



Short term pain for long term gain: managing work life balance in a recession

**Professor Linda Duxbury, Sprott School of Business,
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Allan Scott Auditorium, [UniSA City West campus](#), Hawke Building, 50 North Terrace,
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Presented by the Bob Hawke Prime Ministerial Centre in partnership with [SafeWork SA - WorkLife Balance Strategy](#), Department of the Premier and Cabinet

ELIZABETH HO:

Good evening everyone. My name is Elizabeth Ho. I am director of the Hawke Centre at the University of South Australia. I take great pleasure in welcoming you on behalf of the University of South Australia, the Hawke Centre and our partner in tonight's event, SafeWork SA. I am very pleased to welcome tonight a very important person, Lewis O'Brien who is a Kurna elder. Lewis has very kindly said that he would like to do the welcome tonight. Thank you, Lewis.

LEWIS O'BRIEN:

On behalf of the Kurna People I welcome you all to Kurna Country and I do this as ambassador of the Adelaide Plains People. My brothers, my sisters, let's walk together in harmony.

ELIZABETH HO:

Thank you, Uncle Lewis. I would like to just mention some people who are here this evening. On behalf of the Hawke Centre and SafeWork we welcome you in particular. We have Gay Thompson, the member for Reynell, who is running late but who will be here. We have Professor Peter Hoy, Vice Chancellor of our University. We have Mr Chris Eccles, the CEO of the Department of Premier and Cabinet; Linda Matthews, our Equal Opportunity Commissioner; David Steel Commissioner for the Industrial Relations Commission of South Australia; Michele Patterson, Executive Director of SafeWork SA; Julia Davison, Chief Executive Officer of WorkCover SA; Anne Burgess, the Director of the Office for Women; and Glenys Jones, who is President of the National Council of Women in South Australia. So a warm welcome to those special people but you are all distinguished and important and we are very pleased to see such a wonderful turnout tonight.

A written transcript of the lecture will be posted on the Hawke Centre website in about a week's time. If you have a query that arises after this event you are most welcome to email the Hawke Centre. We will pass it on to Linda and hope that she has got the time to do it, but also you will have a few minutes after the lecture to catch up with her.

The Hawke Centre has a very strong interest in equity issues and to social advancement that also includes good economic practice, Bob Hawke's legacy, in equal opportunity policy, is very well known. Perhaps less well known is the fact that the University of South Australia has been a gold award winner in the National Work and Family Awards and has won other national employment commendations relating to working conditions. We are therefore absolutely delighted to be partnering tonight with SafeWork SA, within the Department of Premier and Cabinet, in presenting this lecture. I would like to invite Mr Chris Eccles, the

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Chief Executive of the Department of Premier and Cabinet to briefly outline the role of SafeWork. Thank you, Chris.

CHRIS ECCLES:

Thank you very much, Elizabeth, and welcome to you all on behalf of the Department of the Premier and Cabinet and in particular the SafeWork SA WorkLife Balance Strategy. It is my particular pleasure to be here with you tonight at this joint SafeWork SA WorkLife Balance Strategy in the Bob Hawke Prime Ministerial Centre public event. The level of public interest that this event has attracted highlights the significance, the importance and the relevance of addressing flexible work arrangements in the current economic and industrial environment. I am advised that this evening's event is the first in the new partnership between SafeWork SA, the Life Balance Strategy and the Hawke Centre and there will be two free public talks on work-life balance over 2009 as part of the Hawke Centre program.

A bit of context. As some of you would be aware, South Australia's strategic plan contains target T2.12 WorkLife Balance, improve the quality of life of all South Australians through maintenance of a healthy work-life balance. SafeWork SA, under the leadership of Michelle, is the lead agency responsible for this particular target. It is with some pride that I can note that South Australia is the only state in Australia that has made a commitment to this issue in such a manner and perhaps provides a salutary example for the state from whence I came and I perhaps should communicate that back to the state from whence I came.

Progress on SafeWork SA Strategy has seen a number of partnerships formed with peak industrial relations and human resource agencies to raise awareness of the economic and social policy drivers for work-life balance and some of our partners in this endeavour include Business SA, SA Unions, the Committee for Economic Development of Australia and, of course, the Hawke Centre. These partnerships have enabled SafeWork SA to deliver a range of public events, such as the one tonight, on the implication of work-life balance as a contemporary industrial relations workforce planning and participation issue.

The WorkLife Balance Strategy has developed three main areas of work, one of which, awareness raising and promotion of flexible work is supported by the public events, including the one tonight. The awareness raising and promotion of flexible work components of the strategy also includes work with research centres such as the University of SA Centre for Work and Life to promote appropriate research on work-life balance. Our next event in July, with the Committee for the Economic Development of Australia, will launch the 2009 results from our three year research project on the Australian Work and Life Index.

The other two areas of work of the strategy cover are: establishing partnership projects with other Government agencies to address target 2.12; and promoting and improving minimum standards and legislation to support work-life balance. The strategies work on minimum standards which support work-life balance, has included the promotion of the concept of a Commonwealth funded parental leave scheme, recently announced, as a key support for working parents and a partnership opportunity with the Equal Opportunity Commission promoting the amendments to the State Act to incorporate a provision protecting against discrimination on the basis of carer responsibilities.

Long hours, shift work, often at unsocial hours, all potentially impact on work-life balance. As part of the work towards minimum standards, the strategy is currently seeking public comment on a proposed approved code of practice on working hours under the State Occupational Health, Safety and Welfare Act. This code will provide guidance to employers on working hours, including to assess the risk and manage the hazard where fatigue may threaten safety at work.

South Australia has just announced our intention to participate in a single national system of industrial relations for the private sector. In addition to the announcement on paid parental leave, the Commonwealth Government has adopted a number of work-life balance friendly concepts in the Fair Work Act 2009. These include the new National Employment Standards which contain a right to request flexible work arrangements for carers of children under school age, another important provision for balancing the demands of work and carer responsibilities.

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Now, it may be tempting for some to consider all of these provisions to be a luxury in a global recession. However, a considered analysis of future labour demands highlights a significant decline in labour supply as baby boomers move into retirement and despite the situation with some of our manufacturing industries, South Australia is in the enviable position of currently defying the growth in unemployment and demand for labour remains high, particularly in skilled occupations. But, nonetheless, we have a rapidly aging workforce, we have a low fertility rate and low female workforce participation rates in South Australia. We will need more, not less, flexible work arrangements to maximise workforce participation and productivity levels in our plan for the development of the State. We look forward to hearing the lessons learned from the international examples of business support for flexible work provisions and how these arrangements have contributed to social and economic development. Thank you.

