



Families and Work Institute

The New Normal – Work Life Today

QUESTIONS AND FINDINGS FROM RESEARCH

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About Families and Work Institute

- Families and Work Institute is a pre-eminent, non-profit think tank that identifies and studies trends in the changing workforce, changing family and changing community
- FWI conducts the most comprehensive ongoing nationally representative studies of U.S. employers and employees, identifying emerging trends of importance
 - *National Study of the Changing Workforce*—conducted by FWI in 1992, 1997, 2002, 2008 and compared with the Department of Labor’s 1977 Quality of Employment Survey
 - *National Study of Employers*—conducted by FWI in 1998, 2005, 2008
- FWI also conducts studies on talent management globally
- FWI is also an action tank that experiments with implementing the results of it’s findings and evaluates the results
 - When Work Works
 - The Supporting Work Project
 - Mind in the Making



QUESTION ONE

**HOW HAS THE WORKFORCE IN THE
U.S. CHANGED?**



TREND ONE

Women's Roles Have Changed Over the Past Decades

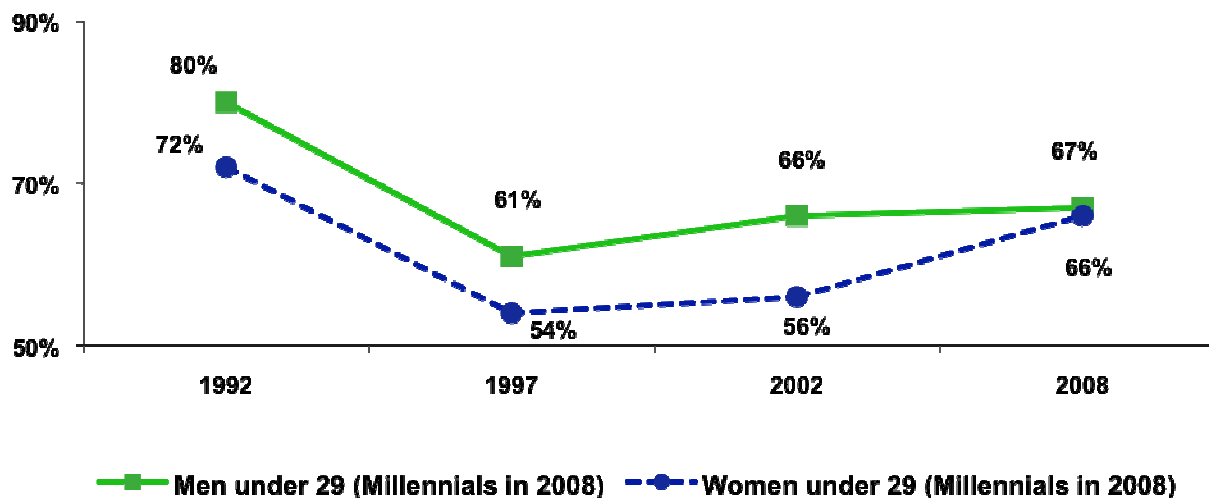
Background – the U.S.

- Women have increased from 42% of the workforce in 1977 to 49% in 2008
- The recession has disproportionately affected men. May 2009 figures from the U.S. Department of Labor show the unemployment rate among men is now 9.8% versus 7.5% for women, thus, men and women may be in the U.S. workforce in equal numbers today
- There are more dual-earner couples in the U.S. workforce – up from 66% in 1977 to 80% in 2008

Finding – the U.S.

For the First Time, Young Women and Young Men Don't Differ in Their Desire for Jobs with More Responsibility

Young men's and women's desire to have jobs with greater responsibility (1992 – 2008)



Statistically significant differences between men and women: 1992 **; 1997 *; 2002 **; 2008 ns
Statistical significance: *** = $p < .001$, ** = $p < .01$, * = $p < .05$, ns = not significant

Sources: 1992, 1997, 2002, 2008 National Study of the Changing Workforce (NSCW), Families and Work Institute (FWI)

Finding – the U.S.

