

Family Leave Research

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Trends

National

Boushey, H., O’Leary, A., & Glynn, S. J. (2013). Our working nation in 2013. An updated national agenda for work and family policies. Center for American Progress. Retrieved from <https://www.americanprogress.org/issues/labor/report/2013/02/05/51720/our-working-nation-in-2013/>

- Three profound transformations in our economy.
 - Women now make up half of all workers in the United States
 - Mothers are now the primary breadwinners in nearly 4 in 10 families.
 - Two-thirds of mothers are either breadwinners or co-breadwinners, bringing in at least one-quarter of their family’s income.
- “Nationwide, 86 percent of voters believe that it is important, and nearly two-thirds believe it is “very important” for Congress and the president to consider new laws that would help working families—such as earned sick time and family and medical leave insurance legislation. And this support for true family values cuts across the political spectrum: Seventy-three percent of Republicans, 87 percent of Independents, and 96 percent of Democrats agree that it is important for Congress and the president to devote time and attention to family-friendly workplace policies.”

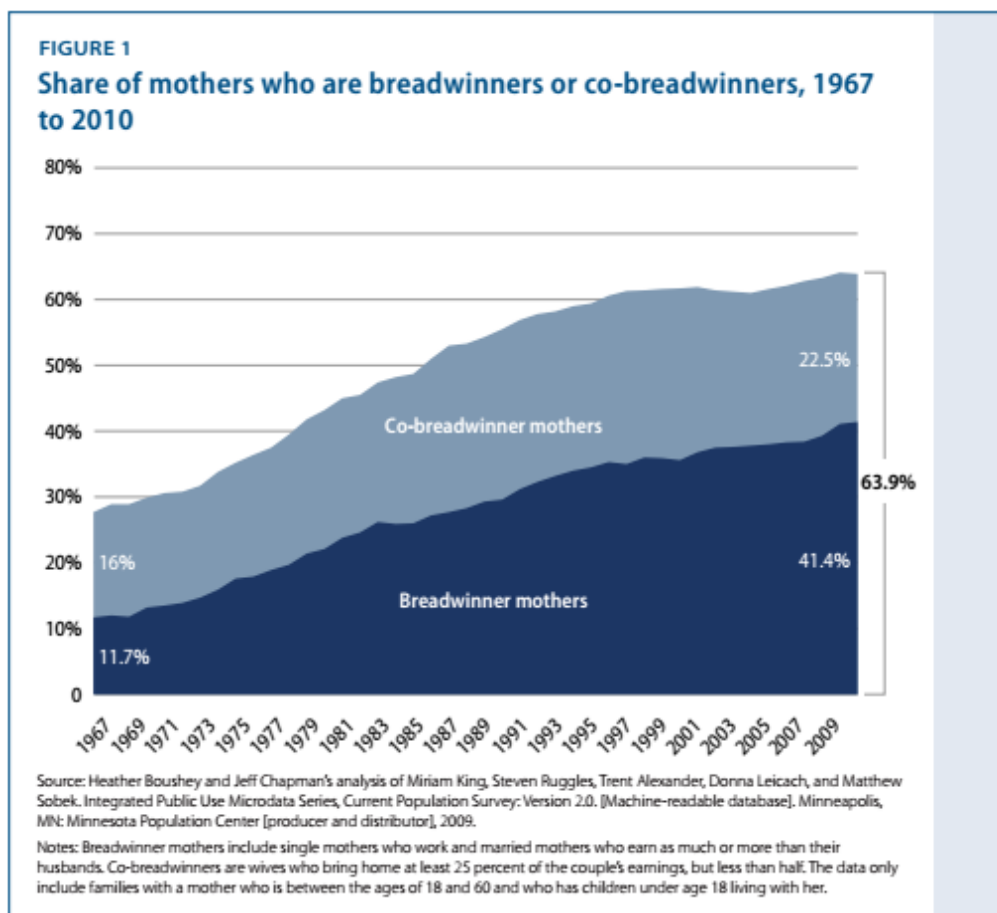
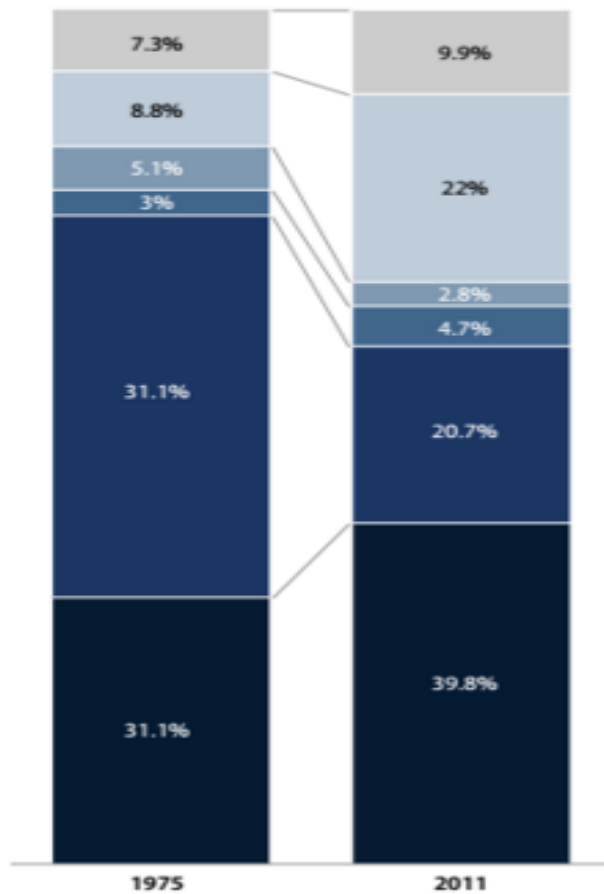


