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# Sloan Work and Family Research Network

Providing resources ■ Supporting a community ■ Building knowledge

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WORK-FAMILY RESEARCH  
AT THE WORKPLACE

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## REFLECTIONS FROM THE SLOAN FOUNDATION



### Paths Toward Researcher/Practitioner Partnerships

By Kathleen E. Christensen, Ph.D.

Kathleen E. Christensen, Ph.D.

**Kathleen Christensen, Ph.D.** is the Program Director for the Workplace, Workforce and Working Families Program at the Alfred P. Sloan Foundation. Dr. Christensen has articulated strategies designed to have an impact on our

understandings of work and family issues and to promote innovative approaches to research. Over the past six years, Dr. Christensen has continued to refine these strategies so that they continue to challenge research, practice, teaching, and policy.

In each issue of the Work-Family Research On-line Newsletter, Dr. Christensen shares her insights about research trends and emergent work and family challenges. In addition, her column discusses the cutting-edge strategies developed by the Alfred P. Sloan Foundation to enhance well-being of today's working families.

The Alfred P. Sloan Foundation has long recognized that cross-disciplinary collaborations can enhance the outcomes of work-family research. As a consequence, we have actively pursued the development of research partnerships with employers, unions, non-profits, as well as government agencies as part of our

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## INTRODUCTION TO THE ISSUE

### About the issue

"Work-Family Research at the Workplace" is the focus of this issue of the Newsletter. We aimed to both highlight researcher-practitioner partnerships as well as focus on some recent studies that examine work-family issues in selected industries, including health care and academia. We extend a special thanks to Brad Harrington, guest writer, for preparing the introduction to the issue. Harrington, current Director of the Center for Work and Family and Professor of Organizational Studies at Boston College and former executive at Hewlett-Packard Company, brings his experience from both the business and academic domains to the issue.



Brad Harrington, Ph.D.

Executive Director, Center for Work & Family

### Having Impact: Bridging the Gap between Theory and Practice

By Brad Harrington

At last month's AWLP conference, I was asked to lead a session called "Knowledge = Power: Using Research to Drive Organizational Change Efforts." As someone who spent twenty years in the corporate world before moving to academia, I can empathize with practitioners who struggle to use research to inform their human resource initiatives.

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## WORK-FAMILY RESEARCH AT THE WORKPLACE

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grantmaking activities. These collaborations, particularly between employers and researchers, are usually complicated and can be difficult to establish, but they have resulted in important new insights and even break-through thinking about today's work-family challenges.

Today, the work-family area of study faces new challenges with regard to the creation of meaningful and productive partnerships. The dialogue and discussion about work-family research must extend beyond the academy if we want business leaders and policy makers to consider research evidence as part of their decision-making. Despite the inherent difficulties in creating vibrant collaborations between researchers and practitioners in the private, public, and civil sectors of our society, it is imperative that some researchers begin to explore this partnership frontier.

Properly executed, research partnerships can leverage new resources and generating opportunities for work-family studies. There are, however, several important factors that must be carefully considered before any partnership will work. First and foremost, researchers and their partnering organizations need to understand and respect the different [although hopefully aligned] motivations and goals for collaborating with each other. A partnership cannot be effective when it engenders a one-way, non-reciprocal relationship. From the very beginning, each partner must ask, "What does each side contribute?" Partnerships which become focused on what the other partner is expected to contribute are bound to fail.

As researchers in the field of work-life, we frequently speak of contributing to the "common good." We publish our findings; disseminate our data; expand our knowledge base with the ultimate goal of improving the lives of people. But to reach that goal requires that we work closely with decision-makers from

the onset of a project and through to the end. To contribute to the common good, we must find common ground with work-life practitioners, and that calls for effective research-practitioner partnerships.

Business leaders often observe that they become interested in engaging in action-research partnership if they identify a seemingly intractable issue that needs to be further researched. For the organization — which is the change agent, after all— the research will yield the evidence-based information that will allow them to start making the necessary adjustments to address the problematic issues. In these situations, business leaders can view researchers as having expertise that can be of service to the organization. By gaining access to the workplace, researchers can expand our understanding about selected work-family issues. In this fashion, the common good is served.

That's easier said than done. Business organizations tend to have very different goals for work-family research than we do in academia. In fact, they tend to even adopt different language; business leaders identify work-family experiences as part of a broader set of work-life issues. A company engaged in research will, in many cases, want to keep that information in-house because it gives them a certain competitive advantage. In fact, sharing details about workforce, policies and programs seems counter intuitive to the corporate imperative. But of course there are examples of non-proprietary research in the work-life field. These include projects that have identified for individual firms areas for improvement, while contributing to the overall work-family knowledge base. What these projects tend to have in common is a partnership approach to research. The firm sees the research as providing a service to the company as well as to the community. They have asked the question, "How will this project be of mutual benefit to both the researchers and the

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Why don't practitioners embrace research and research findings in planning their organizational initiatives? There a number of obvious challenges in doing so. First, the current business environment does not lend itself to taking a long-term, "planful" approach. Corporate cycle times for product development, organizational restructuring, and measuring business results have become increasingly short and provide little time for reflection before or after taking action. Further, corporate downsizing has left all feeling stretched to simply complete short-term, urgent tasks.

Second, given this "need for speed" many practitioners simply do not have the time or knowledge to find and translate the most appropriate research to support their strategies. Many practitioners find

research inaccessible. The journals that researchers know and love are not known by practitioners and even when they are known, many practitioners find the research inaccessible due to its use of arcane academic language, weighty statistics, complex tables, and at times, unclear implications for action.

It is a hackneyed phrase and all too familiar call that we need to bridge the gap that exists between the world of theory and the world of practice – after all it makes such complete sense. As Kurt Lewin famously stated more than half a century ago, "There is nothing more practical than a good theory." But the fact that it has become almost trite does not mean we take the challenge seriously. Making research impactful should be a primary

goal for all of us. Research that can drive informed actions about how to make organizational actions more effective needs to be influential in today's complex organizations.

The Boston College Center for Work & Family's mission is to enhance the success of organizations and the quality of life of today's workforce by creating a bridge between the worlds of research and practice. We do this by supporting initiatives such as:

- The Sloan Work and Family Research Network: The Network provides resources, supports a research community, and builds knowledge in the work/family arena.
- The Rosabeth Moss Kanter Award:

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firm?” That doesn’t mean the research has to be compromised, but it does mean that one has to be clear at the onset as to what every party is going to gain from participating in the study.

The exciting news is that there are several important examples of successful partnerships, some of which are featured in this newsletter. Two ongoing examples of the partnering research model are the Alfred P. Sloan Foundation’s partnerships with the University of California-Berkeley and the University of Wisconsin system as part of the Dual Ladder program. The primary goal of the Dual-Ladder program is to create flexible and fair career paths for both men and women who want to have families. The program advocates a two-pronged approach to career advancement through reforming tenure so that it allows for a more flexible career path, including options for part-time arrangements, pre- or post-tenure; and instituting a second ladder, so that non-tenured instructional and research staff can pursue legitimate career paths, with opportunities for advancement in title and compensation, as well as with status, job security, and roles in departmental governance.

Having Impact: Bridging the Gap, continued

Given in conjunction the Center for Families at Purdue University, this award strives to raise the visibility of high quality work-family research among scholars and practitioners.

- The Standards of Excellence in Work / Life Integration: The mission of the Standards Project is to influence the global dialogue on work/life integration and help develop a broader understanding of strategies that drive cultural change in the business community.
- The Work & Family Roundtable: Our Roundtable brings together thought leaders from the corporate world with leading researchers and provides both with a structured, unhurried way to explore issues of common concern and study.

Ultimately, whether through awards, technology, publications, virtual or face-to-face meetings, our goal is the same—to facilitate a dialogue between researchers and practitioners that leverages

Articles in this issue of the Research Newsletter were written by **Sharron Kahn Luttrell**, freelance writer and editor (unless otherwise noted). Most recently, Sharron has worked as a freelance writer and editor for the Center for Corporate Citizenship at Boston College. Her articles and columns appear in a number of publications, including The Boston Globe; The Boston Globe Magazine; and PTO Today magazine.

Graphic Design by **Dawn Chen**, a freelance Graphic Designer who has been working with the Sloan Work and Family Research Network since 2001. Before freelancing, Dawn worked as a production artist at Tepperman/Ray Associates design studio. She also has experience in printmaking and digital photography. Currently, she is working on freelance print and web design projects for medical research companies and non-profit organizations.

Our researchers on the UC-Berkeley and the U of Wisconsin projects are working in direct partnership with their respective universities’ administration to design the projects. In all of our research, the workplace or industry first recognizes a set of problems that are salient to its own situation. In these two projects, the universities first recognized the underlying issue—that being the inherent conflict that exists in academia between family responsibilities and career advancement. Researchers and the institutions themselves realized that nothing short of an institutional change with regard to academic career paths would address the problem.

The challenges inherent in these new forms of partnerships are significant. However, it is absolutely critical is that we begin the conversations between those engaged in research and those engaged in action. The conversation has to go both ways; we have so much to learn from one another. Ultimately, it is the partnership itself that may really matter. A true partnership is a relationship where ‘research’ and ‘action’ come together; it is not an artificial bridging of one to the other. ❖

the current state of knowledge in order to create organizations that are more caring, more participatory, and more just. ❖

**Brad Harrington** is the Executive Director of the Center for Work & Family at Boston College and is a member of the Organizational Studies faculty at the Boston College Carroll School of Management. Prior to his current role, Brad was Managing Director of the Center for Corporate Citizenship. Before coming to Boston College, Brad spent 20 years with Hewlett-Packard Company in a variety of executive positions in human resources, quality, and education. His roles included leadership positions at the division, region, and corporate levels both in the US and Europe. He has also consulted with many major corporations and healthcare institutions.

Brad holds a Bachelor's degree in Business Administration from Stonehill College, a Master's degree in Psychology from Boston College, and a Doctorate in Human Resource Development from Boston University. He has published a number of articles and case studies and his primary research has been in the areas of organizational learning and career development.

The Sloan Newsletter is pleased to highlight some of the innovative researcher-practitioner partnerships that have forged new paths that bridge the gap between research and action in the work-family field. We begin with a dynamic dialogue between Leon Litchfield, Director of Research at the Boston College Center for Work and Family and Stacey Gibson, Senior Director of Work/Life and Diversity Programs at Bristol-Myers Squibb Company on their joint on-site child care center assessment.

We then focus on a Sloan-funded labor-management-research partnership initiated at a manufacturing plant in southern Indiana. We spoke to researchers, Robert Perrucci and Shelley MacDermid of Purdue University and practitioner, Noel Beasley, International Vice President of UNITE about this exciting partnership.

Finally, Ellen Galinsky comments on the 'next edition' of the Business Work-Life Study and on what has made the Families and Work Institute successful at impacting decision-making at the workplace and in other arenas.

## Research and Action Come Together A Dialogue with Boston College and Bristol-Myers Squibb on their Joint On-site Child Care Center Assessment



Leon Litchfield,  
Ph.D.  
Boston College

Leon Litchfield is the Director of Research at the Boston College Center for Work & Family. In this capacity, he is responsible for all aspects of research projects at the Center, with a special emphasis on quantitative analyses. He has been associated with the Center for Work & Family since it opened in September 1990, and most recently functioned as the Principal Investigator for a project to identify model programs and policies for hourly and lower wage employees. Dr. Litchfield was also the Co-Principal Investigator for a national study on flexible work arrangements entitled *Measuring the Impact of Workplace Flexibility*. Prior to working at the Center, he was a Senior Research Associate in the Research Department at the Boston University School of Social Work. Since 1980, he has contributed to over fifty research projects in the areas of work and family, substance abuse, gerontology, developmental disabilities, and social work education. He has authored numerous articles in these areas, as well as many Center publications. Dr. Litchfield holds a Bachelor's degree in Psychology from Marietta College, and an M.S.W. and Ph.D. in Sociology from Boston University.



Stacey Gibson,  
Bristol-Myers  
Squibb

Stacey Gibson, Senior Director, Work/Life and Diversity Programs, has been with Bristol-Myers Squibb Company for 28 years. In her tenure with the company, Stacey has been responsible for strategic staffing, employee relations, and other human resources issues. Since 1990, she has focused on the company's work/life issues. Under her leadership, the company built four onsite child development centers, initiated a wide variety of child and elder care programs in support of employee work/life balance, and launched a major company-wide initiative on flexible work options. Stacey is active in advancing the work/life agenda nationally by representing Bristol-Myers Squibb as a founding member of the Boston College Center for Work & Family's Roundtable and currently serves as a board member of the Alliance for Work-Life Progress.

In 1999, Bristol-Myers Squibb (BMS) opened two, eagerly anticipated onsite child care centers at its Lawrenceville and Plainsboro, New Jersey locations. The centers had been in the works for 18 months. The company's research suggested that onsite child-

care would help employees feel better able to manage their work and family responsibilities while enhancing their commitment to the company. As an organization that values data, Bristol-Myers Squibb set out to measure the impact of the centers. With the Boston College Center for Work & Family, the company created surveys and asked 178 employees with children enrolled in onsite child care to fill them out when the centers opened, then twice more over the next two and a half years. A control group was surveyed as well at a BMS facility without onsite childcare.

