Looking Backwards to Go Forward:

A Timeline of the Work-Family Field in the United States since World War II

Bettye H. Pruitt
Pruitt & Company, Inc.
Dedicated to realizing the practical value of history in organizations and the world.
81 Dennett Street
Portsmouth NH 03801

Rhona Rapoport
Director, Institute of Family & Environmental Research
Tel/Fax: +44 (0)20 7586 1931
13 Consort Lodge
34 Prince Albert Road
London NW8 7LX

This timeline was prepared as part of a larger, ongoing project funded by the Ford Foundation, entitled "Looking Backwards to go Forward" which explores work-personal life integration in 6 countries - USA, UK, Holland, Norway, India and Japan.
INTRODUCTION

The purpose of this timeline is to support a portion of an interviewing project, “Looking Backwards to Go Forward,” led by Rhona Rapoport and funded by the Ford Foundation. The core of the project involves engaging people active in the work-family field in reflection on the evolution of the field and their own careers within it, including their own work-family issues. The overall project will include 2-3 interviewees from six different countries.

Does not aim to be a comprehensive overview and should be read in connection with other historical materials, including Marcie Pitt-Catsouphes, “2002 Timeline of the Work-Family Area of Study,” and Leslie F. Stebbins, Work and Family in America. Additions to this timeline from Stebbins’s timeline are indicated by an asterisk, from Catsouphes’s timeline by a superscript dagger (†); and additions generously submitted by Faith Wohl are indicated by a superscript double dagger (‡).

The content of the timeline draws largely on a collection of books and articles created by Rapoport. The inclusion of entries for cultural context aims to suggest connections between “background” developments, such as the evolution of popular thinking on work-family issues and changing attitudes toward gender roles, and the direction of formal work in the field. The goal of the timeline on applications is to open consideration of the “implementation gap” – the lag between understanding and application of new knowledge in work organizations.

<table>
<thead>
<tr>
<th>DATE</th>
<th>CULTURAL CONTEXT</th>
<th>THE WORK-FAMILY FIELD</th>
<th>IMPACTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Popular publications on work-family issues, women in the workplace, and gender roles; demographics, politics, and economics</td>
<td>Research and advocacy on work-family issues, women in the workplace, gender roles</td>
<td>Legislation and Workplace Changes</td>
</tr>
<tr>
<td>1944</td>
<td>FDR declares that publicly supported child care is a wartime need only and will be discontinued*</td>
<td>Talcott Parsons, The Social Structure of the Family: Its Function and Destiny popularizes a sociological theory of “natural” roles for men as breadwinners and women as homemakers*</td>
<td></td>
</tr>
</tbody>
</table>
| 1946 | - Hundreds of child care centers close* as millions of women leave wartime jobs and postwar baby boom begins  
    - The first edition of Benjamin Spock, The | | |

Looking Backwards to Go Forward
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Source</th>
<th>Notes</th>
</tr>
</thead>
</table>
| 1950 | - Women in the labor force: 23 percent of all women; 29 percent of women with children 6-17; 12 percent of women with children under 6; divorce rate is 10.3 per 1000 women over 15 years of age  
   - T. Berry Brazelton establishes his pediatric practice in Boston. He will become the second leading child rearing guru after Dr. Spock, and like Spock, emphasizes the key role of mother-infant bonding in the early years of life, which many people understand to mean that mothers are ultimately responsible for their children’s psychological health and success in life | William Ogburn, *Social Change* (New York: Viking, 1950) coins the term “cultural lag” to describe phenomena such as the persistence of the ideology that women should not work outside the home despite the fact that many women are in fact doing so. | In the early 1950s hospitals begin to provide on-site child care centers to address a shortage of nurses. |
<p>| 1952 | - Simone de Beauvoir’s <em>The Second Sex</em> appears in the United States, the first to use the term “women’s liberation”. | The Women’s Bureau of the U.S. Department of Labor publishes <em>Women Workers and Their Dependents and Maternity Protection of Employed Women</em> as well as a publication of the National Committee for Equal Pay. |  |
| 1953 | - The popular TV show, <em>Father Knows Best</em>, idealizing the “traditional” middle-class family, first appears. | The Women’s Bureau publishes <em>Employed Mothers and Child Care</em>. |  |
| 1954 | - The White House Conference on the Effective Use of Woman-power considers expanding women’s opportunities in the labor market, including outside of traditional “female” occupations. | Child care activists succeed in getting the Internal Revenue Service to allow low-income families to take deductions for child care. |  |
| 1955 | - Business and Professional Women/USA (an advocacy, information, and education organization with local affiliates, established in 1919) creates the Business and |  |  |</p>
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1959</td>
<td>Mabel Newcomer, <em>A Century of Higher Education for Women</em>, reports that the percentage of women among college students has dropped from 47 percent in 1920 to 35 percent in 1958, and the percentage of doctorates awarded to women has similarly fallen from 17 percent to 10 percent.¹</td>
<td>Professional Women’s foundation “to promote equity for working women through education, research, and training”²</td>
</tr>
<tr>
<td>1960</td>
<td>Women in the labor force: 31 percent of all women; 39 percent of women with children 6-17; 19 percent of women with children under 6;³ divorce rate is 9.2 per 1000 women over 15 years of age³</td>
<td></td>
</tr>
<tr>
<td>1961</td>
<td>Oral contraceptives become available for the first time⁴</td>
<td>President John F. Kennedy creates the President’s Commission on the Status of Women at the urging of Eleanor Roosevelt*</td>
</tr>
<tr>
<td>1962</td>
<td>Felice Schwartz founds Catalyst, a not-for-profit research and consulting firm dedicated to advancing women’s careers in business</td>
<td>U.S. government begins providing child care assistance to women on welfare engaged in job training or work*</td>
</tr>
<tr>
<td>1963</td>
<td>Betty Friedan, <em>The Feminine Mystique</em> challenges the theory that women are “naturally” suited to be homemakers with her experience (and that of other college-educated women) of full-time homemaking as confining and unfulfilling</td>
<td>The <em>Daedalus</em> conference on Woman in America illuminates divisions on issue of gender differences in the workplace. In her paper, Lotte Bailyn looks at women in technical occupations with the assumption “that women and men [are] equally capable of doing technical work, and that any differences in their careers [have] to do with differences in the general social roles they [are] expected to play.” Alice Rossi takes a similar position, pointing toward her concept of androgyny. In contrast, Erik Erikson and David Riesman argue that there are basic gender differences that would “naturally express themselves in the way a person relates to technology and to the requirements of high level occupations.” Accused of being “essentialist,” they argue that their concept is different from The Equal Pay Act mandates equal pay for equal work*</td>
</tr>
</tbody>
</table>
psychological theories and stereotypes of the day, because they view these distinctive feminine characteristics positively. But in the atmosphere of the 1960s, when “expressive and nurturant tendencies” are labeled as psychologically immature and women are stereotyped as less interested in the world of work and less able to contribute to it than men, people who want to see more opportunities for women in technical and other professional fields are inclined to deny gender differences. 

- *American Women*, the report of the President’s Commission on Women documents extensive discrimination and lack of support for women in the workplace.
- Sociologist Alice Rossi delivers a paper to the American Academy of Arts & Sciences, titled “Equality between the Sexes: and Immodest Proposal”.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1964</td>
<td>Jessie Bernard, sociologist, and a pioneer in challenging gender roles, publishes <em>Academic Women</em>&lt;br&gt;Thirty-three states establish commissions on the status of women and at the federal level an executive order creates the Interdepartmental Committee on the Status of Women and the Citizens Advisory Panel to follow up on the recommendations of the report of the President’s Commission.</td>
</tr>
<tr>
<td>1965</td>
<td>Robert N. Rapoport and Rhona Rapoport, “Work and Family in Contemporary Society.” <em>American Sociological Review</em>, 30(3) brings work and family together at a time when they remain separate fields of study in the social sciences. The article is based on a study following engineering students through life changes brought by employment, marriage, and first child. Their research indicates that work</td>
</tr>
</tbody>
</table>

Title VII of the Civil Rights Act of 1964 prohibits firms with 15 or more employees from discriminating on the basis of sex.
and family have significant effects on each other and that the patterns are gender inequitable.  
- Daniel Patrick Moynihan, *The Negro Family: The Case for National Action* (Washington, DC: Office of Policy Planning and Research, U.S. Department of Labor) argues that high levels of unemployment among black men are creating a crisis for black families and society as a whole – broken homes, and fatherless families, leading to high rates of school failure, crime, illegitimacy.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1966</td>
<td>Betty Friedan and 27 others found NOW</td>
<td>established with a primary mission to push for enforcement of equal rights for women.</td>
</tr>
<tr>
<td>1967</td>
<td>Senator Eugene McCarthy of Minnesota introduces</td>
<td>the Equal Rights Amendment</td>
</tr>
<tr>
<td>1970</td>
<td>Women in the labor force: 41 percent of all women; 49 percent of women with children 6-17; 30 percent of women with children under 6; divorce rate is 14.9 per 1000 women over 15 years of age: between 1970 and 1996 the number of children living in single-parent families will more than double.</td>
<td>Caroline Bird, <em>Born Female</em>, documents gender inequities in education and employment in the 1960s.</td>
</tr>
<tr>
<td>1971</td>
<td>Marilyn Bender, “Executive Couples,” <em>New York Times</em> (October 4, 1971), p. 3:1 discusses the new phenomenon of couples entering the job market with equivalent degrees</td>
<td>Foundation of the Women’s Legal Defense Fund, which will become the National Partnership for Women and Families, a leading force in pressing for legislation to make sexual harassment illegal and author of the first version of the Families and Medical Leave Act, offered in 1984.</td>
</tr>
</tbody>
</table>
universities have also begun to relax nepotism rules for married couples. Married women still are at a disadvantage in hiring, though, because of the assumption they will soon leave to have children. Another issue looming for the young couples covered in this article is that of geographical mobility in career tracks.

