its graduate, and is dedicated to making significant contribution to Egypt, it is an independent, not-for profit, equal opportunity institution. AUC upholds the principles of academic freedom and is dedicated to excellence (AUC History and Mission, 2011).

4.2.1 Background

In 2008, the AUC moved to its new campus in New Cairo after being located in downtown of Cairo for almost 88 years. This move created some issues that the university had to deal with, as transportation. The university created a transportation system that consists of 16 routes, serving the governorates of Cairo, Giza, Helwan and 6th of October. That helps faculty, staff and

students to come and leave the university 6 days a week in regular days and 7 days a week during the exam weeks (AUC Bus Service, 2011). This move created a long commuting time issue for the majority of the university staff, who used to live in areas near the old location. This difference is shown in the table below using Google Maps in formulating the calculations:

<u>Area</u>	<u>How far from Old Campus (Km/ Trip)</u>	<u>Timing to Old Campus (one trip/Min)</u>	<u>How far from New Campus (Km/ Trip)</u>	<u>Timing to New Campus (one trip/ Min)</u>	<u>Dif. in timing (one route/ Min)</u>
Maadi	11.3	18	36.1	45	-27
Heliopolis (1)	15.6	26	31.1	39	-13
Heliopolis (2)	8	23	32.6	43	-20
Nasr City	14.2	29	23.2	42	-13
Giza	5.8	11	39.8	46	-35
Zamalek	7.7	18	34.5	44	-26
Agouza	4.6	14	39.9	55	-41
Mohandessin	5.9	15	42.8	52	-37
6 th of October	41.1	52	71.5	83	-31
El Rehab	31.6	43	9.9	15	+28
Moqattam	10.6	26	33.1	43	-17
Shoubra	7.3	21	40.7	56	-35

Source: AUC Bus Service and Google Maps.²

² I have used the Google Maps website in order to calculate the end point of each bus route and its distance between a fixed point at the old campus of AUC and a fixed point at the new campus of AUC.

From the table above, we can see that the only people who are not suffering from additional commuting time resulted from the move to the new campus are the Rehab's residents. While the commuting time of majority of the staff, who are living in other areas, was added some extra time ranged from 13 to 41 minutes per trip per day. The main family friendly policies found at AUC are maternity leave, reduced hours for child care and hardship situations, leave without pay, emergency absence and leave, job sharing, remote working and day care facility (see annex 1 for detailed policies).

4.3 The Second Case Study: ITWorx

ITWorx is a global software professional services organization. Headquartered in Egypt, the organization offers Portals, Business Intelligence, Enterprise Application Integration, and Application Development Outsourcing services to 2000 organizations. ITWorx serves Governments, Financial Services firms, Educational institutions, Telecommunication operators, and Media organizations in North America, Europe, and the Middle East (ITWORX Corporate Profile, 2011).

4.3.1 Background

ITWorx is constantly working to attract, train, hire, and retain the best and most innovative minds to add value to its team of professionals in different technological and business fields. The organization is driven by a strong culture that stems from, and feeds back into, every individual in the organization. Everything we do is based on five core values that define who we are, how we perform and what we aspire to. These values are our roadmap to achieving our mission of becoming our stakeholder's trusted partner and agent of change, our values are:

Innovation, Integrity, Quality, Agility, and Team play (ITWORX who we are, 2011). Employees in the private sector suffer from the lack of implementation of some benefits as the child care facility center and the child care leave without pay. Women are sometimes not allowed to take their two years leave without pay in order to take care of their children and their careers could be affected if they ask for this leave. The main family friendly policies found at ITWorx are flexible working hours and remote working (see annex 1 for detailed policies).

4.4 The Third Case Study: International Labour Organization (ILO): Cairo Office

The international Labor Organization is the international organization responsible for drawing up and overseeing international labour standards. It brings together representatives of governments, employers and workers, where it gives an equal voice for each one of them, to jointly shape politics and programs promoting Decent Work for all, it was founded in 1919, as part of the Treaty of Versailles that ended World War I, to reflect the belief that universal and lasting peace can be accomplished only if it is based on social justice. The driving forces for ILO's creation have risen from security, humanitarian, political and economic consideration. There was keen appreciation of the importance of social justice in securing peace, against a background of explosion of workers in the industrializing nations of that time. There was also increasing understanding of the world's economic interdependence and the need for cooperation to obtain similarity of working conditions in countries competing for markets. It became the first specialized agency of the agency of the UN in 1946. The ILO has the mission to promote social justice and international recognized human and labor rights, pursuing its founding mission that labor peace is essential to prosperity. Today, the ILO helps advance the creation of decent work and the economic and working conditions that give working people and business people to stake

in lasting peace, prosperity and progress. Its tripartite structure provides a unique platform for promoting decent work for all women and men. Its main aims are to promote rights to work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issue. They are accomplishing their mission through four strategic objectives:

- ❖ Promoting and realizing standards and fundamental principles and rights at work.
- ❖ Creating greater opportunities for women and men to decent employment and income.
- ❖ Enhancing the coverage and effectiveness of social protection for all
- ❖ Strengthening tripartism and social dialogues (About the ILO, 2011).

4.4.1 Background

The Cairo office is the regional office of the ILO that was established in 1959 to serve Egypt and Sudan, and has been expanding ever since then in size, scope and geographic coverage to include Eritrea in 2005 and Somalia in 2009. Today, the office covers eight countries: Algeria, Egypt, Eritrea, Libya, Morocco, Sudan, Tunisia and Somalia. The office offers different types of services as advisory services, advocacy/ sensation, policy related analytical work, capacity building and technical cooperation (International Labour Organization-Cairo office, 2011). The main family friendly policies found at ILO-Cairo Office are maternity leave, paternity leave, adoption leave, sick leave and family related emergency leave, special leave, family allowances, flexible working hours and part time work (see annex 1 for detailed policies).

4.5 The Fourth Case Study: Ministry of State for Administrative Development

The Ministry of State for Administrative Development (MSAD) was founded in 1976 and is the ministry responsible on formulating policies, plans and programs (Sabbagh, 2009). Its mission is enhancing the performance of governmental administrative services. Their goals are improving the quality of its public services while cutting administrative costs, while facilitating the civil services for citizens. The Ministry of State for Administrative Development (MSAD) has set a clear agenda for the administrative reform in Egypt since 2004. This agenda prioritizes new approaches to public management as well as enables good governance principles on both the local and central levels. That includes: introducing competitiveness in the service provision system; increasing citizens' powers; enhancing productivity, accuracy, and performance in the administrative body while fighting corruption. The agenda also addresses issues as transparency and information openness, accountability, management practices in government, participation, building participatory development processes, insight and predictability in government using better decision making system and tools. The MSAD perceives Information and Communication Technologies (ICT) as a strategic tool that could be used in implementing the National Development Program, which seeks to raise the efficiency of the state's administrative body, and delivering governmental services at a fast pace in an environment that is highly effective and effective. Government services could be delivered to citizens through various interactive service channels at their convenience. MSAD plays a major role in pushing forward the overall reform agenda in Egypt including decentralization, redefining the role of government and the associated reform/restructure of different sectors (Education, Health, Social Solidarity), competitiveness, and human capital development (About MSAD, 2011).

4.5.1 Background

The Ministry of State for Administrative Development (MSAD) vision is to enhance the State's administrative body and lead it to function in an effective and efficient manner, capable of adapting to the fast pace of change, improve the management of state resources, and provide quality services to citizens. And has the mission of Developing and implementing the National Plan for programs and projects that achieve the vision through a system of integrated management for the modernization of the Egyptian Government through objectives as:

- ❖ Develop and train human resources to create a new generation of leadership that is aware of the new methods of management.
- ❖ Restructure the state's administrative body and the development of incentives, salary and promotion systems.
- ❖ Create a partnership with the private sector to assist in providing services.
- ❖ Decentralize the delivery of governmental services, while ensuring the level of service.
- ❖ Encourage the exchange of information and linking the various governmental entities and institutions.
- ❖ Develop a legislative and legal framework to authorize the development of a National program that aims at raising the efficiency of the state's administrative body.
- ❖ Involve citizens in observing the administrative process.
- ❖ Introduce modern management systems in state's institutions.
- ❖ Reliance on the private sector in the implementation of the Ministry's programs.
- ❖ Utilizing information and communication technologies (ICT) in carrying out governmental services, whenever possible.

The Ministry of State for Administrative Development (MSAD) works towards implementing the National Plan of raising the efficiency of the State's Administrative Body through an integrated management system of modernizing the Egyptian government. This is achieved through the Ministry's following programs:

- ❖ Institutional Development: aims to develop plans, policies, laws and modern management structures. In addition, adjust the salary & incentive systems, enhance the work environment, the development of human resource and train employees' working within the State's Administrative System on modern management systems and refine their expertise.
- ❖ Governmental Services Development: aims to provide citizens and investors with services, throughout the country, in an efficient, effective and convenient manner.
- ❖ Enterprise Resource Planning (ERP) Program: aims to enhance the governmental work process reduce government spending and the automation of public bodies through the usage of Information and Communication Technologies (ICT) (MSAD, 2011). The main family friendly policies found at MSAD are remote working and part time working (see annex 1 for detailed policies).

