



Australian Government

# Workforce Australia



**PARENTAL LEAVE**  
Toolkit

Career  
Revive



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# Introduction and overview

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Imagine if a temporary absence from your workplace could lead to years of your sustained performance being forgotten? Imagine if your paid work hours plummeted, with limited opportunity for course correction over the lifetime of your career. This is the experience of many working mothers today.

## THE REALITY OF RETURNING TO WORK

Transitioning back into work following the birth of a child can be a daunting process for mothers. Many struggle to find a new equilibrium - balancing paid work, housework, and the demands of a new infant.

There are small and powerful practices that can be adopted by businesses to help parents to balance their work life and home life. And there are clear economic benefits for employers who seek to do so.

Research shows that employees who are given support and flexibility are happier and more productive than those who are not. They are also more likely to remain loyal to the business.

## PURPOSE OF THIS TOOLKIT

The aim of this toolkit is to help business to design and adopt more supportive approaches for parents without compromising business needs.

## UNDERPINNING PHILOSOPHY

While families with two working parents are now more common than the traditional family structure, women in Australia are still more likely to identify as the 'primary carer'<sup>1</sup>.

Employers that support men to engage in child care activities help to counter the disproportionate responsibility that women currently shoulder.

The underpinning philosophy of this guide is that diversity in the workplace relies on inclusive conversations and practices for both parents.

### FOOTNOTES:

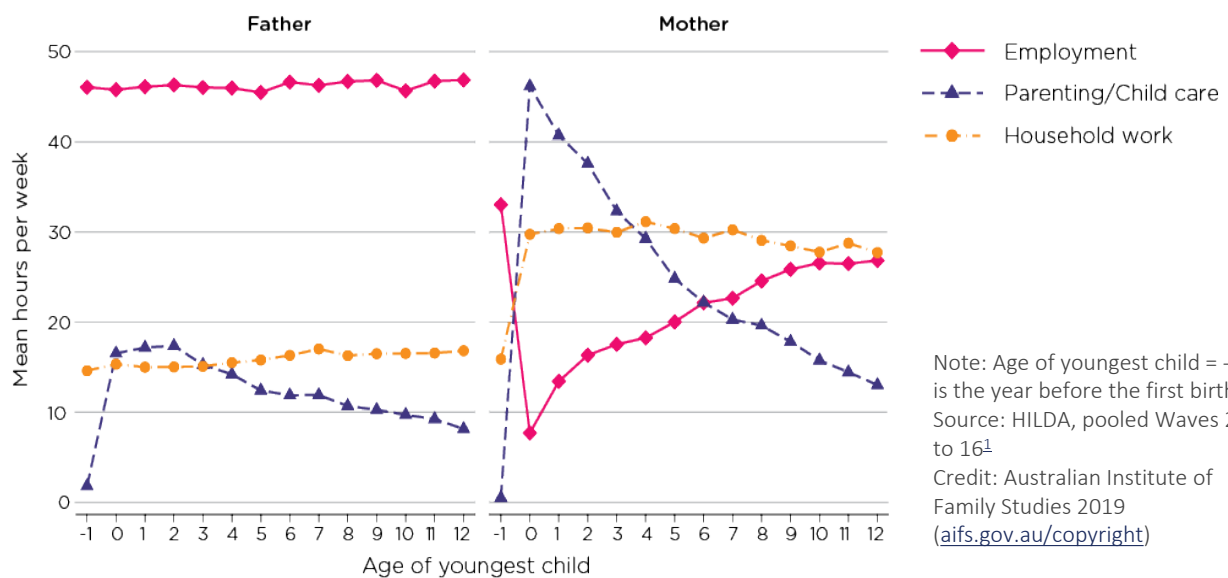
<sup>1</sup> Crabb, Annabel, *Mena at Work, Australia's Parenthood Trap*, The Quarterly Essay, Schwartz Books, Pty. Ltd. Carlton. Victoria, 2019.

## The case for inclusion

In Australia, the male uptake of parental leave is low by global standards. One in 20 fathers take primary parental leave, with 95% of primary carer leave taken by mothers<sup>2</sup>. This has significant, long term impacts on women, businesses, and society.

Jenny Baxter, a researcher at the Australian Institute of family studies, has done extensive research into the male and female experience following the birth of a child. Her research exposes stark differences in the male and female experience.

**As the chart below demonstrates, paid employment for females plummet following the birth of a child, while parenting and household duties increase exponentially. The career and trajectory and parenting / childcare burden on fathers is nowhere near as stark.**



There are systemic social factors that contribute to this reality. Traditional gender roles, pay disparity and absence of legislation surrounding shared parental leave contribute to a marginalisation of female talent in the labour market. At a more localised level, the absence of inclusive parental practices in businesses helps to reinforce the ‘male as breadwinner’ model and relegate women to the home.

“

When our policies and processes don't make sense, we're hurting business, we're hurting men, we're hurting women... and we're hurting children... As long as you are pushing men to stay at work, you are pushing women to stay home.

