

NETWORKNEWS

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New Data Show Increasing Conflict Between Work and Rest of Life

Work/life conflict has increased markedly among Canadian workers over the past ten years.

That conflict shows up as,

- *increased workload and hours of work* – the average employee surveyed spent 42 hours a week in paid employment in 1991, 45 hours in 2001
- *more stress* – high stress on the job is twice as prevalent today as ten years ago
- *declining physical and mental health* – more visits to the doctor, more cases of depression
- *increased absenteeism* – employees experiencing high work/life conflict have absenteeism rates three times those of employees with low work/life conflict
- *lower job satisfaction* – 62% were highly satisfied with their jobs in 1991, compared to only 45% in 2001

- *lower commitment to employers* – 66% highly committed to their organization in 1991, only 50% in 2001



These are findings of a new CPRN study by Linda Duxbury of Carleton University's School of Business and Chris Higgins of the Richard Ivey School of Business at the University of Western Ontario. ***Work-Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?*** is based on data from two major national surveys, one in 1990-92 and the other in 2000-01. Health Canada funded both surveys

and will publish full details of the most recent later this year.

The study shows a growing proportion of the workforce is having difficulty balancing the competing roles of employee, parent, spouse and eldercare giver.

Why should we care?

"Our data demonstrate that the inability to balance work and family life is everyone's problem," says Duxbury. "It hurts the employer, the employee, the employee's colleagues, the employee's family and Canadian society as a whole."

Reduced productivity, absenteeism, turnover, lower commitment and lower morale all affect the employer's bottom line. As for the employee, work/life conflict can lead to marital strife, reduced family and life satisfaction and a host of physical and mental problems.

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CPRN is a national not-for-profit research institute whose mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians, in order to help build a more just, prosperous and caring society.

The economic costs are significant. For example, the authors estimate absenteeism resulting from work/life conflict costs Canadian firms almost \$3 billion a year. Such conflict also results in extra visits to the doctor, adding \$425 million annually to the cost of health care, not to mention more hospital stays, more medical tests, more demands on other practitioners and more prescription drugs.

There are signs that demographic change, a more competitive labour market and the changing expectations of workers

themselves are motivating some employers to take work/life balance seriously. But not enough.

“While the number of employers who talk about work/life balance has increased, concrete changes have been slow to materialize,” says Duxbury. “And employers are the key to change.”

The paper recommends that employers,

- be more flexible on work hours and work location,
- increase employees’ sense of control over their work,
- increase the number of supportive managers, and

- focus on creating more family-friendly work environments.

Among their recommendations to government, the authors argue for legislation protecting an employee’s right to refuse overtime, take time off in lieu of overtime pay and entitling employees to up to five days paid personal leave per year. They also suggest that the federal government become a model employer in this area, take the lead in establishing national childcare and eldercare programs in conjunction with the provinces, and strive to find ways to “make work pay”.

Building Citizenship: Lessons from the Canadian Experience

Citizenship, as Jane Jenson, Director of CPRN’s Family Network, has so often pointed out, is much more than a passport. It entails rights and responsibilities. It depends on access to both resources and participation in social and public life. And it involves feelings of belonging, or identity.

A new collection of essays, published by CPRN, examines the ways in which public policy choices have strengthened, and undermined, the common citizenship of Canadians. Commissioned by the International Development Research Centre (IDRC), “**Building Citizenship: Governance and Service Provision in Canada**” includes papers by Jane Jenson, Jean Harvey, Will Kymlicka, Antonia Maioni, Eric Shragge, Peter Graefe and Jean-Marc Fontan.

The essays focus on four policy areas: the Canadian health care system, service delivery via the social economy, policies for sport and recreation, and policies to accommodate diversity. The authors uncover the relationships among citizenship, governance and service delivery in this country.

The question posed by IDRC is, “Does the Canadian experience – past and present – have anything to say about the options for countries of the South, particularly those of Sub-Saharan Africa?” The answer from the authors of these essays is, yes.

Some of those lessons: feelings of belonging can be fostered by the provision of public services; the social economy can reduce social exclusion and foster full citizenship, provided it receives adequate public support; well-financed sport and recreation programs can teach citizenship and build community capacity; policies of multiculturalism and interculturalism encourage attachments to the political community within ethnocultural communities; on the other hand, new governance practices that off-load to not-for-profit agencies and for-profit firms may constitute a potential threat to citizenship.



Jane Jenson, Judith Maxwell, Sharon Stroick and Maureen O'Neil at the CPRN Roundtable on Building Citizenship: Governance and Service Provision in Canada.