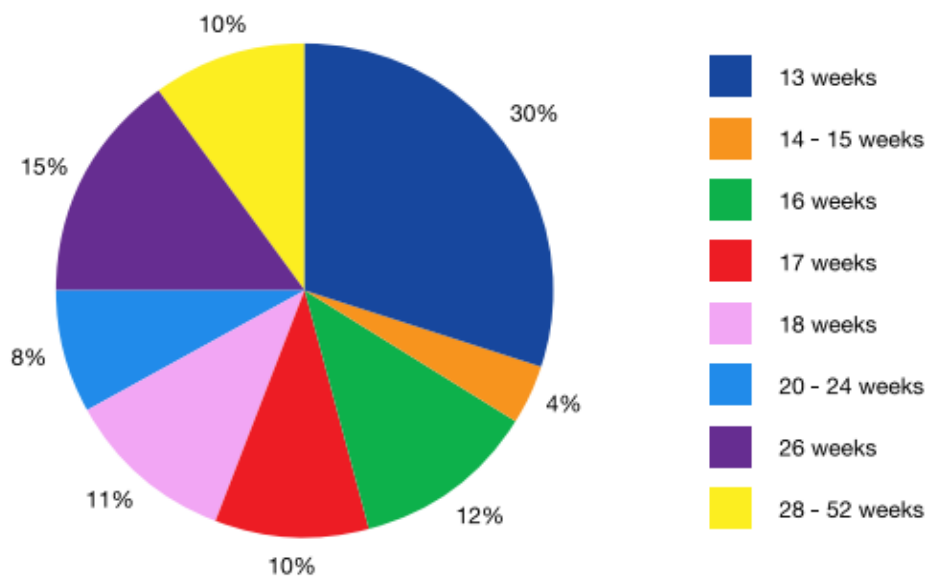
FIGURE 2
Changes in family structure and work,
families with children under age 18,
1975 and 2011

- Married, dual earner
- Married, traditional (only husband employed)
- Married, non-traditional (only wife employed)
- Married, both parents unemployed
- Single parent, employed
- Single parent, unemployed



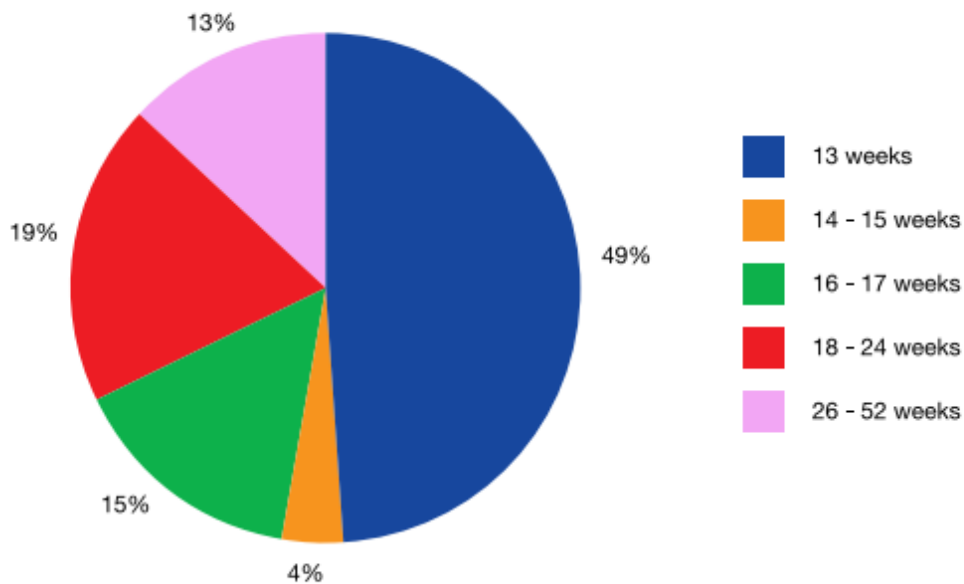
Source: Bureau of Labor Statistics, Economic News Release: Table 4. Families with own children: Employment status of parents by age of youngest child and family type, 2010-11 annual averages; Bureau of Labor Statistics, Indicator 18: Parent's Employment, Employment status of parents with own children under 18 years old, by type of family: 1975 to 1993.

