



## In This Issue

- Tom Kochan discusses an agenda for America's working families.
- A graphic illustrates the employment status of different kinds of families with children under 18.
- Shelley J. Correll talks about her research at Cornell University on parenthood and hiring practices.

## New from the Network

### Sloan Network Updates and Announcements

► We have two new Topic Pages up this month:

- Health and Workplace Flexibility, compiled by Gloria Tower with expert advisor Jeffrey Greenhaus, is available here: <http://wfnetwork.bc.edu/topic.php?id=25&area=academics>.
- Shift Work, compiled by Erin Donohue with expert advisor Wen-Jui Han, is available here: <http://wfnetwork.bc.edu/topic.php?id=24&area=academics>.

Please let us know what you think!

► Judi Casey presented the results of the "Numbers that Work" poll at the 2006 AWLP conference in a session with Sandy Burud (author of *Leveraging the New Human Capital*) and Stacy Wittekind (Bristol-Myers Squibb) called "Numbers at Work: Using Information to Drive Organizational Change." The presentation focused on the current and future information needs of the work/life practitioner. The session emphasized the importance of getting the right information (and the resources of the Sloan Network that can help you do that), in addition to how to use information to make decisions, or in some cases, not make decisions. Here's a preview:

Information needed now:

- Flexible Work Schedules (88%)
- Child Care (83%)
- Overwork/Workload (79%)
- Telework/Telecommuting (78%)
- Diversity (75%)
- Health care costs/ Benefits (74%)
- Health and Wellness (72%)

Information needed in the future:

- Global Economy/Global Focus (83%)
- Phased Retirement (74%)
- Older Workers/ Aging Workforce (73%)
- Generational Diversity (72%)
- Elder Care (67%)

The full poll results are available. In addition, a CD with information from the Sloan Work and Family Research Network was created to respond to your current and future information needs. To view the poll results and the CD on Myfiles, a BC file sharing program, please go to:

[https://wfs.bc.edu/xythoswfs/webui/xy-4609856\\_1-t\\_5gwcjwHh](https://wfs.bc.edu/xythoswfs/webui/xy-4609856_1-t_5gwcjwHh), or copy and paste the link into your browser.

► 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:

► The Center for Families at Purdue University and the Boston College Center for Work & Family, with the support of the Alliance for Work Life Progress, have named Natalia Sarkisian and Naomi Gerstel the winners of the 2005 Rosabeth Moss Kanter Award for Excellence in Work-Family Research. The Kanter Award is given annually to the best research paper(s) published each year. Natalia and Naomi have been honored for their paper, “Explaining the Gender Gap in Help to Parents: The Importance of Employment,” from the Journal of Work and Family.

To read the press release, click here:

[http://www.bc.edu/centers/cwf/research/meta-elements/pdf/kanter\\_press\\_05.pdf](http://www.bc.edu/centers/cwf/research/meta-elements/pdf/kanter_press_05.pdf).

To access Best of the Best: Summaries of the Top Twenty Nominees, click here:

[http://www.bc.edu/centers/cwf/research/meta-elements/pdf/best\\_2005.pdf](http://www.bc.edu/centers/cwf/research/meta-elements/pdf/best_2005.pdf).

► Eduardo Porter of *The New York Times* discusses many possible reasons for women’s declining labor force participation over the last four years.

To access “Stretched to the Limit, Women Stall March to Work,” click here:

<http://www.nytimes.com/2006/03/02/business/02work.html?ex=1298955600&en=514cc2fb16dec556&ei=5090&partner=rssuserland&emc=rss>.

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

### An Agenda for America’s Working Families



Tom Kochan

**Bio:** Thomas A. Kochan is the George Maverick Bunker Professor of Management at MIT’s Sloan School of Management and Professor of Engineering Systems at MIT. He is Co-Director of both the MIT Workplace Center and of the Institute for Work and Employment Research. He is coauthor (with Paul Osterman, Richard M. Locke, and Michael J. Piore) of *Working in America: A Blueprint for the New Labor Market* (MIT Press, 2002) and author of *Restoring the American Dream: A Working Families’ Agenda for America* (MIT Press, 2005.)