ELIZABETH HO:

Thank you, very much, Chris. I would now like to, with great pleasure, call upon Michelle Hogan, who is Manager of the WorkLife Balance Strategy at SafeWork SA, and tells me off if I send her emails at 6 o'clock in the morning, to introduce our speaker. Michelle has worked very closely with the Hawke Centre to bring this lecture to you tonight and it has been a great pleasure to do so. Thank you.

MICHELLE HOGAN:

Thank you, Elizabeth. It has been with great pleasure that SafeWork SA WorkLife Balance Strategy and the Hawke Centre are hosting this visit of Linda Duxbury for a range of events over the last 24 hours and you will be pleased to know that we have given her very little work-life balance since she has been here. Linda is a Professor of the Sprott School of Business at Carleton University and has degrees in both chemical engineering and management sciences. Dr Duxbury has researched, published and provided public forums across the issues of work-life conflict, work organisation and flexible work, change management, the use and impact of office technology, workforce planning and management training, to name a few.

Within the business school at Carleton, Dr Duxbury teaches masters and PhD courses in managing change as well as a master course in organisational behaviour. Linda announced last night that if she was going to live in Australia, she would live in Adelaide, and we would like to think that that is in a small way due to some of the work-life balance benefits that South Australia affords. Nevertheless, the State faces a number of challenges in having a State target around work-life balance and we are keen to hear and learn about some of the important experiences of other countries in continuing progress on work-life balance as an important industrial and social issue, particularly with the pressure that the current economic environment places on employers and policy makers. There is a full CV of Professor Duxbury in your papers, so I direct you to that detailed outline of her work, and invite Linda to address us this evening. Thank you.

PROFESSOR LINDA DUXBURY:

Thank you. Just so you know, I do have my heart in Australia. My mother is Australian. She was an Australian war bride. She lived in Cronulla and I would not want to live there actually, but when she lived there it was a very small community on the water and, of course, now it is not. My father was torpedoed in the Coral Sea. His ship was taken to Sydney Harbour and fixed where he met my mother and the rest is history. But after I do talk here and another one at Monash tomorrow, I am on holidays and going up to Queensland, which is also very nice. But why would I live here? Quite frankly, the wine, actually. I mean, that is tremendous work-life balance, I think. By the way, my research says that a little bit of wine helps but a lot of wine doesn't help, so we need to know that.

So I have actually a lot of stuff that I can talk about. I'm really hoping that you're not here because you think that I'm going to give you personal counselling, the seven tips to help you, okay. I could do that, but I'm not going to do that. I am mostly talking about what organisations can do with respect to this whole particular issue. You know, I have been researching in the area of work-life balance for, God, several decades now. I did my first study in Canada in 1991, 37,000 Canadians, a national representative sample.

I was then funded by the Department of Health, Health Canada actually, to do my second study because work-life balance is not really seen as a women's issue in Canada. It is not seen as an issue of women with young kids, in particular. Our labour market is 47 per cent female. Women are the most educated group in

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Canada and we absolutely cannot cope if women are not fully employed. And so the idea that you are doing some kind of favour for some kind of group by giving them some kind of balance is actually kind of a backwards concept, I am sorry to say, and so I am going to be taking you beyond that. Unfortunately for you I am going to be giving you a little bit of bad news in that flexible work arrangements on their own don't do anything because, quite frankly, all of you in this room know if you report to a jerk it really doesn't matter.

And that is the bad news so we actually have to beyond talking just about flexible working arrangements and to talking about beyond what we talk about into what we actually do. Now, I am asked all the time, "What works? What works? Please, help me" and the answer is not very simple but what I can tell you is it really depends on what aspect of Worklife Conflict you're actually talking about because, you know, what I do find is many people don't even know what Worklife Conflict is. They talk about, "Please give me balance." So what is that? So, you know, it depends on how you define balance but the unfortunate thing I can tell you is many of the easy, what appears to be easy solutions, flexible work arrangements support of policies, etcetera, actually don't help at all.

What really matters is practice and practice is not all about policies. It is all about management. It is about what you find, etcetera. So I always like to start out with the parable of the elephant. How many of you know the parable of the elephant? Well, for you you are going to have to just be bored a minute while I tell you because in terms of work-life balance it is important to really define what we are talking about here. So the parable of the elephant. Four blind men say, "What does an elephant look like?" And they take these blind men and they introduce them to an elephant. And the first blind man he guessed the size of the elephant and he goes, "Well, a elephant, it is obvious an elephant is like a wall." And then the second blind man, he gets the ear and he says, "No, you're completely wrong. An elephant is like a pappadam leaf." The third one gets the legs and goes, "No, completely wrong, actually it is like a tree trunk." And the last unlucky blind man gets the tail and he says, "No, an elephant is like a rope." What is the Worklife Conflict? Well, it really depends what dimension of Worklife Conflict you are considering because they all have different predictors. They all have different antecedents. They have different moderators. Different outcomes. So in my research I really look at four different things of which two are not really front and centre, I don't think, in Australia.

The first is overload. Overload is having too much to do in the amount of time you've got to do it in. It is feeling rushed, stressed, overwhelmed. It is having the list and more things are going on the list than are being tipped off the list. It is recognising that it is not all about work that our demands stem from. We also have demands at home. So role overload, too much to do, time crunched, overwhelmed, stressed. Then we have this thing called "interference". Interference is having to be in two different places doing two completely different things at exactly the same time.

Now, this is impossible. Even with the Blackberry, it is impossible. Even with the mobile phone it is impossible. Let me tell you, I have done the research on it and I can tell you that your family is not fooled for one instance. So in terms of interference, what can happen with interference is - I am about to go home. My boss comes in. Crisis. It is always a crisis, by the way. Crisis. It is actually bad planning but we don't want to go there. There is a crisis. I need you to do this. But it is your kid's birthday party. You have two choices. One, you can stay at work, and in a recession not worry about losing your job, etcetera. Your colleagues will be happy. Your boss will be happy. Your family will not be happy. Or you can go home. You can say, "I'm sorry, but this has been on my books forever. I've got to go home." You worry about your job. Your colleagues are ticked off. Your boss is not happy. Your performance review suffers but you've gone home.

