The 2011-’12 National Employed Caregiver Study: The Case of Carleton University:

Dr. Linda Duxbury
Professor, Sprott School of Business
Carleton University, Ottawa
Linda_Duxbury@Carleton.ca
The Data: The 2011-’12 Study of Employed Caregivers

- Study conducted June 2011 to July 2012
- Had just over 25,000 employees from 71 companies fill out the survey
- Gave us a chance to re-explore the same issues examined in 1991 and 2001
  - As well as some new ones
- This is important given the fact that many things likely to impact an employee’s ability to balance work and family have changed since we undertook our last study
Many of these changes are demographic

- Increased longevity/reduced fertility means Canada’s population is aging as is its workforce
- Families are smaller and more diverse in structure
- Means no “one size fits all” solution to this issue

Many of these changes are economic

- Bifurcation of the labour market: “jobs without people, people without jobs”
- Economic downturn has impacted firms and employees and reduced incentives for change
The 2011-’12 Study of Employed Caregivers

- Technological advances have further blurred the boundary between work and family
  - Now possible to be in touch with work 24/7
  - Many companies expect constant availability from employees
- Gen X and Gen Y employees have very different set of work values than their parents (Baby Boomers)
  - Work life issues key to recruitment and retention of both of these groups
Focus of the 2012 study?

- Employed caregivers
- Role overload
  - Too much to do in the amount of time one has to do it
- Carleton University participated in this study
The Carleton Sample (n = 348)

- 68% of the respondents indicated that their position involves regular contact with students
- 34% of respondents are professors
  - 40% in FASS
  - 22% in Public Affairs
  - 16% in Science
  - 14% in Engineering
  - 9% in Sprott
- 66% of respondents work in a wide variety of positions in 15 units across campus
Strategy used to present findings

- When writing this talk, I was guided by a desire to maintain confidentiality and be interesting!
- Will begin by presenting findings obtained using the total Carleton sample
- When relevant I will:
  - Compare findings obtained using Carleton sample to those obtained with the total data set
  - Talk about differences in the findings associated with membership in the following groups:
    - Faculty versus non-faculty sample
Who answered the survey?
Sample dominated by knowledge workers

Respondents were:

- Predominantly female
  - 80% of non-faculty group female
  - 58% of faculty group female
- Well-educated
  - 34% with one university degree,
  - 46% with post graduate degree(s)
- Socio-economically advantaged
  - 66% had personal incomes of $60,000 or more per year
Who at Carleton answered the survey?

- Most respondents (71%) married/live with a partner, 16% are single
- A lot of diversity with respect to job type:
  - 38% professional
  - 26% administrative
  - 16% managers/executives
  - 10% other
  - 8% technical
What does this mean?

- Half of the sample are Boomers
- Next largest group are Gen X (38%)

Issues:

- These two cohorts tend to have different values – increases potential for conflict
- Succession planning likely to be an issue
Age strongly associated with job type
This diversity may be a source of conflict
Most of the families in our sample are financially secure. But 28% live in families where financial resources are tight.
Years working at Carleton bi-modally distributed

Where is the succession planning pool?

- Years with working for Carleton:
  - 1 to 5 37%
  - 6 to 10 25%
  - 11+ 38%

- Years in current job
  - 1 or less 20%
  - 2 to 3 20%
  - 4+ 60%

- Issues: Succession planning and career development
A majority of the Carleton employees in our sample have substantive non-work demands

- 71% of respondents are married
- 65% of respondents have children
- 49% have eldercare
  - 18% have care for 3+ elderly dependents

Family Type:
- Dual Career: 31%
- Single: 21%
- Dual-income - Male primary earner: 17%
- Dual Earner: 15%
- Dual-income – Female primary earner 12%
More Carleton employees have no children than have three or more children.
Breadwinner Status and Responsibility for Childcare

Women more likely than men to be responsible for childcare
Non-work demands associated with job type

- Faculty members less likely to have children
  - 44% of faculty have no children versus 30% of non-faculty
- Faculty with children more likely:
  - To have younger children
    - 29% of faculty have children under 5 versus 17% of non-faculty
  - To say responsibility for childcare shared in their families
Theoretical Framework
(for the academics!)