Figure 4: Percentage of Employers Offering More than 12 Weeks of Maternity Leave by Amount of Time Offered



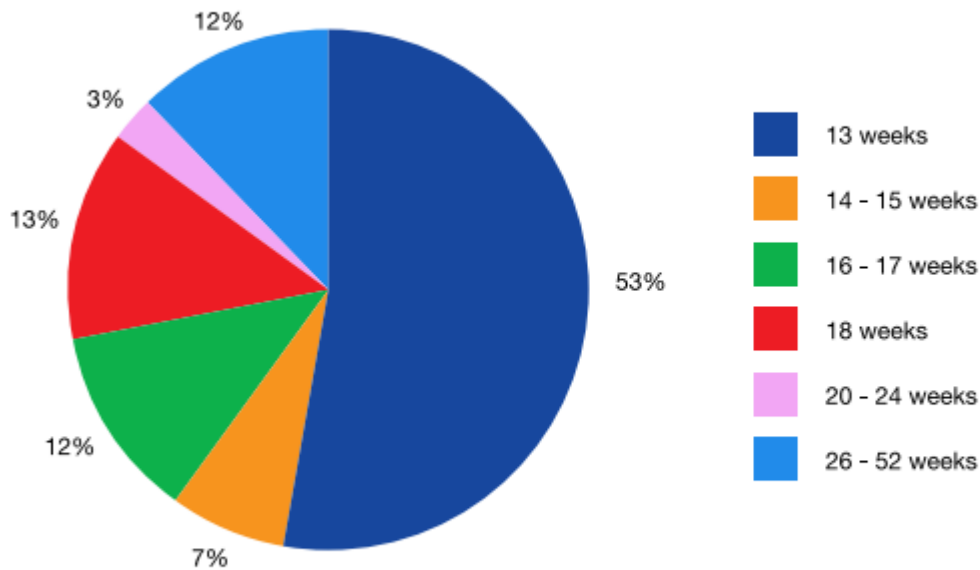
Source: Families and Work Institute, 2014 National Study of Employers.
 Sample restricted to the 28% of employers who indicated they are covered by FMLA and that they offer more than 12 weeks of maternity leave.

Figure 6: Percentage of Employers Offering More than 12 Weeks of Spouse/Partner Leave by Amount of Time Offered



Source: Families and Work Institute, 2014 National Study of Employers.
 Sample restricted to the 15% of employers who indicated they are covered by FMLA and that they offer more than 12 weeks of spouse/partner leave.

Figure 10. Percentage of Employers Offering More than 12 Weeks for Care of Seriously Ill Family Members Leave by Amount of Time Offered



Source: Families and Work Institute, 2014 National Study of Employers.

Sample restricted to the 18% of employers who indicated they are covered by FMLA and that they offer more than 12 weeks of care of seriously ill family members leave.

Van Giezen, R. W. (2013). Paid leave in private industry over the past 20 years. U.S. Bureau of Labor Statistics. *Beyond the Numbers: Pay & Benefits, volume 2 (18)*. Retrieved from <http://www.bls.gov/opub/btn/volume-2/paid-leave-in-private-industry-over-the-past-20-years.htm>

- In the US, paid family leave was available to 2% percent of full-time employees in 1992-1993 and to a significantly higher percentage, 13% percent of employees in 2012. The numbers for paid sick leave and paid personal leave and are 58% – 75% and 16% – 44% respectively. Note that personal leave is a benefit used for reasons not otherwise covered by other forms of available leave. **There appears to be no trade-off between the availability of one form of leave vs. the other.** There are noticeable trends towards increase of availability of all three forms of leave: paid family leave, paid sick leave, and paid personal leave.

In the Academy

Statement of Principles on Family Responsibilities and Academic Work (2001). *American Association of University Professors.* Retrieved from <http://www.aaup.org/report/statement-principles-family-responsibilities-and-academic-work>

- The percentage of women full-time faculty has increased from 22.5% in 1975 to 36% in 2000-01
- Women remain disproportionately represented (57%) within instructor, lecturer, and unranked positions; among full professors, only 26% percent are women.
- The conflict between work and family obligations that many faculty members experience is more acute for women faculty than for men. The timing of pregnancy, childbirth, and child rearing are age-related, and tend to occur during the same years that college faculty are seeking tenure in their jobs.
- From page 340, **“it is essential that the priorities, workloads, rewards structure, and values of the academy permit and support an integration of family and work.** Without such support, the commitment to gender equity, for both women and men, will be seriously compromised.” And also, “The lack of a clear boundary in academic lives between work and family has, at least historically, meant that work has been all pervasive, often to the detriment of family.”
- From page 341:
 - **“The AAUP recommends that all educational institutions offer paid disability leaves for pregnancy.”** It is also indicated that FMLA is inadequate because it will often involve unpaid leave.
- From page 342:
 - **“The AAUP now recommends that the possibility of appointments with reduced loads be extended to all full-time faculty members, irrespective of their tenure status. The AAUP encourages institutions to explore the possibility of adopting policies providing for short-term periods of modified duties at full pay for family responsibilities.”**

Wilson, R. (2008). More colleges are adding family-friendly benefits. *Chronicle of Higher Education.* Retrieved from <http://chronicle.com/article/More-Colleges-Are-Adding/14530>