So the first is called Work Interferes with Family. Putting work first at the expense of family and in both Canada and Australia that one dominates, okay. Then the other is Family Interferes with Work and that is giving priority to the family at the expense of work and the higher up the ladder you go, in both Australia and Canada, the less likely you are to give priority to family and the more likely you are to let work interfere. And then the last kind of Worklife Conflict that I studied is called Caregiver Strain, and I am not hearing a discussion on that. I am going to encourage your department to expand your mandate, I am sorry to say, because Caregiver Strain is looking after an elderly dependent. It is looking after your mother, your father,

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you know, your in-laws and the reality is we had a huge baby boom and that baby boom is getting older, as are their parents.

And the other reality is people can choose whether or not to have children - they cannot choose whether or not to have a parent. Okay. And how many Australians and many Canadians, especially well educated ones, have balance is by actually taking the family out of work and family. They have waited longer. They have had fewer. Because of the attitude, well, you know, no one made you have a child, why should we be paying all that money. That was their choice. Well, this is just it, they are choosing no. However, I can't say, well, you decided to have a mother and you probably let her break her hip, you know. This is a big issue and Caregiver Strain has three components.

It has the physical component because quite often you are doing hauling, lifting, carrying. It has a financial component because quite often you are missing work or you are actually having to support your elderly dependent and it has a real feeling of being overwhelmed and that one is very interesting. I just finished a very big study with the VON, which is the Victoria Order of Nursing, in terms of Caregiver Strain. Did you know that the average person looks after an elderly dependent for 19 years and a child for 17. We have got to recognise it is not – everybody is going, my heavens this is not going to be a peppy talk is it? No. It is not going to be a peppy talk. I want to scare the pants off of you.

Well, this is a big issue and when your kids are growing up you can look forward to them leaving home and there is some joy attached to it but if your parents are becoming feeble and if they are getting Alzheimer's, there is no joy attached to it and it is incredibly stressful. Now, just to illustrate from my decision-makers down here, how many people in this room have parents or in-laws over the age of 65, put your hand up. The entire room. How about over 75? Pretty close to the whole room. This is going to be a major, major issue and am I wrong or is Australia really talking about this? No.

Okay. Canada we are talking about it. We have compassionate care leave as well as parental leave. Six weeks for the carer of a dying relative and I think you need to start having this kind of discussion. Now, in terms of Worklife Conflict, I can talk about this stuff, as people who know me can testify, for days but I have only got an hour and my time is going so what I have chosen to talk about here is only two of the four forms of Worklife Conflict. Role overload and Work Interferes with Family. Why? Because they are the most common forms of Worklife Conflict in both Canada and Australia. Two, they have similar root causes so if you can address them you can make the life better for a significant portion of your workforce so that is what we are actually going to talk about and, as I said before, fix those. You have really got the biggest spend for your buck in terms of improving the life of your workforce, you Australians.

Now in terms of role overload, in my Canadian data it says 60 per cent of Canadians are overloaded. My Australia data, 12,000 Australian managers and professionals, says 52 per cent are overloaded. As you are going to see later, this is a really significant problem because this is a very, very big, very major predictor, of use of the health care system. It is a very big predictor of mental health problems, not just physical health problems but mental health problems. In Canada we have – you know, the per cent of our population with high levels of role overload have increased by 11 percentage points over the nineties and what is likely to happen in a recession, when we downsize, restructure, do more with less, overload goes up yet again.

We have got about one in four Canadians put priority to work at the expense of family. If I look just at my managers it is 60 per cent. If I look at my managers and professionals, it is 50 per cent and what we do know is Canadians and Australians are four times more likely to give priority to work than family. When I talk to Canadians, you know, they say, well, you can be fired from your job but not from your family. They have to put up with you. But the divorce statistics in both our countries would suggest that maybe we need to really re-examine that kind of assumption and by the way, managers and professionals in Australia track exactly the same as Canadian managers and professionals. Now, why should we worry about role overloads? You are not doing it to be nice. This is not a soft, friendly, fuzzy optional issue. In terms of Canadian data, role overload is a major predictor of absenteeism. Absenteeism due to ill health and absenteeism due to what we call mental health days, I am just not coming in because I can't face work. You

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are completely well, but you just, you know, your job is making you sick. In terms of mental health, overload is our big predictor. Stress, depression, depressed mood, etcetera, intensive turnover.

In Canada we look at look at – first of all the employer pays for prescription drugs in Canada which is not necessarily the case here. We also pay for benefits costs. What we know is overload is a very major predictor of benefits costs, a very major predictor of prescription drug use and what prescription drugs are the drug of choice in Canada? Psychotropics. You know, we are giving them, you know, antidepressants, anti-stressors, and they are coming to work doped but happy. This is not, you know – but certainly not creative or innovative. Lower levels of commitment. Lower levels of innovation. Lower levels of risk-taking. You are working flat out. You are not going to think outside the box and try something new, okay. That is what it says. Very strong link to customer satisfaction but not a good link.

You know, you are overworked, tired grumpy. How do you treat your customer? “What the hell do you want,” just what you say actually, I am sorry to use that kind of language. Recruitment retention is an issue. People who are overworked are not keen on you as an employer and it is very difficult to bring young keen people into a workforce with grumpy, cranky, overworked stressed out boomers. Can I meet the people I am going to work with? No. Not a good idea. Why don't you sign on the dotted line and then you can meet them. And what if the people who work for you are too busy to engage in the job interviews? I mean, this is a big indication that we have got problems.

Now, what this is based on my Canadian data of 33,000 people. I mean, I could show means and standard deviations in regression questions but I find most people don't really understand that kind of stuff so let me give you an example. So I have 60 per cent of my 33,000 Canadians have high levels of role overload. I have got 20 per cent of my 33,000 Canadians have low level or role overloads. So what this says is 60 per cent of my people with high role overload report high levels of job stress versus eight per cent of my people with low role overload report high job stress.

So in other words the way to simply look at these graphs that I am going to show you is the bigger the difference between the red bar and the blue bar, the more overload is linked to this outcome. Job satisfaction, look at this one. This is a really interesting one. Now, why are people grumpy and not happy with their job? So I am assuming most of you are professional people, etcetera. How many of you do pretty well all of your own typing, put your hand up. How many of you do all your own photocopying, put your hand up. How many of you do all your own phone answering, put your hand up. Okay. How many of you clean up the workplace because it is filthy and you are embarrassed? So this is what has happened. We have downsized and we have restructured and we have re-engineered.

We have got rid of secretarial, admin support and janitorial services. We have dumped that work on our managers, our professionals and that is getting in the way of the real work that they have been trained for, education for, that their performance appraisal is based on, etcetera. Why are overloaded people not happy with their jobs? Because a lot of what they are doing is not their real job. It is not the thing they were paid for, that they are trained for, that they love to do and I think this is really important. Commitment engagement has declined dramatically in Canada. Not just in Canada, globally. We ask in our survey, “How often are you thinking of leaving your current employer?” Never, monthly, weekly, several times a week, I dream of it daily. The more overloaded you are the more you are dreaming of leaving but it is a recession, you can't go and employers are going, well, there goes our labour force problem. No, it gives you a different problem, doesn't it?

