



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

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*THE NETWORK NEWS*  
A WORK-FAMILY NEWS  
PUBLICATION

## In This Issue

- Michàlle Mor Barak discusses managing diversity in the workplace.
- A graphic illustrates the importance of diversity in countries around the world.
- Marcie Pitt-Catsoupes discusses the newly published *Work and Family Handbook*.

## New from the Network

### Sloan Network Updates and Announcements

- ▶ We now have new linking capabilities on our website! You may have noticed that in the past it was not possible to link directly to some pages within our web site. For example, you could forward someone a direct link to our menu of topic pages (<http://wfnetwork.bc.edu/academics.php>) but you could not directly link to a specific topic page, such as our Afterschool Care page (<http://wfnetwork.bc.edu/topic.php?id=3&area=academics>). Now you can! Just go to any page on our website and copy and paste the url. We hope this will make linking easier within syllabi, training materials, e-mails and your own newsletters. For questions about links, please e-mail [wfnet@bc.edu](mailto:wfnet@bc.edu).
- ▶ "Numbers That Work": We recently polled our affiliates to determine the topic areas and types of information needed to drive organizational change. Thank you to everyone who took the poll! We will be using the results for a presentation at the March 2006 AWLP conference in Austin, TX. We would also like announce that Hanne Weedon from the ThirdPath Institute in PA was selected as the winner of the \$50 Gift Certificate to Amazon.com. Congratulations, Hanne!
- ▶ Judi Casey led a Boston College Work and Family Roundtable Brown Bag Roundtable session on January 25, 2006. Roundtable members received a virtual tour of the Network highlighting areas of particular interest to workplace practitioners.
- ▶ The fourth issue of the Policy Leadership Series on Part-Time Work has been mailed to over 1,700 state policy makers across the country. The fifth issue on Afterschool Care is in progress. To view the Policy Leadership Series, please click here: <http://wfnetwork.bc.edu/policy.php>.
- ▶ Be sure to keep checking "What's New in Work and Family" on our web site for the latest work and family links. Here are two recent announcements:
  - ▶ Jacquelyn James, Director of Research at the Center for Work & Family at Boston College, recently wrote an op-ed piece for the Boston Globe asking "What are we to do with all the time, talent and energy of the largest group approaching retirement in history?" To read the article, please click here: [http://www.bc.edu/bc\\_org/rvp/pubaf/06/retirementboomers.pdf](http://www.bc.edu/bc_org/rvp/pubaf/06/retirementboomers.pdf).
  - ▶ The Centre for Economic Performance announces new evidence that links management practices with productivity. The study of 700 manufacturing firms in France, Germany, the U.K. and the U.S. found that companies that are bigger, more globalized, and better managed provide a better work-life balance for their employees. To access Work Life Balance, Management Practices and Productivity by Nick Bloom, Toby Kretschmer and John Van Reenen, please click here: [http://cep.lse.ac.uk/management/worklifebalance\\_research.pdf](http://cep.lse.ac.uk/management/worklifebalance_research.pdf)

For more announcements and articles, you may access What's New in Work and Family by clicking here: <http://wfnetwork.bc.edu/template.php?name=newsannounce#news>.

Best regards,

Marcie, Karen, Judi, Tina, and Sandee

## *Conversations with the Experts*

### **Managing Diversity: Toward a Globally Inclusive Workplace**



**Michàlle E. Mor Barak**

**Bio:** Michàlle Mor Barak, PhD, is a professor at the University of Southern California with a joint appointment at the School of Social Work and the Marshall School of Business. She holds the Lenore Stein-Wood and William S. Wood Professorship in Social Work and Business in a Global Society, is the Chair of the Industrial/Occupational Social Work Program, and is the founder and director of the International Center for the Inclusive Workplace at the USC Hamovitch Research Center.

Professor Mor Barak has received awards of distinction, including a Fullbright award, the Lady Davis award for international exchange scholars, the University of California Regents Award, and the Franklin C. Sterlin Distinguished Faculty Award for Research and Scholarship. She has been invited to give keynote addresses and received grants to lead several prestigious conferences around

the world, including the Rockefeller Foundation's grant to lead an international conference on global diversity in Bellagio, Italy, and the Borchard Foundation's grant to lead a global think tank of scholars on diversity management at the Chateau de la Bretesche, France. A Principal Investigator on several large research projects, she has published extensively in the areas of global diversity and inclusion and industrial/occupational social work and has authored two other books, *Social Networks and Health* (Garland, 1991) and *Social Services in the Workplace* (Haworth, 2000.)

**Editors' Note:** This month, Judi Casey and Karen Corday interview Michàlle E. Mor Barak, author of *Managing Diversity: Toward a Globally Inclusive Workplace*. This book was published in 2005 by Sage Publications, Inc.

### **An Interview with Michàlle E. Mor Barak**

By Judi Casey and Karen Corday

**Casey:** What do you mean by the term "inclusive workplace?"

**Mor Barak:** The concept is based on the idea that work organizations must create and sustain a culture that is accepting of individual differences. It refers to a work organization that respects and utilizes the diversity of its own workforce while also being active in the community, in state and federal programs that support disadvantaged populations, and collaborating fairly across cultural and national boundaries.

**Casey:** So you're looking inside as well as outside of the organization.

**Mor Barak:** Exactly. The major contribution that I'm hoping to make with the Inclusive Workplace Model is for organizations realize that their constituents are not only their employees and their customers, but also the communities in which they live.

