

Adding New Work-Life Data to the Research Vault: The 2012 National Study

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The 2011-2012 Study of Employed Caregivers

- Study conducted June 2011 to July 2012
- Had just over 25,000 employees from 71 companies fill out the survey
- Gave us a chance to re-explore the same issues examined in 1991 and 2001
 - As well as some new ones
- This is important given the fact that many things likely to impact an employee's ability to balance work and family have changed since we undertook our last study

The 2011-2012 Study Study of Employed Caregivers

- Many of these changes are demographic
 - Increased longevity/reduced fertility means Canada's population is aging as is its workforce
 - Families are smaller and more diverse in structure
 - Means no one size fits all solution to this issue
- Many of these changes are economic
 - Bifurcation of the labour market: “jobs without people, people without jobs”
 - Economic downturn has impacted firms and employees and reduced incentives for change

The 2011-2012 Study of Employed Caregivers

- Technological advances have further blurred the boundary between work and family
 - Now possible to be in touch with work 24/7
 - Many companies expect constant availability from employees
- Gen X and Gen Y employees have very different set of work values than their parents (Baby Boomers)
 - Work life issues key to recruitment and retention of both of these groups

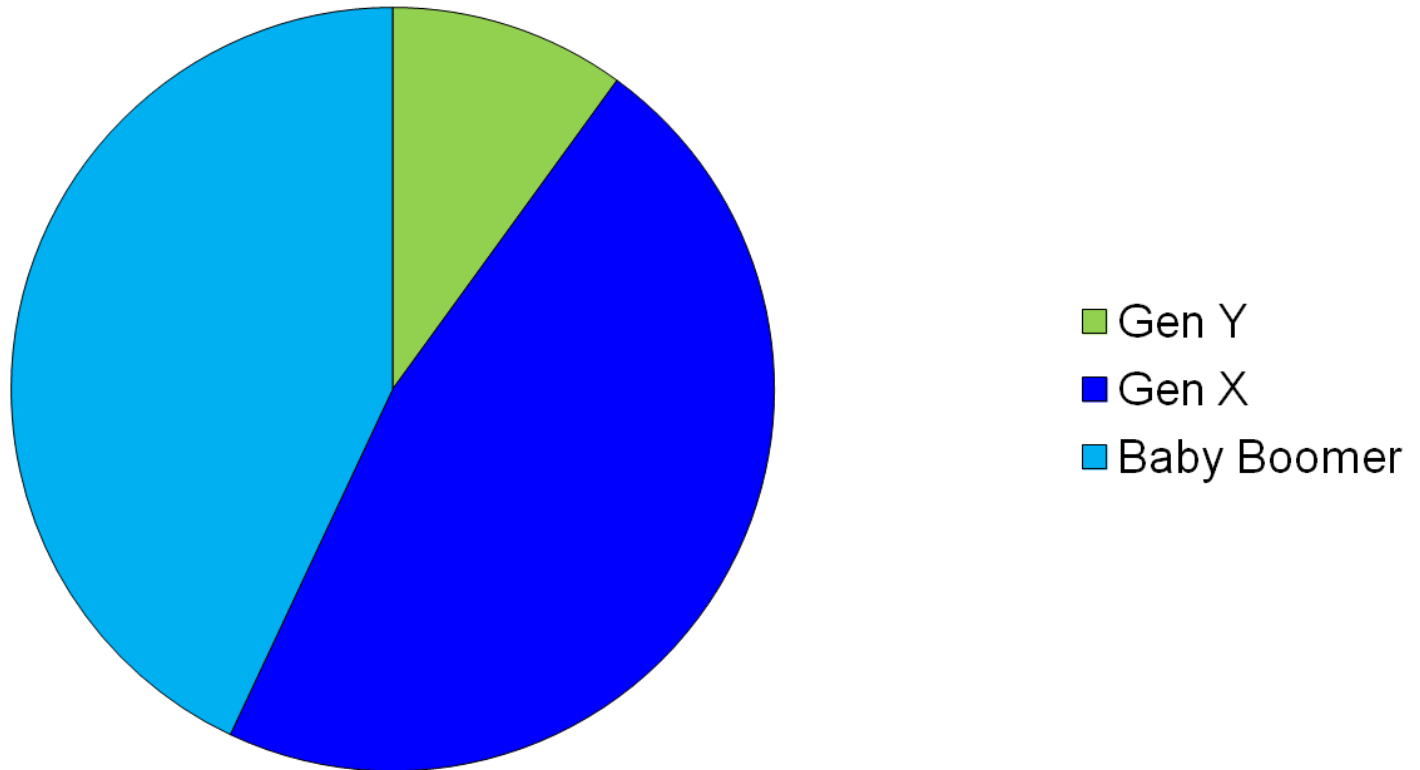
Focus of this talk

- Employed caregivers
- Role overload
 - Too much to do in the amount of time one has to do it
- Key changes over time

Who answered the survey?

Age breakdown reflective of Canadian workforce

Generational Cohort



Who answered the survey?

Sample dominated by knowledge workers

Respondents were:

- Predominantly female (60% women)
- Well-educated
 - 22% college diploma,
 - 38% with one university degree,
 - 17% with at least one post graduate degree)
- Socio-economically advantaged
 - 66% had personal incomes of \$60,000 or more per year

Who answered the survey?

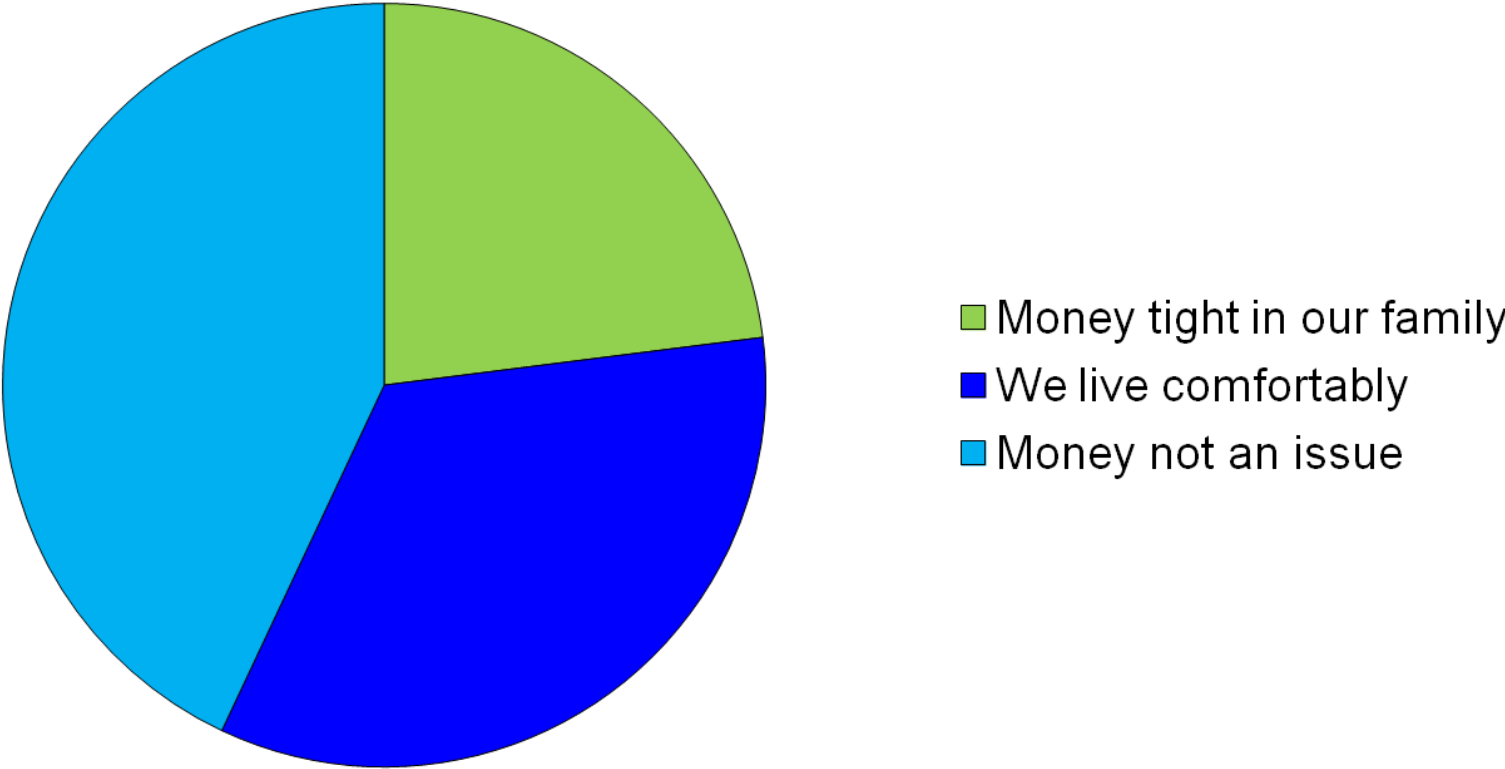
Sample dominated by knowledge workers

Respondents were:

- “Knowledge workers”
 - 62% worked in managerial/professional positions.
- Public servants/greater public service:
 - 52% public servants
 - 34% NFP sector
 - 10% private sector

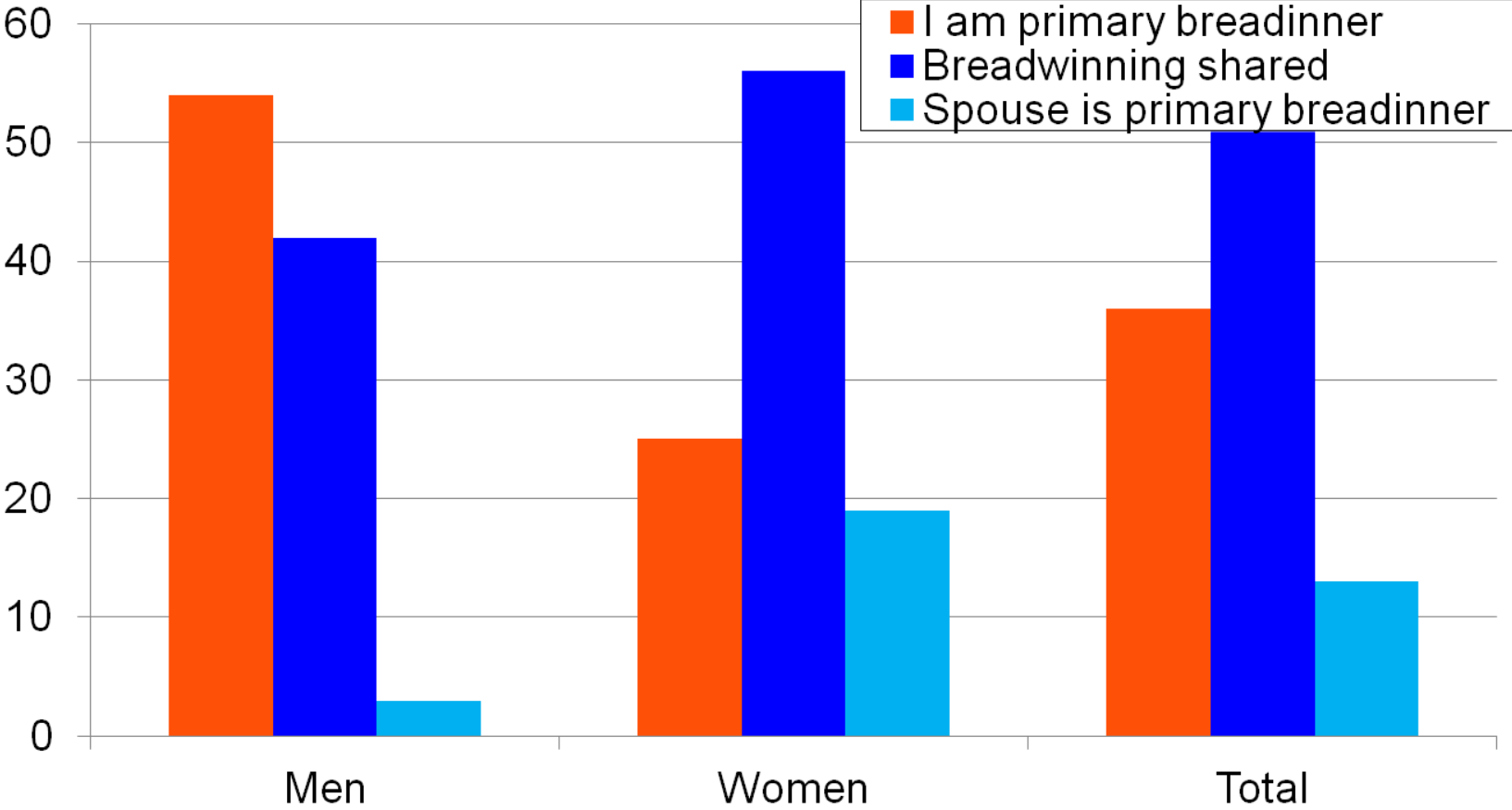
Most of the families in our sample are financially secure

