



In This Issue

- Phyllis Moen and Patricia Roehling talk with the Sloan Network about their new book *The Career Mystique*.
- A graphic identifies preferred employment options of women.
- Highlights of Lonnie Golden's chapter "The Flexibility Gap".

New from the Network

Sloan Network Updates and Announcements

- We are pleased to announce that the **NEW** website of the Sloan Work and Family Research Network is now available! New features include separate web pages for those interested in research/teaching, workplace practice, and state policy; three versions of The Network News; topic pages; and much more. Please visit us at www.bc.edu/wfnetwork
- There are three new entries in our Work Family Encyclopedia: "Fatherhood: Comparative Western Perspectives", "Pregnancy Discrimination Act", and "Work-Family Guilt". Please [click here](#) to view these entries plus more.

Conversations with the Experts

An Interview with Phyllis Moen and Patricia Roehling, Authors of *The Career Mystique*.



Phyllis Moen, Ph.D.

Bio: Phyllis Moen recently accepted a McKnight Presidential Chair in Sociology from the University of Minnesota (fall 2003). Prior to that she served as the Ferris Family Professor of Life Course Studies and Professor of Human Development and of Sociology at Cornell University. Her research focuses on careers, gender and the changing life course, and is funded by the Alfred P. Sloan Foundation and the National Institute on Aging. Her latest book, *The Career Mystique: Cracks in the American Dream* (2005, with Pat Roehling), addresses the fundamental mismatch between the ways work and retirement are organized and the realities of a changing workforce and an uncertain global economy. Other books include *It's about Time: Couples and Careers* (2003), *Women's Two Roles* (1992) and *Working Parents* (1989). She has also co-edited *Examining Lives in Context* (1995), *The State of Americans* (1996), *A Nation Divided* (1999), and *Social Integration in the Second Half of Life* (2000). Moen has also published widely in professional journals on topics related to gender, aging and the life course; work, retirement, civic engagement, and social policy; and the work-family-health interface. Moen received her Ph.D. in Sociology from the University of Minnesota, and was director of the Sociology Program at the National Science Foundation in the late 1980s. While at Cornell she founded the Bronfenbrenner Life Course Center, as well as the Cornell Careers Institute, an Alfred P. Sloan Working Families Center.

Bio: Patricia Roehling received her Ph.D. in clinical psychology in 1986 from

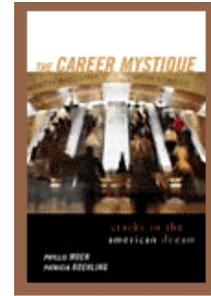


Patricia Roehling, Ph.D.

Wayne State University. She joined the faculty of Hope College in 1987, after serving as a psychologist for the Wayne County Juvenile Court (in Detroit) for almost two years. Currently, Pat is a full professor and the chairperson of the psychology department at Hope College. Pat teaches courses in the area of clinical psychology (as well as a research lab and Introduction to Psychology and Organizational Psychology) and maintains a small clinical psychology practice. Pat spent two years in the late 1990s as the director of research at the Cornell Employment and Family Careers Institute, at Cornell University, conducting research on the ways that men and women mesh the competing demands of work and family. Currently, Pat conducts research in the area of work and family, and also on attitudes toward the overweight. Her recent research articles explore topics such as: the effect of work-related travel on marital satisfaction; spillover from work to family and from family to work; and the relationship between “family-friendly” work policies and employee loyalty. She is co-author of the recently published book *The Career Mystique: Cracks in the American Dream*.

Editors Note: *The Career Mystique: Cracks in the American Dream*, authored by Phyllis Moen and Patricia Roehling, reflects nearly 25 years of research about the work and family experiences of contemporary adults. Moen and Roehling draw on the findings of scholars from diverse disciplines and fields, including economics, public policy, social work, sociology, health, and psychology. They draw on census data and data from national surveys. But much of the content of book is based on their own studies conducted at the Cornell Careers Institute, one of the Alfred P. Sloan Centers on Working Families. For example, the narrative accounts included in *The Career Mystique* are excerpts from in-depth interviews conducted as part of the Ecology of Careers Study which focused on Americans’ experiences, goals, obligations and relationships at home, at work, and at all life stages, from first job to retirement.

For additional information about content of the book as well as ordering information, please click here: <http://www.rowmanlittlefield.com>



Work-Friendly or Family-Friendly?

Pitt-Catsoupes: What is the career mystique?

Moen: Let’s back up and start with the *feminine mystique*. In the burgeoning post-war economy of the 1950s, the breadwinner/homemaker family became the icon of the American Dream: “Success” for men entailed a job paying enough to enable their wives to stay home. Although not all families in the 1950s could afford this version of the good life, even those on the outside looking in (poor families, immigrant families, divorced or single parents) aspired to this breadwinner/homemaker lifestyle. But many women were unhappy with their lives. In her 1963 book, *The Feminine Mystique*, Betty Friedan pointed out the cultural contradictions of assuming full-time homemaking to be the only path to women’s fulfillment. However, the feminine mystique was only part of the story, half of the gender divide.

The other half was the *career mystique*, the belief that the path to success and security (and men’s fulfillment) required investing all of one’s time, energy, and commitment to moving up in seniority or job ladders. (Closely linked is the *retirement mystique* of the “golden” years, which effectively assigned all people over a certain age to the margins of society.) What emerged for American men following World War II was a *lockstep* template — a one-way pathway from schooling through full-time, continuous occupational careers, to retirement. The career mystique – the belief that a lifetime of full-time dedication to their jobs was the path to men’s fulfillment - fit well with the American Dream of individual achievement and self-sufficiency.

