

The Availability, Accessibility and Effectiveness of Workplace Supports for Canadian Caregivers

Final Report

December 31, 2012

By:

Donna S. Lero, Ph.D., University of Guelph

Nora Spinks, Vanier Institute of the Family

Janet Fast, Ph.D., University of Alberta

Margo Hilbrecht, Ph.D., University of Guelph

Diane-Gabrielle Tremblay, Ph.D., Université du Québec à Montréal

The
VANIER
INSTITUTE
of the
FAMILY



L'INSTITUT
VANIER
de la
FAMILLE



**Centre for
Families, Work
& Well-Being**

**UNIVERSITY
of GUELPH**



Research on Aging, Policies, and Practice
DEPARTMENT OF HUMAN ECOLOGY, UNIVERSITY OF ALBERTA



Abstract

The purpose of this project was to obtain current Canadian information to assess the extent to which workplaces provide a variety of flexible work arrangements, leave policies, and information and supports that can enable employees to successfully combine paid employment and caregiving for adult or elder family members. We examine how accessible such practices are, what factors are associated with their provision, and employers' attitudes about workplace and community supports. The study also provides important insight into managers' experiences, the factors that influence their responses and effectiveness in supporting employees, and their information needs.

This research study had two components. The first is a comprehensive on-line survey of 291 employers and senior HR representatives from across Canada in a diversity of workplaces, including the public and broader public sector, the private sector, and non-profit/voluntary organizations. The second component consists of 25 semi-structured interviews with managers who have had experience supervising employees with adult/elder care responsibilities.

Our analyses confirm that Canadian employers are beginning to recognize the needs of employees with adult and elder care responsibilities and are concerned about the availability of community supports currently and in the future. Many provide flexibility to at least some employees to manage their work schedules and take time off during the day to attend to important family or personal needs, but fewer employers provide options for employees to work part time or have a career break. While most employees have access to some paid personal or family leave days in most workplaces, less than one third of employers in this sample allow caregivers more than eight weeks of compassionate care leave or any employer-provided income support while on compassionate care leave. Relatively few employers currently provide information or access to specialized services that could benefit employees with adult or elder care responsibilities beyond what might be available through Employee Assistance Programs.

Most employers assume that their current practices are sufficient to meet the needs of a wide range of employees with family responsibilities, and have yet to consider how policies, practices, and resources can reduce the specific difficulties employees with adult/elder care responsibilities may face. It is evident that adult/elder care is an emerging issue, still a low priority for more than half of the employers/senior HR representatives in this sample, and not yet appreciated as an organizational challenge rather than a matter that pertains to individuals.

Managers and supervisors described handling most cases of employees with significant caregiving challenges on a case by case basis with responses individualized, either in order to meet the employee's particular needs or because of a lack of appropriate workplace policies to address their immediate requirements. In general, managers used a mix of informal responses and leave policies, often involving employees using sick leave first as a means to cover immediate needs – a practice that can create difficulties for employers and employees.

Many factors influence managers' responses. Among the most common are organizational factors and workplace culture, the nature of the work the employee performs (including whether the employee is a manager or supervisor him or herself), perceptions of the employee, and manager attitudes.

Positive responses to employees were more common when employees are seen as dedicated and committed who take their work seriously, when needs are specific and defined, and when there is effective communication between the manager and the employee. Managers indicated that some of the most problematic situations involved the difficulty of providing extended leave over longer periods of time or for an uncertain duration. The lack of paid leave options other than sick leave can be difficult for both employers and employees. Only two of 25 managers indicated that employees had used compassionate care leave (as per provincial legislation with possible EI benefits), possibly indicating a lack of awareness and promotion of this option and/or lack of fit between employees' circumstances and policy design features such as eligibility requirements.

Managers indicated a desire for information about best practices and about resources for caregivers in their own and other jurisdictions, and expressed concerns about the challenges of addressing adult and elder care needs in the future.

Key Words

Workplace practices, employer benefits, caregiving and employment, work-life balance practices, workplace supports for caregiving

Table of Contents

| | |
|-------------------------------------------------------------------------|----|
| Executive Summary..... | 9 |
| 1. Introduction | 13 |
| 1.1 Project Components and Objectives | 13 |
| 1.2 Background and Rationale..... | 14 |
| 2. Conceptual Framework and Approach..... | 19 |
| 3. Methods..... | 21 |
| 3.1 Workplace Programs, Policies and Practices Survey Methodology | 21 |
| 3.1.1 Instrumentation..... | 21 |
| 3.1.2 Data collection | 22 |
| 3.1.3 Sample participants | 23 |
| 3.2 Methodology for Follow-up Study with Managers..... | 23 |
| 3.2.1 Instrumentation and data collection..... | 23 |
| 4. Findings: Workplace Programs, Policies and Practices Survey..... | 24 |
| 4.1 Sample Description | 24 |
| 4.1.1 Organizational characteristics..... | 24 |
| 4.1.2 Workforce characteristics | 25 |
| 4.2 Objective 1: What Do Employers Offer? | 27 |
| 4.2.1 Flexibility | 27 |
| 4.2.2 Leave policies..... | 29 |

| | | |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------|----|
| 4.2.3 | Services and supports available to employees with caregiving responsibilities | 31 |
| 4.3 | Objective 2: Which Employers Offer Workplace Supports That Can Benefit Caregivers? | 31 |
| 4.3.1 | Predicting the availability of flexible work options..... | 32 |
| 4.3.2 | Predicting the generosity of leave policies and benefits..... | 33 |
| 4.3.3 | Predicting employers' provision of information and support..... | 33 |
| 4.3.4 | How are flexibility, leave policies, and elder care supports related to each other? | 34 |
| 4.4 | Objective 3: What Do Employers Think About the Importance of Providing Workplace and Community Supports for Caregivers? | 34 |
| 4.4.1 | Employers' attitudes and organizational priority for supporting work-life balance and caregiving | 35 |
| 4.4.2 | Employers' experiences with employees who have caregiving responsibilities..... | 36 |
| 4.4.3 | Reasons for implementing work-life initiatives..... | 37 |
| 4.4.4 | Employers' views and expectations..... | 37 |
| 5. | Findings: Manager Interviews..... | 38 |
| 5.1 | Sample Description | 38 |
| 5.2 | Objective 4: Managers' Experiences and Observations about Accommodating and Supporting Employees with Adult/Elder Care Responsibilities | 39 |
| 5.2.1 | Types of situations employers and employees are experiencing..... | 39 |
| 5.2.2 | Accommodations employers make and how decisions are made | 40 |
| 5.2.3 | What factors influence employers'/managers' responses to employed caregivers? | 42 |
| 5.2.4 | Challenges employers experience | 45 |

| | | |
|-------|------------------------------------------------------------------------------------|----|
| 5.2.5 | What distinguishes positive experiences from those that are more problematic?..... | 47 |
| 5.2.6 | Positive and negative outcomes for employees and for employers... | 49 |
| 5.2.7 | What managers have learned from their experiences to date | 50 |
| 5.2.8 | Advice for other managers and for employees..... | 52 |
| 5.2.9 | Information and resources that would be helpful..... | 53 |
| 6. | Summary of Findings | 54 |
| 7. | Implications | 56 |
| 8 | References..... | 58 |

List of Tables

| | | |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Table 1: | Workplace Characteristics by Employer Size..... | 62 |
| Table 2: | Workforce Characteristics by Employer Size | 64 |
| Table 3: | Types of Flexibility Available to Some Employees and to All or Most Employees | 66 |
| Table 4 | Paid and Unpaid Personal Leave and Family Leave Days | 67 |
| Table 5: | A Comparison of Leave Policies and Benefits Available to Parents and to Employees Taking Compassionate Care Leave..... | 68 |
| Table 6: | Organizational and Workforce Characteristics Predicting Flexibility | 69 |
| Table 7: | Organizational and Workforce Characteristics Predicting the Generosity of Leave Provisions for Caregivers | 71 |
| Table 8: | Organizational and Workforce Characteristics Predicting the Availability of Information and Resources for Elder Care Providers | 73 |
| Table 9: | The Relationship between Flexibility, Generosity of Caregiving Leaves, and Assistance Provided for Employees with Elder Care Responsibilities | 75 |
| Table 10: | The Relationship between Generosity of Caregiving Leaves and Assistance Provided for Employees with Elder Care Responsibilities..... | 75 |
| Table 11: | Percentage of Employers Reporting Specific Consequences Related to Employees' Caregiving in the Past 12 Months | 76 |
| Table 12: | Employers' Reasons for Implementing Flexibility and Work-Life Initiatives ... | 77 |
| Table 13: | Employers' Views of the Adequacy of Workplace Practices, Policies, and Community Supports | 78 |
| Table 14: | Characteristics of Managers and Their Workplaces..... | 79 |

List of Figures

Figure 1: Employers' Experiences in the Past Three Years with Employees Who Have Various Types of Care Responsibilities26

Figure 2: Leave Options Available for Adult or Elder Care30

Figure 3: Support for Work-Life Balance and Caregiving as an Organizational Priority 36

Executive Summary

Purpose

The purpose of this project was to obtain current Canadian information to assess the extent to which workplace policies and practices are accessible to employees with adult or elder care responsibilities in order to support their success in combining employment and caregiving responsibilities.

The project had four main objectives:

1. To determine what types of workplace practices, policies, and programs Canadian employers in the private, public, broader public and non-profit/voluntary sectors currently offer to employees, including flexible work arrangements, paid and unpaid leaves, and information and supports specific to adult and eldercare.
2. To examine differences in the reported availability of practices, policies, and programs provided across workplaces based on organizational and workforce characteristics and other factors.
3. To examine employers' attitudes, experiences and motivation to address employees' needs for flexibility and support, including indicators of organizational culture.
4. To obtain managers' views and learn about their experiences in accommodating and supporting employed caregivers over the last two years, including the challenges they have faced as managers and what they perceive to be factors that have facilitated or impeded their success in helping employees deal with a range of caregiving situations.

Methods

This research study had two components. The first is a comprehensive on-line survey of 291 employers and senior HR representatives from across Canada in a diversity of workplaces, including the public and broader public sector, the private sector, and non-profit/voluntary organizations. Data were collected between March 2011 and June, 2012. Descriptive analyses and Chi square analyses were used to identify factors that contribute to variation in the degree of flexibility provided, the generosity of caregiving leave provisions, and the extent to which employers provide information and services for caregivers. As is true of most surveys of employers/HR executives, the obtained sample is not a nationally representative sample of employers or workplaces. In all likelihood, survey participants were particularly interested in this topic and, as a group, may be more likely to

offer flexible work arrangements and progressive programs to their employees. As such, the findings should be interpreted as likely indicating the upper boundary of employer interests and involvement in the provision of workplace practices, policies and programs that would be most useful to employed caregivers.

The second component of the project consisted of 25 semi-structured interviews with managers in a range of organizations who have had experience supervising employees with adult/elder care responsibilities. Directed content analysis and thematic analysis were used to obtain insight into their experiences and concerns in supervising employees with adult and elder care responsibilities.

Results

Key findings can be summarized as follows:

- Most employers (approximately 70%) have now or have recently had employees who were known to have responsibilities for providing care and support to adult or elder family members with chronic health problems.
- The most commonly observed consequences of caregiving by employers are employees arriving late or leaving early and unscheduled absenteeism due to caregiving. More visible impacts on employees' performance, productivity and stress were observed in a substantial minority of workplaces. Almost 40% of employers in this sample have had an employee take disability or stress leave, in part related to caregiving, and more than one fifth have had an employee quit or take early retirement as a consequence of caregiving.
- The majority of employers believe that current workplace practices are adequate to meet the needs of most employees, including parents and caregivers; however 58% believe that caregivers of seniors and chronically ill family members require additional policies and workplace practices. Almost half are concerned about the adequacy of community services such as home care and support for caregivers.
- Addressing the needs of employees with adult/elder care responsibilities is still an emerging issue in Canadian workplaces. Currently, half of employers see addressing the needs of caregiving employees as a favour for individuals and half consider it an organizational strategy. While supporting employees' healthy work-life balance is embraced as a high or mid-level priority in most organizations, providing support for employees with adult/elder care is viewed as a low priority or not on the radar screen by 57%.

- Many employers provide various forms of flexibility for at least some employees, including opportunities to flexibly manage full time work. Fewer employers provide part time work options or extended career breaks. Less than a third of employers in this sample provide extended unpaid compassionate care leave and only a small proportion provides any income replacement during compassionate care leave. Elder care-specific information, referral, and services are rare, other than those that may be provided through Employee Assistance Programs.
- There is evidence that organizational factors, workforce factors, and workplace culture contribute to employers' provision of flexibility, the generosity of caregiver-specific leave policies and benefits, and provision of elder-care specific information and assistance. Moreover, the results indicate that employers who offer more flexible work options to more employees also are more likely to offer generous leave options and caregiver-specific information and support.
- Interviews with managers confirmed that many of the employees that have adult/elder care challenges are long-term, valuable employees, sometimes with unique roles in their organizations.
- Managers' responses are often individualized, either in order to meet the employee's particular needs or because of a lack of public or workplace policies to address their immediate requirements. Positive responses to employees are more common when employees are seen as dedicated and committed who take their work seriously, when needs are specific and defined, and when there is effective communication between the manager and the employee.
- Despite the organizational challenges adult and elder care present, most managers are sympathetic and recognize that the need for public policies, flexible workplace solutions and community supports will only increase over time. They also recognize the value of providing support to dedicated employees, including the retention and engagement of those workers over time and the strengthening of co-worker relationships. Policies and practices do need to take into account co-workers' capacities to absorb extra work as well as the cost of covering leave and/or replacement workers.
- Managers indicated a desire for information and resources to help address the needs of employees with adult and elder care responsibilities, as well as the needs of employees with chronic or episodic health conditions. Many affirmed the value of sharing information about best and emerging practices, policies and resources; including information about resources in their own community, in other communities, and in other provinces.

Conclusion

This study provides important information about the current state of Canadian workplace practices, programs and policies that can benefit employees with adult and elder care responsibilities. As such, it provides an important benchmark for the future and identifies specific areas for improvement. Increased awareness, useful information, and specific suggestions (guidelines, strategies for human resource managers and line supervisors, and best practice examples) would be well received. The findings also affirm the need for a multi-pronged approach that includes informed public policies, effective workplace practices, and responsive community supports in order to address the needs of an increasing proportion of the workforce.

This study also suggests the need for additional research. First, it would be desirable to replicate the current study using a large, nationally representative sample of employers that could permit finer comparisons by workplace size, sector and industry. Additional interviews with front-line supervisors would also be valuable in order to gauge their information needs and determine how to support their efforts to accommodate employees with adult/elder care responsibilities. Thirdly, it would be valuable to conduct studies that provide both the employee's and employer's/supervisor's perspective in order to more fully understand facilitators and impediments that operate at the individual, unit/team and organizational level. Finally, it is important to continue gathering information about how both formal policies and supervisor responses can better support the needs of employees of all ages and life stages who have caregiving responsibilities. Employers and managers would benefit from additional information about the challenges involved in providing care and support to adult and elder family members, and best practice guidelines and resources that can be used in the workplace to complement public policies and the development of additional community resources.

1. Introduction

In this project, original data from a comprehensive on-line survey of employers and senior HR managers and from semi-structured interviews with supervisors of employees with adult/eldercare responsibilities are being used to fill important gaps in our knowledge of the availability and effectiveness of workplace practices, policies and supports for employees with caregiving responsibilities. Such information is necessary to benchmark current efforts, to identify best, promising and current practices, and to identify opportunities for enhancing or improving employer-provided practices and services that support employed caregivers and promote employee engagement.

The overall goal of this project is to obtain current Canadian information to assess the extent to which workplaces provide a variety of flexible work arrangements, leave policies, and information and supports on either a formal or informal basis that can enable employees to successfully combine paid employment and caregiving. We examine how accessible such practices are, what factors are associated with their provision, and employers' attitudes about workplace and community supports. The interview data provides important insight into managers' experiences, the factors that affect their capacity and effectiveness in supporting employees, and their information needs.

1.1 Project Components and Objectives

This research study has two components. The first is a comprehensive survey of employers and senior HR representatives to determine the availability of workplace practices, policies and programs relevant to employed caregivers. The second component consists of interviews with managers to assess their views, experiences, and concerns and to identify opportunities to provide additional information and support to enhance their effectiveness. Interviews with managers provided information about what criteria are used to determine employee eligibility and/or manager willingness to offer specific workplace practices and support, the main ways workplaces accommodate employed caregivers' needs, the challenges employers face, and managers' perceptions of the effectiveness of the supports they provide.

Specific objectives were:

- To determine what types of workplace practices, policies, and programs Canadian employers in the private, public, broader public and non-profit/voluntary sectors currently offer to employees, including flexible work arrangements, paid and unpaid leaves, and information and supports specific to adult and eldercare.