Families' financial status

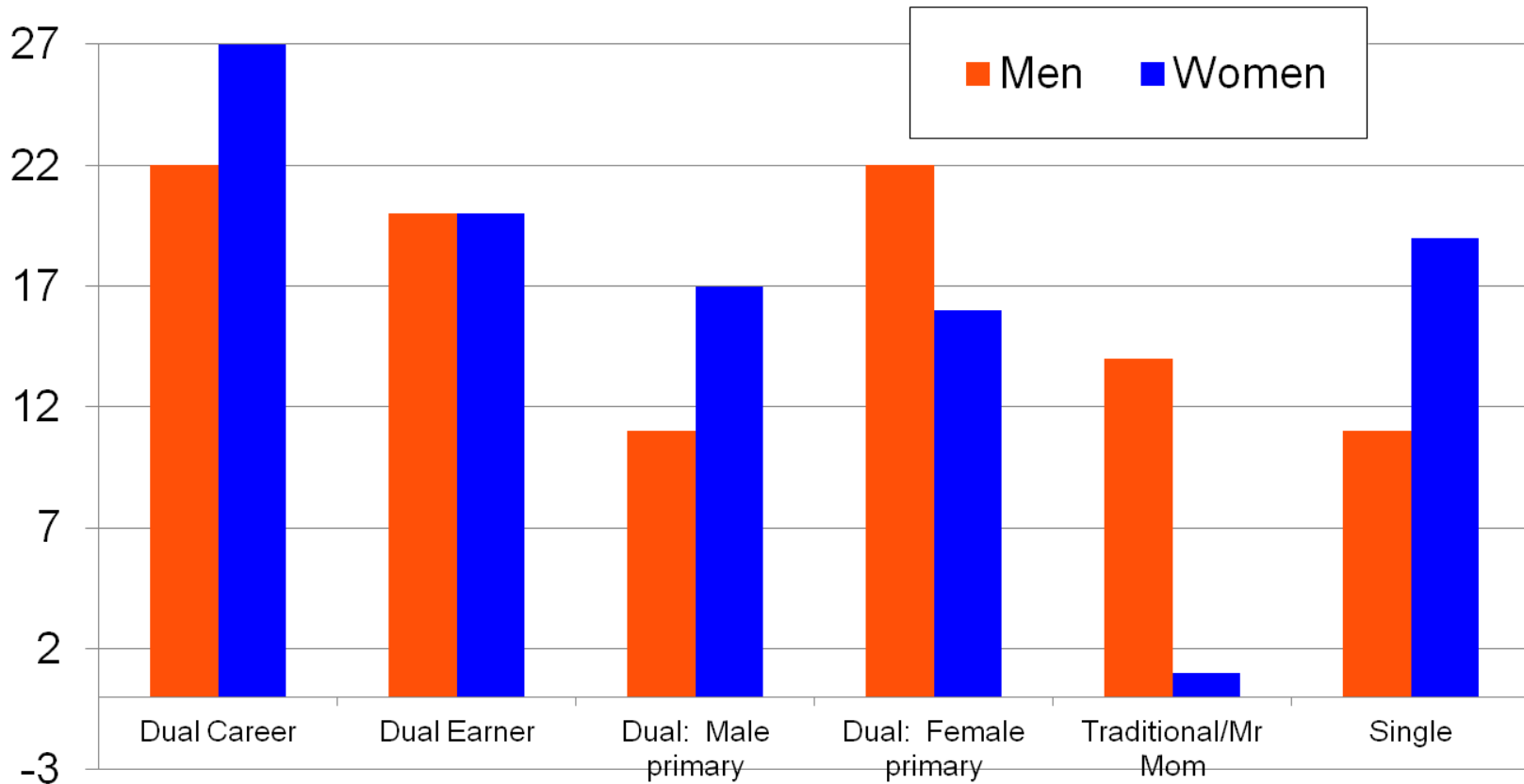


Breadwinner role shared in many families

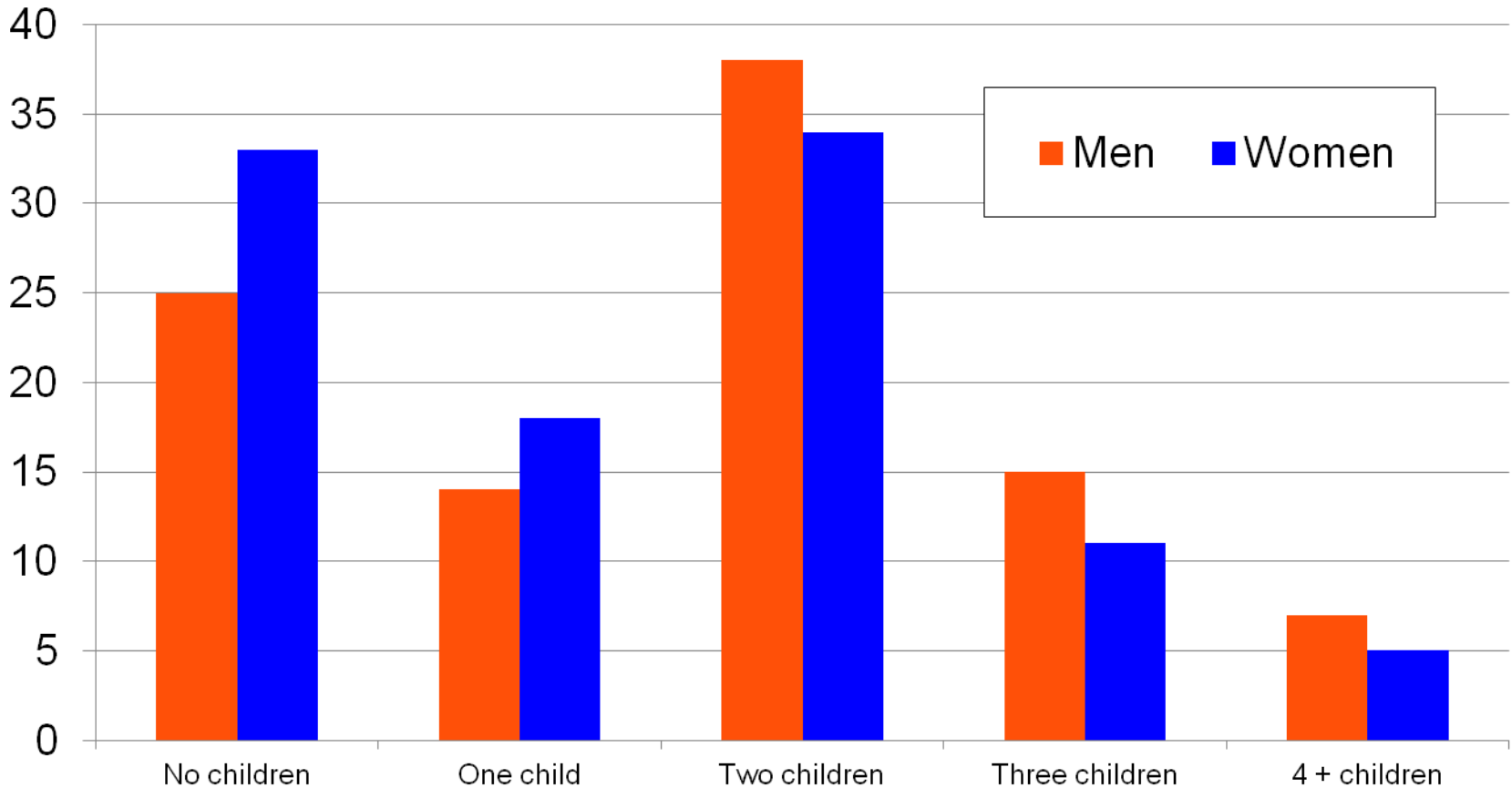
Women's incomes key to the financial well being of many families



