



## In This Issue

- Lonnie Golden discusses equity of and accessibility to flexible work schedules.
- Joan Williams, the director of The Program on WorkLife Law, is featured in this month's Sloan Corner.
- A graphic displays the trend of flexible work schedules from 1985-1997 among ethnic groups.

## New from the Network

### Sloan Network Updates and Announcements

- The Sloan Network would like to thank Sharon O'Malley, editor of Work/Life Today. She is offering Sloan Network affiliates a discounted rate for a subscription to the newsletter, Work/Life Today. Interested affiliates can contact Sharon at [somalley@worklifetoday.com](mailto:somalley@worklifetoday.com) or subscribe online at [www.worklifetoday.com](http://www.worklifetoday.com)
- Have you seen our new Statistics Database? This database is accessible through the navigation bar on our homepage, <http://wfnetwork.bc.edu/> or by clicking here <http://wfnetwork.bc.edu/statistics.php> There are currently close to 200 statistics on various topics.
- Do you need ideas for your classes or training workshops? Be sure to check out our collection of work/family-related class activities at <http://wfnetwork.bc.edu/activities.php>

## Conversations with the Experts

### Gaining Access to Flexible Work Schedules



**Lonnie Golden**

**Bio:** Lonnie Golden is an Associate Professor of Economics and Labor Studies at Penn State University, Abington College. His research focuses on working hours, work schedule flexibility, overtime law, overwork, facilitating work-life balance, behavioral labor supply and labor productivity. He has held faculty positions at Temple University, Penn State Delaware County and University of Wisconsin-Whitewater and at 9to5. He serves on the editorial board of the *Review of Social Economy*. tradeoffs

**Editors Note:** In this interview, Lonnie Golden discusses his studies about flexible work schedules which have been supported by the Alfred P. Sloan Foundation.

For one of his studies, Golden draws from data from the May 2001 Current Population Survey (CPS), which is a large monthly census of households that includes over 50,000 individuals. One of the questions included in the CPS asks respondents about their starting and ending time of work and then follows up with a question asking whether the respondents have flexible work hours that allow them to vary or make changes to the beginning or ending time of work. He is now looking at additional questions included in the same CPS supplement which focus on the volume of hours, not just the timing of hours. Lonnie explains that research suggests that employees' express more interest in changing the *timing* of hours than in *reducing* hours if the latter involves a proportional reduction in income.

## An Interview with Lonnie Golden, Pennsylvania State University

**Scanlon:** The term “flexible work schedules” can mean different things to different people. For your research, how did you define the term? Were you able to differentiate “formal” flexibility arrangements from “informal” flexibility arrangements?

**Golden:** I relied on the Current Population Survey’s definition of flexible work schedules, which is having “the ability to vary the beginning or ending time of work.” This question is followed with the query, “Is this part of flextime or some other formal program offered by your employer?” Therefore, we can assume that people who can vary the beginning and ending of their days but who do not have a formal flexibility program by default have an informal arrangement.

This information is very useful in trying to get a benchmark about the extent of formal flexibility. The 2001 Current Population Survey indicates that about 28% of respondents answered that they do have the ability to vary the beginning or ending time of their workday, and about 1/3 of these (or 11% of the total workforce) has a *formal* program such as flextime. Thus, informal arrangements are actually more pervasive. Almost 2/3 of workers with schedule flexibility have it as part of an arrangement with a supervisor or team, but typically it is not part of a formal flextime workplace program.

**Scanlon:** Can you explain why you have used data from the Current Population Survey?

**Golden:** About every 4-5 years, the CPS has included a Supplement with questions regarding starting/ending times of work and about flexible hours, and it has done this 6 times since 1973. The May 2001 Survey, which is the latest available dataset, for the first time CPS also asked the participants, “Is this part of flextime or some other formal program offered by your employer?”

Over the years we have always been concerned about what the CPS means by flexible schedules, so, these terms were a little more clarified in 2001. I was able to take advantage of the follow-up question so that we can now better distinguish between people who said they had flexibility in their daily timing of work and the subset of those who identified this as part of an employer-offered formal program, such as flextime.

