



## In This Issue

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- A graphic displays male and female Gen-X employees reasons for using work/life programs
- Ellen Bravo, of 9to5 National Association of Working Women shares highlights from a recent Sloan-funded report.

## New from the Network

### Sloan Network Updates and Announcements

- Our sincere thanks to Sue Seitel who will be making a terrific contribution to the Sloan Network. Work & Family Connection is offering Sloan Network affiliates a discounted subscription to the Work-Life Clearinghouse - publications, such as the *Newsbrief*, *The Trend Report*, *Manager's Quarterly*, and their nearly 7,000 pages of archives filled with work-life information, as well as special reports. Affiliates can receive 20% off a 1 year hardcopy subscription and 15% off a 1 year e-mail only subscription. Please contact the Sloan Network at [wfnetwork@bc.edu](mailto:wfnetwork@bc.edu) for more information about how to take advantage of this offer.
- Affiliates of the Sloan Network are now able to access selected full-text articles from our Literature Database! We are pilot-testing full-text access for the following journals: *Academy of Management Journal*, *American Journal of Sociology*, *Community, Work & Family*, *Industrial & Labor Relations Review*, *Journal of Family Issues*, *Journal of Occupational and Organizational Psychology*, *Monthly Labor Review*, *Qualitative Sociology*, and *Social Forces* (in some case years may be limited). Please contact the Sloan Network at [wfnetwork@bc.edu](mailto:wfnetwork@bc.edu) for more information on how to take advantage of this new feature!
- Look for archived issues of the *Network News* on the Sloan Network's homepage. Archives of the Sloan Network's "Research Newsletter", the Network's former newsletter publication that ran quarterly from the Winter of 1999 to the Spring of 2004, are also available to view.

## Conversations with the Experts

### Generation X and Work/Life Values



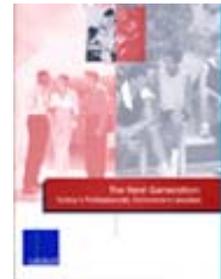
Paulette Gerkovich, Ph.D.

**Bio:** An expert on glass ceiling issues, Paulette R. Gerkovich has managed both research and advisory services projects designed to diagnose barriers to women's leadership development and advancement, and to offer strategies and solutions for increasing the number of women in corporate and professional leadership. Dr. Gerkovich has directed numerous studies for Catalyst, including its recent release, *Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities?* This study compares the opportunities for and barriers to advancement of women and men executives. She also has directed *Women in Corporate Leadership: 2003*, a follow-up to Catalyst's 1996 groundbreaking study which assesses strategies for women's advancement and diagnoses barriers to their success. She directed Catalyst's study *Women in Financial Services: The Word on the Street* which examines the opportunities for and obstacles to women's and men's advancement

within the securities industry, as well as *The Next Generation: Today's Professionals, Tomorrow's Leaders*, an analysis of the work experiences of corporate and professional women and men. This latter study is unique in that it seeks to understand the attitudes and experiences of women and men in their late 20s and early 30s in relation to both their work and the balance between their work and personal lives. Dr. Gerkovich is Chair of the Catalyst Award Committee, on which she has served for eight years. In this role, she heads an interdepartmental team through a year-long process of evaluating corporate and professional strategies nominated for the Catalyst Award. Dr. Gerkovich managed Catalyst's 1997 *Census of Corporate Officers and Top Earners*, which provides an accurate statistical picture of the representation of women in the most senior leadership positions within the Fortune 500. She also managed *Closing the Gap: Women's Advancement in Corporate and Professional Canada*, modeled after Catalyst's study of U.S. women and CEOs. Prior to joining Catalyst, Dr. Gerkovich was Vice President of Research and Project Development for Advanced Research Management Consultants, a research and management consulting firm in Philadelphia. At ARMC, Dr. Gerkovich conducted research and wrote extensively on the topic of diversity. She also conducted diversity consulting and training for numerous Fortune 500 corporations. Dr. Gerkovich received her B.A. in Film Studies from Temple University. She received her Masters and Doctorate degrees in Political Science from the University of Maryland.

**Editors Note:** The following interview with Paulette Gerkovich was conducted by Janet Scanlon and Marcie Pitt-Catsouphes.