Chapter Five

Data Collection, Findings and Analysis

5.1 Description of the Data Collected

The data was collected from the population sample through an online survey that was sent to all staff, with the help of the Human Resources office of some Organizations, after taking the approval of the American University in Cairo Institutional Review Board (IRB) on the survey questions (sample attached to the paper). The survey was sent to approximately 3420 persons and 322 persons responded, which represent almost 9% response rate. SPSS was used to analyze the data collected from the questionnaires. The data collected from the samples was added in one sample for analysis in order to study how family friendly policies are applied and how they can be generalized as a public policy in Egypt. The aim of the research is to study the formal labor market with all its sectors.

The data collected from the interviews was done by the researcher. The researcher has set criteria for the interviewees and has chosen them based on these criteria. The researcher interviewed 22 persons, 16 of whom were women and 6 were men.

5.2 Data Findings and Analysis

5.2.1 The Quantitative Data:

Representing 65% of the sample, 208 respondents were females while 114 respondents were males representing the remaining 35% of the sample with the total of 322 respondents.

From the sample, 61 persons of the respondents have less than one year experience, who represent 19% of the sample, 127 persons of the respondents have working experience that ranged from a year to less than five years, who represent 39% of the sample, 57 persons of the respondents have working experience that ranged from five years of experience to less than ten years, who represent 18%, 49 persons of the respondents have working experience that ranged

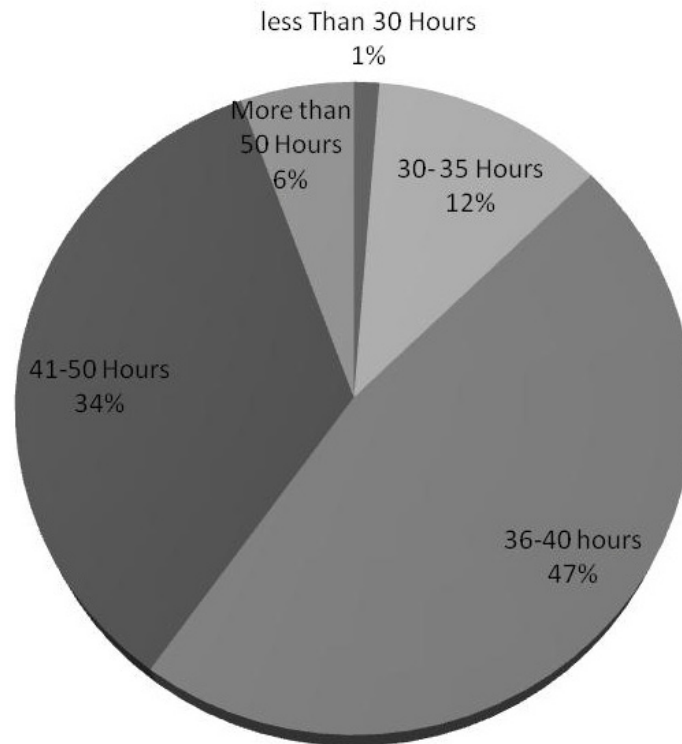
from ten years to less than twenty years, who represent 15% and finally 28 persons of the respondents have more than twenty years as working experience, who represent 9%.

From the sample, 56 persons of the respondents work at the first level of staff, who represent 17%, 157 persons of the respondent work at the medium level of staff, who represent 49%, 94 persons of the respondents work at the supervisor/manger level, who represent 29% and 15 persons of the respondents work at the top level administrator, who represent 5% of the sample.

From the sample, 97 persons of the respondents work in administration, who represent 30%, 26 persons of the respondents work in finance, who represent 8%, 19 persons of the respondents work in customer services, who represent 6%, 15 persons of the respondents work in sales and marketing, who represent 5%, 8 persons of the respondents work in human resources, who represent 2%, 94 persons of the respondents work in information technology, who represent 29% and 63 persons of the respondents work in other fields as research and projects management, who represent 20% of the sample.

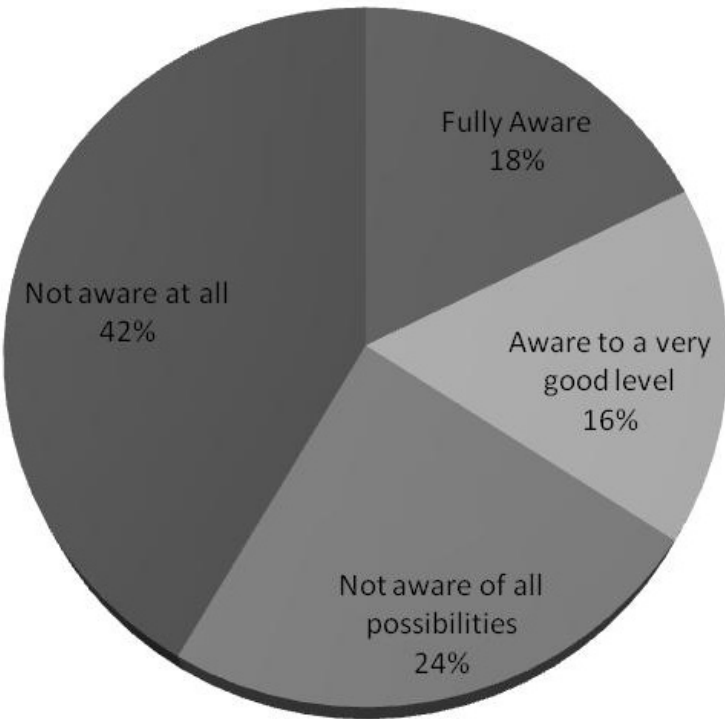
From the sample, 4 persons of the respondents work less than thirty hours a week, who represent 1%, 37 persons of the respondents work from thirty to thirty five hours per week, who represent 11%, 152 persons of the respondents work from thirty six to forty hours a week, who represent 47%, 111 persons of the respondents work from forty one hours to fifty a week, who represent 34% and 18 persons of the respondents work more than fifty hours a week, who represent 6% of the sample as shown in figure 5

Figure 5: Number of Working Hours of the Sample



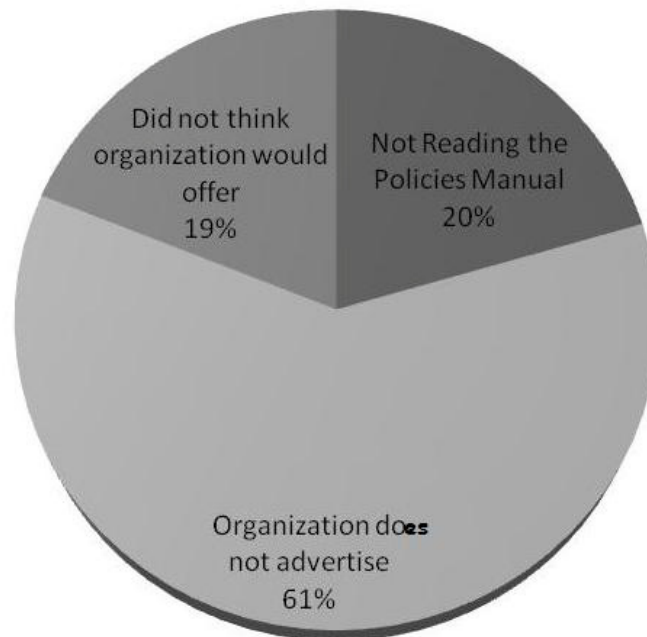
From the sample, 18% of the respondents are fully aware that their organizations are offering Family Friendly Policies, while 17 % of the respondents are aware to a very good level of all the possibilities offered by their organizations. Twenty four percent of the respondents are not aware of all possibilities while 42% of the respondents are not aware at all of the existence of these policies in their organization policies and rules as shown in figure 6.

