Work-Life Balance

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PREPARED FOR

2011 NORTHEAST MANAGEMENT OFFICERS (NEMO) ANNUAL MEETING
A Personal Problem or a Social Issue?

Impossible in our personal lives because of imbalance in
  • culture
  • policy
  • economy
Work and Family as Social Institutions

Work: produces goods and services necessary for survival

Families: Bear and raise the next generation of workers; caregiving
Cultural Attitudes

Very aware that families need work to survive

Less aware that work needs families to survive
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 (FWI, 2004)
Mothers’ Labor Force Participation: U.S.

Figure 1. Labor Force Participation of Mothers

Work Intrudes into Family . . .
Work is not family-friendly

- The “ideal worker” is defined as one without any family responsibilities
  - Available to work 24-7
  - Availability supported by a “family specialist”—a full-time homemaker
  - Expected to conduct professional life without any interference from other life priorities
  - A male model from the mid-20th century: the ideal worker is a man
“Everybody’s getting together after work to do some more work— you in?”
Cultural Contradiction

- Ideal Family: a family with at least one worker

  versus

- Ideal Worker: a worker with no family

Not a personal problem, but incompatible social institutions
Figure 12: Mothers’ and fathers’ average time (in hours) spent with their children under 13 years old on workdays (1977-2008)

Statistically significant differences between fathers and mothers: 1977 ***; 2008 ***
(1977 n=455; 2008 n=773)
U.S. Department of Labor, Quality of Employment Survey, 1977
Families and Work Institute, National Study of the Changing Workforce, 2008
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
Perceptions of Time Famine

Figure 7: Employee reports of time deprivation

- Not enough time with child: 66%, 71%, 67%, 75%
- Not enough time for self: 50%, 61%, 55%, 59%
- Not enough time with partner: 61%, 71%, 67%, 75%
Work-Family Conflict: Not a “Women’s Issue”

Figure 1: Percentage of Fathers and Mothers in Dual-Earner Couples Reporting Work-Family Conflict (1977–2008)

Statistically significant differences between men and women in dual-earner couples with children under 18: 1977 not significant; 2008 p<.01; Statistically significant differences between 1977 and 2008: Men p<.001; women not significant.
Sample size: 1977 n=283; 2008 n=391.
Work Becomes Home and Home Becomes Work

UNTIL THE ECONOMY IMPROVES, WE ARE INSTITUTING A MANDATORY WEEK OFF EVERY QUARTER.

AT LEAST YOU'LL HAVE MORE TIME WITH YOUR FAMILIES.

NOOO!!! NOT MY FAMILY!!!

PROBLEMS AT HOME?

MAY I PLEASE WORK WITHOUT PAY?
Returning to Work after Childbirth

Figure 2. Return to Work among First-Time Mothers

## Predictors of Work-Life Conflict: Mothers

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Effect</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>All hours worked/week in all jobs</td>
<td>Each additional hour increases probability of experiencing some degree of work-life conflict</td>
<td>***</td>
</tr>
<tr>
<td>Time/week spent on self</td>
<td>Each additional hour decreases the probability of work-life conflict</td>
<td>**</td>
</tr>
<tr>
<td>Work-life centrism</td>
<td>Mothers who are family centric or dual centric are less likely to experience work-life conflict</td>
<td>***</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Job satisfaction decreases the probability of work-life conflict</td>
<td>***</td>
</tr>
<tr>
<td>Job pressure</td>
<td>Job pressure increases the probability of work-life conflict</td>
<td>***</td>
</tr>
</tbody>
</table>

Statistical significance: * = p<.05; ** = p<.01; *** = p<.001; ns = not significant.
(n=517)
Families and Work Institute, National Study of the Changing Workforce, 2008
Predictors of Work-Life Conflict: Fathers