- Reports on a study conducted by the Center for the Education of Women at the University of Michigan at Ann Arbor.
- 189 institutions surveyed in 2007
- Percentage of institutions offering these formal, institution wide family-friendly policies in 2007
 - **Paid maternity leave - 78%**
 - Stopping the tenure clock after the birth of a child - 65%
 - Phased retirement - 47%
 - Extra unpaid leave for professors to care for family members* - 44%
 - **Paid time off for faculty fathers - 36%**
 - **Paid time off after maternity leave for faculty mothers - 29%**
 - **Reducing workloads of new faculty parents - 21%**
 - Part-time appointments to care for family members - 15%
 - Helping a spouse or partner find a job - 13%

* Beyond the 12 weeks mandated by the Family and Medical Leave Act

SOURCE: <http://cew.umich.edu/sites/default/files/ReduxBriefFinal5-1.pdf>

Van Ummerson, C. A. (2005). No talent left behind: Attracting and retaining a diverse faculty. *Change*, 37, 26-31.

- The importance of recruiting and retaining diverse faculty becomes important as we see the diversity of students increasing (including increasing numbers of women)
- The representation of women and persons of color in the full-time tenure-track and tenured faculty ranks has not kept pace with diversifying of the student body; which can contribute to a less than optimal learning environment
- “Not only are women now earning the majority of undergraduate degrees, but their enrollment at the graduate and professional levels is steadily increasing as well. Although their representation in some fields is still very low, women now earn 51 percent of all doctorates awarded to U.S. citizens by American institutions and should therefore comprise the larger part of the incoming faculty in the near future” (p. 28).
- **For women, it may be that academia conflicts with family life. And, men also increasingly desire greater work-life balance. Universities need policies that make this possible**
- **“While ultimately meeting institutional standards for quality and productivity, the ideal worker should also have the flexibility to address work/life responsibilities for a period of time according to personal and family demands” (p. 31).**

Isgro, K., & Castañeda, M. (2015). Mothers in U.S. academia: Insights from lived experiences. *Women's Studies International Forum*. Retrieved from <http://dx.doi.org/10.1016/j.wsif.2014.12.002>

- **Academics typically work overtime week after week**
- **More than 50% of recent Ph.D.s awarded by American universities are now granted to women, with women accounting for 38% of faculty members overall**
- **As more women enter higher education as students and faculty, universities need to rethink policies and practices to ensure a more equitable environment for academic and family life**
 - Extend leave and release time options, create more flexible tenure clocks, on-site childcare, modified duties, designate a staff person who oversees work/life issues on campus, and having clear and transparent communication about policies and procedures
- While reforms in family-friendly policies are uneven across the country, many colleges and universities are taking serious steps to achieve a more fair and equitable workplace.
- Authors present an organizing framework that calls for a “culture of care” that is in opposition to the corporatization of academia
 - **“culture of care” acknowledges the wide range of caretaking that people in academia are doing, and suggests that the institutions themselves care for their constituents and are sensitive and compassionate to this materiality**

Ward, K., & Wolf-Wendel, L. (2004). Academic motherhood: Managing complex roles in research universities. *The Review of Higher Education*, 27, 233-257.

- Women make up increasing share of faculty numbers
- Previously, only about 30% of female faculty members had children. But, the landscape is changing with newer generations of faculty members. **More now expect family-life balance**
- **Accommodations for this balance are likely to contribute to faculty productivity and satisfaction, faculty retention, and the overall quality of higher education**
- Thus, it is important for University administrators to rethink their policies

Mason, M. A. (2013). In the Ivory Tower, men only. *Slate*. Retrieved from

http://www.slate.com/articles/double_x/doublex/2013/06/female_academics_pay_a_heavy_baby_penalty.html

- The author reports on research that she conducted for her book with Marc Goulden and Nicholas H. Wolfinger, *Do Babies Matter? Gender and Family in the Ivory Tower*. The book summarizes research that followed tens of thousands of graduate students over their careers and includes data from original research. The author suggests that the relatively low numbers of female faculty members at the highest ranks and administrative positions results from women paying a “baby penalty” over the course of their careers. And women who do advance through the faculty ranks are less likely to be married with children.
- Contributing to the “baby penalty” is that the timing of Ph.D. granting, to first position, to tenure often span the years when women are the most fertile and likely to have children.
- The author suggests that structural changes would help to level the playing field for women including paid family leave for both mothers and fathers, especially for childbirth, a flexible workplace, a flexible career track, a re-entry policy, pay equity reviews, child care assistance, etc.
- Reports that universities and corporations who have created these policies have found an advantage in **recruitment and retention**. For instance, at Berkeley, after enacting several policies to benefit parents, including paid teaching leaves for fathers, job satisfaction scored much higher among parents.