This is our cluster of dysfunction. Overloaded people, look at the relationship between overall stress. 80 per cent of people with high overload also report clinically high levels of stress versus six per cent of people with low overload. The more overloaded you are – the two of them go together, so does depressed mood, so does burn out, so does job stress so mental health deteriorates as overload goes up. If we look – now, I have actually had employers in Canada go, “Well, Linda, you said you were going to show me the bottom line impact but this is just like soft psychological stuff, isn't it?” I am kind of astounded at the beginning. Like if you think grumpy, cranky, overworked people who are depressed and stressed are productive, I really can't

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help you. I really can't. Actually our best employer is Statistics Canada, in the government sense. They are a fabulous employer.

I did a lot of work the chief statistician of Canada and I said to him – because he does amazing stuff – and I said, “How do you justify that?” And he says, “Linda, I am a statistician. I could design the perfect experiment to show people mattered.” And he said, “But a lot of people they already believe it and they don't need the data and the people who need the data are never going to believe it anyway.” So he says, “I just don't even bother.” But I am trying. You know, I am hoping that this data will help you.

What we do know is overload is associated with huge costs in terms of absenteeism. 6 to \$10 billion a year. Why? Because people are not coming in because their work is making them sick and when they don't come in, what happens to the work? Do we just go, well, I guess we won't do it this weekend? You give it to the people who do come in who become more overloaded because they are doing their job and somebody else's job and so it continues. I work with a bank, actually, where we persuaded them to staff up. To actually adequately staff. And we found that actually, over the course of two years, they saved a lot of money but the problem is with staffing up is it costs you in the short term to save money in the long term and many businesses are managing short term very reactively and they don't care about the long term but eventually the long term is going to come back and haunt them.

Now, our calculations say that you could reduce role overload by 25 per cent if you take work levels down from an average in Canada of 47 hours a week to 44 hours a week. I am not saying, you know, you need to work for a country club, issue margaritas and sun lamps at the door. But I am saying that the problem with overwork is when it is unremitting. With workload – the healthy model of work is hills and valleys. You can work 45, 50, 55, 60 hours for one week, two weeks, three weeks. What you can't do is work it for three years, four years, five years. That is unfortunately where we are right now.

Now, in Canada, as I said before, we actually pay for prescription drugs. But who are the heavy drug users in our population, our workforce population? It is actually the people who are totally overloaded and the major drug that they are using – it is interesting by the way – the list of drugs, the first one is psychotropics. The second is gastrointestinal drugs. The third one is cardiac drugs. The fourth, for my young people, is birth control and for my older people it is Viagra but we don't want to go there. You know, Canada as a country, is fun, you know. Now, here is the interesting one. Health Canada, bless them, didn't know what to do with this data but they asked us to include two questions in our national survey. One was, I have had fewer children as a way to cope with my demands at work. The second one, I have decided to delay or not have a family at all as a way to cope with my demands at work. There is your data. I did the exact same questions with the Beaton Study in Australia, exactly the same.

So, you know, we really have to start asking ourselves, is this the kind of country we want to live in where the way people are balancing work and family is to get rid of family. You know, unfortunately, the really sad thing is it works. If you don't have kids, quite frankly you have got a lot better balance but, you know, you will have parents. Now, we spent a lot of time, because our study was funded by Health Canada, who came back and funded us for the 2001 study because they said health care costs are out of control in Canada. We do not have enough health care providers. We don't have enough doctors – the wait times are astronomical. Have you got the same issues over here? You know, absolutely you do. And so Health Canada said we suspect that work actually is making people sick and, in fact, all of the money we are paying to try and improve our health care system isn't going to make any difference at all if in fact the casual factors, which are the work environment and overload, etcetera, remain unchanged. So let us actually look at the data here.

Now, we have a shortage of physicians. One of the biggest predictors of visits to the physician in Canada is actually overload because you get run down, tired. You go to work when you're not well and then you pass your disease on to your closest hundred friends and then they become sick too, etcetera. We have done a lot of work with doctors. What is the number one reason people are coming to see their doctor? It is not black lung, it is not Swine Flu, it is actually what they call free floating anxiety and stress. Now, doesn't that sound like a friendly disease? You know, I've got free floating anxiety, but it is actually crippling. It is a major



problem and it is associated with tachycardia, an inability to sleep, etcetera, and if you think people who have got free floating anxiety and stress are creative, innovative, productive workers, think again.

They visit other medical health providers, mostly physio, etcetera, because of repetitive strain injury and they have got their thumb problems from their Blackberry, mental health professionals and have medical tests. Our data says we have huge wait times. We have big problems in terms of family physicians. Our data actually says if we reduced workloads by an average of three hours a week, not a lot of time, just three hours, we can reduce the demand on our health care system significantly which saves billions of dollars. Now, I have just been funded in Canada by Workman's Comp, which shows you where we are now, to actually do a study in work intensification because we are starting to recognise that it is the work intensification and all of this extra work that is causing people to be sick.

The most distressing thing for me was studying the health care system and work intensification because I can tell you our health care providers are stressed, anxious, depressed, overworked and they are caring for us. Now, you know, this is a big problem and I think we need to recognise that in Australia as well. So what is our data basically saying? Our data says, really, you know, Work-life Conflicts, Work-life balance Overload, Work Interferes with Family, all this is really associated with substandard performance. It is associated with ill health. It is associated with real problems in our health care system at a societal level because people aren't having kids. It is associated with lack of job satisfaction, engagement, commitment, etcetera, increased absenteeism but the data says also that people who are trying to do it all, who are burning the candles at both ends, who are trying to have a meaningful family and a meaningful work experience actually are burning out, you know, so they are at real risk.

I have already talked about it but just to recap, why do you need to worry about it? It is not a fuzzy, friendly issue. It is associated with significant performance problems at the organisational end. Significant mental health problems in our workforce. It is associated with decline in fertility, increased prescription drug use. It is costing us a lot of money so let us actually stop thinking this is an issue for women with young kids and get a move on here. Now, what is very interesting also is Work Interferes with Family tracks exactly the same as overload with one exception.

