

Work-Life Balance



HELEN MEDERER
UNIVERSITY OF RHODE ISLAND

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”

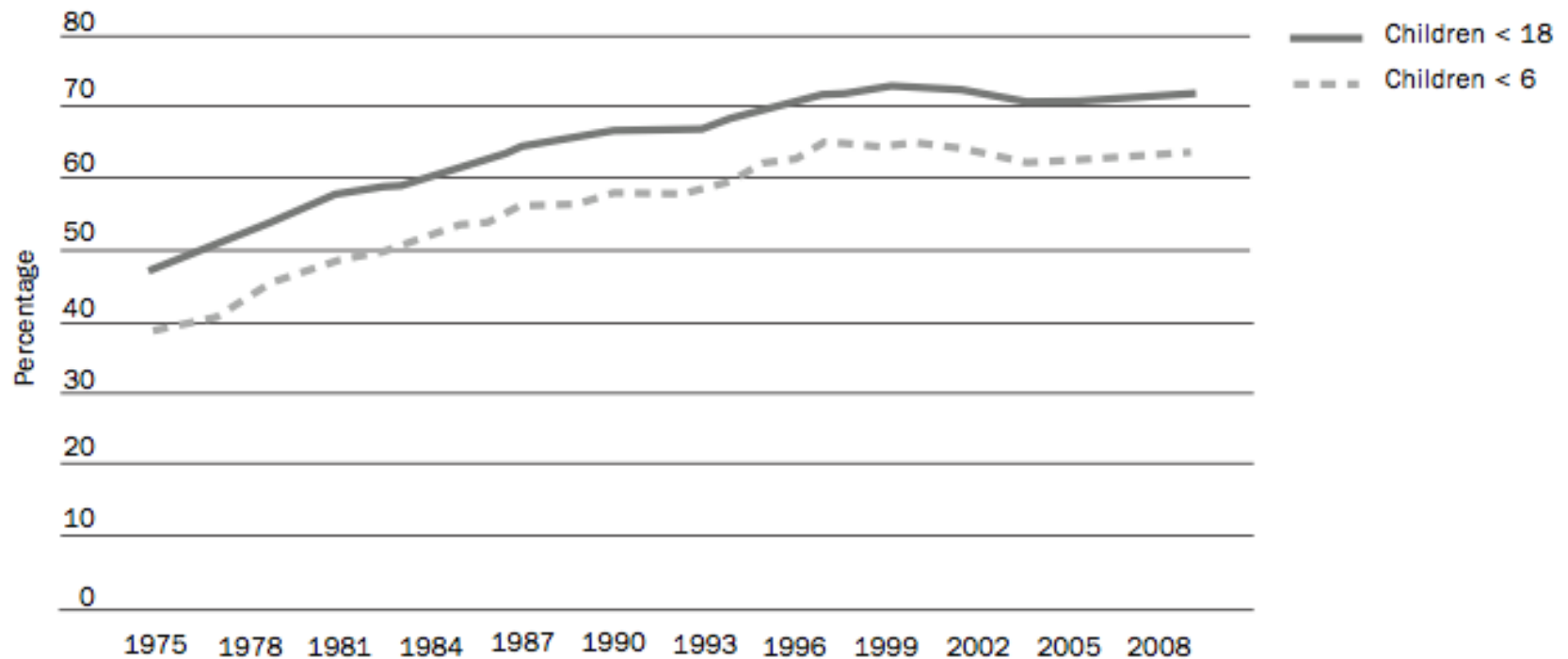


- The “ideal family”: a family with at least one worker
 - 70% of U.S. households have all adults in the labor force
 - More than half of all mothers with children under 1 year of age are in the labor force; 71% with children under 18
 - 48% of the workforce is female
 - Average number of hours worked 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



Source: March Current Population Survey.

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

Work-Centrism



*"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

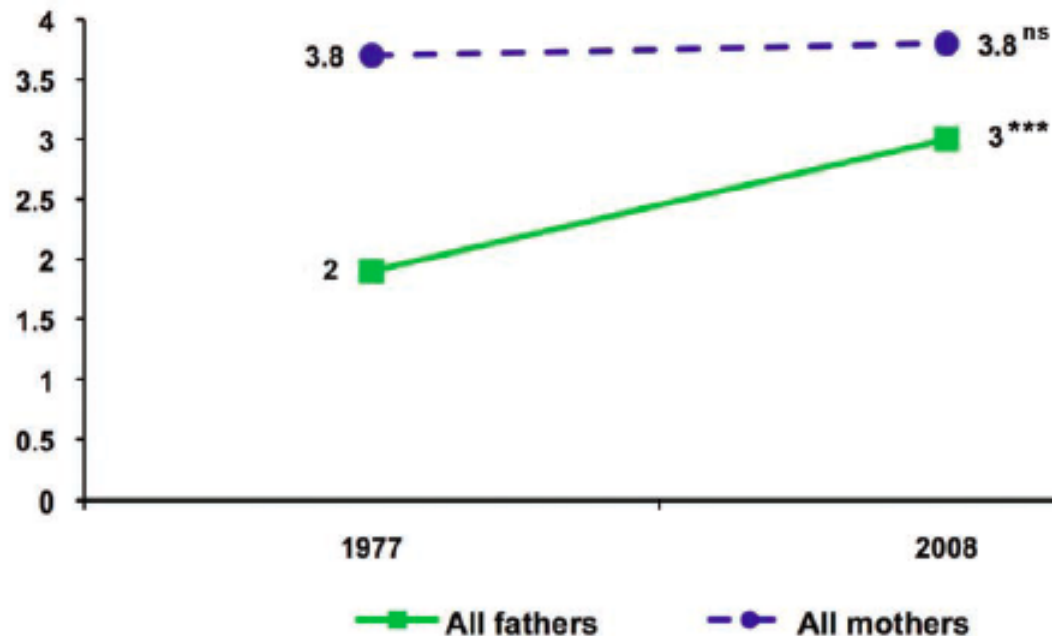
- Ideal Worker: a worker with no family

Not a personal problem, but incompatible social institutions

Parents' Time with Children



Figure 12: Mothers' and fathers' average time (in hours) spent with their children under 13 years old on workdays (1977-2008)

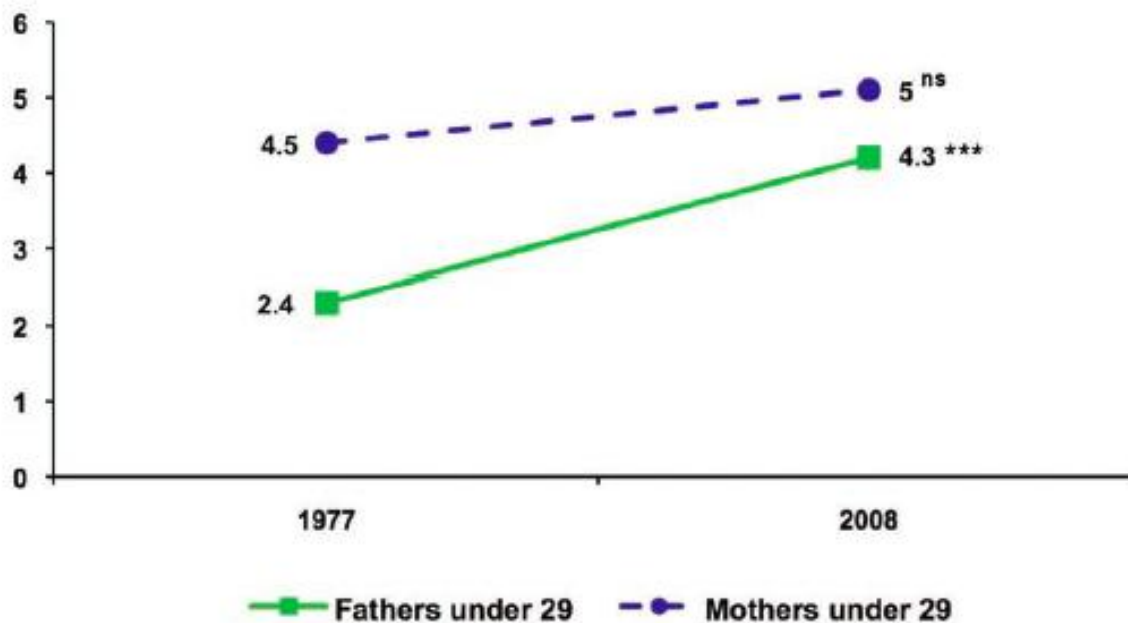


Statistically significant differences between fathers and mothers: 1977 ***; 2008 ***
(1977 n=455; 2008 n=773)
U.S. Department of Labor, Quality of Employment Survey, 1977
Families and Work Institute, National Study of the Changing Workforce, 2008