Lundquist, J. H., Misra, J., & O’Meara (2012). Parental leave usage by fathers and mothers at an American university. *Fathering, 10*, 337-363. Retrieved from

http://www.mensstudies.info/OJS/index.php/FATHERING/article/view/358/pdf_173

- Study investigated the use of leave time by both male and female faculty in a large university
 - Men are increasingly engaging in caregiving practices
 - Previous research suggested that mothers are more likely than fathers to take advantage of leaves and also that fathers who do take longer parental leaves are likely to be involved in childcare
- This is an important issue to examine because the optimal time of fertility overlaps with preparation for tenure and promotion; **“at the same time that many face intensive caregiving needs in the home, they may also be facing high productivity expectations in the workplace to earn tenure within the first six years of employment” (p. 340).**
 - Previous research has indicated that **male and female faculty members report similar levels of work-family conflict**
- Research has demonstrated that while **almost 30% of universities offer a full semester of paid leave to mothers**, faculty men are less likely to have access to paid leave, or receive only very short leaves and men with access to leave often do not utilize the benefit for various reasons (e.g., fear of stigma, discouragement from supervisors). Male faculty may also be faced with the suspicion that men who take leave are not involved in childcare but instead use it to further their own work.
- Study uses a mixed methods approach, with surveys, focus group interviews, and qualitative one-on-one interviews. Three hundred and forty-nine faculty completed surveys. Sixty-five faculty members also participated in focus groups.
- Main findings from the study
 - Relatively few men took paid leave. Those who did take it had partners who worked full-time. Both fathers and mothers reported engaging in child care.

The New Jersey and California Experience

Lerner, S., & Appelbaum, E. (2014). *Business as usual: New Jersey employers' experiences with family leave insurance*. *Center for Academic and Policy Research*. Retrieved from <http://www.cepr.net/publications/reports/business-as-usual-new-jersey-employers-experiences-with-family-leave-insurance>

- New Jersey began statewide program in 2009 – Family Leave Insurance (FLI) – Provides partial wage replacement
- Since 2009, New Jersey has provided benefits for more than 100,000 FLI leaves, the vast majority of which were used for the care of new babies.
- **Based on 18 in-depth interviews with employers in a variety of industries throughout New Jersey, the study concludes that the paid family leave law has had little impact on how employers do business.**
- The employers ranged in size from 26 to 36,000 employees and had at least one person take time off during the previous year to care for a seriously ill relative or new baby.
- Program benefits based on interviews
 - **Reduced turnover** - “When you lose someone, you have to start the training cycle,” she said. “So the fact that somebody comes back to work, trained and ready to go [means that] we come out ahead of the game.”
 - **Costs include overtime or temporary replacements**
 - **Improved morale for workers taking leave and also co-workers**
 - Some lower morale for workers who became parents before the benefit was in place

Appelbaum, E., & Milkman, R. (2011). *Paid family leave pays off in California*. *Harvard Business Review*. Retrieved from <https://hbr.org/2011/01/paid-family-leave-pays-off-in/>

- California’s program pays 55% of regular weekly wage, up to maximum benefit of \$987
- **2010 survey of employers found that the program has been a non-event for California businesses.** California’s paid family leave (PFL) program is structured as an insurance scheme, similar to unemployment insurance. There are no new mandates on businesses — the program is funded fully by employee contributions with no direct costs to employers.
- **In a random sample of 253 firms, most employers (87%) reported no cost increases associated with the program, and 9% reported cost savings via reduced turnover or reduced benefit costs.**
- Workers who used PFL also were more likely to be satisfied with the length of their leave, and better able to care for a new child or seriously ill family member. **Use of PFL increased the likelihood of workers in low-quality jobs returning to work with the same employer**

Women (Equity)

Cohn, D., Livingston, G. & Wang, W. (2014). After decades of decline, a rise in stay-at-home mothers. *Washington, D.C.: Pew Research Center's Social & Demographic Trends project*. Retrieved from <http://www.pewsocialtrends.org/2014/04/08/after-decades-of-decline-a-rise-in-stay-at-home-mothers/>

- The share of mothers who do not work outside the home rose to 29% in 2012, up from a modern-era low of 23% in 1999
 - Related to continued public ambivalence about the impact of working mothers on young children
 - **Opt out or “pushed out” mothers - pushed out of the workforce due to work-family conflicts**
 - Women are much more likely than men to report having had a significant career interruption related to family caregiving.

Skinner, C., & Ochshorn, S. (2012). Paid family leave: Strengthening our families and our future. *National Center for Children in Poverty*. Retrieved from http://www.nccp.org/publications/pub_1059.html

- In most families all adults are in the workforce and work many hours per week
- Despite changes in mothers' work habits and responsibilities there has been little to no change in women's caregiving responsibilities for both children and elderly relatives
- Report cites research that focuses on the health benefits for mothers and children of paid leave
- Also cites research that focuses on the benefits to the family in terms of salary but also benefits in terms of gender equity in the workplace