1972

- Judith Weintraub, “Juggling Career, Husband and Child,” *New York Times* (May 1, 1972) interviews Rhona and Robert Rapoport about their findings in *Dual-Career Families*, published in the US in April 1972. The focus of this article is on what the women are like who manage to combine high-level careers with family and what their lives are like. Key points: these women come from advantaged backgrounds and psychologically do not place full hopes for self-realization on family. Being “superwoman” is not the key factor. Rather “flexibility about sex roles, a strong sense of organization and decision making, and husbands who actively encouraged their wives working” are critical. The Rapoports themselves provide an example of a dual-career couple.
- Jessie Bernard’s *The Future of Marriage*, though disputed by some, has a major impact on popular culture, contributing to the “evolving belief that marriage is an oppressive institution for women.”
- Feminist journalist Gloria Steinem launches *MS. Magazine*, popular journal of the women’s liberation movement.

1973

- The U.S. Supreme Court’s decision in *Roe v. Wade* invalidates state laws that make abortion illegal.
- Jessie Bernard, *The Future of Marriage* (Yale University Press, 1972) reports social science research showing that married men are better off than single men on four measures of psychological distress—depression, neurotic symptoms, phobic tendency, passivity. Married women, on the other hand, suffer more than single women from these problems.
- The Equal Rights Amendment passes the U.S. Senate (it passed the House in 1970) and moves to the states for ratification.

Title IX: a federal statute prohibiting sex discrimination in federally-funded educational institutions.
<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
</table>
• Wellesley College establishes the Wellesley Center for Research on Women with a mission to improve the lives of women through research, action, training, and publications |
| 1975 | • Rhona and Robert N. Rapoport, with Ziona Strelitz, *Leisure and the Family Life Cycle* (Routledge and Kegan Paul, 1975) is a contribution to the literature on the sociology of leisure built around the concept of life cycle, looking at the role of leisure in different life stages  
• Rhona Rapoport and Robert N. Rapoport, “Men, Women, and Equity.” *The Family Coordinator*, 1975, October, 421-432  
• Jessie Bernard, *Women, Wives, Mothers: Values and Options*  
• Founding of the Work in America Institute, a “not-for-profit workplace research organization supported by business, labor, and government” |
| 1976 | *New York* magazine cover feature: “The New American Marriage: He Works, She Works, But How Does the House Work?” In 1975 there were 16.4 million working couples, roughly 2 million of which were dual-career (i.e., both in management, professions, administration). Interviews a group of dual-career couples, virtually all of whom use housekeepers, order groceries for delivery, have joint checking accounts, and otherwise split household tasks (e.g. cleaning the pool and the cat box) except cooking, which all of the women do. Includes, Joan Kron, “The Dual-Career Dilemma.” “The hard truth is that the dual-career couples who have made it are couples who have it made. . . .  
• Jean Baker Miller, *Toward a New Psychology of Women* (Boston: Beacon Press) challenges established theories of human growth through separation and individuation with a theory of “growth-in-connection” that reflects women’s relational experience; Miller redefines as strengths relational values and skills that have traditionally been seen as weakness and dependency  
have top-notch help and plenty of money, and have worked out their priorities—not to mention coming to terms with their guilt about whatever or whomever they’re neglecting.” For most trying to do this, it is a huge struggle and only mixed results, especially for those who have children. College women now feel a career is expected of them and that parenthood is more optional. The conclusion of this article is that more women now are finding ways to ease up on work without giving up entirely in order to have more time for family, especially children, e.g. writing a book at home instead of editing a weekly magazine. Also Anne Roiphe, “Keeping and Carrying the House Together,” on a two-career marriage (both partners work as writers in home offices) in which rigid sex roles have broken down: “It is very sexy for a man to take care of things—to nurture women, children, plants, and animals. . . .”

<table>
<thead>
<tr>
<th>1977</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The U.S. Department of Labor sponsors the Quality of Employment Survey, conducted by the Survey Research Center of the Institute for Social Research at University of Michigan introduces the concept of work-family conflict and measures it for the first time, finding that one-third of working people experience conflict between work and personal life</td>
</tr>
<tr>
<td>• Rosabeth Moss Kanter, <em>Men and Women of the Corporation</em> (New York: Basic Books) is a widely-read study that examines structural issues affecting women’s careers in business</td>
</tr>
</tbody>
</table>
extract loyalty . . . from members . . . attempt to exclude or neutralize . . . ties that might compete with loyalty to the system as a whole.” The social sciences have perpetuated the separation myth, with no field taking up the study of work and family together.

- Rhona and Robert N. Rapoport and Ziona Strelitz, *Fathers, Mothers and Society: Towards New Alliances* (Basic Books, 1977) contributes a fresh approach to the family literature by looking at the needs of parents as well as children and by proposing a concept of parenting that acknowledges the social changes reshaping men’s and women’s roles in families.


<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1979</td>
<td>The popular movie <em>Kramer vs. Kramer</em> starring Dustin Hoffman as a work-driven father whose priorities change when his wife leaves him, and who eventually is fired because he is spending too much time with his son, provides an early signal of a shift in perceptions of fatherhood. President Carter presides over the White House Conference on Families and subsequently establishes the Office for Families.</td>
</tr>
<tr>
<td>1980</td>
<td>Women in the labor force: 52 percent of all women; 68 percent of women with children 6-17; 50 percent of women with children under 6;* divorce rate is 22.6 per 1000 women over 15 years of age.</td>
</tr>
</tbody>
</table>

Looking Backwards to Go Forward

Timeline page 10
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
</table>
| 1981 | - Betty Friedan, *The Second Stage* (Summit, 1982) makes the “post-feminist” argument that feminism has gone too far in promoting careers over other aspects of life and accuses feminists of “distorting the goals of the movement by disparaging men, marriage, and the family”  
  - *Working Mother Magazine* debuts* |
|      | - The Women’s Equity Action League publishes *Marriage: Focus on Change* (1981), an international study of change in relationships*10  
  - James A. Levine, a vice president of the Bank Street College of Education in New York, launches the Fatherhood Project, a research and education project to support men’s involvement in child rearing, with support from the Ford Foundation*11  
  - Jesse Bernard, *The Female World*  
  - Exxon Corporation funds Catalyst to help find practical solutions to dual-career dilemmas, leading to *Corporations and Two-Career Families: Directions for the Future* (1981)  
  - US Dept. of Labor funds the University of Michigan to investigate family relationships and the effects of a worker’s job on his or her spouse  
  - US Dept. of Education and Labor and the Carnegie Corporation fund the creation of the National Research Council Committee on Women’s Employment and Related Social Issues, with a mission of research and bringing research findings “to bear on the policy-making process”*12  
  - Jean Baker Miller and others found The Stone Center at Wellesley College, with a mission to support the psychological development and well-being of women through education, research, and community outreach |
<p>| 1982 | - Carol Gilligan, <em>In A Different Voice</em> makes a compelling argument for valuing positively feminine gender differences, one of the first in a wave of feminist scholarship following this line of thought: e.g. on women valuing relationships and responsible care over abstract principles and |</p>
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1982</td>
<td>The Equal Rights Amendment expires without ratification</td>
<td></td>
</tr>
<tr>
<td>1983</td>
<td>Fran Rogers launches Work/Family Directions providing basic child-care referral services to IBM: &quot;At that time if you did five projects in the field you practically knew it all. There were three of us in the country working in it. . . . Setting up a business in this field in 1983 meant literally defining the industry: setting standards [for day care providers]; getting a customer focus; finding people who could do the work.&quot;</td>
<td></td>
</tr>
<tr>
<td>1983</td>
<td>Dana Friedman joins The Conference Board to organize and direct its Work-Family Research Council</td>
<td></td>
</tr>
<tr>
<td>1983</td>
<td>Ellen Galinsky at Bank Street School of Education conducts an early in-depth study of work-family issues at Merck; the key finding, reconfirmed in subsequent studies, is that work, i.e. how people work, is the predictive variable in work-family</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lee Salk, <em>My Father, My Son: Intimate Relationships</em> provides 28 psychological portraits of father-son relationships, based on in-depth interviews; Salk refutes Freudian view of Oedipal conflict predominating and argues instead for a core of nurturing in masculinity. He predicts that shorter work days, four-day work weeks, house husbandry, and paternity leave will become social norms.</td>
<td></td>
</tr>
</tbody>
</table>

Rights; on women’s different relation to nature and hence to the work of science; on the origins of gender differences in early relations to the care giver, differing socialization and sex-role stereotypes, and hormonal and other biological conditions.

- Lee Salk, *My Father, My Son: Intimate Relationships* provides 28 psychological portraits of father-son relationships, based on in-depth interviews; Salk refutes Freudian view of Oedipal conflict predominating and argues instead for a core of nurturing in masculinity. He predicts that shorter work days, four-day work weeks, house husbandry, and paternity leave will become social norms.
<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
</table>
| 1984 | - Articles in newspapers and magazines on work-family issues quote and cite the research of Dana Friedman, senior researcher at the Conference Board and Ellen Galinsky, director of a project on work and family at the Bank Street College of Education in NY.  
- Lotte Bailyn, “Issues of Work and Family in Organizations: Responding to Social Diversity,” makes the argument that organizations need to look at the issues women confront at work as a sign that “current practice [may be] dysfunctional not only for women but also for men in new life patterns,” and that change aimed at accommodating women is likely to benefit both. 
- The National Research Council Committee on Women’s Employment and Related Social Issues first publication, a volume of scholarly papers from a research workshop: *Sex Segregation in the Workplace: Trends, Explanations, Remedies* (National Academy Press).  
- The Women’s Bureau of the U.S. Department of Labor formally shifts its focus to work-family conflict issues such as elder care and alternative work arrangements.  
- Founding of Work & Family Connection, a news service business supplying information to employers “and those that offer them goods and services.” |
| 1985 | - First annual *Working Mother Magazine* list of “Best Companies for Mothers”  
- The National Research Council Committee on Women’s Employment and Related Social Issues publishes *Comparable Worth: New Directions for Research* (National Academy Press, 1985), the result of a project funded by the Ford Foundation. Following the agenda it lays out, the Ford Foundation and the Rockefeller Foundation fund the creation of a Panel on Pay Equity Research to sponsor small scale research studies on the wage |

Activist Elly Guggenheimer enlists magazine editors and business and labor leaders in the launching of the Child Care Action Campaign. Its strategy is to use strategic communication to advocate for quality child care.  