The people who have put work first at the expense of family they are actually the most unhappy people. You can force people to come to work because they are worried about losing their job and in a time of recession you have got a real club, really, to bring them in but what we know is you can force them to go in but they will hold it against you because, you know, people want to have a meaningful life outside work. So the people that in fact have the highest levels of Work Interference with Family are the lowest commitment, the lowest engagement, the lowest job satisfaction, the highest stress of anybody and, in fact, the highest intensive turnover.

For people who are interested in engagement scores, because we are always interested in them, only 18 per cent of people with high Work Interference with Family are engaged and committed in work to their company. Why, because they blame the organisation the organisation for the issues that they are experiencing. Now, why do we need to look at this in a recession? You know what is astounding me is –how many of you, a year and a half ago, were talking about impending labour force shortages and were really concerned about getting people, put your hand up. Pretty well all of you. How come we all have amnesia now?

The root underlying cause is still there and we are still going to have very, very profound labour force shortages. The problem is we are managing this recession like we did the one in the eighties and nineties and it is absolutely the wrong way to manage it. Why? Because we cut a lot in the eighties and nineties. We made many of our organisations anorexic. A lot of organisations absolutely would not be able to get the work done if their employees did not donate significant amounts of their own time to the good of the organisation. How many of you do work for your company at home in the evening, put your hand up? All of you. How many of you do work on the weekend for your company? Absolutely. You know, quite frankly your company wouldn't be able to get the work done if you didn't donate some of your family time to the good of the organisation and now if we cut again, we are already anorexic, we are already stretched, where are we

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going to cut and where are people going to find the time to actually donate more time to the organisation because they are worried.

The other big problem – so we are anorexic, there is no fat in the system – the other big problem is we are moving into a very, very profound seller's market for labour where there is going to be way more good jobs than good people. The more you need a specific skill, the more that problem is already going to exist. In the last recession, we were up to 12 per cent unemployment. We had stagnation with interest rates of close to 21 per cent. Remember that? This recession we are paying you money to borrow. Your Government, astoundingly, is sending cheques to everybody. I am going, yeah, it is a recession but here, have \$900. Excuse me? I am a little astounded by that but, you know, that wasn't my call, was it?

I find this is a very, very different recession. We have got to be very, very careful. Now, we are moving into a buyer's market. Why? It is the revolution in fertility. How have we dealt with Worklife Issues? We haven't. We said you decided to have a kid. So how are people managing it? Go back to the data I just showed you, people are waiting longer and having fewer. Let us quickly do demographics 101. How many children per family do you need to keep your population stable, not growing, not shrinking; 2.1. What is the fertility rate right now in Australia; 1.7. Not, absolutely not, close to replacement. When was the last time in Australia you hit the 2.1 number? Was it the nineties? No. Eighties? No. 1970. What age does the average young Australian enter the labour market for their first permanent full-time okay going to work now job? Many of you are going, never, but that is not true. That is absolutely not true. This lady is right, 25. Why, because you are knowledge economy. You can't compete, nor can we, with China when they pay same amount per day as we pay per hour. Okay. You know, we have to compete at the high skill end.

What age does the average Australian woman have her first child; 30. Okay. So we have labour force shortages and we are going to have labour force shortages because people didn't have babies in the seventies, all right, and because a smaller pool waited later, we are going to have them next decade, because people didn't have them in the eighties and the decade after that because people didn't have them in the nineties. Even if I can get the young women in this room motivated to go home and do it for their country, even if, and there is no chance, even if it will still take 25 years for the labour force shortage to wend its way through the system.

Now, people immediately go, not a problem, immigration. We will steal them from elsewhere. Not a problem. Okay, look at those red countries. Nobody really important, Canada, Australia, the entire EU with the exception of Switzerland, and who knows what is going on there, not me, Russia, the Ukraine, China, what is interesting about those red countries? They all have birth rates between 1.2 and 1.7. They are all well below replacement. Where exactly are we going to steal this labour from? Well, we could try for Africa. Africa is blue. That is where the fertility is. However, 70 per cent of people in Africa have grade 3 education or less. Okay.

The problem is, what is the biggest predictor of fertility rates? Do you know? Education. Education generally. Education of the women in particular. So when we have a developed economy like Canada, the EU, etcetera, what is happening is people are waiting longer to have children, they are having far fewer and it is going to be very, very difficult for them to steal labour from elsewhere. Now, both Canada and Australia have an Aboriginal population that is growing. However, we are not educating them. We are not involving them in this situation and that is going to be to our detriment as we move forward. We have a huge resource there that we are not tapping but the dialogue has to be completely different because when I did my thesis up in the Sioux Lookout Zone, in Northern Ontario, with the Cree and Ojibwa and we are saying, well, we are going to education you and they are going, no, no, no. We have to have a discussion here of how I am going to be educated but I certainly don't want to move away from my community to get your education. So, you know, we have to have a different dialogue.

Now, this recession, you know, if we look at it, the financial crisis, you know, there are different estimates but a lot of the estimates are that we are coming out of it right now. Your unemployment rate in South Australia is like five per cent. Across the board in Canada, with the exception of South Western Ontario, we are at five and a half and in our oil province and the one beside it, we are at the high threes. This is a recession? You

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know, we have to be very careful. We are going to come out of it very quickly and we are going to move right from that recession into the whole issue of the labour market and Canada – a report came out – Canada is handling it quite differently, in my belief, than is Australia. Most of my big firms are not cutting at all.

When I talk to the oil, we are big oil producing nation and equivalent to your mining, and I talk to my big oil companies and they say it took us two years to get these really good engineers with the skill and the talent we need. If we cut them now, how are we going to replace them in a year and a half? We have cut where we can but we don't cut labour. And I am not hearing that dialogue here, though I might be wrong, but I am just reading your newspapers and it doesn't sound like that is the dialogue but I could be wrong. In Canada a report came out about six weeks ago that says we will need a recession of 21 years to offset the labour force shortage. So, you know, behind door A is a 21 year recession. Behind door B is a profound labour market shortage. You pick, you know. Well, I don't want to pick. Is there no other door? Pick. Okay, I am going for I think we have got to manage for the long term.

Now, this is just data on the average length of a recession. You can see that we are pretty close to – we are just slightly over the average length right now, the average length is 13 months. As I said before most of the indicators are we are coming out. So we need to be extremely careful that we don't act prematurely and actually kill our ability to recruit and retain when we move forward. The real downside of this whole recession is it is masking this underlying labour force issue and any organisations and governments who behave reactively, are going to be going for the big bang, for the buck in terms of publicity, public statements, etcetera, but the problem is that when we come out of it they are not really going to be ready at all. So a short term focus on financials at the expense of our people management is going to come back to haunt us, I would suggest, and it is going to make it – how you behave now to your employees is going to predict your ability to recruit and retain as we go forward into this very different labour market.