The Women’s Movement in the 1960s, 70s, and 80s showed the feminine mystique to be a false myth. Many feminists embraced its opposite, the career mystique, as the path to women’s equality. Few observers acknowledged until the 1990s the cultural contradictions of requiring all the “prime” adult population to devote themselves continuously throughout most of their adulthood and on a full-time basis to their paid jobs. While the career mystique increasingly replaced the feminine mystique in women’s aspirations, care for home and family remained women’s work, meaning that few women could in fact, follow the strictures of a lifetime of full-time dedication to paid work.

Today few of the men and women pursuing the elusive career mystique reap its promised benefits. In fact, the biggest losers may be white, middle-class men, precisely because they never questioned its (increasingly false) premises and promises. Many of the men we interviewed worked hard to move up career ladders, often in jobs they hated, only to find themselves suspended above a precipice of downsizing, outsourcing, and mergers eliminating their jobs.

Nearly half of today's workforce may be female, and less than one in five workers may have a full-time homemaker, but jobs and occupational paths continue to operate as if all workers resembled the mostly male, mostly white, workforce of office workers and unionized production workers in the middle of the 20th century. And in the global economy of the 21st century, few jobs offer security, even in return for continuous, full-time (or more) employment.

Roehling: Yes, men and women who have pursued the career mystique are often disappointed and burned out. Societal institutions (schools, businesses, workplaces) are not designed for people who are encumbered by demands or else wish to invest in their lives outside of the workplace. Men and women are cobbling together their own solutions to the often conflicting demands of work, family, friends, community and personal development. In the end, hard work and compromises rarely pay off in the ways that employees have anticipated.

Pitt-Catsoupes: In what ways does "stage of the life course" matter?

Moen: When we refer to the "life course," we position people's lives in historical time as well as in biographical time, in terms of, for example, how long they have worked in a particular organization, how close they are to retirement, or whether or not they have young children at home. Timing matters! For example, losing one's job close to retirement may be quite different from losing it when one has young children, a large mortgage, a car payment, etc. Similarly, suddenly having to travel for one's job might be acceptable to an employee with few obligations on the home front, but a disaster for a single mother with preschool children.

The life course perspective also recognizes that people typically make decisions about taking or remaining in certain jobs with an eye to their current or future family needs and resources. Most employees seek to "muddle through" the land mine of conflicts between their unpaid carework at home and their paid work on the job by either adapting to the needs of their jobs or else seeking some other arrangement. For instance, many dual-earner households make their lives "work" by having one spouse work part time. Women engaged in caring for older relatives or ailing husbands often find they must "retire" in order to do so. Singles and single-parents have few such options. Many workers manage the multiple and often contradictory demands of their lives by sleeping less and rushing more.

Our life course focus attends to the ways Americans organize their lives, as their career-building and family-building activities change over time. Every life stage – from one's first "adult" job to various jobs after retirement – brings new risks, responsibilities, resources and strains.

Roehling: In *The Career Mystique* we examine how career and family choices made at different points in one's life impact experiences and options later in life. For example, the decision to work part-time affects one's short-term as well as long-term income, as well as future retirement benefits; the decision to pursue an advanced degree or a corner office affects the timing and size of one's family. We illustrate the different life stages in each chapter by profiling respondents from the Ecology of Careers Study.

Pitt-Catsoupes: In your new book, *The Career Mystique*, you suggest that today's realities make it necessary for us to move beyond "lock step lives." What do you mean by that?

Moen: Americans take for granted that people predictably move in a sequential way through three basic career phases, the first being the years of full-time education during childhood and young adulthood, followed by a long period of full-time employment in adulthood, and then by the supposedly "golden" years of full-time retirement and leisure. Many policies and social institutions have been structured around this ideal-type. There are numerous examples of public policies, practices in the workplace, and community-based services which assume this sequential, continuous, and full-time lock-step pattern of school, then work, then retirement.

For instance, most public policies (e.g. Unemployment Insurance, Social Security, overtime rules embodied in the Fair Labor Standards Act) and most employer policies and practices (sick-leaves, vacations, health insurance, pension programs) assume that employees will work continuously on a full-time basis for a certain number of years. Indeed, this is what we call the career mystique: putting in continuous long hours and hard work as the only path to occupational and income security and success. But the career mystique model was designed for and better reflects the work lives of white, middle-class men during the post-war economic boom of the 1950s. Unfortunately, many Americans -- women, minorities, and immigrants, as well as people with disabling conditions or little education -- have never fit this lock-step template. Instead, they often move in and out of part-time or temporary jobs, in and out of the workforce -- often for different

reasons, including the absence of other options, layoffs, the time demands of raising children, the need to follow one's spouse on a job-related move, caring for a disabled or infirm family member. But failure to follow the lock-step career mystique imposes tremendous costs, given the way policies and practices have come to legitimate this one way to organize work, linking benefits to those who follow the lock-step path. For example, people who work part time, in temp jobs, or intermittently are not eligible for unemployment compensation in most cases, do not build up credits for Social Security benefits, lack paid sick leave and even unpaid FLMA leave, much less medical insurance or pension benefits, not to mention their lower salaries.

