National Study of Employers

Kenneth Matos, Ellen Galinsky and James T. Bond

SHRM
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Families and Work Institute

WHEN WORK WORKS

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First, SHRM gives special thanks to Families and Work Institute (FWI) for its 27 year legacy of creating projects that have translated research into action on issues like workplace effectiveness and flexibility. As the originator of the National Study of Employers which became a project of SHRM in 2016, FWI has helped inform unprecedented improvements for countless employers and employees.

Next, we thank the representative groups of employers who responded to questions in the National Study of Employers over the years. We also want to thank the management and staff of Harris Poll for their extraordinary efforts in carrying out the interviews for this study.

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The Society for Human Resource Management (SHRM) is the world's largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. Visit us at shrm.org.

Families and Work Institute

Families and Work Institute (FWI) is a nonprofit center dedicated to providing research for living in today's changing workplace, changing family and changing community. Since the Institute was founded in 1989, our work has tackled issues in three major areas: the workforce/workplace, youth and early childhood. In 2016, Mind in the Making, our major child development initiative, became a project of the Bezos Family Foundation, and the National Study of the Changing Workforce, the National Study of Employers and When Work Works became projects of the Society for Human Resource Management (SHRM).

WHEN WORK WORKS

When Work Works is a nationwide initiative that brings research on workplace effectiveness and flexibility into community and business practice. Since its inception in 2003, When Work Works has partnered with an ever-expanding cohort of communities from around the country to:

- share rigorous research and employer best practices on workplace effectiveness and flexibility;
- inspire local employers to create more flexible and effective workplaces to benefit both business and employees; and
- recognize exemplary employers through the When Work Works Award and local community events.

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INTRODUCTION

The ***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 better achieve organizational and individual goals by addressing the changing realities of today's workforce and workplace. The NSE, originally conducted by the Families and Work Institute (FWI) and now a study of the Society for Human Resource Management (SHRM), is based on the Families and Work Institute's landmark ***1998 Business Work-Life Study*** (BWLS)[1] and has been conducted five additional times since the BWLS survey was completed (2005, 2008, 2012, 2014 and 2016), enabling comparisons over time in our reports.

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 United States that comprehensively assesses a broad array of programs, policies and benefits designed to address the changing needs of employees among a *nationally representative* group of employers. The 2016 NSE sample includes 920 employers with 50 or more employees — 78% are for-profit employers and 22% are nonprofit organizations; 38% operate at only one location, while 62% have operations at more than one location. FWI designed the questionnaire, and Harris Poll conducted the interviews on behalf of FWI. The results of the survey are being released by SHRM as an integral part of the When Work Works initiative. [More information on the initiative is available at WhenWorkWorks.org.]

Specifically, in the NSCW, we identify the components of effective workplaces as consisting of job challenge and learning opportunities; job autonomy; supervisor task support; climate of respect and trust; satisfaction with earnings, benefits and opportunities for advancement; and work-life fit, including workplace flexibility.

The BWLS and NSE questionnaires were developed to parallel FWI's (and now SHRM'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 complimentary questions of employers and employees. Specifically, in the NSCW, we identify the components of **effective workplaces**[2] as consisting of job challenge and learning opportunities; job autonomy; supervisor task support; climate of respect and trust; satisfaction with earnings, benefits and opportunities for advancement; and work-life fit, including workplace flexibility. We find that 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.

In addition, 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 and flexible workplaces. Employees benefit from having higher quality jobs and more supportive workplaces that are less likely to negatively affect their personal and family lives, while employers benefit from having more engaged employees, higher retention and potentially lower health care costs.

The NSE enables us to assess the extent to which businesses are providing a number of the factors we have identified as components of effective workplaces and predictive of workers' productivity and well-being, especially flexibility.

KEY FINDINGS

TRENDS

The period between 2008 and 2012 witnessed significant changes in workplace policy and practice — more changes than in any other time since we began tracking the workplace in 2005.

Between 2008 and 2012, some policies became more common while others became less common, which may have been in part in response to the recession. After 2012, there has been less volatility, with only small adjustments in the prevalence of most employer policies. Coming years, however, may see employers attempting to differentiate themselves through their employee policies, especially if the talent wars reignite as increasing numbers of Boomers retire and the labor market continues to tighten.

The "media blitz" over the past few years regarding paid parental leave was not representative of the majority of U.S. employers with 50 or more employees in 2016.

Overall, when we look at the workplace flexibility and employee policy landscape for the nation today, we see trends that do not support the recent high profile announcements of expanded paid parental leave benefits by Netflix, Amazon, Microsoft, Johnson & Johnson, Ernst & Young and a few others.

The average maximum number of weeks of parental and caregiving leaves did not change significantly between 2012 and 2016.

Though there has been a small increase in the proportion of employers allowing (at least some) employees to return to work gradually after childbirth or adoption and to have special consideration after a career break for personal/family responsibilities, we find that the average maximum number of weeks of parental and caregiving leaves did not change significantly between 2012 and 2016 (Table 4). The highest estimates for all four types of leave was back in 2005 when the economy was still strong! Declines in the average number of weeks offered since 2005 range from -1.3 weeks for adoption leave to -0.7 weeks for maternity leave (Figure 2).

Neither has there been an increase in the number of employers that provide replacement pay for new mothers and fathers. It should be noted that the announcements of lengthy paid leave options among firms in 2015 was centered in organizations employing large numbers of in-demand employees in highly-skilled occupations. Whether the high profile cases of 2015 herald a general resurgence of paid parental leave options in the coming years or is restricted to organizations responding to industry-specific talent wars remains to be seen. We think this is likely, given that 78% of employers report difficulty in recruiting employees for highly-skilled jobs.

The advance of workplace flexibility has generally stayed the same in the past four years, as has management support for flexibility.

In the NSE reports, we have assessed change over a four-year period, rather than a two-year period, because that enables us to detect more stable change. Thus, most comparisons in this report will be between 2012 and 2016. In looking over the past four years, we find that there has been little change in most forms of flexibility and employee policies since 2012, suggesting that the growth of flexibility and employee-supportive policies may have reached a plateau for the moment. Considering the past 11 years of NSE research, there is a general pattern of large shifts in the years between 2008 and 2012 for a variety of policies that stabilized after 2012.

Between 2012 and 2016, only four forms of flexibility (out of 18 options) showed significant change (Table 2):

1) An increase in the percentage of employers allowing (at least some) employees to return to work gradually after childbirth or adoption (73% in 2012 to 81% in 2016)
2) An increase in the percentage of employers allowing (at least some) employees to receive special consideration after a career break for personal/family responsibilities (21% in 2012 to 28% in 2016)
3) An increase in the percentage of employers allowing (at least some) employees to work some of their regular paid hours at home on a regular basis (33% in 2012 to 40% in 2016)
4) A decrease in the percentage of employers allowing (at least some) employees to take time off during the workday to attend to important family or personal needs without loss of pay (87% in 2012 to 81% in 2016)

Taken together, these findings suggest that more employers are considering ways to make returns from parental and caregiving leaves more supportive, but time to attend to personal/family matters during the workday may have become harder to come by.

Contrary to the media prophesized death of regular remote work in 2013 — when Yahoo!, Best Buy and other companies ended their telework programs — regular telework has grown since 2012. Although it is beyond the scope of this study to ascertain why, there has been an increase in telework, it seems logical that real estate costs and improvements in technology may be contributing factors.

FWI and SHRM have developed Workflex and Telework Guide: Everyone's Guide to Working Anywhere, a free guide available for download at http://www.whenworkworks.org/be-effective/guides-tools/telework-guide. The Guide offers specific strategies and practical advice for human resources professionals, managers and employees, on everything from how to craft a telework policy to talking points for employees who want to ask for flexible work options.

Management rewarding support for flexible work arrangements dropped dramatically from 31% in 2005 to 14% in 2016 (Figure 8). This is a surprising finding, given how much talk there has been about the need to increase flexibility. It is tempting to speculate why this decrease has happened, but it may be, among other reasons, that flexibility was more novel in 2005 and thus demanded more support.

This stability of flexibility does not mean that it won't surge again. As more organizational leaders who have built their careers in inflexible workplaces retire, their successors from Generations X and Y may well push for greater workplace flexibility. The continuing advancement of technology and global product and talent markets may also create new opportunities for employers to offer flexibility that was previously unimaginable. In addition, changes in legal mandates being discussed by both political parties may prompt hesitant employers to rethink what kinds of workplace flexibility they can and must offer at their workplaces. Whether this pause in the growth of flexibility and other employee supportive policies represents a new baseline or a calm before the next storm of change remains to be seen.

Programs to address generational issues are on the rise, but programs to support women remain a low priority.

Over the past 11 years, training for managers around generational issues declined from a high of 59% in 2008 before the recession and now seems to be back on the rise reaching 56% in 2016. However, career counseling for women has declined from a (not so) high of 22% in 2005 to a mere 15% of employers in 2016 (Figure 9). These trends suggest that while generational issues seem to be prompting attention to age diversity, supports for women's advancement continue to lag.

PREDICTING PROGRAMS, POLICIES AND BENEFITS

Some employers offer a great deal more in terms of benefits and programs to employees than others. We, therefore, investigated which employers provide high, mid and low levels of flexibility, caregiving leaves, child and elder care assistance and supports for health/economic security.

Predicting Flexibility

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

- are professional services organizations
- are nonprofits
- were founded more recently
- have more women in their workforces
- have fewer hourly employees in their workforces
- have greater ease in filling entry-level job vacancies

Predicting Caregiving Leaves

Those most likely to offer generous caregiving leave benefits are employers that:

- were founded less recently

Predicting Child and Elder Care Assistance

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

- are professional services organizations

- are larger
- are nonprofits
- have more women in their workforces
- have more women and racial/ethnic minorities in or reporting to executive leadership positions
- have experienced "upsizing" in the past 12 months

Predicting Health Care and Economic Security Benefits

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

- are larger
- were founded less recently
- have more locations
- have more union employees in their workforces
- have more women and racial or ethnic minorities in or reporting to executive leadership positions
- have greater ease in filling entry-level job vacancies

Looking Ahead of the Curve

Though the NSE has a history of tracking trends over time for many variables, it is continually updated to explore emerging issues in talent recruitment, development and retention. The following findings represent a look ahead of the curve to the issues business leaders, practitioners, employees and academics may ask next.

Forty-two percent of employers indicate that their supervisors generally ask employees their reasons for requesting paid time off, such as vacation or sick leave.

How employees plan to use paid time off determines whether they get to use it.

Forty-two percent of employers indicate that their supervisors generally ask employees their reasons for requesting paid time off, such as vacation or sick leave. Thirty-eight percent of employers report that supervisors consider employees' reasons for requesting paid time off when deciding if they will be allowed to take it.

Caregiving is generally seen as the province of the traditional, nuclear family (parents, spouses and children). Caring for other loved ones can be a job risk at a sizeable number of organizations.

Given that how employees plan to use time off may determine whether they are allowed to use it, it is important to understand how organizations define "family" — those individuals for whom organizations allow time off for caregiving should those individuals become ill or have a serious health condition. Organizational representatives in this study generally agree that employees could take job-protected paid days off — such as sick or personal leave — to care for spouses, parents or children (90%-92%). Fewer say that employees could take such time off for more distant relations — such as the parents of the employee's spouse/partner (76%) or the employee's sibling (64%). (See Table 7.) Surprisingly, in this day and age, only 78% say that employees are allowed time off to care for "domestic partners" versus 92% for legally married spouses.

The skills gap may be as much a result of changing jobs and the requirement for more productivity as the skill level of employees.

Organizational representatives in this study generally agree that employees could take job-protected paid days off — such as sick or personal leave — to care for spouses, parents or children (90%-92%). Fewer say that employees could take such time off for more distant relations.

Though the percentage of employers reporting that difficulty in recruiting employees for highly-skilled jobs has steadily increased from 61% in 2005 to 69% in 2012 to 78% in 2016, only about half of employers (46%) report that the skill demands in their job postings have increased in the past five years (52% stayed the same, 3% declined). (See Figure 9.) When employers were asked why they increased their skill demands, 89% say the job has changed and 58% report that the job requires a higher level of productivity than in the past. In fact, 29% indicate that they increased skill demands because the quality of available candidates has *risen* over the past five years. Though these findings don't eliminate the fact that there is a shortage of highly-skilled employees, it does show that there are other forces at work that must be considered.

REPORT OVERVIEW

In the 2016 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 National Study of the Changing Workforce (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 workforce. [More information on the findings of FWI's NSCW research series can be found at http://www.familiesandwork.org/national-study-of-the-changing-workforce/]

Small versus Large Employers

How do small employers (which we define as 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

To what extent have employers changed over the past four years (between 2012 and 2016) in the provision of select practices, policies, programs and benefits?

In these comparisons, as well as in 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. Tests of statistical significance for the comparisons throughout this report are reported in the center column, between the percentages for the two groups.

When data from 2012 are compared with data from 2016, special sample weights were 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 also 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 2012 versus 2016 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 not referencing the 1998 study because a number of the questions and the sample characteristics changed significantly in 2005. For example, in 1998, we asked about fewer types of workplace initiatives and only included employers with 100 or more employees. Since 2005, the NSE has included an expanded group of questions and a sample that includes employers with 50 or more employees, the employer size at which organizations come under many workplace laws.

In addition, we do not continuously use any single year (such as 1998 or 2005) as a comparison to avoid a false perception that any one iteration of the survey represents an inherently meaningful benchmark against which all future change should be compared. Furthermore, the concepts measured by the NSE are naturally non-linear. In other words, change over time can vary in direction and magnitude. Thus, allowing too great a span of time between comparison points could be misleading. For example, if a trend showed a steady rise for four years and then was stagnant for 12 years, a comparison between the first and last point in time might suggest steady improvement when, in fact, nothing changed for more than a decade.

Both of these considerations are essential in understanding the results of the 2016 NSE in the context of the decade of employer surveys conducted by FWI since 2005. Throughout this report, there are figures displaying the 2005 through 2016 NSE results highlighting how employee-supportive policies have fluctuated over the past 11 years as well as how important regular data collection is to understanding the changing U.S. workplace.

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 why they did so. We also ask *all* employers to tell us, *in their own words*, the main obstacles to providing these programs, policies and benefits. Going beyond why employers say that they do or don't provide these initiatives, we investigate which employers are more likely to provide these initiatives, using an extensive list of predictors.

The predictors we investigate are:

- **the demographics of the workplace** — industry, 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 in executive leadership positions or reporting to people in executive leadership positions;
- **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; handling the retirement of highly-valued employees; finding and hiring honest and reliable employees; finding and hiring employees who communicate effectively; developing 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 ($p<.01$).

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 some 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 relevant 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, 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 1), employers with 50 or more employees most frequently allow (at least some) groups[3] of workers to have control over when they take breaks (91%). Eight-one percent of employers allow (at least some) groups of employees to take time off for important family and personal needs without loss of pay, periodically change their starting and quitting times within some range of hours, and return to work gradually after leaves for childbirth and adoption. The next most common form of flexibility is to allow for working some of an employee's regular paid hours at home occasionally (66%).

The proportion of employers offering these same options for working flexibly to all or most workers is significantly lower, ranging from 8% to 59%. On average, the proportion of employers offering flexible work options to all or most employees is 30 percentage points lower than the proportion that offer the same options to some employees.

Again, the most prevalent options offered to all or most employees are:

- control over when employees take breaks (59%);
- a gradual return to work after childbirth or adoption (52%); and
- taking time off for important family and personal needs without loss of pay (47%).

Options that are the least likely to be offered to all or most employees are:

- work-at-home — 8% of employers offer occasional work-at-home and 2% offer work-at-home on a regular basis;
- control over which shifts to work (10%); and
- reduced time — 8% of employers offer switching between full and part-time work without a change in position or level, 2% offer job shares and 2% offer part-year work to all or most employees.

Small employers are more likely to allow employees to periodically change starting and quitting times within some range of hours, have control over when to take breaks, and take time off during the workday to attend to important family or personal needs without loss of pay.

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 in the Introduction to this report). The far right columns in Table 1 show the percentages of small and large employers that offer various ways of working flexibly to *all or most*[4] of their employees.

In 2016, there are three statistically significant differences between small and large employers. Small employers are more likely to allow employees to periodically change starting and quitting times within some range of hours, have control over when to take breaks, and take time off during the workday to attend to important family or personal needs without loss of pay.