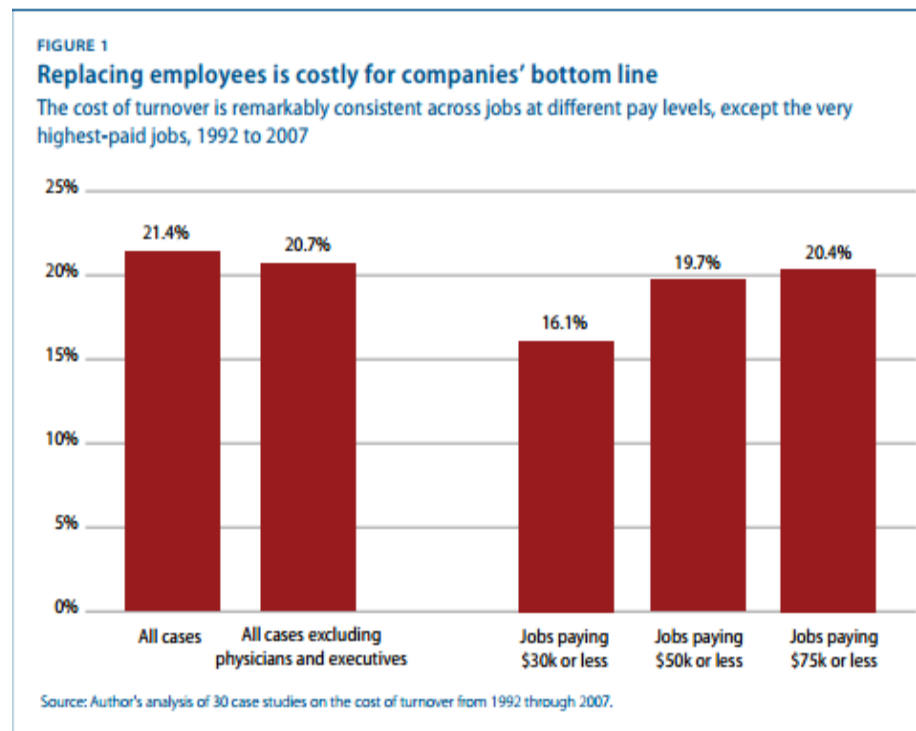
Waldfogel, J., Higuchi, Y., & Abe, M. (1999). Family Leave Policies and Women's Retention after Childbirth: Evidence from the United States, Britain, and Japan. *Journal of Population Economics*, (4). 523-545.

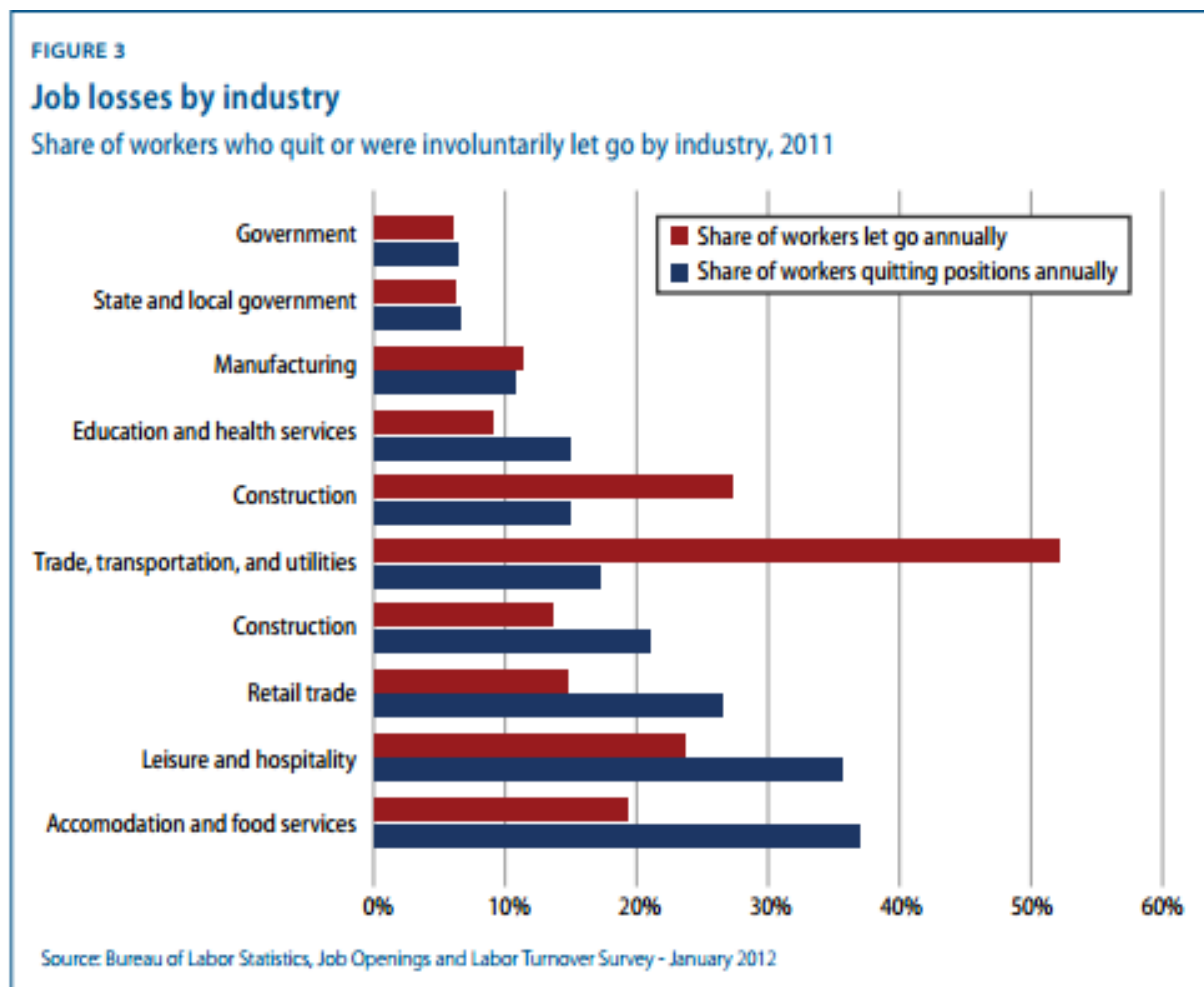
- Study compared the effect of paid leave on women's job retention after child birth in the U.S., Britain, and Japan. The U.S. dataset used was the National Longitudinal Survey of Youth (NLSY) which followed a cohort of young men and women starting in 1979. They found that that family leave coverage increased the likelihood that women returned to their employers after childbirth in all three countries.