US Dept of Health and Human Services secretary Margaret Heckler calls child-care assistance “the employee benefit of the 1980s;” a department study finds rapid growth in this benefit but still under 3,000 companies offering any kind of benefit.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
</table>
| 1986 | • Post feminism: According to Jane Mansbridge, *Why We Lost the ERA* (University of Chicago Press, 1986), this was mainly due to divisions among women—in particular between educated, career-oriented women and less educated women for whom homemaking remained the most attractive job and who resented feeling that they were “only” housewives. Mansbridge notes that virtually all the negative ERA mail to legislators came from housewives concerned that “the social respect once accorded to homemakers was eroding.”  
  • Jay Belsky of Penn. State University argues that accumulating evidence shows that extensive non-maternal care in the first year of life leads to “heightened aggressiveness, noncompliance, and withdrawal in the preschool years.” His statement “create[s] a professional uproar and the subject [is] hashed out on talk shows and in mid-night discussions of countless working parents.”  
  • *Wall Street Journal* (p. 1D) supplement, “The Glass Ceiling,” discusses the cultural barriers to women’s advancement in management: “Men at the top feel uncomfortable with women beside them.”  
  • Diane Burden and Bradley Googins of Boston University School of Social Work publish a study sponsored by COPE, A Boston family counseling, education, and research center indicating that work-family conflicts are the main reason for depression at work for men and women equally.  
  • The National Research Council Committee on Women’s Employment and Related Social Issues publish *Women’s Work, Men’s Work: Sex Segregation* reviewing the issue and offering policy recommendations; and *Computer Chips and Paper Clips: Technology and Women’s Employment*, focusing on the impact of computer-based technologies on employment in jobs held predominantly by women.  
  • *Journal of Marriage and the Family* 48:3 (1986) includes four articles on work and family, including Dennis K. Orthner and Joe F. Pittman, “Family Contributions to Work Commitment” (573-82). The authors note the paucity of work-family studies prior to Kanter’s book, then a number of studies in the late 1970s all focusing on the impact of work organization decisions of families. This study looks at impacts of family situations on work, e.g. morale.  
  • Kathleen Christensen, *Women and Home-based Work: the Unspoken Contract*  
  • Lawyer June Zeitlin joins the Ford Foundation as a program officer, taking over the portfolio on women’s rights, and establishes the Ford Foundation Women’s Program Forum to evaluate the issues in the field.  
  • Catalyst, *Report on a National Study of Parental Leave* indicates that 76 percent of the largest US firms offer maternity leave with a guarantee of same or comparable job on return. |
marketing points out that South Korean and Japanese workers put in more hours per day than US workers and argues for doing away with 40-hour week legislation. Though many people ignore it, “to the extent that it impedes our international competitiveness, it is detrimental.” Lotte Bailyn rebuts this argument in a letter to the editor (May 4, 1986).

- Andrew Hacker, “Women at Work,” The New York Review: 26-31 reviews Labor Bureau statistics, court cases, and recent books. Statistics: 55 percent of the female labor force is married; 45 percent single, previously married, or heads of household. 54 percent of married women with children are in the workforce, versus 28 percent in 1970 and 19 percent in 1960. On the issue of whether mothers should work, he looks at post-feminist arguments (e.g. Deborah Fallows, A Mother’s Work) including indictments of day care, and also at the finding (Kathleen Gerson, Hard Choices: How Women Decide about Work, Career, and Motherhood) of “rising work aspirations and ambivalence toward motherhood” in all socio-economic classes. Hacker also looks at the landmark case Equal Employment Opportunity Commission v. Sears Roebuck and Co. on the issue of whether bias may be presumed if women are found underrepresented in certain kinds of jobs, e.g. at Sears, those selling on salaries vs. those selling on commission. A furor in this case over the testimony of two women historians, especially Rosalind Rosenberg of Barnard, who argued that the charges against Sears were based on the erroneous assumption that “women and men have identical interests and
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986</td>
<td>Alice Kessler-Harris of Hofstra argued that “women’s choices are so controlled as not to be choices at all.” The Sears case points to a general finding that inequality of wages does not reflect unequal pay for equal work but rather “sex segregation, with women being shunted—or shunting themselves—into jobs traditionally receiving lower wages” and concomitantly, pay scales falling in occupations taken over by women, e.g. bank tellers, high-school teachers. This conundrum has led to development of the concept of comparable worth, c.f. Helen Remick, ed., <em>Comparable Worth and Wage Discrimination</em> (Temple University Press, 1984). In elite professions, where women’s numbers have risen substantially, there is the problem of the glass ceiling.</td>
</tr>
<tr>
<td></td>
<td>Steven Jay Gould, “Cardboard Darwinism,” <em>The New York Review</em>, pp. 47-54: reviews and adds to critiques of Edward O. Wilson’s theories of sociobiology (<em>Sociobiology, the New Synthesis, 1975</em>; and <em>On Human Nature, 1978</em>), with emphasis on the feminist critique of Wilson’s ideas such as those on separation of spheres, from 1975: “My own guess is that the genetic bias is intense enough to cause a substantial division of labor even in the most free and egalitarian of future societies.”</td>
</tr>
<tr>
<td></td>
<td>On post-feminist marriage: “Right now, when there is no discernable women’s movement left, so many of them seem caught between the parts of themselves they can’t reconcile—the part that wants a hero for a husband and the part that wants a partner; the part that wants to be the perfect, ever-present mother, and the part that wants to be the perfect career woman.”</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
</tr>
</tbody>
</table>
  - Tom Callahan, “Separating the Women from the Girls,” *New York Times*, notes the strength of women’s professional networking groups and also a shift in focus from helping each other rise in corporate hierarchies to “things like dual careers and juggling the demands of a family and career.”  
  - Sheila B. Kamerman and Alfred J. Kahn, *The Responsive Workplace* (Columbia University Press, 1987) develops the argument for employers playing a major role in a “mixed economy of social welfare.” From a variety of options they suggest, they emphasize the need for more time off for men and women and more flexibility: “Job protected additional time off must be a workplace ‘benefit.’ Here governmental policies ultimately will play a major role.”  
  - Jessie Bernard, *The Female World from a Global Perspective*  
  - Rosalind Barnett, “Multiple Roles, Gender, and Psychological Distress” – part of a long stream of work devoted to showing that multiple roles for men and women are positive, in opposition to the functionalist theories of Talcott Parsons and others |
  - The National Research Council Committee on Women’s Employment and Related Social Issues |
Dukakis competing for votes of young middle-class voters (former Reagan voters) by promising federal support for day care, the cost of which is getting close to shelter, food, and clothing for families with two kids. (Besharov is a resident scholar at the American Enterprise Institute for Public Policy Research). He argues that federal support for “affordable, quality day care” for the middle class is too expensive and the focus should instead be on supporting low income families, e.g. by strengthening, expanding Head Start.

| 1989 | • A Time magazine cover story on the future of feminism, “Women Face the 90s,” gives polling data indicating that a large majority of women believe feminism has helped them become more independent, is not anti-family, and continues to improve their lives  
• Catalyst founder Felice Schwartz’s Harvard Business Review article, “Management and the New Facts of Life,” adds new terminology to the discussion of the problem of the glass ceiling: the “mommy track.” It creates a furor in the field and draws worldwide attention to work-family issues.  
| Convenes the National Panel on Employer Policies and Working Families – significant as the first national-level discussion of these issues  
• Child Care Action Campaign Conference: “Child Care and the Bottom Line”  
• Lotte Bailyn, “Issues of Gender in Technical Work,” a paper presented at the 1988 Tokyo Symposium on Women continues development of the idea that differences between men and women at work should not simply be viewed as gender-related but should raise issues about how work is organized and managed that make it difficult for anyone who gives priority to family concerns to contribute fully at work. “I envision an organizational world less characterized by a rigid gender divide, which would allow women and men to meet occupational requirements in as many different ways as their diversity permits.”  
• Nadya Aisenberg and Mona Harrington, Women of Academe (Amherst: University of Massachusetts) look at the factors, including underlying assumptions about public and private spheres, that inhibit women’s advancement in academic positions  
| • IBM institutes three programs to help employees with work family conflicts: increased flexibility in start and stop of work; a personal leave program expandable up to three years; an experiment with the option of working part time from home during those leaves. These policies came out of internal IBM research on the diversity of career patterns, sparked by  
• Catalyst founder Felice Schwartz's Harvard Business Review article, “Management and the New Facts of Life,” adds new terminology to the discussion of the problem of the glass ceiling: the “mommy track.” It creates a furor in the field and draws worldwide attention to work-family issues.  
• Ellen Galinsky and Dana Friedman co-founded the Families and Work Institute (FWI) with a mission to conduct research to inform policy making. James Levine moves the Fatherhood Project from Bank Street College of Education to FWI.  
• Flexible Work Arrangements: Establishing Options for Managers and Professionals (Catalyst, 1989) is the first in a series of Catalyst publications on flexibility, presaging the rise in popularity of this workplace response to work-personal life issues during the 1990s.  
• The National Research Council Committee on Women’s Employment and Related Social Issues
launches a new study on employer policies and working families “to synthesize and evaluate research in three major areas: (1) the effects of different employer policies (e.g. scheduling, benefits and leaves policies) on working families (2) the effects of employees’ family circumstances (e.g. dual-earner vs. female headed) and responsibilities (e.g. child, elder care) on their work availability, commitment, and performance and (3) the factors that influence employers to adopt new, family-related policies (e.g. size, industry, economic conditions). Private funders for this initiative are Ford Foundation, Russell Sage Foundation, and IBM Corporate Support Program.