- To examine differences in the reported availability of practices, policies, and programs provided across workplaces based on organizational and workforce characteristics and other factors.
- To examine employers' attitudes, experiences and motivation to address employees' needs for flexibility and support, including indicators of organizational culture.
- To obtain managers' views and learn about their experiences in providing workplace supports to employed caregivers over the last two years, including the challenges they have faced as managers and what they perceive to be factors that facilitated or impeded their success in helping employees deal with a range of caregiving situations.

1.2 Background and Rationale

Analyses of population and labour force trends confirm that a growing proportion of the Canadian workforce has or will have significant responsibilities for elder care (Fast, Dosman, Lero & Lucas, 2012; Habtu & Popovic, 2006; Pyper, 2006). Duxbury and Higgins' (2005) analysis of over 31,500 employees in their 2001 National Work, Family and Lifestyle Study suggested that more than one in four (27.8%) employed Canadians have responsibilities for the care of elderly dependents – often for several years – and that one in six have responsibilities for both children and seniors. In 2002, analyses of General Social Survey data revealed that there were 1.4 million Canadians aged 45 to 64 who combined paid employment and care to seniors with long-term disabilities (Walker, 2005). By 2007, the number of employed caregivers to adults and seniors had grown to at least 2.3 million (Fast et al., 2012). Indeed, 37 percent of employed women and 28 percent of employed men aged 45 and older provided care to an adult or elder friend or family member with a chronic health condition on a regular basis when the 2007 GSS was conducted. Fast has suggested that the number of employees who combine paid work and caregiving responsibilities is substantially higher when caregivers who are younger than 45 years old are considered and when a longer-term perspective is applied that captures both current and past episodes of caregiving (Fast et al., 2012).

The increasing prevalence of individuals combining work and adult/eldercare has been noted in the U.S., the UK, and in Europe, where awareness of this issue is growing. A recent report by the European Foundation for the Improvement of Living and Working Conditions (2010) points to a number of important reasons why policy makers should be concerned about the intersection of work and care in the face of population aging. They include:

- Recognition of the growing proportion of men and women who will be balancing paid employment with care over a longer period as retirement ages rise;
- Concerns about the sustainability of care provided by family members who provide the bulk of care, enabling public expenditures on long-term care to be kept at sustainable levels;
- Concerns about the sustainability of the labour force, especially a shrinking labour force that will likely have a higher proportion of employees involved in care for children, adults and seniors; and
- Concerns about the productivity and retention of workers for employers and the career, health and well-being costs to employees who lack appropriate supports for combining work and care.

Research in Canada, the U.S. and the UK indicate that the majority of family caregivers to individuals with disabilities or chronic health conditions combine paid work and caregiving (Fast et al., 2012; National Caregivers Alliance & AARP, 2009; Yeandle et al., 2006). Most employed caregivers work full time and many combine work and care over a lengthy period of time. Although employed caregivers are a diverse group, Fast et al. estimated that, on average, employed caregivers spent the equivalent of one full day/week (8.0 hours) on care tasks.

There are both economic and non-economic costs associated with caregiving; caregivers who face the highest demands on their time and energy and have the fewest resources and least support are at particular risk for experiencing negative economic, social and physical and mental health outcomes (Keating, Lero, Fast, Lucas & Eales, 2012; Lero et al., 2007). Research confirms that employed caregivers experience a number of challenges combining work and caregiving roles, including time pressures, significant stress and role conflict, and the need for leave to cope with unpredictable crises and/or long-distance caregiving (Duxbury, Higgins & Schroeder, 2009; Lero & Joseph, 2008; National Caregivers Alliance and AARP, 2004; 2009; Vézina & Turcotte, 2010; Zacher & Winter, 2011).

Duxbury and Higgins (2005) estimated that 26% of employed caregivers in their study experienced high caregiver strain – physical, financial or mental stress related to the number of hours of care provided. In a later study, Duxbury et al. (2009) found that high caregiver strain, in turn, was related to work-life conflict (role overload, work interference with family, and family interference with work), and to absenteeism and job stress.

In the U.S., it is estimated that at least 60% of caregivers make work-related adjustments as a result of their caregiving responsibilities (MetLife Market Institute, 2006). Recent analyses of Canadian data based on the 2007 GSS reported by Fast, Dosman, Lero, & Lucas (2012) revealed the following:

- The most prevalent employment consequence experienced by employed caregivers age 45 and older was missing full days of work (21% of men and 30% of women). In aggregate, over 520,000 employed caregivers missed one or more days of work per month to provide care.
- Almost 17% of women and 15% of men reported reducing their paid work hours because of caregiving responsibilities. Over 313,000 employed caregivers reduced their work hours to accommodate caregiving responsibilities, collectively reducing their paid employment by over 2.2 million hours.
- Slightly less than 5% of employed women caregivers and 3% of their male counterparts turned down a job offer or promotion because of caregiving responsibilities. Quitting or losing a job was rare, but was experienced by 2% of employed women caregivers and 0.5% of employed men caregivers. Early retirement to provide care was reported by 4.4% of women caregivers and 1.1% of their male counterparts.
- Many Canadian caregivers reported that such options as working part time, working a flexible schedule or taking a leave of absence to care for a family member were available in their workplace; however more than one third of those who reported having these options said that they didn't feel they could use them without adversely affecting their careers.

Although job loss, reductions in hours and wages, foregone opportunities, health impacts, and stress have direct economic and non-economic costs for employees, these employment-related consequences of caregiving result in costs to employers as well. A widely-cited U.S. study estimates the cost to businesses of eldercare-related work interruptions to be more than \$33 billion per year (MetLife Market Institute, 2006). Based on 2007 GSS data, the Conference Board of Canada recently provided a conservative estimate of \$1.28 billion in costs to Canadian businesses as a result of absenteeism and turnover due to caregiving (employees quitting or losing a job) (Hermus, Stonebridge, Thériault, & Fares, 2012).

A small, but growing number of studies in the work-life field, mostly in the U.S., but also in the UK, suggest that flexible work arrangements, leave options, and services that provide information, resources and referrals specific to eldercare concerns can have positive impacts on absenteeism, non-productive time at work (presenteeism), and employee retention (Barnett, Gareis, Gordon & Brennan, 2009; Dobkin, 2007; LifeCare, 2008; National Alliance for Caregiving, 2012; Pavalko & Henderson, 2006; Yeandle et al., 2003, 2006; Zacher & Winter, 2011). Thus, as Keating et al. (2012) suggest, a taxonomy of employer costs should also recognize that some costs (e.g. the cost of providing family care leave, or providing information and supports for caregivers) may be investments in retaining valuable workers and have positive impacts on employee morale and workers' capacities to combine work and caregiving demands.

The U.S. Families and Work Institute's National Survey of Employers (NSE) provides the most comprehensive picture of the availability of workplace policies and practices in North America and has done so periodically since 1998. (These studies are based on nationally representative samples of private and non-profit employers with at least 50 employees in the more recent surveys.) A review of the reports produced in 2008 and 2012 indicate that prior to the recent recession, there was considerable growth both in the proportion of employers offering flexible work options and, specifically, in the number providing some form of eldercare assistance (Galinsky, Bond, Sakai, Kim & Giuntoli, 2009). In 2008, 75% of U.S. employers with 50 or more employees said they provided paid or unpaid time off for employees to provide eldercare without risking their jobs (in large part reflecting opportunities for employees in such firms to take unpaid leave to care for a family member under provisions of the U.S. Family and Medical Leave Act). As well, more than half of employers (58%) provided employee assistance programs (EAPs) that help employees deal with personal problems, including caregiving. In addition, 39% of employers with 100 or more employees offered information about services for elder family members through information and referral services, a significant increase from 23% of such employers in 1998.

The 2012 NSE report (Matos and Galinsky, 2012) is based on data collected during 2011, a comparable time frame for the on-line survey conducted for the present project. Two broad trends were noted when findings were compared between 2005 and 2012. The first is an increase in employers' provisions of ways employees can manage work schedules and work and life demands through a variety of flex time and flex place options. The second is a reduction in provisions that allow employees time away from full-time work, including moving from full-time to part-time work or taking career breaks for personal or family responsibilities. Similarly, the maximum length of caregiving leaves offered to new

parents and to employees caring for seriously ill family members has declined since 2005. Interestingly, the 2012 report indicates an increase in the proportion of employers providing access to information about services for elderly family members (from 29% in 2005 to 41% in 2012), as well as access to dependent care allowances (a way of using employees' pre-tax dollars for dependent care expenses) and access to respite care (available in 42% and 8% of workplaces, respectively). These findings were interpreted by Matos and Galinsky as potentially reflecting greater responsiveness to the needs of an aging workforce, but in a context marked by more economic instability and the need to constrain additional costs.

A contradictory trend in the provision of employer-based elder care supports by U.S. employers was reported in a recent survey published by the Society for Human Resource Management (SHRM). Results of the 2011 SHRM survey found the proportion of employers offering referrals for eldercare dropped from 22% in 2007 to 9% in 2011. Access to elder care back-up services also declined from 4% to 2% (SHRM, 2011). While some of the inconsistencies between surveys reflect different samples and timing, it is evident that employers' provision of supports for employees with adult and elder care responsibilities is still emerging and is affected by a variety of factors, including the overall economic climate.

Another study of senior HR and employee benefit managers at 115 of the largest US companies found that the vast majority of these large employers offered some type of eldercare service to their employees (Dembe et al., 2008). The most commonly offered service was "eldercare counseling" through an EAP, followed by flexible work scheduling and leave programs, eldercare resource and referral services, and dependent care flexible spending accounts. Dembe et al. report that despite low utilization rates for some of these services, the majority of respondents believe that workplace eldercare services and supports help decrease employee stress, decrease absenteeism, and boost productivity.

The extent to which Canadian employers are providing workplace supports for employees with caregiving responsibilities is largely unknown. There is no comparable Canadian survey to the U.S. National Survey of Employers which provides such information. The most systematic source of data on workplace practices is Statistics Canada's Workplace Employee Survey (WES). Typically, reports from the WES provide information reported as the percentage of employees with access to, or who use, a variety of flexible work arrangements. The WES sample excludes business locations in the Yukon, Nunavut and Northwest Territories, as well as agriculture, fishing, and federal, provincial and municipal government services. Ferrer and Gagné (2006) report that analyses of 2001 WES data indicated that flexible work hours were available at their workplace to 54% of female employees and 58% of male employees, and about two thirds of workers for whom such arrangements were available used them (35% of women and 39% of men). Telework was

available to 11% of employees and used by 6%. Family support (which includes a combination of on-site child care services and child care or eldercare information and referral services) was available to 12% of employees and used by 2%. Childcare and eldercare supports are often combined in statistical reports from the WES. Comfort, Johnson & Wallace (2003) reported that in 1999 only 4% of employees said that eldercare services were available at their workplace. More recent analyses reveal only modest changes in the proportion of employees using specific work-life balance practices over the five-year period from 1999 to 2003 (Fang & Lee, 2008; Zeytinoglu, Cooke & Mann, 2010). The last WES workplace survey was conducted in 2006. No comparable nationally representative survey of employers is available; particularly one that can provide information about practices that may be beneficial to employees with adult/elder responsibilities.

An additional source of information about workplace policies and practices can be found in the periodic studies of member organizations by the Conference Board of Canada and various business consulting firms. The most recent survey of work-life practices by the Conference Board of Canada was conducted in 2010 and was based on responses from 384 large and medium-sized organizations. The findings revealed that the most common work-life balance programs and practices offered are flexible work arrangements and child care information and referral services (offered by 78% and 61% of the organizations surveyed, respectively). Only a handful of the surveyed workplaces offered any type of eldercare assistance (e.g., emergency eldercare services or financial assistance for employees with eldercare responsibilities). In summarizing the report, Hoganson (2011) noted that only one third of employers place a high level of importance on work-life balance programs and practices. Based on attitudinal questions, it was reported that, "Most employers are not convinced that work-life balance programs and policies can help alleviate challenges such as recruitment, decreased productivity, or absenteeism. They believe instead that work-life balance programs are most effective at increasing employee morale, loyalty and retention" (p. ii). These findings indicate that, while employers might provide flexibility and some dependent care services and supports, considerable ambivalence about their value remains.

2. Conceptual Framework and Approach

Two bodies of literature inform the conceptual framework on which this project is based. One is the literature reviewed for the project, "*A framework and literature review on the economic costs of care*" (Keating, Lero, Fast, Lucas & Eales, 2012), which led to the development of a taxonomy of the economic costs of care for caregivers and a similar taxonomy of potential costs for employers. The resulting model identified direct, indirect

and discretionary caregiving-related costs to employers. The literature pertinent to employer costs identifies the importance of workplace practices, policies and programs as factors that may substantially reduce employer and employee costs and support employee engagement, health and productivity (Barnett, Gareis, Gordon & Brennan, 2009; Dobkin, 2007; LifeCare, 2008; Matos & Galinsky, 2012; National Alliance for Caregiving, 2012; Pavalko & Henderson, 2006; Yeandle et. al, 2003, 2006; Zacher & Winter, 2011).

In addition, we draw on a model of the effects of work-life practices on employees and organizations developed by Kelly et al. in 2008. This model was derived from an extensive review of studies in the work-life field of a) the antecedents and consequences of work-family conflict and b) research conducted by organizational/ industrial psychologists and management specialists that has identified the individual and organizational outcomes that can result from employees' access to and use of workplace practices to reduce work-family conflict and support employee engagement. Kelly et al.'s model provided a useful basis for examining how to conceptualize and estimate the return on investment (ROI) of work-life balance practices in a review for the Canadian Association of Administrators of Labour Legislation by Lero, Richardson & Korabik (2009).

Other studies have identified some of the main reasons that employees who might benefit from a flexible schedule, a period of leave, or a reduced work schedule either do not have access to them or do not use such workplace benefits/options (Allen, 2001; Andreassi & Thompson, 2008; Glauber, 2011; Swanberg, Pitt-Catsouphes & Drescher-Burke, 2005; Thompson, Beauvais & Lyness, 1999; Wharton & Blair-Loy, 2002). Key factors are lack of managerial/supervisor support, perceptions of negative career consequences, organizational time expectations (expectations for long hours), the gendered nature of policy utilization, and the degree of co-worker support. The first three are indicative of an organization's work-life culture. In almost all studies of factors affecting utilization of "family-friendly" or work-life balance practices, supervisor support emerges as a powerful force, confirming the importance of research on the factors that affect managers' attitudes, experience, and effectiveness in supporting employees with diverse caregiving responsibilities. Indeed, analysis of 2007 GSS data by Fast et al. (2012) revealed that more than one in three employed caregivers who reported that options to work flexibly or take a period of leave were "theoretically" available to them, felt they could not use these policies without adversely affecting their careers.

Moreover, researchers such as Eaton (2003) and Wharton, Chivers & Blair-Loy (2008) have reminded researchers of the importance of considering both formal work-family policies and informal work arrangements that are typically privately and individually negotiated between an employee and his or her supervisor. Wharton et al. found that

managers, as compared to hourly workers, are far more likely to use informal arrangements than formal work-family policies. In the same study, these researchers found that both mothers and employees with family members with special needs (both managers and hourly workers) were more likely to rely on a combination of formal policies and informal accommodations in order to address their needs.

3. Methods

3.1 Workplace Programs, Policies and Practices Survey Methodology

3.1.1 Instrumentation

The *Caregiving and Work Survey* is an on-line survey available in English and French, designed for senior HR managers, Vice Presidents responsible for workplace diversity and employee engagement, owners/operators/CEOs of small businesses, and executive directors of community agencies. The surveys are intended for public, private, and non-profit organizations and for businesses/organizations that vary in size and scope. A screener question and introductory section ensured that prospective participants are responsible for developing, implementing and/or overseeing work-life policies and practices in their organization and that they give full, informed consent to participate. All surveys are confidential. Participants may choose to provide their contact information or not. All materials and procedures were reviewed and approved by Research Ethics Boards at the University of Guelph and the University of Alberta in accordance with Tri-Council Research Ethics Guidelines.

Following a design phase and pilot testing, two versions of the *Caregiving and Work* on-line survey were developed by Donna Lero and Nora Spinks. One version is intended for smaller workplaces (< 250 Canadian employees) and one for larger organizations. The surveys are similar; the small workplace version is somewhat shorter and more relevant to small and medium-sized organizations. The Families and Work Institute in New York was kind enough to allow us to use many of the questions from the National Survey of Employers; other questions were developed for specific use in the Canadian context.

The survey consists of eight major parts: organizational characteristics, flexible work arrangements, financial assistance and support provided to employees with care responsibilities, information and resources available to caregivers, leaves and career breaks, organizational culture and priorities, reasons for providing support to employees with caregiving responsibilities, and expected changes in demand or provision of supports. Survey questions allow comparisons between supports provided to parents of young children compared to employees with adult/eldercare responsibilities. The surveys took an average of 25 minutes to complete for smaller businesses and organizations and 45 minutes for larger organizations.

3.1.2 Data collection

The survey was conducted via a secure, password protected, encrypted website (Qualtrics.com) in compliance with the U.S. and E.U. Safe Harbor Framework Agreement that respects U.S. privacy laws. Qualtrics uses the same encryption type software (SSL) that online banking sites use to transmit secure information and IP addresses are not collected. Data downloaded from the Qualtrics website by the researcher was stripped of identifying information with any contact information removed by the primary investigator.

