

# Social Outcomes of Family Friendly Policies and Practices in the Workplace

For workers in all industries and income levels, striking a balance between their work and personal/family responsibilities is extremely important. Whether an employee is raising a family, caring for aging or sick family members, or attending to his or her own personal needs, the ability to achieve work-life balance is both challenging and vital in ensuring productivity in the workplace and well-being in the home. Considering the health, education, and economic outcomes that are linked to work-life balance, employers play a pivotal role in the lives of their employees and in society at large.

Highlighting examples of Family Friendly Policies and Practices, the following matrix demonstrates the impact these have on both on families and communities. It reviews workplace policies and practices which include:

- Personal, Family and Parental Leave
- Maternity/Paternity Leave and Lactation Programs
- Childcare/Eldercare/Dependent Care
- Flexible Scheduling
- Telecommuting
- Job Sharing and Part-Time Options
- Healthcare
- Wellness Programs
- Higher than Average Wages within an Industry
- Asset Building and Retirement Programs
- Training and Advancement Opportunities

	<b>Health</b>	<b>Education</b>	<b>Economic Stability</b>	<b>Employee Satisfaction &amp; Productivity</b>
<b>Personal, Family and Parental Leave</b>	<p>According to a 2011 study, work-family conflict is acute in low-income families in large part because low-income families are more likely to be caring for a family member who is ill. As a result, family leave is incredibly valuable for these families, allowing them to tend to serious issues at home and leading to increased productivity and less unscheduled absence at work. (22)</p> <p>“The ability to earn paid sick days and utilize these benefits when ill or when a family member needs care confers substantial benefits to health. At the individual level, paid sick days can help people recover from illness and use preventative health care services. Employment characteristics related to health, such as wages, family and sick leave policies, and health, dental and eye care benefits are correlated with each other, and therefore workers that lack paid sick days are likely to experience a greater vulnerability to adverse health outcomes and thus have a greater need for chronic and acute health care. Access to paid sick days can allow workers to more easily provide essential care</p>	<p>Research shows that parental involvement in a child’s education improves academic achievement and reduces dropout rates. Working conditions affect the degree of parental involvement in their children’s education, which markedly affects educational outcomes. Children whose parents are actively involved in their education perform better on reading and math tests, experience more positive emotional and social development, have fewer behavioral problems, and persist longer in school. Children who are at risk educationally, such as low-income students and those with learning disabilities, receive particularly significant benefits from parental involvement. Yet active parental involvement in children’s education can occur only when workplace schedules afford working parents the time to be with their children during out-of-school hours as well as the flexibility to meet with teachers or consult with specialists during the workday. (20)</p>	<p>Parental involvement benefits families and whole communities, resulting in a better educated future workforce and positively impacting local economies. With an annual earning potential of around \$10,000 more, high school graduates are more likely to find stable and better-paying employment. (21)</p> <p>In 2008, if only half of the 6,200 students that dropped out from their class in Albuquerque would have graduated, it is estimated that they would have contributed to the local economy in these ways:</p> <ul style="list-style-type: none"> <li>• Earned \$38 million in additional annual wages, spent an additional \$26 million in retail purchases and invested an additional \$9 million</li> <li>• Purchased homes with an additional value of \$87 million and purchased vehicles with an additional value of \$3 million</li> <li>• Contributed to spending and investment, supporting 300 new jobs and increasing the gross regional product by as much as \$46 million by the midpoint of their careers</li> <li>• Contributed an additional \$5 million in state and local taxes (21)</li> </ul>	<p>66% of U.S. workers report using unscheduled sick leave for personal or family reasons such as their children’s educational needs. Employees cite work-life balance as the most important reason for staying on jobs that allow such balance. (14)</p> <p>Bureau of Labor Statistics data show that paid parental leave and extending unpaid parental leave cut the resignation rates of new mothers and enhanced retention. (14)</p> <p>Operating in the automotive industrial sector, Autoliv Australia implemented leave and flexibility policies and their turnover rate decreased from 15-20% to just 3% and these programs ultimately saved more than they cost to implement. (13)</p> <p>According to the 2008 NSE, the main reason employers develop workplace flexibility, care giving leaves and dependent care initiatives is the retention of employees in general not the retention of highly-skilled employees (15)</p>

