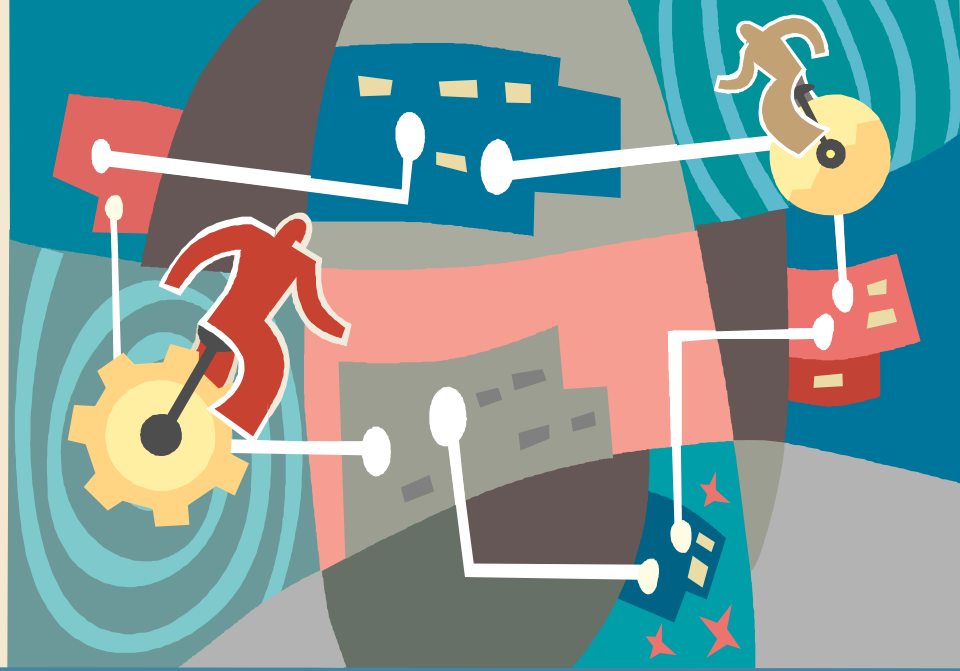


# The State of the American Workforce & Workplace



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**Families and Work** Institute

# Research Cited

## **Studies by the Families and Work Institute:**

National Study of the Changing Workforce – a study of the U.S. labor force conducted every five years,

When Work Works: A Project on Workplace Effectiveness and Workplace Flexibility  
(funded by IBM and the Alfred P. Sloan Foundation)

Generation & Gender in the Workplace (funded by the American Business Collaboration)

Leaders in a Global Economy  
(funded by 12 multi-national corporations)

Overwork in America: When the Way We Work Becomes Too Much

National Study of Employers  
(funded by the Alfred P. Sloan Foundation)

PowerPoint design by the Alliance for Work-Life Progress



# Part I

How have the workforce and workplace changed?

# The Demographics of the Workforce Have Changed

- It is more ethnically diverse — 21% are people of color today versus 12% in 1977
- It has aged — as the Baby Boom generation has moved through the ranks
- It has fewer younger employees — 22% under 30 today versus 37% in 1977
- It has more older employees — 56% are 40 or older today versus 38% in 1977

# Women Are an Increasingly Vital Part of the Workforce

- Women have achieved higher educational levels than men: 31% of women have 4 years of college or more versus 27% of men
- Of those 50 and younger, 32% of women and 23% of men have 4 years of college or more
- Women are more likely to be managers and professionals than men: 38% versus 28%

# The Workplace Has Changed

## We Live in a 24/7 Economy and Work Hours Have Increased

- On average in their main jobs, men work 46 hours or 5 hours longer than they are scheduled to work
- Women work 39.8 hours or 3.8 hours longer than they are scheduled to work
- One in four (26%) employees is regularly scheduled to work one weekend day

