



2014 National Study of Employers

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Families and Work Institute
25th Anniversary



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INTRODUCTION

Families and Work Institute's **2014 National Study of Employers** (NSE) is the most comprehensive and far-reaching study of the practices, policies, programs and benefits provided by U.S. employers to enhance organizational and employee success by addressing the changing realities of today's economy, workforce and workplace. The NSE, conducted in partnership with the Society for Human Resource Management (SHRM), is based on the Institute's landmark **1998 Business Work-Life Study** (BWLS).¹ Its scope was broadened to cover issues of importance in the changing economy and has been conducted four additional times since the BWLS survey was completed (2005, 2008, 2012 and 2014).

Although there are similar surveys by employer membership organizations, consulting firms and government agencies, the NSE is notable in that it is the only study of employers in the U.S. that comprehensively assesses a broad array of programs, policies and benefits designed to enhance employee engagement and resilience to job and personal stressors among a *nationally representative* group of employers. The 2014 NSE sample includes 1,051 employers with 50 or more employees—67% are for-profit employers and 33% are nonprofit organizations; 39% operate at only one location, while 61% percent have operations at more than one location. Families and Work Institute (FWI) designed the questionnaire, and Harris Interactive, Inc. conducted the interviews on behalf of FWI.² The results of the survey are being released with the Society for Human Resource Management (SHRM), which also consulted on the survey questions, as an integral part of the FWI-SHRM partnership and *When Work Works* initiative. (More information on the initiative is available at whenworkworks.org.)

The NSE questionnaires were developed to parallel Families and Work Institute's ongoing *National Study of the Changing Workforce* (NSCW), which surveys large representative samples of employees in the U.S. labor force and enables us to ask the same questions of employers and employees. Specifically, in the 2002 and the 2008 NSCWs, we identified the components of **effective workplaces**³ as consisting of job challenge and learning opportunities; job autonomy; supervisor support for job success; a climate of respect and trust; economic security; and work-life fit including workplace flexibility. We have found that, among other things, employees in more effective and flexible workplaces are more likely than other employees to have:

- greater engagement in their jobs;
- higher levels of job satisfaction;
- stronger intentions to remain with their employers;
- less negative and stressful spillover from job to home;
- less negative spillover from home to job; and
- better mental health.

The 2008 NSCW expanded these findings by adding questions about health and well-being and showed that employees in more effective and flexible workplaces are also more likely than other employees to indicate:

- being in excellent overall physical health;
- a low frequency of minor health problems and sleep problems;
- no indicators of depression; and
- a low general stress level.

These findings reveal that both employers and employees can benefit from effective workplaces. Employees and employers benefit from having higher quality jobs and workplaces that reduce stress, improve employee reliability and retention, and potentially lower health care costs. This information enables organizations to *reinvent* work so that it works for both the employer and the employees.

KEY FINDINGS

TRENDS FROM 2008 TO 2014

In 2005, when FWI adapted the 1998 BWLS study into the current NSE format, the U.S. was heading into an economic boom with falling unemployment rates and a general willingness among employers to invest in their people and workplace changes for the growing economy. Since the fielding of the 2008 NSE, the country has been grappling with significant economic instability—beginning with the worst recession since the Great Depression followed by a slow recovery. Though unemployment has been declining since the peak of the recession, it remains well above its pre-recession levels to this day.⁴ During this period of economic instability, employers' have continued to *reinvent* work practices, policies, programs and benefits.⁵ In particular, a study conducted by FWI during the height of the recession in 2009 found that employers maintained or increased the flexibility they offered during the recession, perhaps to maintain employee engagement or perhaps to retain their key employees who could help them be successful during times of economic upheaval.⁶

The most common forms of flexibility are control over taking breaks, time off for important family and personal needs, and flex time.

- Of the 18 options for working flexibly we consider in this report (Table 3), employers with 50 or more employees most frequently allow at least some groups⁷ of workers to have control over when they take breaks (92%), take time off for important family and personal needs without loss of pay (82%), and periodically change their starting and quitting times within some range of hours (81%). They are next most likely to allow at least some groups of employees to return to work gradually after leaves for childbirth and adoption (74%) and occasionally work some of their regular paid hours at home (67%).
- On the other hand, the least common forms of flexibility offered to at least some employees are working part year (18%), receiving special consideration when returning after an extended career break (20%), taking sabbaticals (28%) and sharing jobs (29%).

Small employers are leaders in providing flexibility.

- In the 2005 NSE small employers (50 to 99 employees) were more likely to provide flexibility than large employers (1,000 or more employees) in about half of the types of flexibility investigated—a difference that disappeared in the 2008 NSE. In 2014, small employers are more likely than large employers to allow employees to change starting and quitting times within some range of hours (33% small and 20% large employers), work some regular paid hours at home occasionally (11% small and 4% large employers), have control over when to take breaks (66% small and 52% large employers), return to work gradually after childbirth or adoption (53% small and 37% large employers), and take time off during the workday to attend to important family or personal needs without loss of pay (52% small and 36% large employers). As the economy recovers, small employers may once again be assuming the lead in the provision of workplace flexibility.

Flexibility for full-time employees over where and when they work is rising.

Overall, we have observed two broad trends in the provision of flexible work options from 2008 to 2014 (Table 4).

- Employers have continued to *increase* their provision of options that allow at least some employees to better manage the times and places in which they work. These include occasional flex place (from 50% to 67%); control over breaks (from 84% to 92%); control over overtime hours (from 27% to 45%) and time off during the workday when important needs arise (from 73% to 82%).

Flexibility that involves time away from full-time work is declining.

- Employers have *reduced* their provision of options that involve employees spending significant amounts of time away from full-time work. These include sharing jobs (29% to 18%); working part year on an annual basis (27% to 18%); and flex career options such as sabbaticals (38% to 28%) and career breaks for personal or family responsibilities (from 64% to 52%).

Providing 12 weeks of leave for many categories of employees continues to become the norm in the U.S.

With the passage of the *Family and Medical Leave Act of 1993* (FMLA), employers are required to provide at least 12 weeks of unpaid, job-guaranteed leave for childbirth, adoption, foster care placement, a serious personal medical condition, or care of a child or spouse with a serious medical condition to employees who have worked at least 1,250 hours during the preceding year. This law, however, exempts employers if they have fewer than 50 employees within a 75-mile radius of all worksites.

The 2014 NSE reveals that 12 weeks of leave has become the norm. When we compare the provision of caregiving leaves in 2008 and 2014 among all employers (those that report they meet the requirements for coverage for the FMLA and those that report they don't), we find that more employers are now offering at least 12 weeks of leave for (Table 6):

- women following the birth of a child (85% in 2008 compared with 93% in 2014);
- employees following the adoption of a child (81% in 2008 compared with 89% in 2014); and
- employees caring for seriously ill family members (84% in 2008 compared with 90% in 2014).

The lengths of leave for new fathers, adoptive parents and employees caring for seriously ill family members have declined as has disability pay.

- The maximum length of caregiving leaves offered to new fathers following childbirth, new adoptive parents and employees caring for seriously ill family members has declined since 2008.
- Though many more employers provide “some replacement pay beyond any paid sick, vacation, or personal days” for maternity leaves (58%) than spouse/partner leaves (usually referred to as paternity leaves)⁸ (14%), employers have become significantly less likely to provide full

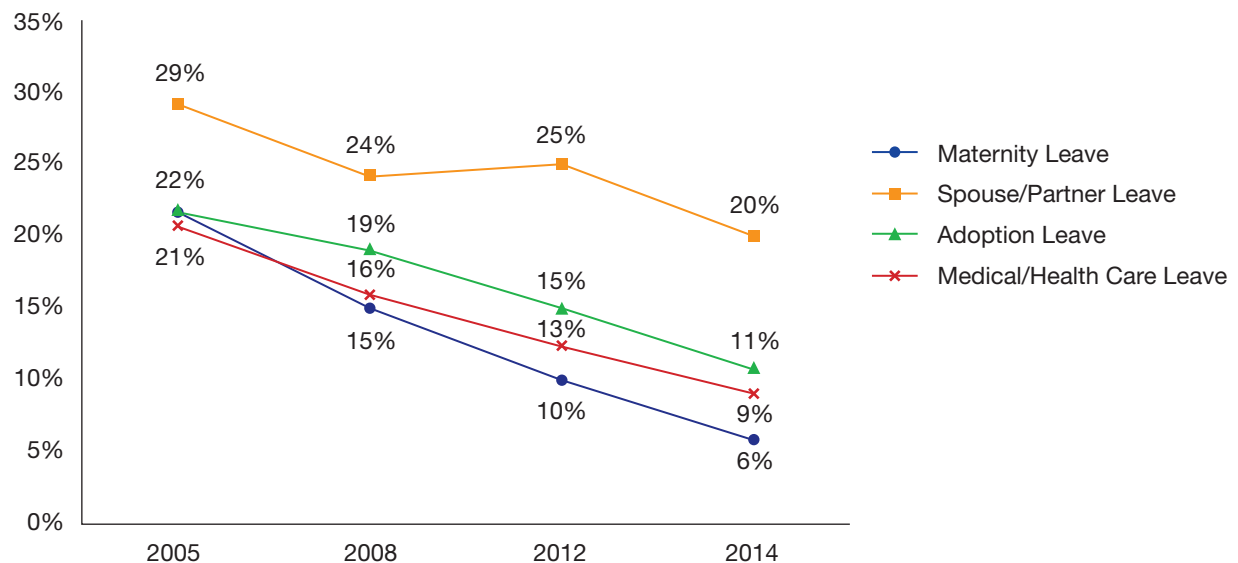
pay during leave for maternity-related disability between 2008 and 2014. Among employers that provide *any* disability pay (58% of the 2014 sample and 52% of the 2008 sample), only 9% provide full pay in 2014, a decrease from 16% in 2008.

Approximately one in five employers appears to be out of compliance with the *Family and Medical Leave Act*.

Ninety five percent of the employers in our 2014 study indicate that at least one of their worksites is mandated to comply with the federal *Family and Medical Leave Act*. As stated above, this law exempts employers if they have fewer than 50 employees within a 75-mile radius of all worksites (only 4% of the respondents to the 2014 NSE).⁹

- Twenty one percent¹⁰ of employers overall indicated they must comply with the FMLA but fail to offer at least 12 weeks of paid or unpaid leave for at least one type of leave.
- The percentage of employers offering less than 12 weeks for at least one type of leave has been fairly stable over the years, as high as 29% in 2005 and as low as 21% in 2014. The slow decline of this value is due in large part to a lack of spouse/partner leave, which, as described below, has shown a slower decline in employers providing less than 12 weeks of leave than for other parental and care leaves.
- As shown in Figure 1, there has been a 31% reduction in employers offering less than 12 weeks of spouse/partner leave between 2005 and 2014. However, the reductions in employers offering less than 12 weeks of maternity (59%), adoption (50%) and medical/health care leaves (57%) are greater.

Figure 1: Percentage of Employers Offering Less than 12 Weeks of Leave Among Those Reporting They Are Required to Comply with the FMLA: 2005-2014



Source: Families and Work Institute, 2005-2014 National Study of Employer reports. Sample sizes range between 993 and 1,100. Only the 2014 sample was restricted to employers indicating that they must comply with the FMLA.

Employers are providing less formal and informal support for flexibility, diversity and inclusion.

- As shown in Table 18, fewer employers train supervisors in managing employees of different ages (59% in 2008 and 52% in 2014) or consider how well supervisors and managers manage flexible work arrangements when making job performance appraisals and compensation decisions (62% in 2008 and 48% in 2014).
- Similarly, fewer employers provide career counseling programs or management/leadership programs for women in 2014 (12%) than in 2008 (16%).
- As shown in Table 16, fewer employers report that supervisors are encouraged to assess employee performance by what they accomplish and not just by “face time” (71% in 2008 and 64% in 2014), and that management rewards those within the organization who support effective flexible work arrangements (20% in 2008 and 11% in 2014).
- On the other hand, fewer employers report that their organization’s personnel policies and practices (such as penalties for unscheduled absences, on-site time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility in 2014 (9%) than in 2008 (16%).

Employers are retaining most of the forms of assistance with child care they provide.

- Of the seven child care options we assessed in 2008 and 2014 (Table 10), most have remained the same. However, more employers are offering DCAPs (46% in 2008 and 61% in 2014) while fewer employers are offering payment for child care with vouchers or other subsidies that have direct costs to the company (5% in 2008 and 2% in 2014).

Employers are increasingly helping employees with elder care, perhaps in response to the aging workforce.

- Four elder care questions were included in both 2008 and 2014 questionnaires (Table 12). Of these four comparable questions, employers in 2014 are more likely (43%) to report that they offer Elder Care Resource and Referral than employers in 2008 (31%).
- Similarly, more employers offer DCAPs for elder care (41%) and access to respite care (7%) in 2014 than in 2008 (23% compared with 3%).

EAP and wellness programs are increasing.

- Given the increase in demanding jobs that we find in the NSCW, it is not surprising to find that larger percentages of employers are providing Employee Assistance Programs to help employees deal with personal/family problems and pressures—78% now, compared with 58% in 2008 (Table 14).
- There has also been an increase in wellness programs, with 60% providing such programs today compared with 51% in 2008 (Table 20). In addition, employers are much more likely to provide women with private space for breastfeeding in 2014 (74%) than in 2008 (49%) in keeping with the legal mandate to provide such spaces, which came into effect on March 23, 2010.

Employers provide health care coverage for almost all full-time employees.

- There has been an increase of three percentage points among employers providing personal health insurance for full-time employees with 98% now providing coverage (Table 20).
- In addition, employers are providing more health care coverage for family members of full-time employees—from 91% in 2008 to 97% in 2014.

