



success through diversity
Ahakoā whakaaro kē, ka puta a ihu

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EEO Trust Work & Life Awards Winners

The winners of the EEO Trust Work & Life Awards were announced by the Prime Minister Helen Clark on September 6.

PricewaterhouseCoopers, which won the Large Organisation category, was commended for senior commitment and a wide range of work/life initiatives including paid parental leave, flexible work practices, baby rooms and study assistance.

The firm also encourages health and wellness by providing health checks, flu vaccinations, fruit in the office for staff and healthy food options in office vending machines.

Clear Communications, which jointly won the First Steps category, also offers a wellbeing programme for staff along with paid maternity leave and flexible working schedules.

The joint winners of the Walk the Talk category were Paul Doyle of 3M New Zealand Ltd and Mary Marshall of Woolworths (NZ) Ltd, both of whom exemplify their commitment to helping their staff achieve a healthy balance between their work and their personal lives.

EEO Trust Executive Director, Trudie McNaughton, says the EEO Trust Work & Life

Awards recognise those organisations which are leading the way in helping their employees achieve work and life balance.

“The business benefits of helping staff achieve a balance in their lives were clearly demonstrated in this year’s entries. Improved staff recruitment and retention are key benefits with entrants also citing reduced absenteeism, improved productivity and better ability to meet the needs of a diverse customer base.

“For example, Clear Communications believes that its policies have reduced staff turnover, saving the company about \$750,000 since January 2000.”

Ms McNaughton said the involvement of senior management is critical if work/life balance is to become embedded in an organisation’s culture.

“When we visited PricewaterhouseCoopers to assess their entry to the Awards, it was very obvious that the organisation as a whole was committed to creating a healthy, supportive workplace.”

Ms McNaughton said the entries into this year’s Awards demonstrated the innovative approaches to work/life balance being taken by

If you would like information about the Equal Employment Opportunities Trust services or resources, please contact:

EEO Trust
 PO Box 12929
 Penrose, Auckland

ph 09 525 3023
 fax 09 525 7076
 admin@eeotrust.org.nz
 http://www.eeotrust.org.nz

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Staff from PricewaterhouseCoopers which won the Large Organisation award.

New Zealand organisations. "For example, a commitment to wellness was obvious in many of the entries, perhaps indicating a trend towards health conscious workplaces which recognise that employees can only do their best when they are supported emotionally and physically.

"Physical wellbeing inevitably impacts on creativity and productivity on and off the job."

Alison Quesnel, General Manager of Blackmores New Zealand and EEO Trust Work & Life Awards sponsor believes that as people becoming increasingly health conscious, employers are following suit by promoting a healthy relationship with their employees.

"Organisational health covers everything from the bottom line to how employees feel about working there. We have found that providing an ethical and caring work environment ultimately benefits all aspects of the company's operations."

Trudie McNaughton said the Royal New Zealand Navy's entry which won the Manāki Tangata Innovation Award showed a broad awareness of the relationships between work and life issues.

"The Navy's world-leading programme on sexual orientation and awareness was developed to help create a military culture that not only allows but welcomes homosexual and bisexual personnel.

"It recognises that if people are treated with respect in their workplace, their ability to make

an effective contribution to their employer will be enhanced."

"The cost of homophobia in the military is easily seen from last year's figures from the US armed forces which show that 1212 members of the armed forces were discharged for homosexual conduct or for stating their homosexuality, a 17 percent increase on previous years."