**Editors’ Note:** This month, Judi Casey and Karen Corday interview Tom Kochan on an agenda for America’s working families as detailed in his new book, *Restoring the America Dream*.

### An Interview with Tom Kochan

By Judi Casey and Karen Corday

**Casey:** Why does your book focus specifically on working families?

**Kochan:** Work and family are so intertwined that we have to look at them as one social and economic set of activities. Typically, we have studied them separately and missed the reality that people experience in their lives. We were not speaking to workers as they experienced work, nor were we speaking to families’ actual home lives. I felt it was time to bring the two together, but keep the emphasis on the workplace as much as possible, as that’s where so many of our pressures are located today. I wanted to move away from thinking about working families as blue-collar workers and make the point that today we are all part of working families. This is true of everyone from entry-level workers to high-level professionals; we all find that our work and family lives are intertwined.

**Casey:** What are the characteristics of America's working families?

**Kochan:** Today everybody is part of a working family. There's no single model; it's not the old stereotype of the male breadwinner with the wife at home taking care of the family and community needs. That situation represents less than twenty percent of people that work today. We have working families of all varieties, from the sole breadwinner to the majority of families where there are two parents in the workforce, not necessarily both working full-time, but with various working time arrangements. Other possible situations include single parent families where one parent has full responsibility for all work and family needs as well as families where parents are not in the workforce and the children are growing up on public assistance without any role models in the workplace. There are also other variations of working families, from people with partners who have children and are sharing responsibility for them to grandparents and other relatives involved in parenting and economic support. Families are very diverse. Likewise, workers are very diverse; some work part-time, some work full-time, some have situations in which there's steady employment, and others work from time to time.

**Casey:** You talk about working families in a "knowledge economy?" What do working families need to do to succeed in today's knowledge economy?

**Kochan:** A knowledge economy rises or falls on the basis of innovation; workers use their discretionary effort to add value in the workplace with their knowledge, training, education, commitment, and motivation to do a good job and serve their customers, patients, or clients effectively. To succeed in this type of economy, workers need a solid basic education that imparts technical skills as well as the ability to work with others, lead teams, and communicate effectively. They also need access to continuing education—"lifelong learning" is the term that has become popular. Skills and technologies change and become obsolete much more quickly than in the past. It's no longer enough to get a good education and assume that you'll be set for life. A degree can serve as a ticket into the labor market, but maintaining one's skills requires continuous learning, whether that comes in the form of returning to school, learning on the job, or opportunities through professional associations. People also need the ability to navigate the labor market, to sell one's skills and know about job opportunities. This is a fluid labor market, which requires people to go out and find where they can use their skills and capabilities, as opposed to moving up or moving laterally to an opportunity within their current place of employment.

This type of economy can add more pressure for families; it requires more negotiation and collaborative planning as to how and when one can move to where job opportunities are located and consideration of both children's needs as well as a partner's career. This creates stress. New opportunities don't always present themselves in predictable ways. These competing needs are all subject to discussion at home.

**Casey:** How can families be successful, given all these new dynamics?

**Kochan:** As we just discussed, it requires a lot more communication and negotiation, so there aren't surprises that affect not only one career, but two. There needs to be more conversation about responsibilities, fears, and possibilities down the road.

**Casey:** Do you think families are equipped to communicate about these issues?

**Kochan:** No. Families have to do a lot more thinking about their joint outcomes. If I don't have health insurance at my job, for example, perhaps my partner has to think about finding a job or choosing among alternatives that will provide that kind of stability and support, or vice versa. Workers also need to become much more aggressive about using options such as flexibility in the workplace and bringing up issues pertaining to working families. If workers put these issues on the table, employers will see that in the competitive labor market, if they want the best workers with the skills they need, they must be responsive to their workers' realities. I think we're beginning to see this a little more with our young professionals, but traditionally this has not been a legitimate area for discussion. Even employers have a difficult time talking about the needs of working families out of fear of discriminating against workers with family responsibilities. I think we all need to become better at having these conversations.

**Casey:** Do you think that families are discriminated against because they have more needs, and maybe employers think it's "simpler" to hire someone without a lot of obligations and attachments?

