



SLOAN WORK AND FAMILY
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THE NETWORK NEWS
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PUBLICATION

In This Issue

- Ann Andreosatos discusses the business case for workforce diversity.
- A graphic illustrates how organizations measure the impact of their diversity practices.
- Janet Gornick discusses working time, economic well-being and public policy.

New from the Network

Sloan Network Updates and Announcements

► We have two new Fact Sheets available: 1) Child Care and 2) Women in the Workforce. Fact Sheets are compilations of statistics organized by topic in a Q & A format. To access our Fact Sheets, click here: <http://wfnetwork.bc.edu/statistics.php>.

► The first issue of the Effective Workplace Series, Information on Overwork, is now available. To access the document, click here: http://wfnetwork.bc.edu/pdfs/EWS_Overwork.pdf.

► 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:

► Cali Williams Yost, President and Founder of Work+Life Fit, Inc. and author of *Work+Life: Finding the Fit That's Right For You*, has launched her Work+Life "Fit" Blog. Each Tuesday, she will add a new entry that focuses on "information that shifts the conversation about work and life beyond challenges toward creative solutions." To see the blog, click here: <http://www.worklifefit.com/blog.php?id=8&s=i>.

► MetLife recently released its Employee Benefits Trend Study, and reports that among all age groups, the opportunity for work balance was the second most important recruitment/retention criterion. For the youngest workers surveyed, aged 21-30, work/life balance was cited as the most important consideration when deciding to join or remain with an employer. To access the press release, click here: <http://biz.yahoo.com/bw/060130/20060130005875.html?v=1>.

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

Business Case for Workforce Diversity



Ann Andreosatos

Bio: Ann Andreosatos has been Director, Workforce Diversity & Inclusion for Gillette, a global business unit of Procter & Gamble, since 2004. Ann's focus at Gillette has been to accelerate progress on diversity and inclusion through a five-part business strategy designed to translate inclusive leadership into strong business performance. The diversity team at Gillette designed a multi-faceted methodology aimed at achieving this objective including: a Business Case for Global Workforce Diversity & Inclusion, very visible internal diversity forums, a robust website, practical tools and training on inclusive leadership and mentoring, and internal partnerships with marketing and community affairs. Prior to Gillette, Ann led the development of work/life effectiveness programs at Fidelity Investments for sixteen years, including work/life programs, work climate surveys and relocation, and employee relations. Ann is a member of the board of the Boston-based Human Resources Council, sits on several client advisory councils, and is an advisor to the Greek Orthodox Youth Association.

Editors' Note: This month, Judi Casey and Karen Corday interview Ann Andreosatos on the business case for inclusion and diversity in the workplace.

An Interview with Ann Andreosatos

By Judi Casey and Karen Corday

Casey: Why are diversity and inclusion business issues?

Andreosatos: I think that it comes down to three things. First of all, there's talent and organizational performance. You can't expect to create and sustain a highly functioning organization unless you have employees with the relevant knowledge, experience and capabilities that are critical to your business. Relevance is important to the organization, but it's also important to the marketplace and customers. Employees need to represent your customers and the community. They need to understand products, know how and why the product might relate to a customer in a certain way, and what the differences are from one customer group to another. I think businesses have learned a lot over the last few years about focusing on the different perspectives of their customers. You can't get that relevance and understanding unless you have people in your workforce that represent different backgrounds. One example is products for male and female customers—you need to have male and female thinking in the workplace, but this applies to all kinds of diversity in the marketplace. You need to have employees who know the right questions to ask and even how to begin conversations with customers!

Secondly, you can't afford to have unenthusiastic employees—they must be as engaged as possible in order to move the organization forward. It's easy to underestimate how important that is; you need to have employees that are willing to take risks, speak up, and be involved. If they're not respected, valued or feeling included and they don't perceive that they're in an organization they can trust, they won't be engaged or take on personal leadership roles. That's what inclusion is—as much as possible, businesses must make sure that all employees feel respected and believe their managers fully support a diverse workplace.

Finally, businesses are members of the community and they must keep this in mind. You can't separate employees from customers; there's a business reason to reach out to people who can benefit the business, while at the same time showing how the business is valuable to the community.

Casey: Do you have definitions for diversity and inclusion?