The findings, issued at the end of 2001, not only proved BMS' initial hypothesis, but revealed other benefits as well. BMS used those findings to gain support for two more onsite childcare centers. The Sloan Research Network Newsletter spoke with Stacey Gibson, Bristol-Myers Squibb Senior Director, Work/Life and Diversity Programs; and Leon Litchfield, Director of Research at the Boston College Center for Work & Family to learn how they bridged the gap between work/life research and practice, and what they learned from each other.

**Sloan Research Network Newsletter (SRNN):**  
**What were some of the most compelling findings of the study?**

**Stacey Gibson (SG):** Number one was, the overarching point that the data that we collected actually proved our going-in hypothesis, which was that onsite childcare increases employees' perceptions of their ability to balance professional and personal responsibilities, and that the investment in our onsite childcare centers also resulted in a payback to the company through enhanced employee

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commitment. This allows me to leverage this very, very important data for the ongoing support of our centers. At the time we did this study, we had only two, right now we have four. I can say that part of the reason for us being able to build the other two was because of the positive feedback on the existing two centers. What I also thought was interesting about the data was that there seems to be a halo effect that happens from being a user of the center. Employees perceived that they had a better relationship with their supervisor and felt more positively about company policies as a result of being users of the center. That was never a thought when we built the center -- that it would improve employees' relationships with their supervisors, or that they would feel better about company policies in particular.

**SRNN: Did you feel that at any point the data's validity might be threatened by the respondents' desire to give the "right" answers?**

**Leon Litchfield (LL):** We also collected in a different location, which now has a childcare center, but at the time didn't. One thing that stood out for me was the comparison between the control group parents and the ones that had children in the centers. It was really a striking difference. Parents that had children in the centers were much more positive than the other group of parents. For the control group we didn't say "We are going to be comparing your answers to the answers of parents who have kids in the center." Instead, we said "We want to do this survey with you. How do you feel about the company, etc.?" That helped to test out whether they were telling us what we wanted to hear.

"I THINK IT'S CRITICAL TO COMPANIES TO BE ABLE TO CHANGE THE PARADIGM OF GOOD CHILDCARE OUT THERE, AND (AN ASSESSMENT LIKE THIS) IS A WONDERFUL WAY TO DO IT."

— STACEY GIBSON

When the parents moved their kids to these centers, there were dramatic jumps in terms of how they felt about the quality of care, family feeling among the staff, opportunities for parental involvement, and involvement of the director and teachers. Overall, the most important finding was how overwhelmingly positive the parents who enrolled their children in the childcare centers were. Out of 178 parents, you would expect that some would have something to complain about, but the complaints just weren't there. To Bristol-Myers Squibb's credit, they were open to hearing the negative. We didn't say "Tell us all the great things about the centers." Instead we asked for honest opinions about the centers, and the only comments that could be construed as negative were simply mild recommendations that were related to individual situations.

**SRNN: Did having the onsite childcare center lessen the parents' concerns about the quality and cost of childcare?**

**SG:** Yes and no. Quality is an interesting perspective when it comes to safety and security. I have been involved with our centers for five years and I rarely get a question about the safety or security of the building. I think our employees know how well Bristol-Myers takes care of its employees. They seem to make an automatic assumption that this same level of care carries over to the childcare centers. They had very specific questions and continue to have lots of questions about curriculum. I think the fact that we are onsite doesn't in any way negate their concerns about the children's education, their food, or those other kinds of things. When it comes to pricing, I think that an onsite center almost works to the negative. I think there was more of an expectation that the prices, because they were company-supported centers onsite, would be significantly lower than in the community. Our prices are market-based. We believe that we provide better levels of service and convenience for the same dollars -- and I know we do -- but in terms of actual dollars, the cost of our centers are very competitive with what is out there on the market.

**LL:** To follow up on Stacey's comment, I think parents assumed they would get high quality care if Bristol-Myers Squibb was running the show. In fact, at the time that they enrolled their children in the centers, 83% said that they did so because of quality, whereas only 17% listed lower cost as the reason for enrolling their children. In the first survey, when parents were asked about the quality of care in their child's previous daycare center, only 64 percent said they were satisfied to very satisfied. That's about a third who weren't satisfied with their child's previous child care center. The second and third times the parents were surveyed, 92% and 94% said they were satisfied to very satisfied with the care their children were receiving onsite at Bristol-Meyers. That was a pretty dramatic jump in terms of how they felt about the quality of the care.

**SG:** As a postscript to what Leon said in terms of quality, we have been open now five years, we have four centers, and we still have a waiting list. The quality is good or we wouldn't have a waiting list. Because we are a research-based company we have a large number of highly educated employees — a lot of advanced degrees — and these employees would not put their children in just for convenience if the quality wasn't there.

**SRNN: What can other companies take from the Bristol-Myers Squibb assessment?**

**SG:** Number one, I think they can take the fact that assessments like this are very doable and they should be done. Companies like Bristol-Myers Squibb invest literally millions of dollars every year on quality child care services, yet not enough companies take the additional step to get the data to prove its value. I think it's critical to companies to be able to change the

paradigm of good childcare out there, and this is a wonderful way to do it.

**LL:** I agree with that both in terms of thinking about building an assessment to develop an onsite childcare center and any type of work/family or work/life initiative. In anything you are starting, why wouldn't you want to do some type of follow-up, especially when the cost is such a small portion of the amount you are actually spending on a program? I would say the earlier you can build it in, the better. It should be a part of it from the start, not an add-on at a future point in time.

**SRNN: What were some of the lessons learned from this project?**

**SG:** I learned that the data is very powerful and the data can be used time and time again. It has a living legacy and it can be used in a variety of ways. It's also important to take a risk. You asked an interesting question which was, why do you think research is a big part of assessing the impact of onsite childcare facilities? I would almost flip the question around and ask why you think companies have ignored assessing the impact? From the company's perspective, I think they don't do it because it means taking risks. I didn't know that the data was going to be positive. The data could have come back and shot me in the foot. This brings us to another interesting point. Leon and I did this survey at the back end. It was predicated on lots and lots of research that had gone on prior to building the centers in the first place. We didn't just wake up one morning and say, "I think we'll build a childcare center for a couple of million dollars and 178 children." We had spent years studying this. We did an analysis, benchmarked, and surveyed our own employees to try to make a good prediction as to whether they would use it or not, how many people would use it, how big the building would be, what it would cost, what the benefits would be. There was a lot of research and data that had gone into this project prior to that. The logical extension is that you do the same level of critical research on the other end of it to make sure you close the loop.

**LL:** Studies like this have been done in other companies and haven't been published. There has been much more of a focus on looking at the impact on children who are cared for by a parent versus someone other than a parent. Building on what

"WHEN I LOOK AT A SURVEY QUESTION, I ASK WHETHER IT IS ACTIONABLE. IF IT ISN'T, I DON'T INCLUDE IT."  
— STACEY GIBSON

Stacey was saying, a lot of companies haven't done the research, maybe because they aren't willing to take the risk and may be afraid of what they might find out. In contrast, Bristol-Myers Squibb was totally open and wanted to know about all of the impacts – whether positive, negative, or neutral.

In terms of the lessons learned, mine are more pragmatic

"THE FACT THAT HAVING A CHILD IN THE ONSITE CHILDCARE SETTING COULD MAKE YOU MORE COMMITTED TO THE COMPANY, MAKE YOU MORE LIKELY TO STAY AT THE COMPANY, AND FEEL BETTER ABOUT YOUR WORK HELPED ME SEE HOW BENEFICIAL IT IS TO THE EMPLOYEES, AS WELL AS TO THE COMPANY. YOU HAVE EMPLOYEES WHO FEEL MORE BALANCED AND WHO FEEL LIKE THEY CAN FOCUS ON THEIR WORK BETTER."

— LEON LITCHFIELD

issues related to data collection. This was a longitudinal study that was designed to follow parents with children in the onsite child care centers over a three-year period. We started out with 178 respondents, but this dropped to 107 at Time #2 and 84 at Time #3. Some chose not to complete the survey, but in more cases employees left the company or their kids were older and had graduated. In terms of the data collection part of the study, it would probably be easier and would help to boost the response rate if the surveys were built into the official process of enrolling a child in the center. For example, if someone is applying to enroll their child in a center, they could get the initial survey as part of that process and then complete the follow-up surveys when they do other yearly updates (such as health status, etc.).

**SRNN: Let's move on from talking about the study, to building bridges between academic research and research in the workplace. Could you talk about the link between research and practice at Bristol-Myers Squibb?**

**SG:** We are a pharmaceutical company and are a research-based company so this type of study is almost standard operating procedure for us. We don't do anything without lots of research and data gathering and analysis prior to embarking on a major initiative, which this certainly was. So, the ability to use research both pre, and post, for us is just intuitive.

**SRNN: How has the study affected the decision-making around work/life issues at Bristol-Myers Squibb?**

**SG:** As I said before, when we did this study we had two centers, now we have four. It certainly has helped prove their value. This research and the building of our centers has helped to position us as a leader in the work/life industry.

**SRNN: Leon, what have you taken away from this experience as a researcher, in terms of formulating questions?**

**LL:** What I took away was the importance of assessing new work/life initiatives. It makes so much sense to do it, not only to see whether the initiative you are developing is having the impact you intended, but also as Stacey said, to be able to use the data. In terms of the assessment, the positive outcomes from the study also helped me to see how important the centers were for the employees of the organization. The fact that having a child in the onsite childcare setting could make you more committed to the company, make you more likely to stay

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at the company, and feel better about your work helped me see how beneficial it is to the employees, as well as to the company. You have employees who feel more balanced and who feel like they can focus on their work better.

“IT’S ALSO IMPORTANT TO FEED THE INFORMATION BACK TO THE PARTICIPANTS AND TO TRY TO TAKE SOME ACTION. THEN IT BECOMES MORE USEFUL AND PEOPLE WILL CONTINUE TO PARTICIPATE IN DATA COLLECTION EFFORTS.”  
— LEON LITCHFIELD

**SRNN: In your opinion, how can research-based information become more accessible and useful in the workplace?**

**SG:** The more that the research can be put into very concrete layman’s terms, the better, so that it is much more useable and practical. Also, every survey question should be actionable. When Leon and I worked on the survey questionnaire for this study, with every question we sat back and determined what we would do with each piece of information. If we weren’t going to do anything with it, I didn’t want to waste my employees’ time, or raise their expectations by asking it. That is really important when any kind of research is conducted, especially in the workplace. Leon and I spent a lot of time going back and forth on the survey instrument asking ourselves what we were really trying to get at, what to ask, what to do with the information, and how to keep the survey at a reasonable length so that people completed it and it wasn’t overly taxing for them. It’s important that it be structured right and that the results yield information that leads to an intervention. When I look at a survey question, I ask whether it is actionable. If it isn’t, I don’t include it.

**SRNN: Are you going to market the results of the assessment in academic journals or are you going to market it to your competitor organizations?**

**LL:** Over the last couple of years, I do remember one or two instances in which other companies were talking about doing an assessment like this. I had emailed Stacey and asked if we could share the report and share the survey. She was fine with that, and we did that. I haven’t taken it to the level of an academic journal, and I probably won’t at this point. But, I do think it is useful for other companies that are interested in doing something like this. In terms of making it more accessible, I think we are pretty much on the same page in terms of summarizing the information and making it easily understandable so that practitioners can use it.

It’s also important to feed the information back to the participants. It’s great if it ties to a future initiative, but even if it doesn’t, it’s good for them to see how others responded to the survey. Over time, if the data isn’t fed back to participants and/or if actions aren’t taken at all, then the response rate will drop. That’s why it’s important to get the information back, and to try to take some action. Then it becomes more useful and people will continue to participate in data collection efforts.

**SRNN: Stacey, do you think there is reluctance among business to submit the findings of an assessment to a peer-reviewed journal?**

**SG:** I don’t think they think about it.

**LL:** I don’t think it is on their radar screen. They think about what they are going to do with the information.

**SG:** Typically when we do data collection or any kind of analysis like this, the goal is to get information that we can do something with. We don’t think about publishing it. It is really for internal use and depending on the research some of it does become a competitive advantage, so maybe we don’t want to share it.

**SRNN: It is primarily action-based research. Some action will be coming about as a result of the findings.**

**SG:** Absolutely.

**LL:** In this instance, very concrete action was taken, which was continuing the onsite childcare centers that were the focus of this assessment, and developing two additional centers – and that benefits both the employees who use the centers and Bristol-Myers Squibb! ❖

*Interview by Javier Boyas, Doctoral Candidate at the Boston College School of Social Work.*

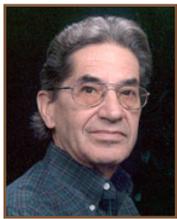
FOR MORE INFORMATION ABOUT THE CENTER FOR WORK AND FAMILY AND THE RESEARCH PROJECTS THAT ARE BEING DONE THERE, PLEASE VISIT [HTTP://WWW.BC.EDU/CWF/](http://www.bc.edu/cwf/).