Respondents live in a multiplicity of family situations

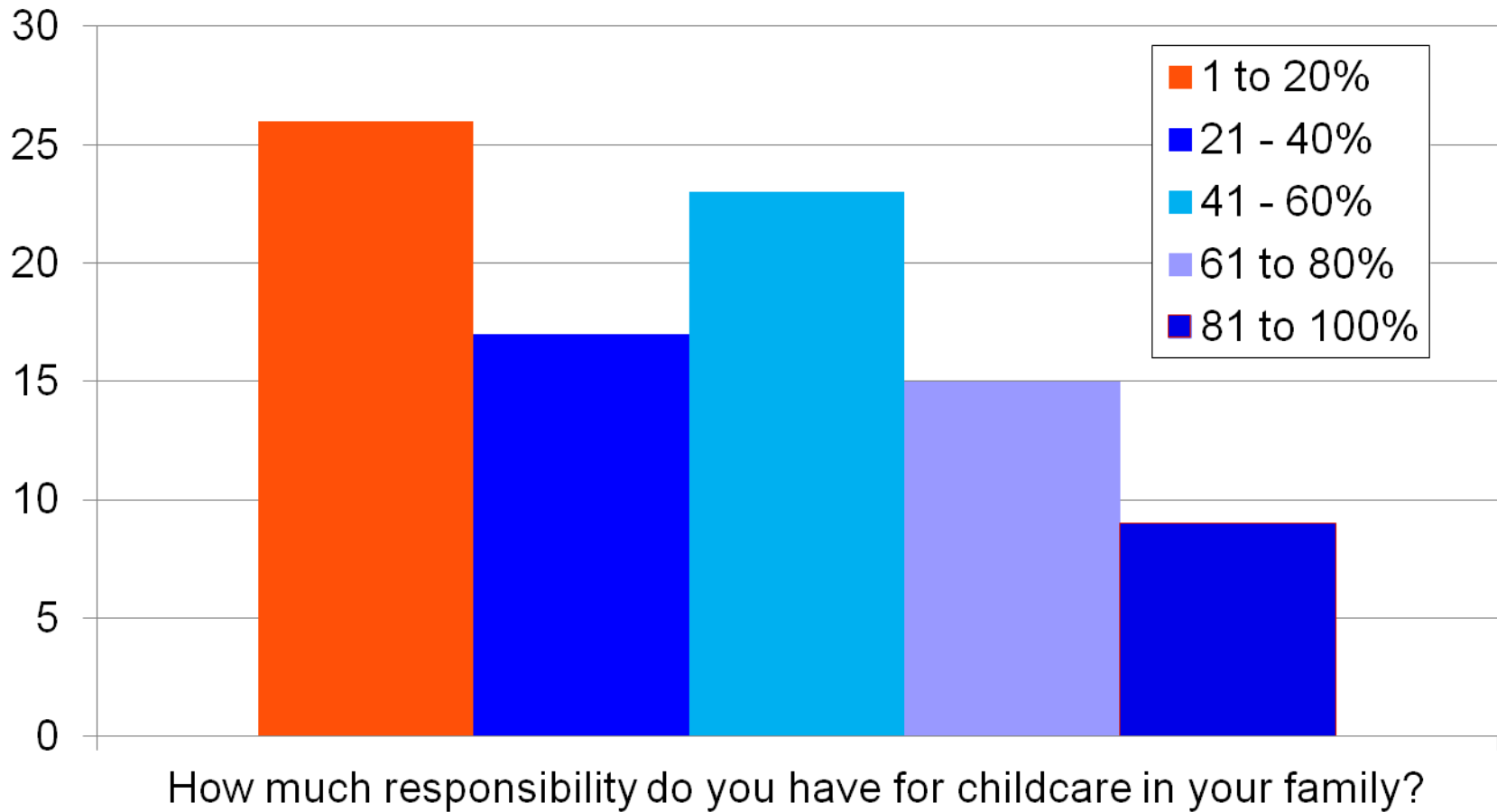


More of our respondents have no children than have three or more children

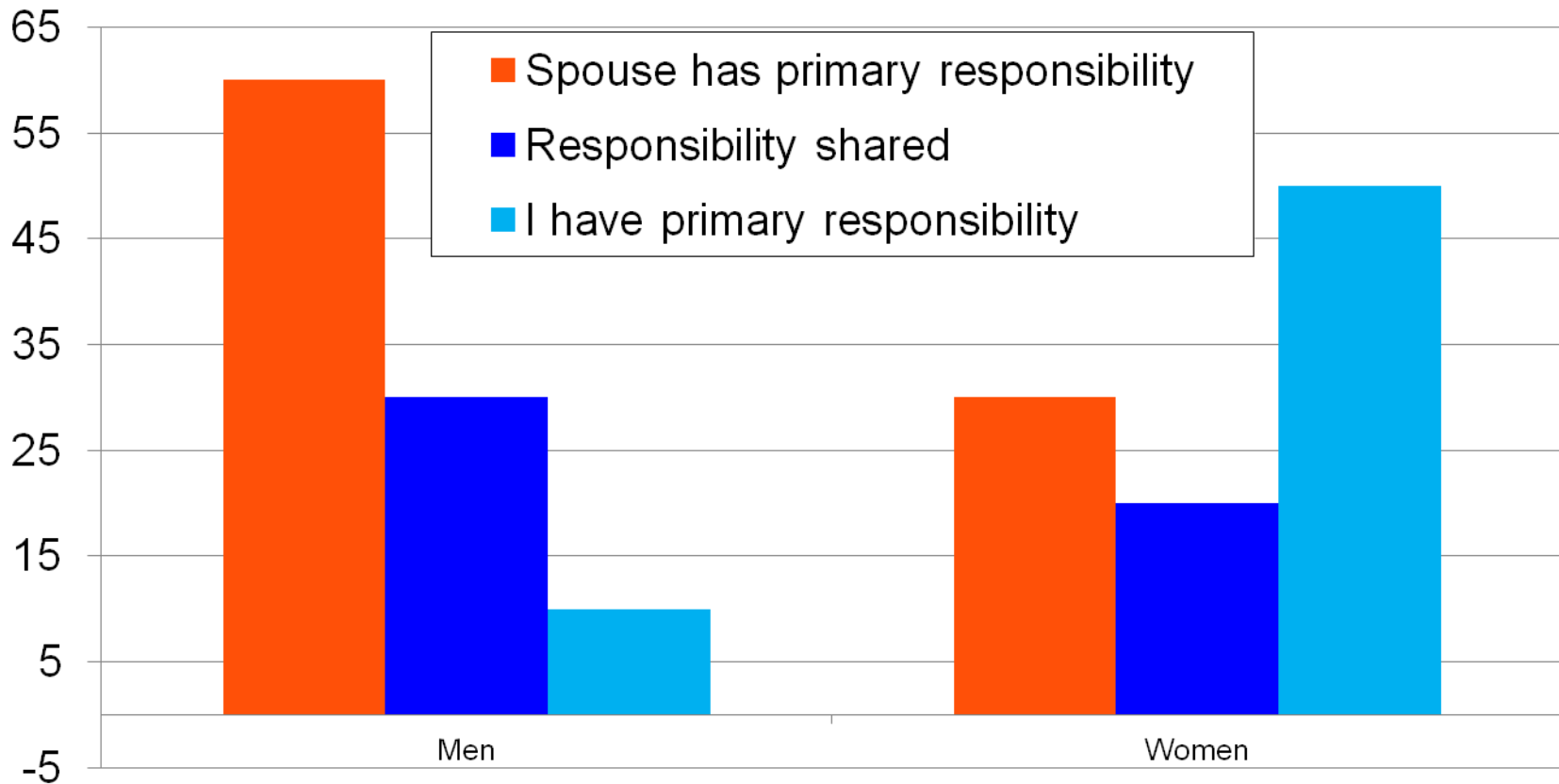


Responsibility for Childcare shared in one in four families

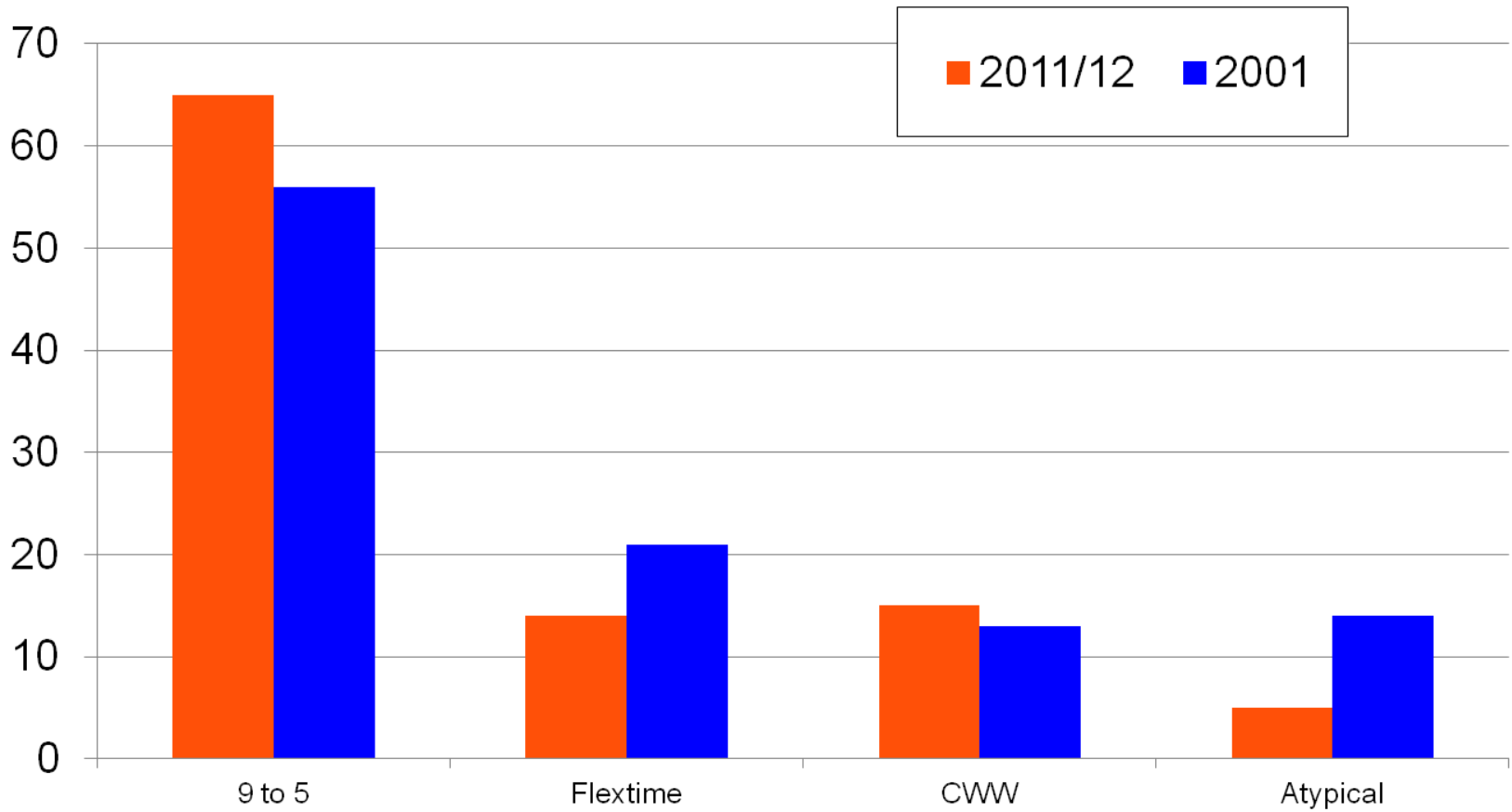
Young men are doing more at home



But... Women are still more likely than men to have responsibility for childcare

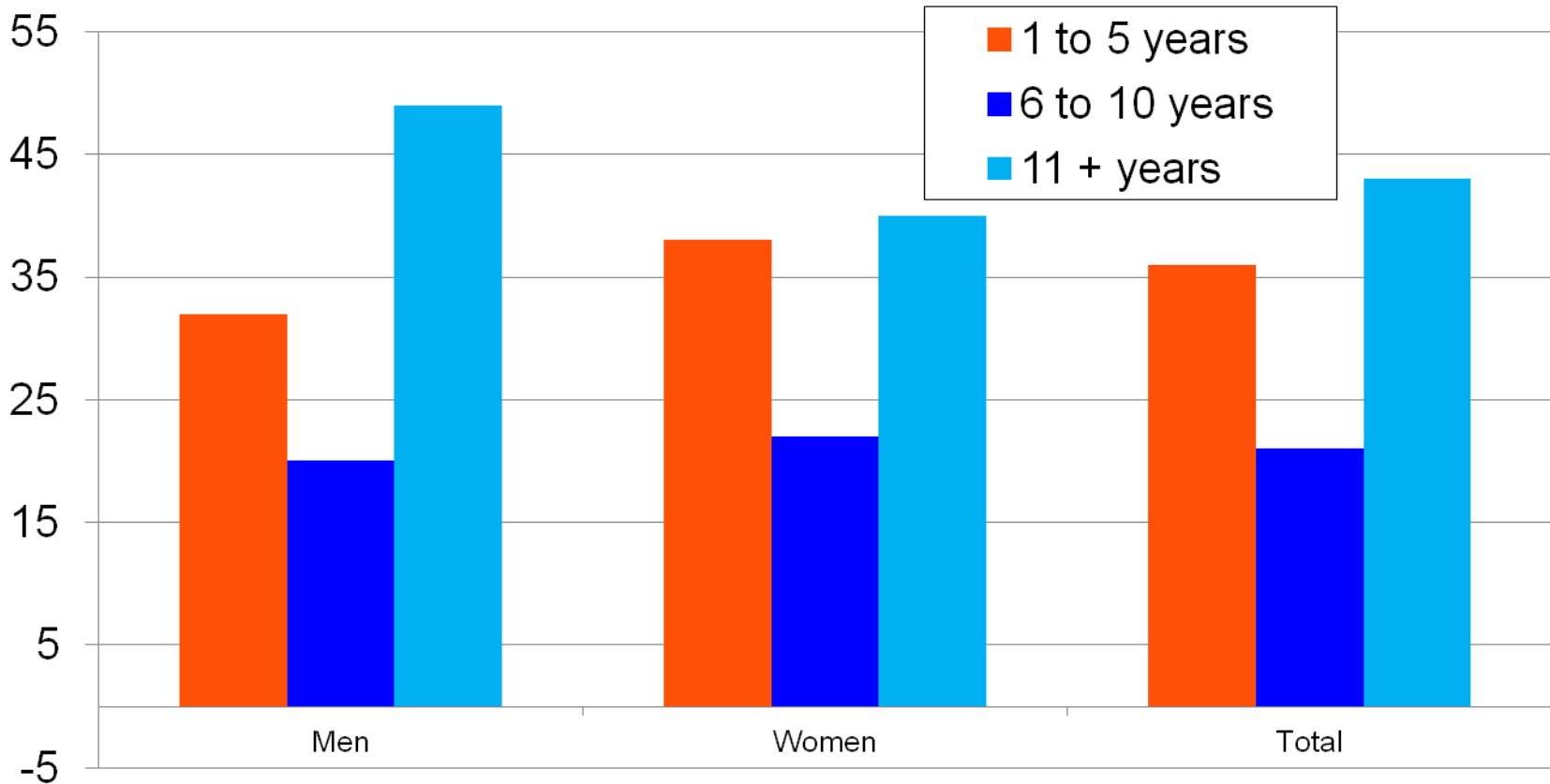


Most Canadians work a fixed 9 to 5 work schedule (still!)

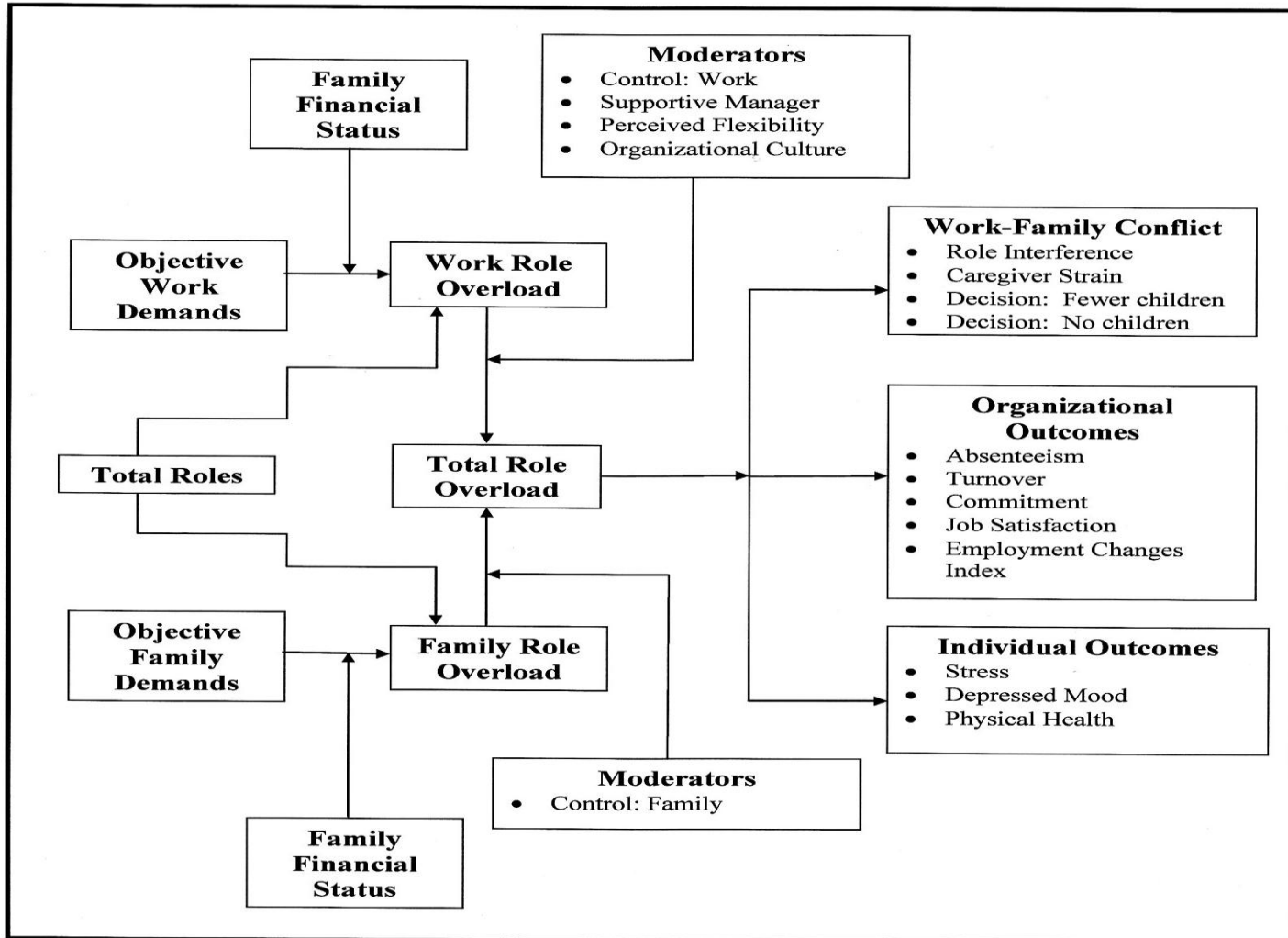


Where is the Succession Pool? Data on years

working for current organization suggest many organizations will have problems with succession planning