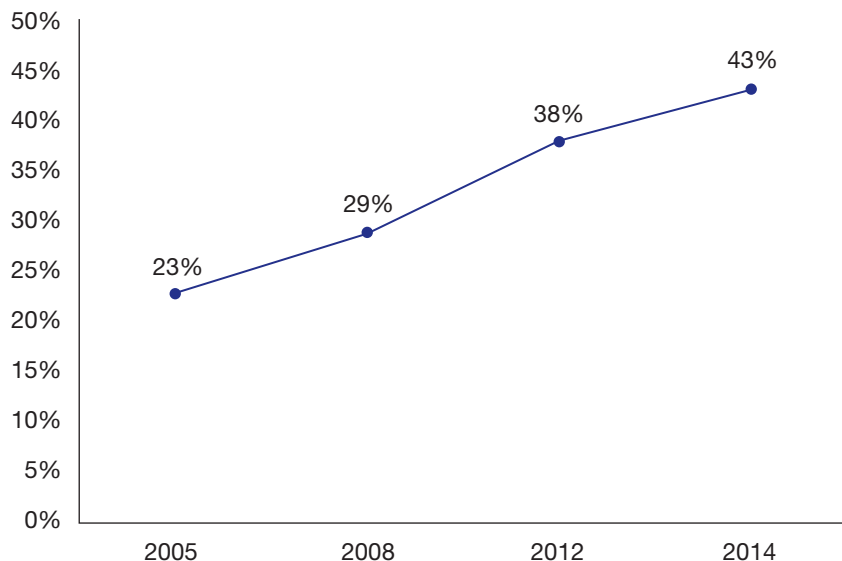
Employers are now requiring employees to pay a larger share of their health care premiums; however, small employers are less likely than large employers to have increased these co-pays.

- Among employers offering personal health insurance, 37% increased employees' premium co-pays during the preceding 12 months. Similarly, among employers offering family health insurance, 38% increased employees' premium co-pays during the preceding 12 months (Table 19).
- Interestingly, small employers are less likely than large employers to report having increased employees' premium co-pays during the preceding 12 months for both personal (31% compared with 51%) and family health insurance (32% compared with 54%).

There has been a dramatic increase in providing health insurance for domestic partners.

- Employers are much more likely to provide health insurance for unmarried partners of employees—43% in 2014, compared with 29% six years ago (Table 20). This represents an ongoing trend since 2005 that coincides with significant changes in the nation's approach to couple relationships, especially same-sex couples with the overturning of the *Defense of Marriage Act* in June 2013.

Figure 2: Percentage of Employers Offering Health Insurance for Unmarried Partners of Employees: 2005-2014



Source: Families and Work Institute, 2005-2014 National Study of Employer reports.

Almost all employers provide retirement plans.

- Of the benefits most directly related to economic security considered in this study, employers with 50 or more employees are most likely (96%) to offer 401(k) or 403(b) retirement plans, with for-profit employers using the former and nonprofits the latter (Table 21).
- Moreover, 80% of employers make contributions to employees' individual retirement plans.

Defined-benefit pension plans continue to decline.

- Employers offering defined-benefit pension plans have declined from 26% in 2008 to 21% in 2014 (Table 22).

The top ten reasons for providing employee supportive programs are both business- and employee-centered.

- The main *business-centered* reasons cited by employers for providing employee supportive programs (Table 23) are the retention of employees in general (35%), the recruitment of employees in general (14%) and increasing productivity (12%).
- The main *employee-centered* reasons are to help employees manage work and family life (19%), it is the right thing to do (11%), support/meet employee's needs (10%) and we are a caring organization (8%).
- Improving morale (10%) and providing job satisfaction (8%) represent reasons that have direct effects on *both the employee and the employer*.
- The top ten also includes mandated by law (11%).

PREDICTING PROGRAMS, POLICIES AND BENEFITS

Some employers offer a great deal more than others. We, therefore, investigate which employers provide high, mid and low levels of flexibility, caregiving leaves, child and elder care assistance, and health/economic security.

Predicting Flexibility

Those most likely to be moderately to highly flexible are employers that:

- are nonprofits;
- have more women in their workforces;
- have fewer hourly employees;
- have some part-time employees;
- have more women and racial or ethnic minorities who are in or who report directly to executive leadership positions;¹¹ and
- have greater difficulty filling entry level job vacancies.

Predicting Caregiving Leaves

Looking back to 2012, we found that those employers most likely to offer generous caregiving leave benefits are larger, have more hourly employees, and have experienced downsizing in the past 12 months.

In 2014, these relationships have become non-significant. None of the standard battery of predictors used in this series of analyses proved predictive of caregiving leaves. The reduction in predictors may be a result of the FMLA creating a standard that all employers with 50 or more employees seek to meet despite variation in business structure and employee demographics. The 21% offering less than 12 weeks of leave may be predictable from other variables not measured in this study (for example, the quality of training of their Human Resource personnel around FMLA compliance).

Predicting Child and Elder Care Assistance

Those most likely to provide child and elder care assistance are employers that:

- are larger;
- are nonprofits;
- operate in more than one location;
- have fewer hourly employees;
- have more women in their workforces; and
- have more women and racial or ethnic minorities who are in or who report directly to executive leadership positions.

Predicting Health Care and Economic Security Benefits

Those employers most likely to provide health care and economic security benefits:

- are larger;
- are in more than one location;
- have more employees in a union;
- have fewer hourly employees;
- have more racial or ethnic minorities who are in or who report directly to executive leadership positions; and
- are doing better than their competitors.

In sum, nonprofits offer more programs, policies and benefits than for-profits do, making them an interesting choice for employees who want employer support for managing their lives on and off the job. Furthermore, employers with more diversity among employees who are in or who report to executive leadership positions provide more support. When these initiatives cost money (child and elder care assistance and health and economic security), employers that are larger also are more likely to provide a higher level of support.

REPORT DESIGN

In the 2014 report, we address the following questions.

Prevalence

What practices, policies, programs and benefits do employers provide to address the personal, professional and family needs of employees? It is important to note that this study does not ask employers to report on whether they have “written policies,” but rather whether their organization “allows employees to ...” or “provides the following benefits or programs ...” This wording is used for two reasons. First, employers may have written policies but not “allow” employees to use them. Second, some employers, especially those that are smaller, may be less likely to have written policies than larger ones. Thus, this wording enables the NSE to obtain the most realistic picture of how employers are addressing the needs of the changing workforce and workplace today. Since the NSE and the NSCW are designed to complement each other by asking many of the same questions, we ask employees about their access to the same programs and benefits in the NSCW, providing a more complete picture of the changing nature of the economy and the workplace. (More information on the findings of FWI’s NSCW research series can be found at familiesandwork.org/workplace-home.)

Small versus Large Employers

How do small employers (those with 50 to 99 employees nationwide) compare with large employers (those with 1,000 or more employees nationwide) in providing these benefits, policies and practices? To simplify the presentation and interpretation of employer-size comparisons, we exclude medium-size employers (100 to 999 employees nationwide) from the comparisons reported below. Our research indicates that, in almost every case, the responses of medium-size employers fall between those of small and large employers (indicating that relationships with size are linear). In these comparisons, differences are only reported as statistically significant when the probability that they occurred by chance is less than 1 in 100 times ($p < .01$).

Trends from 2008 to 2014

To what extent have employers changed over the past six years (between 2008 and 2014) in the provision of certain practices, policies, programs and benefits?

In these comparisons as well all other comparisons in this report, differences are only reported as statistically significant when the probability that they occurred by chance is less than 1 in 100 times ($p < .01$). This assures that reported differences are very likely to be real and meaningful.

When data from 2008 are compared with data from 2014, special sample weights must be applied. The ordinary weights used in this report adjust for employer size; that is, the sample is weighted to represent the distribution of employers of different sizes in the U.S. The special weights used in cross-year comparisons adjust for “design effects” that take into account effects of the sampling design. The design-effect weighting reduces the “effective sample sizes” of those samples being compared as well as the “likelihood of finding statistically significant differences” between those samples.

Thus, the statistically significant effects reported here for 2008 versus 2014 are quite conservative and robust—particularly since we only report differences as significant when they reach $p < .01$.

Note that although we began this study in 1998, we are using 2008 as the benchmark year for the 2014 report for two reasons. First, the questions and the sample characteristics are much more comparable in 2008 and 2014. For example, in 1998, we asked about fewer types of workplace initiatives and only included employers with 100 or more employees. The 2008 NSE continues the new standards set by the 2005 NSE including an expanded group of questions and a sample that includes employers with 50 or more employees—the employer size at which organizations come under various workplace law and reporting requirements.¹² Second, the data for the 2008 NSE were collected between April 19 and August 13, 2007, shortly before the official start of the Great Recession in December 2007. This makes the 2014 NSE report a review of the changes in employer activities from just before the recession during the present recovery.

Predicting Programs, Policies and Benefits

In this study, we ask employers that provided at least eight initiatives in flexibility, caregiving leaves, and child and elder care to tell us, *in their own words*, the main reasons that they did so. We also ask *all* employers to tell us the main obstacles to providing these programs, policies and benefits. To go beyond why employers say that they do or don't provide these initiatives in flexibility, caregiving leaves, child and elder care assistance, as well as in health and economic security, we investigated which employers are more likely to provide these, using an extensive list of predictors.

The predictors we investigate are:

- **the demographics of the workplace**—industry, for-profit/nonprofit status, employer size, number of years in business and number of operating locations;
- **the demographics of the workforce**—percentage of women, of racial and ethnic minorities, of unionized employees, of hourly employees, of part-time employees, of women and racial and ethnic minorities who are in executive leadership positions (Chief Executive Officer, Managing Partner, President, Chair or Vice Chair of the Board, Chief Operating Officer or Chief Financial Officer) or who report directly to people in executive leadership positions;¹³
- **the financial health of the employer**—how well the organization reports it is doing in comparison with competitors, downsized or upsized; and
- **human resource issues**—difficulty or ease of filling high-skilled job vacancies, filling entry-level/hourly positions, finding and hiring employees with basic skills, finding and hiring hard-working self-starters, dealing with the retirement of highly-valued employees, finding and hiring honest and reliable employees, finding and hiring employees who communicate effectively, developing the potential of employees to assume greater responsibility, managing the performance of employees; retaining employees with basic skills, and covering costs of fringe benefits to be competitive.

To conduct these analyses, we divide employers into three groups for each of the outcomes: Low Level (Bottom Quartile), Mid Level (Quartiles 2 and 3) and High Level (Top Quartile). Differences are only reported as statistically significant when the probability that they occurred by chance is less than 1 in 100 times ($p < .01$).

CHARACTERISTICS OF ORGANIZATIONS IN THE SAMPLE

The weighted percentage of employers by organizational size is presented in Table 1. Overall, 53% of employers are small organizations (employing 50 to 99 employees nationwide), while only 9% of employers are large organizations (1,000 or more employees nationwide).¹⁴

Table 1: Employer Size in 2014

Characteristic	Total Weighted Sample	Weighted Sample Sizes
Number of employees in U.S.		
50 to 99	53%	557
100 to 249	27%	279
250 to 999	12%	123
1,000 or more	9%	92

Source: Families and Work Institute, 2014 National Study of Employers. Total unweighted sample size = 1,051.

Differences between the characteristics of small and large organizations are presented in Table 2. Large organizations tend to have greater proportions of employees who are racial or ethnic minorities and union members, and who work hourly or part-time schedules and are younger. Large organizations are more likely to have women and racially/ethnically diverse employees in or reporting to executive leadership positions and serving on their boards of directors.

Table 2: Organization Characteristics in 2014

Characteristic	Total Sample	Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Industry				
Goods producing	26%	25%		20%
Professional services	24	29	**	16
Wholesale and retail trade	23	22		25
Finance, insurance, real estate	1	>1		2
Other services	27	24		37
Employer type				
For-profit	67%	67%	NS	72%
Nonprofit ¹⁵	33	33		28
Number of operating locations				
Only one location	39%	50%	***	7%
Two to six locations	40	40		14
More than six locations	21	10		79

Table 2: Organization Characteristics in 2014 (continued)

Percentage of employees who are ...	Total Sample	Employer Size		
		Small (50 to 99 employees)	<i>Sig.</i>	Large (1,000 or more employees)
Women				
1 - 24%	20%	23%	NS	8%
25 - 50%	32	30		37
51 - 75%	31	30		41
More than 75%	17	17		15
Racial or ethnic minorities				
0%	1%	2%	**	0%
1 - 24%	51	56		29
25 - 50%	32	28		54
51 - 75%	11	10		15
More than 75%	5	4		2
Union members				
0%	87%	93%	***	58%
1 - 24%	5	2		26
25 - 50%	4	3		9
51 - 75%	2	1		4
More than 75%	2	2		3
Hourly (non-exempt)				
0%	2%	4%	***	0%
1 - 24%	17	20		6
25 - 50%	23	24		17
51 - 75%	32	29		40
More than 75%	27	23		39
Part time				
0%	18%	23%	***	2%
1 - 24%	63	62		55
25 - 50%	13	11		28
51 - 75%	5	4		9
More than 75%	1	<1		5

Table 2: Organization Characteristics in 2014 (continued)

Percentage of employees who are ...	Total Sample	Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Under the age of 30				
0%	<1%	<1%		0%
1 - 24%	56	65	***	35
25 - 50%	38	30		57
51 - 75%	6	4		8
More than 75%	<1	0		0
30 to 49 years old				
0%	0%	0%		0%
1 - 24%	6	5	***	8
25 - 50%	64	60		78
51 - 75%	27	32		14
More than 75%	2	3		0
Age 50 and older				
0%	<0%	0%		0%
1 - 24%	37	35	NS	31
25 - 50%	54	52		64
51 - 75%	10	13		5
More than 75%	0	0		0

Table 2: Organization Characteristics in 2014 (continued)

Percentage of organizations with ...	Total Sample	Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Women in executive leadership positions	52%	55%	NS	50%
Women who report directly to those in executive leadership positions	66%	60%	***	85%
Women who are in <i>or</i> who report directly to executive leadership positions	84%	82%	**	95%
Women on board of directors	55%	54%	**	71%
Racial or ethnic minorities in executive leadership positions	23%	24%	NS	26%
Racial or ethnic minorities who report directly to those in executive leadership positions	32%	28%	***	59%
Racial or ethnic minorities who are in <i>or</i> who report directly to executive leadership positions	57%	56%	***	79%
Racial or ethnic minorities on board of directors	35%	32%	***	57%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes for the total sample column range from 856-1,051. Sample sizes for comparisons of small and large employers ranged from 453-558 for small employers and 74-93 for large employers.

