The Center for Work & Family is the leading university-based center focused on supporting employers in their efforts to improve the lives of working people and their families.

Key areas of focus:

- Supporting work-life and flexibility
- Fostering employee well-being
- Engaging & managing talent
- Leading globally inclusive workplace
The New Dad Studies

www.thenewdad.org
We all know Millennials are ...

- Driven
- Hard-working
- Ambitious
- Self-centered
- Disloyal
- Self-directed
- Lazy
- Entitled
- Want work-life balance
- Socially-conscious
- Committed
- Need constant feedback
Survey conducted on US Millennials

Original study consisted of 1100 Millennials

Worked in one of 5 companies engaged in:

- professional services (accounting, consulting)
- Insurance and benefits providers
- Global financial services provider

For this research focused on 327 Millennial parents and specifically, the 151 Millennial fathers

Study Participants
<table>
<thead>
<tr>
<th></th>
<th>Mothers</th>
<th>Fathers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>176</td>
<td>151</td>
</tr>
<tr>
<td>Average age</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>Years of work experience (avg.)</td>
<td>9.9</td>
<td>9.6</td>
</tr>
<tr>
<td>Number of employers (avg.)</td>
<td>2.24</td>
<td>2.05</td>
</tr>
<tr>
<td>Percent working full-time</td>
<td>94%</td>
<td>100%</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelors</td>
<td>60%</td>
<td>66%</td>
</tr>
<tr>
<td>Masters or Doctorate</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>Average earnings (range)</td>
<td>$55,000-75,000</td>
<td>$75,000-100,000</td>
</tr>
<tr>
<td>Race/ethnicity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>80%</td>
<td>90%</td>
</tr>
<tr>
<td>Black</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>10%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Life Satisfaction: Dads vs. Singles

Life Satisfaction (comparing Dads and Single Men)

- I am satisfied with my life
  - Dads: 60% agree, 40% strongly agree
  - Singles: 50% agree, 50% strongly agree

- My life is close to my ideal
  - Dads: 70% agree, 30% strongly agree
  - Singles: 60% agree, 40% strongly agree

- My life conditions are excellent
  - Dads: 80% agree, 20% strongly agree
  - Singles: 70% agree, 30% strongly agree

- I've gotten the important things
  - Dads: 70% agree, 30% strongly agree
  - Singles: 60% agree, 40% strongly agree

- Agree: purple
- Strongly agree: brown
Moms vs. Dads: Employer Selection

Top Criteria for Employer Selection (% very important/ extremely important)

**Mothers**
1. Work-Life Balance (86%)
2. Job Security (81%)
3. Salary (80%)
4. Benefits (80%)
5. Career Growth Opportunities (77%)

**Fathers**
1. Career Growth Opportunities (83%)
2. Benefits (76%)
3. Work-Life Balance (75%)
4. Salary (74%)
5. Job Security (71%)
Moms vs. Dads: Reasons for Leaving

Top Reasons for Leaving an Employer (% somewhat likely / likely / very likely)

**Mothers**
1. To Make More Money (81%)
2. Time with Family (67%)
3. Work-Life Balance (66%)
4. Advancement (64%)
5. Growth Opportunities (62%)

**Fathers**
1. To Make More Money (87%)
2. Advancement (75%)
3. Growth Opportunities (71%)
4. Time with Family (61%)
5. Work-Life Balance (56%)
Spousal Sharing of Childcare

- If child is sick, I have responsibility to care for him/her
- OK to be at home if partner made enough money for family
- Uncomfortable if partner provided more care than me
- More my responsibility than partner to care for sick child
- Main reason for caregiving to help partner
- OK if partner wanted to do all the care

% agree / strongly agree

Fathers | Mothers
Easy to combine work & family?

It is easy to combine work and personal life/family

**Millennial Moms**
- Agree/Strongly Agree: 68%
- Neutral: 17%
- Disagree/Strongly Disagree: 15%

**Millennial Dads**
- Agree/Strongly Agree: 60%
- Neutral: 21%
- Disagree/Strongly Disagree: 19%
Corporate Culture: Moms vs. Dads

Perceptions of Work Culture

- Work should be the primary priority in life
- Is highly committed to personal lives can’t be committed to work
- The way to advance is to keep personal life out of work
- The ideal employee is available 24/7
- Is expected to work 50+ hrs to get ahead
- Refusing promo/transfer will seriously hurt career

“%agree / strongly agree

Mothers  Fathers
Comparing Moms’ & Dads’ wants …

- Challenging assignments: Dads 88% Moms 74%
- Job with more responsibility: Dads 87%; Moms 73%
- To advance up the “ladder”: Dads 83%; Moms 69%
- To reach Sr. Management: Dads 74%; Moms 69%
- Differences yes, but not as great as in past!