- The Ford Foundation publishes reports from its Women’s Program Forum: Work and Family Responsibilities: Achieving a Balance; and Men and Women at Home and in the Workplace: Current Debates and Future Directions. Included are findings of gender inequities in the workplace and disincentives for both men and women to make use of the family-friendly policies in place. Based on these conclusions, June Zeitlin and Rhona Rapoport (a consultant to the Ford Foundation) begin approaching U.S. corporate leaders seeking partners in an action-research initiative to understand and possibly changes these dynamics.
- Joseph H. Pleck, “Family-Supportive Employer Policies and Men’s Participation: A Perspective,” is a contribution to the NAS Panel on Employer Policies and Working Families. Pleck, of Wheaton College, reviews data from Sweden and the US, argues that fathers will use available parental leave policies to a significant extent, though not for as long periods or in the same way interest in dual-career couples and the realization that most personnel policies and practices are based on an assumption of a one-earner household. The research uncovered great diversity among IBMers and that family life has a big impact on work life.
- Nancy C. Saltford and Ramona K. Z. Heck, “Employer Policies and Working Families,” an overview sponsored in part by the US Dept of Labor Women’s Bureau, the main conclusion of which is that the benefits (e.g. flextime, home-based work, leave policies, employee assistance programs) are already in place to help people with work-family conflicts but are not being used.
- DuPont releases a major employee research study, including 10,000 employees, substantiating child care as a mainstream employment issue for its mostly male workforce, not just an issue for professional women.
as mothers; that relatively small increases in flexibility for paternal leave would be good; and that not calling it “paternity leave” would be good, since “many employers hold negative views toward male use of formal parental leave.”


<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
</table>
| 1990 | - Women in the labor force: 57 percent of all women; 74 percent of women with children 6-17; 57 percent of women with children under 6; * divorce rate is 20.9 per 1000 women over 15 years of age  
- Peter Lynch, manager of Fidelity’s Magellan Fund, quits to spend more time with his family. He is the first of a number of high-profile men to do so: Jeffrey Steifler, president of American Express Company; Jack Quinn, White House counsel; US Labor Secretary, Robert Reich (all three in the late 1990s)  
- Susan Seitel creates the *Work & Family News Brief* and the *Work & Family Trend Report*, published by Work & Family Connection: providing information to and sharing best practices among work-life professionals both within and outside companies
- Bradley Googins and others found the Center for Work & Family at Boston University, later moved to Boston College
- Sally Hegelsen, *The Female Advantage* (New York: Doubleday) makes a case for distinctive women’s ways of leadership as superior to the traditional male leadership model for producing creative, non-hierarchical organizations |
| 1991 | - Juliet Schor’s, *The Overworked American* is on the *New York Times* best seller list for seven weeks.  
- In response to her own work-family conflicts and her perception of how widespread the problem is, Sue Shellenger leaves the position of *Wall Street Journal* bureau chief to |
|      | IBM announces a $3.5 million program to improve available child care (in off-site facilities) for its employees
- The second action-research project of the Ford |
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>Launch in nine cities of a multimillion-dollar federal demonstration program, Parents’ Fair Share, requiring non-custodial fathers of children on welfare to attend job training classes when they do not provide child support, and providing peer counseling on fathering.28</td>
</tr>
<tr>
<td></td>
<td>Vice-presidential candidate Dan Quayle introduces the “family values” theme of the religious Right into national politics with a critique of the TV character Murphy Brown, a divorced professional who chooses to bear and raise a child out of wedlock – “mocking the importance of fathers [by choosing single parenthood and calling it] ‘just another lifestyle choice’”†</td>
</tr>
<tr>
<td></td>
<td>A <em>New York Times</em> series of articles “The Good Mother” captures changes in reality and attitudes about work and family. In the presidential election of 1992, Republicans tried to make “family values” a big campaign issue, including advocating traditional roles for women at home captured in the contrast between the candidates’ wives (Republican stay-at-home mom Marilyn Quayle vs. outspoken career woman Hillary Clinton), but “quickly folded their family values banner”</td>
</tr>
<tr>
<td></td>
<td>Families and Work Institute sponsors the 1992 National Study of the Changing Workforce: a national survey on work and personal life issues in the U.S. workforce, designed to provide continuity with data from the 1977 U.S. Department of Labor’s Quality of Employment Survey</td>
</tr>
<tr>
<td></td>
<td>Stephanie Coontz, <em>The Way We Never Were: American Families and the Nostalgia Trap</em> (New York: Basic Books) gives historical evidence to debunk the myth of the family with father working outside the home and stay-at-home mother as the “traditional” form in the United States</td>
</tr>
<tr>
<td></td>
<td>The Ford Foundation funds action-research projects in member organizations of the Consultative Group on International Agricultural Research on the model developed in the Xerox project of the Relinking Life and Work initiative, led by anthropologist Deborah Merrill-Sands</td>
</tr>
<tr>
<td></td>
<td><em>Child</em> magazine cites 30 companies that provide a “truly family-friendly environment that embraces dads as well as working mothers.” Examples include Apple Computer, Inc. that provides 16 weeks of parenting leave, unpaid but with benefits and security, and the example of at least one high-level executive using it, for one month; AT&amp;T examples of supporting fathers in special cases, e.g. a disabled child, adoption; Los Angeles Dept. of Water and Power providing parenting classes for fathers; law firm Peabody &amp; Arnold in Boston that bucks the industry pattern of a culture demanding 70-80 hour weeks; Sacramento County Sheriff’s Department and Tom’s of Maine providing paid parental leave.33</td>
</tr>
</tbody>
</table>

Write a weekly column for the newspaper, “Work and Family.”

- Susan Faludi, *Backlash, the Undeclared War on American Women*, and Gloria Steinam, *Revolution from Within: A Book of Self-Esteem* are also best sellers†

Foundation’s *Relinking Life and Work* project begins at Xerox Corporation with a team led by Lotte Bailyn of MIT and Deborah Kolb of Simmons Graduate School of Management

- Juliet B. Schor, *The Overworked American: the Unexpected Decline of Leisure* (New York: Basic Books) examines the dramatic rise in working hours for U.S. workers in the 1970s and 1980s and offers two explanations: employers’ efforts to reduce costs by increasing employees’ working hours; and consumerism.
when they found the reality of motherhood in this election year at odds with campaign slogans.” 58 percent of women with children under 6 are in the labor force (37 percent full time) and even women who work from economic necessity have felt personal benefits and found it has become part of their identities. “With little chance of living out their ideal of the good mother, many mothers are searching for a new way to think about motherhood.”

• A second article is on single parenthood. Census data for 1990 showed 25 percent of all children under 18 lived in single-parent households, most with mothers. These mothers are less concerned with the debate over being a good mother; their children tend to have more behavior and academic problems, but the causes are more poverty and stresses over divorce than mothering.

• Third article on the debate over whether infants suffer when mothers work. “To some degree, a strident academic debate that used to be seen as a referendum on feminism and women’s work has softened, as experts acknowledged that most mothers are in the work force to stay.” A new 5-year federal study sponsored by the National Institute of Child Health and Human Development begun in 1991 “is intended through its large size, broad scope, and intricate design to provide the clearest answers yet.” Whatever the findings, no child care experts advocate returning to work in as little as six weeks (as many women are expected to do), and most have become strong advocates for parental leave policies.

• The final article is on the political debate over family leave. Conservative opposition reflects
negativism about women working but business opposition is strong: large companies already offer some leave (on the books); smaller ones can’t afford to, says the Chamber of Commerce. Twenty-six states have passed leave laws; president Bush has vetoed national legislation twice.  

- *Child* magazine initiates an award for the best companies for dads

### 1993

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainstream business publication, the <em>Harvard Business Review</em>, publishes an article (”The Memo Every Woman Keeps in Her Desk”) on the subtle forms of sexism in organization that create “the glass ceiling.”</td>
</tr>
<tr>
<td>Two professors of management (Joy Schneer, Rider University, and Frieda Reitman, Pace University) conduct a survey of male managers, MBA graduates between 1975 and 1980 and all married with children, showing that those whose wives stayed home full time vs. those whose wives worked earned 32 percent more and had received more promotions.</td>
</tr>
<tr>
<td>Lotte Bailyn, <em>Breaking the Mold: Women, Men, and Time in the New Corporate World</em> (New York: Free Press, 1993) argues that ways of working that make it difficult for people to integrate work and personal life also undermine organizational effectiveness and threaten the competitiveness of U.S. companies</td>
</tr>
<tr>
<td>Mona Harrington, <em>Women Lawyers: Rewriting the Rules</em> (New York: Knopf) examines the experiences of women in the legal profession based on interviews of law professors, students, lawyers, and judges</td>
</tr>
<tr>
<td>The third action-research project of Ford Foundation’s <em>Relinking Life and Work</em> begins at Tandem Computer, led by Barbara Miller of Artemis Consulting, Inc.</td>
</tr>
<tr>
<td>After taking nearly 10 years to work its way through Congress, the U.S. Family and Medical Leave Act of 1993 takes force. It entitles employees of all public agencies and private-sector companies employing 50 or more people to 12 weeks of unpaid leave for birth and care of newborns, adoption, illness of immediate family member, medical leave for a serious health condition.</td>
</tr>
<tr>
<td>Year</td>
</tr>
<tr>
<td>------</td>
</tr>
</tbody>
</table>
| 1994 | - Richard A. Shweder in the *New York Times Book Review* reviews eleven books in the "male identity crisis" literature: "For some men, especially those in their 40s who came of age in the era of the women’s liberation movement, the last 25 years has been experienced as an extended initiation ceremony into manhood, carried out on a grand cultural scale. . . . The many boundaries and clear resonances of a gendered world built around the opposition of work and family . . . have been blurred, and men have been told that the time has come for them to choose to be someone else. [Hence, the identity crisis literature] written mainly by men in their 40s who are groping around in the dark for their dignity."  
- *Fortune* reports a cultural shift: a loss of commitment to work. A November 1993 poll for *Working Woman* magazine indicated 80 percent of men and women defined success as having a happy family life or relationship. “Dead last among seven choices . . . were the very things people prized in the 1980s: money, careers, and power.”  
- Susan Chira, “War Over Role of American Fathers,” *New York Times* (June 19, 1994)[p. 22]: reports on the rise of a new strand of conservative thinking on families that is promoting the value of “traditional” fathering vs. the “new” ideal of fathering, promoted by feminists, that involves sharing child rearing tasks and nurturing more equally. This debate is playing out in the context of “an explosion of interest” in the problem of fatherless families, including President Clinton’s campaign against |
|       | - *Starting Points*, published by the Carnegie Corporation of New York, describes a “quiet crisis” among the nation’s youngest children: lack of support for parents of young children, accessible pre-natal care, well-baby care, and child care vs. findings of the importance of the earliest years to later development and life success.  
- At the Wharton School of University of Pennsylvania, professor of management Stewart Friedman convenes what will become an annual work-family seminar, the Wharton Roundtable, inviting work-family experts from corporations, academia, and consulting firms to discuss “how to teach new generations of corporate leadership to have a career and a life.” Wharton is one of the first business schools to include work-family issues as required curriculum—suggesting it is beginning to coalesce into a formal field of knowledge in the broader management science field. Major questions coming out of the conference: should work-family studies be taught separately or infused into other courses; required or elective; is getting students to talk about personal life issues too intrusive; how to handle the issue of values embedded in work-family discussions; are egalitarian gender relationships possible or should the field accept male-female roles; how to handle cultural and class differences in dealing with this subject; what managerial skills are needed to become a successful manager of a family-friendly organization?  
- Boston University’s Center on Work and Family launches a Leadership Institute on Work and Family with a seminar to help company leaders think strategically about work-family issues.  
- Fran Rogers wins *Inc.* magazine’s award for |
|       | - Recent surveys of US businesses indicated the following “family-friendly” offerings: child care support and referral programs, 78 percent; some kind of flexible scheduling, 60 percent; elder care programs, 20 percent; on-site child care, 9 percent. At the same time a survey by Work/Family Directions showed fewer than 2 percent of eligible employees use job sharing, part-time work and telecommuting options; 24 percent use available flextime options. *Fortune* magazine argues the discrepancy is driven in large part by the performance pressure all companies are experiencing, the impact of downsizings, etc: “After announcing layoffs at Sprint’s benefit-laden long-distance division (in 1993) President Ronald LeMay exhorted employees “to be introspective about the adequacy of your commitment. . . 40 hour weeks are a relic of the past.”  
- A Towers Perrin survey of over 100 large employers— *Work/Life Programs: Supporting a New Employer/Employee “Deal”—

