

# FOCUS

on  
*Federal Employee Health and Assistance Programs*



United States Office of  
Personnel Management

## NASA Highlights Safety and Health with Full Day of Events

NASA Administrator Daniel A. Goldin, intensely committed to safety and health at NASA, made opening remarks at the day's events. ➤



very complicated operations. "Safety is unspeakably important," he stressed, "more important than anything you do at work — this is the essence. If you live this both at work and at home, think about how meaningful that is. We must dedicate our total being to creating safety on our jobs. As good as we have been, we need to do better. We'll set up an infrastructure where safety is integrated at every level." Mr. Goldin shared statistics on accidents and stated "within six years, I want us at zero in

### In This Issue

- Child Care Summit
- Workplace ADR
- Crisis Training
- Senior Issues
- Workplace Traffic Safety
- Nursing Mothers Programs
- Healthy People 2010
- Conferences!!

**W**hen it comes to safety, the National Aeronautics and Space Administration (NASA) is unique — considerations for safety must cover a lot of ground, *and space!* Where else does a Federal organization concern itself with safety matters on earth as well as places like Mars?

Making safety a top priority, NASA sponsored Safety and Health Day for employees in Washington,

DC on May 13, 1999, with the theme, "Mission Success Starts with Safety." Clever activities highlighting safety and health were featured throughout the day.

Most passionate about safety was Daniel A Goldin, NASA Administrator. In the opening session, he lauded the "incredible" achievements made by NASA in maintaining a good safety record despite using some older equipment and practicing

terms of injuries, accidents, and deaths." In closing, Mr. Goldin said, "I come on very hard, very strong, because I deeply care. And NASA employees care. Every life is precious and I don't want to risk a single life. Everything and everyone at NASA must be committed to safety."

Mr. John Plummer, Occupational Safety and Health Administration's (OSHA) Director of Federal agency

*(continued on page 2)*

*(continued from page 1)*

programs, followed, stating that according to their records, NASA is doing very well with safety, adding, “and this organization faces the additional safety challenges presented with space travel.”

“Workplaces with a strong safety culture result in lower accident rates, lower turnover, absenteeism, and higher productivity. Safety is achieved step-by-step and in an environment where employees go beyond

tions, including computer workstation ergonomics, seated massage, and workplace emergency procedures presented by the Federal Protective Service. In one room, assorted safety and health videos played throughout the day, and various seminars were ongoing.

One safety demonstration conducted in the lobby was particularly entertaining and impactful. A special type of goggles simulating the sensory affects of intoxication were

being is having healthy relationships. A humorous and educational program presented mid-day proved to be quite popular, considering the large attendance. The program, arranged by the employee assistance program, was based on the bestselling book, “Men Are From Mars; Women Are From Venus.” Entitled “Gender Astronomy: Communication and Patterns between Martians and Venetians,” two psychologists, who are also husband and wife, co-presented the program.

Having completed training sponsored by the book’s author, John Gray, the couple taught participants about differences between men and women that foster misunderstandings — despite good intentions.

Participants learned about the surprisingly different ways that men and women will interpret the same verbal message. They also learned about stark differences between the kind of gestures and feedback that are most valued by men and women. By acknowledging these fundamental differences and working with them, the presenters demonstrated how miscommunications can be avoided.

Other seminars were enlightening. One seminar focused on nutrition and challenged participants to test their “nutrition IQ.” One program focused on proper stretching techniques for flexibility. Another hands-on demonstration allowed women to learn about assault awareness. A panel from the DC Emergency Management Agency taught participants about disaster preparedness.

Employees could also learn more about the status of their own health through a number of free health screenings — measurements for blood pressure, glaucoma, back health, bone density, and body composition were available.

While this was the first Safety and Health Day of its kind at NASA, the agency knows emphasizing safety and health in a way that is educational and fun is a good investment. Experiencing the success of this program has inspired staff to plan another innovative program for next year. **F**

*A participant tries to walk a straight line as she wears a special type of goggles that simulate the sensory effects of intoxication. ➤*



the call of duty to achieve safety and safety is rewarded and practiced continually. You’ll know you have a strong safety culture when everyone is committed, not just the Administrator.”

Activities on Safety and Health Day included various demonstra-

offered. After putting the goggles on, participants were challenged to walk a straight line. Demonstrating the difficulty in maintaining motor control while feeling the affects of intoxication stressed the message, at the very least, not to drink and drive.

Another aspect of health and well-

# OPM Summit Strives to Improve Quality of Federally-Sponsored Child Care

As one of its first major initiatives, the Office of Personnel Management's (OPM) new Family-Friendly Workplace Advocacy Office sponsored a Federal Child Care Summit on May 12-14, 1999, in Kansas City, Missouri.

This premier summit was featured as an important step in achieving President Clinton's directive to OPM "... to take significant new steps to improve the quality of Federally sponsored child care in the Executive branch."

The audience represented over 250 work and family and child care coordinators, child development providers and specialists, unions, and educators from state agencies, the private sector, and 42 Federal agencies.