Even though employee benefits and work-hour and pension policies reflect the same taken-for-grantedness of continuous full-time employment, this model was predicated on workers who had others in their lives (often wives) to take care of their families, their homes, their social engagements, etc. In other words, the career mystique went hand in hand with the feminine mystique. Only now, few workers, male or female, have the luxury of a full-time homemaker.

The lock-step career mystique was also predicated on a contract of sorts between workers and employees, trading a lifetime of loyalty and hard work for a lifetime of security. Only now, given a global economy, even "good" jobs have become insecure, and seniority no longer provides protection against layoffs.

Neither is retirement necessarily a golden age, as concerns about health care, pensions, Social Security and Medicare mount, even as the baby boomers march toward their 60s and Americans are experiencing enormous longevity gains.

Policies and practices based on the false myth of the (breadwinner/homemaker, lock-step) career mystique are out of step with the needs, risks and realities of today's diverse workforce in today's global economy, as well as America's growing "retired" force.

Roehling: As a response to the changing nature of the American workplace, we find that, rather than following the lock-step life course, people are moving in and out of the workforce in order to gain new skills, further their education, or to care for family members, in addition to the prospect of layoffs. Most societal institutions are out of step with the fluidity of the workforce. Some, however, are more adaptive. For example, institutions of higher education are meeting the needs of many "mature" students by offering on-line and evening courses, which provide men and women with flexibility as they seek additional skills or aim to pursue "second acts" in the form of alternative careers. Other institutions, such as Social Security and the health care system, have been slow to meet the changing needs and behaviors of America's workforce and working families.

Pitt-Catsoupes: How are families coping with the mismatch between the structure of jobs and the needs and preferences of working families?

Moën: During our interviews with couples, we found that people *are* managing by muddling through, getting through each day, week, year as best they can. What is interesting is that workers typically take the way work is organized as a "given," and so try to accommodate to it as best they can. Most of the men and women we interviewed believe in gender equality, and want it in their own households, but tend to fall back on traditional, or neotraditional, patterns. For example, in working families raising children, one person in the household frequently scales back on his/her career goals and aspirations so that the other spouse can pursue the career mystique that at least offers the promise of greater economic security. The person doing the scaling back is typically the wife/mother, reinforcing a new version of the male breadwinner-female (part-time) homemaker template.

Others scale back on family goals and aspirations. What this means is that young American workers often find themselves putting in long hours on their jobs, postponing relationships and parenthood along the way. Increasingly, people are marrying later (or not at all) as well as having fewer children, and having them later in life (or not at all).

Still others who can afford it manage by hiring full-time caretakers (nannies, au pairs, housekeepers) in order to be able to devote full time to their jobs.

All of these choices involve trade-offs, and the costs often come down the road. For example, women who scale back their work hours, or else leave work for a time when their children are young, may find themselves with few if any pension benefits as they move toward retirement.

Roehling: The mismatch is also a significant problem for older workers looking toward retirement. Most

men and women approaching retirement want to remain active in the workforce, but wish to reduce the hours and demands of their work. However, most workplaces are structured around the myth of the career mystique. Employers often do not have options for people who are looking for something less than a full-time career, without moving to jobs with no benefits and little challenge. As a result, men and women in their 50s, 60s and 70s, seeing no other option, retire from their full-time careers. Many want to take on second careers or “second acts,” but again, there is no easy way to locate such new possibilities. Some do find second acts that are exciting and rewarding, while others underutilize the skills and abilities of young retirees.

Pitt-Catsoupes: What are your thoughts about the future of work and the future of careers?

Moen: Americans are on a multi-level, moving platform of change. Families have changed, with few aspiring to the traditional breadwinner/homemaker family arrangement. Gender roles have changed; in fact, more women than men are now in college. Retirement has changed, even as the proportion of Americans in their 50s, 60s, 70s, and beyond rises steadily. A global economy has brought with it a competitive global workforce. The old contract rewarding years of hard work with the security of seniority has all but disappeared. The workforce is not only more female than ever in history, it is also “grayer,” as older workers become increasingly prevalent. In line with all these transformations, workplace policies and practices have changed somewhat, but mostly only at the margins. In fact, most of the “supports” (such as childcare referral, a gym, or in-house banking) are more *work-friendly* than *family-friendly*, devised to enable the workforce to spend more time on the job. The clockwork of “work” remains fundamentally geared to employees who enter employment following (full-time) schooling, and remain in (full-time or more) jobs throughout most of the adult years, culminating in (full-time) retirement, in other words, a workforce following the lock-step career mystique.

America’s workers, retirees and working families are trying to fit into obsolete arrangements designed for very different times and a very different workforce. The result? Few workers, employers, thought leaders or policy makers are questioning how we might structure workweeks, jobs, career paths, and retirement paths differently. Americans manage by trying to accommodate to their jobs, rather than vice versa. That means that employees time conflicts, strains and overloads are seen as individual problems, not public (or policy) issues or issues of workplace effectiveness or wellness. And yet jobs in today’s knowledge and service economy demand high performance, high creativity, not uniform activities for specified hours, as was the case when the preponderance of jobs entailed manufacturing. Creating more reasonable expectations and more flexible work-hour options will enhance not only family well-being, but can foster workforce that is less stressed, more effective, loyal and less likely to turnover.