Women in Dual-Earner Couples Are Contributing More to Family Income

- In 2008, employed women in dual-earner couples contributed an average of 44% of family income, up from 39% in 1997
- In 2008, just more than one in four (26%) of women in dual-earner couples had annual earnings at least 10 percentage points higher than their spouses/partners compared with 15% in 1997



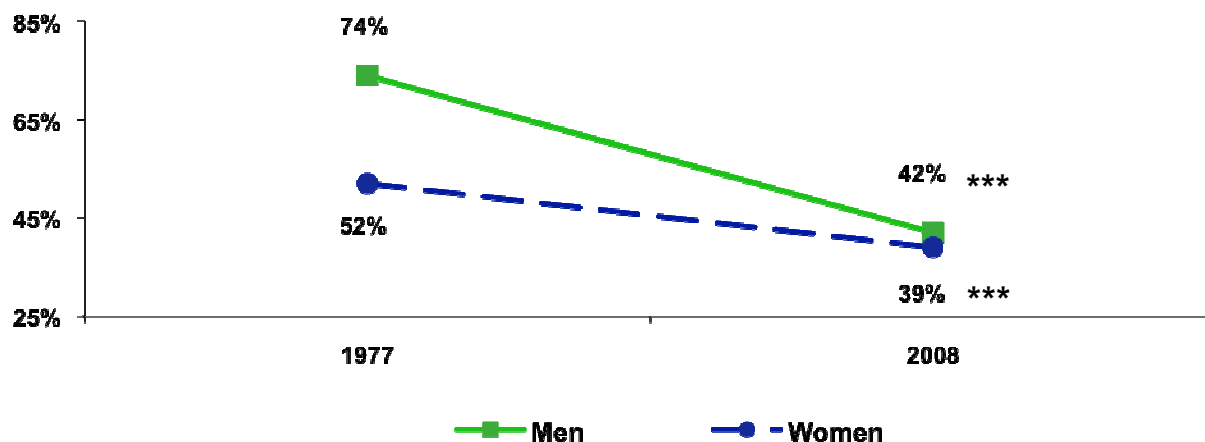
TREND TWO

**Men's Roles Have Changed Too Over the
Past Decades**

Finding – the U.S.

Men’s Views of Appropriate Roles for Men and Women Have Changed Dramatically and Now Don’t Differ from Women’s Views

Men and women who agree (strongly or somewhat) with the statement, “It is better for all involved if the man earns the money and the woman takes care of the home and children” (1977 – 2008)