Percentages do not always add to 100% because of rounding errors.

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

TO WHAT EXTENT DO EMPLOYERS PROVIDE IMPORTANT SUPPORTS TO EMPLOYEES AND THEIR FAMILIES, AND HOW DO THESE DIFFER BY EMPLOYER SIZE AND OVER TIME?

FLEXIBILITY

In many other surveys, flexibility is defined primarily as *flex time*—allowing employees to change their arrival and departure times on a periodic basis—or *flex place*—allowing employees to work at home or offsite. These may have been appropriate definitions in the late 20th Century, but they are not in the 21st Century. Our definition of flexibility (in the following section and throughout this report) is much broader and includes the following types of flexibility:

- **Flex Time and Place** includes various forms of flexibility that affect when and/or where employees do their job, such as flex time, working from home/telecommuting and compressed workweeks.
- **Choices in Managing Time** reflects 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 at work is spent.
- **Reduced Time** includes options such as access to part-time or part-year schedules.
- **Caregiving Leaves** looks at whether the organization offers leaves for birth, adoption or caregiving to ill family members and whether any of this leave is paid.
- **Time Off** includes policies and practices that apply when employees take time away from work, including scheduled absences (such as vacations and time for training) as well as formal policies for taking sick days and planned sabbaticals. It also includes informal access to time off for unanticipated or unplanned events.
- **Flex Careers** refers to flexibility over the course of an employee’s career or working life, including provisions that enable employees to enter, exit and re-enter the workforce and to increase and decrease their workload or pace.
- **Culture of Flexibility** reflects whether supervisors are knowledgeable about flexible practices and promote and communicate them effectively.

Overall Prevalence

Of the 18 options for working flexibly we consider in this report (Table 3), employers with 50 or more employees most frequently allow at least some groups¹⁶ of workers to have control over when they take breaks (92%), take time off for important family and personal needs without loss of pay (82%), and periodically change their starting and quitting times within some range of hours (81%). They are next most likely to allow at least some groups of employees to return to work gradually after leaves for childbirth and adoption (74%) and work some of their regular paid hours at home occasionally (67%).

The proportion of employers offering these same options for working flexibly to all or most workers is significantly lower, ranging from 8% to 61%. On average, the proportion of employers offering flexible work options to all or most employees is 30 percentage points lower than the proportion who offer the same options to some employees. Again, control over when employees take breaks (61%), taking time off for important family and personal needs without loss of pay (49%), and a gradual return to work after childbirth or adoption (47%) are the most prevalent options offered to all or most employees, while work-at-home (8% offer occasional work-at-home and 3% offer work-at-home on a regular basis), control over which shifts to work (7%) and reduced time (6% offer switching between full- and part-time work without a change in position or level, 1% offer job shares and 2% offer part-year work to all or most employees) options are the least likely to be offered to all or most employees.

Small versus Large Employers

As stated earlier, we define small employers as those with 50 to 99 employees nationwide and large employers as those with 1,000 or more employees nationwide. Medium-size employers with 100 through 999 employees nationwide are excluded from these analyses (as discussed on the second page of the Introduction to this report). The rightmost columns in Table 3 show the percentages of small and large employers that offer various ways of working flexibly to *all* or *most*¹⁷ of their employees. Tests of statistical significance for the comparisons are reported in the center column, between the percentages for the two groups.

In 2014, there are five statistically significant differences between small and large employers. Small employers are more likely to allow employees to change starting and quitting times within some range of hours, work some regular paid hours at home occasionally, have control over when to take breaks, return to work gradually after childbirth or adoption, and take time off during the workday to attend to important family or personal needs without loss of pay.

In the summer of 2005, when the 2005 NSE was conducted, small employers were more likely to provide flexibility than large employers in about half of the types of flexibility investigated. Between 2005 and 2008, large employers increased some types of flexibility (e.g., periodic flextime, control over breaks, phased retirement) and smaller employers reduced other types (e.g., part-time positions, time off for education or training). As a result, the differences between employers of small and large sizes all but disappeared in that time period. Thus, in 2008 there was only one significant difference between small and large employers. Specifically, small employers were more likely to offer a compensatory time off program—in other words, salaried employees who work overtime are allowed to receive compensation in the form of extra time off rather than monetary compensation.

As time has passed since the start of the recession in December of 2007, this situation may be reversing itself with smaller organizations once again emerging as leaders in workplace flexibility in the 2012 and now in the 2014 surveys, as shown in Table 3. There are five statistically significant differences shaded in green—all favoring small employers.

Table 3: Flexibility

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

Table 3: Flexibility (continued)

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

Source: Families and Work Institute, 2014 National Study of Employers. Sample size for percentages of employers “allowing at least some employees ...” ranged between 663-1,051. Sample sizes for percentages of employers allowing all or most employees ranged between 1,046-1,051. Sample sizes for comparisons of small and large employers ranged from 553-557 for small employers and 92-93 for large employers.

Percentages do not add to 100% because some response categories are omitted.

Percentages of employers offering all or most are of the total sample of employers, not just those who offer at least some employees a type of flexibility.

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

Trends from 2008 to 2014

All of the 18 questions about working flexibly asked in 2014 were also asked in 2008.¹⁸ Since 2008, employers have become less likely to provide reduced hours options and career flexibility. On the other hand, employers are more likely to provide flex time and place, choices in managing work time, and time during the workday to attend to important family or personal needs without loss of pay. The forms of flexibility that have increased allow employees to work longer hours or adjust their work times to take care of daily concerns while still getting their work done. The forms of flexibility that have declined *all* represent a reduction in the time that an employee spends working for the organization (e.g., working less than a full-time schedule or for part of the year). Considering that these changes have occurred primarily during the recession and the three years following its official end in 2009, they may be a result of employers focusing on maintaining smaller workforces and a reduced emphasis on long-term retention of employees interested in taking extended periods away from work.

Table 4: Provision of Flexibility from 2008 to 2014

Flexibility Options	2008	Sig.	2014
Flex Time and Place			
Percentage allowing (at least some) employees to periodically change quitting times within some range of hours	79%	NS	81%
Percentage allowing (at least some) employees to change starting and quitting times on a daily basis	32%	**	41%
Percentage allowing (at least some) employees to compress their workweek by working longer hours on fewer days for at least part of the year	38%	NS	43%
Percentage allowing (at least some) employees to work some of their regular paid hours at home on an <i>occasional</i> basis	50%	***	67%
Percentage allowing (at least some) employees to work some of their regular paid hours at home on a <i>regular</i> basis	23%	***	38%
Choices in Managing Time			
Percentage allowing (at least some) employees to have control over when they take breaks	84%	***	92%
Percentage allowing (at least some) employees to have choice and control over which shifts they work	38%	NS	40%
Percentage allowing (at least some) employees to have control over their paid/unpaid overtime hours	27%	***	45%
Reduced Time			
Percentage allowing (at least some) employees to move from full-time to part-time work and back again while remaining in the same position or level	41%	NS	36%
Percentage allowing (at least some) employees to share jobs	29%	***	18%
Percentage allowing (at least some) employees to work part year on an annual basis	27%	***	18%
Caregiving Leaves			
Percentage allowing (at least some) employees to return to work gradually after childbirth or adoption	77%	NS	74%
Time Off			
Percentage allowing (at least some) employees to take time off during the workday to attend to important family or personal needs without loss of pay	73%	***	82%
Percentage allowing (at least some) employees to do volunteer work during regular work hours	47%	NS	44%
Flex Careers			
Percentage allowing (at least some) employees to phase into retirement	53%	NS	54%
Percentage allowing (at least some) employees to take sabbaticals	38%	***	28%

Table 4: Provision of Flexibility from 2008 to 2014 (continued)

Flexibility Options	2008	Sig.	2014
Percentage allowing (at least some) employees to take a career break for personal/family responsibilities	64%	***	52%
Percentage allowing (at least some) employees to receive special consideration after a career break for personal/family responsibilities	45%	***	20%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 795-815 for 2008 and 484-767 for 2014.

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

Percentages do not always add to 100% because of rounding errors.

Fractional percentages are not reported in order to simplify presentation.

CAREGIVING LEAVES

Overall Prevalence

Except for 4% of respondents who report meeting the legal exemption of having fewer than 50 employees within a 75-mile radius of all worksites, the employers interviewed are mandated to comply with the federal Family and Medical Leave Act (FMLA) of 1993 at some or all sites. This law requires that at least 12 weeks of unpaid, job-guaranteed leave for childbirth, adoption, foster care placement, a serious personal medical condition or care of a child or spouse with a serious medical condition be granted to employees who have worked at least 1,250 hours during the preceding year.

Between 7% and 21% of employers with 50 or more employees provide fewer than 12 weeks of leave of different types, while 15% to 28% provide more than 12 weeks of leave (Table 5). Seventy eight percent of employers with 50 or more employees provide full family and medical leave coverage—12 or more weeks of *all four types* of leave listed in Table 5—while 22% do not (that is 22% fail to provide 12 or more weeks of *at least one type* of leave and 78% provide 12 or more weeks of *all four types* of leave).¹⁹ In 2008, 81% of employers with 50 or more employees provided full FMLA leave while 19% did not.

The first figure in each column below represents the percentage of all employers, whether or not they believe any of their worksites are covered by the FMLA—the standard used in the previous editions of the NSE. The number in parentheses represents *the percentage of employers after excluding those who indicate that none of their worksites must comply with the FMLA* (4% of the total sample). If one worksite must comply with the FMLA, then the maximum amount of time offered by the entire organization should be at least 12 weeks for each type of leave. Restricting the sample in this way has very little effect on the estimates with 21% of the entire restricted sample still indicating that they do not provide 12 or more weeks of *at least one type* of leave (spouse/partner leave remains the leave most likely to fall under 12 weeks, a consistent finding since 2005).

It is important to note that almost all employers that do not provide full family and medical leave do not provide at least 12 weeks of spouse/partner leave (20% out of 21%). It is also important to note that for each type of leave except maternity leave, the largest proportion of employers offering more

than 12 weeks of leave only offer one additional week (13 weeks total). On the other hand, the largest proportion of employers offering less than 12 weeks of leave offer no leave time. (See Appendix for diagrams of the distribution of leave within each category among respondents who report that at least one of their worksites must comply with the FMLA.)

Table 5: Maximum Length of Caregiving Leaves (FMLA Covered Employers)

Leave Policies	Fewer than 12 Weeks	12 Weeks	More than 12 Weeks
Maternity leave	7% (6)	65 (67)	28 (28)
Spouse/Partner (paternity) leave	21% (20)	65 (66)	15 (15)
Adoption or foster care leave	11% (11)	71 (72)	18 (17)
Care of seriously ill family members	9% (9)	72 (73)	18 (18)

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

Read percentages left to right. Percentages do not always add to 100% because of rounding errors.

Total Sample size = 1,032. The remaining 19 employers were excluded from the analyses because of missing data. Must comply with FMLA sample size = 993; 47 employers indicated they were not covered by the FMLA; and 11 were excluded because of missing data

Small versus Large Employers

There is no *statistically significant* difference between the proportion of small employers (50 to 99 employees) and large employers (over 1,000 employees) that offer at least 12 weeks of caregiving leaves as required by the FMLA (76% compared with 84%).

Trends from 2008 to 2014

When we compare the provision of caregiving leaves in 2008 and 2014, among all employers, not just those who report that they need to comply with the FMLA (Table 6), we find that more employers are now offering at least 12 weeks of leave for:

- women following the birth of a child (85% in 2008 compared with 93% in 2014);
- employees following the adoption of a child (81% in 2008 compared with 89% in 2014); and
- employees caring for seriously ill family members (84% in 2008 compared with 90% in 2014).

Despite an increase in the percentage of employers offering more than 12 weeks for adoption and care of seriously ill family members, there has been an overall reduction in the average amount of *maximum* job-guaranteed leaves for both along with spouse/partner leave (Table 6). This is due to the fact that while more organizations are offering more than 12 weeks of leave, a large proportion only offer an additional week of leave. On the other hand, of those employers offering less than 12 weeks of leave the majority offer six or fewer weeks and about a third offer no time at all. In other words, most employers in the greater than 12 weeks of leave group are only adding one week to

the mean while most employers in the less than twelve weeks of leave group are subtracting six to 12 weeks from the mean. The net result is a lower overall mean than would occur if the greater than 12 weeks of leave group was more evenly distributed or skewed towards more time off. The median value for all four types of leave is 12 weeks.

Table 6: Caregiving Leaves from 2008 to 2014

Leave Policy/Benefit	2008	Sig.	2014
Maximum job-guaranteed leave for women following the birth of a child			
Fewer than 12 weeks	15%	***	7%
12 weeks	63		65
More than 12 weeks	22		28
Average maximum job-guaranteed leave for women following the birth of a child	14.7 weeks	NS	13.8 weeks
Maximum job-guaranteed leave for spouse/partners of women who give birth following the birth of their child			
Fewer than 12 weeks	24%	NS	21%
12 weeks	63		65
More than 12 weeks	13		15
Average maximum job-guaranteed leave for spouses/partners of women following the birth of their child	12.1 weeks	**	10.9 weeks
Maximum job-guaranteed leave for employees following the adoption of a child			
Fewer than 12 weeks	19%	***	11%
12 weeks	67		71
More than 12 weeks	14		18
Average maximum job-guaranteed leave following the adoption of a child	13.0 weeks	***	11.8 weeks
Maximum job-guaranteed leave for employees to care for seriously ill family members			
Fewer than 12 weeks	16%	**	9%
12 weeks	69		72
More than 12 weeks	15		18
Average maximum job-guaranteed leave for employees to care for seriously ill family members	13.3 weeks	**	12.1 weeks

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 648-695 in 2008 and 753-754 in 2014.

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

Percentages do not always add to 100% because of rounding errors. Fractional percentages are not reported in order to simplify presentation.

REPLACEMENT PAY DURING CAREGIVING LEAVES

Overall Prevalence

More employers provide “some replacement pay (excluding any paid sick, vacation or personal days)” to women on maternity leave (58%) than for spouse/partner leave (14%) (Table 7).