One of the advantages of the Current Population Survey is that the dataset is really large and carefully weighted so that it is reliable and yields nationally representative estimates. It also allowed me to separate the results by gender. The Current Population Survey has detailed information about characteristics of employment, such as respondents’ reported average weekly hours of work and shift times, and importantly, respondents’ detailed occupational and industry classification of employment. Another advantage is that it is pretty consistent with at least some other surveys that ask people about flexibility in their daily work schedules. For instance, there is a one-time survey done by the Work in America Institute in 2002 called *Time Is of the Essence and the Quality of Work Life module of the 2002 General Social Survey*.

One disadvantage of analyzing the Current Population Survey is that it can be challenging to manage because it is so large. Another weakness is that we would like to see some more follow-up questions, such as “*Why don’t you have flexibility?*” For instance, some people have the type of job which renders flexibility difficult to implement while others might have a formal program available but they do not take advantage of it. Of course, we are very interested in *why* some people would choose not to avail themselves of this. A logical explanation is that some people might fear the repercussions from supervisors or co-workers, or maybe that this just saddles them with more responsibilities at home. Therefore, a major flaw of the existing Current Population Survey is that we need more follow-up questions regarding access and usage. For example, the *National Study of the Changing Workforce* [a different survey, conducted every 5 years by the Families and Work Institute] asks the question, “Is this something you use on a daily basis?” This question probes not whether the person might be *able* to use this but whether they actually *do* use it. We are interested in promoting both availability and use, but if we can promote the actual usage of flexible work schedules, that has a lot more bearing on people’s well-being.

**Scanlon:** Why is it important to identify groups of individuals who have access to flexible work schedules and those who don’t?

**Golden:** I think everybody agrees and understands the growing value to employees’ of having more control or influence over their schedules and the daily timing of work hours. It is important to almost all employees – particularly those in dual-earner households, workers with multiple responsibilities including caregiving

responsibilities – to have some influence over the timing of work on a daily basis. People can experience “crunch times” at different points during the day – late afternoon or first thing in the morning. For employees that work shifts other than the regular day shift, the crunch can occur at other times, as well.

Most people understand that there is a growing premium on flexibility because the more days, weeks and years that people participate in the paid workforce and also try to do other activities, such as caregiving, the more they simply need more control over the timing of their work to fulfill all their responsibilities reasonably well. The research literature documents the many benefits to individuals, as well as to organizations in the long run. But, what I think that most people don't realize, is that there is quite a bit of variation in access across different workers and types of jobs.

**Scanlon:** What did you find when you looked at groups who have or don't have access to flexible schedules?

**Golden:** In terms of trends, the availability of flexibility almost doubled from 1985 to 1997.

Looking at precisely “who” has access to flexible work schedules, Whites have more than African-Americans even when controlling other factors, as do men slightly more than women and parents more than non-parents. And, managers, administrators, professionals and most sales people have relatively more access to flexible schedules than other occupations, particularly blue collar and service.

The variation by gender might be surprising. When the data are separated by informal versus formal flexible schedules, it turns out that the reason that they have less access than men is entirely because of less access to *informal* types of flexibility. Women might even benefit from or get slightly more advantage than men from *formal* flextime programs, but because informal is much more pervasive they actually suffer somewhat of a relative disadvantage. Again, we are just talking about the distribution.

That flexible work schedules are more prevalent among males than females begs some theoretical explanation, which I am now working on with a behavioral economic theorist. Often, flextime is not set up to target employees who need it the most. Instead it is targeted to individuals employed in industries where there is a need to recruit people, or to occupations where flexibility is inherently compatible with parts of the job so that it won't cost employers much to institute flexibility. Whereas in other occupations or industries it might be more costly to administer or riskier on the employer's part to move to that. We are trying to explain why there might be this persistent segmentation where some firms or some workers get flexibility and others don't based on what the cost is or the expected return of providing flexibility.

The primary thesis is that flexibility is probably being used more as an employee benefit rather than a tool to promote productivity. Flexible work schedules might promote productivity in the long run, yet the reason it is being adopted is to reward employees who deserve it or prove their value in the organization - employers can't give them a raise but can give them some flexibility in their schedule, either formally or especially, informally. If you look at it through this lens, maybe it is not surprising that men have a slight advantage over women in terms of access because it is considered to be part of compensation for past contributions rather than an across the board improvement of working conditions. Informal arrangements seem to be deployed as a reward for an employee that has been there for a few years or an employee who works very long hours. The distribution of flexible schedules suggest they are being issued as an employee benefit at least as much, if not more, than as an innovative tool to promote greater productivity.