Figure 6: Awareness of the Existence of Family Friendly Policies in Workplaces



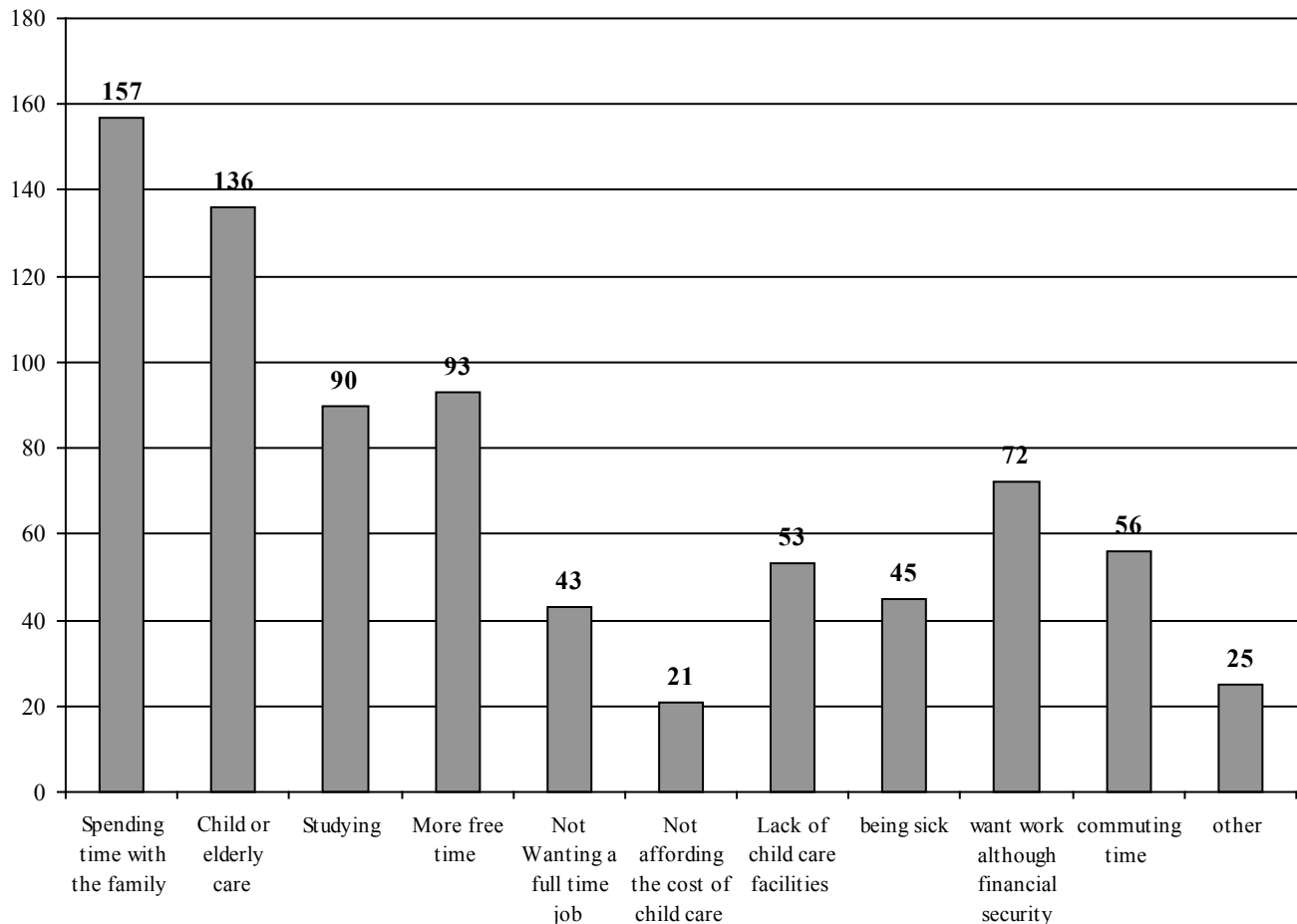
From the sample, 65 persons of the respondents, who represent 20%, responded to the reason for the lack of awareness by not reading the policies manual, 192 persons of the respondents, who represent 60%, responded to the reason for the lack of awareness by the organization is not advertising these policies properly and 60 persons of the respondents, who represent 19%, responded that the reason for the lack of awareness is the fact that they did not think that the management culture of their organizations would offer them these Family Friendly Policies as shown in figure 7.

Figure 7: Reasons for Lack of Awareness



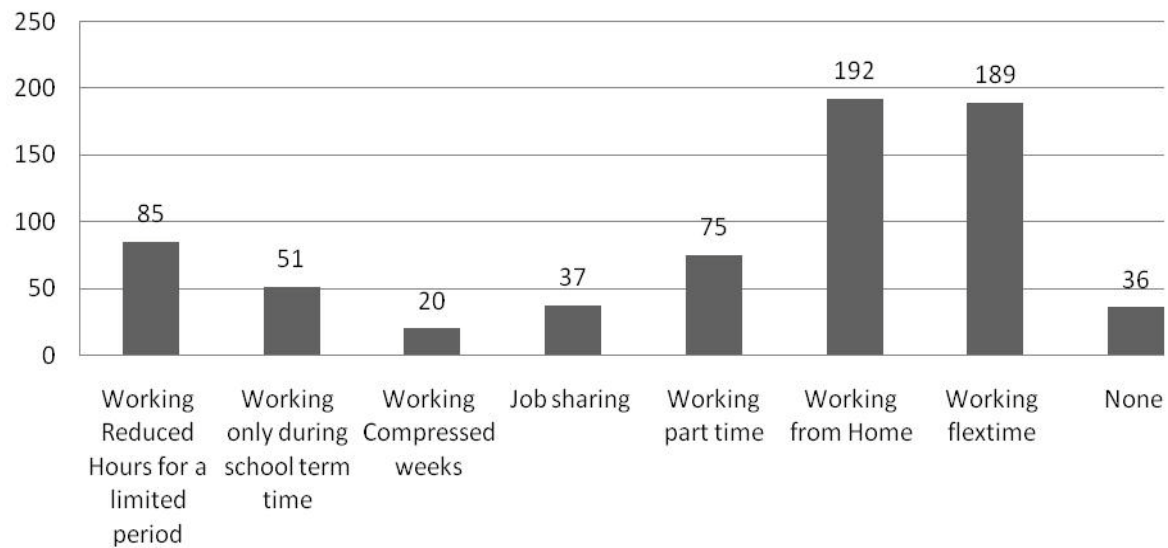
From the sample, 157 persons of the respondents answered that their reason to ask for Family Friendly Policies is “spending more time with the family, 136 responded that it is “child or elderly care”, 90 responded that it is “ studying”, 93 responded that it is “ having more free time, 43 responded that it is “ not wanting a full time job”, 21 responded that it is “ not affording the cost of child care in order to work full time”, 53 responded that it is “ the lack of child care facilities”, 45 responded that it is “ being permanently sick or physically disabled”, 72 responded that it is “ wanting to work although they are financially secured”, 56 responded that it is “ the commuting time” and 25 responded that it is other reasons as shown in figure 8.

Figure 8: Reasons for Family Friendly Policies



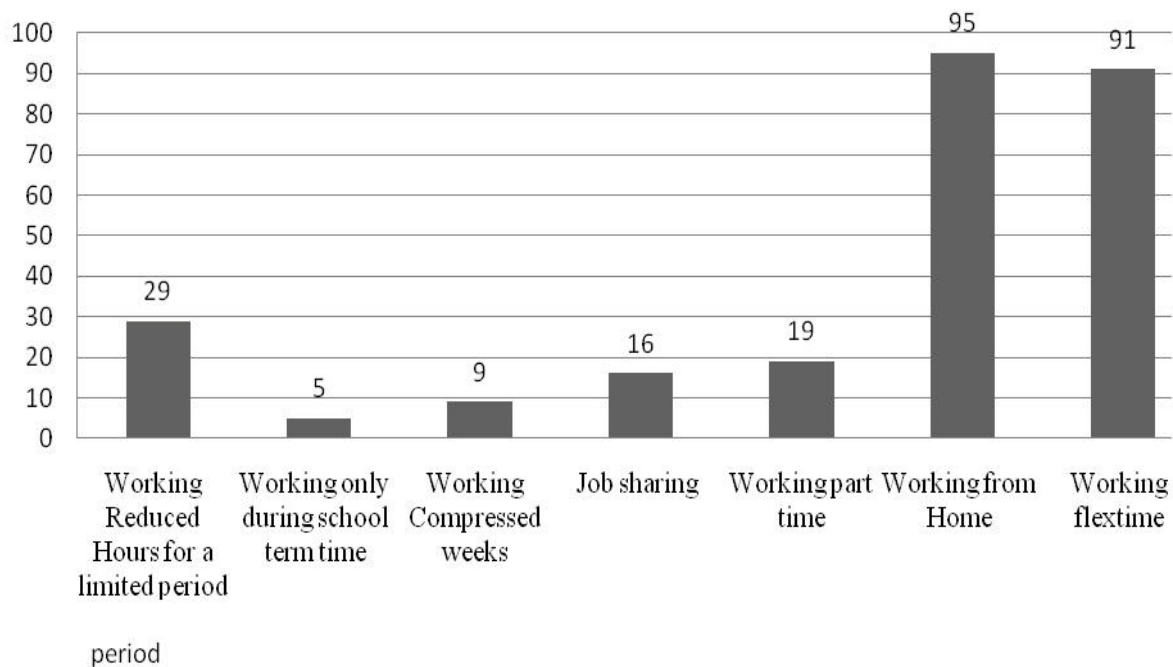
From the sample, 85 persons responded that they have “working reduced hours for a limited period” in their workplaces, 51 persons responded that they can “work only during school term time”, 20 persons responded that they can “work compressed weeks”, 37 persons responded that they can have “job sharing”, 75 persons responded that they can “work part time”, 192 responded that they “can work from home”, 189 responded that they can “work flextime” and 36 persons responded that “none of these policies are available in their workplaces” as shown in figure 9.