Paulette Gerkovich directed the research for the 2001 Catalyst study "The Next Generation: Today's Professionals, Tomorrow's Leaders". This report focuses on Generation X professionals' views and expectations for work and family. The sample consisted of respondents born between the years 1964 -1975 from eight firms in the United States and two international companies headquartered in Canada. The data was collected in three ways:



- 1) A survey was distributed to 4,500 of Generation X employees at 10 organizations (30% response rate). The following industries are represented in this study: manufacturing, professional services (accounting), financial services, consumer goods, retail, hi-tech, electronics, and communications
- 2) Questionnaires were sent to 450 Generation X male and female managers and professionals at the U.S. organizations.
- 3) Telephone interviews were conducted with 39 of the manager/professional respondents

For further information about this study, please visit the Catalyst website at [http://www.catalystwomen.org/knowledge/titles/title.php?page=lead\\_nextgen\\_01](http://www.catalystwomen.org/knowledge/titles/title.php?page=lead_nextgen_01) .

### An Interview with Paulette Gerkovich, Catalyst

**Pitt-Catsouphes & Scanlon:** Why is research about Gen X so important?

**Gerkovich:** Generation X is the next generation of leaders. Catalyst wanted to gather information about their desires and expectations.

We focused on Generation X because there has not been much rigorous research in this area. In fact, much of the information about Generation X that is available is mostly anecdotal or it is information that has been gleaned from marketing studies. It is surprising that this generation's approach to career and work has hardly been studied. Catalyst conducted this study to examine the many myths and common misperceptions about Generation X. Our study found that many of these are untrue.

Finally, we wanted to communicate our findings to businesses, since these young adults will soon be entering middle and senior management positions. We thought businesses would want to look carefully at the Generation X cohort.

**Pitt-Catsouphes & Scanlon:** What were some of the major findings of your study?

**Gerkovich:** The findings of this study are representative of people who will be the next leaders in Fortune 100 companies. And, contrary to widespread impressions about Generation X, we found that this generation is attracted to organizations for traditional reasons - reasons that are not different from previous generations. For instance, they want opportunities to advance, competitive compensation and benefits, an appropriate position, and they want to work for an organization with a positive reputation.

Another common myth is that Generation X'ers are not committed to their organizations. A surprising and interesting finding was that, in fact, they have high levels of commitment. In fact, 85% of the respondents

reported that they really care about their organizations and 47% of the sample would be happy to spend their entire careers with their present organizations. These findings stand in contrast to the impression that this generation is "hopping from job-to-job." It is interesting that the reasons stated for leaving their jobs are also traditional - 75% leave for advancement opportunities and 72% leave for increased compensation.

**Pitt-Catsoupes & Scanlon:** Could you talk a bit about the work/life perspectives of Generation X?

Members of Generation X appear to place a much higher priority on personal and family-related goals than on their career-related goals: 84% of the respondents stated that it was extremely important to them to have a loving family, 72% indicated that it was extremely important to have a relationship with a significant other, while 79% responded that it was extremely important to enjoy life. In terms of work-related goals, 22% rated having "a variety of responsibilities" as extremely important, and just 16% of respondents stated that it is extremely important to become an influential leader.

These findings do *not* indicate that work is not important to Generation X, rather, they place a higher priority on family and personal life. The results of our interviews suggest that they may be less willing to sacrifice, compromise, and make trade-offs than other generations. Of course, it is possible that this generation may not yet be at a point in their careers where they have to put these values to the test.

**Pitt-Catsoupes & Scanlon:** What are the work/life benefits and supports wanted most by Generation X'ers?

**Gerkovich:** Generation X is more interested in traditional amenities. Only a low percentage of the respondents would prefer nontraditional amenities, such as a gym membership.

In June 2004, Catalyst released the *Women in Corporate Leadership* study, which examined the attitudes and experiences of executive women and men (all of the respondents were VP level and above and within three reporting levels of the CEO). The sample of the *Women in Corporate Leadership* study consisted of 948 individuals (705 women and 243 men). A very large percentage of these respondents expressed an interest in using flexible work arrangements. Yet, the percentage of these top managers who wanted to use flexible work arrangements was less than the percent of Generation X'ers who indicated an interest.