**JOSH LEVS, UN GENDER CHAMPION AND AUTHOR**

#### FOOTNOTES:

<sup>2</sup> Australian Bureau of Statistics (ABS). (2017). *One in 20 dads take primary parental leave* (Media release). Canberra: ABS. Retrieved from [www.abs.gov.au/ausstats/abs@nsf/Lookup/by%20Subject/4125.0%20Sep%202017%20Media%20Release%20One%20in%2020%20dads%20take%20primary%20parental%20leave%20\(Media%20Release\)\\*11](http://www.abs.gov.au/ausstats/abs@nsf/Lookup/by%20Subject/4125.0%20Sep%202017%20Media%20Release%20One%20in%2020%20dads%20take%20primary%20parental%20leave%20(Media%20Release)*11)



“ Work and care should not sit at opposite ends of one hard choice. ”

Elizabeth Broderick AO  
Sex discrimination commission  
2015-2017

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# Understanding the employee experience

As part of the Career Revive program, male and female parents shared their experiences of pregnancy and parental leave.

Their stories provide valuable insights into the experience of employees, managers and, leaders in business in regional Australia, highlighting the stigma and uncertainty that can accompany parental leave.

"I was afraid to tell my boss I was pregnant. I worried about my career and thought the moment I told them I would start to be phased out."

"My boss said I don't see why I should have to pay you to sit at home and not do anything."

"I was getting paid the hours I was at work, but I was working a full-time job. The workload didn't fit... It's a difficult job to do part-time."

"They treat you like you are irrational and incapable when you are pregnant."

"Women on maternity leave either don't get contacted or you get a letter telling you your role is now redundant."

"They drowned me in work in my first week back. I worked all weekend and nights to prove I hadn't 'lost it'."

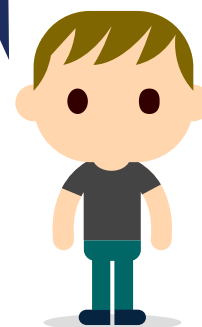
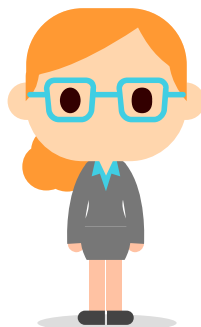
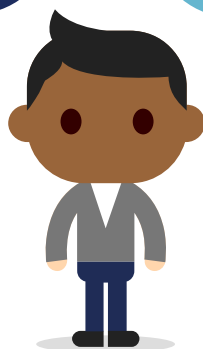
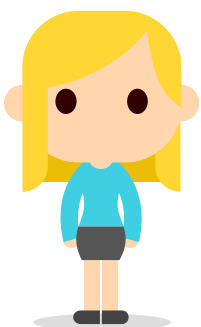
"I've had people cry in my office. You need to create comfort that you will be flexible, they shouldn't worry in the six months, we'll be here, and we'll structure something around this on their return."

"Childcare is expensive. If you aren't on a good wage, you can't afford it. It's prohibitive for people participating in work."

"Parental leave can be quite isolating. Things change at work, and your focus shifts."

"The mentality is 'here's your shift and you work it'."

"When you return from maternity leave, you never go back to the same job. It's like starting your career all over again"



"The lack of flexibility means that a lot of promotions pass you by. You end up making choices between your career and family life."

"When I went on maternity leave, I felt as though there was no one to do the "mum" duties in the business, like making sure the kitchen has milk."

"I am afraid to tell my manager that my wife is pregnant. I'm worried I won't receive the same opportunities."

"I was thrilled to come back to work. It was far more stimulating."

"In my previous job, I was fired while on maternity leave."

"For me to do any more than three days of work with daycare expenses meant it wasn't worth it. Day care is a huge issue."

"We probably don't keep in touch with individuals on maternity leave as much as we should, but we also don't want to hassle them after they have just had a baby."

"I never really considered coming back. The work is physical. I just assumed I wouldn't be able to do it anymore."

"To be honest, childcare is a real challenge. Most people just don't earn enough to be able to afford to come back."

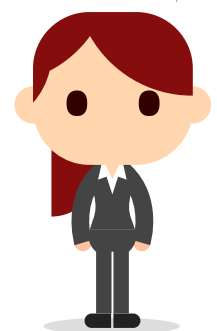
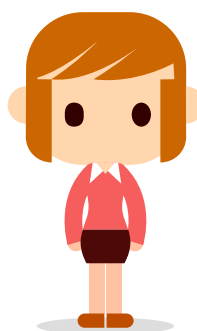
"She was terrified to admit she was pregnant. She wanted it kept quiet."

"On the one hand you have job requirements, and on top of that, you feel sick, tired and your body is changing. Then there's the doctors' appointments. It can feel a bit demeaning. You don't just want to be 'that pregnant woman at work.'"

"I came back to work feeling tired, frustrated, and full of self-doubt. I've spent the first two weeks wondering if I should quit."

"Without services like childcare and preschool in these regional areas, you are reliant on grandparents."

"Leaving your child at childcare would be easier mentally if you knew they were across the road. I need to be able to get to them quickly, just in case."





# TOOLKIT

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- Self-Assessment Tool
- Parental Pathway
- Plan on a Page



# Employee and employer benefits

Communities, businesses, and individuals benefit when employers support parents to combine work and families. Supportive parental programs increase acquisition and retention of staff, can reduce absenteeism, and position businesses as employers of choice.

