



BOSTON COLLEGE
Center for Work & Family
CARROLL SCHOOL OF MANAGEMENT

New Parents at the Workplace: How Organizations Can Create a Culture of Support

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Contributing Organizations

- American Express
- Deloitte
- Goldman Sachs
- IKEA
- KPMG LLP
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EXECUTIVE BRIEFING HIGHLIGHTS

- New parents: today's demographics
- Supporting employees as they prepare for a new family member
- Parental leave in focus
- Innovative supports for new parents



WHAT YOU WILL LEARN

- How organizations can create a culture of support for employees who become new parents
- Managerial behaviors and organizational resources that can facilitate this transition
- Best practices from leading companies
- Recommendations for developing a parental leave policy at your organization



DEMOGRAPHICS FOR NEW PARENTS

Millennials Today

- Millennials (18-34 years old) = 75.4 million people (2015)
- Millennials give birth to 80% of the 4 million US babies born each year
- Older millennials (25-34 years old) = 10.8 million households with children



DEMOGRAPHICS FOR NEW PARENTS

Millennials Today

- Getting married later: 27 years old for women, 29 for men versus 23 and 26 respectively (1990)
- Having children later: 26 for first child (2013) compared to 23 (1980)
- 78% of women ages 40-44 with a graduate degree have children compared to 70% in 1994



DEMOGRAPHICS FOR NEW PARENTS

Millennials Today

- Women working later into their pregnancies: 82% work within one month of their first birth compared to 35% (1960)
- Women return to work sooner: 73% on the job six months after their child's birth compared to 21% (1960)



DEMOGRAPHICS FOR NEW PARENTS

Millennials Today

Fathers want to be involved and present in their children's lives

- Report more work-life conflict than mothers with more than one-third identified as “conflicted”
- 74% want to spend more time with their children
- 46% want a less stressful job to help with managing their work and family lives



PREPARING FOR PARENTAL LEAVE

What can managers do?

- Stay up-to-date on current paid leave benefits
- Be prepared to discuss organizational policies
- Talk with new parents about their plans as early as possible including:
 - Length of leave
 - Timelines for work transfer
 - Coverage
 - Informing key stakeholders



PREPARING FOR PARENTAL LEAVE

What can managers do?

- Reinforce the value of new parents to the organization
- Affirm your support during this transition
- Consider initiating a discussion about career goals and future plans
- Not make assumptions about career aspirations based on new parent status
- Emphasize that taking leave will not have a negative impact on career



PAID PARENTAL LEAVE AROUND THE GLOBE

Majority of countries around the world offer paid parental leave to working parents

- Among 193 United Nations members, only the US, Papua New Guinea, Suriname and a few South Pacific Island nations do not have a national paid parental leave law
- Out of 41 OECD countries, the US ranks last for paid parental leave with 31 countries offering paid paternity leave



PAID PARENTAL LEAVE AROUND THE GLOBE

- At least 50 countries provide six months or more of paid maternity leave
- 70 countries guarantee paid paternity leave
- For more on global leave policies, see [the International Network on Leave Policies & Research](#):



PARENTAL LEAVE IN THE US

- The FMLA (1993) is the only parental leave support for US workers with 12 weeks of job-protected unpaid leave
- Covers about 60% of employees in organizations with more than 50 employees
- 100 million US workers don't have access to paid family leave
- Congress considering (again), the FAMILY ACT, a national social insurance program providing up to 12 weeks of partially paid leave to:
 - Care for a newborn
 - Recover from a personal illness
 - Care for a seriously ill family member



PARENTAL LEAVE IN THE US

- 14% of private-sector employees have access to paid parental leave
- In 2016, 21% of US employers offered paid maternity leave, a 9% increase from 2014
- 25% of new mothers return to work two weeks after giving birth
- 70% of dads use 10 days of leave or less



PARENTAL LEAVE IN THE US

- Three states – California, New Jersey and Rhode Island – have passed paid family leave laws
- Washington state has been unable to implement its paid leave program due to budget constraints
- More than 40 municipalities and counties have paid leave programs



BENEFITS OF PAID PARENTAL LEAVE

For Organizations:

- Promotes employee loyalty and engagement
- Enhances recruitment efforts as employees are attracted to organizations that care about them as people
- Allows co-workers -- who cover for employees on leave -- to learn new skills and explore new career opportunities



BENEFITS OF PAID MATERNITY LEAVE

For Mothers:

- Reduces health care costs by encouraging higher rates of breastfeeding -- promoting infant health
- Lowers rates of maternal depression
- Increases the number of women in the workforce and improves their average wages
- Promotes employee loyalty and engagement



BENEFITS OF PAID PATERNITY LEAVE

For Fathers and Children:

- Positively affects father-child bonding
- Increases father's involvement in care taking of their children
- Leads to higher satisfaction with parenting
- Results in higher cognitive test scores, better grades, lowers the likelihood of alcohol or drugs abuse or likelihood to become teen parents (children with involved fathers)



CONSIDERING PARENTAL LEAVE AT YOUR ORGANIZATION

Want to move forward?