**Kochan:** I think some employers are of that mindset, and you do see some of that in the labor market. One blatant example is employers who are worried about the expense of covering health insurance, so they look for employees who won't need family coverage or can be covered in other ways. This doesn't happen in leading companies, but we see it in some organizations, particularly in the service sector. We also see situations in

which organizations discourage long-term employment. They'd rather have temporary workers who may not see their jobs as careers; they don't want to build the kind of social obligations typically associated with longer tenure on the job such as time off, vacation, and retirement security. It's a tough workplace in many respects, and employees need to recognize that they must raise these issues for themselves and their peers and let employers know that this is what's required to have a productive and well-qualified workforce.

**Casey:** Who are the role models or instructors who will teach these new skills needed by working families?

**Kochan:** It's our responsibility as educators. Here at the Sloan school, we are spending more time on work and family issues and how to discuss them in the workplace. We have negotiations classes where we teach a work and family case that gets people to consider these issues in ways they can be comfortable with as they move forward. Professional associations should also focus on the issues. For example, you have so many young lawyers who work these very long hours and have to leave the best law firms because they can't work there and have a family. No individual can take this issue on, but if the bar association takes a stand, along with various medical associations and the MBA students who work for investment banks and consulting firms, and says, "Look, we're all interested in a different model of employment," I think we will see change. If these groups don't work collectively, it will be very hard. Unions are also working on these issues, to some extent, and I think they need to step up more forcefully and consider the needs of working families as a central part of any labor negotiations.

**Casey:** So it's a combination of individual responsibility as well as the responsibility of different structures that support working families to address these issues?

**Kochan:** Yes. We've tried to succeed alone and it doesn't work. If I voice my needs and you don't and we're both competing for the same job or working alongside each other, then I fear that our potential employer or supervisor will look at you as a more ideal employee. That disincentive keeps us both from acting on our own interests; we must work together. This doesn't mean we have to be out on the streets on strike; that's not going to work in today's society or economy. It does mean we should talk about these issues, raising them, insisting on them, and supporting each other in the workplace. Those kinds of behaviors, collectively, will make an enormous difference in the future.

**Casey:** What's the role of government?

**Kochan:** The government needs to recognize that we have a workforce that needs to balance work and family responsibilities, and they need to encourage such behavior. I do think we are overdue to have some sort of paid leave that covers all people who work, not just those who are in professional jobs who are covered through their workplaces. I think there could be minimum changes in public policies around paid leave and flexible work hours where employees have control over the decision to work overtime, but fundamentally, the government should provide a level playing field to raise these issues, discuss them in the workplace, and encourage these discussions.

**Casey:** Should the government promote the right to request flexible hours, as they did in the U.K. recently?

**Kochan:** I think it's hard to mandate flexibility. I respect what they're doing in Europe, but I think this issue needs to be worked out jointly at the workplace. My preference would be to have local solutions and to protect individuals' rights to raise these issues without fear of retaliation and discrimination. Even that is hard to enforce from a legal standpoint; there must be norms that develop in institutions to protect people.

**Casey:** How can academics and researchers support working families?

**Kochan:** The most important thing we can do is conduct applied research that shows what works and what doesn't, how to improve the workplace, how to resolve these flexibility issues, and to demonstrate the conditions needed to be productive in a flexible workplace. There's an enormous need to get into the workplace and use all of our methodological tools to do that work. I would also encourage more experimentation with different kinds of approaches. All of the states could be doing more on work and family issues, be it paid leave or other types of flexibility. It's time for state level innovation and for us to work with public policy makers to encourage that kind of innovation, evaluate it, and see what we learn. Finally, I think it's time that we all start working together with business and labor leaders, work and family groups, and public policy makers to figure out what needs to be done and how to move forward on a collaborative basis. We can't just all do our own things and be ships passing in the night, which is the current state of affairs. I'm very optimistic that we'll have the Massachusetts Work Family Council in place in 2006, and hope that will be a model for how to move forward.