**Casey:** But it's not only the communities in which they live, but also the communities with which they interact throughout the world?

**Mor Barak:** Yes. That interaction could be either through the business operations, which means the subsidiaries or subcontractors of the work organization in other countries, or through potential customers who reside overseas. It stems from the understanding that we all operate globally now. Locally means globally.

**Casey:** Can you talk about the four levels of the inclusive workplace?

**Mor Barak:** At the first level, the organization has to value and utilize individual and inter-group differences within its workforce. In order to accommodate these differences, the organization needs to conduct assessment, training, and interventions that will change the organizational culture. For example, the restaurant chain Denny's was the target of several lawsuits regarding discriminatory treatment of their customers. Since then, the company has done a tremendous job in changing its organizational culture to enhance and

accommodate the diversity of its own workforce. In addition, they've worked with their employees to change their attitudes toward customers from diverse backgrounds. It's all linked; that's the core idea of the inclusive workplace.

**Casey:** Would you say that at the core, there's a respect for diversity that builds and moves from the employees to the customers to the local community to the global community?

**Mor Barak:** You just said it perfectly. At the second level, the organization contributes to the surrounding community in which the organization resides. For example, Shell, the oil company, created a youth academy with several locations around the country where they prepare young people between the ages of 14 and 18 for the world of work. They teach work-related behaviors such as being on time and understanding the work environment and how to operate within it. Level two of my Inclusive Workplace Model includes any type of activity or project that benefits the local community. Another example for a level two activity is the University of Southern California's Neighborhood Fund that provides support to projects in the local community such as a family counseling clinic and both financial and volunteer students' support to local elementary schools.

**Casey:** So it's really about community building?

**Mor Barak:** Yes, that's right. At the third level of the Inclusive Workplace Model, the organization works to improve the lives of disadvantaged groups in the wider environment. The people they help may not necessarily reside in the geographic vicinity of the organization. For example, the Marriott hotel chain's Welfare-to-Work program helps people who've been on welfare find jobs; Marriott trains them to work in their hotels and then hires graduates of the program.

At the fourth and final level of the Inclusive Workplace Model, the organization collaborates fairly with individuals, groups, and organizations across national and cultural boundaries. Here we examine the unfortunate behaviors that some companies exhibit overseas in which they exploit the local workforce and deplete community resources. Organizations that are inclusive will avoid these practices, contribute to the community and help communities grow while fostering true partnerships with the local residents. The Body Shop, for example, makes efforts not to exploit the natural resources and labor of the communities from which they get their products; instead, they give back to these communities by contributing to the development of beneficial community services.

All of this may sound too idealistic and costly, but in my book I provide research demonstrating that when corporations adopt these practices, they actually benefit greatly in many areas. For example, they increase their ability to attract a socially conscious workforce; typically, the highly sought-after employees are those who want a work environment that is supportive of diversity and respectful of other cultures and the environment. Another benefit of inclusive practices is the improvement of corporate image; again, there's research that shows that improved corporate image can affect several financial dimensions, including stock prices. When investors realize that the company is socially conscious, the company becomes more attractive and they are more likely to support it. This support comes not only from idealistic reasons but from realistic ones too: a company that implements inclusive practices is more likely to avoid costly lawsuits. There's a whole array of benefits that come from doing the right thing, and these benefits positively affect the company's bottom line.

**Casey:** Why is your focus on a "globally" inclusive workplace?

**Mor Barak:** In the book, I examine how demographic, legislative, and public policy trends all over the world converge to make global diversity a local issue. I think this is well-demonstrated by population projections that impact this trend. On the one hand, developed regions of the world, such as North America and Western Europe, are experiencing low birth rates, decreasing cohorts of young people, and declining ratios of workers to retirees (fewer workers supporting increasing numbers of retirees). In order to sustain their current levels of economic activities, these countries need to import immigrants to work. On the other hand, developing regions of the world are experiencing a completely opposite trend, with unprecedented growth in the number of young people due to high birth rates, improved medical conditions, and decreased infant mortality. This creates very large cohorts of young people who are looking for jobs. These countries cannot support such large numbers of young job seekers, so they need to emigrate in order to find jobs for themselves and to support their families.

Case in point for the developed countries: Italy's population is currently around 57 million. It is projected to decrease to about 41 million by the year 2050 because of low birth rates. In order to sustain its current economic activities, Italy will need to bring in about 350,000 immigrants yearly. We see similar trends in Germany, Belgium, and France—they are all likely to experience population declines if they don't continue to accept immigrants. An example of the situation in developing countries is Mexico: every year, the same number of people reaches adulthood in Mexico as in the United States, but the Mexican economy is one-tenth

the size of the United States' economy. Obviously, these young people must look for jobs outside of their country.

So, if you put together these two trends—the push from the developing countries and the pull from the developed countries—you can see that the workforce is becoming increasingly diverse all over the world. In addition, advances in equal rights legislation around the world now force work organizations to be more accommodating of workers who have traditionally been excluded from the workforce, such as older adults, people with disabilities, and women, thus forcing companies to be more diverse.