Andreosatos: Yes, we have definitions for both and we view them differently. Diversity is recognition of all the differences that go into making people who they are. Inclusion is a demonstration of daily behaviors that encourages all employees to feel included and respected. It refers to a systemic way of thinking that leverages the richness and variety of a diverse workforce in order to fuel innovation and extraordinary business performance.

Casey: How are you leveraging diversity to meet your business goals?

Andreosatos: Gillette has customized marketing strategies to appeal to different minority groups; these

products focus on a specific consumer group's needs. An example is the razor bumps experienced by many African American men. We conducted considerable research on this issue; we interviewed the men themselves, barbers, and other people in the personal care fields. In many cases, men were afraid to shave because they thought that razors created these razor bumps. Gillette, through its research, has been able to target a specific segment of the community with its M3 Power Razor by filling a need of this user group—we encourage African American men to use the razor and provide education on how to manage this unique challenge. We focused on an issue affecting one of our unique user groups, made a difference in their personal care, and have been very effective in selling this razor to this market. Another example is our oral care group through which we focus on Hispanic marketing in a variety of ways, looking at needs in other countries as well as in the U.S. We've addressed particular habits, worked closely with dentists, and have provided customized educational and marketing materials.

Casey: Does diversity affect hiring practices?

Andreosatos: Definitely. We've focused on how we can embed diverse hiring practices throughout our recruitment practices, focusing on attracting a diverse slate of candidates wherever possible. Managers are encouraged to consider what each candidate may bring from their different perspectives. Staffing is just one part of an integrated strategy that operates on several levels simultaneously: recruitment, retention, employee development, the work environment, and communication. As I mentioned, our external focus is on multi-cultural marketing and supplier diversity. All of these efforts have an impact on attraction and retention, either directly or indirectly.

Casey: What is the role of communication?

Andreosatos: Communication helps to inform employees that the company is invested in diverse practices even if these practices are not always visible in their work area. You need to make sure that the organization knows that there is an overall business strategy to create a diverse workforce and how the entire company has a role in achieving this goal. We communicate what we're doing in the area of marketing, as well as tools that we've created to improve and achieve more inclusive behavior. Finally, we communicate success stories and achievements across the organization to show the benefit of learning new practices. We have a very robust internal website where we try to keep everyone knowledgeable about diversity best practices within the organization. This is important because diversity means different things to different people.

Casey: How do you involve different levels of the organization—employees, managers and senior leaders, for example?

Andreosatos: First of all, we created a very intentional path that we wanted to travel. Two years ago, we realized that we needed to actively increase communication, visibility, and understanding about diversity and inclusion. We have been fortunate to have very strong support from our chairman, who chaired a Diversity Steering Committee comprised of several senior leaders in the company. Our department has been responsible for reporting to the Diversity Steering Committee each quarter on our progress regarding diversity and the Committee provides guidance to the company on how to continue this momentum. This provides critical support as the senior leaders from different parts of the organization bring the message back to their own business units. As a foundation for our work, we felt it was important to create a readable, engaging business case that provides the rationale for all of our diversity initiatives. We communicated the business case to all employees at all levels. As a follow up, we sent a "Call to Action" to all employees with a list of FAQ's and suggestions for ways in which they can practice inclusive behavior. Managers received the Call to Action as well as a Managers' Presentation Guide with information about how and why diversity is relevant to their group.

Once that was done, we focused on building managerial capability and reached out to all employees with several sessions on "Inclusive Leadership." These sessions focused on gender differences, microinequities, and ways in which people could understand that their behavior is key to fostering an inclusive workplace. These were voluntary sessions; we also had a separate managers' forum where we reviewed their leadership skills. We received great feedback from these sessions; they helped each person realize that they have a personal responsibility for making a difference. We also borrowed heavily from our own advertising campaigns, to make the message more meaningful and relevant to our employees—for example, our Duracell batteries brand uses "Trusted Everywhere." Borrowing on this tagline, we tried to create the connection between inclusion, trust and effective leadership.

Casey: How do you link diversity with work/life?

Andreosatos: I think that work/life policies and programs make sense as tools for managers and employees.

