



**SLOAN WORK AND FAMILY
RESEARCH NETWORK**
BOSTON COLLEGE

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THE NETWORK NEWS
A WORK-FAMILY NEWS
PUBLICATION

In This Issue

- Mary Dean Lee and Ellen Ernst Kossek discuss findings from their recent study about reduced-load work
- View a graphic which displays changes in occupational position among participants in Mary Dean Lee's and Ellen Ernst Kossek's study.
- Tom Kochan's upcoming book "Restoring the American Dream: A Working Families' Agenda for America" is featured in the Sloan Corner.

New from the Network

Sloan Network Updates and Announcements

- The Sloan Network would like to thank Jody Heymann and Chris Beem for their generous offer to distribute free copies of their most recently edited book "Unfinished Work: Building Equality and Democracy in an Era of Working Families". Close to 300 books were distributed to Sloan Network affiliates! It is not too late to receive a free copy of this book-just email your mailing address to wfnetwork@bc.edu. Do you have an upcoming publication that you would like to offer a limited amount of copies to Sloan Network affiliates? If so, email the Sloan Network at wfnetwork@bc.edu
- We are pleased to announce the addition of **TWO** new encyclopedia entry, "[Work-family Policies and Gender Inequality at Work](#)" by Sarah Beth Estes and Joe Michael; and "[Helping Behaviors: Volunteerism and Taking Care of Kin](#)", by IJ. Hetty Van Emmerik.
- Congratulations to Peri Rosenfeld! She was the winner of the drawing for a Barnes & Noble gift certificate upon completing the Sloan Network Evaluation.

Conversations with the Experts

Achieving Success on Your Own Terms: The Reduced-Hours Work Arrangement



Mary Dean Lee, Ph.D.

Bio: Mary Dean Lee is a Professor of Organizational Behavior and Human Resource Management in the Faculty of Management at McGill University. She previously taught at the University of New Hampshire and was a Research Fellow at Harvard Business School after completing her doctorate in Organizational Behavior at Yale University. Professional and managerial careers, the changing nature of work, work and family, and organizational learning are Dr. Lee's current research interests. She is currently co-leading, with Ellen Ernst Kossek of Michigan State University, a research project funded by the Alfred P. Sloan Foundation on: Managing Professionals in the 21st Century: The Evolution and Institutionalization of New Work Forms. This is a follow-up study based on previous research on reduced-load work among professionals and managers in the late 90's. She has reported findings from her research in many scholarly journals and edited books, including *The Academy of Management Journal* and *Human Resource Management Journal*, as well as *The New World of Work*, *Gender, Work Stress & Health*, and *Work and Life Integration*. In addition, her research has received a great deal of attention in the popular press and media, including American, Canadian and European

newspapers and public radio and television. Dr. Lee addresses a variety of constituencies in the business community, through invited addresses at conferences convened by organizations such as the Conference Boards of Canada and the U.S. She has also participated in a number of professional networks that bring academics and practitioners together, for example the Wharton Work/Life Roundtable and the Boston College Roundtable on Work and Family.



Ellen Ernst Kossek, Ph.D.

Bio: Ellen Ernst Kossek (Ph.D. Yale University) is a Professor at Michigan State University. She is an elected Fellow of the American Psychological Association and SIOP for her contributions to work and family research. She was elected to the Academy of Management Board of Governors and Chair of the Gender & Diversity in Organizations Division. She also served on advisory boards for a Work and Family Center for IESE Business School in Barcelona, and the State of Michigan YMCA. She served as co-editor of the Sloan Work Family Network's Work and Family Encyclopedia, on the teaching resources board, and the Wharton Work-Family Roundtable. She co-edited: *Work and Life Integration: Organizational, Cultural and Individual Perspectives*, (2005) and *The Handbook Of Work-Family: Multi-Disciplinary Perspectives and Approaches* (2006). She is on the editorial boards of JAP, JOB, JABS and HRMJ. Recent invited presentations were made at conferences sponsored by the National Institute of Child Health and Development, the Alfred P. Sloan Foundation, the Conference Board of Europe, the Boston College Work and Family Roundtable, the Friedrich Ebert Foundation, and the Rockefeller Foundation. Visit <http://flex-work.lir.msu.edu/> for her current research with Lee.

Editors Note: This interview focuses on Mary Dean Lee's and Ellen Ernst Kossek's report, "Crafting Lives that Work: A Six-Year Retrospective on Reduced-Load Work in the Careers & Lives of Professionals & Managers."

This study gathered information from 81 of 87 individuals who were originally interviewed from 1996 to 1998 about their experiences with voluntary reduced-load work in 43 American and Canadian companies. The report, "Crafting Lives that Work," focuses on the follow-up study which took place from November 2002 to November 2003. For the follow-up study, the participants were interviewed about the changes that had occurred in their careers, families, organizations, and personal lives since the first interview.

This study was funded by the Alfred P. Sloan Foundation.

Mary Dean Lee and Ellen Ernst Kossek are currently analyzing data for the second phase of this project, which examines the managerial viewpoint with regard to reduced-load work load and explores how organizational policies and practices have changed over time.

To download the report "Crafting Lives that Work: A Six-Year Retrospective on Reduced-Load Work in the Careers & Lives of Professionals & Managers," visit:

<http://www.polisci.msu.edu/kossek/final.pdf> or <http://flex-work.lir.msu.edu/>

An Interview with Mary Dean Lee and Ellen Ernst Kossek

Pitt-Catsouphe: How do you define the term "reduced-load" work?