An additional interesting finding in terms of access to flexibility among groups is that marital status has no effect, but parental status does increase access. Parents whose youngest child present in the household is age 5 or less have a greater likelihood of schedule flexibility. Parents of kids age 6 to 17 do as well although to a smaller degree. Parents' advantage is entirely attributable to their greater access to informal arrangements. Yet, parents' access is no greater than those who have no or fully grown children to formal flexibility programs. This suggests that formal flexible schedule programs are instituted with little regard to the parental status of employees. In addition, parents with children who lack access to formally available flexible work schedules may be hampered both at home and at work. So there is some but still mixed evidence regarding whether workplaces and the labor market deliver additional flexibility to the people who probably need it and value it most, those with children in school, particularly preschool.

Another reason for the inequality of access to flexible work schedules among certain groups is that from a macroeconomic view, some industries or occupations go with times with a much more pervasive labor shortage and others have a labor surplus. A major motivation for employers to offer flexible work schedules is to recruit or retain valued employees. Thus, some employers are less compelled than others to offer flexibility. There may be little impetus for an employer to offer flexible work schedules particularly formal

programs for its entire work force, unless there is a real consequence that their employees will quit, leave the workforce, change jobs or be more absent or tardy. Thus, the general availability may have a lot to do with the underlying economics of the labor market and the labor shortage or surplus. Yet, the happy fact is that during recessions, most employers have not outright eliminated flexible scheduling. I believe this speaks to how inexpensive flexibility is to maintain once the workplace has gone through the transformation toward more flexible scheduling.

**Scanlon:** What tradeoffs are employees making to gain access to flexible schedules?

**Golden:** We cannot observe this directly, but a major tradeoff appears to be the daily volume of hours. Those who work 50+ hours per week gain greater access. But those who work 41-49 hours per week don't get any greater access to flexibility than those who average between 35-39 hours. Those who report a usual workweek of exactly 40 hours actually get less access than those in the 35-39 hours range. It looks as if employees willing to put in longer days or more days per week get more flexibility in the timing of hours in return. At the other extreme are people on a part-time schedule, which is officially defined as working 34 or fewer hours on average per week, who don't necessarily go to work everyday or have shorter workdays. Part-time employees actually have more flexibility in the timing of their daily work, relative to those who work 35-39 hours. However, it is well known that when you work part-time in the U.S., that doesn't just mean reduced hours. Part-time work also means lower status in the workplace, it means not having certain employee benefits that full-timers get, and it means less access to promotions and a lower future trajectory of earnings. If flexibility is really valuable to an employee, it is ironic that they have to put in not just 8 or 9 hours a day, but 10 or more hours a day on average or alternatively, work 6 or fewer hours per day. Those still caught in the standard 9-5 workday, the majority of workers, get less flexibility in scheduling. One group has to sacrifice their time and another group sacrifices compensation (employee benefits or long run earnings) in order to gain access to flexible work schedules.

**Scanlon:** How can employer policies and the public sector address this issue?

**Golden:** In terms of the public sector role, this is the trickiest. The federal government has been out front in providing formal flexibility in schedule for federal employees, and indeed its positive effect shows up in the data. But I think there can be on the part of the government some changes in the underlying economic incentives, such as creating innovative tax incentives and tax penalties. If there was a way to allow firms to write off an estimated cost of adopting and implementing flexible work schedules, like they do the cost of health insurance, for instance, it would increase employees' access to flexibility, particularly for those who need it most. In addition to a carrot there could be a stick if organizations don't offer flexibility that is verifiably used by their employees then there needs to be some sort of sanction. Some of the other developed countries of the world are much more forward-looking about this, not only in the form of supporting paid leaves. In the UK, if an employee is anticipating needing flexibility in the future he or she can apply for a shorter hour status. In that case, unless they can come up with a really good reason not to, the employer has to grant the employee a reduced, standard 35-hour standard workweek. There are ways to do this in the United States with a slight tweaking of public policy or even the tax system, through tax penalties or tax rewards that will involve a little more creativity than the benefits that have a direct monetary value. There are indirect ways to achieve more flexibility as well. For instance, there could be a regulation that employers of a certain size have to give employees a total of 24 hours short- notice leave in a year that employees can take advantage of as long as it is for parenting or time for other caregiving activities. It might not necessarily mean that they don't make up the hours and it is not paid time off, but it would provide flexibility in timing. More businesses will be driven to start providing more flexible scheduling options when the economy creates more jobs and the demand for workers is greater than the supply. Finally, the younger generation of workers is contributing to change in this area, since more of them presume that flexibility in starting and ending times in the workday is a minimum standard at workplaces.