Table 1: 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%	32%	36%	**	17%
Change starting and quitting times on a daily basis	42%	11%	12%	NS	4%
Compress workweek by working longer hours on fewer days for at least part of the year	43%	9%	10%	NS	4%
Work some regular paid hours at home occasionally	66%	8%	9%	NS	1%
Work some regular paid hours at home on a regular basis	40%	2%	2%	NS	3%
Choices in Managing Time					
Have control over when to take breaks	91%	59%	63%	**	47%
Have choices about and control over which shifts to work	44%	10%	10%	NS	14%
Have control over paid and unpaid overtime hours	42%	21%	22%	NS	11%
Reduced Time					
Move from full-time to part-time work and back again while remaining in the same position or level	41%	8%	8%	NS	10%
Share jobs	19%	2%	2%	NS	3%
Work part year i.e., work reduced time on an annual basis	18%	2%	2%	NS	3%

Table 1: 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	81%	52%	57%	NS	42%
Time Off					
Take time off during the workday to attend to important family or personal needs without loss of pay	81%	47%	51%	**	33%
Do volunteer work during regular work hours	45%	23%	26%	NS	21%
Flex Careers					
Phase into retirement by working reduced hours over a period of time prior to full retirement	59%	21%	25%	NS	17%
Take sabbaticals i.e., leaves (paid or unpaid of six months or more) and return to a comparable job	28%	11%	12%	NS	10%
Take extended career breaks for caregiving or other personal or family responsibilities	55%	35%	42%	NS	27%
Receive special consideration when returning to the organization after an extended career break	28%	13%	18%	NS	10%

Source: National Study of Employers (2016)
Sample size for percentages of employers allowing (at least some) employees … range between 582 and 918. Sample sizes for percentages of employers allowing all or most employees range between 917 and 919. Sample sizes for comparisons of small and large employers range from 485-487 for small employers and 81 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 that offer (at least some) employees a type of flexibility.
Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.
Statistically significant differences are shaded in green.

Trends from 2005 to 2016

All but one (sharing jobs) of the 18 questions about working flexibly asked in 2016 were also asked in 2012.[5] Since 2012, more employers report allowing (at least some) employees to return to work gradually after childbirth or adoption; to receive special consideration after a career break for personal or family responsibilities; and to work some of their regular paid hours at home on a regular basis. On the other hand, although most employers in 2016 (81%) allow (at least some) employees to take time off during the workday to attend to important family or personal needs without loss of pay, that percentage has declined from 87% since 2012, a trend that bears monitoring because this type of flexibility is very important to employees in managing the unexpected circumstances of their daily lives (Table 2).

There has been a great deal of recent media attention focused on improvements to parental leave programs at some high profile companies. If we look at this nationally representative group of employers, we find some changes between 2012 and 2016, but the magnitude of these changes (7-8 percentage point increases in allowing employees to return gradually after childbirth or adoption and in allowing employees to have special consideration after a career break for personal and family responsibilities) suggests that this is not a sea change in how employers around the nation manage these forms of flexibility.

Table 2: Provision of Flexibility from 2012 to 2016

Flexibility Options	**2012**	***Sig.***	**2016**
Flex Time and Place			
Percentage allowing (at least some) employees to periodically change quitting times within some range of hours	77%	NS	81%
Percentage allowing (at least some) employees to change starting and quitting times on a daily basis	39%	NS	42%
Percentage allowing (at least some) employees to compress their workweek by working longer hours on fewer days for at least part of the year	36%	NS	43%
Percentage allowing (at least some) employees to work some of their regular paid hours at home on an occasional basis	63%	NS	66%
Percentage allowing (at least some) employees to work some of their regular paid hours at home on a regular basis	33%	**	40%
Choices in Managing Time			
Percentage allowing (at least some) employees to have control over when they take breaks	93%	NS	91%
Percentage allowing (at least some) employees to have choice and control over which shifts they work	36%	NS	44%
Percentage allowing (at least some) employees to have control over their paid/unpaid overtime hours	44%	NS	42%

Table 2: Provision of Flexibility from 2012 to 2016 (continued)

Flexibility Options	**2012**	***Sig.***	**2016**
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	41%
Percentage allowing (at least some) employees to work part year on an annual basis	18%	NS	18%
Caregiving Leaves			
Percentage allowing (at least some) employees to return to work gradually after childbirth or adoption	73%	**	81%
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	87%	**	81%
Percentage allowing (at least some) employees to do volunteer work during regular work hours	49%	NS	45%
Flex Careers			
Percentage allowing (at least some) employees to phase into retirement	53%	NS	59%
Percentage allowing (at least some) employees to take sabbaticals	29%	NS	28%
Percentage allowing (at least some) employees to take a career break for personal or family responsibilities	52%	NS	55%
Percentage allowing (at least some) employees to receive special consideration after a career break for personal or family responsibilities	21%	**	28%

Source: National Study of Employers (2016)
Sample sizes range within survey year from 506-782 for 2012 and 404-638 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Because of rounding errors, when findings are presented as percentage distributions across several response categories, they do not always add to 100%. Fractional percentages are not reported in order to simplify presentation. Sharing jobs was not included in the 2012 NSE. Statistically significant differences are shaded in green.

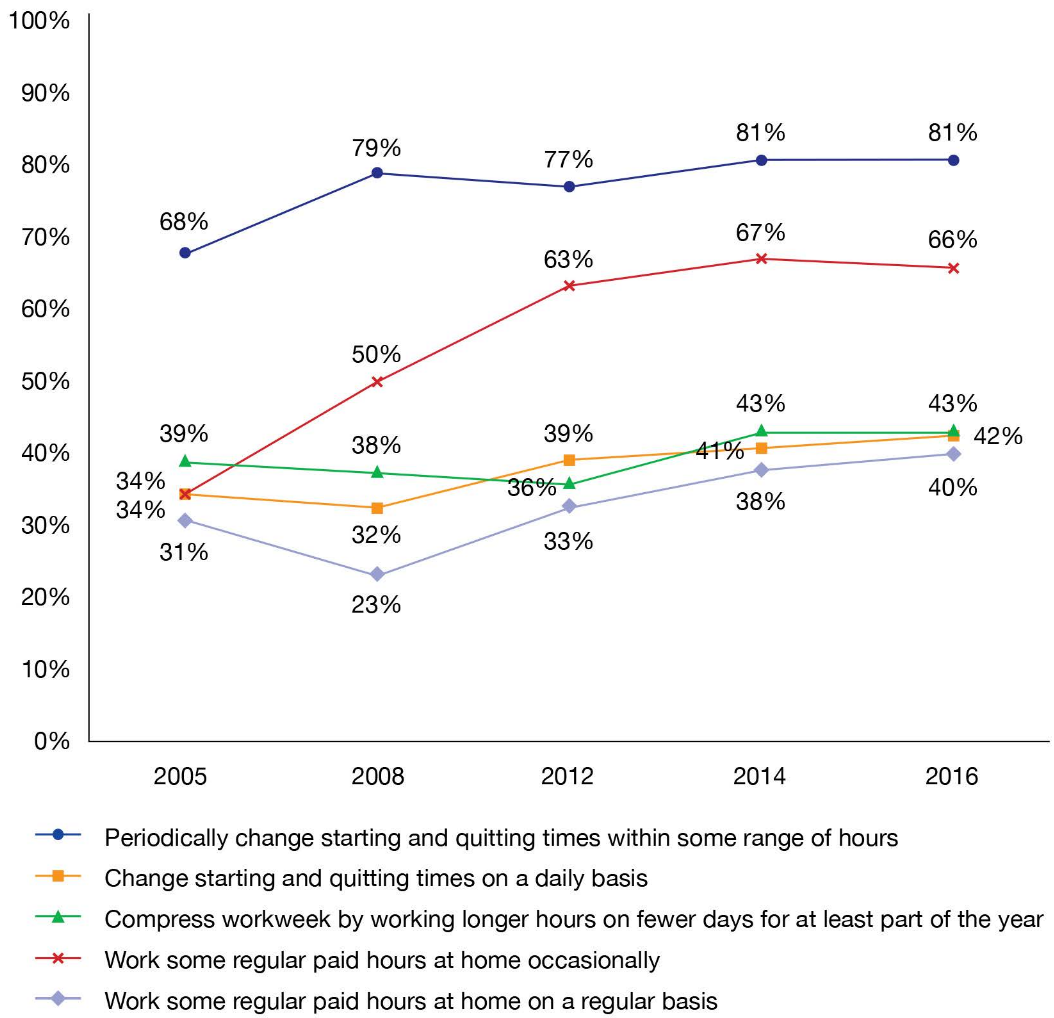
When we expand the time frame in tracking trends to 11 years, we find that there have been some notable changes in several forms of flexibility:

- periodically change starting/quitting times (+13 percentage points)
- work some regular hours at home occasionally (+32 percentage points)
- work some regular hours at home regularly (+9 percentage points)
- control over breaks (+13 percentage points)

- control over overtime (+14 percentage points)
- move from full to part time and back (-13 percentage points)
- part-year work option (-20 percentage points)
- phase into retirement (+5 percentage points)
- sabbatical option (-21 percentage points)
- extended career break option (-14 percentage points)
- special consideration after extended career break (-15 percentage points)

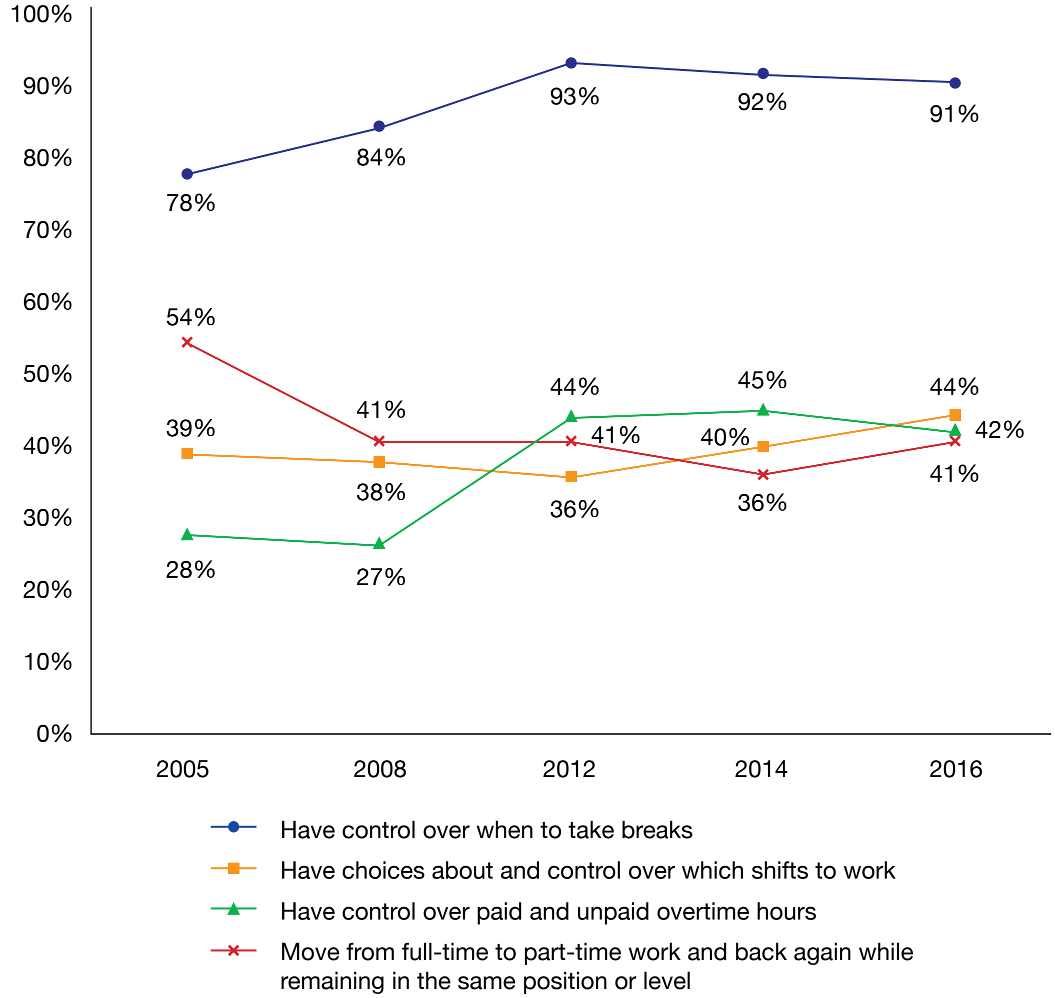
However, most of these changes took place between 2005 and 2012. Since 2012, most forms of flexibility have been relatively stable (Figure 1A-1D).

Figure 1A: Percentage of Employers Allowing Flexibility for at Least Some Employees: 2005-2016



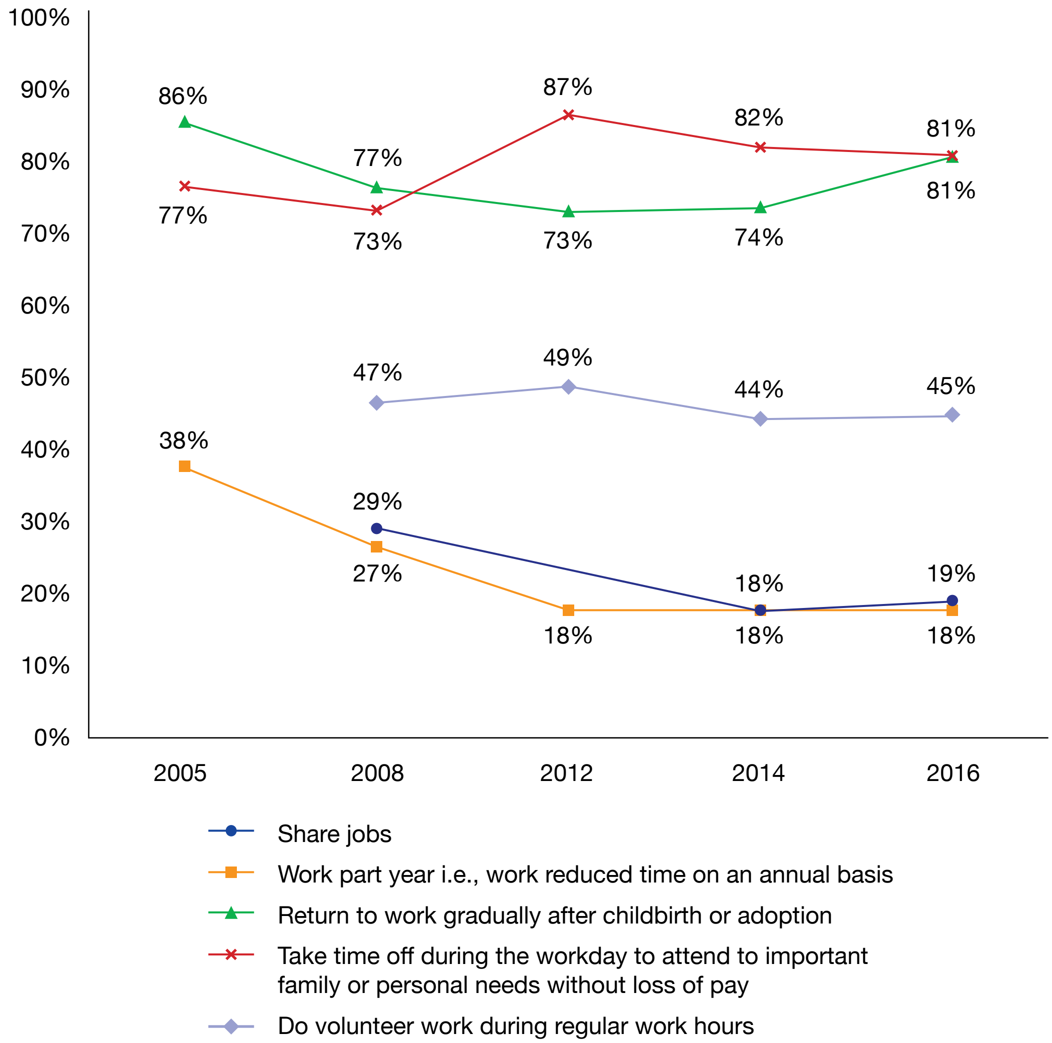
Source: National Study of Employers (2016)

Figure 1B: Percentage of Employers Allowing Flexibility for at Least Some Employees: 2005-2016 (continued)



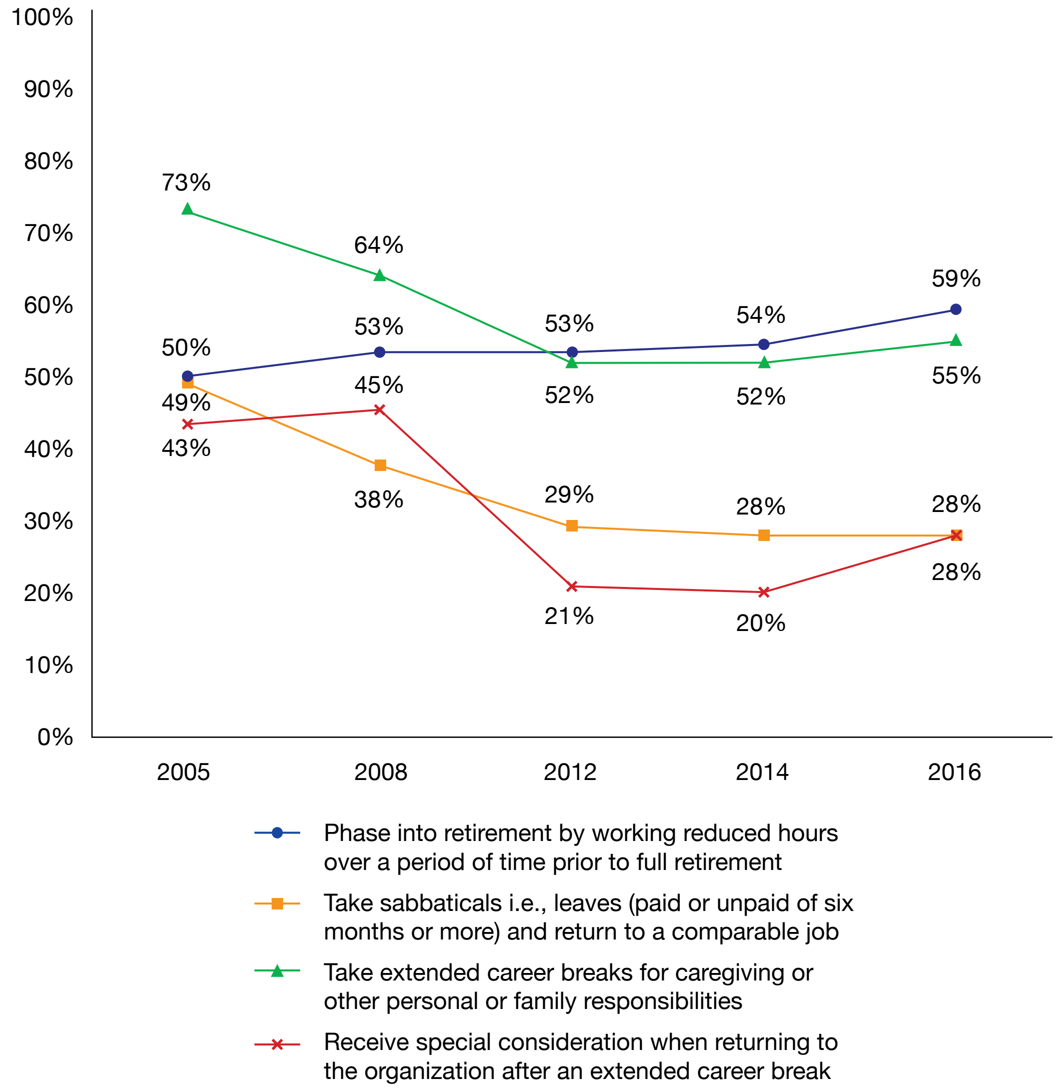
Source: National Study of Employers (2016)

Figure 1C: Percentage of Employers Allowing Flexibility for at Least Some Employees: 2005-2016 (continued)



Source: National Study of Employers (2016)
Sharing jobs (figures in blue) was not included in the 2005 and 2012 NSE surveys.

