

# The New Dad: Take Your Leave



BOSTON COLLEGE  
Center for Work & Family  
CARROLL SCHOOL OF MANAGEMENT

Prof. Brad Harrington

Research Preview Webinar



June 5, 2014



BOSTON COLLEGE  
Center for Work & Family  
CARROLL SCHOOL OF MANAGEMENT



- Global leader in workforce effectiveness
- Bridge builder between academic research and corporate practice
- Resources available on our website: [www.bc.edu/cwf](http://www.bc.edu/cwf)
- Follow us: @BCCWF

Connect with us:



# Boston College Center for Work & Family



BOSTON COLLEGE  
Center for Work & Family  
CARROLL SCHOOL OF MANAGEMENT

# Welcome!

- BCCWF Members
- Journalists and Guests
  - Please note that the information provided in this webinar is embargoed until the scheduled release of the report on Monday, June 9, 2014.



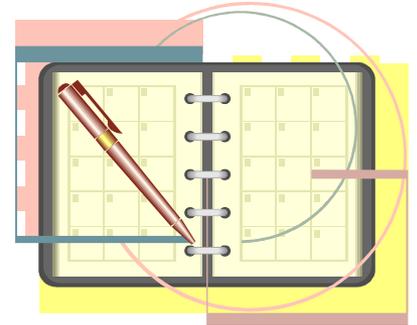
# Brad Harrington



- Executive Director, BCCWF
- Research Professor, Boston College Carroll School of Management
- Lead Author, *The New Dad* studies
- Co-Author *Career Management and Work-Life Integration*
- Work Life Legacy Award Honoree



# Today's Session



- Overview of the study
  - Fathers' attitudes about paternity leave
  - Company benchmarking
  - Global approaches
  - Summary of findings
  - Corporate perspective: Karyn Twaronite, EY Americas Inclusiveness Officer and Partner, Ernst & Young LLP
  - Recommendations for fathers and employers
-

# Fathers in the news



*The Washington Post*  
**Dads, too, want to have it all**

**THE WALL STREET JOURNAL**  
WSJ.com

April 4, 2014, 12:29 PM ET

The Good News From the Daniel Murphy Paternity Leave Uproar



*The Atlantic*

**Daddy Track: The Case for Paternity Leave**

**People**



# Introduction

- Growing involvement of fathers in child care
- 70 countries have legislated paid paternity leave – the U.S. does not
- Why paternity leave is important



# *The New Dad Studies?*

- Began our journey in 2009 to better understand and give visibility to the changing role of fathers
  - *The New Dad: Exploring Fatherhood within a Career Context (2010)*
  - *The New Dad: Caring, Committed and Conflicted (2011)*
  - *The New Dad: Right at Home (2012)*
  - *The New Dad: A Work (and Life) in Progress (2013)*
  - *The New Dad: Take Your Leave (2014)*
-

# Results from *The New Dad*

- Few fathers reduce hours to adjust to family demands
  - Men utilize flexibility much more in an informal manner
  - 3/4 of dads want more time with kids, but 76% want more responsibility and 3 in 5 seek role in senior management
  - 2/3 of fathers say caregiving “should” be divided 50/50 with spouse, but only 30% actually say this is the case
  - While fathers have tripled child care and housework in last 40 years, they still do 1/2 what women do
  - When you combine paid and unpaid work, men & women invest the same time in supporting family
  - *A mixed picture – Fathers in transition*
-

# Overview of the 2014 study

- Survey of 1029 fathers employed by 286 different organizations across many industries
  - Majority of responses from nine CWF member companies in the US: more than 90% were married, well-educated professional workers
  - Benchmarking study with 30 member companies
  - Review of existing research to examine paternity leave from a global perspective
-

# Limitation of the 2014 study

- Of 1029 fathers, 67% had access to paid paternity leave. This is compared to about 15-20% of fathers across all US employers, 74% in WM100
  - These responses are mainly from well-educated, professional workers. Hourly workers, while included, did not make up large % of sample
  - Benchmarking study with 30 member companies
  - Companies who chose to participate may have had more progressive parental policies
-