The chief dilemmas challenging employers and employees as they strive to better balance both work and family demands center around maintaining affordability and quality. Four plenary sessions and concurrent workshops on 20 different topics explored solutions to these challenges.

At the opening session, OPM Director Janice Lachance remarked about the conference's theme, "Affordable Quality Child Care: An Employer Issue," that "we are really talking about more than that. We are talking about child care as everyone's issue. Employers, unions, parents, child care providers, health care professionals; everyone has a stake in helping our society raise our children to reach their full potential."

"The Office of Personnel Management is here to help," she said. "In our role as the government's human resources policy maker, we are in a unique position to be an agent of change."

OPM, Ms. Lachance said, contin-

ues to find ways to support Federal employees with their child care responsibilities, to identify ways to improve the quality and affordability of child care arrangements, and to encourage employees to participate in a wide array of family-friendly opportunities. She mentioned OPM's newest publications, *The Child Care Resources Handbook*, *Establishing a Workplace Parenting Support Group*, and *Establishing a Nursing Mothers Program* (this booklet featured on page 9; visit [www.opm.gov](http://www.opm.gov) for more information about these

**"...everyone has a stake in helping our society raise our children to reach their full potential."**

booklets), which were available at the conference.

Dr. Bettye Caldwell, a professor in the Department of Pediatrics at the University of Arkansas for Medical Sciences, was the keynote speaker. "It is easy to act as though quality care had just been discovered -- or even invented," she said, but she described outstanding child care programs that emerged during World War II. Created out of dire necessity, they were generously funded by both public and private funds. These programs demonstrated that quality child care can be achieved with the right support.

The child care field "entered the dark ages," she said, when these programs were abruptly closed as

women were laid off to provide jobs for the returning servicemen at the end of WWII. Both public and private funds to operate high quality programs disappeared at the time.

"A renaissance began in the mid-sixties, again coinciding with a national emergency. A sharp increase in the number of women entering the labor force was part of this; another major determinant was the accumulation of evidence pertaining to the importance of early years of life for optimal development," said Dr. Caldwell.

As a consequence, she said, child care has been struggling to achieve levels of quality that are necessary to support factors for optimal child development.

Dr. Caldwell called the acceleration of public/private partnerships one of the most gratifying contemporary movements since increased funding helps to create quality programs.

Other conference sessions featured leaders in providing quality child care who discussed core quality care issues, including security and safety, assessing quality care in multiple settings, and making parents informed consumers.

Some successful approaches to the challenge of affordability were shared, such as forming public/private partnerships, conducting fundraising for child care, and setting up a consortium for child care

*(continued on page 9)*



▲ Keynote speaker Bettye Caldwell offered a new perspective on approaches to achieving quality child care.



# Authors Propose a Systems Approach for More Effective Workplace ADR

As Alternative Dispute Resolution (ADR) expands rapidly as an effective technique to resolve workplace disputes, it continues to evolve.

A diverse group of Federal professionals working with ADR (who formerly served on a special workplace dispute systems committee of the Federal ADR Network), are collaborating to propose workplace dispute systems in agencies, championing it as an highly efficient and effective approach to ADR.

The current status of ADR at most agencies, the group contends, is what they call, "compartmentalized" ADR.

As ADR procedures enter these compartmentalized arenas for conflict resolution (and is especially the case in EEO offices), more and more of these units are being relied upon to resolve workplace disputes not under their jurisdiction. Otherwise, workplace conflicts may lack means for using ADR.

In the case where all conflicts get directed to one office, the systems proponents assert that this then places a strain on the office's credibility. In responding to issues not within the essence of their mission, their integrity is discredited. In the case where conflicts are not

and staff sharing an interest in addressing workplace conflict work together, such as representatives from the employee assistance program, EEO, general counsel, inspector general, employee and labor relations, the union, and ombuds. Where it is appropriate, through both formal and informal channels, members may share information, resources, and possibly decision making.

Representatives of the workplace disputes systems may refer employees to more appropriate offices if it does not violate confidentiality constraints. They can meet together regularly to share expertise in discussing problematic areas and make shared recommendations to senior agency management regarding workplace policies and systems.

With a systemic approach, members can offer broader insights on the proper management of conflict and the identification of negative trends, thereby facilitating resolutions before they escalate into crisis situations.

Systems proponents offer that with professionals from different fields of expertise working toward a common goal, there are other potential benefits, such as: more efficient resource allocation; cost savings (through early identification and resolution of conflicts); better case management; and enhanced efficiency, effectiveness and creativity.

The group is currently identifying essential elements of a system and considering ways to design a workplace disputes system. They are also addressing possible solutions to specific hurdles such as turf battles, and deficiencies of the necessary time, enthusiasm, trust, and/or appropriate leadership to sustain it.

For more information, email D. Leah Meltzer, Director of ADR Programs with the Securities and Exchange Commission, at [meltzerd@sec.gov](mailto:meltzerd@sec.gov).

## OPM to Publish Updated and Expanded ADR Resource Guide

Another source of information about ADR will be available when the Office of Personnel Management (OPM) publishes the book, *Alternative Dispute Resolution: A Resource Guide*. The *Guide* is an updated and expanded version of OPM's original issuance on the subject in 1994.