The fact is, all the clockworks of our lives – the work day, the work week, weekends, holidays, vacations, retirement – have been invented. (Only the year is somewhat “natural,” based as it is on the movement of the earth around the sun.) These clockworks feel “natural” only because we are used to them, in the same way that driving on the right side of the road seems natural (for Americans but not for the British!). The fact that the clockwork of paid work has been “made-up” (invented) is key, because it can be reinvented.

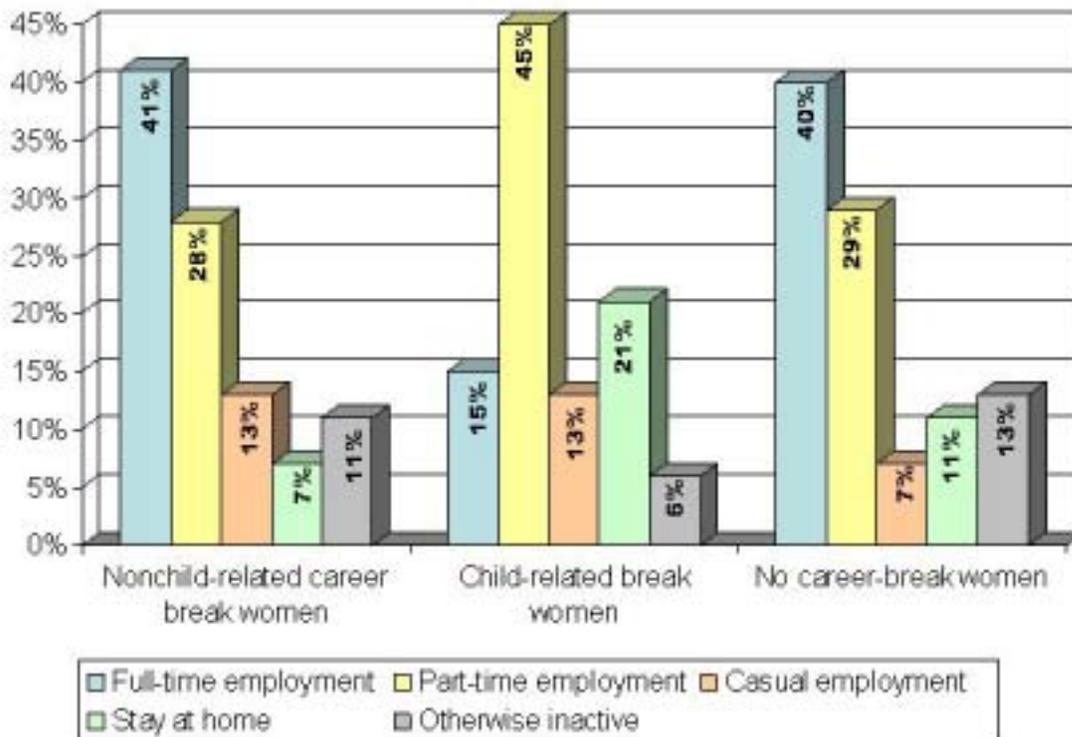
We wrote this book to lobby for such change. We believe it is time to move beyond the lock-step treadmill: to offer American workers and America’s working families more flexible and even the possibility for reduced work-hour arrangements that do not entail long-term career costs. Flexibility is important to people of all ages, including those in their 50s, 60s and 70s moving toward or through retirement. More alternatives *are* possible. “All” that is required is recognition of the need to change and the will to make it happen.

To contact Phyllis Moen, please e-mail her at phylmoen@umn.edu and to contact Patricia Roehling, please e-mail her at roehling@hope.edu.

Work Arrangements Preferred By Women in the Labor Force “Preferred Labor Market Status of Women in Paid Employment”

Editor’s Note: This graphic has been created using data from Arun, S.V., Arun, T.G., & Borooah, V.K. (2004). The effect of career breaks on the working lives of women. *Feminist Economics*, 10(1): 65-84, (Table 4: Preferred labor market status of women in paid employment, page 77).

Description of graphic: Set 1, Nonchild-related career break women, refers to women who took a career break that was not related to childcare. Set 2, Child-related break women, are women who interrupted their careers to care for their children. The No career-break women in Set 3 worked continuously and did not take any type of career break. This chart displays their preferred type of employment. For example, 45% of women who took a child-related career break prefer to work part-time.



Additional Resources: Related to Careers



Global Perspectives

Australian Workplace: “Australian Workplace will help you find information on employment, workplace relations, government assistance, jobs, careers, training and wages. “

- Visit the homepage at <http://www.workplace.gov.au/>
- To learn more about career breaks, a work and family information series on this website, click here <http://www.workplace.gov.au/Workplace/WPDisplay/0,1251,a3%253D3549%2526a0%253D0%2526a1%253D517%2526a2%253D530,00.html>

Cornell Employment and Family Careers Institute: “The Cornell Employment and Family Careers Institute, directed by Phyllis Moen, was established in 1997 with support from the Alfred P. Sloan Foundation. The Institute’s mission is to conduct research, education, and outreach that promotes understanding of the dramatic changes in two fundamental social institutions-families and work-and their intersections throughout

the life course.”

- Visit the homepage at <http://www.lifecourse.cornell.edu/ccl/>



Global Perspectives

Work-Life Research Centre: “...founded by four researchers from three academic institutions: [Professor Suzan Lewis](#) at Manchester Metropolitan University; [Professors Julia Brannen](#) and [Peter Moss](#) at the Thomas Coram Research Unit, Institute of Education University of London; and [Professor Cary Cooper](#) at the University of Manchester Institute of Science and Technology...objectives are to increase understanding and stimulate critical thinking about the relationships between employment, care, family and community and support the development of policy and practice in workplace, community and society to increase organisational effectiveness, quality of life and equality of opportunity.”

