Careers in Biomedical Science: Flexibility & Family Friendly Policies

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Why am I here?

- To say **thank you** for participating in the survey on your awareness, use, and attitudes toward SOM policies for career flexibility.
- To share:
  - Why we are doing this study.
  - Why it is important to all faculty.
  - Some preliminary results.
- To educate on our policies, so that they can be accessed and used!
Convergence of many factors is raising interest in flexible careers nationally

- **Generational issues:**
  - Younger generations are more interested in family and a well-rounded life
  - Older generations are burned out and want balance.

- **Gender issues:**
  - National workforce: 40% = women; many are the sole bread-winner for families.
  - Under-representation by women in medicine and science careers: even though 50% in medical school and PhD programs.
Growing literature on generational differences in medicine.

Turnover and retention at a major academic medical center

- Average annual turnover of new hires: 24%

- A more insightful perspective: Over 5 years, how many new hires are retained?

- Of MDs hired in 1995:
  - 83% retained after year 1
  - 72% retained after year 2
  - 64% retained after year 3
  - 59% retained after year 4
  - **55% retained after year 5**

Cost per physician at a major medical center:

- To hire: $36,374
- To Train: 89,800
- Cost of efficiency (learning curve): 86,501
- TOTAL: $213,044


Cost for basic scientist: $1,047,000
Beyond Bias and Barriers: Fulfilling the Potential of Women in Academic Science and Engineering

- Documents significant gender gaps in academic pipeline. Women:
  - Receive 20%+ of life science doctoral degrees but have <15% of academic positions.
  - Paid less, promoted more slowly, hold less leadership positions.
- Concludes that sources of gaps are unconscious, pervasive bias.
- Solutions include: Additional institutional support for working parents.
What is career flexibility?

- **Flexibility of time:**
    - UC is a leader in leave policies; first established in 1988.
  - Extension of the “clock” for promotion.
  - Part-time faculty appointments.
  - Alternative work schedules or job sharing.

- **Flexibility of place:**
  - Telemedicine, telecommuting, video conferencing.
  - Programs that link business outcomes with flexible arrangements.
Previously, depts created their own leave policies in their compensation plan. This was problematic since:

- “Wealthy” departments offered better leaves than less wealthy.
- Depts with few women offered minimal leaves for child-bearing and family leaves.
- Created a culture of “haves” and “have nots”
- Some depts offered leaves they couldn’t afford!
Can flexibility improve career satisfaction?

- Villablanca and Howell: NIH R01, $1.27M, 4 year
  - Study awareness, attitudes and use of flexible career policies.
  - Are there key elements of family friendly and career flexibility policies that serve as a model for improved faculty satisfaction and career success?
Baseline survey re: satisfaction, awareness and use of career flexibility options.

Implement an Accelerator intervention:
- Improve awareness of, access to, and use of family-friendly policies;
- Assess its impact over a 3-years re: professional outcomes, awareness and use of options, satisfaction

Explore which personal and professional characteristics affect: performance, awareness, use of options, and personal satisfaction.

Compare with other UCD biologic science schools: School of Vet Med and College of Biologic Sciences
## Child-bearing and Child-rearing: Leaves at Full Salary

<table>
<thead>
<tr>
<th></th>
<th>Child-bearing</th>
<th>Adoption/Placement*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who:</strong></td>
<td>Faculty member giving birth</td>
<td>Faculty with &gt;= 50% responsibility of childcare for child &lt; 5 yrs old.</td>
</tr>
<tr>
<td><strong>Time and Duration:</strong></td>
<td>Full-time leave for 12 weeks maximum</td>
<td>Full-time leave for 12 weeks maximum</td>
</tr>
<tr>
<td><strong>Salary:</strong></td>
<td>Full salary</td>
<td>Full Salary</td>
</tr>
<tr>
<td><strong>Healthcare Benefits:</strong></td>
<td>Maintained</td>
<td>Maintained</td>
</tr>
</tbody>
</table>

*only one parent may use the adoption leave
# Child-rearing and Family Leaves: Reduced Salary