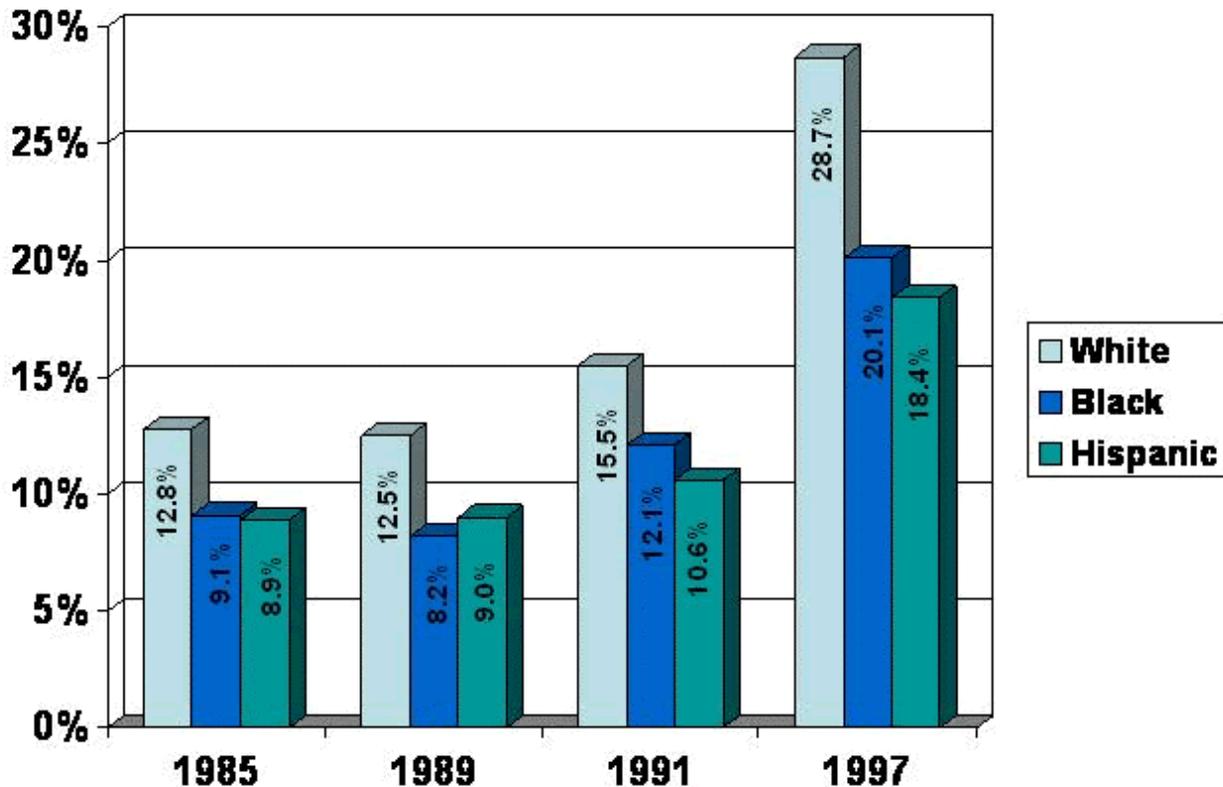
Currently, many private employers use flexible scheduling options to reward certain valued employees or top performers or as a retention strategy during times of tight labor markets. It remains, however, individualized, too often a practice that they are reluctant or hesitant to implement company-wide. This may be for fear of people using it more than they can accommodate, or abusing it, which is not founded in the research literature. Many employers still harbor the fear of "I don't want to make it available or advertise that I am doing this for one or two people, because then everyone else will flood the gates in order to get it". But that usually doesn't transpire.