TO LEARN MORE ABOUT RESEARCH BEING CONDUCTED AT THE CENTER, CLICK ON “RESEARCH AND PUBLICATIONS.”

TO LEARN MORE ABOUT THE WORK LIFE/HOME LIFE INITIATIVES AT BRISTOL MYERS-SQUIBB, PLEASE VISIT [HTTP://WWW.BMS.COM/CAREER/DATA/LEWORK.HTML](http://www.bms.com/career/data/lework.html).

# Labor-Management-Research Partnerships: A Model for Change?

Robert Perrucci, Shelley MacDermid, and Noel Beasley



Robert Perrucci,  
Ph.D.  
Purdue  
University

**Robert Perrucci** is a professor of sociology at Purdue University. He is the author/editor of 15 books and over 70 articles and chapters on topics related to work and occupations, complex organizations, and the interplay of technology and society. He is especially interested in the impact of the changing global economy on workers, communities, and structures of inequality. His most recent books include *The New Class Society: Goodbye American Dream?* (with Earl Wysong, 2003), and *Science Under Siege?* (with Leon Trachtman, 2000). His research has been funded by the National Science Foundation, the National Institute of Mental Health, and the Alfred P. Sloan Foundation.

In addition to academic positions at Purdue University, he was research director for three years of the NSF sponsored national study of the engineering profession conducted by the American Society for Engineering Education, and was a Simon Senior Research Fellow at the University of Manchester in England. Professor Perrucci has served as editor of *Social Problems*, *The American Sociologist*, and associate editor for the *American Sociological Review*. He is currently co-editor (with Jo Ann Miller) of *Contemporary Sociology* (2000-2005). He has held elected positions as president of the North Central Sociological Association, president of the Society for the Study of Social Problems, and chair of the Organizations and Occupations Section of the American Sociological Association. Two of his books have received the Scholarly Achievement Award from the North Central Sociological Association, and he has received Distinguished Alumnus Awards from the State University of New York, and Purdue University.



Shelley  
MacDermid,  
Ph.D.  
Purdue  
University

**Shelley MacDermid** is a professor of Child Development and Family Studies. She serves as director of the Center for Families at Purdue University, as well as co-director of the Military Family Research Institute. The primary focus of Professor MacDermid's research is the connection between work conditions and family life. She is particularly interested in links among work-family tension, marriage, and parenting, and she has studied workplaces as contexts for adult development. Her research has been published in several journals, including *Journal of Marriage and the Family*; *Journal of Family Issues*; and *Family Relations*. She has received research funds from the Alfred P. Sloan Foundation, the Cooperative Extension Service, and the State of Indiana.

In 1996, Professor MacDermid became the director of The Center for Families at Purdue University. Through the Center, she founded and now directs a membership organization focusing on family issues for employers in the Midwestern region. She has served as co-director of MFRI since 1999. Professor MacDermid is the author of more than 90 invited or refereed research articles, chapters, books, and scientific presentations. Her research has won one national award, and she recently received the Award of Merit from the local chapter of Gamma Sigma Delta. Two of her articles have been rated among the 20 best work-family research articles published that year.



Noel Beasley,  
UNITE

**Noel Beasley** is an International Vice President of UNITE and the Manager of UNITE's Midwest Regional Joint Board which represents sixteen thousand workers in seven Midwestern states. Noel began his union work as member of the Textile Workers Union of America's Local 1818 in Lafayette, Indiana, in 1974. He served as a shop steward and as chairman of the local's bargaining committee. By 1977, when Noel joined the Union's staff as a Business Agent for its Indiana-Kentucky Joint Board, the Textile Workers had merged with the

Amalgamated Clothing Workers of America to form the Amalgamated Clothing and Textile Workers Union (ACTWU). In 1983 he became the Manager of ACTWU's Chicago Joint Board and in 1986 was elected an International Vice President and the Manager of the Midwest Regional Joint Board. In 1995 ACTWU merged with the International Ladies Garment Workers Union to form UNITE. Noel also serves as a Director of the Amalgamated Bank of New York and is the chairman of its Trust Committee. He is a trustee of a number of the Union's pension funds and health and welfare funds. For twenty years Noel has been the Executive Vice President of the Eugene V. Debs Foundation of Terre Haute, Indiana. He also serves as a member of the National Committee of the Labor Party. Noel has been very active in initiating Employee Stock Ownership Plan (ESOP) companies and was a driving force and director of the Textileleather Corporation of Toledo, Ohio, from 1988 through 1993, the full five year term of its highly successful ESOP program. He is a member of the Advisory Council of the Center for Families at Purdue University. His essay "On the Front Lines: The Labor Movement Around the Country" appeared as a chapter in the anthology *Not Your Father's Labor Movement* (Verso, 1998). Noel received a Bachelor of Arts degree from Pepperdine College in 1966 and a Master of Arts degree from Purdue University in 1968.

**Editor's note:** Peter F. Drucker, one of the most influential thought leaders in the area of business management and strategy today, has often said a two-way relationship starts with asking "What do you have to tell me?" as opposed to "This is what I'm telling you" <sup>1</sup>. This is where the conversation must begin in any effective business-research partnership. Certainly this spirit was present from the beginning and throughout the development and implementation of the Sloan-funded research project, "Expanding Options for the Time and Timing of Work in a Continuous-Operations Environment: A Labor-Management-Research Partnership". In this article, we hear about the partnership from Robert Perrucci and Shelley MacDermid, co-principal investigators and Noel Beasley, International Vice President of UNITE (the union that represents workers at the study site) and an instrumental voice in the formation of the project.

A research project involving the effects of shift work on employees and their families is helping study participants redesign their work schedules to satisfy the needs of workers as well as supervisors.

The Alfred P. Sloan Foundation-funded study, *A Labor-Management-Research Partnership: Expanding Options for the Time and Timing of Work in a Continuous-Operations Environment*, focuses on a manufacturing plant in southern Indiana that is part of a global manufacturer of flexible packaging and pressure-sensitive material. The plant's 700 production employees use multiple shiftwork combinations that

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were designed about 20 years ago and don't necessarily meet the needs of today's workers.

In early 2002, the study's co-principal investigators, Robert Perrucci and Shelley MacDermid<sup>2</sup>, set out to learn how workers and their families experience shift-work, and how different individual and family characteristics are related to positive and negative aspects of those experiences. Most important, the team of researchers and practitioners plan to help

issues and complexities of continuous operation shift schedules and then add to that the dedicated investigators who are searching not just for problems but also for potential solutions is unprecedented in all my years of experience. The essential condition—that all parties began with no pre-cooked formulas or hidden agendas — tells me that there is a strong likelihood of success.

“WE BELIEVE THAT THIS IS A PIONEERING EFFORT THAT MAY SERVE AS A MODEL FOR OTHERS TO CONSIDER WHEN SEEKING TO FOSTER WORKER PARTICIPATION AND INVOLVEMENT IN WAYS THAT ARE MUTUALLY BENEFICIAL TO WORKERS AND MANAGEMENT.”

— ROBERT PERRUCCI

“TO HAVE THE FULL COOPERATION OF THE UNION AND MANAGEMENT LEADERS WHO GRAPPLE DAILY WITH THE ISSUES AND COMPLEXITIES OF CONTINUOUS OPERATION SHIFT SCHEDULES AND THEN ADD TO THAT THE DEDICATED INVESTIGATORS WHO ARE SEARCHING NOT JUST FOR PROBLEMS BUT ALSO FOR POTENTIAL SOLUTIONS IS UNPRECEDENTED IN ALL MY YEARS OF EXPERIENCE. THE ESSENTIAL CONDITION — THAT ALL PARTIES BEGAN WITH NO PRE-COOKED FORMULAS OR HIDDEN AGENDAS — TELLS ME THAT THERE IS A STRONG LIKELIHOOD OF SUCCESS.”  
— NOEL BEASLEY

catalyze change, providing the decision-making parties with valid information about how workers and families are affected by existing work schedules, and how they feel about alternative work schedules.

“We believe that this is a pioneering effort that may serve as a model for others to consider when seeking to foster worker participation and involvement in ways that are mutually beneficial to workers and management,” says Perrucci.

Noel Beasley is the International Vice President of UNITE, the union that represents workers at the study site. Beasley was instrumental in the formation of this project and recognizes the important ways in which a labor-management-research partnership can produce models for changing the workplace that other companies and unions might emulate.

Beasley comments, “The unique and exciting aspect of this project is the unusual combination of skilled experts who compose the participants. To have the full cooperation of the union and management leaders who grapple daily with the

The discoveries so far have been interesting and enlightening. The real challenge now is to have the courage and determination to try experiments that ultimately could lead to more humane as well as more mutually productive and beneficial ways to deal with the inescapable necessity of contemporary around-the-clock manufacturing.”

It is only with these types of rich, dynamic, and interactive partnerships that research and action can become one.

“This is one of the rare opportunities a researcher can hope for in a career,” says MacDermid, “to work on a project with exactly the right configuration of partners. We all are eager to see where we end up!”

Preliminary results of the study are surprising. They show that night shift workers report higher levels of job satisfaction than do day shift workers. This finding is contrary to expectations based on research documenting the stressful nature of night shift work linked to disruptions of circadian and social rhythms. However, the results may be explained by two factors: perceived job pressures and perceived support from supervisors. Night shift workers may be subjected to less supervisory oversight and may therefore exercise greater control over their work patterns, leading to better feelings about both work and the company.

“Working 12-hour night or day shifts is a fact of life for workers,” says Perrucci, “and although it has far reaching effects on their lives, it is not something they talk

about because it can't be changed without exiting the plant or earning seniority. Thus, they tend to see their problems in connection with their job demands and social relationships.”

Researchers used several data collection methods. Baseline data was collected from managers, workers, and their families through questionnaires and interviews. To prepare the questionnaire and interview instruments, five focus groups of 30 employees were convened to identify the most salient issues about work schedules. The focus groups' makeup reflected the age, gender, family structure, and shift patterns of workers in the plant. Researchers fostered discussion among focus group members about alternative work arrangements that workers felt may better suit their own situations.

The questionnaires focused on workers' perceptions of their work conditions, including control over the pace and schedule of work; personal health and well being; the quality of their family relationships; time spent and activities with children; and parental monitoring of children's activities. The telephone interviews were intended to uncover the details of workers' schedules and the meaning that people attach to their work.

There was a 58 percent return rate on the questionnaires sent to 716 hourly employees, and a 43 percent response rate on the questionnaires sent via mail to 42 salaried supervisors. Of the questionnaires mailed to an estimated 511 spouse/partners of the hourly employees, 116 were returned for a 23 percent return rate. Of those, 105 were paired questionnaires from hourly employees and their spouses or partners. Also, face-to-face interviews were conducted with representatives of top management and union officials from the international and local unions.

The current action stage of the research

project is focused on two activities: With the information yielded by the focus groups, questionnaires and interviews, the research team informs both management and labor groups about the unintended consequences of the plant's shift arrangements on workers' family relationships. The researchers are meeting with labor and management to formulate working proposals for alternative work arrangements and alternative practices to facilitate worker choice.

"One of the challenging things about this project is that you are working as an 'embedded researcher,' says Perrucci. "Working as the detached observer is very difficult as you are constantly being drawn into the action. When we meet with a labor-management group to discuss change and there is resistance or disagreement about a proposed change, we are not detached observers documenting an un-folding process, but we are part of the process and implicated in the dynamics of the process."

Ideas for new work arrangements will be shared with rank-and-file workers through brief "discussion papers." The papers will be distributed to a sub-sample of workers

and families, who took on the role of "action panel." The action panels' reactions to the papers will be sought, allowing researchers to assess whether participation by workers and families in discussions about possible new arrangements is related to their reactions to the arrangements that are eventually adopted.

Finally, all workers and families who completed the questionnaire and interviews at the start of the project will be asked to complete questionnaires and be interviewed again. This will allow researchers to assess their responses to the new work arrangements, and to re-measure their quality of work life and quality of family life.

From the preliminary findings, analysis of work/family conflict has focused on the role of shift schedule and worker age. Night shift workers and younger workers report greater work/family difficulties in the form of insufficient time for family and leisure activities. Further analysis will focus on the influence of spouse/partner employment and family structure on

work/family conflict.

A number of working papers are in progress covering a variety of subjects and based on data from hourly employees, supervisors and spouse/partners. These include, "Job Demands, Worker Control Patterns, and Quality of Work/Family Life," "Determinants of Commitment to Company and Union," "Supervisor Relationships, Job Stress, and Work/Life Outcomes," and "Social Relations and Productivity."

Perrucci notes, "Collecting data was the easy part of this project. The test that we now face is how to make this information accessible and useful to the people in the plant who have helped and worked with us."❖

<sup>1</sup> Drucker, P. (1990). *Managing the Non-Profit Organization*. New York: Harper Collins.

<sup>2</sup> Other project staff include faculty associates: Professor Jane Kiser, Indiana University Northwest, and Professor Jennifer Swanberg, University of Kentucky; and graduate research assistants: Ted Brimeyer, Ericka King, and Kamala Ramadoss, Purdue University.