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)

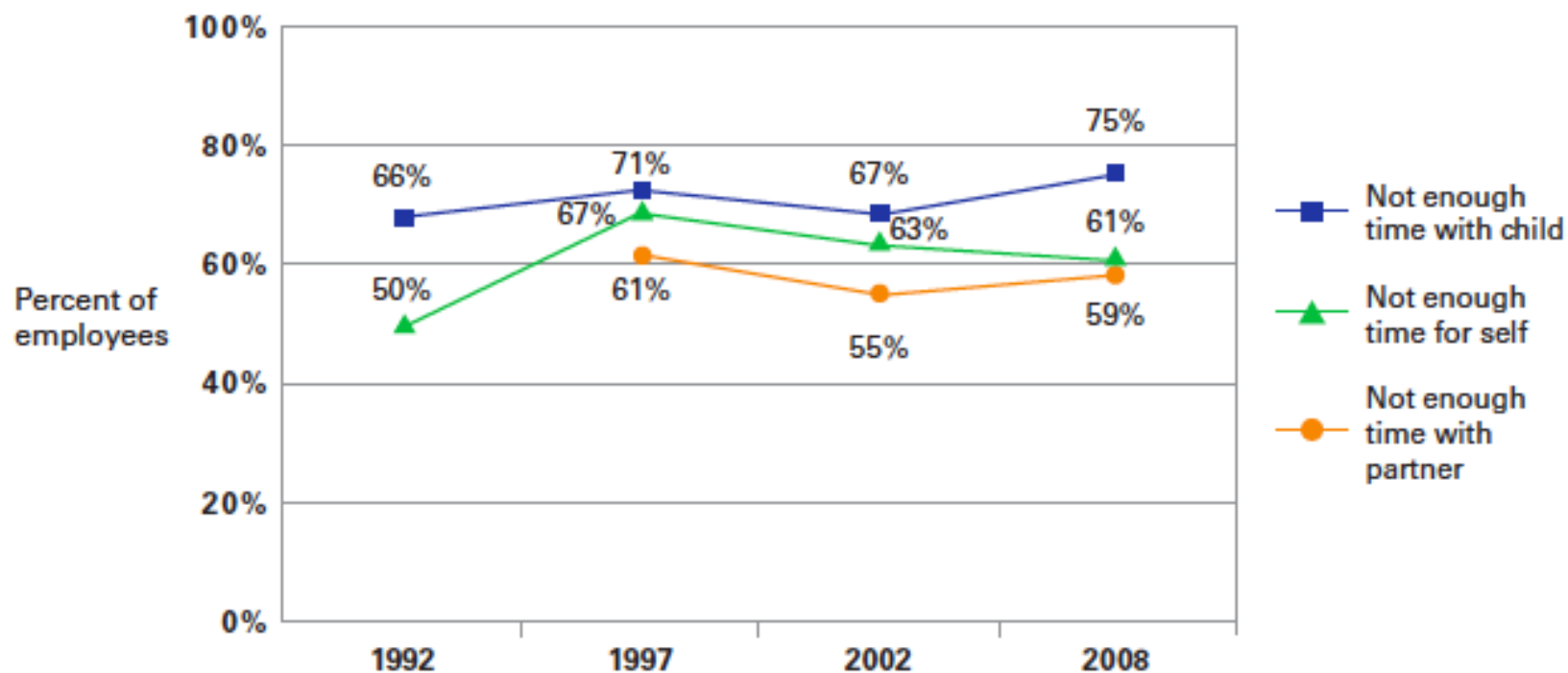
U.S. Department of Labor, Quality of Employment Survey, 1977

Families and Work Institute, National Study of the Changing Workforce, 2008

Perceptions of Time Famine



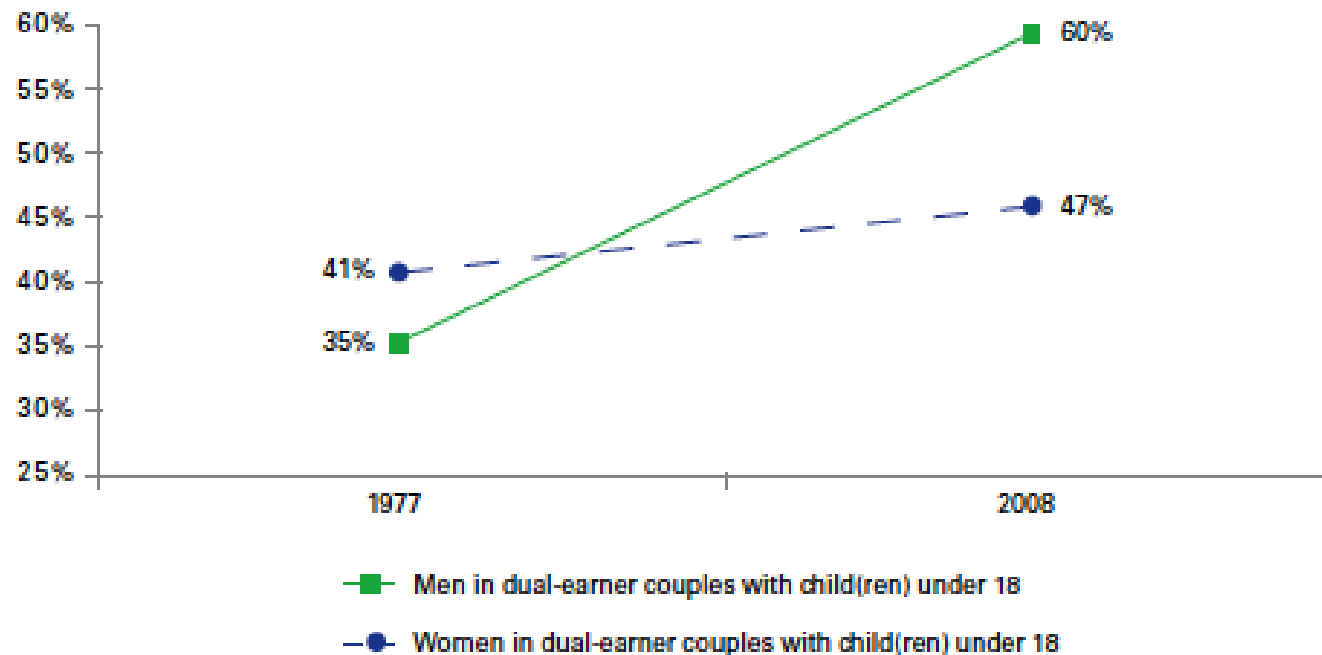
Figure 7: Employee reports of time deprivation



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 $n = 391$. Source: 2008 NSCW, FWI and 1977 QES, U.S. Department of Labor.

