Work-Life Issues on the College Campus: A Snapshot of Care Giving Responsibilities

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OCT. 1, 2011 DIVERSITY WEEK
UNIVERSITY OF RHODE ISLAND
What makes a good job?

Chances are:
- Full time work
- Minimal time off for children and family
- Figure out how to take care of children, parents
- Feel overworked; can’t get away from your job
- Feel like you don’t have enough time for other parts of life

Research finds all of these issues confront workers today.
“Everybody’s getting together after work
to do some more work-- you in?”
Today (and Tomorrow’s?) Workforce

- **Diverse**
  - Age, gender, race, ethnicity
  - Increasing family caregiving responsibilities

- **Not likely to have someone at home taking care of home and children**
  - 49% of workers are women;
  - Women with children more likely to be employed
  - Contribute (average) 45% of household income (dual-earner families)
Mothers’ Labor Force Participation: U.S.

Figure 1. Labor Force Participation of Mothers

Parents’ Time with Children

Figure 13: Young mothers’ and fathers’ (under 29) average time (in hours) spent with their children under 13 years old on workdays (1977-2008)

Statistically significant differences between young fathers and mothers: 1977 ***; 2008 ns
(1977 n=124; 2008 n=93)
U.S. Department of Labor, Quality of Employment Survey, 1977
Families and Work Institute, National Study of the Changing Workforce, 2008
Workers’ Needs

- Research finds that all workers want more time off the job
- Attitudes about work are changing especially among men
- Increasing attention to self-care; healthy lifestyles, lower stress
Families are “work-friendly”

- The “ideal family”: a family with at least one worker

- 70% of U.S. households have all adults in the labor force
- More than half of all mothers with children under 1 year of age are in the labor force; 71% with children under 18
- 48% of the workforce is female
- Average number of hours worked has increased
- Boundaries between home and work are blurred: 1 in 3 employees is in contact with work once a week or more outside normal work hours (Families and Work Institute, 2004)
Workplace Inflexibility

• “Ideal worker”
  ○ 24/7
  ○ No other responsibilities
  ○ Inflexible schedule
  ○ Needs of diverse workers are not being met
  ○ Many consequences for workers, families, and the workplace

• But,
  ○ Assume employers are “entitled” to this type of worker
  ○ Not best for employers either
  ○ Mismatch
    ✓ Need to align workforce needs with workplace organization
Work-Life at URI

- “Rose” & “Jake” - students - pregnancy
- “Doug” – faculty - dual career issue
- “Charlene” – staff - work-life conflict
- “Thomas” – staff - ailing parent
- “Amanda” – faculty – parental leave
A responsive 21st century workplace:

- Care giving assistance – child and elder
- Flexible work options
  - Flex time, compressed work weeks, telecommuting, reserved time, full-time modified duties, part time, job sharing, split appointments, etc.
- Management of work time
  - Reserved time, cross-training, ROWE, lactation breaks, shift bidding, professional development, etc.
- Leave options
  - Family leave, paid and unpaid, tenure clock stops
- Dual career assistance
- Life course career planning
  - On and off ramps, phased retirement
- Health and wellness
Work-Life at URI

- 9 union contracts
- Work-Life Committee
- Policies – parental leave, lactation, dual career, flexibility options, sick bank
- Why a staff survey?
Overview

- **Demographics**
  - Age, gender, ethnicity, income, education, position, union, hours, family status
- **Care giving responsibilities – elder and child**
- **Work attitudes**
  - Job satisfaction (outcome variable)
  - Org. commit (outcome variable)
  - Intent to leave (outcome variable)
  - Overwork
  - Desire for increased job responsibility (outcome variable)
- **Work-life “culture”**
  - Supervisory support
  - Organizational support
- **Work-life integration**
  - Work-life conflict
  - Division of household responsibility
  - Perceived stress (outcome variable)
  - Sources of stress
- **Needs assessment**
  - Childcare
  - Which Policy supports would be most useful
2012 Work-Life Survey for URI Staff Employees
- Working Model

Barbara Silver, Ph.D., Helen Mederer, Ph.D

Individual Factors
- Caregiving responsibilities
- Dual earner status
- Household division of labor
- Demographics

Awareness of Flexible Work Arrangements & WL Policies

Perceptions of Family/Life Supportive Supervisory Behaviors
(Thompson, Beauvais, & Lyness, 1999)

Perceptions of Family-Supportive Organizational Culture
(Thompson, Beauvais, & Lyness, 1999)

Employment Factors
- # hours worked
- Position level
- Supervisory responsibilities
- Union membership
- Overwork (FWI, 2004)

Utilization of FWA & WL supports

Health Related Outcomes
- Perceived Stress
(Cohen, Kamarasik, & Mermelstein, 1983)

Work-Family Conflict
(Carlson, Kamr, & Williams, 2000)

Perceptions of Control of Work Schedule
(FWI, 2004)

Job-Related Outcomes
- Job Satisfaction
(Cammann, Richman, Jenkins, & Klesh, 1979)
- Intent to Leave
(Seashore, Lawler, Mitriss, & Cammann, 1982)
- Organizational Commitment - affiliation
(Bailey & Wechsler, 1996)
- Desire for Increased Job Responsibility
(FWI, 2002, 2008)
Demographics