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## The 'Next Edition' of the Business Work-Life Study An Interview with Ellen Galinsky



Ellen Galinsky,  
*Families and  
Work Institute*

Ellen Galinsky is the President and Co-Founder of Families and Work Institute ([www.familiesand-work.org](http://www.familiesand-work.org)), a Manhattan-based non-profit organization that conducts research on the changing family, changing workforce and changing community. She is the author of over 25 books and reports, including *The Six Stages of Parenthood*, *The Preschool Years*, and the groundbreaking book, *Ask the Children: The Breakthrough Study That Reveals How to Succeed at Work and Parenting*, selected by *The Wall Street Journal* as one of the best work-life books of 1999. She has published more than 100 articles in academic journals, books, and magazines.

At the Institute, Ellen co-directs *The National Study of the Changing Workforce*, a nationally representative study of the U.S. workforce that is updated every five years, and was originally conducted by the U.S. Department of Labor. Ellen is also directing a campaign on workplace flexibility funded by the Alfred P. Sloan Foundation that will launch the Sloan Awards for Business Excellence in Workplace Flexibility in eight communities as well as conduct the 2004 *Business Work-Life Study*, a comprehensive study of how U.S. companies respond to the work-life needs of their employees. She is the program director of the annual work-life conference co-convened by The Conference Board and Families

and Work Institute and staffs The Conference Board's Work-Life Leadership Council. Ellen is also directing *Mind in the Making*, a project on early learning that includes a 13-part science series on public television. Her latest *Ask the Children* study focuses on Youth and Learning.

A leading authority on work-family issues, Galinsky was a presenter at the 2000 White House Conference on Teenagers and the 1997 White House Conference on Child Care. She is the recipient of the 2004 Distinguished Achievement Award from Vassar College. A popular keynote speaker, she appears regularly at national conferences, on television and in the media, including *Today*, *Good Morning America*, *20/20*, *Nightline*, and *Oprah*. Before co-founding FWI, Galinsky was on the faculty at the Bank Street College of Education for 25 years, where she helped establish the field of work and family life.

**Editor's note:** Ellen Galinsky and her colleagues at the Families and Work Institute have been very successful at developing effective communication strategies that have helped to bridge the gap between research and action in the work-family field. The Institute offers some of the most comprehensive research on the U.S. workforce available, including the National Study of the Changing Workforce (NSCW), conducted in 1992, 1997 and 2002 and the Business Work-Life Study (BWLS), conducted in 1998 and 2004. The research conducted at the Institute has often changed the language of debates surrounding these issues and has helped to move discussions

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on work-family issues forward. Ellen took the time to talk with us about some of the Institute's up and coming projects for 2004 and she shares with us some of the strategies that she feels have contributed to FWI's success at impacting decision-making at the workplace and in other arenas.

In 1998, the Families and Work Institute Business Work-Life Study (BWLS) looked at how companies nationwide were responding to the work-life needs of employees. As part of the Alfred P. Sloan Foundation-funded Workplace Flexibility Initiative, the Families and Work Institute (FWI) is preparing to launch the next edition of the study. The results will provide insight into how work-life policies of companies have evolved over the last six years.

The BWLS complements the Families and Work Institute's National Study on the Changing Workforce (NSCW), a representative study that investigates the experiences of the U.S. labor force at work and home. Taken together, these studies will provide a mirror image of each other because many of the same questions are asked of both employers and employees.

Ellen Galinsky, president and cofounder of FWI, says she has been eager to update the BWLS data. The initial Business Work-Life Study looked at a representative sample of 1,057 for-profit and nonprofit organizations with 100 or more employees. It was one of the first and most comprehensive nationally representative studies of its kind. To track the development of

"THE STRATEGIES FOR BUILDING INDIVIDUAL RELATIONSHIPS ARE THERE AT THE GET-GO IN THIS STUDY."  
—ELLEN GALINSKY IN REFERENCE TO THE  
2004 BUSINESS WORK-LIFE STUDY

company-provided work-life assistance, the 2004 Business Work-Life Study will ask companies many of the same questions as in 1997. However, plans are to add additional questions that reflect the changes in employers practice and policies over the past several years.

"As the data have become older and older, I have been waiting for an opportunity to conduct the second version of the BWLS," Galinsky says, noting that ideally, the BWLS will be conducted every five years in conjunction with the National Study of the Changing Workforce.

The 2004 BWLS will enable employers to see where workplace flexibility is heading and how they stack up against their peers in this area. It will also reveal the predictors of workplace flexibility. For instance, the 1998 BWLS study showed that companies with more women and people of color in very senior leadership were more likely to be family-friendly than companies headed primarily by white males.

"That was a pretty big 'a-ha!' because we also found that companies with a larger proportion of women employees were less likely to be family friendly," Galinsky says. "So there is something about women and people of color in leadership positions that is important, though it is hard to know which comes first. Do women and people of color initiate these new policies, or

are the kind of companies that promote a more diverse leadership team more likely to think outside of the box when it comes to human resource policies?"

The data from both the NSCW and the BWLS will be disseminated to employers, the media, policy leaders and the public through the Workplace Flexibility Initiative, a larger collaboration with the New America Foundation, Georgetown University Law Center, and the BOLD Initiative, with funding from the Sloan Foundation. The aim of this nationwide campaign is to demonstrate the value of workplace flexibility as a sound business decision.

The Families and Work Institute has throughout its 15-year history influenced workplace decisions by crafting effective communications that bring research-based information on work-family issues to the workplace. Through the Workplace Flexibility campaign, FWI will put the BWLS' findings in the hands of practitioners and decision makers, an important aim of the Families and Work Institute's research, according to Galinsky.

"It is very important to us that our research is very sound," Galinsky says, "It is also important that it make a difference."

Before embarking on a project, FWI ensures its work will be relevant to the business community by finding out whether there is a demand for research in a particular area.

"We look for areas where there are emerging issues, controversies, trends, debates," Galinsky says.

Then, the task is to find the best way to investigate the issue and, finally, to develop strategies to communicate the findings. In this, WFI takes a several-pronged approach: It publishes its research in academic journals, but also works with groups of business leaders to share its findings. In the Workplace Flexibility Project, FWI is partnering with the Center for Workforce Preparation, an affiliate of the U.S. Chamber of Commerce and the Center for Emerging Futures. They also staff The Conference Board Work-Life Leadership Council and its annual conference.

"The strategies for building individual relationships are there at the get-go in this study," Galinsky says of the 2004 Business Work-Life Study. ❖

*Interview by Javier Boyas, Doctoral Candidate at the Boston College School of Social Work.*

FOR MORE INFORMATION ON THE FAMILIES AND WORK  
INSTITUTE AND ITS PROGRAMS,  
PLEASE VISIT [HTTP://WWW.FAMILIESANDWORK.ORG/](http://www.familiesandwork.org/).

In this section, we focus on some recent studies that examine how the demands of work and the structure of career paths in selected industries, including the health care industry and the academy, affect workers' abilities to manage their work and family responsibilities.

The first of these articles is a dynamic conversation between Lotte Bailyn, Ann Bookman, and Mona Harrington on the work that has been done to date combining research and intervention in the workplace as well as an update on their current research projects in the health care industry.

Finally, we put a spotlight on Robert Drago and Carol Colbeck's 'Mapping Project' which focuses on the academy as a workplace. This extensive study looks at faculty in two disciplines, Chemistry and English, at 600 universities around the country.

## Marrying Research and Intervention in the Health Care Industry A Discussion with Lotte Bailyn, Ann Bookman, Mona Harrington



Lotte Bailyn,  
Ph.D.  
MIT Workplace  
Center

**Lotte Bailyn** is a Professor of Management (in the Organization Studies Group) at MIT's Sloan School of Management and Co-Director of the MIT Workplace Center. In her work she has set out the hypothesis that by challenging the assumptions in which current work practices are embedded, it is possible to meet the goals of both business productivity and employees' family and community concerns, and to do so in ways that are equitable for men and women. Her most recent book, *Beyond Work-Family Balance: Advancing Gender Equity and Workplace Performance* with Rhona Rapoport, Joyce K. Fletcher, and Bettye H. Pruitt (Jossey Bass, 2002) chronicles a decade of experience working with

organizations that supports this hypothesis, while also showing how difficult it is to challenge workplace assumptions.



Ann Bookman,  
Ph.D.  
MIT Workplace  
Center

**Ann Bookman** is Executive Director of the MIT Workplace Center. She is a social anthropologist who has authored a number of publications in the areas of women's work, work and family issues, unionization, and child and family policy. Her new book, *Starting in Our Own Backyards: How Working Families Can Build Community and Survive the New Economy* (Routledge, 2004), extends the discourse on work-family integration to include issues of community involvement and civil society.

Bookman has held a variety of teaching, research, and administrative positions and has also worked in government, as a presidential appointee during the first term of the Clinton administration, as

Policy and Research Director of the Women's Bureau at the U.S. Department of Labor, and as Executive Director of the bipartisan Commission on Family and Medical Leave. She is co-editor of *Women and the Politics of Empowerment*.



Mona Harrington,  
Ph.D.  
MIT Workplace  
Center

**Mona Harrington** is the Program Director of the MIT Workplace Center. She is a political scientist and writer who examines connections between American political culture and social policy. Her recent work focuses on the policy implications of profound changes—personal, political, economic, social—produced by the transformed roles of American women. Her latest book, *Care and Equality: Inventing a New Family Politics* (Routledge, 2000) calls for a national conversation about new ways to connect families, care, women, and work. With the Public Conversations Project of Watertown MA, she organized a year-long series of public dialogues on these questions.

In 2001, the MIT Workplace Center interviewed over 40 leaders in the Massachusetts healthcare industry. They found that although many of the industry's most pressing problems, including staffing shortages and long, inflexible work hours, have a direct impact on both patient care and workers' personal lives, work-family issues remain largely invisible in this industry.

To probe further into work-family issues in healthcare, MIT Workplace Center researchers have used a "research and intervention" approach called Collaborative Interactive Action Research (CIAR). This methodology involves documenting the connections between workforce problems and problems facing workers at home and working collaboratively with workers, managers, and other stakeholders in specific healthcare workplaces to identify work-family problems and create alternative structures and supports through work redesign or other appropriate initiatives.

MIT Workplace Center Co-Director Lotte Bailyn is applying the CIAR methodology to surgical wards at a Boston hospital. She is following nurses to understand their lives, particularly how their work schedules intersect with their personal lives. Nurses on these wards have great flexibility about the kind of schedules – full-time or part-time; 8 hour shifts or 12 hour shifts – that they want to work, but very little control over what days or shifts they will be assigned to.

A second project, headed by MIT Workplace Center Executive Director Ann Bookman and Program Director Mona Harrington, involves research on the operation of two teams of health care professionals at a large multi-specialty medical practice organization in Boston. Bookman and Harrington have conducted individual interviews with members of the Geriatric Care team and Palliative Care team, as well as with some family members of those teams. They are doing work observations of team members — some at nursing home sites and some in patients' homes. Additional interviews are being conducted with nursing home staff and patients' families. Research so far indicates possible work-family interventions in three areas:

- The interface between the teams and nursing home staff members - addressing work hours, flexible arrangements, and stress.

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- Work organization and integration of services, between the teams and staff based in outpatient centers — addressing flexible work arrangements, work load, and stress.
- Work-family conflicts of patients' family members engaged in decision-making and direct care -- addressing flexible arrangements and integration of the needs of patients, institutional caregiving staffs, patients' family caregivers, and employers of family caregivers.

Recently, we sat in on a conversation among the researchers. Here's what they had to say about their projects, and in particular, the CIAR methodology.

**Lotte Bailyn:** Collaborative Interactive Action Research is unlike both the usual vision of research and the usual vision of intervention. CIAR brings research and intervention so closely together, that the research becomes intervention, and the intervention yields data that can then be analyzed. Its goal above all else is to help create changes at the work site by collaborating with people there to redesign work so that both work goals and employees lives can benefit. In our projects, we've found that CIAR can improve the lives of employees as well as the work unit itself which is a big surprise, because people usually think of these as trade-offs.

“CIAR (COLLABORATIVE INTERACTIVE ACTION RESEARCH) BRINGS RESEARCH AND INTERVENTION SO CLOSELY TOGETHER, THAT THE RESEARCH BECOMES INTERVENTION, AND THE INTERVENTION YIELDS DATA THAT CAN THEN BE ANALYZED. ITS GOAL ABOVE ALL ELSE IS TO HELP CREATE CHANGES AT THE WORK SITE BY COLLABORATING WITH PEOPLE THERE”.

—LOTTE BAILYN

A goal of our current project at the surgical units is to make the lives of nurses a little better. Nurses have a lot of flexibility in whether they work part time or full time, but don't have much control over when they work. That makes it difficult for them to manage their personal time. To get to that issue, we're working on a joint collaborative intervention involving self-scheduling. We're hoping that as a result, work-family conflict will be reduced for nurses, and care for patients will be improved since the nurse manager will be freed from scheduling tasks and will have more time to spend on improving the quality of care.

We're at the implementation stage now. Often, when intervention is introduced at the workplace, it falls off when the researchers leave. The ones that endure fit into the goals of the organization. In this case the nurse manager has the goal of improving patient care, but hasn't been able to do it because she spends so much of her time on scheduling tasks.

