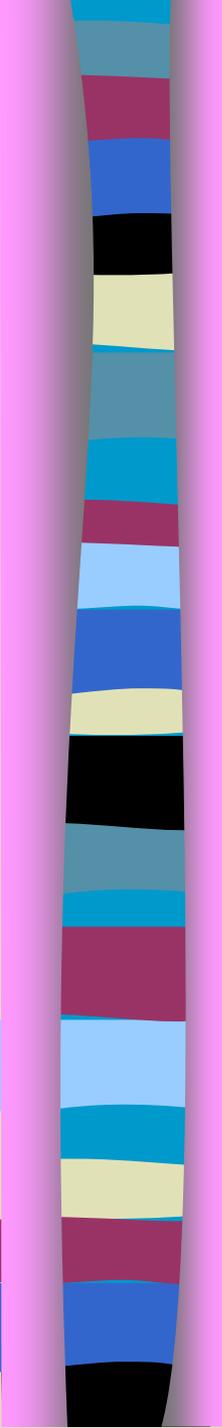


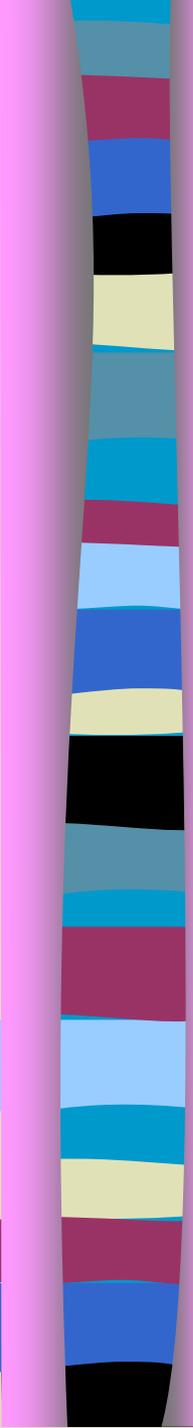
## Work-family articulation and parental leave: where does Québec stand vs Canada and other countries ?

- **Diane-Gabrielle Tremblay,**
- professor, Télé-université, UQAM
- Canada Research Chair on the Knowledge Economy  
([www.teluq.uqam.ca/chaireecosavoir](http://www.teluq.uqam.ca/chaireecosavoir))
- CU Research Alliance on work-life articulation over the lifecycle:
- [www.teluq.uqam.ca/aruc-gats](http://www.teluq.uqam.ca/aruc-gats)
- **Conference at University of Barcelona, June 2011**



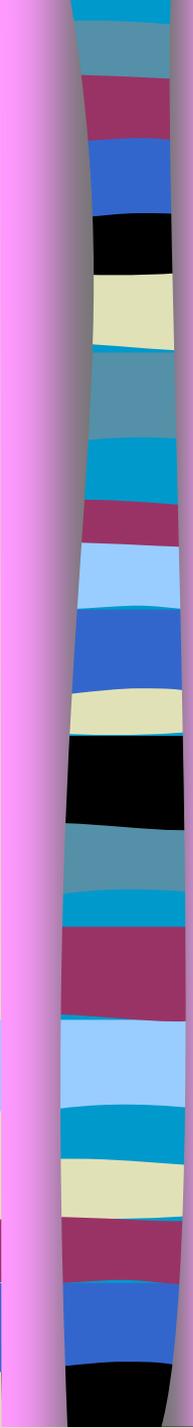
# plan

- The issue and approach (micro-macro)
- International models of employment-family relation
- Québec: work-life reconciliation model, parental and paternity leaves
- The organisation: organizational support = determinant
- Approach through professional group and ethos vs real work
- Conclusion and research perspectives



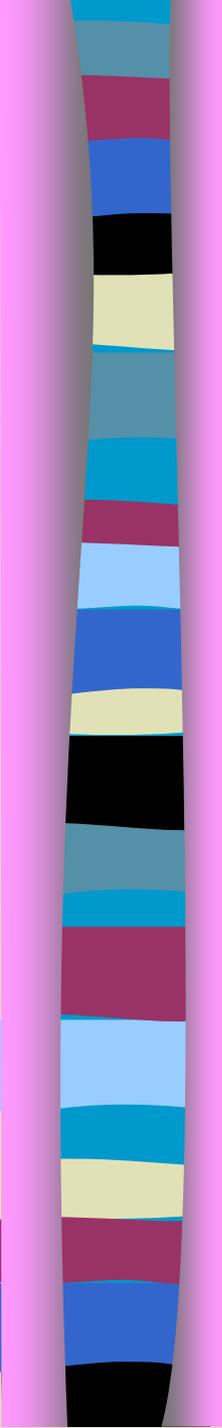
# Work-life articulation (personal/family–professional life):

- **End of separation between the spheres : work and family or work-life**
- **today: integration, articulation,**
  - **Family/demographics** (less children, but more social expectations)
  - **Workplace:** More men and women in the labour market but more variable schedules, long hours, stress
- **Questioning organizations and workers' objectives: ethos of obligation to work vs self realization today**



# Research object contextualization

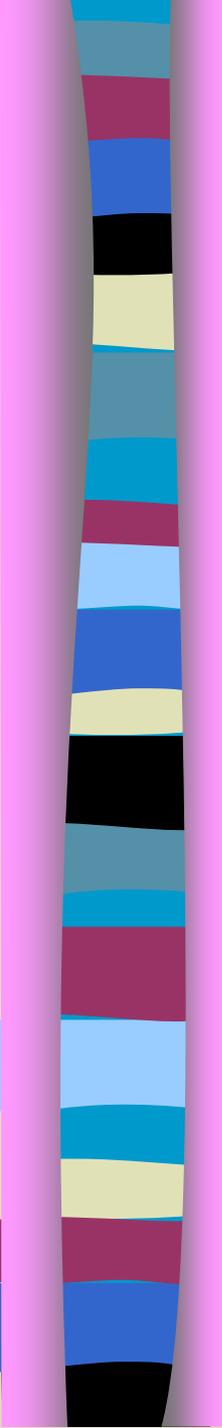
- interest for **spaces of analysis** (espaces d'analyse) which imply operations of **selection and construction of social arrangements**, at the levels of the family, the firm, society, **societal analysis** (LEST)
- Much research has shown that the employment-family relation presents itself in different ways according to gender of workers, of supervisors and **directors** (Duxbury et Higgins, 2003; Eydoux, 2008, Families and Work institute, 1998; Guérin et al, 1997; Merelli et al. 2000; Lee-Gosselin, 2005, Pailhé, 2009; Tremblay, 2008 et d'autres)
- But also according to societal differences and public regulation (public policies, institutions, mentalities and cultures (Barrère and Tremblay, 2009)



# Research object contextualization

(2)

- Interest for societal configurations that model women's employment and give it meaning; they are anchored in the historical and societal constructions of the relation between the public and private sphere (Daune-Richard, 1999, DGT 2008...)
- **Societal definition of the *gender system* or *gender contract* (social temporalities, gendered division of labour)**
- **Organizational Variable (*HRM and employment practices and interest for professional variable* (ethos, mentalities, professional norms, etc.))**



# Diversity of situations

## ■ Societal diversity

→ institutional regulations, public policies, economic context ; **actors cannot be separated from structures**

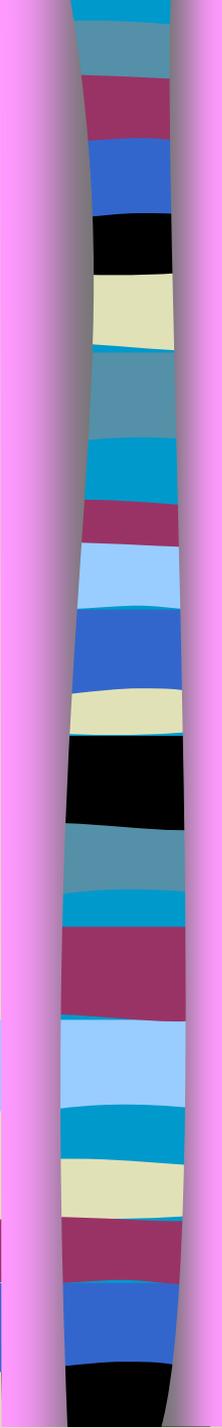
## ■ Diversity of personal situations

→ gender, income, level of education, family situation, life cycle, values...

## ■ Diversity of management practices

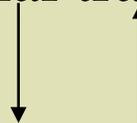
→ **the organizational and professional spaces of the firm are mediating variables for the employment-family relationship** (Maurice, LEST, crit rég)

size, sector, economic situation, work organization, HEM, organizational culture, etc.