- Visit the homepage at <http://www.workliferesearch.org/hp.asp?browser=explorer>

The Sloan Foundation Corner

► New Work Family Book

Flexibility in Workplaces: Effects on Workers, Work Environment and the Unions- Highlights of Lonnie Golden’s chapter “The Flexibility Gap”



Golden, L. (2005). The Flexibility Gap: Employee Access to Flexibility in Work Schedules. In I.U. Zeytinoglu, (ed.), *Flexibility in Workplaces: Effects on Workers, Work Environment and the Unions*. Geneva: IIRA/ILO.

Editor’s Note: Lonnie Golden kindly provided the Sloan Network with the following summary of his chapter.

This research empirically analyzes a May 2001 Supplement to the US Current Population Survey (CPS) to investigate whether all employed individuals equally possess the increasingly valuable ability to vary the starting and ending times of their workday and/or perform work from home. The spread of flexible work schedules and location appears to have ground to a halt in recent years

and many disparities in access to them appear to remain among demographic groups and job types. Controlling for job type, women have relatively less access than men and African-Americans than whites. Married men have more access, but only if they are parents, and mothers only if they have pre-school children. Parents of school-aged children have slightly greater access, but this is attributable to their being employed in certain, more flexible occupations or industries.

Working a traditional 40-hour workweek hampers access to daily schedule flexibility, while working 50 or more hours or part-time per week enhances access. Being self-employed or a federal government employee provides more access, although in contrast, local and state government provides less access. Managerial, administrative and professional occupations, in particular, attorneys, engineers and math/computer professionals, have the greatest access to flexibility, also enjoyed by many sales jobs outside of retail and tech jobs out health. Health assessment and treatment occupations and K-12th grade teachers have reduced access, as do most administrative support, blue-collar type service, craft and laborer jobs.

Disparities in access to work-at-home opportunities exist by characteristics similar, although not identical, to that for flexible schedules. Work at home tends to be performed more by employees who are women, white, married and parents. Long hour workers have much greater flexible work location, but part-time employees less. Work at home is strongly enhanced by being employed in educational and social services industries, and is reduced by industries such as retail trade, utilities and hospitals.

The relative advantage in flexible daily scheduling once enjoyed by part-time, self-employed and regular day shift workers seems to have eroded since last level observed in 1997 (see Golden, 2001). Certain workers are currently deprived and might thus deserve priority attention in overtime work hours reform and tax policy, in particular women, African-Americans, those on standard 40-hour workweeks and an array of inflexible occupations.

Announcements

Call for papers



Global Perspectives - European Academy of Management 2005 Conference, Theme: "Responsible Management in an Uncertain World"

SPECIAL CONFERENCE TRACK: "Managing work-family relations: Social responsibility or economic reality?"

Deadline for Submission: February 15, 2005

This conference will be held in Munich, Germany from May 4-7, 2005. To view guidelines, submission information, and special conference tracks click here

<http://www.euramonline.org/associations/euram/index.asp>.



Global Perspectives - Special issues of Marriage and Family Review on "Families and Public Policy: U.S. and International Experiences", co-edited by Linda Haas and Steven Wisensale.

Deadline for Submission: March 1, 2005 for the U.S. papers; May 1, 2005 for the International papers.

For submission guidelines, please visit

<http://www.tu-chemnitz.de/phil/soziologie/nauck/rc06/CALLFORPAPRS.pdf>



Global Perspectives - The International Association for Feminist Economics (IAFFE)

Deadline for Submission: March 30, 2005

The 2006 Allied Social Science Meetings of the IAFFE will take place in Boston, MA on January 6-8, 2006. To view submission guidelines, please visit http://www.iaffe.org/iaffe/Call_for_Papers.asp?SnID=1050061178

American Psychological Association, Theme: "Work, Stress, and Health 2006: Making a Difference in the Workplace"

Deadline for Submission: Workshop Proposal Deadline: April 1, 2005; Proposal Deadline For Posters, Papers, and Symposia: May 1, 2005

Miami, Florida is the site of the American Psychological Association 2006 conference on March 2-4, 2006. For further information about submission guidelines, please visit <http://www.apa.org/pi/work/callforpapers.html>

Conference Announcements

9th Annual AWLP Conference

Theme: "The Magic of Connections: Strategic Thinking for Contemporary Times"

Where: Disney's Contemporary Resort, Lake Buena Vista, FL - When: February 9-11, 2005

Visit this website for more information <http://www.awlp.org/>

College and University Work/Family Association

Theme: "Building the Workplace of the Future: Flexible Career Opportunities in Academia"

Where: Georgia Tech University, Atlanta, GA - When: February 23-26, 2005

Visit this website for more information as it becomes available <http://www.cuwfa.org/>

The Nation's Network of Child Care Resources and Referral (NACCRRRA) 2005 National Policy Symposium

Theme: "Who's Accountable for Quality Child Care and Early Education?"

