The New Dad: Take Your Leave

Prof. Brad Harrington
Research Preview Webinar

June 5, 2014
• Global leader in workforce effectiveness
• Bridge builder between academic research and corporate practice
• Resources available on our website: www.bc.edu/cwf
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Boston College Center for Work & Family
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 Good News From the Daniel Murphy Paternity Leave Uproar

Daddy Track: The Case for Paternity Leave
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: 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 ½ 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

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Importance of being paid for the time off

- I would not use it if it was less than 100% of my normal salary
- At least 90%
- At least 80%
- At least 70%
- At least 60%
- At least 50%
- At least 40%
- At least 30%
- At least 20%
- At least 10%
- I would use it if it paid any percentage of my salary at all
Dads’ activities during leave… what, no golf?
Fathers’ work activities during time off

- Made myself available for emergencies
- Checked email regularly (one or more times per day)
- Checked voice mail
- Checked email occasionally (less than once a day)
- Worked from home / telecommuted
- Coordinated work for others to do
- Did no work at all
- Called in occasionally (less than once a day)
- Attended meetings remotely
- Called in regularly (one or more times per day)
- Went into the workplace
- Worked part-time
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: 50%
- The Government: 25%
- A Healthcare Program: 25%

Chart #8: Paternity Legislation in 34 Countries
- No Statutory Leave: 53%
- Statutory Leave with No Pay: 6%
- Statutory Leave with <66% Pay: 6%
- Statutory Leave with >66% Pay: 35%
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
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.

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

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

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
• Contact cwf@bc.edu to request:
  • A survey of your corporate dads
  • An in-house workshop or webinar
  • Advising on workplace policy and culture
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