# Important definitions

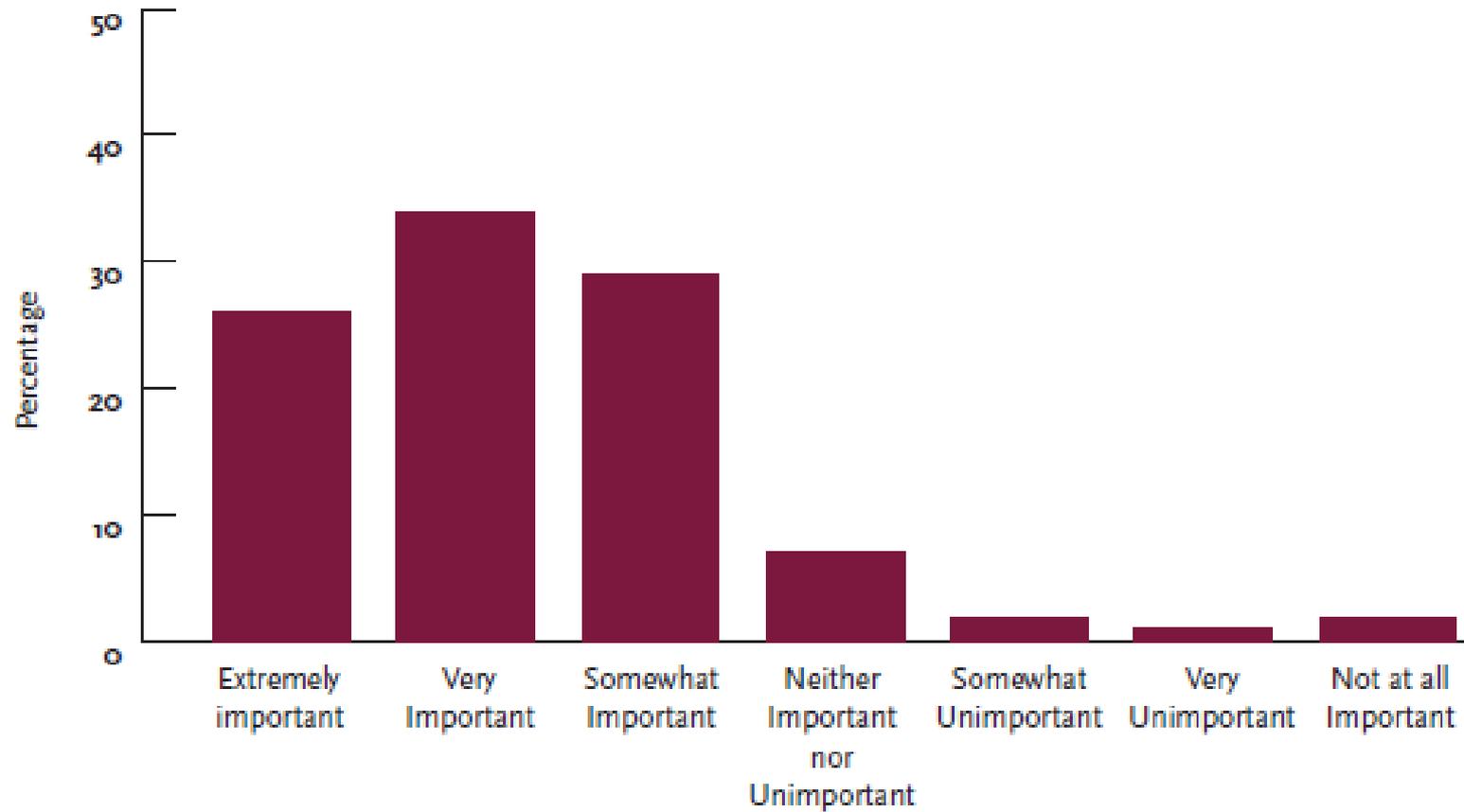
**Maternity leave** is a health and welfare measure, intended to protect the health of the mother and newborn child.