Looking Backwards to Go Forward
teenage pregnancy, and legislative proposals on illegitimacy, welfare reform, child support and divorce law. One of the groups promoting traditional fatherhood is the National Fatherhood Initiative, which works toward persuading fathers to take their responsibilities seriously but opposes the idea that this means necessarily sharing child rearing duties and nurturing more equally. David G. Blankenhorn, its chairman and leading spokesman (founder of the Institute for American Values and author of *Fatherless America: Confronting Our Most Urgent Social Problem* [Basic Books, 1994]): “The deep meaning of masculinity for most men is the idea of providing for and teaching children, and that should be celebrated. . . . This initiative is not about moving back to the 1950s stereotype of the cold and distant martinet father who was afraid to say ‘I love you’ to his kids. That was very destructive and men found that unfulfilling. But it is equally oppressive to say that men will not become new fathers unless they do half the diaper changes or bottle feedings.”

1995

- *U.S. News and World Report* cover story, “Why Fathers Count” defines “the crisis: 2 out of every 5 kids in America do not live with their real fathers. It makes a huge difference.” Key statistic: 38 percent of children live in households without a biological father vs. 17.5 percent in 1960. Lots of new research and writing arguing that most social ills are linked to this breakdown of family. (They cite Blankenhorn, *Fatherless America* and Sara McLanahan and Gary Sandefur, *Growing Up*

- The 2nd National Conference on Work-Life Issues, “Strategies for the Future: Understanding Barriers & Advancing Possibilities” is held in Boston, Massachusetts, sponsored by Northeastern University and Coopers & Lybrand L.L.P., bringing together “representatives from the corporate and community sectors, public and private, labor and management, researchers and

indicates that key “baseline” benefits offered by more than 50 percent include unpaid personal leave of absence, employee assistance programs (EAP), dependent care spending accounts, and personal days. Fewer than 50 percent offer benefits supporting care of dependents such as use of sick days for sick dependents (33 percent) and elder care resources and referral (25 percent) and benefits supporting flexibility such as flextime, narrow band (44 percent) and wide-band (38 percent), compressed work week (31 percent), job sharing (24 percent) telecommuting (23 percent).
Conservatives like Blankenhorn are advocating an end to no-fault divorce laws, encouraging unwed mothers to put children up for adoption by two-parent families, prohibition of single women using sperm banks to become pregnant. The evangelical group Christian Promise Keepers blames feminism and is planning the million man march on Washington in 1995 to proclaim their desire to be “godly” leaders of their families. Others, like James Levine, director of the Fatherhood Project, and Richard Louv, author of *Fatherlove* argue the need is for more support in workplaces for fathers who want to participate as fathers. Charles Ballard’s Institute for Responsible Fatherhood and Family Revitalization which coaches unmarried inner city men on playing a role in their children’s lives receives a $400 million grant from the Ford Foundation to expand to 14 other cities in 1994. The most popular current trend in family courts is to require divorcing parents to attend parenting courses. High school home economics courses now teach parenting to boys and girls. Michael McManus, in *Marriage Savers*, argues that churches need to take the lead in helping couples stay married. Al Gore has his own vice presidential fatherhood campaign: he promotes use of FatherNet—an internet bulletin board sponsored by the University of Minnesota for fathering information; and an annual conference on family issues. Fathers’ Day Week activities demonstrate the energy of the emerging “fatherhood movement;” US vice president Al Gore launches the Father-to-Father Initiative, a practitioners . . . to establish a conceptual framework within which participants can view and discuss the rapidly changing work/family intersection in totally new ways.”

- Vanderbilt University and the Select Committee and Children and Youth of the Tennessee State Assembly sponsor the first annual Family Re-Union, a program of panels, speeches, and working groups, which will be hosted every year by U.S. Vice President Al Gore
- Robert Drago at the University of Wisconsin-Milwaukee, with the support of the Sloan Foundation creates an internet newsgroup called “redfam,” for redesign/work-family (renamed “workfam” in 1997); within a year it will have 50 members, all academics, and by 1998 100 members drawn from academia, business, government agencies, and the media
- The Ford Foundation funds an action research project at The Body Shop on the model of *Relinking Life and Work*, co-led by Debra Meyerson of Stanford University and Deborah Kolb
Looking Backwards to Go Forward

| 1995 | A national campaign to encourage fathers to be “strong and positive forces” in their children’s lives; California governor Pete Wilson holds a Fathers’ Summit; Maryland holds its second annual day-long Male Involvement Conference for state human services providers. Family Impact Seminar, funded by the Ford Foundation, convenes the first of two seminars on fatherhood issues, June 23, 1995, in Washington, D.C. The background report for the seminar identifies four “distinct though overlapping strands of the fatherhood movement:” (1) fathers rights groups; (2) programs for fathers in “fragile families”—children born out of wedlock to low-skilled biological parents who do not legitimize their births by marrying or establishing legal paternity (per Ron Mincy, *Nurturing Young Black Males*, 1994); (3) public information and education campaigns about fatherhood; (4) paternal involvement in family service programs. This conference pulls together “three generations” of Ford Foundation-funded work on fatherhood: James Levine’s Fatherhood Project, launched in the late 1970s; the Parents’ Fair Share and Young Unwed Father Projects of the mid-1980s; and the Strengthening Fragile Families Project of the mid-1990s. | 1996 | *Working Mother Magazine* publishes its 100 best companies list for 11th year, based on: pay compared with competition’s; opportunities for women to advance; support for child care; flexibility; family-friendly benefits. | • *Building the Business Case for Workplace Flexibility*. The Conference Board, 1996.  
• The U.S. Department of Labor Commission on Family and Medical Leave issues a report on the impact of the Family and Medical Leave Act (FMLA) of 1993. Key findings: prior to FMLA one-fourth to one-third of full time |
while easing employees’ work-personal life conflicts.

- First annual conference of the College and University Work/Family Association, a professional organization, marks the establishment of a defined staff position responsible for work-family issues.

- The National Work/Family Alliance and the Association of Work/Life Professionals join forces to create the Alliance of Work/Life Professionals, which holds the first annual AWLP conference.

- A new report, *Pathways and Progress: Corporate Best Practices to Shatter the Glass Ceiling*, based on a four-year study by Chicago Area Partnerships (a forum on affirmative action issues) cites work-family conflicts as major glass-ceiling issues in most companies.46

- Vice President Gore devotes this year’s Family Re-Union to work-family issues, bringing together a large group of people working in the field. In a session devoted to research in the field, Arlie Hochschild sets off a debate with the findings about to be published in *The Time Bind* (1997) that many working parents work long hours in part because they prefer the relative calm of the office to the chaos of home life.


| employees had leave options comparable to those provided in the act, but the proportion was lower in smaller companies, and lower in lower-status jobs; in 1996 two-thirds of full-time employees are covered by FMLA; overall, the rate of usage of FMLA is 3.6 for every 100 employees, though rate is higher for larger companies and manufacturing vs. service businesses; excluding maternity, men and women are taking leave for care giving equally; most employers continue health benefits during leaves and offer job-guaranteed leave; a majority of leave takers return to the same company after the leave; the cost of FMLA to covered employers is small and some report economic benefits from decreased rates of turnover; yet non-covered companies surveyed believe that the cost of FMLA-type leave policies will be high; the major expansions of leave availability effected by the FMLA were among low-wage employees in the private sector, and for people to tend for sick family members; some limitations of impact? | 

| employees had leave options comparable to those provided in the act, but the proportion was lower in smaller companies, and lower in lower-status jobs; in 1996 two-thirds of full-time employees are covered by FMLA; overall, the rate of usage of FMLA is 3.6 for every 100 employees, though rate is higher for larger companies and manufacturing vs. service businesses; excluding maternity, men and women are taking leave for care giving equally; most employers continue health benefits during leaves and offer job-guaranteed leave; a majority of leave takers return to the same company after the leave; the cost of FMLA to covered employers is small and some report economic benefits from decreased rates of turnover; yet non-covered companies surveyed believe that the cost of FMLA-type leave policies will be high; the major expansions of leave availability effected by the FMLA were among low-wage employees in the private sector, and for people to tend for sick family members; some limitations of impact |
were among lower-wage earners who could not afford to take unpaid leave and among higher-level salaried employees for whom pressure was high to return to work responsibilities, reflecting “pre-existing segmentation of the labor market.” Recommendations from the commission are: for employers, unions, and state governments to look at ways to extend financial support systems, such as disability insurance, to cover FMLA type leaves; employers should adopt complimentary policies such as flexible work schedules, part-time work, and telecommuting to enable people to combine work and personal life with less hardship; the government should lead the way in demonstrating “family friendly” employer characteristics. 