For information on entering the EEO Trust Work & Life Awards 2002, contact Elizabeth Smith at esmith@eetrust.org.nz

More details of the Awards at: www.eetrust.org.nz

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BLACKMORES®
THE BEST OF HEALTH

EEO Trust Work & Life Awards 2001 Winners

Large Organisation

PricewaterhouseCoopers (*Winner*)
Auckland City (*Runner-up*)

First Steps

Clear Communications (*Joint winner*)
Christchurch College of Education
(*Joint winner*)
Brookfields (*Runner-up*)
Stagecoach New Zealand Ltd (*Highly commended*)

Walk the Talk

Paul Doyle, Group General Manager,
3M New Zealand Ltd (*Joint winner*)
Mary Marshall, Employment Best
Practice Manager, Woolworths (NZ)
Ltd (*Joint winner*)

Manāki Tangata Innovation Awards

Royal New Zealand Navy (*Winner*)



*Winners of the Walk the Talk category,
Paul Doyle of 3M and Mary Marshall of Woolworths, with Helen Clark.*

EEO Trust Work & Life Awards 2001 Entrants

Large organisation

Woolworths (NZ) Ltd
PricewaterhouseCoopers
Auckland City
ESR Ltd
Ernst & Young New Zealand

First Steps

Clear Communications Limited
Christchurch College of Education
Brookfields
Stagecoach New Zealand Ltd
UDC Finance Ltd

Walk the Talk

Adrian Scott, Branch Manager, WestpacTrust
Fiona Griffiths, Branch Manager, WestpacTrust
Paul Doyle, Group General Manager, 3M New Zealand Ltd
Hinga Marsh, Research Scientist and Project Leader, HortResearch
Mary Marshall, Employment Best Practice Manager, Woolworths (NZ) Ltd
Peter Townsend, Chief Executive, Canterbury Chamber of Commerce
Pierre Houzet, Customer Services Champion, CLEAR Communications
Colin Rodgers, Customer Support Centre Manager, UDC Finance Ltd

Manāki Tangata Innovation Awards

Royal New Zealand Navy



Helen Clark presents the Manāki Tangata Innovation Award to Rear Admiral P. McHaffie.

New Zealand's Best Employers in Work & Life 2001

This publication describes how some of New Zealand's best employers help their workers maintain a balance between work and life. It includes comprehensive case studies of all entrants in this year's Awards and contact details. This is essential reading for any organisation wanting to assess the value of work/life strategies, benchmark its human resources practices or initiate new ones. Available from the EEO Trust for \$37.00.
Order more than ten books for \$30 each
Order more than twenty books for \$25 each
Or buy New Zealand's Best Employers 2000 and 2001 for \$50
Email: cbrown@eetrust.org.nz



Paid parental leave announcement due

A government announcement of the details of the taxpayer-funded paid parental leave scheme is expected within the next few weeks. The Government has confirmed that the scheme will take effect from April 1 next year and will be funded from the tax take, but further details, particularly related to the length of leave are still to be decided.

When details are available, the EEO Trust will publish a *Work & Life Bulletin Special* exploring the implications of the scheme.

Workplace bullying costs

An Australian study of workplace bullying has estimated that it costs employers AU\$3-6 billion each year. The study defines bullying as “the repeated less favourable treatment by others in the workplace, which may be considered unreasonable and inappropriate workplace practice” ie “bullying refers to behaviour that is offensive, intimidating, humiliating, or that degrades, ridicules or insults the person at work”.

Dr Graeme Russell and Juliet Bourke of WORK+LIFE Strategies recommend a publication from Anthea Lowe and Associates called *Bullying and Harassment: Risk Prevention Guidelines for Employers*. Contact AntheaLowe@aol.com.

Male-dominated Australian companies shine at Awards

The ACCI National Work and Family Awards 2001 were held on September 11 in Sydney, less than a week after our own Work & Life Awards ceremony.

EEO Trust Executive Director, Trudie McNaughton, attended the Australian Awards and said she was pleased to see that male dominated companies working in the manufacturing sector were recognising the benefits of work/family balance.

The main winner at the Australian awards was Alcoa World Alumina Australia which won both the gold award for highest overall performance, the large business category and received a high commendation in the single innovative initiative category.

Alcoa employs 5,320 people, 4,835 of whom are men, at its two mines and two refineries. The judges commented that against a backdrop of global competition, and in a tough, male-dominated industry Alcoa had successfully implemented a strong and dramatic cultural change company wide.