If your objective is to create an inclusive workplace that supports people of diverse backgrounds, you must provide tools that help managers and employees to be effective in this environment. Flexible work arrangements are an excellent example. If someone aspires to be an effective manager in the twenty-first century, flexibility is one tool that you must be willing to use. Back-up child care is another terrific example. Many employees have unexpected child care problems, and back-up care helps them to be productive and be at work. Employee Assistance Programs and Resource and Referral services send the message that companies recognize that employees have diverse needs that require support. Work/life programs convey that employees are valuable assets and that companies understand the human factor in performance.

Casey: Have you talked about diversity with any companies that are less consumer product oriented? Are they also able to use the diversity process to support their work/life efforts?

Andreosatos: I'm always curious about how other companies address their unique markets, although I have not talked in detail recently regarding specific approaches they might use. However, there are lots of examples out there where companies have specifically developed products and services after learning about the different preferences of our very diverse marketplaces. I think it would be a straightforward connection for any organization to clearly link the objectives of their work/life efforts and diversity/inclusion, because they are really trying to achieve the same thing: to create a work environment that attracts, engages and supports a highly productive workforce.

Casey: Every business has customers, even if they are not selling products to consumers.

Andreosatos: That's right. It seems so simple when said out loud, but every business has customers and it's hard to conceive of situations where there would not be diversity of need that should be understood and leveraged in products and customer interactions. Financial services firms have a huge range of potential customers with different savings and investment needs; knowledge and service firms certainly have a wide range of customer needs. Whether large or small, every type of business or organization is likely to benefit from contemplating the true diversity of their customers, employees, or colleagues. However, exploring new growth opportunities is not going to happen if you haven't built a diverse workforce and then created an environment that encourages the application of diverse experiences and perspectives.

Casey: How do you differentiate between diversity as a business strategy and preferential treatment?

Andreosatos: I think you have to be purposeful to avoid creating the perception that you're making individual accommodations or preferential treatment. If a company starts with a solid business strategy for improving diversity, develops clarity on how to achieve this goal, and communicates the strategy to employees, the strategy can be embedded into all their practices. If thinking and strategy are built into your practices, you won't find yourself making ad hoc or reactive decisions.

Casey: This is such an important point. So often when we talk about diversity, people get derailed around the fact that it's such a "hot bed issue." If you just frame it as a business strategy, it simply becomes the way you conduct business.

Andreosatos: So true. It gives the practice intent; diversity is integrated into how business is conducted.

Casey: And then it links with work/life without having to justify the business case and convince senior leaders. It's just an approach to achieve the company's business goals.

Andreosatos: It makes so much sense, and therefore is a very exciting framework. In the long run, if these policies and practices are well integrated into your business culture, and you have leadership that ensures they become part of all of your business systems, we may actually move away from discrete functions that have "diversity" in their title. Everyone will own diversity at this point and good diversity/ work life endeavors will just become accepted as good business practice.

Casey: If researchers could provide metrics for you about diversity, what types of information would be the most helpful?

Andreosatos: We always need help in understanding the link between improved diversity in the workforce and improved business performance. It would be nice to have a foundation about the benefits of devoting time to diversity. So much of the work we do focuses on learning, and I've been looking for ways in which people learn most quickly and effectively. Businesses need to focus on leadership and business practices that provide a direct return on investment, and have a practical reason for being wary about work that takes us away from this purpose. We know, however, that we're talking about value-added business practices, but if there was