<table>
<thead>
<tr>
<th>Who:</th>
<th>Family &amp; Medical Leave</th>
<th>Parental Leave</th>
<th>Active Service Modified Duties</th>
<th>Part-time Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1+ yr univ. service, responsible</td>
<td>Any faculty member</td>
<td>1+ yr univ. service, responsible for &gt;=50% childcare</td>
<td>At chair’s discretion, and academic/business needs</td>
<td></td>
</tr>
</tbody>
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</thead>
<tbody>
<tr>
<td>Full-time leave for 12 weeks maximum</td>
<td>Full-time leave for 1 year maximum (other leaves included)</td>
<td>Negotiated part-time for 12 weeks maximum</td>
<td>Negotiated % reduction, renewable at re-appt. time</td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Salary:</th>
<th>Family &amp; Medical Leave</th>
<th>Parental Leave</th>
<th>Active Service Modified Duties</th>
<th>Part-time Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>For first 3 months</td>
<td>None</td>
<td>Full base, Y reduced proportional to duty reduction</td>
<td>Base and Y reduced proportionate to duty reduction</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Healthcare Benefits:</th>
<th>Family &amp; Medical Leave</th>
<th>Parental Leave</th>
<th>Active Service Modified Duties</th>
<th>Part-time Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintained</td>
<td>None</td>
<td>Maintained</td>
<td>Maintained if &gt;=50% appt.</td>
<td></td>
</tr>
</tbody>
</table>
Childbearing or adoption/placement leave: 12 wks, full salary, benefits maintained.

If more full-time leave is desired: FMLA; 12 additional wks, no salary, benefits maintained.

If more full time leave is desired: Parental leave; up to 1 year (inclusive of time above); no salary or benefits, but job is held.

Temporary part-time after any of the above: Active duty modified service: Full X but pro-rated Y salary; full benefits, max = 12 wks
**Leave options for care or death of family or others residing in your household**

<table>
<thead>
<tr>
<th></th>
<th><strong>Using paid sick leave</strong></th>
<th><strong>Family and Medical Leave</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who:</strong></td>
<td>Faculty with unused sick leave</td>
<td>Faculty with $\geq$ 12 months university service</td>
</tr>
<tr>
<td><strong>Time and Duration:</strong></td>
<td>Full-time leave for 5 days maximum</td>
<td>Full-time leave for 12 weeks maximum</td>
</tr>
<tr>
<td><strong>Salary:</strong></td>
<td>Paid</td>
<td>Paid for first 3 months</td>
</tr>
<tr>
<td><strong>Health Benefits:</strong></td>
<td>Maintained</td>
<td>Maintained</td>
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# Adjustments to the “Clock” for Academic Reviews

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<th>Extending the Promotion Clock</th>
<th>Deferral of Merit or Promotion Reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who:</strong></td>
<td>Assistant professors with &gt;=50% responsibility for care of child &lt;5 yrs, or who has medical leave</td>
<td>Those who experienced leaves for childbearing, adoption or placement, for medical reasons; or for other significant reasons which impacted productivity</td>
</tr>
<tr>
<td><strong>Time:</strong></td>
<td>One year extension for each event above, up to 2 years maximum extension</td>
<td>Deferrals = One year each, can be requested more than once</td>
</tr>
</tbody>
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Medical Leave and Disability

Standard salary coverage by depts during first 180 days, SOM-purchased long-term disability after 90 days to cover 60% of Y salary, employee purchased disability begins after 180 days to cover 70% of X salary.

1st 90 days of waiting period
- 100% pay
- 1-3 mos

2nd 90 days of waiting period
- 100% X
- 4-6 mos

Long Term Disability (CIGNA)
- 60% of Y, $7,500/mo. Max
- (benefits begin @ 90 days as of 9/1, currently begin @ 180 days)

Supplemental Disability (LIBERTY MUTUAL)
- Supplements other income to 70% of X
- $10,000/mo. maximum

Supplemental Disability Benefits begin @ 6 Months

Note: Disability insurance benefits as of 2010, and subject to contracts with insurers
Survey Results:
Baseline Survey
Respondents

- Response rate: 42% (n =325/779)
- ≤50 years old: 53%
- Rank: 31% Assistant
  24% Associate
  44% Full
- ≤10 yrs at UCD: 61%
- Race: 27% non-white
- Gender: 38% female, 62% male
Marital status similar between men and women—over 90% married or in committed relationships.