**Casey:** How can the word “diversity” be defined in a way that’s meaningful to people?

**Mor Barak:** I struggled with this very question when I started my international research into diversity. I realized that the ways in which we define diversity in the United States, which is where most of this research comes from, do not travel well across national boundaries. The problem is that the research lags behind the new realities that make diversity global. To address this question, I contacted several colleagues in other countries and created a think tank or research collaboration. We talked about diversity, and all came to the same conclusion: the term “diversity” does not translate well across cultural and linguistic boundaries. For example, the people from Mexico and China both said that if you translate the word to their languages, the concept would be meaningless. My realization was that I had to define the word operationally, by examining how diversity categories are created in different countries and then analyzing the outcomes of belonging to such groups.

The definition that I came up with for workforce diversity in a global context has two parts. The first part refers to the division of the workforce into distinct categories that have a perceived commonality within a given culture or national context. This means that I may define diversity differently in different cultures. For example, in the United States “diversity” might refer to the racial/ethnic categories that have been used by the Census Bureau for many years such as Asian, African-American, Latino and so forth. In Ireland, on the other hand, the significant diversity categories are religious—whether one is Catholic or Protestant. In India, any discussion of diversity would have to include the societal division into castes. Whatever distinct categories you use to define diversity, they must have meaning within the specific national and cultural context.

The second part of my global diversity definition comes after you have established the specific categories that are meaningful within a specific context. You now examine the consequences of belonging to these groups. Belonging to one of these groups would have a potentially harmful impact on employment outcomes such as limiting job opportunities, discriminatory treatment in the workplace, and limited promotion prospects. For example, the fact that a person is defined as African-American could mean that they might be discriminated against; this makes “African-American” a diversity grouping. It is important to note that benign differences such as hair color, hobbies or food preferences do not form diversity categories. If, for example, I have blue eyes and you have brown eyes and these facts have no meaning or impact on employment, I did not consider them diversity categories. Once you define diversity in this way, it can be applied to different cultures and national contexts, using the same definition that is applicable to many situations.

**Casey:** What are the drivers and challenges of diversity management? How do organizations benefit by being more inclusive?

**Mor Barak:** There are three drivers for implementing diversity management. The first one is about doing the right and moral thing; this is an especially important value in democratic countries where we believe in equality and in treating people fairly. The second is the need to adapt to the new reality of the workforce; it’s becoming increasingly diverse, and this reality cannot be overlooked. It is here to stay. The third is gaining a competitive advantage; in order to do so, you must effectively manage the diversity of the workforce.

The emphasis on the business advantages of diversity management is a good motivator for companies to enact diversity programs, but this does not mean that the moral and ethical considerations can be overlooked. Diversity management must keep a dual focus on both enhancing profitability and fostering social justice. If you focus on just one of these, you’ll not be able to sustain the efforts needed for diversity management over time.

**Casey:** What’s the link between a globally inclusive workplace and work/life or work-family studies?

**Mor Barak:** The increasingly diverse workforce brings to the workplace a wide variety of family arrangements and family needs. If you take it to the next level and add the global aspect, the implications for work organizations are profound. When companies send employees on overseas assignments, they don’t prepare the family for the culture shock. Most overseas assignments are cut short because of family reasons –

primarily difficulties in adjustment.

Consider the migrant workers who leave their families behind to take on, in most cases, low-paying jobs in our country and in other developed countries. How do they cope with the separation from their loved ones? How does it affect their emotional health and productivity? How does it affect the families that are left behind? These are important questions that effect work/life and work-family studies.

The balance between work and family responsibilities can be very distinctive in different societies. For example, during the literature review for my book, I found information that in Scandinavian countries, fathers often take time off from work to care for young or sick children. In contrast, in the U.S., fathers often do not take leave, even when they are offered the opportunity to do so. Typically, they are concerned that they would not be considered loyal employees or that the job will not be waiting for them upon their return. In many countries, child care is the sole responsibility of mothers. If you look at Japan or South Korea, the traditional cultural expectations still anticipate that women leave the workforce once they have children and devote themselves full time to taking care of their children. I did some interviews in South Korea and discovered that managers there are less likely to devote time and resources to training young women for supervision or management positions. They assume that as soon as these women get married and have children, they will leave the workforce altogether.

**Casey:** Is there any particular research that you think would help move us forward?

**Mor Barak:** If you think about human resource management in this country, we need to develop an understanding and sensitivity to the impact of globalization on work-life balance. Accommodating the work-life needs of the global workforce is the most important challenge we face as researchers and as managers in the 21st century. That's what I'm focusing on in my research now. I think that it would be particularly interesting to examine the rapidly changing family structures and arrangements in different countries and the reciprocity between these changes. What are the different ways that people cope with the challenges of the global economy? If you look at call centers in India, these call centers may relieve U.S. workers from night shifts, but they also take away jobs from U.S. workers. Then, in terms of the families in India, the people who staff those centers are typically young, highly educated people. As a result, they earn more money than their parents. This threatens the traditional cultural structure where the parents have the authority within the family. Because call center employees work in American companies, adopt American accents, and are more exposed to American cultures, they are now different from their families and communities. The question is: what is the impact on the family structure and the community? Another example comes from China. People employed in the economic development zone have to travel into these zones and relocate, but often they can't bring their families, so they are separated from them. Can we learn from the ways that they cope with this separation and apply it to Mexican immigrants, who are often young people who travel to the U.S. alone, and the ways in which they cope and create alternative family structures? I think it could enrich our understanding of work/life balance.

**Casey:** It certainly broadens us to think beyond professional, high-earning employees.

**Mor Barak:** Exactly. I think it will help us think of work-family balance among people who don't earn those big salaries, in this country as well as abroad.