**Casey:** What would be the first steps once the council is approved?

**Kochan:** The first step would be to appoint senior members of the council such as high level executives and representatives from the non-profit sector and from labor. One of the first things we want to do is a survey of Massachusetts employers to get a good baseline on the state of flexibility practices in the workplace today. From there, we can begin to set an agenda.

**Casey:** What are other concerns of working families in addition to flexibility and paid leave? How about child care and elder care?

**Kochan:** Yes, child care, elder care, and school hours. Hours of school are likely to become a hot button issue for state policy in the future. Nobody's work schedule stops at 2:00 when kids get out of school. The idea of the summer vacation worked very well for me when I was growing up on a farm and we were needed to help out there, but those days are long gone for the vast majority of people, and we should think of school years differently. Clearly we're all sensitive to not overstressing our children, but there are changes that could be made that would lead to a higher quality of education and be better suited to the rhythms of people's work lives.

**Casey:** Anything else to add?

**Kochan:** I'm very worried that we're not putting these issues on the table and standing up and saying that they're really important. If we don't, we're going to leave our kids to deal with all of these problems and the pressure will be on them, rather than this generation taking the responsibility to respond to a changed economy. As parents, we must respond now.

**Casey:** Why has it been so hard for people to step up and affirm that these are critical issues that we must take ownership for and resolve in some way?

**Kochan:** Historically, work and family has been viewed as a personal issue to be dealt with individually rather than part of the public agenda. Secondly, we've become so polarized that people are afraid to raise tough issues at work and in the political arena because they get attacked when they do so. We must become more civil in our public and political discourse and allow people to raise their voices in their own interests.

**Casey:** We recently interviewed Sandy Burud about her new book, *Leveraging the New Human Capital*. In this book, she references around 500 studies that demonstrate the benefits of flexible work arrangements. There's a lot of data out there documenting the health and business benefits of paying attention to these issues, but yet there does seem to be a lot of inertia and polarization. People have very different perspectives about the needs of working families. Do you have any thoughts on how to bridge these differences and get people to work together?

**Kochan:** I think we need to have more convening forums in which people who see the world through their own narrow perspectives are brought together with others who are confronting similar problems in a different way. It's our job to bring these stakeholders together and demonstrate that if we work together, we can make some progress. We don't have enough of that in society today; we are all so specialized and the interest group lines are drawn very narrowly. The trust in institutions is at such a low point that everyone is trying to do their own thing. That needs to change, and that requires leadership.

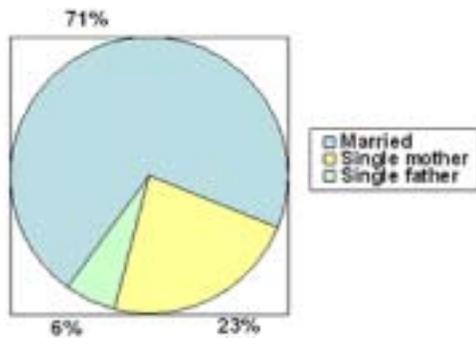
**Casey:** Yes, I think leadership is really the key. We need to have an energizing champion who can pull people together under a bigger umbrella.

**Kochan:** We do need that, and I think that may emerge. Society is so frustrated with the divisiveness in our social and political dialogue. I think some of the people at the local and state levels are beginning to see leadership and are searching for ways to bring groups together. I'm hopeful that in the near future, we can begin to really make some progress.

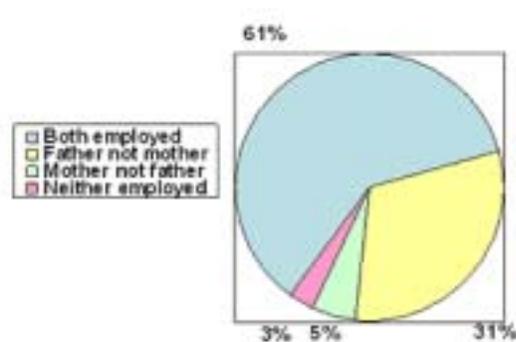
To contact Tom, please e-mail [tkochan@mit.edu](mailto:tkochan@mit.edu).