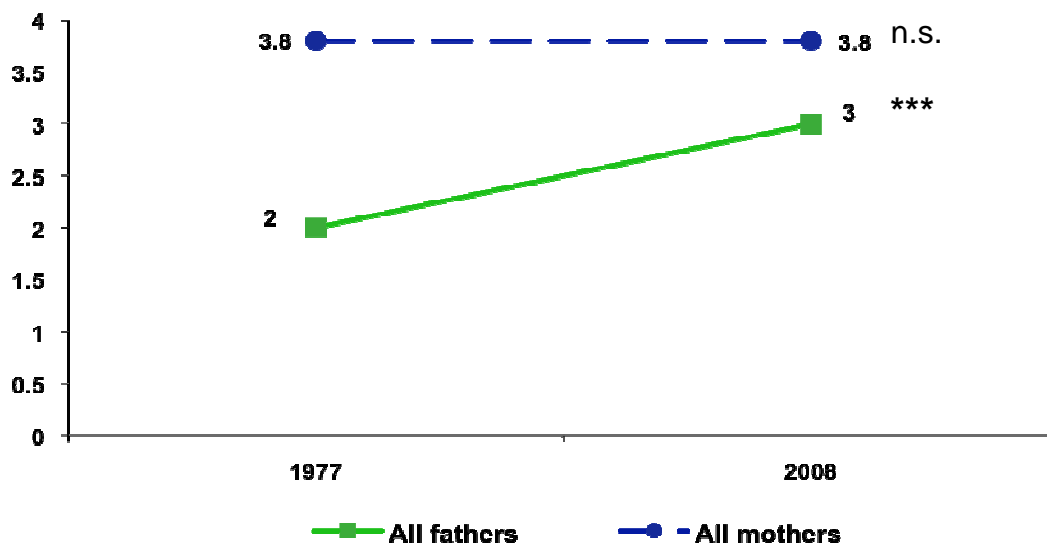


Statistically significant differences between men and women: 1977 ***; 2008 ns

Finding – the U.S.

Men’s Roles and Behaviors at Home Are Changing Too

Over the past three decades, mother’s time on workdays with children under 13 has remained the same — 3.8 hours, while father’s time on workdays has increased from 2 hours to 3 hours (1977 – 2008)



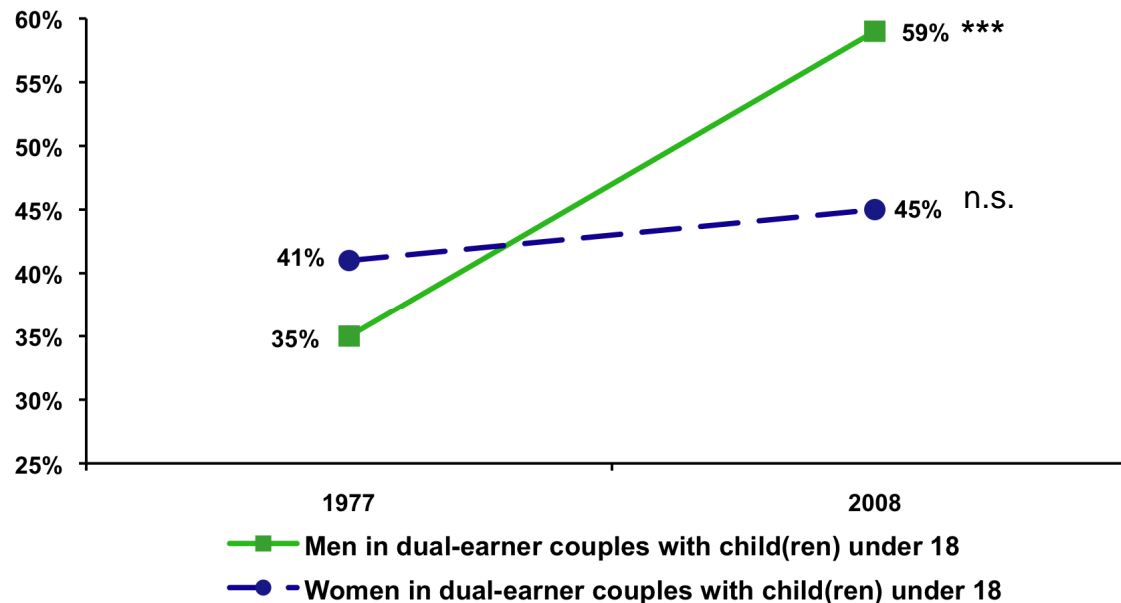
Statistically significant differences between mothers and fathers: 1977 ***; 2008 ***

Sources: 1977 QES, 2008 NSCW, FWI

Finding – the U.S.

Fathers Are Now Experiencing More Work-Life Conflict than Mothers

Percentage of Fathers and Mothers in Dual-Earner Couples Reporting Work-Life Conflict (1977 – 2008)



Statistically significant differences between men and women in dual-earner couples with children under 18:
1977 ns; 2008 ***

Sources: 1977 QES, 2008 NSCW, FWI



TREND THREE

The U.S. Workforce Is Aging

Background – the U.S.