Links to the *Caregiving and Work* on-line survey and promotional materials were posted on the University of Guelph's Centre for Families, Work and Well-Being website, the University of Alberta's Research on Aging Policies and Practices website, the website for Work-Life Harmony Enterprises, and the Vanier Institute of the Family website. Data downloads were limited to the primary investigator, however.

Prospective participants were recruited through several means.

- Electronic announcements about the study were distributed to executives /senior managers responsible for Human Resources, Work-Life Management, Employee Engagement, and Workforce Equity/Diversity who are members of the national network of organizations associated with Work-Life Harmony Enterprises via email, newsletters/ RSS and twitter feeds and through the University websites.
- Several professional Human Resource Associations were contacted for assistance. The BC and Québec Human Resource Professional associations sent e-mailings to their subscribers, the latter with the active support of Professor Diane-Gabrielle Tremblay, who also contacted employers involved in her research networks.
- The *Canadian HR Reporter* published a commentary about the study in December, 2011 and promoted participation by subscribers.
- A marketing firm was contracted to contact senior HR managers from commercial business lists which were stratified by province and industry. Prospective participants were contacted by telephone with a maximum of two e-mail follow-ups.
- Three companies that provide Employee Assistance Programs to employers agreed to take an active role and encouraged their clients to participate.
- The investigators promoted the survey through personal contacts and at a number of relevant conferences and employer roundtables in order to promote awareness about the project and obtain additional information from employers about their experiences with employees who have caregiving responsibilities.

3.1.3 Sample participants

The survey was first opened in March, 2011 and closed on June 15, 2012. On that date we recorded a total of 940 “hits”, consisting of individuals who linked to open the survey for any length of time. Approximately 40 percent of these hits were attributable to individuals who said they were not responsible for organizational policies who were screened out of the survey; 179 were blank – individuals who did not respond to the screener question, but were probably ineligible. Of those who initially said they were responsible for developing or implementing work-life organizational policies or programs and who agreed to participate, 126 initially began the survey, but provided incomplete information. The final sample of 291 participants on which this report is based provided complete surveys. They represent 70.7% of individuals who were known to be eligible and who linked to the survey site.

We note that, as is true of most surveys of employers/HR executives, the obtained sample is not a nationally representative sample of employers or workplaces. In all likelihood, survey participants were particularly interested in this topic and, as a group, may be more likely to offer flexible work arrangements and progressive programs to their employees. As such, the findings should be interpreted as likely indicating the upper boundary of employer interests and involvement in the provision of workplace practices, policies and programs that would be most useful to employed caregivers.

3.2 Methodology for Follow-up Study with Managers

3.2.1 Instrumentation and data collection

Semi-structured telephone interviews were conducted with 25 managers from workplaces in a variety of industries and included individuals in the private, public, broader public and non-profit sectors. Five interviews were conducted in French with Francophone managers in Québec. All but two managers were recruited from organizations that responded to the *Caregiving and Work* on-line survey. A requirement for participation was that managers/supervisors must have had experience with at least two employees in the previous two years who faced challenges combining work and caregiving roles.

The interview schedule was developed in August of 2011 and was pilot tested with four individuals who were known to the researchers and who met the requirements for participation in this phase of the study. Interview questions focused on managers' experiences supervising employees with caregiving responsibilities, their views as to what was needed, what they could and could not provide, what was effective and not effective for employees and for the organization in their view, and what they felt were the consequences (positive and negative) of providing supports or not doing so. Ongoing

concerns and needs for information were also obtained. As a semi-structured interview, we asked first about a situation in which the supervisor felt they were successful in supporting an employee with caregiving responsibilities and then about a situation that was not as positive.

The interview schedule and all procedures were reviewed and approved by the University of Guelph and University of Alberta Research Ethics Boards. Interviews were conducted by experienced interviewers and lasted between 30 and 55 minutes. Interviews were audio recorded on digital recorders (unless recording was declined, as occurred in one case) and were transcribed by a professional transcriptionist. A description of the participants, their organizations and responsibilities is included in Section 5 of this report.

Analysis focused first on responses to a number of specific questions (quantitative summary of frequency of responses) and content analysis of transcripts in order to identify main themes (e.g., individual needs of employees, challenges and successes in addressing needs, managers' concerns about individual and department productivity, fairness, costs to the organization, etc.). Thematic analysis of the interviews was performed using the software program, MAXQDA. The initial analysis began with open coding to reflect participants' direct experiences, thoughts and observations. Axial and selective coding procedures were used to establish overriding themes and to examine relationships and patterns in the data (Strauss and Corbin, 1990).

4. Findings: Workplace Programs, Policies and Practices Survey

4.1 Sample Description

4.1.1 Organizational characteristics

Table 1 provides descriptive information summarizing organizational characteristics of the workplaces/organizations included in the sample. Although limited in size, this sample of Canadian workplaces evidences diversity across sector, size, and industry, with workplaces sampled from all provinces and the Yukon territories.

Somewhat more than half of the sampled organizations (56.7%) are in the private sector with roughly equal proportions of the remaining organizations distributed among the public, broader public and non-profit/voluntary sectors. Organizations represent a wide variety of industries, with the largest proportions drawn from professional and technical services (18.6%), manufacturing (17.9%), and health care and social assistance (16.5%).

Just over 6% of workplaces are located or have head offices in the Atlantic Provinces, 25.1% are located in Quebec, 38.8% are headquartered in Ontario, 12.7% are located in

Manitoba, Saskatchewan or Alberta, 13.7% are located in British Columbia, and one workplace is in the Yukon Territories. Nine organizations (3.1%) had head offices outside of Canada, with three having a head office in the U.S., five having head offices in Western Europe, and one headquartered in India.

Organizations in this sample range from micro businesses and small non-profit agencies with just a few employees to national and global enterprises with more than 5,000 Canadian employees. Slightly more than half (51.9%) can be defined as small or medium-size enterprises (< 250 employees), including 59 organizations (20.3% of the total sample) that have fewer than 50 employees. Larger organizations (with 250 or more employees in Canada) comprised 48.1% of the sample. Somewhat more than half of large organizations (25.7% of the total sample) have over 1,000 employees. One sixth of the large organizations operate out of one location, fewer than 40% operate in 2-9 locations. The remaining 44 % of the large employers operate out of many locations across Canada.

The majority of smaller organizations (those with less than 250 employees) had been in operation for many years: 83% have been operating for more than 10 years, including 55.6% that have been in operation for more than 25 years. Less than 1% are start-ups, operating for less than two years.

We note that, as is often the case with employer surveys, this is a voluntary sample and it is likely that the employers and senior HR personnel who participated may be particularly interested in this subject and/or be more progressive with respect to work-life issues than others. Hence, responses to the survey may be indicative of an “upper boundary” of employers providing specific programs and benefits to support employees with caregiving responsibilities. Of interest is that 50 respondents (17.4%) reported that their workplace had been nominated for or received a “Best Employer” award in the past three years.

4.1.2 Workforce characteristics

Table 2 provides a summary of selected workforce characteristics in the organizations that participated in this study. Almost 52% of participating organizations had workplaces in which more than half of all employees are women and in one in five organizations, women comprise more than three-quarters of the workforce. Larger organizations in this sample tend to employ a larger proportion of women as a percentage of their workforce.

Overall, almost 40% of sample organizations have workforces in which 50% or more of their employees are 45 years of age or older – the group that is most likely to have adult or elder care responsibilities. Smaller organizations are more likely to have workforces that include either few or most employees age 45 or older among their employees. Smaller

organizations are also more likely to either rely on a minority of employees working in full-time permanent positions or to have a large majority of full-time employees compared to larger organizations. Such variability likely reflects labour market needs among the variety of smaller organizations. This study sample included a relatively high proportion of workplaces in which at least some employees are unionized (43.6%), with substantial variation across sectors. The proportion of workplaces with some unionized employees was 27% among private sector workplaces and 34% in the non-profit/voluntary sector. Almost 88% of public sector workplaces were unionized to some degree as were 86% of workplaces in the broader public sector.

Figure 1: Employers' Experiences in the Past Three Years with Employees Who Have Various Types of Care Responsibilities

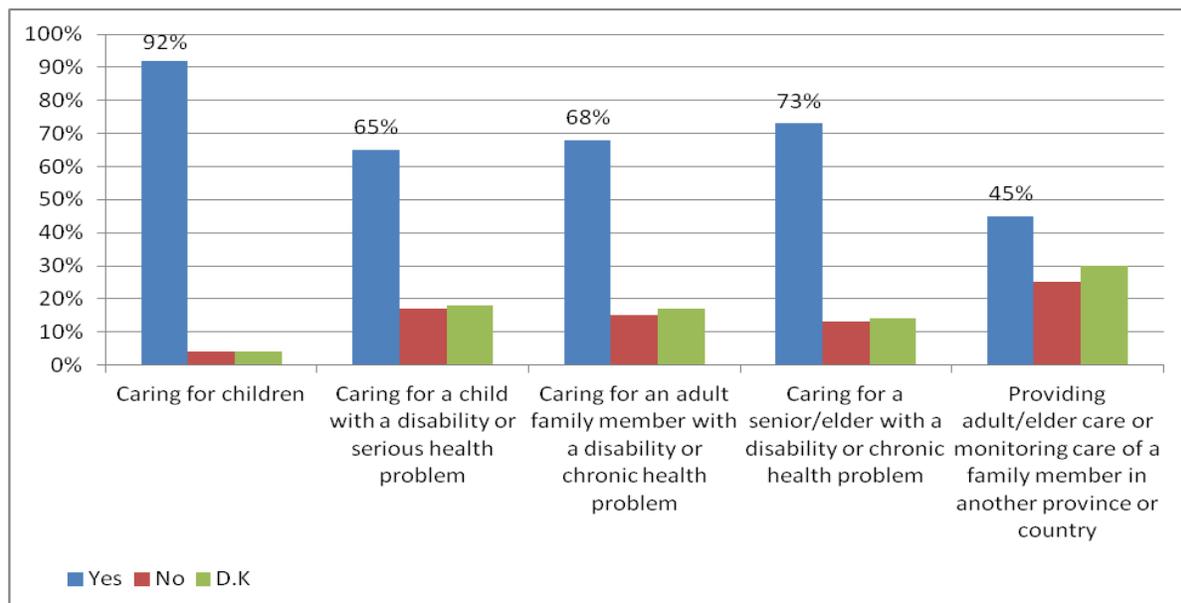


Figure 1 indicates that the majority of employers have experience with employees with a variety of care situations. Almost all employers have experience with employees who are parents and 65% have had experience with one or more employees who are known to have a child with a disability or serious health problem. Of particular interest is that about 70% of employers have had experience with, or currently have employees who are known to provide care for an adult or elder family member with a disability or chronic health concern. Approximately 45% of employers are aware of one or more employees who are providing long-distance care and support to a family member in another province or another country.

4.2 Objective 1: What Do Employers Offer?

In this section we describe the types of workplace practices, policies, and programs employers provide and whether flexible workplace options are widely or selectively available to employees who might benefit from them.

4.2.1 Flexibility

We used all 17 flexibility items from the Families and Work Institute's 2012 National Survey of Employers and added four more items, one of which was specific to caregiving. Together, these items indicate various ways employers may facilitate employees' opportunities to balance individual needs, circumstances and preferences with organizational objectives. Items in this section included the following types of flexibility as described by Matos and Galinsky (2012):

- *Flex time and place* includes forms of flexibility that affect when and/or where employees do their job such as flextime, telecommuting and compressed work weeks.
- *Choices in managing time reflect the degree to which employees can exercise some choice about when they work – from scheduling hours and overtime to deciding when to take breaks – and about how their time is spent.*
- *Reduced time options include access to part-time or part-year schedules.*
- *Caregiving Leaves in this section refers to flexibility upon returning to work after childbirth or adoption.*
- *Time off includes policies that apply when employees take time away from work for various reasons, and includes scheduled absences (such as time for training) as well as formal policies for taking personal leave days and planned sabbaticals. It also includes time off for unanticipated or unplanned events, as well as formal policies for taking planned time off.*
- *Flex careers refers to flexibility over the course of an employee's career including provisions for employees to enter, exit and re-enter the workforce and to increase or decrease their workload or pace."*

Respondents were first asked whether their organization offers at least some employees any flexibility regarding how, where or when work gets done. A substantial majority of employers (89%) offer some type of flexibility. A follow-up question asked those who offer some type of flexibility whether any of the flexibility options were designed specifically for employees with adult/eldercare responsibilities. Forty-eight respondents answered

affirmatively (18.5% of those who offer any type of flexible work options, and 16.5% of the total sample), suggesting that flexible work arrangements, when offered, most often are intended for a wide range of employees and organizational purposes.

Table 3 provides an overview of the extent to which various types of flexible work practices are offered to at least some employees and whether they are reportedly offered to all or most employees or on a selective basis.

Workplace flexibility options that are most commonly offered to at least some employees include:

- Being able to change starting and quitting times within a range of hours (87%)
- Being able to take time off during the work day to attend to important family or personal needs without loss of pay (81%)
- Having control over when employees take their breaks (80%)
- Being able to work some hours at home or off site on an occasional basis (77%) and
- Being able to take time away from work for education or training to improve job skills (78%)

The least commonly provided options are job sharing (32%), being able to work part year (24%), and having special consideration given when returning to the organization after an extended career break (26%).

Of particular interest is the fact that 74% of employers allow at least some employees to work reduced hours for a period of time to accommodate personal or family needs and 51% of employers permit at least some employees to take an extended career break for caregiving or other personal or family responsibilities.

The proportion of employers who offer these options for flexibility to all or most workers is significantly lower. Less than 15 percent of employers permit all or most employees flex time or flex place options such as being able to compress their work week or work from home on an occasional basis. Options for shifting from full-time to part time and back again, working part year, or job sharing were among the flexibility options that are least likely to be offered either to some or to all or most employees, indicating that, most often, flexible work options are seen as ways to allow full time workers some control or flexibility in ways that don't result in reducing their work hours or workload.

Three items that are particularly pertinent to caregiving (work reduced hours for a period of time to accommodate personal needs, take time off during the work day to attend to important family or personal needs without loss of pay, and be able to take an extended career break for caregiving or other personal or family responsibilities) were reportedly available to all or most employees in 31%, 50% and 21% organizations, respectively.

4.2.2 Leave policies

The provision of various types of leaves including sick days, personal days and family leave days, as well as leaves specific to caregiving (i.e., compassionate care leave) is an important issue to consider for employed caregivers. Workplace policies are influenced by several factors, including i) Provincial/Territorial Employment Standards legislation and Canada Labour Code requirements; ii) provisions in collective agreements; iii) practices that are common to a particular sector, industry or type of workforce; iv) employers' beliefs and values; and v) economic constraints. Leaves may be paid or unpaid and may extend beyond the period required in relevant legislation.

We asked about the availability of paid and unpaid personal and family leave in separate questions (see Table 4). About 88% of employers provide at least some personal or family leave and 67% provide at least some paid personal or family leave days. Slightly more than half of employers (51%) provide more than three days of paid personal or family leave per year. Almost all workplaces (95%) provide some paid bereavement leave: 56% provide employees with up to 3 days of paid bereavement leave in keeping with legislated requirements; almost 40% provide more than 3 days of paid bereavement leave annually.

Figure 2 summarizes findings on various leave options that may be used by employees who provide care for an adult or senior with a disability or chronic health condition. In addition to personal or family leave, employers in half of the workplaces surveyed said that employees could use sick days for caregiving, a practice that, while seen as flexible by some, can result in employed caregivers using up all their sick days (and/or vacation days) for caregiving, resulting in no leave days available to use when employees are ill themselves or need time for respite or recuperation from the demands of combining significant work and care responsibilities.