Lee: Reduced-load work involves employees working less than full-time and being paid accordingly. It is important to understand that the term "reduced-load" refers to an arrangement that it is voluntary; employees aren't being asked to cut back for the organization's sake. These employees voluntarily work less and they are being paid less proportionately.

I prefer the term "reduced-load work" to "reduced hours work." Although the reduced hours concept is accurate, it suggests that reduced-load arrangements are for hourly jobs. We focused on the arrangements for professionals and managers who do not work "by the hour" so "reduced load" is the more appropriate term.

Kossek: In a typical managerial job today, full-time work is expected to be 50 to 60 hours per week by professional norms. So working on an 80% basis is not considered to be 80% of 40, but rather 80% of 50-60. So about ¼ of those working reduced load were actually working 40 or more hours on average a week. This brings up the question what is considered full-time and what is considered part-time when you are speaking about professional or managerial jobs?

Lee: A good example is one of the people in our original study who had been working 80 hours a week as an IT consultant for about 20 years before he requested a reduced-load arrangement. His goal was to

work 50 hours a week. So he arranged to change the kind of job he was doing and then negotiated an 80% reduced-load work arrangement where he aimed to work 50 hours a week. This may seem unfair to some, because strictly speaking he was working more than what the Fair Labor Standards Act defines as full-time and yet was compensated for only 80% of full-time. But from his point of view, he was extremely happy. He gained 30 hours a week on average, with only a 20% cut in his salary.

I should mention that, six years later, he is still working in the IT consulting field on this type of reduced-load schedule.

Pitt-Catsouphe: In your Executive Summary, you note that this study is based on 2002-2003 follow-up interviews of professionals and managers who were originally interviewed in 1996-1998 about their reduced-load work experiences. Why did you decide to follow-up with the participants six years later?

Lee: Based on the findings in the original study, we felt that reduced-load work was one kind of flexible work arrangement that seems to help some people at particular points in their lives. Therefore, we wanted to know how people continue to make choices over time in order to have the kinds of careers and lives that they want. We were taking a snapshot in the late 1990s and we learned a lot about reduced-load from that study. However, we wanted to know what happened to these people over time and how were they going to continue to manage their work and their personal lives.

The follow-up study was also of personal interest to me as well, because I had worked half-time for several years when my children were younger. Now, I am doing different kinds of things to try to manage my work and personal life and I thought other people must make different choices at different points in their lives, too. People have to deal with unexpected events and opportunities. An employee may get a promotion opportunity, but that may mean moving to Belgium. Do they take the promotion or not? Why? What can we learn from them about how they make their decisions and how things work out? That was the main rationale for the follow-up study.

There were other reasons for implementing this follow-up study, as well. In response to the findings of the original study, some skeptics said they couldn't believe that 66% of our sample was rated highly successful while working on a reduced-load schedule. This finding of the "success" of reduced-hours arrangements was not just reflective of the perceptions of the targeted individuals; the bosses and co-workers of the targeted employees also felt that these arrangements were successful. In the first study we used a multiple stakeholder design, meaning that we interviewed the targeted individual, a boss, a co-worker, a Human Resource representative, and a spouse. Therefore, we received multiple perspectives on how the reduced-load arrangement was working out. It is, therefore, significant that there was agreement among all stakeholders in 66% of the cases that the reduced-load work arrangement was successful.

Some people familiar with the results of the original study believed that employees might be able to work a reduced-load or part-time schedule for awhile, but eventually it would have an incredibly negative impact on their careers. In the first study, participants and their bosses told us they did not think reduced-load work was hurting their careers. We wondered "What will happen 10 years later?" In my mind, we needed to follow the participants over time before we could be more confident that reduced-load arrangements do not necessarily jettison career advancement.

Also, in the original study there was a real disconnect between the assessment of the target employees with regard to how much time they said they wanted to work reduced-load and how much time their bosses thought they would be working reduced-load. The organizations thought this schedule would only last a few years for any given individual. Meanwhile, ninety percent of the targeted individuals working reduced-load were stating that they *never* wanted to go back to work full-time. They had found something that had really made a difference in their lives.

Kossek: We feel very fortunate that the Alfred P. Sloan Foundation supported this follow-up study. There was a 91% response rate in the follow-up sample. We tracked people all over the world, including Israel and France, to find almost our entire original sample.

Pitt-Catsouphe: How do the findings of the study offer new ways to think about innovative ways to work?

Kossek: This study of reduced-load work really shows the true motivation of achieving success at work and at home on your terms; to some extent, our research moves the conversation beyond rigid ideas of the "Mommy track" or the "Daddy track" to the "Achieve on Your Own Terms Track."

Many of the respondents felt that they were very good performers at work and equally devoted to their

personal lives, including their families. Reduced-load schedules allowed them to have success in both. The reduced-load options allowed these people to navigate life changes: husbands lose jobs, children get sick or have problems at school, mergers and acquisitions happen... We saw such change in the respondents' lives, and their reduced-load arrangements helped the employees and their families to weather the things that come up in life.

Recently, there have been many articles about the price employees pay when they "opt out" of the labor force for a few years. Reduced-load is the alternative to opting out. There is an article in *Harvard Business Review* about the cost to companies related to opting out. Employees think they either have to opt out or have a crazy, driven life. There is something in-between that is more than the traditional "Mommy or Daddy track". Reduced-load can be conceived as a track that involves "achieving success on your own terms."

Pitt-Catsouphes: Why were there so few men in your study?