Attracting and Keeping Skilled Immigrant Workers in High Tech

The experience of Asian computer professionals working in Canada's high tech sector provides clues on how to attract and keep much-needed immigrant talent.

A new study from Canadian Policy Research Networks provides the first in-depth look at the motivations, attitudes, perceptions and intentions of Asian migrant knowledge workers living in Canada.

The study, *Economic Migrants in a Global Market: A Report on the Recruitment and Retention of Asian Computer Professionals by Canadian High Tech Firms* by Badrinath Rao of the University of New Brunswick at Saint John, was financed by Citizenship and Immigration Canada and Human Resources Development Canada.

The Software Human Resources Council recently estimated that Canada faces a shortfall of nearly 30,000 computer professionals. Like other Western industrialized countries, we seek skilled knowledge workers from abroad to fill the gap. But other countries are doing the same and competition to lure the best is intense.

While Canadian companies successfully attract foreign workers, they often stay only a couple of years before moving to the United States.

So, why do so many of them want to move on to another country?

"You have to understand that they are, first and foremost, *economic* migrants," says Rao. "An overwhelming majority of Asian IT workers do not have any family ties in Canada. That is critical to whether they stay or go. Without family ties, the decision to go is more likely to be made on strictly economic grounds."

It is not surprising, then, that Rao, and many of those he interviewed, argue that one of the most effective recruitment and retention strategies might be to encourage Asian IT workers to bring their educated relatives from their homelands and develop their own family network in Canada.

Good Children's Policy is Good for Citizenship

Citizenship is a great deal more than the periodic right to vote in elections. It involves, as Jane Jenson has pointed out, three aspects; rights and responsibilities, access, and feelings of belonging. Full citizenship is impaired by an absence or inadequacy in any one of these three.

Seen in that light, a situation where parents are saddled with child-rearing responsibilities, and inadequate resources to carry them out, can have an impact on access to full citizenship in more ways than one. The ability of the parents to engage actively in the exercise of their citizenship is restricted, and the chance of their children getting the start in life they need to grow into fully active citizens is also at risk.

Clearly, this example is simplistic, insofar as there are many more ramifications for the community and society that make the persistence of poorly resourced parenthood a social ill. But the link between a "best policy mix" aimed at giving all



children a positive start on the road to becoming independent and healthy adults and the goal of full and active citizenship is worth underlining.

The Manager of the Family Network, Sharon Stroick, makes that connection in "The Best Policy Mix for Children: A Pathway to Citizenship", a presentation she made in June to the Ontario Municipal Social Services Association's "Learning Symposium 2001".

CPRN Launches www.jobquality.ca

CPRN has launched a new Web site featuring the latest data on conditions in Canada's workplaces.

What do Canadians say matters most to them in a job? Which workers have the highest job satisfaction? How well do Canadians get along with their bosses? What kinds of firms provide the greatest opportunities to learn and develop new skills? How do employee benefits vary across industries and firms? Who's working long hours? Which employees are best able to balance work and life?

The new CPRN site features data on these and other indicators of job quality along with explanations of their impact and of why they matter to employers, employees and to policy makers.

When you visit jobquality.ca, this is what you will find:

- User-friendly graphs and tables presenting the indicators, linking them to evidence (where available) on firm performance (e.g. productivity, innovation, sales and profitability).
- Explanatory text describing the importance of each indicator and how it is related to selected outcomes.
- Graphs showing how the indicator varies across worker characteristics (like age and gender), occupation, industry and region.

And in the near future,

- Interactive tools to enable site visitors to assess their own job quality and to compare this to benchmarks.
- A clearing house for information on best practices derived from contributions by site visitors.

CPRN President, Judith Maxwell, says www.jobquality.ca will be a powerful tool for demonstrating the synergy between social and economic goals.

"We hope it will focus attention on the features of the work environment that contribute to both the quality of our working lives and to our economic productivity. This is a place where the interests of employees and employers come together."



Awards Recipients

Knowledge Broker — CPRN has won the Policy Research Initiative's Knowledge Broker Award for 2001.

The award recognizes "innovative practices in the integration and dissemination of policy research". It is intended to "celebrate excellence by Canadian individuals, groups or organizations working in the policy research field, whose work helped facilitate and improve the transfer of knowledge".

CPRN won the award for its project on employment relationships which culminated in the publication of *What's a Good Job? The Importance of Employment Relationships*, by Graham Lowe and Grant Schellenberg.

The project demonstrated both knowledge synthesis and innovative knowledge exchange. Policy developers from the public, private and non-profit sectors participated in each stage of the research (through discussion papers, roundtables, small and large group presentations) — in effect, creating a model of "real-time" knowledge exchange.