New in the *Guide* in 1999 are summaries of some operating shared neutrals programs and summaries of how administrative appeals agencies (e.g., the Merit Systems Protection Board) are using ADR. The *Guide* provides descriptions of the various types of ADR, summaries of more than 80 of the operating ADR programs, including the names of individuals who can provide additional information. Various operating alternative discipline programs (which may contribute to early dispute resolution or avoidance) are discussed.

There are listings of sources for ADR training and assistance, selected ADR Internet web sites, and an annotated bibliography. The reader may also find an index of various ADR materials, including the summaries of programs in particular agencies.

Scheduled for release on July 27, 1999, the book also will be available on the Internet at [www.opm.gov/er](http://www.opm.gov/er) or through the Government Printing Office rider system. Information about the *Guide* can be obtained by contacting OPM's Employee Relations and Health Services Center by telephone at (202) 606-2920 or by email at [er@opm.gov](mailto:er@opm.gov).

Here, one or more offices assume responsibility for providing ADR to resolve matters under their jurisdiction.

Surveys and interviews, however, reveal that among agencies providing ADR to employees to resolve disputes, the majority are located in Equal Employment Opportunity (EEO) offices. This trend is expected to continue as regulations are currently proposed that ADR be required as

addressed, conflicts could progress to critical levels, with devastating effects for the employee and the organization.

Rather than compartmentalized ADR, the group proposes using a "workplace disputes system" which, they assert, could offer many strengths. Made up of individual workplace dispute resolution programs, procedures, and approaches at the agency, it functions within an

# *Counseling Employees in* **CRISIS' TRAINING** *Helps Agency* *Benefits Officers/Customers*

**FOCUS** interviewed Mary Tyler, Ph.D about recent training for Federal benefits officers involving counseling employees in crisis. Dr. Tyler is a psychologist with OPM's Employee Health Services Branch. She provides consultation and other services to Federal agencies concerned with traumatic incidents, workplace violence, and organizational stress. Internationally known as a researcher on the impact of traumatic incidents on organizations, she has published widely in American and European journals, and has addressed numerous scholarly and professional organizations in the United States and abroad.

Dr. Tyler has provided extensive, on-site support to Federal organizations responding to such situations as the Oklahoma City bombing, the Northridge Earthquake, and Hurricane Andrew, and has also assisted in numerous situations involving violence and threats in Federal workplaces. She has developed guidance for Federal agencies on such topics as preventing workplace violence, responding to domestic violence in the Federal workplace, and managing after traumatic events.

**Recently you've been involved in efforts to train Federal benefits officers about counseling employees in crisis. How did this come about?**

I was serving on a Government-wide task force on the response to air disasters involving Federal employees, along with OPM colleagues who specialize in employee benefits. One of the task force's issues was whether Federal employees are trained to work with people who are bereaved or injured in air crashes. As we thought about it, we realized that the answer was "no," and the problem was even bigger than air crashes.

Agency benefits officers work on a routine basis with people who have lost their spouses, are facing terminal illnesses themselves, are having to retire because of painful medical conditions, and are facing other really difficult circumstances. Their grief or pain may be making it difficult for

them to concentrate on the business at hand, and their vulnerability makes it especially important to work with them in a sensitive, compassionate way. But benefits officers, as far as we could tell, were being assigned to work with these very distressed people with no training except on the technical benefits issues. With support from our supervisors, my colleague Ed Chmielowski from OPM's Retirement and Insurance Services and I began working on design-

ing a course to fill the gap.

**You mentioned that the format of the course was innovative. Could you tell us more about it?**

Our first decision, and probably the most important one we made, was how to structure the course. The easy way would have been to teach the benefits technical part in the morning and the human relations part in the afternoon. But that wouldn't prepare anybody for what they are really going to deal with, which is a human being with a huge tangle of personal pain, family concerns, and unsolved technical questions. And everything is tied together. The size of an annuity isn't just a number; it may be the key to getting kids through college or giving good care to an elderly parent. These are issues that touch our deepest emotions.

Sorting out projected income and

working out a budget isn't just a financial exercise; it may give the new widow a big relief from anxiety and the strength to tackle all the other issues she is having to cope with.

So Ed and I developed a format for a course co-taught by a benefits specialist and a mental health professional. We co-taught it twice at OPM benefits conferences, and after Ed moved on to another job, his colleague, Ray Kirk, has joined me in teaching it and refining the content.

**What kind of situations are Federal benefits officers being prepared for?**

The course has four modules: involuntary separation, disability, death, and large scale catastrophes. Each one inter-weaves technical and emotional information. We begin with a discussion of what the issues are on either side of the house, and a list of concrete suggestions for how to deal with them. For example, do have tissues on the table to show it's OK to cry. Don't try to make grief OK with cheerful statements about how it will all work out. Do present information in more than one way — a list to supplement your discussion. Don't speak of the deceased in an impersonal way, like "the remains."