**Pitt-Catsoupes & Scanlon:** What are the implications of these findings for workplace policies?

**Gerkovich:** Generation X'ers are demanding to work flexibly, and they are not willing to sacrifice their personal and family-related goals for their careers. The implications of this for organizations are huge. In general, Generation X employees do not want to work less hours or have less work, but they do want to control where and when they work.

Organizations need to reconsider and re-work "when," "where," and "how" work gets done. Some organizations have already started this process. An example of this is Ernst & Young. Ernst & Young, an accounting firm, is on the cutting edge. They developed a team-approach for determining the needs and responsibilities of their employees and for setting up new schedules. There are many indications that they have respect for their employees' expectations of work/life balance. This firm won a Catalyst award a few years ago for their efforts to redesign work.

Certainly, it is easier for some workplaces to implement a flexible approach to work, depending on the industry. It can be difficult for some types of businesses, such as manufacturing or professional services that need to remain responsive to client needs. Efforts to change the managerial mindset, such as moving away from face time, can pose challenges. There are not just a couple of solutions to the problems. Yet, there is still room for creativity. Technology can help businesses accommodate these demands. It is important to note that there are business incentives for creating a more flexible workplace; we know, for instance, that productivity and morale increase with flexible work arrangements.

**Pitt-Catsoupes & Scanlon:** What are the implications of the findings for public policy?

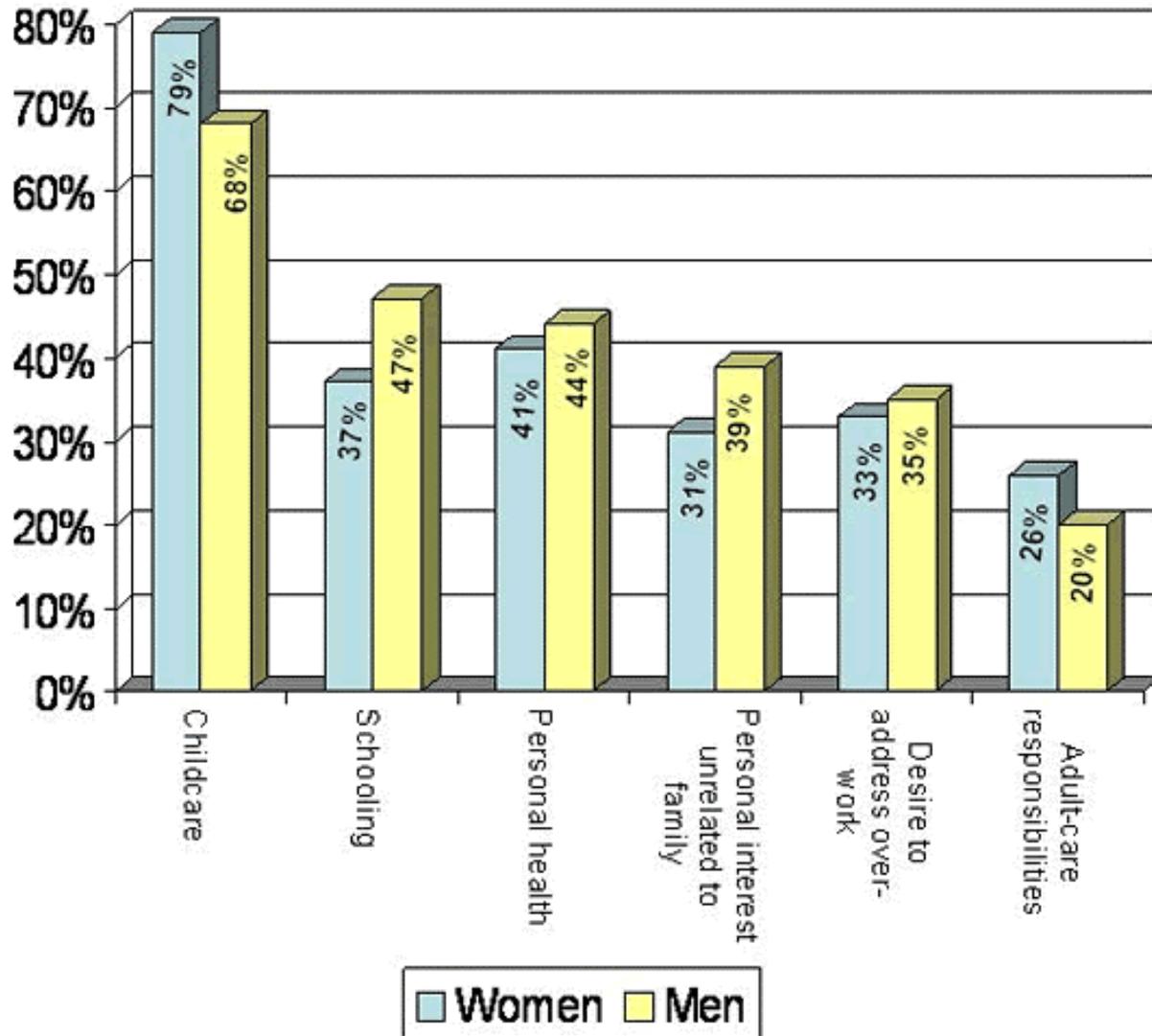
**Gerkovich:** Flexible work arrangements in the United States are spearheaded by businesses. I think the private sector will have the most impact on progress in this area and it will break ground on this issue. The private sector is in a critical position because employers need to attract and retain the members of each new generation. Businesses can also act more expediently on issues.