**Paternity leave** is intended to enable the father to spend time with his partner, new child and older children.

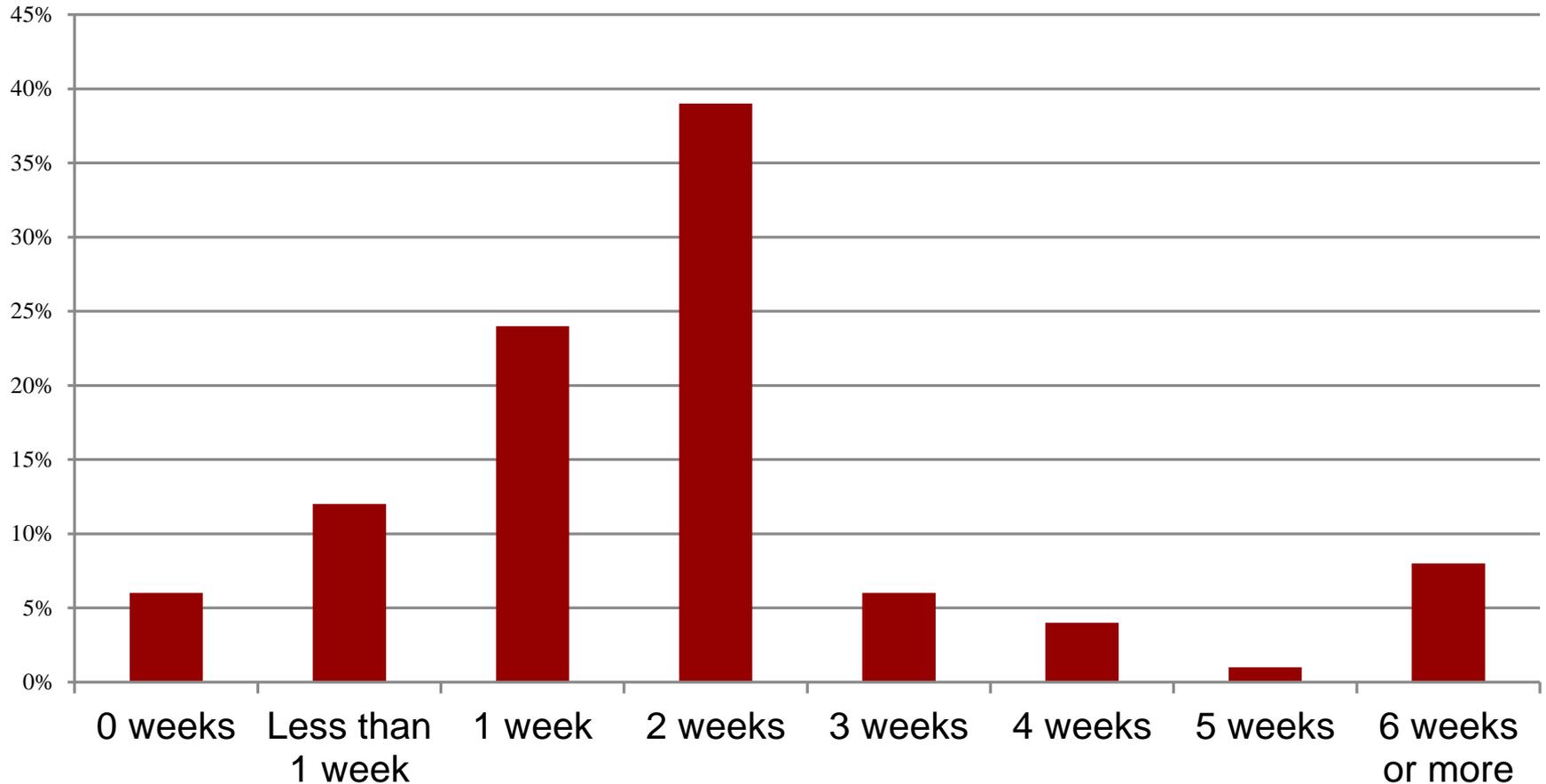
**Parental leave** is available to both mothers and fathers and is intended to give parents the opportunity to spend time caring for a young child.

---

# Importance of paid paternity leave to fathers



# Overall time off taken



The amount of leave taken was a combination of paternity leave (54%), parental leave (13%), vacation/PTO (51%), Holiday time (6%), and sick time/personal absence days (4%)

---

# Time off taken based on available paternity leave

	No Paid Paternity Leave	1 Week of Paid Paternity Leave	2 Weeks of Paid Paternity Leave	4 Weeks of Paid Paternity Leave	6 Weeks of Paid Paternity Leave
<b>Took no time off</b>	11%	1%	4%	0%	2%
<b>Took less than 1 week</b>	21%	12%	5%	6%	0%
<b>Took 1 week</b>	34%	49%	13%	6%	2%
<b>2 weeks</b>	23%	26%	64%	29%	28%
<b>3 weeks</b>	3%	7%	7%	6%	8%
<b>4 weeks</b>	2%	1%	3%	41%	8%
<b>5 weeks</b>	0%	0%	1%	6%	3%
<b>6 weeks</b>	1%	0%	2%	0%	45%
<b>Took more than 6 weeks</b>	4%	4%	1%	6%	7%