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Effect</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>All hours worked/week in all jobs</td>
<td>Each additional hour worked per week increases the probability of experiencing some degree of work-life conflict</td>
<td>*</td>
</tr>
<tr>
<td>Time/week spent on self</td>
<td>Each additional hour spent doing things for oneself decreases the probability of work-life conflict</td>
<td>*</td>
</tr>
<tr>
<td>Dual-earner couple</td>
<td>Having a spouse/partner who works for pay increases the probability of experiencing work-life conflict</td>
<td>*</td>
</tr>
<tr>
<td>Work-life centrism(^{24})</td>
<td>Fathers who are family centric or dual centric are less likely to experience work-life conflict than those who are work-centric</td>
<td>***</td>
</tr>
<tr>
<td>Who takes most responsibility for child care</td>
<td>The probability of experiencing work-life conflict is less for fathers in families where someone other than the parents takes most responsibility for child care</td>
<td>*</td>
</tr>
<tr>
<td>Supervisor support</td>
<td>Greater support from one’s supervisor decreases the probability of work-life conflict</td>
<td>***</td>
</tr>
<tr>
<td>Autonomy at work</td>
<td>Greater autonomy on the job decreases the probability of work-life conflict</td>
<td>**</td>
</tr>
<tr>
<td>Job pressure</td>
<td>High levels of job pressure increase the probability of work-life conflict</td>
<td>**</td>
</tr>
</tbody>
</table>

Statistical significance: * = \(p < .05\); ** = \(p < .01\); *** = \(p < .001\); ns = not significant.

(n=367)
Families and Work Institute, National Study of the Changing Workforce, 2008
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
Figure 7: Frequency of direct/in-person care by family caregivers

- Every day: 23%
- Several times a week: 29%
- About once a week: 36%
- Once a month: 5%
- Every few months: 3%
- Depends on how elder is doing: 4%

Source: The Elder Care Study, FWI, 2010; N=62
Work-Life Conflict and Elder Care

Figure 3: Percent of family caregivers who experience work-life conflict “a lot” or “somewhat” by gender

What Caregivers for Elders Wish For

“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
Access to Flex Time

Figure 10: Employees with access to traditional flextime

Percent of employees

1992: 29%
1997: 45%
2002: 43%
2008: 44%
Perceptions of Supervisor Support

**Figure 37: Average agreement that supervisor is supportive**

- **Strongly agree**: 4.0
- **Somewhat agree**: 3.0
- **Somewhat disagree**: 2.0
- **Strongly disagree**: 1.0

The graph shows the trend from 1992 to 2008, with the question wording changing from 'accommodates me' to 'is responsive to my needs' in 2002.
Control Over Work Schedule

Figure 8: Employees’ perceptions of control over their schedule

<table>
<thead>
<tr>
<th>Year</th>
<th>None</th>
<th>Some/Very little</th>
<th>Complete/A lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>31%</td>
<td>39%</td>
<td>31%</td>
</tr>
<tr>
<td>1997</td>
<td>21%</td>
<td>44%</td>
<td>36%</td>
</tr>
<tr>
<td>2002</td>
<td>23%</td>
<td>41%</td>
<td>36%</td>
</tr>
<tr>
<td>2008</td>
<td>25%</td>
<td>39%</td>
<td>36%</td>
</tr>
</tbody>
</table>
Time Off After Childbirth

Figure 32: Amount of time off work following birth or adoption of a child

- **Overall**:
  - 12 weeks or more: 24%
  - 5 to 11 weeks: 22%
  - 1 to 4 weeks: 20%
  - Up to 1 week: 34%
- **Men**:
  - 12 weeks or more: 7%
  - 5 to 11 weeks: 10%
  - 1 to 4 weeks: 53%
  - Up to 1 week: 7%
- **Women**:
  - 12 weeks or more: 46%
  - 5 to 11 weeks: 39%
  - 1 to 4 weeks: 7%
  - Up to 1 week: 7%
Access to Paid Family Leave

Figure 33: Pay received during time off following birth or adoption

- **Overall**:
  - No pay: 46%
  - Partial pay: 18%
  - Full pay: 36%
- **Men**:
  - No pay: 44%
  - Partial pay: 10%
  - Full pay: 46%
- **Women**:
  - No pay: 49%
  - Partial pay: 30%
  - Full pay: 22%
Parental Leave Comparisons