Ford Motor Company of Australia, employing 4,300 men and 700 women, also did well in several categories, winning the first steps category, the single innovative initiative category and ranking highly commended in the large business category.

The company's Product Development Division won the first steps award in the 2000 Awards

and the judges commented that the good work being done in that division was being 'leveraged' across the company.

The single innovative initiative was a WorkLife Week in September 2000 which launched a number of Ford company initiatives including a Flexible Work Options web site, the endorsement of the program by the Australian Operating Committee (the Board), and the establishment of the WorkLife Balance Task Force.

Winner of the medium business category was SC Johnson, a consumer goods manufacturer and marketer. The judges said that SC Johnson had gone all out to develop work and family as a retention tool and it appeared to be working.

Joint Winners of the small business category were Gavin Macleod Concrete Pumping Pty Ltd and Sisters Inside Inc. an independent community organisation that works to support women in prison and their families.

The judges said that Sisters Inc was very good at protecting employees' well-being and happiness and was smart enough to know that by ensuring personal happiness you get productive long term employees.

The winner of the special employee initiative was Yarra Valley Water where staff organised fundraising activities to give a wheelchair to a staff member who has a child with cerebral palsy.

More details at: www.dewrsb.gov.au/workplacerelements/workandfamily



NZ CEOs hear of links between job quality and worker productivity

The links between family life, work and productivity proved a compelling reason to attend a briefing by Ellen Galinsky earlier this year. More than 40 CEOs attended the briefing which was organised by the EEO Trust and the Auckland Chamber of Commerce and sponsored by Hesketh Henry.

Ellen Galinsky is co-founder and president of the American organisation, Families and Work Institute. Since its inception in 1989, the Institute has conducted extensive research into employment and family life.

At the Auckland briefing, Galinsky talked about *The 1997 Study of the Changing Workforce* and the findings of a survey documented in her book, *Ask the Children -- The Breakthrough Study That Reveals How To Succeed At Work And Parenting*.

Job quality and supportiveness key to job satisfaction

The National Study of the Changing Workforce surveys representative samples of the US labour force every five years to help understand how work, family and personal life fit together, investigating how life at work affects life at home and vice versa. It also gave a 20-year perspective on these issues by comparing its results with a 1977 survey.

A key finding of the 1997 study was that two aspects of work are much more powerful predictors of productivity than pay and other traditional benefits. They are:

- the **quality of jobs** including autonomy on the job, learning opportunities, meaningfulness of work, opportunities for advancement and job security and
- the **supportiveness of workplaces** including flexibility of work arrangements, supervisor support, supportive culture, positive co-worker relations, absence of discrimination, respect in the workplace and equal opportunity for workers of all backgrounds.

Therefore, the study advises, to maximise satisfaction, commitment and retention, employers need to provide high quality jobs and supportive workplaces.

Other findings of the study include:

- Employees with more demanding jobs and less supportive workplaces have much higher levels of negative spillover from their work into the rest of their lives.
- When workers feel burned-out by their jobs, haven't enough time and energy for themselves and their families, or when work puts them in a bad mood, their job performance is adversely affected.
- The quality of jobs has improved over the last 20 years with workplaces becoming more supportive.
- Supportive workplaces will help protect workers from some of the effects of hectic and demanding jobs but they cannot eliminate the problem entirely. If workers are to be productive, employers need to not only create supportive workplaces but also help their workers manage the demands of their job.
- Jobs have become less secure, more demanding, more time-consuming and more hectic making it increasingly difficult for workers to create a good work-life balance.
- Job performance can be affected by spillover from problems in employees' personal lives but work life is also an important source of personal problems.

The study also found out how home life had changed:

- Men spend more time on housework now than they did 20 years ago but still not as much as women.
- Fathers spend more time with their children now than they did 20 years ago but still not as much as women.
- Employed married men and women have less time to themselves than their counterparts did 20 years ago.
- Two-thirds of employed parents rely on relatives for child care for their youngest children.
- In dual-earner couples, 83 percent of mothers say they are more likely to take time off from work to attend to their children, compared with 22 percent of fathers.
- 33 percent of employees rate general life

satisfaction at the highest level while family life and marital satisfaction are rated at the highest level by 31 percent and 51 percent, respectively.