	<p>for family members and dependents, thereby potentially preventing a worsening of illness and use of expensive hospital care, and avoiding the need for paid caregivers. At the community level, paid sick days allow workers and students to stay home when ill and could help prevent transmission of infectious disease in schools and workplaces.” (8)</p> <p>“A guarantee of paid sick days would reduce the hazard of communicable disease transmission in community settings including restaurants and long-term care facilities, with potential for reductions in infectious disease outbreaks. Paid sick days would have a particularly significant benefit in enabling established community mitigation strategies for pandemic flu. Finally, a guarantee of paid sick days would prevent potential hunger and loss of housing among low-income workers by mitigating wage loss during periods of illness.” (8)</p>			
	<b>Health</b>	<b>Education</b>	<b>Economic Stability</b>	<b>Employee Satisfaction &amp; Productivity</b>
<b>Maternity/Paternity Leave and Lactation Programs</b>	<p>The length of time women spend at home after birth is related the coverage available for maternity care.</p> <p>The Family and Medical Leave Act (FMLA) enables those who work for employers with 50 or more employees to take up to 12 weeks of unpaid, job-protected leave per year for the birth and care of the employee’s newborn child or for placement of child for adoption or foster care...and requires that their group health benefits be maintained..</p> <p>According to, Galtry and Callister, “Research undertaken in the United States also shows that a period of leave following childbirth substantially assists mothers’ physical and mental well-being (Gjerdingen, Froberg,&amp;Kochevar, 1991;McGovern et al.,1997).</p> <p>According to Berger et al (2005), children whose mothers return to work early are less likely to be breast fed at all or to be breast fed for a shorter period of time. Also less likely to receive regular medical checkups in the first year and to receive all</p>	<p>Dr. Ahrendsen cites studies in which breastfeeding is shown to enhance cognitive development and intelligence as measured by IQ.</p> <p>US Breastfeeding Committee publication <i>Economic Benefits of Breastfeeding</i> cites research by Horwood and Fergusson “showing a 3-11 point IQ deficit in formula-fed babies.” They also cite works indicating “less educational achievement both for formula-fed children ( Rogan and Gladden) and throughout adulthood (Hardy and Wadsworth). Also cited is work indicating slower brainstem maturation (Amin et al) and IQs 8-15 points lower (Lucas et al) in premature infants who do not receive human milk.</p> <p>A study of “ different family policy regimes of twenty OECD countries...shows that the dual-earner regimes, combining high levels of support for paid parenting leaves and public child care, are strongly associated with low levels of child poverty and child mortality. We find little long-term effect of family policies on educational achievement, but a significant positive correlation between high family</p>	<p>US Breastfeeding Committee publication <i>Economic Benefits of Breastfeeding</i> cites numerous studies related to the medical costs of not breastfeeding as well as the medical and nonmedical costs of artificial feeding,breastfeeding;</p> <ul style="list-style-type: none"> <li>• For private and government insurers, a minimum of \$3.6 billion must be paid each year to treat diseases and conditions preventable by breastfeeding.</li> <li>• For families, the purchase of infant formula can amount to\$1,200–\$1,500 or more for the baby’s first year.</li> <li>• For the nation’s employers, formula feeding results in increased health claims, decreased productivity, and more days missed from work to care for sick children.</li> </ul> <p>“Only twenty-five percent of the illnesses causing one day absences from work occurred in breastfed babies while 755 occurred in formula-fed babies” (Cohen, Mrtek &amp; Mrtek, 1995)</p> <p>The World Health Organization (2002) and the American Academy of Pediatrics (1997) call for the</p>	<p>Accommodating workplaces—including those offering paid and unpaid maternity leave—raise the likelihood of women returning to full-time work within a year after childbirth and to the same employer.</p> <p>A study of multiple companies with lactation support programs found an average retention rate of 94%</p> <p>Waldfogel’s work (before FMLA) indicated that women who maintain employment continuity over childbirth were more likely to have a higher pay at age 30 than women who left the labor force around childbirth. However, women who were covered by a formal maternity leave policy and returned to their original employer had higher subsequent wages.</p> <p>Blau, Ferber, and Winkler (2001) conclude that “if parents demonstrate a strong labor market attachment prior to having children, a relatively short leave [3 months] with a return to the same employer and to the same work pattern is likely to result in low or negligible lifetime earning costs.” (from Galtry and</p>