- Oh and I nearly forgot ....
- More time with children: Dads 74%, Moms 78%
Three Paradigms of *The New Dad*

**Egalitarian Fathers**

- **YES**
  - In your family, *IS* the caregiving divided equally with your spouse?

**Conflicted Fathers**

- **NO**
  - In your family, *SHOULD* the caregiving divided *equally* with your spouse?
  - **YES**
    - **Traditional Fathers**
  - **NO**
Three Paradigms of *The New Dad*

- **Traditional Dads**
  - Spouse should do more and she does

- **Egalitarian Dads**
  - Caregiving should be 50/50 proposition and it is

- **Conflicted Dads**
  - Caregiving should be 50/50 proposition but ...
  - Spouse does more than I do
Spouses’ Education levels

Spouses’ Education Levels

- High school or less
- Some college
- Bachelor degree
- Master degree
- Doctoral degree

Egalitarian  Conflicted  Traditional
Spouses’ Employment

Spouses’ Employment Status

Employed for pay

- Egalitarian
- Conflicted
- Traditional

Not employed

0%
20%
40%
60%
80%
100%
Working Spouses’ Contribution

Spouses’ Contribution to Family Income

- Egalitarian
- Conflicted
- Traditional
Job Satisfaction

Job Satisfaction and Commitment

- **At my workplace, I am treated with respect**
  - Traditional: Agree (50%) + Strongly Agree (50%)
  - Conflicted: Agree (60%) + Strongly Agree (40%)
  - Egalitarian: Agree (60%) + Strongly Agree (40%)

- **I feel a part of the group of people I work with**
  - Traditional: Agree (50%) + Strongly Agree (50%)
  - Conflicted: Agree (60%) + Strongly Agree (40%)
  - Egalitarian: Agree (60%) + Strongly Agree (40%)

- **Easy to combine work & personal life**
  - Traditional: Agree (50%) + Strongly Agree (50%)
  - Conflicted: Agree (40%) + Strongly Agree (60%)
  - Egalitarian: Agree (50%) + Strongly Agree (50%)

Legend:
- **Agree**
- **Strongly Agree**
Satisfaction with Income

Satisfaction with Progress Toward Income

- Egalitarian
- Conflicted
- Traditional
Life Satisfaction

Millennial Fathers’ Life Satisfaction Levels

<table>
<thead>
<tr>
<th>Category</th>
<th>Traditional</th>
<th>Conflicted</th>
<th>Egalitarian</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would change almost nothing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My life is close to my ideal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life conditions are excellent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfied with my life</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Legend: agree • strongly agree
Caregiving: 2011 vs. 2015

Perceptions of Caregiving Roles

My spouse/partner should provide more care than me

We should both provide equal amounts of care

My spouse/partner provides more care than me

We both provide equal amounts of care

(Dads aged 22-35 at time of survey)
Combining Work & Family

Perceptions on Combining Work and Family

- Turning down a promotion/transfer will significantly hurt career progress
- Employees who participate in work-family programs are viewed as less serious about their careers
- To be viewed favorably, employees must put their jobs ahead of their families/personal lives
- It is assumed that the most productive employees are those who put their work before their family life
- The way to advance is to keep non-work matters out of the workplace

% agree / strongly agree

- Dads 2011
- Dads 2015

Boston College Center for Work & Family
Carroll School of Management
- Fathers more satisfied with work, life than singles
- Dads & moms have similar work-family conflict
- Dads have a stronger focus on advancement; more sensitive to “ideal worker” norms
- Millennial dads caught in wanting to “have it all”
- Not all dads face same degree of conflict:
  - Traditional: Relatively high, importance of values congruity
  - Conflicted: Highest work-family conflict, lowest life satisfaction
  - Egalitarian: Highest satisfaction at home & work

Summary
Only ONE!

Recommendations

Boston College Center for Work & Family
Thank you!

Brad Harrington
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@BCCWF

Questions?

Boston College Center for Work & Family