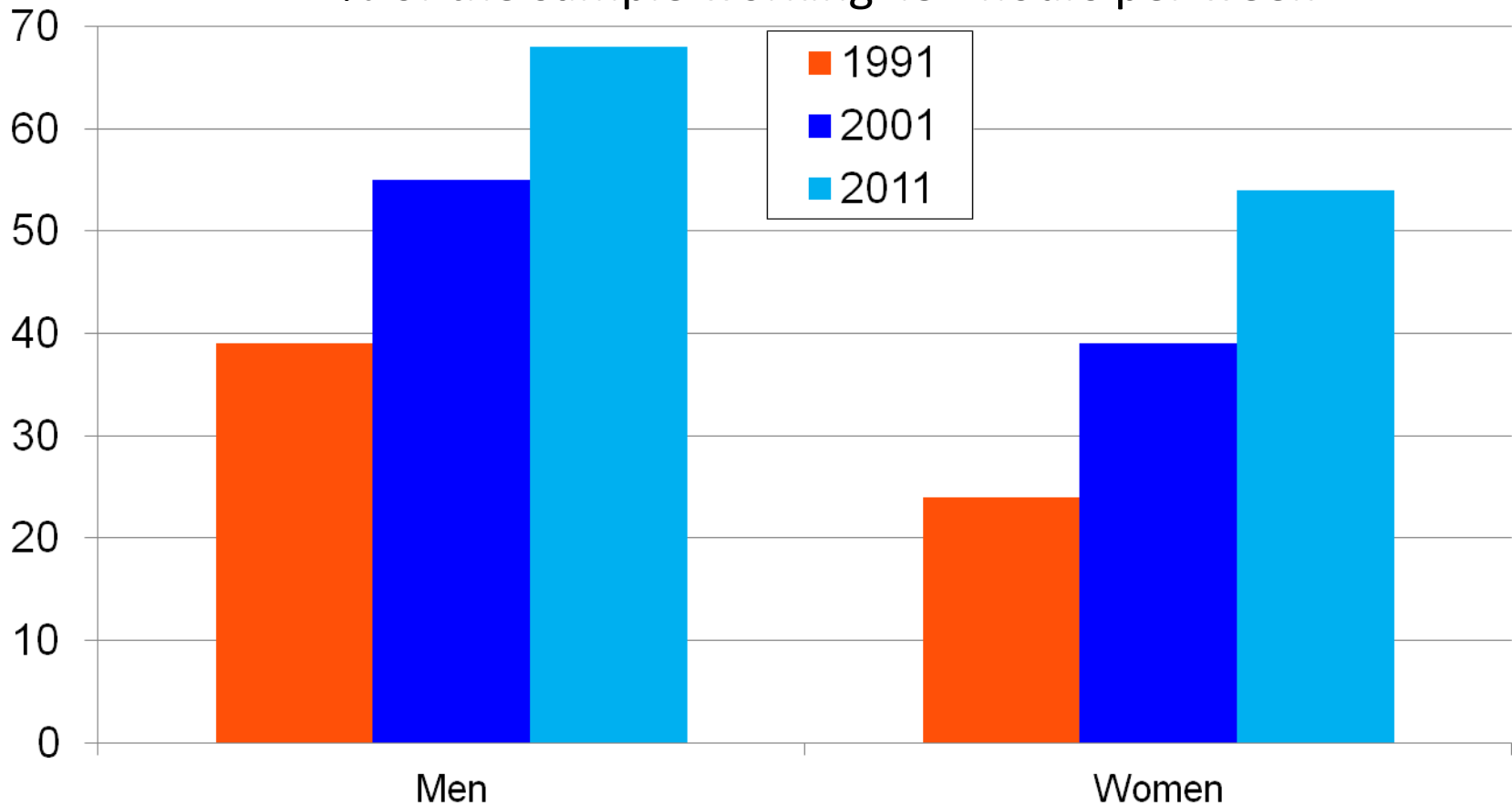


Theoretical Framework

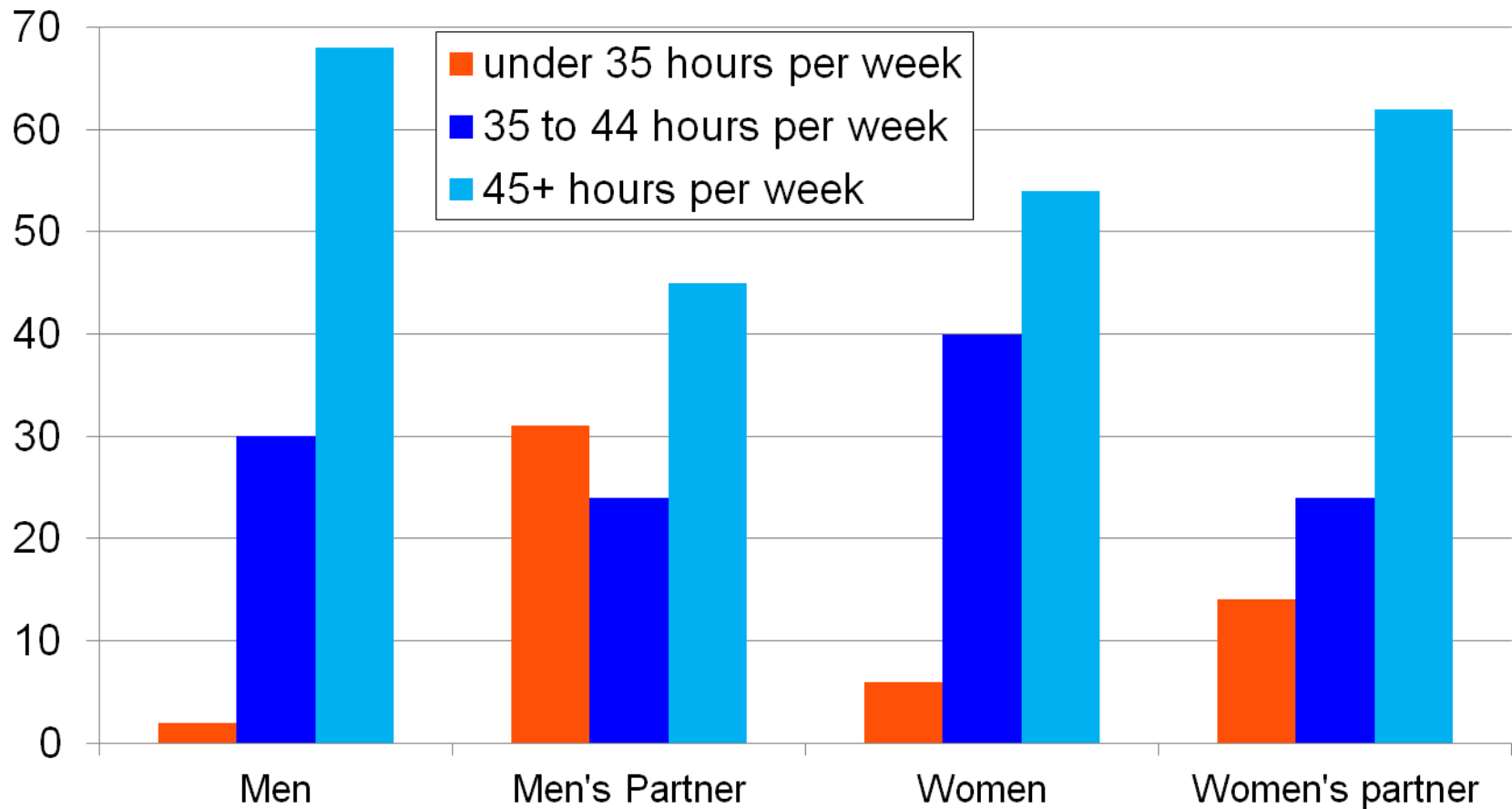


Time in work has increased over time

% of the sample working 45+ hours per week

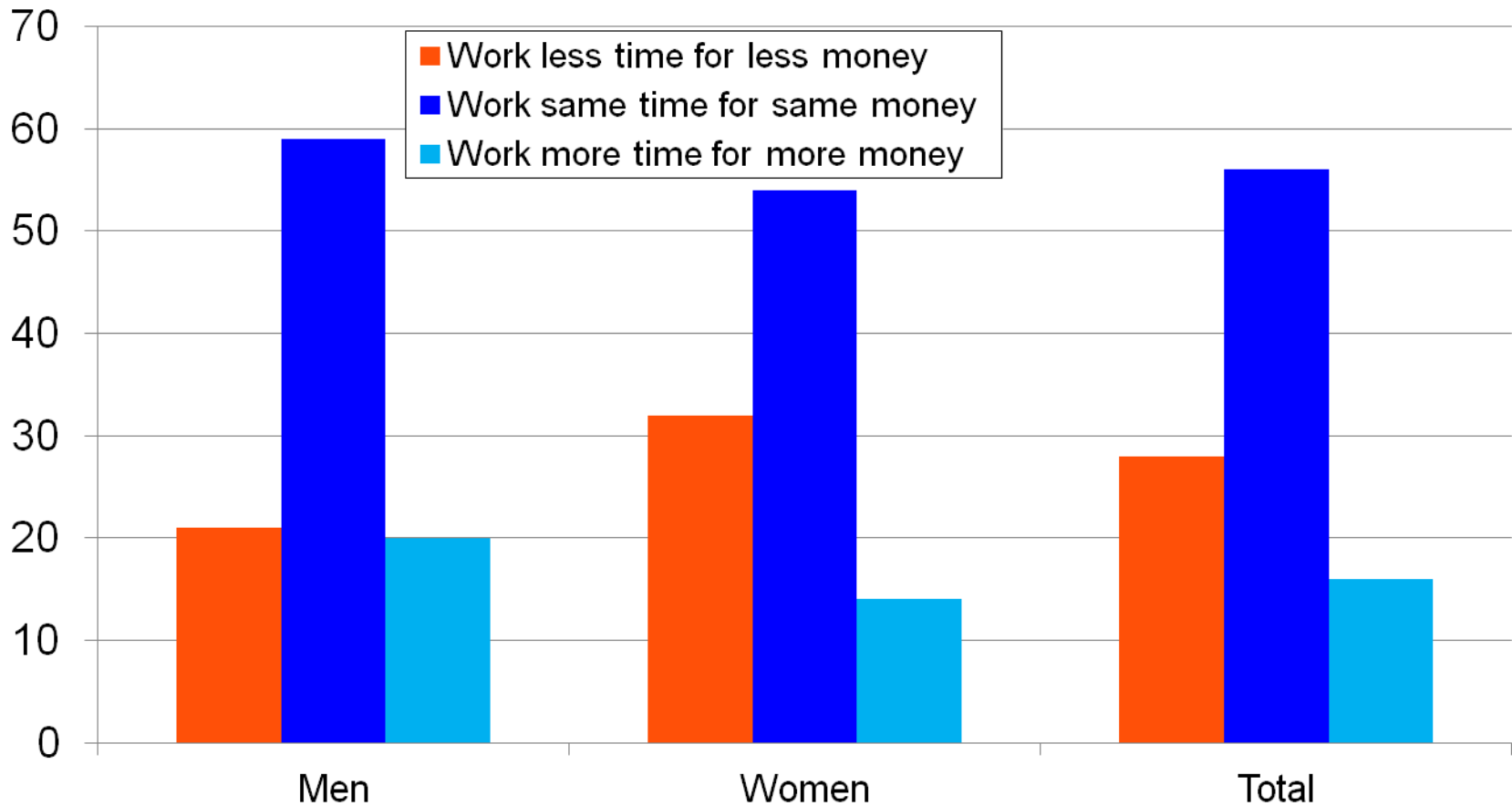


Families devote a lot of time to paid employment



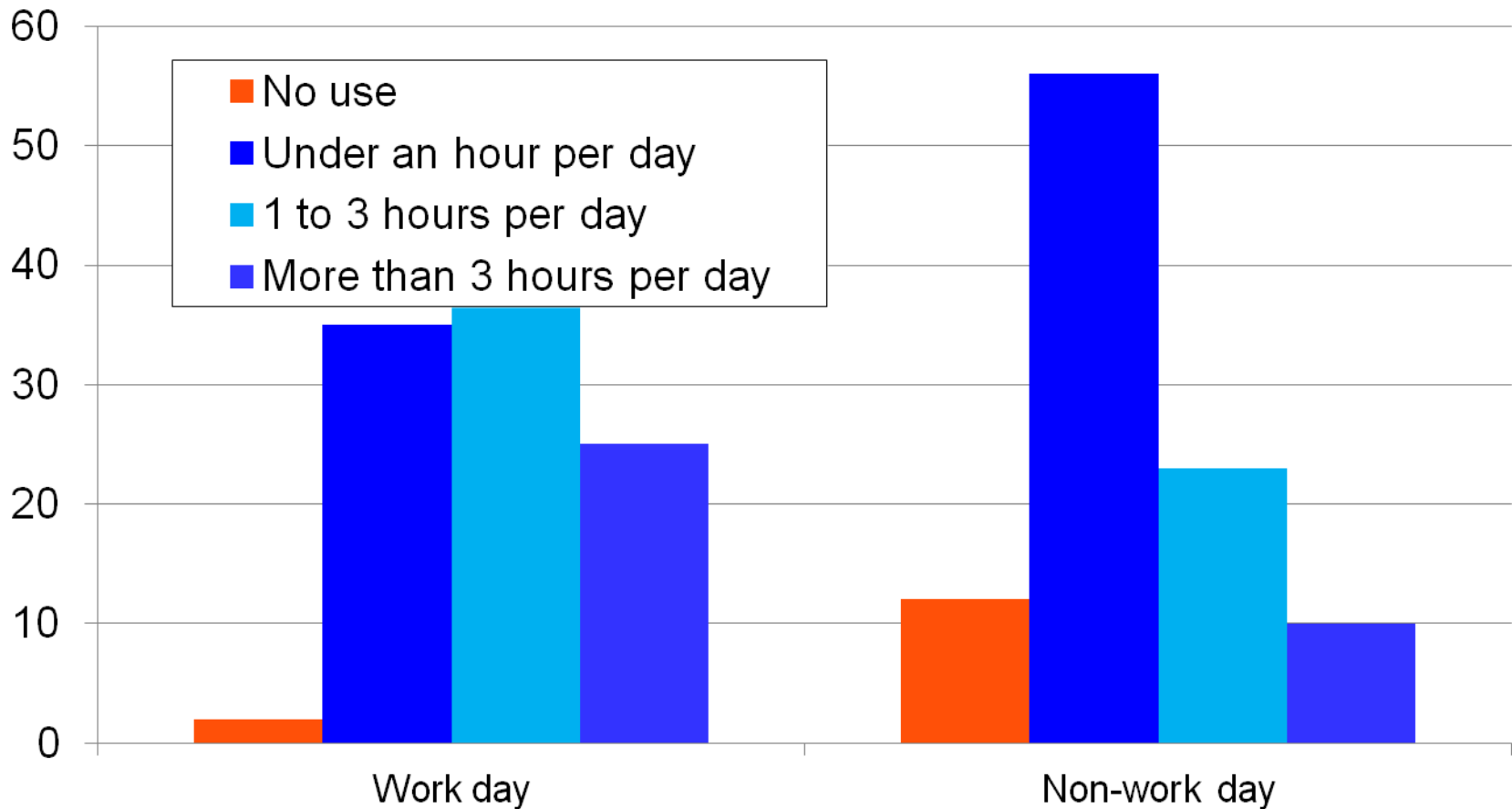
Time Versus Earnings

Many Canadians (women in particular) would like to reduce the amount of time they spend in paid employment



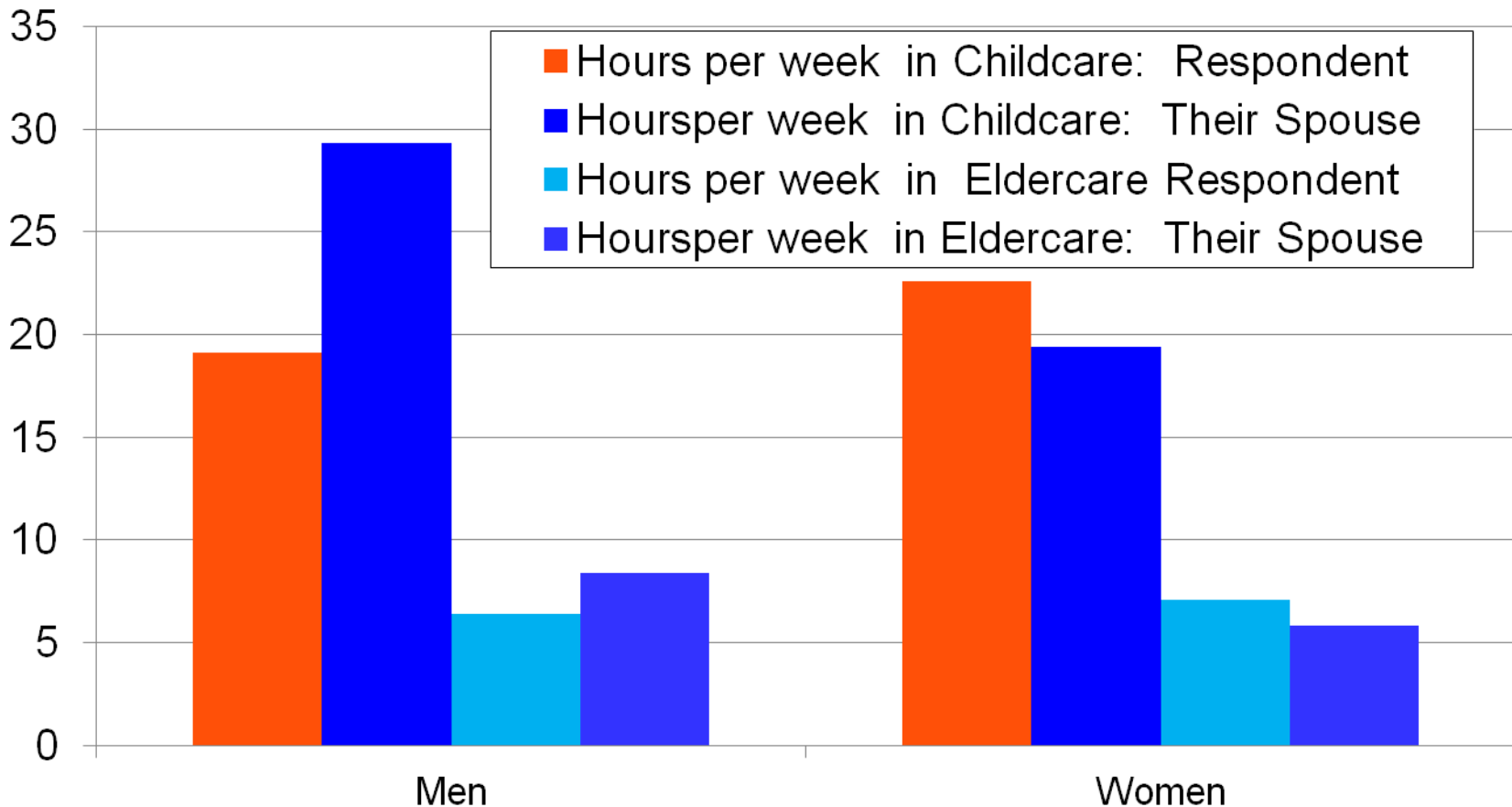
Knowledge workers highly reliant on e-mail

Spend almost a quarter of their work day dealing with e-mail
Many say e-mail increased their workloads and their stress levels



But its not just about work

Families also devote a lot of time to dependent care



Our respondents are busy people: Do more than work and look after children

% Engaged in Role	Women	Men	Total
Employee	100%	100%	100%
Exercise, sports	93%	95%	94%
Home maintainer	91	87%	90%
Spouse/Partner	80%	88%	82%
Volunteer	50%	56%	52%
Supervisor/Manager	46%	61%	50%
Parent - children under 19	45%	48%	46%
Parent - adult children	33%	34%	33%
Grandparent	25%	28%	26%
Caregiver to disabled, ill	18%	16%	17%
Employed - second job	13%	16%	14%
Divorced - shared responsibility	11%	12%	11%

Canadians are busy people

Many are engaged in a multiple roles

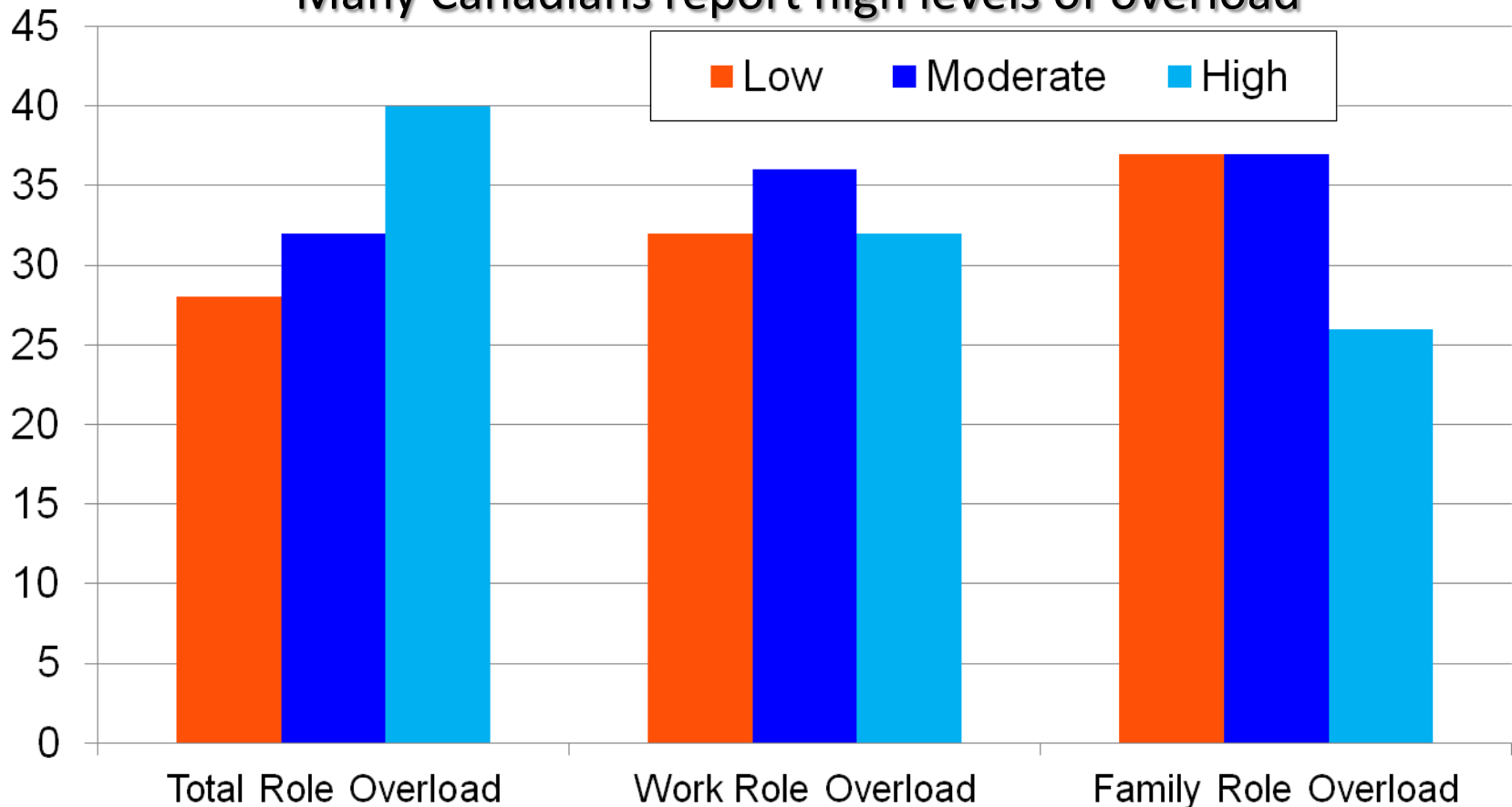


Caregiving and employment roles consume most of our energy

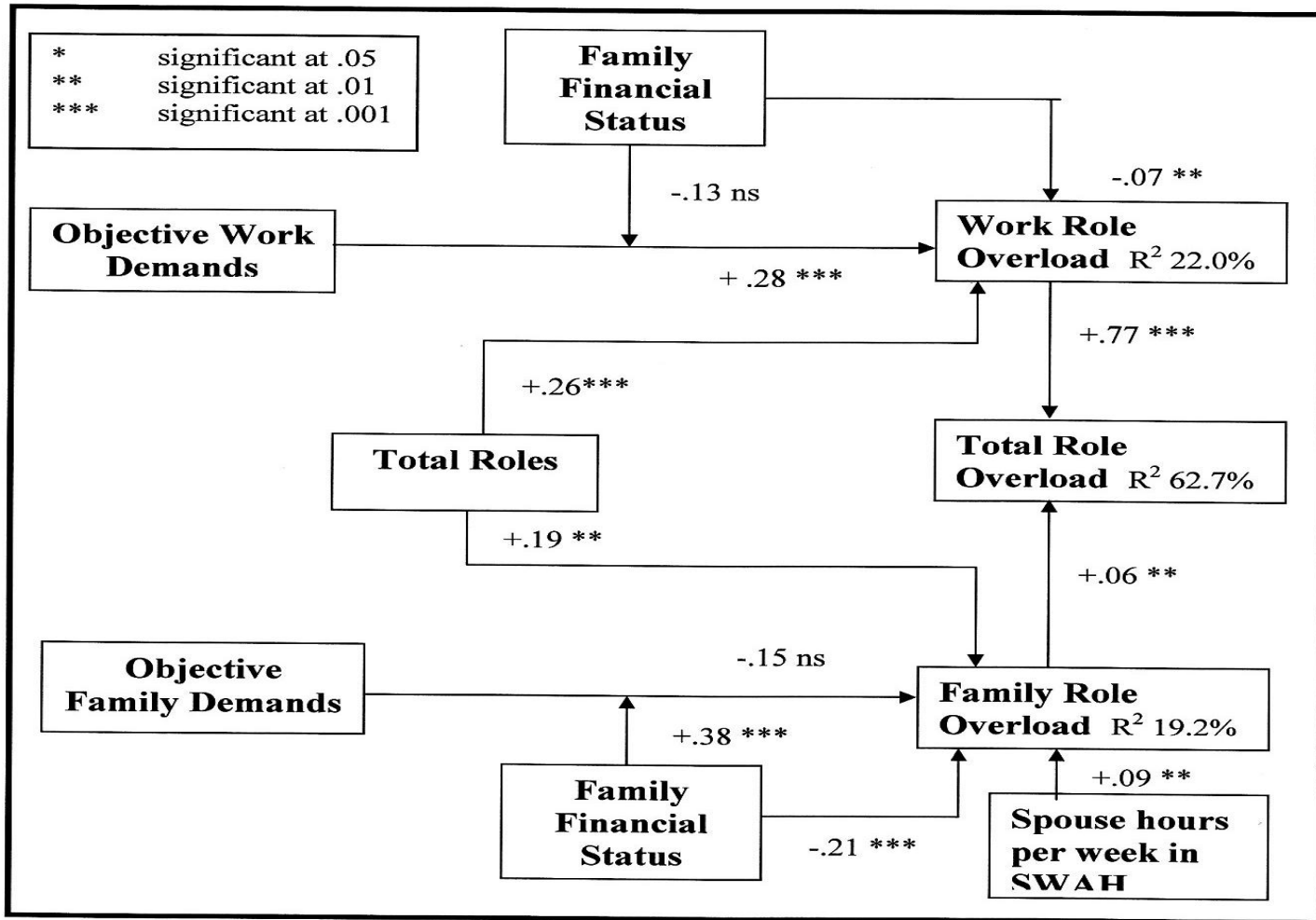
% saying role requires a moderate to a lot of energy	Women	Men	Total
Parent - children under 19	93%	88%	93%
Employee	87%	76%	84%
Spouse/Partner	79%	80%	79%
Home maintainer	81%	61%	75%
Manager/Supervisor	62%	56%	60%
Caregiver to disabled, ill	56%	47%	53%
Employed - second job	54%	46%	51%
Parent - adult children	53%	40%	48%
Divorced - shared responsibility	47%	43%	46%
Exercise, sports	43%	40%	42%
Volunteer	30%	31%	30%
Grandparent	35%	24%	30%