We need to continue to demonstrate to recalcitrant employers that flexible schedule policies do work and they offer benefits to the workplace, maybe not by next week, but eventually, when you look at reduced turnover or higher job and life satisfaction and morale. We can also more thoughtfully use the tax system and champion the federal sector modeling of appropriate behavior. The most encouraging research is that

the data indicates that once employers adopt flexible work schedules, they usually don't pull the plug on them opportunistically, just because there is a recession or cost-cutting initiative. The question is how to keep access on the upward trajectory so that the 7 in every 10 workers that currently are lacking it and probably wanting it at least some time gain access in the near future.

### Percentage of Employees with Flexible Work Schedules by Ethnicity, 1985-1997.

This graphic has been adapted from Golden, L. (2001). Flexible work schedules: Which workers get them?. *American Behavioral Scientist*, 44(7): 1157-1178. Page 1163, Table 1: "Proportions of Full-Time Wage and Salary Workers on Flexible and Shift Schedules in May 1985-1997, Selected Years and Demographic Groups".



### Additional Resources: Related to Access and Equity of Flexible Work Schedules

**Current Population Survey 2001:** "The Current Population Survey (CPS) is a monthly survey of about 50,000 households conducted by the Bureau of the Census for the Bureau of Labor Statistics...The CPS is the primary source of information on the labor force characteristics of the U.S. population."

- Visit the homepage at <http://www.bls.census.gov/cps/cpsmain.htm>

**Economic Policy Institute:** "The Economic Policy Institute is a nonprofit, nonpartisan think tank that seeks to broaden the public debate about strategies to achieve a prosperous and fair economy."

- View the homepage at <http://www.epinet.org/>
- Click here to view a 2002 briefing paper about flexible schedule equity titled "Working mothers in a double bind" [http://www.epinet.org/content.cfm/briefingpapers\\_124](http://www.epinet.org/content.cfm/briefingpapers_124)



**Global Perspectives - The Joseph Rowntree Foundation:** "The Joseph Rowntree Foundation is one of the largest social policy research and development charities in the UK...The Foundation does not carry out the research in-house, but works in partnership with a large variety of academic and other institutions to achieve its aims. The Foundation places great emphasis on disseminating the findings of its work and engaging with policy-makers and practitioners to develop better policies and practices."

- Visit the homepage at <http://www.jrf.org.uk/default.asp>
- For information about access to flexible work schedules in small to medium sized companies, click here <http://www.jrf.org.uk/knowledge/findings/socialpolicy/5102.asp>

## The Sloan Foundation Corner

### “WorkLife Law Report” at American University



Joan Williams is the director of the *WorkLife Law* program and co-director of the *Project on Attorney Retention (PAR)* both located at American University, Washington College of Law. The Program on *WorkLife Law* originated in 1998 as the Program on Gender, Work & Family and it is funded by American University, donations, and grants including the Alfred P. Sloan Foundation. The *Project for Attorney Retention (PAR)* is also supported by the Alfred P. Sloan Foundation, American University, and Women's Bar Association of the District of Columbia. It is an initiative of the Program on *WorkLife Law*.

*WorkLife Law* recently began to publish a newsletter entitled, the "WorkLife Law Report". The newsletter highlights recent publications (books, reports, journal articles), research projects, events, and programs related to the important work being done at the program.

The WorkLife Law program "is a research and advocacy center that seeks to eliminate employment discrimination against caregivers such as parents and adult children of aging parents." This program is designed for caregivers, policymakers, employers, lawyers, and the press. The Project for Attorney Retention provides information and research related to part-time work in the law profession.

To learn more about the program on WorkLife Law, the Project for Attorney Retention, and/or the WorkLife Law Report, please contact the staff at:

Program on WorkLife Law  
4801 Massachusetts Ave., NW  
Washington, DC 20016  
Phone: (202) 274-4494  
Fax: (202) 274-4130  
Email: [info@worklifelaw.org](mailto:info@worklifelaw.org)

## Announcements

### Call For Papers

 **Global Perspectives – The Sixth Biennial Conference of Asian Consumer and Family Economics Association (ACFEA)**

Deadline for Submission: March 31, 2005

This conference will take place in Sacramento at California State University on November 3-5, 2005. For submission information, please visit