Small versus Large Employers

Although small employers are equally likely (or “unlikely” to be more precise) to offer any replacement pay to spouses/partners during a parental leave, they are significantly less likely (56%) than large employers (70%) to offer any replacement pay to women during maternity leave. Of employers providing at least some pay to women during maternity leave, most (75%) fund this pay through a general temporary disability insurance (TDI) plan that typically provides partial wage replacement during the period of maternity-related disability. Among employers who offer some replacement pay during maternity leave, 73% of small employers compared with 75% of large employers offer TDI coverage.

Table 7: Replacement Pay During Parental Leave Among Employers Providing Some Parental Leave

Type of Leave	Total Sample At Least Some Replacement Pay	Some Pay by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Maternity leave	58%	56%	**	70%
Spouse/partner leave	14%	14%	NS	14%

Source: Families and Work Institute, 2014 National Study of Employers. Sample size for percentages of employers providing at least some replacement pay ranged from 975-1,019. Sample sizes for comparisons of small and large employers ranged from 508-532 for small employers and 86-91 for large employers. Only the percent responding “Yes” is reported for each option. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Although paid time off to care for *mildly* ill children is not required by law (with some local exceptions), 37% of employers allow employees to take at least five days for this purpose without having to use vacation days or losing pay.

Trends from 2008 to 2014

Employers have become significantly less likely to provide full pay during leave for maternity-related disability between 2008 and 2014 (Table 8). Among employers that provide *any* disability pay (58% of the 2014 sample and 52% of the 2008 sample), only 9% provided full pay in 2014 (5% of the total sample of employers), a decrease from 16% in 2008 (7% of the total sample of employers). This parallels the pattern of cutbacks in employers’ contributions to employees’ health care premiums that is discussed later in this report (Table 19).

Table 8: Replacement Pay during Caregiving Leaves from 2008 to 2014

Practice, Policy or Benefit	2008	Sig.	2014
Do female employees who give birth receive any pay from any source during the period of their disability?			
Yes	52%	NS	58%
No	48%		42%
Do employees <i>who receive at least some pay during the period of maternity-related disability</i> receive full or part pay?			
Full pay	16%	***	9%
Part pay	70%		63%
Depends on situation	14%		28%
Is disability pay provided as part of a temporary disability insurance benefit?			
Yes	80%	NS	75%
No	20%		25%
Do spouses/partners of women who give birth receive any paid time off following the birth of their child?			
Yes	16%	NS	14%
No	84%		86%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 348-679 in 2008 and 429-743 in 2014. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant. Percentages do not always add to 100% because of rounding errors. Fractional percentages are not reported in order to simplify presentation.

CHILD CARE ASSISTANCE

Overall Prevalence

Employers are most likely to provide Dependent Care Assistance Plans (DCAPs) (61%) and Child Care Resource and Referral (CCR&R) (37%). These options are much less costly than other options such as child care at or near the worksite, provided by only 7% (Table 9).

Small versus Large Employers

Large employers are significantly more likely than small employers to offer four of the seven child care options considered:

- Access to information to help locate child care in the community (CCR&R)
- Child care at or near the worksite
- Payment for child care with vouchers or other subsidies that have direct costs for the company
- DCAPs that help employees pay for child care with pre-tax dollars

These differences are not only statistically significant but generally rather large. For example, 61% of large employers provide CCR&R compared with only 30% of small employers; and 77% of large employers offer DCAPs compared with 56% of small employers. All of the initiatives for which there are differences cost employers time and expertise to administer (such as DCAPs) or money (on- or near-site child care, vouchers and CCR&R), so it is no surprise that large employers are more likely to provide them.

Table 9: Child Care Assistance

Does your organization provide any employees ...	Total Sample "Yes" ²⁰	"Yes" by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Access to information to help locate child care in the community (Child Care Resource and Referral)	37%	30%	***	61%
Child care at or near the worksite	7%	4%	***	20%
Payment for child care with vouchers or other subsidies that have direct costs to the company	2%	1%	**	5%
Dependent Care Assistance Plans (DCAPs) that help employees pay for child care with pre-tax dollars	61%	56%	***	77%
Child care for school-age children on vacation	3%	3%	NS	7%
Back-up or emergency care for employees when their regular child care arrangements fall apart	4%	4%	NS	8%
Sick care for the children of employees	3%	3%	NS	6%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes for employers overall ranged between 1,046-1,049. Sample sizes for comparisons of small and large employers ranged from 555-557 for small employers and 91-92 for large employers. Only the percent responding "Yes" is reported for each option. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Trends from 2008 to 2014

Seven child care option questions were included in both the 2008 and 2014 questionnaires. More employers now offer DCAPs (46% in 2008 compared with 61% in 2014) while fewer offer payment for child care with vouchers or other subsidies that have direct costs for the company (5% in 2008 compared with 2% in 2014).

Table 10: Child Care Assistance from 2008 to 2014

Practice, Policy or Benefit	2008	Sig.	2014
Access to information to help locate child care in the community (Child Care Resource and Referral)	35%	NS	37%
Child care at or near the worksite	9%	NS	7%
Payment for child care with vouchers or other subsidies that have direct costs to the company	5%	**	2%
Dependent Care Assistance Plans (DCAPs) that help employees pay for child care with pre-tax dollars	46%	***	61%
Child care for school-age children on vacation	5%	NS	3%
Back-up or emergency care for employees when their regular child care arrangements fall apart	6%	NS	4%
Sick care for the children of employees	6%	NS	3%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 805-812 in 2008 and 764-766 in 2014.

Only the percent responding “Yes” is reported for each option.

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

ELDER CARE ASSISTANCE

Overall Prevalence

Interestingly and perhaps surprisingly, 75% of employers say that they provide paid or unpaid time off for employees to provide elder care without jeopardizing their jobs (Table 11). Elder care leave is not specifically required by the federal Family and Medical Leave Act, though “family leave for seriously ill family members” is. This high prevalence of elder care leave is perhaps indicative of the fact that decision makers in organizations are typically older and more likely to experience elder care issues than those not in decision-making positions and thus the former may be more sensitive to providing help to others who have similar needs. It may also be a response to the aging workforce and their growing elder care responsibilities. Families and Work Institute research released in 2010 found that 42% of employees provided elder assistance in the past five years and 49% expected to provide this care in the coming five years.²¹

Overall, 43% of employers provide employees with information about elder care services or Elder Care Resource and Referral, and 41% offer DCAPs for elder care. However, only 7% offer access to respite care (short-term care given to a family member by another caregiver) so that the primary caregiver can rest or take time off.

Small versus Large Employers

Small and large employers are equally likely to allow employees (paid or unpaid) time off to provide elder care without jeopardizing their jobs, and this is likely to an extremely valuable benefit for employees who have pressing elder care responsibilities (Table 11). As was true for the provision of

Child Care Resource and Referral services, small employers are significantly less likely (37%) than large employers (64%) to provide Elder Care Resource and Referral services. Interestingly, however, about twice as many large employers offer access to information on child care and elder care than small employers despite the relatively low cost of channeling information to employees. Small employers may not be aware of the existence of community or government services (such as area agencies on aging) that provide these supports or they may be less likely to use national vendors to purchase these services where they could be packaged together.

Table 11: Elder Care Assistance

Does your company provide ...	Total Sample "Yes"	"Yes" by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Information about services for elder family members (Elder Care Resource and Referral)	43%	37%	***	64%
Time off for employees to provide elder care without jeopardizing their jobs	75%	76%	NS	76%
DCAPs for elder care	41%	38%	NS	53%
Access to respite care	7%	6%	NS	13%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes: total = 1,039-1,045; small employers = 549-555; large employers = 91-92.

Only the percent responding "Yes" is reported for each option.

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

Trends from 2008 to 2014

Four elder care questions were included in both the 2008 and 2014 questionnaires. Of these four comparable questions, employers in 2014 were more likely (43%) to report that they offered Elder Care Resource and Referral than employers in 2008 (31%) (Table 12). Similarly, more employers offered DCAPs for elder care (41%) and access to respite care (7%) in 2014 than in 2008 (23% compared with 3%).

Table 12: Elder Care Assistance from 2008 to 2014

Benefits, Policies and Practices	2008	Sig.	2014
Percentage providing access to information about needed services for elderly family members (Elder Care Resource and Referral)	31%	***	43%
Time off for employees to provide elder care without jeopardizing their jobs	75%	NS	75%
DCAPs for elder care	23%	***	41%
Access to respite care	3%	***	7%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 800-811 in 2008 and 758-762 in 2014.

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

HELPING EMPLOYEES RESOLVE PERSONAL AND FAMILY PROBLEMS

Overall Prevalence

Over three quarters (77%) of employers provide Employee Assistance Programs (EAPs) that help employees deal with personal problems that may negatively affect their work or personal lives. In addition, over one in five (21%) provide work-life seminars or workshops at the workplace addressing issues of parenting, child development, elder care and so forth (Table 13).

Small versus Large Employers

Clearly, large employers are more likely than small employers to provide Employee Assistance Programs and workshops or seminars on work-life issues. EAPs, as well as various forms of financial supports, involve direct costs to employers that are more difficult for small employers to afford. In addition, small employers are less likely to have a large enough human resource staff or department (in-house or out-sourced) able to identify and develop contracts with EAP vendors. These same limitations affect offerings of work-life seminars and workshops. Additionally, large employers are more likely to have employee resource groups, perhaps because they have enough employees in specific identity groups to reach a critical mass to sustain interest in supporting productivity from such groups.

Table 13: Assistance in Resolving Personal and Family Problems

Does your company provide ...	Total Sample “Yes”	“Yes” by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
An Employee Assistance Program (EAP) designed to help employees deal with problems that may affect work or personal life	77%	72%	***	95%
Workshops or seminars on parenting, child development, care of the elderly or work family problems	21%	15%	***	44%
Financial support to community programs that support families in the community, that is, programs not aimed specifically at your employees	34%	29%	***	47%
Special supports to employees to help them manage their own financial situations	31%	28%	***	47%
Employee resource groups for employees with similar background or interests to network <i>and</i> to help build business results for the organization	10%	8%	***	23%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes: total = 1,041-1,051; small employers = 551-557; large employers = 91-92.

Read percentages left to right. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Trends from 2008 to 2014

There has been an increase in the number of employers providing assistance to help employees resolve personal and family problems over the past seven years, from 58% in 2008 to 77% in 2014 (Table 14). Clearly, EAPs have become more universal. On the other hand, fewer employers are providing financial support to community programs that provide local support to families in their communities in 2014 (34%) than in 2008 (46%).

Table 14: Assistance in Resolving Personal and Family Problems from 2008 to 2014

Benefits, Policies and Practices	2008	Sig.	2014
Percentage providing an Employee Assistance Program (EAP) designed to help employees deal with problems that may affect work or personal life	58%	***	77%
Percentage providing workshops or seminars on parenting, child development, care of the elderly or work family problems	20%	NS	21%
Provide financial support to community programs that support families in the community, that is, programs not aimed specifically at your employees	46%	***	34%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 800-812 in 2008 and 759-767 in 2014.

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

CULTURE OF FLEXIBILITY AND SUPPORT

Overall Prevalence

Respondents were asked to assess the supportiveness of their workplace cultures (Table 15). Although one can certainly question whether the respondents, who are generally members of organizational leadership, will accurately assess their own cultures, we present the findings with this caveat: we know from studies we have conducted—where organizational leaders and employees are both answering the same questions—that employer representatives have more positive impressions of their organizations' cultures than employees do.

The majority of respondents indicated “very true” to statements assessing whether supervisors are encouraged to assess employee performance by what they accomplish rather than “face time” (64%) and whether supervisors are encouraged to be supportive of employees with family needs and by finding solutions that work for both employees and the organization (58%). Far fewer employers, however, responded “very true” to statements asking whether management rewards those within the organization who support flexible work arrangements (11%) and whether their organization makes a real and ongoing effort to inform employees of the availability of work-life assistance (24%).

Small versus Large Employers

In 2005, we found that smaller employers were more likely to report being supportive than larger employers were, but these differences disappeared in 2008, as did the differences in the provision of various types of flexibility by small and large organizations (Table 4).

When we consider 2014 (Table 15), it is important to note that although the percentage differences between small and large organizations are sometimes rather large, our test for significance is quite stringent so these differences are not necessarily statistically significant. However, we do see a greater proportion of large organizations than small organizations making a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities. This may be because large organizations have more resources and infrastructure to sustain a coordinated communications campaign than a small organization.

We also find that large organizations (12%) are more likely than small organizations (6%) to say it is very true that their other policies interfere with their ability to provide workplace flexibility.

Table 15: Culture of Flexibility and Supportiveness

Organizational Representatives' Statements about Culture of Flexibility	Total Sample "Very True"	"Very True" by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Supervisors are encouraged to be supportive of employees with family needs and by finding solutions that work for both employees and the organization	58%	62%	NS	53%
The organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities	24%	23%	**	32%
Supervisors are encouraged to assess employee performance by what they accomplish and not just by "face time"—that is the number of hours they spend at the workplace	64%	67%	NS	66%
Management rewards those within the organization who support effective, flexible work arrangements	11%	13%	NS	11%
Our organization's personnel policies and practices (such as penalties for unscheduled absences, on-site time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility	9%	6%	***	12%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes: total = 998-1,041; small employers = 527-551; large employers = 88-92.

Read percentages left to right. Percentages do not always add to 100% because of rounding errors.

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

Trends from 2008 to 2014

Though there has not been a change in the percentage of employers that encourage supervisors to find solutions that work for both employees and the organization and to inform employees about assistance for managing work and family responsibilities, we find that fewer employers report that supervisors are encouraged to assess employee performance by what they accomplish and not just by “face time” (71% in 2008 and 64% in 2014) and that management rewards those within the organization who support effective, flexible work arrangements (20% in 2008 and 11% in 2014).

This combination of findings is especially interesting because while communications about flexibility and support have remained stagnant, the application of the relevant principles in performance management appears to be declining, with “face time” on the rise and fewer employers rewarding managers for supporting effective, flexible work arrangements. Employees determine organizational values both from communications and from reward structures. If an organization says one thing but rewards something else, employees will match their behavior with the values an organization rewards rather than what organizational leaders say are important.