Our data suggest that overload is the key issue to be addressed

Many Canadians report high levels of overload



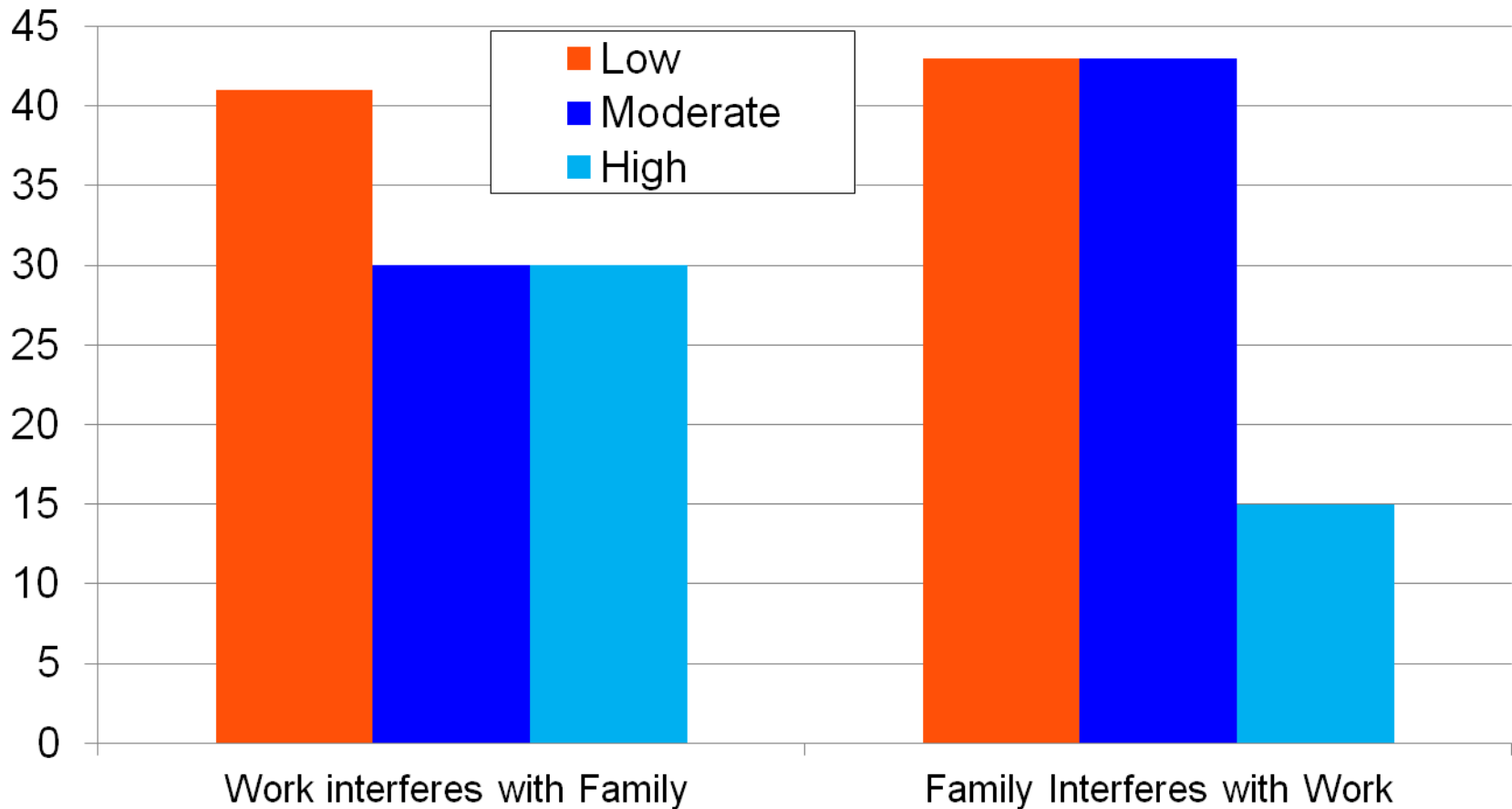
What makes people overloaded?



Why should we care that Canadians are overloaded

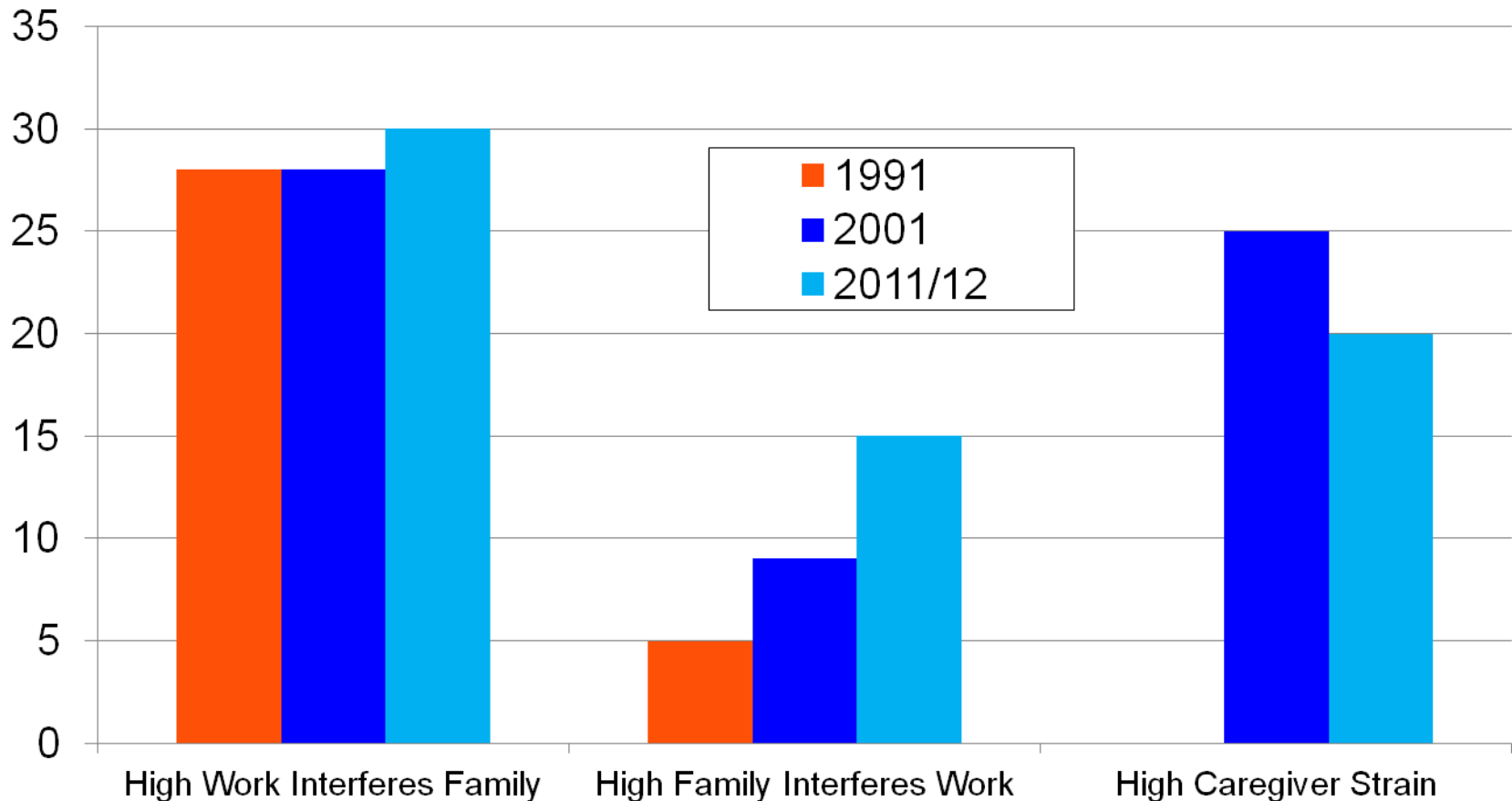
- Total Overload key predictor of
 - Work-life Conflict
 - Employee Wellbeing
 - Organizational Wellbeing

Many Canadians give priority to work rather than family



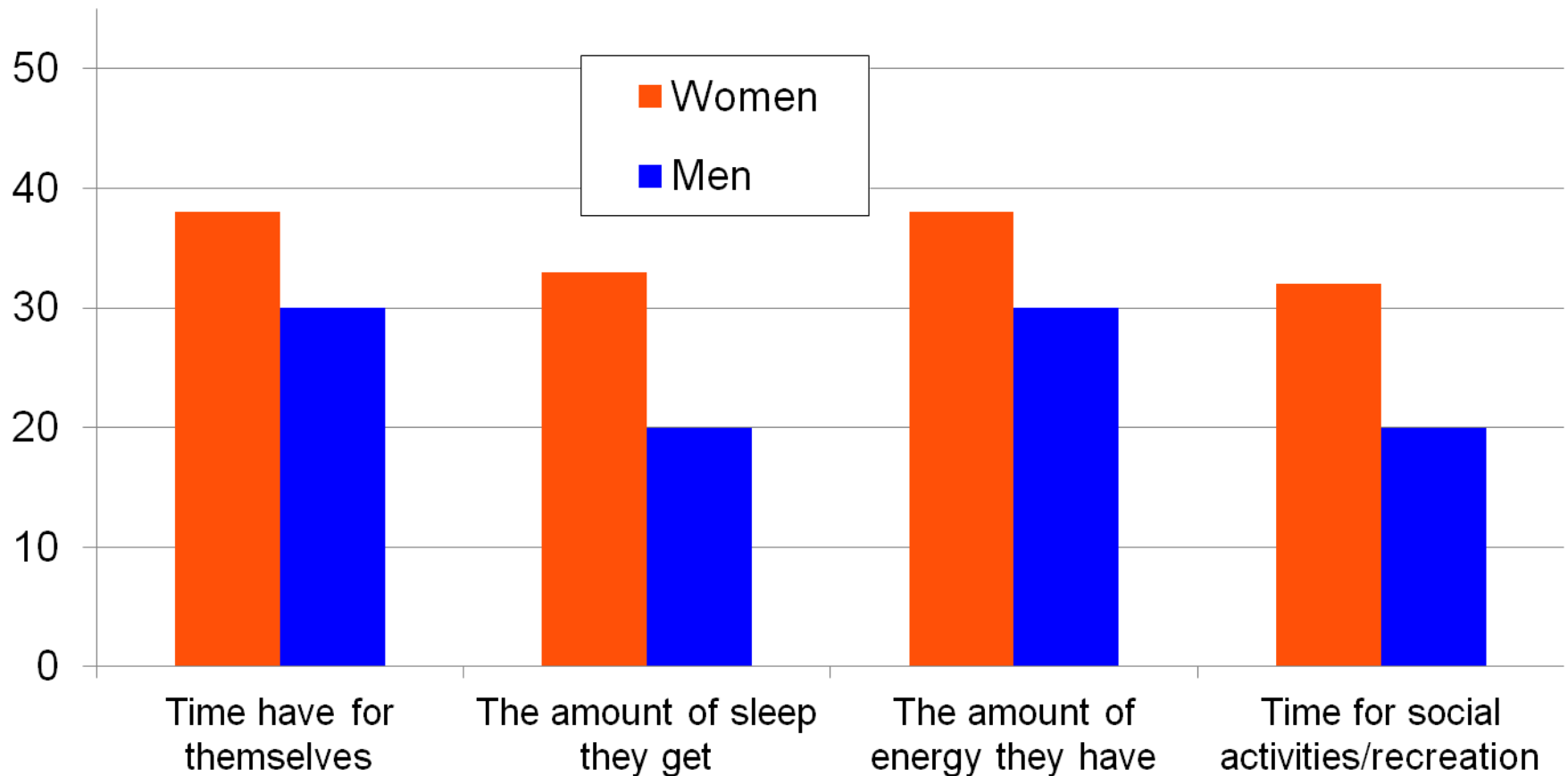
And this has not changed over time

What has changed is more Canadians now reporting that family demands interfering with ability to do work



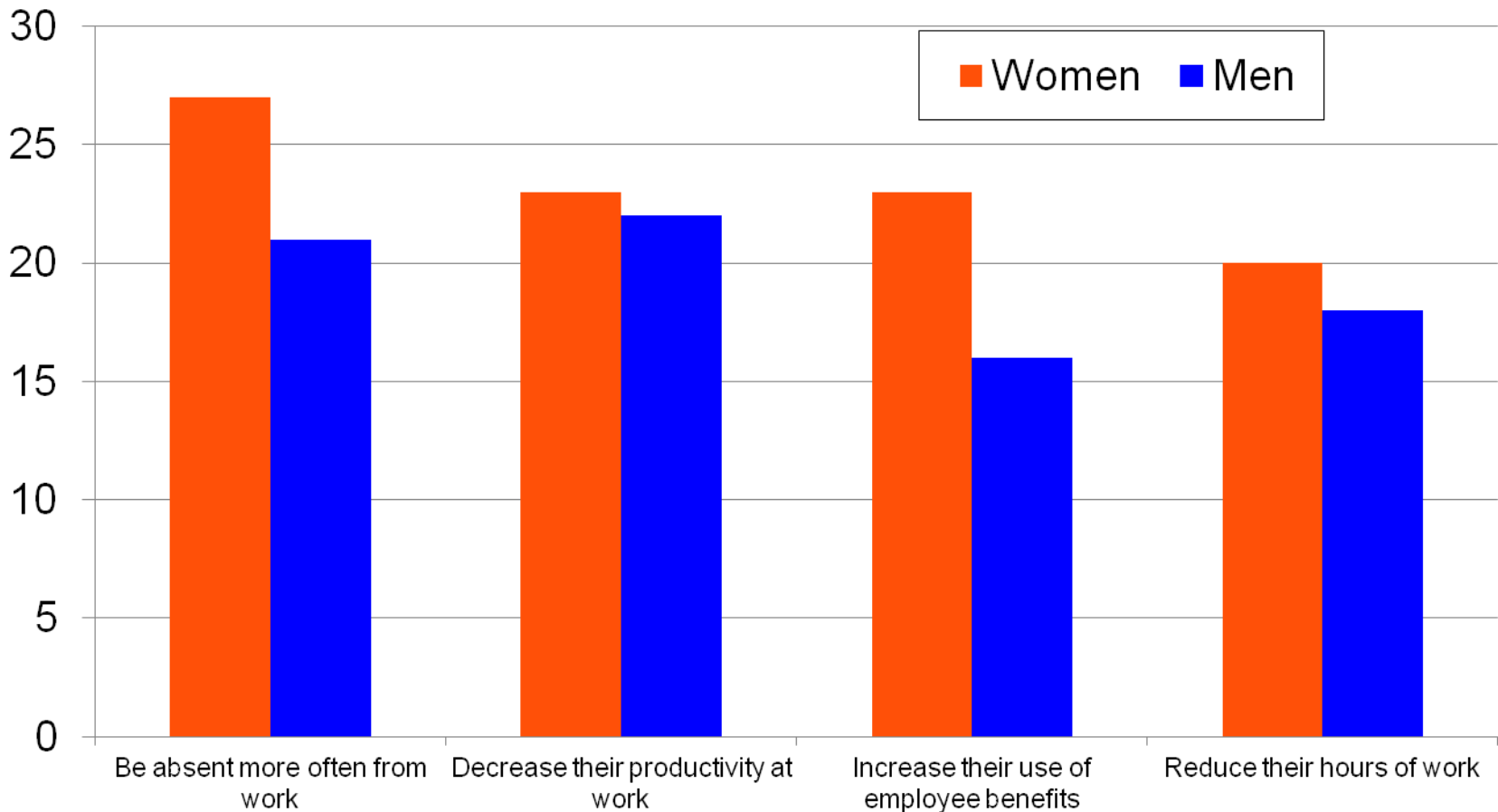
Work Life Conflict has a negatively impacting on employees