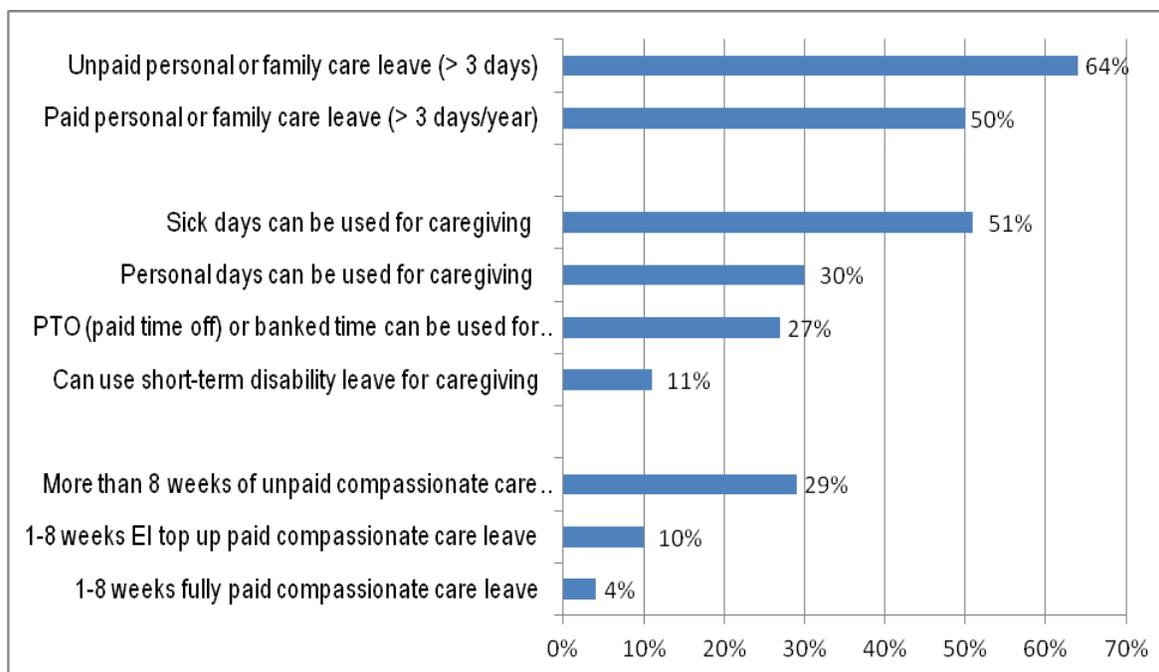
Figure 2 Leave Options Available for Adult or Elder Care

Figure reports the percentage of employers providing each leave option.

Compassionate care leave with partial income replacement has been available for eligible employees in most Canadian jurisdictions since 2006 and is intended for use when a family member is gravely ill. The data reveal that extending or topping up EI compassionate care benefits is a practice that is offered by relatively few employers at this time. Roughly 29% of employers allow employees more than eight weeks of unpaid compassionate care leave, 10% provide a top-up to EI compassionate care benefits and 4% provide a period of fully paid compassionate care leave.

There is a marked discrepancy in the leave and income replacement benefits available to new parents compared to employees with adult or elder care responsibilities. Considerably fewer employers report providing more than eight weeks of unpaid compassionate care leave (29%), compared to the proportion that provide an extension to maternity leave (60%) or parental leave beyond the legislated mandate (45%). The proportion of employers who provide a top up to compassionate care benefits is also much lower (4%) than the proportion that provide a top-up for maternity leave, parental leave or paternity leave benefits provided by Employment Insurance or the Québec Parental Insurance Program. These discrepancies likely reflect the fact that employers have a longer history of experience with maternity and parental leaves than the more recently established provisions for compassionate care leave and benefits (see Table 5).

4.2.3 Services and supports available to employees with caregiving responsibilities

Seventy-one percent of organizations in this sample provide some form of information, access to counseling, or other form of assistance to employees, most often organized through a contracted Employee Assistance Program (EAP) or similar service. There was little variation in the proportion of employers who provide this type of service as a support to parents compared to those who provide counseling and support that may be used by employees with adult or eldercare responsibilities (66%), indicative of the fact that services such as EAPs are intended to meet the needs of all employees.

Information and support services other than those related to counseling that are specific to parenting or to adult/elder care are less commonly available to employees. On-site seminars/ lunch and learns were available to parents in 19% of organizations and to caregivers with adult or eldercare responsibilities in 13% of surveyed workplaces. On-site child care services were available in 12% of the organizations surveyed, while provision of on-site or near-site day programs for dependent adults was rare (less than 3%). Fifteen employers in this sample (5%) provided employees with access to a geriatric case manager if needed.

We also inquired about financial supports such as interest-free loans, subsidies or direct financial assistance that may be helpful to employees, particularly those with substantial out-of-pocket costs related to caregiving. Approximately 41% of employers provide some type of financial assistance to employees; however fewer than 3% indicated that any of their financial supports were designed specifically for employees with adult or elder care responsibilities. Financial assistance for support for in-home or external care for seniors or disabled adult family members was rare, as was assistance for respite care and travel subsidies for employees with caregiving responsibilities (less than 3% of workplaces). One side note is that 24% of employers reported providing financial advice or counseling services for employees, likely of a more generic nature.

4.3 Objective 2: Which Employers Offer Specific Workplace Supports That Can Benefit Caregivers?

In this section we report findings related to Objective 2 – an examination of differences in the reported availability of programs, policies, and practices provided across workplaces based on employer/organizational and workforce characteristics. To do so, index/scale scores from multiple items were developed to summarize the extent of employer provision of i) flexible work options, ii) leave policies and benefits, and iii) information and resources available to employees. Chi square analyses were then conducted to assess differences based on four employer/organizational characteristics (workplace size, sector, unionization

status, and whether the employer had been nominated or received a “Best Employer” award in the last three years) and three workforce characteristics in each organization (percent of women, percent full and part time permanent employees, and percent of employees age 45 and older). These analyses provide preliminary evidence for factors that contribute to variation in the provision of flexibility, the generosity of leave provisions, and employer provision of information and supports that may be helpful to employed caregivers. One caveat is that many of the characteristics are inter-related.

4.3.1 Predicting the availability of flexible work options

We followed the methods used by the Families and Work Institute in their 2012 National Survey of Employers to examine potential predictors of workplace flexibility. To do so, a scale score was first created based on responses to each item referred to in Table 3. Mean substitution was used to compensate for missing responses. The calculated inter-item reliability of the scale was high (Cronbach alpha = .907). Total scores were then used to construct three levels of flexibility. The lowest level represents the bottom quartile of scale scores; the middle level includes employers who had scores in the middle two quartiles (Q2 and Q3 –the middle 50 percent of scores), and the high level represents employers in the top quartile – those with scores in the top 25 percent, who offered employees the most flexibility.

A summary of the findings that resulted based on multiple Chi Square analyses is presented in Table 6. We found that, in this sample, workplace size (number of employees in Canada) is not a significant predictor of flexibility, an interesting finding that confirms that smaller organizations can be as or more flexible in some cases than larger organizations with more resources. Whether a workplace is unionized or not was not related to the degree of flexibility provided, however the type of workplace (workplace sector) is a significant predictor of overall flexibility. Public sector workplaces and those in the broader public sector (e.g., hospitals and universities) are more likely to provide a larger number of flexible options to a greater proportion of employees than their counterparts in private sector workplaces. One additional workplace variable was included in these analyses. Whether an employer had been nominated for or received a “Best Employer” award in the last three years was utilized as a proxy measure of workplace culture. As expected, this variable is significantly and positively related to the extent and variety of flexibility afforded to employees. Workforce characteristics were also considered.

Workplaces that employed a majority of women, but were not female dominated (i.e., workplaces in which women comprised 51-74% of employees) are the most flexible, while workplaces that employed mostly men (less than one quarter of employees are women)

provide the least flexibility to employees. Workplaces in which 25-50% of employees are permanent employees offer the least flexibility, while those with 51-74% permanent employees are more likely to be in the top quartile of flexible workplaces. The proportion of “older workers” (age 45 and older) is not related to the availability of workplace flexibility.

4.3.2 Predicting the generosity of leave policies and benefits

A Caregiving Leave index score was constructed based on i) whether or not employers provide more than three days of paid personal or family leave, ii) whether or not employers provide extended compassionate care leave beyond eight weeks, and iii) whether or not employers provide any income replacement during compassionate care leave (an EI top up or full pay for some portion of the leave). This resulted in three groups: those with a score of 0, 1, or 2 or more, which reflected low, medium and high levels of generosity of leave provisions for employed caregivers.

Table 7 provides a summary of the Chi square analyses used to compare groups based on organizational and workforce characteristics. Four factors were found to be significant contributors to the observed generosity of leave provisions available to employed caregivers. Workplace sector is a significant predictor, with workplaces in the broader public sector offering the most generous leave provisions, followed by public sector workplaces. Private sector workplaces are least likely to score in the group offering the highest level of generous leave policies, although there is likely considerable variation within the private sector that cannot be examined in the current data set. In addition to workplace sector, unionized organizations are significantly more likely to provide more generous leave policies and benefits, as are those recognized as a “Best Employer”. Finally, the percentage of women employees is a significant predictor, with workplaces that have a majority of women employees (51-74%) most likely to offer the most generous leave options and those that are male dominated (with less than 25% of women employees) under-represented among workplaces in the top group of workplaces.

4.3.3 Predicting employers’ provision of information and support

Seven individual items were summed to obtain an index score of the extent to which employers provide a variety of types of information and support specifically for employees with adult/elder care responsibilities. The items were as follows: Caregiver/elder care information and/or referral; on-site seminars for caregivers; caregiver networks/affinity groups; mental health counseling, stress management or “Care for the Caregiver” supports (often provided through an EAP service); a caregiver newsletter; on-site or near site

daycare for adult dependents; and access to a geriatric case manager. Scores ranged from 0 (no provision of any information or support) to 7, with a mean score of 1.55 and a median score of 2. Three groups were utilized: low provision (scores of 0); medium level (scores of 1 or 2); and high provision (scores of 3 or higher).

Table 8 provides a summary of the Chi square analyses used to compare groups based on organizational and workforce characteristics. Only two variables were found to predict the provision of information and resources specific to employees with adult/elder care responsibilities. These variables are employer size and whether the employer has been nominated for or received an award as a “Best Employer”. Provision of information and resources for employees with eldercare responsibilities is more common among the largest employers with 1,000+ employees. Workplace sector, unionization status, the percentage of employees who are women, and the percentage who are permanent employees are not significant factors. Interestingly, the availability of caregiver-specific information and resources also is unrelated to the percentage of employees in the organization age 45 and older, those who are most likely to have responsibilities for an aging parent or other relative.

4.3.4 How are flexibility, leave policies and benefits, and elder care supports related to each other?

The research literature notes that flexibility and other family-friendly benefits and services often are “bundled” together, reflecting an overall culture and approach to human resource management in organizations (Lero, Richardson & Korabik, 2009). Correlational and Chi square analyses of the relationship between the provision of flexible work options, generous leave provisions, and the extent of caregiver information and resources confirmed significant, positive relationships among these three variables (see Tables 9 and 10). Organizations that provide the most flexibility are those that also are more likely to provide more generous leave options for caregivers and more information and resources for employees with adult or elder care responsibilities. Similarly, organizations that provide more generous leave options for caregivers are more likely to provide caregiver-specific information and access to services (Table 10).

4.4 Objective 3: What Do Employers Think About the Importance of Providing Workplace and Community Supports for Caregivers?

In this section we summarize employers’ attitudes, experiences, and motivation to address employees’ needs for flexibility and support, partly as indicators of organizational culture.

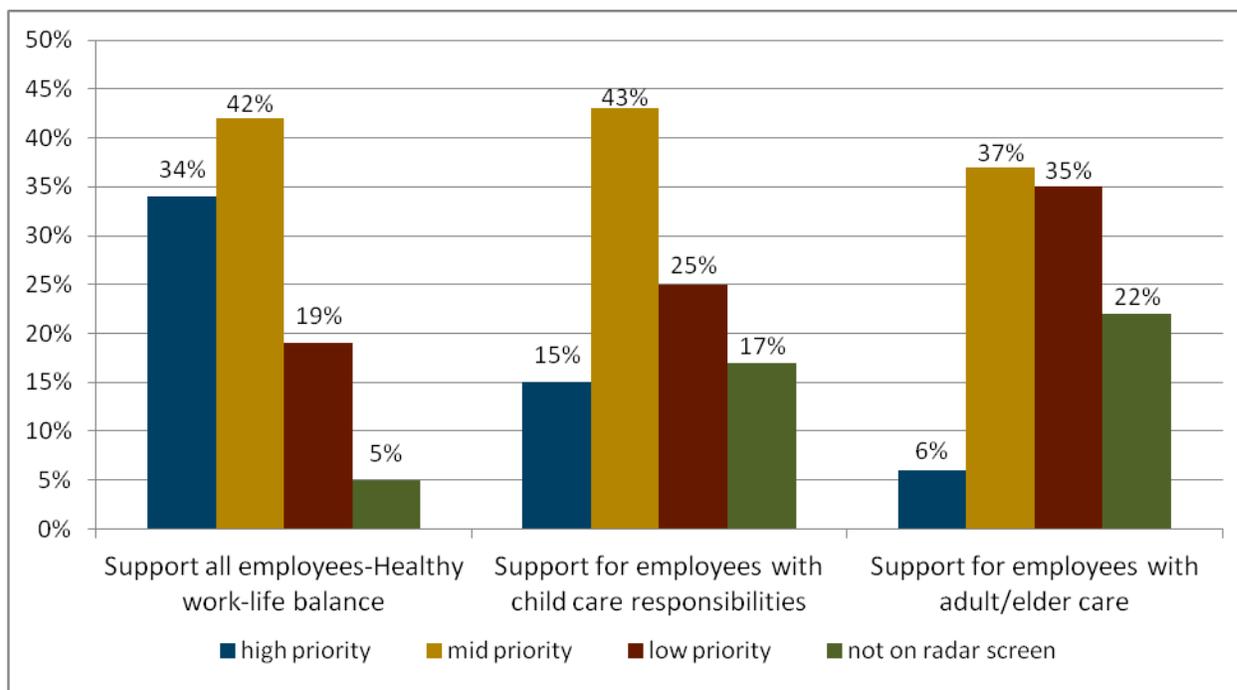
4.4.1 Employers' attitudes and organizational priority for supporting work-life balance and caregiving

One of the questions asked of all respondents was, "On balance, would you say that the managers in your organization are more likely to see flexibility as a favour for individuals or as a strategy for meeting organizational goals such as recruiting or retaining employees?" This question was posed as a forced choice. Of 285 respondents, 49% said that flexibility was offered more often as a favour to individuals and 51% indicated that flexibility was viewed as a strategy for meeting organizational goals. This more or less even split suggests that many employers are only beginning to appreciate the prevalence and significance of adult and eldercare issues as a challenge to employee engagement, health, and productivity with bottom line costs for their organization. When workplace supports for employees are provided as a favour to individuals, policies remain undeveloped, employees may feel more vulnerable when asking for assistance, and managers are likely to function on their own, muddling through each case. The likelihood of inconsistent responses to different employees is high and concerns about fairness in how individuals are treated are common (Shoptaugh, Visio & Phelps, 2012; Yeandle et al., 2003).

Respondents in larger organizations (those with 250 or more Canadian employees) were asked specifically how much priority is given in their organization to supporting employees' caregiving and work-life balance. Figure 3 indicates that supporting all employees to have a healthy work-life balance is stated to be a high or mid-level organizational priority in 76% of workplaces; however, only 41% of employers consider supporting employees with adult or elder care responsibilities to be a high or mid-level priority. In fact, 57% of employers/senior HR representatives said that adult/elder care is a low priority or not on the radar screen in their organization.

Respondents were also asked to respond to several statements designed to assess the supportiveness of their workplace culture. We recognize that researchers often note that organizational representatives are likely to respond to such statements more positively than employees do. The majority of respondents answered "very true" or "somewhat true" to statements assessing whether supervisors are encouraged to evaluate employees' performance by what they accomplish rather than "face time" (82%) and whether a real and ongoing effort is made to assist employees to manage work and family responsibilities (77%). Almost 90% of respondents said that the statement, "We support employees with personal or family needs by finding solutions that work for both employees and the organization" is very true (46%) or somewhat true (44%) in their organization.

Figure 3: Support for Work-Life Balance and Caregiving as an Organizational Priority



Based on 133 respondents in workplaces with > 250 employees

4.4.2 Employers' experiences with employees who have caregiving responsibilities

Respondents were asked to indicate whether their organization had experienced any of a variety of consequences related to caregiving and work in the last 12 months. Table 11 indicates that many of the employment-related consequences that have been discussed in the literature are being observed in the workplaces we surveyed. Two consequences were observed most often: employees arriving late or leaving early (84%) and employees taking unscheduled time off (days absent) due to caregiving responsibilities (74%). Between one-third and one-half of employers observed employees evidencing stress, distraction and reduced productivity, and in 39% of workplaces one or more employees have taken stress leave or disability leave, at least in part as a result of their caregiving. Slightly less than 30% of employers have had an employee with caregiving responsibilities refuse a promotion or job assignment or not be able to participate in organizational functions. In more than one in five organizations, an employee has quit or taken early retirement as a result of challenges combining work and caregiving. These findings confirm that employers

are seeing important organizational consequences related to employees' difficulties combining work and caregiving responsibilities – suggesting the need to address concerns and reduce adverse outcomes for employers and employees.

We also note that in 32% of workplaces, employers report having seen managers trying to resolve caregiving issues on their own and that teams have tried to cover for or support co-workers in 38% of workplaces. Both observations point to the need for a more systemic approach, including training of managers and recognition that caregiving can affect work teams and units, both operationally and through stress contagion when an employee is experiencing major problems coping with caregiving demands. One further observation is positive: 15% of employers have noted that offering flexibility and work-life supports is an aid to recruiting employees to their organization.

Analyses suggest that employee difficulties related to caregiving are being seen in both smaller and larger workplaces. Results indicate that the proportion of employers and HR representatives who report having observed such difficulties is significantly higher in larger organizations for five of the seven negative consequences of role overload and work-family conflict among employed caregivers. This finding is not unexpected since larger organizations are likely to have more employees with adult/elder care responsibilities.