Lee: It is important to point out that in our original study we intentionally planned to have 10% of our sample be men, at the request of the Sloan Foundation. We had assumed that we would mainly be talking to women and it would be women seeking reduced-load work as professionals and managers. But the Sloan Foundation encouraged us to include men and get their stories, since there was some convincing evidence that 10-20% of professionals choosing to work on a reduced-load basis were men. .

Pitt-Catsouphes: What were some of the surprising findings from your current study?

Lee: One of the surprising findings was the fact that a majority of the participants had achieved career advancement and continued to have a high level of commitment to their careers, regardless of their employment status at the time of the follow-up interview. Fifty-four percent had received at least one promotion or had made a career move out of their organization to a better situation. Fifty-three percent of those still working reduced load and 74% of those working full-time had experienced career advancement over the 6 years

Kossek: We should note that even though the companies and bosses weren't really pushing the reduced-load arrangements, the participants did it anyway and took a risk. Yet their salaries were equivalent to those who had returned to working full-time once the adjustments in percent work load were accounted for.

It was also interesting that almost our entire sample still had career goals or dreams for the future. And when we asked them what peak experiences they could identify in the past 6 years, a majority talked about a work-related event. Career is very important to these professionals who have used reduced-load work to help them manage their work and personal lives. It was as if they thought about their careers as a marathon and not a sprint; they wanted to achieve success but at a steady and manageable pace.

Lee: In terms of our assessment of participants' career advancement, number of promotions received is just one way to measure it. We also looked at people who went through career changes or employer changes and found success in new fields or organizations. Another way to measure career advancement is people's self-evaluation about their own growth and development. For example, some mentioned how much they valued their expanding skill sets garnered from multiple lateral moves over the years.

We had not expected that so many people would still be working on a reduced-load after six years; it turned out that this was the case for half of the sample. A majority of the other participants expressed a preference for working on a reduced-load basis. Of the people who were working full-time or who were staying at home, the majority said they would prefer to be working reduced-load again. That was very surprising to me. I think what it says is that this is not just a short-term coping strategy for many people; it is a long-term viable way of having a career, having a life, and being able to stay sane and healthy.

Kossek: We should emphasize that the choice to work less is not an individual decision necessarily; it is often times a family decision and reflects a family's need to function effectively. One of the women in the sample went back to full-time after working reduced-load, and her husband then switched from full-time to reduced-load. Her husband started to think of different ways for this to work for the family.

Lee: To expand a bit, a lot of the career theories that exist have been linked to the traditional man planning his career in a vacuum, as if it is not related to the family. What does he want to achieve in his career and what kind of new skills and experience does he need to put into his portfolio? What we saw was people's careers progressing but in a broader context, where they are automatically considering all aspects of their lives.

Pitt-Catsouphes: Most of the people in the sample had experienced some changes in their employment arrangements. What were some of the reasons for those changes?

Lee: The changes in employment status included going from reduced-load to full-time, from reduced-load to staying at home, and from reduced-load in a company with an employer versus part-time self-employment.

What we learned is that people's lives change. For instance, spouses' lose jobs. We have one spouse who committed suicide; we had children with life-threatening illnesses or social adjustment problems; we had close family friends and family dying or being diagnosed with life threatening illnesses, personal health issues; and we had organizations go through downsizing. This is a lot of turbulence. At first we were asking ourselves is this normal or is this just our sample? We looked at our own lives and realized this is the way life is. Life presents you with things you didn't expect-some are good and some are not so good. People need some flexibility to respond to those things in their lives. If people are rigidly trapped in a 60 hour work week, it is really hard to maneuver and adapt to these changes.

Another surprising finding was the peaks and valleys that people went through not only related to their personal lives (such as family, health, or jobs) but also the level of organizational turbulence. Over half of the companies had gone through a merger, acquisition, or downsizing during the six year period. People were desperately trying to hang on to jobs or figure out where they were going to be working in one month. It stunned us to see the degree of change that people had to weather in their lives.

Pitt-Catsouphes: What strategies helped the employees to "craft lives that work"?

Kossek: To make reduced-load work for employers and employees, we need to ask, "Can this job be done reduced-load and how do we redesign it? Can things be done more efficiently?"

If it is expected that the employee will do the same work but just "cut-back," it doesn't really accomplish what it is supposed to. Thinking only about hours can actually end up in overwork. In many cases, successful reduced-load arrangements involve the re-thinking of the design of the job. Plus, employees with a positive track record who show that they are good performers are often more able to negotiate effective reduced-load arrangements.

Lee: Some employees were able to seek out sympathetic bosses, particularly in companies that were going through a lot of turbulence. It was difficult for those who did not have understanding bosses. For instance, one employee took a lateral move into a new department and realized after 6 months or so that the new manager didn't understand the reduced-load arrangement.

When some employees got a new boss, they set about to educate and socialize these managers about reduced-load work. They believed it was up to them to make sure their bosses learned how to make this new way of working turn out well for the work unit and the individual.

Kossek: Employees needed to be very proactive and seek out information, network, etc. in order to find a place they could work reduced-load. I was amazed by the creative maneuvering people did to keep their reduced-load. It also gets back to the departments. In some of the companies, certain departments have cultures that just don't support reduced-load.

Lee: Many people also experimented with their reduced-load arrangements a bit in order to arrive at something that worked well. We came across a number of people who said that initially they had not thought that they could work on a reduced-load at their organization. Some of these employees agreed to work full-time the first 3 months at a new job, but after they settled in, their employers agreed to let them try to work reduced-load on an 80% basis, for example. Others worked full-time during certain seasons when the organization goes flat out and 75% in the slower periods. We found employees matching their work schedule to organizational peaks and valleys of demand.