Women more likely to be childless (35% women vs 14% men), in SOM only.

Men more likely to have no other family responsibilities and children >18 years old living out of the home.

33%-42% of men and women faculty report other family care responsibilities (elderly parents, grandchildren, etc.).

Faculty rate their level of family responsibilities as ‘significantly demanding’ to ‘very demanding’
Ratings of policy awareness across three UCD schools by Gender

- **Child bearing leave**
- **Modified Duties**
- **Extension of time clock**
- **Deferral of reviews**
- **Reduction to part-time**

Score: 1 unaware, 3 mildly aware, 5 very aware

*p < 0.05
Percentage of faculty using any flexible policies, 2007-09

**Actual Use**

- SOM
- SVM
- CBS

**Self-Report Use**

- benefits in last 10 years
- denied use
- wanted to use
- wanted to use but chose not to
- took time off but not as much time as s/he felt s/he needed

*Note: no significant differences for schools except for “wanted to use but didn’t”.*

*p<0.05, **p<0.01, ***p<0.001
Why did those who wanted to use policies choose not to? (SOM)

SOM Reasons by Gender

- Male
- Female

Reasons by School

- SOM
- SVM
- CBS

† p ≤ 0.05 female > male in CBS only
Importance of Policy to ...

Recruitment and retention †
Career advancement †
Career/family balance
Ability to meet respondents' needs
Departmental support in policy application
Overall career satisfaction

Mean Score

**p<0.001

Score 1= strongly agree, 5 = strongly disagree
† stronger agreement for females vs. males in SOM only (p<0.001)
Attitudes toward flexible policies

Satisfaction with Family Friendly Benefits by Gender

- Increased satisfaction due to existence
- Increased satisfaction due to future use
- No change in satisfaction
- Concern about reaction of colleagues
- Fair implementation

*p<0.05, **p<0.01
Resources favored by faculty to enhance work-life balance

Helpful Resources

- **On-site Child Care**
- **Peer coaches**
- **Workshops**

**Percent Respondents**

Female SOM: 40%
Female SVM: 30%
Female CBS: 20%

Male SOM: 30%
Male SVM: 20%
Male CBS: 10%

*=p<0.05, ***=p<0.001
Summary of findings

- SOM = lowest awareness among our biomedical schools.
- No use among male faculty in SOM.
- Barriers to use are more common among women.
- Men and women show high satisfaction knowing that policies exist.
- Satisfaction linked to existence of policies and their possible future use.
- High level of interest in on-site child care among men and women.
Survey comments
More insights for future actions
Satisfaction

- “I still remember the enormous sense of relief I felt when I found out I was going to be able to take 12 wks of maternity leave and that I could add my vacation to it. Thank you so much.”

- “I am glad we have them (flexible policies) and fully support the concept.”

- “It has been a long time coming and is overdue even though I have had no need for such services.”
“Expectations are not conducive to having a family. Administration offloads onto faculty lots of unnecessary red tape. We now have to process our own travel, provide accounting oversight for all our grants. At some point there is only so many hours in the day.”

“…the standards of teaching and productivity that we hold our faculty to are very VERY high and make the balance part of “work-life” almost laughable. I can’t think of anyone that truly maintains a balance.”
“At this stage of my life, I am more interested in how I can balance work with possibly taking care of my elderly parents.”

When my mother was dying my chair told me to ask someone else for help when trying to find call coverage. Of course I already had; I just worked anyway and will resent it forever.

“None of these policies are questions are concerned with faculty who are single with no children and trying to balance an academic career with a personal life. Single people in general are excluded from most, if not all of these conversations.”
Common Myths
Myths

- Work-life policies are just for women.
  - False!

- Faculty have to re-pay time spent on leaves.
  - False!

- Work-life policies are just about child-birth or child-care.
  - False!
Next Steps
Interventions for improvement

- Work related to the grant:
  - Increasing awareness: brochure, new website, presentations and workshops
  - Re-surveying to assess change in awareness and use – so please take our survey again!
  - Examining effect on merit and promo actions.

- Working with SOM re: expectations and additional improvements for dads, singles, LBGT, others.