4.4.3 Reasons for implementing work-life initiatives

Respondents were asked to indicate why their organization supports employees with caregiving responsibilities. A list of 16 possible reasons was provided and respondents indicated whether each alternative was a factor in their organization, checking off as many as they felt were applicable.

As shown in Table 12, the main reason cited by employers is to retain valuable employees (80%). The second most important reason is to promote employees' health and wellness (71%), followed by the desire to increase employee engagement or commitment (62%). It is clear that employers are motivated by a combination of business reasons, as well as the desire to help employees.

4.4.4 Employers' views and expectations

Several questions were asked to determine employers' perceptions of the adequacy of current workplace practices, public policies and community supports available to address the needs of an aging population (see Table 13). Respondents were asked to what extent senior members of their organization would agree with specific statements about the

availability of workplace flexibility and support and community services such as home care and support for caregivers.

The results suggest the following:

- More than half of employers (54%) recognize that managing work and caregiving is, in part, a business concern – not just a personal matter.
- A large majority of employers (81%) see current workplace practices as adequate to support a wide range of employees with diverse family/caregiving responsibilities.
- Despite the above, more than half of employers (58%) believe that additional public and workplace policies and practices are required to meet the needs of caregivers of seniors and/or chronically ill family members.
- Less than half of employers (43%) believe that community services (home care, support for caregivers) are adequate to meet current needs.
- Furthermore, only 35% of employers believe that current levels of community services are adequate for an aging population.

These findings suggest that, while some employers feel that their current workplace practices are adequate, almost 60% recognize that additional policies, practices and community supports are required to meet current needs, and particularly to meet the future needs of an aging population.

5. Findings - Manager Interviews

5.1 Sample Description

Twenty-five managers, business owners, or directors with responsibility for human resources were interviewed for this component of the study. All but two participants were recruited through the on-line survey; the others were recruited through personal contacts. Two of the 25 respondents worked for the same large organization, but with different levels of responsibility (one for a single site, the other for the organization as a whole). The majority (19) of the interview participants is female; most were employed in their current position for ten years or longer. All had experience with employees who had adult or elder care responsibilities in the last two years as a requirement for participation. Participants' workplaces ranged from small organizations with fewer than 50 employees to large organizations employing more than 5,000 employees in Canada. Slightly more than half of the participants were employed in the private sector in industries such as manufacturing, technology, finance and professional/management services; five participants work in

human service organizations with a focus on children, families or seniors; and the remainder are employed in the public and broader public sectors, including a municipal government, two post-secondary institutions, a national health services organization, and a hospital. All but five of the participants had personal experience with care for an aging parent or adult family member. We note that this sample of managers generally is quite experienced, with many having broader knowledge about HR policies than would be true in a sample of direct managers and front-line supervisors. Table 14 summarizes information about the managers and their organizations.

5.2 Objective 4: Managers' Experiences and Observations about Accommodating and Supporting Employees with Adult/Elder Care Responsibilities

Participants were asked to describe one situation in which they felt they had been successful in addressing both an employee's needs and organizational requirements and another situation that was not as successful. Answers to these questions and others provided information about what accommodations were made, how managers make decisions, and how they felt the employee, co-workers and the organization were impacted. We also asked participants what they felt were the main lessons they had learned from their experiences, what information or resources would be helpful to them, and their advice for other managers and for employees. The following section provides a summary of responses. Selected direct quotes from the interviews are included.

5.2.1 Types of situations employers and employees are experiencing

Managers described a variety of circumstances encompassed under the heading of adult and elder care, although the two most commonly mentioned were care for parents who were dying or seriously ill or who had chronic conditions such as Alzheimer's disease and other dementias, and care for a spouse with a serious illness.

Care for aging and/or dying parents included responding to diagnoses, supporting the parent through treatments, and sometimes through palliative care, as well as ongoing care and support. Employees' specific situations covered a wide range from those who co-resided with their parent to those who lived some distance away. One employee was described as having a parent was in a nursing home whose health required transitions in and out of hospital. A few employees were known to have to travel to be with their parent either for treatments or to provide care. Three managers with diverse workforces described situations in which employees requested leave to see their dying parent or provide care in another country.

Situations in which employees were providing care for a spouse most often were in response to a cancer diagnosis; other situations included a sudden heart attack as well as longer-term chronic illnesses such as MS. In two workplaces, both the husband and wife were employees, thus one employee required leave for a serious illness and the other required accommodation to support his/her spouse. Less common situations (three) included those in which employees had an adult child who was terminally ill or had serious ongoing health problems or mental health issues, as well as circumstances in which an employee was involved in providing care and support to more than one person at the same time – two parents, or an adult child and an aging parent.

Specific circumstances varied from those that were acute to others that extended over a lengthy period of time, sometimes with ebbs and flows of demands on the employee's time and energy. Approximately one third of managers referred to a situation that was ongoing. In at least four situations, the employee had health problems that were either caused or exacerbated by caregiving stresses.

5.2.2 Accommodations employers/managers make and how decisions are made

When asked how managers responded to these situations and what kinds of support they were able to provide, participants described a variety of workplace policies and practices that could be used to meet employees' needs. There was no "typical" accommodation, although the most common involved a form of leave and/or some accommodation in work load/work schedule. Multiple factors influenced how managers responded, as detailed in section 5.2.3. In the most informal situations (which were relatively rare), employees could change shifts with co-workers to accommodate short-term needs. Commonly, managers/employers responded to a crisis or diagnosis by providing a few days off which might be paid, unpaid, and/or counted as part of an employee's personal leave or sick day bank. (In two organizations, paid leave days or hours were required to be made up within a period of time.) Longer term accommodations generally entailed a longer leave period – typically unpaid, and/or a change in work schedule and work responsibilities or a combination of the two following discussions with a supervisor and the owner or senior HR manager.

Leave periods described in the interviews ranged from a few weeks to six months, in a few instances extending into short-term disability leave. Interestingly, only two managers explicitly mentioned compassionate care leave (as described in provincial legislation and with eligible EI income replacement) as an alternative that employees took or that they suggested. Far more common was the practice of employees using vacation days and sick leave (sometimes paid, sometimes not) for caregiving purposes. When these days were used up or were unavailable and more time was required, a period of unpaid leave was considered, as needed.

Few managers mentioned a formal shift from full-time status to part time, although some organizations allowed employees (particularly those who are managers themselves) to work part days or a part week, including from off-site. In large measure, managers did not describe off-site work as an option for the employed caregivers they had experience with, most often because of the specific nature of the work the employee performed (e.g., direct service work, activities that had to be done on site, or in a few cases, the need to be present to supervise others). One unusual circumstance was recounted of a transnational caregiver with professional skills who was able to work remotely at a company office located in Southeast Asia and/or from his parent's home. Eight managers mentioned the availability of EAP programs and/or counseling through their organization as a resource that employees could use.

Relatively few managers described hiring a replacement worker. In small businesses, several workers reorganized their work tasks to cover the most urgent demands for production or service provision. In other circumstances when replacements were hired, it was typically for direct, mandated services (e.g. a nurse, a bus driver). Particularly rare was hiring a replacement or additional staff when the caregiving employee is a manager him/herself. In these circumstances, other managers absorbed the additional load – a situation that was more workable for a short or defined period. In at least two instances described in the interviews, this practice led to considerable additional work for co-workers and in one case it was detrimental to the organization, ultimately resulting in a new hire to replace a senior manager.

One comment that was heard repeatedly in the interviews was that decisions are made on a case by case basis, because each circumstance is different, or because the manager/owner must take into account what is appropriate for the individual and the organization. Some did not want to be put into the position of having to create a policy that might be costly or difficult to provide to several employees, particularly at the same time.

There is no policy as such. Here we go case by case. These are exceptional circumstances. We do not want to create a precedent. (021)

It depends on the individual – their needs and their situation. (08)

Case by case...It is always different from one person to another, but it feels right every time that the situation arises... we ask the question about what we can manage to do. Then we ask, is it possible to allow this for everybody – can you open it up to everyone? Can we afford it? We analyze the situation. (025)

5.2.3 What factors influence employers'/managers' responses to employed caregivers?

Managers were asked how decisions are made about accommodations. Their responses reflected a combination of factors – most commonly related to workplace size and the nature of the work the employee performed; existing policies; what the employee needed at the time; and what could be offered within organizational constraints. Most often managers described an informal procedure between him or herself and the employee, especially in smaller organizations or when changes in schedules could be made fairly easily. More complex decisions involving leaves often involved a more senior supervisor/manager and/or input from HR in negotiation with the employee. In some organizations, a written request is required; in large unionized environments, the provisions in the collective agreement are followed carefully to assure consistency in their application, albeit sometimes with some additional leeway on the part of a supervisor that would not be seen as creating a new precedent.

A careful reading of the interviews indicated that many factors besides the unique circumstances of any individual case appear to influence managers' responses. In addition to provincial employment standards legislation, several major factors appeared to be operating. They can be grouped as follows:

- Organizational features and the nature of the work the employee does,
- How the employee is perceived by the manager/employer,
- Workplace policies and workplace culture, and
- The views of individual managers, including their own personal experience with caregiving.

Organizational features. Organizational features include firm size, the type of organization or type of service the organization provides, the financial resources available to hire a replacement, and whether the organization is unionized or not. Small organizations have fewer financial resources, but managers/employers in these situations appeared to take immediate action to reorganize people and tasks to get critical work done, particularly in a crisis or to meet a deadline.

Nature of employees' work. Similarly, the nature of the work the employee does (direct service, whether the work can be done off site), and the employee's role in the organization, including whether the employee is a manager or front-line worker appeared to influence which accommodations were appropriate or feasible. Jobs that involved the

provision of direct services to clients on site had to be covered, either by other employees or by replacements. To some extent, the interviews confirmed patterns seen in the literature regarding differential access to formal and informal supports for managers compared to non-managers. Specifically, caregiving employees who were managers themselves generally had more informal arrangements that could potentially include working reduced hours with the greatest flexibility in work schedule and work location. The decision to provide a period of leave to enable managers to attend to caregiving did not seem to be as big an issue, although longer leave periods did provide challenges to organizations when work had to be absorbed by peers. Differential access to informal supports, including opportunities for greater flexibility to accommodate these valued employees, has been reported in a number of studies. (See Allen, 2001; Eaton, 2003; Glauber, 2011; Swanberg et al., 2005; Thompson, Beauvais & Lyness, 1999; and Wharton, Chivers & Blair-Loy, 2008.)

Selected illustrative quotes include the following:

In some ways, it's easier for small businesses because you have more contact with your staff. But in some ways it is harder because you don't have the flexibility for fill-in...We definitely have people who can step in in an emergency and we usually have at least one and sometimes two or three backups for people [internally]. (08)

Not everyone can... it works for us because our hours are flexible and we're not huge...I don't know how it would work for people who had to do shift work or had to be at their desk all the time. (07)

There is a supplementary budget and roster of substitutes for drivers who are absent or on unpaid leave, as well as options for overtime. With managers, there is no budget for replacement... They may be on paid leave – so others have to absorb the work. (23)

It's easier to provide that support and flexibility to people who are in managerial roles that don't need to be replaced, where we flex their responsibilities like we did with this one individual...It's harder...it's more challenging from an organizational standpoint, from a financial standpoint, to replace a nurse. I mean, we replaced a nurse for 11 weeks. (019)

Perceptions. A second group of factors relates to how the employee is perceived (i.e., whether the employee is seen as one who is trustworthy, a committed employee, a good worker/high performer, with a good attendance record). Comments about the employee's trustworthiness and performance were often made in the context of descriptions of

situations that worked out well or were problematic. Employees who were seen as trustworthy, committed, and with a good performance and attendance record were afforded more flexibility. These perceptions sometimes reflected individual manager-worker dynamics as reflected in the observations of a senior manager in the second quote below.

I know she's a really good, hard worker. I know she'll make up the time ...There's a huge trust relationship. (07)

A different manager might handle it differently, be more understanding. If there was a better relationship between the employee and the manager, the employee wouldn't feel like she's being sort of micromanaged. (015)

Availability of workplace policies. Workplace policies or the lack of policies, particularly with respect to sick leave use and paid leaves, framed the way many managers responded. Those who had well-developed leave policies and experience with the use of reduced workload or other forms of flexibility were able to appreciate their availability and extend those options to employees. Such circumstances were more common in larger organizations and in unionized environments.

The following quote refers to a somewhat unique situation in an Ontario hospital where nurses have access to a provincial plan that provides partial pay for sick leave and for short-term disability – a plan that nurses were sometimes using when family caregiving for a seriously ill family member interfered with their capacity to work.

We know what the legislation says around leaves of absence and things like that. We'd be happy to support leaves of absence and we have done so... but it's this slip into paid leave... it's really quite problematic for us. (19)

Workplace culture. Workplace culture, a separate factor, was articulated in statements about the importance of supporting employees' health and their capacity to care for their families, as well as seeing the connection between these beliefs and employee retention and engagement. Comments about the importance of family roles were most often, but not exclusively, evident in interviews with managers in organizations in the health and human services.

Health (including mental health) is one of the core values at the company. (15)

It is based on workplace culture – Family comes First. This is something employers need to do. (11)

Managers' views. The views of individual managers, their attitudes regarding “face time”, their relationship with the individual employee, and their own personal experience with caregiving also influenced how they respond to employees who are also caregivers. Managers sometimes clearly articulated their reasons for providing additional flexibility and support for employees with caregiving responsibilities that captured several of the factors mentioned above. Most often these related to retaining valued employees and to demonstrating their commitment to employees' well-being.

“We're in a highly specialized industry...so we need to support our people where we can”. We don't want to lose any of our employees (06)

It's really important to me to maintain staff...and to maintain good relationships with staff. (08)

“We don't say no to requests for family-related time because it leads to issues of retention and lack of productivity.” (011)

When it happens to you, after that you may approach it in a different way. (06)

5.2.4 Challenges employers experience

Managers in this sample described the tension between wanting to provide support to employees through a difficult time and needing to ensure that work gets done and circumstances (and costs) are controlled. Many managers were very sympathetic, reflecting their personal values as well as those of their organization. Difficulties arise often because the parameters related to adult or elder care (the duration and intensity of demands on caregiving employees and their capacities to participate in their work role) may not be clear or predictable. Unpredictability is evident in the early stages of adult and elder care when employees may have to leave early or come in late unexpectedly. More difficult circumstances were evident when the length of leave the employee needed could not be predicted or extended beyond the point initially anticipated. In these situations, employers who had not hired a replacement could find that the strategy of having co-workers absorb the responsibilities of the employee on leave was becoming problematic.

Other challenges managers described were:

- experiencing tension between business needs and compassion for the employee,
- being short-staffed, working extra hard to avoid impacts on clients or customers,
- missing an employee who had unique knowledge, skills or responsibilities,

- having to regroup and modify the ways work was being handled when leave extended beyond the period initially anticipated, especially when co-workers who initially absorbed extra work were experiencing overload,
- having to hire replacement workers for front-line employees to meet mandated service requirements,
- having several employees on leave at one time due to caregiving (or a combination of reasons, including caregiving),
- avoiding unsustainable costs due to lengthy periods of paid sick leave,
- presenteeism – situations where the employee, while physically present, was stressed, distracted or exhausted – thus not able to perform effectively, and
- not being prepared for these situations – not knowing how to address the circumstance, not replacing a senior manager or bringing in someone to assist for a longer period of time than proved desirable for the organization.

A number of these points are reflected in the following quotes:

On the one hand, I need to run a business and I need to have staff here. On the other hand I feel compassion for her situation. It's really difficult being a mother of a child who has a chronic illness ...and I think, you know, she's frustrated because she needs to make a living and she's frustrated that her son's health and her health are getting in her way right now. (08)

These are cases where we have to be a little flexible on the management side, we cannot be too harsh because we understand the situation, but we have to control and they cannot take leave when they want, they must justify their absences and then... it's not a 'carte blanche'... (023)

Being short-staffed... We had to rush to put pieces in place so it wouldn't have an impact on our clients... I always like to have a sort of backup plan in place (08)

"She needed to have her time... and so it required flexing and reassigning some responsibilities, which we thought were... originally we thought it was going to happen more quickly... and so it was, you know, dividing up some short-term responsibilities and then as time went on... So we just tried to be as flexible as possible. And it was hard sometimes. I mean she has a very special role in the organization and so it was challenging at times, but the bigger picture is she needed to be with her family..."(019)

... the financial unsustainability of long paid leave or having to replace several employees on leave at one time due to caregiving. From a fiscal responsibility position, we've got to come up with some other way of doing things. ... Whether or not we can support them...what could be a year, a year and a half journey... I know that might sound callous, but that's the reality." (019)

5.2.5 What distinguishes positive experiences from those that are more problematic?

Descriptions of more positive situations generally reflected managers' abilities to address an employee's needs without significant disruption and with confidence that the accommodations that were put in place would work for the employee and the department or organization. In many cases these positive situations were ones in which the employee was seen as "a good performer" and was able to articulate his/her needs for support.