This agenda emerged from a lot of observation of the nurses, some analysis of those data, feeding that back to them, then working with them. We went a different route to begin with, but that didn't work. It's a very interactive process.

**ANN BOOKMAN:** When the MIT Workplace Center decided to do collaborative interactive research projects in healthcare, we started by conducting a series of informational interviews with leaders in our local healthcare industry. One of the things we found was that there was resistance to the idea that you could organize your work to do it well, while at the same time have a fully actualized personal and family life. In healthcare, that is not a concept that is really talked about or accepted. Although there are HR departments in various health care institutions that have particular work-family policies, such as leave or flexible scheduling, the ideas that we are trying to bring in - the dual agenda and work redesign - require a whole new way of thinking for people in health care. That's a context that shapes how the collaboration unfolds and what types of interventions are appropriate.

“ONE OF THE THINGS WE FOUND WAS THAT THERE WAS RESISTANCE TO THE IDEA THAT YOU COULD ORGANIZE YOUR WORK TO DO IT WELL, WHILE AT THE SAME TIME HAVE A FULLY ACTUALIZED PERSONAL AND FAMILY LIFE. IN HEALTHCARE, THAT IS NOT A CONCEPT THAT IS REALLY TALKED ABOUT OR ACCEPTED”.

—ANN BOOKMAN

**MONA HARRINGTON:** Within healthcare there is a very strong cultural focus and professional focus on patient care. This fosters an ethic of self-sacrifice among workers. Therefore they almost consider it inappropriate to take into account their needs when deciding how the work should be done.

One of the interesting things we find in working with the geriatric and palliative care teams is that their collaborative nature gives them extraordinary potential to put together their work and family lives. They all understand the work that is being done. Therefore, they can cover for each other. The team structure allows for a fair amount of flexibility. Also, all of the mutual understanding seems to be a way of helping the team members live with the stress that is a constant part of their work as they deal with geriatric patients and dying patients in particular. This kind of team structure we can see is a very interesting and useful model for dealing with work-family. However, it hasn't been constructed for that purpose. It has been constructed for the purpose of efficiency, so is always in danger of having work loaded onto various team members.

What we will be successful doing, if it succeeds, is bringing this dimension of concern about protection of personal and family lives of the team members into the automatic thinking that goes on in the organization of the group. We're at a point in which the group is attempting to expand its services, which raises the potential of excessive work for the team members. Our aim in gathering information is to understand and report what is happening, but also in the course of asking questions, to keep the team members conscious of the effect their work has on their lives.

**ANN BOOKMAN:** Something interesting that emerged early on in this project was that many of the team members had previously worked in the outpatient centers of this large medical organization. One of the reasons that they left the centers and joined a team was because of the stress and constant pressure of having very short patient visits -- 15 minutes basically. Even though they did not explain their moves this way, we think the team environment has allowed them to have much more control over their time, both at work with patients, and in their lives outside of work. However, they are not immune to overall pressures in the healthcare system. So, this team structure in some ways is creating an oasis in an otherwise very pressure-filled environment. And, as Mona said before, it's constantly being threatened. So, as they try to expand their services, immediately these pressures from the healthcare system overall, and all the healthcare institutions that they are connected to, begin to impinge on them.

**LOTTE BAILYN:** In our previous settings we used one-on-one interviews, which, as Mona indicated, is already an intervention because it begins to change people's thinking. When we bring people together and feed back what we've learned, they begin to get a shared understanding. But, in the healthcare setting it is very difficult to do individual interviews because of people's schedules. Rather, you talk to them as you're observing them, and it's even more difficult to bring them together. This makes collaboration more complicated. My meetings have usually been with two or three nurses one day, and two or three others another day. Because of this, I don't think we have been as successful in creating shared new understandings, as you can when you really bring people together.

The first group of nurses told us self-scheduling would be a good idea. We then checked with the next group to make sure that they thought self-scheduling would be a good idea, too. We were able to give them a questionnaire, so we do have individual responses about what they thought would help them and what they thought might be a problem. The nurse manager

"IT'S A VERY FLUID MODEL. IN THESE PROJECTS, EXPERTISE GOES BACK AND FORTH AMONG THE EMPLOYEES, THE MANAGERS, AND THE RESEARCHERS. THE TERM, "FLUID EXPERTISE," IS HOW WE DESCRIBE A MUTUAL INQUIRY. IN SOME WAYS, HEALTHCARE IS A GOOD ENVIRONMENT TO DO THIS KIND OF RESEARCH BECAUSE COMPANIES THAT KNOW THE LANGUAGE AND THE CONCEPTS OF WORK-LIFE TEND TO CONNECT IT TO PUBLIC POLICY. IN HEALTHCARE, PEOPLE DON'T HAVE THESE PRECONCEPTIONS".

—LOTTE BAILYN

sees what is going on, and interestingly enough is playing a key role as a researcher in terms of monitoring. We had the wrong forms at the beginning. I made these forms from what I knew, but it didn't fit the situation and she immediately changed them. She is playing a very significant researcher role.

"ONE OF THE INTERESTING THINGS WE FIND IN WORKING WITH THE GERIATRIC TEAMS IS THAT THEIR COLLABORATIVE NATURE GIVES THEM EXTRAORDINARY POTENTIAL TO PUT TOGETHER THEIR WORK AND FAMILY LIVES. THEY ALL UNDERSTAND THE WORK THAT IS BEING DONE. THEREFORE, THEY CAN COVER FOR EACH OTHER. THE TEAM STRUCTURE ALLOWS FOR A FAIR AMOUNT OF FLEXIBILITY. ALSO, ALL OF THE MUTUAL UNDERSTANDING SEEMS TO BE A WAY OF HELPING THE TEAM MEMBERS LIVE WITH THE STRESS THAT IS A CONSTANT PART OF THEIR WORK AS THEY DEAL WITH GERIATRIC PATIENTS, AND DYING PATIENTS IN PARTICULAR".

—MONA HARRINGTON

It's a very fluid model. In these projects, expertise goes back and forth among the employees, the managers, and the researchers. The term, "fluid expertise," is how we describe this interaction – a form of mutual inquiry. In some ways, healthcare is a good environment to do this kind of research because companies that know the language and the concepts of work-life tend to connect it to family policies, rather than to the design of work. In healthcare, people don't have these preconceptions.

**ANN BOOKMAN:** In our project, the teams are only the starting point for understanding the very complicated delivery system of geriatric care. The way that our project has been organized is to start with interviews and work observations of the team members. It also includes two other very important components, both of which are in progress. One is some interviews and observations in the nursing homes where the teams work; interviewing staff there. Another component is that we are interviewing the families that have recently used these extended care facilities. What we have found is that, with the very short length of stay in acute care hospitals and the Medicare-regulated deadlines for stay in rehab facilities, patients are quickly being pushed back into their homes for a lot of their ongoing care. That obviously puts a great deal of pressure on the family members. So, the work and family issues of the family caregiver is another important piece of our project. We are trying to look at and understand the relationship between all of the different clinicians who are involved in caring for these patients as well as the family caregivers.

In the literature, this type of team is called a "dispersed team," the members are not all in one place. In this case, they are dispersed in a number of nursing homes. They also do their work sometimes in hospitals, sometimes in the patients' homes, and they come together for a fairly regular set of meetings a couple of times a month. However, they maintain a lot of virtual contact using phones, pagers and email. This contact produces a set of connections that are quite alive even though they do not all work in the same place. We see this as part of the satisfaction they take in their work and also a way to relieve stress. They turn to each other when there is a particular difficulty or a particular problem that is beyond the experience of an individual team member – it's their own version of "fluid expertise."

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**MONA HARRINGTON:** Once the patients are home the connection is a bit harder to maintain, but there is a fair amount of knowledge that is retained on the part of the team members about particular patients and their families. Many tend to be, as the clinicians call them, “frequent fliers.” Geriatric care often requires repetitive care of some kind. Therefore, the contact with the patients’ families is vital for the clinicians taking care of the patient. They tend to be known and information about them is fairly well maintained. It is almost as if the patients’ families are extended members of the team in ways that we haven’t completely tracked, but it is vital and it’s going to be a subject of ours.

**ANN BOOKMAN:** An example of that concerns the transfer of medical information. Usually medical records are kept on an institutional basis, so a patient will have one medical record in

“ONE OF THE THINGS WE HAVE BEEN LEARNING THROUGH THIS PROJECT IS THE IMPORTANCE OF RELATIONSHIP BUILDING. WITH A PROJECT THAT USES THE CIAR METHOD, THERE IS THE NEED TO CREATE LONG-TERM RELATIONSHIPS WHERE THERE IS SOME TRUST. IN TERMS OF THE FLUID EXPERTISE THAT LOTTE WAS TALKING ABOUT—THE TEAM MEMBERS DON’T FULLY UNDERSTAND THE WAY WE CONSTRUCT THE DUAL AGENDA FOR WORK AND FAMILY, AND WE DON’T ALWAYS UNDERSTAND WHAT THEY ARE SAYING, SO THERE IS A MUTUAL BACK-AND-FORTH TRYING TO UNDERSTAND EACH OTHERS’ FRAMEWORK AND LANGUAGE... THE ABILITY TO ULTIMATELY CONSTRUCT A NEW TYPE OF WORK ORGANIZATION —ONE THAT IS GOING TO BETTER SUPPORT THE WORK AND BETTER SUPPORT PEOPLE’S PERSONAL AND FAMILY LIVES—IS A DIRECT OUTCOME OF THE QUALITY OF RELATIONSHIPS THAT ARE BUILT”.

—ANN BOOKMAN

the hospital, one in the extended care facility, and one held by their primary care physician that is used when they come home and become an outpatient again. The family member acts as an integrative medical record. They are the ones who have been with the patient in all of these different settings and they are the ones who remember specifics about the patient – about allergies to medication, for instance. Finding ways to integrate medical information is a hot subject in healthcare. These records don’t travel from one healthcare setting to another, and it’s a big issue in patient safety and the quality of patient care. Before this gets figured out from an IT perspective, the family members are the only source for an integrated cross-institutional medical record.

One of the things we’ve been learning through this project is the importance of relationship building. In the past when I have done projects that don’t use the CIAR method, I may meet a subject once and do an interview, and it will hopefully be an enjoyable interaction, but then I never see them again. I use material from that interview as data that I analyze along with other data I have collected. With this kind of project, there is the need to create long-term relationships where there is some trust. In terms of the fluid expertise that Lotte was talking

about, the team members don’t fully understand the way we construct the dual agenda for work and family, and we don’t always understand what they are saying, so there is a mutual back-and-forth trying to understand each others’ framework and language. And that back and forth constitutes an important source of data itself.

The ability to ultimately construct a new type of work organization that is going to better support the work and better support people’s personal and family lives is a direct outcome of the quality of relationships that are built. That’s a very big part of the work and is another thing that differentiates this type of work from traditional research.

**MONA HARRINGTON:** : In healthcare everyone involved is very used to having researchers around. Researchers are crawling all over hospitals and every kind of healthcare institution, but they are focusing on medicine, patient care, patient safety -- on issues of that kind. It is very rare for somebody to go into these institutions focusing on the workforce. All of the expectations are that we are there to examine something that has to do with the care of patients. It seems quite surprising to people that we are interested in how the organization of work varies, and that changes in work organization can really make a positive difference in both work and family life. ❖

<sup>1</sup> Bailyn, L.; Rapoport, R.; Fletcher, J.K.; & Pruitt, B.H. (2002). *Beyond Work-Family Balance: Advancing Gender Equity and Workplace Performance*. San Francisco, CA: Jossey Bass.

FOR MORE INFORMATION, ABOUT THE AUTHORS AND THE MIT WORKPLACE CENTER, PLEASE VISIT <http://web.mit.edu/workplacecenter/>.

FOR MORE DETAILED INFORMATION ON THE COLLABORATIVE INTERACTIVE ACTION RESEARCH (CIAR) METHODOLOGY INFORMATION, SEE RAPOPORT, R., BAILYN, L., FLETCHER, J.K., & PRUITT, B.H. (2002). *BEYOND WORK-FAMILY BALANCE: ADVANCING GENDER EQUITY AND WORKPLACE PERFORMANCE*. SAN FRANCISCO, CA: JOSSEY BASS.

## Study Examines the Careers of Physicians

### An Interview with Forrest Briscoe



Forrest Briscoe,  
Ph.D.  
Pennsylvania  
State University

**Forrest Briscoe** is an Assistant Professor in the Department of Labor Studies and Industrial Relations at The Pennsylvania State University. He received his PhD at MIT's Sloan School of Management and was a Research Assistant with the MIT Workplace Center. He also holds a Bachelor's degree from Harvard University. His current interests concern the diversity of careers and organizational settings experienced by professional workers, including their ability to balance work with family. His dissertation examines these issues among physicians.