The main point from this study is that in light of the research, myths and misperceptions, Generation X is similar to previous generations in some ways, but they are different in the area of work/life balance.

Research is needed in this area to continue to understand the perceptions of Generation X, since they will have a huge impact on businesses and the way people work.

### Reasons Identified by Generation X Employees For Using Flexible Work Arrangements/Work-Life Programs

Source: This chart has been adapted from Catalyst. (2001). *The next generation: Today's professionals, tomorrow's leaders*. New York: Catalyst. Figure 12: "Motivations for adopting flexible work arrangements and other work/life programs, by gender", p. 19.



### Additional Resources: Related to Generation X

**Catalyst:** "Catalyst is the leading research and advisory organization working with businesses and the professions to build inclusive environments and expand opportunities for women at work. As an independent, nonprofit membership organization, Catalyst uses a solutions-oriented approach that has earned the confidence of business leaders around the world. Catalyst conducts research on all aspects of women's career advancement and provides strategic and web-based consulting services on a global basis to help companies and firms advance women and build inclusive work environments."

- Visit the homepage at <http://www.catalystwomen.org/>

**Families & Work Institute:** “Families and Work Institute (FWI) is a nonprofit center for research that provides data to inform decision-making on the changing workforce, changing family and changing community. Founded in 1989, FWI's research typically takes on emerging issues before they crest. Our work often changes the language of debates to move the discussion forward. The Institute offers some of the most comprehensive research on the U.S. workforce available.”

- Visit the homepage at <http://www.familiesandwork.org/>
- To download the report “Youth & employment: Today’s students tomorrow’s workforce: Summary and discussion guide” by Ellen Galinsky, Stacy S. Kim, James T. Bond, and Kimberlee Salmond, click here <http://www.familiesandwork.org/summary/yande.pdf>

**United States Census Bureau:** “The Census Bureau serves as the leading source of quality data about the nation’s people and economy.”

- Visit the homepage at <http://www.census.gov/>

 **Global Perspectives - Dusseldorp Skills Forum:** “The Dusseldorp Skills Forum (DSF) is an independent, not for profit body with a mission to achieve changes needed to enable all Australians to reach their potential through the acquisition of productive skills. In particular, the Forum seeks to improve the learning and work transitions of young Australians by cooperating with communities, industry, government and non-government organisations to generate ideas, research, tools and information, and to build networks of common interest.”

- The homepage is at <http://www.dsf.org.au/index.php>
- Visit the Youth Transitions in Learning and Work page, <http://www.dsf.org.au/themes/11.htm>

## The Sloan Foundation Corner

### 9to5 Report Makes Business Case for Quality Part-Time Options



**Editor’s Note:** The Sloan Network would like to thank Ellen Bravo who provided the following information.

Should businesses allow employees to work reduced hours without penalizing them in pay, benefits or career opportunities? A new report by 9to5, National Association of Working Women, profiles 15 companies in Wisconsin who say a resounding “Yes!” to that question. The report, *Quality Part-time Options in Wisconsin*, funded by the Alfred P. Sloan Foundation, presents a strong business case for quality part-time options.