The employee had a good grasp on a) the actual situation at home and b) on what was realistic for her to deliver on at the office – I think those are big distinguishing factors. (06)

The employee identified his needs and preferences...used available policies (time in lieu, sick days, personal days) plus flex scheduling. This resolved over a relatively short period – about 3 months) (08)

The employee was grateful for support, a few paid days, and the opportunity to flex hours to care...Made up hours over a period of time, and was conscientious about doing it. (021)

One very experienced and knowledgeable HR manager in a large insurance company explained how her intense dialogue with an employee whose performance had been slipping led to a series of discussions that helped her appreciate the uncertainty the employee was dealing with as primary caregiver to her aging father whose chronic condition was getting progressively worse. What initially seemed like an amorphous, challenging circumstance for both the employee and the employer was met with creative scheduling, a reduction to three or four days a week, and processes that reduced the burden in the short-term and allowed the employee to stay in touch with the workplace and on top of things.

Some of the more problematic circumstances for the manager and the organization were characterized by some or all of the following:

- difficulty having the employee off work when they had unique knowledge or skills that others in the organization were not able or were not trained to provide,
- complicated situations with high caregiving demands that were episodic, chronic and unpredictable, or were complicated in other ways,
- situations that involved longer leave than expected,
- long-distance caregiving situations, especially if the employee is not able to work remotely,
- employees who have unrealistic expectations, use up all their own sick leave and are in positions that don't permit much flexibility in work hours or being able to work off site, and
- managers' perceptions that sick leave was being abused.

Unrealistic expectation/desire for more paid leave because of her son,.. because she needs it. She always uses up all her own sick leave and so we really don't have much in the way of flexibility for that... "a very difficult situation for her and for us" (08)

The employee doesn't recognize the need for help to address her own needs (stress); didn't feel she needed to reach out to EAP and get some counseling (015)

(In the case of an employee whose spouse had a heart attack)... She did not want time without pay. It was difficult to convince her, because she said 'I cannot work'. Wanted to take disability leave, and did not appreciate that is for cases when the employee is sick him/herself and not able to work – not when it is the spouse. It was a little harder to convince her. She is absent less, but when she finishes her shift, she is not ready to make up any remaining time. It was a little difficult. She was treated the same as other employees, but it was harder for her to compensate for hours. She also had less vacation than other people, because she was newer here, so reconciliation was not so easy (021)

We ask employees to commit to return at a specific date. There have been situations in the past where people have returned later and have been disciplined. (023)

5.2.6 Positive and negative outcomes for employees and for employers

Almost all the employees who were described in the interviews were continuing to work for their organization, almost all in their original positions. Some of the most problematic cases were ongoing at the time of the interview and had not yet been resolved. Only three employees resigned or took early retirement. Another circumstance that had been poorly handled by senior managers resulted in an employee leaving as a result of burnout. One employee was fired.

Managers were asked how they assessed the effectiveness of their efforts in response to situations involving adult or elder care. There were almost no instances of any formal evaluation of individual cases or experiences over time. Most managers interviewed in this study described situations in which they provided support to an employee they supervised directly and who they were able to talk with and monitor how things were going. In other cases, they spoke with the supervisor who had such a role.

Positive outcomes noted by managers included the following:

- retention of valued employees,
- gratitude on the part of those employees who appreciated the extra effort and support others had shown them,
- strengthened relationships among co-workers who had pulled together through a difficult time and who worked to provide the support that was needed, and
- maintenance of an organizational ethos that reflects respect, compassion and a commitment to employees' health and well-being and to work-life balance; pride in doing so.

We do our part to make it as easy for them as we can. That's not just self-serving. There's a payoff for us too. I mean...every single one of us work really hard because we realize that this wouldn't happen in every organization, and there's immense loyalty ...It would be a huge loss for us if they had to leave because we could not accommodate them. (07)

..I think the fact that the organization was able to support her through this difficult time was really a key driver for continued engagement. There's a correlation with the fact that she's a longer term employee and she's still here with all her knowledge...It's a minimal investment when you think about it. (09)

Negative outcomes were rarely described as such, and were often seen as limited to the period of acute stress or a time when the workplace was short staffed, causing additional work for colleagues as they picked up the extra work of an employee who was on leave. Interestingly, this seemed to occur more often when the individual on leave was a manager or supervisor, in which case employers generally did not hire a replacement. Another situation involved an employee resigning, ostensibly due to long-distance caregiving; however the manager suggested that this employee decided on his own to resign and might have been considering doing so within the year for other reasons. His sudden departure from a front-line position as an educator caused disruption in the middle of a term that had to be dealt with.

The most significant dilemmas that appear to challenge employers and employees are the difficulty of extended leave in response to the uncertain duration of caregiving situations, and the challenges that result when there is no available mechanism for providing paid leave for employees other than sick leave or disability leave. Indeed, it is ironic that while the introduction of compassionate care leave and benefits could potentially fill this gap, it apparently does not do so. It was not clear from the interviews whether this largely reflects lack of awareness of this option on the part of managers and employees or lack of fit between employees' circumstances and the requirements for taking such leave. What is evident is that use of sick leave days as a reserve for reasons other than employees' own illness can easily lead to a slippery slope, exacerbated by the fact that stressful caregiving situations can affect employees' physical and mental health.

5.2.7 What managers have learned from their experiences to date

Managers underscored a number of lessons they have learned from their experiences with employees who have adult or elder care responsibilities. Among the points they made were the following:

Value of providing accommodation and support, and being flexible. Managers have seen firsthand how important providing time, flexibility and support has been for individual employees and for others in the organization. They also learn from their experiences.

It's a question of values. There is human compassion... then after that we must look at the impact on the employer. I think it is better to analyze the situation, rather than saying "it's not possible". You listen and you understand, then after that find a solution... Basically the accommodation has to go two ways. How am I going to live with my employer and how can my employer accommodate me? (024)

I would say it is gratifying on a personal level... to have people who are recognizing that their employer cares about the situation. It is not just numbers. We run a business, but at the same time we are able to be human. I would say that we retain positive things. People here do not complain. Because they feel that there is a fair and respectful treatment of situations...so I think what we can remember is that you need as far as possible to be flexible” (021)

We’ve managed to fill in where we need to fill in, and we were able to provide the people with support while they supported their relatives and ...that feels good. Overall positive because other employees have seen that, you know, we’re an organization that’s willing to provide for flexibility for people who are having a difficult time...and we have really good employee retention, so I guess that’s part of it. (08)

Importance of communication. Managers repeatedly referred to the importance of open dialogue and communication with employees, particularly the importance of employees identifying the challenges they were facing at an early point to facilitate planning and negotiation about how the employer could support them, and then as situations progressed to let the manager know about any changes that may be required. Open communication requires trust on the part of the employee to disclose their situation and for both parties to identify how things can be handled. There is also a need for managers to communicate with the employee’s co-workers, while respecting the employee’s privacy. Marshalling support and informing co-workers about how work will be handled is important, especially in departments or organizations where individuals work closely and are jointly responsible for service or specific tasks. So too is sensitivity to co-workers’ capacities to absorb extra work over a period of time to avoid overload or resentment.

Importance of employee-driven solutions (as much as possible). When employees have a firm grasp of what they need, what they can do, and how they might be able to work, discussions are likely to be more productive. As one manager recounted:

He came to me with the plan. He said he wanted to continue working, even once she got closer to her death because it gave him a bit of a break from the hospital – but he needed it to be flexible. So when we discussed it, you know, early on before it got more critical, we talked about how he would be able to come and go as needed to support his mom... We just worked it out between us. (08)

Importance of being prepared. Several managers talked about the fact that accommodations for employees with caregiving responsibilities is “*new territory*”, an area in which they have had limited experience. One manager commented, “*We went with what we knew and followed that, but later on, I found out other things that might have been*

interesting for the employee...” Several managers commented, “It’s not like child care”, and noted that approaches, resources and expectations did not just transfer over to the issues that characterize adult and elder care. Another manager suggested the need for discussion and recognition of elder care issues, characterizing the lack of awareness or tendency to ignore this issue as “similar to where we were with respect to mental health ten years ago.” Several managers noted that it seemed that suddenly more employees are experiencing critical health issues themselves, as well as caregiving. About one quarter commented on the fact that, “This is going to become a bigger issue and we’re all going to be faced with it at some point sadly.”

5.2.8 Advice for other managers and for employees

Participants had a number of suggestions for other managers and for employees, but many boiled down to a few succinct messages:

For other managers:

- Be open, flexible and supportive

Like other experiences in dealing with employees, every person is different and everyone has different needs and ways of coping. So I think it really has to be employee-driven and you need to be in a place where you’re open enough to hear what people really want and need. Especially for small businesses, if your primary focus is keeping the staff you have, then that’s a really good investment. (08)

- Really listen to your employee, then develop a plan

The most important thing that I’ve learned is really listen first, but always provide a framework. That framework can change, but I think what it does is it gives...it takes away, even in the short-term, the unknown for the employees and the unknown for the employer so you’re able to function...So circumstances can change, plans can change, but put something in place, and work with that framework.

- Follow policies, but recognize the need for creative responses

Build on relationships that are based on trust and respect. Follow the policy, but your intuition can guide you as well. There also has to be some grey areas that you can use to manage the specific situation.

- Share information widely

Have the conversation now, before you think it's a problem and think about how you would provide support. Develop some written guidelines that are clearly communicated and talk about it with the supervisors... Educate the management team so they have a shared understanding.

For employees:

- Communicate. As soon as you know something, tell your employer. It's so much easier if you know what you're dealing with before it actually happens.
- Be honest with your supervisor.

5.2.9 Information and resources that would be helpful

It is beyond the scope of this report to develop resources or to profile best and emerging practices in addressing employees' adult/elder care needs; but such efforts would clearly be well-received. Managers identified a number of kinds of information and resources that would be helpful and recognized the value of becoming more educated themselves, as well as sharing that information with other managers in their organization and through local or professional associations. The following specific types of information were suggested:

- Information about different ways to accommodate – different ways to be flexible. Best and emerging practices – and things to be avoided
- Information about how other companies manage, and especially how they manage chronic and/or episodic situations
- Web-based information about adult and elder care and ways to support caregivers
- Information about government programs that we could direct our employees to when situations arise
- Information about the resources in other communities (noted by several participants as important because employees come from various adjacent regions). Information about community resources was described as “the navigational piece” by one manager
- Information about the resources available and the networks that exist in other provinces that could help employees... This would help to make discussions easier when a) it comes up more regularly, which it will, and b) when the more complex issues come up.

6. Summary of Findings

Key findings from this study, involving both results from the on-line survey and interviews with managers, can be summarized as follows:

- Most employers (approximately 70%) have now or have recently had employees who were known to have responsibilities for providing care and support to adult or elder family members with serious or chronic health problems.
- The most commonly observed consequences of caregiving by employers are employees arriving late or leaving early and unscheduled absenteeism due to caregiving. Impacts on employees' performance, productivity and stress were observed in a substantial minority of workplaces. Almost 40 percent of employers in this sample have had an employee take disability or stress leave, in part related to caregiving, and more than one fifth have had an employee quit or take early retirement as a consequence of caregiving.
- The majority of employers believe that current workplace practices are adequate to meet the needs of most employees, including parents and caregivers; however 58% believe that caregivers of seniors and chronically ill family members would benefit from improved public policies and workplace practices. Almost half are concerned about the current adequacy of community services such as home care and support for caregivers.
- Addressing the needs of employees with adult/elder care responsibilities is still an emerging issue in Canadian workplaces. Currently half of employers see addressing the needs of caregiving employees as a favour for individuals and half consider it an organizational strategy. While supporting employees' healthy work-life balance is embraced as a high or mid-level priority in most organizations, providing support for employees with adult/elder care is viewed as a low priority or not on the radar screen by 57%.
- Many employers provide various forms of flexibility for at least some employees, including opportunities to flexibly manage full-time work. Fewer provide part time work options or extended career breaks. Less than one third of employers in this sample provide extended unpaid compassionate care leave and only a small proportion provides any income replacement during compassionate care leave. Elder care-specific information, referral, and services are rare, other than those that may be provided through Employee Assistance Programs.

- There is evidence that organizational factors, workforce factors, and workplace culture contribute to employers' provision of flexibility, the generosity of caregiver-specific leave policies and benefits, and provision of elder-care specific information and assistance. Moreover, the results indicate that employers who offer more flexible work options to more employees also are more likely to offer generous leave options and caregiver-specific information and support.
- Interviews with managers confirmed that many of the employees that have adult/elder care challenges are long-term, valuable employees, sometimes with unique roles in their organizations. Managers' responses are often individualized, either in order to meet the employee's particular needs or because of a lack of appropriate workplace policies to address their immediate requirements. Positive responses to employees are more common when employees are seen as dedicated and committed who take their work seriously, when needs are specific and defined, and when there is effective communication between the manager and the employee.
- Managers indicated that some of the most problematic situations involved the difficulty of providing extended leave over longer periods of time or for an uncertain duration. The lack of paid leave options other than sick leave can be difficult for both employers and employees. Only two of 25 managers indicated that employees had used compassionate care leave (as per provincial legislation with possible EI benefits), possibly indicating a lack of awareness and promotion of this option and/or lack of fit between employees' circumstances and policy design features such as eligibility requirements.
- Despite the organizational challenges adult and elder care present, most managers are sympathetic and recognize that the need for public policies, flexible workplace solutions and community supports will only increase over time. They also recognize the value of providing support to dedicated employees, including the retention and engagement of those workers over time and the strengthening of co-worker relationships. Policies and practices do need to take into account co-workers' capacities to absorb extra work as well as the cost of covering leave and/or replacement workers.
- Managers indicated a desire for information and resources to help address the needs of employees with adult and elder care responsibilities, as well as the needs of employees with chronic or episodic health conditions. Many affirmed the value of sharing information about best and emerging practices, policies and resources; including information about resources in their own community, in other communities, and in other provinces.

7. Implications

This study provides important information about the current state of Canadian workplace practices, programs and policies related to employees with adult and elder care responsibilities. As such, it provides an important benchmark for the future and identifies specific areas for improvement. Increased awareness about employed caregivers and the ways to best address their needs, useful information about programs and approaches, and specific suggestions (policy guidelines, strategies for human resource managers and line supervisors) would be well received.

At the same time, it is recommended that additional research be undertaken to extend and deepen the findings of the current study. In particular, a parallel survey to the one used in this study could be undertaken with a nationally representative sample to allow for replication and finer analysis of differences by size, sector and industry. Additional interviews with front-line supervisors in a wider variety of organizations and case studies that include the perspectives of employees, managers and employers would also be informative.

The findings affirm the need for a multi-pronged approach that includes informed public policies, effective workplace practices, and responsive community supports in order to best address the needs of an increasing proportion of the workforce.

Specific implications for policy makers include the importance of addressing the unmet needs of caregivers for more responsive leave policies and adequate income support. Policy provisions that allow more opportunities for part-time work with prorated benefits and that remove impediments to job sharing may also be useful. Moreover, other jurisdictions, such as the UK, have effectively provided legislated rights for employees to request flexibility, along with resources for employers to effectively implement more flexible work options.

Implications for Canadian employers include the need for greater awareness of employees' needs, information about effective workplace strategies, and best practice examples. Well-researched case studies would be timely, along with practical advice, guidelines and training for managers. EAP providers could also be encouraged to address the needs of employed caregivers, and methods should be found to allow small businesses and non-profit organizations to have access to such services.

The availability of community resources (e.g., home care, rehabilitation services, caregiver support and respite programs, a greater variety of housing options appropriate for seniors to allow them to age in place with supports) is also important, as it would reduce the stress and demands on employed caregivers, and potentially reduce the effects of absenteeism and performance decrements.

In short, there are opportunities not only to reduce adverse impacts of caregiving for employers and employees, but also to be innovative and strategic in ensuring that public policies, workplace practices and community resources support employed caregivers in ways that enhance economic prosperity, and assure high quality care and positive family relationships.