Figure 9: Forms of Family Friendly Policies Available in the Workplaces



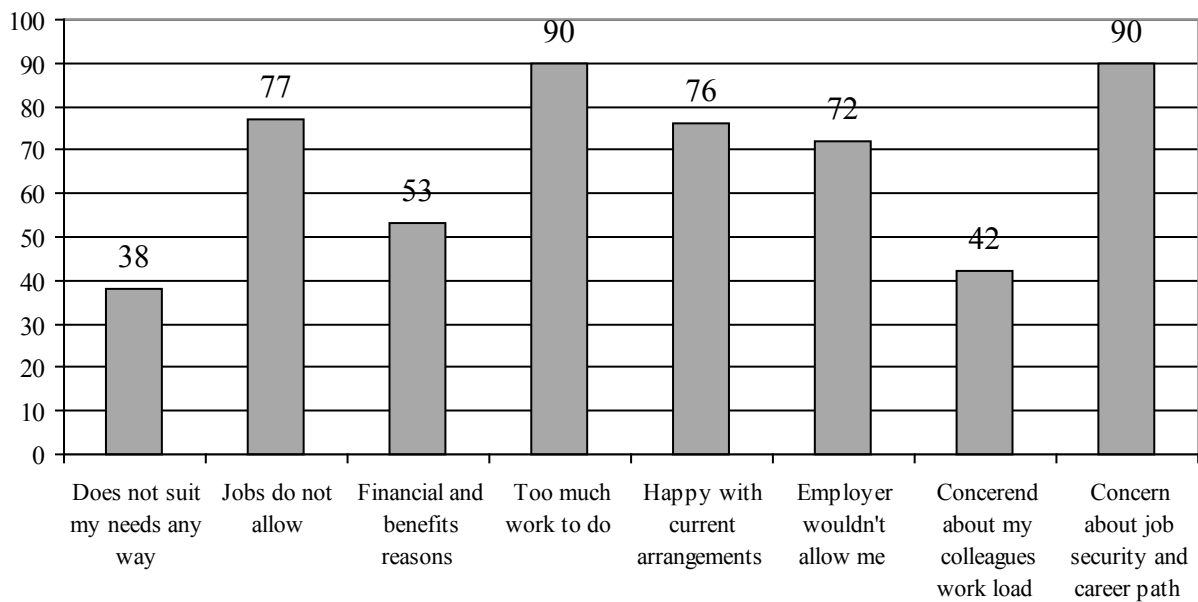
From the sample, 29 persons responded that they already “worked reduced hours for a limited period”, 5 persons responded that they already “worked only during school term time”, 9 persons responded that they already “worked compressed weeks”, 16 persons responded that they already “shared a job”, 19 responded that they already worked “part time”, 95 persons responded that they already” worked from home”, and 91 persons responded that they already “worked flextime” as shown in figure 10.

Figure 10: Family Friendly Policies that were already applied in the workplaces



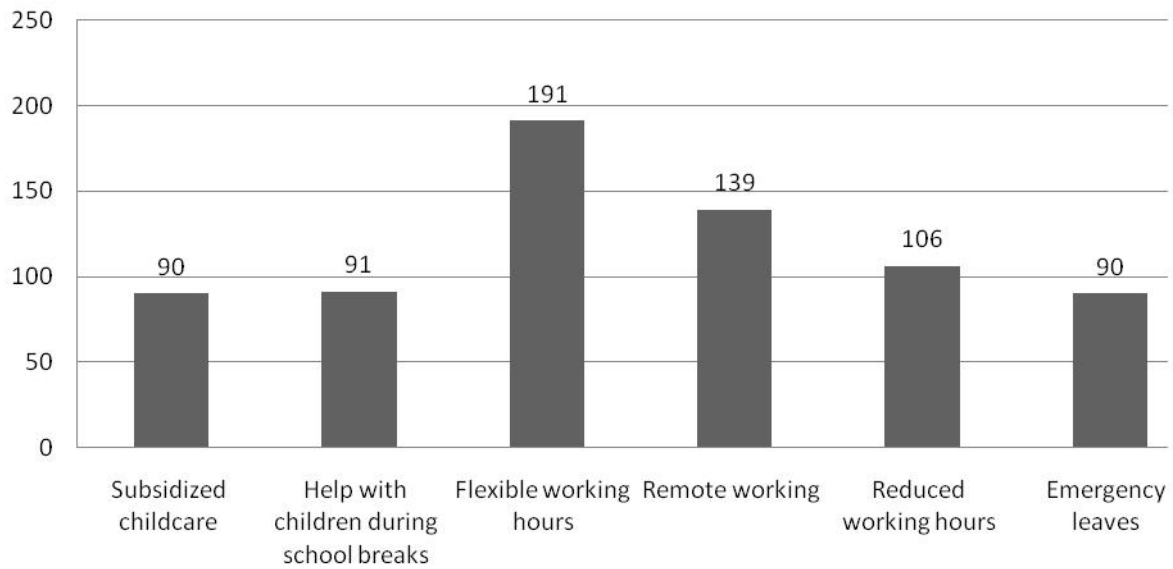
From the sample, 38 persons responded that they did not use any of these policies because “ it did not suit their needs”, 77 persons responded that “their jobs did not allow”, 53 persons responded that it was because of “ financial and benefits reasons”, 90 persons responded that it was because of “ too much work”, 76 persons responded that they are “happy with currents arrangements”, 72 persons responded that “ employer would not allow him”, 42 persons responded that “ they were concerned about the colleagues work load”, and 90 persons responded that they were “ concerned about their job security and career paths” as shown in figure 11.

Figure 11: Reasons for not using Family Friendly Policies in the Workplaces



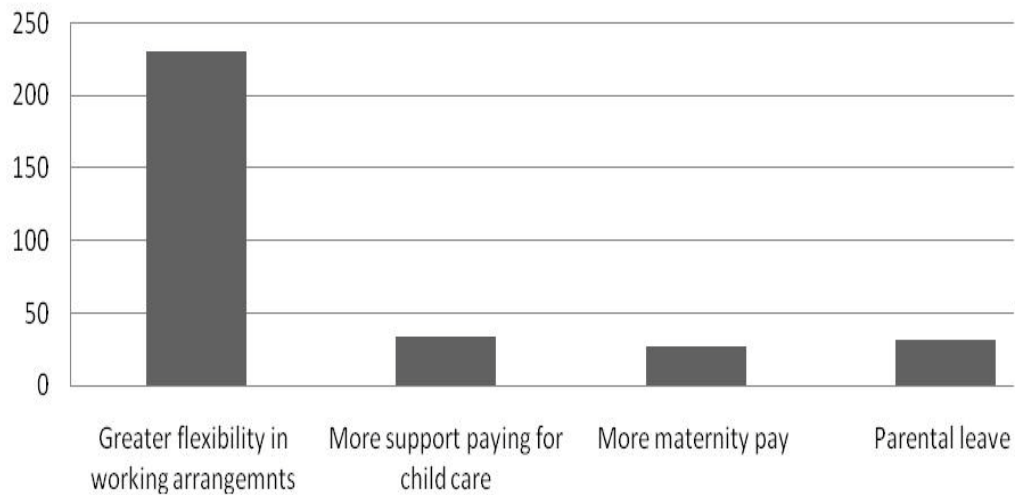
From the sample, 90 persons responded that the arrangement that support working parents is “Subsidized Child Care”, 91 persons responded that it is “help with child care during school breaks”, 191 persons responded that it is “flexible working hours”, 106 persons responded that it is “remote working”, 106 persons responded that it is “reduced working hours”, and 90 responded that it is “emergency leaves” as shown in figure 12.

Figure 12: The Arrangement that Supports Working Parents



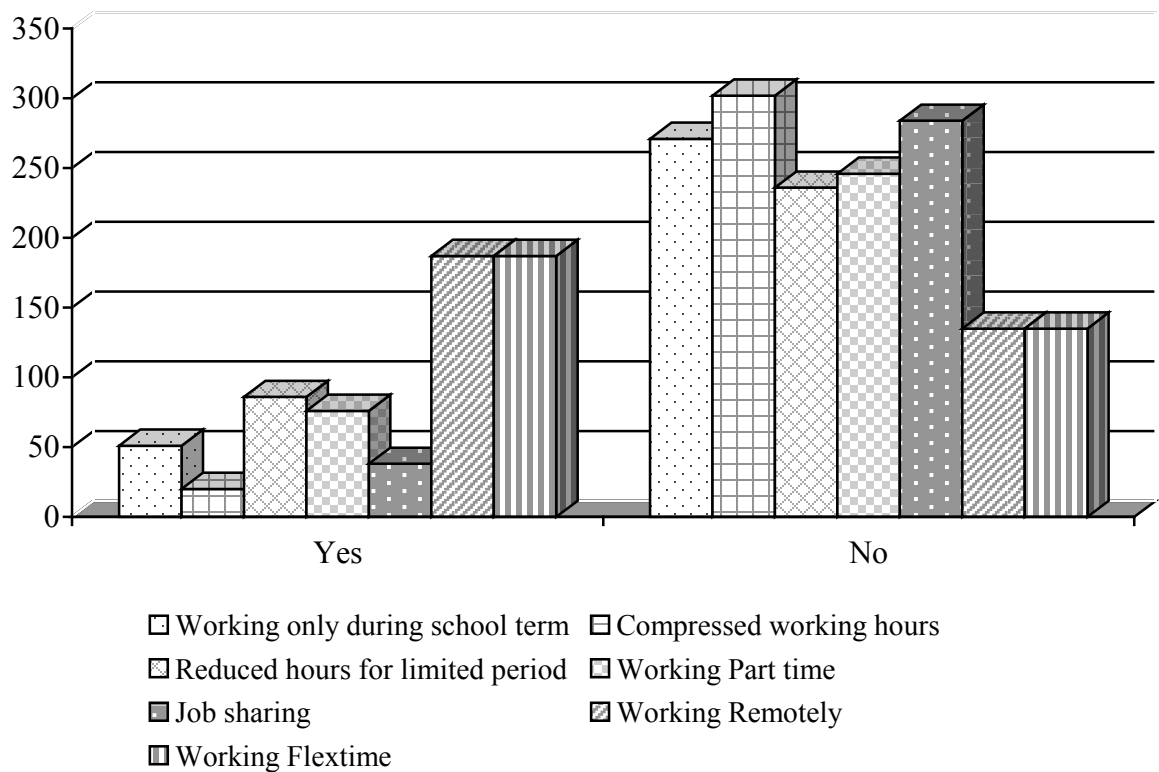
From the sample, 230 persons responded that giving them “ great flexibility in working arrangements” will provide them a better work-life balance, 34 persons responded that it is “ more support paying for child care”, 27 persons responded that it is “ more maternity pay”, and 31 persons responded it is “ parental leave as shown in figure 13.