Research shows that the more involved a father is in the early stages of a child's life, the deeper and more fulfilling that relationship with his child will become.<sup>3</sup>

Reduced work hours, enhanced flexibility, and access to paid family parental leave have been shown to have significant improvements on an individual's mental health.<sup>4</sup>

A 2016 study by the consulting firm, Ernst & Young, found that firms offering paid parental leave were 80% more likely to report a positive impact on employee morale, and 70% reported an increase in employee productivity.<sup>5</sup>

The 2019 National Working Families Report, provided valuable insights into what employees wished to see from their employers:<sup>6</sup>

- 1 in 4 working parents report they have considered- or actively intend – to leave their jobs in the next 12 months due to difficulties combining their job with caring responsibilities;
- 57% of fathers and 1/3 or mothers report that their parental leave is 'too short';
- 1 in 5 employees are not comfortable talking to their manager about work and family leave;
- 62% of Australia's working parents and carers report significant difficulties in managing their physical and mental health due to competing work and family pressures;
- 46% of respondents say that an employee's commitment to their job is questioned if they used family-friendly work arrangements; and
- 1 in 3 - 38% of people want more access to caring support from their employer.

Considering that the cost of replacing unhappy workers is estimated at 50% -75% of the individual's annual salary, a happier and loyal workforce is something to consider.<sup>7</sup>

The Harvard Business Review profiled a study of 120 working women and their attitudes towards parental supports in the workplace. The study found that the more help women received while pregnant, the more likely they were to want to quit their jobs nine months after giving birth.<sup>8</sup>

While they appreciated physical and practical help, such as being allowed to leave early for a doctor's appointment, they were less receptive to help that was perceived to focus on 'protecting' them or denying them challenging work.

Researchers suggested that help delivered in this manner, undermined the confidence of female staff and made them feel as though they were not capable of performing as normal, even when this was not the case.

Research does *not* suggest that employers should not try to help pregnant co-workers. Rather, they should focus on offering supports that increase and reinforce employee confidence in ability to manage the demands of work and non-work roles.

## FOOTNOTES:

<sup>3</sup> Amanda Cooklin, Conflicts between work and families and fathers' Mental Health, Report, Australian Institute of Family Studies, June, 2019. ; <sup>4</sup> ibid ; <sup>5</sup> Fathers and Parental Leave, Australian Institute of Family studies, <https://aifs.gov.au/aifs-conference/fathers-and-parental-leave>, Accessed March 2020. ; <sup>6</sup> National Working Families Report, 2019, <http://parentsandcarersatwork.com/wp-content/uploads/2019/10/NWFSurvey-Executive-Summary.pdf>, accessed March 2020. <sup>7</sup> Clayton, Sarah, How to Strengthen your relationship as an Employer, Harvard Business Review, <https://hbr.org/2018/05/how-to-strengthen-your-reputation-as-an-employer>, Accessed 30.03.2020; <sup>8</sup> Clair, Judy, Jones, Kristen, King, Eden, Humberd, Beth, The Right and Wrong Ways to Help Pregnant Workers, [https://hbr.org/2016/09/the-right-and-wrong-ways-to-help-pregnant-workers?referral=03759&cm\\_vc=rr\\_item\\_page.bottom](https://hbr.org/2016/09/the-right-and-wrong-ways-to-help-pregnant-workers?referral=03759&cm_vc=rr_item_page.bottom), accessed February 2020.

# Self-Assessment Tool

The self-assessment tool (below) is a simple way of determining where your business is positioned in relation to supportive parental practices. It can also be used as a tool to initiate and sustain conversations about current approaches and focus areas. At the next team meeting, try circling the number that most closely reflects your personal view and discuss responses as a team. What does this tell you about your organisation? What might be some quick wins, and what might require longer-term investment?

	MORE OF THIS:		MORE OF THIS:
POLICES AND PRACTICE	We offer equal leave and entitlements for primary and secondary carers.	1 2 3 4 5	We have no formal paid parental leave scheme in place.
	Flexibility is built into our parental leave scheme to suit the unique needs of each family.	1 2 3 4 5	There is no flexibility in our parental leave scheme.
	We actively incentivise leave and flexible work for male employees.	1 2 3 4 5	Women are considered to be the primary carers.
SOCIAL NORMS	Parental leave is viewed as a brief interlude in an otherwise long-term career.	1 2 3 4 5	Employees feel like they are forced to start their careers from scratch when they return to work.
	Returning staff feel valued and connected with others.	1 2 3 4 5	Returning staff are often ignored, devalued and de-motivated.
	We value outcomes over hours spent at work.	1 2 3 4 5	Performance is measured by time spent at work.
	We have a track record for retaining returners.	1 2 3 4 5	New parents rarely stay longer than a year.
WORK TYPE	Employees are given opportunities to maintain their professionalism during pregnancy and have access to challenging work.	1 2 3 4 5	Employees are phased out and excluded from work perceived to be taxing or labour intensive.
	We anticipate and accommodate requests for modified uniforms and flexibility for medical appointments.	1 2 3 4 5	We cannot modify uniforms. Work hours are fixed.
	We provide reasonable break times for employees who need to express breast milk.	1 2 3 4 5	Employees have strict and fixed break times.
COMMITMENT AND ENGAGEMENT	Employees and managers are clear about policies, entitlements and opportunities for parental leave.	1 2 3 4 5	There is little awareness about policies and entitlements for parents.
	Leaders and managers are aligned on the value to business in supporting and retaining female staff.	1 2 3 4 5	Leaders and managers do not see the business benefits in supporting and retaining female staff.
	Our staff stay connected to the organisation while on parental leave.	1 2 3 4 5	Staff have no means to connect with the organisation while on parental leave.
PHYSICAL ENVIRONMENT	We provide access to clean and private spaces in which to pump and store breast milk.	1 2 3 4 5	There are no spaces to pump and store breast milk.



