



BOSTON COLLEGE

Sloan Work and Family Research Network

Providing resources ■ Supporting a community ■ Building knowledge

Fall 2001 ■ Volume 3(2)

CAREER DEVELOPMENT AND WORK FAMILY

www.bc.edu/wfnetwork

REFLECTIONS FROM THE SLOAN FOUNDATION



Kathleen Christensen, Ph.D.

Shattered Securities

by Kathleen Christensen, Ph.D.

Kathleen Christensen, Ph.D. is the Director of the Research Program for Working Families at the Alfred P. Sloan Foundation. Dr. Christensen has articulated funding strategies designed to have an impact on our understandings of work and family issues and to promote innovative approaches to research. Over the past six years, Dr. Christensen

has continued to refine these strategies so that they continue to challenge research, practice, teaching, and policy.

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

It has been a difficult task to cast this issue of the Work and Family Research Newsletter. The immensity of the September 11 tragedies and their reverberating consequences has given us a new perspective. Clearly, the attacks on the World Trade Towers and the Pentagon have become, and will continue to be, a defining life experience. In our shock and weariness from the tragic attack, people from all walks of life are asking themselves very basic questions about the choices they have made – choices that somehow frame the essential meaning of our lives. The uncertainties that shroud the future could cause some of us to wonder, "How important is our work

continued, p2

TABLE OF CONTENTS

REFLECTIONS FROM SLOAN BY KATHLEEN CHRISTENSEN....	1
INTRODUCTION TO THE ISSUE.....	1
CHALLENGING AN OUTDATED CAREER TEMPLATE: INTERVIEW WITH PHYLLIS MOEN.....	3
"PROTEAN CAREERS": CONVERSATION WITH TIM HALL.....	5
JOB SEGREGATION AND CAREERS: A CONVERSATION WITH DAVID MAUME	6
GETTING THE QUESTIONS "RIGHT": CONVERSATIONS WITH JOAN WILLIAMS.....	9
DIGNITY: THE SACRED DIMENSION OF WORK AND FAMILY: CONVERSATIONS WITH PAULA RAYMAN.....	10
"WHO GETS THE GOOD JOBS?" CONVERSATIONS WITH AUTHOR ROBERT CHERRY.....	11
FROM DIALOGUE TO INSIGHT: REFLECTIONS FROM HENDRICK SMITH.....	12
WOMEN LEADERS IN A GLOBAL ECONOMY	14
RESEARCH & PROJECT UPDATES	15
RECENT EVENTS	17
UPCOMING EVENTS	20
RECENT PUBLICATIONS.....	21

INTRODUCTION TO THE ISSUE



Marcie Pitt-Catsouphes, PhD

The Challenges Ahead

September's tragedy has sent layers of shock waves throughout the world. And the after-shocks continue to bounce back, often catching us off guard, even though we think we have braced ourselves.

Like the rest of society, our university communities have struggled to respond to the augmented feelings of sorrow, fear, anger,

and despair that have suddenly engulfed our campuses. We have had to reconcile the fact that large numbers of students, faculty and staff members – many of whom have lost family members, friends, and acquaintances – have been directly affected by the attacks. Some of us have made adjustments to our courses, perhaps changing some of the assigned readings or assignments, so that students might have be able to use academic resources as a way to understand or think about these events. Most of us have found it difficult to concentrate on our work.

continued, p2

on work-family issues, anyway?”

Amidst all of the insights that have emerged from this horrific experience, I continue to ponder how new work and family realities will be reconstructed. I am concerned about the impact that the direct threats to our sense of security with regard to family and work will have on us, not just in the immediate future, but in the years and decades to come. Families across the nation, indeed throughout the world, are reeling from direct losses that resulted from the attack. Among the survivors, there are untold hundreds of thousands who have suddenly found that their family’s income is in imminent danger because they are unemployed.

Of course, we all know that nothing was ever certain. But before September 11, the promise of being able to take care of families and work seemed within reach. Now, we seem to have lost faith. We no longer take for granted the threads of security that gave shape to the fabric of our lives. Whether or not we lost a loved one in the attacks, many of us have a heightened concern for the basic safety of family and friends. We are no longer as cavalier about allowing teenaged children to venture outside of the perceived security of the borders of the neighborhoods and towns where we live, even though we realize that the new restrictions are not really going to protect them. As a nation, we changed our spending habits overnight. We are storing our resources for an anticipated famine of employment. It is all so uncertain.

The generous responses of individuals, groups, and institutions have helped to patch some of the gaping holes in our securities. Along with organizations around the world, the Alfred P. Sloan

Foundation has tried to respond both quickly and thoughtfully to the events of September 11. In addition to allocating significant grant dollars for relief efforts, the Foundation has devoted more resources for related scientific and technological research.

As the Director of the Family-Work Research Program at the Alfred P. Sloan Foundation, I have challenged myself to consider how the large group of people I have come to think of as “the work-family community” might help to construct new sets of basic family and work securities for working families. I encourage all of you to deepen your commitments to your work-family projects, even if you find yourself taking a turn into a new area. Some work-family leaders might want to explore the options available to families who want to reduce the geographic separations during the day. Others of you might devote yourselves to alternative work structures that can minimize some of the impact of the anticipated waves of unemployment. And others will want to examine the diverse coping strategies that people of different ages adopt in response to terrorist threats.

Your insights might result in innovations that can help working families make the difficult transitions that will be necessary in the months to come. In the long term, our reflections about the September 11 tragedy might help to re-center some of our social institutions so that they address the most untenable family and work insecurities that threaten our beliefs about being able to have a family and work.

The meaning of our work is all the more apparent when the securities of family and work seem to be stolen from us. ❖

The Challenges Ahead, continued

This month’s tragedy has profoundly altered so much, from daily routines to core values and beliefs. Our lives have been turned both upside down and inside out. The attack has even affected the content of this issue of the newsletter.

Suddenly, after September 11th, we had to make adjustments. One of our research updates focuses on the outstanding work of the Sloan Policy Network, spearheaded by Lotte Bailyn, Bob Drago, and Tom Kochan. The Sloan Policy Network had planned a Roundtable in Washington, DC on September 14 to release its report and recommendations. The Roundtable was cancelled. Another article focuses on the PBS documentary, “Juggling Work and Family in America,” which was scheduled for broadcast on September 16. Many PBS stations across the country re-scheduled this program, which was produced by Hedrick Smith.

We have recast the issue in light of the recent events. Perhaps it seems more important to acknowledge the efforts and accomplishments of leaders in the work-family community who have urged us to make connections between work-family issues and developmental frameworks.

I encourage you to read the article written by Teri Lilly about some of Phyllis Moen’s work and insights. For many of us, Phyllis’ framing of “work and family careers” repositioned work-family experiences so that they were no longer just specific incidents, but rather evolving paths of life. Complementing Phyllis’ perspectives on careers is an article featuring David Maume’s research. David has written a number of articles examining careers from a gendered perspective.

We have also featured the work of Tim Hall, who has introduced the concept of

the protean career. This article was written by Brad Harrington, Ph.D., who is the new director of the Center for Work & Family at Boston College.

Two of our articles discuss books that challenge us to reconsider our assumptions about the boundaries that we think exist around the work-family area of study. Rayman’s book, *Beyond the Bottom Line*, draws from several of Paula’s work-family studies and raises provocative questions about the dignity of work, itself. Robert Cherry’s thought-provoking book, *Who Get’s the Good Jobs?*, presents an analysis of gender and racial inequities in the US job market. Cherry argues that the most pressing concern is to rectify inequities in the blue and pink collar occupations, professions that are populated by those without a college education.

The issue is packed with updates on

Challenging an Outdated Career Path Template: Interview with Phyllis Moen

by Teri Ann Lilly



Phyllis Moen,
PhD

Phyllis Moen is the Ferris Family Professor of Life Course Studies, as well as Professor of Human Development and of Sociology at Cornell University.

Moen is founding director of the Bronfenbrenner Life Course Center. She also created and directs the Cornell Employment and Family Careers Institute, supported by the Alfred P. Sloan Foundation, to promote understanding career/life issues over the life course.

This past year, Moen served as an invited fellow at Harvard University's Radcliffe Institute for Advanced Study, where she completed a book manuscript, *Life Works: Navigating a Life Course of Labor, Love, Learning, and Leisure*. Professor Moen is the author or co-author of six books and numerous articles.

Editor's note: In February 2001, Phyllis Moen authored a report, "The Career Quandary," which created a buzz among academics, policy analysts, and work and family researchers. The "Career Quandary" is a sophisticated analysis of career paths throughout the life course that considers the historical and contemporary, the personal and public. Recently, Moen agreed to share some of her insightful ideas about career development.

"The quandary that confronts employees, organizations, governments, and communities is the mismatch between career norms, expectations, policies and practices, on the one hand, and the realities of a changing economy on the other." (Moen, "The Career Quandary," *Reports on America*, 2(1), Population Reference Bureau*)

In your article, you challenge the existing career path template, referring to it as "a lock-step, full-time, march to a one-way, one-time progression to retirement." Please tell us about this outdated template.

Moen: Both work hours and the organization of career paths follow this lock-step blueprint that is based on middle-class male breadwinners of the middle of the 20th century who did not have family responsibilities. They had a full time homemaker to assist them, not only with their family responsibilities, but to assist them in their career development. I think that is a piece that is often missing, the idea that people could move up a lock step career ladder precisely because they had someone else behind the scenes to wash and iron their shirts, to get them out of the door, to move with them, to entertain their colleagues, etc.

Policies and practices related to every phase of the life course follow this blueprint. We assume, for example, that education occurs in your 20's before career development. In fact, increasingly, men and women are going back to school and getting additional education so the lock-step is broken. I make the point that the lock-step template not only has tremendous implications in the early years and the middle years, but also for the retirement years. Again, retirement assumes this lock step, which means our policies and practices around pensions assume continuous and full-time employment.

Increasingly, jobs are not based on continuous life-time em-

ployment and the employee contract is disappearing. Career development in the 21st century does not follow the traditional career development as we knew it in the middle of the 20th century.

What does this mean to working families, minorities, or folks who are not in the professional jobs?

Moen: In the past, especially in the 50's, the lockstep worked well for white blue-collar men, when they were members of unions and they had good contracts, like the auto workers. Minorities have typically been less tied to the labor force and have been more like women, generally—cobbling together a career path. Minority experiences are exacerbated by an occupational environment of insecurity and uncertainty. And white men no longer have a full-time homemaker, so they are finding it increasingly difficult to follow the lock-step blueprint—if it is available.

If career ladders are unpredictable, what effect does that have on employee's professional identity?

Moen: Employees have to think of their careers and their identity in terms of themselves and their abilities, not with a particular organization or even occupation. This has particular implications for women because in the past women did not identify with their occupation or job, but they

"WE HAVE TO CREATE AN INFRASTRUCTURE THAT MAKES CAREER FLEXIBILITY POSSIBLE. THINK ABOUT IT LIKE A HIGHWAY. THUS FAR THERE HAS BEEN ONE BIG INTERSTATE—THE LOCK-STEP CAREER PATH. WHAT WE NEED NOW ARE MANY LITTLE PATHS THAT LEAVE AND RETURN TO THE INTERSTATE, SEVERAL INTERSTATES. WE NEED TO HAVE MULTIPLE OPTIONS THAT LEAD TO MULTIPLE GOALS OF THE INDIVIDUAL."

continued, p4

The Challenges Ahead, continued

research and projects, providing us with a scan of the exciting work taking place. Don't miss the article featuring Joan Williams' new Center, "The Program on Gender, Work & Family," which was established to decrease the economic vulnerability of parents and children by restructuring workplaces around the values people hold in family life.

We hope that some part of this newsletter will stimulate some new thinking and encourage new dialogue.

We hope that you are all safe. ❖

Marcie Pitt-Catsoupes, Ph.D. pittcats@bc.edu

Teri Lilly wfnetwork@bc.edu

Bradley Googins, Ph.D. googinsb@bc.edu

do now. And, therefore, this makes the possibility of managing a career, a family's goals and responsibilities difficult.

Most employees have to piece together different kinds of occupations, or jobs, or hours, or employers and build their own career—to customize their own career path. Today, this is increasingly common for men and women regardless of family responsibilities.

What are some of the structural constraints that you have identified?

Moen: I think we are in the middle of, what I call, a structural lag or policy lag, where our policies are really geared toward something that is increasingly rare. Organizations are structured for an unencumbered employee. Workers are expected to travel with their jobs or to work overtime, even if they are told at the last minute, as if they were not encumbered by family or other responsibilities. The needs of the workers are at odds with the requirements of their jobs.