# Jobs Have Become More Demanding and Hectic

- 46% of employees report that they are contacted about their jobs outside of work hours on a regular or occasional basis
- 56% of employees report that during a typical workweek they often or very often have to work on too many tasks at the same time or are interrupted, making it difficult to get their work done

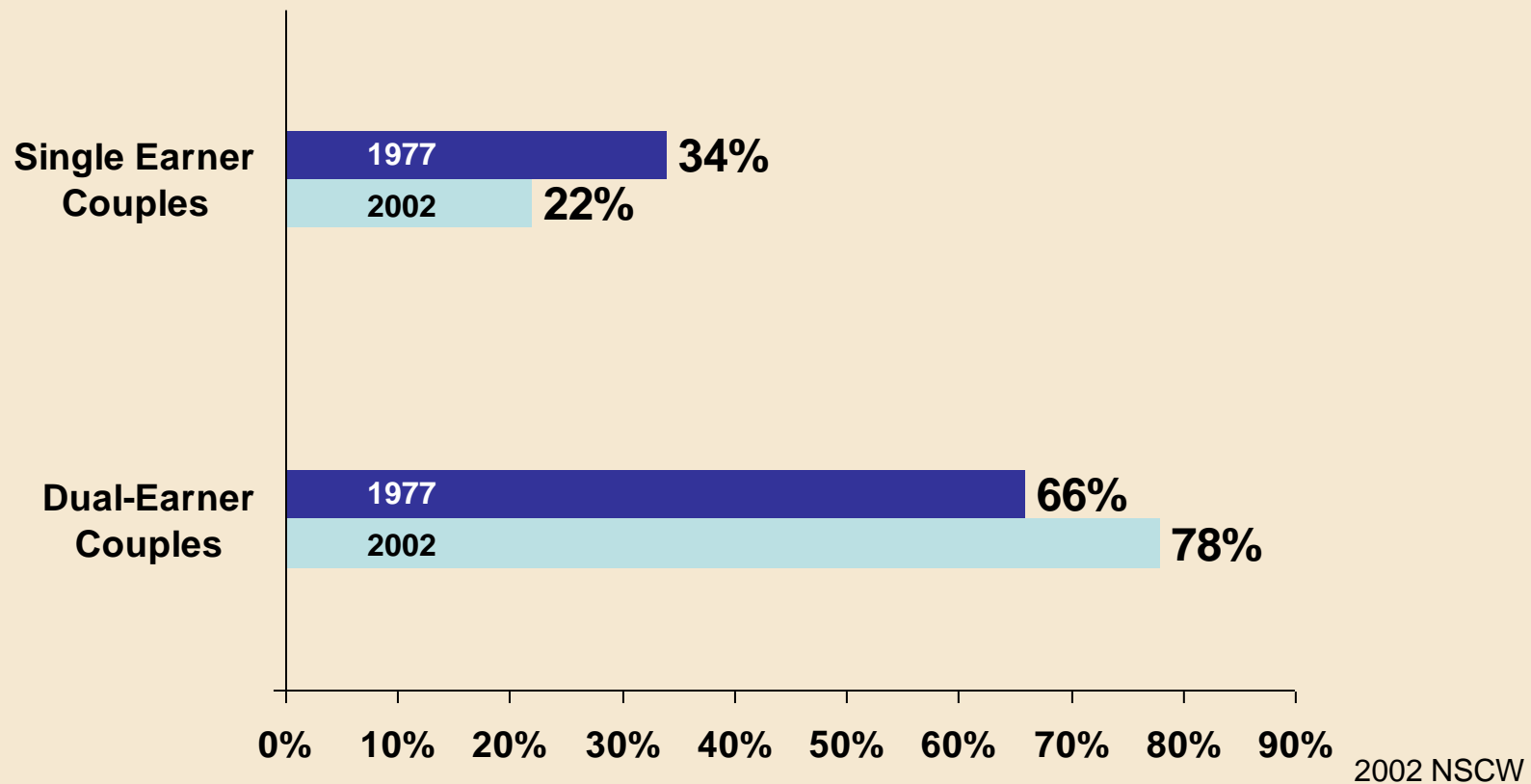
# Overwork in America Is Prevalent

- 44% of U.S. employees experience being overworked *often* or *very often*, while only 29% say they *rarely* or *never* experience this
- 1/3 of all U.S. employees can be viewed as being *chronically overworked*