<http://www.socialsciences.nccu.edu.tw/acfea/newsletter/2005%20ACFEA%20Biennial%20Conference%20Call%20for%20Paper%20.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. View the submission guidelines at [Call for papers\\_ICWF Founding Conference 2005.doc](#)

**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>

**Association for Social Economics, Theme: "Understanding Living Standards"**

Deadline for Submission: May 2, 2005

The annual meeting of the Association for Social Economics will be held January 5-8, 2006 in Boston, Massachusetts. For more details about submission, click here <http://www.socialeconomics.org/callassa.htm>

**Conference Announcements**

**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/cc/Pages/conf05\\_overview.htm](http://www.bc.edu/centers/cc/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)



**Global Perspectives - Working Families Spring Conference 2005**

Theme: "In Sickness and In Health"

Where: London - When: April 20, 2005

For more conference details, visit [https://www.workingfamilies.org.uk/asp/employer\\_zone/e\\_seminars.asp](https://www.workingfamilies.org.uk/asp/employer_zone/e_seminars.asp) or [https://www.workingfamilies.org.uk/asp/employer\\_zone/events/WF\\_SpringConf\\_05.pdf](https://www.workingfamilies.org.uk/asp/employer_zone/events/WF_SpringConf_05.pdf)

**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.

**Employee Services Management (ESM) Association's 64th Annual Conference & Exhibit**

Where: Rio All-Suite Hotel & Casino, Las Vegas, NV - When: May 1-4, 2005

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

**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/>

**WorldatWork 50th Annual Conference & Exhibition**

Where: New Orleans, LA - When: May 22-25, 2005

Click here for more conference information <http://www.worldatwork.org/conference/generic/html/annual-conference.html>



**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>

**2005 Take Back Your Time North American conference**

Where: Seattle University, Seattle, WA - When: August 4-7, 2005

Visit this website for more conference information <http://www.simpleliving.net/timeday/default.asp>

**Academy of Management Conference**

Theme: "A New Vision of Management in the 21<sup>st</sup> Century"

Where: Honolulu, Hawaii - When: August 5-10, 2005

Click here for more details <http://meetings.aonline.org/2005/ConferenceTheme.html>

**American Sociological Association**

Theme: "Comparative Perspectives, Competing Explanations: Accounting for the Rising and Declining Significance of Sociology"

Where: Philadelphia - When: August 13-16, 2005

For more information, please visit <http://www.asanet.org/convention/2005/>

**American Psychological Association**

Where: Washington, D.C. - When: August 18-21, 2005

Click here for more conference details <http://www.apa.org/convention05/>

## 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 **5,920** citations in the Literature Database. As of March 2005, we now have over **6,369** 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 equity and access to flexible work schedules.**

 **Global Perspectives - Brewer, A.M. (2000). Work design for flexible work scheduling: Barriers and gender implications. *Gender, Work and Organization*, 7(1): 33-44.**

This article discusses flexible work scheduling (FWS), focusing on Australian men and women’s participation in this alternative work arrangement. Drawing on survey data from 1,400 households in 6 cities, Brewer argues that work design is the product of social rules of place, distance, and time. Findings indicate no difference between men and women’s perceptions of obstacles to adopting FWS options. In order to create true workplace flexibility, critical work dimensions need to be redefined in relation to existing power structures.

**Golden, L. (2001). Flexible work schedules: What are we trading off to get them?. *Monthly Labor Review*, 124(3): 50-66.**

Download the full-text of this article from the Sloan Network’s Literature Database.

**Golden, L. (2001). Flexible work schedules: Which workers get them?. *American Behavioral Scientist*, 44(7): 1157-1178.**

Golden examines one of the key dimensions of time in the workplace -- temporal flexibility in work schedules. Using the data from a supplement to the May U.S. Current Population Survey (CPS), Golden describes the presence of flexible schedules (by industry and occupation). Next, Golden presents a probit estimation analysis of flexibility and access. The study finds: Being female, non-white, and less educated decreases the likelihood of having access to flexible work schedules. On the other hand, the likelihood is increased by being self-employed, in college, married, part-time, employed in certain occupations and industries, and working 50 or more hours per week. Golden calls for (national work hours) policy initiatives to increase the number of employees who can access flexible work schedules.