- *Working Mother Magazine*, in publishing its 100 best companies list notes that Merrill Lynch and Bankers Trust have joined the list, the first Wall Street firms to do so, and Stanford is the first academic institution to be listed. Only two law firms
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Two new research centers on working (middle-class, dual earner) families open under the aegis of the Sloan foundation Work-Family program: the Cornell Employment and Family Careers Institute directed by Phyllis Moen; and the Alfred P. Sloan Working Family Center on Parents, Children and Work at the University of Chicago and National Opinion Research Center, directed by University of Chicago sociologists Barbara Schneider and Linda Waite.</td>
</tr>
<tr>
<td></td>
<td>- At Boston College, Bradley Googins and Marcie Pitt-Catsouphes launch the Sloan Work-Family Research Electronic Network†</td>
</tr>
<tr>
<td></td>
<td>- The Center for Families at Purdue University, in make the list; four of the Big Six accounting firms. Trends include: an increase in use of flexible schedules; extension of child-care centers to field locations (vs. just at headquarters) in many companies; more programs that allow employees to shelter money to cover childcare costs; greater use of paid leaves for fathers and adoptive parents; programs that set specific goals for advancement of women to senior management; continuation of the American Business Collaboration for Quality Dependent Care, a $100 million six-year effort of companies to expand and improve child and elder care in their communities</td>
</tr>
<tr>
<td></td>
<td>- President Clinton orders a study assessing the family friendliness of government agencies‡</td>
</tr>
<tr>
<td></td>
<td>- A survey of 1,050 employers by Hewitt Associates in Illinois indicates increases in every category of work-life benefits in past five years: 86 percent offered childcare, 85 percent offered employee assistance programs, 68 percent offered flexible scheduling, 30 percent</td>
</tr>
</tbody>
</table>
• **Wall Street Journal** special section on work and family (March 31, 1997) reports that only 15 percent of US families (27 percent among corporate managers) consist of a father who works full time while his wife stays home with the children. The article looks at the difficulties in maintaining this pattern—greater financial insecurity; demands on fathers to participate in family life.

• **Fortune** special report, “Is Your Family Wrecking Your Career?” examines the tension between formal family-friendly policies and the reality of greatly increased expectations for time at work and travel in downsized, global companies. For example, an employee assistance program counselor at Bell South in Atlanta: “People tell me that if they’re working less than 50 hours a week, they aren’t carrying their load.” Also included is an essay by Joseph Nocera, “Oh, Quit Whining and Get Back to Work!” which notes, in particular, the “most wrong-headed [but] pervasive notion that to be ambitious at the office, or to care deeply about one’s work, is to be morally inferior.” Nocera says of high-profile men like Robert Reich stepping out of jobs to spend time with family: “I find myself wondering why we are so approving of people who still have an enormous amount to give to society yet have chosen instead to withdraw into the bosom of family. From where I’m sitting, it looks like so much else about baby-boom America: self-indulgence masquerading as virtue.”

• A Coopers & Lybrand survey of business students from 30 top universities in 10 countries found across the board a priority on achieving a “balanced and rewarding partnership with the Boston College Center on Work and Family and a steering committee of corporate representatives, launches the Midwestern Work-Family Association, under the directorship of Purdue professor Shelley MacDermid. It is a membership organization of employers offering support and collaboration in dealing with challenges related to employees’ work-family conflict.

• Arlie Russell Hochschild, *The Time Bind: When Work Becomes Home and Home Becomes Work* (Metropolitan Books) advances the provocative thesis that American men and women are working longer hours, taking fewer vacations, etc., because they are seeking refuge from increasingly complicated and/or unpleasant home lives in workplaces that are becoming increasingly attractive, with greater autonomy, teamwork, challenges.

• Psychologist Rosalind Barnett, of Brandeis and Radcliffe reports on research on dual-career couples showing that positive experiences at work or at home buffer people from stresses in the other realm. “People who have their emotional eggs in more than one basket are less prone to psychological distress in any one domain of their lives.”

• James A. Levine and Todd L. Pittinsky, *Working Fathers: New Strategies for Balancing Work and Family* (Addison Wesley, 1997) combines commentary on social change relative to fatherhood with advice on managing work-family conflicts and suggestions to employers on making workplaces more father-friendly—especially by changing corporate cultures that force men to hide their family responsibilities and concerns. A key finding from surveys conducted by the Families provided elder care, 23 percent had adoption benefits. But a separate *Business Week* study indicated that except in a small top tier of family-friendly companies (e.g., Eli Lilly, MBNA, Patagonia, HP) these offerings conflict with the culture of the organization and are seen mainly as concessions to women with children.

• Implementation gap: even though paternity leave has become “a benchmark benefit at an enlightened corporation,” most fathers still use vacation time when children are born. At Donalson, Lufkin & Jenrette not a single father signed up for paternity leave even though it is 12 weeks with pay for the primary caregiver.

• *Business Week* (September 15, 1997): “Work and Family: Juggling Both is an Endless Struggle—and Companies Aren’t Helping Much,” reports on second annual survey on family-friendly benefits, finds lots of benefits in place formally but in most cases undermined by work cultures that expect people to sacrifice personal life for work when asked. But *Business Week* published a list of top 30
lifestyle.”

- Sue Shellenbarger (Wall Street Journal) reports on a study by Baxter Healthcare—“one of the most extensive corporate studies so far”—that shows all employees struggling with work-personal life conflicts and identifies a hierarchy of work-life needs which employers need to meet in order to avoid anger, low morale, illness and other problems in employees. These are, in order of importance: respect; balance between time on and off the job; flexibility; work-life programs such as seminars and referral services. Only when these basic needs are met do higher-level needs come into play.

- Working Mother uses the occasion of Fathers’ Day to honor 25 men as pioneers in the work-family and child care field. These include government figures Edward Kennedy, Bill Clinton, Al Gore, Chris Dodd; business leaders Ted Childs, Jr., director of workforce diversity at IBM, Arnold Hiatt, former CEO of Stride Rite Corp., Chris Kjeldsen, vice president of community and workplace programs and Ralph S. Larsen, CEO, of Johnson & Johnson, Elliot Lehman, chairman of Fel-Pro, Inc.; Roger Brown, CEO of Bright Horizons Children’s Centers; Dick Stolley, Senior Editorial Adviser to Time, Inc., and Chairman of the Child Care Action Campaign; James Levine, director of the Fatherhood Project; James P. Comer, director of the Yale University Child Study Center Schools Development Program; Stewart Friedman, director of the Wharton Leadership Program at U. Penn; Ed Zigler, Yale University psychology professor and co-founder of Head Start; and others.


- James Levine’s Fatherhood Project, now at the Families and Work Institute, includes research, support of public policy, consulting to companies and government, seminars on DaddyStress/Daddy Success at large corporations, and the production of a public television documentary Fatherhood USA. According to one observer, “Levine’s success has perhaps been the best test of changing values in the male labor forces.”

- The Radcliffe-Fleet Work and Life Integration Project: a collaboration between the Radcliffe Public Policy Institute and Fleet Financial Services in an action research project aimed at changing work practices to enable greater work-personal life integration for employees building on the findings of the Ford Foundation-funded Relinking Life and Work study. The project produces positive results for employees and the organization.


- Suzan Lewis, “An International Perspective on Work-Life Issues,” in S. Parasuraman and J. H. companies (20 S&P 500 companies and 10 smaller companies), not all with the best benefits but most with “cultures that accept employees’ lives outside work and encourage job flexibility.” Beyond this top tier, employees were very unhappy: single people and childless couples as much as parents; people responsible at home for elder care the most unhappy of all.
<table>
<thead>
<tr>
<th><strong>1998</strong></th>
<th>• Deborah Stone, visiting professor at the Radcliffe Public Policy Institute writes about the “huge guilt industry” aimed at working mothers of young children, especially the by three “gurus of child rearing:” Penelope Leach, T. Barry Brazelton, and Benjamin Spock, all of</th>
<th>• Two new Sloan centers on working families institutes emerge under the Sloan Foundation Work-Family initiative: the Berkeley Center for Working Families led by Arlie Hochschild and Barrie Thorne; and the Center for the Ethnography of Everyday Life at the University of Michigan.</th>
<th>• Key findings of the Families and Work Institute Business Work/Life Study are that the finance, insurance, and real estate industries are the most supportive, wholesale and</th>
</tr>
</thead>
</table>
whom argue that “women who work when their children are young are sabotaging their healthy development.” Stone notes that *Parents, Working Mother,* and *Redbook* devote lots of space to helping women cope with guilt over this issue.

- At the second annual Smart Marriages Conference in Washington DC, University of Chicago sociologist Linda J. Waite and others present research modifying the conclusions of Jessie Bernard in the early 1970s: marriage not the “unmitigated good” that it is for men because of the unequal burdens of family demands, but still a positive psychological good for women as well as men. Waite and other researchers point out this has a lot to do with the changes in marriage since the early 1970s that make women happier, especially that women are working more like men and so deriving satisfaction from more than one role. Higher sexual satisfaction, higher economic status, and greater personal safety of married vs. single women are also factors. Note, they are talking about stable, committed marriages, with no infidelity or abuse: “they do not mean that everyone is better off married than single, or that people are bound to be happy and healthy if they marry the wrong person.”