Diagram showing the theoretical framework with nodes such as 'Family Financial Status', 'Moderators', 'Work-Family Conflict', 'Organizational Outcomes', 'Individual Outcomes', and relationships between these nodes.
Demands: Total Sample
Time in work has increased over time

% of total sample working 45+ hours per week
Families devote a lot of time to paid employment

- Under 35 hours per week
- 35 to 44 hours per week
- 45+ hours per week

Bar chart showing the proportion of time devoted to paid employment by gender and relationship status.
Many Canadians (women in particular) would like to reduce the amount of time they spend in paid employment.
But it's not just about work. Families also devote a lot of time to dependent care. Total Sample

- Hours per week in Childcare: Respondent
- Hours per week in Childcare: Their Spouse
- Hours per week in Eldercare: Respondent
- Hours per week in Eldercare: Their Spouse

![Bar chart showing hours per week in childcare and eldercare for men and women.](chart.png)
Demands: Carleton

Carleton Employees Devote A Lot of Time to Their Job

- The typical Carleton employee spends 40.47 hours in work per week at Carleton
  - 74% also take work home to complete evenings/weekends
  - Supplemental work at home – SWAH
  - Those who perform SWAH spend an additional 8.5 hours per week in working at home evenings/weekends
- When SWAH is taken into account the “typical” Carleton employee in this sample spends just under 50 hours in work per week
Carleton employees live in families which devote a lot of time to work.
Work demands at Carleton vary with job type.

But many people are devoting a lot of time to their job.
Time Versus Earnings:
Many at Carleton would like to reduce the amount of time they spend in paid employment.
But it's not just about work: Carleton families also devote a lot of time to dependent care.

Hours per week in following dependent care activities:

- **Childcare: Carleton employee**
  - Faculty: 24
  - Non-Faculty: 19

- **Childcare: Employee's partner**
  - Faculty: 21

- **Eldercare: Carleton employee**
  - Faculty: 7
  - Non-Faculty: 8

- **Eldercare: Employee's partner**
  - Faculty: 5
  - Non-Faculty: 5
Carleton Employees are busy people:
Do more than work and look after children

<table>
<thead>
<tr>
<th>% Engaged in Role</th>
<th>Carleton</th>
<th>Total Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Exercise, sports</td>
<td>92%</td>
<td>94%</td>
</tr>
<tr>
<td>Home maintainer</td>
<td>88%</td>
<td>90%</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>78%</td>
<td>82%</td>
</tr>
<tr>
<td>Volunteer</td>
<td>56%</td>
<td>52%</td>
</tr>
<tr>
<td>Supervisor/Manager</td>
<td>61%</td>
<td>50%</td>
</tr>
<tr>
<td>Parent - children under 19</td>
<td>43%</td>
<td>46%</td>
</tr>
<tr>
<td>Parent - adult children</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Grandparent</td>
<td>19%</td>
<td>26%</td>
</tr>
<tr>
<td>Caregiver to disabled, ill</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Employed - second job</td>
<td>19%</td>
<td>14%</td>
</tr>
<tr>
<td>Divorced - shared responsibility</td>
<td>10%</td>
<td>11%</td>
</tr>
</tbody>
</table>
Caregiving and employment roles consume most of our energy

<table>
<thead>
<tr>
<th>% saying role requires a moderate to a lot of energy</th>
<th>Carleton</th>
<th>Total Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent - children under 19</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>Employee</td>
<td>86%</td>
<td>84%</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>83%</td>
<td>79%</td>
</tr>
<tr>
<td>Home maintainer</td>
<td>73%</td>
<td>75%</td>
</tr>
<tr>
<td>Manager/Supervisor</td>
<td>61%</td>
<td>60%</td>
</tr>
<tr>
<td>Caregiver to disabled, ill</td>
<td>61%</td>
<td>53%</td>
</tr>
<tr>
<td>Employed - second job</td>
<td>54%</td>
<td>51%</td>
</tr>
<tr>
<td>Parent - adult children</td>
<td>46%</td>
<td>48%</td>
</tr>
<tr>
<td>Divorced - shared responsibility</td>
<td>39%</td>
<td>46%</td>
</tr>
<tr>
<td>Exercise, sports</td>
<td>34%</td>
<td>42%</td>
</tr>
<tr>
<td>Volunteer</td>
<td>32%</td>
<td>30%</td>
</tr>
<tr>
<td>Grandparent</td>
<td>33%</td>
<td>30%</td>
</tr>
</tbody>
</table>
Total Number of Life Roles