 **Global Perspectives - Suff, P. (2004) You only had to ask: Putting flexible working into practice. *IRS Employment Review*, 797, 10-17.**

This article reports the findings from a survey of British organizations. The survey was conducted by IRS in April 2004, one year after the introduction of the new UK legislation which gave all parents with children under the age of six (or 18 where the child is disabled) a statutory right to ask for flexible working. Organizations from both public and private sectors were polled. The article describes a number of key findings related to the new legislation from the organizations’ perspective. The survey reveals that part-time working was the most common non-standard form of flexible working among the polled organizations, indicating a current preference for traditional forms of flexible working. The article also notes that one year on after the introduction of the legislation, 77% of the surveyed organizations expressed interest to not limit the right to request flexible working only to parents or carers and to extend it to all employees. Annotated by Uracha Chatrakul Na Ayudhya, Manchester Metropolitan University.

 **Global Perspectives - Tomlinson, J. (2004). Perceptions and negotiations of the “business case” for flexible careers and the integration of part-time work. *Women in Management Review*, 19(8): 413-420.**

This article studies employers’ attitudes in the UK about the “business case” for workplace flexibility by interviewing managers and their female employees returning from maternity leave. The Part-Time Workers’ Directive is also taken into consideration. This voluntary directive became effective in 2000 and suggests that employers give part-time employees the same promotion opportunities and benefits as full-time employees. The results suggest that many reduced hour arrangements are informally arranged and often depend on the employee’s value, the women’s job status prior to maternity leave, and the attitudes of management toward family-friendly policies. Women in senior positions prior to maternity leave are more likely to have the opportunity to choose their work hours and/or have access to other flexibility options upon returning to work, while lower skilled workers often experience restricted access to workplace flexibility. The findings also indicate that the Part-Time Workers’ Directive does not have much influence on the occupational mobility of part-time employees, since it is only a recommendation and the decision to accept employees’ requests for flexibility is at the manager’s discretion.

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

 **Global Perspectives - Barling, J., Kelloway, E.K., & Frone, M.R. (Eds.). (2005). *Handbook of work stress*. Thousand Oaks, California: Sage.**

This edited volume is divided into four sections: Section 1 "Sources of Work Stress", Section 2: "Special Populations", Section 3: "Consequences of Work Stress", and Section 4: "Interventions".

 **Global Perspectives - Figart, D.M. (Ed.). (2004). *Living wage movements: Global Perspective*. London: Routledge.**

Contents include: (1) "Introduction to Living Wages Around the Globe", by D.M. Figart; (2) "The Right to an Individual Living Wage", by J.A. Ryan; (3) "Wages and Hours: Historical and Contemporary Linkages", by E. Mutari and D.M. Figart; (4) "Living Wage Laws and the Case for a Targeted Wage Subsidy", by D.A. Macpherson; (5) "The Determination of Living Wages", by D.H. Ciscel; (6) "The Living Wage Movement Mushrooms in the United States", by D.B. Reynolds; (7) "Organizing Home Workers in Toronto's Garment Industry", by J. Eaton and A. Dagg; (8) "British Living Wage and Low Pay Campaigns", by D.P. Grimshaw; (9) "The Living Wage in Australia: History, Recent Developments, and Current Challenges", by J. Buchanan, I. Watson, and G. Meagher; (10) "The Fight for Living Standards in New Zealand", by P. Hyman; (11) "The Miami Living Wage Ordinance: Primary and Secondary Effects", by B. Nissen; (12) "Minimum Wages and Living Wages: Raising Incomes by Mandating Wage Floors", by D. Neumark; (13) "The Economic Impact of Living Wage Policies", by M.D. Brenner; and (14) "Living Wages in U.S. Communities: An Analysis of Costs of Services and Economic Development", by A.J. Elmore.

**Galinsky, E., Bond, J.T., Kim, S.S., Backon, L., Brownfield, E., & Sakai, K. (2005). *Overwork in America: When the way we work becomes too much*. New York: Families and Work Institute.**

Click here to download the executive summary <http://familiesandwork.org/summary/overwork2005.pdf> .