- N = 825, 44.4% of URI staff population

- Personal
  - Gender: 525 female (72%), 204 male (28%)
  - Race: 92.8% white, 2.6% Black/AA, 1.8% Asian, .8% Hispanic, 1.2% 2+ races
  - Education: 7.3% high school or less, 3.7% some technical training, 17% some college, 7.8% AD, 25.3% BA, 31.5 MA, 7.3% PhD
  - Age, Income - tbd
  - Family status: 63.1% married/civil union, 9.6% relationship partner, 12% single, 11.2% separated/divorced, 1.2% widowed
• **Job**
  - **Union**
    - None: 145 (17.6%)
    - ACT/URI-NEA: 222 (26.9%)
    - Council 94: 124 (15%)
    - PSA: 230 (27.9%)
    - PTAA: 74 (9%)
    - UNAP, Physician’s: 5 (.6%)
  - **Job category:** tbd
  - **Full-time/part-time:**
    - 95% full time (permanent and temporary)
  - 14.7% have additional paid employment outside URI
Why do you work part-time?

- Unable to find FT
- I enjoy working PT
- Don't need income
- Enable better WL balance
- Transitioning out of FT
70% of American children live in households where all adults are employed
60% of mothers return to work within 6 months of giving birth (versus 13% in 1965)
42% of employed people in US have provided elder care in past 5 years, 23% every day
49% men and 42% women of elder care givers experience WLC
60% of fathers (and 47% mothers) of dependent children in dual earner families experience WLC (versus 35% in 1977)
The number of unpaid family caregivers for elderly expected to reach 37 million by 2050, an increase of 85% from 2000.
Frequency of Elder Care

Figure 1: Employed people in the U.S. providing elder care within the past five years

Source: The Elder Care Study, FWI, 2010.
N = 3,498
Do you currently provide care for dependent children?

- Yes: 338
- No, but intend to: 74
- No, and don't intend to: 369
Of those who provide care, 11% (N=38) have a child with special needs. Most (N=231) do not use child care services on a regular basis. Of those who do:
- 59 – relative
- 46 - licensed day care facility
- 31 – babysitter
- 12 – licensed family-home day care center

Mean cost of monthly child care:  $733

Why don’t you use child care (N=133 not including 45 with older children):
- 40 – I manage all care myself (30%)
- 35 – partner/spouse and I equally share (26%)
- 31 - can’t really afford it (23%)
- 12 – partner/spouse is stay-at-home caregiver (9%)
- 10 – not satisfied with options readily available (7%)
- 5 – other (relatives, friends, etc.) (3%)

20% of entire sample (170/825) anticipate possibly needing child care in next 3-5 years.
URI Staff Elder Care Responsibilities

Likelihood of elder care responsibilities in next 5 years

- Very Likely/Likely: 376
- Unsure: 123
- Unlikely/Very Unlikely: 286
• 33.5% (N=277) currently (or in the past year) provide care for aging parent or relative
• 45% anticipate having significant responsibility in next 5 years
• Another 15% unsure
Who do you rely on to assist you with elder care?

- Family members: 188
- Nursing home: 44
- Friends: 53
- Part-time in home nursing: 16
- Senior center: 10
- Adult day care center: 62
How satisfied are you with your elder care arrangements? 63% satisfied or very satisfied, 27% unsure, 9% unsatisfied or very unsatisfied

Monthly mean cost of elder care: $1,189 (range: $30 - $16,000)

How are costs covered? (N = 309)
- 79 – N/A
- 101 - personal funds (32% or 44% of those with costs)
- 81 – parent/relative funds
- 33 – Medicaid
- 9 – long-term care insurance
- 6 – other (VA, siblings)
“ONE WISH” – CHANGES IN THE WAY WORKPLACES SUPPORT FAMILY CAREGIVERS

The top three changes working caregivers wish for at work are:
• greater schedule flexibility and options for managing time;
• time off, especially paid time off, without having to use up vacation time; and
• more understanding of their situation from management.

Finding: Working caregivers want greater flexibility to manage both work and caregiving responsibilities

Source: Families and Work Institute Elder Care Study, 2010
Some VERY GENERAL relationships

- The more dependent children, the lower the perceived level of supervisory support

- The higher the likelihood of having elder care responsibilities in next 5 years, and the less satisfied with elder care arrangements, the less the perceived support for flexible work arrangements at work

- Satisfaction with elder care arrangements is significantly positively related to:
  - satisfaction with current work schedule
  - job satisfaction
  - organizational commitment
  - supervisory and organizational support

- And, the more satisfied with elder care arrangements, the less:
  - work-life conflict
  - perceived stress

- The higher the work-life conflict experienced, the:
  - more hours worked, more highly educated, higher the intention to leave, higher sense of overwork, higher perceived stress
  - less control of work schedule, satisfaction with current work schedule, overall job satisfaction, organizational commitment, supervisory and organizational support
Implications?
URI’s Work-Life Committee

Work-Life Resources at URI

Today, the intersection of work, family, and life responsibilities provides challenges for many workers. Personal and family responsibilities, including children and aging parents, are impacting the work lives of an increasingly diverse workforce. Research shows that workplaces thrive and remain competitive when they respect and are responsive to the complex life and family needs of their workers. URI is committed to providing a workplace that respects the needs of its employees.

Tell Me More About Work-Life
Philosophical Framework
The URI Work-Life Committee