	<p>the DPT and Oral Polio immunization during the first 18 mos. Results are stronger when return to work full time. Also, children whose moms return to FT work within 12 weeks are more likely to have externalizing behavior problems at age 4.</p> <p>Breastfeeding is known to have positive benefits for the health of the child and of the mom.</p> <p>The Center for Disease Control <i>Guide to Breastfeeding Interventions</i> cites Fein and Roe's research showing that " working outside the home is related to a shorter duration of breastfeeding, and intentions to work full time are significantly associated with lower rates of breastfeeding initiation and shorter duration."</p> <p>According to Corporate Voices for Working Families, "One of the most common reasons mothers cite for not breastfeeding is that they must return to work. Hourly workers face especially challenging barriers to breastfeeding, including a lack of sanitary facilities to pump milk at work, inflexible schedules and unsupportive managers.</p> <p>According to Galtry and Callister's review of the literature ( p229), "For mothers who wish to resume employment...one alternative to taking a long period of leave to breastfeed is to express breastmilk (either by hand or breastpump) in the workplace. Frequent feeding or expression is critical for ensuring milk production,,,[and preventing] early termination of breastfeeding (Auerbach, 1999). If she has access to lactation breaks and facilities in the workplace, the mother may be able to resume employment and express and/or pump milk with relative ease..."</p> <p>The CDC cites a study by Cohen et al. that "examined the effect of corporate lactation programs ...[that] included prenatal classes, perinatal counseling, and lactation management after the return to work. About 75% of mothers in the lactation programs continued breastfeeding at least 6 months, although nationally only 10% of mothers employed full-time who initiated breast-feeding were still</p>	<p>policy support and higher educational attainment." (Engster and Stensota, 2011)</p>	<p>exclusive provision of breast milk for the first 6 months, with continued breastfeeding – for at least 1 year, up to 2 and beyond, desirable.</p> <p>If 90% of US families could comply with the medical recommendations to breastfeed exclusively for 6 months, the United States could save \$13 billion/year and prevent an excess 911 deaths annually, 95% of which would be of infants" (Bartick &amp; Reinholt)</p> <p>Dr. Ahrensdsen identifies the following financial savings to Government and Families. Savings on food: "The cost to supply artificial baby milk (ABM) to one child is between \$800 and \$1,200 per year depending on the brand and area of the country. Reduced medical expenses: "A pre-publication study by the Wisconsin State Breastfeeding Coalition estimated the following health care savings in Wisconsin if Breastfeeding rates were at 75% at discharge-50% at six months:</p> <ul style="list-style-type: none"> <li>\$4,645,250/yr Acute Otitis Media</li> <li>\$437,120/yr Bronchitis</li> <li>\$6,699,600/yr Gastroenteritis</li> <li>\$262,440/yr Allergies</li> <li>\$758,934/yr Asthma</li> <li>\$578,500/yr Type I Diabetes (birth -18yrs)</li> <li>\$17,070,000/yr Breast Cancer</li> </ul> <p>For a total health cost savings of \$30,984,432/yr.</p>	<p>Callister)</p> <p>And, according to, Galtry and Callister, "Research undertaken in the United States also shows that a period of leave following childbirth substantially assists mothers' physical and mental well-being (Gjerdingen, Froberg,&amp;Kochevar, 1991;McGovern et al.,1997).</p> <p>A study by Pinka Chatterji, Sara Markowitz and Jeanne Brooks-Gunn using data from the National Institute of Child Health And Human Development's Study on Early Child Care (SECC) to study several traits, including maternal physical and mental health, parental stress, quality of parenting. The analysis, published by the National Bureau of Economic Research, revealed that working doesn't necessarily lower the quality of parenting or even worsen parental stress. Critical is taking the right amount of leave time at birth.</p>
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	<p>breastfeeding at 6 months." CDC also notes that "participants in the Mutual of Omaha's lactation program breastfed an average of 8.26 months, although nationally only 29% of mothers were still breastfeeding at 6 months."</p> <p>According to Ahrendsen, health benefits to mothers of breastfeeding include delay in fertility, reduced risk of breast cancer, uterine cancer (by reducing ovulatory age), endometrial cancer, improves emotional health post partum, reduces insulin requirement, decreased risk of osteoporosis, promotes postpartum weight loss.</p>			
	<b>Health</b>	<b>Education</b>	<b>Economic Stability</b>	<b>Employee Satisfaction &amp; Productivity</b>
<b>Childcare and Dependent Care</b>	<p>"... Evans et al argue that establishment of a comprehensive early childhood development program ... would be the single best means of improving ... health outcomes."(12)</p>	<p>Affordable quality child care also impacts the life-long educational trajectory of children (12).</p>		<p>Childcare subsidies, work-site child care, and other child care benefits enhanced retention among workers studied in a variety of industries, including manufacturing, banking, and hospitals.</p>
<b>Flexible Scheduling</b>	<p>According to several studies done in this area, there has been a definitive increase in employers offering flexible scheduling:</p> <ul style="list-style-type: none"> <li>• Over a 10 year period beginning in 1995, fixed schedules decreased from 71 to 67% in Europe.</li> <li>• As of 2008 statistics, 79% of US employers allow some flexibility in schedule changes, while 37% of employers allow flexibility for all.</li> <li>• In 1998, 24% of US employers allowed for daily changes in starting and quitting time schedules, whereas in 2008, 31% allow for daily changes.</li> <li>• According to the US Census Bureau in 2001, 28.8% of employees had flexible schedules. 31.2% of those employees aged 65 and over had flexible schedules.</li> <li>• And as of 2004, according to the US Department of Labor, men continued to have a more flexible schedule than women by 2%, however women are more likely than men to utilize this opportunity.</li> </ul>		<p>Employers and employees both seem to benefit from flexible scheduling as determined by the following:</p> <ul style="list-style-type: none"> <li>• 51% of employees offered flexible work arrangements report high levels of life satisfaction.</li> <li>• 34% of employees allowed to flex their schedule in 2002 reported low levels of 'negative spillover from job to home'.</li> <li>• Employees with flexible work schedules report fewer mental health issues.</li> <li>• In a study taken in 2006, 41% of full time employees agreed that if they were given more control over their time they would be more productive.</li> <li>• In a study done in 2008, 60% of employers actively encouraged supervisors to be supportive of employees with family needs and by finding solutions that work for both employee and employer and 20% of employers reward managers who support effective flexible scheduling arrangements.</li> <li>• According to a survey done in 2005, alternative work arrangements rank at the top of work-life</li> </ul>	<p>A study of 614 U.S. businesses found that when considering whether to stay with their employer, schedule flexibility outweighed salary, stock options, and training considerations</p> <p>Deloitte &amp; Touche credits its schedule flexibility programs in saving approximately \$41.5 million in costs related to turnover.</p> <p>A study of low wage workers with schedule flexibility found that they were 30 percent less likely to leave their employer within two years than workers who had no flexibility.</p> <p>According to the National Study of the Changing Workforce, in 2002, 73% of employees with high availability of flexible work arrangements reported that there was a high likelihood that they would stay with their current employer for the next year</p>