Government policies perpetuate the myth of the unencumbered worker. Government policies have locked us into this idea that full-time work is 40 hours or more per week and continuous work throughout the adult life course. Benefits and social security are tied to this myth.

What are the levers for change?

Moen: The levers for change are the baby boomers. Not the early work and family issues, because they are viewed as women's issues. The levers for change are baby boomers who are at this stage that I call "mid course," a shifting gears or looking ahead to retirement stage. To me, retirement is no longer a passport to old age, but a passport to another career. We need different entry points, exit points and hiatus points in careers instead of lock-step continuous full-time work.

I think we are on the cusp of change.

Please tell us about structural "leads" or policy "leads."

Moen: Government is responding somewhat with what I call structural "leads" or policy "leads," such as pension portability.

TO ORDER COPIES OF THE CAREER QUANDARY (FEB. 2001) BY PHYLLIS MOEN, PLEASE CONTACT POPULATION REFERENCE BUREAU, TELEPHONE: 800-877-9881, E-MAIL: POPREF@PRB.ORG, WEBSITE: WWW.PRB.ORG. DISCOUNTS AVAILABLE FOR MULTIPLE COPIES.

References

Moen, Phyllis. 2001. Career Quandary. 2001. *Population Reference Bureau Reports on America*. 2(1).

Moen, Phyllis & Han, Shin-Kap. 2001. Reframing careers: Work, family, and gender. In *Restructuring Work and the Life Course*, edited by Victor W. Marshall, Walter R. Heinz, Helga Kruger and Anil Verma. Toronto: University of Toronto Press.

Moen, Phyllis & Han, Shin-Kap. 2001. Gendered careers: A life course perspective. In *Families and Work: Today's Realities and Tomorrow's Possibilities*, edited by R. Hertz & N. Marshall. Berkeley, CA: University of California Press. 42-57.

Moen, Phyllis & Sweet, Stephen. 2001. *Two Careers, One Employer: Couples Working for the Same Corporation*. Working Paper 01-04.

To view other bibliographic citations, we invite you to go to: www.bc.edu/wfnetwork, click on "Literature Database," type Moen in "author" field.

Please visit: [Cornell Careers Institute](http://CornellCareersInstitute.org)

bility. If we are experiencing the end of the lock-step life course, there is a lot more that needs to be done.

What are some ways that we could have sabbaticals to go back to school? Maybe time off to climb a mountain or have a child? How can that be built in with health insurance, benefits, that only come with full-time employment? We need career flexibility. The way to do that is by managing one's own career—being in charge. But that, again, is placing the burden on the individual.

I think we have to create an infrastructure that makes career flexibility possible. Think about it like a highway. Thus far there has been one big interstate—the lock-step career path. What we need now are many little paths that leave and return to the interstate; several interstates. We need to have multiple options that lead to the multiple goals of the individual.

In the past, one was either on or off track. We need different ways of getting to various goals while providing some modicum of security. I think a key issue is health insurance because it is so tied to hours and type of job. We need to rethink unemployment policies, work-hour policies, needs of all workers. This is more difficult now that the economy is becoming more problematic.

How can research contribute to change?

I believe research can contribute to change or I would not do it. I'm really invested in these ideas.

Research can:

- Document the nature of the problem and help define the problem. To date, researchers have ignored the fact that people have been able to invest so much in paid careers because somebody else was doing the care work in their lives—it came as a package. We need to move beyond focusing our research exclusively on paid work.
- Reframe and not use the taken-for-granted templates. Underpinning most of the research on career development is the lock-step, template of full-time, continuous work throughout adulthood. Yet, increasingly, careers come in many shapes and sizes and are often a patchwork arrangement. Researchers need to study the arrangements, how people do manage, and chart the differences.
- Recognize that career development occurs in the context of one's social network. We make decisions based on our goals and interests and abilities, and also the goals and needs of other people in our lives.
- Reframe issues to be more realistic with today's realities and today's work-

“Protean Career” A Conversation with Tim Hall

by Brad Harrington



Tim Hall, Ph.D.



Brad Harrington,
Ed.D.

Editor’s Note: Professor Douglas T. (Tim) Hall of Boston University has been a thought leader in the field of career management for more than 30 years. This August, he was awarded the Everett Cherrington Hughes award for his lifetime contributions to the field by the Careers Division of the Academy of Management. Tim spoke with Brad Harrington, the new Executive Director for the Boston College Center for Work & Family (CWF), about his work in the career field and its relation to work/life. Prior to coming to CWF, Harrington worked with Hewlett-Packard for 20 years where he developed HP’s career management program in the mid-1980’s. Hall and Harrington have maintained an ongoing academic-practitioner dialogue since that time.

Introduction: Tim’s influential book, *Careers in Organizations*, was first published in 1976. One of Tim’s key concepts is that of “protean careers”—careers driven by the individual (rather than the organization)

which call for frequent change and self-invention in the service of pursuing the “path with a heart”. In Tim’s view, “protean careers” are propelled by the desire for psychological success rather than externally determined measures.

Harrington: Tim, we have known each other for nearly twenty years and have seen a lot of changes in the world of work. What would you say have been the major trends/ changes in career development?

Hall: When *Careers in Organizations* came out in 1976, the concept of the “protean career” was just speculation about the future. Today, I think it is part of the way people live. For years, a lot of people, including you and me, have discussed the changing “psychological contract.” Even in companies like HP where the contract wasn’t broken, it still changed a great deal. In many other companies the contract was broken.

What happened just continues to reinforce that the world is totally different now. People are going to have to really be much more independent and find their own ways to build their own resources and build their own secure base.

Harrington: Maybe the good news about that is that people will really see that the locus of control for their career is in themselves.

Hall: Yes, that is true. Now that I can see the “protean career” up-close I can see both sides—the upside you just mentioned and the not so positive elements. It can certainly be very stressful, when people suddenly find themselves out of job. They’ve tried to build something in a particular line of work or a particular organization and suddenly, they are looking for something different. It puts much more stress on people. In the face of all the adaptation people need to make, it is really hard to maintain your sense of identity, of who you are. If you are constantly coping with major loss or change, you don’t think about higher level ideas. It is hard to maintain a sense of identity. The lack of security makes it difficult.

Harrington: At one time, leading employers were playing a large role in determining the career paths of individuals through manpower planning, succession planning, job rotation, and company moves/ transfers. Has this changed in light of the new employer/ employee contract and currently, what is the role for organizations in facilitating career development?

Hall: Yes, the role has changed. With the ‘protean career,’ some people are saying there really is no role for the organization—the ‘boundaryless career’ is up to the individual. My feeling is that oversimplifies it. There still is a strong role for the organization. It means a different role—we are not going to have the highly structured approaches we had in the past. I don’t hear as much about career planning any more.

The work you did at HP in the 80’s was pioneering. You were emphasizing self-assessment, equipping the individual to define what was important to them, diagnose what opportunities exist in the organization, and provide support to people to go in the direction that they wanted to go.

I think the role of the organization now is more modest but just as important. It includes things like meaningful job assignments, building developmental relationships, and helping people learn how to learn from their experiences and from others. The trick is—‘How can organizations help in all these areas when there isn’t a big, programmatic, systematic approach?’

Harrington: Some key themes that seem to surface when you speak include helping employees develop skills to do their own career management, helping them develop good relational skills to build both one-to-one relations or within networks, providing opportunities for learning, and just being flexible.

Hall: I agree. The irony is if you look at any one of those you might say there is nothing earth shaking about that. People might look and say there is no ‘sexy program’ there. But if an organization is working on all of those fronts, and able to provide all of those things, that can have very high impact. All organizations are trying to develop adaptability in their workforce and each of these elements is important. Many traditional company career programs didn’t engender this sense of adaptability.

Harrington: When we think about the concept of the ‘protean career,’ how is this impacting the work/life discussion? Where do you see these two concepts coming together and how are changing career models helping (or hindering) the attainment of work/life balance?

Hall: When I look back to my 1976 book, work-life did not exist as a field. The field is now established and people know the importance of it. A lot that we know about career development can be applied to a work-life discussion.

continued, p7

force. I study the couple and how hard it is for people to negotiate two careers. I use the term “career” as the trajectory of occupational involvement and the intersection with family careers and with the other spouse’s career.

- Examine organizational and governmental policy and potentials for change. We can investigate the structural “leads”—what works, does not, and why.
- Study differences in policies and cultures of various organizational environments.
- Go beyond trends and look at subjective definitions and meanings.
- Explore, not only objective circumstances, but the subjective ideas of careers and how they relate to each other. One of the things I find interesting is that women earn less and have lower status in our study generally, but rate themselves higher in terms of occupational success. I think it is reference group, but also maybe they have had

lower expectations or they are defining success differently. They don’t define success in terms of money, they define success as making a contribution or learning something—a different style.

- Researchers need to think about careers in terms of gender. Our research shows that couples make career choices jointly, to move or not move, to go back to school or not. Mostly that means that women pick up and put down careers or don’t work. Also, typically scaling back when children are born is almost always done by the women. Even among egalitarian baby boomers, if they have children, we end up with neo-traditional relations—both are in the laborforce, but one works long hours and one works short hours. If they don’t have children, often the women work long hours, too, so you’ve got two careers that encompass their lives.

If I had not considered gender in my research, I would not have found some

of the things I did. For instance, because women have not followed the lock-step career path, they frequently cannot retire and get their pension. Also, our research shows that women frequently don’t qualify for downsizing retirement packages, because they have not worked full-time or the requisite years. Women continue to be disadvantaged in terms of career development that is the result of earlier choices or obstacles in their lives.

- Look at career development over the life course. Too often we’ve thought of career development as only something that happens in the early years of career choice. But, careers develop throughout the life course. I keep thinking “what am I going to be when I grow up?” I don’t think this ever ends. It’s always being fashioned. I’m still trying to figure it out—that makes it interesting. ❖

Job Segregation and Careers A Conversation with David Maume

by Teri Ann Lilly



David J. Maume, Ph.D.

David J. Maume, Jr., is Professor of Sociology, and Director of the [Kunz Center for the Study of Work & Family](#), at the University of Cincinnati. He earned his M.A. and Ph.D. degrees in Sociology from the University of North Carolina at Chapel Hill. In addition to researching the career impacts of occupational segregation, he is studying family influences on the length of work schedules, temporal changes in men’s participation in child care, and the implementation of welfare reform in Ohio. As Kunz Center Director, he oversees the Survey of

Ohio’s Working Families, an annual survey that explores conflict between paid work and family life. His recent publications appear in *Social Forces*, *Work and Occupations*, *Journal of Family Issues*, and *Journal of Comparative Family Studies*.

Editor’s note: In a recent article, researchers David Maume and Paula Houston examine job composition and gender differences in work-family spillover. Maume and Houston put forth an intriguing argument that links gendered expectations about the division of household labor with sex differences in opportunities within firms. I recently spoke with Maume about the article and his research on careers.

Maume is a researcher who is quick to credit the work of others and use those works to follow new paths.

When asked about his most recent paper, Maume immediately notes, “I was influenced by Mindy Fried’s continual reference

to the ‘culture of overtime’ –working excessive hours to show commitment-- as an indication that things have not really changed very much.” Maume also draws on the writings of Rosabeth Kanter and Jerry Jacobs’, who both argue that when women are in sex-atypical jobs, there are pressures from organizations and coworkers to move women out. Maume suggests, “Put these concepts together and you will have a sense of what I’m thinking in terms of career development.”

Maume has written a “bundle” of papers that examine careers from a gendered perspective, including two that use a longitudinal framework. Maume starts with the idea that jobs within organizations have a gendered connotation to them, which implies that some jobs are appropriate for men and others are appropriate for women. Maume observes, “While the gender boundaries are much more permeable now than a generation ago, there is evidence they still exist. This means that when women move into jobs that have long been thought of as male-dominated jobs, they are treated differently than the men in those jobs.” Differences noted by Maume include job assignment, training opportunities, and mentoring opportunities.

“Women who are in male-dominated jobs have a much higher probability of exiting out of those jobs when you examine careers longitudinally.” To explain, Maume draws on Jacobs’ work on ‘social controls—described as the subtle cues and mes-

Harrington: In what we have been saying about the importance of the employees taking control of things?

Hall: The whole idea of the 'protean career' is not just about defining what's good for you, but also your family and the community. What am I contributing to the community?