**General mode of analysis of these regulations ,  
of organizational and professional mediations**  
(my CURA research and Fusulier / Tremblay  
Belgium/Québec comparisons)

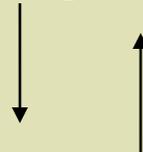
Contemporary social transformations



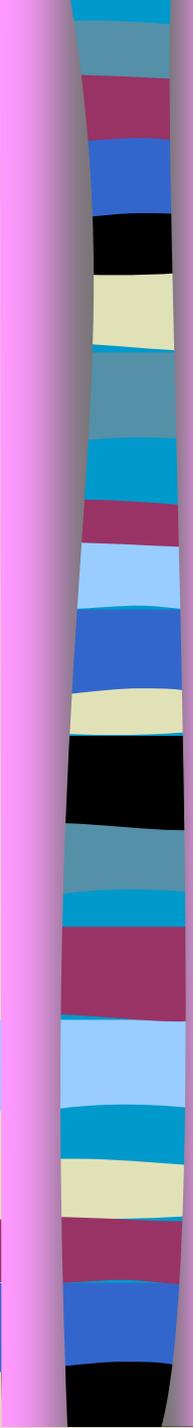
Societal regulations sociétales & institutional  
games → policies , programs & measures



Plural space of mediation: organizational and professional  
mediations



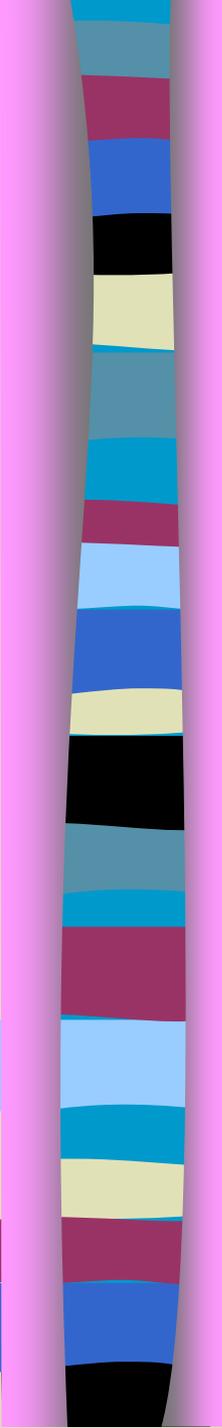
Individual Behaviours



# National models of adjustment of the employment-family relation

(Hantrais –Letablier +Esping-Anderson)

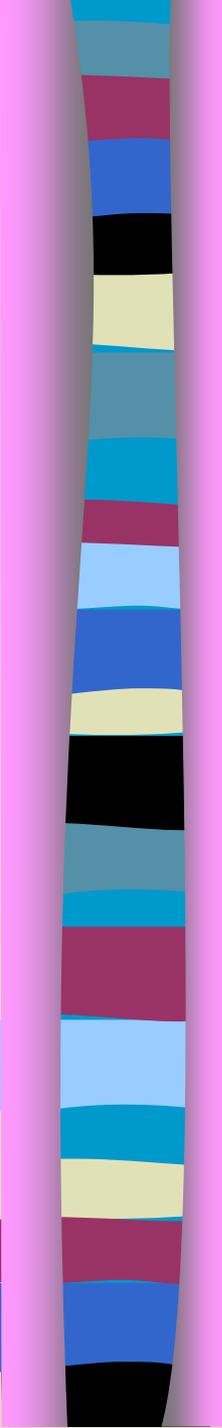
- Models vary according to geographical regions
- They take different forms depending on the social, demographic, cultural context, but also depending on public policies (childcare, parental leave)
- HRM and employment practices in firms take these dimensions into account to develop differentiated practices according to gender (part time for women and presentism and full time for men)



# National models of adjustment of the employment-family relation (Hantrais –Letablier)

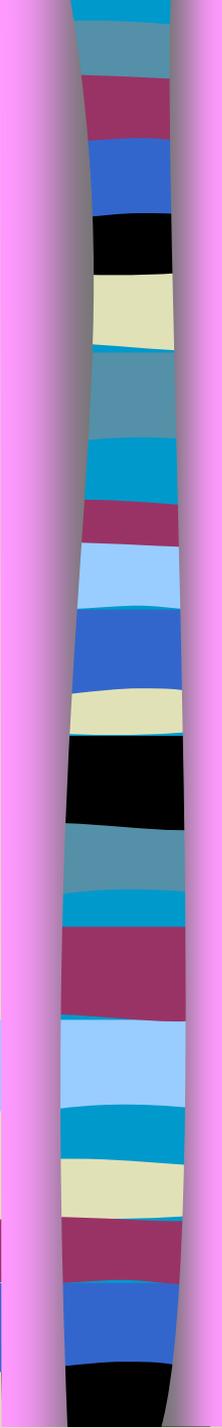
## ■ 1-non interventionist model

- No – or little – State intervention because of social philosophy-principles (US, UK) or lack of resources (Greece, Italy , Portugal traditionally)...although European directives lead to some change...??
- **Firms play a major role, but sometimes don't assume this role, or only for some professional groups (managers, higher levels of professionals)**
- « one earner » model is predominant, or preferred if not possible financially, and **family is seen as a private issue**
- Inequalities of access between managers and professionals vs lower levels of workers (commerce, services, secretaries)
- **Paid parental leave:** just developing in a few US and Australian States/provinces



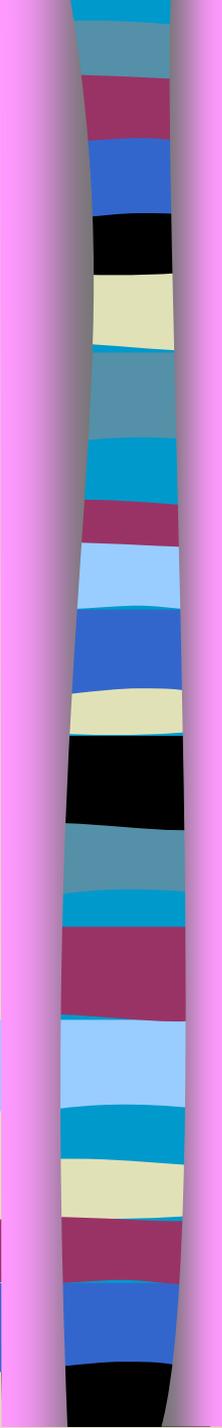
# National models of adjustment of the employment-family relation (Hantrais -Letablier)

- **2- Alternating model** , alternating between employment and family
  - Long parental leave
  - Cash for care (PAJE in France, 100 \$ Canada)
  - No childcare support leads to this
- Mainly conservative Welfare states such as Germany and the Netherlands have been classified here. They have historically supported the Male breadwinner model, with wives at home (DE) or part time (NL) , temporary leave from the labour market at time of maternity and sometimes financial incentives to stay out of employment (PAJE in France)
- « **privatist** » representation of the responsibility for the education of children, which rests with the family...ie the mother
- =Male breadwinner or 1,5 earner
- ***Reform of parental leave in Germany (2007): link with wage in order to increase participation of fathers and lead women to return after one year (reduction of leave from 2 years to one year, but still possible to take 2 years with compensation of one third instead of two thirds of previous wages)***



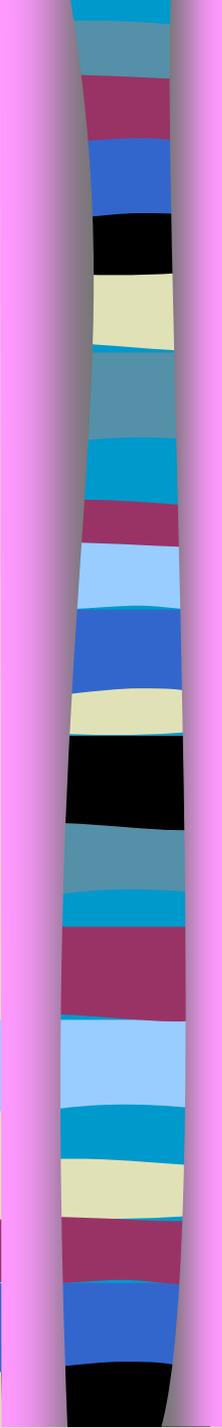
# National models of adjustment of the employment-family relation (Hantrais -Letablier)