“ If you exclude 50% of the talent pool, it's no wonder you find yourself in a war for talent. ”

Theresa J Whitmarsh  
Executive Director, of the Washington State Investment Board

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# Designing for your environment

Improvements don't have to involve wholesale change or significant financial investment. There are small but impactful practices that businesses can adopt to improve the employee experience.

It is important that solutions work within your unique context. As a first step, focus on deepening your understanding of the current employee experience. Deliberately observe, reflect, capture, and unearth practices that are working in your business and engage in open dialogue with staff to elicit their views.

It is useful to remember that a number of impactful initiatives and networks will already be in operation across the business. These may take the guise of WhatsApp groups, peer to peer relationships or, informal baby clothing exchanges, operating under the radar.

A 'Parental Pathway' or 'user map' (similar to those found on pages 15 -17) may support you to surface, tailor, target and, scale solutions for your business. It may also help you to unearth 'the moments that matter' – transformative snippets of time that have a lasting emotional impact on how individuals feel. To develop your parental pathway/ pathways:

## 1. ASK THE EXECUTIVE

## NOTES

Use the self assessment tool (P10) to initiate a conversation with leaders or the executive team. Use the outputs of the conversation to help to scope that parental pathway and determine whether to develop a high level map showing the end to end experience, or a more detailed map that focuses on a particular interaction.

## 2. GATHER THE RELEVANT DATA

## NOTES

Examine your HR data. Look for patterns of new parents within the business.

- Are there peak times that staff leave the business?
- Where is the largest concentration of staff who have recently become parents?
- What information can you gather from annual performance reviews or staff engagement surveys?

### 3. CONSULT WITH STAFF

#### NOTES

Seek diverse and broad views across levels, teams, domains, roles and subject areas. Speak with parents, managers, pregnant staff and recent returners about their experiences.. Consider asking them about the moments that mattered to them:

- What worked?
- What didn't work?
- Who did you rely on for support and guidance?
- What advice would you give to new or expectant parents?

### 4. CONSOLIDATE

#### NOTES

Put together the information you have and create personas based on common experience. Sketch a journey in the format of step by step interactions, with a focus on:

- The moments that matter or touch points and interactions with would be, expectant and returning parents
- Channels where interactions occur
- The emotional state of individuals during interaction
- Pain points

### 5. VALIDATE AND REFINE

#### NOTES

The parental pathway should support in the development of a truthful narrative and help to create a shared vision for the future.

When the pathway has been created, take time to validate it. Engage and broaden the consultation group to help test and challenge assumptions.

Use additional information and responses to ensure your parental pathway is representative of real cases.

### 6. CLOSE THE LOOP

#### NOTES

Diversity and inclusion initiatives are most effective when the executive or leadership team own initiatives and outcomes. Once the parental pathway has been completed, be sure to share your finding with them, and use it as a tool to collectively identify initiatives and actions to be executed with HR assistance.

Remember to focus on the moments that matter, targeting critical transitions points that are likely to derail or strain even the most competent working parents. Focusing attention on these pivotal points can help keep employees focused and engaged in the moment and longer term.



“ Any society that fails to harness the energy and creativity of its women is at a huge disadvantage for the modern world. ”

Tian Wei  
CCTV News

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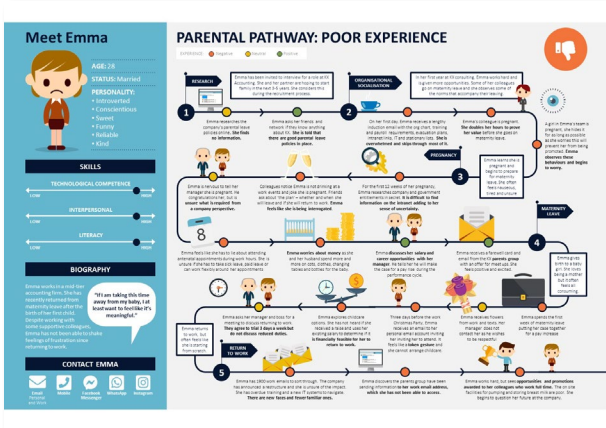
# The Parental Pathway

The 'Parental Pathway' on pages 16 and 17 show two common scenarios faced by women in the workforce.

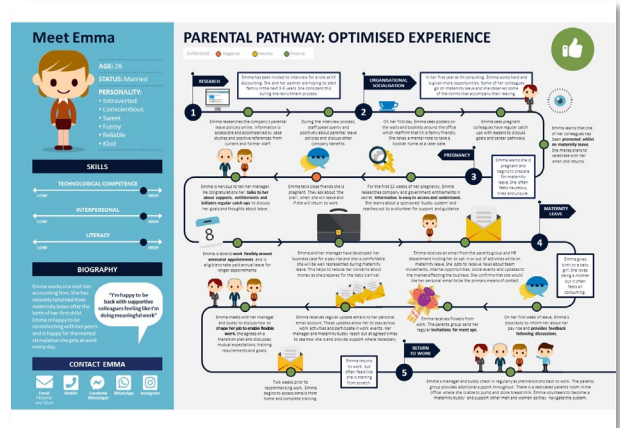
The first of these depicts a poor experience and is characterised by uncertainty, stress and concerns about career progression. This scenario reflects the experience of many women, whose mental health, and commitment to work is adversely effected by an absence of clear support.