			programs in minimizing unplanned absences from work.	
	<b>Health</b>	<b>Education</b>	<b>Economic Stability</b>	<b>Employee Satisfaction &amp; Productivity</b>
<b>Telecommuting</b>	<p>There has been a definite increase in employees who telecommute for all or part of their work life.</p> <ul style="list-style-type: none"> <li>• Between the years 2005 and 2006 there was a 25% increase in one day a week or more telecommuters.</li> <li>• As of 2007, at least 8 % of Americans telecommute one or more days per month which indicated a 39% increase in a 5 year period.</li> </ul> <p>What are some of the characteristics of those who work from home?</p> <ul style="list-style-type: none"> <li>• Self-employed</li> <li>• Small business owners</li> <li>• In 2001, both men and women work from home – there is not significant difference based on gender, however in 2007, 3 out of 5 teleworkers were male, married or living with a partner, and living in a household that earns \$75K or more</li> <li>• Managers are more likely to work from home working in the fields of education, training, mathematical science, computer and library occupations, as of 2009 statistics.</li> <li>• Professions least likely to work at home include food and beverage occupations, production, healthcare, construction, transportation, and building and maintenance operations.</li> </ul> <p>Employee benefits of telecommuting include:</p> <ul style="list-style-type: none"> <li>• Less reports of emotional and physical fatigue than on-site workers</li> <li>• More satisfied with work than on-site workers</li> <li>• Tremendous advantage for disabled or those with temporary disabling healthcare issues</li> </ul>			<p>Fortune 500 firm USAA decreased turnover by half, increasing its net worth and paying out \$857 million in dividends and in 2008 by offering it employees options around telecommuting, flexibility, part-time employment, and job sharing.</p> <p>In a 2007 survey of 10,000 U.S. workers, 53% of the remote workers said they weren't considering leaving the company within 12 months, while only 46% of the office workers said leaving wasn't a consideration.</p>