On a positive note, fewer employers are reporting that their organization’s personnel policies and practices (such as penalties for unscheduled absences, on-site time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility in 2014 (9%) than in 2008 (16%).

Table 16: Culture of Flexibility and Supportiveness (Percentage Reporting Very True from 2008 to 2014)

Benefits, Policies and Practices	2008	Sig.	2014
Supervisors are encouraged to be supportive of employees with family needs by finding solutions that work for both employees and the organization	60%	NS	58%
The organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities	21%	NS	24%
Supervisors are encouraged to assess employee performance by what they accomplish and not just by “face time”—that is the number of hours they spend at the workplace	71%	***	64%
Management rewards those within the organization who support effective flexible work arrangements	20%	***	11%
Our organization’s personnel policies and practices (such as penalties for unscheduled absences, on-site time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility	16%	***	9%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 572-812 in 2008 and 485-761 in 2014.
Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

EMPLOYER EFFORTS TO FOSTER SUPPORTIVE SUPERVISORS

Overall Prevalence

Employers are most likely to provide training for supervisors in managing diversity and least likely to have a career counseling or management/leadership program for women—63% compared with 11%, a striking difference of 52 percentage points (Table 17). Similarly, 48% of employers report considering how well supervisors manage flexible work arrangements when making job performance appraisals and compensation decisions, while 46 report training supervisors in responding to the work and family needs of employees.

Small versus Large Employers

Not surprisingly, large employers that presumably have larger HR departments are more likely to implement formal training and counseling programs focused on diversity and management and leadership roles for women. In 2005, large organizations were more likely to implement formal training on work and family needs than small employers. This difference was not present in 2008, 2012 or 2014, suggesting that work-life fit is an issue facing employees in companies of all sizes.

In addition, there is no significant difference in the proportions of small and large employers that consider how well supervisors and managers manage flexible work arrangements when making job performance appraisals and compensation decisions.

Table 17: Programs for Supervisors and Career Development

Programs Provided	Total Sample “Yes”	“Provides” by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Training for supervisors in responding to work family needs of employees	46%	43%	NS	56%
Training for supervisors in managing diversity	63%	57%	***	87%
Training for supervisors in managing employees of different ages	52%	46%	***	69%
Consideration of how well supervisors and managers manage flexible work arrangements when making job performance appraisals and compensation decisions	48%	49%	NS	48%
Career counseling programs or management/ leadership programs for women	11%	7%	***	29%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes: total = 1,007-1,038; small employers = 528-550; large employers = 90-91.

Read percentages left to right. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Trends from 2008 to 2014

Employers have cut back on programs for supervisors and career development related to flexibility since 2008. Fewer employers train supervisors in managing employees of different ages (59% in 2008 and 52% in 2014) or consider how well supervisors and managers manage flexible work arrangements when making job performance appraisals and compensation decisions (62% in 2008 and 48% in 2014). Similarly, fewer employers provide career counseling programs or a management/leadership programs for women in 2014 (12%) than in 2008 (16%).

Table 18: Programs for Supervisors and Career Development from 2008 to 2014

Benefits, Policies and Practices	2008	Sig.	2014
Training for supervisors in responding to work family needs of employees	49%	NS	46%
Training for supervisors in managing diversity	68%	NS	63%
Training for supervisors in managing employees of different ages	59%	**	52%
Consider how well supervisors and managers manage flexible work arrangements when making job performance appraisals and compensation decisions	62%	***	48%
Career counseling program or a management/leadership program for women	16%	**	12%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 792-809 in 2008 and 735-758 in 2014.

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

HEALTH CARE BENEFITS

Overall Prevalence

Health insurance coverage for oneself and one's family is the single most important benefit for U.S. workers and their families, most of whom continue to rely on employers for coverage (54.9% of the U.S. population was covered by an employment based health insurance plan in 2012).²² Since we conducted the 2008 study, the Affordable Care Act was passed by the United States Congress in 2010, signed into law by President Obama, and upheld by the Supreme Court in 2012. Although the *2014 National Study of Employers* was not designed to assess the impact of this law on employers, it is clear that it has already had some effects on the workplace (e.g., the increased provision of space for women who are nursing to express milk during work hours described on the following page). The purpose of our study is to continue to assess the health insurance coverage that employers provide to their own employees.

Ninety-eight percent of employers with 50 or more employees offer personal health insurance coverage for full-time employees (Table 19). Among organizations offering personal health insurance, 14% pay all of the premiums, 86% pay some of the premiums, and <1% pay none of the premiums.

Among employers offering personal health insurance, 37% increased employees' premium co-pays during the preceding 12 months.

Ninety-seven percent of employers offer family coverage for full-time employees, with only 4% of these paying all of the premiums for family members, another 79% paying part of the premiums and 17% paying none of the premiums. Among employers offering family health insurance, 38% increased employees' premium co-pays during the preceding 12 months.

Overall, 43% of employers offer health insurance coverage for unmarried partners who live with the employee. Sixty percent of employers offer wellness programs for employees and their families, and 74% provide private space (other than a bathroom) and milk storage facilities for nursing mothers.

Small versus Large Employers

Small employers with 50 to 99 employees and large employers with 1,000 or more employees are equally likely to offer personal health insurance coverage (98% compared with 100%), but when they do, small employers are more likely (18%) than large employers (3%) to pay all of the premiums.

Similarly, small employers and large employers are equally likely to offer family health insurance coverage (96% and 100%) though small employers (21%) are more likely to pay none of the family health insurance premiums than large employers (2%).

Small employers are less likely than large employers to report having increased employees' premium co-pays during the preceding 12 months for both personal and family health insurance.

The fact that premium co-pays have generally increased for employees is an important finding, in our view. In recent years, as health care costs have risen dramatically, employers have gradually shifted more insurance premium costs to their employees.

Small employers are less likely than large employers to provide wellness programs for employees and their families and to provide space and storage facilities at work to allow women who are nursing to continue doing so by expressing milk. Interestingly, and perhaps surprisingly, among employers that offer health coverage for employees' families, small employers are just as likely as large employers to offer health insurance coverage for unmarried partners living with employees.

Table 19: Health Care Benefits

Does your company provide ...	Total Sample "Yes"	"Provides" by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Personal health insurance for full-time employees	98%	98%	NS	100%
Among organizations offering personal coverage: full or part payment of premiums for personal health insurance			***	
Full	14%	18%		3%
Part	86	82		96
None	<1	0		1
Over past 12 months, employees were asked to pay a larger proportion of personal health insurance premium	37%	31%	***	51%
Health insurance that includes coverage for family members	97%	96%	NS	100%
Among organizations offering family coverage: full or part payment of premium for family members			**	
Full	4%	6%		2%
Part	79	74		96
None	17	21		2
Over past 12 months, employees asked to pay a larger proportion of family health insurance premium	38%	32%	***	54%
Health insurance coverage for unmarried partners (same or opposite sex) who live together	43%	41%	NS	52%
Wellness program for employees and their families	60%	53%	***	83%
Space (other than a bathroom) and storage facilities at work that allow women who are nursing to continue to do so by expressing milk	74%	70%	***	90%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes: total = 885-1,051; small employers = 444-557; large employers = 90-93.

Read percentages left to right. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Trends from 2008 to 2014

Seven health care benefit questions were included in both the 2008 and 2014 questionnaires (Table 20). Though significantly more employers are providing health insurance coverage for full-time employees (98% in 2014 compared with 95% in 2008), fewer employers are paying all of employees' health insurance premiums (14% in 2014 compared with 23% in 2008). Significantly more employers in 2014 (43%) than in 2008 (29%) offer health insurance coverage for the unmarried partners of employees—no doubt indicative of an ongoing shift in values about the legitimacy of these relationships. Additionally, in keeping with the previous findings that employers are promoting health and attempting to reduce stress for employees, there have been increases in wellness programs (60% in 2014 compared with 51% in 2008).

We also see an increase in the provision of space and equipment for new mothers to breastfeed (74% in 2014, up from 49% in 2008). It is important to note that the 2014 version of this item includes the additional requirement that the private space be somewhere “other than a bathroom,” in keeping with the requirements of *Section 7(r) of the Fair Labor Standards Act – Break Time for Nursing Mothers Provision as amended by the Patient Protection and Affordable Care Act* which came into effect on March 23, 2010. Though 2014 respondents were held to a higher standard than 2008 respondents, we still see a 25 point increase in the percentage of employers offering space and equipment for new mothers to breastfeed.

Table 20: Health Care Benefits from 2008 to 2014

Benefits	2008	Sig.	2014
Percentage providing health insurance coverage for full-time employees	95%	***	98%
Percentage paying all, part or none of the premium for full-time employees' health insurance			
All	23%	***	14%
Part	76		86
None	2		0
Percentage providing health insurance coverage for family members	91%	***	97%
Percentage paying all, part or none of the premium for family members health insurance			
All	8%	NS	4%
Part	67		79
None	25		17
Percentage providing health insurance coverage for unmarried partners of employees	29%	***	43%
Percentage providing wellness program for employees and their families	51%	***	60%
Percentage providing private space for breastfeeding women	49%	***	74%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 673-815 in 2008 and 702-768 in 2014.

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

BENEFITS TO ENHANCE ECONOMIC SECURITY

Overall Prevalence

Of the benefits most directly related to economic security considered in this study, employers with 50 or more employees are most likely (96%) to offer 401(k) or 403(b) retirement plans, with for-profit employers using the former and nonprofits the latter (Table 21). Moreover, 80% of employers made contributions to employees' individual retirement plans. Only 21% of employers offer defined-benefit pensions.

The second most popular fringe benefit (75%) is temporary disability insurance. In addition, 68% of employers also offer some measure of financial assistance for employees to continue their education or training. The incidence of other benefit offerings is much lower. Fewer than one in five employers (13%) also takes some steps to help employees obtain public benefits for which they are eligible. Among low-wage employees from low-income families, such benefits have the potential of enhancing family economic security.

Small versus Large Employers

Small employers are less likely than large employers to offer benefits that enhance employees' economic security when those benefits have clear direct cost implications (Table 21). The costs of such benefits may be considerable and are more easily borne by large than small employers. Large employers may also see a better ratio of cost to employee usage, as they are more likely to have a critical mass of employees for any particular program.

Relatively few employers (8%) offer both phased retirement *and* defined-benefit pension plans. Among those that do, small employers are just as likely as large employers to allow employees to phase into retirement without reducing pension payouts. This is a very important benefit to older workers and to employers in retaining older workers and in developing knowledge transfer strategies.

Table 21: Benefits to Enhance Economic Security

Does your company provide ...	Total Sample "Yes"	"Provides" by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Temporary disability insurance (TDI)	75%	69%	***	90%
Defined/guaranteed-benefit pension plan	21%	18%	**	33%
401(k) or 403(b) individual retirement plan	96%	95%	NS	100%
Company contribution to retirement plan	80%	77%	**	90%
Financial assistance for employees to continue education/training	68%	62%	***	87%
Scholarships or other educational assistance for the children of employees	12%	7%	***	40%
A long-term care insurance plan	31%	29%	**	46%
Financial assistance for adoptive parents	6%	4%	***	23%
Assistance in obtaining public benefits for potentially eligible employees— e.g., tax credits, child care subsidies, food stamps, housing subsidies and transportation subsidies	13%	11%	NS	20%
Among employers allowing phased retirement <i>and</i> offering defined-benefit pension plans (<i>only 8% of employers</i>), what percent allows employees to phase into retirement without reducing their pension payouts	75% N=83	79% N=28	NS	71% N=14

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes: total = 1,039-1,051; small employers = 549-557; large employers = 91-93.

Read percentages left to right. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Trends from 2008 to 2014

Nine questions were included in both the 2014 and 2008 questionnaires. Employers in 2014 are less likely (21%) than those in 2008 (26%) to provide defined-benefit pension plans or assistance in obtaining public benefits (20% in 2008 compared with 13% in 2014). However, employers in 2014 are more likely (96%) than employers in 2008 (84%) to provide 401(k), 403(b) or other retirement plans. They are also more likely (75%) than employers in 2008 (67%) to make contributions to provide temporary disability insurance (Table 22).

Table 22: Benefits to Enhance Economic Security from 2008 to 2014

Benefits	2008	Sig.	2014
Percentage providing temporary disability insurance (TDI)	67%	**	75%
Percentage providing defined-benefit pension plan	26%	NS	21%
Percentage providing 401(k), 403(b) or other retirement plan	84%	***	96%
Percentage contributing to employee retirement plans	76%	NS	80%
Percentage providing financial assistance for education/training	64%	NS	68%
Percentage providing scholarships or educational assistance to employees' children	16%	NS	12%
Percentage offering a long-term insurance plan	34%	NS	31%
Percentage providing financial assistance for adoptive parents	8%	NS	6%
Percentage providing assistance in obtaining public benefits	20%	***	13%

Source: Families and Work Institute, 2014 National Study of Employers. Sample sizes range within survey year from 749-814 in 2008 and 758-767 in 2014.

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

MAIN REASONS FOR IMPLEMENTING EMPLOYEE AND FAMILY ASSISTANCE INITIATIVES

Employers with eight or more employee and family assistance initiatives (flexible time, caregiving leaves and dependent care assistance) were asked the main reasons they have implemented these initiatives. It was an *open-ended question* for which employers could say whatever they wanted and could give multiple reasons.

As shown in Table 23, the main reason cited by employers for developing workplace flexibility, caregiving leaves and dependent care initiatives is the retention of employees in general (35%), with fewer mentioning the recruitment of employees in general (14%) and increasing productivity (12%).

Although a lot of the discussion about the organizational value of employee and family assistance efforts is around retaining highly skilled employees, employers appear motivated to retain employees in general. The first and third most important reasons are the recruitment and retention of employees in general with a focus on highly skilled employees failing to make the list of the top ten reasons.

Interestingly, four responses focus on the altruistic reasons for such programs: help employees manage work and family life (19%), it is the right thing to do (11%), support/meet employees' needs (10%), and we are a caring organization (8%). These results show that businesses do not only approach this issue from a purely self-interested, bottom-line position. Similarly, improving morale (10%) and providing job satisfaction (8%) represent justifications based on a mix of employer and employee outcomes, with mandated by law (11%) rounding out the top ten reasons for implementing these initiatives.