The study concludes that people working in high quality jobs in supportive workplaces will be more effective and committed. “Employers who can provide these better quality jobs and supportive workplaces have a clear competitive edge.”

What did the children say?

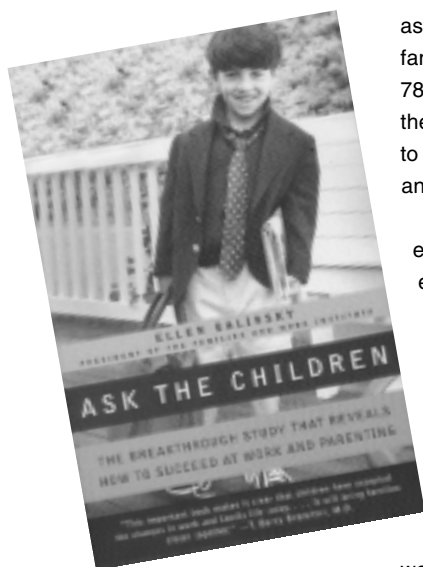
The book, *Ask the Children*, was the result of asking children and their parents about work and family life. The research involved interviewing 78 parents and 93 children in 1997. Based on the interviews, questionnaires were developed to gather information from 605 employed parents and 1023 children in 1998.

Galinsky said the research will ultimately enable people to be better parents and better employees. “In fact, adding children’s and parents’ voices to our national conversation about work and family life will change the way we think about work and family life forever.”

She says that looking at the views of parents and children is like looking through the same window but seeing entirely different landscapes and that the research showed that many of the debates about work and family miss the mark.

“For example, we’ve been locked in a long standing debate about whether mothers working is ‘good or bad’ for children. In our *Ask the Children* study ... having a working mother is never once predictive of how children assess their mothers’ parenting skills... Other characteristics of their mothers’ and their fathers’ lives are very important to predicting how children assess their parents’ parenting skills, but whether their mother works is not one of them.”

The study showed that a minority of children (about 10-40 percent) did not feel they were being parented very well. Galinsky says the focus needs to shift from the pros of cons of mothers working to trying to ensure that all children in all kinds of families are well parented.



Time is not as important as stress

She says another debate which misses the mark is the time/quality debate. Most parents assume that their children would like to spend more time with them but in fact the largest proportion of children wish that their parents would be less stressed and less tired – 35 percent make this wish about their mothers and 27.5 percent about their fathers.

Only two percent of parents guess that their children would wish to reduce parental stress and fatigue.

However, Galinsky said this does not mean that the amount of time parents spend with their children is unimportant to children. The more time children report spending with their parents, the more positively they feel they’re being parented. But what happens in that time is also important.

Look for focus, not quality

Galinsky suggests that the notion of “focused time” is used as an alternative to “quality time”. “In contrast to the idyllic (and often exhausting) notion of ‘quality time’, focussing on our child can involve grappling with tough situations as well as having fun together doing any number of everyday activities. I found it is the small moments together that make the big difference.”

Other findings of the study were:

- Children learn more about the world of work from their mothers than their fathers
- Children don’t think parents like their work as much as they actually do
- Children play detective to figure out their parents’ moods at the end of the day and modify their behaviour accordingly

Galinsky says that parents’ reluctance to talk about their work means that children get haphazard information about their working lives and that this information will partly determine how children feel about their future working lives.

In fact, children want their parents to love their jobs, but not more than they love them.

Find out more

The Families and Work Institute can be reached through: www.familiesandwork.org.

Mobile workers unsure of work/life balance benefits

For two years, Philip Kerslake, who is a Business and Property Adviser with Opus International Consultants in Wellington, has been examining work and lifestyle trends and how they impact on organisations' needs for staff and property as part of his Business Studies Masterate research at Massey University.