## Employment Status of Parents from Different Types of Families

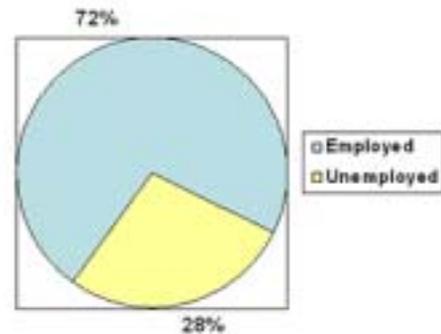
All U.S. Families With Children Under 18



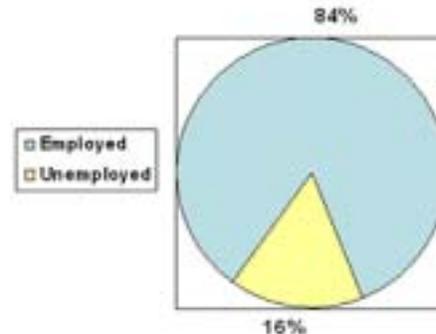
Married Couples with Children Under 18



Families Maintained by Women with Children Under 18



Families Maintained by Men with Children Under 18



**Source:** Bureau of Labor Statistics. (2004). *Current Population Survey: Table 4. Families with own children: Employment status of parents by age of youngest child and family type, 2003-04 annual averages.* Retrieved February 21, 2006, from <http://www.bls.gov/news.release/famee.nr0.htm>.

### Additional Resources Related to Working Families in the New Economy

**Conversation Matters:** Conversation Matters is run by Dr. Loren Ekroth, who provides training and coaching on effective communication to corporations and government agencies. This site features a plethora of free self-tests and articles to assist people in communicating effectively both at work and at home. Access to his e-zine, *Better Conversations*, is available free of charge to those who subscribe via e-mail at this site.

- To access the site, click here: <http://www.conversation-matters.com/codetest/index.php>.

**Economic Policy Institute:** "The Economic Policy Institute is a nonprofit, nonpartisan think tank that seeks to broaden the public debate about strategies to achieve a prosperous and fair economy. EPI was the first — and remains the premier — organization to focus on the economic condition of low- and middle-income Americans and their families." Many of the Institute's studies, issue briefs, charts, fact sheets and other publications are available online.

- To access the site, click here: <http://www.epi.org>.

**Labor Project for Working Families: Bargaining for Work and Family:** "The Labor Project for Working Families maintains the nation's only database of information and contract language on labor and such work/family issues as child care, elder care, alternative work schedules, family leave, expanding FMLA, etc. You may view contract language on the areas listed above, and other categories."

- To access the home page, click here: <http://www.laborproject.org/index.html>.
- To access *Bargaining for Work and Family*, click here: <http://www.laborproject.org/bargaining/index.html>.

 **Global Perspectives - A Primer on the Knowledge Economy:** “This primer is intended as a brief guide to the Knowledge Economy for people in business and government who need a succinct summary of its major features and implications. It has been prepared by Professors John Houghton and Peter Sheehan of Victoria University’s Centre for Strategic Economic Research.”

- To access the report, click here: <http://www.cfses.com/documents/knowledgeeconprimer.pdf>.

 **Global Perspectives – Working Families:** “Working Families is more than the voice of working parents. We offer practical help. We inform parents about choices in childcare. We support you on employment rights, campaign for changes in the law, and try to persuade employers to adopt practices which work for them and you alike. We publish topical, relevant and free information.” The site includes fact sheets and publications on topics such as rights in the workplace, flexible schedules, childcare, working fathers, families with disabled children, and low income workers.”

- To access the site, click here: [http://www.workingfamilies.org.uk/asp/home\\_zone/m\\_welcome.asp](http://www.workingfamilies.org.uk/asp/home_zone/m_welcome.asp).

## *The Sloan Foundation Corner*

### **Work-Family Project**

#### **Do Employers Discriminate Against Mothers?: An Audit Study**

By Shelley J. Correll and In Paik



Shelley J. Correll

How does parenthood affect employment opportunities for women and men, and do the effects of parenthood differ for mothers and fathers? Results from this Sloan-funded study suggest that while parenthood has a small positive effect on job market opportunities for men, it significantly decreases employers’ interest in mothers on the job market. This discrimination against mothers during the hiring process is referred to as the “motherhood penalty.”