Figure 13: The Arrangement that Provides a Better Work Life Balance



From the sample, 51 persons of the sample responded that they would like to work only during school term, 20 persons responded that they would like to work compressed working hours, 86 persons responded that they would like to work reduced hours for limited period, 76 persons responded that they would like to work part times, 38 persons responded that they would like to do job sharing, 187 responded that they would like to work remotely from home, and 187 persons responded that they would like to work flextime as shown in figure 14.

Figure 14: Preferences of Family Friendly Policies

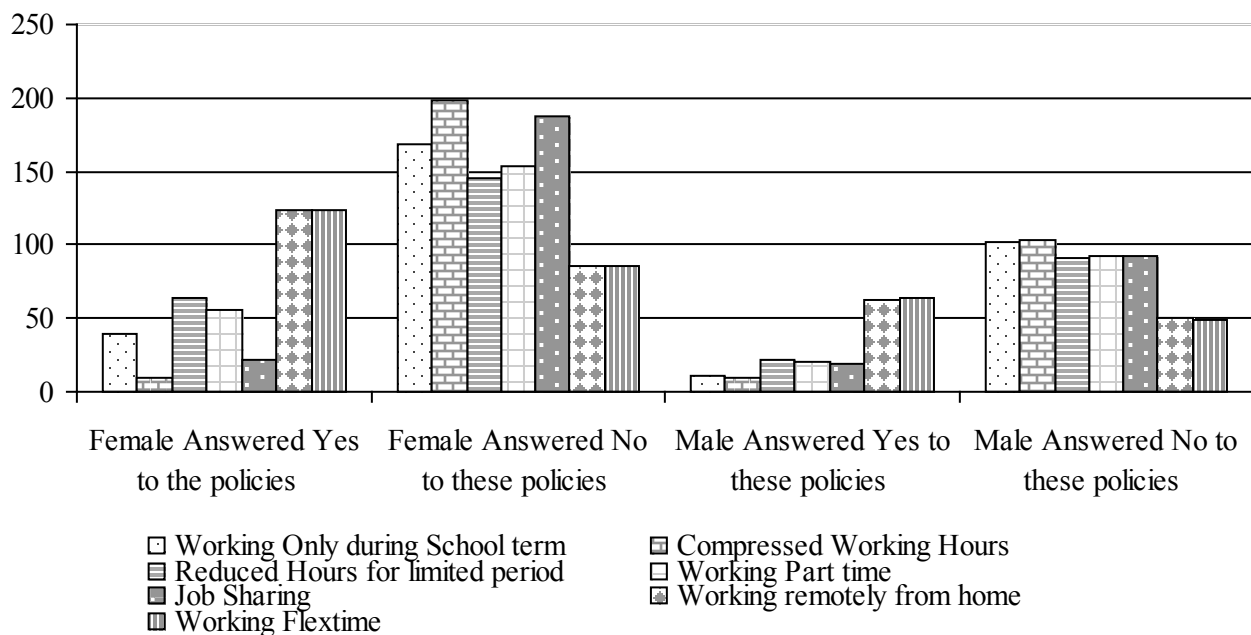


In order to get more insight about what is the most applicable policies in the Egyptian labor market; more data analysis has been done in order to reach the relationship between gender and the different Family Friendly Policies. Not all policies were preferred as family friendly policies from both genders. Five policies out of seven were not preferred. From the sample, 124 females, who represent 59.3 %, and 63 males, who represent 55.7%, responded that they would prefer remote working, 123 females, who represent 58.8%, and 64 males, who represent 48.12%, responded that they would prefer flexible working hours as family friendly policies as shown in table 5.

Table 5: The relation between gender and the different Family Friendly Policies

Family Friendly Policy	Female		Male	
	Yes	No	Yes	No
Working Only during School term	40	169	11	102
Compressed Working Hours	10	199	10	103
Reduced Hours for limited period	64	145	22	91
Working Part time	56	153	20	93
Job Sharing	22	187	19	93
Working remotely from home	124	85	63	50
Working Flextime	123	86	64	49

Figure 15: The Relationship between Gender and the different Family Friendly Policies

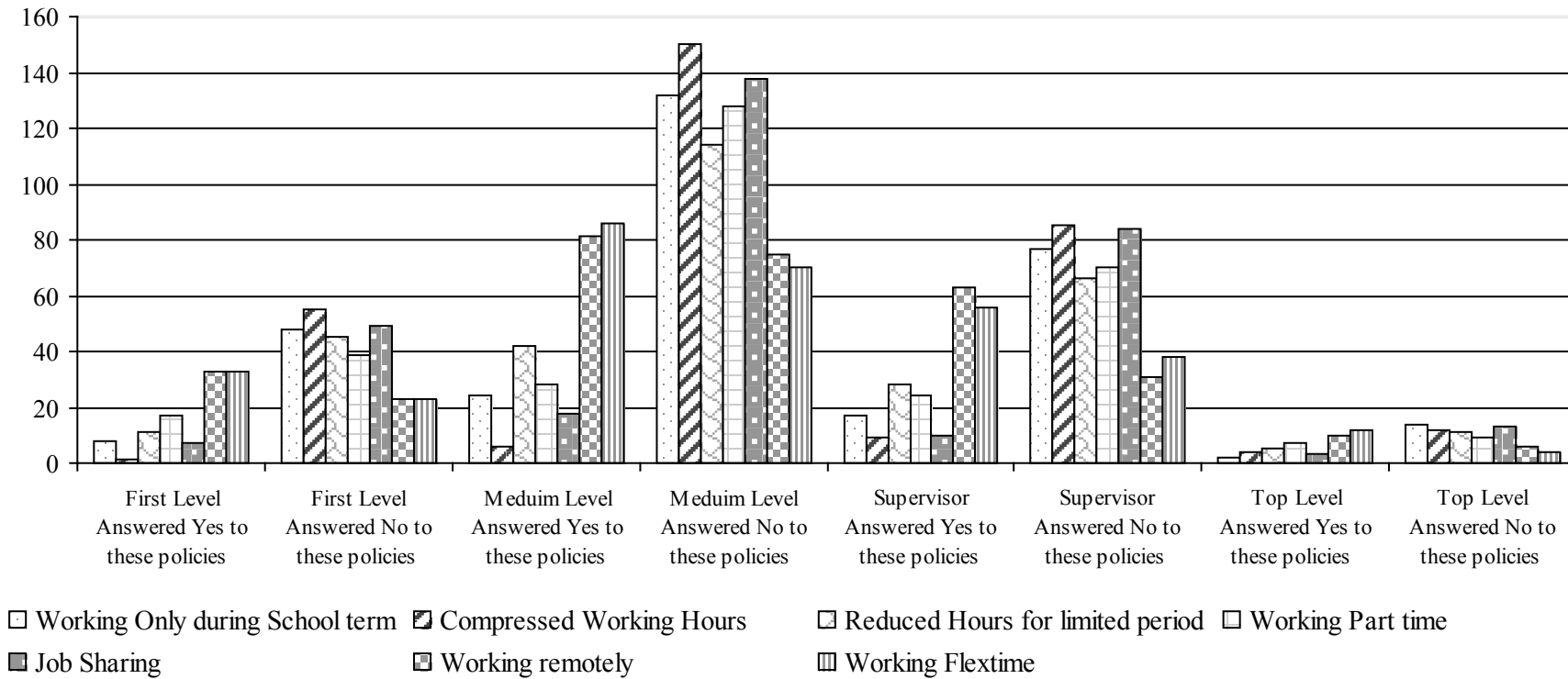


More data analysis has been done in order to reach the relationship between employment levels and the different Family Friendly Policies. Not all policies were preferred as family friendly policies from all levels. Five policies out of seven were not preferred as family friendly policies. From the sample, 33 persons from first level employees, who represent 58.9%, 81 persons from medium level employees, who represent 51.9%, 63 persons from supervisor level, who represent 67.02% and 10 persons from top level administrator, who represent 62.5% would prefer remote working policy. With a percentage of 58.9%, 33 persons from first level employees, 86 persons from medium level employees, who represent 55.1%, 56 persons from supervisor level, who represent 59.57% and 12 persons from top level administrator, who represent 75% would prefer flexible working hours policy as shown in table 6.