Many employees know why they want to reduce hours at work – to have more time with family members, or for school or volunteer activities, or especially later in life, for leisure activities. Yet in many cases, workers who choose this option pay a penalty in their rate of pay and benefits and in opportunities for advancement, losses they never make up during their career.

“The good news is, we found employers all over Wisconsin offering such options on an equitable basis,” says the report’s author, Ellen Bravo. “They do so not as a favor to women or to parents, but as a better way to do business.”

Bravo presents profiles of 15 employers who offer quality part-time options, which she defines as reduced hours, job sharing, phased-in return from leave and phased-out retirement. The sample includes large and small companies, public and private, in a variety of locations in the state. The employees profiled are male and female and work in a wide range of positions, from entry-level to executive.

The number one reason cited by employers for offering these options, says Bravo, is retaining talent and maintaining organizational know-how, along with saving replacement and training costs. “If you treat people as full-time but just at reduced schedule, they end up being more committed to the organization,” says Deb Palmer, Human Resources Manager at Thrivent Financial for Lutherans in Appleton. Other advantages include recruitment, higher productivity, greater flexibility, improved customer service, employee well-being,

and enhanced reputation.

The report also gives an overview of lessons learned about the best ways to manage these options. Good communication, planning and goal-setting lead the list. Respondents also stressed the importance of encouraging and training supervisors and holding them accountable.

“What’s critical to success,” says Bravo, “is seeing quality part-time options not as fringe policies but as a key part of how work is done.” In the words of Pat Pearman, Global Manager of Diversity at GE Health Care in Waukesha, “It’s not just how you design the time, but how you design the work environment.”

Those interviewed identified health and retirement policy changes that would help promote quality part-time options. These include lowering the cost of health insurance – and for some insurers, the rules -- to make it easier to offer to part-timers; changes in Social Security to allow older workers to keep more supplemental income through earnings; and changes in pension plans to allow workers to reduce schedules in later years without harming their pensions.

The employer representatives surveyed in the report all encouraged others to try these options. As Anne Wakeham, Director of Client Services at Covance, Inc. in Madison, put it: “How can you not do it? It’s so easy.”

Most employees who are profiled in the report say they would have left their jobs without this option. Some describe personal changes they had to go through to see themselves working less than full-time. “Like many males, I tended to measure success in terms of accomplishment,” says Dave Adams, Vice President of Corporate Finance at Johnson Financial Group in Racine. “It took some time for me to recognize that success comes in many flavors, like the pride in having a relationship with your son such that he asks you to be the coach of his basketball team.”

Others point to a culture change in being able to request part-time work. “Before, the choice was made under the table,” says Linda Pucek, an employee at GE Health Care who was allowed to work reduced hours from home for more than a year when her young son was diagnosed with cancer. “It was a workaholic culture - you didn’t want to let your guard down. But it’s changed for the better in order to keep people and to recruit them.”

“It’s our hope that this study will inspire other employers to consider offering quality part-time options,” says Bravo. “We want the information to be of use to managers and employees seeking to implement similar policies at their own workplaces.”

9to5 was formed in 1973 to improve corporate and public policies affecting working women. The group has long been active on work-family policies through research, publications, first-person testimonies, media interviews and grassroots activity. 9to5 has offices in Milwaukee, Denver and Atlanta and members in every state.

Companies whose quality part-time options are profiled:

Agnesian Health Care, Fond du Lac	Madison Teachers
Beloit Memorial Hospital, Beloit	M&I Bank, Madison
Columbia Hospital, Milwaukee	Northwest Coating, Oak Creek
Covance, Inc., Madison	Parke Towne Management, Madison
GE Health Care, Waukesha	State of Wisconsin
Johnson Financial Group, Racine	Stowell Associates, Milwaukee
Kahler Slater, Milwaukee	Thrivent Financial for Lutherans, Appleton
KPMG, Milwaukee	

Visit the 9to5 website at <http://www.9to5.org/>. Download this report at <http://www.9to5.org/downloads/9-5PTreport.pdf>

## Announcements

**Call for papers**



**Global Perspectives- The Sixth Biennial Conference of Asian Consumer and Family Economics**

### **Association (ACFEA)**

Deadline for Submission: March 15, 2005

This conference will be November 3-5, 2005 at California State University in Sacramento. For submission guidelines, please visit <http://www.socialsciences.nccu.edu.tw/acfea/>



### **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/Default.html>



### **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 – Founding Conference of the International Center of Work & Family**

Deadline for Submission: April 15, 2005

The theme of this conference is "International Research on Work and Family: From Policy to Practice". This conference will take place at the IESE Business School in Barcelona, Spain on July 7-9, 2005.