After we present the information, we move into the case studies, which are really the heart of the course. Each one presents an imaginary Federal employee with his or her own tangle of issues. We use a variety of group exercises like role playing to involve the whole group in empathizing with the employee, sorting out their needs, and bringing information to bear on their problem. At the same time, the benefits officer respects their grief and pain and offers them support.

*(continued on page 9)*

# Entities Giving Consideration to Quality of Life Issues Affecting Older Persons

# Future Looking Brighter

**C**elebrating the International Year of Older Persons: Meeting the Challenges of a New Millennium," an all day conference held April 28, 1999, at the Office of Personnel Management (OPM) offered insights on how to deal with quality of life issues affecting seniors.

OPM Director Janice Lachance, in the introductory remarks said, "We cannot afford to ignore the issues of aging and their impact on our families, the workplace, and our productivity. So, what are we going to do? At OPM, we are seeking ways to improve the quality of life and health for

ourselves and those in our care by continuing to develop and promote family-friendly programs and personnel flexibilities in very specific ways."

Director Lachance reviewed several OPM initiatives designed to support working caregivers, starting with two publications to help employees deal with elder care issues.

One publication directs caregivers to the resources and referral sources available in local communities where they live. OPM is also working with the Department of Labor Women's Bureau on a publication called, "Public and Private Employers: Elder Care Best Practices at the Workplace" to help employers learn from each other.

OPM is leading another exciting initiative by helping agencies to establish work-site support groups. "Support groups," she said, "are a great way to bring people together who have similar concerns or difficulties to share personal stories, helpful information, or even a shoulder to cry on." Support groups, she said, are easy to start, inexpensive, and a cost effective way to support workers, but most importantly, they really work.

"We are working on legislation to permit Federal agencies to use appropriated funds to support adult day care centers, similar to our current legislative proposal for Federal agency child care centers," Director

## Keynote Speaker Diane Justice

"Are We Ready for the Millennium?," the keynote presentation at OPM's Older Americans conference, presented by Diane Justice, Deputy Assistant Secretary for the Administration on Aging (AoA), offered insight into the kind of foreseeable changes our aging population faces in the next century and the challenges they present.

Demographic factors, she said, must be considered in planning for the aging population. "The older population will continue to increase in numbers. Life span is increasing, up 27 years in this century. It took 2 millenniums to reach that kind of increase before. Today a 60 year old has to plan for living 25-30 years longer," Ms. Justice stated. "By the year 2020, there will be more than 70 million older persons in this country or more than twice the number today."

As the Baby Boom generation ages and reaches retirement, our community institutions and programs, she said, need to address how they will take this population into account. But it's not the only consideration: ethnic diversity will be enhanced. From 1990 to 2020, the white population will grow by 60%; elderly African Americans will grow by 100%; the numbers of Hispanic elderly will triple; and a 350% increase for elderly Pacific Islanders.

"As the minority elderly community experiences tremendous growth, it will become even more important to remove cultural, ethnic, racial, socioeconomic and language barriers that reduce access to senior services," she said.

AoA is also putting greater energy toward the consideration of family caregivers. "The considerable weight of long-term care," she said, "continues to fall squarely on the shoulders of families, whom have always been the major providers of long term care in the US."

All factors taken together, the duration of caregiving and the demands on caregiving resources may increase substan-



*Diane Justice,  
Deputy Assistant  
Secretary for the  
Administration  
on Aging*

tially due to very real dynamics which will make family caregivers less available, despite their desire to be of help.

AoA found that, of caregivers in the US, 75% are women, approximately 50% are over age 65, 41% are also caring for children under 18, and 1/3 of all caregivers work full-time. Many caregivers report being in fair to poor health themselves and there are higher rates of depression among caregivers than non-caregivers. These statistics only hint at the enormous physical, emotional, and financial burdens experienced by caregivers.

A factor worth considering in the outlook for Baby Boomers is that they have smaller families, leaving them with fewer younger family members to care for them. And with greater mobility today, there are weaker systems of support since the family may be located at a distance and the



# for Seniors, *Conference Reveals, Despite Challenges*

Lachance said. “And most importantly, we are working to make private long-term care insurance available to Federal employees, retirees, and eligible family members at negotiated group rates expected to be 15 to 20 percent lower than individual rates. It will be a very good deal, indeed.”

Specialists from OPM in a later session, explained how these plans could work, as well as their ramifications.

Tom Pugh, Project Officer for Dependent Care at the Social Security Administration (SSA) shared their successful approaches to

community where they reside may not be close knit.

The White House and the AoA are currently striving for a more multifaceted approach to caregiver needs. Several initiatives are proposed:

- giving tax credits for families with members who need long-term care;
- launching a national campaign to educate Medicare beneficiaries to evaluate their care options and be aware of their coverages;
- providing private long-term care insurance program for Federal employees;
- expanding Medicaid eligibility for individuals with long-term care needs;
- and (unprecedented) creating national family caregivers support program.