The changes occurring in the healthcare system and in the composition of the physician workforce are having a significant impact on the career paths and professional fulfillment of Massachusetts doctors. Forrest Briscoe, Assistant Professor of Labor Studies and Industrial Relations at Pennsylvania State University, initially began examining these impacts last year as part of his doctoral work at MIT's Sloan School of Management. Briscoe has focused his research at a large multi-site medical group in Boston, where he has conducted multiple interviews with practicing physicians who are involved with a variety of career activities. Interestingly, his findings suggest that despite their traditional bias against such large organizations that constrain autonomy, many doctors appear to value working in larger organizational settings because of the better hours and more predictable schedules available there.

Briscoe notes that at the same time that large healthcare organizations have become more common, the workforce itself has changed. The greater number of women and dual-earner families in the workforce have created a need for workplace flexibility.

Briscoe found that the conditions in the workplace have also freed up physicians to vary their professional activities. "There are new kinds of career flexibility that have become available in big organizations that weren't available in private practice," says Briscoe. Among the physicians he studied, some practiced part time, and some were involved with non-patient-related duties, such as research or administration. "One even had a start-up company going. They really did a variety of different things other than just seeing their regular patients in the office," Briscoe says.

Workplace flexibility was an unintended result when large healthcare organizations came to dominate the medical landscape. "What allows them to have these different career options are actually a series of organizational systems, like patient-centered care teams, special physicians to handle hospitalization, and electronic medical records, which all help physicians to have time for other work or non-work activities outside of patient care. These systems weren't created to help doctors out with their careers, they were created to improve the efficiency of the delivery of healthcare or maybe improve the quality of healthcare," Briscoe says. Now, however, healthcare administrators tout the flexibility

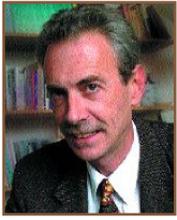
their organizations offer their staff. "If you talk to a leader in one of these organizations they will say that one of the most important advantage they have right now is they can offer career flexibility and attract good doctors," Briscoe says.

Briscoe is also completing a representative survey of doctors across the state, co-sponsored by the Massachusetts Medical Society. Data from this survey will allow him to generalize the findings of his thesis research by systematically comparing career and work options across different organizational settings (large medical groups, small private practices, hospitals, etc). A possible intervention in this project is helping one division of a large medical organization in evaluating and improving the implementation of part-time and flexible scheduling arrangements for physicians. ❖

For more information, please contact Forrest Briscoe at [fbriscoe@psu.edu](mailto:fbriscoe@psu.edu).

# Research at the Workplace: A Focus on Academia

## An Interview with Robert Drago and Carol Colbeck, PennState University



Robert Drago,  
Ph.D.  
Penn State  
University

**Robert Drago** is Professor of Labor Studies and Women's Studies at the Pennsylvania State University, and moderates the work/family newsgroup on the internet (<http://lsir.la.psu.edu/workfam/>). Often introduced as "the leading figure in work/family research," he holds a Ph.D. in Economics from the University of Massachusetts at Amherst, and has been a Senior Fulbright Research Scholar. Recent research includes studies of faculty and family issues and of work-family issues for hotel employees, both funded by the Alfred P. Sloan Foundation. He is a co-founder of the Take Care Net, the 2001 recipient of the R.I. Downing Fellowship from the University of Melbourne (Australia), serves on the Boards of the Alliance of

Work/Life Professionals and of the College and University Work/Family Association, is a member of the Council on Contemporary Families, a member of the Ms. Foundation's *Take Our Daughters and Sons to Work* day, and is a proud soccer dad.



Carol Colbeck,  
Ph.D.  
Penn State  
University

**Carol Colbeck** is Associate Professor of Education, Higher Education Program at Pennsylvania State University and Director and Senior Research Associate at the Center for the Study of Higher Education at PennState. Her research investigates how social and organizational contexts shape academic work in four interrelated areas: (1) how faculty integrate teaching, research, and service; (2) how state, institutional, and departmental policies influence the nature and characteristics of faculty work; (3) how faculty teaching and organizational climate affect student learning; and (4) how faculty balance professional and personal responsibilities. Since 1996, she has been principal investigator or co-principal investigator of five research projects

funded for a total of \$2.8 million by the National Science Foundation, the United States Department of Education, the Alfred P. Sloan Foundation, and the Pennsylvania Department of Education. Dr. Colbeck teaches courses on organizational theory, curriculum, academic work, and qualitative methods.

**Editor's note:** Robert Drago and Carol Colbeck's 'Mapping Project' focuses on the academy, a workplace that often times requires intense commitment from its employees, leaving little room for family and personal commitments. Robert and Carol kindly took the time to speak with us about their experiences collecting data in the field as well as their intriguing findings.

In academia there exists an unspoken message that long hours and hard work is a critical way to demonstrate commitment and to achieve success. Because there are no fixed criteria or established set of rules to guide those seeking tenure or promotions, the demands on academics are unlimited. Uncertainty is built in to their career paths, with the result being that they tend to stretch their capacity to produce. The obligations of family life are at odds with the demands of the profession, forcing faculty members who are parents to adopt strategies to avoid being perceived as choosing family over work. For women, this "bias avoidance"<sup>1</sup> may be as extreme as staying single, delaying childbirth, having fewer children than they

would like, and not asking for family-related leaves. A recently published study examines how the demands of work and the structure of career paths in the academy affect parents' abilities to manage their work and family responsibilities.

In *The Mapping Project: Exploring the Terrain of U.S. Colleges and Universities for Faculty and Families*, Robert Drago and Carol Colbeck of Pennsylvania State University found that over half of college faculty—primarily women—use strategies to deflect suspicions that family responsibilities are impeding their careers as teachers and researchers. The final report of the Alfred P. Sloan Foundation-funded study was released in December, 2003. The study's findings suggest that faculty status is incompatible with family commitments, particularly for women.

"What we have discovered and documented in our study is that faculty often engage in strategies when raising families, such as trying to limit family commitments or 'hide' family commitments so they can achieve the notion of being the 'ideal worker,'" says Drago.

The Mapping Project, which builds upon the earlier Faculty & Families Project, seeks to identify the barriers to family commitment that exist in higher education, and to locate methods and mechanisms to remove them. The researchers selected nine colleges and universities from the original nationwide survey of 507, and interviewed administrators and focus groups involving 61 faculty about bias avoidance. They focused on Chemistry and English departments because of the gender imbalance in each. Chemistry is predominantly a male discipline, with only 20 percent of the faculty women, while English is predominantly female, with less than 40 percent of the faculty male.

As a result of their investigation, the researchers were able to label two categories of bias avoidance – strategies academicians use to minimize either actual or apparent intrusions of family on work commitments in order to achieve career success:

- Productive bias avoidance: behaviors that improve work performance at the expense of family commitments. These may include decisions to avoid partnering or childrearing altogether, or to delay or limit the number of children to achieve career success.

"WHAT WE HAVE DISCOVERED AND DOCUMENTED IN OUR STUDY IS THAT FACULTY OFTEN ENGAGE IN STRATEGIES WHEN RAISING FAMILIES, SUCH AS TRYING TO LIMIT FAMILY COMMITMENTS OR 'HIDE' FAMILY COMMITMENTS SO THEY CAN ACHIEVE THE NOTION OF BEING THE 'IDEAL WORKER.'"

—ROBERT DRAGO

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- Unproductive bias avoidance: actions that serve to hide or minimize family commitments to maintain the appearance of ideal worker performance with minimal or even adverse impacts on actual work performance. These involve day-to-day behaviors and may include a faculty member calling in sick when in fact it's a child who is ill.

The research showed that women are more likely than men to practice bias avoidance because the burden of child care falls most heavily on females. The structure of the academic workplace and career paths were forged at a time when women stayed home to raise children and tend to family matters, freeing men to pursue their careers. Tenure was established as the professional norm in 1940 when the professoriate consisted mainly of men married to full-time homemakers.

Now women receive doctorates at the same rate as men, with 34 being the average age to complete a doctorate. This puts the tenure track years on a collision course with the final years for childbirth.

In 2002, they surveyed a random sample of chemistry and English faculty at 507 colleges and universities. A total of 14,634 prospective respondents were contacted, and 5,087 individuals returned the survey either over the world-wide web or in writing, yielding an overall response rate of 34.8%. Among the findings:

- Over one-quarter of women and 10 percent of men reported having fewer children than they wanted in order to achieve academic success
- Over one-sixth of women reported delaying their academic career to start a family, and delaying a second child until after tenure.
- Over 10 percent of men, and over 15 percent of women reported remaining single for the purpose of achieving career success.
- Almost one-fifth of men and almost one-third of women did not ask for a reduced teaching load when needed due to fears of adverse career repercussions.
- Almost one-third of fathers and mothers did not ask for parental leave when needed
- Just under one-fifth of both fathers and mothers did not stop the tenure clock for a new child even though it would have helped.
- Over one-third of fathers and almost half of all mothers reported missing some of their children's important events when they were young in order to appear committed to the job.
- Over half of all mothers reported coming back to work too soon after the birth of a new child in order to be taken seriously as an academic.
- Over 55 percent of men and over 70 percent of women reported some bias avoidance behavior.
- Bias avoidance behaviors were reported more often in Chemistry as compared to English departments for both men and women. However, this pattern was reversed for some specific questions, suggesting that forms of bias avoidance are not simply higher or lower but instead diverge by discipline.
- Women at research institutions – typically viewed as most prestigious – reported having fewer children than desired in order to achieve academic success, and more often delayed attempting to bear a second child until after tenure, consistent with higher performance bars at such institutions.
- Women in teaching institutions more often claimed to have delayed starting their academic careers in order to start a family, suggesting these sequencing strategies are more consistent with employment at teaching schools. As with disciplinary differences, however, the major pattern identified seems to be one where institutions diverge in the forms of bias avoidance deployed by faculty.

“THE CHARGE FOR US IS TO GET THE WORD OUT SO MORE PEOPLE CAN USE THIS INFORMATION. IT WILL TAKE MORE FACULTY WHO ARE WILLING TO SPEAK UP AND SAY ‘I NEED YOU TO HAVE THE FACULTY MEETING EARLIER BECAUSE I CAN’T BE HERE,’ OR FACULTY SAYING ‘WE SHOULD INCLUDE FAMILIES IN SOME OF OUR EVENTS.’ IT’S ALSO CRUCIAL FOR DEPARTMENT HEADS TO BE AWARE OF SOME OF THIS INFORMATION, BECAUSE THEY MEDIATE BETWEEN ADMINISTRATION AND FACULTY MEMBERS THEMSELVES.”

—CAROL COLBECK

To deepen their understanding of the demands on faculty members' time, the researchers “shadowed” individuals for two to three days. They met each subject at their home in the morning and commuted to work with them. For the entire day, Colbeck or a graduate assistant would note the faculty members' activities, and code each according to its purpose. In addition to strictly work-related or personal tasks, the shadowers captured instances when the two merged, such as telephoning home from the office, or talking about research with a colleague while preparing dinner. When the researchers weren't present, they asked their subjects to keep detailed diaries of activities. They also interviewed the faculty members about their typical days before and after the shadowing to ensure they weren't behaving differently because they were being observed. The researchers made an effort to shadow each subject during a day when they taught, and a day when they did not teach; and to include other aspects of their subjects' lives in order to get a cross-section of experiences. In all, they documented 650 hours of waking time among 13 people.

The shadowing revealed that women spent on the whole about twice as much time on dependent care as men. The most striking example was of two chemists, one male, the other female,

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both of whom were assistant professors. Each had a preschooler and a stay-at-home spouse. However, although the male described himself as a “family man” who made a point of telling his employer that he would not work long hours at the expense of his spouse and child, his female counterpart in the chemistry department spent nearly twice as much time on dependent care despite having a stay-at-home husband.

Although the tenure system places unrealistic demands on today’s faculty, Drago and Colbeck don’t recommend abandoning it. One institution they studied did eliminate tenure, but was also among the least family friendly. They theorize that even without tenure, workloads would likely remain high, and quality faculty would seek positions at other institutions where tenure was still in place. Instead, the researchers recommend that institutions make accommodations for “the ebb and flow of non-work commitments over the life course”.

“As the shadowing time allocation results demonstrate, there is a direct trade-off between time spent on family commitments and time for work, even for faculty who engage in substantial levels of multi-tasking. Our colleges and universities cannot expect to hire and retain the best and the brightest absent a recognition of and accommodations for family – and life – commitments beyond the workplace,” they write in the executive summary of The Mapping Project findings.

During the research, two models emerged for ameliorating work-family conflict. One was present at institutions that make a concerted effort to implement formal work-family policies and employ faculty who are committed to improving the climate toward work and family. The second model was found at only one school where a highly flexible decision-making process is in place and where faculty, students, staff and community are involved in institutional decision-making. This suggests that a climate that is receptive to non-work issues in the workplace is less likely to see productive and unproductive bias avoidance among faculty.