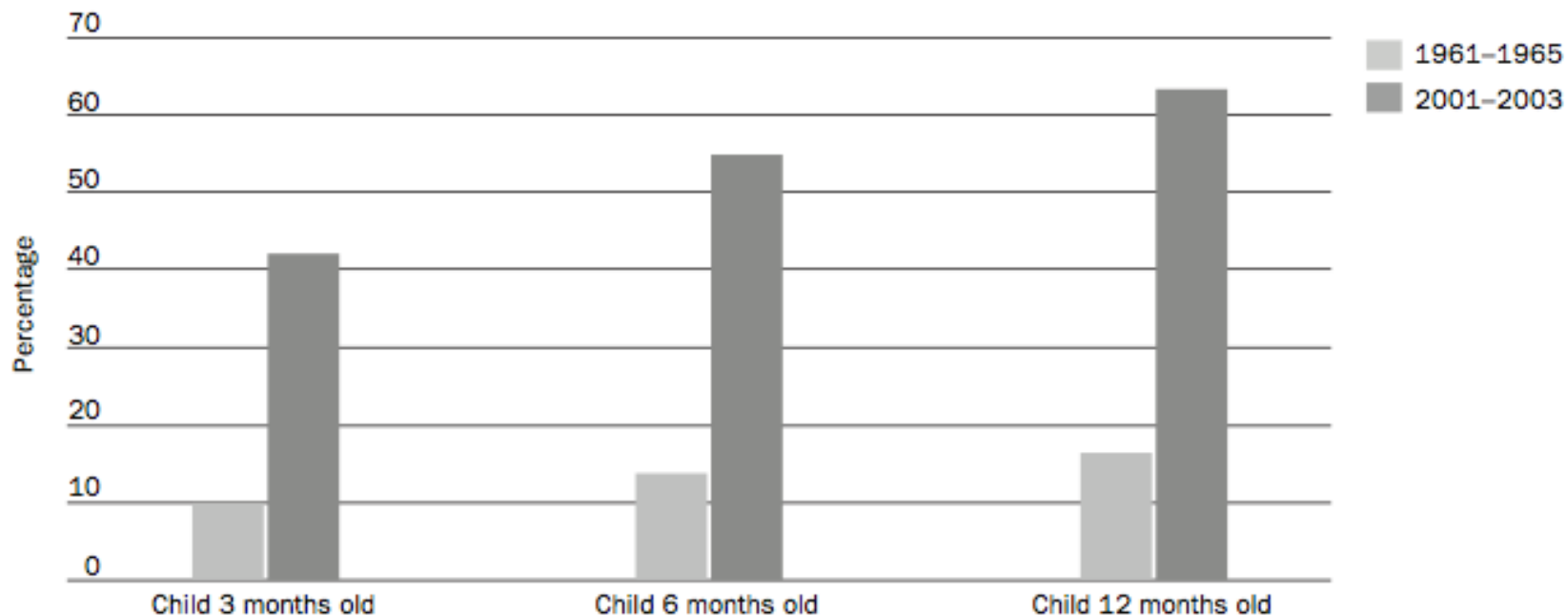
Work Becomes Home and Home Becomes Work



Returning to Work after Childbirth



Figure 2. Return to Work among First-Time Mothers



Source: Tallese Johnson, "Maternity Leave and Employment Patterns of First-Time Mothers, 1961-2003," *Current Population Reports*, P70-113 (Washington: U.S. Census Bureau, 2008).

Predictors of Work-Life Conflict: Mothers



Table 6: What factors predict work-life conflict among mothers?

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

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 5: What factors predict work-life conflict among fathers?

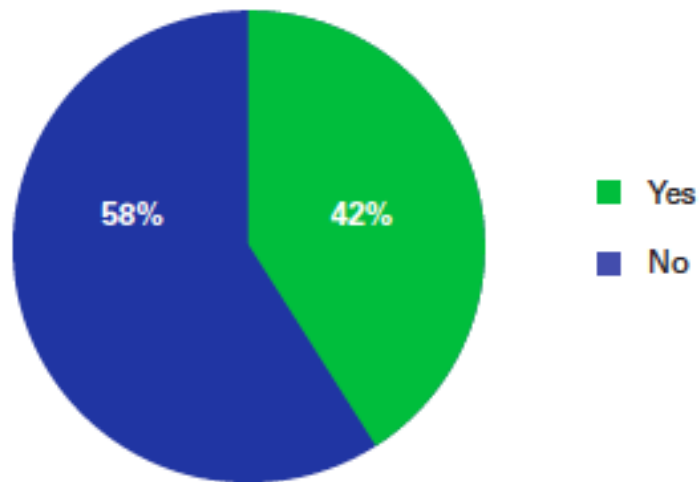
Predictor	Effect	Sig.
All hours worked/week in all jobs	Each additional hour worked per week increases the probability of experiencing some degree of work-life conflict	*
Time/week spent on self	Each additional hour spent doing things for oneself decreases the probability of work-life conflict	*
Dual-earner couple	Having a spouse/partner who works for pay increases the probability of experiencing work-life conflict	*
Work-life centrism ²⁴	Fathers who are family centric or dual centric are less likely to experience work-life conflict than those who are work-centric	***
Who takes most responsibility for child care	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	*
Supervisor support	Greater support from one's supervisor decreases the probability of work-life conflict	***
Autonomy at work	Greater autonomy on the job decreases the probability of work-life conflict	**
Job pressure	High levels of job pressure increase the probability of work-life conflict	**