One of the things we can do now in the work-life arena is move away from the 'conflict paradigm.' So much of the work/life research has looked at conflict between work and personal life. Perhaps we can learn more about what are the competencies, i.e. self-knowledge, priority setting, adaptability, etc. that help people learn to cope with these conflicts. At a higher level of development, people come to see themselves and their roles as interconnected.

On the other end of the spectrum, we can possibly learn more about work/life issues by simply looking at people's daily lives and their everyday transitions, like commuting to work and back. This provides a great microcosm of understanding the transitions between work and home. Doing qualitative research on people who make these daily transitions effectively might help us better understand what are those metacompetencies that help people manage these changes and transitions.

Harrington: I've always believed that work/life balance is determined by the hundreds of small decisions people make in their daily life. (Will I take on the extra assignment? Do I really need to travel to the West Coast for that meeting?) It is the cumulative affect of these decisions that translates to an effective balance. The question is— 'Are these day to day decisions being driven by a clear sense of priorities?' If so, this congruence creates work /life balance.

Hall: I think that's a great way to say it. It is the tiny little everyday decisions. Unless you've sorted these priorities ahead of time, these decisions come at you very fast and you are going to have difficulty making them in a way that will add up to a balanced and integrated life. Boundaryless careers and the technology that has made our work/life boundaries so permeable make life more stressful and puts more decisions and responsibility on the individual to find this balance.

When you hear the stories from tragic terrorist attacks on September 11, about the victims or near victims—there were people who made decisions to delay travelling or to go ahead with their plans—decisions that saved their lives or turned out in a tragic way. The question is— 'At the time of the tragedy, were these people living their lives the way they wanted to live them?' ❖

Douglas T. (Tim) Hall is the Director of the Executive Development Roundtable and a Professor of Organizational Behavior in the School of Management at Boston University. He is also a core faculty member of the Human Resources Policy Institute. He received his graduate degrees from the Sloan School of Management at M.I.T.

Hall has authored or co-authored numerous articles and books and has served on the editorial boards of eight scholarly journals. His research and consulting activities have dealt with career development, women's careers, career plateauing, work/family balance, and executive succession. He has served as a consultant to organizations such as Sears, AT&T, General Electric, Honeywell, Ford Motor Company, Eli Lilly, the World Bank, and the United States Army.

Related Publications by Tim Hall

Careers In and Out of Organizations. Forthcoming 2001. Thousand Oaks: Sage.

Hall, Douglas T. & Moss, Jonathan E. 1998. "The new protean career contract: Helping organizations and employees adapt". *Organizational Dynamics* 26(3): 22-37.

Hall, Douglas T. & Associates. 1996. *The Career Is Dead- Long Live the Career: A Relational Approach to Careers.* San Francisco, CA: Jossey-Bass

Arthur, Michael B.; Hall, Douglas T. & Lawrence, Barbara Steinberg. 1983. *Handbook of Career Theory.* Cambridge, England: Cambridge University Press.

Hall, Douglas T. 1986. *Career Development in Organizations.* San Francisco: Jossey-Bass.

Hall, Francine & Hall, Douglas T. 1979. *The Two Career Couple.* Reading MA: Addison-Wesley

Hall, Douglas T. 1976. *Careers in Organizations.* Pacific Palisades: Goodyear.

Hall, Douglas T. 1973. *Organizational Climates and Careers,* New York: Seminar Press.

sages that remind women they are in unfamiliar territory and do not belong.

"Women in male-dominated jobs are given the message that they are not cut out to give the long hours and the company loyalty that is required because they have that tug or pull of family obligations," according to Maume. Organizations impose loyalty tests, such as long work hours, to test employees to see if they are going to meet business imperatives. And this, Maume suggests, is where the gender angle is most salient. "Over time what we see is men moving up in organizations more quickly than women because of the angle of family obligations affecting job opportunities. For women, the chance to get visible and revenue producing jobs that would further a career are restricted.

In a recent study, Maume and co-author Paula Houston use data from the 1997 National Study of Changing Workforce (NSCW) to examine job composition and the frequency with which work spills over into the home. Maume observes, "This is more of an attitudinal paper, in which we argue that spillover between work and family obligations is one of the 'social controls' that women encounter in sex-atypical work environments." The study found that when women are in sex-atypical—male-dominated jobs—the women more clearly or acutely perceived work family conflict." The study concludes, "...in male-dominated jobs, work-family conflict is part of the 'message' women receive that they lack the necessary commitment to succeed in a male-oriented culture."

Maume contextualizes the findings, "In my view, the most fundamental problem for current workers, but perhaps more acutely for women than for men, is the idea that long work hours send a signal to your employer that you are either committed, loyal, or efficient at your work." According to Maume, there is an organizational lag between practices and expectations and the presence of women in the workplace. "The 'culture of overtime' and 'face-time' remain the fundamental stumbling blocks for women and will hamper women's abilities to have careers that develop on par with men's."

Next on the Research Agenda

Maume would like to see researchers examine a contrary finding from the spillover study. Although the study found main effects for a male-dominated workplace and long hours and women's perception of work-family conflict, unexpectedly, the study also found that the interaction of a male-dominated workplace and long hours was negatively related to work-family conflict. Maume observes, "Houston and I couldn't really explain the finding with the data on hand. We speculated that some women might subjugate family needs to the imperatives of career development, like men have done."

In addition, Maume suggests that qualitative researchers could enhance the findings with data from the workplace.

Maume will shift his research focus, in terms of work and family conflict, to the 'new fatherhood' of the 1990s. In one forthcoming study, Maume plans on studying the changing role of fathers regarding their participation in child care. He will use the 1997 National Study of the Changing Workforce (NSCW)

as well as the 1977 Quality of Employment Survey (QES). The NSCW questions were modeled on the (QES) enabling comparisons. Maume will look at emergency child care, in addition to routine childcare. Maume notes: "There is an interesting question in both surveys that asks, 'If someone has to stay home with your children when you are both supposed to be working, which one of you will take time off work?' I want to examine changes in those responses over time and what factors predict changes over time."

Maume will also look at the extent to which men willingly place limits on their careers for family reasons. He will analyze men's acceptance or rejection of interesting job assignments, travel, promotions, etc. within the context of the family domain.

"I am looking at these questions as a way to figure out whether or not the 'new father' of the 1990s really is more family centered. And there is a debate about that right now. Some are arguing, yes, he is—and some are arguing that men's attitudes are changing much faster than their behaviors. I want to disentangle some of those key issues." ♦

References

Bond, James T.; Galinsky, Ellen; & Swanberg, Jennifer E. 1997. *The 1997 National Study of the Changing Workforce*. NY: Families and Work Institute.

Fried, Mindy. 1998. *Taking Time: Parental Leave Policy and Corporate Culture*. Philadelphia, PA: Temple University Press.

Jacobs, Jerry A. 1989. *Revolving Doors: Sex Segregation and Women's Careers*. Stanford, CA: Stanford University Press.

Jacobs, Jerry A. & Gerson, Kathleen. 2001. Overworked individuals or overworked families: Explaining trends in work, leisure, and family time. *Work and Occupations* 28(1): 40-63.

Kanter, Rosabeth. 1977. *Men and Women of the Corporation*. New York: Basic Books.

Quinn & Staines, G. 1977. *Quality of Employment Survey (QES)*.

Related works by Maume

Maume, David J. & Houston, Paula. 2001. Job Segregation and gender differences in work-family spillover among white-collar workers. *Journal of Family and Economic Issues* 22(2): 171-189.

Arrighi, Barbara A. & Maume, David J. 2000. Workplace subordination and men's avoidance of housework. *Journal of Family Issues* 21(4): 464-487.

Maume, David J. & Bellas, Marcia L. 2001. The overworked American of the time bind? Assessing competing explanations for time spent in paid labor. *American Behavioral Scientist* 66(7): 1137-1156.

Maume, David J. 1999. Glass ceilings and glass escalators: Occupational segregation and race and sex differences in managerial positions. *Work and Occupations* 26(4): 483-509.

Maume, David J. 1999. Occupational segregation and the career mobility of white men and women. *Social Forces* 77(4): 1433-1459.

Maume, David J. 1998. Occupational constraints on women's entry into management. In *Challenges for Work and Family in the Twenty-First Century*, Dana Vannoy and Paula J. Dubeck, eds. NY: de Gruyter, 167-182.

Maume, David J. & Mullin, Karen R. 1993. Men's participation in child care and women's work attachment. *Social Problems* 40(4): 533-546.

Maume, David J. 1991. Child-care expenditures and women's employment turnover. *Social Forces* 70(2): 495-508

Getting the Questions “Right” Conversations with Joan Williams

by Marcie Pitt-Catsoupes, Ph.D.



Joan Williams,
PhD

Joan Williams is a tenured professor at American University, Washington College where she has studied and taught on issues related to gender and law for nearly 20 years. She was named the AAUW Foundation Scholar-in-Residence for 2001-2001. She is the author of several scholarly books and articles about women and economics and work/family issues. Her 1999 book *Unbending Gender: Why Work and Family Life Conflict and What To Do About It* (published by Oxford University Press) has been acclaimed as an innovative work/family policy publication.

Founded in 1998, the Program on Gender, Work & Family is a research and advocacy center supported by grants from the Alfred P. Sloan Foundation, the Women’s Bar Association of the District of Columbia, and other sources. Additional information about the Program on Gender, Work & Family and about the center’s research team can be found at <http://www.pardc.org>

Before you read any further, put aside all the jokes about lawyers.

Joan Williams is a scholar who blends conceptual clarity and academic rigor with a clear sense of vision about social justice and equity. Needless to say, this is a powerful combination. She brings these assets to bear on social problems that seem intractable to many of us.

The Program on Gender, Work & Family was established to decrease the economic vulnerability of parents and children by restructuring workplaces around the values people hold in family life. With this goal in mind, Williams and her colleagues challenge our society’s acceptance of the primary of the bottom line at the workplace and contend that dramatic changes in norms and practices are needed if men and women caregivers in our country are going to be able to simultaneously pursue job advancement and family stability.

She commented, “We need to shift some very fundamental perceptions. Many people assume that women, couples, and families make voluntary choices about work and family that result in a range of consequences. Oftentimes, women bear the brunt of these so-called choices that actually reflect some deep-seated notions about the ideal worker and gender ideologies about caregiving. Values at home, in the workplace, and in society constrain choices of careers or employment options that, in turn, result in reduced earnings or limited opportunities for career advancement.” Williams stresses, “This is not ‘choice.’ People who do not conform to our expectations for the ideal worker—men as well as women—are disadvantaged.” We need to recognize that workplaces that define their ideal as someone who works full-time full-force for forty years, taking no time off for family care, may be engaging in gender discrimination. These policies back men into breadwinner roles and women out of them.

The path to social change has never been easy. However, Williams is clear about the steps that need to be taken. The Program on Gender, Work & Family has adopted several innovative strategies to change our society’s gendered perceptions

about career and about caregiving across the life cycle.

- The Program is creating partnerships between social scientists and lawyers, creating natural and compelling connections between knowledge, practice and advocacy.
- Members of the research team are re-conceptualizing the types of statistics and analytic approaches needed to examine the constraints on employed caregivers. For example, a lot of work/family data are organized so that they reflect the work/family experiences and career trajectories of individuals. The Program is pursuing alternative analytic strategies, such as using couple and family level of analyses that better capture the family and domestic ecology that contextualize the patterns of caregiving and career advancement. Therefore, the Center is constructing models to measure the “family wage gap” and the constraints and patterns of mothers’ labor force participation of their course of their “family life” as well as over their “employment career”.
- The Ideal Worker Project will examine the cognitive biases that frame people’s decisions and behaviors. The Program is collecting and analyzing qualitative data about the gendered constraints on employed caregivers. Williams explains, “Caregivers’ accounts of their experiences at home and work provide insights into the ways that we code behaviors and decisions in a gendered fashion. There are many anecdotes suggesting that we attach different meanings to the experiences, both at home and at work, depending on gender. For example, men and women alike report that their use of work/family options, such as flexible scheduling or request to re-schedule meetings due to family responsibilities, is different for men than for women. The analysis of these stories will increase our understanding of the process of unconscious discrimination.”
- The program has inventoried cases where caregivers who feel they have been discriminated against, as well as state and federal statutes and legislative proposals. The Program seeks to improve public policy and the quality of litigation in this arena.
- Through the project on attorney retention and the newly funded project on attorney retention—General Counsel, the Program seeks to shift attention away from the question of whether an employee has a family friendly policy, to the question of whether existing policies are usable and effective—or whether they offer only little-used “mommy tracks.”