Kossek: Sometimes, these adaptations to the reduced load arrangement reflected the changes in people's personal and family lives. For instance, there are child care peaks and valleys. During the school year, an employee might work five days a week but in the summer the employee might work every other week because of the way their child care is set up in the summer.

Lee: Quite a few people mentioned taking leaves of absence as another way of crafting their lives. Their companies had policies that supported leaves when things got to be too much. We also heard from those working full-time that they paid attention to not working excessive hours - the average was 47 hours a week

versus the average of 55 hours they reported working before going on a reduced-load schedule originally. Participants said they had found ways to be more efficient. One respondent knew she would have to work full-time because her husband lost his job, but she was not going to give in to the norms around working excessive hours.

Pitt-Catsoupes: What are the implications of this study for organizations?

Lee: We anticipate we will have more suggestions and ideas for the business community as we move forward with the second phase of this project, which will focus on managers and organizations.

However, in this study, Ellen and I heard over and over again that employees have to continuously monitor their loads and they have to talk load issues with their managers. There has to be a trusting relationship and commitment on both the part of the employee and manager. The manager has to understand that these arrangements are going to work only if the individual's work load continues to be manageable and reasonable.

In reality, open discussions about work loads should be happening whether people are working full-time or reduced-load.

Kossek: Employees' ability to keep reduced-load work arrangements over the period of six years shows that flexibility is a two way street. There might be times when an employee who normally takes off Wednesdays finds that he needs to work that day during a busy time. At the same time, the company has to show mutual respect and accept that other times the employee is going to stick with the reduced schedule for family reasons. The people that were able to have some way of not being rigid in their work schedules (such as back-up child care) had come to an understanding of when it is important to re-adjust and when they need to stand their ground. Employees weren't always changing their schedules to meet work demands and the company wasn't always expecting that either.

Lee: This study convinced me even more that all of us have to deal with crises and family issues in the course of life and we need the flexibility to cut back at work to respond to those events. Organizations that offer reduced-load are going to get commitment from employees, because they feel that the organization understands. Organizations' workforces no longer just have men with wives at home. Instead, the workforce is predominantly comprised of men and women from dual-career families; they now make up more than half of the workforce.

People are going to have situations that come up where they need some flexibility to deal well with personal and family needs. It is in the organization's best interest to provide that. Of course, this does not mean that reduced-load can be offered to all employees who request that schedule.

Pitt-Catsoupes: What are the implications of this study for public policy?

Kossek: Canada seems to have embraced reduced-load schedules more than the U.S.

Lee: In Canada, there is a 12 month paid leave guarantee when a person has a child. The leave in Canada is paid for in different amounts depending how much time is taken. It is funded through social insurance (unemployment insurance in the U.S.) which the employee and employer contribute to, and some companies supplement this basic amount. Different companies choose to support it at different levels. At first, companies were very worried about what would happen with the year-long paid leave, but they are learning to adapt to these leaves. Given this situation some Canadian employers commented that allowing an employee to work a reduced-load, such as 80% for awhile, was not a huge leap. Organizations are already wrestling with having to deal with people coming and going and finding ways to sustain productivity and performance as a result of the longer parental leave guarantees.

The UK entitles any employee to a reduced load arrangement if they have a child under the age of 12. This is totally unimaginable in the U.S. In Canada, Quebec has introduced a similar law, but the party that proposed it didn't win the election.

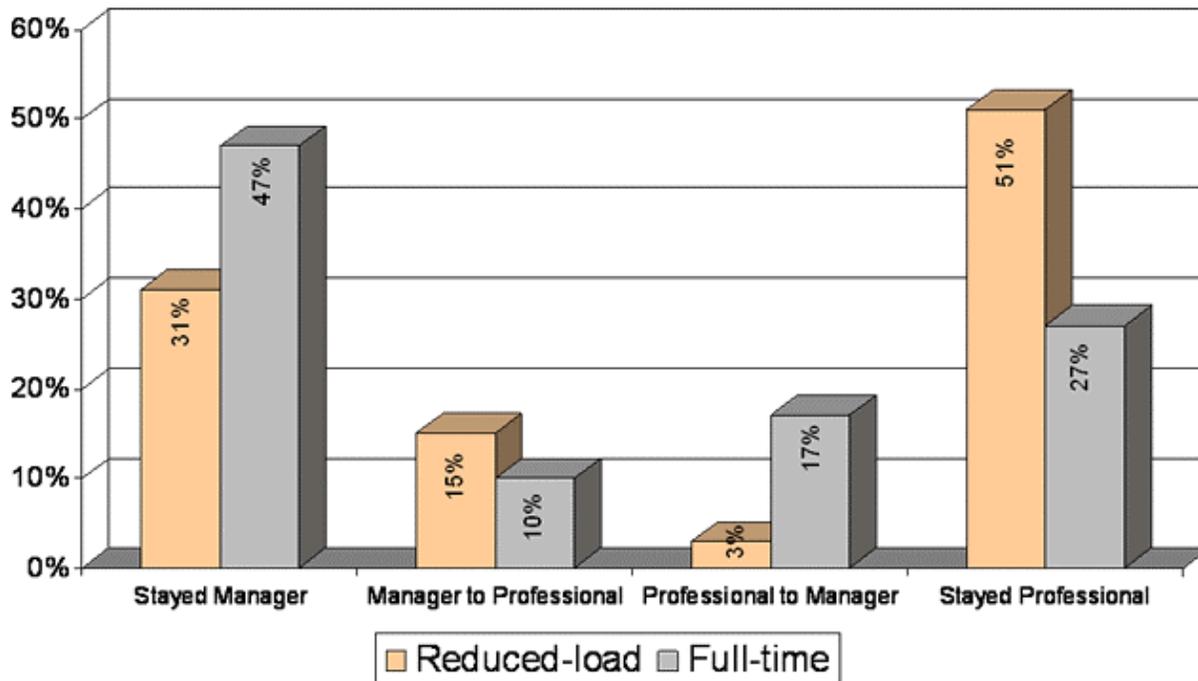
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Changes in Occupational Positions among Reduced-Load and Full-Time Employees

Description: This chart illustrates the changes in employment status among reduced-load and full-time employees during the 6 year period between Lee and Kossek's Study I and Study II.