Where: Omni-Shoreham Hotel, Washington, D.C. - When: March 1-5, 2005

Visit this website for more details www.naccrra.org/symposium/2005/



Global Perspectives - Community, Work and Family

Theme: "Change and Transformation"

Where: Manchester, UK - When: March 16-18, 2005

Please visit this website for further details <http://www.did.stu.mmu.ac.uk/cwf/index.shtml>

75th Annual Meeting of the Eastern Sociological Society

Theme: "Sociology and Public Policy"

Where: Wyndham Hotel, Washington, D.C. - When: March 17-20, 2005

Please visit <http://www.essnet.org/annualmeeting.htm> for more information



Global Perspectives - The British Sociological Association Annual Conference

Theme: "The Life Course: Fragmentation, Diversity and Risk"

Where: University of York - When: March 21-23, 2005

Click here for further details as they become available

http://www.britisoc.co.uk/bsaweb.php?link_id=30&area=item3



Global Perspectives - Families and Social Capital (ESRC Research Group) International Conference

Theme: "Whither Social Capital? Past, Present and Future"

Where: London South Bank University - When: April 6-7, 2005

Visit this website for more conference information http://www.lsbu.ac.uk/families/Call_for_Papers.shtml

Women work! Conference

Where: Arlington, Virginia - When: April 6-8, 2005

Click here for more information as it becomes available <http://www.womenwork.org/projects/conferences.htm>

American Council on Consumer Interests' 50th Annual Conference

Where: Hyatt Regency Hotel, Columbus, OH - When: April 6-9, 2005

Visit the following website for more information regarding conference information:

<http://www.consumerinterests.org/i4a/pages/index.cfm?pageid=3308>



Global Perspectives - A conference jointly sponsored by the National Poverty Center, Gerald R. Ford School of Public Policy, University of Michigan and the European Union Center, University of Michigan.

Theme: "Changing Social Policies for Low-Income Families and Less Skilled Workers in the EU and the U.S."

Where: Ann Arbor, MI - When: April 7-8, 2005

Click here <http://www.npc.umich.edu/news/events/npceuconf/index.shtml> for further details.

6th Annual NCFR Public Policy Conference

Jointly sponsored by National Council on Family Relations (NCFR) and the American Association for Family and Consumer Sciences (AAFCS)

Where: Holiday Inn Capitol, Washington, D.C. - When: April 14-15, 2005

Visit this website for more information as it becomes available

http://www.ncfr.org/about_us/a_p_p_public_policy.asp

WorkLife/Wellness/EAP Symposium

Theme: "The Big Picture"

Where: Purdue University - When: April 21-22, 2005

This symposium will explore emerging trends, innovative theories, best practices and research in these three major areas of employee health management.

Further details about this symposium are available at www.purdue.edu/worklife. For more information, please contact Purdue University WorkLife Programs at (765) 496-6334.

2005 Work Life Conference, Co-presented by The Conference Board and Families and Work Institute
Where: New York City - When: May 2-4, 2005

Please direct questions concerning this conference either to Tyler Wigton, Conference Coordinator at 212-981-2562 or twigton@familiesandwork.org.

 **Global Perspectives - European Academy of Management 2005 Conference**

Theme: "Responsible Management in an Uncertain World"

Where: TUM Business School, Munich, Germany - When: May 4-7, 2005

Visit this website for further details <http://www.euram-online.org/associations/euram/index.asp>

2005 Eastern Academy of Management Annual Conference

Theme: "Managing Ethically in Times of Change"

Where: Sheraton Hotel, Springfield, MA - When: May 11-14, 2005

Visit this website for further details <http://www.eaom.org/AnnualMeetings/Springfield2005/>

 **Global Perspectives - European Association of Labour Economists and Society for Labor Economists 2005 Conference**

Where: Fairmont Hotel, San Francisco, CA - When: June 2-5, 2005

Click here <http://www.eale.nl/> for more information as it becomes available

 **Global Perspectives - 4th Annual Hawaii International Conference on Social Sciences**

Where: Waikiki Beach Marriott, Honolulu, Hawaii - When: June 13-16, 2005

Please visit this website for more details <http://www.hicsocial.org/index.htm>

 **Global Perspectives - 14th Annual Conference on Feminist Economics sponsored by the International Association for Feminist Economics**

Where: The George Washington University, Washington, D.C. - When: June 17-19, 2005

Visit this website for more conference details as they become available <http://www.iaffe.org/iaffe/Default.asp>

SHRM 57th Annual Conference & Exposition

Where: San Diego, California - When: June 19-22, 2005

For more details about this conference, please click here <http://www.shrm.org/conferences/annual/>

 **Global Perspectives - Eighth International Women's Policy Research Conference**

Theme: "When Women Gain, So Does The World"

Where: Omni Shoreham Hotel, Washington, D.C. - When: June 19-21, 2005

Click here for more information <http://www.iwpr.org/Conference2005/index.htm>



Global Perspectives - Gender, Work and Organization, 4th International Interdisciplinary Conference

Where: Keele University, Staffordshire, in Central England - When: June 22-24, 2005

Please visit this website for further details as they become available

<http://www.blackwellpublishing.com/journal.asp?ref=0968-6673>



Global Perspectives- Australian Centre for Research in Employment and Work

Theme: "Shifting the Boundaries of Employment and Work"

Where: Melbourne, Australia - When: June 24-25, 2005

Click here for more information <http://www.monash.edu.au/cmo/acrew/index.html>

Literature Updates

Each month, we select up to 10 publications from those that have recently been entered into this database.

The Sloan Work and Family Research Network maintains an online database which contains the citations and annotations of work-family research publications.

A year ago, there were **5,830** citations in the Literature Database. As of January 2005, we now have over **6,275** citations.