**Casey:** What's the takeaway for state public policy makers?

**Mor Barak:** One of the things I allude to in the book is the fact that although diversity management has become a popular concept in recent years, without the foundation of legislation and sound, pro-active public policy, this trend may be transient. Many businesses today have come to realize that managing diversity effectively is good business, but sustaining these efforts over time may become costly. Without the support and encouragement of public policy makers, corporations may be disinclined to extend those efforts for the duration. Left to their own devices, some companies may opt out, and it's up to public policy makers to keep the emphasis of diversity management on the values of fairness, ethics, and morals, not only on the bottom line. Employers need to develop a broader vision of inclusion that goes beyond diversity management, and policy makers play a key role in supporting business in these endeavors as well as advocating for individuals and communities that could benefit from these policies.

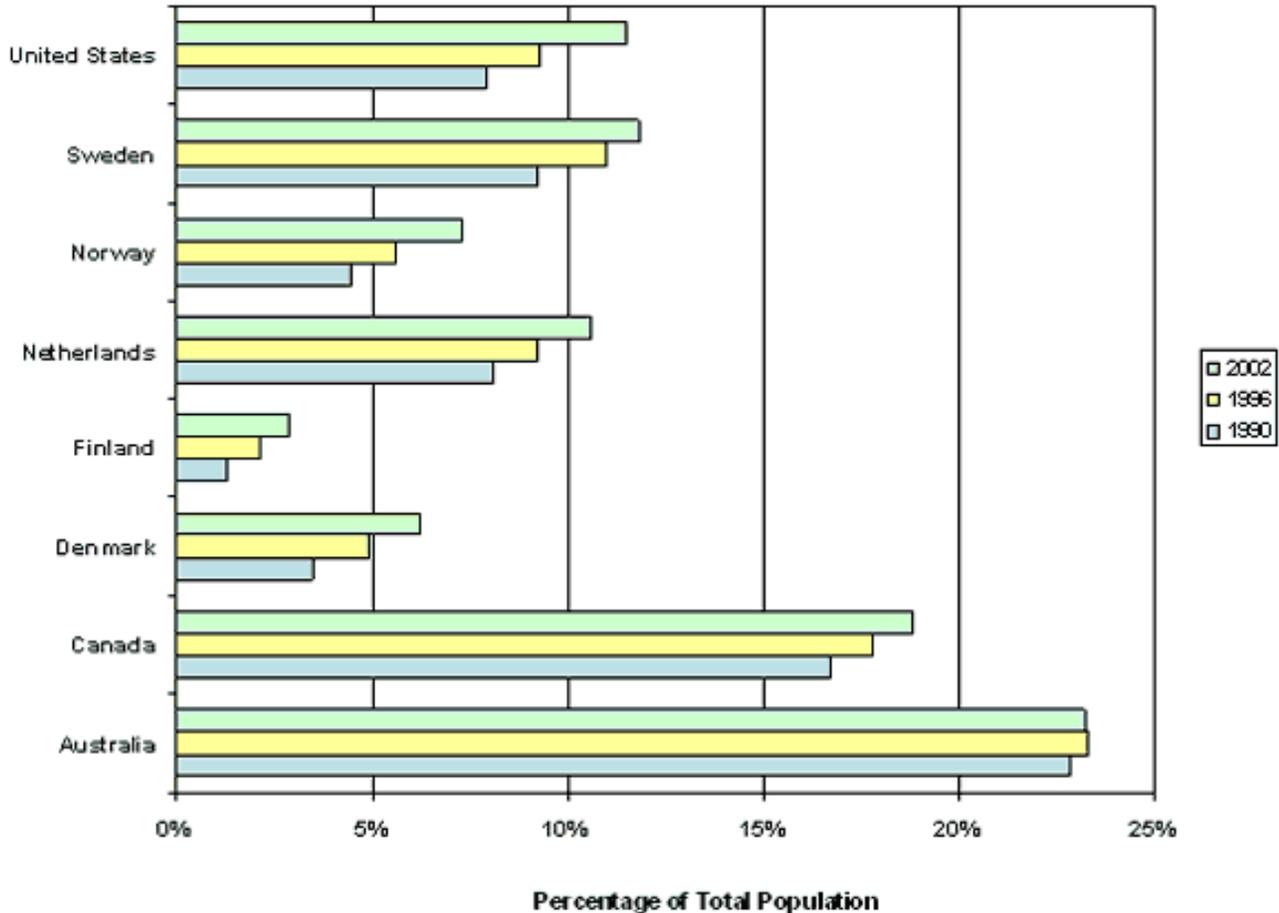
**Casey:** What can workplace practitioners do to help make their organizations more inclusive?

**Mor Barak:** They can start with an assessment of their employees and the company's culture. In the book, I discuss two measures that I've developed: the scale of inclusion and exclusion, and the scale of diversity perception. These tools can be used to form an organizational diagnosis and to determine what areas are lacking and what should be done to make the workplace more inclusive. You must tailor changes and

initiatives to the culture and needs of the organization. In terms of work-family initiatives, you must target not only group that belong to the mainstream in the organization, but also the employees who come from different cultures and bring with them different family care and child-rearing practices. One example is a woman I interviewed of Chinese origin, who asked for a special leave from her job to take care of her mother in Hong Kong. When she talked to her supervisor, the well-meaning supervisor asked her, "Don't you have siblings living in Hong Kong?" When she answered that she did, the supervisor replied, "Why do you have to go? Can't your siblings take care of your mother?" The woman tried to explain that she felt that her familial obligation was to be with her mother, regardless of whether her practical needs were taken care of by someone else. Such gaps in cultural understanding are important to address.