Figure 1D: Percentage of Employers Allowing Flexibility for at Least Some Employees: 2005-2016 (continued)



Source: National Study of Employers (2016)

CAREGIVING LEAVES

Overall Prevalence

Except for 5% of employer representatives in our study who report meeting the legal exemption of having fewer than 50 employees within a 75-mile radius of all worksites, the employers included in this study 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. In this study, we, therefore, look at four types of unpaid or paid leave: 1) maternity leave; 2) spouse-partner (paternity) leave; 3) adoption or foster care leave; and 4) care of seriously ill family members.

In 2016, between 7% and 23% of employers with 50 or more employees (including the 5% that believe they are exempt from the law) provide fewer than 12 weeks of leave for these four purposes while 18% to 33% provide more than 12 weeks (Table 3). Overall, 75% of employers with 50 or more employees provide full family and medical leave coverage — 12 or more weeks of *all four types* of leave required by the Family and Medical Leave Act (listed in Table 3[6]) while 25% fail to provide 12 or more weeks of *at least one type* of leave. By comparison, in 2012, 74% of employers with 50 or more employees provided full FMLA leave while 26% did not.

Overall, 75% of employers with 50 or more employees provide full family and medical leave coverage — 12 or more weeks of all four types *of leave required by the Family and Medical Leave Act while 25% fail to provide 12 or more weeks of* at least one type *of leave.*

It is important to note that almost all employers (93%) that do not provide full family and medical leave fail to do so because they do not provide at least 12 weeks of spouse/partner (paternity) leave — a significant finding given the fact that our other studies reveal that men are more involved in the care of their families/children than in the past.[7]

Table 3: Maximum Length of (Unpaid or Paid) Caregiving Leaves

Leave Policies	Fewer than 12 Weeks	12 Weeks	More than 12 Weeks
Maternity leave	7%	60%	33%
Spouse/partner (paternity) leave	23%	58%	18%
Adoption or foster care leave	14%	65%	21%
Care of seriously ill family members	11%	68%	21%

Source: National Study of Employers (2016)
Total sample size = 899. The remaining 20 employers were excluded from the analyses because of missing data. Read percentages left to right. Percentages do not always add to 100% because of rounding errors.

Small versus Large Employers

More large (over 1,000 employees) employers (85%) than small (50 to 99 employees) employers (69%) report that they offer at least 12 weeks of caregiving leaves as required by the FMLA.

Trends from 2005 to 2016

When we compare the provision of caregiving leaves in 2012 and 2016 among all employers (Table 4), we find that, over the past four years, there have been no statistically significant changes in the amount of leave offered in the U.S. This is in direct contrast to recent media covering increases in parental leave durations at high-profile organizations such as Netflix, Amazon, Microsoft, Johnson & Johnson and EY. This means that while there has been much talk in the press of the laudable changes instituted by these organizations, they do not represent a sea change in the length of parental leave options offered by the majority of organizations.

Table 4: Caregiving Leaves from 2012 to 2016

Leave Policy/Benefit	**2012**	***Sig.***	**2016**
Maximum job-guaranteed leave for women following the birth of a child			
Fewer than 12 weeks	10%	NS	7%
12 weeks	61		60
More than 12 weeks	30		33
Average maximum job-guaranteed leave for women following the birth of a child (weeks)	14.2	NS	14.5
Maximum job-guaranteed leave for spouse/partners of women who give birth following the birth of their child		NS	
Fewer than 12 weeks	25%		23%
12 weeks	60		58
More than 12 weeks	15		18
Average maximum job-guaranteed leave for spouses/partners of women following the birth of their child (weeks)	10.6	NS	11.2
Maximum job-guaranteed leave for employees following the adoption of a child			
Fewer than 12 weeks	15%	NS	14%
12 weeks	65		64
More than 12 weeks	19		21
Average maximum job-guaranteed leave following the adoption of a child (weeks)	11.9	NS	12.2

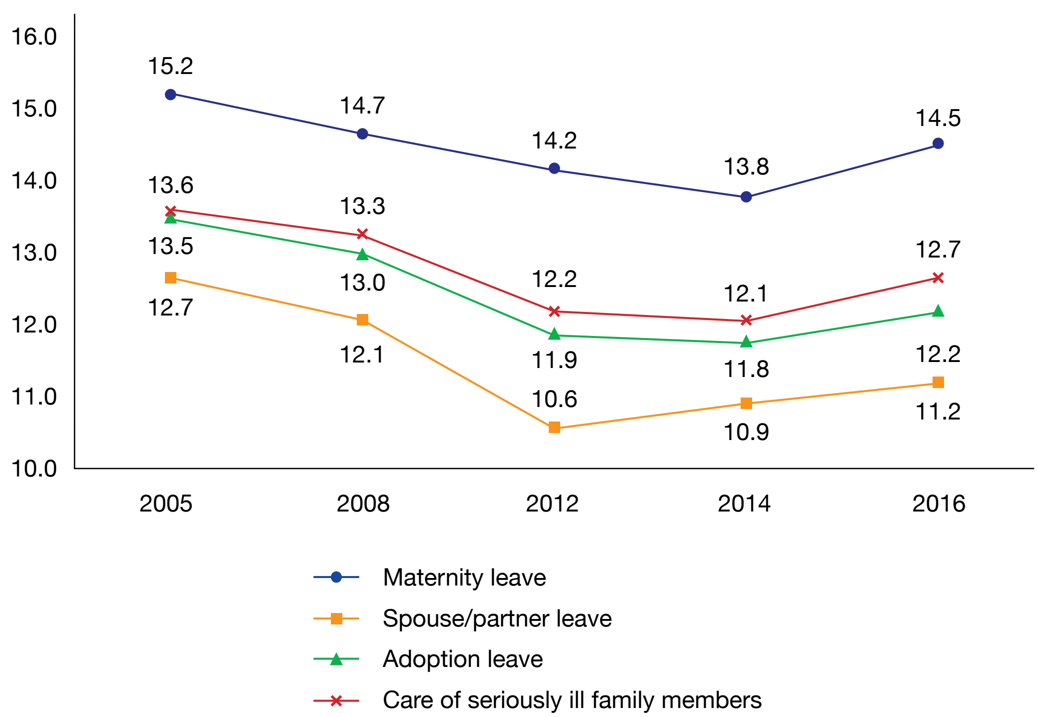
Table 4: Caregiving Leaves from 2012 to 2016 (continued)

Leave Policy/Benefit	2012	*Sig.*	2016
Maximum job-guaranteed leave for employees to care for seriously ill family members			
Fewer than 12 weeks	13%	NS	11%
12 weeks	67		68
More than 12 weeks	19		21
Average maximum job-guaranteed leave for employees to care for seriously ill family members (weeks)	12.2	NS	12.7

Source: National Study of Employers (2016)
Sample sizes range within survey year from 763-764 for 2012 and 624-625 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Because of rounding errors, when findings are presented as percentage distributions across several response categories, they do not always add to 100%. Fractional percentages are not reported in order to simplify presentation.

Since 2005, the average maximum amount of time offered for all forms of caregiving leave actually declined somewhat, ranging from -0.7 weeks to -1.5 weeks as shown in Figure 5. In addition, we find that 30% of employers offering more than 12 weeks of leave only offer about one extra week.

Figure 2: Average Maximum Number of Weeks of Parental and Caregiving Leave Offered: 2005-2016



Source: National Study of Employers (2016)

REPLACEMENT PAY DURING CAREGIVING LEAVES

Overall Prevalence

Women on maternity leave (58%) are much more likely than men on paternity leave (15%) to receive some replacement pay during leave (Table 5).

Small versus Large Employers

Both small and large employers are equally likely to offer some replacement pay to women during maternity leave and spouses/partners during a parental leave.[8] Of employers providing (at least some) pay to women during maternity leave, most (78%) fund this pay through a general temporary disability insurance (TDI) plan, which typically provides partial wage replacement during the period of maternity-related disability. Seventy-nine percent of small employers versus 73% of large employers offer TDI coverage.

Both small and large employers are equally likely to offer some replacement pay to women during maternity leave and spouses/ partners during a parental leave.

Table 5: 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%	55%	NS	67%
Paternity leave	15%	14%	NS	19%

Source: National Study of Employers (2016)
Sample size for percentages of employers providing (at least some) replacement pay range between 859 and 919. Sample sizes for comparisons of small and large employers range from 445-470 for small employers and 78-79 for large employers. Only the percent responding “Yes” is reported for each option.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.

Trends from 2005 to 2016

There are no significant changes in the proportion of employers offering replacement pay during caregiving leaves between 2012 and 2016 (Table 6).

Table 6: Replacement Pay during Caregiving Leaves from 2012 to 2016

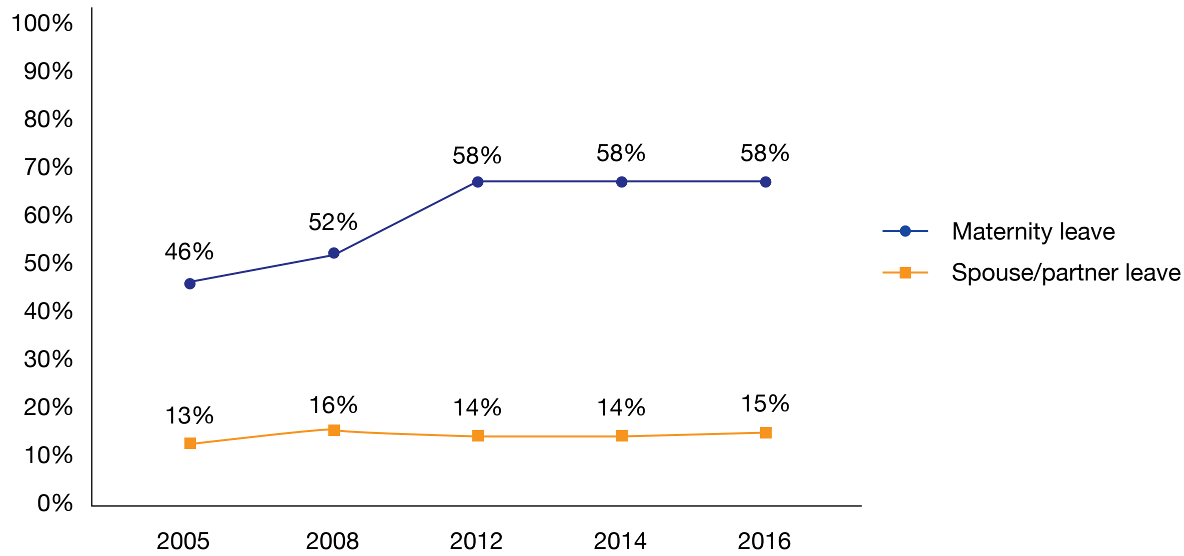
Practice, Policy or Benefit	2012	*Sig.*	2016
Do female employees who give birth receive any pay from any source during the period of their disability?		NS	
Yes	58%		58%
No	42		42
Do employees *who receive (at least some) pay during the period of maternity-related disability* receive full or part pay?		NS	
Full pay	9%		10%
Part pay	63		70
Depends on situation	28		20
Is disability pay provided as part of a temporary disability insurance (TDI) benefit?		NS	
Yes	78%		78%
No	22		22
Do spouses/partners of women who give birth receive any paid time off following the birth of their child?		NS	
Yes	14%		15%
No	86		85

Source: National Study of Employers (2016)
Sample sizes range within survey year from 432-757 for 2012 and 358-620 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Because of rounding errors, when findings are presented as percentage distributions across several response categories, they do not always add to 100%. Fractional percentages are not reported in order to simplify presentation.

Over the past 11 years, there has been a 12 percentage point increase in the proportion of employers offering (at least some) replacement pay for maternity leaves. However, most of this change occurred between 2005 and 2012 with the trend flatlining after 2012. Replacement pay for spouses/partners has shown no substantive change over the course of the past 11 years (Figure 3). In terms of the amounts of replacement pay, the only clear change has been that *among those that offer any pay at all*, there is a decline in employers offering full pay, down from 16% to 9% between 2008 and 2012 (Figure 4). In 2016, only 6% of the total population of employers with 50 or more employees surveyed offer full pay during maternity leave, while 39% offer partial pay; 11% say it depends on the situation; and 42% offer no pay at all.

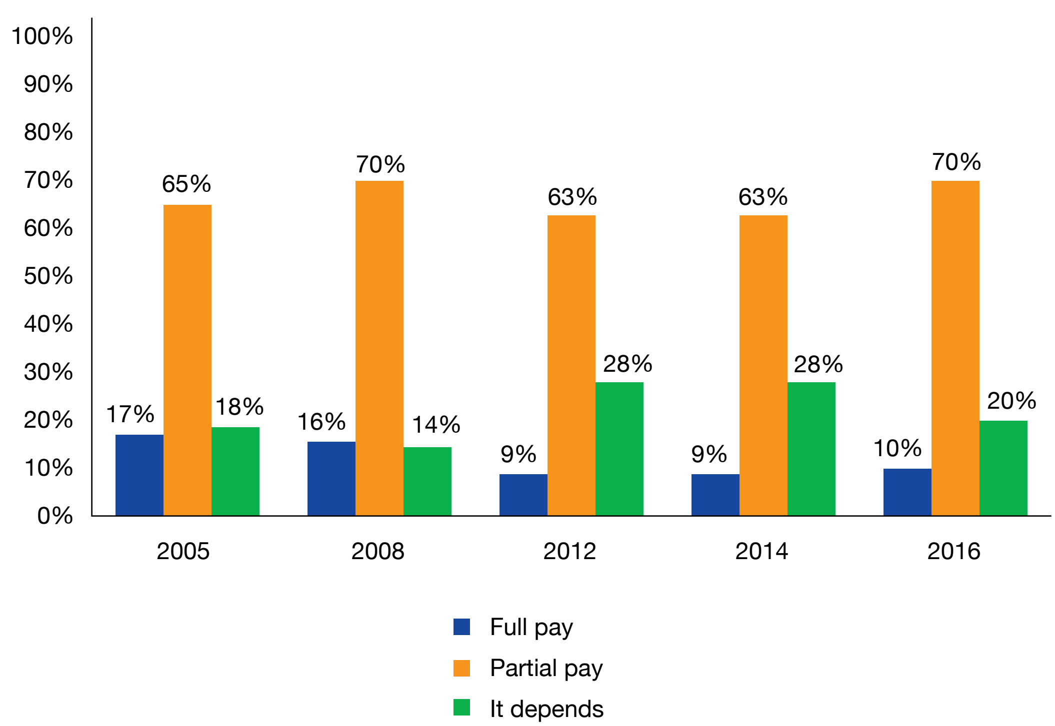
In 2016, only 6% of the total population of employers with 50 or more employees surveyed offer full pay during maternity leave, while 39% offer partial pay; 11% say it depends on the situation; and 42% offer no pay at all.