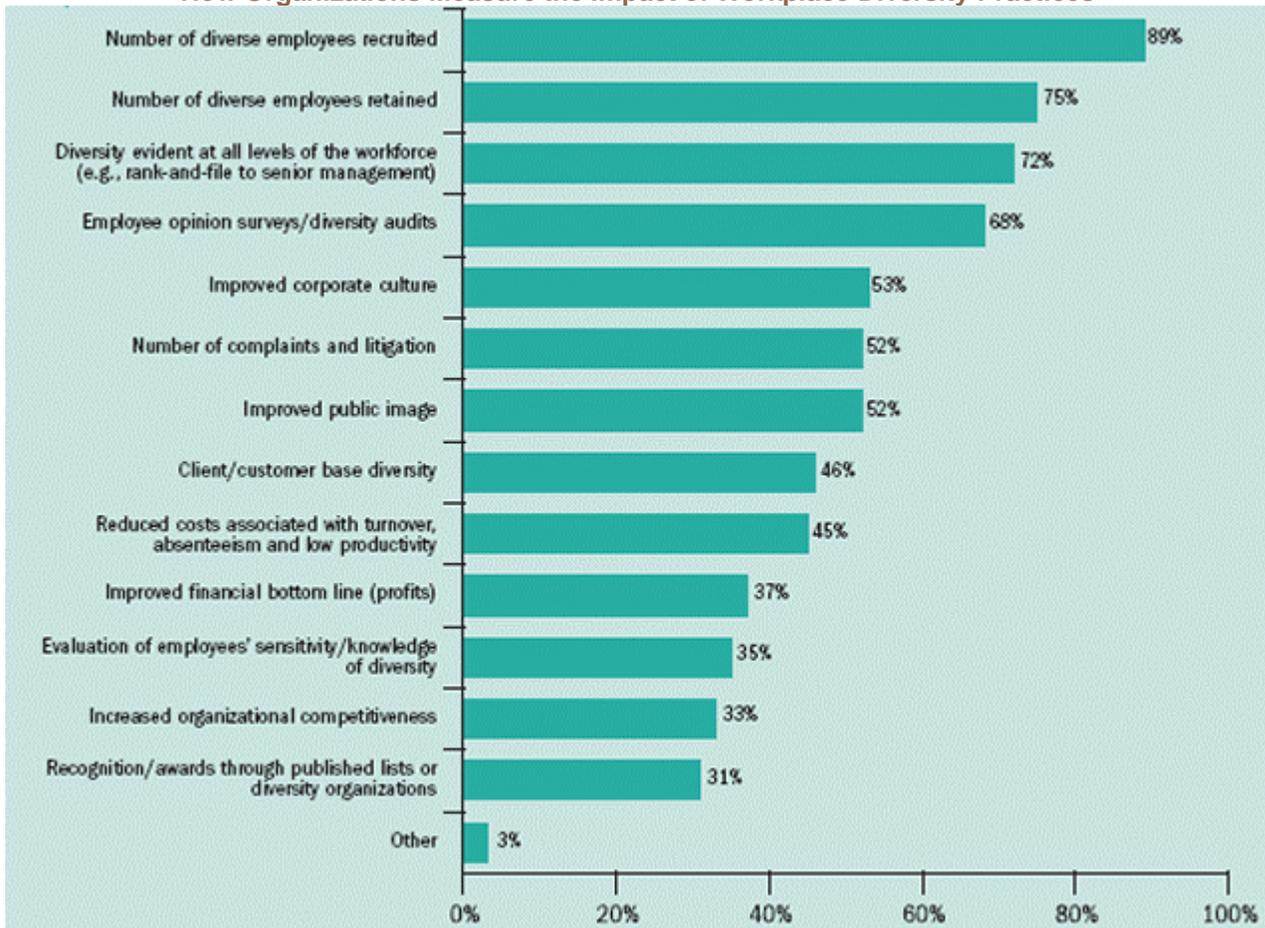
some way to continue to validate that our efforts are effective, this would help a great deal.

Casey: What is the takeaway for state public policy makers?

Andreosatos: Policy makers should be careful to avoid burdening organizations with work that interferes with our goals, understanding that we have extraordinary business challenges. We need to generate revenue, grow organizations, compete globally, get people to work, and keep them engaged, and so on, and we only have a certain amount of time to do that. By that same token, the government can help lay a foundation. FMLA is a good example; it's a pain in the neck in many cases to manage and monitor, but I believe it's been extremely helpful in making social progress on some critical work/life issues. State policy in particular can help at the community level and lay a foundation without a lot of mandates or compliance requirements. The government's ability to say "Listen, you guys aren't going to do this on your own, so we're going to help you," is important, but if the company has other things in place that demonstrate their effectiveness, it would make sense to be able to opt out of the state's requirements.

To contact Ann, please e-mail ann_andreosatos@gillette.com.