Table 6: The relationship between Employment level and the different types of Family Friendly Policies

Family Friendly Policy	First Level		Medium Level		Supervisor		Top Level	
	Yes	No	Yes	No	Yes	No	Yes	No
Working Only during School term	8	48	24	132	17	77	2	14
Compressed Working Hours	1	55	6	150	9	85	4	12
Reduced Hours for limited period	11	45	42	114	28	66	5	11
Working Part time	17	39	28	128	24	70	7	9
Job Sharing	7	49	18	138	10	84	3	13
Working remotely from home	33	23	81	75	63	31	10	6
Working Flextime	33	23	86	70	56	38	12	4

Figure 16: The Relationship between Employment level and different Family Friendly Policies

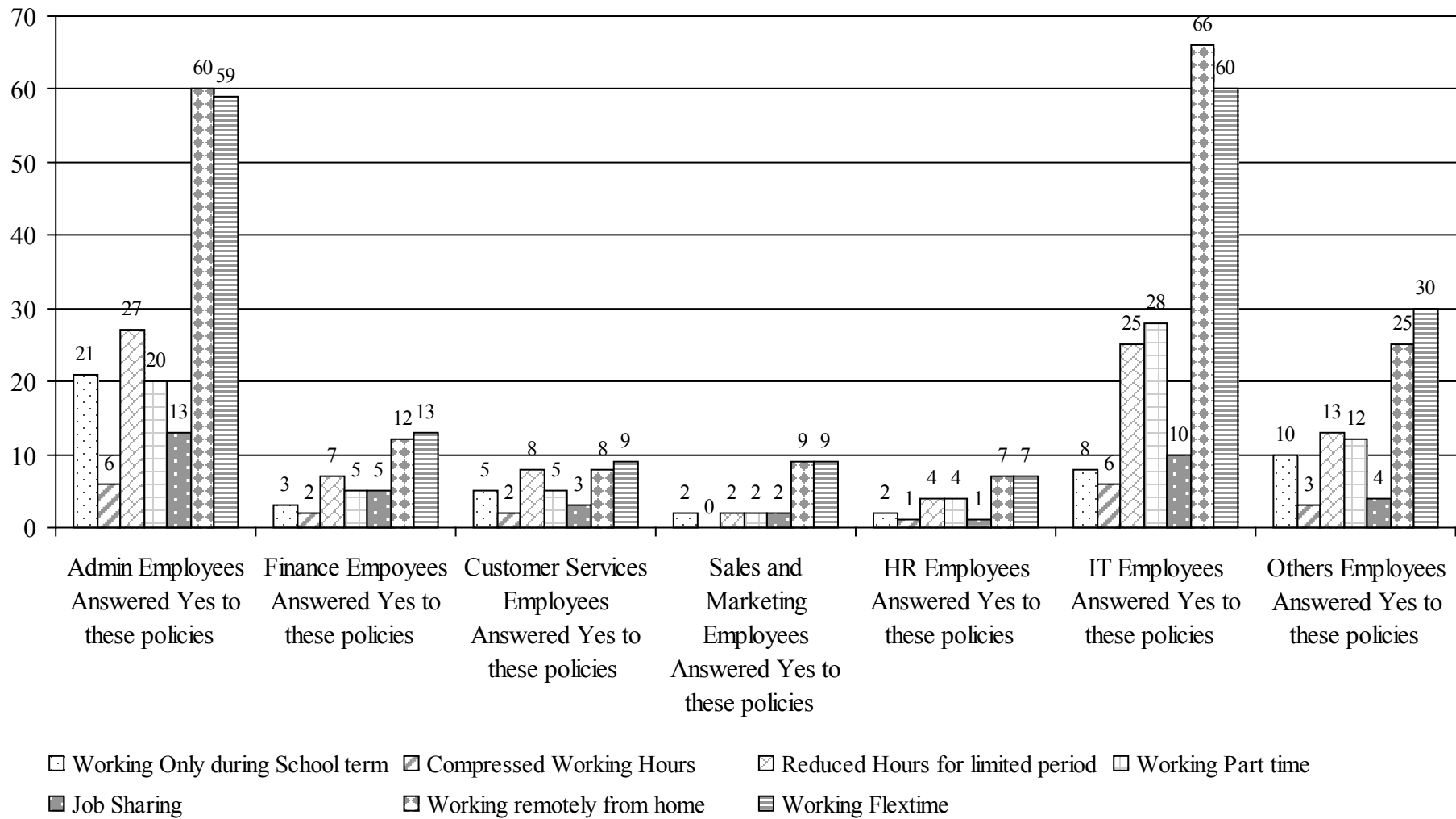


More data analysis has been done to reach the relationship between different types of jobs employees perform and the different Family Friendly Policies. Not all policies were preferred as Family Friendly Policies from all employees. Five policies out of seven were not preferred by all types of employees. While remote working and flexible working hours were preferred by some of them. From the sample, 60 persons working in administration, who represent 56.07%, 9 persons working in sales and marketing, who represent 60%, 7 persons working in human resources, who represent 87.5%, 66 persons working in information technology who represent 70.21% and 25 persons working in other fields as research, projects management, who represent 48.07% would prefer remote working. With a percentage of 55.14%, 59 persons working in administration, 9 persons working in sales and marketing, who represent 60%, 7 persons working in human resources, who represent 87.5%, 60 persons working in information technology, who represent 63.82% and 30 persons working in other fields as research, projects management, training, planning and library services, who represent 57.69% would prefer working with flexible working hours. Employees working in finance as well as customer services did not prefer any kind of family friendly policies, which prove that family friendly policies is related to the type of jobs the employees perform as not all them can accommodate these policies.

Table 7: The relationship between different Types of Jobs and Family Friendly Policies

Family Friendly Policies	Admin		Fin.		Cus. Ser.		Sales/ Mar		HR		IT		Other	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Working only during School term	21	86	3	24	5	14	2	13	2	6	8	86	10	42
Compressed Working Hours	6	101	2	25	2	17	0	15	1	7	6	88	3	49
Reduced Hours for a period	27	80	7	20	8	11	2	13	4	4	25	69	13	39
Part time	20	87	5	22	5	14	2	13	4	4	28	66	12	40
Job Sharing	13	94	5	22	3	16	2	13	1	7	10	84	4	48
remotely	60	47	12	15	8	11	9	6	7	1	66	28	25	27
Flextime	59	48	13	14	9	10	9	6	7	1	60	34	30	22

Figure 17: The relationship between different Types of jobs and different Family Friendly Policies



5.2.2 The Qualitative data:

I interviewed 22 persons, which 16 of them were women and 6 were men. They are staff at the four organizations that were studied in this research paper. They were directors, human resources specialists and employees who were taking care of a child, taking care of an elderly, studying, and having long commuting time. The selection of this sample was done by the snow ball technique with the help of human resources coordinators at these organizations.

The whole sample responded to the question “in your opinion, do you think work life balance is beneficial?” that it is really beneficial. Without this balance, employees will not be able to perform and produce as the work and family responsibilities are part of the employee duties that should be full filled in order to decrease the stress of the conflict that results from not fulfilling them. This balance can be defined as a human being’s right as it keeps the employee healthy and productive. Offering Family Friendly Policies to employees motivate them and urge them to excel in their jobs, working on retaining this job in order to keep on enjoying these benefits. Some responded that it is a way to keep their career path, which the employees should not sacrifice because of family responsibilities. And others responded that it helps them keeping good relations at home and fulfilling its responsibilities. It builds a sort of trust between management and employees that enhance the collaboration between them. It is not only for the benefit of the employee alone but for the benefit of the whole family.

The majority of the sample responded to the question “what might be the reasons for granting work life balance for employees” that it a balance between work and life, there is no differentiation between work and life as this balance keeps the stability of the whole aspects of life. Reasons for this balance can be child care, commuting time, studying and development,

elderly care, and health care. It enhances the feeling of the employees that they have a life and it is not only about work.

The whole sample responded to the question “who should be given work life balance, only women or both gender” that no differentiation or discrimination should be done based on gender. Both of them have family responsibilities and they should be given the same benefits. Some of the respondents highlighted that, despite the equity among them, it should be given more for women for three reasons:

- ❖ Women hold more responsibilities at home and among families
- ❖ The unemployment rate among women is higher than men and these policies should be given to women in order to encourage them to participate in the labor market
- ❖ The culture context has a role. Men usually do not quit a job because of the lack of Family Friendly Policies in the workplaces.

The whole sample responded to the question “what is the level of employment that should benefit from work balance” that everybody should benefit from these policies and there should not be any differentiation based on level of employment. Some added that top level managers should be available in physical in order to keep the flow of the work and monitor the productivity of the staff.