Many Canadians say that work-life conflict negatively impacting:

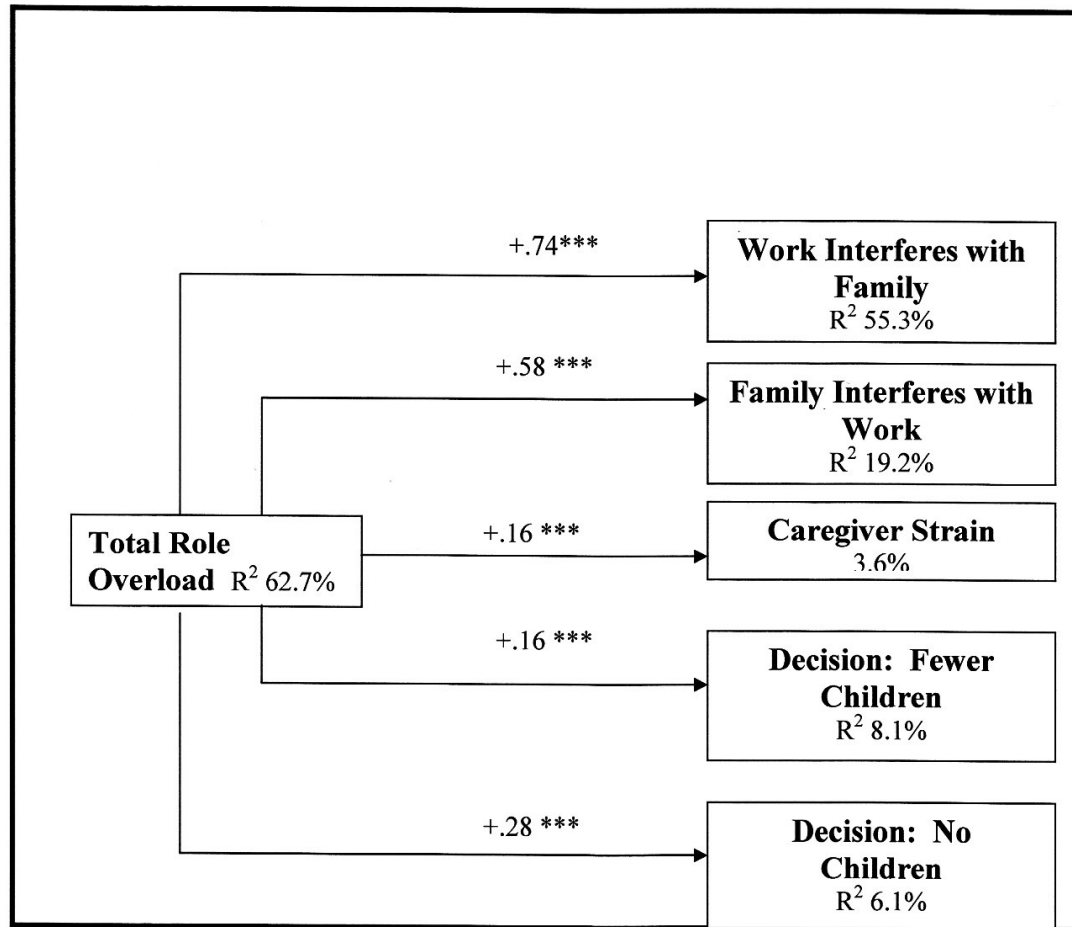


Work Life conflict has negative impact on organization's bottom line

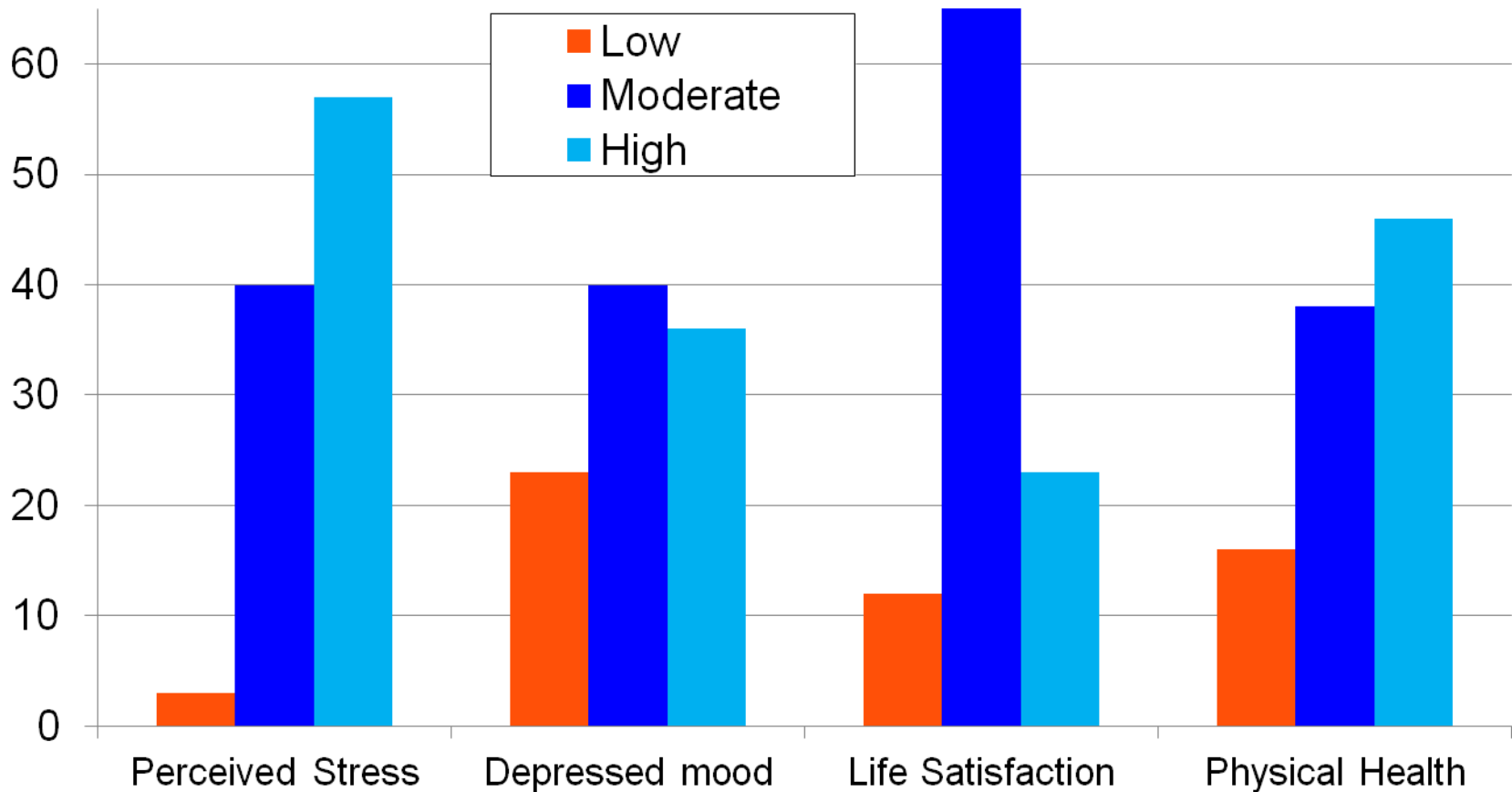
% agreeing that work-life challenges has cause them to:



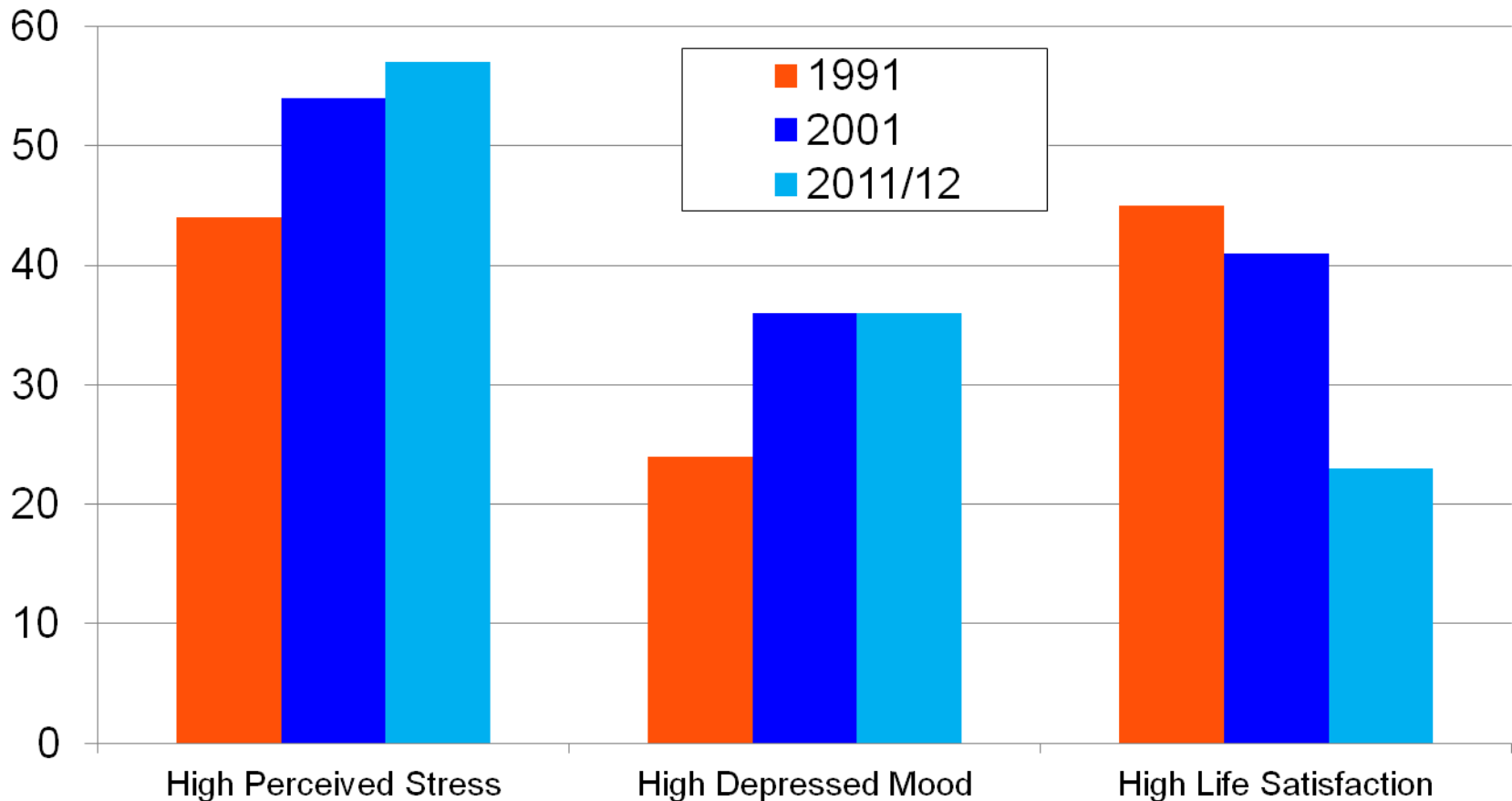
Overload a key predictor of work-life conflict



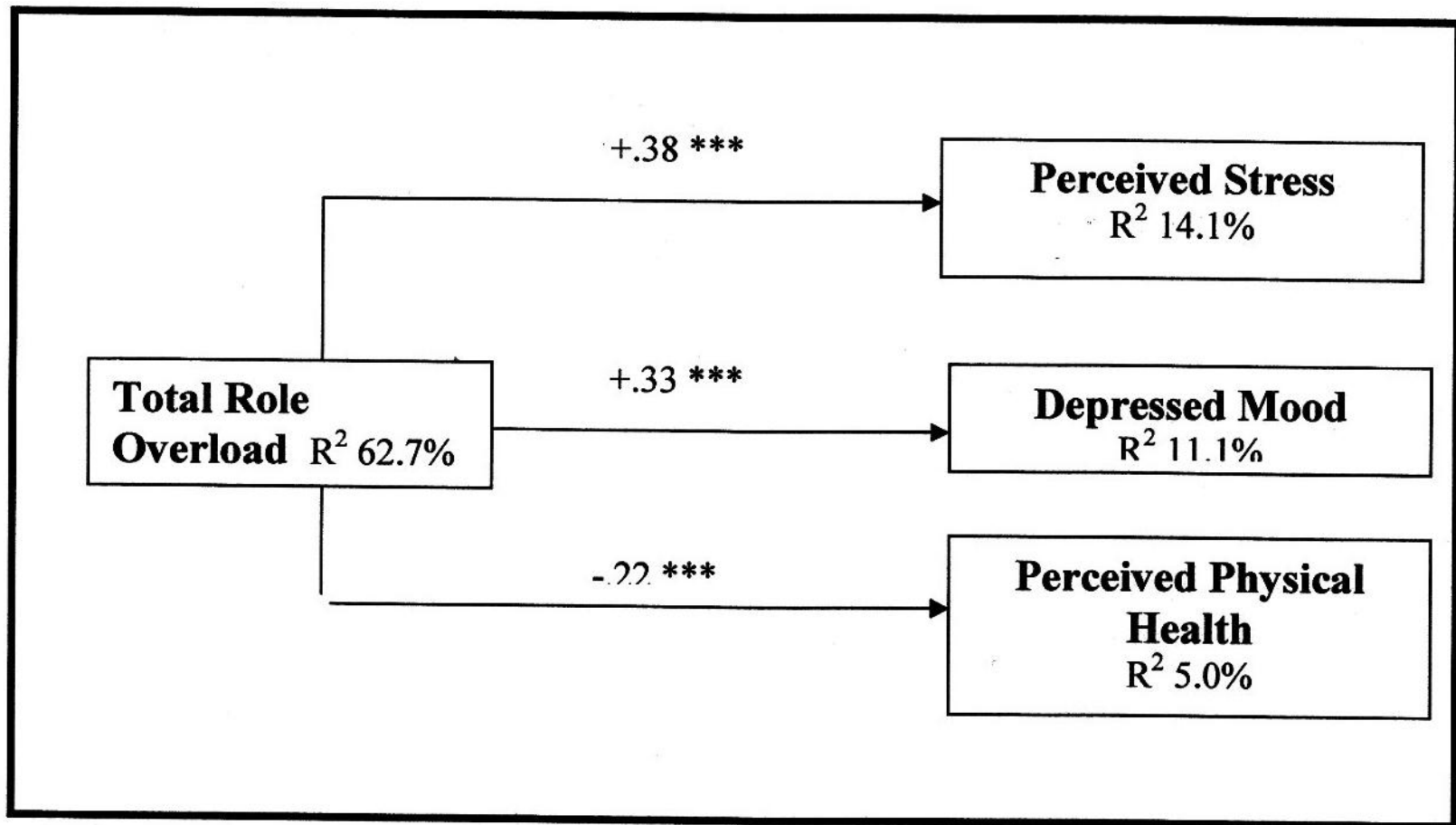
Many Canadians report high levels of stress and depressed mood