The second pathway shows an optimised experience, where the organisation views parental leave as a brief interlude in an otherwise long term career. In this scenario, the woman in question is clear about company policies and entitlements, is supported by her manager and has avenues in which she can stay connected to the business whilst on parental leave.

page 16



page 17



The pathway can help businesses to recognise the 'moments that matter' and support you to develop and enhance your own.

# Meet Emma



AGE: 28

STATUS: Married

PERSONALITY:

- Introverted
- Conscientious
- Sweet
- Funny
- Reliable
- Kind

## SKILLS

### TECHNOLOGICAL COMPETENCE



### INTERPERSONAL



### LITERACY



## BIOGRAPHY

Emma works in a mid-tier accounting firm. She has recently returned from maternity leave after the birth of her first child. Despite working with some supportive colleagues, Emma has not been able to shake feelings of frustration since returning to work.

"If I am taking this time away from my baby, I at least want to feel like it's meaningful."

## CONTACT EMMA



Email  
Personal  
and Work



Mobile



Facebook  
Messenger



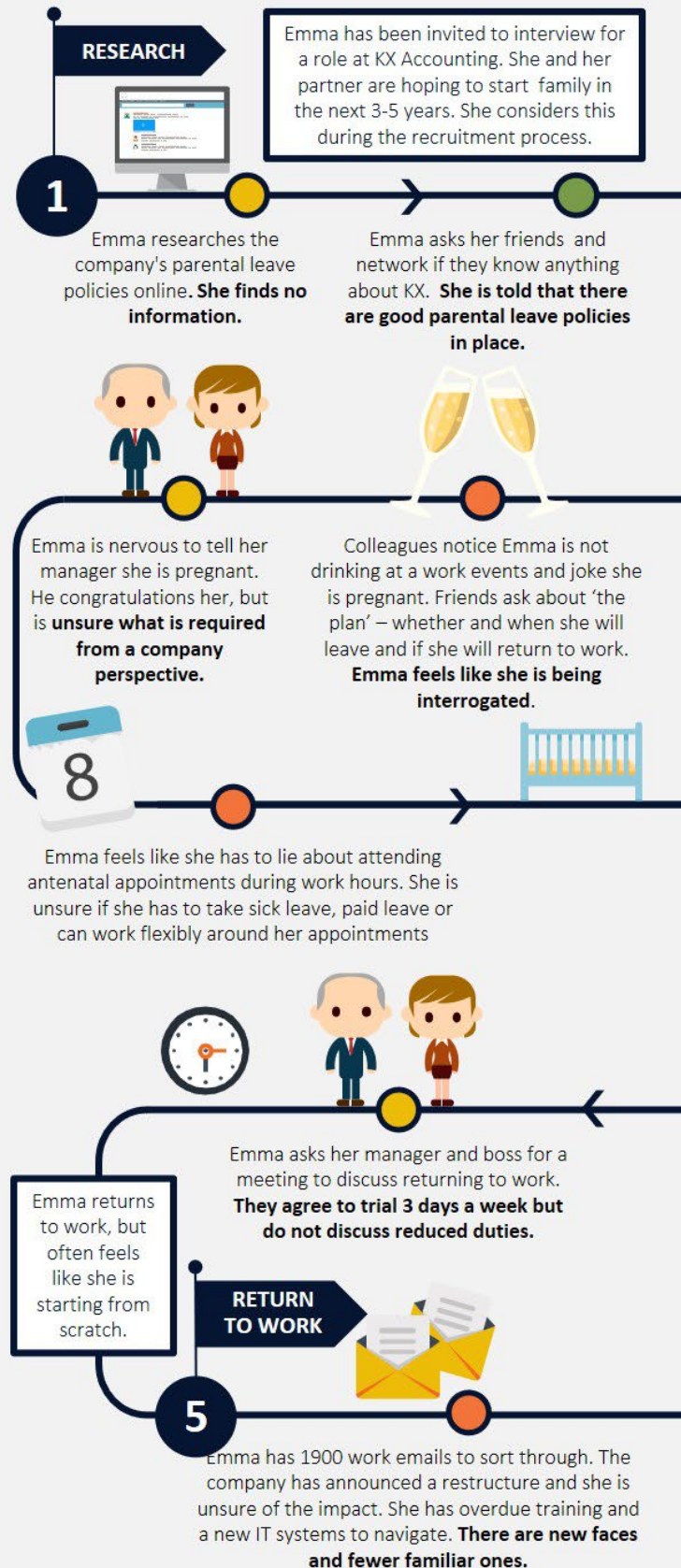
WhatsApp



Instagram

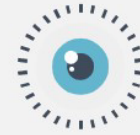
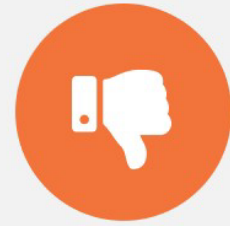
# PARENTAL PATHWAY:

EXPERIENCE: ● Negative ● Neutral ● Positive





# POOR EXPERIENCE



## ORGANISATIONAL SOCIALISATION

In her first year at KX consulting, Emma works hard and is given more opportunities. Some of her colleagues go on maternity leave and she observes some of the norms that accompany their leaving.

2



On her first day, Emma receives a lengthy induction email with the org chart, training and payroll requirements, evacuation plans, intranet links, IT and stationary lists. **She is overwhelmed and skips through most of it.**

Emma's colleague is pregnant. **She doubles her hours to prove her value** before she goes on maternity leave.