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

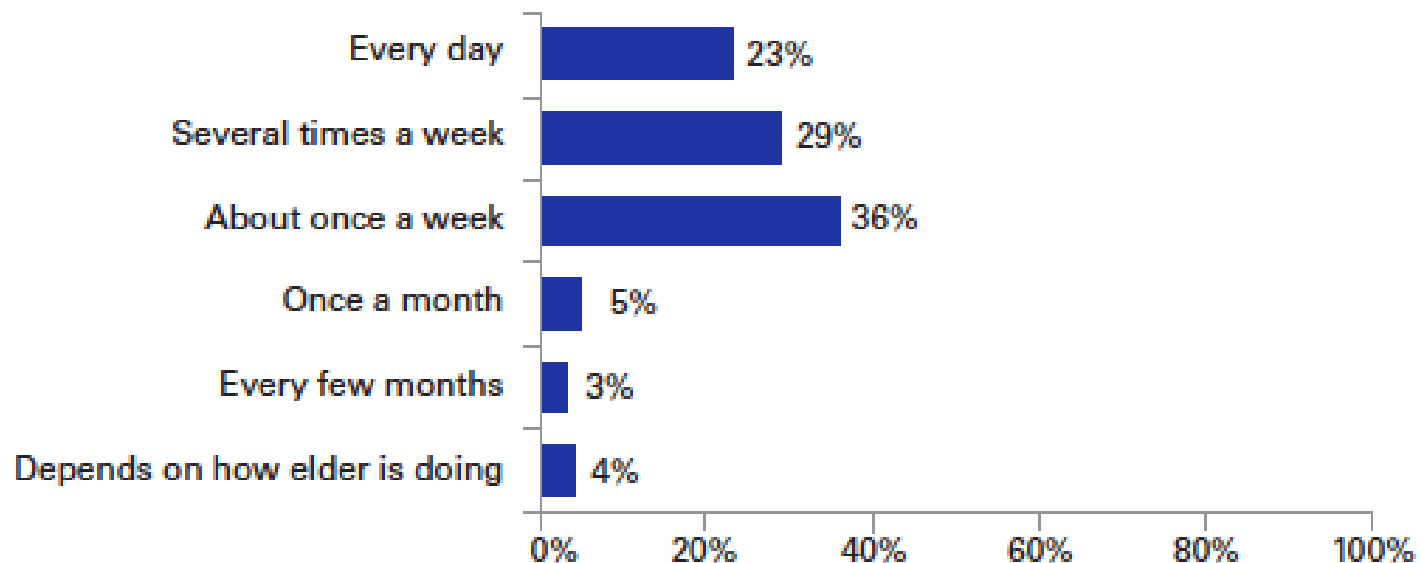


Source: The Elder Care Study, FWI, 2010.
N = 3,498

Extent of Elder Care



Figure 7: Frequency of direct/in-person care by family caregivers

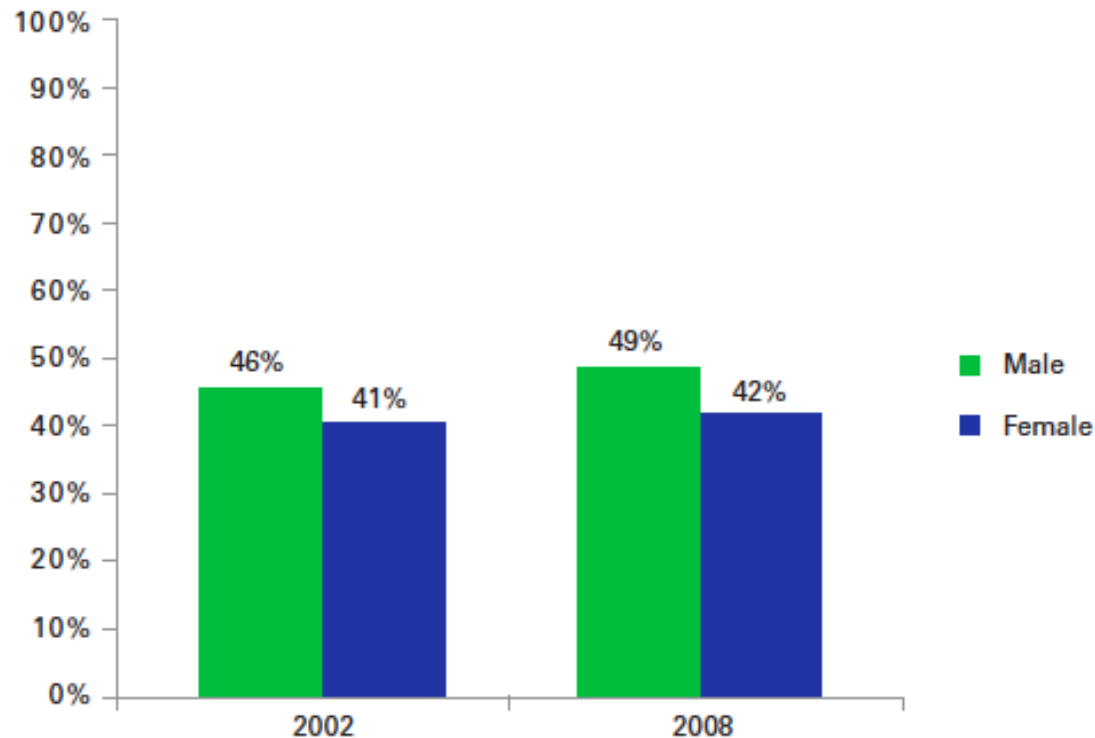


Source: The Elder Care Study, FWI, 2010; N=62

Work-Life Conflict and Elder Care



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



Source: The Elder Care Study, FWI, 2010.
N = 544 (2002); N = 548 (2008)

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:

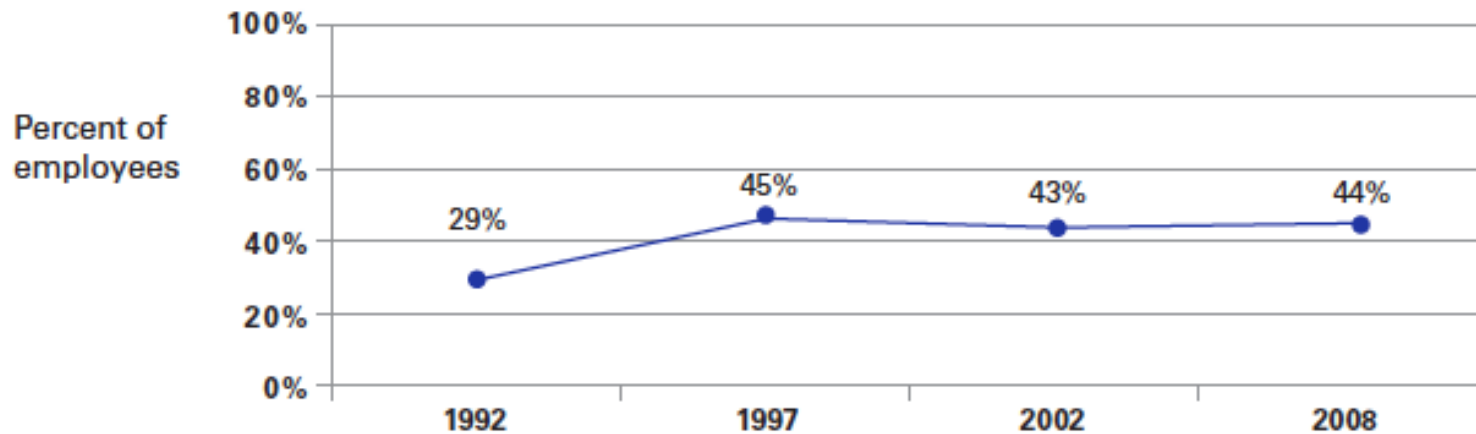
- greater schedule flexibility and options for managing time;
- time off, especially paid time off, without having to use up vacation time; and
- more understanding of their situation from management.

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

Access to Flex Time



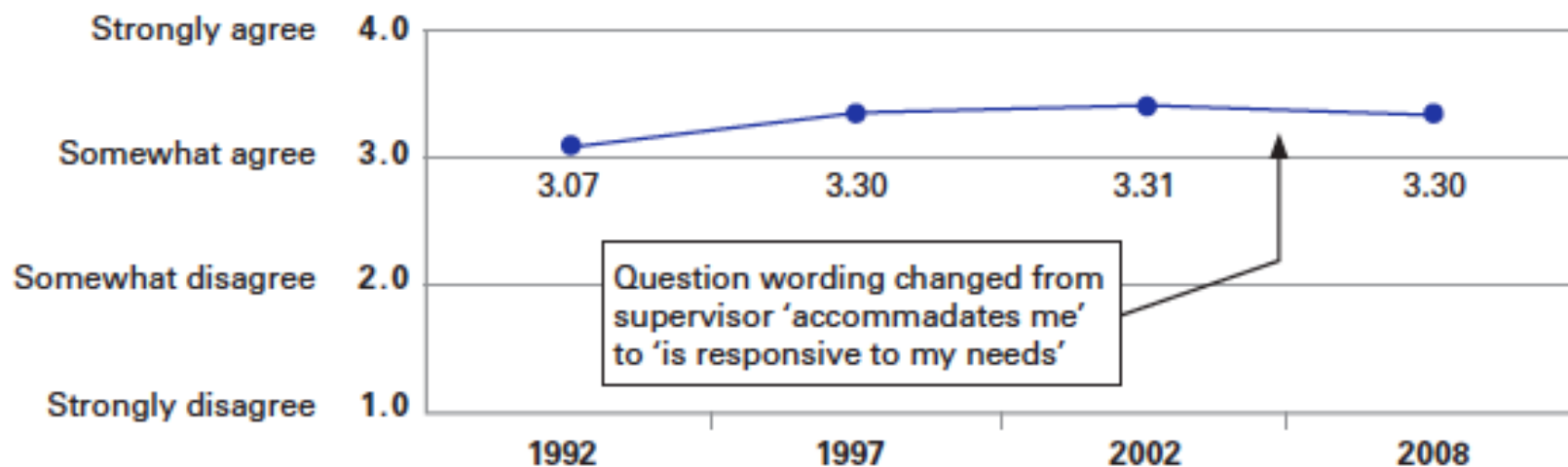
Figure 10: Employees with access to traditional flextime