Most people have 4 to 9 roles that they spend time and energy in each week.
Total Energy Required

- Little to no Energy: 1 or fewer high energy roles
- Moderate Energy: 2-3 high energy roles
- High Energy: 4-5 high energy roles
- Very High Energy: 6+ high energy roles
Employees at Carleton are Very Reliant on Email

Time spent in email per day

Typical work day
- No use: 1
- Under an hour: 26
- 1 hour: 44

Typical non-work day
- No use: 18
- Under an hour: 16
- 1 hour: 5
Non-faculty more tied to Email during the week

Time spent in email per day

- Faculty: 1 hour: 34, 1 to 3 hours: 54, 3+ hours: 11
- Non-Faculty: 1 hour: 23, 1 to 3 hours: 40, 3+ hours: 37
Faculty more tied to Email on non-work days

Time spent in email per day

<table>
<thead>
<tr>
<th></th>
<th>No use</th>
<th>under an hour</th>
<th>1 to 3 hours</th>
<th>3+ hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>5</td>
<td>65</td>
<td>27</td>
<td>3</td>
</tr>
<tr>
<td>Non-Faculty</td>
<td>25</td>
<td>58</td>
<td>11</td>
<td>6</td>
</tr>
</tbody>
</table>
Impact of Office Technology on Carleton Employees:
Faculty more likely to report negative effects
Role Overload
Many Canadians report high levels of overload: Total Sample
Role Overload at Carleton

Just under half of the Carleton employees in this sample report high levels of total role overload.
Overload at Carleton associated with job type

- % High Total Overload: Faculty 52, Non-faculty 40
- % High Work role overload: Faculty 37, Non-faculty 36
- % High Family role overload: Faculty 30, Non-faculty 38
What makes people overloaded?

- Objective Work Demands
  - Significant at .001
  - +.19 **

- Total Roles
  - +.26***

- Objective Family Demands
  - +.38 ***

- Family Financial Status
  - -.15 ns
  - -.21 ***

- Family Role Overload
  - R² 19.2%

- Work Role Overload
  - R² 22.0%

- Total Role Overload
  - R² 62.7%

- Spouse hours per week in SWAH
  - +.09 **

- Family Financial Status
  - -.13 ns
  - -.07 **
Why should we care that employees are overloaded?

- Total Overload key predictor of
  - Work-life Conflict
  - Employee Well-being
  - Organizational Well-being
Work-Life Conflict
Many Canadians give priority to work rather than family: Total Sample

- Work interferes with Family
  - Low
  - Moderate
  - High

- Family interferes with Work
  - Low
  - Moderate
  - High

Bar chart showing the percentage of respondents in each category.
And this has not changed over time. What has changed is more Canadians now reporting that family demands are interfering with their ability to do work.
Work-Life Conflict at Carleton

- **Work Interferes with Family**: Low - 41, Moderate - 29, High - 30
- **Family Interferes with Work**: Low - 43, Moderate - 39, High - 18
Work-Life Conflict at Carleton associated with job type

- Faculty: 44% Total, 32% Family
- Non-faculty: 22% Total, 11% Family
Many Carleton respondents noted that work-life conflict negatively impacting:

- Time have for themselves: 20 (No change), 25 (High reduction)
- The amount of sleep they get: 17 (No change), 24 (High reduction)
- The amount of energy they have: 20 (No change), 34 (High reduction)
- Time for social activities/recreation: 21 (No change), 29 (High reduction)
Faculty more likely to report that negative impacts of work-life conflict:

- Per cent reporting high reduction

<table>
<thead>
<tr>
<th></th>
<th>Faculty</th>
<th>Non-faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time have for themselves</td>
<td>32</td>
<td>21</td>
</tr>
<tr>
<td>The amount of sleep they get</td>
<td>37</td>
<td>27</td>
</tr>
<tr>
<td>The amount of energy they have</td>
<td>40</td>
<td>31</td>
</tr>
<tr>
<td>Time for social activities/recreation</td>
<td>37</td>
<td>24</td>
</tr>
</tbody>
</table>
Overload a key predictor of work-life conflict

Total Role Overload $R^2$ 62.7%

- $+.74^{***}$
  - Work Interferes with Family
    - $R^2$ 55.3%
  - Family Interferes with Work
    - $R^2$ 19.2%

- $+.58^{***}$
  - Caregiver Strain
    - 3.6%

- $+.16^{***}$
  - Decision: Fewer Children
    - $R^2$ 8.1%

- $+.16^{***}$
  - Decision: No Children
    - $R^2$ 6.1%

- $+.28^{***}$
Employee Well-being
Many Canadians report high levels of stress and depressed mood: Total Sample
Employee Well-being has declined over time: Total Sample
Well-being at Carleton

With the exception of physical health, well-being not associated with job type: Faculty report they are in better health.
Overload key predictor of employee well-being

Total Role Overload $R^2$ 62.7%

Perceived Stress
$R^2$ 14.1%

Depressed Mood
$R^2$ 11.1%

Perceived Physical Health
$R^2$ 5.0%

$+.38^{***}$

$+.33^{***}$

$-.22^{***}$
Organizational Well-being
Many Canadians like what they do and where they do it: Total Sample
But absenteeism, especially that related to stress, is high:

Total Sample

% of sample who missed work in past six months due to:

- All reasons combined
- Health problems
- Emotional, mental or physical fatigue
- Childcare
- Eldercare
Organizational outcomes similar to what we observed in 1991
With the exception of absenteeism which has increased over time

% absent due to:

- All Causes
- Health Problems
- Childcare
- Eldercare
- Emotional/mental fatigue

2001
2011/12
Link between organizational well-being and overload

- Total Role Overload $R^2 62.7\%$
  - ns
  - $+.29 ***$
  - $-0.47 ***$
  - $+.25 ***$

Absenteeism

Intent to Turnover $R^2 8.5\%$

Commitment $R^2 6.4\%$

Job Satisfaction $R^2 21.8\%$

Employment Changes Index $R^2 6.5\%$
Organizational Outcomes at Carleton:
We at Carleton are more satisfied with our jobs and more committed to our employer than others in the sample:
Job Satisfaction: What we do well
Carleton employees love their jobs
% who are satisfied with

<table>
<thead>
<tr>
<th>Category</th>
<th>% Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job in general</td>
<td>84</td>
</tr>
<tr>
<td>Things do on the job</td>
<td>82</td>
</tr>
<tr>
<td>Schedule of working hours</td>
<td>81</td>
</tr>
<tr>
<td>Job security</td>
<td>74</td>
</tr>
<tr>
<td>Number of hours work</td>
<td>69</td>
</tr>
</tbody>
</table>
Job Satisfaction: Where can we improve? % who are satisfied with

<table>
<thead>
<tr>
<th>Category</th>
<th>Faculty</th>
<th>Non-faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Their workloads</td>
<td>45</td>
<td>62</td>
</tr>
<tr>
<td>Developmental opportunities</td>
<td>42</td>
<td>53</td>
</tr>
<tr>
<td>Ability to meet career goals</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>The number of hours they work</td>
<td>46</td>
<td>81</td>
</tr>
</tbody>
</table>
Absenteeism at Carleton is similar to what is observed in other organizations and not strongly linked to job type.

% who missed work in last six months due to:

- All cases: 78%
- Health: 59%
- Emotional/physical fatigue: 45%
- Childcare: 30%
- Eldercare: 11%
Link between organizational well-being and overload

- **Total Role Overload** ($R^2 = 62.7\%$)
  - $+.29^{***}$ to **Intent to Turnover** ($R^2 = 8.5\%$)
  - $-47^{***}$ to **Commitment** ($R^2 = 6.4\%$)
  - $+.25^{***}$ to **Job Satisfaction** ($R^2 = 21.8\%$)
  - ns to **Absenteeism**
  - $+.25^{***}$ to **Employment Changes Index** ($R^2 = 6.5\%$)
What makes a difference?
What can employers do?