Thankfully, earlier AoA efforts created or championed systems of support in place now. The AoA supported the Family and Medical Leave Act (FMLA), which gives employees the opportunity to care for their family members without the threat of job loss. The Eldercare Locator, a toll-free national and information assistance directory, helps caregivers to locate the appropriate local area agency on aging for services.



*The conference featured 27 exhibit tables where attendees could learn more about local resources.*

elder care.

He sees the first step as helping people to, quite simply, recognize themselves as caregivers. Secondly, he said, familiarize caregivers with the many complex issues involved. And third, be able to give them referrals to the appropriate community resources and services. Perhaps most importantly, though, Mr. Pugh stressed, “keep reaching out! — in different ways, through different media, at different times, different formats ...”

At SSA, they maintain ongoing informational activities at the worksite: lunch time workshops, and an information hotline for elder care, as well as a bi-annual Senior Services Exhibition. Employees have access to an elder care newsletter, a booklet explaining the many personnel flexibilities available at SSA to support

elder care responsibilities, and resource centers at three Baltimore locations with libraries of information — books, tapes, magazines,

## THE UNITED NATIONS PRINCIPLES FOR OLDER PERSONS

**Independence** — including being able to reside at home as long as possible.

**Participation** — including opportunities for older persons to share their knowledge and skills with younger generations.

**Care** — including benefitting from family and community care and protection in accordance with each society’s system of cultural values.

**Self-fulfillment** — including access to the educational, cultural, spiritual, and recreational resources

**Dignity** — including being treated fairly regardless of age, gender, racial, or ethnic background, disability or other status.

These principles also guide the Federal Committee to Prepare for the International Year of Older Persons -- working throughout the year to assure that the Federal government is prepared for the aging of our society.

booklets, etc.

Key interventions, he stressed, are created with awareness of the unique needs of your employee population. At SSA, for example, a number of employees are raising as many as 4-5

*(continued on page 10)*

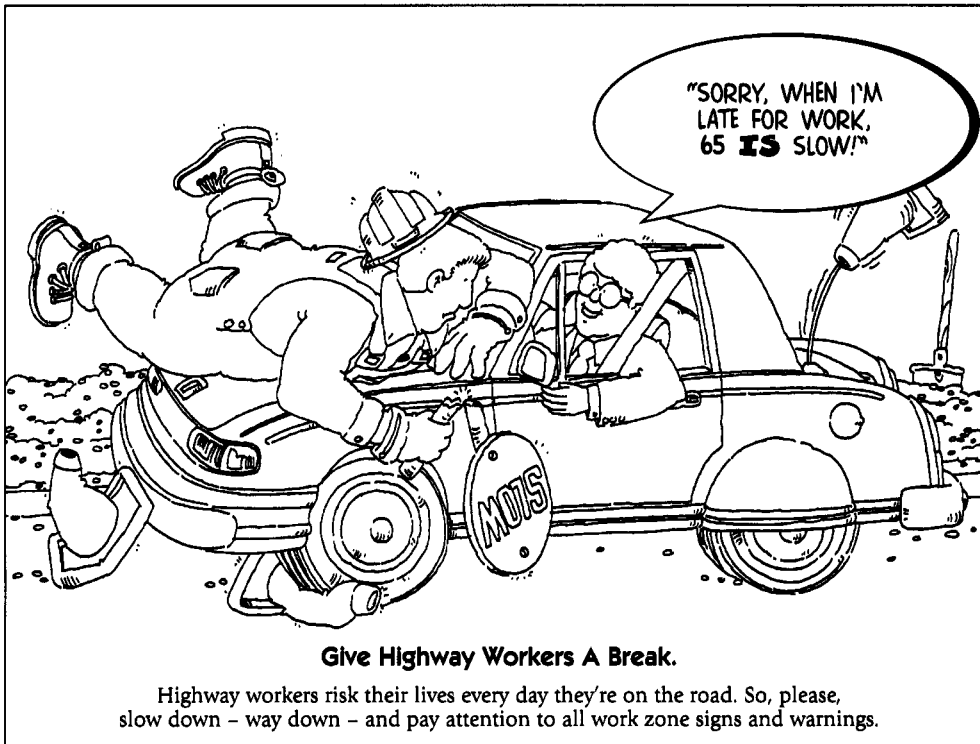
# Kit Provides Ready-to-Go Programs for Workplace Traffic Safety

**T**raffic crashes are the leading cause of work-related injury and death, according to the Network of Employers for Traffic Safety (NETS). For the workplace, promoting driver safety at work is a simple, inexpensive way to improve safety, lower insurance costs, reduce risks, improve health, and build better employee morale.

ty themes:

- occupant protection
- impaired driving
- aggressive driving and "road rage"
- sharing the road safely with trucks and other large vehicles
- driver inattention (the contributing factor in as many as 90% of traffic crashes)

The kit provides articles, traffic



To help employers implement dynamic workplace programs related to traffic safety, NETS developed a comprehensive kit for use at worksites. The kit was originally developed for the third annual National Drive Safely at Work Week held April 19-23, 1999, but since materials do not cite the week, the kit is useful throughout the year.