8. References

- Allen, T. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58, 414-435.
- Andreassi, J. K. and Thompson, C. A. (2008). Work-family culture: Current research and future directions. In K. Korabik, D.S. Lero & D. Whitehead (eds.). *Handbook of Work-Family Integration: Research, Theory and Best Practices*. San Francisco, Ca: Elsevier Inc.
- Barnett, R. C., Gareis, K. C., Gordon, J. R. & Brennan, R. T. (2009). Usable flexibility, employees' concerns about elders, gender, and job withdrawal. *The Psychologist-Manager Journal*, 12: 50–71.
- Bernard, M. and J.E. Phillips. (2007). Working carers of older adults: What helps and what hinders in juggling work and care? *Community, Work and Family*, 10 (2): 139-160.
- Comfort, D., K. Johnson and D. Wallace. (2003). *Part-time Work and Family-friendly Practices in Canadian Workplaces*. Ottawa, HRSDC Canada.
- Dembe, A.E., Dugan, E., Mutschler, P. & Piktialis, D. (2008). Employer perceptions of elder care assistance programs. *Journal of Workplace Behavioural Health*, 23 (4), 359-379.
- Dobkin, L. (2007). How to confront the eldercare challenge. *Workforce Management*, Retrieved April, 2007 from <http://www.workforce.com/section/09/feature/24/85/10/index.html>
- Duxbury, L. & Higgins, C. (2005). *Report four: Who is at risk? Predictors of work-life conflict*. Ottawa, ON: Public Health Agency of Canada.
- Duxbury, L., Higgins, C. & Schroeder, B. (2009). *Balancing Paid Work and Caregiving Responsibilities: A Closer Look at Family Caregivers in Canada*.
- Eaton, S. C. (2003). If you can use them: Flexibility policies, organizational commitment, and perceived performance. *Industrial Relations*, 42, 145-167.
- European Foundation for the Improvement of Living and Working Conditions (2010). Company initiatives for workers with care responsibilities for disabled children or adults. <http://www.eurofound.europa.eu/pubdocs/2011/47/en/1/EF1147EN.pdf>
- Fang, T. and B. Lee. (2008). "Work-friendly benefits and labour market outcomes." Paper presented at the 2008 Western Academy of Management Meeting, Oakland, CA. March 27, 2008.

- Fast, J., Dosman, D., Lero, D.S. & Lucas, S. (2012). *The Intersection of Caregiving and Employment*. Final report submitted to Human Resources and Skills Development Canada.
- Fast, J. E., & Yoshino, S. (2009, October). Generational differences in caregiving and its consequences. Invited presentation at the 13th annual Rocco C. and Marion S. Siciliano Forum: Global Aging in the 21st Century: Challenges and Opportunities. Salt Lake City, Utah.
- Ferrer, A. and Gagné, L. (2006). *The Use of Family-Friendly Workplace Practices in Canada*. Institute for Research on Public Policy.
- Galinsky, E., Bond, J.T., Sakai, K., Kim, S.S. & Giuntoli, N. (2009). *2008 National Study of Employers*. New York: Families and Work Institute.
- Glauber, R. (2011). Limited access: Gender, occupational composition, and flexible work scheduling. *The Sociological Quarterly*, 52, 472-494.
- Habtu, R. and Popovic, A.. 2006. Informal caregivers: Balancing work and life responsibilities." *Horizons*. Vol. 8, no. 3. p. 27–34.
- Hermus, G., Stonebridge, C., Thériault, L. & Fares, B. (2012). *Home and Community Care in Canada: An Economic Footprint*. The Conference Board of Canada. Ottawa.
- Hoganson, C. (2011). *Work and Life: The Balancing Act*. The Conference Board of Canada. Ottawa.
- Keating, N., Lero, D.S., Fast, J., Lucas, S.B. & Eales, J. (2012) "A *framework and literature review on the economic costs of care.*" Final report submitted to Human Resources and Skills Development Canada.
- Kelly, E. L., Kossek, E. E., Hammer, L. B., Durham, M., Bray, J., Chermack, K., et al. (2008). Getting there from here: Research on the effects of work-family initiatives on work-family conflict and business outcomes. *Academy of Management Annals*, 2.
- Lero, D. S., Keating, N., Fast, J., Joseph, G., and Cook, L. (2007). *The interplay of risk factors associated with negative outcomes among family caregivers: A synthesis of the literature*. Final report submitted to Human Resources and Skills Development Canada.
- Lero, D.S. & Joseph, G.M. (2008). "Combining Work and Eldercare". In J.A. Martin (ed.). *Work and Family Balance: Economic and Social Benefits in a Time of Labour Force*

- Shoptaugh, C.F., Visio, M.E. & Phelps, J.A. (2012). When sending flowers is not enough: The eldercare dilemma in the workplace. In N.P. Reilly et al. (eds). *Work and Quality of Life: Ethical Practices in Organizations*. Pp. 203-215. Springer Science + Business Media.
- SHRM (2011). 2011 Employee Benefits Research Report: Examining employee benefits amidst uncertainty. Alexandria, VA.
- Statistics Canada (2009). 2007 General Social Survey Care Tables. Catalogue no. 89-633-X. Ottawa: Minister of Industry.
- Strauss, A., & Corbin, J. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Newbury Park, CA: Sage.
- Thompson, C., Beauvais, L., & Lyness, K. (1999). When work-family benefits are not enough: The influence of work-family culture on benefit utilization, organizational attachment, and work-family conflict. *Journal of Vocational Behavior*, 54, 392-415.
- Vézina, M. & Turcotte, M. (2010). Caring for a parent who lives far away: The consequences. *Canadian Social Trends*. Jan 26, 2010.
- Walker, J. (2005). *Still work-life 2002: A portrait of employed eldercare providers in Canada*. Unpublished Masters Thesis. University of Alberta, Edmonton, Alberta, Canada.
- Watson Wyatt (2005). *Eldercare, phased retirement programs impact men and women differently, Watson Wyatt analysis finds*. <http://watsonwyatt.com/us/news/press.asp?ID=14114>. Retrieved 14/10/2009.
- Wharton, A. S. & Blair-Loy, M. (2002). The "overtime culture" in a global corporation: A cross-national study of finance professionals' interest in working part-time. *Work and Occupations*, 29, 32-64.
- Yeandle, S., Bennett, C., Bucker, L., Shipton, L., & Suokas, A. (2006). *Who cares wins: The social and business benefits of supporting working carers*. Sheffield, UK: Centre for Social Inclusion, Sheffield Hallam University.
- Yeandle, S., Phillips, J., Scheibl, F., Wigfield, A. & Wise, S. (2003). *Line managers and family-friendly employment: Roles and perspectives*. The Policy Press. Bristol, U.K.

Zacher, H. & Winter, G. (2011). Eldercare demands, strain and work engagement: The moderating role of perceived organizational support. *Journal of Vocational Behaviour*, 79, 667-680.

Zeytinoglu, I., Cooke, G. B. & Mann, S. L (2010), Employer offered family support programs, gender and voluntary and involuntary part-time work. *Relations Industrielles / Industrial Relations*, 65, (2), 177-195.

Table 1 Workplace Characteristics by Employer Size

| Sector | All (N=291) | | Small Organizations (n=151) | | Large Organizations (n=140) | |
|----------------------------------------------|----------------|------|-----------------------------------|------|-----------------------------------|------|
| | N | % | n | % | n | % |
| Public sector | 40 | 13.7 | 13 | 8.6 | 27 | 19.3 |
| Broader public sector | 36 | 12.4 | 9 | 6.0 | 27 | 19.3 |
| Private sector | 165 | 56.7 | 92 | 60.9 | 73 | 52.1 |
| Non-profit / voluntary sector | 50 | 17.2 | 37 | 24.5 | 19 | 9.3 |
| Industry | | | | | | |
| Natural resources | 6 | 2.1 | 3 | 2.0 | 3 | 2.1 |
| Utilities | 4 | 1.4 | 2 | 1.3 | 2 | 1.4 |
| Construction | 2 | 0.7 | 2 | 1.3 | 0 | 0 |
| Manufacturing | 52 | 17.9 | 26 | 17.2 | 26 | 18.6 |
| Wholesale or Retail trade | 17 | 5.8 | 9 | 5.9 | 8 | 5.7 |
| Transportation | 8 | 2.7 | 3 | 2.0 | 5 | 3.6 |
| Information and cultural industries | 6 | 2.1 | 4 | 2.6 | 2 | 1.4 |
| Finance, Insurance, Real Estate | 27 | 9.2 | 10 | 6.7 | 17 | 12.1 |
| Professional and technical services | 54 | 18.6 | 41 | 27.2 | 13 | 9.3 |
| Administration and support | 4 | 1.4 | 1 | 0.7 | 3 | 2.1 |
| Educational services | 27 | 9.3 | 5 | 3.3 | 22 | 15.7 |
| Healthcare and social assistance | 48 | 16.5 | 26 | 17.2 | 22 | 15.7 |
| Arts, entertainment, recreation | 4 | 1.4 | 1 | 0.7 | 3 | 2.1 |
| Accommodation and food services | 3 | 1.0 | 1 | 0.7 | 2 | 1.4 |
| Public administration | 21 | 7.2 | 9 | 6.0 | 12 | 8.6 |
| Other services, except Public Administration | 8 | 2.7 | 8 | 5.3 | 0 | 0 |

Table 1 Workplace Characteristics by Employer Size, continued

| | All (N=291) | | Small Organizations (n=151) | | Large Organizations (n=140) | |
|------------------------------------------|----------------|------|-----------------------------------|------|-----------------------------------|------|
| | N | % | n | % | n | % |
| Workplace Size | | | | | | |
| Less than 50 employees | 59 | 20.3 | 59 | 39.1 | - | - |
| 50-99 employees | 30 | 10.3 | 30 | 19.9 | - | - |
| 100-249 employees | 62 | 21.3 | 62 | 41.0 | - | - |
| 250-999 employees | 65 | 22.3 | - | - | 65 | 46.4 |
| 1,000-4,999 employees | 42 | 14.4 | - | - | 42 | 30.0 |
| More than 5,000 employees | 33 | 11.3 | - | - | 33 | 23.6 |
| Geographic Location (Head Office) | | | | | | |
| Atlantic provinces | 18 | 6.2 | 10 | 6.6 | 8 | 5.7 |
| Quebec | 73 | 25.1 | 36 | 23.8 | 37 | 26.4 |
| Ontario | 113 | 38.8 | 64 | 42.4 | 49 | 35.0 |
| Prairies (MA, SK, AB) | 37 | 12.7 | 15 | 9.9 | 22 | 15.7 |
| BC | 40 | 13.7 | 22 | 14.6 | 18 | 12.9 |
| Territories (YK, NT, NWT) | 1 | 0.3 | 1 | 0.7 | 0 | 0 |
| USA | 3 | 1.0 | 2 | 1.3 | 1 | 0.7 |
| Other | 6 | 2.1 | 1 | 0.7 | 5 | 3.6 |
| Graphic Scope | | | | | | |
| Local / Regional | 124 | 42.6 | 77 | 51.0 | 47 | 33.6 |
| Provincial | 55 | 18.9 | 31 | 20.5 | 24 | 17.1 |
| National | 71 | 24.4 | 29 | 19.2 | 42 | 30.0 |
| Global / Transnational | 41 | 14.1 | 14 | 9.3 | 27 | 19.3 |

Table 2 Workforce Characteristics by Employer Size

| Percentage of employees who are ... | Total Sample % | Small (<250 employees) | Sig. | Large (250 or more employees) % |
|------------------------------------------|----------------|------------------------|------|---------------------------------|
| Women (n=277) | | | | |
| Less than 25% | 14.4 | 15.4 | | 13.3 |
| 25-50% | 33.9 | 34.9 | | 32.8 |
| 51-75% | 31.8 | 23.5 | ** | 41.4 |
| More than 75% | 19.9 | 26.2 | | 12.5 |
| Work full-time, permanent (n=279) | | | | |
| Less than 25% | 8.6 | 11.9 | | 4.7 |
| 25-50% | 12.9 | 6.6 | | 20.3 |
| 51-75% | 18.6 | 13.2 | *** | 25.0 |
| More than 75% | 59.9 | 68.2 | | 50.0 |
| Work part-time, permanent (n=279) | | | | |
| Less than 25% | 87.8 | 92.1 | | 82.8 |
| 25-50% | 10.0 | 6.0 | Ns | 14.8 |
| More than 50% | 2.2 | 2.0 | | 2.3 |
| Union Members (n=287)^a | | | | |
| 0% | 56.4 | 73.5 | | 37.9 |
| Less than 25% | 3.8 | 3.3 | | 4.3 |
| 25-50% | 4.8 | 3.3 | *** | 6.4 |
| 51-75% | 11.7 | 6.0 | | 17.9 |
| More than 75% | 22.0 | 13.9 | | 30.7 |

Table 2 Workforce Characteristics by Employer Size, continued

| Percentage of employees who are ... | Total Sample % | Small (<250 employees) % | Sig. | Large (250 or more employees) % |
|-------------------------------------|----------------|--------------------------|------|---------------------------------|
| Under the age of 30 (n=269) | | | | |
| Less than 25% | 69.5 | 67.1 | ns | 72.5 |
| 25-50% | 25.7 | 27.5 | | 23.3 |
| 51-75% | 3.7 | 3.4 | | 4.2 |
| More than 75% | 1.1 | 2.0 | | 0 |
| 30-44 years old (n=269) | | | | |
| Less than 25% | 26.4 | 30.2 | *** | 21.7 |
| 25-50% | 59.1 | 49.0 | | 71.7 |
| 51-75% | 11.9 | 16.1 | | 6.7 |
| More than 75% | 2.6 | 4.7 | | 0 |
| 45 years and older (n=268) | | | | |
| Less than 25% | 20.1 | 27.5 | *** | 10.9 |
| 25-50% | 40.3 | 36.2 | | 45.4 |
| 51-75% | 30.2 | 22.8 | | 39.5 |
| More than 50% | 9.3 | 13.4 | | 4.2 |

Sample sizes for percentages of all workplaces ranged from 268 to 287.

^a 4 cases unknown (1.4% of those unionized, all large organizations).

Statistical significance: *** p<.001; **p<.01; ns=not significant.

Table 3 Types of Flexibility Available to Some Employees and to All or Most Employees

| Type of Flexibility | Allows at least some employees to... | Allows all or most employees to... |
|-------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------|
| Flexible Time and Place | | |
| | Percent of Employers | |
| Periodically change starting & quitting times within some range of hours | 87 | 40 |
| Change starting and quitting times on a daily basis | 60 | 14 |
| Compress the work week by working longer hours on fewer days | 60 | 14 |
| Work some hours at home/off site on occasional basis at least part of the year | 77 | 13 |
| Work some of hours at home or off site on a regular basis | 52 | 5 |
| Choices in Managing Time | | |
| Have control over when to take breaks | 80 | 46 |
| Have choices about and control over which shifts to work | 52 | 11 |
| Have control over paid and unpaid overtime hours | 62 | 31 |
| Reduced Time | | |
| Move from full-time to part-time and back again while remaining in the same position or level | 55 | 11 |
| Work part year i.e., work reduced time during the summer months | 24 | 4 |
| Share jobs | 32 | 5 |
| Work reduced hours for a period of time to accommodate personal needs | 74 | 31 |
| Caregiving Leave | | |
| Return to work gradually after childbirth or adoption | 63 | 31 |
| Time Off | | |
| Take time off during the work day to attend to important family or personal needs without loss of pay | 81 | 50 |
| Use a compensatory time off program or bank overtime | 62 | 27 |
| Take paid/unpaid time away from work for education/training to improve job skills | 78 | 42 |
| Do volunteer work during regular working hours | 40 | 13 |

Table 3 Types of Flexibility Available to Some Employees and to All or Most Employees, continued

| Type of Flexibility | Allows at least some employees to... | Allows all or most employees to... |
|-------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------|
| Flexible Carreers | Percent of Employers | |
| Phase into retirement by working reduced hours over a period of time prior to full retirement | 54% | 23% |
| Take sabbaticals (paid or unpaid leave of 6 months or more) and return to a comparable job | 53% | 23% |
| Take an extended career break for caregiving or other personal or family responsibilities | 51% | 21% |
| Receive special consideration when returning to the organization after an extended career break | 26% | 6% |

Sample sizes for percentages of all workplaces ranged from 285 to 291 with the exception of Control over work shifts (n=240) as 50 employers said this item was not applicable in their workplace.