- The Gender and Organizational Change Program of the Simmons Institute for Leadership and Change becomes a separate center within the Simmons Graduate School of Management, renamed the Center for Gender in Organizations (CGO)

- Suzan Lewis and Carolyn Kagan, based at Manchester Metropolitan University in the U.K., launch a new international journal, *Community, Work, and Family*

- Cynthia Epstein, Carroll Seron, Bonnie Oglensky, and Robert Saute, *The Part-Time Paradox: Time Norms, Professional Life, Family and Gender* (New York: Routledge) looks at some of the problems for people opting for part-time work in professional careers, especially law

- The Families and Work Institute publishes *The 1998 Business Work/Life Study: A Sourcebook* based on a representative survey of employers. It provides data on companies offering programs supporting work-personal life integration and characteristics of those that are the most supportive of their employees.

- Families and Work Institute releases its 1997 *National Study of the Changing Workforce* (NSCW). A key finding: “The impact of what happens at work is circular; it goes home and then bounces back to work again to affect retention, job satisfaction, and commitment.” Major components of job satisfaction are “job quality” (defined as autonomy, the opportunity to learn on the job, meaningful work, job security, opportunities for advancement) and a culture supportive of work-personal life integration. Other key findings of the NSCW: 78 percent of married employees have spouses or partners also employed vs. 66 percent

- The Families and Work Institute releases its 1997 *National Study of the Changing Workforce* (NSCW). A key finding: “The impact of what happens at work is circular; it goes home and then bounces back to work again to affect retention, job satisfaction, and commitment.” Major components of job satisfaction are “job quality” (defined as autonomy, the opportunity to learn on the job, meaningful work, job security, opportunities for advancement) and a culture supportive of work-personal life integration. Other key findings of the NSCW: 78 percent of married employees have spouses or partners also employed vs. 66 percent

- A Gallup study of 1,000 employees and managers in large U.S. corporations shows that for front-line employees and middle-managers, the impact of family-friendly benefits has been limited by the constraints of family-unfriendly corporate cultures: 41 percent of respondents said workers who adjust their schedules for family reasons are less likely to get ahead; 30 percent said unwritten rules kept them from taking care of family needs on company time; 28 percent said they avoided using family-friendly policies because of the stigma attached. Although 97 percent of the companies offered benefits only 43 percent of employees polled had taken advantage of them. Overall, job satisfaction was highly correlated to management’s attitudes toward work-family conflicts.
in 1977; fathers spend 2.3 hours per day on childcare, 30 minutes more than in 1977; employed married women spend more time than their husbands on household chores, but the gap has narrowed since 1977; job quality and supportiveness of the workplace are the most powerful predictors of job satisfaction and loyalty; job and workplace characteristics have a big impact on employee’s stress levels, health, personal and family well-being, and conversely when personal and family well-being are undermined by work, this has a negative impact on them at work; feelings of stress and burnout are widespread. 57

- Susan Seitel of Work & Family Trend Report notes that studies are accumulating showing satisfaction, commitment, resistance to burnout, all increasing with a supportive environment. 58
- Kingsley Davis, “Wives and Work: A Theory of the Sex Role Revolution,” in Sanford M. Dornbusch and Myra H. Strober, eds., Feminism, Children and the New Families (New York: Guilford Press, 1998) presents a comparative study of industrial development in different nations, showing that the rise and fall of the “breadwinner system” is a common pattern; and that in the U.S. the feminist movement of the 1960s and 1970s was preceded by a slow but steady movement of women into the workplace since the early 1890s. 59
- Jerry A. Jacobs and Kathleen Gerson, “Who Are the Overworked Americans?” Review of Social Economics 55 (1998) uses census and other data showing that average hours of work for individuals did not change 1970-1997, but with more dual-earner couples, the hours of work increased for families; another pattern is overwork among
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>Forbes magazine special report “Dealing with Daddy Stress” (September 6, 1999) taking note of the phenomenon of James Levine’s DaddyStress seminars, well attended at traditional companies like J.P. Morgan &amp; Co., Merrill Lynch, Texas Instruments, Goldman Sachs, Microsoft because of what Levine calls the “1990s dad in the 1950s workplace.” The article profiles a couple of chief executives who openly juggle parenting and work and have instated much greater flexibility for all employees: Harry Kraemer, Jr. of Baxter International, Sidney Taurel of Eli Lilly. Other managers and professionals have taken pay cuts, slower career tracks to gain more time or flexibility. Reference to Kramer vs. Kramer: in 1979 there were 690,000 single fathers heading households with children, in 1999 there are 2.12 million—this demographic change alone makes DaddyStress a big issue. But in most work places men still do not feel comfortable sacrificing work for family, even higher-paid professionals and under-employment among lower-paid workers.</td>
</tr>
<tr>
<td>1999</td>
<td>Two new research centers on working families open under the auspices of the Sloan Foundation Work-Family program: the Emory University Center for Myth and Ritual in American Life to focus on dual-earner middle-class families, directed by Bradd Shore; and the UCLA Center on the Everyday Lives of Families, a multi-disciplinary center directed by linguistic anthropologist Eleanor Ochs.</td>
</tr>
<tr>
<td>1999</td>
<td>Ellen Galinsky, <em>Ask the Children: The Breakthrough Study that Reveals How to Succeed at Work and Parenting</em> (New York: William Morrow, 1999), based on interviews and a representative survey of 1,000 children, grades 3 through 12. Key findings: kids care less about having more time with working parents than about having parents be less stressed by work; many issues framed in either-or terms—should mothers work; quality time vs. quantity of time; the zero-sum view of work and family implied by the</td>
</tr>
<tr>
<td>1999</td>
<td>Massachusetts Institute of Technology (MIT) publicly acknowledges discrimination against female professors in its School of Science, publishing on its web site an internal report documenting a pattern of discrimination in hiring, awards, promotions, inclusion on important committees, and allocation of key resources such as laboratory space and research funding. Charles M. Vest, MIT president: “I have always believed that contemporary gender discrimination within universities is part reality and part perception. True, but I now understand that reality is</td>
</tr>
</tbody>
</table>

- Alan Wolfe, *One Nation After All: What Middle-class Americans Really Think About God, Country, Family, Racism, Welfare, Immigration, Homosexuality, Work, The Right, The Left and Each Other* (New York: Viking, 1998) uses extensive survey data to show that the “family values” debate is real but that it is a debate within individuals, as opposed to between warring political camps – people both long for a simpler, “traditional” family form and accept and welcome the dual-earner family.

- The Alliance of Work/Life Professionals, in partnership with the Boston College Center for Work and Family begins to develop a certificate program for Work-Life professionals.
<table>
<thead>
<tr>
<th>Taking advantage of family-friendly benefits in place.</th>
<th>Concept of “balance”—could be reframed in more complex and manageable terms from the children’s perspective.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Joyce K. Fletcher, <em>Disappearing Acts: Gender, Power and Relational Practice at Work</em> (Cambridge: MIT Press, 1999) brings the relational theory of Jean Baker Miller and the Stone Center to the study of the values and skills women bring into work organizations, to explain why many of the contributions women make are invisible and therefore not valued.</td>
<td></td>
</tr>
<tr>
<td>• Mona Harrington, <em>Care and Equality: Inventing a New Family Politics</em> (New York: Knopf, 1999) examines the social costs of the failure to find an “equality-respecting” system of care in response to women’s move into the workplace.</td>
<td></td>
</tr>
<tr>
<td>• Artemis Management Consultants publishes a workbook for companies, <em>Reinventing Work: Innovative Strategies Relinking Life &amp; Livelihood</em>. Piloted for a year at Hewlett-Packard, it is based on the findings of the Ford Foundation research project (<em>Relinking Life and Work</em>), in which Artemis president Barbara Miller participated.</td>
<td></td>
</tr>
<tr>
<td>• At AWLP conference Stewart Friedman of U. Penn Wharton School and Jeff Greenhaus of Drexel University present research, based on interviews of MBA graduates of Wharton and Drexel, showing that a family-friendly workplace has positive impacts on employees’ homes and families, which in turn come back to benefit the company in terms of satisfaction and commitment. The work to be published in a forthcoming book, <em>Allies or Enemies? How Choices about Work and Family Affect the Quality of Men’s and Women’s Lives</em>.</td>
<td></td>
</tr>
<tr>
<td>• Marcie Pitt-Catsouphes and Bradley K. Googins, <em>The Evolving World of Work and Family: New by far the greater part of the balance</em>.</td>
<td></td>
</tr>
<tr>
<td>• DuPont publishes ten years of work and family research among its employees, demonstrating that those who use work-life programs have greater willingness to “go the extra mile” for the company.</td>
<td></td>
</tr>
</tbody>
</table>

- Susan Eaton, *Stretching the Boundaries: Work and Family in Biotech Firms*, a study conducted for the Radcliffe Public Policy Institute and funded by the Alfred P. Sloan Foundation finds that biotech firms offer more opportunities for both men and women to integrate work and life priorities than in academia and some other career alternatives. Eaton also found that flexible scheduling opportunities contributed “to more gender-equitable arrangements of work in the family sphere.” In most cases, though, the flexibility came as the result of an understanding supervisor, not formal policies.\(^67\)

- Families and Work Institute Forum: *A Time of Transition: Work, Family, and Community After 2001*

- Catalyst publishes *Women of Color in Corporate Management: Opportunities and Barriers*, the product of a three year study including national surveys, focus groups, analysis of census data, and study of corporate diversity programs. “The findings support the contention that women of color face not a glass ceiling but an even more formidable ‘concrete ceiling’ on their path upward in business.” A key determinant is an atmosphere in which cultural differences are appreciated vs. one that requires many adjustments to “fit in”—pointing to the importance of effective diversity programs.\(^68\)