- **3-Reconciliation, Articulation, Cumulative or Dual Earner Model**
  - Favours participation in both spheres
  - Diversity of public measures, very developed and easily accessible
  - Laws favour an equitable sharing of family and professional responsibilities, with non transferable paternity leave
  - Mainly Nordic countries(Suède, Norvège, Islande)
  - Maybe also Belgium and France, although a more familialist orientation here (less centered on gender equality and no incentives for fathers' participation)
  - Real CHOICE to participate in both spheres of family ; various models are still possible, but dominance of the '**dual earner**' model
  - **Internaitonal trend:** model of parental leave favorable to work AND family is gaining ground : one year, linked to previous wage, with non transferable leave reserved for father (2 to 3 months; cf Moss, 2009)



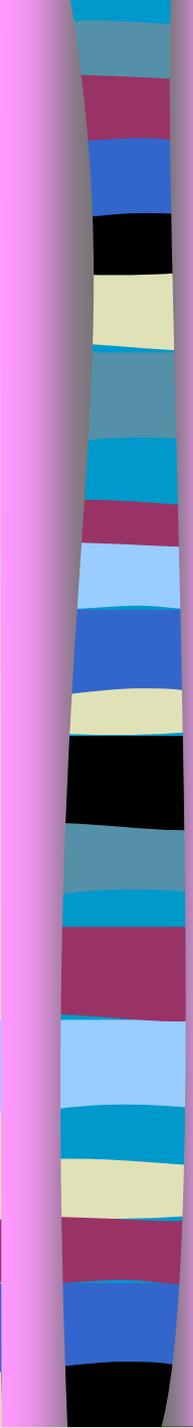
## And Québec ?

- Quebec is close to the **model of reconciliation or articulation**, but is a little less flexible than the Nordic countries
- Very good system of **early childhood centers**, with care for \$ 7 per day and promotes strong female participation, including mothers of young children;
- New **non transferable paternity leave for fathers...** and only the Nordic countries offer long leave
- Qc fathers are at 80% participation in 2009
- changes attitudes in companies that fathers take more than 3-5 weeks reserved (7 weeks on average, see Marshall, 2008)
- Need to ensure that parents do not suffer negative effects on career
- however, no requirement for employers to consider requests for flexible working time arrangement (Australia, GB and NL);
- less time off for family and school meetings (vs. Nordic) ... that encourages the mother to be available



# Québec-Canada

- Quebec and Canadian developments are different (two **societal contexts**....)
- Canadian policies tend towards the alternative model, with the Canadian program for payment of \$ 1200 per year for those who stay home to care for a child under 6 years ("cash for care"), + 1 yr parental leave
- Quebec: + + model of reconciliation (childcare, parental + non transferable paternity leave ..)  
... But lack of “State” work-life policy, some negative impacts for women in organizations

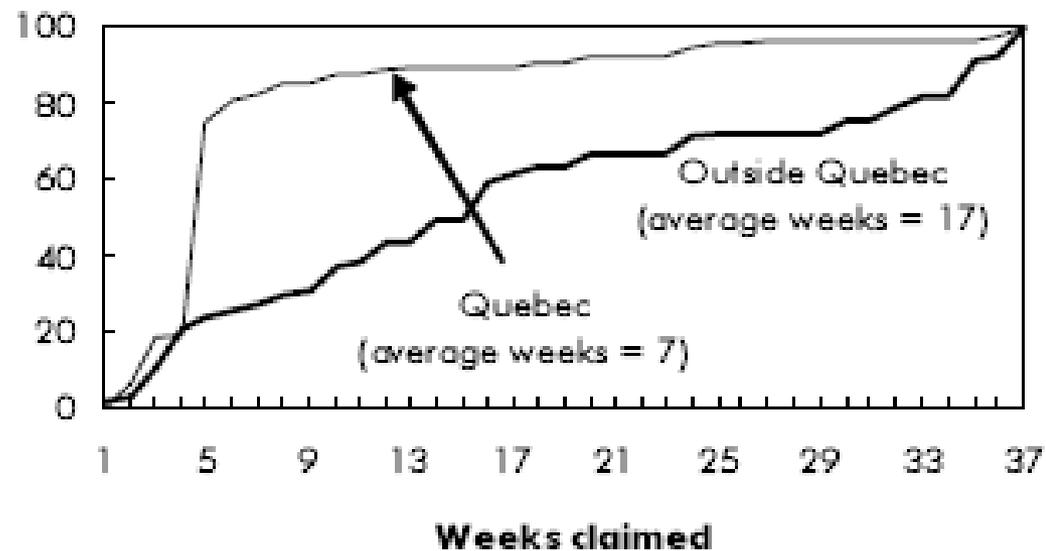


# Fathers' participation

- Since the new regime of 2006, 56% and 80% in 2009 of Quebec fathers take leave Vs. 12% in Canada and 7 weeks on average (Marshall, 2008)
- Problem of legitimacy of the demands of the fathers in the workplace is reduced with the paternity leave (DGT Research in 2003 – 2011 Article in Politiques sociales + IJSSocial policy - but need more research on business practices vs. fathers)

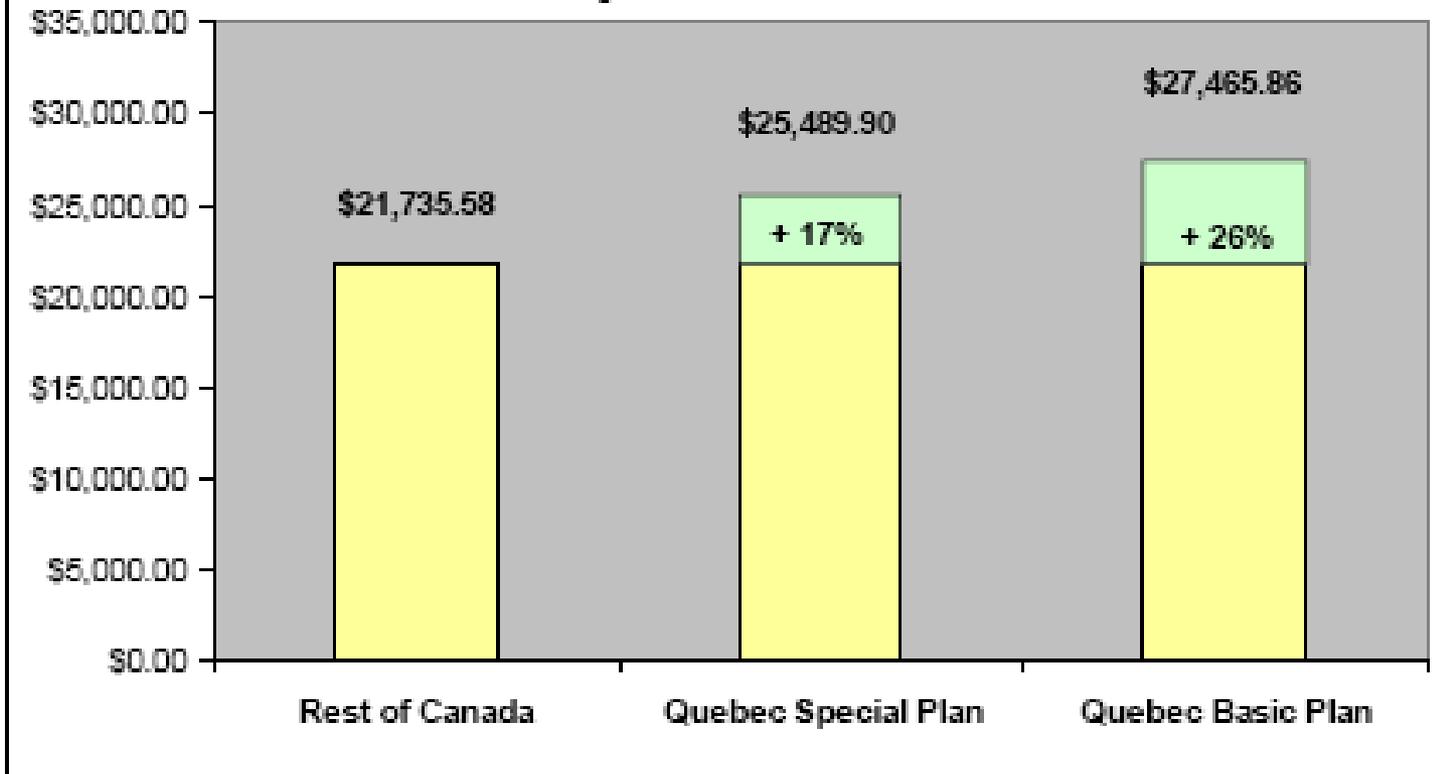
## Chart B Three-quarters of Quebec fathers claimed benefits for five weeks or less

Cumulative distribution (%)



Source: Statistics Canada, Employment Insurance Coverage Survey, 2006.