To view the call for papers, please [click here](#).

### **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**

### **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 Great American Time Squeeze: The Politics of Work and Family in a 24/7 World**

Presented by The Russell Sage Foundation and the CUNY Center

Where: CUNY Graduate Center, New York City - When: March 3, 2005

Please visit this [website](#) for more information.



### **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>

### **75<sup>th</sup> 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](http://www.britisoc.co.uk/bsaweb.php?link_id=30&area=item3)

**2005 International Corporate Citizenship Conference**

Theme: "Mapping the Future of Corporate Citizenship: Redefining the Markers of Business Successes"

Where: Boston, MA - When: April 3-5, 2005

Visit this website for more conference information [http://www.bc.edu/centers/ccc/Pages/conf05\\_overview.htm](http://www.bc.edu/centers/ccc/Pages/conf05_overview.htm)



**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](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](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](http://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](mailto: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 - 4<sup>th</sup> 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>



**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>

**SHRM 57<sup>th</sup> 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 - 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>

 **Global Perspectives - The Fifth International Conference on Diversity in Organisations, Communities and Nations**

Where: Institute of Ethnic Administrators in Beijing, China - When: June 30-July 3, 2005

Visit this website for further conference information <http://www.Diversity-Conference.com>

 **Global Perspectives - Founding Conference of the International Center of Work & Family**

Theme: "International Research on Work and Family. From Policy to Practice"

Where: IESE Business School in Barcelona, Spain - When: July 7-9, 2005

For more details, click here <http://www.iese.edu/en/RCC/ICWF/Eventosyactiv/Eventosyactividades.asp>

 **Global Perspectives - Australian Social Policy Conference**

Where: University of New South Wales - When: July 20-22, 2005

Click here for more details <http://www.sprc.unsw.edu.au/confer.htm>

## 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 5,900 citations in the Literature Database. As of February 2005, we now have over 6,300 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, 5 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 Generation X.**

**DiNatale, M. & Boraas, S. (2002). The labor force experience of women from 'Generation X'. *Monthly Labor Review*, 125(3): 3-15.**

Download the full-text of this article from the Sloan Network [Literature Database](#).

**Families & Work Institute. (2004). *Generation & Gender in the Workplace*. Watertown, MA: American Business Collaboration.**

The full-text of this report is available at <http://familiesandwork.org/eproducts/genandgender.pdf>

 **Global Perspectives - Lewis, S., & Smithson, J. (2001). Sense of entitlement to support for the reconciliation of employment and family life. *Human Relations*, 54(11): 1455-1479.**

This study explores the expectations of young women and men regarding support for reconciling work and family. The analysis draws on social justice theory to provide a framework for distinguishing between supports that can be expected and regarded as entitlements and those supports that are negotiated. Within this framework, the researchers use the concept "sense of entitlement" to denote a set of beliefs and expectations about rights and entitlements (or legitimate expectations) that are perceived to be fair and just. Hypothesizing that sense of entitlement will vary by social context, the researchers use a cross-national sample (312 men and women between ages of 18 and 30) from Norway, Sweden, Ireland, UK, and Portugal. Focus group data reveal that the participants' sense of entitlement varied within the social context of gender contracts implicit in different welfare state models. Implications for public and organizational policy are discussed.

