The New Dad: Take Your Leave

Prof. Brad Harrington

Fall Roundtable Meeting

November 6, 2014
Today’s Session

• Overview of the study
• Fathers’ attitudes about paternity leave
• Company benchmarking
• Summary of findings
• Corporate perspective
• 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: Exploring Fatherhood within a Career Context (2010)
• The New Dad: Caring, Committed 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)
• Fred Van Deusen has made these studies happen!
• Jennifer ensured they were impactful!
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
- 67% had access to paid paternity leave. About 15-20% of fathers US employers, 74% in WM100
Importance of paid paternity leave to fathers
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%).
<table>
<thead>
<tr>
<th>Time off taken based on available paternity leave</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Table" /></td>
</tr>
</tbody>
</table>

- **Took no time off**: 11% No Paid Paternity Leave, 1% 1 Week of Paid Paternity Leave, 4% 2 Weeks of Paid Paternity Leave, 0% 4 Weeks of Paid Paternity Leave, 2% 6 Weeks of Paid Paternity Leave.
- **Took less than 1 week**: 21% No Paid Paternity Leave, 12% 1 Week of Paid Paternity Leave, 5% 2 Weeks of Paid Paternity Leave, 6% 4 Weeks of Paid Paternity Leave, 0% 6 Weeks of Paid Paternity Leave.
- **Took 1 week**: 34% No Paid Paternity Leave, 49% 1 Week of Paid Paternity Leave, 13% 2 Weeks of Paid Paternity Leave, 6% 4 Weeks of Paid Paternity Leave, 2% 6 Weeks of Paid Paternity Leave.
- **2 weeks**: 23% No Paid Paternity Leave, 26% 1 Week of Paid Paternity Leave, 64% 2 Weeks of Paid Paternity Leave, 29% 4 Weeks of Paid Paternity Leave, 28% 6 Weeks of Paid Paternity Leave.
- **3 weeks**: 3% No Paid Paternity Leave, 7% 1 Week of Paid Paternity Leave, 7% 2 Weeks of Paid Paternity Leave, 6% 4 Weeks of Paid Paternity Leave, 8% 6 Weeks of Paid Paternity Leave.
- **4 weeks**: 2% No Paid Paternity Leave, 1% 1 Week of Paid Paternity Leave, 3% 2 Weeks of Paid Paternity Leave, 41% 4 Weeks of Paid Paternity Leave, 8% 6 Weeks of Paid Paternity Leave.
- **5 weeks**: 0% No Paid Paternity Leave, 0% 1 Week of Paid Paternity Leave, 1% 2 Weeks of Paid Paternity Leave, 6% 4 Weeks of Paid Paternity Leave, 3% 6 Weeks of Paid Paternity Leave.
- **6 weeks**: 1% No Paid Paternity Leave, 0% 1 Week of Paid Paternity Leave, 2% 2 Weeks of Paid Paternity Leave, 0% 4 Weeks of Paid Paternity Leave, 45% 6 Weeks of Paid Paternity Leave.
- **Took more than 6 weeks**: 4% No Paid Paternity Leave, 4% 1 Week of Paid Paternity Leave, 1% 2 Weeks of Paid Paternity Leave, 6% 4 Weeks of Paid Paternity Leave, 7% 6 Weeks of Paid Paternity Leave.
## Time off taken: Most take what’s available

<table>
<thead>
<tr>
<th></th>
<th>No Paid Paternity Leave</th>
<th>1 Week of Paid Paternity Leave</th>
<th>2 Weeks of Paid Paternity Leave</th>
<th>4 Weeks of Paid Paternity Leave</th>
<th>6 Weeks of Paid Paternity Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Took no time off</td>
<td>11%</td>
<td>1%</td>
<td>4%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Took less than 1 week</td>
<td>21%</td>
<td>12%</td>
<td>5%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Took 1 week</td>
<td>34%</td>
<td>49%</td>
<td>13%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>2 weeks</td>
<td>23%</td>
<td>26%</td>
<td>64%</td>
<td>29%</td>
<td>28%</td>
</tr>
<tr>
<td>3 weeks</td>
<td>3%</td>
<td>7%</td>
<td>7%</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>4 weeks</td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
<td>41%</td>
<td>8%</td>
</tr>
<tr>
<td>5 weeks</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>6 weeks</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>45%</td>
</tr>
<tr>
<td>Took more than 6 weeks</td>
<td>4%</td>
<td>4%</td>
<td>1%</td>
<td>6%</td>
<td>7%</td>
</tr>
</tbody>
</table>
**Time off taken: 2 weeks always the 2nd option**

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

Percentage
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

Percentage
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 6 weeks.
- Who is the “primary” based on honor system
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
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.
• 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

For more information…
Paid Parental Leave at Herman Miller

November 2014 @ Boston College Roundtable
When and Why?

- 2007

Drivers:

- Support employees as they balance career, childbirth, adoption, and family life
- Create a community that supports employees and their families
- Attracting new employees and being competitive with Top employers.
- Changes to Short-Term Disability Policy
Paid Parental Leave at Herman Miller

What is it?

• Paid leave @ 100% pay up to 2 weeks:
  • Birth mother, father, domestic partner, or adoptive parent
  • Both parents eligible, if at Herman Miller
• Birth or adoption of a child
• Concurrent with Family Medical Leave
• Eligible upon hire, working 20+ hrs per week
• Pro-rated for part-time employees
• Request and approval process required
Utilization

Paid Parental Leave at Herman Miller

2013 Paid Parental Leave Hours Used

<table>
<thead>
<tr>
<th>Hours</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>40</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>48</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>80</td>
<td>22</td>
<td>3</td>
</tr>
<tr>
<td>24</td>
<td>1</td>
<td>40</td>
</tr>
<tr>
<td>40</td>
<td>3</td>
<td>80</td>
</tr>
</tbody>
</table>

Paid Parent Leave Usage by Gender

80% of Eligible Employees

- F, 22, 40%
- M, 33, 60%
Parental leave policy

Parental leave policy originally developed in 2002

Currently

► Primary care dads and primary care adoptive parents
  ► 6 fully paid weeks

► Birth moms
  ► 14 fully paid weeks (typically 2 before and 12 after)

► FMLA
  ► 16 weeks – 4 additional weeks beyond the 12 mandated

► Non-primary care parents – 2 fully paid weeks leave
Career and family transitions
Maternity and Paternity Coaching program

Program specifics
► Focus on various stages of transition
► Structure: one-on-one and group coaching
► Participants: high-performing men and women and their counselors

Drivers of success
► Sponsorship
► Opt-in approach
► Customized design
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.

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.

1411-1346711
ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, or other professional advice. Please refer to your advisors for specific advice.

ey.com