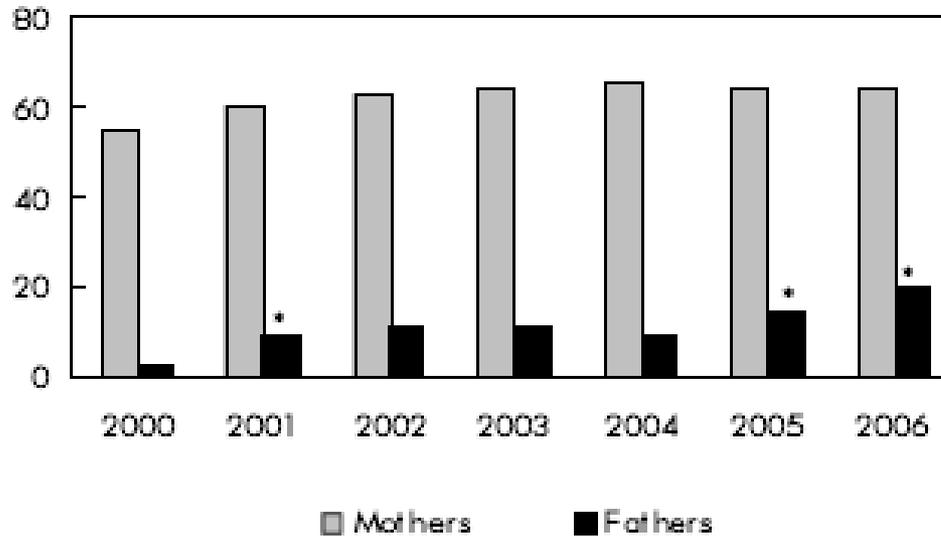
Figure 1: Comparing Total Maternity, Paternity & Parental Leave Benefits in Canada, assuming \$41,100\* Insurable Income



\* \$41,100 is the 2008 Maximum Insurable Earnings for federal benefits. Within Quebec, the 2008 Maximum Insurable Earnings is \$60,500. (Service Canada. (2008) "Employment Insurance (EI) and maternity, parental and sickness benefits." <http://www1.servicecanada.gc.ca/en/ei/types/special.shtml>; Quebec, Régime québécois d'assurance parentale (2008) "Premiums and maximum Insurable Income." [http://www.rqap.gouv.qc.ca/a-propos-regime/cotisations\\_en.asp](http://www.rqap.gouv.qc.ca/a-propos-regime/cotisations_en.asp))

## Chart A One in five fathers now file for parental leave benefits

% claiming maternity<sup>1</sup> or parental leave



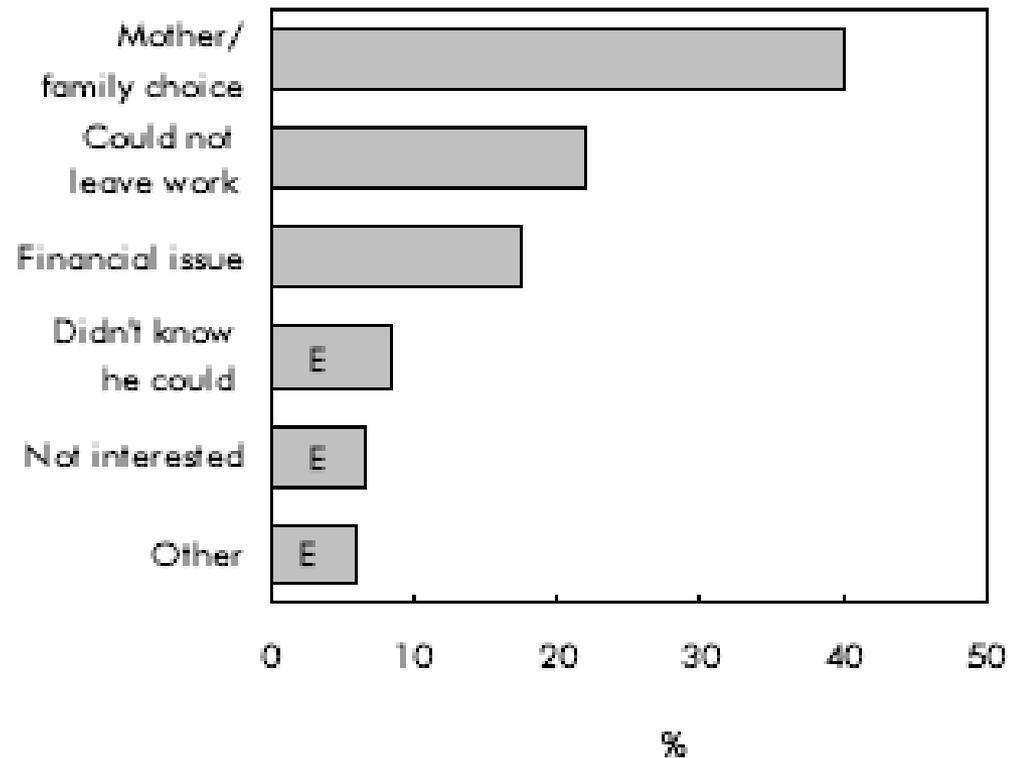
\* significant difference from the previous year at the 0.05 level

1. Available only to mothers.

Source: Statistics Canada, Employment Insurance Coverage Survey.

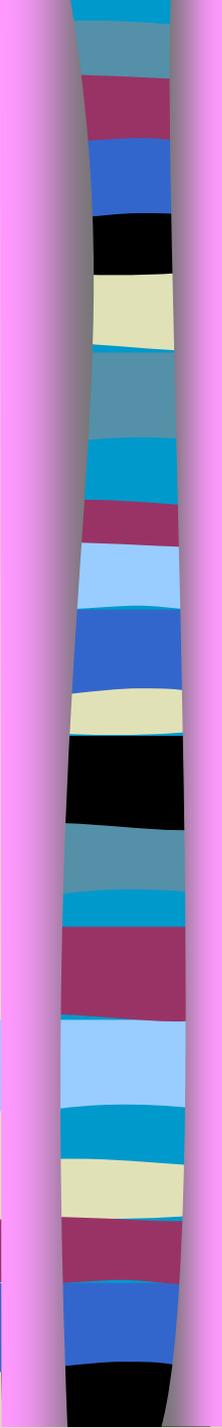
	Québec	Reste du Canada
2005	32%	13%
2009	79,4 %	12%

**Chart C Eligible fathers not claiming most commonly did so by choice**



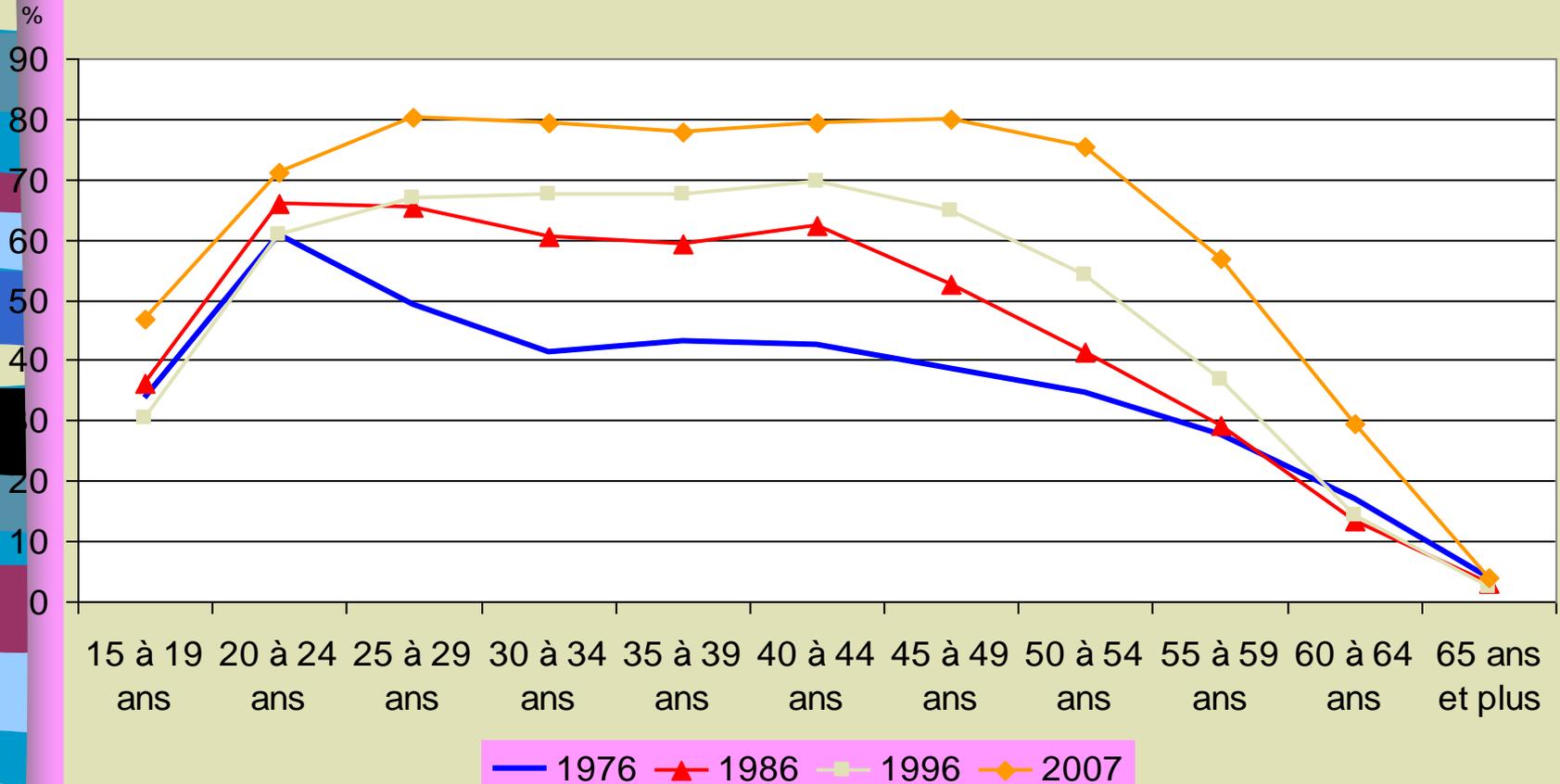
Note: The reason was reported by the mother.