To contact Mich lle, please e-mail [morbarak@usc.edu](mailto:morbarak@usc.edu).

### Foreign Born as a Percentage of the Total Population of Selected Countries



**Source:** SOPEMI (Syst me d'Observation Permanente des Migrations), 1999 and 2004, Trends in International Migration (Rome:OECD). Note: Canada's 2002 data is actually from 2000. This graph illustrates the rapid rate at which countries' populations increased in diversity over twelve years.

### Additional Resources Related to Managing Diversity



**Global Perspectives – Australian Centre for International Business: Diversity Management:** "The Australian Centre for International Business is eclectic in its interdisciplinary areas, studying the international aspects of strategy and management, human resource management, industrial relations, corporate history, accounting, finance, information systems, organizational behavior and marketing...It continues to deliver leading edge international business research, teaching and consultancy. The Programme for the Practice of Diversity Management is a collaborative arrangement between the Department of Immigration and Multicultural Affairs (DIMA) and the Australian Centre for International Business (ACIB) funded through DIMA's Productive Diversity Partnership Programme."

- Retrieve business models, toolkits, and the Centre's Business Case for Diversity Management here: <http://wff2.ecom.unimelb.edu.au/acib/diverse/home.html>.

**Best Practices in Achieving Workforce Diversity:** "This benchmarking study from 2000 was released by the

U.S. Department of Commerce and Al Gore's National Partnership for Reinventing Government. "The findings in this report illustrate that the benefits of diversity are for everyone. Diversity is more than a moral imperative; it is a global necessity. Moreover, diversity is an essential component of any civil society."

- Access the report at: <http://govinfo.library.unt.edu/npr/initiati/benchmk/workforce-diversity.pdf>.

**Diversity Central:** "DiversityCentral.com is a business center for managing diversity and developing "cultural intelligence." We believe Cultural Intelligence is an essential ingredient for business success in the 21st century. It is a vital competency for building relationships and getting things done with employees, customers, counterparts and business partners, whether domestically or globally."

- Visit the web site here: <http://www.diversitycentral.com>.

**The Multicultural Advantage:** "The Multicultural Advantage provides timely coverage of workplace and education issues and trends relevant to minorities in the fields from all backgrounds and from every level - from student to CEO. It also contains in-depth how-to articles designed to help our readers grow and succeed. The site also provides resources for companies that seek to become more effective with diversity staffing."

- Visit the homepage at: <http://www.multiculturaladvantage.com>.

**Workforce Online: Research Center:** "Workforce Online is the web edition of Workforce Management magazine, offering "trend analysis, case studies, tips, and tools that will help you solve today's HR issues." The site's Research Center offers free access to thousands of Workforce Management features and articles, including over 5900 on diversity in the workplace.

- Access the workplace diversity articles here:  
[http://search.crownpeak.com/cpt\\_search/result\\_1?account=1005&sort\\_by=date&psel=8](http://search.crownpeak.com/cpt_search/result_1?account=1005&sort_by=date&psel=8)

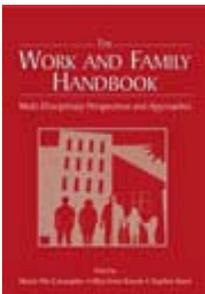
## The Sloan Foundation Corner

### Work-Family Project

#### *The Work and Family Handbook: Multi-Disciplinary Perspectives and Approaches*

Edited by Marcie Pitt-Catsouphes, Ellen Ernst Kossek and Stephen Sweet

*The Work and Family Handbook: Multi-Disciplinary Perspectives and Approaches* (2006) is a comprehensive volume edited by Marcie Pitt-Catsouphes (Boston College), Ellen Kossek (Michigan State University), and Stephen Sweet (Ithaca College). A majority of the chapter authors have been (or currently are) grantees of the Alfred P. Sloan Foundation.



The book contains chapters that examine the study of work-family relationships, theory, and methods. Leading work-family scholars in the fields of social work, psychology, sociology, organizational behavior, human resource management, business, and other disciplines provide information that is both accessible and compelling. This book demonstrates how cross-disciplinary comparisons of perspective and method reveal new insights on the needs of working families, the challenges faced by those who study them, and how to formulate policy on their behalf.

Several of the book's contributors are Sloan grantees or have worked on Sloan-supported studies and projects. They include: Robin Appleberry, Lotte Bailyn, Rosalind Chait Barnett, James T. Bond, Ann Bookman, Thomas Bradbury, Ann C. Crouter, Charles N. Darrah, Robert Drago, Chai Rachel Feldblum, Alyssa Friede, Ellen Galinsky, Karen Gareis, Lonnie Golden, Anthony P. Graesch, Leslie B. Hammer, Mona Harrington, Ashley Harvey, Jacquelyn B. James, Erin L. Kelly, Thomas A. Kochan, Ellen Ernst Kossek, Suzan Lewis, Shelley M. MacDermid, Phyllis Moen, Margaret B. Neal, Elinor Ochs, Marcie Pitt-Catsouphes, Rena Repetti, Barbara Schneider, Mary C. Still, Jennifer E. Swanberg, Stephen Sweet and Joan C. Williams. The involvement of so many accomplished researchers is a tribute to Kathleen Christensen's leadership (who also contributed a chapter to the Handbook.)