The work of the Program on Gender, Work & Family challenges the work/family research and policy community to ask the right questions about taken-for-granted gender ideologies. These ideologies filter our perceptions of choices, decisions, and interpretations of important quality of life concerns. ❖

Dignity: The Sacred Dimension of Work and Family

Conversations with Paula Rayman, Ph.D. Harvard School of Divinity

by Marcie Pitt-Catsouphes, Ph.D.



Paula Rayman,
PhD

Paula Rayman was the founding director of the Radcliffe Public Policy Center at Harvard University. An economist and sociologist by training, she has provided leadership for innovative research and policy projects, including the New Economic Equation, the Radcliffe-Fleet Project (a work redesign initiative at Fleet), and the Work, Family, and Community in the Biotechnology Industry study. Rayman has extensive publications on work, family, and community issues, including writings about the impact of unemployment on

families. Her most recent book, entitled *Beyond the Bottom Line: The Search for Dignity at Work*, was published in 2001 by St. Martin's Press. On Labor Day, *The Boston Globe* (9/3/01, A15) published Paula's most recent editorial, "Finding the bridge to a balanced work life."

This fall, Paula will begin a new initiative at the Harvard Divinity School as a Research Associate. She will continue to focus on issues related to employees' right, responsibilities and their abilities to seek dignity at work.

Editor's Note: It is our usual practice to send drafts of articles authored by team members to interviewees prior to publication. Unfortunately, due to the recent death of her husband, Dr. Robert Read, it was not possible for Paula Rayman to preview the article.

I have decided to publish this article as one way to acknowledge the strong support that Paula's husband offered to Paula's accomplished career. In advance, I apologize if there are errors or misinterpretations included in this article.

Our sincere condolences are extended to Paula, her two daughters, and other members of their family.

Many work-family scholars are not only academics; they are also change agents. A long-term champion of rights and responsibilities, Rayman has advocated for fundamental changes in the structure and organization of workplaces, schools, public policies, and community services. She views work-family issues as being core priorities because they can either enhance or constrain families' opportunities for increased well-being.

Rayman bases her advocacy on rigorous research and policy analyses that examine how family-centered supports can make it easier for women and men to sustain their meaningful engagement in a range of life activities, including work, family, and community involvement. Under Paula's leadership, the Radcliffe Public Policy Center focused on innovative studies that have had immediate and compelling messages about the need for change. <http://www.radcliffe.edu/pubpol/>

Rayman has suggested for many years that work-family leaders should embrace the full range of concerns that are important to working families. Paula was one of the first voices for an expanded work-family vision that could accommodate the need for new employment and economic policies and community-based networks and supports, as well as supports at work and at home. Rayman's work-family agenda was always broad and encompassing.

In her recent book, *Beyond the Bottom Line*, Rayman presents a framework about the dignity of work that creates a deep understanding of the connections between the quality of work life and work-family outcomes. In contrast to frameworks that identify work experiences as antecedents to work-family outcomes, Rayman has turned the conventional wisdom on its head. She arrives at this new insight because she considers work-family experiences as integral parts of the dignity that employees are able to derive from their work experiences. This shift is more than a twist in emphasis. Built on a value-rich conceptual foundation, Rayman's notions about the dignity of work set new standards of excellence for employers. The dignity of work framework alters the equation for measuring the outcomes often adopted for work-family supports. Rayman is able to get beyond the bottom line because her outcome is the dignity of work; her outcome is based on "people-centered economics."

Rayman states that there are three pillars that support dignity of work. The dignity of work reflects the extent to which employees can:

- earn a livelihood,
- maintain self-respect, and
- fulfill a sense of social responsibility.

Work-family issues are identified as some of the key building blocks that form each of these pillars. For example, many workers view the fulfillment of their work and their caregiving responsibilities as a way to "make a difference" and to contribute to society. Therefore, employer-sponsored work-family supports that enable employees' to engage in socially responsible activities contribute to the sense of dignity at work.

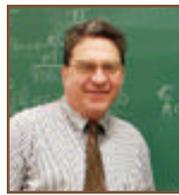
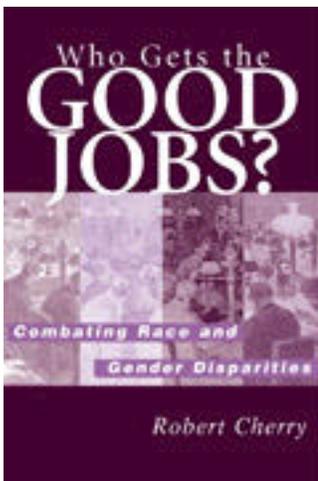
There are important implications for using the dignity of work construct as a way to examine work-family issues. Rayman discusses many of these, including the need to view issues such as mandatory overtime and health care benefits as priority concerns that affect the dignity of work and the quality of family life.

Beyond the Bottom Line can be viewed as a challenge to scholars and practitioners. Work-family leaders could use Rayman's framework to develop a new "triple bottom line" concept and to identify "work dignity" indicators for each of the three pillars. These indicators might measure the extent to which different types of work situations enable employees to: earn a livelihood that supports the income needs of their families; maintain a sense of self-respect derived from one's accomplishments at work and at home; and contribute to the greater good of a society that values its workers and its families.

Rayman's insights about the connections between dignity at work and self-respect, family relationships, and social responsibility also re-cast some assumptions about careers. For example, career decisions and transitions might be considered not only for the impact that they have on the current and future achievements of the worker, but they might also be assessed according to the extent that they create pathways – over the life-

Who Gets the Good Jobs? Conversations with Author Robert Cherry

by Teri Ann Lilly



Robert Cherry,
PhD

Robert Cherry is a professor of economics at Brooklyn College and an associate of the Economic Policy Institute. His recent publications include: *Prosperity for All? The Economic Boom and African Americans* (Russell Sage, 2000); "The Social Benefits of Tight Labor Markets" *Working USA* (Sept

2001); and "Sexual Coercion and Limited Choices: Their Link to Teen Pregnancy and Welfare" in Merrill Smith (ed) *Sex Without Consent* (NYU, forthcoming). Along with Max Sawicky at the Economic Policy Institute, he is currently working on a proposal to universalize the Earned Income Tax Credit Program: "And Now for Something Different: A Progressive Tax Proposal that Republicans Can Support," *Challenge 2001* (May/June).

Robert Cherry tells an intriguing story of an intellectual and emotional journey, which led to his book, *Who Gets the Good Jobs?*, recently published by Rutgers University Press. In the preface of the book and in our conversation, Cherry describes his conflicted attitudes concerning race and gender disparities in capitalist societies.

Since his student days at Cornell, Cherry has been involved in academic and political discourse surrounding race and gender disparities. He entered the disputes from the left; in concert with the unifying theme that capitalism requires race and gender divisions for its existence. Over time, as events unfolded and he read more labor history, Cherry observes, "it became harder to sustain intellectually some of my long-held positions... These new intellectual assessments created tensions with the emotional truths I had nurtured for decades."

Cherry views recent debates over anti-discrimination policies as "two hopelessly flawed positions -- maintaining all current policies or dismantling them completely. The intensity of the struggle between these two polar positions leaves little room for a more reasoned, and necessary, 'third' way." The product of this intellectual and emotional struggle is *Who Gets the Good Jobs?*—a document that Cherry hopes will be helpful in building a more humane and equitable society.

Cherry identifies and examines two dominant perspectives about inequities: "1) 'let's scrap everything, things work well and we don't have to think about people as victims anymore,' and 2) 'we haven't eradicated the deep institutional and personal behavior that sustains inequality and therefore we can't even think about discarding some aspects of government protection and government proactive.'"

The analysis, according to Cherry, suggests that both perspectives are deeply flawed because neither fully appreciates the strengths and weaknesses of capitalist societies. "The profit

motive has both the ability to ameliorate and to exacerbate race and gender disparities."

The main point of the book, according to Cherry, "is that today one has to look much more contextually at inequities, at circumstances, and not have some overarching thesis that is only adjusted for context at the margin.... I increasingly believe that people have to take a much more nuanced position on the way discrimination works in our society." Using an historical lens, Cherry considers Jim Crow laws and exclusionary employment barriers and finds that the last 30 years reveal a general progress, one in which capitalists have not intentionally tried to resist changes. "All things being equal corporations like merit based hiring and if they are prodded by affirmative action, they will do it to a large extent. Merit-based hiring dominates in large corporations where formal procedures are used. It is less common, however, in smaller companies where hiring practices are more arbitrary."

"THE MOST PRESSING CONCERN IS TO RECTIFY INEQUITIES IN THE BLUE AND PINK COLLAR OCCUPATIONS"

Cherry also finds that important differences break down around whether people are in professional occupations that require college degrees or whether they are in the more traditional blue collar/ pink-collar occupations. According to Cherry, wage gaps continue to be substantial among blue and pink collar workers, because working class occupations still have the baggage of robust stereotypes coupled with a reliance on informal hiring practices.

Cherry argues that the most pressing concern is to rectify inequities in the blue and pink collar occupations—that to a large extent EEO policies have been effective in professional occupations but not in those that are populated by those without a college education.

To address these gender and race inequities, Cherry suggests that corporations, in particular mid-size, need to change the way they operate. Other policies suggested and discussed in-depth in the book include:

- 1) pay equity
- 2) monitoring of the hiring processes in blue-collar and pink-collar professions
- 3) policies that pull up the wages of everyone at the bottom (living wage or unionization or full employment)
- 4) alliances of non-profits and corporations to provide supports (a successful model is presented in the book).

Cherry definitely sees a downside to capitalism, but in terms of discriminatory hiring practices he finds a consistency between the profit motive and merit. He concludes that it is wrong to immediately seize on examples or situations to generate an antagonistic confrontational attitude, which ends up being counterproductive.

This article presents a small slice of Cherry's analysis, please read this thought-provoking and provocative book. ❖

From Dialogue to Insight: Reflections of Hedrick Smith About the PBS Documentary “Juggling Work and Family in America”

by Marcie Pitt-Catsouphes, Ph.D.



Hedrick Smith

The Event: Recently, many of us who are interested in work and family issues witnessed a turning point event when PBS broadcast the documentary “Juggling Work and Family in America with Hedrick Smith.” Unfortunately, the widely anticipated show did not air as planned in many major cities across the country because of the recent terrorist attacks. PBS has tentatively planned a rebroadcast for next summer. Please consider writing PBS to urge them to rebroadcast the show nationwide.

Background: According to Hedrick Smith, the documentary is a film “whose time has come.” This is not to say, of course, that this is the first time that the media has focused attention on work and family issues. In fact, the print media – newspapers, magazines, as well as academic journals – have covered a range of work-family issues for many years. Several public broadcast radio programs have been devoted to work and family concerns, such as the state of the nation’s child care and employer-sponsored elementary schools. Furthermore, television “news magazines” and interview-based news programs have featured work-family topics from time to time.

But “Juggling Work and Family in America with Hedrick Smith” is the first film documentary designed to have a long-term impact on a diverse audience.

Deciding to Make a Film: In a recent conversation, Smith articulated several reasons why he decided to undertake this project. He stated, “Whether you look at the issues from a demographic, social, or economic viewpoint, and it is clear that it is timely to delve into work-family issues. We really can’t side step them.”

In the first place, the demographics are clear, and their meaning is unambiguous to Smith. For instance, we know that nearly half of the workforce is now female; we understand that most employees assume caregiving responsibilities at some point in their careers, and that many have demanding family responsibilities for significant portions of their working lives. Smith stated, “It is important for us to recognize that more than half of our labor force has BIG work-family issues.” Smith feels that data such as these compel us – as a nation – to take a serious look at contemporary work-family issues. Smith concluded that it was important to make a film about work and family issues because they are relevant in such an immediate sense to a majority of American families.

Secondly, despite the fact that millions of ordinary people grapple with work-family issues every day, our country tends to leave families “to their own devices” to come up with workable strategies. In America, we somehow expect that these families should be able to find personal resolutions to important issues, such as the changing roles of women and men. Smith feels that fami-

URGE PBS TO RESCHEDULE NATIONWIDE

CONTACT PBS PAT MITCHELL, PRESIDENT AND CEO OF PBS IS PMITCHELL@PBS.ORG, 1320 BRADDOCK PLACE, ALEXANDRIA, VA 22314.

OR CONTACT HEDRICK SMITH AT HSMITHPROD@AOL.COM OR FAX/301-654-9856.

lies will continue to suffer unless we can re-frame work-family issues so that they are no longer seen only as issues of individual choice; he stresses that work-family experiences must also be recognized as large-scale social issues. Smith felt it was important to produce the film because documentaries can promote discussions that help shift normative expectations about “who” has responsibilities to address work-family conflicts.