- Knowledge Beginnings (formerly Children’s
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>Discovery Centers, a subsidiary of Knowledge Universe, LLP, launches a Corporate Work/Life Consulting division, headed by Ann Vincola, long-time consultant on work/life policies, both for CDC and Coopers &amp; Lybrand Human Resource Advisory Group.</td>
</tr>
<tr>
<td>2000</td>
<td>Robert Drago moves the workfam internet news group, now with 180 members, to Penn State University. Its future growth tracks the expansion of the field: 400 members by October 2000, 700 members by early 2002.</td>
</tr>
<tr>
<td>2000</td>
<td>New research from many sources indicates widespread business opinions that women make better managers than men, reported in Rochelle Sharpe, “As Leaders, Women Rule.” <em>Business Week</em>, Nov. 20, 2000, 75-84.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>•</strong></td>
<td>Ellen Galinsky, Stacy S. Kim, and James T. Bond, <em>Feeling Overworked: When Work Becomes Too Much</em> (New York: Families and Work Institute, 2001) examines the phenomenon of overwork in a representative nationwide survey of US workers showing that about 28 percent often or very often</td>
</tr>
<tr>
<td><strong>•</strong></td>
<td>The Radcliffe Public Policy Center publishes results from <em>Life’s Work: Generational Attitudes Toward Work and Life Integration</em>, based on a national poll of 1,008 men and women aged 21 to over 65. A key finding is an apparent generational shift: 82 percent of men aged 21 to 39 judged having a work schedule that allows time with family as highly important vs. fewer than 70 percent in the 40-64 age group said that was important. These findings are widely reported in newspapers, magazines, and on talk shows.</td>
</tr>
<tr>
<td><strong>•</strong></td>
<td>Jessica Weiss, <em>To Have and To Hold: Marriage, the Baby Boom, and Social Change</em> (Chicago: University of Chicago Press, 2000) uses longitudinal data on 100 families formed in the post-WWII era to show that this was both a unique period demographically and also a generation that produced much change, as the many of the women who had children young later joined the workforce.</td>
</tr>
</tbody>
</table>
feel overworked, overwhelmed by work, and lacking time to step back and reflect on the work they are doing. Most people felt that way sometimes, and only 24 percent felt they rarely or never felt that way.

- Brandeis University’s Women’s Studies Research Center launches a new program: the Community, Families, and Work Program for policy-oriented research aimed at enhancing family well being, with a specific focus on interacting with the media to disseminate research findings to the public and upgrade the quality of reporting on community-family-work issues.

- *The Berkeley Journal of Sociology,* special edition WORK (vol. 45, 2001) includes Juliet Schor, “The Triple Imperative: Global Ecology, Poverty and Worktime Reduction;” Bickley Townsend on dual-earner couples and long work hours; Marjorie Schaafsma on resistance to overwork among women lawyers; and Chad Broughton, an ethnographic study of how welfare recipients relate to each other and to programs designed to “train” them for paid work.

- Alan Wolfe, *Moral Freedom* (New York: Norton, 2001) uses survey data since the 1970s “to show that Americans believe strongly in family values but define them in a pluralistic and egalitarian way.”

- A report by the United Nations International Labor Organization shows that US workers added 36 hours to their average work year during the 1990s—a period in which hours at work declined in all other industrialized countries. Americans now work nearly 49.5 weeks per year: 3.5 weeks more than Japanese; 6.5 weeks more than Britons; 12.5 weeks more than Germans. (The US surpassed Japan in the mid-1990s.)
| 2002 | • Radcliffe Public Policy Center and Cornell professor Phyllis Moen presents research on dual-earner couples and the family life cycle, or "family career": “Linked Lives: Careers, Couples, and the Gendered Life Course,” suggesting that “a lock-step, linear, full-time march up a career ladder” is no longer optimal for either men or women in dual-earner families and that workplaces need to change to adjust to this new reality.  
• The Radcliffe Public Policy Center ceases to function as a separate unit of the Radcliff Institute of Advanced Studies, its mission of public policy research and outreach subsumed in the mission of a larger social science initiative.  

• Sessions of the annual conference of the Alliance of Work/Life Professionals paint a picture of uncertainty for the field: “The Latest in the Debate on Child Care Policies” “made it clear there is not real public debate on this policy and never has been.” And in the final session on the future of the field, Stew Friedman argued the need for a name change, because “work-life” makes managers think of entitlements. “But say it’s about driving performance, and you can get anyone’s attention.” Due to the recession, attendance at the conference is down by 300 from 2001 and many attendees... |
formerly staff in companies are now out on their own looking for work as consultants.\textsuperscript{75}

- In conjunction with the AWLP conference, The Business and Professional Women’s Foundation, The Center for Families at Purdue University, and the Alfred P. Sloan Foundation sponsor an academic conference, “Persons, Processes, and Places: Research on Families, Workplaces, and Communities.”

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>A conference organized by Families and Work Institute and held (May 2002) in conjunction with a semi-annual meeting of the Work-Life Leadership Council of the Conference Board – “Work-Life Issues in the United States: Past, Present, and Future: The Legacy Meeting” – brings together 32 participants from the work-life field to discuss the past, present, and future of the field, overlapping with the meeting of the council. Some key conclusions on reframing work-life.\textsuperscript{76}</td>
</tr>
</tbody>
</table>

**Turning Points**—These issues could lead the field in one direction or another:

- The economy is shaky. A number of corporations have less money and resources to allocate for work-life programs.
- Work-life is often mainstreamed into other, larger departments, where its programs may have less funding and exposure, but also can be ‘safer.’
- The work-life field is experiencing a ‘changing of the guard.’ Some of its founders and early champions, who established the field in the 1970s and 80s, are beginning to retire or move to other fields.
- Flexibility is increasingly being recognized as important to businesses.
- Conferences, which have often been key sources for moving the field forward and for networking
opportunities, are currently experiencing a slight downturn in attendance. This could be due, in part, to some people’s reluctance to travel and/or because companies are not budgeting for them.

- Work-life business cases haven’t achieved their intended effect. Despite sometimes “mealy-mouthed agreement,” a number of companies still don’t really get the importance of work-life.
- Gender equity has not really advanced to the degree hoped for.
- Yet, despite these problems, progress has been made.

**Tipping Points**—These points could usher in change in support of work-life:

- The aging workforce and the need to meet the needs of the Baby Boomers, who continue to transform the workplace;
- Stress, overwork, and their negative impact on corporate health care costs;
- Talent shortages, as the demographic realities of a smaller cohort of young people begin to be acknowledged;
- New leadership, perhaps among top women; and
- Application of the HR “Balanced Scorecard,” which takes into account new measures of productivity and economic valuation that include intangibles, such as commitment, morale and loyalty.

**Tipping Points**—These points could usher in change that undermines work-life:

- Proliferation of competing interests: preemption of the field by the media, academia, and others;
• Fragmentation/marginalization of interests;
• Our own inability to anticipate future trends and respond in a timely fashion; and
• Our inability/unwillingness to form necessary alliances, coalitions to meet future needs.

**Goals / Work-Life Wishes:**
In order to be *proactive*—rather than reactive—to these changes, the work-life field needs to:
- Identify common goals for the field;
- Establish strategies that will lead to the realization of these goals; and
- Define the language of the field that will be used to communicate the goals and strategies.

**Sticking Points:**
- There is the question whether existing organizations/champions have the capacity to bring about the necessary changes. This could be for a number of reasons, including insufficient collaboration among the key players.
- Work-life leaders need to enlist the support of other fields and departments to advance their agendas—they cannot produce the desired results on their own.

**Possible Next Steps:**
- Assemble *multi-disciplinary think tank(s)* drawn from different organizations and representing different perspectives to identify the key work-life issues, the “next big thing,” and future best practices.
- Work with employers to examine the new trends—those that are currently visible and those that are less visible now—and develop strategic responses.
- Leverage existing organizations: Examine work-life committees and organizations and see how
they are—or could be—working together (rather than competing against each other) to advance the work-life agenda. For example, work to influence SHRM to integrate work-life issues in their publications, and propose a panel to speak at their conference.

- The Work-Life Leadership Council (WLLC) will:
  - Clarify its role in the field; define and then keep focused on issues it owns;
  - Invite people from different departments within Council companies (such as Diversity, Benefits, Communications, and Finance) to future meetings to identify common challenges and opportunities and to create a common platform;
  - Collaborate with other councils to achieve results; and
  - Examine the current number of conferences on the subject and determine the role of our 17-year-old annual Work-Life Conference in this change strategy.

Additional points:
Value Systems
- Examining business and social value systems

A New Language for the Work-Life Field
- Finding a new language for the work-life field
- Creating a work-life marketing strategy

Agenda for the Future of Work-Life
- Expand support for work-life programs and policies within companies
- Maximize the beneficiaries of work-life policies
- Examine the role of research
- Find creative solutions to issues of the aging population
- Restructure the workplace
- Work-life as a political issue

From the conference program for “Persons, Processes, and Places: Research on Families, Workplaces, and Communities” (2002).


Eckholm, “Learning if Infants are Hurt When Mothers Go to Work.”
35 Shwedener, “What Do Men Want?”
40 Skolnick, A Time of Transition, p. 16.
41 Fierman, “Are Companies Less Family-Friendly?”
42 Shapiro and Schrof, “Honor Thy Children.”
45 The 2nd National Conference on Work/Life Issues, workbook.
49 Need citation for this.
52 Transcript of remarks by Paul Allaire, CEO Summit, September 15, 1997.
56 Marano, “Debunking the Marriage Myth.”
59 Skolnick, A Time of Transition, p. 6.
60 Skolnick, A Time of Transition, p. 15.
61 Skolnick, A Time of Transition, p. 27.
65 Announced in Work & Family News Brief (February, 1999).
68 Catalyst, Perspective (August 1999).
70 Radcliffe Public Policy Center, Perspectives (Fall, 2000): 4.
71 Skolnick, A Time of Transition, p. 9.
72 Skolnick, A Time of Transition, p. 27.
73 Reported in NYTimes.com (February 9, 2001).
74 Radcliffe Public Policy Center Perspectives (Winter 2001): 3.
76 Tyler Wigton, Families and Work Institute, “Legacy and Work-Life Leadership Council Notes” (July 2002).