The majority of the sample agreed that remote working and flexible working hours should be the forms of work life balance they should have in their organizations when they were asked “in the light of your organization type of service, what is the form of work life balance that the organization should adopt. Some added that the availability of child care in site, or near, is important to the staff and it should not be only for women, as per the labor law, but for both genders.

The whole sample responded to the question “do you think there should be differentiation between employees who seek family friendly policies and those who do not ask in regards of their career paths” that it is the productivity and the performance of the person that should indicate the career path and not the family responsibilities. It could be described as putting the gun in front of the head of the person who has other responsibilities as if he has to pay the price of having family responsibilities. Some added that some jobs working arrangements could suit men more than women and others added that these policies themselves should be regarded as the benefit while other who do not benefit of them could be promoted.

Regards “the factors that may affect the management’s decision of offering Family Friendly Policies” the whole sample agreed that the productivity and the performance of the organization is the main factor. Some added that motivation, creating good quality of work and the willingness of the management to retain the good caliber are some the factor that affect the management decision. The type of services, the team collaboration and the availability of resources are other factors that affect the management decision. Trust can be another factor that affects the decision. On the other hand, management fears the abuse of these policies and its impact on productivity. The work load and shortage of manpower can be another factor that affects the management decision. And other managements can deal in a selfish way not taking into consideration the needs of the staff.

5.3 Discussion

The application of family friendly policies is affected by to the type of jobs that the employees practice as well as the type of service the organizations perform. Some of them require personal contact with clients such as customer services, and others require more resources and team collaboration as finance, which cannot be done remotely or on a flexible work schedule.

Although these policies should be offered to everyone, the application of some of these policies could be related mainly to women such as child care. The culture context plays a role in the Egyptian labor market, so men, usually, do not depend on these policies in their workplaces. Women are still the main providers of services in the families. The unemployment rate among women is high in the Egyptian labor market. The application of these policies will enhance the chance of women to be an effective key player in the labor market and boost productivity.

The application of these policies is not related to the employment level of the staff although the fear that some staff abuse these policies and affect the productivity is a major force that might have an impact on the application. The lack of valid and reliable performance indicators imposes a problem on the application of these policies. It affects the management willingness to offer these policies to the staff in order not to jeopardize the productivity of the organization.

Not all forms of family friendly policies are applicable in the Egyptian formal labor market. The policies that affect the pay, as the part time working, the reduced time working, and working during school terms are not preferred in the Egyptian labor market. The wages and the benefits of the Egyptian labor are still low and the economic circumstances do not allow a

decrease in the wages. The remote working and the flexible hours are the best way of application as they offer flexibility to the employees without any impact on the wages and the benefits.

Family Friendly policies can be applied in the Egyptian formal labor market to some extent providing that it does not affect neither productivity nor the wages and the benefits. The type of job that the employees practice affects to some extent the implementation of these policies. Gender and the economic circumstances have an impact on the application. Women are more regarded as the main beneficiaries of these policies. The economic circumstances enforce men to participate in the labor market whether these policies are offered in the workplace or not. Working in an organization that offers these policies is not a vital tool for men to choose a job unlike women who seek these policies.

5.4 Conclusion

The work life balance can be defined as the proper prioritizing between *career and ambition* on one hand and *Family, pleasure, and leisure* on the other hand. Offering family friendly policies in the workplaces creates a win-win situation. These policies reduce the stress of the conflict between work and life, which might play the role of motivation as employees might be urged to be more productive in order to keep the job that suits their personal needs.

These policies can be applied in the Egyptian formal labor market providing that the benefits gained from them exceed the loss encountered in the wages. Parental leaves are not preferable in the Egyptian labor market as the role of men towards family responsibilities, in the Middle East, lies mainly in the financial funding.

Therefore, policies that will affect the wages will not be preferred by the Egyptians. Future studies on the impact of the wages on the application of these policies in the Egyptian formal labor market.

Valid and reliable performance indicators should be implemented in organizations in order to measure the productivity of all employees and especially the ones who are asking for family friendly policies. Clear goals and objectives that can be measured should be set to the employees in order to help them understand what is needed from them in order to produce efficiently.

Some policies as the provision of child care centers and leave without pay for two years for child care, which are already available in the laws and regulations, are not fully implemented, especially in the private sector. The government should work on enforcing these policies on the organizations in order to allow more women to enter the labor market.

Organizations should raise the awareness of their staff of the availability of these policies in their Human Resources benefits plan. Employees should know their rights in order to ask for them

In order to apply all the family friendly policies, the government should have an economic and legislative role. They should address the issues of wages, financial arrangements for working parents, in case they take leave without pay for child care, and availability of daycare centers. They should review the part time working decree and its feasibility as well as revising the labor law and the code of the child. Other laws and policies might be legislated in order to support more flexibility in the working arrangements like flexible working hours and telecommuting.

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Annex 1: The Family Friendly Policies Available in the Egyptian Formal Labor Market

These policies are exerted from the Human Resources Policies and Regulations of the organizations studied in the research paper.

➤ Forms of family friendly policies in its Human Resources policies and procedures at AUC

Maternity Leave

A female employee is entitled to a maternity leave of three months at full pay after delivery twice during her service. During the two years following delivery a female employee nursing her child is entitled to one hour of nursing or one hour of leave per day either in the morning or in the afternoon for this purpose.

Upon request, a female employee is entitled to leave without pay for a maximum of two years to take care of her child. This type of leave is to be granted no more than twice during the employee's service. In cases of pre- and post-natal complications leave will be given as sick leave and sick leave policies will be applicable. Sick leave in such cases is authorized only by the university physician after a thorough medical checkup.

Reduced Hours for Child-care and Hardship Situations

Under special circumstances, a manager may recommend to the area head that an employee should work reduced hours rather than take a leave without pay.

This may take place following the birth of a child in the family or when an employee must cope with some personal hardship. Approval of such a temporary arrangement would normally not exceed one year, and would take into consideration the general workload of the department or office and the potential impact upon its operations. Should the work load and conditions dictate that the employee would return to work at any point of time.

This arrangement may be cancelled by the supervisor(s) provided that the employee is notified one month in advance through the human resources office. The employee may also cancel this arrangement on his or her side once the hardship situation ceases after notifying his or her department who in turn notifies the human resources office.

The terms and conditions of contract for regular full-time positions with reduced working hours are as follows:

- a) Working hours: Hours are equivalent to a percentage of regular fulltime hours as agreed by the employee and his or her supervisor, but not less than 50 percent of the full-time equivalent. Scheduling is set by the supervisor according to operational requirements.*
- b) Salary: Pay is a proportionate percentage of the gross salary and commensurate with the working schedule.*
- c) Social insurance: The employer's and the employee's share of social insurance are based on the full salary of the job holder and the insurance is paid according to the relevant law(s) without reduction.*
- d) Leave entitlement: The employee is entitled to a number of days proportional to the working schedule.*
- e) Group life insurance: Premium is paid by the university based on the reduced salary of the job holder.*
- f) Retirement benefit: Subscriptions to the relevant retirement plan are based on the reduced individual salary of the job holder and the benefits are paid according to the university policy.*

g) Medical coverage: The University pays a percentage of the premium of the relevant plan to which the employee subscribes according to his or her entitlement and the employee pays the remaining part..

Leave without pay:

Leave without pay is granted in compliance with the labor law for the following reasons:

- ❖ Military service*
- ❖ Child-care.*

In addition, the university may grant leave without pay for the following reasons:

- ❖ Government service*
- ❖ Travel to accompany a spouse on sabbatical from AUC.*
- ❖ Educational and other purposes which result in promoting the interests of the university.*
- ❖ Family hardships and other difficulties of a personal nature with the purpose of retaining the employee and inducing loyalty to the institution*

In very special cases when the leave is of substantial benefit to the university, and upon the approval of the area head or dean, leave without pay can be extended to a maximum of two years. Leave without pay of one year's duration or more is limited to permanent full-time employees who have completed at least five years of continuous service.

Emergency Absence and Leave

Emergency absenteeism and leave is allowed when an emergency arises suddenly making it impossible for an employee to obtain prior permission for leave. However, such emergency leave may not exceed a total of seven days a year.

Job Sharing

Under some circumstances, a regular full-time position may be shared by two regular part-time employees by splitting accountabilities.

Terms and conditions of a contract for shared regular positions are as follows:

- a) Working hours: Hours are equivalent to 50 percent of regular full-time hours. Scheduling is set by the supervisor according to operational requirements.*
- b) Salary: Pay is equivalent to 50 percent of the gross salary that would normally be assigned to the jobholder and is based on job level, salary range and individual qualifications of the employee.*
- c) Social insurance: The employer's and the employee's share of social insurance (national plan or FICA) are based on the actual salary of the jobholder and is paid according to the relevant law(s).*
- d) Leaves entitlement: The employee is entitled to half the number of days that would have been assigned should he or she have filled the same job on a regular full-time basis.*
- e) Group life insurance: Premium is paid by the university based on the actual salary of the jobholder.*
- f) Retirement benefit: Subscription to the relevant retirement plan is based on the individual salary of the jobholder and is paid according to the university policy.*

g) Medical coverage: The University pays 25 percent of the premium of the relevant plan to which the jobholder subscribes according to his or her entitlement; the employee pays the remaining 75 percent. (For a full-time employee, the premium is split into equal shares between the employee and the university.) (AUC Policies and Procedure Manual for supporting staff, 2011).