One of his three surveys looked at mobile work practices and their impact on a work/life balance for Ernst & Young New Zealand staff. It asked staff who were away from their principal office for 15 hours a week or more due to telecommuting, desk sharing etc their views based on the mobile lifestyle. It also asked non-mobile Ernst & Young staff what they felt the mobile lifestyle might offer them.

The results indicated:

- While overall mobile staff were not negative about their work style, they were less than glowing about it. Their reticence was evident through 'unsure' responses about the benefits of the work style
- Only around half of the mobile staff perceived some clear benefits could be attributed to mobility – most others were undecided
- By contrast, a far higher percentage of staff working traditionally saw mobility as a catalyst for a better work/life balance. Perceptions were frequently more positive than the reality
- More non-mobile staff found it easy to balance their personal lives with work than mobile (50 percent v 42 percent)
- Only 33 percent of mobile staff considered that the mobile work style had a positive influence on their ability to complete household chores versus 54 percent of non-mobiles perceiving it would
- 64 percent of non-mobile staff felt mobility would enable more positive relationships with a spouse/partner, while only 48 percent of mobile staff experienced this in practice
- Gender differences were prevalent in responses - 46 percent of men felt mobility had or would have a positive influence on relationships with their children contrasted with only 20 percent of women (the rest of the women were unsure)
- Those who worked at home some of the time within their mobile work style were far more likely to be positive in the preceding question. Those able to work at home most likely interspersed work and childcare and picked up work again after the children went to bed (confirmed by write-in comments)
- 63 percent of non-mobile staff perceived that mobility would create more time for social interaction. However in practice only 32 percent of mobile staff experienced this
- The "grass always being greener" maxim was apparent. Non-mobile staff saw their mobile counterparts leaving the office daily and perceived a rosier lifestyle than was the case. However Kerslake believes these results do not damn the mobile/telecommuting work style. As he identified in his first thesis, the context of the organisation needs to be considered. Some roles by their nature and structure mean mobility can be used to better effect. In Ernst & Young, many of the mobile staff were most likely required to be with clients in their offices at certain times, which may limit their ability to 'bank time' and make periodic withdrawals to fit their personal life needs.

Kerslake also said that Ernst & Young had explicit work/life balance policies and practices, and was considered to be a good employer to work for.

He is currently doing another study, comprising 2,000 staff returns, on the flexible and family friendly work and lifestyle preferences of office workers in Auckland and Perth. He will know the outcomes of that survey later this year.

Quality of life in the City of London

A recent study of quality of life in the city of London by UK Parents at Work revealed the 'macho' culture of organisations in the banking, corporate services, legal and consulting sectors.

Three focus groups were held in February and March this year to establish whether maintaining personal work/life balance is an issue for City workers and, if so, what are the key barriers and solutions to a better balance. The groups identified a prevailing "macho" City culture characterised by high commitment, high reward, challenging work and responsiveness to clients.

It showed that attitudes towards work/life balance vary among City workers with some choosing to work long hours, in the short term at least, in order to earn large salaries and do career enhancing work. Others would rather work shorter hours or more flexibly but are prevented from doing so by the prevalent culture. Many people were concerned about the impact on their health of working long hours.

Another theme of the research was the way social expectations have changed within one generation. "The work-life balance debate has extended beyond women with young children to encompass changing expectations among fathers and other younger workers. Senior jobs are perceived to have become more pressured and more demanding, leading junior staff to question career aspirations more closely."

The research also identified a number of barriers to working more flexibly, particularly the City culture where long hours are equated with high commitment. In addition, managers were accused of using outdated management techniques and of lacking confidence that people could effectively do their jobs while working flexible hours.

Two solutions emerged from the research - that new non-traditional role models of success are needed in the City and that experience of successful flexible work practices is shared. The research found that many people were successfully achieving a work/life balance but such arrangements were usually informal and unpublicised. By sharing the experience, traditional managers could begin to see that flexibility is both possible and effective.