The kit has five key highway safe-

safety fact and tip sheets, a booklet featuring suggested activities and a campaign poster to help sponsor activities at the worksite that promote traffic safety. In addition, the kit provides camera-ready artwork for paycheck stuffers and flyers and a catalog of sample products and incentives.

To contact NETS, call (202) 223-7012 or email [nets@trafficsafety.org](mailto:nets@trafficsafety.org).

## FOCUS

*on Federal Employee  
Health and Assistance  
Programs*

is published six times a year by the U.S. Office of Personnel Management (OPM), Office of Workforce Relations.

### REGULAR MAILINGS OF FOCUS REQUIRE A SUBSCRIPTION.

Individual subscriptions may be placed through the Government Printing Office, Superintendent of Documents (address and ordering information listed below).

Contact your Headquarters Printing Office to find out about ordering FOCUS through the OPM Rider, which saves on the subscription price.

Comments and suggestions may be directed to: **Tracey Long, Editor of FOCUS, of the Employee Health Services Policy Center.**

E-mail to: [TELONG@OPM.GOV](mailto:TELONG@OPM.GOV).  
Otherwise, call (202) 606-1638 or write to: **Room 7425, 1900 E Street, NW., Washington, DC 20415-2000.**

(OPM disclaims any reference to resources or organizations featured in FOCUS as an endorsement).

For individual subscriptions, contact:

**Superintendent of Documents**

**P.O. Box 371954**

**Pittsburgh, PA 15250-7954**

**List ID: [FOCUS]**

FOCUS



**CHILD-CARE SUMMIT**  
(continued from page 3)

affordability.

The summit also featured a showcase of model Family-Friendly workplace initiatives. One panel presented divergent views from the perspectives of the provider, the parent, and the employer on balancing work and family with child care.

Attendees called the Summit “great,” “fantastic” and “very informative.” The Summit Co-Chairs and steering committee members were pleased that their objectives were achieved to:

- inspire agencies and organizations to implement and/or expand their family-friendly initiatives related to child care;
- provide participants with the opportunity to hear firsthand about public and private sector initiatives; and
- generate enthusiasm and support for a child care partnership paradigm.

As a final goal, the OPM Family-Friendly Workplace Advocacy Office launched their Work/Life Mentoring Program at the Summit in hopes that new partnerships can be forged and a rich sharing of information can continue.

While attendees learned a lot, they also had fun; entertainment was provided at the luncheon and there were plenty of opportunities to network with peers in the child care field. **F**

## Brochure Outlines Options for Establishing a Nursing Mothers Program

**A**gencies interested in expanding their family-friendly workplace options might consider establishing a nursing mothers’ program. For information about how to get one started, check out *Establishing a Nursing Mothers Program: A Guide for the Federal Workplace*, a brochure just issued by the Office of Personnel Management’s (OPM) Family-Friendly Workplace Advocacy Office.

The guide tells agencies how to establish a program to support mothers coming back to work who want to continue lactation. An on-site program helps to reduce nursing mothers’ stress because it is convenient and saves time; offering this kind of support also helps nursing mothers return to work earlier and stay productive on the job.

Each element of a program is discussed in terms of why it is needed, what it should consist of, and the kinds of standards that should apply. Programs may range from one that operates with minimal requirements to one that provides even broader support for nursing mothers.

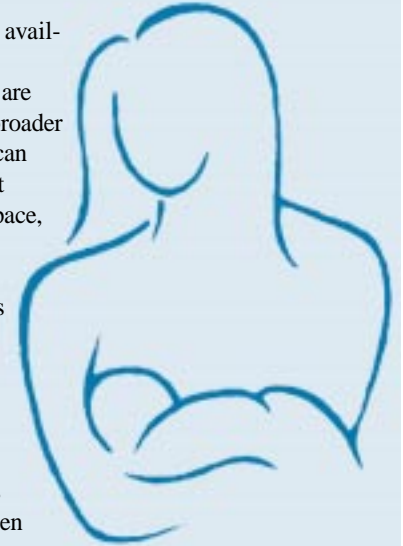
Agencies with few resources, for example, may be able to offer a program with “the bare essentials” — a private room with an electrical outlet, a refrigerator, and a chair. Programs that start with the bare essentials can expand gradually as

resources become available.

If the resources are available to offer broader support, agencies can have programs that include not only space, but furniture, a breast pump, and supplies, as well as a point of contact to maintain schedules and monitor operations of the room.

The guide gives descriptions of seven nursing mothers programs operating in Federal agencies and tells how they may be contacted for questions. The guide also lists national resources for breast feeding education, management and support, and lists suppliers of breast pumps.

Readers who want more information about programs and how to order *Establishing a Nursing Mothers Program: A Guide for the Federal Workplace*, are encouraged to contact OPM’s Family-Friendly Workplace Advocacy Office by phone or email at (202) 606-5520 or [workandfamily@opm.gov](mailto:workandfamily@opm.gov) or visit its web site at [www.opm.gov/wrkfam](http://www.opm.gov/wrkfam). **F**



**CRISIS TRAINING**  
(continued from page 5)

**Does it work?**

At first, it’s usually the most experienced class members who volunteer to take part in role plays. Pretty soon everybody gets involved, and everyone’s level of comfort and expertise seems to rise. By the end of the day we’re all doing great! A big part of it is helping people recognize the techniques they’re already using in these situations that are effective. That’s good for self-confidence. And by

focusing very concretely on behavior, we also give them new tools to use. Our course evaluations have been very positive.