The book is available in both hardback and paperback formats from Lawrence Erlbaum Associates of Mahwah, New Jersey.

## Announcements

## Call for Papers and Proposals

### Fifth Annual Hawaii Conference on Social Sciences

Deadline for Submission: January 24, 2006

The conference will be held from May 31-June 3, 2006 at the Waikiki Beach Marriott Hotel in Honolulu. Papers, abstracts and submissions from all areas of the social sciences are invited.

For detailed information about submissions, visit here: [http://www.hicsocial.org/cfp\\_ss.htm](http://www.hicsocial.org/cfp_ss.htm)

E-mail your abstract or paper, along with a title page, to: [social@hicsocial.org](mailto:social@hicsocial.org)

### Special Issue on Consumer Finances in *Journal of Family and Economic Issues*

Deadline for Submission: February 1, 2006

This special issue of *Journal of Family and Economic Issues* will be published in June 2007. The suggested topics are, but not limited to, as follows: Financial planning, Financial counseling, Financial education, Money management, Trends of consumer finance industries, Consumer behavior in financial services, Family relations and financial issues, Human development and financial issues, Health and financial issues, Cultural comparisons of financial management, Financial behaviors in diverse populations.

For more information about submission guidelines, please contact So-Hyun Joo, Ph.D., Guest Editor, at: [So-hyun.joo@ttu.edu](mailto:So-hyun.joo@ttu.edu)

### American Sociological Association: *The Sociology of Gender and Work: Syllabi and Teaching Materials*

Deadline for Submission: February 1, 2006

The editors are interested in materials that are timely, up-to-date, imaginative, and that offer distinct and innovative pedagogical tools and ideas, including syllabi, class activities, assignments, recommended films and books, and web site lists. Submissions must include clearly defined expectations for students and relevant information about the context of the course to assist readers in employing any teaching strategies you describe. We strongly encourage submissions that integrate perspectives on the intersections of gender, race, ethnicity, class and sexual orientation in the areas of work and occupations.

Please submit materials to Patti Giuffre, Texas State University, at [pg07@txstate.edu](mailto:pg07@txstate.edu)

### Conference: *Socially Responsive, Socially Responsible Approaches to Employment and Work*

Deadline for Submission: February 3, 2006

This conference is to be co-hosted by the Australian Centre for Research in Employment and Work (ACREW), Monash University, Australia and the Department of Management, Kings College London. It will be held at Monash University, Prato Centre, Tuscany, Italy, July 1-4, 2006.

The conference program is designed to appeal to researchers in human resource management, industrial and employee relations, organizational behavior, and general management. Conference submissions will include refereed paper presentations of 20 double spaced pages in length (approx. 5000 - 6000 words) or abstracts of 500 words.

For more information, visit the ACREW website at <http://www.monash.edu.au/cmo/acrew06>

### Conference: *E-Networks in an Increasingly Volatile World*

Deadline for Submission: February 15, 2006

The International Telework Academy is holding their eleventh annual conference at the University of New Brunswick, Fredericton, New Brunswick, on August 28-31, 2006. Papers are welcome from practitioners and academics in the disciplines of business administration, computing and information systems, the built environment and civic planning, sociology, psychology, education, and e-learning. One special topic for the 2006 conference is Work/life balance: The tangled web of work and home networks.

For more information, click here: <http://www.unb.ca/conferences/enetworks>

## Call for Awards

### **100 Best Companies to Work For**

Deadline for Submission: March 31, 2006

This award is given by the Great Place to Work Institute and the list of winners is published annually in *Fortune* magazine.

For information about nominations, visit here: <http://www.greatplacetowork.com/best/nominations/nom-100best.php>

### **Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility**

Deadline for Submission: Depends upon the location of your worksite; see the website for details.

These awards recognizes employers in sixteen select communities nationwide that are successfully using flexibility to meet both business and employee goals.

For more information, visit here: <http://familiesandwork.org/3w/awards/2006index.html>.

### **Conference Announcements**

#### **Human Capital Metrics: Beyond Benchmarking: How To Create Shareholder Value Through Human Capital Investment**

Where: New York, NY – When: February 14-15, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1008>

#### **The 2006 Leadership Conference on Global Corporate Citizenship**

Theme: "Charting a Course for 2010 and Beyond"

Where: New York, NY – When: February 16-17, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1038>

#### **Twelfth Annual National College and University Work/Family Association (CUWFA) Conference**

Theme: "Work/Life Roundup: Taking Stock of Best Practices for Future Growth and Support."

Where: Austin, TX – When: February 26-March 1, 2006

Click here for more information: <http://www.cuwfa.org/2006conference/index.php>

#### **Alliance for Work-Life Progress Tenth Annual Conference and Exhibition**

Where: Austin, TX – When: March 1-3, 2006

For further information please visit: [http://www.awlp.org/Austin2006/generic/html/conf06\\_frame.html](http://www.awlp.org/Austin2006/generic/html/conf06_frame.html)

#### **American Psychological Association: Sixth Annual Conference on Occupational Stress and Health**

Theme: "Work, Stress, and Health 2006: Making a Difference in the Workplace."