Trudie McNaughton of the EEO Trust says this is exactly why the Walk the Talk category in the EEO Trust Work & Life Awards is so important.

"The City of London study showed that unless senior people actually believe in and exemplify work and life balance, nothing will change within their organisations and they will continue to lose valuable staff."

The research identified three challenges for the City:

- There must be a culture change to fully include employees who take up the existing work/life balance policies, particularly given the mounting evidence that facilitating a culture which supports work/life balance produces tangible business benefits.
- Despite its enthusiasm for technology which eases complex business transactions, the City lags behind other sectors when it comes to exploiting technology to facilitate flexibility.
- The City may be in danger of losing key skills as a result of high staff attrition rates; 20 percent per annum is the accepted rate for one company. Staff who leave usually move out of the City altogether and it appears that the pool of senior talent available in the City is shrinking.

When work becomes too much

A US study has found that 30 percent of American employees feel chronically overworked.

The study was undertaken by the Families and Work Institute earlier this year with sponsorship from PricewaterhouseCoopers (winner of the EEO Trust Work & Life Awards 2001 Large Organisation category). It aimed to find out to what extent employees feel overworked and how this links with work experiences, job performance and personal and family life.

It found that 28 percent of American employees had felt overworked often or very often in the previous three months, 28 percent had felt overwhelmed by how much work they had to do often or very often and 29 percent felt that they didn't have the time to step back and process or reflect on the work they were doing.

In addition, 90 percent of employees agreed somewhat or strongly that they experience one or more of the following pressures at work:

- My job requires that I work very fast;
- My job requires that I work very hard; or
- I never have enough time to get everything done on my job.

The study found that women tend to feel more overworked than men despite men working longer hours and being less likely to take all their holiday leave. However women report being interrupted more frequently and having too many tasks to do at the same time.

A combination of factors is likely to result in a

feeling of overwork. On average, employees who work more hours and days per week, who would like to work fewer hours and/or days, and who feel they cannot control how many hours or days they work, do feel more overworked. While those who choose to work long hours are less likely to feel overworked.

Also, those who feel greater pressure on the job feel much more overworked.

The study also assessed the implications of overwork for work and family life. People who feel overworked feel they are more likely to:

- Make mistakes at work,
- Feel angry towards their employers
- Resent co-workers who don't work as hard as them
- Look for a new job with another employer

They also said their personal life is likely to suffer as a result of overwork with negative implications for their relationships and their health.

The study says feelings of overwork can affect workplace safety, job performance, employee retention and healthcare costs and suggests ways that employers can respond to the findings.

For example, if employers give people more flexibility in their work schedules they may be just as productive and are less likely to feel overworked.

Feeling Overworked: When work becomes too much, published by Families and Work Institute at www.familiesandwork.org.

Upcoming Events

Working Visions – International Employment Futures Conference and Knowledge Expo

Running from **19-21 November** in Perth, this conference aims to address the key issues and challenges facing the world of work now and in the future. Speakers include John Naisbitt, author of *Megatrends* and *High Tech/High Touch*, Crawford Beveridge of Sun Microsystems and Tom Bentley, director of British think tank DEMOS. Full registration cost is A\$1350 and one-day packages are available. For more information or to register online: www.workingvisions.training.wa.gov.au.

Brookfields Business Ethics Award

Watch out for the winner of this award being presented at the Deloitte/Management magazine Top 200 Awards in **November**. Past winners are 3M New Zealand for its ethical approach to environmental management and NZ Post for its employee relations policies.

New Zealand state school holidays 2002

Holidays for primary, secondary and composite schools next year are 29 March to 14 April, 29 June to 14 July, 21 September to 6 October. Christmas holidays start on 7 December for secondary and composite schools and 20 December for primary schools. Please tell your colleagues about these dates so they can plan conferences, training sessions and other events around school holidays.

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