In addition, Smith feels that it is an economic necessity for our country to reconcile the work-family issues that shape the lives of working families. If our country wants to improve the quality of life for increased numbers of families, we will have to create a new social context for productive work. This new context will create supports and protections for family well-being as we continue down the path of a 7/24 economy where technology has all but eliminated the boundaries between work and home life.

As he continued to examine the various factors that lead him to

continued, pr3

Dignity: The Sacred Dimension, continued

course – to increased opportunities for self respect, family relationships, and social responsibility.

Paula’s personal career transitions reflect her philosophies about the dignity and meaning of work. This fall, she will begin a research project at the Harvard Divinity School that will build on her insights of the dignity of work. Initially, Rayman will promote conversations across constituencies such as women’s organizations, policy makers, labor groups, and religious organizations. Rayman wants to confront the myths of the ideal work and the myths about productivity. Paula wants to raise public understanding about the connection between good working conditions and human rights. She believes that it is possible for our society to set aside – for once and for all – the myths about the imagined choices between a vibrant economy and an improved quality of life if we can engage in concerted dialogue. Ultimately, Rayman hopes to influence public understanding about the dignity of work and to influence public policy by contextualizing policy decisions in the dignity of work framework.

In a recent conversation, Rayman stated, “If we can get beyond the narrow bottom-line perspective, we will be able to make connections between the new economy and the global economy. We will be able to discern the linkages between local community experiences and international situations. Ultimately, we will be able to see the links between dignity at work, productivity, and our sense of humanity.” That is worth measuring.

For Rayman, it’s always been about more than just the bottom line. ❖

the production of a documentary about work and family issues, Smith circled back to a basic and fundamental reason that he focused on the experiences of working families: the issue kept popping up on his screen. Smith commented, "In 1998, we produced a four-hour series, 'Surviving the Bottom Line.' We wanted to document the impact of the global economy on middle class Americans. Essentially, we were interested in the changes in their lives that were connected to the transition to the global economy. Although we were examining large economic issues, we wanted to concentrate on the lives of individual people. And, we kept bumping into work-family issues. We would ask questions about work and the economy, and people would talk about the difficulties they were experiencing as working families. Work-family is so important to people; we felt we just had to do a documentary about it."

Hopes and Expectations: Smith and his colleagues hope that the documentary will deepen the public's understanding and appreciation of contemporary work-family dilemmas. But they also expect that the film's impact will cascade, affecting the way

VISIT THE WEBSITE FOR "JUGGLING WORK AND FAMILY IN AMERICA" WHERE YOU WILL FIND FILM CLIPS, TRANSCRIPTS OF THE FILM, A QUIZ ON THE FMLA, AN ASSESSMENT OF WORK STRESS, LISTS OF RESOURCES, AND LINKS TO RELEVANT WEBSITES. www.pbs.org/workfamily

that decision-makers as well as middle class Americans respond to important work-family situations.

The film does, of course, impart infor-

mation that will educate different viewer groups. The public audience is able to connect personal experiences to larger social and cultural shifts. Employers and managers at the workplace can learn about the responsiveness of some forward-thinking companies and unions. Community leaders and elected officials are introduced to new frameworks for policy questions.

Smith feels that the documentary will promote "constructive thinking and talking." He designed the "Juggling Work and Family in America" so that it would continue to affect people's lives long after they have viewed the film. He hopes that the documentary will promote sustained debates in different settings – in our home, at the workplace, and in the community. It is his desire these conversations will coax the discussions to move from private dialogue to public discourse. Ultimately, Smith wants engage Americans in discussions about the far reaching and broad societal responses that are necessary. Smith stated, "'Juggling Work and Family' is a film that will connect with the heads, hearts, and souls of the people who watch it. It will make you laugh and cry and will leave lumps in your throat. And it will make you think. Perhaps most importantly, the documentary will coax many of us to talk about the issues and to continue the dialogue until we have finally adopted some workable solutions."

"Juggling Work and Family in America" is a resource that could be used, again and again, by high school teachers, university faculty, and corporate trainers. Hedrick Smith Productions has designed a Viewer/Discussion Leader Guide and an interactive website to supplement the film. The Guide contains case studies and suggests discussion questions for each case study. The website has a number of resources, such as a transcript of the

documentary, and includes film clips that bring different work-family issues "to life." This package will be an important resource for faculty interested in addressing work-family topics in their undergraduate courses and graduate seminars.

A Challenge to the Academy: Smith is emphatic that our society must re-structure and re-design our social institutions if we are going to successfully respond to the new work and family challenges. The need for changes at the workplace has been apparent for some time. Despite some progress in this area, Smith is convinced that more must be done. He also supports those who advocate for changes in public policies which frame basic employment structures, such as the length of the work week or the protections of workers' rights.

But what of our institutions of higher learning? Universities also have responsibilities for creating structures and experiences that are responsive to the work-family priorities of working families. If we examine the "business of the university" from a work-family perspective, we can may be able to identify creative strategies for making universities more "family-friendly." The structures of many university programs have remained essentially unchanged for decades, despite the tremendous shifts in the work and family careers of people over the life course. Faculty could become advocates for new university structures, both for students as well as for university employees, that respect and support the work-family circumstances of today's families. Furthermore, universities could assume leadership responsibilities for convening the types of public conversations that Smith feels are so needed.

Perhaps most important, universities should become more proactive in the design of curriculum that will engage students in learning and research about work and family issues. Students could use resources, such as "Juggling Work and Family in America," as a stimulus to challenge some of the assumptions made in every day live, to critique assertions made in the media, and to conduct literature searches that might either confirm or contradict statements about statistical trends.

The challenge is in front of us; the resources are being developed.❖

Hedrick Smith is Pulitzer Prize-winning journalist and author of several best-selling books. He has created and hosted twelve award-winning PBS prime-time specials and series on topics including Washington's power game, Soviet perestroika, the global economy, education, and teen violence. Last October, PBS devoted an entire primetime evening to his pre-election special on U.S. health care, "Critical Condition with Hedrick Smith," which has been nominated for an Emmy Award. For 26 years, Smith served as a correspondent for The New York Times in Washington, Moscow, Cairo, Saigon, Paris and the Pulitzer Prize-winning team that produced the Pentagon Papers series. In 1974, he won the Pulitzer Prize for International Reporting from Russia and Eastern Europe. Hedrick Smith has published several national best-selling books, including *The Russians* (1976), *The Power Game: How Washington Works* (1988), *The New Russians* (1990) and *Rethinking America* (1995). Smith's books and documentaries are frequently used for college and high school courses on government, sociology, and economics.

His most recent PBS production, "Juggling Work and Family in America," aired on September 16, 2001.

Additional information about Smith's work can be found on his website: www.hedricksmith.com

Women Leaders in a Global Economy: The Challenges for Senior Executives

by Brad Googins



Bradley Googins,
PhD

Editor's note: Brad Googins, a PI on the Sloan Network, reports on a conference and research project, which focus on women in senior executive positions. The purpose of the project is to shed light on how executive women within a global context achieve success and balance work/life issues.

In July, 100 of the most senior women in ten US based multi-national companies convened in Prague as part of a new research project being carried out by Catalyst, The Center for Work & Family at Boston College, and the Families and Work Institute. The project team came together to develop a research model to assess the issues facing women managers in four key regions of the world: North America, Latin America, Europe-Middle East-Africa and Asia-Pacific. The major purpose of this project was to illuminate the issues related to women's leadership in the global business community.

Participating companies included:

- Baxter International
- Citigroup
- Deloitte Touche Tohmatsu
- Dow Chemical Company
- Eli Lilly and Company
- IBM
- JPMorgan Chase
- Marriott International
- Merck & Co., Inc.
- Merrill Lynch & Company

The project addresses two developing and overlapping issues. Women increasingly are moving into senior positions, in the corporation, breaking through the glass ceiling that has traditionally kept them from positions of influence and authority within the firm. How these particular women have dealt with issues of career, as well as work and life balance is not well understood and research on this group is only now beginning to capture the experiences and sentiments of this cohort.

Perhaps even more profound is the absence of data from senior women operating outside the United States. As corporations become more globalized, the emergence of senior women operating within other countries has become more common. This project will attempt to better understand the similarities and differences of senior women across the globe, and the unique cultural and social environments within which these senior corporate women operate.

Stages of the Project

In order to address these issues, the project was developed in three Stages. The first stage of the project involved interviewing a sample of each participating company's most senior women from the regions named above to explore the factors that promote and inhibit their success. This was accomplished through

brief qualitative telephone interviews.

In Stage Two, between 4- 15 senior women from each participating company convened in Prague at a Global Forum. The primary purpose of the forum was to provide the participants and their companies' feedback on the issues facing women managers globally. The forum consisted of a number of interactive sessions focusing on participants' strategies in crafting successful careers. Other sessions focused on men's voices, including the participation of two CEO's, Ray Gilmartin from Merck and Harry Kraemer from Baxter International, who shared their views about the issues of women's advancement. Other sessions focused on the economic and political power of women, a talk by Anna Quindlen on Women and Leadership, and experiences of going global from women across the globe.

The conference reported on the qualitative data collected through the interviews in Phase I, as well as benchmarking data collected on company policy, programs and leadership within each company. In addition, the conference provided an opportunity for the senior women to network with and learn from other senior women in these leading companies. The women also had an opportunity to explore the factors that stand in the way or help senior women feel successful at work and at home. The discussions culminated in practical recommendations for each company and the feedback into the design of a quantitative survey that will constitute Stage Three of the project.

Stage Three will consist of an extensive quantitative survey that will be completed by a stratified random sample of 100 of each participating company's senior women and senior men from the regions named above. This online survey will provide the most comprehensive study yet of senior women in a global context.

Findings from Stage One

1) Interview data suggest a number of hindering and facilitating factors for achieving success as senior women.

Barriers to Success

- Lack of mentors or coaches
- Exclusion from the old boy network
- Managing work with home responsibilities
- Limits based on stereotypes about women
- Isolation

Facilitators of Success

- Mentor/boss
- Spouse/partner
- Networking/professional relationships
- Leadership training/executive coaching
- Flexible schedules

2) Benchmarking data revealed a number of different approaches, and organizational strategies for addressing the advancement of senior women. Across the ten companies, company commitment to women could be seen through three different lenses.

1. Leadership- company drives women's intuitive with direct ties to the CEO or management committee
2. Respect for Individual—company tied to highly visible company values of respect responsiveness and results

3. Diversity—company drives women’s advancement through diversity initiatives

The role of some managers seemed critical. Key executives at the highest levels played an important role related to women’s advancement. In 7 of the companies the CEO plays a visible role.

Virtually all companies reported the presence of key components such as Advisory committees, flexibility policies, and

mentoring, strategic plan for women’s advancement, training and women’s networks. On the other hand there were few metrics for measuring program impact or success.

The next phase of quantitative interviews will be conducted over the next several months and a full report will be available by the spring. ❖

RESEARCH PROJECTS UPDATES

Out of the Ordinary: The Anomalous Academic

by David W. Leslie and James T. Walke

Long-term, part-time employment in higher education is relatively anomalous. We estimate that fewer than 2% of all faculty are part-timers who are eligible for tenure. Our study, using a national sample of respondents to a federal survey, concluded that age and gender interact to affect career choices in this population. Men were more likely to be older; women were more likely to range widely in age. Men in these positions were at later career stages – potentially with different issues at stake – than were women. Women in this group considered a more complex array of issues in making career decisions.

These results suggest that people’s lives and careers change in composition, emphasis, and values as they age. What may work for an unmarried male with a new Ph.D. in, say, mathematics, at age 30 does not necessarily work for a married woman with a master’s degree and two children who is teaching English composition at age 45. We found few institutions with policies that recognized nonlinear career trajectories, and conclude that reexamination of such policies is overdue in light of changing characteristics among younger academics.

Contact: David Leslie, dwllesl@facstaff.wm.edu

Developing a Parent Stress Index

by National Parenting Association

The National Parenting Association is a nonpartisan, nonprofit organization founded in 1993 by Sylvia Ann Hewlett, author of *When the Bough Breaks* and co-author with Cornel West of *The War Against Parents*. The group works to make parenting a higher priority on American’s private lives and on the public agenda through research, communications and nonpartisan advocacy. Since 1996 we have conducted four major national surveys, including What Will Parents Vote For?, and one statewide poll that have looked at parent concerns, including their views on work-family issues. The full reports are available at www.ParentsUnite.org and data from the most recent study of high-achieving women will be released later this year.