Source: Statistics Canada, Employment Insurance Coverage Survey, 2006.



# Women's situation in work and parental issues

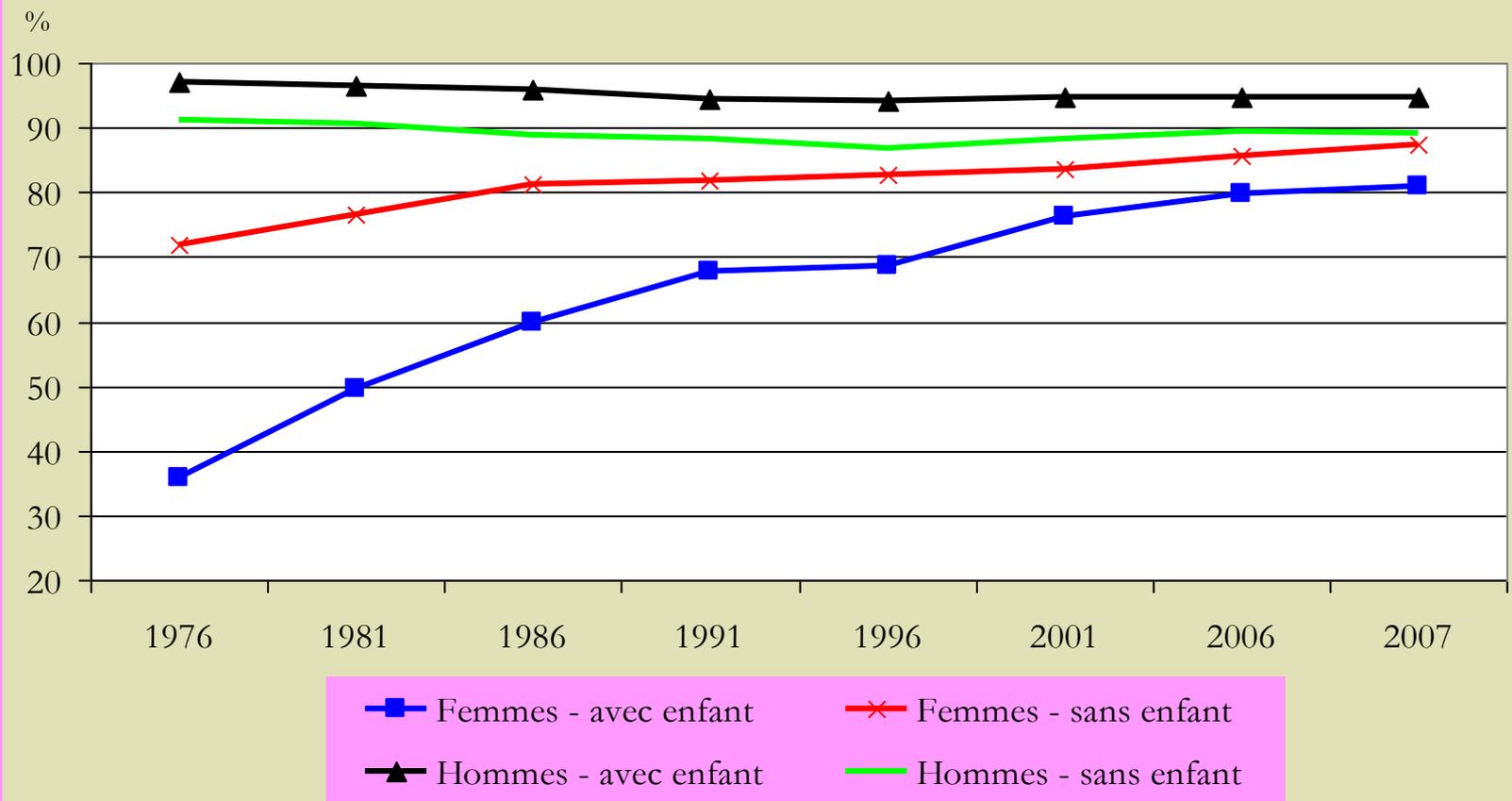
# Employment rate of women according to age, Québec, 1976 à 2007



Source : ISQ à partir de Statistique Canada, *Enquête sur la population active*.

# Mothers of children under 12 work more than before, but less than men

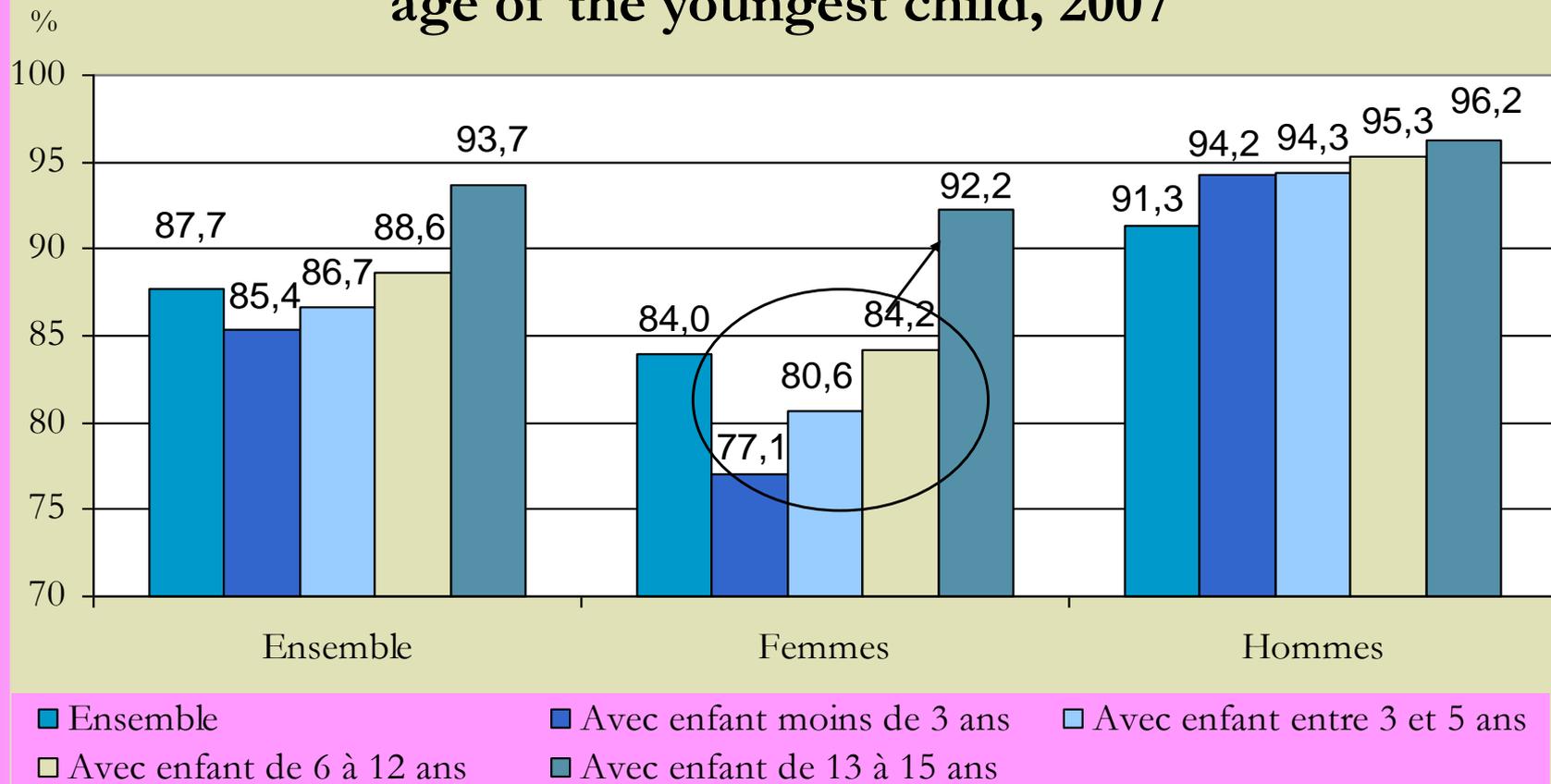
## Participation rates for men and women of 25-44 yrs