“The charge for us is to get the word out so more people can use this information,” Colbeck says. “It will take more faculty who are willing to speak up and say ‘I need you to have the faculty meeting earlier because I can’t be here,’ or faculty saying ‘We should include families in some of our events.’ It’s also crucial for department heads to be aware of some of this information, because they mediate between administration and faculty members themselves.” ❖

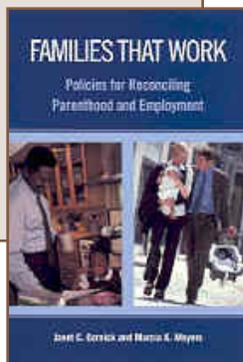
<sup>1</sup> An earlier research project on faculty at Penn State University, the Faculty and Families project (Drago, Crouter, Wardell & Willits, 2001) coined the term “bias avoidance.” This earlier study suggested that “biases against caregiving may be widespread yet rarely made explicit. Such biases may motivate faculty to strategically strive to minimize either actual or apparent intrusions of family on work commitments in order to achieve career success.”

FOR MORE INFORMATION, PLEASE VISIT  
[HTTP://LSIR.LA.PSU.EDU/WORKFAM/MAPPINGPROJECT.HTM](http://lsir.la.psu.edu/workfam/mappingproject.htm)

## Families That Work: Policies for Reconciling Parenthood and Employment

Janet C. Gornick and  
Marcia K. Meyers

Russell Sage Foundation  
August 2003



Janet Gornick,  
Ph.D.

Baruch College,  
CUNY

**Janet C. Gornick** is Associate Professor of Political Science at Baruch College, and at the Graduate Center, of the City University of New York (CUNY). She holds a Bachelors Degree in Psychology and Social Relations (Harvard 1980), a Masters Degree in Public Administration (Harvard 1987), and a Ph.D. in Political Economy and Government (Harvard 1994). Dr. Gornick's research focuses on social welfare policy. Most of her work is comparative— across countries and across the 50 U.S. states – and concerns the effects of family policies on child and family outcomes. Her core interest is in public programs that affect families' capacities to combine employment with caregiving, such as child care, maternity and parental leave, the regu-

lation of working time, and income transfers targeted on families with children. In September 2004, Dr. Gornick will become the Associate Director of the Luxembourg Income Study.



Marcia K. Meyers

University of  
Washington

**Marcia K. Meyers** is Associate Professor of Social Work and Public Affairs at the University of Washington, and an Affiliate of the Social Indicators Survey Center at Columbia University. She earned an M.P.A. at Harvard University and an M.S.W. and Ph.D. from the University of California, Berkeley. Dr. Meyers' research focuses on public policies and programs for vulnerable populations, with a particular focus on issues of poverty, inequality, and policy implementation. Current research projects examine the impact of U.S. state policy regimes on the labor force participation of mothers, on inequality in access to early childhood education and care, and on disposable

family income. In collaboration with researchers at the Rockefeller Institute of Government, she is studying the frontline delivery of welfare reforms in 11 sites around the country. With colleagues at the Social Indicators Survey Center she conducts a biannual survey to monitor the economic and social wellbeing of the residents of New York City.

In their book, *Families That Work: Policies for Reconciling Parenthood and Employment*, Janet Gornick and Marcia Meyers examine work-family policies in the U.S., Canada and

Europe and conclude there is no reason for the United States to be lagging so far behind other western countries in policy provisions in this area.

In contrast to many European countries, and Canada, where national policies grant parents paid time off to care for young children and labor market regulations aim to keep work from encroaching on family obligations, parents in the United States are left to find their own solutions to the competing demands of work and family. As a result, parents are forced to find private care for their children, which can be costly and of dubious quality; and it's often women who are forced to compromise work and employment goals when they start a family. The authors argue that the lack of extensive social and labor market policies in the U.S. exacts a high price in the form of gender inequality in the workplace and at home, family stress and economic insecurity, and the wellbeing of children.

Gornick and Meyers show that, based on the experiences of other countries, it is possible to design paid family leave, working-time, and child care policies that would operate successfully in the United States. Furthermore, the authors present evidence that these programs are consistent with the preferences of American parents and, more generally, with American attitudes toward social welfare policy. Gornick and Meyers conclude that, in the foreseeable future, U.S. work-family policies are likely to catch up with those in place throughout much of Europe and in Canada. ❖

FOR MORE INFORMATION, INCLUDING A TABLE OF  
CONTENTS AND AN EXCERPT FROM THE BOOK,  
PLEASE [CLICK HERE](#)

## 2003 Kanter Award for Excellence in Work-Family Research

We are pleased to announce that the 2003 Rosabeth Moss Kanter Award for outstanding work life research has been awarded to Michelle J. Budig, Ph.D., Assistant Professor of Sociology at the University of Massachusetts, Amherst for her 2002 article, "Male advantage and the gender composition of jobs: Who rides the glass escalator?" *Social Problems*, 49(2), 40.

This award will be presented to Dr. Budig at the 2004 Work-Life Conference, which will be held at the Roosevelt Hotel in New York City on June 15-16. This conference is sponsored by the Conference Board and the Families and Work Institute.

The annual Kanter Award is a joint project of the Center for Families at Purdue University and the Boston College Center for Work and Family and it aims to raise the awareness of excellent work-family research.

Other finalists include:

Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: links to work-family conflict and job-related outcomes. *Journal of Management*, 28(6). 2

England, P., Budig, M., & Folbre, N. (2002). Wages of virtue: the relative pay of care work. *Social Problems*, 49(4), 455-473. 16

Haas, L., Allard, K., & Hwang, P. (2002). The impact of organizational culture on men's use of parental leave in Sweden. *Community, Work & Family*, 5(3). 18

Melzer, S. A. (2002). Gender, work, and intimate violence: men's occupational violence spillover and compensatory violence. *Journal of Marriage and Family*, 64, 820-832. 25

Mennino, S. F. & Brayfield, A. (2002). Job-family trade-offs: the multidimensional effects of gender. *Work and Occupations*, 29(2), 226-256. 26

## Girls Incorporated Celebrates 140 Years of Girlhood

New York, NY

Girls Incorporated, the national nonprofit organizations that inspires all girls to be strong, smart, and bold, will honor the past and salute the future during a yearlong celebration of its 140th anniversary. The theme, "Celebrating 140 Years of Girlhood," applauds girls blazing trails, defying stereotypes, and asserting their rights.

Girls Inc. (founded as the Girls Clubs in 1864) responds to girls' ever-changing needs through research-based programs and public education. Throughout its history, the organization has offered girls and young women an empowering and sup-

portive environment to deal with the challenges of growing up female and the motivation to pursue their dreams.

Today, Girls Inc. continues that legacy and reaches 685,000 girls through a variety of programs (specifically in science, technology, economics, media, and health and sexuality), its website, and educational publications.

The festivities include luncheons in New York City, Washington, DC, and Los Angeles; an anniversary celebration during the national conference in Atlanta; and a gala hosted by the first Girls Inc. center in Waterbury, Connecticut.

For more information, please contact Taiia Smart Young at 212-509-2000, ext. 229, or visit [www.girlsinc.org](http://www.girlsinc.org).

## Work-Family Conflict and Gender in the Securities Industry

P-I's Mary Blair-Loy and Jerry Jacobs

Mary Blair-Loy (University of California, San Diego) and Jerry A. Jacobs (University of Pennsylvania) are the principle investigators of a study on the securities industry. They combine in-depth case studies of four securities firms (three traditional commission-based firms and one discount firm) with their national survey of securities professionals.

Blair-Loy and Jacobs find that that globalization in the securities industry helps lengthen work hours, exacerbate work-family conflict, and increase gender inequality. In contrast to the conventional wisdom that scheduling flexibility reduces work-family conflict, flexibility in the 24-hour securities industry increases this conflict. In an economy in which the work is never done, scheduling flexibility can be a liability rather than a benefit. Without limits to a workday, work time expands and flexibility enables work to be shifted to all hours of the day and night.

These trends are mediated by firm-level processes of compensation and work organization. In the three commission-based firms, work pressures reinforce a male breadwinner/female caregiver division of labor. Most male brokers with children rely on their wives to provide the caregiving they cannot. The family's economic dependence on the male brokers' income reinforces the pressure on men to work long hours and to spend even less time at home. The tremendous challenge of combining commission-based financial consulting with caregiving work encourages women brokers to leave these jobs and helps sustain the male domination of the broker occupation.

In contrast, the discount firm has more predictable and finite hours and employs a larger proportion of women brokers. Yet the discount firm also pays less, and the concentration of women therein contributes to the gender pay gap in the industry.

For more information, please contact Mary Blair-Loy ([blair-loy@ucsd.edu](mailto:blair-loy@ucsd.edu)) or Jerry Jacobs ([jjacobs@mail.sas.upenn.edu](mailto:jjacobs@mail.sas.upenn.edu)).

## Awards

### Eastern Sociological Society (ESS) Merit Award

The winner of the Eastern Sociological Society's Merit Award for 2004 was Cynthia Fuchs Epstein, CUNY-Graduate Center. The award was presented by Margaret Anderson of the University of Delaware at the Eastern Sociological Society's 74th annual meeting in February of 2004.

The ESS Merit Award Committee invites members to recommend candidates for future years. Those suggested should be distinguished scholars who have made outstanding contributions to the discipline, the profession, and the ESS.

For more information, please contact the committee chair, Margaret Andersen, Department of Sociology, University of Delaware, Newark, DE 19716, Phone: 302-831-0649, E-Mail: [mla@udel.edu](mailto:mla@udel.edu).

## Recent Conferences

### 8th Annual AWLP Conference, "Progress in Motion"

The Alliance for Work-Life Progress

February 18-20, 2004  
Phoenix, AZ

The Alliance for Work-Life Progress held their 8th Annual Conference, "Progress in Motion" on February 18-20 in Phoenix, Arizona. This was AWLP's first conference as an affiliate organization of WorldatWork (<http://www.worldatwork.org/>). The conference featured over 70 presenters and more than 25 sessions, including special sessions on international perspectives on work/life and telework.

Keynote speakers, Bruce Tulgan, author of "Managing the Generation Mix", and Victoria Lipnic, U.S. Assistant Secretary of Labor for Employment Standards gave enthusiastic presentations. Tulgan spoke on the generations, while Lipnic spoke on some of the work-life nuances her department faces. WorldatWork Executive Director Anne Ruddy and brand new AWLP Director Kathie Lingle introduced the plenary sessions. Ruddy spoke about how the combined expertise and resources of the two organizations would "help us teach the world to sing."

Topics addressed in this conference were child care, elder care, organizations and family friendly policies, workplace flexibility, and the future of work/life. In addition, the 9th Annual AWLP Innovative Excellence Awards were presented during the conference. The recipients were Cendant Mobility, Northern Illinois Collaboration, and Verizon.

Please visit <http://www.awlp.org/events> for a conference wrap-up and photos from the conference.

### The College and University Work/Family Association (CUWFA)'s 10th Annual Conference

February 20-22, 2004  
Phoenix, Arizona

On February 20-22 in Phoenix, Arizona the College and University Work/Family Association (CUWFA) held its 10th Annual Conference. "Work Life, Now More than Ever: Impact and Opportunities of Budgetary Constraints on Work/Life Progress" was this year's theme. Work/life professionals from varying backgrounds presented, including work/life managers and employee assistance specialists.

Topics of sessions included the effectiveness of collaborations and partnerships, employee assistance programs and work/life, and family responsive programs. The conference began with the opening speaker Sharon O'Malley, editor of *Work/Life Today*, presenting on "The State of Work/Life". The two day conference concluded with a presentation on "Leadership in Times of Stress and Change" by Dr. Mark Tager, the president of ChangeWell, Inc.

For more information on this conference, please visit, <http://cuwfa.org/index.html>.

### 74th Annual Meeting of the Eastern Sociological Society, Theme: "Rethinking Careers for a Changing Society"

February 19-22, 2004  
New York, NY

The Eastern Sociological Society recently held its 74th Annual Meeting on February 19-22 at the Roosevelt Hotel in New York, New York. This year's theme was "Rethinking Careers for a Changing Society". Panels, plenary, and sessions covered such topics as work-family stress, the role of gender in work and family, care work, and workplace flexibility. There were also numerous informal workshops regarding the teaching of sociological courses.

Panel sessions included: Marin Clarkberg, Kathleen Gerson, Catherine Hakim, Barbara Schneider, and Mary Still on the time squeeze, Jerry Jacobs and Jody Heymann on global and policy issues related to careers, and Haya Stier and Hans-Peter Blossfeld on the changing workforce. In addition, the ESS Awards were presented during this conference. Cynthia Fuchs Epstein was awarded the ESS Merit Award.

For more information, please visit <http://www.essnet.org/annualmeeting.htm>.

## **“Sustainable Careers: New Options for a New Workplace: An Interdisciplinary and International Research Policy Forum”**

**February 19-22, 2004**

**New York, NY**

This conference was held in conjunction with the Eastern Sociological Society’s conference and was sponsored by the Cornell Careers Institute and Bronfenbrenner Life Course Center at Cornell University; the Life Course Center at the University of Minnesota; and the Alfred P. Sloan Foundation. Speakers included Lotte Bailyn, Howard Becker, Hans-Peter Blossfeld, Richard Burkhauser, William Butz, Kathleen Christensen, David Ekerdt, Kathleen Gerson, Jennifer Glass, Janet Gornick, Jody Heyman, Jerry Jacobs, Pat Martin, Phyllis Moen, Jeylan Mortimer, Carl Van Horn, Blair Wheaton, Joan Williams, Robert Wuthnow, and many others.