Where: Miami, FL – When: March 2-4, 2006

For further information please visit: <http://www.apa.org/pi/work/wsh2006.html>

#### **Families and Work Research Conference, Family Studies Center, School of Family Life at Brigham Young University**

Where: Provo, UT – When: March 20-22, 2006

For further information please visit: <http://ce.byu.edu/cw/familywork/>

#### **Family Support America 25<sup>th</sup> Anniversary Conference**

Where: Chicago, IL – When: March 26-29, 2006.

For more information, click here: <http://www.familysupportamerica.org>.

#### **The 4<sup>th</sup> Annual Great Place to Work Conference**

Where: Boston, MA – When: April 5-7, 2006

Click here for more information: <http://www.greatplacetowork-conference.com/index.php>

### **Purdue University WorkLife Programs' Second Annual WorkLife/Wellness/EAP Symposium**

Theme: "Keys to a Productive Workforce – Unlocking the Potential of Your Employees"

Where: West Lafayette, IN – When: May 4-5, 2006.

Click here for more information: [www.purdue.edu/worklife](http://www.purdue.edu/worklife)

### **WorldAtWork Total Rewards Conference and Exhibition**

Where: Anaheim, CA – When: May 7-10, 2006

Click here for more information: [http://www.worldatwork.org/anaheim2006/generic/html/conf2006\\_frame.html](http://www.worldatwork.org/anaheim2006/generic/html/conf2006_frame.html)

### **Conference Board: 2006 Annual Diversity Conferences**

Theme: "Global Vision: Local Action = Inclusive Solutions for Diverse Workplaces"

Where: New York, NY – When: May 11-12, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1097>

### **Global Perspectives - First International Course on Work/Life Balance: Challenge and Opportunities**

Where: Eckerö Hotel, Eckerö, Åland Islands, Finland – When: June 5-19, 2006

Click here for more information: [http://www.niva.org/courses/2006/05\\_09\\_06\\_06.htm](http://www.niva.org/courses/2006/05_09_06_06.htm)

### **Global Perspectives - Conference Board/Families and Work Institute 2006 Work/Life Conference**

Theme: "Global Economic Solutions: Framing Work Life's Contribution"

Where: New York, NY – When: June 13-14, 2006

For more information contact Tyler Wigton at (212) 465-2044 x224 or [twigton@familiesandwork.org](mailto:twigton@familiesandwork.org)

### **Global Perspectives - Conference Board: 2006 Annual Diversity Conferences**

Theme: "Global Vision: Local Action = Inclusive Solutions for Diverse Workplaces"

Where: Chicago, IL – When: June 15-16, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1100>

### **Global Perspectives - International Sociological Association World Congress of Sociology**

Theme: "The Quality of Social Existence in a Globalising World"

Where: Durban, South Africa – When: July 23-29, 2006

Click here for more information: <http://www.ucm.es/info/isa/congress2006/>

### **101<sup>st</sup> Annual Meeting of the American Sociological Association**

Theme: "Great Divides: Transgressing Boundaries"

Where: Montreal, Canada – When: August 11-14, 2006

Click here for more information: <http://www.asanet.org/page.wv?section=Meetings&name=Convention+Home>

Click here for information from the Organizations, Occupations and Work section:

[http://www.northpark.edu/sociology/oow/calls\\_for\\_papers/annual.htm](http://www.northpark.edu/sociology/oow/calls_for_papers/annual.htm)

## *Literature Updates*

Each month, we select up to ten publications that have recently been entered into the 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 approximately 6,275 citations in the Literature Database. As of January 2006, we now have over 7,000 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, seven of the publications we have selected for this issue of *The Network News* are publications relevant to the topic of managing diversity and global inclusion.**

**Bassett-Jones, N. (2005). The paradox of diversity management, creativity and innovation. *Creativity and Innovation Management*, 14(2), 169-175.**

This paper considers the relationship between diversity management and competitive advantage within high-commitment organizations that support the development and management of a skilled internal labor market. Diversity can foster creativity and innovation as well as misunderstanding and conflict within the workplace. The author makes the case for diversity management and offers several considerations and strategies for human resource managers.

 **Global Perspectives - Bogaert, S. & Vloeberghs, D. (2005). Differentiated and individualized personnel management: Diversity management in Belgium. *European Management Journal*, 23(4), 483-493.**

This article examines four different approaches to the management of diversity in the workplace: the deficit approach, the discriminatory approach, culturalization, and individualization. The authors surveyed a total of 64 personnel managers of Belgian organizations to study the extent to which diversity management occurs as well as the methods and motives behind this type of management. Findings indicate that the majority of Belgian organizations do not actively manage diversity. Companies that do pay attention to managing a heterogeneous workforce report ideological and economic motives as the driving forces behind their efforts, with creativity and a higher quality of services reported as the most important objectives.

**Eckel, C.E. & Grossman, P.J. (2005). Managing diversity by creating team identity. *Journal of Economic Behavior and Organization*, 58(3), 371-392.**

This paper explores the effectiveness of a manufactured team identity on subjects' cooperative behavior within the workplace. Using data from a study in which they induced team identity and tested cooperation amongst team members, the authors test the theory that high levels of team identification leads to less individual shirking behavior and more cooperative behavior. Findings suggest that simple identification with a team is insufficient, but actions designed to emphasize and improve team identification contribute to higher levels of cooperation.