There are Slightly Fewer Parents in the Workforce

- In 1977, 48% of employees in the U. S. had children under 18 years old
- In 2008, 41% of employees had children under 18

Finding – the U.S.

1 in 5 Employees Currently Provides Elder Care, 1 in 2 Employees Expects to Provide Elder Care within the Next Five Years

- 19% of employees currently provide special care for a relative or in-law over age 65
- 43% of employees have provided special care for a relative or in-law over age 65 within the past five years
- 51% of employees expect to provide special care for a relative or in-law over age 65 within the next five years



TREND FOUR

Employees' Allocation of Time Has Changed

Background – the U.S.

Average Hours Worked Per Week in All Jobs Has Increased for Women, but Not for Men

- In 1977, employees worked an average of 44 hours per week in all jobs — in 2008, employees worked an average of 45 hours
- Women worked significantly more hours in 2008 than in 1977 (40 hours and 43 hours, respectively) — while the average work hours per week in all jobs has not changed significantly for men (48 hours in both years)

Source: 1977 QES, 2008 NSCW; statistically significant differences between sample years are denoted as * ($p < .05$), ** ($p < .01$), *** ($p < .001$), n.s. (not statistically significant)

Finding – the U.S.

Time Is Seen as an Increasingly Scarce Resource

- 75% of employees report not having enough time for their children, up from 66% in 1992
- 61% report not having enough time for their husbands or wives, up from 50% in 1992

Finding – the U.S.

Employees Are Experiencing Significantly More General Stress in 2008 than in 2002

- Nearly two thirds of employees report feeling nervous or stressed sometimes or often
- Half of the workforce reports three or more signs of moderate or high stress

Energy Issues Are Increasingly Important for Employers to Address



ASSUMPTION FIVE

**Creating Effective and Flexible Workplace
Can Benefit Employers and Employees**

Finding – the U.S.

Workplace Effectiveness Is Related to Employees' Health, Well-Being and Energy

| | Better Overall Health | Better Mental Health | Fewer Indic. of Depression | Less Freq. Sleep Problems | Lower Stress Level | Greater Life Satisfaction |
|--|-----------------------|-----------------------------|----------------------------|----------------------------------|-----------------------------|---------------------------|
| Climate of respect | | | | | | |
| Supervisor task support | | | | | ✓ | |
| Job challenge | | Poorer Mental Health | | More Freq. Sleep Problems | Higher Stress Levels | |
| Autonomy | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Economic security | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Work-life fit | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Index of Overall Workplace Effectiveness | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Source: 2008 NSCW

Finding – the U.S.

Workplace Effectiveness Contributes to Better Work Outcomes

| | Greater Job Satisfaction | Stronger Engagement | Greater Probability of Retention |
|--|--------------------------|---------------------|----------------------------------|
| Climate of respect | ✓ | ✓ | |
| Supervisor task support | | ✓ | ✓ |
| Job challenge | ✓ | ✓ | |
| Autonomy | ✓ | ✓ | ✓ |
| Economic security | ✓ | ✓ | ✓ |
| Work-life fit | ✓ | ✓ | ✓ |
| Index of Overall Workplace Effectiveness | ✓ | ✓ | ✓ |

Source: 2008 NSCW



QUESTION TWO

**How Has The Recession Affected Work
Life in the U.S.?**

A May 2009 FWI Study Finds:

The recession has taken a toll on employers

The most obvious indication of the recession's impact on employers is that two thirds (66%) of employers report that their revenues declined in the past 12 months

- In addition, 28% of employers say revenues remained at approximately the same level, while only 6% report higher revenues

Most employers (77%) have made some effort to reduce or control costs during the recession

- **However, a very large majority of employers is either maintaining the workplace flexibility they offer (81%) or increasing it (13%) during the recession—only 6% have decreased flexibility**



QUESTION THREE

**How Can You As A Leader Find the
Fit Between Life On and Off the Job You
Want**



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