Source: This graph has been adapted from Lee, M.D. & Kossek, E.E. (2005). *Crafting lives that work: A six year retrospective on reduced-load work in the careers and lives of professionals and managers*, page 7, "Shift in Type of Position by Employment Status" chart



Additional Resources: Related to Part-Time Work

AFL-CIO: "The AFL-CIO's mission is to bring social and economic justice to our nation by enabling working people to have a voice on the job, in government, in a changing global economy and in their communities."

- View the homepage at <http://www.aflcio.org/>
- To visit the "Unions and Part-Time Workers" page on this website, click here <http://www.aflcio.org/aboutunions/joinunions/whyjoin/uniondifference/uniondiff15.cfm>

Global Perspectives - Department of Trade and Industry: "The DTI drives our ambition of 'prosperity for all' by working to create the best environment for business success in the UK. We help people and companies become more productive by promoting enterprise, innovation and creativity."

- Visit the homepage at <http://www.dti.gov.uk/>
- Click here to view the part-time work page at <http://www.dti.gov.uk/er/ptime.htm>

Global Perspectives - Flexibility: This organization's mission is "to bring together a network of companies and organisations with an interest in new ways of working and associated issues, which will work together to raise awareness and publish information, to run seminars and conferences, to undertake research and to carry out other related activities as appropriate"

- Click here to view the homepage <http://www.flexibility.co.uk/>
- View a fact sheet titled "Who wants to work part-time?: Choices about working time" at <http://www.flexibility.co.uk/flexwork/time/part-time.htm>

Global Perspectives – International Labour Organization: "The International Labour Organization is the UN specialized agency which seeks the promotion of social justice and internationally recognized human and labour rights. It was founded in 1919 and is the only surviving major creation of the Treaty of Versailles which brought the League of Nations into being and it became the first specialized agency of the UN in 1946."

- View the homepage at <http://www.ilo.org/>
- Visit the ILO's Part-time Workers Page at

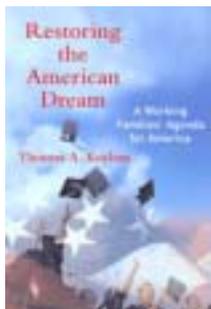
U.S. Department of Labor: “The Department of Labor (DOL) fosters and promotes the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements.”

- Click here <http://www.dol.gov/> to view the homepage
- Visit the Department of Labor’s Part-Time Employment page at <http://www.dol.gov/dol/topic/workhours/parttimeemployment.htm>

The Sloan Foundation Corner

Work-Family Book

“Restoring the American Dream: A Working Families’ Agenda for America”, by Thomas Kochan



Thomas Kochan (September 2005).

“Restoring the American Dream: A Working Families’ Agenda for America”

Cambridge, MA: The MIT Press

ISBN: 0-262-11292-2

Editor’s Note: The following description is from the MIT Press. For more information about this book, please visit <http://mitpress.mit.edu/main/home/>

“Many American families have not prospered in the new ‘knowledge economy.’ The layoffs, restructurings, and wage and benefit cuts that have followed the short-lived boom of the 1990s threaten our deeply held values of justice, fairness, family, and work.

These values -- and not those superficial ones political pollsters ask about -- are the foundation of the American dream of good jobs, fair pay, and opportunities for all. In this call to action for families, business, labor, and government, Thomas Kochan outlines ways in which we can empower working families to earn a good living by doing satisfying work while still having time for family and community life.

We cannot make the transition to a knowledge economy, writes Kochan, with a workforce that is stressed, frustrated, and insecure. Businesses need to rebuild relationships with their employees based on trust. And working families need to take control of their own destinies.

First, we can take action that goes beyond the workplace buzzwords *flexible* and *family friendly* to design systems that support productive work and healthy family life. We can invest in better basic education and life-long learning, and we can work toward strategies for creating and sustaining good jobs with portable benefits. We need organizations that value investors of human capital -- their employees -- as highly as they do investors of financial capital, and we need a renewed labor movement to give workers a stronger voice. Kochan lays out an agenda for working families in the twenty-first century that calls for business, labor, government, and workers to come together to make the changes that will allow us all to benefit from the new economy. The solution to our problems, he points out, is too important to be left to ‘the market.’ “

Thomas A. Kochan is the George M. Bunker Professor of Management at MIT’s Sloan School of Management. He has served as a third-party mediator, fact finder, and arbitrator and as a consultant to a variety of government and private sector organizations and labor-management groups. He was a consultant for one year to the Secretary of Labor in the department of Labor’s Office of Policy Evaluation and Research. In 1996, Prof. Kochan received the Heneman Career Achievement Award. From 1993 to 1995 he was appointed to the Clinton Administration’s Commission on the Future of Work/Management Relations. The Commission investigated methods to improve the productivity and global competitiveness of the American workplace. He is the president of the International Industrial Relations Association. He has done research on a variety of topics related to industrial relations and human resource management in the public and private sector. He is the author of several books, reports and working papers (<http://mitsloan.mit.edu/iwer/KochanWP.html>).