Source : ISQ, à partir de Statistique Canada, *Enquête sur la population active*.

# Mothers of children under 3 yrs are less active, but participation increases with age

## Participation of men and women of 25-44 yrs according to age of the youngest child, 2007



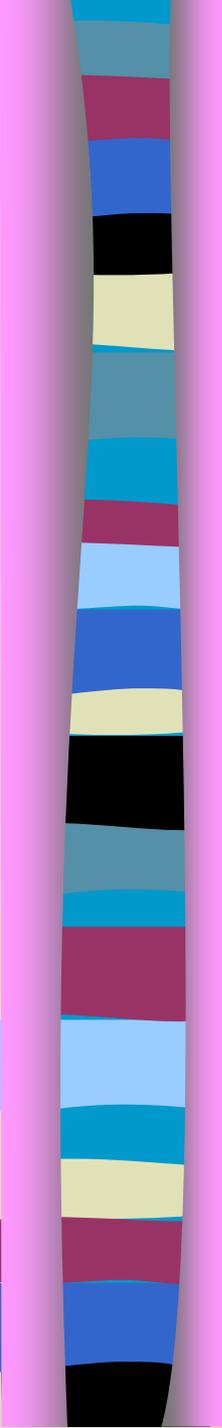
Source : ISQ, selon Statistique Canada, *Enquête sur la population active*.

# Attitude vs time pressure

time pressure indicator (%), 2005

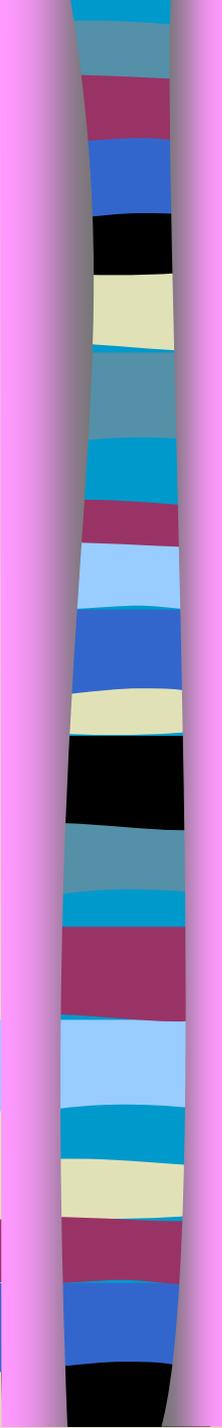
Source :ISQ, ESG

	total	With child under 12	Without child under 12
women	50,3	55,5	45,9
men	43,7	45,8	42,4
total	46,6	49,6	43,9



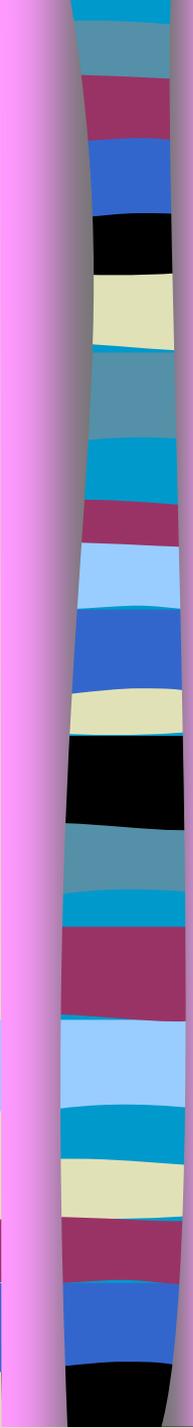
# Consequences of work-life articulation difficulties

- Less time, more stress, some psychological impacts and health impacts
- **For the organization: HR problems such as stress management, absenteeism, late arrivals, productivity, recruitment**
- 25 to 50 % of problems are due to work-life articulation difficulties



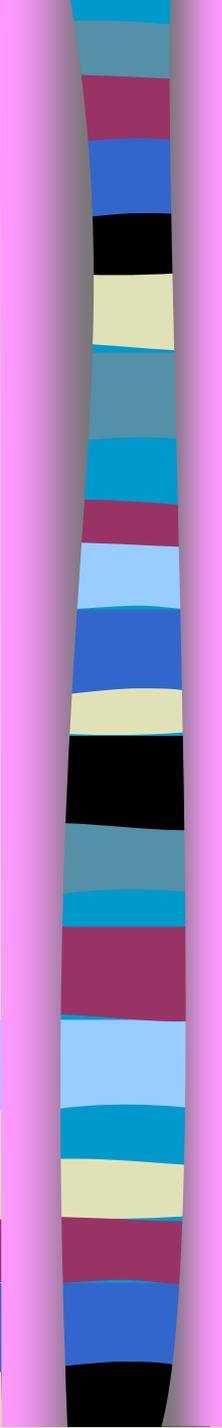
# Research in various professions, organizations

- A priori, it is expected that the *female sectors, the public sector and large organizations* are more open and supportive
- Not necessarily the case: + organizational support in the police sector than social work and nursing, + in the social economy sector



# Profession or professional group analysis

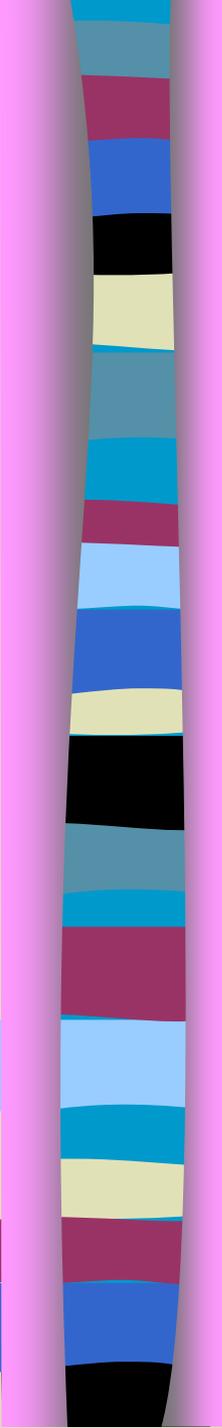
- This approach makes it possible to **highlight the role of the profession as "mediating entity"** of the relationship in the work-family issue, but also with respect to various measures (legal standards, companies' HRM practices , etc..) that have to do with the relationship between work and parenting-family issues.
- **Purpose of research:** To highlight how the social, business and the professional environment influence the use of measures, the organization of hours, attendance at work, etc.
- All the **tensions associated with the professional role, in line with both the professional ethos** (the environment rules and standards, implicit or explicit), the requirements of the workplace, time prescribed for tasks vs the demands of family-personal life.