Remote working:

In January 2010, the AUC, represented in the office of vice president for Planning and Administration, announced its remote working policy that stated that “Under certain circumstances, usually on an ad-hoc basis and only for cases greater than one week in duration, staff members may request to conduct their work at home or at another off-campus location”, setting some criteria for the staff who can be eligible to work remotely according to the type of work and the agreement of the supervisor. If the staff member meet the criteria, he/she are required to be present for the full work day in one of two campuses at least three times each week while he / she is working remotely. Salaries and benefits will not be affected if the staff member is only working from home at an ad-hoc basis and satisfies their work obligations. The manager reserves the right to cancel any and all remote work arrangements previously agreed upon (AUC Remote Working Policy, 2011).

Day care facility benefit:

AUC has designated Caring for the Children of the AUC, a registered NGO center, independent from the university operating in the new campus, that can accommodate for about 60 children, as the primary child care service provider for eligible employees working on the

new campus. All regular, full-time female employees with children under the age of five years are eligible to participate in the program. The benefit is applicable for up to two children per eligible employee. The employee will be required to pay monthly daycare fees to Caring for the Children of the AUC equivalent to 5 percent of her monthly salary for the first child and an additional 4 percent for the second child. The AUC benefit will pay the balance of the monthly fees. Eligible employees who are unable to enroll their child (children) in Caring for the Children of the AUC or who prefer to use another daycare center of their choice may also receive the benefit. In that case, the maximum amount the university will contribute is limited to what would be paid if the child was enrolled in Caring for the Children of the AUC. In the case of Caring for the Children of the AUC, payroll deduction may be used to pay the employee's share of the monthly fees; AUC will forward to the center the balance. In the case of eligible employees who use a daycare center other than Caring for the Children of the AUC, the employee is responsible for paying the daycare fees in full and the university will reimburse the employee in case the fees exceeds 5 percent of her monthly salary for the first child and additional 4 percent for the second child. Also in that case, the maximum amount the university will contribute is limited to what would be paid if the child was enrolled in Caring for the Children of the AUC (AUC Daycare Center, 2011).

➤ **Forms of family friendly policies in its Human Resources policies and procedures at ITWorx**

Flexible working Hours:

“ITWorx accommodates for a flexible-working hours system, ITWorx default working hours are from 9:00 am to 5:00 pm with core hours from 11:00 am to 4:00 pm” (ITWORX ‘s Code of Conduct).

Remote Working:

ITWorx employees can work remotely as far as the type of work they perform can accommodate this work arrangement. This procedure is done by the approval of the head of department and through an agreement between the manager and the employee on how this arrangement can be done. Employees can work one day, two days or the whole week, if needed, remotely (ITWORX Employees' interviews, 2011).

➤ **Forms of family friendly policies in its Human Resources policies and procedures at ILO**

Maternity leave

An official shall be entitled to maternity leave with full salary and allowances upon the presentation of a certification. Maternity leave shall extend for a period of 16 weeks from the time it is granted. In maternity cases an official shall be entitled to reimbursement of the cost of attendance by a doctor or midwife. Upon presentation of a certificate, that she is pregnant, an official shall be temporarily transferred to other work if in the opinion of the Medical Adviser her job involves work which may prejudice her health. An official shall be entitled to time off for two 30-minute periods daily in order to nurse her child (ILO Staff Regulations, Chapter VIII, 2010).

Paternity leave

Upon presentation of his child's birth certificate, a male official shall be entitled to paternity leave with full salary and allowances for a total period of up to four weeks. In the case of internationally-recruited staff serving at a nonfamily duty station and in other exceptional circumstances, paternity leave shall be granted for a total period of up to eight weeks. Paternity leave may be granted either in one continuous period or in

separate periods of at least one week. Paternity leave must be exhausted within 12 months from the date of the child's birth. A minimum period of 12 months is required between the end of one paternity leave entitlement and the start of the next (ILO Staff Regulations, Chapter VIII, 2010).

Adoption leave

An official adopting a child below the age of 6 shall be entitled to adoption leave with full salary and allowances upon the presentation of the adoption certificate, for a period of up to eight weeks. (ILO Staff Regulations, Chapter VIII, 2010).

Sick leave and family-related emergency leave

An official shall be permitted leave without a certificate of not more than a total of seven working days in any calendar year and of not more than three consecutive working days at any one time, which may be used in the following cases: a) When incapacitated for the performance of his duties by illness or injury and b) In circumstances of unforeseen family related emergency. (ILO Staff Regulations, Chapter VIII, 2010).

Special leave

Special leave, with full or partial salary or without salary, may be granted to an official for advanced study or research in the interest of the Organization, or for other exceptional or urgent reasons. Special leave without salary shall be granted on application to an official who is mobilized for service in the armed forces or for national service. (ILO Staff Regulations, chapter VII, 2010).

Family allowances - local staff

An official in the General Service category at a duty station other than Geneva shall be paid a family allowance at rates and under conditions to be determined by the Director-General after consulting the Administrative Committee. While provision is always made for payment of children's allowances, allowances in respect of a spouse or a secondary dependant (mother, father, brother or sister) are provided only if such benefits form part of the outside local pattern of remuneration. (ILO HR Department Publication chapter 11, 2004).

Flexible Working Hours:

Flexible working hours are in effect at ILO. They are applied to all units as far as possible; however, departmental management is responsible for identifying and excluding those special units where the nature of the work or particular shift arrangements render flexible working hours impractical for some or all of the period. Departmental management is also responsible for identifying essential services and for ensuring where necessary that a continuous service is provided with the following rules. There are two core time periods each day, from 9.30 a.m. to 12.00 noon and from 2.00 p.m. to 4.30 p.m., when all officials are expected to be at work and when most internal communications will take place. There is a flexible period each morning from 7.00 a.m. to 9.30 a.m. and a flexible period each afternoon from 4.30 p.m. to 7.00 p.m. Subject to exigencies of work and the need to ensure that essential service is provided, officials may start work at any time during the morning flexible period, and finish work at any time during the afternoon flexible period. (ILO Circular no. 98, 1980).

Part-Time Work:

Following a trial period, which commenced in August 1973, half-time work was established in September 1976 (Circular No. 6/122) as part of an active personnel policy to achieve a better fit between the needs of the Office and the wishes of staff members. Following a very positive response by officials to a questionnaire asking their views on the extension of possibilities for part-time work, more flexible arrangements have been approved. Part-time work may be authorized on the basis of half-time or 80 per cent of a full-time working week, for periods of not less than four calendar months and must cover only complete calendar months. Part-time officials should have access to opportunities for training and development on the same basis as full-time officials. For the purposes of personal promotion, special increments for long service, eligibility to apply in internal competitions and eligibility for consideration for a contract without limit of time, periods of service in part-time employment shall be counted as equal to those of full-time employment. The salaries and allowances of part-time officials shall be calculated on a pro rata basis of the amounts payable to full-time officials. Part-time officials working five days per week shall receive all public holidays. Part-time officials shall receive during maternity leave a pro rata amount of the salary and allowances that would be payable to full-time officials. Part-time officials shall receive during sick leave a pro rata amount of the salary and allowances that would be payable to full-time officials. Part-time officials shall be eligible for health insurance coverage under the same terms and conditions as full-time officials (ILO Circular No. 122, 1990).

- **Forms of family friendly policies in its Human Resources policies and procedures at MSAD**

Remote Working:

The Ministry employees can work remotely as far as the type of work they perform can accommodate this work arrangement. This procedure is done by the approval of the head of department and through an agreement between the manager and the employee on how this arrangement can be done. Employees can work the whole month remotely based on the circumstances of the job and the availability of the needed resources. Employees who work remotely are asked to perform specific tasks that at the end, if done properly, will allow them to cash their pay check. Employees are requested at the end of each month to submit a report about all the month activities in order to receive their salaries (Dr. Ahmed Darwish and MSAD Employees, 2011)³

Part-Time Working:

Based on the law no. 1537 for the year 2005 that regulates the part time work policies among the public sector, employees can work on a part time basis for a percentage of the salary. The policy allows employees to work 40% of the time for 60% of the monthly pay or work 60% of the time for 75% of the monthly pay while the government is paying the full pension plan. 5.7 million Civil employees around the country were encouraged to use this policy. MSAD helped implementing this policy by offering the needed resources and training that allow the employee to work part-time and achieve the organization objectives. Benefits and allowances are calculated based on the salary percentage. Employees working as part time can take all their emergency leaves as well as the pilgrim and the maternity leaves as the full time employee. Working as a part timer does not affect the medical insurance, the career path, promotions and

³ Interview with Former Minister of Administrative Development, Dr. Ahmed Darwish as well as employees from the ministry.

annual increment. 21,000 out of 5,700,000 Egyptian civil service employees used the part time working law that was issued in 2005 (Interview with Dr. Ahmed Darwsih, 2011).