How Organizations Measure the Impact of Workplace Diversity Practices



Source: Society for Human Resource Management. (2005). *2005 Workplace Diversity Practices: Survey Report*. Retrieved January 30, 2006, from http://www.workforcediversitynetwork.com/docs/SHRM_2005WorkplaceDiversityPracticesSurveyReport.pdf

Additional Resources Related to Workforce Diversity

 **Global Perspectives – A Business Case for Diversity:** An extremely in-depth report by Dr. Jeffrey Gandz of the University of Western Ontario, London, Ontario, Canada. It includes specific benefits stemming from a diverse workplace, recommendations for achieving diversity goals, several case studies, and an extensive bibliography. The document is featured on the Accessibility Directorate of Ontario's Paths to Equal Opportunity web site. The Directorate "works for a more accessible and inclusive Ontario for people with disabilities."

- Access the report at: http://www.equalopportunity.on.ca/eng_g/documents/BusCase.html.

- To access the Paths to Equal Opportunity web site, click here:
http://www.equalopportunity.on.ca/eng_g/index.asp

Career Journal Reports: Diversity Hiring: Careerjournal.com is the online executive career site of *The Wall Street Journal*. They have an entire section devoted to the topic of diversity hiring, featuring thirteen pertinent articles.

- Access the articles at: http://www.careerjournal.com/reports/diversity/?cjpos=home_bricks.

Diversity Resource Center: “This is the demonstration version of a product available from Diversity Resources (<http://www.diversityresources.com/intranet-index.htm>). There are many valuable articles, best practices, and statistics available in the demo. Two especially pertinent sections are “The Case for Diversity” and “Multicultural Marketing.”

- Access the demo’s menu here: http://www.diversityresources.com/rc_sample/index.html.
- Access “The Case for Diversity” here:
http://www.diversityresources.com/rc_sample/menu_casefordiversity.html.
- Access “Issues in Multicultural Marketing” here:
http://www.diversityresources.com/rc_sample/menu_marketing.html.

 **Global Perspectives – FuSION: Equality and Diversity:** This is a section of the web site of the Careers and Student Employment department at the University of Westminster, London, England. “The University of Westminster is a metropolitan university with a wide range of students of different ethnic origins and backgrounds coming from the UK and 135 other countries. This diversity provides for a dynamic learning environment. Careers and Student Employment recognizes such diversity as an asset in our society and proudly promotes this to employers who seek to recruit University of Westminster graduates.” The site includes job hunting tips, career advice and business cases for hiring women, mature college graduates, ethnic minorities, people with disabilities, and gay and lesbian workers.

- Access the web site here: <http://www.wmin.ac.uk/page-886>.

Hispanic Organization on Corporate Responsibility: “Founded in 1986 as an association of some of the most prominent national Hispanic organizations, the Hispanic Association on Corporate Responsibility is a nonprofit organization, headquartered in Washington, D.C. HACR strives to ensure that there is an equitable participation of the Hispanic community in corporate America commensurate with Hispanic purchasing power. Through the HACR Research Institute, HACR publishes annual studies on the state of the Hispanic community and corporate best practices in governance, philanthropy, procurement and employment. The HACR Leadership Institute prepares highly experienced Hispanic leaders for corporate directorship appointments. Moreover, the HACR Corporate Index ranks FORTUNE 100 corporations in the United States relative to their total Hispanic inclusion practices.”

- Access the web site here: <http://www.hacr.org>.

The Sloan Foundation Corner

Work-Family Project

**Working Time, Economic Well-Being, And Public Policy:
Employed Parents And Older Workers In Cross-National Perspective**
By Janet Gornick (with Timothy Smeeding, Gary Burtless, and Liana Sayer)



Janet Gornick

The Alfred P. Sloan Foundation generously awarded a grant to our interdisciplinary team to support a study of working time and working time policies in cross-national perspective. Our project, which is in its early stages, focuses on two demographic groups for whom flexible working arrangements are often especially highly prized—employed parents and older workers. Concentrating on these two groups, we are analyzing the links between time spent in paid work and various indicators of individual and family well-being—including, for example, the correspondence between preferred and actual work hours; time available for family caregiving as well as for leisure; and earnings and household income. We are also assessing how these outcomes, and the links among them, are shaped by public policies.