	<b>Health</b>	<b>Education</b>	<b>Economic Stability</b>	<b>Employee Satisfaction &amp; Productivity</b>
<b>Job sharing and Part-Time Options</b>				<p>Cigna retained five hundred managers and professions as a result of their job share and part-time employment options.</p> <p>Corning reduced turnover by 50 percent among its manufacturing workers by providing job sharing and part-time options.</p> <p>Fortune 500 firm USAA decreased turnover by half, increasing its net worth and paying out \$857 million in dividends and in 2008 by offering it employees options around job sharing, part-time employment, telecommuting, and flexibility</p>
<b>Healthcare</b>	<p>Employment characteristics related to health, such as wages, family and sick leave policies, and health, dental and eye care benefits are correlated with each other, and therefore workers that lack paid sick days are likely to experience a greater vulnerability to adverse health outcomes and thus have a greater need for chronic and acute health care. Access to paid sick days can allow workers to more easily provide essential care for family members and dependents, thereby potentially preventing a worsening of illness and use of expensive hospital care, and avoiding the need for paid caregivers." (8)</p>			<p>As a result of its combination of healthcare, competitive wages, flexibility, part-time options, and training and advancement opportunities, Costco's turnover rate is less than 6% after first year of employment (1/3 the industry average)</p>
<b>Wellness programs</b>				
<b>Higher Industry Wages</b>	<p>Pay Equity is important as well since women are generally in poverty at higher rates than men. It is also very important to note that White women tend to be in poverty about half as much as women of color. (9) The Wayne County Department of Health (Michigan) has completed a Health Impact Assessment (HIA) on pay equity for women and has concluded that:</p> <p>"Our findings strongly suggest that improving women's income through legislation requiring pay equity would generally have a strong positive impact on the health of women and their families. Given the</p>			<p>As a result of its combination of higher industry wages, flexibility, part-time options, healthcare, and training and advancement opportunities, Costco's turnover rate is less than 6% after first year of employment (1/3 the industry average)</p> <p>"...common organizational features of those US companies that were most successful in terms of shareholder value over a number of years (Pfeffer 1998). He came up with the following list of common characteristics:</p> <p>1 – employment security;</p> <p>2 – selective hiring of new personnel;</p>

	evidence of larger inequities in income and pay for women of color, lower-income women, and mothers, our predictions are that equal pay would have a disproportionately positive impact for those populations, and thus move toward reducing the disparities that exist in the health outcomes identified below, particularly in infant mortality and other maternal and child health outcomes." (10)			3 – self-managed teams and decentralized decision making as the basic principles of organizational design; 4 – comparatively high compensation, contingent on organizational performance; 5 – extensive training; 6 – reduced status distinctions and barriers across levels; 7 – extensive sharing of financial and performance information throughout the organization."
	<b>Health</b>	<b>Education</b>	<b>Economic Stability</b>	<b>Employee Satisfaction &amp; Productivity</b>
<b>Asset Building and Retirement Programs</b>				In addition to providing incentives for every aspect of production, family business, Jenkins Brick set up a profit-sharing program in which employees became vested after 6 years. This resulted in decreased turnover, increased productivity and improved product quality.
<b>Training and Advancement Opportunities</b>	Medical research is expensive. Increasing education levels may provide a significantly cheaper way of increasing health and life expectancy.	Second, social determinants of health influence the ability of parents to support, stimulate and nurture their children's intellectual, emotional and social development. Social determinants of health experienced by parents that influence their children's health include parental education, employment and working conditions, social safety net, social exclusion, and unemployment and employment security. (12)		Operating in a high turnover industry, Xerox Europe offers career track options and training for their employees in their call centers, leading to decreased levels of turnover.  Costco reports that 98% of its promotions happen from within the company and its internal skills development has improved recruitment and retention. 68% of their warehouse managers started as hourly employees and their turnover rate is less than 6% after first year of employment (1/3 the industry average)

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