Now, Worklife Conflict, I link it to a lot of really big things. It is very strongly linked to your ability to recruit, okay. I mean, everybody in here is going, yes, we know. If we know, then why are we not going stuff all about it? It is also linked to our ability to retain. It is linked – our older workers are not going to stay with us if they are overworked and tired. As soon as they can, they are going to leave. It is also going to be very difficult for us to recruit young workers into a workforce of grumpy, cranky, stressed out workers. And if my people – you know, if your people, who work for you, actually say, "Why would you want to work for us? Are you a loser?" You know, it doesn't really matter how good your website is and how good you say you are, if they say you are horrible, they are not going to work for you.

Now, here is a really big one that we are not talking about, succession planning. I am not hearing the discussion over here at all on succession planning. That is a big paranoia in Canada. Why? Because our workforce is older and if we look at the top layers of our organisation, they are all baby boomers and they are all going to go at once and we didn't hire much in the last recession so we are missing, if I look at my workforce demographic profile of most companies, a lot of boomers, under supply of Gen X, 30 to 45, and then we are trying to hire young people and we have got a huge initiative on young people but the problem is young people are not ready for the promotions. Here is what my research says. Hey, I am going to promote you. Hey, stick needles in my eyes. We will give you more money. It won't pay for my divorce. What happens to balance as you go up the ladder? It becomes a word, it is not a reality and the problem is young people don't want those jobs any more. I like what I do. I am trained in this job. You know, if I take that next job up, they are going to give me a mobile phone and Blackberry and they are going to be expecting me to be available 24/7 and that is going to really destroy my balance. So succession planning is going to be an issue.

The other problem is we are not hiring and the other problem is we didn't hire in the last recession and so I would like to explain it quite simply. It takes nine months for a woman to have a baby and you cannot speed it up by having nine women chip in a month, okay. If we are not spending money right now developing the next set of leaders they are not going to be ready. You can hire all the young people you want, they are not going to be ready.

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Now, if I move forward and I start looking at what is the predictor? Now, we have a big data set, we looked at everything, well, you know, it's single parents, right, they have more problems, it is people with young kids, it is people with teenagers, it is this it is that. You know what, it doesn't really matter what I looked at the family end, there is only two main predictors, Role Overload and Work Interferes with Family. The first one is your demands on your work end which swamp your demands on your family end and are fairly inflexible and make it really impossible for you to deal with the demands at your family end and it is not the nine to five job, our data says, that causes the problems. Let me see again how many of you work in the evening? How many of you work on the weekend? How many of you take your Blackberry with you on holiday? How many of you take your mobile for work out to dinner? That's what is getting you. Okay. You have to recognise, you know, what it is. What it is is all the extra. It is not the nine to five, people can deal with that. It is all of the supplemental donated work.

The other big predictor the culture. The organisational culture is not about policies. Culture is not about the actual rules, it is the way it really works around here. And the problem that we have is the culture of most organisations is the culture of hours. The culture of well frogs and that is because of the boomers. So what the culture of well frogs is is if you put a frog in a pot of boiling water, the frog isn't stupid, the frog will jump. But if you put your frog in a pot of normal room temperature water, you turn that water up slowly and gently over time, the frog actually will stay in there until they die. Not only that, but when young frogs, who have not habituated to the hot water come along and put their feet in the water, and go, "Are you nuts, it's hot" the old boiled boomer frog will go, "My goodness what is wrong with the work ethic of our young frogs?" The problem is our workforce is full of people who survived the last recession.

We didn't double their workload overnight. We did it ever so slowly and gently over years and now we are habituated. But the problem is the young people, they want a life. They are looking at what happened to us. They are seeing the downstream results of overwork. When I interview them, my parents loved their job, you broke their heart, you dumped them, you treated my dad like dirt, you let my mum go, I'm not making that mistake. I look at my parents. My mum is on stress leave. My dad has got a drinking problem. My parents got divorced. I am not giving my heart and soul to my organisation. You have got to look out after yourself because quite frankly you can't trust the employer. What is this new recession going to do to that attitude? It is just going to cement it, I think – I would propose which is a big problem.

Okay, if we look at my research – and by the way all you have got to do is go to Google.ca, not Google au, because that's Canada's Google, and just put in my name and Health Canada Reports, all of them are on the web. All of them are like 200 plus pages. You can find there more than you ever wanted to know about this topic, okay. Well, no, you are all interested I know. I looked at what can employers do, I looked at what can employees do, I looked at what families can do but what I am going to talk about here tonight, because of who it was sponsored by etcetera, is the employers themselves, what they can do.

Now, what we looked at in our study is we looked at flexible work arrangements. We looked at this as part of policies that people offered. We looked at perceived flexibility. How much control people actually felt they had and we looked at the manager because, for example, Barbara would know, you know when I was young I really wanted to be the goddess of policies but I found policies actually are not important, it is who you report to. So a lot of my research is on the immediate manager, all right. So if we look how the Canadians work, you know, the majority of them – flex time from the majority of Canadians is you can come in any time before 7 am, you can leave any time after 9 pm, but quite frankly, beyond that, no.

We actually have flex time but, you know, most people don't actually take advantage of it and Australia is stunning. You have – I don't know if you knew – you have the highest reliance on part-time work in the world, did you know that, especially of your female workforce? This is an incredible waste of resources. By the way, are the females who are working part time in Australia, do they have better or worse balance? How many of you think more? How many of you think less? You are absolutely right. The typical part-time female in Australia is paid for 20 hours, works 31 and is expected to be grateful, okay, and they do as much at home as a full-time stay at home wife and so a double whammy, a double whammy. So this is a problem and how are you going to staff your labour market when you are not actually, you know, giving, you know,

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you are not taking advantage of your female talent? It is a big issue for you. This is perceived flexibility. Now this is quite interesting.

So we asked, how easy is it for you to vary when you come in, when you leave, can you interrupt your work day, go deal with something, come back to work, can you be home to have meals with your family, can you take your vacation when you want? That is flexibility and, by the way, it has nothing to do with what work arrangements you work for. And what we found was one in three Canadians, high flexibility, one in three low flexibility and the rest in the middle but if I were to actually look at the government of Australia, I would find that one person is on the high, one is in the medium, one is in the low. The employer doesn't make the difference. Who makes the difference to your flexibility? Who you report to, your manager, you know? So all of the effort, that is good, and Australia this is my data, 12,000 managers and professionals. Now, Canadians data is the full gamut of the workforce. Here I have only got data on managers and professionals and I have still got – I would expect - in Canada, your managers and professions have the highest levels of flexibility and as you go down, you know, less flexibility and even here, you know, you have got 40 per cent with high but you have got as many with medium and one, you know, almost 20 per cent was low.