Table 1. Parental Leave Policies in Highly Competitive Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Availability</th>
<th>Duration (weeks)</th>
<th>Wage replacement rate (%)</th>
<th>Availability</th>
<th>Duration (weeks)</th>
<th>Wage replacement rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>Yes</td>
<td>18</td>
<td>flat rate</td>
<td>Yes</td>
<td>18</td>
<td>flat rate</td>
</tr>
<tr>
<td>Austria</td>
<td>Yes</td>
<td>81–146</td>
<td>100, flat rate</td>
<td>Yes</td>
<td>65–130</td>
<td>flat rate</td>
</tr>
<tr>
<td>Canada</td>
<td>Yes</td>
<td>50</td>
<td>55</td>
<td>Yes</td>
<td>35</td>
<td>55</td>
</tr>
<tr>
<td>Denmark</td>
<td>Yes</td>
<td>50–58</td>
<td>80–100</td>
<td>Yes</td>
<td>34–42</td>
<td>80–100</td>
</tr>
<tr>
<td>Finland</td>
<td>Yes</td>
<td>164</td>
<td>25–90</td>
<td>Yes</td>
<td>154</td>
<td>25–70</td>
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<tr>
<td>Germany</td>
<td>Yes</td>
<td>66–118</td>
<td>33–100</td>
<td>Yes</td>
<td>52–104</td>
<td>33–67</td>
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<tr>
<td>Iceland</td>
<td>Yes</td>
<td>26</td>
<td>80</td>
<td>Yes</td>
<td>26</td>
<td>80</td>
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<tr>
<td>Japan</td>
<td>Yes</td>
<td>58</td>
<td>30–60</td>
<td>Yes</td>
<td>44</td>
<td>30–40</td>
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<tr>
<td>Netherlands</td>
<td>Yes</td>
<td>16</td>
<td>100</td>
<td>Yes</td>
<td>0.4</td>
<td>100</td>
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<tr>
<td>Norway</td>
<td>Yes</td>
<td>90–100</td>
<td>80–100, flat rate</td>
<td>Yes</td>
<td>87–97</td>
<td>80–100, flat rate</td>
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<tr>
<td>Singapore</td>
<td>Yes</td>
<td>14</td>
<td>100</td>
<td>Yes</td>
<td>2</td>
<td>100</td>
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<tr>
<td>Sweden</td>
<td>Yes</td>
<td>69*</td>
<td>80, flat rate</td>
<td>Yes</td>
<td>67*</td>
<td>80, flat rate</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Yes</td>
<td>14</td>
<td>80</td>
<td>No</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Yes</td>
<td>39</td>
<td>90</td>
<td>Yes</td>
<td>2</td>
<td>90</td>
</tr>
<tr>
<td>United States</td>
<td>No</td>
<td>n.a.</td>
<td>n.a.</td>
<td>No</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
</tbody>
</table>


Notes: in the database and all tables, data reflect national policy. Coverage conditions such as firm size, sector, and duration of employment vary by country. Paid leave for mothers includes paid leave for women only (maternity leave) and parental leave that is available to women. Paid leave for fathers includes paid leave for men only (paternity leave) and parental leave that is available to men. The table presents data on the maximum amount of leave available to the mother if she takes all of the maternity leave available to mothers and all of the parental leave available to either parent. Parallel data are presented for fathers. The minimum and maximum (as a range) are presented to reflect that country’s policy of providing parents with a choice between a shorter leave at a higher benefit level (percentage of wages or flat rate) and a longer leave at a lower benefit. n.a. = Not applicable.

*Sweden’s parental leave policy also allows parents to take part-time leave with partial benefits for a longer duration.*
Living up to the Ideal Worker Norm

Figure 35: Agreement that employees who ask for time off for personal or family needs are less likely to get ahead in their jobs or careers.

- Percent of employees who agree ‘somewhat’ or ‘strongly’
- 1997: 39%
- 2002: 39%
- 2008: 37%
Living up to the Ideal Worker Norm

Figure 34: Agreement that employees have to choose between advancing in their jobs or devoting attention to their family or personal lives

Percent of employees who agree ‘somewhat’ or ‘strongly’

- 1992: 35%
- 1997: 33%
- 2002: 38%
- 2008: 41%
Effects of work-life stress

"On the bright side, ever since the layoff and my divorce it's been much easier to balance work and family."