Perceptions of Supervisor Support



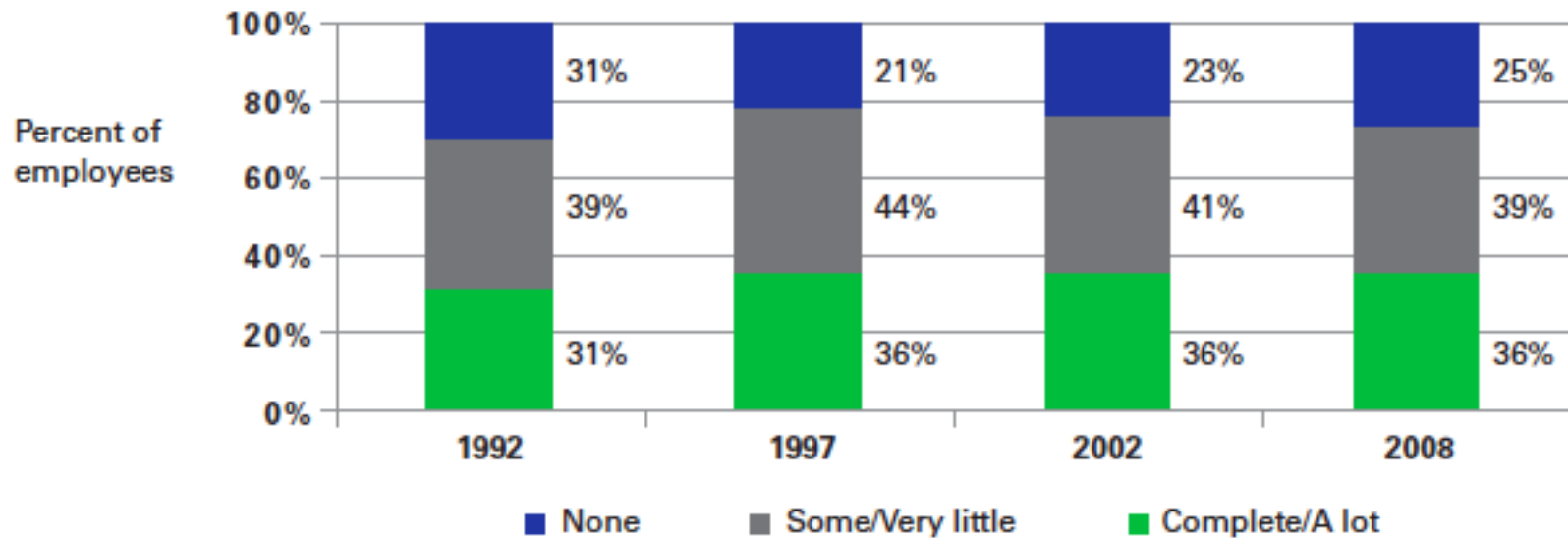
Figure 37: Average agreement that supervisor is supportive



Control Over Work Schedule



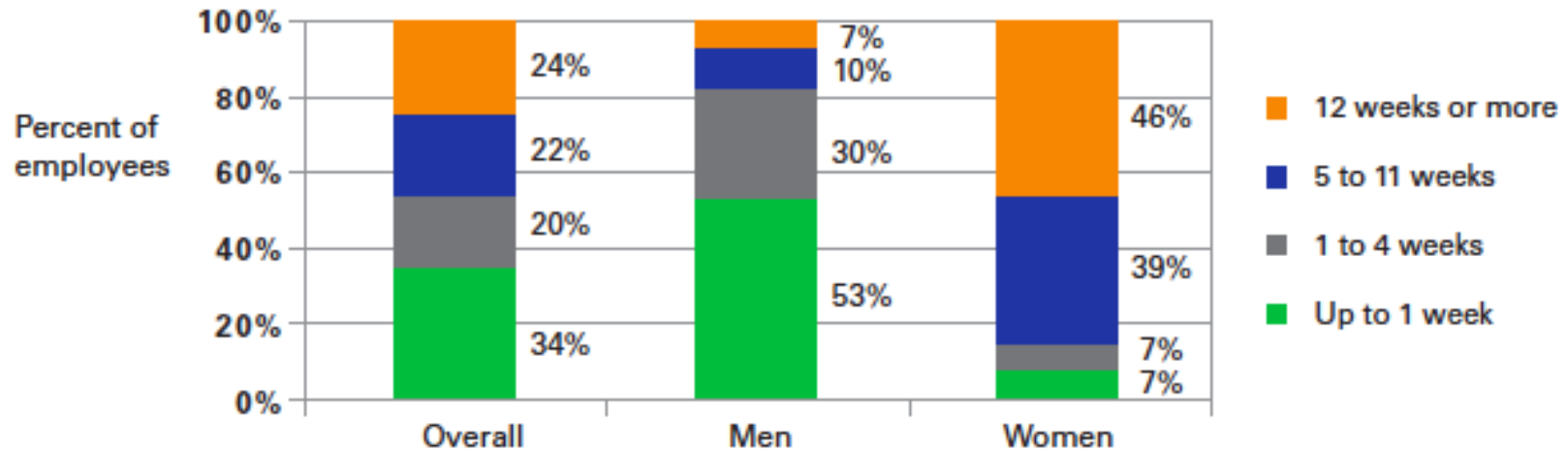
Figure 8: Employees' perceptions of control over their schedule



Time Off After Childbirth



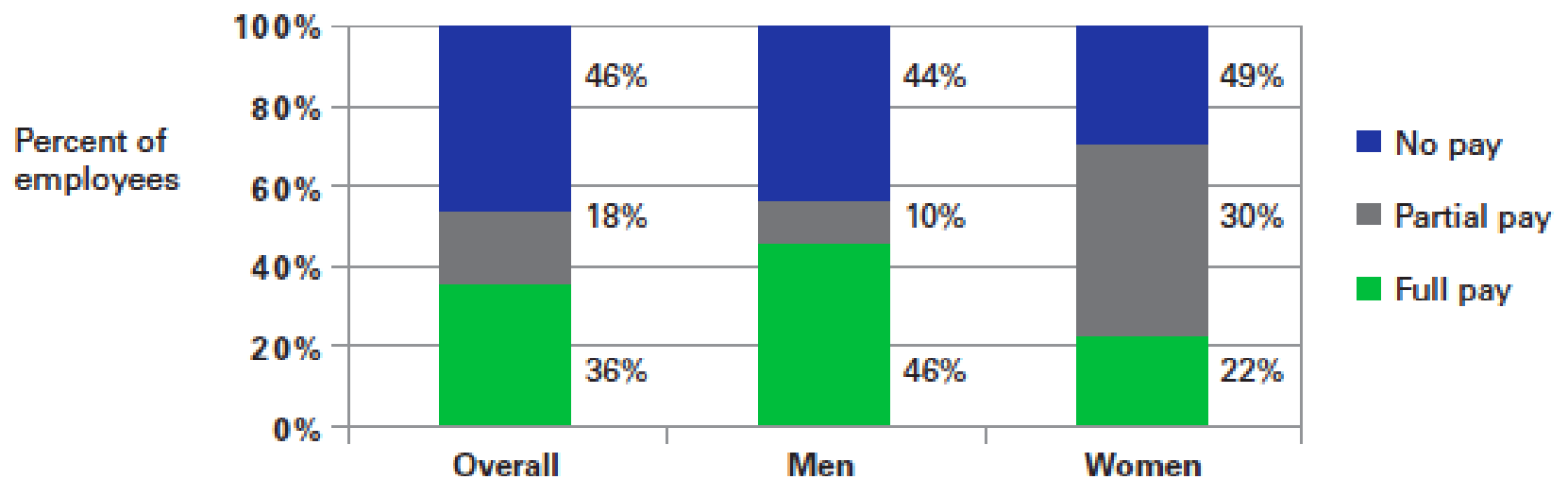
Figure 32: Amount of time off work following birth or adoption of a child



Access to Paid Family Leave



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



Parental Leave Comparisons



Table 1. Parental Leave Policies in Highly Competitive Countries

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

Source: Based on updated data from Jody Heymann and Alison Earle, *Raising the Global Floor: Dismantling the Myth That We Can't Afford Good Working Conditions for Everyone* (Stanford University Press, 2010).