We are comparing outcomes and policies in the U.S., as of the year 2000, with those in approximately ten other industrialized countries—mostly in Europe—that have relatively

similar standards of living, yet diverse time-related outcomes and varied policy environments. Our overarching goal is to better understand all facets of working time in the U.S., as well as the institutional factors that shape and constrain American workers' decisions and options. The aim of our comparative analyses is to draw lessons relevant to the U.S. concerning mechanisms that increase work time flexibility.

Undoubtedly, there are systematic institutional differences across countries that are unlikely to be malleable in the short term, and our lesson-drawing will be rooted in an understanding of those differences. For example, the U.S. typically relies on employers to make decisions about workplace conditions whereas many European countries turn more readily to regulation. Furthermore, workers in the U.S. are less likely than those in most of our comparison countries to be represented by labor unions. Nevertheless, we are confident that our comparative analyses will have direct value for researchers and policy makers concerned with flexibility in the U.S. workplace. Our research will help uncover the effects of particular practices on working time outcomes, regardless of whether those practices are voluntarily adopted, bargained between workers and employers, or required by law. Furthermore, the U.S. does have a crucial regulatory framework—the Fair Labor Standards Act—and our findings will have implications for those interested in reforming it, whether they wish to tighten or loosen its requirements.

For our research on individuals' preferences, hours, and other outcomes, we use five cross-national micro-datasets: the Luxembourg Income Study; the European Labour Force Surveys; the International Social Survey Programme (1997 module); the Third Annual Survey of Working Conditions; and the Multinational Time Use Study. In addition, we are drawing on a wide array of secondary sources on working time regulations and practices—including, for example, the European Industrial Relations Observatory; the International Labour Organization, and the Organization for Economic Cooperation and Development. In addition to preparing a series of analytic papers, we are constructing a public-access database that will present the relevant policies and institutions—including regulations that set the length of the normal work-day, the work-week, and the work-year; measures aimed at increasing the availability and quality of part-time work for parents and other workers; policies that affect the likelihood of non-standard-hour employment schedules; and measures that encourage or enable the practice of phased, or gradual, retirement.

Announcements

Call for Papers and Proposals

Global Perspectives - Conference: Yesterday, Today and Tomorrow in Industrial Relations

Deadline for Submission: February 28, 2006

The conference will be held from June 4 - 6, 2006 by CIRA/ACRI at York University in Toronto, Ontario. Papers, abstracts and submissions from all areas of the social sciences are invited. "The conference will encourage the submission of original research and commentaries on issues that have been of concern for decades (e.g., the role of labor policy with regard to the right to organize and bargain collectively) as well as emerging issues, including nonstandard work arrangements, the duty to accommodate, workplace violence, work-family life balance and alternative dispute resolution."

Click here for more information: <http://www.cira-acri.ca/docs/CIRA06flyer.doc>.

E-mail questions and proposals to: social@hicsocial.org

Global Perspectives – Health Through Occupation: The Evidence

Deadline for Submission: March 17, 2006

The 5th Occupational Science Symposium will be held from September 11-12, 2006 at the University of Northampton in Northampton, England under the auspices of Occupation UK and Ireland, an organization committed to promoting health through occupation for individuals and communities.

This symposium will focus on presenting evidence that relates to engaging in everyday activities and health. It will provide an opportunity for individuals from a range of disciplines to present papers and posters.

Click here for more information and to download the abstract submission form:

http://www.northampton.ac.uk/occupation_call_for_papers.php.

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

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.

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>.



Global Perspectives – HR Summit '06

Theme: "Generating High Performers of All Ages"

Where: Sydney, Australia – When: March 7 - 8, 2006

For further information please visit: <http://www.thehrsummit.com>.

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/>

23rd Annual Claremont Symposium on Applied Social Psychology

Theme: "Work and Families: Changing Realities"

Where: Claremont McKenna College, Claremont, CA – When: March 25, 2006

For further information please visit: <http://www.cgu.edu/pages/1004.asp>

Family Support America 25th Anniversary Conference

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

For more information, click here: http://www.familysupportamerica.org/content/conf/upcoming_conf.asp.

The 4th 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.

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.

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>.