Dissemination of the results of the project has involved further presentations to audiences of employers, HR professionals, union reps, academics and others. A number of articles have been written for specialty publications, and the final report has garnered widespread mass media coverage. More than 20,000 copies of the report and Powerpoint versions of presentations have been downloaded free from the CPRN Web site.

Karen Hughes, Professor of Women's Studies at the University of Alberta, a CPRN Research Fellow and author of the CPRN Discussion Paper, "Women and Corporate Directorships in Canada: Trends and Issues", has been awarded the Thérèse F.-Casgrain Fellowship to study the implications of self-employment and small business ownership for women. She will examine the impact of growing self-employment, especially among women, on gender equality in particular and economic equality in general.

The fellowship is administered by the Social Sciences and Humanities Research Council for the Thérèse F.-Casgrain Foundation. The Foundation was created in 1982 in memory of Senator Thérèse F.-Casgrain whose work in the area of social justice contributed greatly to the advancement of Canadian women. Dr. Hughes will carry out her research at the University of Alberta and here at CPRN. She plans to publish her findings in a discussion paper and a book.

Rianne Mahon, author most recently of the CPRN Family Network study, "School-Aged Children Across Canada: A Patchwork of Public Policies", has been awarded the 2001 Hilda Neatby Prize in Women's History.

The purpose of the award is "to encourage the publication of articles in women's history and gender history as it relates to women in Canadian journals and books". Two prizes are awarded each year, one in English and one in French.

Rianne Mahon won the award for her paper, "The Never Ending Story: The Struggle for Universal Child Care Policy in the 1970s". It was published in the December 2000 issue of the Canadian Historical Review.

Rianne teaches in the School of Public Administration and in the Department of Sociology and Anthropology at Carleton University in Ottawa.

Canada's Youth – Citizens Minus?

The status of Canada's youth as citizens is precarious at best. While some young adults enjoy the fruits of full citizenship and contribute to their communities, the picture is not as rosy for others.

That's one conclusion of a review of the situation of Canada's youngest citizens published by Canadian Policy Research Networks. In *A Literature Review on Youth and Citizenship*, authors Caroline Beauvais, Lindsey McKay and Adam Seddon find that, when it comes to the preconditions for full citizenship, there is significant inequality between different youth sub-groups. Economic, social and cultural circumstances can determine whether citizenship is a mere formality or an active reality.

"The citizenship status of Canada's youth is precarious," says CPRN Family Network Director, Jane Jenson, "because of various 'holes' in social and other policies." Abandoning the commitment to full employment, cuts in education funding and the rising cost of higher education, the lack of affordable

housing, cutbacks to social assistance, Jenson argues, all increase the gaps through which young people may fall.

local," says Jenson. "Unfortunately, too many young Canadians are deprived of that capacity."



The authors of A Literature Review on Youth and Citizenship. From left, Lindsey McKay, Adam Seddon and Caroline Beauvais.

"And when they do fall, the effect is to *exclude* them from the exercise of full citizenship."

"Full citizens actively seek to realize their rights, to exercise their responsibilities, to access political institutions, be empowered and share a sense of belonging in the community – national as well as

The CPRN paper breaks new ground. While there is a great deal of literature on youth, until now it has not been analyzed from a citizenship perspective. As a result, the status of young Canadians and the vital issue of their ability to become full citizens has received little attention. The current publication addresses that gap.

The authors identify *independence* and *equality* as key elements of citizenship. The longer young people stay dependent, the longer it takes them to become full citizens, and there is no real citizenship without equality among citizens. In both respects, they conclude, there are real, and in some instances, growing, barriers to full citizenship for significant numbers of youth in Canada.

Balancing Work With the Rest of Your Life

Everyone's talking about "work-life balance" these days and none of us have to look very far for the reasons. It seems the world of work has speeded up just as the workload has become more demanding. And more family members are in the workforce, which means new arrangements to look after, and share, the demands of home and civic participation.

The Director of the Family Network, Jane Jenson, recently

gave a presentation on the subject to the Annual Conference of the Canadian Industrial Relations Association in Quebec City.

Jenson points out that work-life balance is an issue of time not money. This means that we need to look at how "times" – working time, family time, time for citizenship – are recognized and institutionalized in public policy.

Jenson finds that while both men and women experience the stress

of the tension between demands of work and family, they tend to use different strategies for managing their time, and these strategies are reflected in public policy. Family policies, labour regulations and retirement and pensions all come into play.