- Culture: Myth of Separate Worlds: +0.20 *
- Culture: Work Takes Priority: +0.33 ***
- Supportive Manager: -0.18 *
- Perceived Flexibility: -0.28 **

Total Role Overload
What Makes a Difference?

- Money matters
  - The higher the income the more one is able to purchase support
- What your partner does matters
  - The more one’s partner brings work home, the higher your level of family overload
- Organizational culture matters
  - Can make it worse
- The behaviour of your immediate manager matters
- Control over your work hours matters (perceived flexibility)
Carleton: The Organizational Culture With Respect to Work-Life Issues is Very Positive. A real strength moving forward, non-faculty feel more positively about culture than do faculty.
Who you report to makes a difference:
Half of those in the Carleton Sample perceive their manager as supportive; Half do not
Carleton employees have more control of their home lives than their work lives: Means work often has to come first.
Faculty have more control over work: Non-faculty have more control over home?

% with high control over

- Control at work:
  - Faculty: 39%
  - Non-faculty: 27%

- Control at home:
  - Faculty: 51%
  - Non-faculty: 64%
Carleton employees have high degree of flexibility over work hours and location: Another real strength
## Perceived Flexibility Associated with Job Type

<table>
<thead>
<tr>
<th>How easy is for you to:</th>
<th>Faculty</th>
<th>Non-Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spend some of your regular work day working at home</td>
<td>84%</td>
<td>15%</td>
</tr>
<tr>
<td>To take your holidays when you want</td>
<td>40%</td>
<td>50%</td>
</tr>
<tr>
<td>Interrupt your work day for personal/family reasons and then return</td>
<td>58%</td>
<td>55%</td>
</tr>
<tr>
<td>Arrange your work schedule (i.e., shifts, overtime) to meet family/personal commitments</td>
<td>58%</td>
<td>43%</td>
</tr>
<tr>
<td>Vary your working hours (i.e., arrival/departure times)</td>
<td>61%</td>
<td>50%</td>
</tr>
<tr>
<td>Take a paid day off work when an elderly dependent needs you</td>
<td>39%</td>
<td>55%</td>
</tr>
<tr>
<td>Be home when your child(ren) get home from school</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td>Take a paid day off work when a child is sick</td>
<td>52%</td>
<td>62%</td>
</tr>
<tr>
<td>Attend a course or conference</td>
<td>53%</td>
<td>54%</td>
</tr>
<tr>
<td>Be home in time to have meals with your family</td>
<td>65%</td>
<td>71%</td>
</tr>
</tbody>
</table>
Conclusions

- A focus on policies is unlikely to have much of an impact on employee well-being

- What does make a difference?
  - The culture
  - The manager
  - Perceived flexibility

- The three things are highly inter-related

- Our culture with respect to employee well-being and the amount of flexibility we have at work is a real strength of this institution
Conclusions

Recommendations: Explore solutions that address the following

- Email
- Career development
- Succession planning
- Supportive manager
- Workloads (for faculty in particular)
Final thoughts

“No matter how busy you think you are the work will always be there tomorrow, but your friends and family might not.” Unknown

“You can have it all – you just cannot have it all at once.” Oprah Winfrey

"For fast-acting relief, try slowing down." Lily Tomlin

“Don’t confuse having a career with having a life.” Hilary Clinton
Final thoughts

"So often we are depressed by what remains to be done and forget to be thankful for all that has been done." Marian Wright Edelman

"Nobody can go back and start a new beginning, but anyone can start today and make a new ending." Maria Robinson
Making change a priority

For organizations to “thrive” (not just survive) in the new millennium, they need to make human resources and supporting employees a high priority.

As Bill Gates argued in the recent anti-trust case against Microsoft:

“Little of today’s technology is proprietary. Technology is easily obtained and replicated and only levels the playing field. An organization’s valued human assets cannot be copied.”
Final Words

“More than anytime in history mankind faces a crossroads. One path leads to despair and utter hopelessness, the other to extinction. Let us pray that we have the wisdom to choose correctly.”

Woody Allen
Thank you

- Questions