Fifth Annual Hawaii Conference on Social Sciences

Where: Honolulu, HI – When: May 31-June 3, 2006

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

 **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.

 **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.

 **Global Perspectives – OIC Human Capital Management Conference**

Theme: "Developing Talent and Performance Improvement: A Leap Forward"
Where: Kota Kinabalu, Sabah, Malaysia – When: June 14-16, 2006

Click here for more information: <http://www.oichcm2006.org/home.php>.

 **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 - Socially Responsive, Socially Responsible Approaches to Employment and Work**

Co-hosted by the Australian Centre for Research in Employment and Work (ACREW), Monash University, Australia and the Department of Management, Kings College London.
Where: Monash University, Prato Centre, Tuscany, Italy – When: July 1-4, 2006

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

 **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/>.

101st 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.



Global Perspectives - 11th Annual Conference of the International Telework Academy

Theme: "E-Networks in an Increasingly Volatile World"

Where: Fredericton, New Brunswick, Canada – When: August 28-31, 2006

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

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 6,300 citations in the Literature Database. As of February 2006, we now have over 7,125 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, eight of the publications we have selected for this issue of *The Network News* are publications relevant to the topic of workforce diversity.



Global Perspectives - Foster, C. & Harris, L. (2005). Easy to say, difficult to do: Diversity management in retail. *Human Resource Management Journal*, 15(3), 4-17.

This article explores the concept of diversity management by examining its application at a large British retailing company. After in-depth interviews with managers, human resource specialists and employees, findings reveal that managing diversity means different things to different people and that it is crucial to be consistent and fair. Policy implications and applicability to other industries and workplaces are discussed.

Hewlett, S.A., Luce, C.B. & West, C. (2005). Leadership in your midst. *Harvard Business Review*, 83(11), 74-82.

This article reports on some findings from a 2005 study by the Center for Work-Life Policy. Many minority professionals, particularly women of color, hold high-profile leadership roles in their towns, schools and churches, but are not credited for their leadership skills within their workplaces. The authors offer many examples of workers and the considerable skills honed in their personal lives and how these abilities could transfer to their professional lives. They also report on several companies who have begun to tap into their employees' formerly hidden abilities and talents. This article is one result of the Center's Hidden Brain Drain Task Force. More information may be found here: <http://www.worklifepolicy.org/index.php/section/initiatives>.



Global Perspectives - Holton, V. (2005). Diversity reporting: How European business is reporting on diversity and equal opportunities. *Women in Management Review*, 20(1), 72-77.

This research report provides a brief review of the level of diversity reporting among 22 large European businesses. Document analysis is conducted on publicly available sources, including company and recruitment websites and corporate social responsibility reports. The author examines how diversity is defined, the scope of focus, and the evidence of long-term commitment to diversity by businesses. The analysis reveals that businesses vary in their definition and scope of diversity and that there is limited information on diversity progress monitoring and evaluation. The author concludes that diversity reporting among European companies is at an early stage and proposes five basic reporting rules. The author also argues that while there are currently few mandatory requirements for diversity reporting, there is growing public pressure for it, including from shareholders, fund managers, and pressure groups. The report makes a link between diversity with work-

life balance by reporting that a number of recruitment websites are highlighting work-life balance as a diversity issue. The author suggests that this reflects the views of a younger generation of workers in Europe who have higher expectations for work-life balance than their predecessors and that they are also becoming a new source of pressure point for diversity. Annotated by Uracha Chatrakul Na Ayudhya, Doctoral Researcher, Manchester Metropolitan University, United Kingdom.

Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., Leonard, J., Levine, D., & Thomas, D. (2003). The effects of diversity on business performance: Report of the Diversity Research Network. *Human Resource Management*, 42(1), 3-21.

This report discusses the results and findings in studies of the relationship between race and gender diversity and business performance. The Diversity Research Network looked at four large firms over five years using a variety of objective measures. Researchers found few positive or negative direct effects of diversity on business performance and conclude that context is important in determining diversity's workplace impact. Results also suggest that commitments to diversity have paid off by eliminating many negative effects on group process and performance seen in other studies and research.

McLaughlin, M.E., Bell, M.P., & Stringer, D.Y. (2004). Stigma and acceptance of persons with disabilities: Understudied aspects of workforce diversity. *Group & Organization Management*, 29(3), 302-333.