 **Global Perspectives - Sturges, J., & Guest, D. (2004). Working to live or living to work? *Work/life***

**balance early in the career. *Human Resource Management Journal*, 14(4): 5-20.**

This paper explores the relationships between work-life balance, work/non-work conflict, working hours, and organizational commitment among a sample of British graduates in the first 10 years of their career. The authors draw on quantitative and qualitative data from two related studies. Quantitative data was obtained from a survey study that examines the career-related attitudes of British graduates. Qualitative data was derived from a second study, which employed semi-structured interviews to explore issues affecting the organizational commitment of graduates. The findings reveal that there is a dissonance between the graduates' desire for work-life balance and their concern for career success, which draws them into a situation where they work increasingly long hours and experience an increasing level of work/non-work conflict. The authors consider the impact this has on the graduates' psychological contract and organizational commitment and the implications for organizational policies and practices. Annotated by Uracha Chatrakul Na Ayudhya, Manchester Metropolitan University.

**(2003). Unions and Gen-X: What does the future hold?. *HR Focus*, 80(3): 3.**

This article examines the interest of Generation X in joining unions. The research indicates that, although this generation supports unions, the workplace values of Generation X (flexible work schedules, child care, etc.) may differ from traditional union benefits, which could affect union membership among Generation X.

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

**Connelly, R., Degraff, D.S., & Willis, R.A. (2004). The value of employer-sponsored child care to employees. *Industrial Relations*, 43(4): 759-792.**

This article investigates the value of employer-sponsored child care by interviewing employees from three firms, two with on-site child care and one firm without it. The results suggest that employer-sponsored child care is valued more among new employees. Furthermore, on-site child care seems to reduce turnover and absenteeism, while increasing productivity and competitiveness. The authors also provide policy suggestions for promoting employer-sponsored child care, such as tax incentives.

 **Global Perspectives - De Cieri, H., Holmes, B., Abbott, J., & Pettit, T. (2005). Achievements and challenges for work/life balance strategies in Australian organizations. *International Journal of Human Resource Management*, 16(1): 90-103.**

Using data from surveys conducted at Australian organizations in 1997, 1998, and 2000, this article examines extent, usage, and barriers to work-life balance strategies. The findings indicate that common work-life balance strategies in Australian organizations include part-time work, flexible work schedules, job sharing, and telecommuting. These strategies are not available to all employees in over half of the organizations studied and work-life balance strategies are used by fewer than twenty percent of employees in half of the organizations in the sample. Demands at work, ineffective communication, lack of evaluation, and negative workplace culture are identified barriers to using work-life balance strategies.

**Eby, L.T., Casper, W.J., Lockwood, A., Bordeaux, C., and Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66(1): 124-197.**

Close to 200 work-family articles published between the years 1980-2002 in industrial organizational and organizational behavior journals are reviewed in this article. The authors provide a content analysis of the articles and a review of topics including "(1) work-family conflict, (2) work role stress, (3) work-family assistance, (4) work schedules, (5) job-related relocation, (6) career and job-related outcomes, (7) gender and the relationship between work and family domains, (8) dual-earner couples, (9) relationships among life domains" (p.125).

**Jayne, M.E.A. and Dipboye, R.L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Management*, 43(4): 409-424.**

This article reviews recent research related to organizational diversity programs. The research findings indicate that although diversity programs will not increase organizational commitment, job performance, or job satisfaction; successful programs are the results of framing specific goals, consideration of organizational culture when designing the program, and commitment among senior management.

**Phillips, K.R. (2004). *State policies that affect working families*. Washington, D.C.: The Urban Institute. Download this report at [http://www.urban.org/UploadedPDF/311048\\_DP04-05.pdf](http://www.urban.org/UploadedPDF/311048_DP04-05.pdf)**

 **Global Perspectives - Rasmussen, E., Lind, J., & Visser, J. (2004). Divergence in part-time work in New Zealand, the Netherlands and Denmark. *British Journal of Industrial Relations*, 42(4): 637-658.**

This article discusses recent trends in part-time employment in New Zealand, Denmark, and the Netherlands. Although part-time work has increased among women and men in New Zealand, many of these part-time employees would prefer to be working more hours/full-time. Public policies such as paid parental leave, public childcare funding, and the Employment Relations Act 2000 may change part-time work in New Zealand in coming years. Part-time work in the Netherlands has expanded in recent years due to public policies, employers, and unions. A positive view of part-time work is more common in the Netherlands, where most people are satisfied with their work hours. In Denmark, there has been a decrease in the part-time employment and a preference of full-time work hours for women. Such factors as employer preference for full-time work and support with childcare may have influenced the lower levels of part-time employment in Denmark.

## *Upcoming Issues*

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