Announcements

Call for Papers:

 **Global Perspectives - International Sociological Association World Congress of Sociology**
Deadline for Submission: September-November 2005

This conference will take place in South Africa on July 23-29, 2006. The theme of the conference will be "The Quality of Social Existence in a Globalising World". Click here for more submission information
<http://www.ucm.es/info/isa/congress2006/>

Conferences

 **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>

The Center for Law and Social Policy (CLASP) announces a national audio conference on Paid Sick Days, featuring Senator Edward Kennedy
When: June 17, 2005 from 12:30-1:30 (ET).

Visit this link for a short video and to register, <http://www.clasp.org/Video/061705/061705-rev2.html>

 **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 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 - 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 21st 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/>



Global Perspectives - International Sociological Association

Theme: "Social Stratification and Mobility"

Where: Los Angeles, CA - When: August 18-21, 2005

Click here for more details, <http://www.ccpr.ucla.edu/isarc28/Program.htm>



Global Perspectives- Second Household, Income and Labour Dynamics in Australia (HILDA) Survey Research Conference

Where: Melbourne - When: September 29-30, 2005

Visit this website for more information <http://www.melbourneinstitute.com/hilda/conf2005.html>

2005 Working Mother 100 Best Companies Work Life Congress

Where: New York, NY - When: October 17-19, 2005

Click here for more conference information <http://www.workingmother.com/congress.html>



Global Perspectives -The 6th European Work-Life & Diversity Conference

Theme: "Connecting Diversity and Inclusion to Business Innovation"

Where: Paris, France - When: October 19-20, 2005

View this website for more information <http://www.conference-board.org/conferences/conference.cfm?id=935>

Health, Work & Wellness Conference

Where: Montreal – When: October 20-22, 2005

Click here for more details <http://conferences.healthworkandwellness.com/index.php>

White House Conference on Aging

Where: Washington, D.C. – When: October 23-26, 2005

Visit this website for more information <http://www.whcoa.gov/about/about.asp>

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 **6,030** citations in the Literature Database. As of May 2005, we now have over **6,455** 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 reduced-load work.**



Global Perspectives - Buddelmeyer, H., Mourre, G. & Ward, M. (2004). Recent developments in part-time work in EU-15 countries: Trends and policies. Germany: Institute for the Study of Labor.

Download this report at

http://www.iza.org/index.html?lang=en&mainframe=http%3A//www.iza.org/en/webcontent/publications/papers/viewAbstract%3Fdp_id%3D1415&topSelect=publications&subSelect=papers

Lee, M.D., MacDermid, S.M., Williams, M.L., Buck, M.L., & Leiba-O’Sullivan, S. (2002). Contextual factors in the success of reduced-load work arrangements among managers and professionals. *Human Resource Management*, 41(2): 209-223.

This article examines how contextual factors influence the success of 82 reduced-load professionals and managers. According to senior managers, coworkers, direct reports, and reduced-load managers, reduced-load work arrangements are effective. Key factors in the success of these arrangements include individual characteristics and behaviors, as well as contextual factors related to job content, work group, organizational culture, and human-resource policies and practices.

Lee, M.D., MacDermid, S., & Buck, M.L. (2000). Organizational paradigms of reduced-load work: Accommodation, elaboration, and transformation. *Academy of Management Journal*, 43(6): 1211-1226.

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



Global Perspectives - Smithson, J. (2005). ‘Full-timer in a part-time job’: Identity negotiation in organizational talk. *Feminism and Psychology*, 15(3): 275-293.

This paper examines the way in which men and women talk about part-time work and considers the links that people make between working time, gender, and professional identity. The paper draws upon qualitative data from 50 individual interviews with employees mainly from the accountancy and finance sector as part of a larger study into the experiences and impact of working flexibly or part-time in British organizations. From a discursive psychology perspective, the author focuses on participants’ accounts of their working practices and orientations. The findings demonstrate that participants regularly make associations between full-time work, professional commitment, and gender. The analysis also reveals that participants’ orientations to the category of ‘part-timer’ are complex and problematic and contrasts to the organizations’ and the research team’s simplified notion of part-time and full-time work as opposites. The author considers the implications of researcher-imposed categories such as ‘part-time’ and ‘part-timers’ for research and for policy. Annotated by Uracha Chatrakul Na Ayudhya, Manchester Metropolitan University.



Global Perspectives - Van Rijswijk, K., Bekker, M.H.J., Rutte, C.G., & Croon, M.A. (2004). The

relationships among part-time work, work-family interference, and well-being. *Journal of Occupational Health Psychology*, 9(4): 286-296.

This article studies the effect of part-time work on women's well-being and work-family interference. The participants are married or cohabitating women with children working full-time or part-time in the service sector in the Netherlands. The findings indicate that part-time work is associated with work-to-family interference; however there is not a relationship among family-to-work interference and part-time work. Furthermore, some aspects of well-being were related to working part-time.