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.

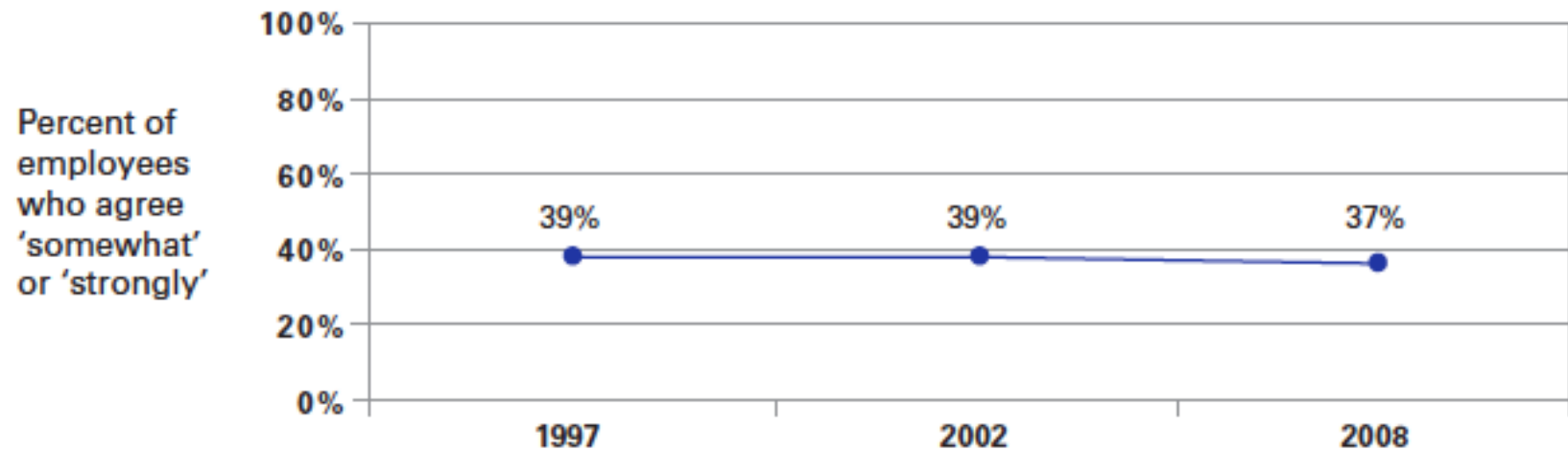
n.a. = Not applicable.

*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



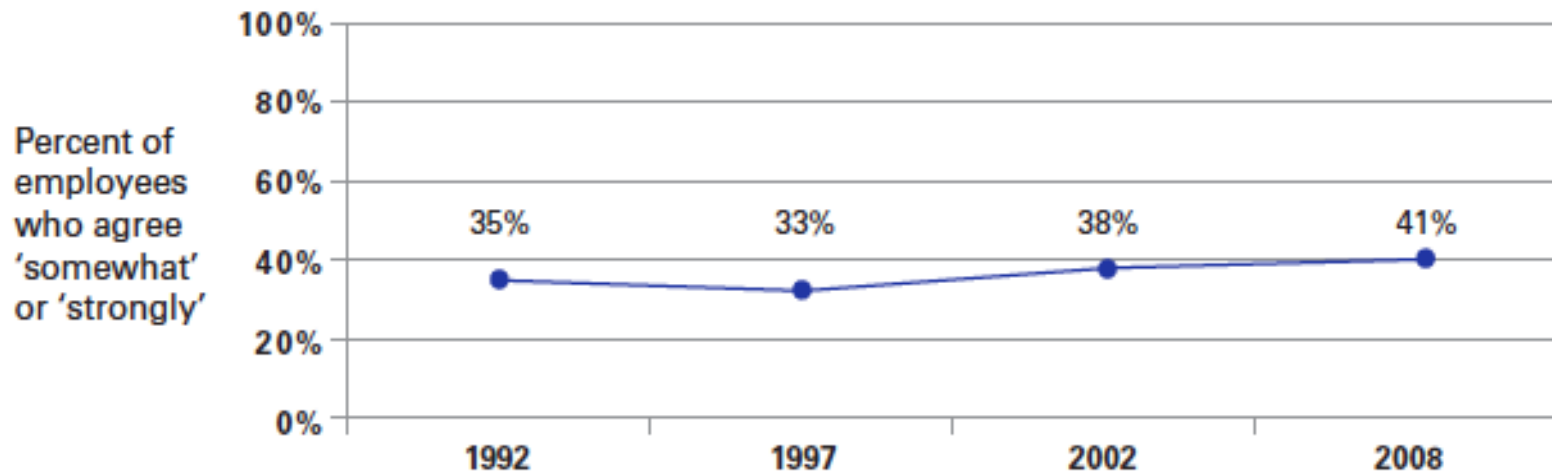
Figure 35: Agreement that employees who ask for time off for personal or family needs are less likely to get ahead in their jobs or careers



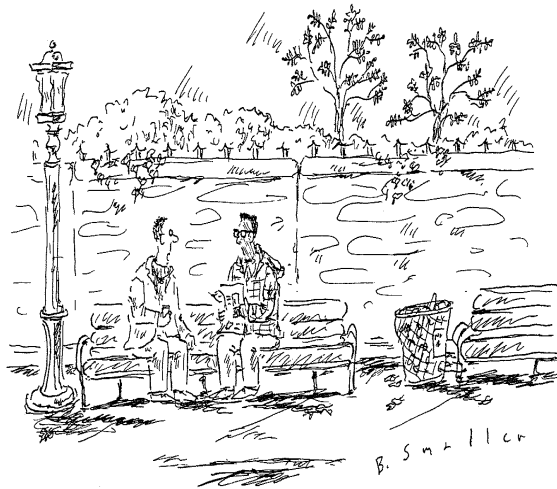
Living up to the Ideal Worker Norm



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



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?