The Alfred P. Sloan Foundation has provided a grant to develop a Parent Stress Index to provide a succinct, compelling and newsworthy “attitudinal” measure of how American parents feel about their lives. Just as the Consumer Price Index or the

Dow Jones Average captures our attention and provides a shorthand description of how the economy is doing, the Parent Stress Index would be designed to focus public concern on how parents are faring.

The overall message – parental stress up, parental stress down – will serve as a bellwether finding, but will be based on a number of quite specific dimensions: how hard they are working, how financially secure or insecure they are, the time pressures they feel, the quality of relationships they have with their children, etc. We would surround the release of the index with deeper analysis, aimed at providing context and understanding. For example, if the index showed that parent stress was up, and that the biggest factor driving stress was time pressure, we would look at trends in work hours and the prevalence of dual-earner families to provide insight and explanation. Much of the power of the Parent Stress Index lies in its ability to grab public attention, and then use that opportunity to trigger debate about causes and potential solutions to the struggles of working parents trying to meet the demands of both job and family.

Contact: nationalparenting@worldnet.att.net.

NOW Launches Child Care Campaign— Gathers Research on Business Case for Child Care

by Nicole Brown

NOW Legal Defense and Education Fund is the oldest and largest national legal advocacy organization devoted to advancing equality for women and girls. Because child care is one of the most critical issues affecting women today, NOW Legal Defense has launched a national child care campaign whose ambitious aim is to change the nation’s climate in favor of universally available, high quality child care for all families who want it.

NOW Legal Defense believes that the business community is vital to this campaign and has formed a task force of senior corporate executives whose goal is to identify strategies for expanding direct corporate involvement with child care, as well as to leverage resources to influence policy makers and business practices. This task force is gathering research on the strong “business case” for child care. It will use the information it collects to educate corporations, policy makers, and the general public about the need for increased public and private support for child care initiatives. With momentum from both employ-

ees and corporations, NOW Legal Defense hopes to create public policy that will improve the availability, accessibility, affordability and quality of child care for all families.

If you have research that would be useful to the task force, or you are interested in learning more about the task force, please email Nicole Brown at nbrown@nowldef.org or call (212) 925-6635.

Journalist Visits Sloan Centers

In coming months, workplace journalist **Maggie Jackson** will be visiting each of the Sloan Centers on Working Families as part of a Sloan travel and research grant. She will be researching future articles, and is especially interested in learning more about specific work carried out under the auspices of the centers. In addition, she will be sharing findings from her forthcoming book, *“What’s Happening to Home? Balancing Work, Life and Refuge in the Information Age”* (Sorin Books, February 2002). Overall, Jackson hopes her Sloan grant will help build communications between academics and journalists.

Contact: Maggie Jackson, maggie_jackson@hotmail.com.

Brandeis University Community, Families & Work Program

by Rosalind Barnett, Director

Mission Statement: The Community, Families & Work Program (CFWP) in the Women’s Studies Research Center at Brandeis University conducts methodologically innovative, policy-oriented research to enhance family well-being. CFWP actively engages with the media and policy makers to bring our findings to the attention of those who will most benefit from them.

Goals: 1. Develop innovative and cutting-edge research efforts that incorporate a framework for exploring how national, local community, workplace, and families’ expectations and norms interact with the direct aim of promoting the successful development of policies and programs to support working families.

2. Convene an annual conference to bring together journalists and work-family researchers. The conferences will provide journalists with important, state-of-the-art research findings that they will need to report intelligently on community, families, and work topics and will provide researchers with linkages to the media that they might otherwise not be able to establish. The first such conference will be held in the spring of 2002.

Contact: Rosalind Barnett, rbarnett@brandeis.edu.

Family Leave/Stopped Clock Policies in Academia

Steven Rhodes, Donna Morrison,
& Charmaine Crouse Yoest

Our primary interest is in examining how parental leave and extensions to tenure review schedules (so-called “stopped tenure clock” policies) are being used by faculty and whether they are achieving one of their fundamental objectives—“leveling the playing field” for female faculty. To explore that question, the Sloan Foundation is enabling us to pursue the first-

ever nationwide survey of family leave/stopped clock policies in academia.

Despite the widespread adoption of these policies in U.S. universities, we know very little about their actual nature, use or consequences. To better understand the various forms that such policies take in different universities, how these policies are being used by faculty, and the differences that the policies are making in the lives and careers of faculty, we are pursuing two levels of analysis: institutional and individual.

At the institutional level there will be two separate surveys: First, we have nearly completed a survey of school administrators of these policies so as to determine the objectives of the policies, their substance, usage by eligible faculty and support for, or controversy surrounding, the policies. Second, in the coming months we will be surveying participants in tenure review committees to get a sense of whether these policies are helping women (and men) with young children advance in their careers.

At an individual level, we will administer a two-wave panel survey to a sample of junior faculty. The first wave of the survey will afford us insights into the numbers and gender of faculty using such policies, and whether they think the policies will significantly advance their careers. In the five-year follow-up, we will examine career outcomes with respect to tenure for the original sample and seek retrospective evaluations by faculty of the importance of the policies.

At most major universities, parental leave and stopped tenure clock policies have been in place for nearly a decade or more. Yet the existing literature reveals almost nothing about how the policies are working or, indeed, even the nature of the various university policies. As a result, we are very excited about this project and believe the results will provide valuable information to the academic community, and the broader policy community, about this important facet of the work/family challenge.

Contact: Charmaine Yoest, ccy2c@virginia.edu.

Legal and Institutional Barriers to Partial Retirement

by Rudolph G. Penner, Pamela Perun, and Eugene Steuerle.

Large numbers of highly experienced baby boomers will be retiring after 2010. This will represent a huge loss of human capital to the economy, and low birth rates since the early 1960s imply that there are not many younger workers available to replace those who are retiring. Both the economy as a whole and older workers individually would benefit greatly through the development of flexible work arrangements that would allow various types of partial retirement.

However, our laws and the design of private and public pensions were developed when it was considered beneficial to encourage early retirement to make room for the mass of baby boomers working their way up the career ladder. Partial retirement is discouraged both by the economic disincentives created by pension plans and inadvertently by ambiguous and overly rigid laws designed with the noble purpose of preventing discrimination against certain classes of employees. The project will suggest legal and institutional reforms and attempt to draw

more attention to the relevant issues on the part of employers, employee groups, and policy makers. The project is supported by the Alfred P. Sloan Foundation and the main researchers are Rudolph G. Penner, Pamela Perun, and Eugene Steuerle.

Contact: Rudolph Penner, rpenner@ui.urban.org.

Full-time and Reduced-hours Married Female MDs and LPNs

by Rosalind C. Barnett

I am currently completing a federally funded study of full-time and reduced-hours married female MDs and LPNs who have at least one child under 14 years of age. The data on the female MDs are complete and we have presented three papers at the American Psychological Association on the findings. The LPN data collection will be completed shortly. The MD findings support the growing consensus that work hours per se are not strong predictors of a host of stress-related job and quality-of-life outcomes (e.g., burnout, job satisfaction, intention to quit, psychological distress, job-, marital- and parent-role quality). In contrast, schedule fit, or the extent to which one's work schedule (i.e., the number of work hours, their distribution, and flexibility) meet one's own and one's family needs, is an excellent predictor of the same set of outcomes. In short, subjective indicators (i.e., sense of fit), not objective indicators are key to understanding the relationship between work schedules and stress-related outcomes. Also, we found that the marital-role quality of full-time female MDs was actually higher than that of their reduced-hours counterparts. Additional analyses indicated that this anomalous finding was due to the fact that reduced-hours female MDs do significantly more low-schedule control household tasks than do their full-time peers. These household tasks have been related to high psychological distress. Thus, the full-time MDs report high marital-role quality to the extent that they do not do these low-control tasks, whereas the reduced-hours MDs report low marital-role quality to the extent that

they do more of these same tasks. Thus, the benefit of reducing work hours on marital relationships depends, in part, on what the female MDs do with their extra nonwork time. Contact: Roz Barnett, rbarnett@brandeis.edu.

Work Policies Must Move into the 21st Century to Integrate Work and Family

by Lotte Bailyn, Thomas A. Kochan, and Robert Drago

To put problems of working families on the national agenda, the Sloan Foundation's Work-Family Policy Network released a Call to Action and report focused on changing existing policies to alleviate these persisting family pressures.

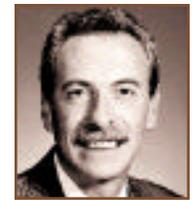
The Network calls on the administration, state and local governments, business, and labor to each do its part to put a concerted approach in place. The report suggests ways in which each party can help working families while achieving their own objectives.



Lotte Bailyn



Thomas A. Kochan



Robert Drago

To read/endorse the "Call to Action," to view the executive summary, or to download a copy of the report, please go to <http://lsir.la.psu.edu/workfam/integrate.htm>. The report is also available at <http://mitsloan.mit.edu/iwer>, and hard-copies may be obtained by emailing your name and address to Susan Cass (scass@mit.edu).

RECENT EVENTS

Awards

Maggie Jackson Receives 2001 Media Award



Maggie Jackson

On May 16, the Associated Press' National Workplace Writer Maggie Jackson received the 2001 Media Award from the Conference Board's Work-Life Leadership Council. The annual award, given to journalists whose work has a strong impact on the field, was presented in New York at the Conference Board/Families and Work Institute's Work-Life Conference. At the time, Jackson shared some of her observations on changes in the field in the past five years. Not only is more and better research being done in the field, but the media's coverage of the issues is similarly more sophisticated than even five years ago, Jackson argued. A graduate of Yale University and the London School of Economics, Jackson came

to the workplace beat after serving as a foreign correspondent (in Tokyo and London) and foreign editor at AP. She lives in New York City with her husband and two daughters, ages nine and five. For her forthcoming book, which focuses on the changing nature of home in the 21st century, she took an 18-month leave from her AP post. Traveling nationwide and across Sweden, she interviewed 225 people – from academics to secretaries and dot.com entrepreneurs. She now writes for various publications, and can be reached at Maggie_Jackson@hotmail.com. (View Jackson's acceptance speech.)

Awards

Tim Hall Receives Hughes Award for Careers Scholarship



Tim Hall, Ph.D.

Douglas T. (Tim) Hall was presented the Everett Cherrington Hughes award at the Academy of Management meeting in August. Hall is the Director of the Executive Development Roundtable and a Professor of Organizational Behavior in the School of Management at Boston University. The award recognizes scholarship that has made a significant contribution to the task of linking careers theory with the broader field of organization studies. It is the Careers Division's premier award, a way of honoring those of their colleagues who have worked to build bridges between careers and other areas of organizational enquiry.

There is a tendency for any field, as it develops its identity, to isolate itself from the disciplines from which it sprang. This allows its ideas and theoretical frameworks to develop and mature, but carries with it the risk of losing a sense of connection and context, and, at worst, of marginalization. The aim of this award is to acknowledge the work of scholars who have forged, rather than severed, connections between careers and other fields of social enquiry.

Hall has authored or co-authored numerous articles and books and has served on the editorial boards of eight scholarly journals. His research and consulting activities have dealt with career development, women's careers, career plateauing, work/family balance, and executive succession.

Hall's most recent book, *Careers In and Out of Organizations* will be published in Fall 2002 by Sage Publications.

Media Events

NPR Airs Story on Young Caregivers for Elderly

Veteran National Public Radio correspondent David Molpus, who covers workplace issues, told the story of young caregivers for the elderly in a recent segment on Morning Edition. The piece, which was produced by Maggie Jackson, centered on the growing numbers of people in their 20s and 30s who are caring for parents, grandparents and other elders. These young people face particular work-life problems, since they are caregiving at a time when they are trying to start careers and families. They also find little support from peers. Due to the aging of the U.S. population and other social trends, however, caregiving increasingly will touch Americans at younger ages. You can listen to or read the story at www.npr.org. Find the 'Morning Edition' page under NPR Programs A-Z. Click on archives, then August 29, and look for the "Eldercare" story.

PBS Airs Documentary "Juggling Work and Family"

(Broadcast is Not Aired Nationwide)

A documentary about work and family issue produced by Pulitzer prize winner Hedrick Smith was aired in September. Unfortunately, because of the September 11th attacks the program was not aired as scheduled.