Costs and Cost Benefits Including Recruitment/Retention/Productivity

Boushey, H., & Glynn, S. J. (2012). There Are Significant Business Costs to Replacing Employees. *Center for American Progress*. Retrieved from <https://cdn.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf>

- Thirty case studies taken from the 11 most-relevant research papers on the costs of employee turnover demonstrate that it costs businesses about one-fifth of a worker's salary to replace that worker. Estimated using the median across the case studies
- "Jobs that are very complex and that require higher levels of education and specialized training tend to have even higher turnover costs. In one study, economist Eileen Appelbaum and sociologist Ruth Milkman find that executive positions, which are well-compensated and likely have stringent educational credential requirements, have higher turnover costs than jobs with low educational requirements. Very highly paid jobs and those at the senior or executive levels tend to have disproportionately high turnover costs as a percentage of salary (up to 213 percent), which skews the data upwards."
- High quit rates are often due to workplace policies.





Matos, K., & Galinsky, E. (2014). 2014 National study of employers. *Families and Work Institute*. Retrieved from <http://familiesandwork.org/downloads/2014NationalStudyOfEmployers.pdf>

- Both employers and employees can benefit from effective workplaces
- The 2014 NSE sample includes 1,051 employers with 50 or more employees—67% are for-profit employers and 33% are nonprofit organizations; 39% operate at only one location, while 61% percent have operations at more than one location
- In previous research components of effective workplaces identified as those that consisting of job challenge and learning opportunities; job autonomy; supervisor support for job success; a climate of respect and trust; economic security; and **work-life fit**, including workplace flexibility.
- Employees in effective and flexible workplaces are more engaged with their jobs, have higher job satisfaction, **stronger intentions to remain with their employers**, less negative spillover from job to home, better mental health

Table 3: Flexibility

Type of Flexibility	Organization allows at least some employees to ...	Organization allows all or most employees to ...	Employer Size Organization allows all or most employees to ...		
			Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Flex Time and Place					
Periodically change starting and quitting times within some range of hours	81%	27%	33%	**	20%
Change starting and quitting times on a daily basis	41%	10%	14%	NS	5%
Compress workweek by working longer hours on fewer days for at least part of the year	43%	10%	14%	NS	5%
Work some regular paid hours at home occasionally	67%	8%	11%	**	4%
Work some regular paid hours at home on a regular basis	38%	3%	4%	NS	2%
Choices in Managing Time					
Have control over when to take breaks	92%	61%	66%	**	52%
Have choices about and control over which shifts to work	40%	7%	7%	NS	14%
Have control over paid and unpaid overtime hours	45%	25%	26%	NS	15%
Reduced Time					
Move from full-time to part-time work and back again while remaining in the same position or level	36%	6%	6%	NS	10%
Share jobs	29%	1%	2%	NS	1%
Work part year (i.e., work reduced time on an annual basis)	18%	2%	2%	NS	2%

Table 3: Flexibility (continued)

Type of Flexibility	Organization allows at least some employees to ...	Organization allows all or most employees to ...	Employer Size		
			Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Caregiving Leaves					
Return to work gradually after childbirth or adoption	74%	47%	53%	**	37%
Time Off					
Take time off during the workday to attend to important family or personal needs without loss of pay	82%	49%	52%	**	36%
Do volunteer work during regular work hours	44%	21%	24%	NS	20%
Flex Careers					
Phase into retirement by working reduced hours over a period of time prior to full retirement	54%	18%	19%	NS	12%
Take sabbaticals (i.e., leaves paid or unpaid of six months or more) and return to a comparable job	28%	10%	12%	NS	8%
Take extended career breaks for caregiving or other personal or family responsibilities	52%	32%	34%	NS	26%
Receive special consideration when returning to the organization after an extended career break	20%	8%	9%	NS	8%

Source: Families and Work Institute, 2014 National Study of Employers. Sample size for percentages of employers "allowing at least some employees ..." ranged between 663-1,051. Sample sizes for percentages of employers allowing all or most employees ranged between 1,046-1,051. Sample sizes for comparisons of small and large employers ranged from 553-557 for small employers and 92-93 for large employers. Percentages do not add to 100% because some response categories are omitted. Percentages of employers offering all or most are of the total sample of employers, not just those who offer at least some employees a type of flexibility. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Devlin, D. (2015). 3 Hidden costs of not having paid family leave. *Fortune*. Retrieved from <http://fortune.com/2015/02/17/paid-family-leave-cost/>

- More women leave jobs to care for family, which translates into high turnover rates for employers
- The median cost to employers to replace an employee is an estimated 21 percent of that employee's salary. A survey of California employers by Appelbaum and Ruth Milkman, a City University of New York sociologist, determined costs range from \$4,000 to \$8,000 per employee.