What is really fun, I have to put this one in for you because this one was my favourite slide, who has got the flexibility, the perceived flexibility in Australia? It is the guys with no kids. And who doesn't have the flexibility in Australia, my goodness, it is the women with kids. It is people with sandwich responsibilities, child care and elder care. So what we have got here is a real disconnect. People who need the flexibility, don't have it and the people who don't need it as much, they have got a lot of flexibility and, by the way, that data doesn't hold for Canada. It was right across the board so this is pretty uniquely you, okay.

The other problem that we have with respect to policies in place, etcetera, we have got to focus on young kids. How many of you have got teenagers? Did your stress go away? No. Actually the data says that the relationship between stress and age of kids is actually a U shaped function. Maximum stress when your kids are under five and over 12. If you have got kids six to 12 you are in the honeymoon phase of parenting and then they become teenagers and life as you know it is over but we do nothing to support parents of teenagers and we really don't recognise the whole issue of elder care yet and we are not giving young people teller work opportunities so it sounds like South Australia is doing a better job than we are and we are not doing training and development and we are not doing it on the employer's time.

Now, as I said before, a lot of my research is based on the manager. When I did my first study in 1991 I found the manager was the key predictor and I was given a lot of funding actually by General Electric which was kind of an interesting experience, to actually identify the behaviours associated with good management, okay, and bad management. Why? Because you can train for behaviours. You can promote based on behaviours. You can put your performance appraisals based on behaviours. You can fire based on behaviours. Now, when I went into this research I thought there would be two kinds of managers, great managers and jerks.

Unfortunately, there are three kinds of managers, one that I was not really anticipating. There are in fact great managers and about 50 per cent of manages, in both Canada and Australia, are great managers. They listen to their staff. They give positive feedback, coaching, mentoring, focus on deliverables and output, not hours at work. Then you have got about 15 per cent of your managers who are total jerks. I mean, there is no other way to say it. They vent their frustration on employees in times of crisis. They take credit for their employees work. They focus on hours and presenteeism. No person leaves before their time unless, of course, the boss leaves early. They focus on what you did wrong, not what you did right. Now, those two are quite clear cut but then we have group in the middle, the mixed manager, Dr Jekyll and Mr Hyde. Look at all of you nodding.

So they start their day well. They have a meltdown at 10. They slam things if they are guys, they cry if they are women. They change their mind and their priorities approximately 15 times in the space of several hours. They take credit for your work. They yell at you in front of your colleagues. They lay out at you in front of your clients, etcetera. And then, at the end of the day, they buy drinkies for everyone. Love you guys. You are my most important resource. Now, who do you want to work for? Well, first of all that good

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manager. That good manager works 22 hours a month more than the other two kinds of managers. Who is the most overloaded person right now, the good manager. Why? Because they are operationally loaded but they care about their people and so they spend a lot of their own time listening to you, coaching you, dealing with problems, etcetera. Okay.

Now, say I tell you – you are all smart people you want to work for the good manager – say I say to you, you can't. Who is your second best choice? How many of you would like to work for the jerk? That is the correct choice. Now, not that I am advocating this as a government policy, come to South Australia, home of the jerk. You know, Worklife is a better initiative I think for you but quite frankly you're better off if you're working for a jerk. Why? You know, what do you do? Say your jerk boss - you avoid them - but say they catch you in the hall and they say, "Are we on budget?" What do you do? You lie, absolutely. You are right. Anything I need to know? No. Everything okay? Fine. You hope some miracle happens, you know. The non supportive manager shoots the messenger so you do not want to be the messenger. However, what happens to the organisation is they never find out anything until it is too late and so overload goes way up because you're completely reactive.

For the next manager, you have no idea from one second to the next, how that person is going to behave and the stress levels, if you work for this kind of manager, are astronomic, okay, so we need to recognise. Now, here is the Australian data. You look exactly the same as us, okay, so don't go those poor pathetic Canadians, we are all great over here. No, you are not actually, you are exactly the same as us. And again, don't forget that is the top end, that's managers and professionals. I wonder how the other end would actually view. Who is the most likely to have – think their manager is wonderful, the guy without any responsibilities. I mean, there is a trend here in the data and if you have got kids and elder care, doesn't matter if you are a man or a woman, you are not as keen on your manager.

We look at policies in Canada. What is the number one policy approach in Canada? EAP. How many of you have EAP in your organisation? How many of you give a limited number of visits? Absolutely. So it is kind of interesting, isn't it? It can take us years to break you. But you have got to smarten up in five visits or less or you are too weak to work for us. That is the way it works. We will give you time off in lieu of overtime. We will let you work – we will give you time off without pay but what we won't do is give you child care referral, elder care referral, on site day care, things that really, in fact, make a difference.

So what is the real key to reducing overload, it is the perception of flexibility. In fact, what is interesting is a lot of people don't actually take advantage of the flexibility. All they need to feel is they could do it if they needed to the two most important forms of flexibility is the ability to re-arrange your work schedule on a ad hoc basis to deal with something personal. So I know that two weeks from now, it is my kid's graduation. Could I have that day off? No. Well, I am going to be happy, not. Okay. It is that ability and the ability to interrupt your work day, deal with a personal issue and come back to work. Say I am at work. I get phoned by the school. My kid has fallen, is crying. I want to go and tend to my kid and then I'll come back. If you say, no, I can't leave, will I not leave? I'll leave but all of a sudden I will be ill. I will leave anyway, but I will hate you because you have made me lie to you, our data says, and you lose my services for the whole day as opposed to losing it for a couple of hours, you know, start thinking about it.

Ability to take your holidays when you want. Now, 50 per cent of Australians can't take their holidays when they want. Ability to be home in time to have meals with their family. 60 per cent of Australians can't do that. But what does Statistics Canada say is the most important indicator of sound family functioning, being able to have meals with your family. Being able to take time off work, paid time off work, paid time off work to deal with child care or elder care issues, okay. Unfortunately flexible work arrangements, they are necessary but it is not sufficient. It is necessary because of what it signals in terms of the organisation but we can't take a check-mark approach. We can't go flex time, check, check and everybody is going, excuse me, I can't do it. Who cares, I'm checking. It's about practice, okay. None of the benefits made any difference.