A girl in Emma's team is pregnant, she hides it for as long as possible as she worries this will prevent her from being promoted. **Emma observes these behaviours and begins to worry.**

## PREGNANCY

3

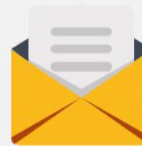


For the first 12 weeks of her pregnancy, Emma researches company and government entitlements in secret. **It is difficult to find information on the intranet adding to her sense of uncertainty.**

Emma learns she is pregnant and begins to prepare for maternity leave. She often feels nauseous, tired and unsure

## MATERNITY LEAVE

4



Emma worries about money as she and her husband spend more and more on cots, clothes, changing tables and bottles for the baby.

Emma discusses her salary and career opportunities with her manager. He tells her he will make the case for a pay rise during the performance cycle.

Emma receives a farewell card and email from the KX parents group with an offer for meet ups. She feels positive and excited.

Emma gives birth to a baby girl. She loves being a mother but it often feels all consuming.



Emma explores childcare options. She has not heard if she received a raise and uses her existing salary to determine if it is financially feasible for her to return to work.

Three days before the work Christmas Party, Emma receives an email to her personal email account inviting her to attend. It feels like a token gesture and she cannot arrange childcare.

Emma receives flowers from work and texts. Her manager does not contact her as he wishes to be respectful

Emma spends the first week of maternity leave putting her case together for a pay increase

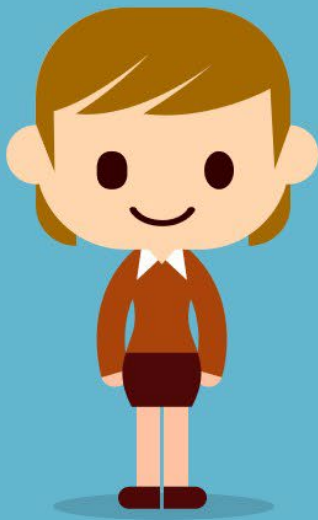


Emma discovers the parents group have been sending information to her work email address, which she has not been able to access.



Emma works hard, but sees opportunities and promotions awarded to her colleagues who work full time. The on site facilities for pumping and storing breast milk are poor. She begins to question her future at the company.

# Meet Emma



AGE: 28

STATUS: Married

PERSONALITY:

- Introverted
- Conscientious
- Sweet
- Funny
- Reliable
- Kind

## SKILLS

### TECHNOLOGICAL COMPETENCE



### INTERPERSONAL



### LITERACY



## BIOGRAPHY

Emma works in a mid-tier accounting firm. She has recently returned from maternity leave after the birth of her first child. Emma is happy to be reconnecting with her peers and is happy for the mental stimulation she gets at work every day.

“I’m happy to be back with supportive colleagues feeling like I’m doing meaningful work”