Topics included: The Time Squeeze; The Disposable Worker – Living in and Navigating the Job Loss Economy; The Changing Workforce; Reframing Flexibility; Pro-Work Policies for People with Disabilities; Careers in a Changing Global Economic and Policy Environment; Work, Stress & Gender; Life Transitions: Policy Implications; Changing Institutions: Families and Careers; and Civic Careers.

For more information, please contact:  
Phyllis Moen [phylmoen@umn.edu](mailto:phylmoen@umn.edu) or  
Jane Peterson [jampeter@umn.edu](mailto:jampeter@umn.edu).

## Call for Papers

### **“Advancing Quality of Life in a Turbulent World”. International Society for Quality-of-Life Studies (ISQOLS) conference.**

**Deadline for Submission: April 15, 2004**

This conference will be held November 10-14, 2004 in Philadelphia, Pennsylvania. All topics relating to any aspect of the quality of life of traditional and non-traditional families and family-like communities are of interest.

For more information, please visit <http://market.cob.vt.edu/isqols/>.

### **Gender, Work and Organization, 4th International Interdisciplinary Conference**

**Deadline for Submission: November 30, 2004**

The 4th International Interdisciplinary Conference of the journal *Gender, Work, and Organization* will be held at Keele University, Staffordshire, in Central England, in June of 2005. The conference organizers welcome papers in the following areas: alternative organisation; gender and emotional, aesthetic and sexualised labour; feminist theory; ethics and organisations; colonialism in organizations; complexity and diversity in the workplace; sexualities in organisation; men and masculinities; gendered identity and subjectivity; power and resistance; home working; theorising gender in service work; gender and recruitment; gender and new technologies; new managerialism; leadership; harassment and discrimination; work/life balance; unequal pay; race and ethnicity; social exclusion; women and men in management; and human resource management. This list of topics is suggestive rather than exhaustive.

Abstracts of approximately 750 words (excluding any references) are invited by November 30, 2004. Prospective contributions will be independently refereed. Abstracts should include full contact details, including your name, institutional affiliation, mailing address, telephone number and e-mail address.

Please e-mail abstracts to the conference organiser: Dr. Deborah Kerfoot, Keele University, E-mail: [mna23@keele.ac.uk](mailto:mna23@keele.ac.uk).

For more information, please visit, <http://www.blackwellpublishing.com/journal.asp?ref=0968-6673>.

## Conferences

### **The American Council on Consumer Interests' 50th Annual Conference**

**March 31-April 3, 2004  
Wyndham City Center, Washington, DC**

The 50th Annual Conference will be held in Washington, DC at the Wyndham City Center March 31 - April 3, 2004. This will be ACCI's 50th anniversary as an organization!

Visit the following website for more information as it becomes available: <http://www.consumerinterests.org/public/articles/index.html?cat=10#2001>.

### **“Globalisation, Families and Work: Meeting the Policy Challenges of the Next Two Decades”**

**April 1-2, 2004  
Brisbane, Qld, Australia**

Families Australia will convene this conference that will focus on issues of work and family. This is a ‘forward-looking’ conference which seeks to examine the policy options, ideas and underlying values that inform work and family issues.

The themes are as follows:

- Perspectives on the future of Australian families and work: what are the trends telling us?
- The economics of caring
- Changing families
- How society chooses - policy and values, past and future
- How society chooses - where does well-being fit in?

For more information, please visit, <http://www.familiesaustralia.org.au> or e-mail, [conference@familiesaustralia.org.au](mailto:conference@familiesaustralia.org.au).

### **“Workplace Strategies and Interventions for Improving Health and Well-Being”**

**April 13-15, 2004  
Sheraton Inner Harbor Hotel  
Baltimore, Maryland**

Sponsored by The National Institute of Child Health and Human Development, The Office of Behavioral and Social Sciences Research, The National Cancer Institute, and The National Institute on Drug Abuse of the National Institutes of Health (U.S. DHHS), The National Institute for Occupational Safety and Health of the Centers for Disease Control and Prevention (U.S. DHHS), Purdue University, and The Child Care Bureau of the Administration for Children and Families (U.S. DHHS).

This conference is the second in a series of conferences and other activities that address the implications of work-family interrelations for health and well-being. The conference will review the state of science with regard to workplace strategies and interventions for improving the health and well-being of workers and their families through affecting their abilities to better meet work and family demands. Leading scientists in the field will present their current research. To put these scientific presentations into a contextual framework, we will also hear from speakers on current workplace policies and practices, state and federal laws and policies pertaining to work, and employees' and work-life professionals' experiences with workplace policies and practices.

For more information, please contact Lynne Casper, Ph.D. ([casperl@mail.nih.gov](mailto:casperl@mail.nih.gov)), Rosalind King, Ph.D. ([rozking@mail.nih.gov](mailto:rozking@mail.nih.gov)), or Shelley MacDermid, Ph.D. ([shelley@purdue.edu](mailto:shelley@purdue.edu)).

### **“Long Working Hours, Safety, and Health: Toward a National Research Agenda” National Conference**

**April 29-30, 2004  
University of Maryland School of Nursing, Baltimore, Maryland**

Sponsored by: University of Maryland School of Nursing, National Institute for

Occupational Safety and Health (NIOSH), and United States Department of Justice.

This innovative conference's aim is to share information across disciplines about current knowledge, key information gaps, and interventions in progress to define research questions and inform the development of a national research agenda on long hours of work and extended work schedules. To accomplish this, there will be sessions consisting of overview talks by invited speakers to address the current state of knowledge about who is working extended work schedules and why, the safety and health effects of working long hours, and current organizational responses, including case studies. Breakout sessions will provide an opportunity for participants to contribute to specific areas of the research agenda.

For additional information please visit: <http://nursing.umaryland.edu/longwork-hours/index.htm>.

### **The European Academy of Management's (EURAM) 4th Annual Conference on "Governance in Managerial Life"**

**May 5-8, 2004**  
**St. Andrew's University, Scotland**

The fourth annual EURAM conference will be convened at the University of St. Andrews in Scotland, May 5-8, 2004. Building on the success of EURAM's previous conferences, and within the EURAM tradition of innovation, the 2004 meeting aims to provide a challenging intellectual forum for the further development of European management studies.

The European Academy of Management (EURAM) is an open, international and multicultural European Forum for networking and research in management. EURAM emphasizes multidisciplinary theoretical perspectives and methodological pluralism as well as critical examinations of the historical and philosophical roots of management theory and praxis.

Within EURAM, there will be a Special Conference Track of work-life balance and organizational performance, Chaired by Steven Poelmans, Ph.D., IESE Business School in Barcelona, Spain (for more

information on this "Special Track", please e-mail Barbara Beham at [bbeham@iese.edu](mailto:bbeham@iese.edu))

For more information about the conference, please go to: <http://www.st-andrews.ac.uk/~euramo4/>.

### **The 2004 Work-Life Conference**

**June 15-16, 2004**  
**The Roosevelt Hotel, New York, NY**

#### **Sponsored by the Conference Board and the Families and Work Institute**

The Conference Board's 2004 Work-Life Conference, presented in collaboration with the Families and Work Institute, will address today's work-life challenges and the impact they will have on culture within our workplace. How can work-life professionals thrive in today's changed world?

Prestigious awards will also be presented to the media, for research (including the Kanter Award for excellence in work-family research), and for ahead of the curve policies and programs in the work-life field. This conference is for human resource professionals concerned with work-life, diversity, and women's leadership.

Visit the following website for more information as it becomes available: <http://www.conference-board.org/conferences/conference.cfm?id=627>, or contact Ellen Galinsky at [ellen.galinsky@conference-board.org](mailto:ellen.galinsky@conference-board.org)

### **3rd Annual Hawaii International Conference on Social Sciences**

**June 16-19, 2004**  
**Honolulu, Hawaii**

#### **Sponsored by the East West Council for Education and the Center of Asian Pacific Studies of Peking University**

The 3rd Annual Hawaii International Conference on Social Sciences will be held from June 16 (Wednesday) to June 19 (Saturday), 2004 at the Sheraton Waikiki Hotel in Honolulu, Hawaii.

The conference will provide many opportunities for academics and professionals from the social sciences fields to interact with members inside and outside their own particular disciplines.

For more information, please go to <http://www.hicsocial.org> or email [social@hicsocial.org](mailto:social@hicsocial.org).

### **Parent Child 2004 - International Conference on the Family**

**June 17-18, 2004**  
**London, UK**

Organised by the National Family and Parenting Institute, the Parenting Education and Support Forum, One Parent Families, the Open University, Trust for the Study of Adolescence and the National Society for the Prevention of Cruelty to Children (NSPCC), this conference celebrates the 10th anniversary of the International Year of the Family. It will address a range of research, policy and practice issues relating to the current and future state of the family in the UK and across the world.

For more information, please visit, <http://www.neilstewartassociates.com/jar20>.

### **The Fourth International Conference on Diversity in Organisations, Communities, and Nations**

**July 6-9, 2004**  
**University of California, Los Angeles**

The conference will include both major keynote addresses by internationally renowned speakers and numerous small-group workshop and paper presentation sessions. In all sessions, conference organizers are encouraging people to bring an active sense of the world today, from the global to the local, and to engage with the possibilities for positive change. The conference themes indicate the range of issues which the conference will be addressing, and you may like to speak to these from a variety of perspectives - engaged scholarly interest in diversity; governmental and non-governmental involvement in community building; interest in diversity management, your research on aspects of culture and diversity ... whatever you do or whatever moves you to speak. This is very much a participants' conference.

Papers submitted for the conference pro-

ceedings will be fully peer-refereed and published in print and electronic formats in the International Journal of *Diversity in Organisations, Communities and Nations*.

For more information, please visit the conference website:  
<http://www.Diversity-Conference.com>.

### **American Psychological Association's (APA) 2004 Annual Convention**

**July 28- August 1, 2004**  
**Honolulu, Hawaii**

APA President, Dr. Diane Halpern is in the process of planning diverse and interesting programming for the 2004 APA convention, including a session by Developmental psychologist Emmy Werner, PhD, who will discuss her now-famous 1950s longitudinal study of resilience in Hawaiian children with multiple risk factors and a child-care debate featuring psychologists Sandra Wood Scarr, PhD, former CEO of KinderCare Learning Centers, and Nora Newcombe, PhD, of Temple University. In addition, Stanford university psychologist Albert Bandura, PhD, will accept the Lifetime Achievement Award from APA.

In the next few months, the APA Monitor will include more specific information on these sessions, including suggested advance readings. Visit the following website for more information as it becomes available:  
<http://www.apa.org/conf.html>.

### **The Fourth International Conference of Knowledge, Culture and Change in Organisations**

**August 3-6, 2004**  
**University of Greenwich, London, UK**

The conference will address a range of critically important themes in the various fields investigating 'Knowledge', 'Culture' and 'Change' in Organisations. Main speakers will include some of the world's leading management thinkers, as well as numerous papers, workshops and colloquium presentations by practitioners, teachers and researchers.

This is a conference about the nature of

organisations, with a strong interest in organisational cultures, diversity and globalization.

For more information, please visit  
<http://www.ManagementConference.com>

### **2004 Annual Meeting of the Academy of Management**

**"Creating Actionable Knowledge"**

**August 6-11, 2004**  
**New Orleans, LA**

In August of 2004, the Academy of Management will host its annual meeting in New Orleans, Louisiana. "Dynamic sessions, networking opportunities, premier exhibits, extensive job placement, and an exciting location are some of the things you'll find this year."

For more information, please visit  
<http://meetings.aonline.org/2004/>.

### **"Bridging Carework Research, Advocacy, and Policy". Fourth Carework Conference**

**August 13, 2004**  
**San Francisco, CA**

This conference will bring together researchers, policymakers, and advocates involved in various domains of carework for a one-day conference. The conference organizers welcome participants interested in carework and carework policy from all academic disciplines, advocacy and non-profit organizations, as well as public and private sector organizations. The overall theme for the conference will be "Bridging Carework Research, Advocacy, and Policy," linking the carework conference theme with this year's ASA conference on "Public Sociologies."

For more information, please visit  
<http://www.soc.iastate.edu/carework/>

### **American Sociological Association's 99th Annual Meeting**

**"Public Sociologies"**  
**August 14-17, 2004**  
**San Francisco, CA**

August 14-17 of 2004, ASA will hold its 99th annual meeting in San Francisco,

CA. This year's theme will be "Public Sociologies".

For more information, please visit  
<http://www.asanet.org/convention/2004/index.html>.

### **66th Annual National Council on Family Relations (NCFR) Conference**

**November 17-20, 2004**  
**Rosen Centre Hotel, Orlando, FL**

The National Council on Family Relations will hold its 66th Annual conference November 17-20 of 2004. The theme will be "Inequalities and Families". Jay D. Teachman of Western Washington University is the Program Chair.

For more information, please visit  
[http://www.ncfr.org/conference\\_info/index.asp](http://www.ncfr.org/conference_info/index.asp).

The Sloan Network welcomes research and project updates.

Please send to  
[wfnetwork@bc.edu](mailto:wfnetwork@bc.edu)