Table 23: Reasons for Implementing Employee and Family Assistance Initiatives among Employers with at Least Eight Initiatives

Retain employees in general	35%
Help employees manage work and family life	19%
Recruit employees in general	14%
Increase productivity	12%
Mandated by law	11%
It is the right thing to do	11%
Improve morale	10%
Support/meet employee's needs	10%
We are a caring organization	8%
Provide job satisfaction	8%
Retain highly-skilled employees	6%
Increase employee commitment/engagement	6%
Provide a better work environment	5%
Compete with other employers	4%
Offer a better benefit package	4%
To be a family-friendly employer	4%
Part of the organization's mission/culture/values	4%
It is a family organization, and it is the way we do things	3%
Meet business needs for flexible work schedules	3%
Recruit highly-skilled employees	3%
Ensure the workforce of tomorrow is of high quality	3%
Other reasons	2%
Respond to employees' requests/pressure	2%
It is the nature of this business	2%
Alleviate employee stress	2%

Source: Families and Work Institute, 2014 National Study of Employers. Sample size = 1,051. Respondents could mention as many factors as they want. Reasons mentioned by less than 2% are not tabled.

MAIN OBSTACLES TO IMPLEMENTING EMPLOYEE AND FAMILY ASSISTANCE INITIATIVES

We asked all employers (whether they have implemented employee and family assistance initiatives or not) for the main obstacles to implementing flexibility, caregiving leaves, child care or elder care assistance. It was also an *open-ended question* for which employers could say whatever they wanted and could cite multiple obstacles (Table 24).

The main obstacle cited by employers is cost (21%). The second most frequently cited obstacle is that job requirements and workload don't allow these programs (15%) followed by it being hard to supervise employees, potential abuse (both 12%), a lack of staff to implement such programs, and a potential loss of productivity (both 9%).

Interestingly, 4% state that there are no business obstacles. Also interesting is that some of the most frequently-discussed obstacles in the media (such as workers resenting each other) are hardly mentioned (2%), though 9% of employers mentioned the need to treat all employees equally. It is clear, however, that the major roadblocks are difficulties in implementation (cost, difficulty in supervision, administrative hassles, lack of staff to implement, etc.) as well as fears of negative effects on productivity.

Table 24: Obstacles to Implementing Employee and Family Assistance Initiatives

Costs too much/limited funds	21%
Job requirements and workload don't allow these programs	15%
Hard to supervise employees	12%
Potential abuse (absenteeism)	12%
Lack of staff to implement	9%
Potential loss of productivity	9%
Need to treat all employees equally	9%
We need to ensure that work gets done and satisfy the customer	9%
We are a small organization	6%
Manager resistance	6%
Impractical, given the nature of our industry	5%
Time constraints	4%
There are no business obstacles	4%
Inflexible work arrangements here	4%
Maintain consistency	4%
Administrative hassles	3%
Not a cost-effective investment	3%
Employees don't use these programs or policies	2%
Lack of information about these programs and policies	2%
Not convinced there would be a productivity payoff	2%
Other more pressing business issues	2%
Could lead to co-worker resentment	2%
Union considerations	2%
Mandated by law	2%
Additional co-worker burden	2%
Meeting employee and business needs	2%
Implementation of programs	2%

Source: Families and Work Institute, 2014 National Study of Employers. Sample = 1,012.
 Respondents could mention as many obstacles as they want.
 Obstacles mentioned by less than 2% are not tabled.

PREDICTING FLEXIBILITY, CAREGIVING LEAVE BENEFITS, CHILD AND ELDER CARE SUPPORT, AND HEALTH CARE/ECONOMIC SECURITY

Predictors

To go beyond why employers say that they do or don't provide the programs, policies and benefits described in this report, we investigated the relationships between numerous characteristics of employers and important outcomes. The predictors we examined are:

- the demographics of the workplace—**industry, for-profit/nonprofit status, employer size, number of years in business and number of operating locations;**
- the demographics of the workforce—**percentage of women, racial and ethnic minorities, unionized employees, hourly employees, part-time employees, women and people of color who are in executive leadership positions (Chief Executive Officer, Managing Partner, President, Chair or Vice Chair of the Board, Chief Operating Officer or Chief Financial Officer)²³ or who report directly to people in executive leadership positions;**
- the financial health of the employer—**how well the organization is doing in comparison with competitors, downsized or upsized;** and
- human resource issues—**difficulty or ease of filling high-skilled job vacancies and filling entry-level/hourly positions.**

Outcomes

Outcomes were measured by constructing multi-item scales representing the extent of:

- workplace flexibility;
- caregiving leaves;
- child and elder care assistance; and
- health care and economic security benefits.

The content of these scales and the methods for their construction are described briefly in an end-note to this report.²⁴

To simplify analysis and presentation, each outcome scale was broken into three levels, representing the extent or generosity of support offered. The low level classification represents the bottom quartile (Q1—the bottom 25%) of the distribution of scale scores; the mid level includes employers that fall into the middle two quartiles (Q2 and 3—the middle 50%) of scores; and the high level represents employers in the top quartile (Q4—the top 25%) that offer the highest level of support. The degree to which predictors are related to outcomes was assessed using cross-tabulations with Chi-square tests. Given the number of analyses conducted and the lengthy tables that might have ensued, only findings that reach statistical significance at $p < .01$ are reported in the tables below. Preceding each table, we note some of the most striking findings.

PREDICTING FLEXIBILITY

Some Significant Findings

- Organizations where women make up a larger proportion of the workforce are more likely to have a high level of flexibility than organizations where women represent a smaller share of the workforce.
- Organizations where hourly employees make up a smaller proportion of the workforce are more likely to have a high level of flexibility.
- Organizations with moderate levels of part-time employees are more likely (26-28%) to provide a high level of flexibility than organizations with very few or a majority of part-time employees.
- Organizations with more women and racial/ethnic minorities who are in *or* who report directly to executive leadership positions are more likely to have a high level of flexibility.
- Organizations reporting greater ease in filling entry level job vacancies are more likely to have a high level of flexibility. It is important to remember that these analyses do not establish causality. It may be that greater workplace flexibility makes it easier to fill entry level jobs or, perhaps, organizations with greater ease filling entry level jobs are more willing to be flexible.

Table 25: Predicting Flexibility

	Extent of Flexibility in Work Arrangements				
	N	Low Level (Bottom Quartile)	Mid Level (Quartiles 2 and 3)	High Level (Top Quartile)	Sig.
Demographics of the Workplace					
Employer type					
Nonprofit organization	318	17%	48	35	***
For-profit organization	645	30%	50	20	
Demographics of the Workforce					
Percentage of employees who are women					
1 - 24%	189	42%	42	15	***
25 - 50%	306	25%	51	24	
More than 50%	466	20%	51	30	
Percentage of employees who are hourly (non-exempt)					
0%	21	5%	43	52	***
1 - 24%	159	12%	38	50	
25 - 50%	225	26%	55	20	
More than 50%	556	31%	50	19	

Table 25: Predicting Flexibility (continued)

	Extent of Flexibility in Work Arrangements				
	N	Low Level (Bottom Quartile)	Mid Level (Quartiles 2 and 3)	High Level (Top Quartile)	Sig.
Percentage of employees who are part time					
0%	174	39%	41	20	**
1 - 24%	607	25%	50	26	
25 - 50%	125	15%	57	28	
More than 50%	55	24%	53	24	
Women who are in executive leadership positions					***
No	460	31%	52	17	
Yes	502	21%	47	32	
Women who are in <i>or</i> who report directly to executive leadership positions					***
No	148	43%	43	14	
Yes	813	23%	50	27	
Racial or ethnic minorities who are in executive leadership positions					**
No	687	27%	51	22	
Yes	198	20%	45	35	
Racial or ethnic minorities who are in <i>or</i> who report directly to executive leadership positions					***
No	341	33%	50	17	
Yes	461	18%	50	32	
Human Resource Issues					
Ease of filling entry level job vacancies					
Very easy	338	21%	52	27	**
Somewhat easy	391	27%	48	25	
Somewhat difficult	197	29%	47	24	
Very difficult	30	43%	43	13	

Source: Families and Work Institute, 2014 National Study of Employers. Read percentages left to right. Percentages do not always add to 100% because of rounding errors. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

PREDICTING CAREGIVING LEAVES

No Significant Findings:

When Families and Work Institute began tracking the predictors of caregiving leaves in the 2008 NSE, there were six statistically significant predictors:

- employer size;
- employer type;
- percentage of union members;
- racial/ethnic minorities in or reporting directly to executive leadership positions;
- difficulty finding and hiring honest and reliable employees; and
- difficulty finding and hiring hardworking self-starters.

In 2012, there were only three significant predictors of caregiving leaves:

- employer size;
- percentage of employees who are hourly; and
- the organization having experienced downsizing.

By 2014, none of the variables measured as part of this series show any significant relationship with caregiving leaves. The reduction in predictors may be a result of the FMLA creating a standard that all employers with 50 or more employees seek to meet, despite variation in business structure and employee demographics. The 21% offering less than 12 weeks of leave may be predictable from other variables not measured in this study (e.g., the quality of training of their Human Resource personnel around FMLA compliance).

PREDICTING CHILD AND ELDER CARE ASSISTANCE

Some Significant Findings

- Large employers are more likely (41%) to provide a high level of child and elder care assistance than small employers (16%).
- Nonprofit organizations (27%) are more likely to offer a high level of child and elder care assistance than for-profit organizations (17%).
- Organizations with more than six locations (29%) are more likely to offer a high level of child and elder care assistance than organizations with only one location (16%).
- Organizations with fewer hourly employees (30%) are more likely to offer a high level of child and elder care assistance than employers with more than 50% hourly employees (19%).

- Organizations with more than 50% women in their workforces (25%) are more likely to offer a high level of child and elder care assistance than those with fewer women in the workforce (13% to 18%).
- Organizations with more women and racial or ethnic minorities who are in or who report directly to executive leadership positions are more likely to offer a high level of child and elder care assistance than organizations with fewer women and minorities in or reporting to executive leadership positions.

Table 26: Predicting Child and Elder Care Assistance

	Extent of Programs and Policies Supporting Child and Elder Care				
	N	Low Level (Bottom Quartile)	Mid Level (Quartiles 2 and 3)	High Level (Top Quartile)	Sig.
Demographics of the Workplace					
Employer size in the U.S.					
50 - 99 employees	555	32%	52	16	***
100 - 249 employees	278	28%	52	21	
250 - 999 employees	123	19%	58	24	
Over 1,000 employees	91	13%	46	41	
Employer type					
Nonprofit organization	342	21%	52	27	***
For-profit organization	706	31%	52	17	
Number of operating locations					
Only one	404	34%	50	16	***
Two to six	419	26%	55	19	
More than six	223	19%	52	29	

Table 26: Predicting Child and Elder Care Assistance (continued)

	Extent of Programs and Policies Supporting Child and Elder Care				
	N	Low Level (Bottom Quartile)	Mid Level (Quartiles 2 and 3)	High Level (Top Quartile)	Sig.
Demographics of the Workforce					
Percentage of employees who are women					
1 - 24%	205	39%	48	13	***
25 - 50%	335	29%	53	18	
More than 50%	510	23%	53	25	
Women who are in executive leadership positions					
No	502	30%	53	16	**
Yes	546	26%	51	23	
Women who are in <u>or</u> who report directly to executive leadership positions					
No	167	41%	48	11	***
Yes	880	25%	53	22	
Racial or ethnic minorities who are in <u>or</u> who report directly to executive leadership positions					
No	374	34%	51	15	***
Yes	503	23%	53	25	
Percentage of hourly employees					
None	23	13%	57	30	**
1 - 24%	177	22%	58	21	
25 - 50%	239	25%	55	20	
More than 50%	610	32%	49	19	

Source: Families and Work Institute, 2014 National Study of Employers. Read percentages left to right. Percentages do not always add to 100% because of rounding errors. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

PREDICTING HEALTH CARE AND ECONOMIC SECURITY

Some Significant Findings

- Large employers are more likely (54%) to provide a high level of health care and economic security benefits than small employers (19%).
- Employers operating for more than 31 years (29%) or less than 10 years (27%) are more likely to provide a high level of health care and economic security benefits than employers operating for 21 to 30 years (14%).
- Organizations with more than six locations (35%) are more likely to offer a high level of health care and economic security benefits than organizations with only one location (23%).
- Organizations with fewer hourly employees (35%) are more likely to offer a high level of health care and economic security benefits than employers with more than 50% hourly employees (22%).
- Organizations with more union employees (39%) are more likely to offer a high level of health care and economic security benefits than employers with no union employees (23%).
- Organizations with more women and racial or ethnic minorities who are in or who report to executive leadership positions are more likely to offer a high level of health care and economic security benefits than organizations with fewer women and minorities in or reporting to executive leadership positions.
- Organizations who report doing better than their competitors (28%) are more likely to offer a high level of health care and economic security benefits than organizations who report doing worse than their competitors (8%).