## CONTACT EMMA



Email  
Personal  
and Work



Mobile



Facebook  
Messenger



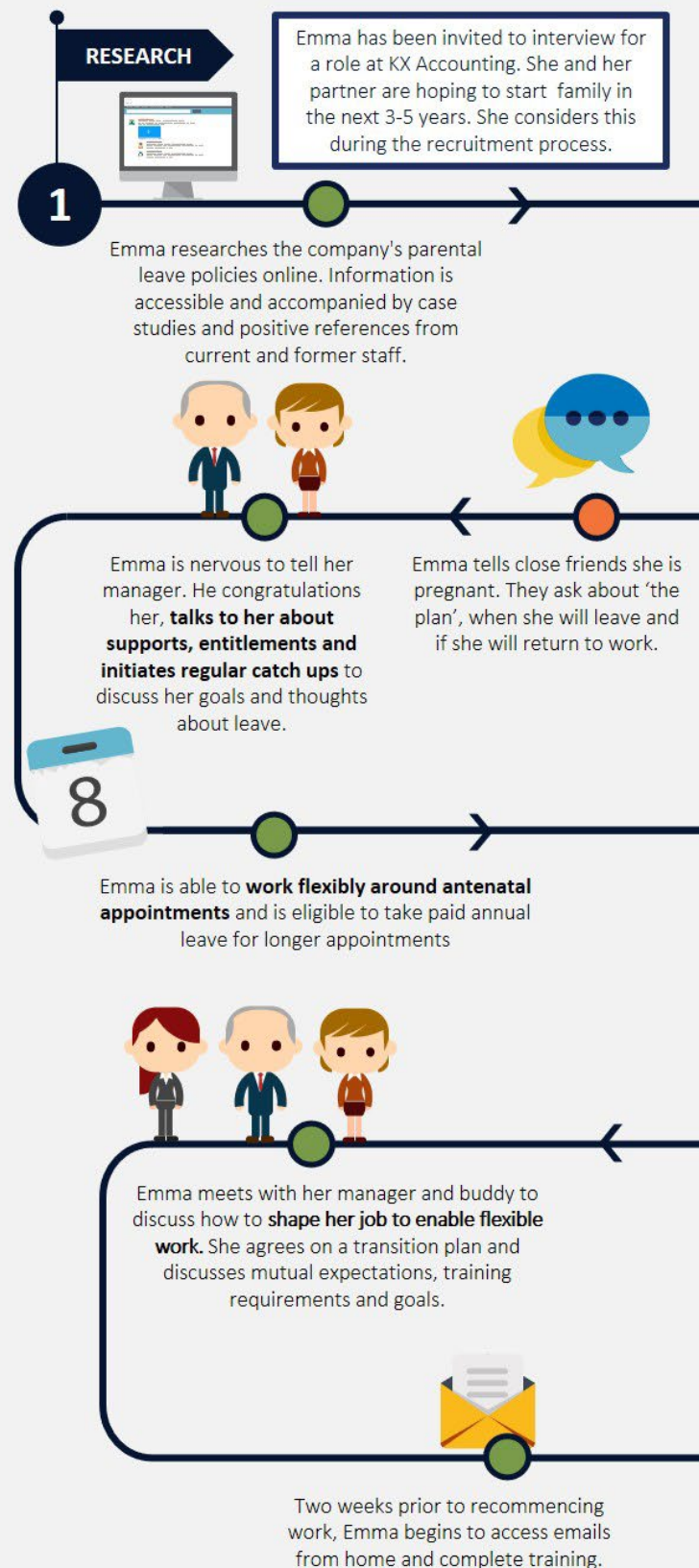
WhatsApp



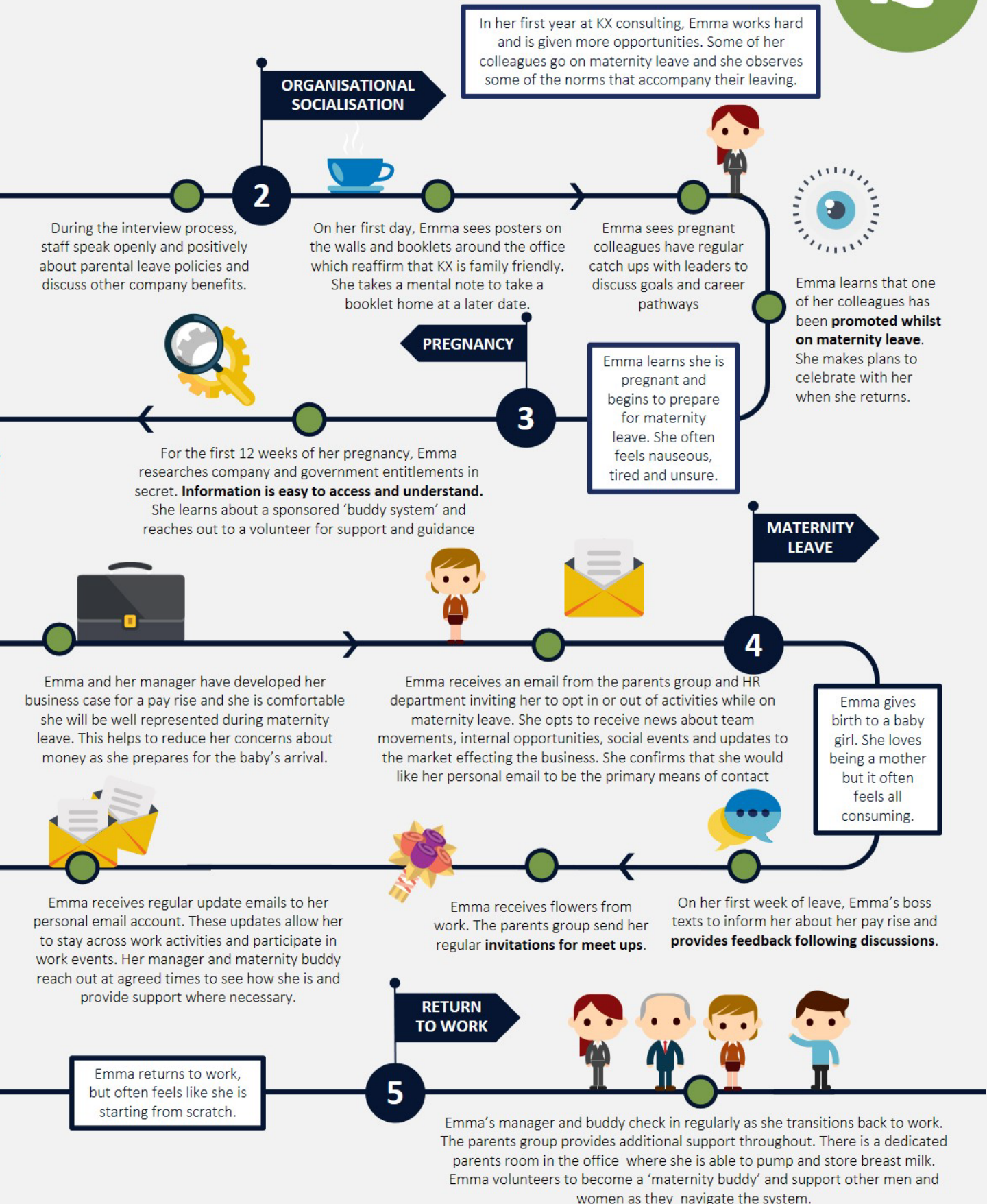
Instagram

# PARENTAL PATHWAY:

EXPERIENCE: ● Negative ● Neutral ● Positive



# OPTIMISED EXPERIENCE



# Improving the employee experience

Unlimited paid parental leave may not be an option for your businesses. Improvements don't have to involve wholesale change or significant financial investment.