# Organizational approach: 2<sup>nd</sup> important dimension

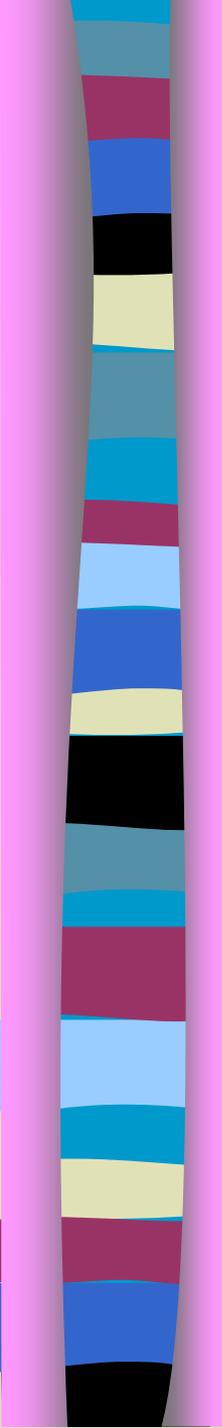
- research has focused on private companies in the U.S., recently public sector (Secret and Swanberg, 2008) i.
- Studies have shown that large companies and public enterprises are more favorable to work-life issues
- It seems that organizations can play a mediating role, in addition to occupational categories, with the work ethos and different standards.
- Comparisons were made between different environments and we were sometimes surprised with the results ...
- Male occupations and sectors, and social economy sectors seem to fare seem better ...

**Management and organizational culture important key =?**



# Methodology

- Research in the areas of *police, nursing, social work and social economy* (from 2006 to 2011), comparisons with Belgium
- Mixed methods (quantitative qualitative) (Creswell & Plano Clark, 2006; Patton, 1990);
- Same questionnaire (online or mail depending), but with adjustments



# Some results

- In four sectors:

## More preoccupation for family life constraints in the Social work sector, then social economy and police work

(23a. It is not up to the workplace to take into account the constraints of family life (majority disagree)

	Social economy	police	Social work	Nursing	Total
Tout à fait en désaccord	95	58	166	51	370
	24,87%	32,04%	39,71%	32,48%	32,51%
Plutôt en désaccord	164	68	136	50	418
	42,93%	37,57%	32,54%	31,85%	36,73%
Neutre	45	33	85	20	183
	11,78%	18,23%	20,33%	12,74%	16,08%
Plutôt en accord	57	10	21	23	111
	14,92%	5,52%	5,02%	<b>14,65%</b>	9,75%
Tout à fait en accord	21	12	10	<b>13</b>	56
	5,50%	6,63%	2,39%	<b>8,28%</b>	4,92%
Total	382	181	418	157	1138
	100,00%	100,00%	100,00%	100,00%	100,00%

# Less agreement on the fact that men should be the main breadwinner, especially in police work and social economy (nursing = more traditional )

23c. It is more natural that men ensure the family income

	Social economy	police	Social work	Nursing	Total
Tout à fait en désaccord	114	55	154	26	349
	29,84%	29,73%	36,84%	16,56%	30,56%
Plutôt en désaccord	121	42	108	35	306
	31,68%	22,70%	25,84%	22,29%	26,80%
Neutre	92	47	129	63	331
	24,08%	25,41%	30,86%	40,13%	28,98%
Plutôt en accord	39	30	26	24	119
	10,21%	16,22%	6,22%	15,29%	10,42%
Tout à fait en accord	16	11	1	9	37
	4,19%	5,95%	0,24%	5,73%	3,24%
Total	382	185	418	157	1142
	100,00%	100,00%	100,00%	100,00%	100,00%

Secteur  $p < 0,05$  (taille d'effet faible,

# Still considered more natural that women take the parental leave

## 23b. It is more natural that women take the parental leave

	<b>Social economy</b>	<b>police</b>	<b>Social work</b>	<b>Nursing</b>	<b>Total</b>
Tout à fait en désaccord	76	33	99	17	225
	<i>19,95%</i>	<i>17,84%</i>	<i>23,68%</i>	<i>10,83%</i>	<i>19,72%</i>
Plutôt en désaccord	101	32	97	20	250
	<i>26,51%</i>	<i>17,30%</i>	<i>23,21%</i>	<i>12,74%</i>	<i>21,91%</i>
Neutre	72	34	128	40	274
	<i>18,90%</i>	<i>18,38%</i>	<i>30,62%</i>	<i>25,48%</i>	<i>24,01%</i>
Plutôt en accord	98	60	82	54	294
	<i>25,72%</i>	<i>32,43%</i>	<i>19,62%</i>	<i>34,39%</i>	<i>25,77%</i>
Tout à fait en accord	34	26	12	26	98
	<i>8,92%</i>	<i>14,05%</i>	<i>2,87%</i>	<i>16,56%</i>	<i>8,59%</i>
Total	381	185	418	157	1141
	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>

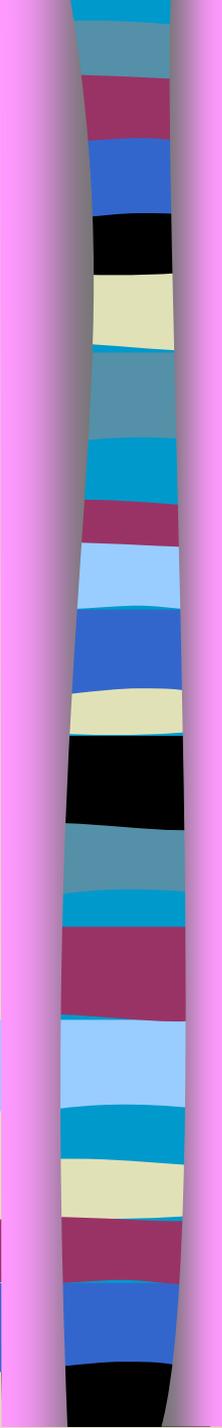
Secteur  $p < 0,05$  (taille d'effet faible,

## Less agreement on the fact that managers should not take leave in the social economy vs others (more traditional sectors)

23d. If I was a manager, it would be unconceivable to take a leave of absence

	<b>Social economy</b>	<b>police</b>	<b>Social work</b>	<b>Nursing</b>	Total
Tout à fait en désaccord	116	55	100	40	311
	30,61%	30,05%	23,92%	25,81%	27,40%
Plutôt en désaccord	150	55	99	41	345
	39,58%	30,05%	23,68%	26,45%	30,40%
Neutre	57	33	97	27	214
	15,04%	18,03%	23,21%	17,42%	18,85%
Plutôt en accord	42	27	77	33	179
	11,08%	14,75%	18,42%	21,29%	15,77%
Tout à fait en accord	14	13	45	14	86
	3,69%	7,10%	10,77%	9,03%	7,58%
Total	379	183	418	155	1135
	100,00%	100,00%	100,00%	100,00%	100,00%

Secteur  $p < 0,05$  (taille d'effet faible,  $r^2 = 0,031$ ) différence SIG entre ES et TS, ES et INF, SPVM et TS

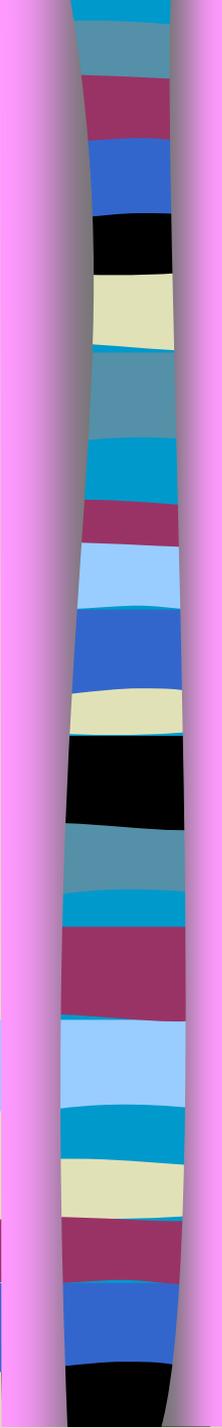


# Difficulties in work-life balance

- The **social economy sector** appears to have **less difficulty; more support from supervisor especially and more measures**
- 73% (highest% in all groups) said they manage to handle the issue of work-family articulation to their satisfaction (agree and strongly agree)

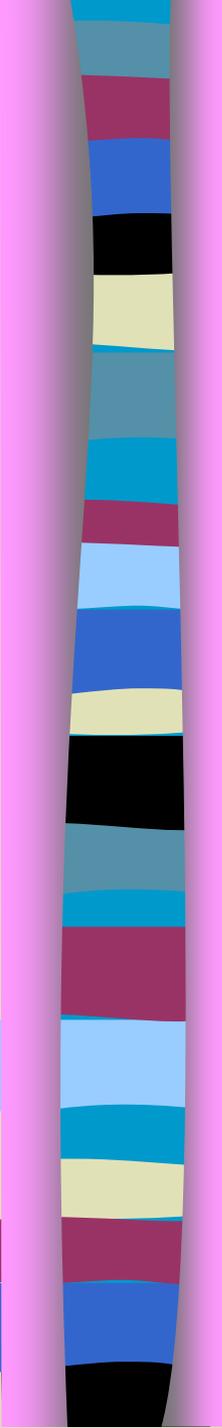
## I manage to handle work-family articulation to my satisfaction