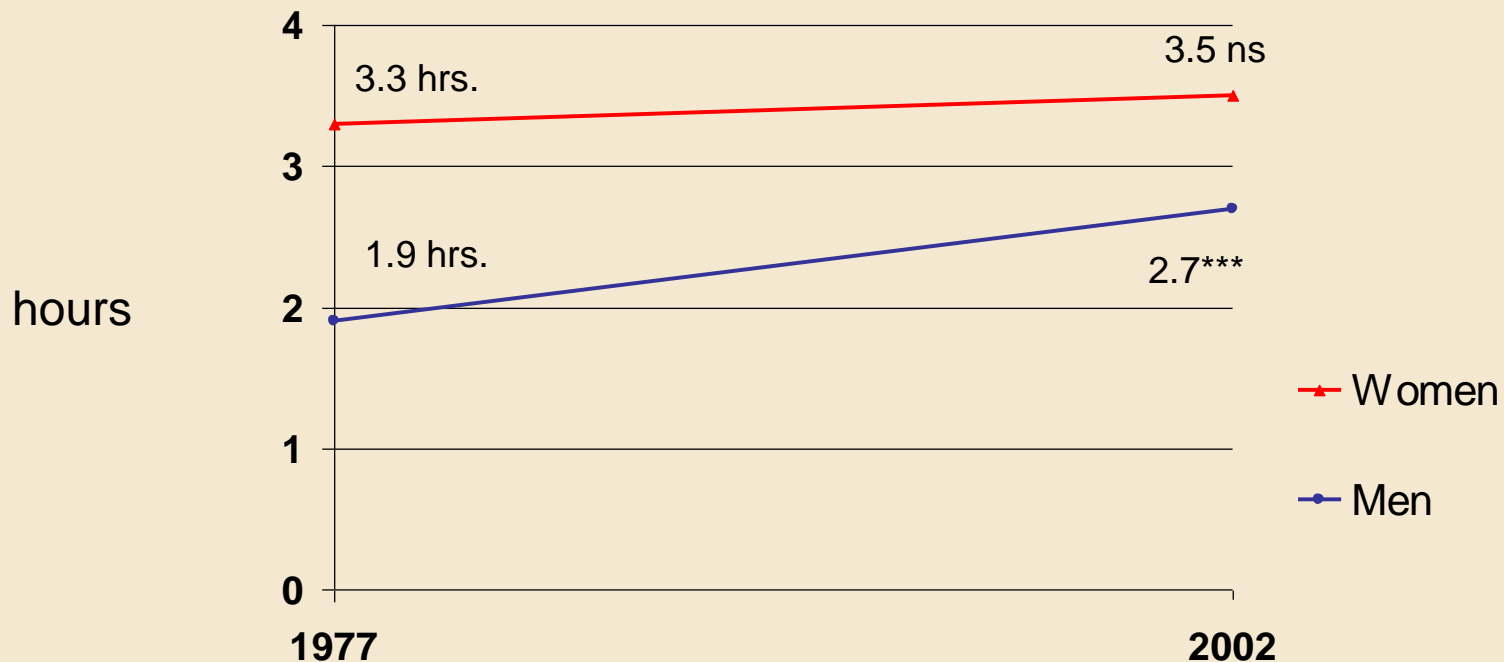


# Life at Home Has Changed

## There Is an Increase in the Number of Dual-earner Couples



# Men Spend More Time Caring for Children Than They Used to



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

2002 NSCW

# Employees Are Increasingly Caring for Their Elders

- 1 out of 3 employees (35%), both men and women, have had elder care responsibilities in the last year



## Part II

What are the repercussions of these changes for employers and employees?