 **Global Perspectives - Walters, Sally (2005) Making the best of a bad job? Female part-timers' orientations and attitudes to work. *Gender Work and Organization* 12(3), 193-216.**

This study explores the attitudes, orientations, and aspirations towards paid work of female part-time workers in low-level jobs in Britain. The study is conducted in response to Hakim's claims that women have full control and choice over their employment status, which in turn reflect their commitment to employment. The author argues that workers' employment decisions are not made in a vacuum and that choices are shaped by constraint factors, including the welfare state, societal attitudes towards gender roles, socio-economic status, and the level of education and qualification obtained. The paper draws upon reflexive qualitative data from 50 interviews with female part-time workers in the British retail industry. The findings illustrate that female part-timers in low-level occupations are not a homogenous group with the same work attitudes and orientations. In addition, the majority are not fully satisfied with their current jobs and would prefer to be in more meaningful roles, but are restricted by lack of opportunity, lack of necessary qualifications, and extensive childcare responsibilities. The study highlights the importance of understanding the processes behind women's assessment of their job satisfaction by demonstrating that work attitudes and orientations of female part-time workers in low-level jobs are varied and complex. Annotated by Uracha Chatrakul Na Ayudhya, Manchester Metropolitan University.

 **Global Perspectives - Warren, T. (2004). Working part-time: Achieving a successful 'work-life' balance. *British Journal of Sociology*, 55(1): 99-122.**

Drawing on data from the British Household Panel Survey, the author examines women's part-time work in broader work-life terms, instead of only focusing on work and family domains. The results suggest that female part-time employees are less satisfied with their leisure time and are the least financially secure. Warren argues that to fully assess the challenges and benefits of working part-time, a more complete understanding of work-life balance is needed.

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

Bianchi, S.M., Casper, L.M., & King, R.B. (Eds.). (2005). *Work, family, health, and well-being*. Mahwah, New Jersey: Lawrence Erlbaum.

Contents include: (1) "Foreword", by K.E. Christensen; (2) "Complex Connections: A Multidisciplinary Look at Work, Family, Health, and Well-Being", by S.M. Bianchi, L.M. Casper & R.B. King; (3) "Time Allocation in Families", by S.M. Bianchi & S. Raley; (4) "Embracing Complexity: Work Schedules and Family Life in a 24/7 Economy", by H.B. Presser; (5) "Work, Family, and Children's Time: Implications for Youth", by A.C. Crouter & S.M. McHale; (6) "Timely and Timeless: Working Parents and Their Children", by B. Schneider & L. Waite; (7) "Work and Family Life: The Perspective of Employers", by H.J. Holzer; (8) "Workplace Policies and Practices to Support Work and Families", by E.E. Kossek; (9) "Work-Family Culture: Key to Reducing Workforce-Workplace Mismatch?", by C.A. Thompson, J.K. Andreassi & D.J. Prottas; (10) "Filling the Gap by Redesigning Work", by L. Baily; (11) "Can Employers Be Good Neighbors? Redesigning Workplace-Community Interface", by A. Bookman; (12) "Government Policies as External Influences on Work-Family and Trade-Offs", by K. Moore, S. Jekielek, Z. Redd & R. Wertheimer; (13) "Psychological Perspectives on the Work-Family Interface", by D.A. Major & J.N. Cleveland; (14) "An Economic Perspective on Work, Family, and Well-Being", by A.A. Leibowitz; (15) "Anthropology and the Workplace-Workforce Mismatch", by C.N. Darrach; (16) "Sociological Perspectives on Work and Family", by J. Glass; (17) "Work and Family Research: A Public Policy Perspective", by J. Waldfogel; (18) "A Psychological Perspective on the Health and Well-Being Consequences of Parental Employment", by R. Repetti; (19) "Work-Family Mismatch Through a Child Developmental Lens", by M. Zaslow, S. Jekielek & M. Gallagher; (20) "When Do We Really Know What We Think We Know? Determining Causality", by J. Currie; (21) "Work-Family Mismatch and Child Health and Well-Being: A Review of the Economics Research", by S. Korenman & R. Kaestner; (22) "How Well Do Government and Employer Policies Support Working Parents?", by C.J. Ruhm; (23) "Gender Perspectives on Work and Personal Life Research", by J.K. Fletcher; (24) "Gender, Work, and Family Well-Being in the United States", by P.J. Smock & M. Noonan; (25) "Effects of Marriage, Divorce, and Widowhood on Health", by R.M. Stolzenberg & L.J. Waite; (26) "Work and Family Issues for Midlife Women", by E.K. Pavalko & F. Gong; (27) "The Effect of Occupational Injuries and Illnesses on Families", by A.E. Dembe; (28) "Labor Markets and Health: A Social Epidemiological

View", by B.C. Amick & C. Mustard; (29) "A Systematic Approach to the Assessment of the Psychological Work Environment and the Associations With Family-Work Conflict", by T.S. Kristensen, L. Smith-Hansen & N. Jansen; (30) "Work in the Working Class: Challenges Facing Families", by M. Perry-Jenkins; (31) "Nonstandard Work and Child-Care Needs for Low-Income Parents", by J. R. Henly & S. Lambert; (32) "Health and Mothers' Employment in Low-Income Families", by L.M. Burton, L. Lein & A. Kolak; (33) "Global Transformations in Work and Family", by J. Heymann, S. Simmons & A. Earle; and (34) "Forging the Future in Work, Family, Health, and Well-Being Research" by L.M. Casper, S.M. Bianchi & R.B. King.

Grant, J., Hatcher, T., & Patel, N. (2005). *Expecting better: A state-by-state analysis of parental leave programs*. Washington, D.C.: National Partnership for Women & Families.