- No one size-fits-all approach – keep in mind your workforce, your business objectives and your culture
- Align with other paid-time-off and other leave programs in your organization
- Work with your legal department



CONSIDERING PARENTAL LEAVE AT YOUR ORGANIZATION

Components of a successful program to consider:

- Includes mothers, fathers, and adoptive parents
- Compensates at 100% of current salary
- Offers medical/disability leave for birth mothers to recover from childbirth (generally six to eight weeks)
- Provides gender-neutral “bonding leave” for parents (mothers, fathers, same-sex partners)
- Offers paid time off in allotments similar to peers in your industry



CONSIDERING PARENTAL LEAVE AT YOUR ORGANIZATION

Components of a successful program to consider:

- Applies to all employees -- at all levels, in all areas of the organization
- Results in no penalties for taking leave
- Encourages senior leaders to be role models and publicize their leave-taking
- Reflects the culture and values of your organization
- Trains managers on how to successfully guide and interact with employees
- Includes metrics to track utilization and outcomes important to your organization



WHILE NEW PARENTS ARE ON LEAVE

Managers can:

- Ask in advance for permission to contact new parents during their leave and develop a shared understanding about some key issues:
 - Best times and ways to be in contact
 - Expectations around checking and replying to email/voicemail
- Reach out to new parents to congratulate them
- Find out if new parents are encountering any work-related issues while on leave or have concerns about their anticipated return to work



WHILE NEW PARENTS ARE ON LEAVE

Managers can:

- Keep informed about organizational policies for paid/unpaid leaves and the FMLA
- Confer with new parents to confirm their return date and discuss possible work assignments and tasks (about a month before return)
- Review anticipated work schedule and possible use of flexible work arrangements for a time-limited or on-going period, if appropriate
- Remind about organizational supports for on-site, near-site, backup childcare/ resource and referral services



INNOVATIVE SUPPORTS FOR NEW PARENTS

- Congratulatory Gift – The Dean of Faculty of Harvard University’s Arts and Sciences sends a congratulatory note and baby books
- Baby Bonus – Facebook gives a \$4,000 bonus for new parents
- Mentoring Support – PwC matches new parents with experienced working parents



INNOVATIVE SUPPORTS FOR NEW PARENTS

- Lactation Support – EY provides access to a lactation consultant, free pumps and breast milk shipping kits
- Reduced Hours – Vodafone allows new mothers to reduce hours to 30 hours/week for six months while receiving full pay
- New Parent Coaching – MetLife offers coaching for new parents as they prepare for leave, throughout their leave and upon their return



NEW PARENTS RETURN FROM LEAVE

Managers can:

- Welcome new parents back to work by scheduling formal and informal meetings to assist with the transition (encourage team members to do the same)
- Endorse gradual onboarding to ease the readjustment back to work
- Ask if work plans and career goals have changed since the leave
- Inquire about the adjustment back to work (at regular intervals) and offer organizational resources, if needed



BEST PRACTICE ORGANIZATIONS

KPMG LLP has established the following policies and programs:

- Parents who KNOW
- Lactation Program
- Monthly Online Meeting for New Parents
- New Parent Career Coaching



BEST PRACTICE ORGANIZATIONS

KPMG LLP has established the following policies and programs:

- Time Off for Primary Caregivers
- Child, Back-up Child, and Elder Care
- Alternative Work Arrangements
- Guidance for People Management Leaders (PMLs)



BEST PRACTICE ORGANIZATIONS

Goldman Sachs offers over 35 dependent care resources through internal supports, vendor partners and benefit plan providers. Highlights of these resources include:

- Expectant Parent Coordinator (EPC) Program
- Strategies for Working Parents
- Resilience Workshop for Working Mothers
- Family Resilience Event Series



BEST PRACTICE ORGANIZATIONS

American Express recently made a number of market-leading changes to their Parental Leave Policy and family benefits in the US

- 20 weeks of fully-paid parental leave for both mothers and fathers welcoming a child through birth, adoption or surrogacy
- Birthing mothers generally receive an extra 6 to 8 weeks for medically necessary leave
- Reimbursement of expenses to help with the cost of adoption or surrogacy and coverage of reproductive/fertility treatments



BEST PRACTICE ORGANIZATIONS

American Express recently made a number of market-leading changes to their Parental Leave Policy and family benefits in the US

- Access to a parent concierge and 24-hour lactation consultant
- Mothers traveling for business can ship their breast milk home for free



BEST PRACTICE ORGANIZATIONS

Deloitte's family leave program

- Men and women receive up to 16 weeks of fully paid family leave to support a range of life events impacting them and their families
- Mothers who give birth to a child are eligible for up to six months of paid time off

Deloitte found that 88% of US workers would value a broader paid leave policy to include family care beyond parental leave



BEST PRACTICE ORGANIZATIONS

IKEA's new Parental Leave policy ensures that all co-workers are able to have an opportunity to bond with new additions to their families

- Covers salaried and hourly workers, both mothers and fathers, and adoptive and foster parents
- Co-workers who have been with IKEA for more than one year can take up to three months of paid leave
- Co-workers with three or more years tenure can take up to four months of paid leave



BEST PRACTICE ORGANIZATIONS

Shawmut Design and Construction recently launched a four-week Paid Family Leave benefit, a leading-edge offering in the construction industry

- Paid Family Leave provides both men and women up to one month of paid leave following a birth, adoption or foster care placement, or to care for a family member who has a serious health condition
- Shawmut Flex allows all employees to flex their time, condense the work week, shift work hours, work part-year, shift trade, and telecommute



CONCLUSION

Appears to be tremendous growth in the number of organizations offering paid leave programs with continued expansion expected in the future

- Benefits of creating a culture of support for new parents
 - Positively impacts the work experience
 - Increases retention, morale and productivity
 - Creates a gender-diverse workforce with an increased chance for gender equality
- Organizations can create a culture of support by:
 - Guiding/educating managers to handle the transition
 - Offering new parents the resources to assist them



FOR MORE INFORMATION

- [Executive Briefing](#)
- [Reference List](#)