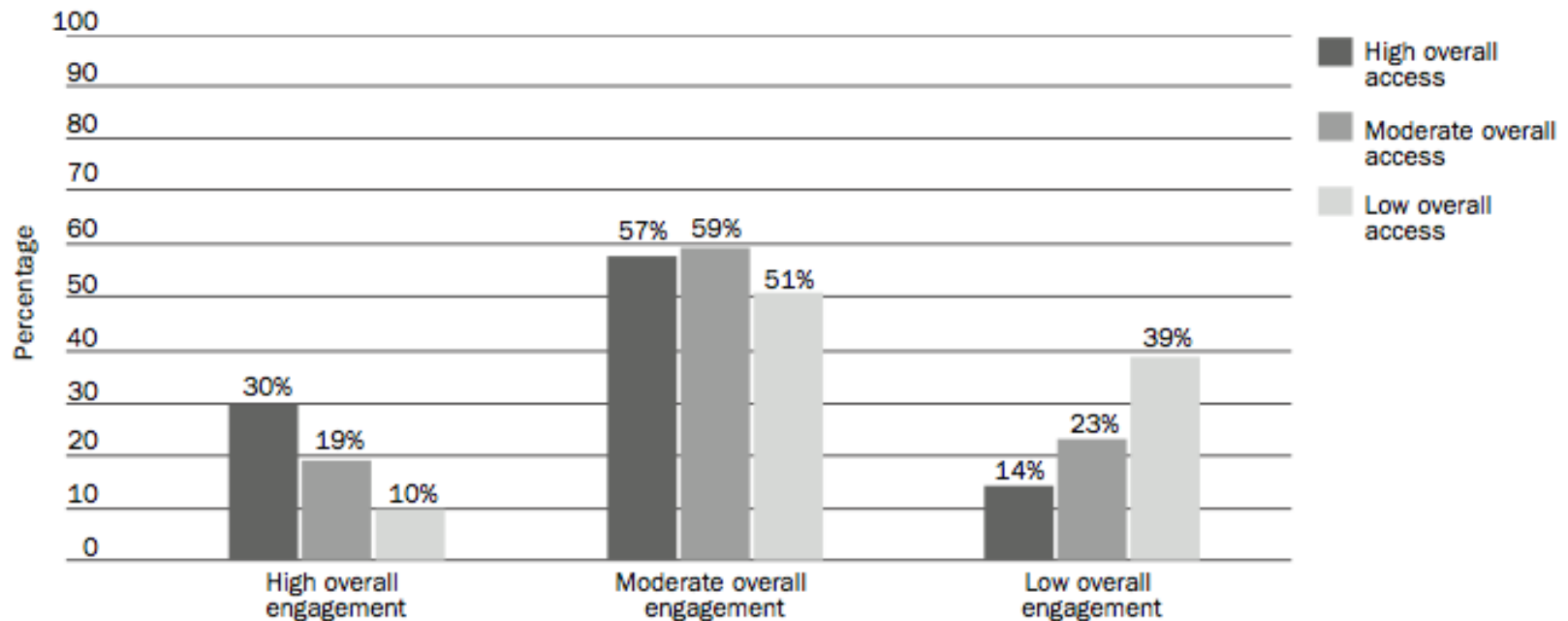


Clear and compelling:
A “business case” for flexibility

Benefits of Workplace Flexibility: Job Engagement



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



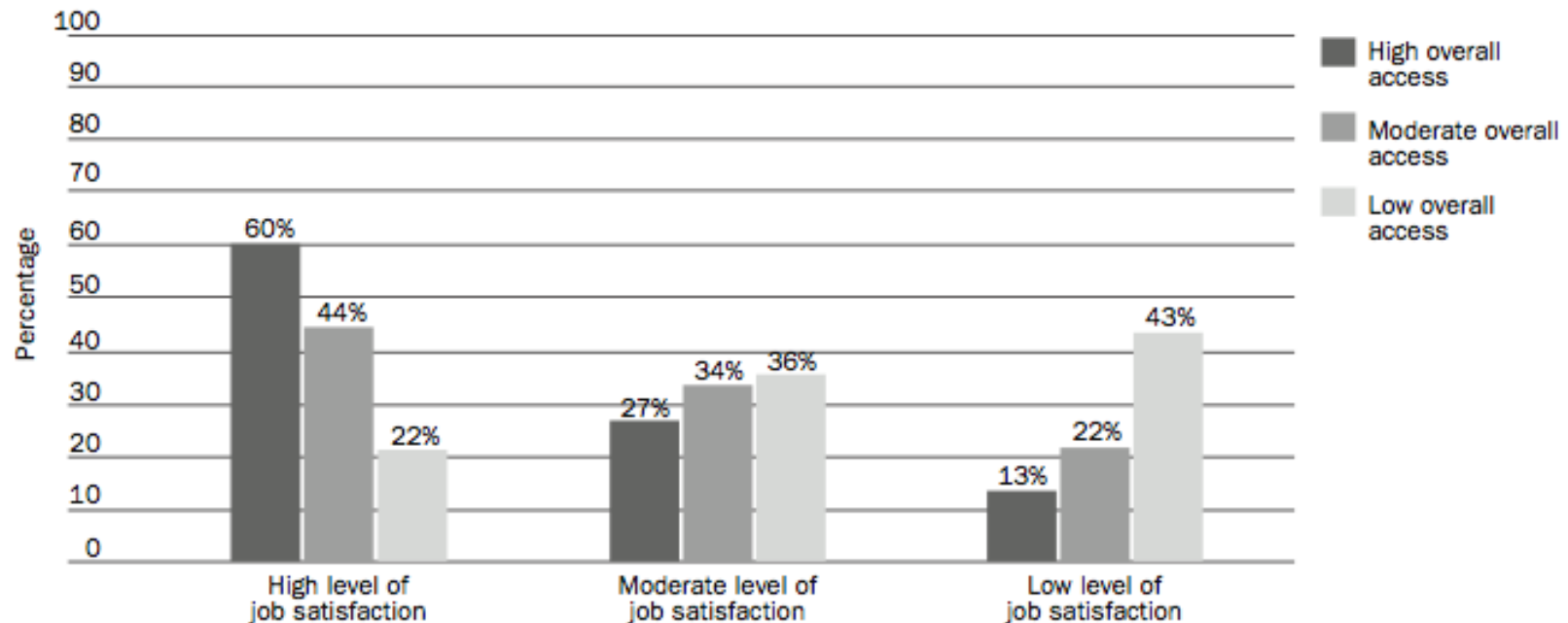
Source: Families and Work Institute, 2008 National Study of the Changing Workforce.

*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*



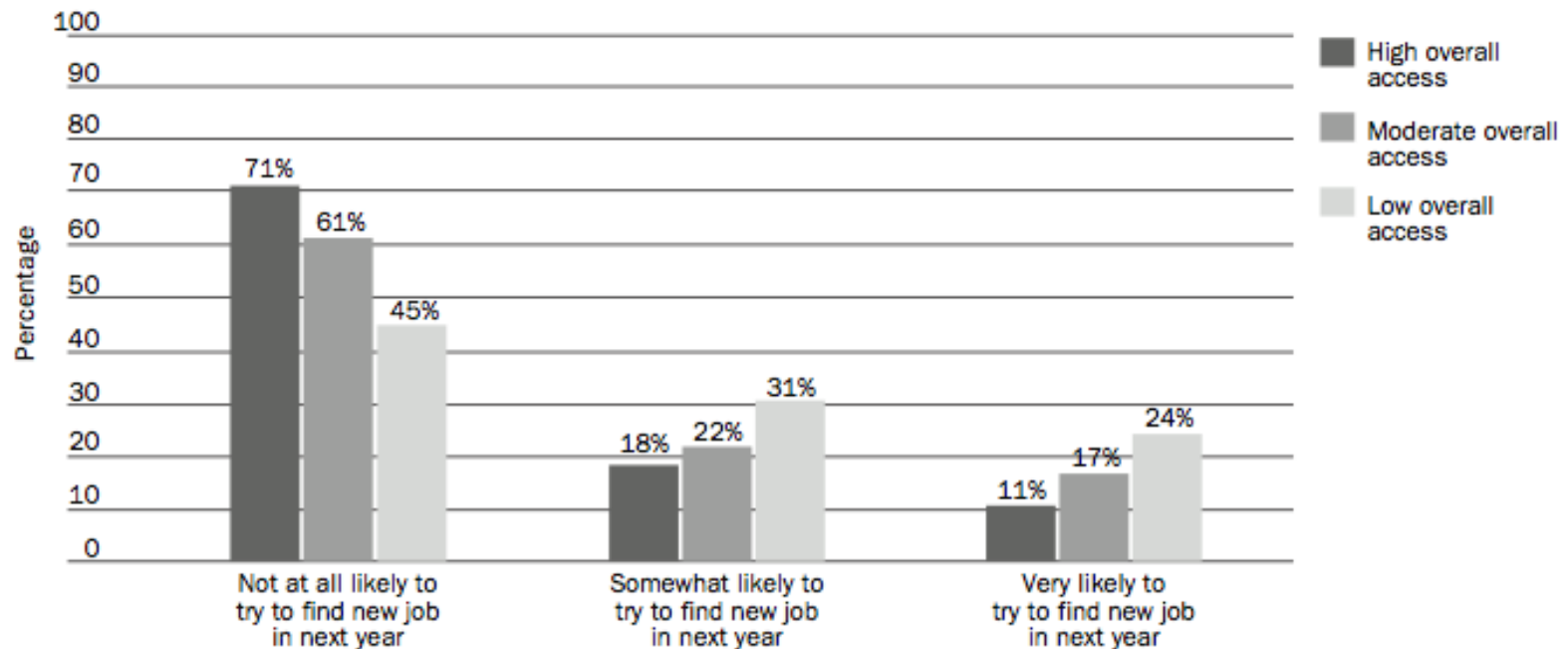
Source: Families and Work Institute, 2008 National Study of the Changing Workforce.