**Halpern, D.F. and Murphy, S. E. (eds.). (2005). *From work-family balance to work-family interaction: Changing the metaphor*. Mahwah, NJ, US: Lawrence Erlbaum Associates.**

Contents include: (1) "From Balance to Interaction: Why the Metaphor Is Important", by D.F. Halpern & S.E. Murphy; (2) "How We Study Work-Family Interactions", by D.F. Halpern, R. Drago, & N. Boyle; (3) "Enhancing Work-Family and Work-Life Interaction: The Role of Management", by S.E. Murphy & D.A. Zagorski; (4) "Work-Family Balance: Does the Market Reward Firms that Respect it?", by W.F. Cascio & C.E. Young; (5) "Corporate Responsibilities", by P. Orfalea; (6) "Sitting at the Corporate Table: How Work-Family Policies Are Really Made", by B. Purkey, V.S. Molina, D. Klein, and P.S. Pires; (7) "Balancing Work and Family Demands in the Military: What Happens When Your Employer Tells You to Go to War?", by D.B. Bell & W.R. Schumm; (8) "Understanding Burnout: Work and Family Issues", by C. Maslach; (9) "Home to School to Work-Transitions for African Americans: Eliminating Barriers to Success", by G. L. Thompson; (10) "The Limits of Connectivity: Technology and 21st-Century Life", by M. Jackson; (11) "Dual-Earner Couples: Good/Bad for Her and/or Him?", by R.C. Barnett; (12) "The Influence of Maternal Employment on the Work and Family Expectations of Offspring", by H.R. Riggio & S. Desrochers; (13) "Maternal and Dual-Earner Employment and Children's Development: Redefining the Research Agenda", by A.E. Gottfried; (14) "Children's Perspectives of Employed Mothers and Fathers: Closing the Gap Between Public Debates and Research Findings", by E. Galinsky; (15) "Imagining the Future: A Dialogue on the Societal Value of Care", by F.A. Wohl; and (16) "Vision for the Future of Work and Family Interaction", by S.E. Murphy & D.F. Halpern.

**Quick, J.D., Henley, A.B., & Quick, J.C. (2004). *The balancing act - At work and at home*. *Organizational Dynamics*, 33(4): 426-438.**

This article provides an overview of work-family conflict. The authors explain what work-family conflict is, how employees, families, and organizations are affected by it, demands and factors that perpetuate work-family conflict, and strategies to balance work and family responsibilities.

**Smithson, J. & Stokoe, E.H. (2005). *Discourses of work-life balance: Negotiating 'genderblind' terms in organizations*. *Gender, Work and Organization*, 12(2): 147-168.**

This article investigates gender equality and the effects of "genderblind" language in organizational policies. The authors interview employees in accounting and banking organizations to study their (gendered) descriptions of "flexible working", "flexibility", and "work-life balance" in their workplaces. The results indicate that flexibility in the workplace is routinely associated with female employees, in particular women with young children, when participants (regardless of age, occupational level, and gender) talk about this issue. The findings also suggest that employees identify parents, not gender, as a cause of unfairness in work-life policies since parents are given privileges that employees without children do not have. The authors conclude that gender equality is not improved by using gender-neutral language in workplace policies.

**Shoptaugh, C.F., Phelps, J.A., & Visio, M.E. (2004). Employee eldercare responsibilities: Should organizations care?. *Journal of Business and Psychology*, 19(2): 179-196.**

This article examines the need for employer-sponsored eldercare, how work can be affected by eldercare responsibilities, level of employees' satisfaction of current eldercare arrangement, and employee level of support for organizational-sponsored eldercare. The findings reveal that eldercare responsibilities are a current issue for 5% of the respondents over age 30, of those many use family arrangements and report to be dissatisfied or neutral with their arrangement. Elder-caregivers state that they have thought about quitting their job due to their current arrangement, absences from work due to caregiving responsibilities, and interruptions at work related to elder-caregiving. Although the majority of respondents in this study do not presently have elder-caregiving responsibilities, 75% of the respondents were in favor of employer-sponsored eldercare. The authors also provide recommendations for employers, such as flexible work schedules for those with caregiving duties.

## *Upcoming Issues*

### *Take Part in The Network News*

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

- Caregiver bias
- Reduced-load work
- Leaves of absence

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.

E-mail: [wfnetwork@bc.edu](mailto:wfnetwork@bc.edu) - Phone: 617-552-4033 / 617-552-1708 - Fax: 617-552-1080



[www.bc.edu](http://www.bc.edu)

*The Sloan Work and Family Research Network is funded by the Alfred P. Sloan Foundation*