...
Why flexibility in a weak economy?

Clear and compelling:
A “business case” for flexibility
Benefits of Workplace Flexibility: Job Engagement

Figure 2. The Relationship between Job Engagement and Access to Flexibility*

*This figure shows that the relationship between having access to flexibility and an employee’s level of engagement would occur by chance 1 in 1,000 times.
Benefits of Flexibility: Job Satisfaction

Figure 3. The Relationship between Job Satisfaction and Access to Flexibility*

*This figure shows that the relationship between having access to flexibility and an employee’s level of job satisfaction would occur by chance 1 in 1,000 times.
Benefits of Flexibility: Retention

Figure 4. The Relationship between Job Retention and Access to Flexibility*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Not at all likely to try to find new job in next year</th>
<th>Somewhat likely to try to find new job in next year</th>
<th>Very likely to try to find new job in next year</th>
</tr>
</thead>
<tbody>
<tr>
<td>71%</td>
<td></td>
<td>18%</td>
<td>11%</td>
</tr>
<tr>
<td>61%</td>
<td></td>
<td>22%</td>
<td>17%</td>
</tr>
<tr>
<td>45%</td>
<td></td>
<td>31%</td>
<td>24%</td>
</tr>
</tbody>
</table>

*This figure shows that the relationship between having access to flexibility and an employee’s likelihood of leaving his or her job in the next year would occur by chance 1 in 1,000 times.
Benefits of Flexibility: Health

Figure 5. The Relationship between Overall Health and Access to Flexibility*

*This figure shows that the relationship between having access to flexibility and an employee’s health would occur by chance 1 in 1,000 times.
Benefits of Flexibility: Mental Health

Figure 41: Mental health by supportiveness and flexibility

- More flexibility and more supervisor support: 32%
- Less flexibility and more supervisor support: 24%
- More flexibility and less supervisor support: 21%
- Less flexibility and less supervisor support: 21%
National Dialogue on Workplace Flexibility

EXECUTIVE OFFICE OF THE PRESIDENT
COUNCIL OF ECONOMIC ADVISERS

WORK-LIFE BALANCE AND THE ECONOMICS OF WORKPLACE FLEXIBILITY
MARCH 2010
Work-Life Professional Association

College and University Work/Family Association
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
International Nonprofit Organizations

WorldatWork

About WorldatWork®
The Total Rewards Association

WorldatWork (www.worldatwork.org) is a not-for-profit organization providing education, conferences and research focused on global human resources issues including compensation, benefits, work-life and integrated total rewards to attract, motivate and retain a talented workforce. Founded in 1955, WorldatWork has nearly 30,000 members in more than 100 countries. Its affiliate organization, WorldatWork Society of Certified Professionals®, is the certifying body for the prestigious Certified Compensation Professional® (CCP®), Certified Benefits Professional® (CBP®), Global Remuneration Professional (GRP®), Work-Life Certified Professional™ (WLCP®), Certified Sales Compensation Professional™ (CSCP™), and Certified Executive Compensation Professional™ (CECP™). WorldatWork has offices in Scottsdale, Arizona, and Washington, D.C.

The WorldatWork group of registered marks includes: Alliance for Work-Life Progress®, or AWLP®, workspan®, WorldatWork® Journal, and Compensation Conundrum®

WorldatWork Local Network

WorldatWork Local Network is an alliance of independent compensation, benefits and human resources organizations representing professionals globally. Our Local Network offers participating organizations networking advantages along with educational/fundraising opportunities such as sponsorship of WorldatWork seminars and events.
New Business Opportunities

The 24 Hour Workshift Is Upon Us

The iPass Global Mobile Workforce Report
Understanding Enterprise Mobility Trends and Mobile Usage
New Legal Strategy

Caregivers as a Protected Class?:

The Growth of State and Local Laws Prohibiting Family Responsibilities Discrimination

Work Life Law
UC Hastings College of the Law
Summary

- Work and Families: essential social institutions.
- Culture has privileged work; economy has stretched families; much work-life stress
- Men want more balance
- Marriage demands more equality today

- Work-life balance leads to sustainability.