- [Click here](#) for a direct link to the Sloan Literature Update articles in the Literature Database.
- To Bookmark a direct link to the Literature Database please [click here](#).
- **This month, 7 of the publications we have selected for the "Literature Updates" section of this issue of *The Network News* are publications relevant to the topic of careers.**



Global Perspectives - Arun, S.V., Arun, T.G., & Borooah, V.K. (2004). The effects of career breaks on the working lives of women. *Feminist Economics*, 10(1): 65-85.

Drawing on data from the 1997 Australian Survey of Queensland Women, this article studies changes in income, type of job, and seniority of women returning to the workforce after a child-related career break. The results indicate that regardless of the length of the child-related career break, women often experience an income penalty when they return to work. Length of break and if the career break was child-related determines whether women return to the same type of job or not. Additionally, seniority/status is lower among women returning from a long career break and to the same type of job. Household income, child-related breaks, and length of break are factors in women's decisions to not return to the labor force. Not returning to the labor force or engaging in part-time work were the preferred work hours of the majority of women taking career breaks.

Hall, D.T. (Ed.). (1996). *The career is dead- long live the career: A relational approach to careers*. San Francisco, CA: Josey-Bass.

This edited volume consists of papers that address the changing ways that people develop in their work and careers in relation to today's work environment. The traditional career no longer exists, that is, one controlled by the company, a series of promotions with increases in pay, power, status, and security. The responsibility for career has shifted from outside to inside the person, Hall argues, and may be thought of as a "series of career learning cycles with each cycle containing a set of mini stages (exploration, trial, mastery)." Hall refers to this new career as a "protean career": "the ability to be a continuous learner and to redirect one's life and career." The papers in this book explore the development of the new subjective career in the changing work environment.

Lee, M.D. & Kossek, E. (2004). *Crafting Lives that Work: A Six Year Retrospective on Reduced-Load Work in the Careers and Lives of Professionals and Managers*.

Download the full-text of this report at <http://www.polisci.msu.edu/kossek/final.pdf>



Global Perspectives - Moen, P. & Sweet, S. (2004). From 'work-family' to 'flexible careers'. *Community, Work & Family*, 7(2): 209-227.

Using data from the Alfred P. Sloan Foundation's funded project, "Ecology of Careers Study", this article examines research related to the mismatches in workplace policies and public policies for today's working families in the United States. The authors use a life course perspective and a comparison with European work-family policies to identify how current policies do not reflect the changes in gender roles, retirement options, and the economy.

Moen, P. (2003). *It's about time: Couples and careers*. Ithaca, NY: Cornell University Press.

Chapters include: (1) "Introduction", by P. Moen; (2) "Time Clocks: Work-Hour Strategies", by P. Moen & S. Sweet; (3) "Competing Clocks: Work and Leisure", by M. Clarkberg & S.S. Merola; (4) "Family Clocks: Timing Parenthood", by K.A. Altucher & L.B. Williams; (5) "Commuting Clocks: Journey to Work", by H. Hofmeister; (6) "Career Clocks: Forked Roads", by S. Williams & S. Han; (7) "Spillover", by P.V. Roehling, P. Moen, & R. Batt; (8) "Well-being", by J.E. Kim, P. Moen, & H. Min; (9) "Success", by P. Moen, R. Waismel-Manor, & S. Sweet; (10) "Managing Households", by R.M. Orrange, F.M. Firebaugh, & R.Z. Heck; (11) "Turning Points in Work Careers", by E. Wethington, J.E. Pixley, & A. Kavey; (12) "Prioritizing Careers", by J.E. Pixley & P. Moen; (13) "Sunday Morning Rush Hour", by H. Hofmeister & P. Edgell; (14) "The New Technology Climate", by N. Chesley, P. Moen, & R.P. Shore; (15) "Alternative Employment Arrangements", by J.H. Marler, P.S. Tolbert, & G.T. Milkovich; (16) "Moving Toward Retirement", by R.M. Hutchens & E. Dentinger; (17) "The Case of Same-Sex Couples", by S.E. Mock & S.W. Cornelius; (18) "Institutionalizing Family-Friendly Policies", by M.C. Still & D. Strang; (19) "Work-Life Integration: Challenges and Organizational Responses", by P.M. Valcour & R. Batt; and (20) "Epilogue: Toward a Policy Agenda", by P. Moen.

 **Global Perspectives - Phipps, S., Burton, P., & Lethbridge, L. (2001). Income consequences of child-related interruptions to women's paid work. *Canadian Journal of Economics*, 34(2): 411-429.**

This study examines the phenomenon that Canadian women who have had children have lower incomes than those who have never had children. The data came from the 1995 Statistics Canada General Social Survey (GSS), which collects retrospective data about working women in Canada. The data set is unique in that the researchers were able to differentiate if time out of work was for child-related reasons or other reasons, if women returned to the same job after time out of the labor force and if they changed from full-time to part-time status. As well, data included the number of hours worked in unpaid domestic labor. The study found that taking time out of the labor force reduces the income disparity (the "family gap") but does not eliminate it. This finding supports prior research that used US and UK data. Other key findings include: (1) the "family gap" in salaries persists despite the inclusion of an accurate measure of work history, (2) time out of the labor force followed by return to the same job results in no income difference while time out followed by a change in jobs result in a negative income difference, (3) the number of hours historically spent in unpaid work are negatively associated with current incomes, and (4) income consequences are lower when controlling for unpaid work hours and career interruptions, but not eliminated.