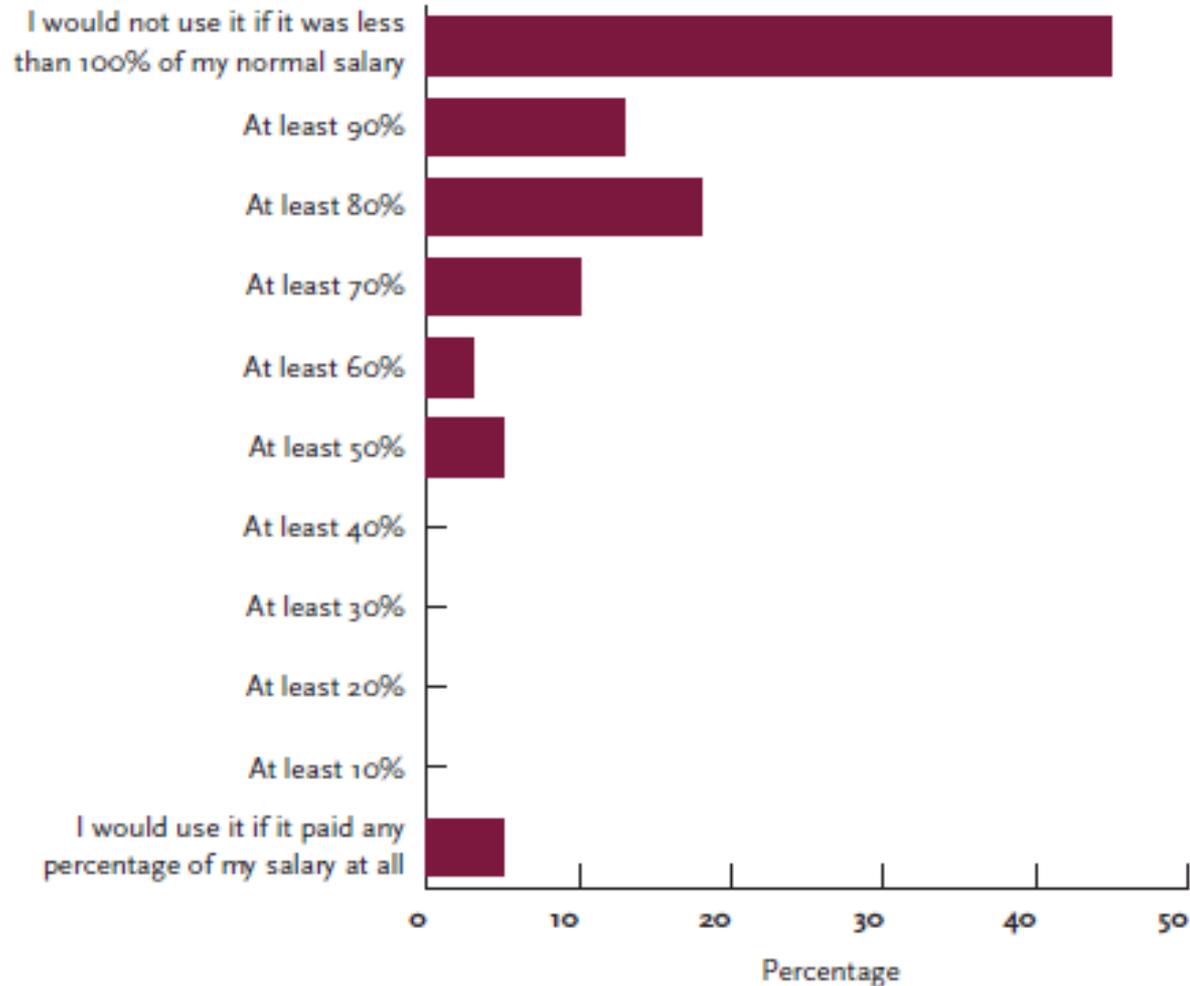
# Time off taken: Most take what's available

	No Paid Paternity Leave	1 Week of Paid Paternity Leave	2 Weeks of Paid Paternity Leave	4 Weeks of Paid Paternity Leave	6 Weeks of Paid Paternity Leave
Took no time off	11%	1%	4%	0%	2%
Took less than 1 week	21%	12%	5%	6%	0%
Took 1 week	34%	49%	13%	6%	2%
2 weeks	23%	26%	64%	29%	28%
3 weeks	3%	7%	7%	6%	8%
4 weeks	2%	1%	3%	41%	8%
5 weeks	0%	0%	1%	6%	3%
6 weeks	1%	0%	2%	0%	45%
Took more than 6 weeks	4%	4%	1%	6%	7%