# There is a Values Shift

## The Workforce Is Becoming More Family-Focused

- 22% of Baby Boomers are work-centric compared with 12% to 13% of Gen X and Gen Y
- 41% of Baby Boomers are family-centric compared with 50% of Gen Y and 52% of Gen Y

# Being Work-Centric Isn't Necessarily Better for Employers

- “Dual-centric” women executives felt more successful at work, were less stressed, had an easier time managing, and had actually advanced to higher reporting levels
- In other research, dual- or family-centric employees showed significantly better mental health, greater satisfaction with their lives, and higher levels of job satisfaction than those who were work-centric

# The Way Employees Work Today Is Affecting Their Ambition

- Among college-educated men of Gen-Y, Gen-X and Boomer ages, 68% wanted to move into jobs with more responsibility in 1992 versus only 52% in 2002 — a decline of 16 percentage points
- Among college-educated women of Gen-Y, Gen-X and Boomer ages, 57% wanted to move into jobs with more responsibility in 1992 versus only 36% in 2002 — a decline of 21 percentage points

# **This Is Not Your Father's (or Mother's) Workforce**

**Two competing trends are at work:**

- An increase in the demands on employees
- An increase in employees' focus on family and/or personal lives

**We are transitioning from the workforce and  
workplace of the 20th century...**

***To the workforce and workplace of the 21st century***



## Part III:

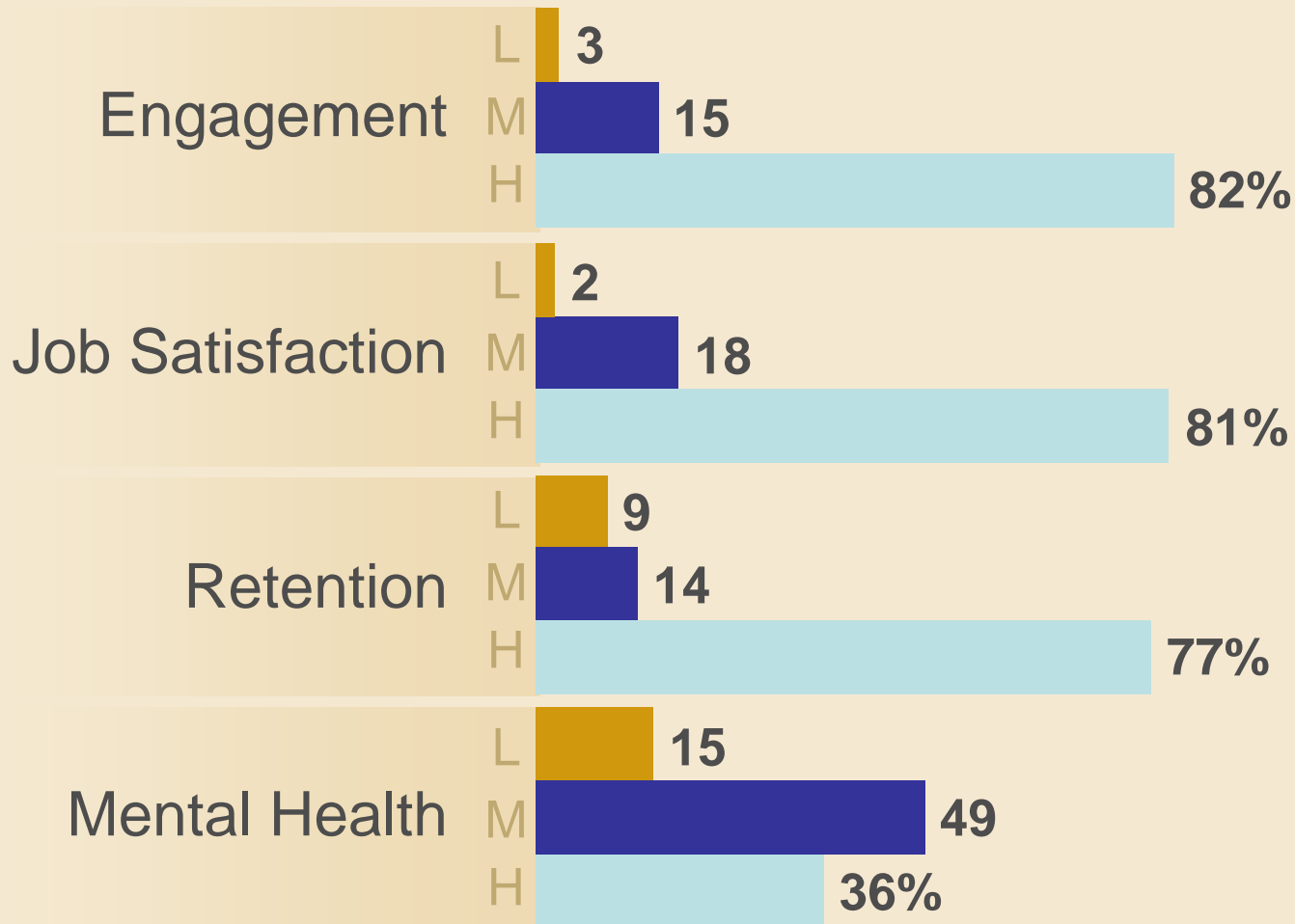


When does work “work”?

# Criteria for an Effective Workplace

1. Providing job autonomy
2. Creating learning opportunities and challenges on the job
3. Developing environments where supervisors support employees in being successful on the job
4. Developing environments where coworkers support each other for job success
5. Involving employees in management decision-making
6. Creating flexible workplaces

# There Are Positive Outcomes for Employees in Effective Workplaces



# There Are a Number of Continuing Issues Around Flexibility

- 37% of employees say it is hard to take time off during work when personal or family issues arise