Table 27: Predicting Health Care and Economic Security Benefits

	Extent of Health Coverage and Economic Security Benefits				
	N	Low Level (Bottom Quartile)	Mid Level (Quartiles 2 and 3)	High Level (Top Quartile)	Sig.
Demographics of the Workplace					
Employer size in the U.S.					
50 - 99 employees	553	31%	51	19	***
100 - 249 employees	277	24%	52	24	
250 - 999 employees	122	21%	46	33	
Over 1,000 employees	90	10%	36	54	
Number of years in business					
Ten or fewer years	33	30%	42	27	**
11 - 20 years	138	30%	51	20	
21 - 30 years	188	30%	56	14	
31 or more years	684	24%	47	29	
Number of operating locations					
Only one	399	32%	45	23	***
Two to six	419	24%	55	21	
More than six	221	19%	47	35	

Table 27: Predicting Health Care and Economic Security Benefits (continued)

	Extent of Health Coverage and Economic Security Benefits				
	N	Low Level (Bottom Quartile)	Mid Level (Quartiles 2 and 3)	High Level (Top Quartile)	Sig.
Demographics of the Workforce					
Percentage of employees in a union					
None	904	28%	49	23	**
1 - 24%	55	11%	49	40	
25 - 50%	44	9%	64	27	
More than 50%	41	22%	39	39	
Percentage of hourly employees					
None	23	22%	44	35	**
1 - 24%	176	18%	56	26	
25 - 50%	237	25%	46	30	
More than 50%	607	29%	49	22	
Racial or ethnic minorities who are in executive leadership positions					***
No	744	28%	49	23	
Yes	218	18%	50	32	
Racial or ethnic minorities who are in <u>or</u> who report directly to executive leadership positions					**
No	500	27%	52	21	
Yes	498	22%	48	30	
Financial Health of the Employer					
How the organization is doing financially versus competitors					
Better than competitors	407	21%	51	28	***
About the same	513	28%	47	25	
Worse than competitors	62	42%	50	8	

Source: Families and Work Institute, 2014 National Study of Employers. Read percentages left to right. Percentages do not always add to 100% because of rounding errors. Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

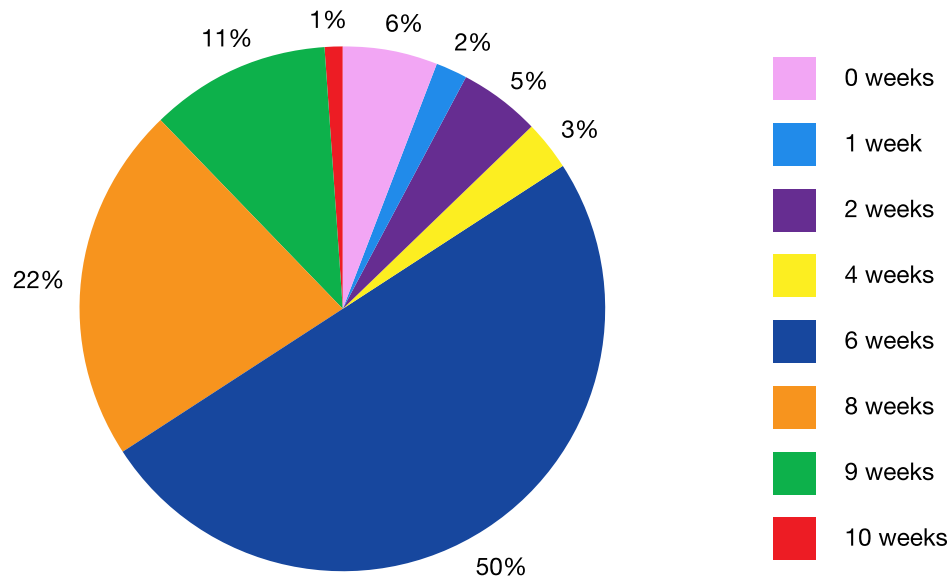
CONCLUSION

From 2008 through 2014, the economic recovery from the Great Recession has been quite slow, and common wisdom would have it that employers might respond by cutting back on the policies, programs and benefits they offer employees to provide flexibility, child and elder care assistance, health care, and economic security. But as the economy has churned and changed, so too have expectations about work. Millennial employees have made it known they want more flexible and innovative workplaces that are willing to adjust work processes to get work done in new ways that support their unique work styles as well as their personal and professional lives. Generation X employees have become middle management sandwiched between Boomer leaders, Millennial staff, aging parents, and their young families. Older employees—many of whom are exploring post-retirement careers, caring for elderly parents, and/or managing their own health—are also looking for workplaces where they can contribute in ways that also allow them to pursue other interests and meet other responsibilities. Though unemployment remains high, many professions and organizations report significant skills gaps in the labor force, and the fight for specific talent is sometimes fierce. Additionally, work itself has changed with many jobs becoming more demanding, more hectic, more global and increasingly 24/7.

Changing times call for new ways to work—to *reinvent* work! The purpose of this report is to trace the trends in employers' responses in these changes in the economy, in work itself and among employers. While organizations need to make difficult decisions that allocate finite funds to their various activities, it is important to keep in mind that effective workplaces, like the people who work in them, are multi-faceted and are not as successful when attention is paid to a single aspect of either. Truly effective employers recognize that employees' personal *and* professional lives are both sources of strength and challenges that can affect work outcomes. By creating effective workplaces whose processes and infrastructures address stressors and add enhancements for employee performance and well-being, employers will be able to continuously *reinvent* their workplaces so that their people *and* their organization can thrive.

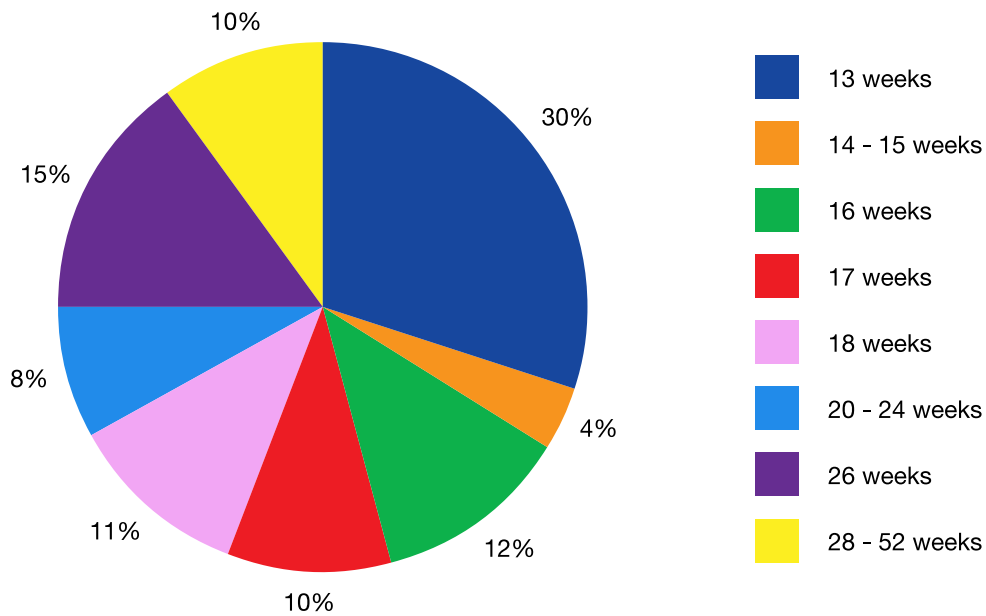
APPENDIX

Figure 3: Percentage of Employers Offering Less than 12 Weeks of Maternity Leave by Amount of Time Offered



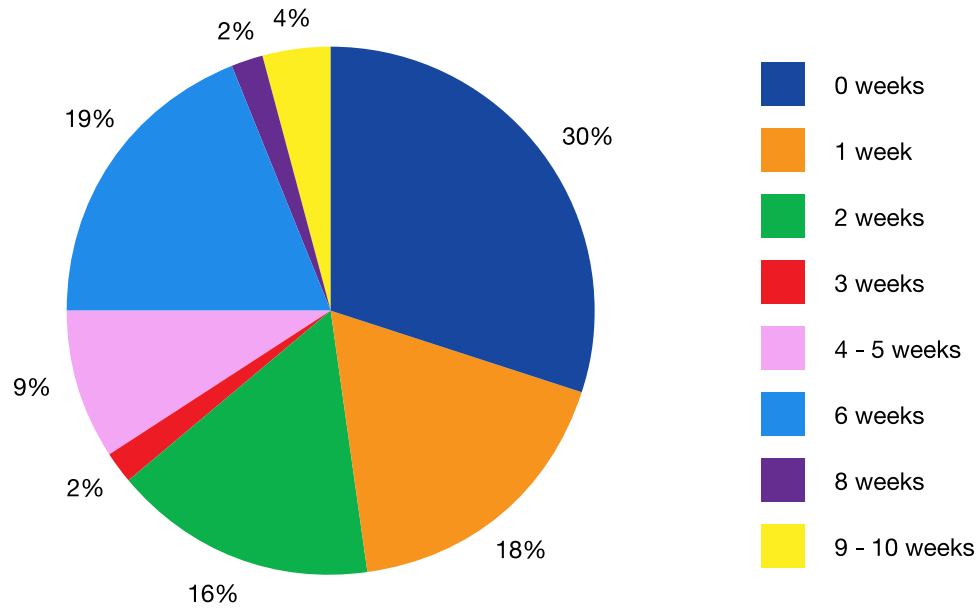
Source: Families and Work Institute, 2014 National Study of Employers. Sample restricted to the 6% of employers who indicated they are covered by FMLA and that they offer less than 12 weeks of maternity leave.

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



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

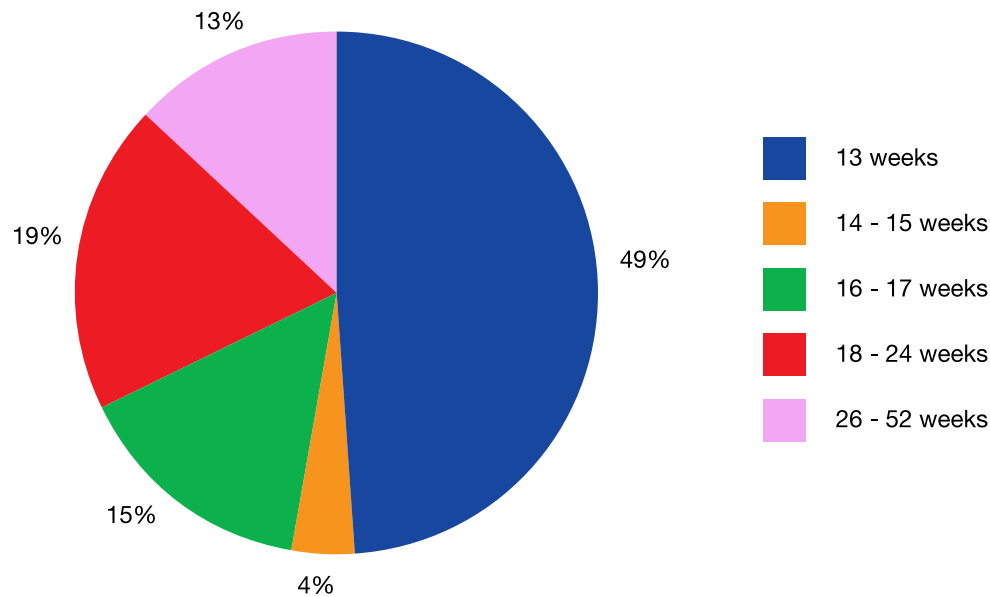
Figure 5: Percentage of Employers Offering Less than 12 Weeks of Spouse/Partner Leave by Amount of Time Offered



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

Sample restricted to the 20% of employers who indicated they are covered by FMLA and that they offer less than 12 weeks of spouse/partner leave.

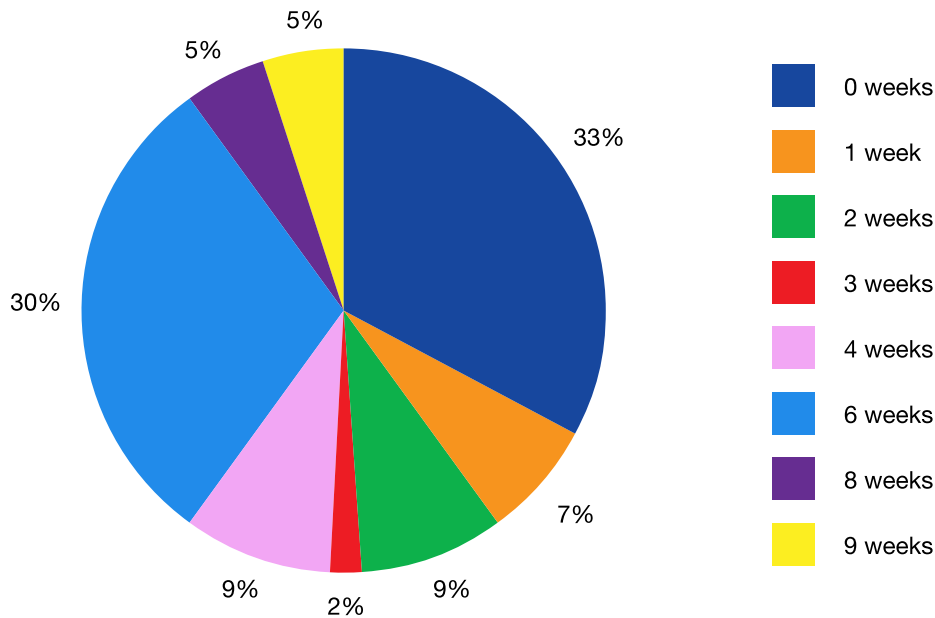
Figure 6: Percentage of Employers Offering More than 12 Weeks of Spouse/Partner Leave by Amount of Time Offered



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

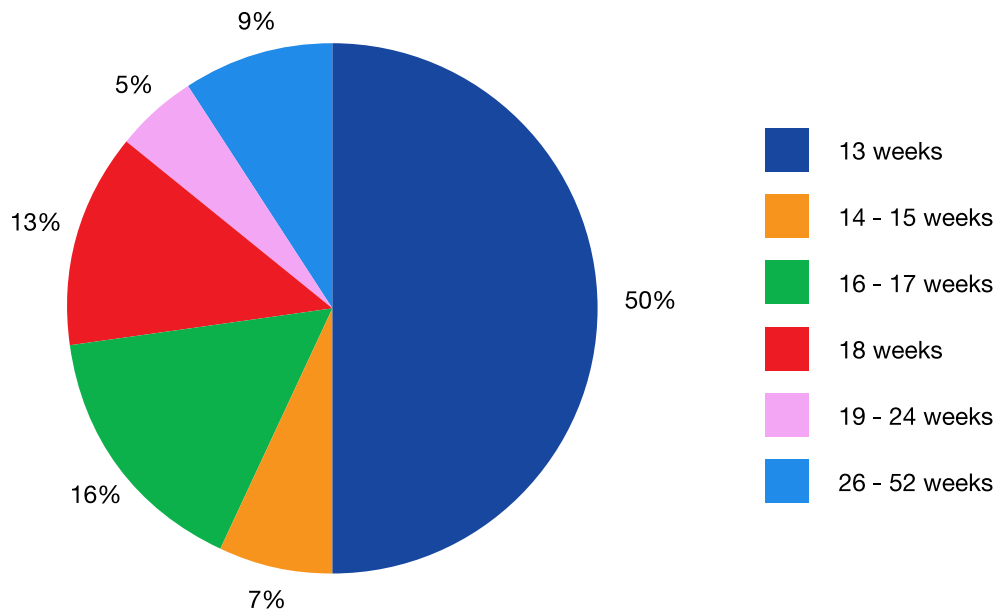
Sample restricted to the 15% of employers who indicated they are covered by FMLA and that they offer more than 12 weeks of spouse/partner leave.