Figure 3: Percentage of Employers Offering at Least Some Replacement Pay: 2005-2016



Source: National Study of Employers (2016)

Figure 4: Percentage of Employers Offering Full, Partial and Variable Pay during Maternity Leaves among Employers Offering at Least Some Pay: 2005-2016



Source: National Study of Employers (2016)

Care for Mildly Ill Children

Although paid time off to care for *mildly* ill children is not required by law (with some local exceptions), we find that 39% of employers, small and large alike, report allowing employees to take at least five days for this purpose without having to use vacation days or losing pay.

Employer Decision Making about Caring for Others

Though much public attention is focused on access to parental leaves, caregiving also includes time off to care for a loved one who is ill. As medical technology has advanced, it has proven surprisingly effective at extending life spans, but has not been as effective at maintaining full independence for people living longer lives. As people grow older, they may accumulate multiple chronic conditions they need to manage[9] and may need help from others to do so effectively, especially if the conditions inhibit their mobility or their ability to care for themselves. As a result, elder care has become a more commonly discussed issue, and the aging of the large number of people in the Boomer generation is only making the issue of illness-related caregiving leaves more salient.

Simultaneously, changing family and community norms and reduced/delayed birth rates[10] raise questions about whether there is enough support for people who do not have a parent or child to care for them when they are ill. For example, who cares for an older person whose parents have passed away and who doesn't have children? Can they rely on a healthy sibling or supportive community members to be able to get job-protected time off from work to provide care? If not, will we find that the traditional model of caregiving (which is mainly limited to parents and children acting as caregivers and codified in laws like the Family and Medical Leave Act),[11] will create problems for people who do not have relatives to care for them when they need care?

To answer these questions, we first need to know whether organizations base job-protected time off decisions on how an employee will use that time off, and, if so, whether organizations are inclined to allow employees to use this time to care for those not traditionally defined as family.

In the 2016 NSE, we find that 42% of employers indicate that supervisors generally ask employees their reasons for requesting paid time off, such as vacation or sick leave. This is an important finding because, in contrast, a number of high-profile companies state that they provide "needs-blind leave." In the NSE, 38% of employers report that supervisors consider employees' reasons for requesting paid time off when deciding whether they will be allowed to take the requested time off. *So, in over a third of workplaces, employees' ability to use their paid time off is affected by how or for whom they plan to use it.* There are no differences between large and small employers in these practices.

Given that how employees use time off affects whether they receive that time, we wanted to investigate what kind of care responsibilities employers feel are worthy of paid time off.

Table 7 shows the percentage of employers allowing employees to use paid and unpaid job-protected days off or leave to care for different groups of people in their lives. Overall, we see a clear pattern of greater acceptance of using leave time to care for members of the traditional nuclear family unit who are also covered under the FMLA: parents, children and spouses or partners. As the targets of the care become more distantly related to the employees, employers become less likely to say they would allow employees to take job-protected leave to care for them. In general, employers are more likely to allow an employee to take paid leaves like sick and personal days than to allow an unpaid leave for a serious health condition of others. This difference may be because sick and personal leaves have already been budgeted for each year while unpaid leaves are generally unplanned disruptions to normal work flow.

In a real sense, this pattern of support for care can be seen as the modern definition of "family" from an employer perspective. On the one hand, it is more expansive than one might imagine with 20%-27% of employers saying they would allow an employee to take job-protected time off to care for an unrelated friend or community member. On the other hand, only 86%-92% of employers report that they would allow job-protected time off to care for an employee's spouse.

In addition, 52%-53% of employers indicate that "it depends," which, while providing some employees with additional opportunities, also begs the question of how these decisions are made. For example, are they based on the severity of illness, the length of time off requested, the employee job performance or relationship to the supervisor, etc.? As families continue to become more diverse, employers may need to rethink how they manage job-protected time off so as to allow people to care for those who matter in their lives rather than just the people whom others have traditionally believed should matter.

There are no differences between large and small employers on these findings.

Table 7: Percentage of Employers Allowing Employees to Take …

	Job-protected paid days off, such as sick or personal leave, to care for the following people if they were ill	**Unpaid, job-protected leave to care for the following people if they had a serious health condition**
An employee's legally married spouse	92%	86%
An employee's parents or step-parents	90%	85%
An employee's child or step-child of any age	90%	85%
An employee's dependents under 18 years old who are not his or her child (e.g., a grandchild, niece/nephew, etc. being raised by the employee)	85%	78%
An employee's domestic partner	78%	74%
The parents of an employee's spouse/partner	76%	69%
An employee's sibling	64%	57%
It depends on the situation.	52%	53%
Extended family members under 18 (e.g. a niece/nephew)	42%	38%
Extended family members over 18 (e.g., aunts, uncles, cousins)	38%	34%
Friends or community members unrelated to the employee by blood or marriage	27%	20%
None of the above	2%	4%

Source: National Study of Employers (2016)

CHILD CARE ASSISTANCE

Overall Prevalence

Employers are most likely to provide Dependent Care Assistance Plans (56%) and Child Care Resource and Referral (41%). These options are less costly than other options such as offering child care at or near the worksite, which is provided by only 7% of employers (Table 8).

Small versus Large Employers

Large employers are significantly more likely to offer five of the seven child care options studied:

- Access to information to help locate child care in the community (Child Care Resource and Referral)
- Child care at or near the worksite

- Payment for child care with vouchers or other subsidies that have direct costs for the company
- Dependent Care Assistance Plans (DCAPs) that help employees pay for child care with pre-tax dollars
- Sick care for the children of employees

These differences are not only statistically significant, but also generally fairly large. For example, 61% of large employers provide Child Care Resource and Referral (CCR&R) compared with 37% of small employers; and 76% of large employers offer DCAPs compared with 49% of small employers. All of the initiatives for which there are differences cost employers' time and expertise to administer (such as DCAPs) or money (onsite or near the worksite child care, vouchers and CCR&R), so it is no surprise that large employers are more likely to provide them.

Table 8: Child Care Assistance

Does your organization provide ...	Total Sample Answering "Yes"	"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)?	41%	37%	***	61%
Child care at or near the worksite?	7%	5%	***	20%
Payment for child care with vouchers or other subsidies that have direct costs to the organization?	2%	1%	**	8%
Dependent Care Assistance Plans (DCAPs) that help employees pay for child care with pre-tax dollars?	56%	49%	***	76%
Child care for school-age children on vacation?	3%	3%	NS	9%
Back-up or emergency care for employees when their regular child care arrangements fall apart?	5%	4%	NS	9%
Sick care for the children of employees?	4%	3%	**	10%

Source: National Study of Employers (2016)
Sample sizes for employers overall range between 915 and 917. Sample sizes for comparisons of small and large employers range from 485-487 for small employers and 79-80 for large employers.
Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.
Statistically significant differences are shaded in green.

Trends from 2005 to 2016

Seven child care option questions were included in both the 2012 and 2016 questionnaires (Table 9). There has been no change in prevalence over that four-year period.

Table 9: Child Care Assistance from 2012 to 2016

Does your organization provide …	2012	*Sig.*	2016
Access to information to help locate child care in the community (Child Care Resource and Referral)?	38%	NS	41%
Child care at or near the worksite?	7%	NS	7%
Payment for child care with vouchers or other subsidies that have direct costs to the organization?	2%	NS	2%
Dependent Care Assistance Plans (DCAPs) that help employees pay for child care with pre-tax dollars?	62%	NS	56%
Child care for school-age children on vacation?	2%	NS	3%
Back-up or emergency care for employees when their regular child care arrangements fall apart?	3%	NS	5%
Sick care for the children of employees?	3%	NS	4%

Source: National Study of Employers (2016)
Sample sizes range within survey year from 775-779 for 2012 and 635-637 for 2016.
Only the % responding "Yes" is reported for each option.
Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Over the past 11 years, only two types of child care assistance have been provided by more than 9% of employers: DCAPs and CCR&R (Figure 5). There has been a small, but fairly steady, increase in the prevalence of CCR&R, rising from 34% of employers in 2005 to 41% by 2016. DCAPs had a sudden increase between 2008 and 2012 (from 46% to 62%), perhaps because they were a low cost way to provide child care support to employees during the height of the recession. Though the reduction from 61% in 2014 to 56% in 2016 just falls short of the cutoff for statistical significance for this report, it may indicate that the use of CCR&R is declining.

Over the past 11 years, only two types of child care assistance have been provided by more than 9% of employers: DCAPs and CCR&R.

Figure 5: Child Care Assistance from 2005 to 2016 (PART 1)

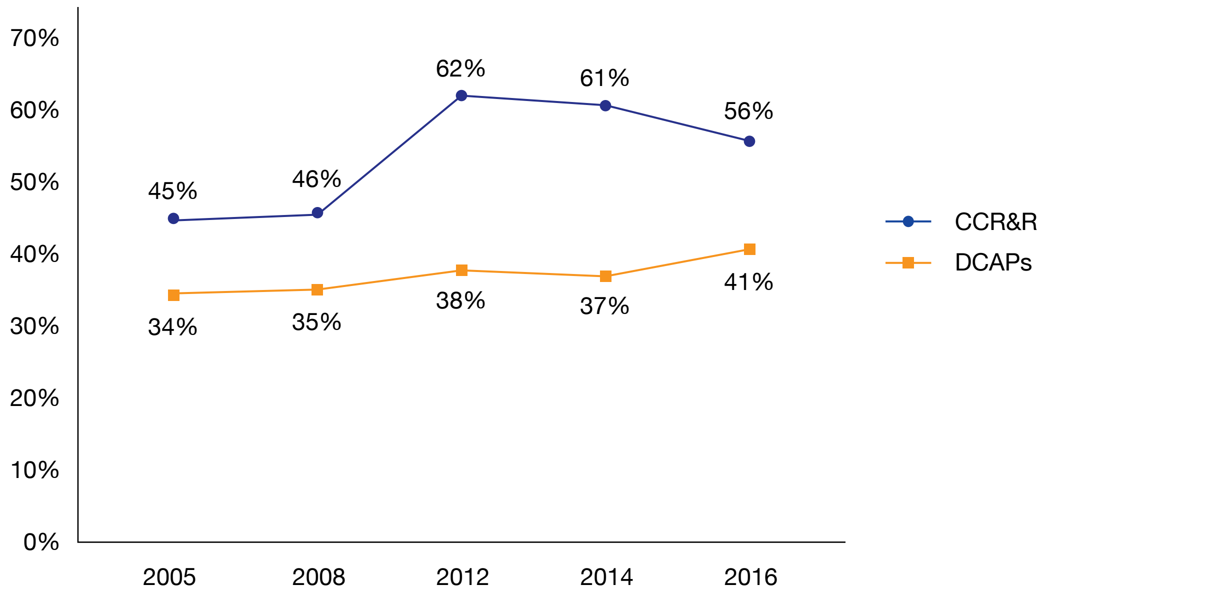
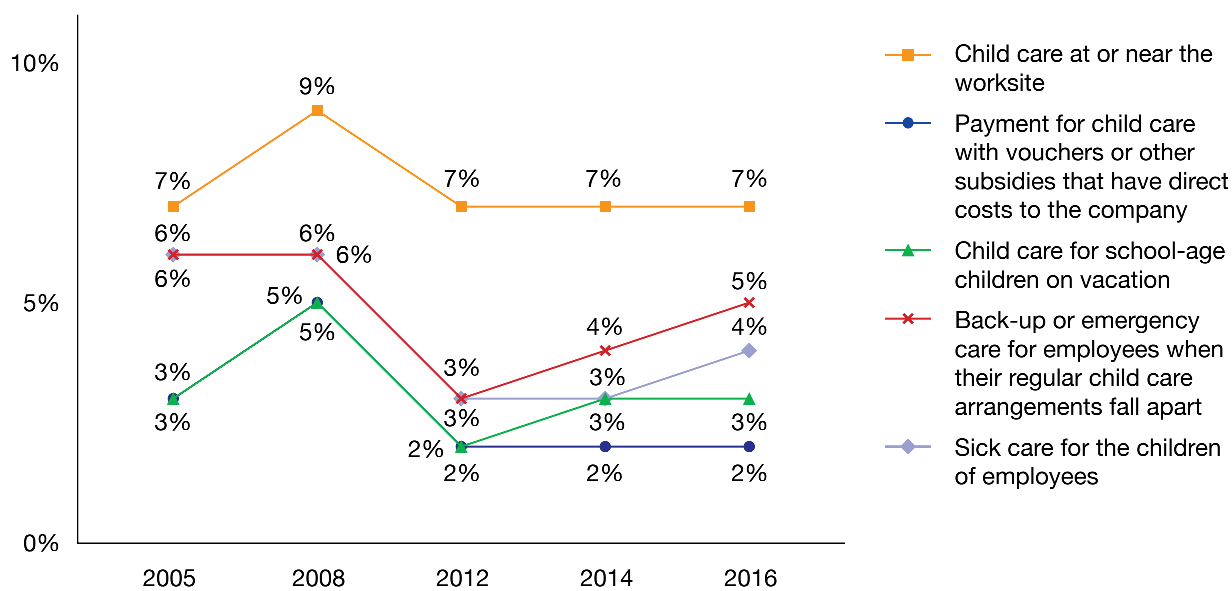


Figure 5: Child Care Assistance from 2005 to 2016 (PART 2)



Source: National Study of Employers (2016)

ELDER CARE ASSISTANCE

Overall Prevalence

Interestingly, and perhaps surprisingly, 78% of employers say that they provide paid or unpaid time off for employees to provide elder care without jeopardizing their jobs (Table 10). 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 may be 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.

Overall, 42% of employers provide employees with information about elder care services or Elder Care Resource and Referral (equivalent to the 41% that provide this service for child care), and 38% offer DCAPs for elder care (compared with 56% that provide DCAPs for child care). Only 6% offer access to respite care (short-term care given to a family member by another caregiver so that the primary caregiver can recover from caregiving or take time off).

78% of employers say that they provide paid or unpaid time off for employees to provide elder care without jeopardizing their jobs.

Small versus Large Employers

Small and large employers are equally likely to allow employees time off to provide elder care without jeopardizing their jobs, and this is likely to be the single most important policy for employees who have pressing elder care responsibilities (Table 10). As was true for the provision of Child Care Resource and Referral services, small employers are significantly less likely (38%) than large employers (63%) to provide Elder Care Resource and Referral services.

Table 10: Elder Care Assistance

Does your organization 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)?	42%	38%	***	63%
Time off for employees to provide elder care without jeopardizing their jobs?	78%	82%	NS	79%
DCAPs for elder care?	38%	33%	***	55%
Access to respite care?	6%	3%	***	13%

Source: National Study of Employers (2016)
Sample sizes: total = 911 - 916; small employers = 482-487; large employers = 79-80.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Statistically significant differences are shaded in green.

Trends from 2005 to 2016

Four elder care questions were included in both 2012 and 2016 questionnaires. Of these four comparable questions, there are no significant differences between 2012 and 2016 (Table 11).

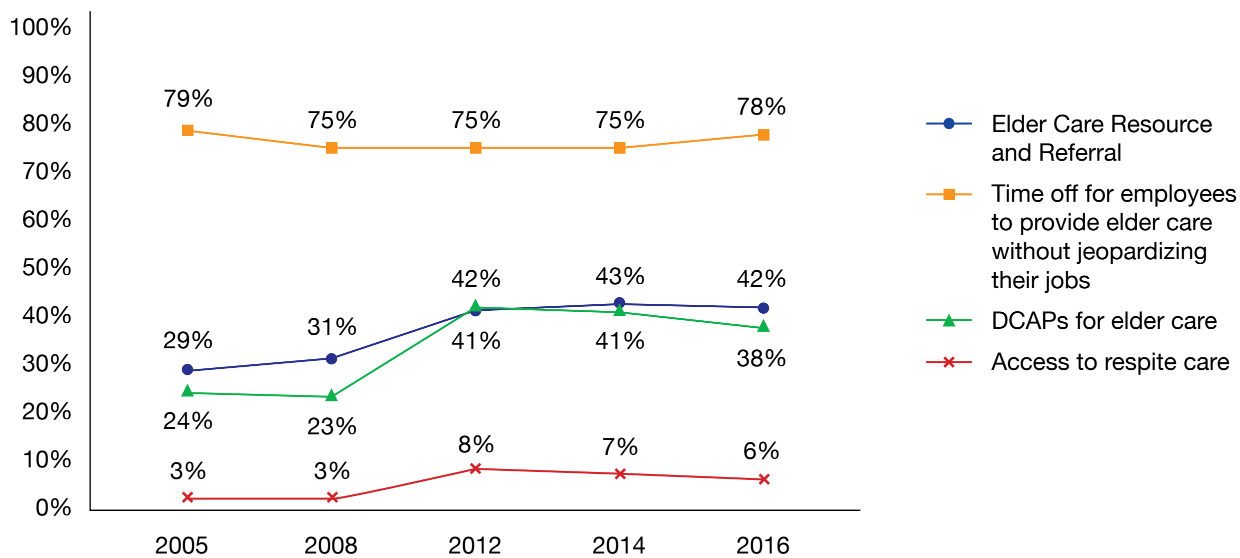
Table 11: Elder Care Assistance from 2012 to 2016

Does your organization provide …	2012	*Sig.*	2016
Access to information about needed services for elderly family members (Elder Care Resource and Referral)?	41%	NS	42%
Time off for employees to provide elder care without jeopardizing their jobs?	75%	NS	78%
DCAPs for elder care?	42%	NS	38%
Access to respite care?	8%	NS	6%

Source: National Study of Employers (2016)
Sample sizes range within survey year from 765-776 for 2012 and 633-636 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.