Below are some simple and more ambitious ways your business could improve the employee experience of parenthood. Where possible, make the experiences inclusive, so parents of both genders feel confident and excited to partake in activities.

## MENTOR MATCHING



- Pair new or expectant mothers with experienced working mums. Mentors can help to support new parents by engaging in candid dialogue about balancing career and family and providing institutional support – ranging from navigating systems and processes to building networks and planning for a successful re-integration.
- Pair new or expectant fathers with those who have taken paternity leave. Invite them to act as spokespeople or champions for paternity leave, sharing their stories with others.
- Consider a reverse mentor program to help leaders and senior managers to stay connected to norms and realities within their organisation. Matching senior male managers with expectant and returning mothers could help them to understand diversity issues at a more human level and support female staff to develop quality relationships with senior executives.

## MANAGER TOOLKITS



- Develop succinct toolkits, discussion guides, conversation check lists and other resources that will help managers to support expectant and returning parents. Consider including information about entitlements under the Fair Work Act (including policies surrounding time off for antenatal care, requests for flexible work, carers leave, keeping in touch days and return to work guarantees.) Particular sensitivity should be exercised for miscarriage and stillbirth. Managers should be supported to have sensitive conversations with staff and understand the breadth of supports available to them.
- Print 'quick guides' and place these around the office or develop short Q&A videos that answer common questions or summarise key policy points.
- Consider developing a dynamic discussion template (P20) which will support managers to have meaningful conversations with their staff about where they work, how they work and their ambitions after they have children.
- Offer manager education and training to support parental leave transition and flexible work

## LEVERAGING ONLINE COMMUNITIES



- Consolidate information about policies, entitlements and support and make information easily available on the intranet or company website. Ensure that the page is user friendly, can be accessed on mobile devices and includes up to date contact details if staff wish to discover more about services. Being transparent, open and honest about company policies and offerings can have the added benefit of attracting talent to your organisation.
- Set up a group for parents to help them stay in touch, swap childcare tips and even trade children's clothes and books. No internet? A noticeboard in the break room can work just as well.

## EMPLOYEE DESIGNED SUPPORTS



- Consider inviting recent returners to co-design a 'what we wish we knew' pack for new and expectant parents. This could be added to online materials, distributed across the office or shared with managers and leaders to facilitate discussion and help them to support staff.

## STAYING CONNECTED



- It is good practice to have a meeting with the employee before they go on leave to discuss how often you will keep in touch and the most appropriate channels for doing so. Ensure that you have up to date contact details and (if desired) arrange for employees to have remote access to their emails. Let employees know that they will receive important news about the business, invitations to social events and have the option to dial in to the occasional team meeting if they so desire. This may change following the birth of the baby, so be sure to keep checking in.
- Under the Fair Work Act, employees on unpaid parental leave are eligible to work up to 10 days during their parental leave. These 'Keeping in Touch' days can help to support re-integration back into work. These could include attendance at the annual planning day, training sessions or regular informal catch ups with the manager and team.

## ONLINE LEARNING PLATFORMS



- Consider information / training staff may require upon returning to work and develop a tailored training for them upon return. 'Keeping in Touch' days can be used to enable ongoing training if desired, to support employees to feel confident on their return.

## PARENTAL POLICIES



- Develop a written lactation policy to support breastfeeding employees and ensure they have access to suitable facilities to express and store breast milk. Having a written policy will ensure that managers, supervisors and HR staff can respond appropriately to requests, and will signal that the company takes requests seriously.
- If possible, consider topping-up the Government parental leave payments.
- Continue superannuation contributions during paid and unpaid parental leave

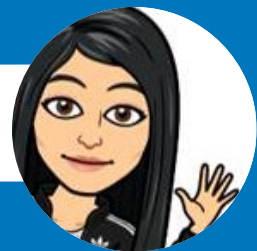
# Plan on a Page

To support employees and managers to have regular, honest and open dialogue about transitions and aspirations pre and post parental leave, consider developing a Parental Leave Plan on a Page. The template helps managers to see staff through a different lens and could be used as a dynamic document, updated before, during and following return.

## CONTACT DETAILS

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## CLAIRE MARSHALL



## GETTING READY

### CONVERSATION FREQUENCY:

Monthly discussion with manager

### KEY DATES

HANDOVER PERIOD: May – June 2020  
LEAVE PERIOD: 1 June 2020 – March 2021  
DUE DATE: 15 June 2020

### ON MY MIND

MEDICAL: Wondering about taking time for antenatal care, and whether I need to take leave or manage within my given hours.

PROFESSIONAL: Ensuring I am considered during performance evaluation and appraisal.

OTHER: Seeking confirmation of contractual maternity pay.

## WHILE I'M AWAY

### STAYING IN TOUCH:

PREFERRED CHANNELS: SMS or email

FREQUENCY: Fortnightly

TOPICS : Organisation restructures, promotion opportunities and team social events.

## RE-INTEGRATION

### TRAINING AND DEVELOPMENT

- Mandatory risk training on return
- Human centred design

### CHANGES TO WORK PATTERNS AND SCHEDULES

KEEPING IN TOUCH DAYS: To be utilised for training and planning days.

FLEXIBLE WORK REQUEST: Request to work part time (Monday – Wednesday)

### SUPPORT NETWORKS

Member of the parents at work network  
Regular catch ups with manager (fortnightly)

## GETTING READY

### IMMEDIATE:

Promotion to Senior Designer

### LONG TERM:

Team leader

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