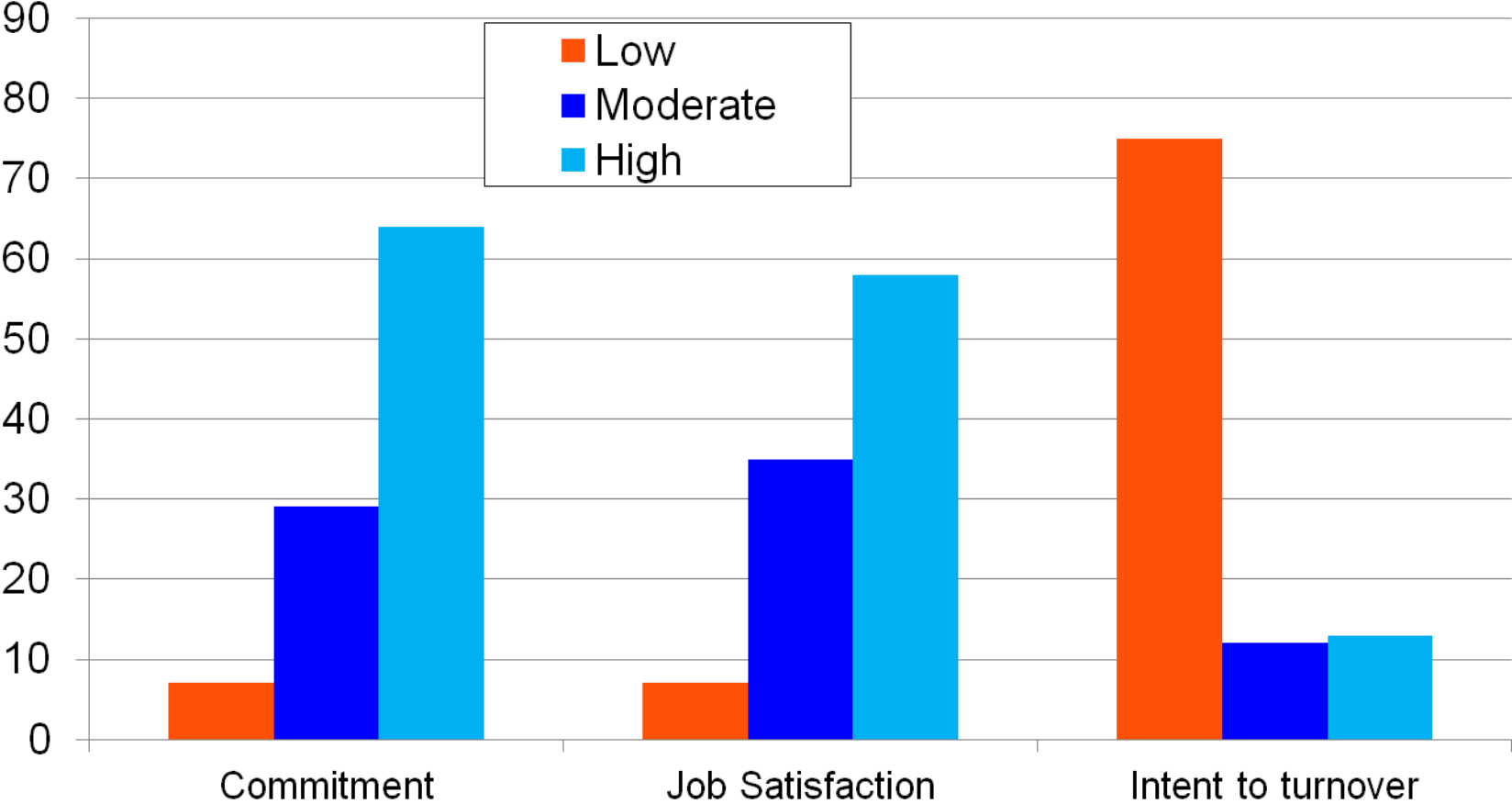
Employee Wellbeing has declined over time



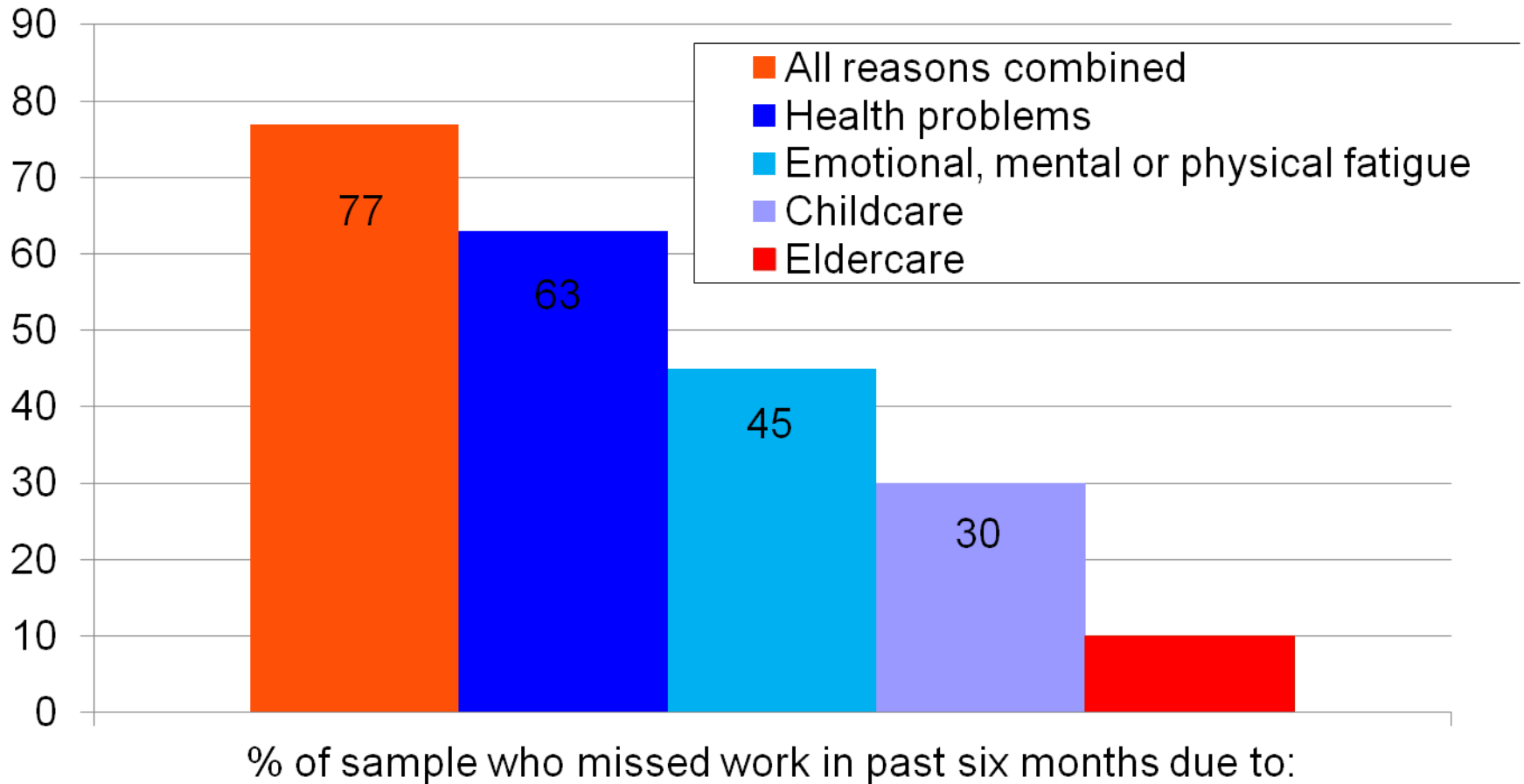
Overload key predictor of employee well-being



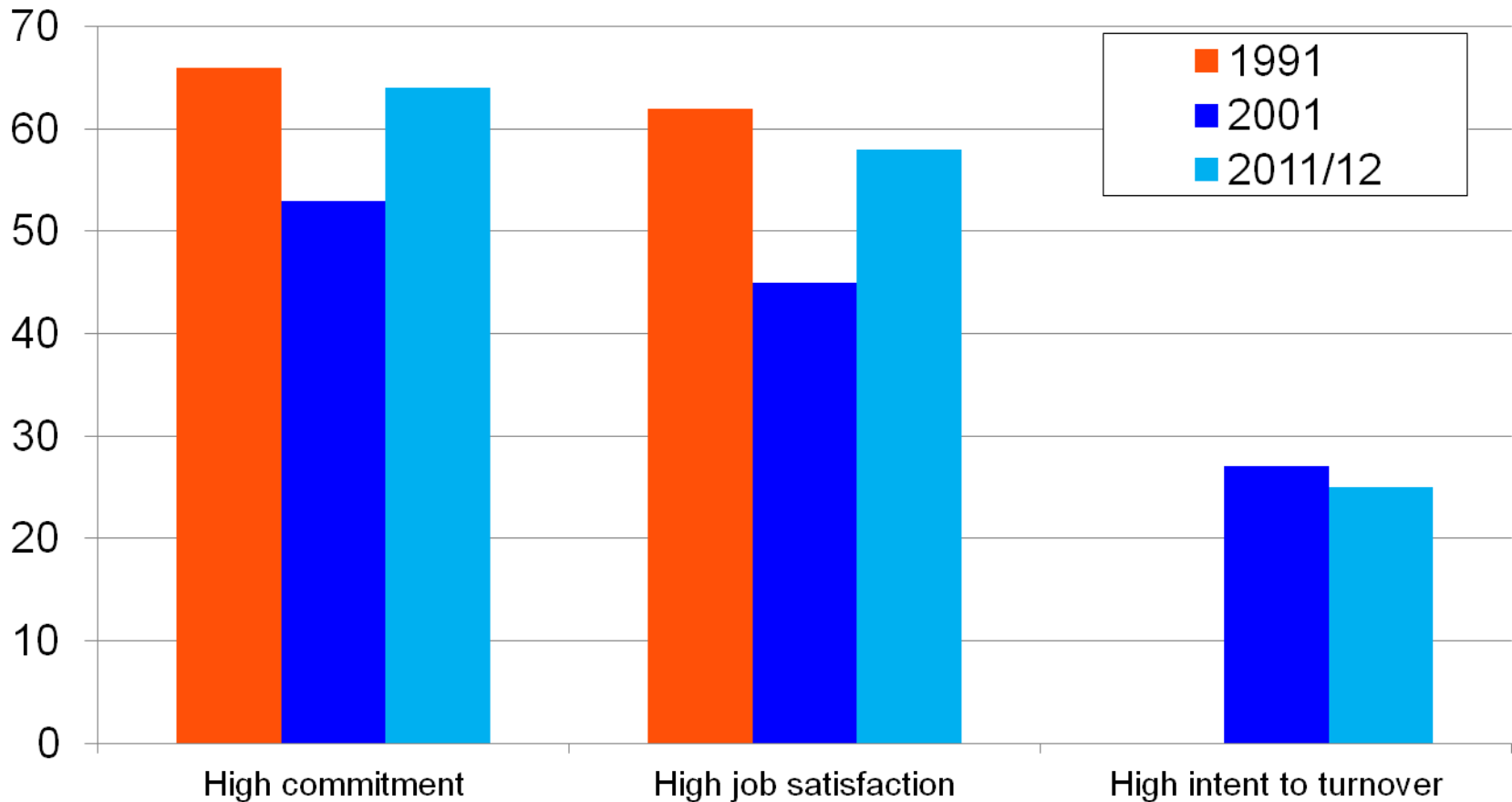
Many Canadians like what they do and where they do it