Table 4 Paid and Unpaid Personal Leave and Family Leave Days

| | n | Percent of Employers | | |
|-----------------------------------|-----|-----------------------------|-------------------|------------------|
| | | Provides at least some days | Provides 1-3 days | Provides >3 days |
| Unpaid personal leave days | 277 | 61% | 11% | 49% |
| Paid personal leave days | 284 | 60% | 32% | 27% |
| Unpaid family leave days | 274 | 60% | 12% | 48% |
| Paid family leave days | 282 | 47% | 22% | 24% |
| Paid personal and/or family leave | 286 | 66% | 16% | 51% |

Numbers may not add due to rounding

Table 5 A Comparison of Leave Policies and Benefits Available to Parents and To Employees Taking Compassionate Care Leave

| Percent of Employers Providing ... | | | |
|------------------------------------------------------------|-----|-------------------------------------------------|-----|
| Maternity, Parental, Paternity Leave | | Compassionate Care Leave | |
| More than 18 weeks of unpaid maternity leave | 60% | More than 8 weeks of unpaid compassionate leave | 29% |
| Additional unpaid parental leave beyond legislated mandate | 45% | 1-8 weeks fully paid compassionate leave | 4% |
| Top-up of EI/QPIP maternity leave benefit* | 41% | Top-up of EI compassionate care leave benefit | 10% |
| Top-up of EI/QPIP parental leave benefit* | 30% | | |
| Top up of QPIP paternity leave | 24% | | |

Employment Insurance or Quebec Parental Insurance Program Benefits

Table 6 Organizational and Workforce Characteristics Predicting Flexibility

| Workplace Characteristics | Extent of Flexibility in Workplace Practices | | | Sig. |
|-------------------------------------------------|----------------------------------------------|-----------|------------|------|
| | Low Level | Mid Level | High Level | |
| Employer Size | | | | |
| <250 employees | 26.5% | 53.0% | 20.5% | |
| 250-999 employees | 25.0% | 51.6% | 23.4% | Ns |
| 1,000+ employees | 22.7% | 42.7% | 24.7% | |
| Sector | | | | |
| Public Sector | 15.0% | 42.5% | 42.5% | |
| Broader Public Sector | 5.7% | 57.1% | 37.1% | *** |
| Private Sector | 32.7% | 51.5% | 15.8% | |
| Non-profit/voluntary | 22.0% | 46.0% | 32.0% | |
| Unionized Status | | | | |
| Unionized | 25.4% | 46.8% | 27.8% | |
| Not unionized | 25.0% | 52.4% | 22.6% | Ns |
| Nominated or Awarded for “Best Employer” | | | | |
| Yes | 6.0% | 48.0% | 46.0% | *** |
| No or Don’t Know | 28.7% | 50.6% | 20.7% | |

Low Level refers to the bottom quartile of workplaces, Mid-level refers to employers with scores in the second and third quartiles, High level refers to scores in the top quartile. N=290

Significance: *** $p < .001$ ** $p < .01$ * $p < .05$

Table 6 Organizational and Workforce Characteristics Predicting Flexibility, continued

| Workforce Characteristics | Extent of Flexibility in Workplace Practices | | | Sig. |
|--------------------------------------------------------------------|----------------------------------------------|-----------|------------|------|
| | Low Level | Mid Level | High Level | |
| Percentage of employees who are women | | | | |
| <25% | 45.0% | 50.0% | 5.0% | |
| 25-50% | 25.5% | 47.9% | 26.6% | ** |
| 51-74% | 15.9% | 52.3% | 31.8% | |
| More than 75% | 20.0% | 54.5% | 25.5% | |
| Percentage of employees who are permanent full or part-time | | | | |
| <25% | 22.2% | 55.6% | 22.2% | |
| 25-50% | 53.3% | 40.0% | 6.7% | * |
| 51-74% | 16.0% | 36.0% | 48.0% | |
| More than 75% | 23.7% | 52.5% | 23.7% | |
| Percentage of employees who are 45 years or older | | | | |
| <25% | 24.0% | 50.0% | 25.9% | |
| 25-50% | 22.2% | 56.5% | 21.3% | |
| 51-74% | 27.2% | 45.7% | 27.2% | NS |
| More than 75% | 40.0% | 48.0% | 12.0% | |

Low Level refers to the bottom quartile of workplaces, Mid-level refers to employers with scores in the second and third quartiles, High level refers to scores in the top quartile. N=290

Significance: *** $p < .001$ ** $p < .01$ * $p < .05$

Table 7 Organizational and Workforce Characteristics Predicting the Generosity of Leave Provisions for Caregivers

| | Generosity of Caregiving Leave | | | Sig. |
|-------------------------------------------------|--------------------------------|----------------------|-----------------------|------|
| | Low Level (23.3%) | Mid Level (50.0%) | High Level (26.2%) | |
| Workplace Characteristics | | | | |
| Employer size | | | | |
| <250 employees | 22.8% | 56.4% | 20.8% | |
| 250-999 employees | 29.2% | 44.6% | 26.2% | ns |
| 1,000+ employees | 20.3% | 43.2% | 36.5% | |
| Sector | | | | |
| Public Sector | 20.5% | 43.6% | 35.9% | |
| Broader Public Sector | 11.1% | 44.4% | 44.4% | * |
| Private Sector | 28.7% | 51.8% | 19.5% | |
| Non-profit/voluntary | 18.4% | 55.1% | 26.5% | |
| Unionized Status | | | | |
| Unionized | 24.6% | 40.5% | 34.9% | ** |
| Not unionized | 22.8% | 58.0% | 19.1% | |
| Nominated or Awarded for “Best Employee” | | | | |
| Yes | 22.0% | 38.0% | 40.0% | * |
| No or Don’t Know | 24.3% | 53.2% | 22.6% | |

*N ranges from 266 to 288. Significance: *** $p < .001$ ** $p < .01$ * $p < .05$*

Table 7 Organizational and Workforce Characteristics Predicting the Generosity of Leave Provisions for Caregivers, continued

| | Generosity of Caregiving Leave | | | Sig. |
|--------------------------------------------------------------------|--------------------------------|----------------------|-----------------------|------|
| | Low Level (23.3%) | Mid Level (50.0%) | High Level (26.2%) | |
| Workforce Characteristics | | | | |
| Percentage of employees who are women | | | | |
| <25% | 41.0% | 48.7% | 10.3% | |
| 25-50% | 30.1% | 44.1% | 25.8% | *** |
| 51-74% | 10.2% | 54.5% | 35.2% | |
| More than 75% | 20.0% | 56.4% | 23.6% | |
| Percentage of employees who are permanent full or part-time | | | | |
| <25% | 22.2% | 66.7% | 11.1% | |
| 25-50% | 26.7% | 66.7% | 6.7% | |
| 51-74% | 32.0% | 32.0% | 36.0% | ns |
| More than 75% | 23.5% | 49.3% | 27.2% | |
| Percentage of employees who are 45 years or older | | | | |
| <25% | 22.2% | 55.6% | 22.2% | |
| 25-50% | 18.5% | 53.7% | 27.8% | |
| 51-74% | 28.8% | 43.8% | 27.5% | ns |
| More than 75% | 33.3% | 41.7% | 25.0% | |

N ranges from 266 to 288. Significance: *** $p < .001$ ** $p < .01$ * $p < .05$

Table 8 Organizational and Workforce Characteristics Predicting the Availability of Information and Resources for Elder Care Providers

| | Level of Provision of Information and Assistance Related to Adult and Elder Care | | | Sig. |
|-------------------------------------------------|-------------------------------------------------------------------------------------|----------------------|-----------------------|------|
| | Low Level (33.7%) | Mid Level (46.5%) | High Level (19.9%) | |
| Workplace Characteristics | | | | |
| Employer size | | | | |
| <250 employees | 34.9% | 50.3% | 14.8% | |
| 250-999 employees | 40.3% | 50.0% | 9.7% | *** |
| 1000+ employees | 25.4% | 35.2% | 39.4% | |
| Sector | | | | |
| Public Sector | 29.7% | 54.1% | 16.2% | |
| Broader Public Sector | 30.6% | 38.9% | 30.6% | |
| Private Sector | 35.8% | 44.7% | 19.5% | ns |
| Non-profit/voluntary | 32.0% | 52.0% | 16.0% | |
| Unionized Status | | | | |
| Unionized | 32.3% | 47.6% | 20.2% | |
| Not unionized | 34.8% | 45.6% | 19.6% | ns |
| Nominated or Awarded for "Best Employer" | | | | |
| Yes | 16.7% | 45.8% | 37.5% | |
| No or don't know | 36.8% | 47.2% | 16.0% | *** |

*N ranges from 261 to 282. Significance: ***p<.001 **p<.01 *p<.05*

Table 8 Organizational and Workforce Characteristics Predicting the Availability of Information and Resources for Elder Care Providers, continued

| | Level of Provision of Information and Assistance Related to Adult and Elder Care | | | Sig. |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------|-----------------------|------|
| | Low Level (33.7%) | Mid Level (46.5%) | High Level (19.9%) | |
| Workforce Characteristics | | | | |
| Percentage of employees who are women | | | | |
| <25% | 35.0% | 42.5% | 22.5% | |
| 25-50% | 30.8% | 50.5% | 18.7% | |
| 51-74% | 36.9% | 42.9% | 20.2% | ns |
| More than 75% | 30.2% | 47.2% | 22.6% | |
| Percentage of employees who are permanent full or part time | | | | |
| <25% | 50.0% | 27.8% | 22.2% | |
| 25-50% | 46.7% | 33.3% | 20.0% | |
| 51-74% | 28.0% | 48.0% | 24.0% | ns |
| More than 75% | 32.5% | 49.1% | 18.4% | |
| Percentage of employees who are 45 years or older | | | | |
| <25% | 47.2% | 41.5% | 11.3% | |
| 25-50% | 32.4% | 45.7% | 21.9% | |
| 51-74% | 25.3% | 50.6% | 24.1% | ns |
| More than 75% | 41.7% | 45.8% | 12.5% | |

N ranges from 261 to 282. Significance: *** $p < .001$ ** $p < .01$ * $p < .05$

Table 9 The Relationship between Flexibility, Generosity of Caregiving Leaves, and Assistance Provided for Employees with Elder Care Responsibilities

| | Level of Provision of Information and Assistance Related to Adult and Elder Care | | | Sig. |
|-----------------------------------------------------|-------------------------------------------------------------------------------------|----------------------|-----------------------|------|
| | Low Level (33.7%) | Mid Level (46.5%) | High Level (19.9%) | |
| Extent of Flexibility in Workplace Practices | | | | |
| Low Level | 54.3% | 34.3% | 11.4% | |
| Middle Level | 28.0% | 53.1% | 18.9% | *** |
| High Level | 25.0% | 44.1% | 30.9% | |
| Generosity of Caregiving Leave | | | | |
| Low Level | 38.8% | 46.3% | 14.9% | |
| Middle Level | 35.3% | 48.9% | 15.8% | * |
| High Level | 24.7% | 42.5% | 32.9% | |

N ranges from 261 to 281. Significance: *** $p < .001$ ** $p < .01$ * $p < .05$

Table 10 The Relationship between Generosity of Caregiving Leaves and Assistance Provided for Employees with Elder Care Responsibilities

| | Level of Provision of Information and Assistance Related to Adult and Elder Care | | | Sig. |
|---------------------------------------|-------------------------------------------------------------------------------------|----------------------|-----------------------|------|
| | Low Level (33.7%) | Mid Level (46.5%) | High Level (19.9%) | |
| Generosity of Caregiving Leave | | | | |
| Low | 38.8% | 46.3% | 14.9% | |
| Middle | 35.3% | 48.9% | 15.8% | * |
| High | 24.7% | 42.5% | 32.9% | |

N ranges from 261 to 281. Significance: *** $p < .001$ ** $p < .01$ * $p < .05$

Table 11 Percentage of Employers Reporting Specific Consequences Related to Employees' Caregiving in the Past 12 Months

| | All Workplaces (n=269) | | Small Workplaces (n=138) | Sig. | Large Workplaces (n=125) |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------|------|--------------------------------|------|--------------------------------|
| | N | % | % | | % |
| Employee(s) sought employment at your organization because of the supports you offer employees to manage work and family | 40 | 14.9 | 8.4 | *** | 22.2 |
| Employee quit or took early retirement | 57 | 21.2 | 9.8 | *** | 34.1 |
| Employee took unscheduled time days off | 200 | 74.1 | 69.9 | ** | 78.7 |
| Employee arrived late or left early | 226 | 83.7 | 79.6 | ns | 88.3 |
| Employee refused a promotion or job assignment, can't travel or participate in organizational functions | 79 | 29.3 | 19.6 | *** | 40.2 |
| Employee seemed to be uncharacteristically distracted, made errors, became injured or put someone else at risk | 88 | 32.6 | 28.0 | ns | 37.8 |
| Employee reduced their output, quality of work or performance level | 128 | 47.1 | 41.3 | * | 53.5 |
| Employee took disability/stress leave | 105 | 39.2 | 30.5 | ** | 48.8 |
| Managers tried to resolve caregiving issues on their own | 87 | 32.3 | 26.8 | * | 38.6 |
| Teams tried to cover/support a co-worker on their own | 103 | 38.3 | 32.2 | * | 45.2 |

Notes:

- **Statistically significant difference $p < .05$*
- *Table indicates the number and % of respondents who answered yes*
- *Missing responses were recorded from 19-23 respondents for individual items. The proportion of missing responses ranged from 7.2% to 8.7%*

Table 12 Employers' Reasons for Implementing Flexibility and Work-Life Initiatives

| | % of Employers Answering "Yes" |
|-------------------------------------------------------------------------|---------------------------------------------------|
| To keep valuable employees | 80% |
| Promote employees' health and wellness and/or quality of work-life | 71% |
| Increase employee engagement or commitment | 62% |
| Improve employee morale | 55% |
| Belief that it is the right thing to do | 54% |
| Corporate values / corporate culture | 52% |
| Be or remain an employer of choice | 43% |
| To comply with legislative/regulatory requirements | 41% |
| Demonstrate corporate social responsibility; corporate reputation | 40% |
| To be or remain competitive in the marketplace | 35% |
| Increase effectiveness or quality of service | 29% |
| Attract potential employees due to skills shortages | 27% |
| To always offer above minimum standards required | 24% |
| 23Attract potential employees to expand our workforce | 23% |
| Meet business needs for flexible work schedules | 20% |
| Manage staff surplus (reduction of workload or customer/client demands) | 3% |

N = 291

Table 13 Employers' Views of the Adequacy of Workplace Practices, Policies, and Community Supports

| | % of Employers Who Agree or Strongly Agree | % of Employers Who Disagree or Strongly Disagree |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------|
| Current workplace flexibility and supports are adequate for employees with a range of family/caregiving responsibilities | 81% | 18% |
| Caregivers of seniors and/or chronically ill family members require additional policies and practices | 58% | 36% |
| Community services (home care, support for caregivers) are adequate to support current needs | 43% | 48% |
| Community services (home care, support for caregivers) are ade- | 35% | 57% |
| Managing work and caregiving responsibilities is primarily a personal matter, not a business concern | 43% | 54% |

N ranges from 284 to 287

Table 14 Characteristics of Managers and Their Workplaces

| ID | Gender | Prov | Title in Organization | # of Employees Supervised | | # of Empl with Caregiving Resp | Sector and Industry | Unionized |
|----|--------|------|-----------------------------|---------------------------|------------|--------------------------------|--------------------------|-----------|
| | | | | Directly | Indirectly | | | |
| 01 | Female | BC | Regional Director | 8 | 150 | 8 | Non profit, Human Serv | No |
| 02 | Female | ON | Director of Client Services | 5 | 120 | 4 | Br. Public, Human Serv | Yes |
| 03 | Female | ON | HR Manager | 0 | 170 | 5 | Private, Manufacturing | Yes |
| 04 | Male | QC | HR Manager | 3 | 20 | unspecified | Public, Municipal Gov't | Yes |
| 05 | Male | BC | HR & Employee Dev | 12 | 300 | 30 | Br. Public, Education | Yes |
| 06 | Female | QC | HR Manager | 0 | 63 | 2 | Private, Pharmaceutical | No |
| 07 | Female | ON | Executive Director | 11 | 40 | 4 | Non-profit, Human Serv | No |
| 08 | Female | BC | Owner | 2 | 25 | 5 | Private, Mgmt & Training | No |
| 09 | Female | ON | HR Manager | 5 | 2000 | Unspecified | Private, Finance/Ins | No |
| 10 | Female | ON | Unit Supervisor | 16 | 45 | 6 | Non-profit, Health Care | Yes |
| 11 | Female | NS | Director, HR | 0 | 90 | 2 | Private, Prof/Legal | No |
| 12 | Female | BC | General Manager & CFO | 3 | 30 | 3 | Private, Mgmt, Admin | No |
| 13 | Female | NS | Asst VP, Student Ac Serv | 8 | 55 | 12 | Br. Public, Education | Yes |
| 14 | Female | ON | HR & Business Partner | 0 | 55 | 2 | Private, Technology | No |
| 15 | Female | ON | Health Services Coord | 0 | 300 | 6 | Private, Finance/Ins | No |
| 16 | Female | ON | Executive Director | 8 | 110 | 5 | Non-profit, Human Serv | Yes |
| 17 | Female | AB | Owner | 4 | 8 | 2 | Private, Human Serv | No |

Table 14 Characteristics of Managers and Their Workplaces, continued

| ID | Gender | Prov | Title in Organization | # of Employees Supervised | | # of Empl with Caregiving Resp | Sector and Industry | Unionized |
|----|--------|------|------------------------------------------------|---------------------------|------------|--------------------------------|-------------------------|-----------|
| | | | | Directly | Indirectly | | | |
| 18 | Female | AB | Advisor, Empl Relations | 0 | 3000 | 6 | Private, Transportation | Yes |
| 19 | Female | ON | VP, Patient Services & Chief Nursing Executive | 5 | 700 | 20 | Br. Public, Health Care | Yes |
| 20 | Female | ON | HR Manager | 8 | 120 | 2 | Private, Technology | No |
| 21 | Male | QC | Chief Service, HR | 0 | 69 | 4 | Private, Manufacturing | No |
| 22 | Male | QC | VP, Human Resources | 125 | 4500 | 3 | Private, Ins/Finance | No |
| 23 | Male | QC | Superintendent, Operating | 12 | 600 | "dozens" | Public, Transportation | Yes |
| 24 | Male | QC | Chief Sector, HR | 8 | 2000 | Unspecified | Public, Transportation | Yes |
| 25 | Female | QC | Director, Admin Services | 7 | 107 | 3 | Non-profit, Human Serv | Yes |