**Could EAPs be doing more to support benefits officers?**

Yes! One concept we really push is that the EAP can be a professional resource to the benefits officer, not just someone to go to with personal problems. EAPs can help them identify referral resources for the clients, whether it’s a financial planner or a children’s grief coun-

selor. And they can talk over cases where the benefits counselor is puzzled by the client’s behavior or unsure about how to approach the person. In some of these very painful cases, just having a place to go for a confidential debriefing can be a real boost for the benefit officer’s mental health.

**What should the EAP do?**

Be proactive. Go to your Human Resources Department and introduce yourself. Find out who does this kind of work and offer your support. **F**

## Strategic Compensation Conference

*“Improving Results through Effective Pay, Classification, and Performance Management”*

**September 8-9, 1999**

**Alexandria, Virginia**

The conference provides Federal managers and human resources specialists with updates, forecasts, and practical information about the total Federal compensation environment. Learn how to reward employee performance in a way that will support your agency’s mission and strategic objectives!

For more information or to register, call OPM’s Total Compensation Policy Center at (202) 606-8486, email [totalcomp@opm.gov](mailto:totalcomp@opm.gov), or visit [www.opm.gov/strategicomp](http://www.opm.gov/strategicomp)

## Ninth Annual Conference on Domestic Violence

**October 24-27, 1999**

**Reno, Nevada**

*sponsored by the National College of District Attorneys  
the training arm of the National District Attorneys Association*

Some of the topics addressed in the diverse curriculum format include:

- Domestic violence in the workplace
- Showcases of innovative programs across the country
- Awareness with sensitivity
- Cultural diversity
- Domestic violence in the gay and lesbian communities
- Rape by an intimate Partner
- Networking sessions on current issues regarding domestic violence
- Update on the Violence Against Women Act
- Domestic violence and the role of the church
- Improving services to domestic violence victims

The conference is designed to help professionals dealing with victims of domestic violence, including employee assistance program representatives, mental health professionals, representatives of the court and judicial system, shelter workers, social workers, and victim advocates.

The course fee is \$415 which includes admission and course materials. Office discounts apply -- the first attendee from an office pays full tuition. Each additional attendee from the same office will receive a \$50 discount.

Call and ask about hotel, airline, and rental car discounts. For information, call the NCDA Registrar at (713) 743-1844. Also ask about getting the course materials if you are unable to attend.

## FUTURE LOOKING BRIGHTER...

*(continued from page 7)*

grandchildren, so they sponsor a support group for Grandparents Raising Grandchildren.

In response to a survey finding which revealed sufficient need, SSA and the Health Care Financing Administration employees now have, through a unique arrangement, nearby and available at a lower cost an adult day care center.

SSA meets bi-monthly with a network of large employers in Maryland who want to have or enhance work and family programs. At the heart of all efforts, though, management must buy into the importance of these issues. SSA plans to train managers at all levels, stressing the realities of elder care issues and how it impacts the workplace.

In a session titled, “Personal Reflections,” Susan Raskin, Chief Executive Officer of Prime Choices, an organization supporting midlife women ([www.prime-choices.com](http://www.prime-choices.com)) shared her experience in managing the care of her in-laws for a 2 1/2 year period, who, both ailing, lived at home, but had in-home care.

The demands on her for caregiving were eased by the fact that her in-laws had the savings to pay for their care, which amounted to approximately \$90,000 per year. But since Ms. Raskin works out of her home, and lived about 10 minutes away, she often committed her time to following up with doctors and accompanying them to medical appointments, picking up needed items for them at the grocery store, and calling in or visiting often.

She gained new insights about the small gestures that are meaningful to elderly persons at the sunset of their lives, such as the profound meaning of listening patiently and letting them reminisce — even if they have told the same story many times over!!

Another caregiver, Pat Kirk from the Department of Housing and Urban Development (HUD), shared entirely different circumstances which thrust her rather suddenly into the caregiver role. Five years ago, when her father had a severe stroke,

# Diligent Investigation Results in Health Objectives for 2010

she made the decision to manage the transition he needed to permanent care. The stroke left him disabled, so in assuming power of attorney for him, she needed to make major decisions about his life and care rather quickly, even with very little knowledge about his affairs.

Ms. Kirk first turned to the EAP at HUD, which gave her the elder care resources information she needed to start making decisions. A complex

**“We cannot afford to ignore the issues of aging and their impact on our families, the workplace, and our productivity.”**

information gathering process followed that helped her to sort through endless intricately detailed procedures on his behalf. Among other things, she needed to file his taxes, get supplemental insurance, Medicare and social security, choose a nursing home, sell his car, and move his things out of his apartment.