Over the past 11 years, both DCAPs and Elder Care Resource and Referral services have seen increases, with the change occurring almost entirely between 2008 and 2012 (Figure 6). Since 2012, there have been no substantive changes in the percentages of employers offering these two forms of assistance.

Figure 6: Elder Care Assistance from 2005 to 2016



Source: National Study of Employers (2016)

HELPING EMPLOYEES RESOLVE PERSONAL AND FAMILY PROBLEMS

Overall Prevalence

Over three quarters (75%) of employers provide Employee Assistance Programs (EAPs) that help employees deal with personal problems that may negatively affect their work or personal lives (Table 12).

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 or staff. These same limitations may affect offerings of work-life seminars and workshops. Additionally, large employers are more likely to have Employee Resource Groups (ERGs), perhaps because they have enough employees in specific identity groups to reach a critical mass to sustain interest in supporting productivity from such groups.

Over three quarters (75%) of employers provide Employee Assistance Programs (EAPs) that help employees deal with personal problems that may negatively affect their work or personal lives.

Table 12: Assistance in Resolving Personal and Family Problems

Does your organization 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?	75%	71%	***	91%
Workshops or seminars on parenting, child development, care of the elderly or work-family problems?	17%	11%	***	41%
Financial support to community programs that support families in the community, that is, programs not aimed specifically at your employees?	31%	27%	**	46%
Special supports to employees to help them manage their own financial situations?	34%	31%	**	48%
Employee Resource Groups (ERGs) for employees with similar background or interests to network <u>and</u> to help build business results for the organization?	11%	9%	***	25%

Source: National Study of Employers (2016)
Sample sizes: total = 911-917; small employers = 485-487; large employers = 79-81.
Read percentages left to right.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Statistically significant differences are shaded in green.

Trends from 2005 to 2016

Fewer employers are providing financial support to community programs that provide local support to families in their communities in 2016 (31%) than in 2012 (42%). (See Table 13.)

Table 13: Assistance in Resolving Personal and Family Problems from 2012 to 2016

Does your organization provide …	**2012**	***Sig.***	**2016**
An Employee Assistance Program (EAP) designed to help employees deal with problems that may affect work or personal life?	74%	NS	75%
Workshops or seminars on parenting, child development, care of the elderly or work-family problems?	20%	NS	17%
Financial support to community programs that support families in the community, that is, programs not aimed specifically at your employees?	42%	***	31%
Special supports to employees to help them manage their own financial situations?	37%	NS	34%
Employee Resource Groups (ERGs) for employees with similar background or interests to network and to help build business results for the organization?	11%	NS	11%

Source: National Study of Employers (2016)
Sample sizes range within survey year from 771-780 for 2012 and 633-637 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Statistically significant differences are shaded in green.

An examination of the past 11 years reveals that employers made noticeable changes during the time of the recession, increasing some options (EAPs) while reducing others (financial support to community programs). However, only financial support to community programs has continued to change meaningfully and negatively since 2012 (Figure 7).

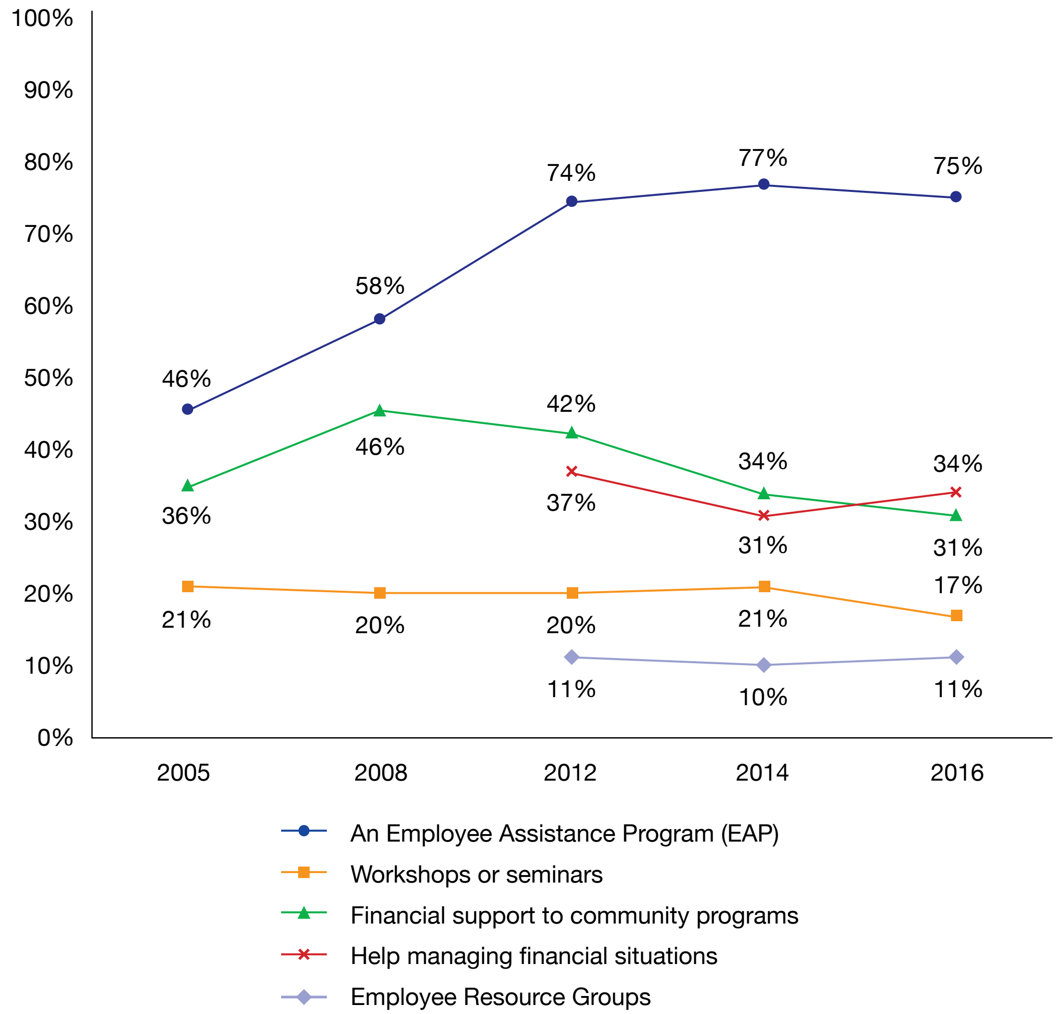


Figure 7: Assistance in Resolving Personal and Family Problems: 2005 to 2016

Source: National Study of Employers (2016)

Notes: Help managing financial situations and employee resource groups were not investigated in 2005 and 2008.

CULTURE OF FLEXIBILITY AND SUPPORT

Overall Prevalence

Respondents were asked to assess the supportiveness of their workplace cultures (Table 14). 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 have found from other studies we have conducted — when organizational leaders and employees are both answering the same questions — that employer representatives typically 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 employees' performance by what they accomplish rather than "face time" (69%) 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 (56%). Few employers responded "very true" to statements asking whether management rewards those within the organization who support flexible work arrangements (14%) and whether their organization makes a real and ongoing effort to inform employees of the availability of work-life assistance (25%). These are important findings, since offering work-life assistance without organizational support for that assistance diminishes its use and effectiveness.

Few employers responded "very true" to statements asking whether management rewards those within the organization who support flexible work arrangements (14%) and whether their organization makes a real and ongoing effort to inform employees of the availability of work-life assistance (25%).

Small versus Large Employers

In 2016, we find that there are no significant differences between small and large organizations in self reports of their cultures of flexibility and supportiveness.

Table 14: 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.	56%	55%	NS	49%
The organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities.	25%	24%	NS	33%
Supervisors are encouraged to assess employees' performance by what they accomplish and not just by "face time" — that is, the number of hours they spend at the workplace.	69%	72%	NS	69%
Management rewards those within the organization who support effective flexible work arrangements.	14%	16%	NS	14%
Our organization's personnel policies and practices (such as penalties for unscheduled absences, onsite time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility.	13%	12%	NS	19%

Source: National Study of Employers (2016)
Sample sizes: total = 884-912; small employers = 469-483; large employers = 78-81.
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 2005 to 2016

There were no significant differences between 2012 and 2016 in the self-reported culture of flexibility and supportiveness (Table 15).

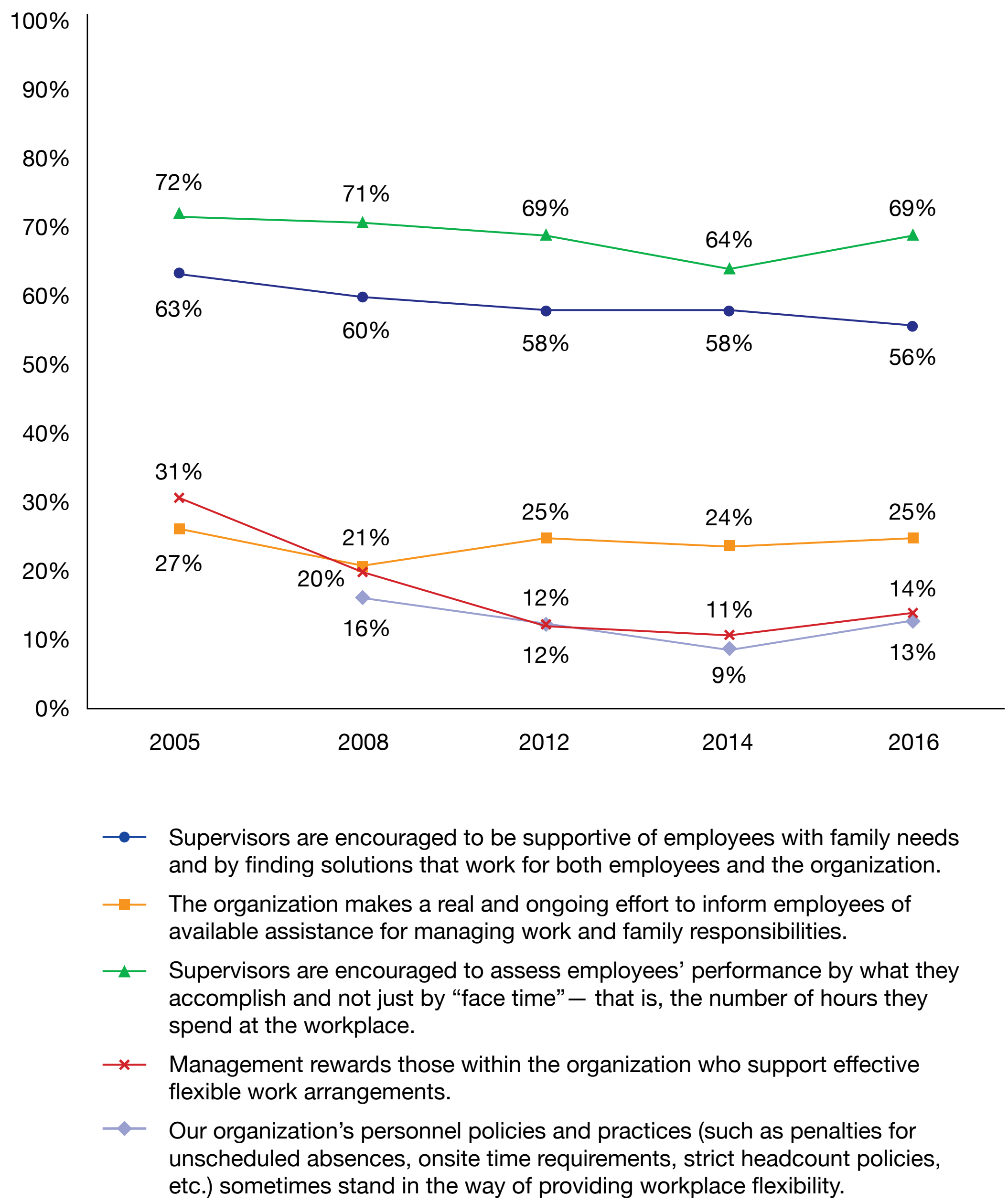
Table 15: Culture of Flexibility and Supportiveness Percentage Reporting Very True from 2012 to 2016

Benefits, Policies and Practices	**2012**	***Sig.***	**2016**
Supervisors are encouraged to be supportive of employees with family needs and by finding solutions that work for both employees and the organization.	58%	NS	56%
The organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities.	25%	NS	25%
Supervisors are encouraged to assess employees' performance by what they accomplish and not just by "face time"— that is, the number of hours they spend at the workplace.	69%	NS	69%
Management rewards those within the organization who support effective flexible work arrangements.	12%	NS	14%
Our organization's personnel policies and practices (such as penalties for unscheduled absences, onsite time requirements, strict headcount policies, etc.) sometimes stand in the way of providing workplace flexibility.	12%	NS	13%

Source: National Study of Employers (2016)
Sample sizes range within survey year from 732-774 for 2012 and 614-634 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.

When we examine the five measures of the culture of flexibility we investigated between 2005 and 2016 (Figure 8), we find that management rewarding support for flexible work arrangements has shown a stark decline dropping from 31% in 2005 to only 14% by 2016. The other measures show little change over the years. This is surprising given how much talk there has been about the need to increase flexibility. However, it may be that the increase in conversation about the need for more flexibility is itself a symptom of the overall stagnant culture. In other words, people may be talking about the need for more flexibility precisely because the cultures that foster flexibility have not seriously budged in the past decade.

Figure 8: Culture of Flexibility and Supportiveness: 2005 to 2016



Source: National Study of Employers (2016)
Notes: "Organization's personnel policies …" was not included in 2005 and 2008.

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 — 64% versus 15%, a striking difference of 49 percentage points (Table 16). Fifty-two percent of employers report considering how well supervisors manage flexible work arrangements when making job performance appraisals and compensation decisions, while 48% report training supervisors in responding to the work and family needs of employees.

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 — 64% versus 15%, a striking difference of 49 percentage points.

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.

Table 16: Programs for Supervisors and Career Development

Programs Provided	Total Sample	Programs Provided 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	48%	43%	***	65%
Training for supervisors in managing diversity	64%	56%	***	85%
Training for supervisors in managing employees of different ages	56%	52%	**	72%
Consideration of how well supervisors and managers manage flexible work arrangements when making job performance appraisals and compensation decisions	52%	54%	NS	46%
Career counseling programs or management/leadership programs for women	15%	11%	***	31%

Source: National Study of Employers (2016)
Sample sizes: total = 907-912; small employers = 481-485; large employers = 79-81.
Read percentages left to right.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Statistically significant differences are shaded in green.

Trends from 2005 to 2016

There are no significant differences in programs for supervisors and career development between 2012 and 2016 (Table 17).