So if your approach is just to put in the policies, you are not going to actually get anywhere our data says and our data is with 33,000 Canadians. So, you know, it is considered to be a pretty sufficient sample. You know, you have to focus on use. You also have to focus on the manager. None of your employees work for

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your company, they work for who they report to. Now, why are managers not doing a good job? We promote this on operational excellence. You are my best engineer. How will I reward you? I will make you a manager. Where you don't get to do the job that you are trained for that you love and I am not going to give you the training and development that will help you be a good manager and I am sure not going to give you any time to manage. Okay, so what do we need to focus on?

We need to give managers the skills they need to do the job. What does my data say and from my business school here, good market to get into, what do managers need? They need conflict resolution training. Management is about resolving conflicts. They need negotiation skills. They need communication skills, specifically how to give feedback, how to give constructive feedback, positive feedback, negative feedback. They need listening skills, all right, and they need project management training and how to set priorities and manage time. They need the tools. We want them to be coaches, mentors, but they have no idea what a coach and mentor is, especially if they are an engineer. I mean, my first two degrees were in engineering. Trust me, they need time.

If we talk about good management - but we overload our managers in terms of right now a manager is an operational expert, a labour management expert, a human resource manager, a typist, an agent of change, a champion of something and they are spending 90 per cent of their in meetings. When exactly are they going to do the management job? That is what makes the big difference for most of your people, okay. We need to incense them. We need to have 360 performance review. How many of you have 360 in your organisation? Here is the trick. So 90 per cent of you don't, you need to have it. How many of the people with 360, is it tied to compensation? No. You know, it is worth nothing. What we do is we do it for development purposes only. So what happens, the good managers take it and they learn but the bad managers, this is a waste of my time. I don't need it. Oh, yes, you do. Oh, no, I don't. Oh, yes, you do. So we need to recognise that.

In terms of employees I thought I would put in just a little bit here to tell you personally what you do because I know what doesn't work. A lot of Canadians suck it up and try to do it all. They reduce their sleep. They have no friends. They have no life, okay. In fact, dah, that doesn't work, okay, in case you thought it did. I really want you to know they are reducing the quality of things, trying to forget about it, not sleeping, not socialising, really doesn't work. What does work? Prioritising works. But if I look at companies, the average company now has over 30 number one priorities. You are all going, yes, we know. The problem is when I work with them, I go, "You can't have 30 number one priorities, get out of the room and reduce it." They come back with five and I go, "Well, what does this one mean?" And it all opens up and they have dumped 11 in there. You know, you are only kidding yourself. I say, "You must have a number one priority?" I say, "What if the building is burning, what file will you take?" and they go, "I'll go down with the building. I can't make up my mind."

In a recession we can't do it all. If they are not going to fund it all, and this really applies for educational institutes, if they are not going to fund it then we can't do it all but we just fool them by having all our people do all this extra work and then don't even see the downside of cutting. So we have got to actually train people that in fact it doesn't work. Get enough sleep. How many of you get enough sleep? Hands in the air if you go, "Sleep, what's that?" Okay, you need to get enough sleep. I don't know if you know the downstream results of not getting enough sleep. It is like drinking and driving. In Canada when we go to daylight saving, the accident rate goes way up because in fact people become stupid because they are not sleeping enough.

Have friends. Remember friends? Have friends. You know, they can't help you but they can sympathise with you. We know, maintain personal standards at home, but, don't be anal. Okay, don't iron underwear. Don't even buy cotton, okay. Just don't buy it, you know. On the other hand, what we know is people who are too much of either extreme don't do well. So if you live in a hovel and your house could be condemned that is not helping but if you are a neat freak and you have got these perfectionist tendencies and you are A plus plus, that doesn't help either. Be a little bit relaxed. Try and balance on a weekly basis. Make a real effort to keep work and family separate.

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There are two models, as my colleagues know. There is integration and segmentation. My data says integration doesn't really work because what happens is work takes over. Segmentation does work but it takes a lot of effort and don't think if you have got a Blackberry you are segmenting. Okay, just in case you thought that you were. Cover family responsibilities for each other. Now, this is called the Egalitarian Family Model. What is very interesting is the Egalitarian Family Model really helps one gender and it doesn't help the other so much. What gender is helped by the Egalitarian Family Model? Women, absolutely. What gender is not helped so much? Men. But I do want to emphasis what the Canadians says about Worklife Issues. We can't call it a women's issue in Canada any more for the following reasons. One, my younger men actually track exactly like younger women in terms of the data. The difference – the gender difference in Canada in time spent in child care has virtually disappeared. Younger men, by younger men 45 and less, don't want to be like their fathers. They want to be involved in the care of their kids and they are married to professional women who are going, "You know, it is not babysitting when they are yours big fella." So we are seeing that.

At the other end of our life we are seeing men with their mothers, that is very interesting. Gender is not the primary predictor of who is going to look after the elderly dependent. It is whose parent it is and actually it is very interesting. The women in the interview studies that we did said, "Your mother treated me badly for 15 years. She is sick. She's yours. Good luck." And so kind of interesting. So I want to – in many cases, sons, just like daughters want to be – they love their parents desperately and they want to be there in their dying days. So I guess I want to end with the following. First of all employees, employers are at a really critical stage, in my opinion. We have actually cut so much in most organisations that we can't cut much more and the recession, I see a real danger of both overload and Work Interference with Family escalating dramatically and we are going to see the downstream results of that in Australia's health care system.

We are going to see it in terms of your ability to retain your talent when this recession is over. The recession means that many of you are going to be tempted to actually handle the financial piece and ignore the people piece and I am really cautioning you against it. For my people, don't burn the candles at both ends. Nobody is going to give you balance. I am not going to along and go, you, you need balance. It is up to you to take balance. You have to put boundaries on your life. You have to shut that Blackberry off. You have to spend time, physically and mentally, with your family. On your death bed how many of you are going to go, "Dear Lord, don't take me now I have emails in my in basket." Probably none of you so let us actually do something about it now rather than we are on our death bed.

No one is going to give this to you. Balance is not day by day. Balance is over a course of months. You know, sometimes it is work. Sometimes it is family but if it is always one not the other, you have got a problem and you are the person who is going to have to deal with it. I am going to leave you with two words – I have only got one word of wisdom, I guess, which is Woody Allen. Woody Allen says, "More than any time in history mankind faces a crossroad. One path leads to despair and utter hopelessness. However, the other leads to extinction. Let us pray we have the wisdom to choose correctly". I encourage all of you, if your organisation is not focusing on it, to personally do something for yourself. Thank you very much and I was honoured to be invited. Thank you.