Since then, she has joined the staff of the HUD EAP office and leads a monthly support group for employees who are caregivers. She also serves on the OPM Interagency Advisory Group for Elder Care.

In the process, she received a beautiful gift — she discovered a half-sister who she has grown close with and even their respective spouses are close friends.

As the conference emphasized, caregiving is and will continue to be a part of our lives. By sharing information and finding the sources of support that are there and continue to expand, we learn how we can give the best care for loved ones and care for ourselves at the same time. **F**

**T**he new millennium will begin with the release of a carefully constructed set of health objectives for the Nation intended for achievement by 2010. Healthy People 2010 is the “prevention agenda for the Nation.” That agenda consists both of broad goals and very specific health promotion and disease prevention objectives organized into a framework of 28 focus areas. The focus areas aim to address high priority health issues.

The 2010 agenda builds upon the Healthy People 2000 objectives, which were set in 1990 and have formed the basis for diligent efforts

working in partnership with the Healthy People Consortium, which is an alliance of 350 national organizations and 300 state health departments, and state mental health, substance abuse, and environmental health agencies.

All these partner organizations and the general public have been an integral part of the development process, commenting on the proposed draft goals and objectives and contributing insights from their constituencies.

In addition, important contributions have been made by the Coalition for Healthier Cities and Communities, a grass-roots organiza-

## *‘Healthy People 2010’ to be Launched at Millennium Conference*

The Healthy People 2010 Objectives will be released and launched at Partnerships for Health in the New Millennium, a conference scheduled for January 24-28, 2000, in Washington, DC.

Jointly sponsored by the Healthy People Consortium and the Partnerships for Networked Consumer Health Information, the conference will draw together all of the potential partners in achieving Healthy People 2010.

In attendance at the conference will be members of the Federal, state, and local public health communities, national organizations and community leaders at local levels. Also in attendance will be technology representatives and experts, who were for the first time added to the network of partners working toward Healthy People.

The Millennium Conference will also highlight new developments that are expanding medicine and public health, such as the effective use of technology and new preventive therapies, pharmaceuticals, and computerized systems.

For further information about the conference, contact the Office of Disease Prevention and Health Promotion (ODPHP), Department of Health and Human Services, Room 738G, 200 Independence Avenue, SW, Washington, DC 20201, call 1-800-367-4725, or visit the web site at [www.health.gov/healthypeople/launch](http://www.health.gov/healthypeople/launch).

by many partners over the last decade.

More than two years of effort have gone into the process of identifying the current most significant preventable threats to the Nation’s health.

The development process for the 2010 goals and objectives began in 1997 and is being coordinated by the U.S. Department of Health and Human Services (HHS). HHS is

tion, and the Healthy People Business Advisory Council, a representative cross-section of small to large businesses that are working to focus the attention of America’s worksites on the health objectives.

All these efforts have parallels in the international “Health for All” initiative sponsored by the World Health Organization, which focuses on achieving better health in diverse populations. **F**



# FOCUS

## On Upcoming Events

### September

#### National Cholesterol Education Month

NHLBI Information Center  
P.O. Box 30105  
Bethesda, MD 20824-0105  
(301) 251-1222  
(301) 251-1223 (fax)

#### Baby Safety Month

Juvenile Products Manufacturers Association  
236 Route 38 - West, Suite 100  
Moorestown, NJ 08057

\* send a SASE to JPMA Safety Brochure at the above address for a 16-page guide, "Safe and Sound Baby."

#### Ovarian Cancer Awareness Month

The National Ovarian Cancer Coalition  
P.O. Box 4472  
(888) OVARIAN  
ovca@aol.com

### 14-20

#### National 5 a Day Week

Cancer Information Service  
NCI Office of Cancer Communications  
Building 31, Room 10A16  
9000 Rockville Pike  
Bethesda, MD 20892  
(800) 4CANCER  
(301) 402-8594 (fax)

### October

#### American Cancer Society National Headquarters

1599 Clifton Road, NE  
Atlanta, GA 30329-4251  
(800)ACS-2345  
(404) 320-3333

#### Domestic Violence Awareness Month

#### National Coalition Against Domestic Violence

P.O. Box 18749  
Denver, CO 80218-0749  
(303) 839-1852  
(303) 831-9251

#### National Breast Cancer Awareness Month

Cancer Information Service  
NCI Office of Cancer Communications  
Building 31, Room 10A16  
9000 Rockville Pike  
Bethesda, MD 20892  
(800) 4CANCER  
(301) 402-8594 (fax)

### 4-10

#### Mental Illness Awareness Week

American Psychiatric Association  
1400 K. Street, NW  
Washington, DC 20005  
(202) 682-6220

The Office of Personnel Management plans to offer comprehensive one-day workshops on "Understanding Federal Leave Systems" in Las Vegas, NV; New Orleans, LA; Nashville, TN; and/or Raleigh, NC this fall.

The cost of the workshop will be approximately \$175.00 per participant. For further information, contact Ron Genua at (202) 606-0824 or by email at [rlgen\\_a@opm.gov](mailto:rlgen_a@opm.gov)



Federal Recycling Program