The number of workers with disabilities is growing, but little research has been done on this portion of the workforce. The authors studied 600 people and assessed the functions of disability type, stigma, and employee characteristics in acceptance of a disabled co-worker. The strongest factor in acceptance was performance impact; it related to acceptance regardless of the type of disability. It is important to understand that workers with disabilities may not be included because of erroneous perceptions that they are unable to perform their jobs; the goal must be an accepting and inclusive workplace.

Pless, N.M. & Maak, T. (2004). Building an inclusive diversity culture: Principles, processes and practice. *Journal of Business Ethics*, 54(2), 129-147.

This paper focuses on the importance of creating an inclusive workplace using an organization's norms and values in addition to strategic policies and processes. The authors discuss four essential transformative stages of becoming an inclusive organization and offer real-life examples from various companies. The article emphasizes the importance of a long-term commitment to long-term success of diversity programs.

 **Global Perspectives - Point, S. & Singh, V. (2003). Defining and dimensionalising diversity: Evidence from corporate websites across Europe. *European Management Journal*, 21(6), 750-761.**

The authors compared the diversity statements from the websites of 241 European countries to identify how different countries and companies construct the meaning of "diversity." Findings reveal that few companies actually define the word formally, and companies tend to construct the meaning to suit their own situations, goals and areas of expertise. Suggestions for future research are discussed.

 **Global Perspectives - Worman, D. (2005). Is there a business case for diversity? *Personnel Today* (May 17), 27-28.**

The article offers a practitioner's perspective on the debate of the business case for diversity (the author is a diversity advisor at the Chartered Institute of Personnel and Development in the UK). The author draws upon data from various sources including organizational case study testimonies and academic studies to contribute to the ongoing debate of the business benefit for diversity in the UK. The author contends that although academic evidence to support the business case is mixed, business and moral cases for diversity are interconnected and that moral arguments influence the ability of companies to get the best from their staff. The paper highlights the importance for employers to recognize that diversity extends beyond the social category and to include value diversity and informational diversity. The author asserts that the business case for diversity is real as competition between organizations increases. The quality of people employed is a distinguishing factor of today's successful organizations and therefore, employees must be treated fairly as they are the single most sustainable source of competitive edge. 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.

Eisenberger, R., Jones, J.R., Stinglhamber, F., Shanock, L., & Randall, A.T. (2005). Flow experiences at work: For high need achievers only? *Journal of Organizational Behavior*, 26(7), 755-775.

The authors performed two studies using Csikszentmihalyi's flow theory of optimal experience to examine the relationships of workers' "perceived skill and challenge at work and need for achievement with their positive mood, intrinsic task interest and extra-role performance." For achievement oriented employees, high skill and

challenge resulted in higher positive mood and task interest. These associations did not exist in employees with a low need for achievement, suggesting that personality influences the degree to which high skill and challenge results in a positive work experience.

Greenhaus, J.H. & Powell, G.N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72-92.

This paper proposes a theory of work-family enrichment, defined as the extent to which experiences in one role positively affect the quality of life in the other. Findings illustrate that participation in multiple roles can have additive effects on overall well-being, buffer people from distress in one of the roles, and that experiences in one role can then produce positive experiences and outcomes in the other. The theory's model may be used as a guide for future research on work and family interface.

Heymann, J. (2006). *Forgotten families: Ending the growing crisis confronting children and working parents in the global economy*. New York: Oxford University Press.

This book "is based on over a thousand in-depth survey data from more than 55,000 families spanning five continents...It addresses problems faced by working families in industrialized and developing countries alike, touching on issues of child health and development, barriers to parents getting and keeping jobs, and problems families confront daily and in times of crisis." Chapters include: (1) Dramatic Transformations, (2) Who Cares for Preschool Children?, (3) School-Age Children: Getting a Chance, (4) Parents' Working Conditions and Children's Health, (5) Economic and Gender Inequalities, (6) Families That Work in Times of Crisis, and (7) Addressing the Burgeoning Problems.

Please note that if you order this book from Oxford University Press at <http://www.oup.com/us> and use the code #23954, you will receive twenty percent off the cover price. If you are interested in using the book for a class, you may receive a free copy while supplies last. Please e-mail Kate Penrose at kate.penrose@mcgill.ca with your name, address, and the name of your course.

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