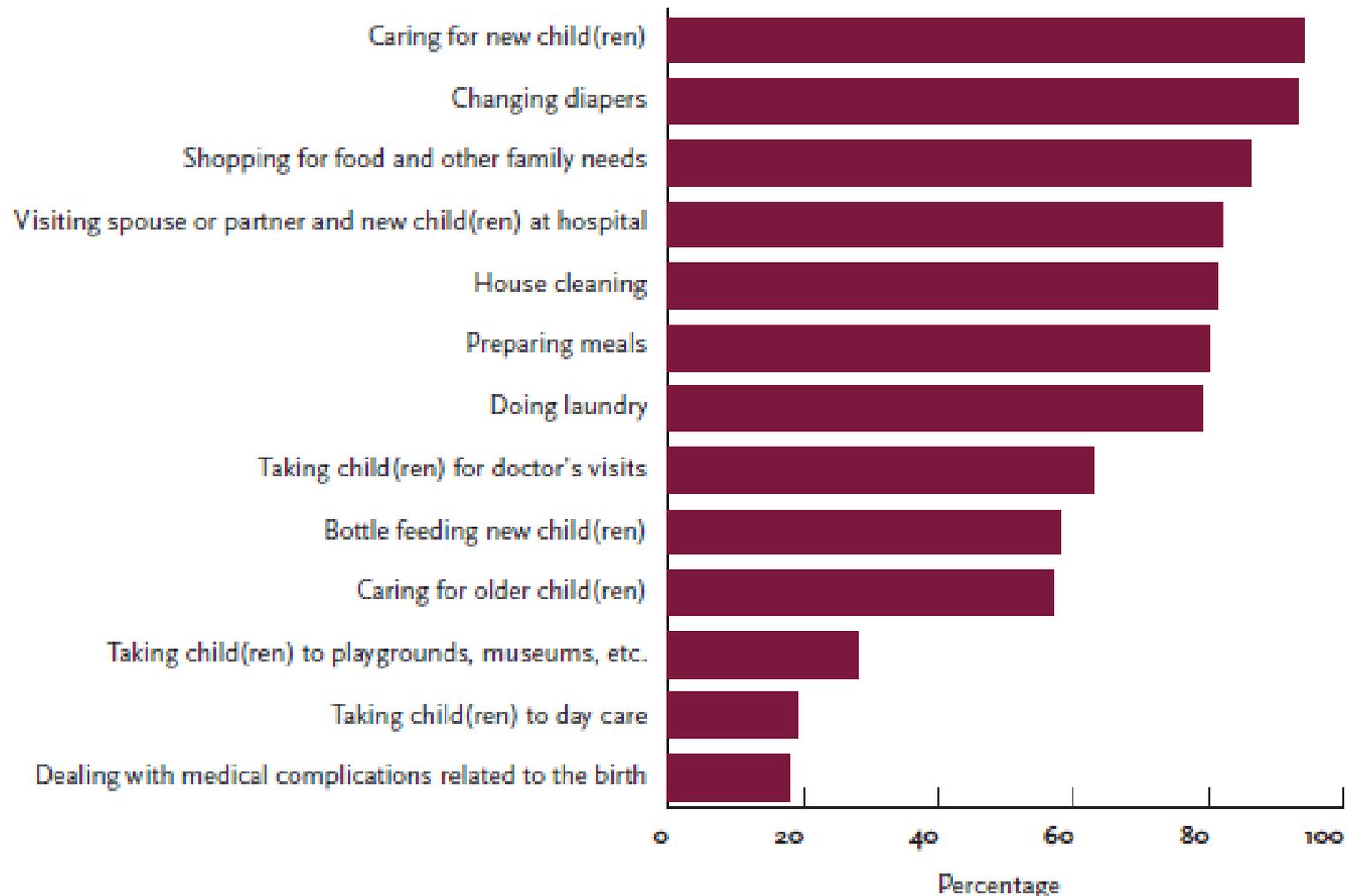
# Time off taken: 2 weeks always the 2<sup>nd</sup> option

	No Paid Paternity Leave	1 Week of Paid Paternity Leave	2 Weeks of Paid Paternity Leave	4 Weeks of Paid Paternity Leave	6 Weeks of Paid Paternity Leave
Took no time off	11%	1%	4%	0%	2%
Took less than 1 week	21%	12%	5%	6%	0%
Took 1 week	34%	49%	13%	6%	2%
2 weeks	23%	26%	64%	29%	28%
3 weeks	3%	7%	7%	6%	8%
4 weeks	2%	1%	3%	41%	8%
5 weeks	0%	0%	1%	6%	3%
6 weeks	1%	0%	2%	0%	45%
Took more than 6 weeks	4%	4%	1%	6%	7%