But absenteeism, especially that related to stress, is high

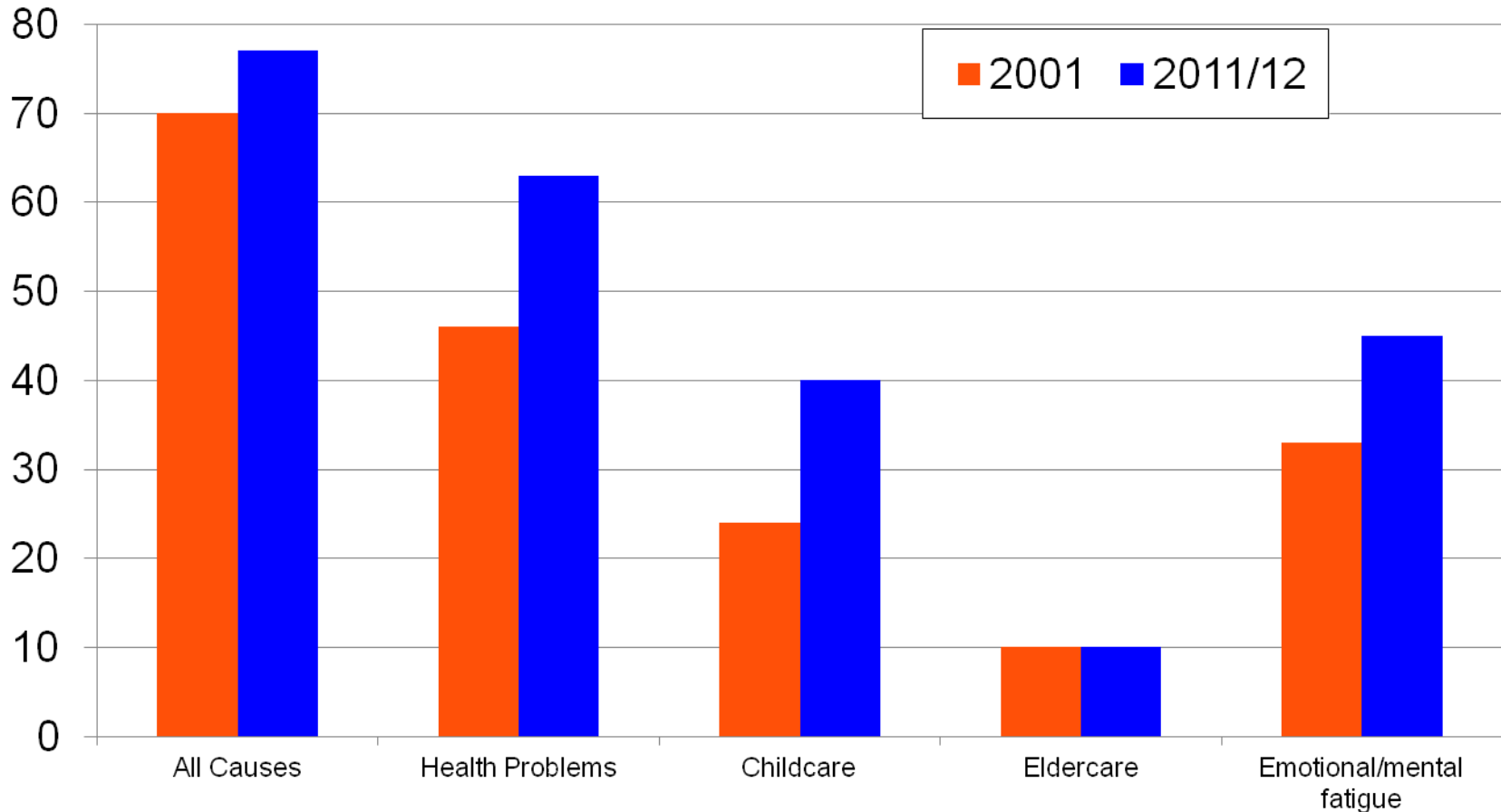


Organizational outcomes similar to what we observed in 1991

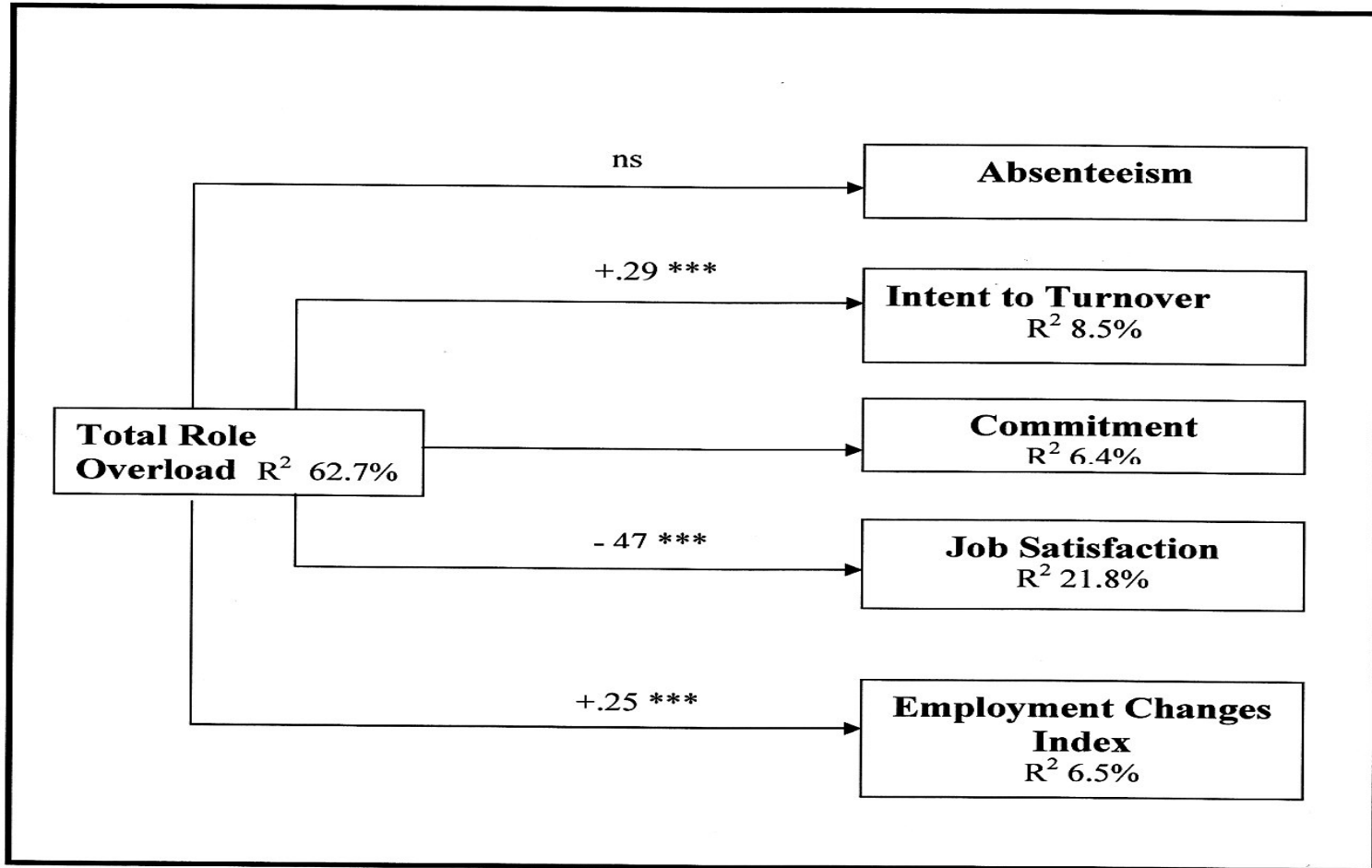


With the exception of absenteeism which has increased over time

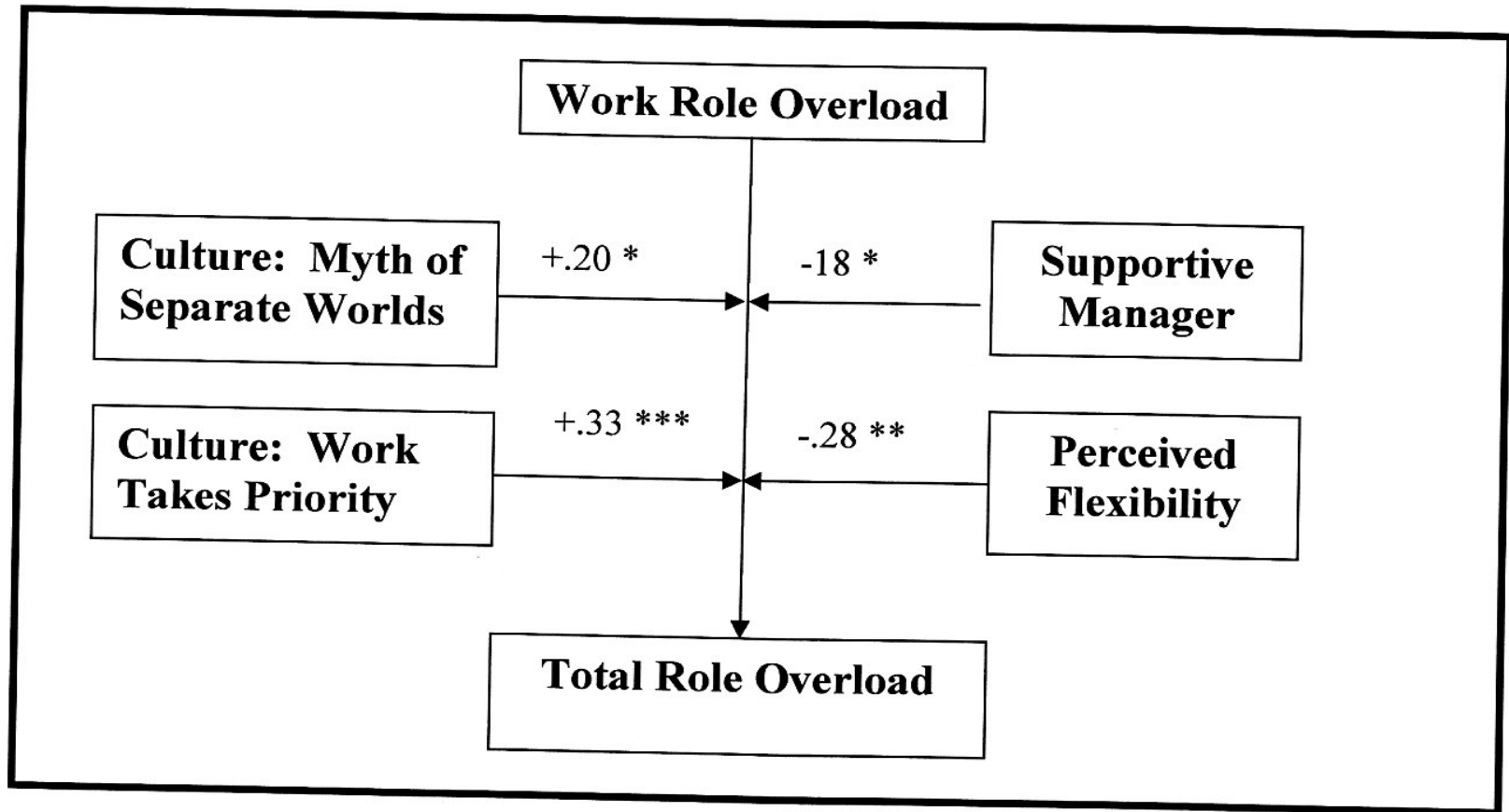
% absent due to:



Link between organizational well being and overload



What makes a difference? What can employers do?



What Makes a Difference?

- Money matters
 - The higher the income the more one is able to purchase support
- What your partner does matters
 - The more ones' partner brings work home the higher your level of family overload
- Organizational culture matters
 - Can make it worse
- The behaviour of your immediate manager matters
- Control over your work hours matters
 - perceived flexibility

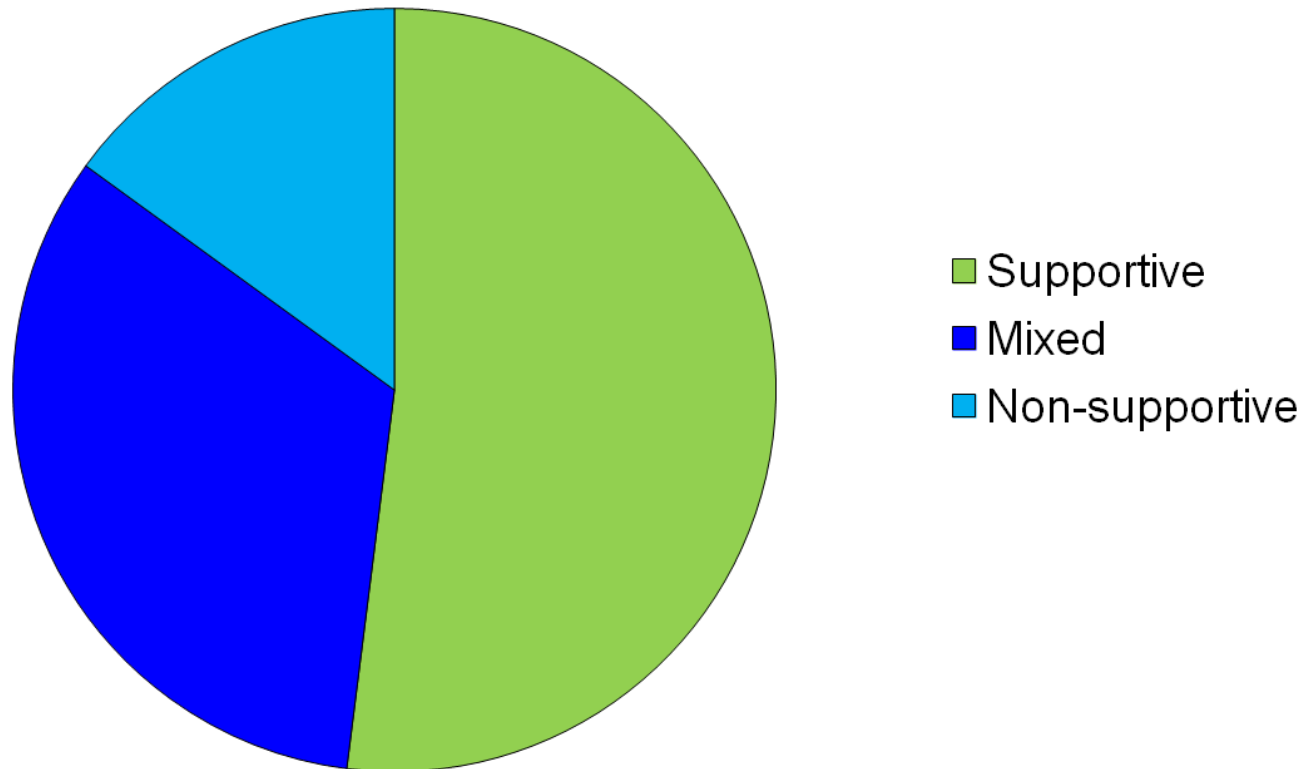
Organizational Culture

Culture: Work and family to be kept separate (i.e. myth of separate worlds) <i>My organization believes that:</i>	% High Agreement
The way to advance is to keep personal issues out of the workplace	49%
Employees should keep their personal problems at home	47%
Culture: Work takes priority <i>My organization believes that:</i>	
The ideal employee is one who is available 24 hours a day.	60%
The most productive employees are those who put their work before their personal issues	53%
Work should be a primary priority in a person's life.	50%
Employees who take time off work to attend to personal matters are not committed to work.	43%
People who are highly committed to family cannot be highly committed to work as well.	40%

Half the respondents perceive their managers to be supportive

The percent who see their manager as supportive has not changed

% who say their manager is



Perceived flexibility is key but:

Many Canadian employees have little flexibility at work

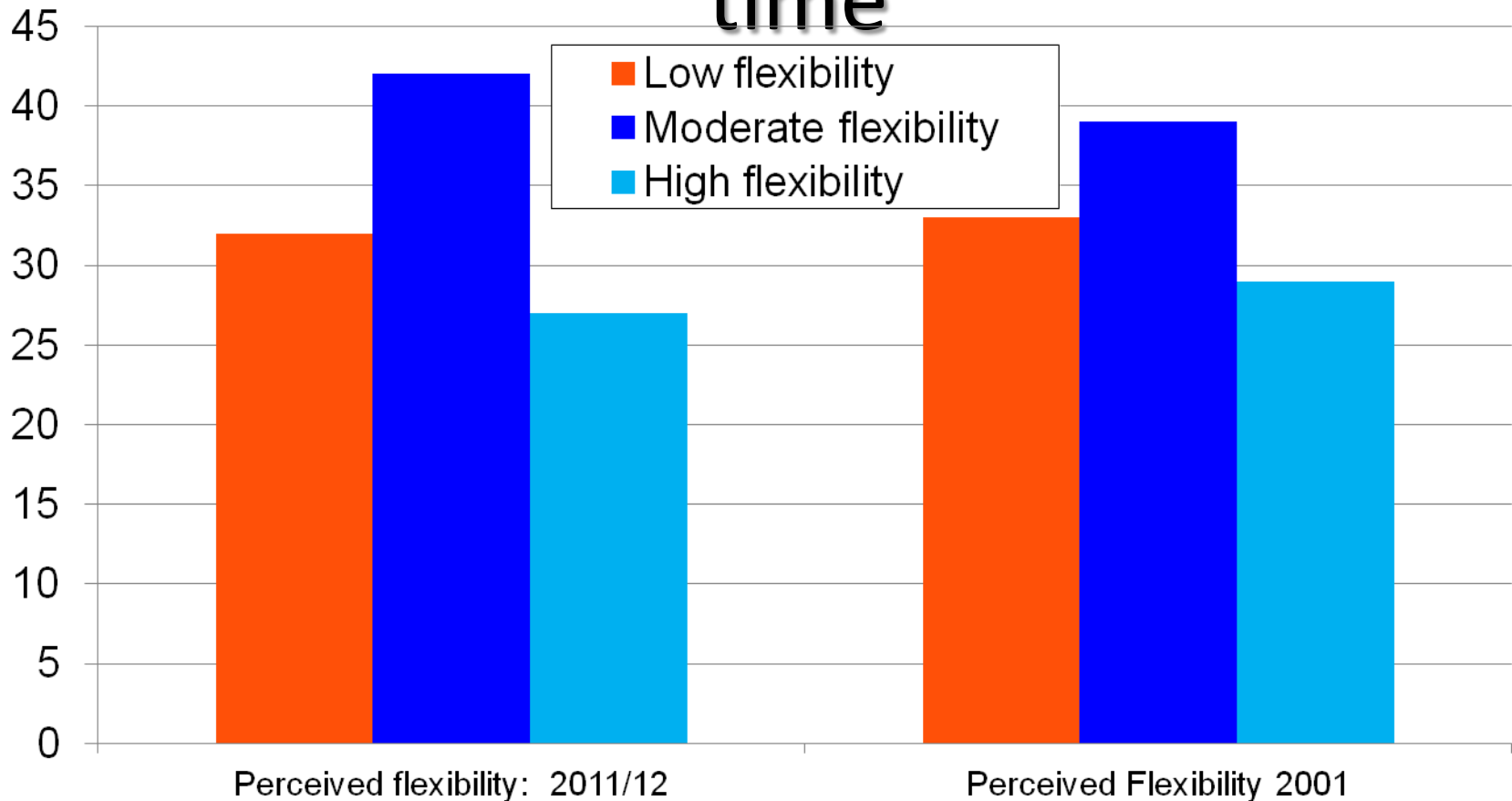
% who say it is easy to	Women	Men	Total
Be home to have meals with the family	60%	52%	57%
Take a paid day off work: sick child	56%	57%	56%
Take their holidays when they want	46%	50%	48%
Vary their work hours	43%	43%	43%
Take a paid day off: eldercare	42%	45%	43%
Interrupt their work day to deal with a personal/family matter and then return to work	41%	45%	43%
Take time off work to attend a course or a conference	37%	37%	37%
Arrange their work schedule (shifts, overtime) to meet personal/family commitments	36%	37%	36%
Spend some of their day working from home	14%	15%	15%
Be home when children get home from school	15%	14%	15%

Perceived flexibility is key but:

Many Canadian employees have little flexibility at work

% who say it is <u>difficult</u> to	Women	Men	Total
Spend some of their day working from home	71%	69%	70%
Be home when your children get home from school	62%	63%	62%
Vary their work hours	38%	36%	37%
Arrange their work schedule (shifts, overtime) to meet personal/family commitments	38%	36%	37%
Take time off work to attend a course or a conference	35%	33%	34%
Interrupt their work day to deal with a personal/family matter and then return to work	35%	30%	33%
Take a paid day off : eldercare	34%	29%	32%
Take their holidays when they want	31%	26%	29%
Take a paid day off work when a child is sick	22%	20%	21%
Be home to have meals with the family	18%	25%	21%

Unfortunately there has been no increase in perceived flexibility over time



Conclusions

- Despite all the talk, things have not improved over time
- A focus on policies is unlikely to have much of an impact on employee wellbeing
- What does make a difference?
 - The culture
 - The manager
 - Perceived flexibility
- The three things are highly inter-related

Conclusions

- Need to deal with workloads
 - Hours at work and bringing work home to do in the evening are key predictors of work role overload
 - Work role overload key predictor of total overload
 - Total overload predicts employee and organizational well being
- Our data suggests that workloads negatively impacting organisational efficiency and productivity

Conclusions

- Dealing with workloads will involve rethinking culture
- You do not get cultural change by talking about it
 - Requires changes to:
 - organizational structure,
 - performance management,
 - reward system
- Culture change requires strong leadership and involvement of middle managers
 - The good middle managers are totally overloaded and do not have time for change

Conclusions

- Culture change requires that the employees trust their employer
 - Many of the respondents to our survey are “survivors of the 1990s” or Gen Xers who need to be convinced the organization is serious

Conclusions

- We have talked about this for decades – what is different now?
 - Labour shortages at the “talent” and knowledge worker end of the labour market (the individuals in our study) means “change or die”
 - Increase in the number of Canadian employees in the sandwich and eldercare stages of the lifecycle
 - Our data indicates that these employees are having challenges balancing heavy demands at work and home
 - Means the issue will increase in importance over time

Conclusions

- Attraction, engagement and retention of knowledge workers related to balance
 - Boomers will retire early or work part-time (but not for you!) rather than continue to work the hours they are currently putting in
 - Gen X have real challenges balancing work and family (majority of those in the Sandwich group) and are burning the candle at both ends to try and cope
 - This impacts the amount of time they have for themselves and contributes to reduced productivity at work
 - This is the group you must engage if you want to effectively manage succession planning
 - Gen Y want a life

Final thoughts

No matter how busy you think you are the work will always be there tomorrow, but your friends and family might not Unknown

You can have it all – you just cannot have it all at once Oprah Winfrey

"For fast-acting relief, try slowing down." Lily Tomlin

Don't confuse having a career with having a life
Hilary Clinton

Final thoughts

"So often we are depressed by what remains to be done and forget to be thankful for all that has been done." --**Marian Wright Edelman**

"Nobody can go back and start a new beginning, but anyone can start today and make a new ending." --**Maria Robinson**

Good luck

- Be an agent of change