She argues that we should "feminize" time management – making the strategies that have worked for women the basis of policies for both genders.

PEOPLE

Catherine Fooks, Director of the Health Network.

Cathy was Associate Registrar of the College of Physicians and Surgeons of Ontario. She has been immersed in health research and policy for her whole career, as Director of Research Transfer at the Institute for Clinical Evaluative Studies, Director Research Services at the Premier's Council on Health, Well-being and Social Justice, as a Senior Policy Advisor to the Minister of Health and as Research Coordinator at the Centre for Health Economics and Policy Analysis (McMaster). Cathy has an MA in Political Science from Queen's University and has recently completed an executive program at the Rotman School of Management at the University of Toronto.

Cathy brings to the Health Network a wide network of contacts in health research and policy, fresh ideas for the research agenda on governance, a flair for knowledge transfer, and strong management experience.



CPRN Staff at a luncheon with members of the Board of Directors. Top: Pamela Miles with Michèle Thibodeau-DeGuire and Peter Meekison. Bottom: from left, Jane Jenson, Allan Shaw, Corey Ann D'Aoust, Ioulia Evitchenko and Robert Greenhill.

Grant Schellenberg has accepted the position of Director of the Work Network, effective January 1, 2002.

Grant joined CPRN in August, 2000 as Senior Researcher with the Work Network. Before joining CPRN, Grant was a partner in DataQuest Consulting (1998-2000) and a Senior Researcher/Assistant Director of Research at the Canadian Council on Social Development (1992 to 1998). He has an MA in Sociology from Carleton University.

Over the past 10 years, he has researched and written extensively on issues relating to older workers and retirement, changing forms

of employment, and the economic performance of refugees. Most recently, Grant co-authored the Work Network's study *What's a Good Job? The Importance of Employment Relationships* and the discussion paper *Rethinking Employment Relationships: Implications for Workers, Employers and Public Policy* with Graham Lowe.

Grant will take over responsibility for the Work Network from Graham Lowe, who is returning to the University of Alberta after three years with CPRN. I am pleased to say that Graham will continue to collaborate with CPRN from his academic position.

Rebecca Marland, Fundraising Researcher. Rebecca will work with Pamela Miles, Vice-President, Development. Rebecca's experience with us, as well as a volunteer with the Canadian Council on Social Development last winter, working with several MPs' in both Canada and the UK as well as with the Kings County Economic Development Agency in the Maritimes has given her the skills that will be of great assistance with CPRN's Campaign. Rebecca has a BA (Honours) in Politics and Parliamentary Studies from the University of Leeds (UK).



On the Net and In the Media

The big news is that visitors to our Web site over the past year (November to November) downloaded more than 300,000 copies of CPRN publications! Current "best-sellers" include Sholom Glouberman's *Towards a New Perspective on Health Policy* (8,200 copies), Judith Maxwell's *Toward a Common Citizenship* (8,050), Graham Lowe's *Quality of Work/Life* (6,875), and Merrill Cooper's *Housing Affordability: A Children's Issue* (5,950) The number of visitors to the site has also more than doubled compared to a year earlier.

It has been a busy Fall for media coverage of CPRN. Our President, Judith Maxwell gave interviews to *CBC Radio's The House* (on the idea of a "Common Perimeter"), to *CBC TV* (Smart Growth Report), the *Globe and Mail* (on retirement and self-employment), to *CFRA* (on her contribution to the book, "Memo to the Prime Minister") and to the *R.O.B. Magazine* (on Ottawa's economy). An interview on the impact of lay-offs in the high tech sector ran in the *Ottawa Citizen*, *Vancouver Sun* and five other papers. A commentary by Mrs. Maxwell in the wake of the events of September 11th was the subject of an editorial in the *Ottawa Citizen*.

In the Family Network, Jane Jenson wrote an op-ed commentary on the history of public spending in wartime for the *Toronto Star*. A presentation by Dr. Jenson on rethinking institutions for work was the subject of a series of reports on *Radio Canada*. Fraser Valentine and Michael Prince's two-volume treatment of policies affecting children with disabilities was featured in a documentary for *CBC Radio's The House*.