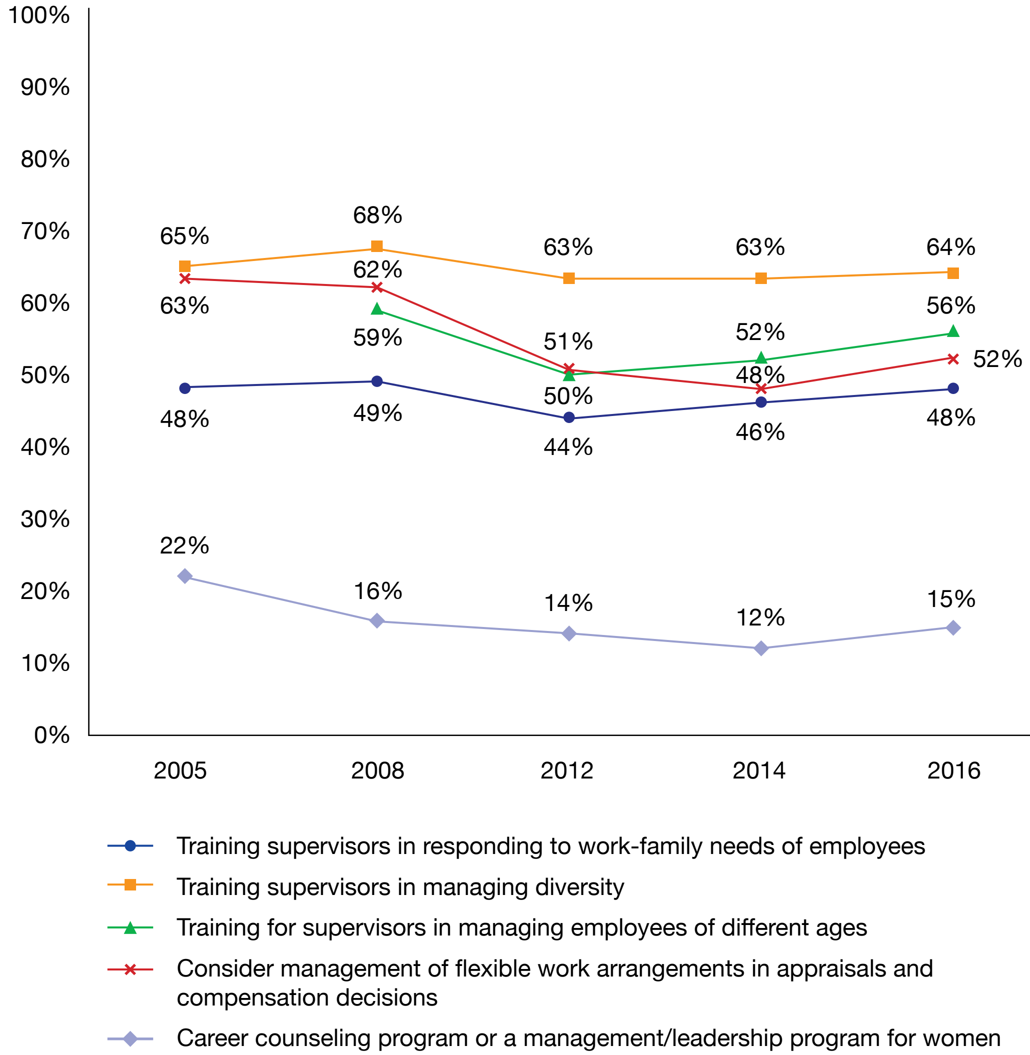
Table 17: Programs for Supervisors and Career Development from 2012 to 2016

Benefits, Policies and Practices	2012	*Sig.*	2016
Training supervisors in responding to work-family needs of employees	44%	NS	48%
Training supervisors in managing diversity	63%	NS	64%
Training for supervisors in managing employees of different ages	50%	NS	56%
Consider how well supervisors and managers manage flexible work arrangements when making job performance appraisals and compensation decisions	51%	NS	52%
Career counseling program or a management/leadership program for women	14%	NS	15%

Source: National Study of Employers (2016)
Sample sizes range within survey year from 754-767 for 2012 and 627-633 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.

When we review the past 11 years, we find that career counseling for women has declined from a high of 22% of employers in 2005 to 15% in 2016 (Figure 9). Considering flexible work arrangements in appraisal and compensation decisions for managers declined during the recession from a high of 62% to a low of 48%, but it seems to be making a comeback in 2016 by rising to 52%. Training for managers around generational issues declined from a high of 59% before the recession and now seems to be back on the rise at 56% in 2016. These trends suggest that employers pulled back on several programs during the recession, and, while generational issues seem to still be prompting attention to age diversity, specific supports for women's advancement continue to lag — an important finding though employers may be including their efforts on behalf of women as a part of their general diversity initiatives.

Figure 9: Programs for Supervisors and Career Development: 2005 to 2016



Source: National Study of Employers (2016)
Notes: Training supervisors in managing employees of different ages was not included in 2005.

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 — 55.4% of the U.S. population was covered by an employment-based health insurance plan in 2014.[12] Ninety-eight percent of employers with 50 or more employees offer personal health insurance coverage for full-time employees (Table 18). Among organizations offering personal health insurance, 15% pay all of the premiums, 85% pay some of the premiums and 1% pay none of the premiums. Among employers offering personal health insurance, 35% increased employees' premium co-pay during the preceding 12 months.

Ninety-six percent of employers offer family coverage, with only 2% of these paying all of the premiums for family members, another 80% paying part of the premiums and 18% paying none of the premiums. Among employers offering family health insurance, 38% increased employees' premium co-pay during the preceding 12 months.

Overall, 50% of employers offer health insurance coverage for unmarried partners who live with the employee, up from 43% in 2014 and 23% in 2005 (Figure 10). Of those companies offering coverage for unmarried partners, 96% plan to continue doing so over the next five years. Of the 4% of companies planning to eliminate their coverage for unmarried couples in the next five years, 67% said it was due to the Supreme Court decision to legalize same-sex marriage. However, the number of employers in this sample was quite small (n=14), so this estimate should not be considered reliable.

Sixty-one percent of employers offer wellness programs for employees and their families, and 79% provide private space (other than a bathroom) and milk storage facilities for nursing mothers.

Ninety-eight percent of employers with 50 or more employees offer personal health insurance coverage for full-time employees. Among organizations offering personal health insurance, 15% pay all of the premiums, 85% pay some of the premiums and 1% pay none of the premiums.

Small versus Large Employers

Small employers and large employers are equally likely to offer personal health insurance coverage (97% and 100%, respectively), but when they do, perhaps surprisingly, small employers are more likely (20%) than large employers (6%) to pay all of the premiums.

Similarly, small employers and large employers are equally likely to offer family health insurance coverage (95% and 100%, respectively) though small employers (21%) are more likely to pay none of the family health insurance premiums than large employers (9%). Small employers (36%) are less likely than large employers (52%) to report having increased employees' premium co-pays during the preceding 12 months for family health insurance.

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 18: Health Care Benefits

Does your organization 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%	97%	NS	100%
Among organizations offering personal coverage: Full or part payment of premiums for personal health insurance?			**	
Full	15%	20%		6%
Part	85%	80%		94%
None	1%	>1%		0%
Over the past 12 months, were employees asked to pay a larger proportion of the personal health insurance premium?	35%	32%	NS	45%
Health insurance that includes coverage for family members?	96%	95%	NS	100%
Among organizations offering family coverage: Full or part payment of the premium for family members?			**	
Full	2%	2%		4%
Part	80%	76%		88%
None	18%	21%		9%
Over past 12 months, were employees asked to pay a larger proportion of the family health insurance premium?	38%	36%	**	52%
Health insurance coverage for unmarried partners (same or opposite sex) who live together?	50%	49%	NS	52%
Wellness program for employees and their families?	61%	54%	***	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?	79%	77%	**	90%

Source: National Study of Employers (2016)
Sample sizes: total = 760-915; small employers = 376-487; large employers = 75-81.
Read percentages left to right.
Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.
Statistically significant differences are shaded in green.

Trends from 2005 to 2016

First, we examine the changes from 2012 to 2016. Seven health care benefit questions were included in both the 2012 and 2016 questionnaires (Table 19). There were no significant differences between these years, with the exception of providing health care coverage for unmarried partners of employees, which rose from 38% to 50%.

Table 19: Health Care Benefits from 2012 to 2016

Benefits	2012	*Sig.*	2016
Percentage providing health insurance coverage for full-time employees	99%	NS	98%
Percentage paying all, part or none of the premium for full-time employees' health insurance			
All	17%	NS	15%
Part	83		83
None	<1		1
Percentage providing health insurance coverage for family members	97%	NS	96%
Percentage paying all, part or none of the premium for family members health insurance			
All	4%	NS	2%
Part	82		77
None	14		17
Percentage providing health insurance coverage for unmarried partners of employees	38%	***	50%
Percentage providing wellness program for employees and their families	63%	NS	61%
Percentage providing private space for breastfeeding women	79%	NS	79%

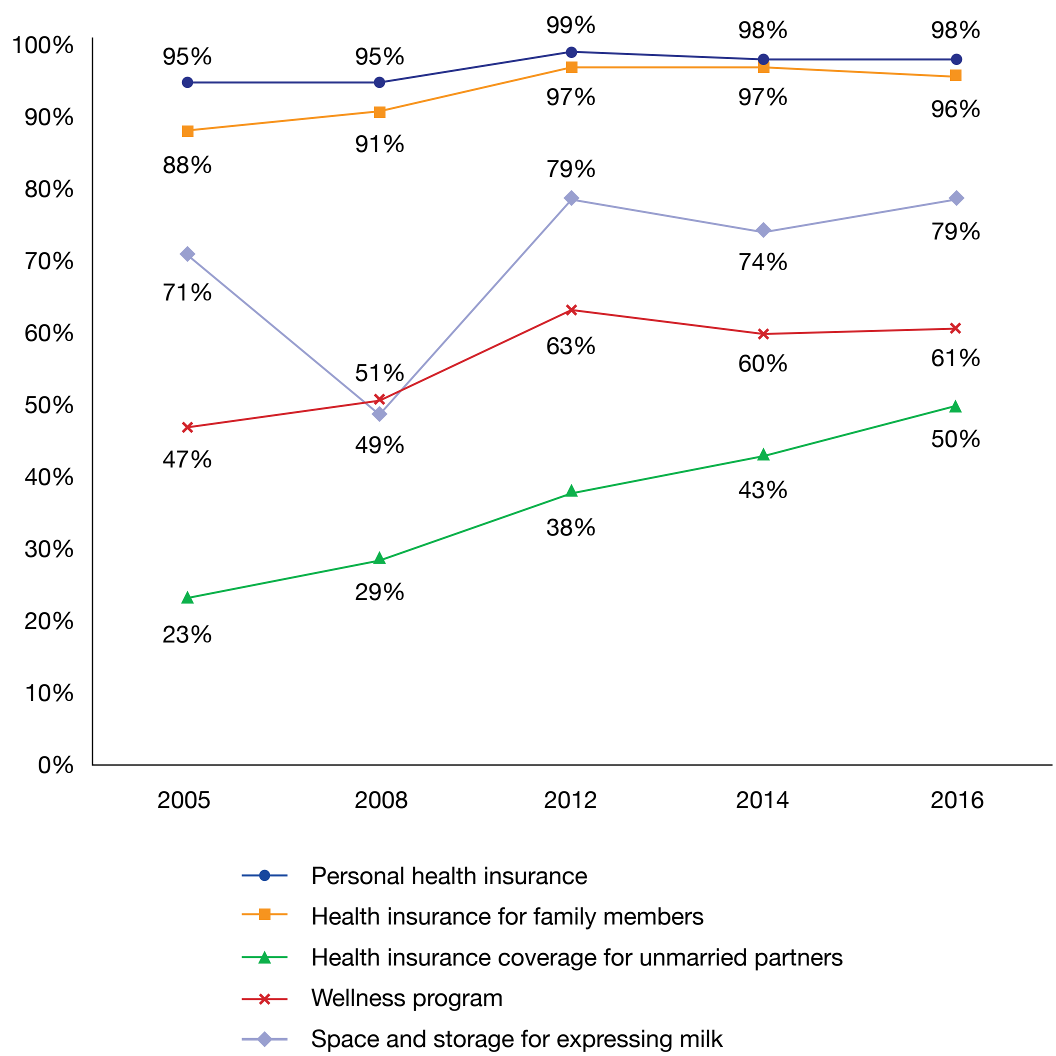
Source: National Study of Employers (2016)
Sample sizes range within survey year from 727-780 for 2012 and 595-637 for 2016.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Statistically significant differences are shaded in green.

In looking at changes over the course of the past 11 years, it is clear that the provision of health insurance has risen a little bit to become almost ubiquitous (Figure 10). Space for the expressing and storage of breast milk had a surprising low moment at the start of the recession dropping from 71% in 2005 to 49% in 2008 then climbing back up in 2012 to 79% of employers providing such space. Why employers may have changed their behavior in 2008 is unclear as such space is not costly, though downsizing of real estate may have squeezed out such spaces in some workplaces. In 2010, *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* came into effect requiring that employers "provide reasonable break time for an employee to express breast milk for her nursing child for one year after the child's birth each time such employee has need to express the milk. Employers are also required to provide a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk." This provision may have triggered a return to the previously high levels.

Wellness programs experienced a spike from 2005 to 2012 (from 47% to 63%), perhaps to help employees weather the recession. However, those programs have not continued to expand since 2012.

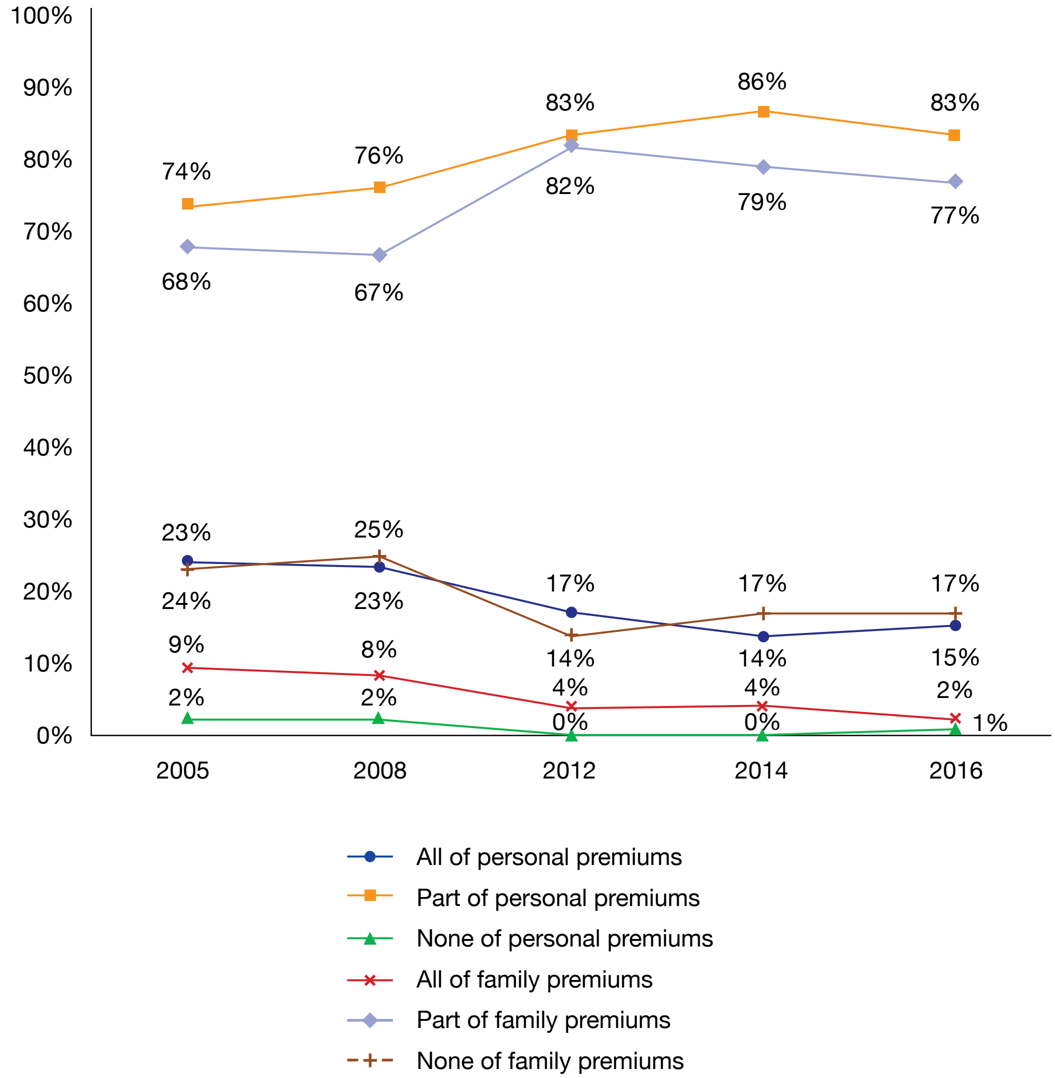
Wellness programs experienced a spike from 2005 to 2012 (from 47% to 63%), perhaps to help employees weather the recession. However, those programs have not continued to expand since 2012. As Figure 11 shows, there has been an increase in employers paying part of personal and family insurance premiums and a decrease in employers paying all or none of health insurance premiums since 2005.

Figure 10: Health Care Benefits: 2005 to 2016



Source: National Study of Employers (2016)

Figure 11: Proportion of Health Insurance Premiums Paid by Employer: 2005 to 2016



Source: National Study of Employers (2016)

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 (94%) to offer 401(k) or 403(b) retirement plans, with for-profit employers using the former and nonprofits the latter (Table 20). Moreover, 83% of employers made contributions to employees' individual retirement plans. Only 17% of employers offer defined-benefit pensions.

The second most popular fringe benefit provided (77%) is temporary disability insurance (TDI). In addition, 70% 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 (14%) also take 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.

Of the benefits most directly related to economic security considered in this study, employers with 50 or more employees are most likely (94%) to offer 401(k) or 403(b) retirement plans. Moreover, 83% of employers made contributions to employees' individual retirement plans.

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 20). The costs of such benefits may be considerable and are more easily borne by large rather 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 (6%) 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 employees and to employers in retaining older individuals and in developing knowledge transfer strategies.

Table 20: Benefits to Enhance Economic Security

Does your organization provide …	Total Sample "Yes"	"Provides" by Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Temporary disability insurance (TDI)?	77%	74%	NS	86%
A defined/guaranteed-benefit pension plan?	17%	15%	***	35%
A 401(k) or 403(b) individual retirement plan?	94%	93%	NS	98%
An organization contribution to a retirement plan?	83%	82%	NS	91%
Financial assistance for employees to continue education/training?	70%	67%	**	82%
Scholarships or other educational assistance for the children of employees?	13%	12%	***	35%
A long-term care insurance plan?	30%	27%	***	48%
Financial assistance for adoptive parents?	6%	5%	***	23%
Assistance in obtaining public benefits for potentially eligible employees — e.g., tax credits, child care subsidies, food stamps, housing subsidies and transportation subsidies?	14%	12%	***	30%
Among employers allowing phased retirement <u>and</u> offering defined-benefit pension plans <u>(only 6% of employers)</u>: Employees to phase into retirement without reducing their pension payouts?	78% N=53	72% N=21	NS	79% N=11

Source: National Study of Employers (2016)
Sample sizes: total = 911-918; small employers = 481-488; large employers = 79-81.
Read percentages left to right.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Statistically significant differences are shaded in green.