You may still take advantage of this wonderful resource. "Juggling Work and Family in America" is a resource that could be used, again and again, by high school teachers, university faculty, and corporate trainers. Hedrick Smith Productions has designed a Viewer/ Discussion Leader Guide and an interactive website to supplement the film. The Guide contains case studies and suggests discussion questions for each case study. The website has a number of resources, such as a transcript of the documentary, and includes film clips that bring different work-family issues "to life." This package will be an important resource for faculty interested in addressing work-family topics in their undergraduate courses and graduate seminars.

Visit the website for "Juggling Work and Family in America" where you will find film clips, transcripts of the film, a quiz on the FMLA, an assessment of work stress, lists of resources, and links to relevant websites. www.pbs.org/workfamily.

Contact PBS to Reschedule the Documentary. We encourage you to write to PBS to request a nationwide broadcast. In light of recent events, it is imperative that American families have support for their concerns. Please contact Pat Mitchell, President and CEO of PBS, 1320 Braddock Place, Alexandria, VA 22314, or e-mail pmitchell@pbs.org Or contact Hedrick Smith at hsmithprod@aol.com or fax/301-654-9856.

Conferences

"How Governments Matter" Annual Meeting of the Academy of Management

August 2001

The Annual Meeting of the Academy of Management, "How Governments Matter," was held in Washington, D.C. on August 4-8, 2001. There were a number of sessions related to work and family issues, many of them coordinated by the Gender and Diversity in Organizations (GDO) division. Ellen Ernst Kossek, of Michigan State University, is the Professional Development Workshop Chair of the GDO division.

Lillian Eby (University of Georgia) and Joyce Russell (University of Maryland) convened an interactive session entitled "Balancing Life and Career Spheres" which focused on the identification of strategies for balancing multiple roles. A presentation about the Sloan Work and Family Research Network was made during a pre-conference session on technology.

A number of papers were presented at the symposium, "Experiencing and Coping with Work-Family Interfaces: Perspectives Across and Within Cultures." The authors includ-

ed: Laura Beauvais (University of Rhode Island), Scott Behson (Farleigh Dickinson), Suzanne De Janasz (James Madison University), Anne Francesco (Hong Kong Baptist University), Janice Jophin (University of Texas), Michael Judiesch (Manhattan College), Marcia Brumit Kropf (Catalyst) Teresa Lau (Hong Kong Polytechnic University), Yan Ling (University of Connecticut), Karen Lyness (Baruch College City University of New York), Meredith Moore (Catalyst), Gary Powell (University of Connecticut), Margaret Shaffer (Hong Kong Baptist University), and Cynthia Thompson (Baruch College City University of New York).

Susan Burroughs (Roosevelt University) chaired the session, "Personal and Interpersonal Influences on Work-Family Conflict." The authors included Laura Beauvais (University of Rhode Island), Tracy Dumas (Northwestern University), Hetty van Utrecht (University of Utrecht), Kellyann Kowalski, Nancy Rothbard (University of Pennsylvania), and Katherine Williams (North Western University).

Karen Crooker (University of Wisconsin) facilitated a session, "Work-Family Support and Conflict," where papers were presented by Judith Gordon (Boston College), Janice Joplin (University of Texas), Margaret Shaffer (Hong Kong Baptist University), Cathleen Swody (University of Connecticut), and Karen Whelan-Berry (Samford University).

Award for the Best Interactive Paper in the Gender and Diversity in Organizations Division of the Academy of Management

Judith Gordon and Karen Whelan-Berry presented a paper entitled, "It takes two to tango: The support roles of spouses/partners in families of working women." In their paper, they discuss data they gathered from surveys completed by 744 female hospital employees about spousal support for working women at three different stages in their life course: early life (< 35 years), midlife (35-50 years), and late life (> 50 years). Gordon and Whelan-Berry make compelling arguments for their use of the lifecourse analytic framework. They note that the nature and demands of family care responsibilities change over the lifecourse. In addition, the socialization experiences of women (and their partners) in the different age cohorts vary. The authors consider four areas of potential support: 1) earnings/personal financial management; 2) home and family responsibilities; 3) career management and support, and 4) interpersonal support. The respondents indicated that the most common types of support received from their spouses were: earnings/personal financial management and interpersonal support. Additional information about this study can be obtained from Judith Gordon at gordonj@bc.edu and from Karen Whelan-Berry at kswhehan@samford.edu

"Cities of the Future" American Sociological Association

August 18-21, 2001

The 96th ASA Annual Meeting was held in Anaheim, CA. The

theme, "Cities of the Future" reflects on the meaning of urbanization for human societies and social relations. The Section on Sociology of the Family, included topics of interest to work-family researchers, such as: (1) "Families and Mental Health"; (2) "Men in Families." (3) "Workplaces and Families: Trends and Strategies for Accommodation." (4) "Family Composition and Well-Being across the Life Course." (5) "Aging Parents and Their Children. Location of meeting, housing, travel arrangements, program information, etc. To search the site for paper information, including abstracts, go to the following url, click on 2001 conference, click on "search here" :

<http://www.asanet.org/convention/homepage.html>

"Working in the New Economy: Work-Family Issues" 6th International ITF Workshop

August 26-29th in Amsterdam

by Helen Hootsman

We thank our Network affiliate, Helen Hootsmans, for contributing these notes. Dr. Hootsmans is a work/family consultant in the Netherlands, who has written and lectured on the work/family interface, dual career couples and flexible work options since the 1980s.

The historic West India House, whose 17th century association funded Fort New York, was the venue for this academic conference organized by the Anton Dreesmann Institute for Infopreneurship of the University of Amsterdam. Key foci for this telework conference were: e-work and e-organization; e-business and e-government, and e-learning. Research perspectives were presented from the fields of management, psychology and sociology. Some 75 participants from 18 countries attended. The last day was dedicated to a dialogue with business management.

The following selection of papers concerned with the work-family interface (clustered in the section "e-work/organization") illustrates how work/family issues are moving from the "soft research" corner towards central stage.

"The division of domestic labour in telecommuters' households"

—Gerda Casimir (Agricultural University of Wageningen)
—discusses an internet survey of 153 couples regarding attitudes and opinions towards paid and unpaid work, and changes in asymmetrical household patterns. Her PhD dissertation *The Impact of Telecommuting on the Division of Labour in the Domestic Setting* is forthcoming at the beginning of November.

"Elusive or Illusive Flexibility: Investigating the lived experience of telework and homeworking"

—Barbara Steward (University of East Anglia)—explores the extent to which employees own and control flexibility in relation to periods of absence and presence in the workplace.

"Telework: The New Panopticon?"

—Diana Limburg (Technological University of Twente)—underlines the need to clearly define methods of supervision and control when introducing telework rather than allowing the perceptions of a new Panopticon to develop. She warns that actions perceived as control could spill over into the home environment.

"When Work Comes Home: Mapping the Work-Family Interface"

—Famitel (Family and Telework Research Group)—presents experiences with combining three approaches to researching tele-

work and family relations, namely, time use diaries, spatial documentation and qualitative interviews.

“Information Technology and a New Work Format for Women in Japan”

–Mayumi Horii and Masakazu Ohashi– offers an introduction to gender resources in Japan.

Discussions are underway regarding publishing selected papers from each of the three tracks. Information on the publication will be provided later.

UPCOMING EVENTS

Call for Papers

Special Issue of Gender & Society, “Global Perspectives on Gender and Carework.”

Deadline for submissions:
December 15, 2001.

Guest Editors Jacquelyn Litt, Iowa State University (jlitt@iastate.edu) Mary Zimmerman, University of Kansas (mzimmerman@ukans.edu). “We invite papers for submission on the allocation, meaning, and experiences of paid and/or unpaid carework in relation to globalization. Among the key questions are 1) How has globalization affected the organization of women’s and/or men’s unpaid carework in families and households? 2) How have deindustrialization, globalization and structural adjustment policy reinforced the gender, racial and national inequalities embedded in carework and/or given rise to new patterns of stratification and activism? 3) What are the diverse experiences of women’s carework in international and/or globalizing contexts? 4) What are the theoretical implications for feminist research of the comparative and global study of carework?” Submit papers, including \$10.00 (US) submission fee payable to Gender & Society, to Professor Christine Bose, Editor. Gender & Society Department of Sociology. SS 340 (Social Science 340). University at Albany, SUNY. 1400 Washington Avenue. Albany, New York 12222.

Conferences

“The Heart of the Matter: Valuing Diversity in Work/Life”

7th Annual Conference College and University Work/Family Association (CUWFA)

February 5-6, 2002
San Francisco, CA

This conference is dedicated to exploring the challenges and opportunities for balancing professional and personal lives in higher education, with a special focus on women faculty. It will provide a forum for discussing programs, policies, and research that demonstrate positive results for recruitment, retention, and career advancement of women in academia. This conference will run contiguous with the AWLP and BPW/Sloan Conference. For more information, please visit <http://www.cuwfa.org/index.html>. Questions, please contact Maureen Duane or Sandra Cobb, CUWFA Conference Co-chairs email maureen.duane@asu.edu or email scobb@jhu.edu.

“Expanding Synergies for Work/Life Impact”

American Work/Life Professionals (AWLP)

February 6-9, 2002
San Francisco, CA

The 2002 AWLP Conference will focus on expanding work/life impact through synergies. We will explore these and other cutting edge issues: developing new relationships within the work/life field and increasing the strength of current relationships; using the latest census demographics to refine our work/life visions; reviewing the current explosion of academic research on

work/life issues and how to better work with researchers to focus on the latest issues; understanding whether and how more difficult economic conditions will impact work/life expansion; refocusing on child care in the expanding work/life agenda; using the latest business case models to tell and sell the work/life story.

The AWLP conference will run contiguous with the Business and Women’s Professional Group and the Alfred P. Sloan Foundation Conference and the College and University Faculty Association (CUFA) Conference in San Francisco, CA. For information, schedules, and registration form, visit <http://www.awlp.org/events/>

“Persons, Processes, and Places: Research on Families, Workplaces and Communities” 4th Annual Academic Work-Family Conference

February 7-9, 2002
San Francisco, CA

Plan to attend the fourth work-family research conference sponsored by the Business and Professional Women’s Foundation in partnership with the Alfred P. Sloan Foundation, “Persons, Processes, and Places: Research on Families, Workplaces and Communities” will feature academic research from diverse fields. The conference will be held February 7-9, 2002 at the Hyatt Regency Embarcadero in San Francisco.

Organizers are working hard to ensure that there will be stimulating ideas and lively debate! For the first time, the research conference will be held contiguous with the annual meeting of the Alliance of WORK/LIFE Professionals, offering exciting opportunities for connections between researchers and prac-

tioners. The academic partner for the 2002 conference is the Center for Families at Purdue University; contact Shelley MacDermid (shelley@purdue.edu <<mailto:shelley@purdue.edu>>) for more information, or go to the main page of www.bc.edu/wfnetwork.

“International Conference on Time-Pressure, Work-Family Interface, and Parent-Child Relationships”

March 21-23, 2002

The University of Waterloo, Ontario CA, is sponsoring an “International Conference on Time-Pressure, Work-Family Interface, and Parent-Child Relationships,” in March of 2002.

For more info, see:

<http://www.lifestress.uwaterloo.ca/>

First Annual Invitational Journalism-Work/Family Conference

May 4-5, 2002

The conference will be co-sponsored by the Boston University School of Journalism and the Community, Families, and Work Program (CFWP) at the Brandeis University’s Women’s Studies Research Center and will be held at the Graduate School of Management at Boston University.

The conference will bring together 25 major researchers from across the country to address 75 journalists (print, TV, radio, video, and film). The aim of the conference is to facilitate interaction between important researchers (whom journalists generally do not know) and interested journalists who want access to a steady stream of reliable and cutting-edge research findings.

Three topics, History of Marriage and the Family, Child Care and Work-family Conflict, will be the focus of a plenary session at which 3 researchers will present papers describing their work and providing an overview of the field in general. Following each session, a moderator will encourage dialogue between the presenters and the researchers and journalists in the audience. The conference directors are Caryl Rivers,

Professor of Journalism at the BU School of Journalism and Rosalind Chait Barnett, Ph.D., a senior scientist at Brandeis University.

Contact: Rosalind Barnett, rbarnett@brandeis.edu.

“Building Effective Networks” Academy of Management

August 8-14, 2002

Denver, Colorado

This theme – examining and understanding the what, why and how of building effective networks – For more information, call for papers, visit http://www.aom.pace.edu/meetings/2002/index_flash4.html

“Allocation Processes and Ascription”

American Sociological Association

August 16-20

Chicago, Illinois

The 2002 Annual Meeting will focus on the allocation processes that generate or contain ascription-based inequality.