 **Global Perspectives - Holladay, C.L. & Quinones, M.A. (2005). Reactions to diversity training: An international comparison. *Human Resource Development Quarterly*, 16(4), 529-545.**

This study analyzes the reactions to a large, multinational corporation's diversity training program as conducted in eight different countries. The authors surveyed 493 workers from both collectivistic and individualistic cultures and tested the moderating effects of trainee and trainer culture, trainee culture and job level, and trainer culture and gender. Findings demonstrate that trainees from more individualistic cultures are more receptive to diversity training and trainees from collectivistic cultures prefer trainers with a cultural match to them. Implications for future research and human resources practice are discussed.

**Lyons, H.Z., Brenner, B.R. & Fassinger, R.E. (2005). A multicultural test of the theory of work adjustment: Investigating the role of heterosexism and fit perceptions in the job satisfaction of lesbian, gay, and bisexual employees. *Journal of Counseling Psychology*, 52(4), 537-548.**

This study tests the ability of mediated and moderated models of the theory of work adjustment (TWA) to explain job satisfaction of lesbian, gay, and bisexual (LGB) workers. The authors used two samples of nearly 400 employees from various ethnic groups and work settings to examine the ability of person-organization (P-O) fit perceptions to predict job satisfaction. Results support the validity of the TWA in LGB employees' work lives, and P-O fit perceptions appear to mediate experiences with "the informal heterosexism-satisfaction relationship."

**McKay, P.F. & Avery, D.R. (2005). Warning!: Diversity recruitment could backfire. *Journal of Management Inquiry*, 14(4), 330-336.**

This article emphasizes the importance of pairing favorable work-place diversity climates with diversity recruitment initiatives to ensure the retention of minority employees. The authors employ person-organization fit, realistic job preview, and psychological contract literatures to demonstrate how common recruitment practices can result in higher levels of turnover. Many recommendations are made for strengthening the link between minority recruitment and retention.



**Global Perspectives - Pio, E. (2005). Knotted strands: Working lives of Indian women migrants in New Zealand. *Human Relations*, 58(10), 1277-1299.**

The study explores the working lives of Indian women migrants in New Zealand and the impact this has on their identity negotiations. The author utilizes the work setting to explore whether work brings an awareness of ethnic identity for migrant women, arguing that asking questions directly about ethnic identity may not be culturally sensitive as these women only become aware of their ethnicity when they leave India. The study draws upon qualitative data from in-depth interviews with 12 first-generation Indian women migrants in New Zealand. All of the women migrated to New Zealand with their families in order to seek quality of life and better opportunities for their children, rather than to look for a new career in their new host country. The study offers a fresh perspective to the issue of diversity management by drawing attention to the work-life issues faced by these migrant women. The findings reveal five patterns of experience among this cohort, including “the initial 18-30 months in the host country generally means being underemployed with low pay and a struggle to maintain a healthy self-esteem” and “working is ‘the’ defining factor in identity negotiation”. The main findings have clear implications for the concept of global diversity management, including the need for sensitivity from organizations and society to the problems of the first 18-30 months faced by new migrants in a host country. Annotated by Uracha Chatrakul Na Ayudhya, Doctoral Researcher, Manchester Metropolitan University, United Kingdom.

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



**Global Perspectives - Bernard-Oettel, C., Sverke, M. & De Witte, H. (2005). Comparing three alternative types of employment with permanent full-time work: How do employment contract and perceived job conditions relate to health complaints? *Work & Stress*, 19(4), 301-318.**

This paper investigates whether alternative employment arrangements are positively or negatively associated with workers' well-being. The authors analyzed questionnaire data from 954 Swedish health care workers who work permanently part-time, fixed-term or on-call work schedules. Findings show that alternative work schedules do not automatically reflect differences in work conditions, and that perceptions of job insecurity, control and demands affected well-being more significantly than the workers' types of employment. However, the types of employment can interact with perceptions of job insecurity, which can lead to employees' impaired well-being.

**Gordon, J.R. & Whelan-Berry, K.S. (2005). Contributions to family and household activities by the husbands of midlife professional women. *Journal of Family Issues*, 26(7), 899-923.**

This study examines dual-career couples to investigate whose career has precedence and what kinds of contributions and support men give to their families and households. Using qualitative methodology, the authors interviewed 36 professional women aged 35 to 50 who had combined marriage and parenting with relatively uninterrupted full-time work. Results indicate that the majority of the interviewees perceived the couples' careers to be given equal precedence. Interviewees also reported that most husbands contributed to family and household management, although the level of involvement varied greatly, and most husbands offered support in the form of sharing or managing household planning and tasks. Findings suggest that working women's perceptions of their husbands' attitudes and behaviors are important factors in their ability to successfully balance work and family.

**Hofferth, S. & Curtin, S.C. (2006). Parental leave statutes and maternal return to work after childbirth in the United States. *Work and Occupations*, 33(1), 73-105.**

This article investigates whether the 1993 passage of the Family and Medical Leave Act affected mothers' postpartum job continuity and wages. The study drew a sample of 1,369 mothers from the Panel Study of Income Dynamics, a 30-year longitudinal study, and considered the month the mother returned to work, whether she returned to her previous employer and her hourly earnings before and after her maternity leave. Findings demonstrate that the rate of return to work and employer continuity increased after the passage of the FMLA, while the level of hourly wage decreased post-FMLA, particularly for those women who remained with their employers.

## Upcoming Issues

### Take Part in The Network News

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

- Best Practices at Gillette: The Business Case for Diversity and Inclusion
- A Working Families' Agenda for America

- The Center on Aging & Work/Workplace Flexibility

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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