Figure 7: Percentage of Employers Offering Less than 12 Weeks of Adoption Leave by Amount of Time Offered



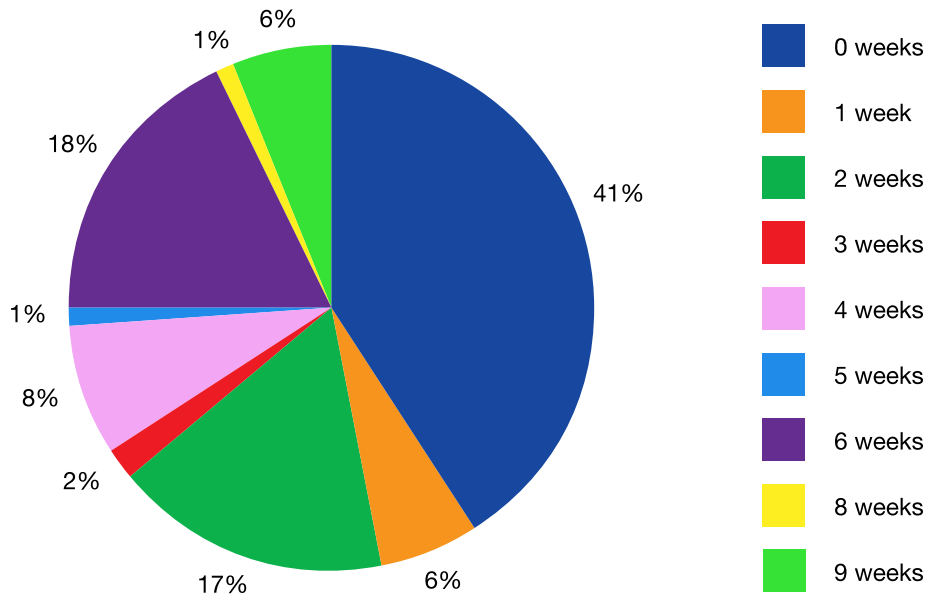
Source: Families and Work Institute, 2014 National Study of Employers. Sample restricted to the 11% of employers who indicated they are covered by FMLA and that they offer less than 12 weeks of adoption leave.

Figure 8: Percentage of Employers Offering More than 12 Weeks of Adoption Leave by Amount of Time Offered



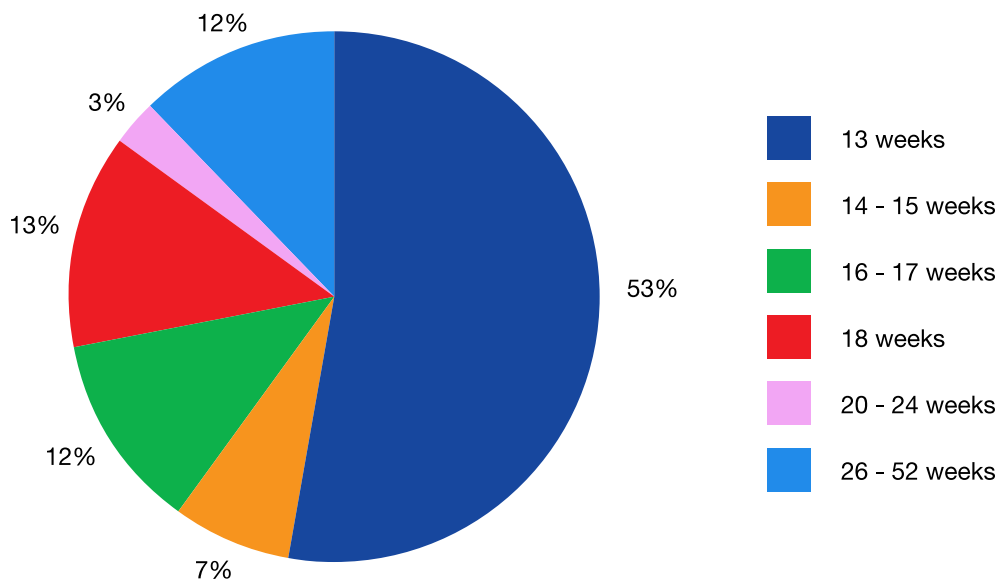
Source: Families and Work Institute, 2014 National Study of Employers. Sample restricted to the 17% of employers who indicated they are covered by FMLA and that they offer more than 12 weeks of adoption leave.

Figure 9. Percentage of Employers Offering Less than 12 Weeks for Care of Seriously Ill Family Members Leave by Amount of Time Offered



Source: Families and Work Institute, 2014 National Study of Employers. Sample restricted to the 9% of employers who indicated they are covered by FMLA and that they offer less than 12 weeks of care of seriously ill family members leave.

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



Source: Families and Work Institute, 2014 National Study of Employers. Sample restricted to the 18% of employers who indicated they are covered by FMLA and that they offer more than 12 weeks of care of seriously ill family members leave.

ENDNOTES

- 1 The *1998 Business Work Life Study* (BWLS) surveyed a representative national sample of 1,057 for-profit (84% of the sample) and nonprofit employers (16% of the sample) with 100 or more employees by telephone interviews with Human Resource directors. Harris Interactive staff conducted the interviews. Employers were selected from Dun & Bradstreet (D&B) lists using a stratified random sampling procedure in which selection was proportional to the number of people employed by each company to ensure a large enough sample of large organizations. When analyzing data to make generalizations about the universe of organizations with 100 or more employees in the U.S., the sample was weighted to the distribution of employers of different sizes in the U.S. The questionnaire was developed to complement Families and Work Institute's *1997 National Study of the Changing Workforce* (NSCW), which surveyed a representative national sample of employees in the U.S. labor force.

- 2 The *2014 National Study of Employers* (NSE) surveyed a representative national sample of 1,051 for-profit (67% of the sample) and nonprofit employers (33% of the sample) with 50 or more employees by telephone interviews and Web surveys with Human Resource directors. All respondents were offered the opportunity to complete the survey in their preferred mode (telephone interview or online survey). Representatives of Harris Interactive conducted the 48-minute phone interviews between September 13th, 2013 and January 31st, 2014. Online interviews averaged about 37 minutes in length and were conducted during the same time period. Approximately 34% of the sample chose to respond via telephone interview and 66% chose to respond by online survey. Employers were selected from Dun & Bradstreet lists using a stratified random sampling procedure in which selection was proportional to the number of people employed by each company to ensure a large enough sample of large organizations. The response rate for the study was 40%. The maximum sampling error (margin of error) for the study when describing the total sample is approximately 4%. (If the design effect is taken into account, the maximum sampling error for total sample estimates increases to about 5.2%.) When analyzing data to make generalizations about the universe of organizations with 50 or more employees in the U.S., the sample was weighted to the distribution of employers found in the D&B database, a close approximation of the distribution of employers of different sizes in the U.S. The questionnaire was developed to complement Families and Work Institute's ongoing *National Study of the Changing Workforce* (NSCW), which surveys representative national samples of employees in the U.S. labor force. Harris Interactive was responsible for the data collection; Families and Work Institute conducted the analysis of the data.

- 3 Aumann, K & Galinsky, E. (2009). *The State of Health in the American Workforce: Does Having an Effective Workplace Matter?* New York: Families and Work Institute

- 4 According to the Bureau of Labor Statistics, the unemployment rates during the September 2004 to April 2005 fielding of the 2005 NSE averaged around 5.4%. The rate during the April to August 2007 fielding of the 2008 NSE averaged around 4.6%. The unemployment rate during the August 2011 to January 2012 fielding of the 2012 NSE averaged around 8.7%. The unemployment rate during the September 2013 to January 2014 fielding of the 2014 NSE averaged around 6.9%. Since the start of the recession, the unemployment rate peaked at 10% in October 2009, four months after the official end of the recession.

- 5 See the following for a complete review of the trend analyses between the 2005 and 2012 iterations of the NSE: Matos, K. & Galinsky, E. (2012). *The 2012 National Study of Employers*. New York: Families and Work Institute.

- 6 See Galinsky, E. and Bond, J.T. (2009) *The Impact of the Recession on Employers*. New York: Families and Work Institute.

- 7 Focusing on employers that offer flexible work to "at least some employees" provides an estimate of the prevalence of the flexibility concept across organizations. This percentage represents the proportion of employers who know about and use flexibility to some extent.

- 8 Although in most cases this leave is taken by men, we have adopted more neutral language to be inclusive of the approximately 16% of same-sex couples in the U.S. raising children.

U.S. Census Bureau (2013). *Fertility and Family Statistics Branch Frequently Asked Questions About Same-Sex Couple Households*. http://www.census.gov/hhes/samesex/files/SScplfactsheet_final.pdf

9 Approximately 94.8% of respondents correctly identified themselves as having a worksite with 50 or more employees within a 75-mile radius and being covered by the FMLA. An additional 1.8% correctly identified themselves as exempt from the FMLA because no worksite met the law’s requirements. The remaining employers either thought they were covered despite lacking an eligible worksite (2.2%) or thought they were exempt despite having an eligible worksite (1.2%). Note that all respondents were required to employ at least 50 people to be eligible to participate in the survey.

10 Out of the total sample of 1,051 employers, only 47 were not covered by the FMLA and 11 failed to provide an answer to all four care giving leave items used to determine compliance with the FMLA. The respondents with missing data or who indicated they were not covered by the FMLA were excluded from the analysis.

11 “Executive leadership positions” is defined as any one of the following positions: Chief Executive Officer, Managing Partner, President, Chair or Vice Chair of the Board, Chief Operating Officer or Chief Financial Officer. We measure representation of women and racial/ethnic minorities both in these specific positions and in the management level directly below (in other words “reporting to”) these positions. This provides information on both present and pipeline leadership.

12 The *Family and Medical Leave Act*, some new reporting requirements under the Affordable Care Act, and the Executive Order 11246 requirement for government contractors to have an affirmative action plan are examples of law and policy that specifically apply to employers with 50 or more employees (though each law or policy may include additional requirements).

13 We measure representation of women and racial/ethnic minorities both in these specific positions and in the management level directly below (in other words “reporting to”) these positions. This provides information on both present and pipeline leadership.

14 Employers were sampled in each of four size categories: 50–99, 100–249, 250–999 and 1,000+ employees in proportions consistent with their representation in the universe of U.S. employers. Because only 9% of the universe of employers sampled had 1,000 or more employees (as shown in Table 1), however, it was necessary to weight the sample to the proportions of employers of different sizes in the universe of employers for purposes of analysis. When weighted in this manner, analyses of the sample accurately reflect characteristics of the universe of all employers with 50 or more employees in the U.S. The unweighted percentages for the sample are:

Employer Size	Unweighted % Distribution of Employers by Size in Sample	Unweighted Number of Employers Interviewed for NSE
50 through 99	37%	385
100 through 249	23%	241
250 through 999	15%	161
1,000 or more	25%	264

15 Nonprofit organizations exclude federal, state and local government agencies as well as publicly-funded educational institutions. Privately-funded educational institutions and all organizations classified as nonprofit by the IRS, however, are included in our nonprofit sample.

16 Focusing on employers that offer flexible work to “at least some employees” provides an estimate of the prevalence of the flexibility concept across organizations. This percentage represents the proportion of employers who know about and use flexibility to some extent.

17 Focusing on employers that offer flexible work to “all or most employees” provides an estimate of the degree to which employers in each size group are using flexibility—in other words, the saturation of the flexibility concept within organizations.

18 Previous trend analyses compared the current National Study of Employers with the 1998 BWLS. In order to compare 2008 data with data from 1998 it was necessary to restrict the 2008 sample to employers with 100 or more employees—the minimum size included in the 1998 sample. Since both the 2008 and 2014 samples are of employers with 50 or more employees, no such restriction is necessary, and all analyses in this report are of employers with 50 or more employees. As a result the trend estimates presented in this report differ from those presented in the 2008 NSE report.

19 The estimate was calculated after excluding respondents with missing data.

20 As noted in footnotes 16 and 19, we measure both the prevalence of flexibility across companies and the saturation of flexibility throughout a company by first asking employers whether *any* employees have access to a particular program and then whether all, most, some or just a few have access to the program. To keep survey length down and reduce respondent burden, the rest of the survey items only explore the prevalence of policies across companies by asking if *any* employees have access to a policy.

21 Aumann, K, Galinsky, E., Sakai, K., Brown, M., Bond, J.T. (2010). *The Elder Care Study: Everyday Realities and Wishes for Change*. New York: Families and Work Institute

22 DeNavas-Walt, Carmen, Bernadette D. Proctor, and Jessica C. Smith. “*Income, Poverty, and Health Insurance Coverage in the United States: 2012*.” Current Population Reports. P60-245. Washington, DC: U.S. Department of Commerce, Economics and Statistics Administration, September 2013.

23 We measure representation of women and racial/ethnic minorities both in these specific positions and in the management level directly below (in other words “reporting to”) these positions. This provides information on both present and pipeline leadership.

24 Multi-item outcome scales were created to measure the extent to which employers offered the supportive policies and benefits examined in the study. The items included in the four scales are as follows:

- flexible workplace—items listed in Table 3;
- caregiving leaves—items listed in Tables 6 and 8;
- child and elder care assistance—items listed in Tables 9 and 11; and
- health care and economic security benefits—items listed in Tables 19 and 21.

Cronbach’s coefficient alphas for these outcome scales were .77, .63, .66 and .31, respectively. Some items had to be rescaled, and some had to be combined before including them in the outcome measures. Because responses were scaled differently for caregiving leave and health/economic security variables, these items had to be standardized (converted to z scores) before combination.