Miller, K., Helmuth, A. S., & Farabee-Siers, R. (2009). The need for paid parental leave for federal employees: Adapting to a changing workforce. *Institute for Women's Policy Research*. Retrieved from <http://www.iwpr.org/publications/pubs/the-need-for-paid-parental-leave-for-federal-employees-adapting-to-a-changing-workforce-1>

- Benefits of paid family leave include
 - Recruiting young employees who have come to expect greater work-life balance
 - Reducing the costs of turnover
 - Research has shown that workers—especially new mothers—with paid leave are more likely to remain with their employers than employees who lack paid leave, resulting in reduced employee turnover and lower replacement costs.
 - **The costs of turnover result from recruiting new employees, the low productivity of new workers, drains on the productivity of colleagues and supervisors, human resources processing, training, and the productivity lost between the departure of an employee and the hiring of a replacement.**

The Council of Economic Advisors (2014). The economics of paid and unpaid leave. Retrieved from https://www.whitehouse.gov/sites/default/files/docs/leave_report_final.pdf

- This report examines the economic effect of leave policies on businesses. Suggests that paid leave policies benefit employers in the long run by improving recruitment, retention, and worker motivation.
- Cites research from several studies in response to argument that paid leave is costly and places an unfair burden on employers
 - From page 16-17, "the birth of a child or a serious illness is **not a frequent event**, and evidence from the states that have paid leave policies in place, as well as other developed countries, shows that these policies do not cause undue interruptions in the workplace. In fact, a body of research finds that **these practices can benefit employers by improving their ability to recruit and retain talent, lowering costly worker turnover and minimizing loss of firm-specific skills and human capital, as well as boosting morale and worker productivity.**"

Gault, B., Hartmann, H., Hegewisch, A., Milli, J., & Reichlin, L. (2014). Paid parental leave in the United States. What the data tell us about access, usage, and academic and health benefits. *Institute for Women's Policy Research*. Retrieved from <http://www.iwpr.org/publications/pubs/paid-parental-leave-in-the-united-states-what-the-data-tell-us-about-access-usage-and-economic-and-health-benefits/>

- This paper reviews research on the benefits of paid parental leave
 - Economic benefits of paid leave

- Cites research demonstrating that paid leave increases the likelihood that workers will return to work after leave
- Cites research that paid leave leads to negligible costs to employers (e.g., temporary replacement costs or overtime paid to existing employees) and gains in terms of morale and productivity of employees.

Houser, L., & Vartanian, T. P. (2012). **Pay matters: The positive economic impacts of paid family leave for families, businesses and the public.** *Rutgers Center for Women and Work*. Retrieved from http://cww.rutgers.edu/sites/cww.rutgers.edu/files/documents/working_families/CWW_Paid_Leave_Brief_Jan_2012_0.pdf

- The workforce has changed such that both men and women are engaging in paid work and in care of families. Work cited from 2010 indicated that 72% of children have both of their parents (or their only parent) working outside the home. This shift signals the need for policies that promote a work-life balance
- Paper reports on research that was commissioned by the National Partnership for Women & Families
- Findings indicated that, in comparison to those who do not take leave, women who take paid leave after a child's birth report stronger labor force attachment in the year following a child's birth. From page 6, "Previous research suggests that many women who leave their jobs prior to a birth – perhaps because they lack job-protected or employer-provided leave, or require more leave than what is allowed under the FMLA – have difficulty returning to work once employment ties have been broken." **The benefit to employers is that the cost of replacing these employees is high. From page 6, "According to the American Management Association, the estimated costs of replacing a lost employee range from roughly a quarter of, to as much as five times, the employee's annual salary or wages, with concomitant losses in the form of productivity and employee morale."**

Devlin, D. (2015). **What would it cost to have mandatory, paid parental leave?** *Fortune*. Retrieved from <http://fortune.com/2015/02/05/paid-parental-leave-costs/>

- In 2002, the State of California enacted a state-mandated family leave program that includes provisions for parental leave as well as family leave for a variety of family care, including seriously ill relatives. In a survey of California business owners, conducted by the Center for Economic and Policy Research, the majority of responses pointed out the program's **positive or no negative effect on profitability and performance** (91 percent), productivity (89 percent), turnover (93 percent) and employee morale (99 percent).
- A 2012 Rutgers University survey of 260 New Jersey businesses reported that most employers did not experience issues with employees taking advantage of the leave program. Of the small minority who did, 69 percent stated that **paid leave had no effect or a positive effect on their businesses.**
- **Business opposition to paid leave is no longer a political factor** in California and New Jersey since state-mandated paid leave programs were adopted. The New Jersey Chamber of Commerce senior vice president of government relations Michael Egerton stated earlier this year that there is no current campaign against the family leave program.