	<b>Social economy</b>	<b>police</b>	<b>Social work</b>	<b>Nursing</b>	Total
Tout à fait en désaccord	12	5	14	7	38
	<i>3,03%</i>	<i>2,67%</i>	<i>3,35%</i>	<i>4,61%</i>	<i>3,30%</i>
Plutôt en désaccord	51	31	69	41	192
	<i>12,88%</i>	<i>16,58%</i>	<i>16,51%</i>	<i>26,97%</i>	<i>16,65%</i>
Neutre	42	33	136	36	247
	<i>10,61%</i>	<i>17,65%</i>	<i>32,54%</i>	<i>23,68%</i>	<i>21,42%</i>
Accord	204	79	116	56	455
	<i>51,52%</i>	<i>42,25%</i>	<i>27,75%</i>	<i>36,84%</i>	<i>39,46%</i>
Tout à fait d'accord	87	39	83	12	221
	<i>21,97%</i>	<i>20,86%</i>	<i>19,86%</i>	<i>7,89%</i>	<i>19,17%</i>
Total	396	187	418	152	1153
	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>



# *Organizational support to work-life articulation*

- Number of U.S. studies have highlighted **the role of organizational culture, the behavior of managers and executives** (Haas et al. 2002; Lewis, 2001); Caussignac (2000), Guerin et al (1997),
- Chenevier (1996) and others have examined the **role of context** in the work-family conflict and other studies have highlighted the **role of direct supervisors and managers** in Quebec also
- Data presented here is on the **perception of organizational support** , but also have data which give **evidence of more measures in the social economy sector.**
- **Research over recent years indicates that work-life measures are not enough; organizational support is crucial.**

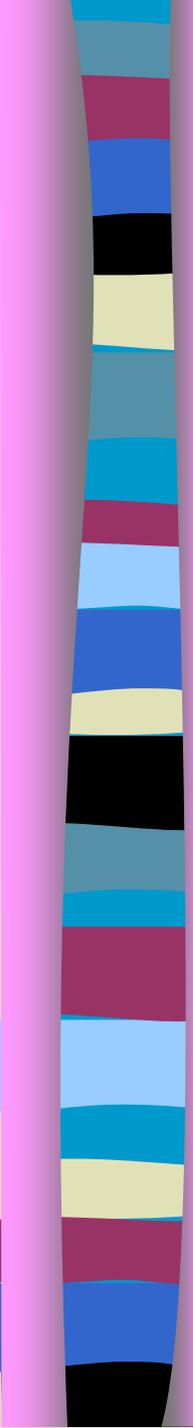


# More support from supervisors in social economy and more tensions in other sectors

- Significant differences between all groups, especially between social economy and others ( $p < 0.05$  and large effect size,  $r^2 = 0.220$ ).
- In the social economy, 71% supported the proposal while the supervisor support levels are lower in the police sector (57%) and even smaller in the other groups: 33% in social work and 24% in nursing.
- **The management style, mission and the attitudes of managers in social economy partly explain these results.** (colleagues sometimes compensate = common work ethos, engagement in work)
- more tensions among nurses and social workers: between professional ethos, what they should do, but cannot do because of **prescribed time for tasks; professional commitment, but little autonomy** (often for women = + negative stress) and so on.

## I have the feeling that my supervisor supports me in work-family issues

	<b>Social economy</b>	<b>police</b>	<b>Social work</b>	<b>Nursing</b>	Total
Tout à fait en désaccord	12	7	69	45	133
	<i>3,02%</i>	<i>3,78%</i>	<i>16,51%</i>	<i>29,22%</i>	<i>11,52%</i>
Plutôt en désaccord	26	23	89	46	184
	<i>6,53%</i>	<i>12,43%</i>	<i>21,29%</i>	<i>29,87%</i>	<i>15,93%</i>
Neutre	78	49	121	26	274
	<i>19,60%</i>	<i>26,49%</i>	<i>28,95%</i>	<i>16,88%</i>	<i>23,72%</i>
Plutôt en accord	139	67	116	35	357
	<i>34,92%</i>	<i>36,22%</i>	<i>27,75%</i>	<i>22,73%</i>	<i>30,91%</i>
Tout à fait en accord	143	39	23	2	207
	<i>35,93%</i>	<i>21,08%</i>	<i>5,50%</i>	<i>1,30%</i>	<i>17,92%</i>
Total	398	185	418	154	1155
	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>

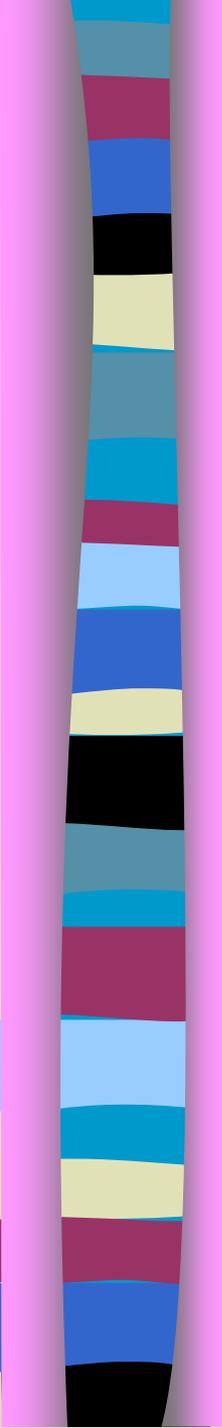


# More support from colleagues

- The **social economy presents more support from colleagues**: 43% agree and 36% strongly agree, for a total of 79%. (possible link with HRM and work organization)
- The police sector follows with 65% who agree, 60% in social work and 58% in nursing.
- In the interviews, we were told that **colleagues sometimes compensate for the lack of support from superiors**, offer a schedule change, eventually do some of the work of a mother who has to go, etc.
- To reduce tensions between vocation/work ethos/engagement in work and what it suggests to do (taking time to do things right), and the time imposed or possible for tasks
- In *nursing*, 20% of nurses say they cannot count on the support of their colleagues; this is the case of 12% in social work and police and only 6% in the social economy sector.

## I feel my colleagues support me for work-family issues

	<b>Social economy</b>	<b>police</b>	<b>Social work</b>	<b>Nursing</b>	Total
Tout à fait en désaccord	6	5	13	13	37
	<i>1,51%</i>	<i>2,70%</i>	<i>3,11%</i>	<i>8,39%</i>	<i>3,20%</i>
Plutôt en désaccord	20	20	39	19	98
	<i>5,04%</i>	<i>10,81%</i>	<i>9,33%</i>	<i>12,26%</i>	<i>8,48%</i>
Neutre	54	41	115	33	243
	<i>13,60%</i>	<i>22,16%</i>	<i>27,51%</i>	<i>21,29%</i>	<i>21,04%</i>
Plutôt en accord	172	89	160	71	492
	<i>43,32%</i>	<i>48,11%</i>	<i>38,28%</i>	<i>45,81%</i>	<i>42,60%</i>
Tout à fait en accord	145	30	91	19	285
	<i>36,52%</i>	<i>16,22%</i>	<i>21,77%</i>	<i>12,26%</i>	<i>24,68%</i>
Total	397	185	418	155	1155
	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>	<i>100,00%</i>



# How can we explain the more or less support?

- workplaces characterized by a history of **democracy, fairness, respect for individuals, and the feminist movement** (in SE childcare sector), which we are told **affects the attitude of colleagues and managers**
- **Activities of care, and solidarity and the link between the history of activism, social struggles, mission to respond to individual needs** would also explain the support.
- **In other care settings (TS, inf): it is difficult to take time, do the right thing...** conflict between vocation vs. task requirements
- But **question: is it the SE sector only or organizations with more participatory/democratic management modes, cooperatives, would they be more open?** (semi-autonomous teams in Sweden ...)  
**Hypothesis to be tested** but interesting ; Citations on this in the reports online:
- **[www.teluq.uqam.ca/aruc-gats](http://www.teluq.uqam.ca/aruc-gats)**

# Conclusion, and a few questions !

- **Professional environments and organizations** seem to have a **mediating** effect – (not only individual variables – psycho approach)
- we need to analyze further the professional ethos, how it can play more in one case (SE), less or not in others (TS and inf) and how it plays
- **Management style or just history of "care" and tradition of participation in Social Econ?**
- If management style, maybe this can be diffused in other sectors
- The time dimension always appears to be fundamental (data on measures of articulation: flexible work hours, 4 days a week, sometimes telecommuting (ES))