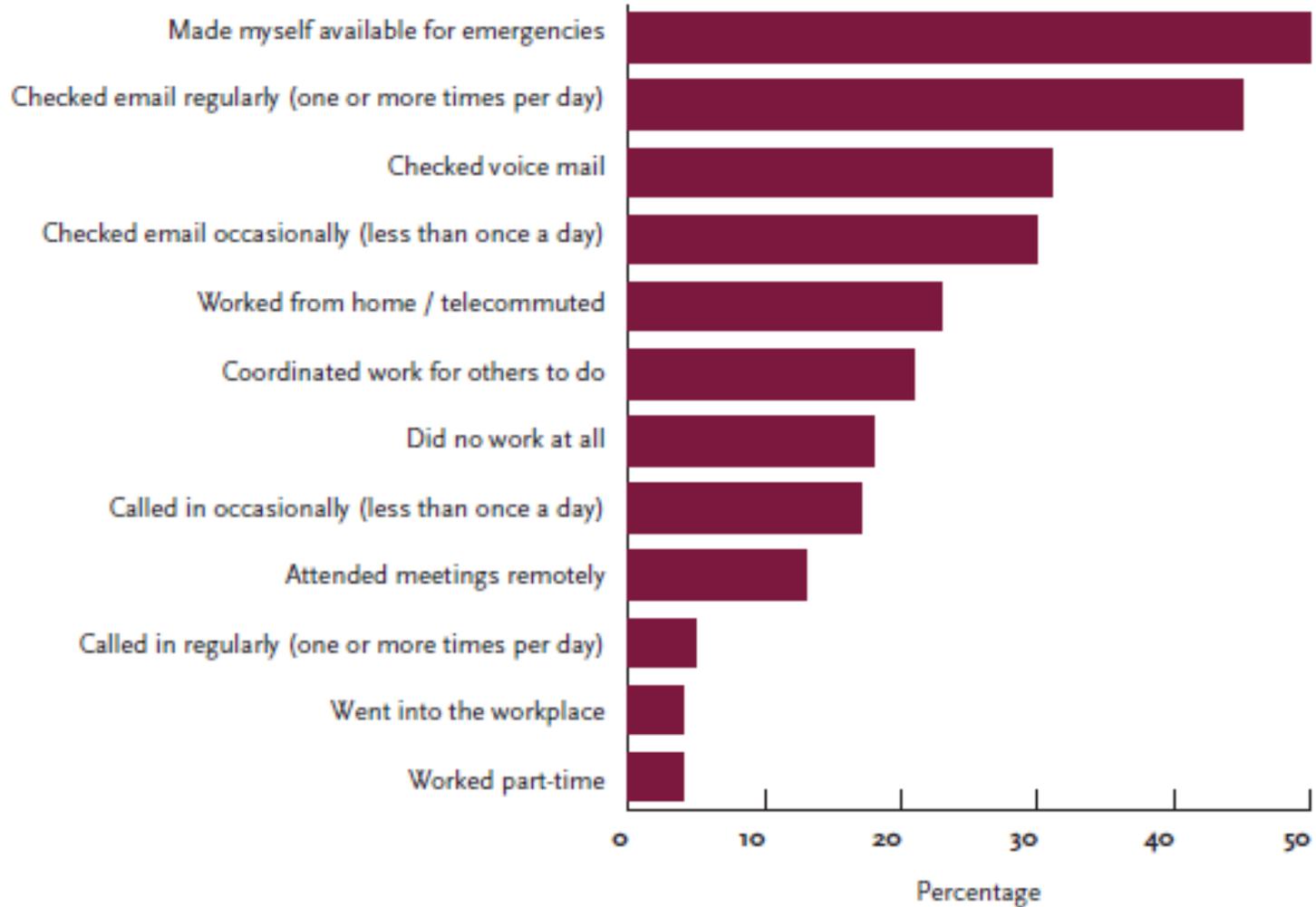
# Importance of being paid for the time off



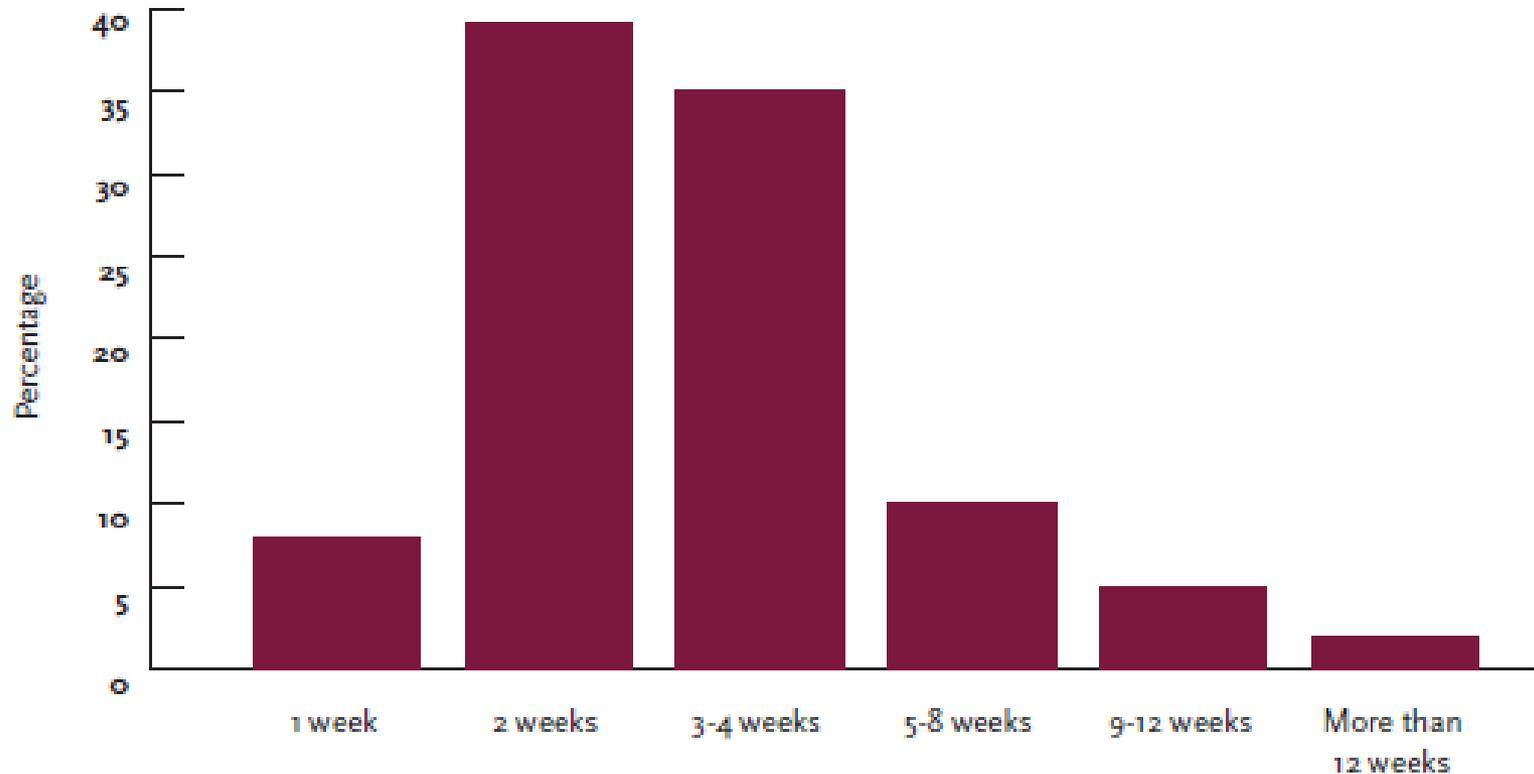
# Dads' activities during leave... what, no golf?