The program theme calls for inquiries on inequality based on ascribed characteristics that move beyond comparing intergroup differences in outcomes to examining the processes that produce or moderate those differences. (Implicitly, processes that constrain ascription foster achievement-based allocation.) Thus, the program will highlight plenary and thematic sessions that examine how social interaction and social institutions—families; schools; employment relations; the penal, judicial, and legal sys-

tems; electoral and political systems; government; and other institutions—function as distribution systems that link ascribed characteristics to life events, both in the United States and around the world. For more information, go to <http://www.asanet.org/convention/homepage.html>

Year 2003

“Work, Stress and Health”

March 19-22, 2003

Toronto, Canada

The fifth international meeting on “Work, Stress and Health” will take place in Toronto, Canada, from March 19-22, 2003.

As in past years, the meeting will be sponsored by the American Psychological Association and the National Institute for Occupational Safety and Health in the United States. They will be joined this year by a third hosting organization, the School of Business at Queen’s University. Work-family issues were a very prominent part of the four prior conferences, and will no doubt again be a major focus at the next meeting. Further information (e.g., call for papers, venue) will follow in due course.

If you have any questions or suggestions, please feel free to contact Julian Barling (jbarling@business.queensu.ca).

RECENT PUBLICATIONS

KOCHAN WRITES OP-ED FOLLOWING THE SEPTEMBER TERRORIST ATTACKS

Kochan, Thomas. September 26, 2001. “FDR Knew the Need for National Unity: Workers” *Los Angeles Times*.

To maintain our current unity during this critical crisis, Tom Kochan writes, the nation needs to address the needs of its workers. Kochan calls for concerned citizens to contact the President and Members of Congress to encourage the assembly of labor, business and government to create a plan to support the needs of the workforce. Following the Pearl Harbor attack, FDR assembled labor and industry leaders to forge an agreement to support the war effort and to establish new principles in working out

labor problems. Kochan suggests possible solutions for current problems and recommends the use of the FDR model, noting that it could avert a labor crisis and maintain national unity.

To view this significant and impassioned op-ed, please go to the MIT site:

<http://mitsloan.mit.edu/iwer/>



Teri Lilly,
Editor Literature
Database

ARTICLES/REPORTS WITH A FOCUS ON CAREER DEVELOPMENT

A Note from the Editor: Career Development is the thematic focus of this issue of the Sloan Newsletter and is a topic in our drop down menu of the Online Literature Database. Our intent with each thematic/topical strand that we select for the Database is to provide a multidiscipline and representative sampling of academic

research-oriented work within the parameters of the topic. We restrict the search to the work-family slice of the topic.

While the work-family slice varies with the topic, the selection process also reflects the shifting sands of academic research. Literature on career development spans a broad range, especially in organizational studies. However, we focus our literature selection, on the impact of (1) personal and family responsibilities on career development, (2) career responsibilities and expectations on personal and family life, and (3) public or organization policies on the career paths of employees. This, in effect, becomes our work-family slice. More specific topics include, among others, the changing employee/employer contract and the impact of sex and occupational segregation on careers.

With greater frequency, the issue of career development is nested within research on key work and family topics, such as flexible work arrangements. As the body of work and family research has become more sophisticated and work-family programs and policies have been in place for a time, the number of researchers asking questions about the consequences of those programs/policies on careers has increased. A recent study by Cath Sullivan and Sue Lewis exemplifies this approach: "Home-based telework, gender, and the synchronization of work and family." The researchers build on past research by examining two models, telework as exploitation and telework as a flexible work arrangement. Their analysis considers the link between home and work expectations/responsibilities and careers.

Other researchers are exploring these links as well. The Cornell Careers Institute, for example, has pushed theoretical and methodological boundaries in the study of career paths. Using a life course framework, many of the Institute's studies use the couple as the unit of analysis and investigate the intersection of family and work careers.

In a different vein, an increasing number of studies have focused on career development within specific occupations (Catalyst 2001; Meiksins & Whalley, 2001) and differences inherent in the career paths of specific populations (Catalyst 2001).

Clearly, these research trends suggest that the work-family slice of research focusing on career development has grown in content and in sophistication.

The Sloan Team has just completed a preliminary search of the topic. We invite you to participate in our redefinition of the work and family slice of the topic—career development—and in the compilation of research for this important topic. Please send your comments and suggestions for topics/article to wfnetwork@bc.edu.

To view our selection, visit www.bc.edu/wfnetwork, click on literature database, in keyword field—"type": career development and/or find the topic in our drop down menu, highlight, and click on "search."

A Sample of Current Research on Career Development

Meiksins, Peter & Whalley, Peter. 2001. "Controlling technical workers in alternative work arrangements: Rethinking the work contract". In *The Critical Study of Work: Labor, Technology and Global Production*, edited by Rick Baldoz, Chuck Koeber, and Philip Kraft. Philadelphia: Temple University Press. Pp. 236-57.

Moen, Phyllis & Han, Shin-Kap. 2001. Reframing careers: Work, family, and gender. In *Restructuring Work and the Life Course*, edited by Victor W. Marshall, Walter R. Heinz, Helga Kruger and Anil Verma. Toronto: University of Toronto Press.

Moen, Phyllis & Han, Shink-Kap. 2001. Gendered careers: A life course perspective. In *Families and Work: Today's Realities and Tomorrow's Possibilities*, edited by R. Hertz & N. Marshall. Berkeley, CA: University of California Press. 42-57.

Moen, Phyllis & Sweet, Stephen. 2001. *Two Careers, One Employer: Couples Working for the Same Corporation*. Working Paper 01-04.

Sullivan, Cath & Lewis, Suzan. 2001. "Home-based telework, gender, and the synchronization of work and family." *Gender, Work and Organization* 8(2): 123-145.

Research organizations play an important role in the area of career development, producing research, bringing media attention to the topic, and serving as a vehicle for change.

To appreciate the scope and value of the work that the organizations provide, please visit their sites.

Catalyst. www.catalystwomen.org

- Women in Law: Making the Case (Forthcoming 10.25.01)
- Women in Financial Services
- Leadership Careers in High Tech Wired for Success
- Women of Color in Corporate Management: Opportunities and Barriers
- Women of Color Executives: Their Voices, Their Journeys

Institute for Women's Policy Research (IWPR).
<http://www.iwpr.org/>

-Working First But Working Poor: The Need for
Education & Training Following Welfare Reform.

Other related sites may be found on our work and family links
page at www.bc.edu/wfnetwork.

2001 BOOKS RELATED TO WORK AND FAMILY

Bartik, Timothy J. 2001. *Jobs for the Poor: Can Labor Demand Policies Help?* Russell Sage Foundation and the W.E. Upjohn Institute for Employment Research. The book can be ordered from the Russell Sage Foundation at http://www.russellsage.org/publications/titles/jobs_poor.htm.

Cherry, Robert D. 2001. *Who Gets the Good Jobs? Combating Race and Gender Disparities*. New Brunswick, NJ: Rutgers University Press.

Hall, Douglas T. 2001 (Forthcoming Fall). *Careers In and Out of Organizations*. Thousand Oaks, CA: Sage.

Hertz, Rosanna and Marshall, Nancy L., eds. 2001. *Working Families: The Transformation of the American Home*. Berkeley, CA: University of California Press.

Rayman, Paula. 2001. *Beyond the Bottom Line: The Search for Dignity at Work*. New York: St. Martin's Press.

Mishel, Lawrence; Bernstein, Jared; & Schmitt, John. 2001. *The State of Working America 2000/2001*. Economic Policy Institute. Ithaca NY: ILR Press.

Wellington, Sheila. 2001. *Be Your Own Mentor: Strategies from Top Women on the Secrets of Success*. New York: Random House.

2001 SPECIAL ISSUES OF JOURNALS WITH A FOCUS ON WORK-FAMILY ISSUES

Albelda, Randy & Withorn, Ann, special editors. 2001. Reforming Welfare, Redefining Poverty. *The ANNALS, The American Academy of Political and Social Science*. Thousand Oaks, CA: Sage. Volume 577.

Epstein, Cynthia Fuchs & Kalleberg, Arne L., eds. 2001. "Time at Work: Implications of Changing Patterns of Time Use for the Sociology of Work." A special issue *Work and Occupations: An International Sociological Journal* 28(1).

Gerstel, Naomi and Clawson, Dan, eds. 2001. "Work and Families." A special issue *Qualitative Sociology* 23(4): 485-50.

Kagan, Carole & Lewis, Suzan. 2001. A special issue of *Community, Work & Family* 4(2).

Kalleberg, Arne L. & Epstein, Cynthia Fuchs, eds. 2001. "Time and the Employment Relationship." A special issue of the *American Behavioral Scientist*, 44(7).

MacDermid, Shelley; Galinsky, Ellen & Bond, James T., eds. 2001. A special issue of the *Journal of Family and Economic Issues*. Volume 22(2).

A FEW ARTICLES/REPORTS OF SPECIAL INTEREST

Albelda, Randy. 2001. Welfare to work, farewell to families: US welfare reform and work family debates. *Feminist Economics*

Albelda considers the work and family bind of poor single mothers and middle-class married couples. Drawing on the relevant literature, Albelda challenges the ways US researchers, funding organizations for research, and policy makers address the work-family issues of the two types of families. She identifies a literature gap in that researchers address the work and family issues of the middle-class but neglect the family issues of the poor and focus on their move to self-sufficiency. Albelda argues that inclusion of poor single mothers on the work and family research agenda could highlight important issues regarding welfare reform. By closing the literature gap, Albelda suggests, it could help to close the policy gap, which would promote economic equality.

Drago, Robert & Kashian, Russell. Forthcoming. Mapping the terrain of work/family journals. *Journal of Family Issues*. With permission of JFI, the article is available in full-text at <http://lsir.la.psu.edu/workfam/journalevaluation.pdf>.

In this paper, Drago and Kashian address the question: "What journals should work-family researchers be reading and submitting papers to for publications?" Using data from the Sloan Work-Family Literature Database, the analysis focuses on (1) the prevalence of relevant work/family articles in various journals and (2) the extent of the likely audience. The researchers discuss traditional journal ranking methods, consider indicators of journal commitment to the field, readership, and present the notion of a core list of journals. The analysis produces a ranking of journals that is unstable. Given the instability of the ranking and the interdisciplinary nature of the field, the researchers reject reliance on traditional ranking methods. Instead, they recommend reliance on an unranked set of 23 core journals (see Table 1) for researchers interested in reading and submitting papers about work/family issues.

Moen, Phyllis. 2001. The Career Quandary. *Reports on America, volume 2(1)*. Population Reference Bureau.
E-mail popref@prb.org.

In this report, Moen provides an overview of career paths in the US. Moen argues that career development in organizations is

based on an anachronistic template, that of a “lock-step, full-time march to a one-way, one-time retirement.” According to Moen, employment policies and practices have not changed to meet the needs of a changing workforce resulting in a structural lag. The analysis includes a description of the problem, provides an historical context, considers policy issues in life course context, and proposes solutions.

WORKING PAPERS FROM THE SLOAN CENTERS

The Alfred P. Sloan Centers have posted a broad range of cutting-edge working papers.

Please visit the sites:

[Center for the Ethnography of Everyday Life at the University of Michigan](#)

[Center for Working Families at the University of California, Berkeley](#)

[Cornell Employment and Family Careers Institute](#)

[Emory Center for Myth and Ritual in American Life](#)

[Parents, Children and Work at University of Chicago and NORC](#)

A NOTE TO THE READER

Recently, the Sloan Network embarked upon a new grant period. We are delighted to have the opportunity to build on the work of the last three years. We are also looking forward to the development of new project components that can support research and teaching faculty engaged in work-family studies.

Clearly, this is a time of transition for us. This issue of the online Research Newsletter introduces a different “look,” which reflects a new Website design currently in development.

During this grant period, we will publish three issues annually of the online Research Newsletter. We are hoping that the Newsletter will serve two purposes: (1) inform you about ongoing research and activities that are relevant to the area of work-family studies and (2) support the building of a community among people who are interested in work-family research. It would help us to fulfill these objectives, if you would become involved with the Newsletter by sending us updates of your own research, notifying us of upcoming events, or sending us summaries of conferences that you have attended. Consider writing an op-ed or an article!

Please send the information to wfnetwork@bc.edu or contact a member of the Project Team. Thank you.

Best Regards,

Marcie Pitt-Catsouphes, pittcats@bc.edu

Teri Ann Lilly, lillyt@bc.edu

Bradley K. Googins, googinsb@bc.edu