Trends from 2005 to 2016

Nine questions were included in both the 2012 and 2016 questionnaires. There were no significant differences between 2012 and 2016 (Table 21).

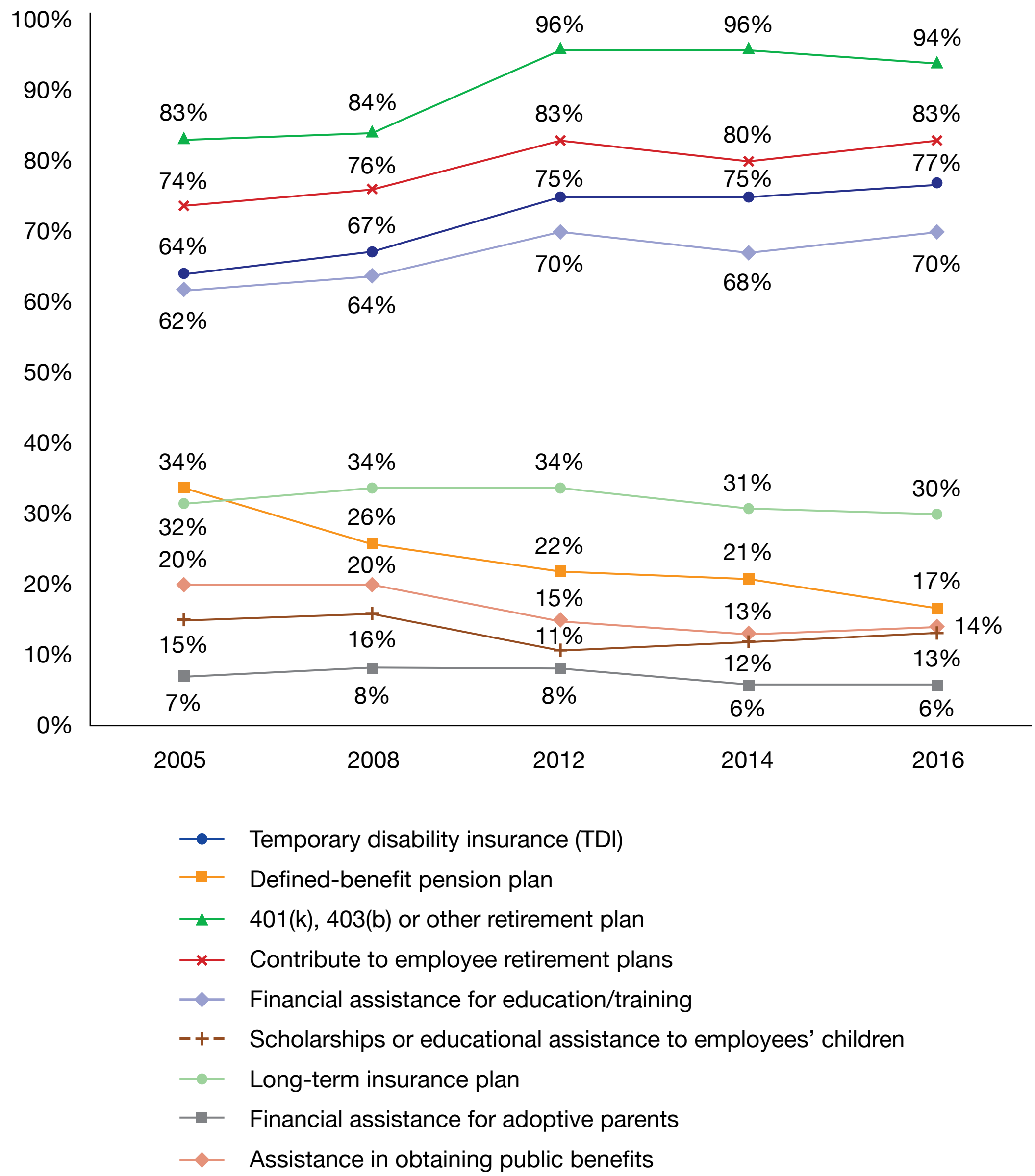
Table 21: Benefits to Enhance Economic Security from 2012 to 2016

Benefits	2012	*Sig.*	2016
Percentage providing temporary disability insurance (TDI)	75%	NS	77%
Percentage providing defined-benefit pension plan	22%	NS	17%
Percentage providing 401(k), 403(b) or other retirement plan	96%	NS	94%
Percentage contributing to employee retirement plan	83%	NS	83%
Percentage providing financial assistance for education/training	70%	NS	70%
Percentage providing scholarships or educational assistance to employees' children	11%	NS	13%
Percentage offering a long-term care insurance plan	34%	NS	30%
Percentage providing financial assistance for adoptive parents	8%	NS	6%
Percentage providing assistance in obtaining public benefits	15%	NS	14%

Source: National Study of Employers (2016)
Sample sizes range within survey year from 778-780 for 2012 and 633-637 for 2016.
Statistical significance: *** = $p < .001$; ** = $p < .01$; ns = not significant.

Over the past 11 years of NSE surveys, 401(k)/403(b) and other retirement plans have become more common as have employer contributions to these plans, while defined benefit plans have become less common (Figure 12). TDI plans and financial assistance for education/training have also become somewhat more common. Assistance in obtaining public benefits has declined over the past 11 years. Overall, most of the change happened in the years between 2008 and 2012, and the four years since have shown far less change.

Figure 12: Benefits to Enhance Economic Security: 2005 to 2016



Source: National Study of Employers (2016)

MAIN REASONS FOR AND OBSTACLES TO IMPLEMENTING WORK-LIFE INITIATIVES

MAIN REASONS

Employers with eight or more employee and family assistance initiatives (flexible time, caregiving leaves and dependent care assistance) were asked the main reasons they 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 22, the main reason cited by employers for developing workplace flexibility, caregiving leaves and dependent care initiatives is the retention of employees in general (39%), with fewer mentioning the recruitment of employees in general (15%) and increasing productivity (9%).

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 implement these programs 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 coming in as the eighth most commonly cited reason.

The main reason cited by employers for developing workplace flexibility, caregiving leaves and dependent care initiatives is the retention of employees in general (39%).

Three of the top 10 responses focus on ethical reasons for such programs: to help employees manage work and family life (21%); it is the right thing to do (9%); and supporting/meeting employee’s needs (9%).

These results show that businesses do not only approach this issue from a purely self-interested, bottom-line position. Similarly, citing improving morale (11%); increasing employee commitment/engagement (9%); and providing job satisfaction (12%) represent justifications based on a mix of employer and employee outcomes with mandated by law (10%) rounding out the top 10 reasons for implementing these initiatives.

Table 22: Reasons for Implementing Employee and Family Assistance Initiatives among Employers with at Least Eight Initiatives

Retain employees in general	39%
Help employees manage work and family life	21%
Recruit employees in general	15%
Provide job satisfaction	12%
Improve morale	11%
Mandated by law	10%
It is the right thing to do.	9%
Increase productivity	9%
Increase employee commitment/engagement	9%
Support/meet employee's needs	9%
Retain highly-skilled employees	8%
It is a family organization, and it is the way we do things.	7%
Provide a better work environment	6%
We are a caring organization.	6%
Compete with other employers	5%
Meet business needs for flexible work schedules	5%
Recruit highly-skilled employees	4%
We are a family-friendly employer.	4%
Part of the organizational mission/culture/values	4%

Source: National Study of Employers (2016)
Sample size=466. Respondents could mention as many factors as they wanted.
Reasons mentioned by fewer than 4% are not tabled.

MAIN OBSTACLES

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 an open-ended question for which employers could say whatever they wanted and could cite multiple obstacles (Table 23).

The main obstacle to implementing employee and family assistance cited by employers is cost (28%).

The main obstacle to implementing employee and family assistance cited by employers is cost (28%). The second most frequently cited obstacle is difficulty supervising employees (14%), followed by job requirements and workload don't allow these programs (11%); potential loss of productivity (10%); and a need to ensure work gets done (10%).

Also interesting is that some of the most frequently discussed obstacles in the media (such as workers resenting each other) are not mentioned often by employers, though 7% mentioned the need to treat all employees equally. It is clear, however, that the major roadblocks are cost (28%); difficulty in supervision (14%); lack of staff to implement (9%); as well as jobs (11%) and industries (6%) that don't naturally lend themselves to these kinds of programs.

Organizations interested in more information on how to address these obstacles can consult the free, downloadable workplace flexibility guides for industries less likely to provide flexibility, available at http://www.whenworkworks.org/be-effective/guides-tools/workflex-guides.

Table 23: Obstacles to Implementing Employee and Family Assistance Initiatives

Costs too much/limited funds	28%
Hard to supervise employees	14%
Job requirements and workload don't allow these programs	11%
Potential loss of productivity	10%
We need to ensure that work gets done and satisfy the customer.	10%
Lack of staff to implement	9%
We are a small organization.	8%
Potential abuse (e.g., absenteeism)	8%
Need to treat all employees equally	7%
Impractical, given the nature of our industry	6%
Administrative hassles	5%
Time constraints	4%
Inflexible work arrangements here	4%
Manager resistance	4%
There are no business obstacles.	3%
Other	3%
Mandated by law	3%
Meeting employee and business needs	3%

Source: National Study of Employers (2016)
Sample = 482. Respondents could mention as many obstacles as they want.
Obstacles mentioned by fewer than 3% are not tabled.

PREDICTING FLEXIBILITY, CAREGIVING LEAVE BENEFITS, CHILD AND ELDER CARE SUPPORT, HEALTH CARE AND 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 investigate the relationships between numerous characteristics of employers and important outcomes. The predictors we examine are the:

- **demographics of the workplace** — industry,[13] profit/nonprofit status, employer size, number of years in business and number of operating locations;
- **demographics of the workforce** — percentage of women, racial and ethnic minorities, unionized employees, hourly employees, part-time employees, women and people of color in executive leadership positions or reporting to people in executive leadership positions;[14]
- **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, filling entry-level/hourly positions.

Outcomes

Outcomes are 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 endnote to this report.[15]

To simplify analysis and presentation, each outcome scale is 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 Q3 — the middle 50%) of scores; and the high level represents employers in the top quartile (Q4 — top 25%) that offer the highest level of support. The degree to which predictors are related to outcomes is 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

- Professional services organizations (43%) are the most likely to have high levels of flexibility, and goods producing (16%) and wholesale and retail trade (17%) are the least likely (Table 24).
- More for-profit organizations (26%) than nonprofit organizations (15%) have low levels of flexibility.
- Organizations operating for fewer years are more likely to have high levels of flexibility than older organizations.
- Organizations where women make up less than 25% of the employees are more likely to have a low level of flexibility than organizations where women represent a larger share of the workforce.
- Organizations where hourly employees make up 50% or more of the workforce are more likely to have a low level of flexibility (28%).
- 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 flexibility increases the ease in filling entry-level jobs or those organizations with greater ease in filling entry-level jobs may be more willing to be flexible.

Table 24: 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					
Industry					
Goods producing	296	36%	48%	16%	***
Professional services	175	11	46	43	
Wholesale and retail trade	178	24	58	17	
Other	260	17	54	29	
Employer type					
Nonprofit organization	202	15%	58%	27%	**
For-profit organization	717	26	50	25	
Years in Business					
10 or fewer	41	7%	56%	37%	**
11-20 years	140	21	49	30	
21-30 years	146	20	54	26	
31 or more years	592	26	51	23	
Demographics of the Workforce					
Percentage of employees who are women					
1 - 24%	227	37%	48%	15%	***
25 - 50%	363	23	48	29	
More than 50%	329	14	57	29	
Percentage of employees who are hourly (non-exempt)					
0%	11	0%	46%	55%	***
1 - 24%	140	10	46	44	
25 - 50%	173	19	50	32	
More than 50%	595	28	53	19	
Human Resource Issues					
Ease of filling entry-level job vacancies					
Very easy	208	19%	56%	26%	***
Somewhat easy	358	18	52	29	
Somewhat difficult	259	31	46	23	
Very difficult	84	32	52	16	

Source: National Study of Employers (2016)
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.
Statistically significant differences are shaded in green.

PREDICTING CAREGIVING LEAVES

Some Significant Findings:

Older organizations are more likely (42%) to offer generous caregiving leaves (high level) than organizations operating for fewer years (24%). (See Table 25.) Older organizations may have had the opportunity to work with employees throughout the life cycle and build policies that reflect the needs for caregiving leaves at different points in life. Organizations operating for fewer years may develop their policies in tandem with the needs of their current workforce and may not have yet had enough employees become parents or engage in elder care while employed at those organizations to prompt more extensive caregiving leave policies. On the other hand, more recently established organizations are more flexible overall, as noted above.

Table 25: Predicting Caregiving Leaves

	Extent of Caregiving Leaves				
	n	**Low Level** (Bottom Quartile)	**Mid Level** (Quartiles 2 and 3)	**High Level** (Top Quartile)	**Sig.**
Demographics of the Workplace					
Years in Business					
10 or fewer	41	46%	29%	24%	
11-20 years	134	26	40	34	**
21-30 years	146	25	43	32	
31 or more years	577	23	35	42	

Source: National Study of Employers (2016)
Statistically significant differences are shaded in green.

PREDICTING CHILD AND ELDER CARE ASSISTANCE

Some Significant Findings

- Professional services organizations (5%) are the least likely to have a low level of child and elder care assistance (Table 26).
- Large employers are more likely (55%) to provide a high level of child and elder care assistance than small employers (25%).
- Nonprofit organizations (38%) are more likely to offer a high level of child and elder care assistance than for-profit organizations (30%).
- Organizations with more than 50% women in their workforces are more likely (39%) to offer a high level of child and elder care assistance than those with fewer women in the workforce (20%-33%).
- Organizations with women and racial/ethnic minorities who are in or report directly to executive leadership positions are more likely to offer a high level of child and elder care assistance than organizations with no women or racial/ethnic minorities in those roles.
- Organizations that experienced “upsizing” in the past 12 months (37%) are more likely to offer a high level of child and elder care assistance than organizations that have not experienced such events (28%).

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					
Industry					**
Goods producing	296	11%	63%	27%	
Professional services	175	5	63	33	
Wholesale and retail trade	178	10	58	32	
Other	260	10	54	36	
Employer size in the U.S.					***
50 - 99 employees	487	11%	65%	25%	
100 - 249 employees	244	9	56	34	
250 - 999 employees	106	7	51	43	
Over 1,000 employees	80	4	41	55	
Employer type					**
Nonprofit organization	202	4%	58%	38%	
For-profit organization	716	11	59	30	
Demographics of the Workforce					
Percentage of employees who are women					***
1 - 24%	227	13%	67%	20%	
25 - 50%	362	11	56	33	
More than 50%	327	5	57	39	
Women who are in executive leadership positions					***
No	189	17%	62%	21%	
Yes	723	7	58	35	
Minorities who are in or who directly report to executive leadership positions					**
No	380	10%	63%	27%	
Yes	390	6	55	39	
Financial					
Experienced upsizing in the last 12 months					**
No	474	11%	62%	28%	
Yes	442	8	55	37	

Source: National Study of Employers (2016)
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.
Statistically significant differences are shaded in green.

PREDICTING HEALTH CARE AND ECONOMIC SECURITY

Some Significant Findings

- Nonprofit employers are more likely (35%) than for-profit employers (22%) to provide a high level of health care and economic security benefits (Table 27).
- Large employers are more likely (53%) to provide a high level of health care and economic security benefits than small employers (21%).
- Employers operating for more years are more likely to provide a high level of health care and economic security benefits than employers operating for fewer years.
- Organizations with more locations are more likely to offer a high level of health care and economic security benefits than organizations with fewer locations.
- Organizations with more union employees (54%) 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 in or reporting to executive leadership positions are more likely to offer a high level of health care and economic security benefits than organizations with no women or minorities in or reporting to executive leadership positions.
- Organizations reporting greater ease in filling entry-level job vacancies are more likely to have high levels of health coverage and economic security benefits.

It is important to restate that these analyses do not establish causality. It may be that high levels of health coverage and economic security benefits increase the ease of filling entry-level jobs or those organizations with greater ease filling entry-level jobs may be more willing to offer more benefits.