# Fathers' work activities during time off



## Amount of paternity/parental leave that is appropriate for balancing work & family needs



**99% of men in the study feel that employers should offer paid paternity leave, 74% feel 2 to 4 weeks is an appropriate amount.**

---

# Company Benchmarking

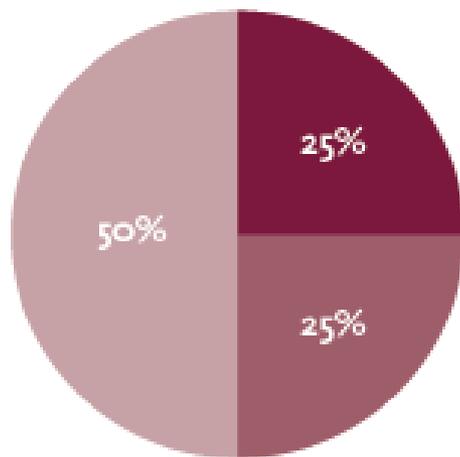
- Of the 30 companies surveyed, 18 or 60% offer paid paternity or parental leave, while 40% do not.
  - Those that do offer a wide range of paid leave, from 3 days to 12 weeks of paid paternity or parental leave.
  - The average was **2 weeks**, paid at 100% of salary.
  - For companies who also offered primary caregiver parental leave to fathers, the average was closer to 8 weeks.
  - Who is the “primary” based on honor system
-

# Company Benchmarking

- For companies that do not currently offer paternity leave, 70% were unsure of how they would proceed in the future.
  - Organizational barriers to paternity leave:
    - 63% of companies cited cost
    - Other barriers mentioned included:
      - workplace culture
      - coverage while the father is on leave
      - difficulty of creating infrastructure to implement paternity leave
-

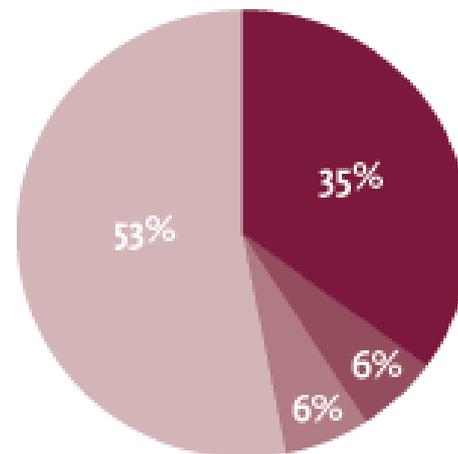
# Global approaches and policies

Chart #9: Who Funds Father's Parental Leave?