Stone, P. & Lovejoy, M. (2004). Fast-track women and the "choice" to stay home. *The Annals of the American Academy of Political and Social Science*. 596(1): 62-83.

This article studies professional women's decisions to leave the labor force in order to care for their children. The findings suggest that only a small percentage of the women in the sample are "new traditionalists"; the authors' term describing women who do not have conflicting feelings about leaving their careers to stay home with their children. For the other women in the sample, factors such as lack of workplace flexibility, attachment to their newborn, dissatisfaction with after-school care arrangements, and careers of less earnings/importance than their husbands', influenced the decision to stay home. The majority of women hope to return, ideally part-time, to the workforce. The authors also discuss implications for policy (increase in after-school programs, work and school schedules that do not mismatch, and work-life policies that meet employees' needs).

Yang, N., Chen, C., Choi, J., and Zou, Y. (2000) Sources of work-family conflict: A Sino-U.S. comparison of the effects of work and family demands. *Academy of Management Journal*, 43(1): 113-123.

This cross-national study aims to investigate and compare the experiences of work-family conflict of American and Chinese workers. It takes into consideration the influence of cultural differences in an individualistic society (America) and a collectivist society (China) on the impact of work and family demands. The authors establish that work-family conflict is experienced by the Chinese sample by conducting a validation study of work-family conflict constructs. The paper draws upon quantitative data from work-family conflict measures given to employees in both countries. The findings reveal that family demands has a greater impact on work-family conflict in the U.S. than in China, whereas work demand has a greater effect on work-family conflict in China than in the U.S. Annotated by Uracha Chatrakul Na Ayudhya, Manchester Metropolitan University.

The following list is a selection of some of our most recent additions to the Literature Database.

Armenti, C. (2004). May babies and posttenure babies: Maternal decisions of women professors. *The Review of Higher Education*, 27(2): 211-231.

This article examines the timing of childbirth, either before or after achieving tenure, for women professors. The results indicate that women professors in the past attempted to have babies in the month of May in order

to avoid taking maternity leave during the academic year. Currently, female academic faculty often delay childbearing until they achieve tenure, in order not to disrupt their tenure track and career.

Blair-Loy, M. & Wharton, A.S. (2004). Organizational commitment and constraints on work-family policy use: Corporate flexibility policies in a global firm. *Sociological Perspectives*, 47(3): 243-268.

This article studies employees' interest in and usage of flexible work arrangements (flextime and telecommuting) at a recognized family friendly, global organization. The results indicate that although flexible work arrangements are of interest to the majority of employees, several obstacles are identified. Constraints to using flextime and telecommuting are: high job demands, low organizational commitment, long work hours, and job status. Gender and supervisor support is not associated with usage of flexible work arrangements.

Burud, S. & Tumolo, M. (2004). *Leveraging the new human capital: Adaptive strategies, results achieved, and stories of transformation*. Palo Alto, CA: Davies-Black.

This book "presents a new framework for managing, testing it against research data and the real experiences of four very different companies." Divided into four parts, contents include: Part 1: "The New Workforce Reality"; Part 2: "The Power of Adaptive Strategies"; Part 3: "Evidence of Results Achieved"; and Part 4: "Four Stories of Becoming Adaptive".



Global Perspectives - Hill, E.J., Yang, C., Hawkins, A.J., & Ferris, M. (2004). A cross-cultural test of the work-family interface in 48 countries. *Journal of Marriage and Family*, 66(5): 1300-1316.

Drawing on data from the IBM 2001 Global Work and Life Issues Survey, this article investigates work-family interface in a global context. Divided into four groups with similar cultures, forty-eight countries are studied in the areas of work-family conflict, family-work conflict, job satisfaction, job flexibility, and work-family fit. The findings suggest that cross-culturally work-family conflict and family-work conflict are associated. Work-family fit and job flexibility are also related globally. The authors conclude that work-family interface is not culture specific.

Lewis, S. and Cooper, C.L. (2005). *Work-life integration: Case studies of organisational change*. Chichester, UK: Wiley.

Contents include: (1) "Introduction: Case Studies and Organizational Learning", (2) "The Xerox Corporation", (3) "Energyco", (4) "Proffirm", (5) "Printco", (6) "Recruitco", (7) "Adminco", (8) "Charityco: Reflections from a Chief Executive", and (9) "Looking to the Future".

Major, D.A., Cardenas, R.A., & Allard, C.B. (2004). Child health: A legitimate business concern. *Journal of Occupational Health Psychology*, 9(4): 306-322.

This article reviews literature about the effects of child health on business outcomes. The authors discuss business outcomes (lost time, health care expenses, and employer attractiveness), as well as organizational initiatives focusing on children's health (prenatal programs, sick child care, flexible work arrangements, and lactation programs). The literature reveals that these four initiatives can lower health care expenses, increase productivity, reduce absenteeism, increase job satisfaction, organizational commitment, and retention, and lower working parents' level of work-family role conflict.

Upcoming Issues

Take Part in The Network News

Upcoming issues of *The Network News* will focus on the following topics:

- Generation X and Generation Y employees
- Equitable access to flexible work schedules
- Older workers

Is your work related to any of these topics? If so, please [contact us](#).

The Sloan Work and Family Research Network appreciates the extensive support we have received from the Alfred P. Sloan Foundation and the Boston College community.

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