Download the report at:

<http://www.nationalpartnership.org/portals/p3/library/PaidLeave/ParentalLeaveReportMay05.pdf?tr=y&aid=876914>

 **Global Perspectives - Poelmans, S.A.Y. (Ed.). (2005). *Work and family: An international research perspective*. New Jersey: Lawrence Erlbaum.**

Contents include: (1) "An Overview of International Research on the Work-Family Interface", by S. Poelmans, M. O'Driscoll, B. Beham; (2) "U.S. Latino Migrant Farm Workers: Managing Acculturative Stress and Conserving Work-Family Resources", by E.E. Kossek, D. Meece, M.E. Barratt, B.E. Prince; (3) "An International Comparative Study of Work-Family Stress and Occupational Strain", by P.E. Spector, T.D. Allen, S. Poelmans, C.L. Cooper, P. Bernin, P. Hart, L. Lu, K. Miller, L.R. de Moraes, G.M. Ostrognay, H. Pitariu, V. Salamатов, J. Salgado, J.I. Sanchez, O.L. Siu, M. Teichmann, T. Theorell, P. Vlerick, M. Widerszal-Bazyl, S. Yu; (4) "Work-Family Culture in Organizations: Theoretical and Empirical Approaches", by U. Kinnunen, S. Mauno, S. Geurts, J. Dikkers; (5) "Work-Life Balance and the Effective Management of Global Assignees", by P. Caligiuri, M. Lazarova; (6) "Work-Nonwork Culture, Utilization of Work-Nonwork Arrangements, and Employee-Related Outcomes in Two Dutch Organizations", by J.S.E. Dikkers, L. den Dulk, S.A.E. Geurts, B. Peper; (7) "Organizational Change, Globalization, and Work-Family Programs: Case Studies From India and the United States", by W.R. Poster; (8) "Workplace Work-Family Arrangements: A Study and Explanatory Framework of Differences Between Organizational Provisions in Different Welfare States", by L. den Dulk; (9) "Cross-Cultural Differences in Crossover Research", by M. Westman; (10) "The Work-Family Interface in Urban Sub-Saharan Africa: A Theoretical Analysis", by S. Aryee; (11) "Individualism--Collectivism and Work-Family Interfaces: A Sino-U.S. Comparison", by N. Yang; (12) "Easing the Pain: A Cross-Cultural Study of Support Resources and Their Influence on Work-Family Conflict", by M.A. Shaffer, J.R.W. Joplin, A.M. Francesco, T. Lau; (13) "Case Study 1: Emigration to Mexico: Promotion and the Dual-Career Couple", by N. Chinchilla, S. Poelmans; (14) "Instructor's Manual for Case Study 1", by B. Beham, S. Poelmans; (15) "Case Study 2: Launching Flexible Work Arrangements within Procter & Gamble EMEA", by S. Poelmans, W. de Waal-Andrews; (15) "Instructor's Manual for Case Study 2", by B. Beham, S. Poelmans; (16) "Methodological Issues in Work-Family Research in an Era of Globalization", by R.S. Bhagat, B.C. Krishnan; (17) "Cross-Cultural Perspectives on Work-Family Conflict", by M.J. Gelfand, A.P. Knight; (18) "Emphasizing the Family in Work-Family Research: A Review of Current Research and Recommendations for Future Directions", by J.M. Bowes; (19) "Organizational Research on Work and Family: Recommendations for Future Research", by S. Poelmans; and (20) "Epilogue: Globalization and the Integration of Work With Personal Life", by R. Rapoport, S. Lewis, L. Bailyn, R. Gambles.

 **Global Perspectives - Poster, W.R. & Prasad, S. (2005). *Work-family relations in transnational perspective: A view from high-tech firms in India and the United States*. *Social Problems*, 52(1): 122-146.**

This article studies work-family boundaries among employees at three high-tech firms; one located in the United States, a subsidiary in India, and another high-tech firm in India. Findings indicate that Indian employees are more likely to separate work and family, while American employees are more likely to integrate work and family. These differences are explained by social and historical contexts of work-family, variations in household and workplace expectations, and perceptions of the interference between work and family.

 **Global Perspectives - Settersten, Jr., R.A., Furstenberg, Jr., F.F., & Rumbaut, R.G. (Eds.). (2004). *On the frontier of adulthood: Theory, research, and public policy*. Chicago: The University of Chicago Press.**

Contents include: Part One: "On the Frontier of Adulthood: An Introduction", Part Two: "Comparisons Over Time and Place: Cross-Sectional and Cross-National Studies", Part Three: "Passages to Adulthood: Findings from National and Regional Longitudinal Studies", and Part Four: "Policy and Practice for Lives in Transition."

 **Global Perspectives - Skinner, C. (2005). *Coordination points: A hidden factor in reconciling work***

and family life. *Journal of Social Policy*, 34(1): 99-119.

This article studies the coordination points of families with young children. Coordination points are defined as “the critical times in the day when parents make arrangements to get themselves to and from work and their children to and from childcare and education.” Although there have been recent improvements in work and family legislation in the United Kingdom, such as the National Childcare Strategy and the Work-Life Balance Campaign, parents continue to have difficulty coordinating their work schedules with their children’s educational and childcare schedules. Strategies parents use to ease the coordination points include working part-time, flexible work options, and working atypical hours. Successfulness of coordination depends on father support, informal support (such as neighbors picking up the child from childcare), workplace support, distance between work, childcare/early childhood education, and access to own transportation (owning a car rather than relying on public transportation). The author also provides implications for policymakers, such as encouraging employers to promote work-life balance programs and policies, extending the hours of part-time early education, and expanding accessibility to and combining early childhood education and childcare.

Upcoming Issues

Take Part in The Network News

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

- Parental leave
- Older workers
- 35-hour laws in France

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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