As for the Work Network, the launch of www.jobquality.ca resulted in stories in the *Globe and Mail*, *Ottawa Citizen*, *Victoria Times-Colonist*, *Windsor Star* and *St. Catherines Standard*. Graham Lowe was interviewed on the subject of longer work weeks by the *HR Reporter*. A report by Bindrinath Rao, "Economic Migrants in a Global Market", was front-page news in the *Globe and Mail* and was covered by the *Vancouver Sun*, *CBC Radio Ottawa*, *CBC Newsworld*, *Global TV* and a number of trade magazines. And, finally, a paper by Linda Duxbury and Chris Higgins, "Work-Life Balance in the New Millennium" garnered stories in some 71 venues, including *CBC Radio*, *CKNW*, *Radio Canada*, *Macleans*, *L'Actualité*, *Globe and Mail*, *Toronto Star*, *Vancouver Sun*, *Calgary Herald*, *Edmonton Journal*, *Ottawa Citizen*, *Montreal Gazette*, *Le Soleil*, and 39 other dailies.

Sponsor Corner



The Canadian Health Services Research Foundation promotes and funds management and policy research in health services and nursing to increase the quality, relevance and usefulness of this research for health-system policy makers and managers. In addition, the foundation works with these health-system decision makers

to support and enhance their use of research evidence when addressing health management and policy challenges. Any foundation project, process or activity always involves both researchers, and managers, policy makers from academia and Canada's health system.

The foundation is an independent, not-for-profit corporation, established with endowed funds from the federal government and its agencies.

The foundation funds CPRN's Healthy Health Care Workplace Project.

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CPRN is pleased to announce the appointment of **Allan Shaw** to CPRN's Board of Directors.

Allan Shaw was born in Halifax. He earned a B.Sc. from Dalhousie University and M.B.A. with distinction from Harvard Business School. He is Chairman and Chief Executive Officer of The Shaw Group and a Member of the Order of Canada.



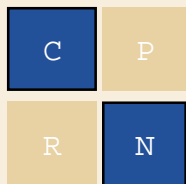
Mr. Shaw's current activities include:

- Director, The Bank of Nova Scotia
- Chair of Nominating Committee, Dalhousie University Board of Governors
- Chair, Board of Directors, GINI (Global Information Networking Institute), Dalhousie University
- Director, Harvard Business School Alumni Association Board
- First Vice-Chair, Atlantic Provinces Economic Council
- Member, Advisory Council, Atlantic Institute for Market Studies
- Governor, Junior Achievement of Mainland Nova Scotia
- Member, Board of Trustees, Ernest C. Manning Awards Foundation

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President's Commentary

Policies for People and Places

Traditionally, Canadian public policy has treated “place” as a regional issue. For years, we tried to move jobs to people. We continue to use fiscal transfers to help poor provinces provide reasonably comparable public services such as health and education at similar rates of taxation.

The time has come to develop “place policies” for cities – to focus on the spatial distribution of jobs, housing, parks, schools, health and social services, as well as transportation and other forms of big urban infrastructure. Taken together, they form the socio-economic ecology of cities.

The economic story

With the advance of computers and modems, people can work anywhere. Still, new industries tend to cluster in places where suppliers and customers can interact and where the labour force has the right skills. The innovation dynamic is magnified when there are research institutions, and when cultural and recreational diversity attracts knowledge workers. Together, they create an upward spiral of economic growth and wealth creation.

The social story

Researchers are beginning to document the extraordinary inequality of income in major cities. Cities are homes for the richest of the rich and the poorest of the poor. And they both cluster in distinct neighbourhoods.

Other researchers tracking the well-being of children have begun to identify what they call a “community effect.” A child’s health and development is strongly influenced by the quality of housing, access to schools and recreation, safe streets, and related amenities.

As more employment migrates to the suburbs to reduce production

People begin to lose hope, mutual support systems begin to degenerate, and crime and distrust begin to thrive.

The people who are most likely to get trapped in these distressed neighbourhoods are lone parents, newcomers to Canada, Aboriginal people, and those with weak education or health limitations.



This downward spiral has happened in sections of all of Canada’s large cities in the past 20 years – to greater or lesser degree. And the spiral tends to accelerate when governments cut back on housing supports and/or cut back on investments in public services.

Even economic growth can be a double-edged sword for these people. Growth creates jobs for people at all levels of income, which is good. But it can also drive up housing costs, pushing people with modest incomes into affordability problems.

costs, families with low income find themselves cut off from job opportunities. They are restricted to neighbourhoods with affordable housing, and often find that leaves them without access to public transit that will take them to where the jobs are.

What this suggests is that federal, provincial, and city governments need to think through their impacts on the socio-economic ecology of city spaces. Canada has to make the quality of its cities part of its social and economic strategy. More than ever, their liveability and efficiency are essential to economic growth and social integration.

Poor neighbourhoods can function well if there are stable jobs, high rates of home ownership, and good public services. But where unemployment is high and persistent, poor neighbourhoods can degenerate into distress.

Judith Maxwell

President
Canadian Policy Research Networks