*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*



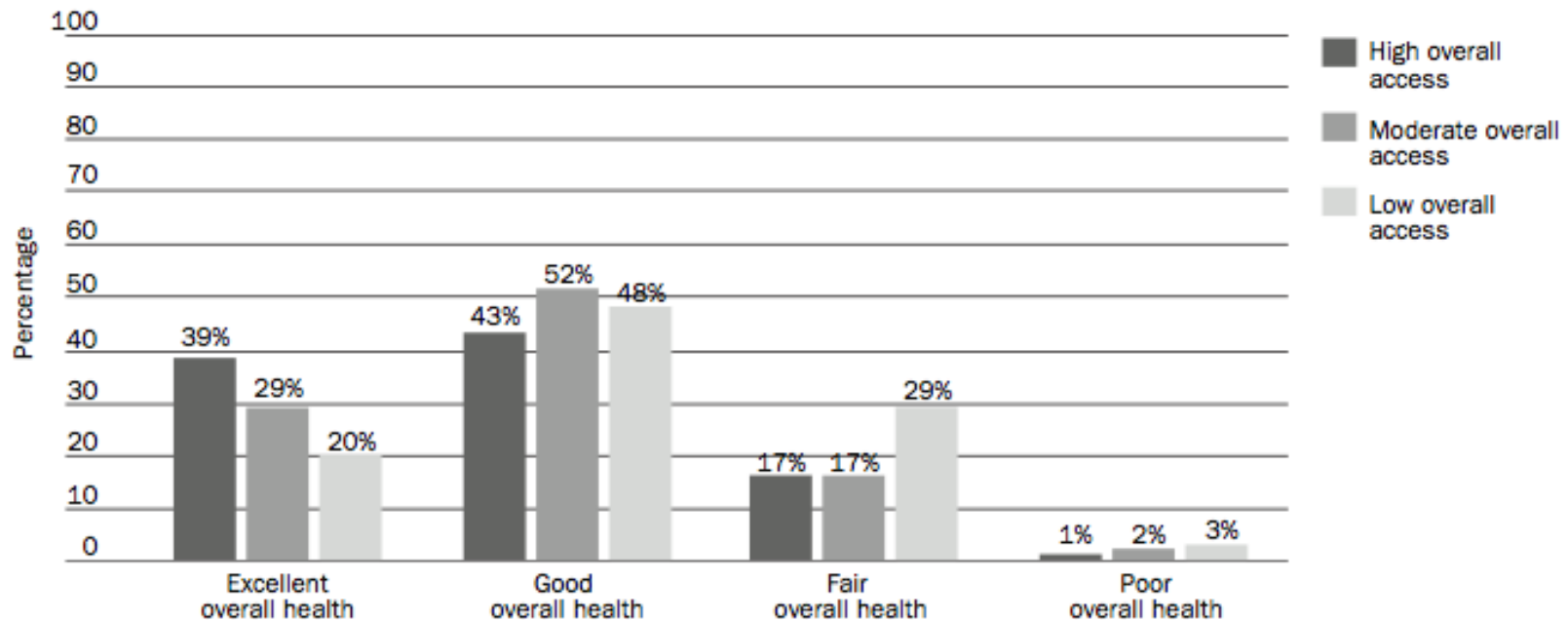
Source: Families and Work Institute, 2008 National Study of the Changing Workforce.

*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*



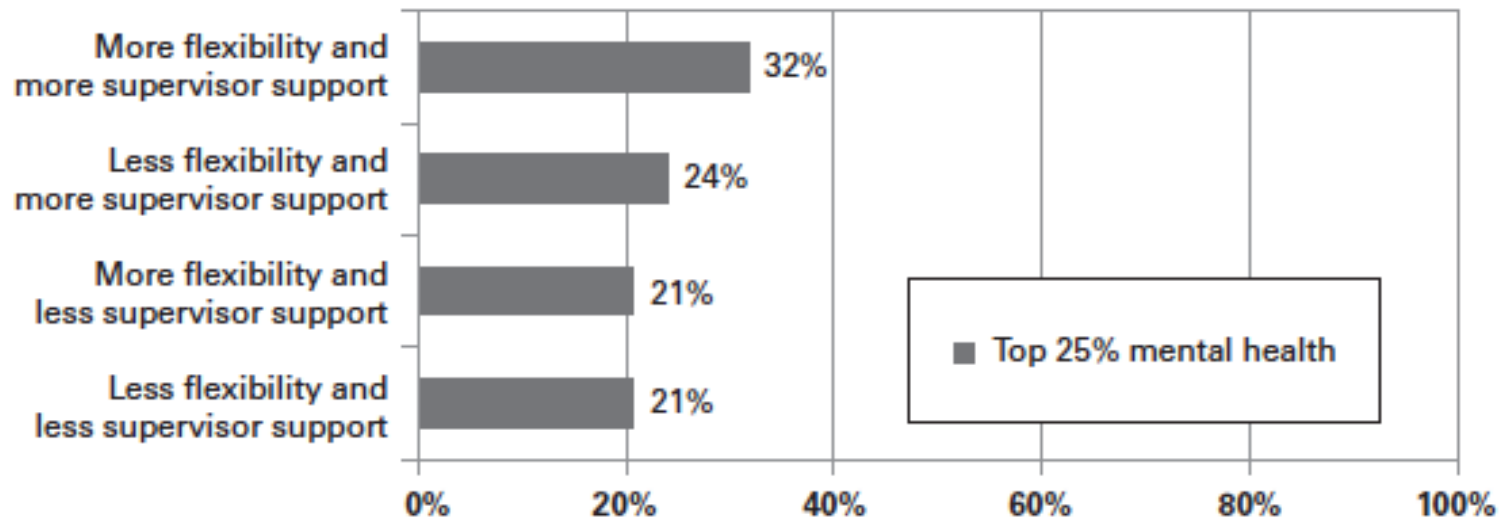
Source: Families and Work Institute, 2008 National Study of the Changing Workforce.

*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



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

National Science Foundation September 2011



NSF's Career-Life Balance Initiative



Work-Life Professional Association



CUWFA

College and University
Work/Family Association

URI's Work-Life Committee



University of Rhode Island - Work Life

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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.

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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



AUGUST 23, 2011



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.