- 39% of employees report that using flexibility jeopardizes their advancement
- 54% of employed parents say they can't take time off for sick children without losing pay, using vacation days, or making up an excuse

# Findings

- Employers are maintaining or increasing their commitment to flexible time policies

Item	1998 BWLS	2004 NSE	Sig.
% Allowing (at least some) Employees to Periodically Change Starting and Quitting Times:	(554) 68%	(428) 70%	ns
% Allowing (at least some) Employees to Change Starting and Quitting Times Daily:	(552) 24%	(432) 31%	*
% Allowing (at least some) Employees to Move from Full-Time to Part-Time Work then Back in the Same Position:	(544) 57%	(421) 55%	ns
Among Employers Offering Health Insurance: Are Personal Health Insurance Benefits Provided to Part-Time Employees?	(529)	(373)	ns
Yes, Full or Prorated	33%	38%	
No	67	62	

Statistical significance: \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ ; ns = not significant

## Findings (continued)

- Employers are maintaining or increasing their commitment to flexible time policies

Item	1998 BWLS	2004 NSE	Sig.
% Allowing (at least some) Employees to Share Jobs:	(547) 38%	(413) 44%	ns
% Allowing (at least some) Employees to Compress Their Workweek:	(554) 37%	(427) 44%	*
% Allowing (at least some) Employees to Work at Home or Off-Site on a Regular Basis:	(555) 33%	(432) 35%	ns
% Allowing (at least some) Employees to Return to Work Gradually after Childbirth:	(548) 81%	(421) 85%	ns

Statistical significance: \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ ; ns = not significant

Through the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility (now in 24 communities), we are finding that:

Flexibility is increasingly not seen as a perk for employees — but as a strategic business tool to make work “work for employers and employees

It is also a way of trying to move beyond the mismatches—to create the workplace of the 21st century



[www.familiesandwork.org](http://www.familiesandwork.org)