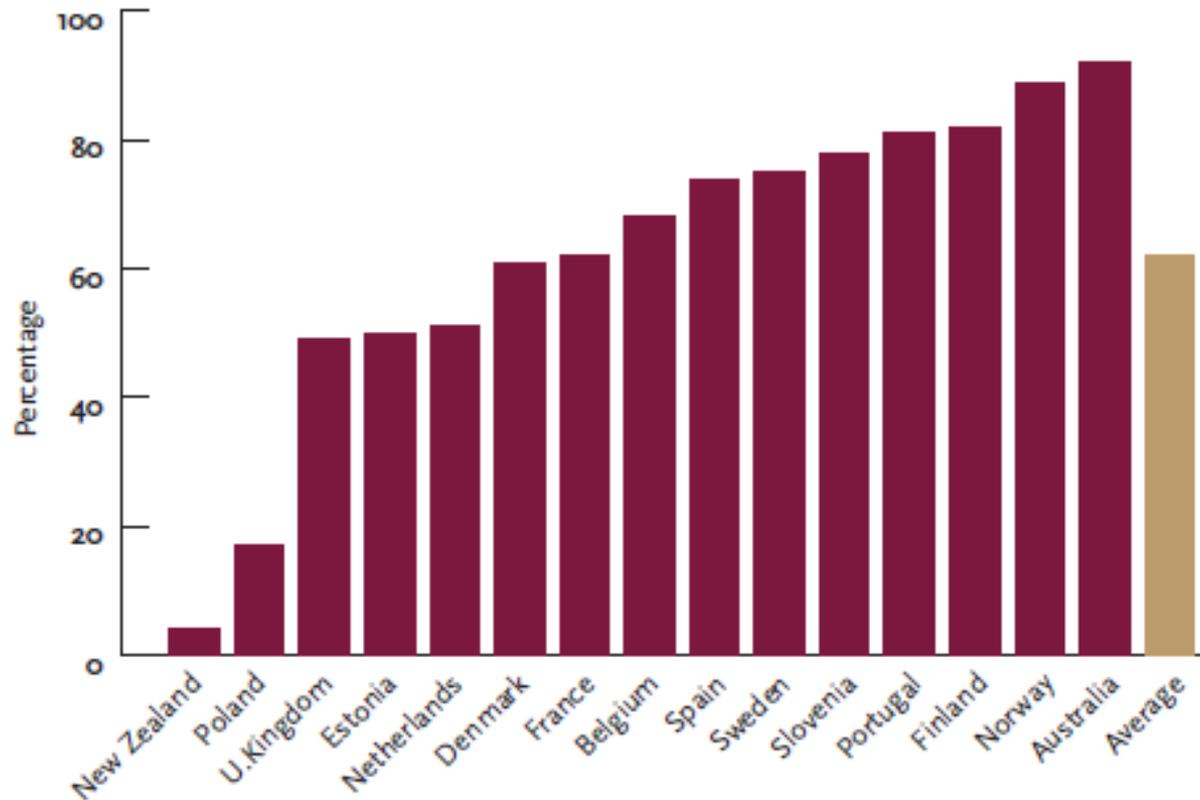
- The Employer
- The Government
- A Healthcare Program

Chart #8: Paternity Legislation in 34 Countries



- No Statutory Leave
- Statutory Leave with No Pay
- Statutory Leave with <66% Pay
- Statutory Leave with >66% Pay

# Percentage of Men Using Statutory Paternity Leave



# Other supports for fathers

- Flexible Work Arrangements:
    - Important to 95% in this survey
    - Most important on previous surveys as well
  - Flexible options for paternity leave - not all time need be taken immediately following birth
  - Parenting/Networking groups for fathers: We may move toward gender neutral policies but ...
  - ... we also need a supportive workplace culture for men to feel comfortable using parental leave
-



**Karyn Twaronite**  
**EY Americas Inclusiveness Officer and**  
**Partner, Ernst & Young LLP**  
**@KTwaronite\_EY**

# New dads at EY: By the numbers

---

6

2002

500-600



# EY men: Encouraging flexibility and innovation

---

**Flexibility** is the most important non-cash benefit among all generations

**Career and Family Transitions** coaching program provides coaching before, during and after leave

**Gen X men**...were the most likely to say they'd leave a company if flexibility was not offered

**Men wanted in** -- they pushed us to innovate  
10  100 participants

*“The sharing of stories with other working parents to help you cope with the day-to-day challenges and figure out new and different ways to do things. That has been really helpful for me.”*

– EY Senior Manager dad in Career and Family Transitions

# 3 steps to building the business case

---

- 1.** Listen to your employees
- 2.** Enlist key influencers
- 3.** Encourage men to be role models



# Recommendations for Fathers

- Take as much time off after child birth as is feasible for your circumstances.
  - Establish a parenting partnership with your spouse or significant other.
  - Be vocal about the importance of your caregiving role with your employer.
  - Consider starting a father's group at your organization.
  - As a leader, demonstrate your support for employees' lives outside of work, including their commitment to their families.
  - Advocate for more family-friendly workplace policies with your employer, as well as with your state and national government.
-

# Recommendations for Organizations

- Offering paternity leave is a key component of your talent management strategy.
  - Make paternity leave policies flexible enough to handle a wide variety of situations and needs.
  - Embrace flexible work as fundamental business strategy.
  - Understand the impact that men's active caregiving has on women's advancement.
  - Develop an employee-friendly culture that supports both mothers and fathers, as well as those who are not parents.
-

# Conclusions

- Men's roles are evolving, but gender is still a primary determinant of who plays what role in family life.
- Paternity leave is very important to fathers, nearly as important as flexible work arrangements.
- Paternity leave supports women's advancement, encouraging men to take a larger role at home.



- Visit [www.thenewdad.org](http://www.thenewdad.org)
- Contact [cwf@bc.edu](mailto:cwf@bc.edu) to request:
  - A survey of your corporate dads
  - An in-house workshop or webinar
  - Advising on workplace policy and culture

For more  
information...



#### About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit [ey.com](http://ey.com).

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2014 Ernst & Young LLP. All Rights Reserved.

[www.ey.com](http://www.ey.com)