Table 27: Predicting Health Care and Economic Security Benefits

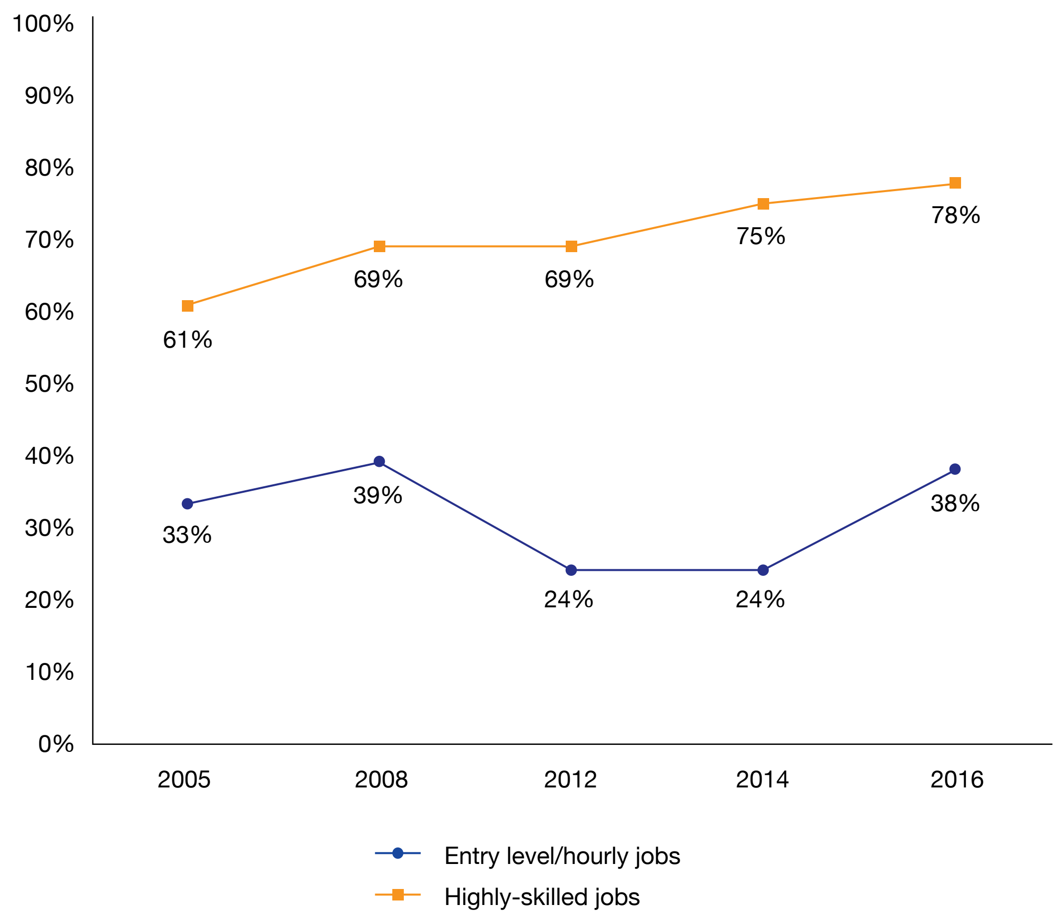
	Extent of Health Coverage and Economic Security Benefits				
	n	**Low Level** (Bottom Quartile)	**Mid Level** (Quartiles 2 and 3)	**High Level** (Top Quartile)	**Sig.**
Demographics of the Workplace					
Employer type					***
Nonprofit organization	198	16%	49%	35%	
For-profit organization	711	26	52	22	
Employer size in the U.S.					***
50 - 99 employees	481	28%	51%	21%	
100 - 249 employees	243	25	54	21	
250 - 999 employees	107	17	52	31	
Over 1,000 employees	79	6	41	53	
Number of years in business					***
10 or fewer years	41	44%	51%	5%	
11 - 20 years	137	27	59	14	
21 - 30 years	145	32	46	22	
31 or more years	588	20	50	30	
Number of operating locations					**
Only one	341	27%	52%	21%	
Two to six	384	26	48	26	
More than six	179	15	53	32	
Demographics of the Workforce					
Percentage of employees in a union					***
None	794	26%	51%	23%	
1 - 24%	49	12	51	37	
25 - 50%	24	17	50	33	
More than 50%	43	2	44	54	
Women in *or* reporting directly to executive leadership positions					***
No	187	33%	51%	16%	
Yes	718	22	50	28	
Racial or ethnic minorities in *or* reporting directly to executive leadership positions					**
No	380	25%	53%	22%	
Yes	386	19	50	31	
Human Resources					
Ease of filling entry-level job vacancies					***
Very easy	208	15%	52%	32%	
Somewhat easy	355	23	53	25	
Somewhat difficult	256	29	48	23	
Very difficult	83	35	47	18	

Source: National Study of Employers (2016)
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.
Statistically significant differences are shaded in green.

THE SKILLS GAP

As Boomers begin to retire, skilled employees of Generation X and Millennials will be tapped to assume leadership in the nation's organizations. Meanwhile, many of today's leaders are talking about a lack of people with the skills to fill the jobs in their organizations. As shown below, that refrain has only grown louder over the years, despite a temporary drop in the difficulty of recruiting for entry-level/hourly jobs experienced shortly after the recession (Figure 13).

Figure 13: Percentage of Employers Reporting Difficulty Recruiting for …



Source: National Study of Employers (2016)

This increasing difficulty is partly due to increasing skill demands at companies, with 46% of employers reporting that the skill requirements included in their organization's job postings have increased over the past five years (3% decreased and 52% stayed the same). The percentage citing increases in skill requirements is not meaningfully different across the goods producing (43%); wholesale and retail trade (48%); professional services (49%); and other services industries (45%).

When asked what types of skill requirements have increased, employers report technical skills (36%); skills in managing work (28%); skills in working with others (27%); years of experience (23%); formal education or vocational or technical training (both 20%); and certification or licensure (19%).[16]

Employers indicating that they had increased any of their skill requirements cite the following reasons for doing so:[17]

- The skills required for the job had changed e.g. due to new technology or other changes in the work itself (89%).
- The productivity required for the job had increased e.g. due to other staff cuts (58%).
- The number of applicants to be reviewed increased (29%).
- The quality of available applicants increased (29%).
- The additional pay needed to hire more skilled workers decreased (16%).
- Other reason (1%).

29% of employers report that they have increased their requirements of jobs because the quality of available candidates has increased.

Typically, when "the skills gap" is discussed, it is said to result from not having enough qualified employees to fill jobs. Our study indicates that the demands of jobs have also increased — they require more skill and greater productivity. Although there may not be enough individuals to fill these jobs, it is encouraging to note that 29% of employers report that they have increased their requirements of jobs because the quality of available candidates has increased.

One way in which employers can fill this skill gap is by developing their own internal talent pipelines with investments in training and education. Currently, 73% of organizations report that they invest in developing existing employees for jobs that require high levels of knowledge and skill. More than half (59%) of employers that have been in operation for 10 or more years report that their investment in training and education has increased over that time, whereas 5% report a decrease and 37% report demands stayed the same. Of those employers in operation for at least 10 years, 11% say that the recession had a large or very large influence on their decisions to make these investments (49% small to moderate influence; 41% very small to no influence).

CONCLUSION

In the four years between 2012 and 2016, the economy has been improving with lower unemployment rates as a number of organizations create more jobs. However, the counterpoint to the reduction in unemployment has been a cry that many of the created jobs aren't as good as those the economy lost and, conversely, that employees aren't up to the new highly-skilled jobs that do exist. Simultaneously, the NSE research series shows us that a number of employee-supportive policies have recovered from downturns due to the recession in 2008, but have generally stayed flatlined since 2012.

The NSE research series shows us that a number of employee-supportive policies have recovered from downturns due to the recession in 2008, but have generally stayed flatlined since 2012.

The current lack of growth in many employee-supportive programs, after the upheavals of the recession, should encourage employers to seriously consider reinventing their workplace supports in ways that benefit employers and employees alike. Given the fact that 78% of employers report difficulty recruiting employees for highly-skilled jobs and 38% report difficulty recruiting for entry-level, hourly jobs, this is an opportunity for employers to distinguish themselves by breaking from the pack and offering new or enhanced options. These pressures — most likely felt first in industries like tech that must attend to expanding narrow STEM talent pipelines — may be why we have had a number of companies trumpeting their enhanced paid parental leave programs in the media. Employers would do well to start developing their strategy now so they can lead that change rather than follow in its wake.

METHODOLOGY

The 2016 National Study of Employers (NSE) surveyed a representative national sample of 920 for-profit (62% of the sample) and nonprofit employers (38% of the sample) with 50 or more employees by telephone interviews and online 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 Poll conducted the 47-minute phone interviews between September 22, 2015 and February 2, 2016. Online interviews averaged about 37 minutes in length and were conducted during the same time period. Approximately 55% of the sample chose to respond via telephone interview and 45% chose to respond by online survey. 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 organization to ensure a large enough sample of large organizations. The response rate for the study was 38%. The maximum margin of sampling error (margin of sampling error) for the study when describing the total sample is approximately 3.23%. (If the design effect is taken into account, the maximum sampling error for total sample estimates increases to about 3.88%.) 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 the 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 Poll was responsible for the data collection; Families and Work Institute conducted the analysis of the data.

CHARACTERISTICS OF ORGANIZATIONS IN THE SAMPLE

The percentage of employers by organizational size (weighted to represent U.S. employers of each size) is presented in Table 28. Overall, 53% of employers are small organizations (which we define as employing 50 to 99 employees nationwide), while only 9% of employers are large organizations (which we define as employing 1,000 or more employees nationwide).[18]

Table 28: Employer Size in 2016

Characteristic	Total Weighted Sample	Weighted Sample Sizes
Number of employees in U.S.		
50 to 99	53%	487
100 to 249	27%	244
250 to 999	12%	108
1,000 or more	9%	81

Source: National Study of Employers (2016)
Total sample size = 920.

Differences between the characteristics of small and large organizations are presented in Table 29. Large organizations tend to have greater proportions of employees who are of racial or ethnic minorities, union members, work hourly or part-time schedules and are younger. Large organizations are more likely to have women in or reporting to executive leadership positions, on the board of directors and reporting to people in executive leadership positions. Similarly, large employers have more racially or ethnically diverse people in or reporting to executive leadership positions, on the board of directors and reporting to people in executive leadership positions. Note that statistically significant differences are shaded in green throughout this report.

Table 29: Organization Characteristics in 2016

Characteristic	Total Sample	Employer Size		
		Small (50 to 99 employees)	Sig.	Large (1,000 or more employees)
Industry				
Goods producing	32%	35%	**	20%
Professional services	19	19		22
Wholesale and retail trade	19	20		16
Finance, insurance, real estate	1	>1		2
Other services	28	26		40
Employer Type				
For-profit	78%	81%	NS	69%
Nonprofit[19]	22	19		31
Number of Operating Locations				
Only one location	38%	50%	***	10%
Two to six locations	42	43		13
More than six locations	20	7		77

Table 29: Organization Characteristics in 2016 (continued)

Percentage of employees who are:	Total Sample	Employer Size: Small (50 to 99 employees)	Sig.	Employer Size: Large (1,000 or more employees)
Women				
1 - 24%	25%	30%		6%
25 - 50%	40	39	**	47
51 - 75%	24	20		37
More than 75%	12	12		10
Racial or ethnic minorities				
0%	3%	5%		0%
1 - 24%	49	54	**	30
25 - 50%	31	26		50
51 - 75%	12	9		16
More than 75%	6	6		4
Union members				
0%	87%	96%		52%
1 - 24%	6	>1	***	32
25 - 50%	3	1		9
51 - 75%	3	2		6
More than 75%	2	1		1
Hourly (non-exempt)				
0%	1%	2%		0%
1 - 24%	15	17	**	5
25 - 50%	19	19		18
51 - 75%	32	31		40
More than 75%	33	31		37
Work part time				
0%	19%	23%		4%
1 - 24%	62	64	***	53
25 - 50%	12	8		30
51 - 75%	4	2		10
More than 75%	3	3		4

Table 29: Organization Characteristics in 2016 (continued)

Percentage of employees who are:	Total Sample	Employer Size: Small (50 to 99 employees)	Sig.	Employer Size: Large (1,000 or more employees)
Under the age of 30				
0%	>1%	>1%	***	0%
1 - 24%	48	54		27
25 - 50%	45	39		64
51 - 75%	6	5		7
More than 75%	1	1		1
Age 30 to 49				
1 - 24%	8%	10%	NS	10%
25 - 50%	69	66		78
51 - 75%	21	22		12
>75%	2	2		0
Age 50 and older				
0%	>1%	>1%	NS	0%
1 - 24%	33	33		37
25 - 50%	57	54		60
51 - 75%	9	11		3
>75%	1	1		0

Table 29: Organization Characteristics in 2016 (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[20]	50%	52%	NS	50%
Women who report directly to those in executive leadership positions	61%	55%	***	86%
Women in *or* reporting directly to executive leadership positions	79%	76%	***	93%
Women on board of directors	47%	43%	**	64%
Racial or ethnic minorities in executive leadership positions[21]	22%	19%	**	37%
Racial or ethnic minorities who report directly to those in executive leadership positions	29%	21%	***	63%
Racial or ethnic minorities in *or* reporting directly to executive leadership positions	51%	43%	***	81%
Racial or ethnic minorities on board of directors	30%	24%	***	61%

Source: National Study of Employers (2016)
Sample sizes for the total sample column range from 723-919. Sample sizes for comparisons of small and large employers range from 373-488 for small employers and 64-82 for large employers.
Percentages do not always add to 100% because of rounding errors.
Statistical significance: *** = p < .001; ** = p < .01; ns = not significant.
Statistically significant differences are shaded in green.

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 organization 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 the 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] 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.

[3] 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 that know about and use flexibility to some extent.

[4] 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.

[5] Early trend analyses compared the current National Study of Employers (NSE) with the 1998 Business Work Life Study (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 2012 and 2016 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 2005 and 2008 NSE reports.

[6] The estimate was calculated after excluding respondents with missing data.

[7] Galinsky, E., Aumann, K., & Bond, J.T. (2009). *Times Are Changing: Gender and Generation at Work and at Home.* New York: Families and Work Institute.

[8] Though the difference between the estimates of the proportion of large (67%) and small (55%) employers offering any pay to women during a maternity leave may seem sizable (12 percentage points), the difference fell just short of the less than the conservative $p < .01$ cutoff used by this report ($p = .03$).

[9] DuGoff, E.H., Canudas-Romo, V., Buttorff, C., Leff, B., & Anderson, G.F. (2014). Multiple Chronic Conditions and Life Expectancy: A Life Table Analysis. *Medical Care, 52 (8)*, 688-694.

[10] Hamilton, B.E., Martin, J.A., Osterman, M.J.K. & Curtin, S.C. (2015). Births: Preliminary Data for 2014. *National Vital Statistics Reports, 64, (6)*. Accessed on 2/22/2016 at http://www.cdc.gov/nchs/data/nvsr/nvsr64/nvsr64_06.pdf.

[11] The Family Medical Leave Act (FMLA) allows for up to 12 weeks of unpaid job-protected leave to care for a newly born or adopted child, or to care for oneself, a parent, child or spouse with a serious health condition. It does not provide coverage for the care of any other persons such as a niece/nephew, sibling or neighbor. See http://www.dol.gov/whd/fmla/ for additional detail.

[12] Smith, J.C. & Medalia, C. (2015). *Health Insurance Coverage in the United States: 2014.* Current Population Reports. 60-253. Washington, DC: U.S. Department of Commerce, Economics and Statistics Administration, September 2015. Accessed on 2/13/2016 at https://www.census.gov/content/dam/Census/library/publications/2015/demo/p60-253.pdf

[13] Consistent with previous iterations of the NSE, the industry classification of finance, insurance and real estate has a very small representation in the study (weighted N = 11). Estimates based on this category would, therefore, be unreliable and are not presented in analyses of industry differences.

[14] "… in executive leadership positions" is defined as having a member of the relevant group in at least one of the following executive leadership positions: CEO (Chief Executive Officer), Managing Partner, President, Chair or Vice Chair of the Board; COO (Chief Operating Officer) or CFO (Chief Financial Officer).

[15] 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 1;
- caregiving leaves — items listed in Table 4 and Table 6;
- child and elder care assistance — items listed in Table 7 and Table 9; and
- health care and economic security benefits — items listed in Table 18 and Table 20.

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.

[16] Percentages do not add to 100% because employers were allowed to select more than one reason.

[17] Percentages do not add to 100% because employers were allowed to select more than one reason.

[18] 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 organization to ensure a large enough sample of large organizations. Because there are far fewer large than small employers in the U.S. economy (as shown in Table 28), however, it was necessary to weight the sample to the actual proportions of U.S. employers of different sizes in the universe of employers for purposes of analysis. When weighted in this manner, the sample accurately reflects characteristics of the universe of all employers with 50 or more employees in the U.S.

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

[20] "Women in executive leadership positions" is defined as having women in any one of the following executive positions: CEO (Chief Executive Officer), Managing Partner, President, Chair or Vice Chair of the Board, COO (Chief Operating Officer) or CFO (Chief Financial Officer).

[21] "Racial or ethnic minorities in executive leadership positions" is defined as having racial or ethnic minorities in any one of the following executive leadership positions: CEO (Chief Executive Officer), Managing Partner, President, Chair or Vice Chair of the Board, COO (Chief Operating Officer) or CFO (Chief Financial Officer).