With support from the Sloan Foundation, we conducted an audit study of employers to examine whether parenthood impacted hiring decisions. Resumes and cover letters from a pair of fictitious same gender applicants (both female or both male) were sent to over 600 employers advertising for entry and mid-level professional job openings in a large, northeastern city newspaper over an 18-month period of time. The two equally qualified applicants differed in parental status—one was a parent, one was not—allowing us to isolate the effect of parenthood on employer behaviors. We monitored whether or not job candidates received a “callback” from potential employers.

Non-mothers (women without children) received 113% more callbacks than mothers, while fathers received 79% more callbacks than non-fathers (men without children). These results reveal the differing consequences of parenthood for the employment outcomes of men and women.

It is important to note that these applicants represented a “best case scenario,” having uninterrupted work histories, and equally strong educational credentials and professional experience. Since pre-testing established that all applicants were equally qualified, we attribute the differences in callback rates to the effects of parenthood and conclude that employers discriminate against mothers in the hiring process.

The results of the audit study compliment those from a laboratory experiment conducted at Cornell last year showed that evaluators, who were Cornell undergraduates, rated job applicants who were mothers as significantly less committed to work, less competent, less promotable, less hireable and deserving of significantly lower starting salaries compared with equally qualified non-mother applicants. Working fathers, however, were often rated more positively than men without children.

As a follow up to the lab experiment, this audit study allowed us to answer the question, “Do real employers also discriminate against mothers when making actual hiring decisions?” This question is important because if we can identify specific processes or junctures where mothers are disadvantaged, we can better recommend workplace policies to mitigate these disadvantages. Understanding the impact of motherhood on women’s workplace outcomes is important not only because many women employees are also mothers, but also because mothers’ earnings constitute an increasing proportion of household income among American families with children.

## Announcements

### Call for Papers and Proposals

#### **Journal of Vocational Behavior: Special issue on Bridging Disciplinary Divides in Mentoring Research**

Deadline for Submission: April 1, 2007

This special issue encourages interdisciplinary thinking among mentoring scholars working in the areas of youth mentoring, student-faculty (undergraduate and graduate) mentoring, and workplace mentoring. In line with the journal's mission, submissions should focus on the role of mentoring in vocational behavior and career development. Please submit manuscripts following the instructions in the Information for Authors section of the latest issue of the journal.

Click here for more information: <http://www.charityadvantage.com/iaswr//JofVocBeh.pdf>.

E-mail questions to co-editors of the special issue: Dr. Lillian T. Eby at [leby@uga.edu](mailto:leby@uga.edu) or Dr. Tammy D. Allen at [tallen@shell.cas.usf.edu](mailto:tallen@shell.cas.usf.edu).

#### **Society for Social Work and Research: 2007 Annual Conference**

Deadline for Submission: April 30, 2006

The Society for Social Work and Research announces its 11th Annual Conference, "Bridging Disciplinary Boundaries," which will be held in San Francisco, CA on January 11 - 14, 2007. Please submit abstracts for one of three types of presentations of original research: (1) oral paper presentations; (2) organized symposia; (3) poster presentations. The conference will also include workshop and roundtable sessions.

Click here for more information: <http://www.sswr.org/conferences.php> .

Click here to submit papers: <http://sswr.confex.com/sswr/2007/cfp.cgi>.

### 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>.

### Conference Announcements

#### **23<sup>rd</sup> 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 25<sup>th</sup> Anniversary Conference**

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

For more information, click here: [http://www.familysupportamerica.org/content/conf/upcoming\\_conf.asp](http://www.familysupportamerica.org/content/conf/upcoming_conf.asp).

#### **Emory Center for Myth and Ritual in American Life (MARIAL): Myths of the American Family**

Where: Emory University, Atlanta, GA – When: March 30-31, 2006.

For more information, click here: <http://www.marial.emory.edu/about/news/myths%20conf%20sched%2006.htm>.

#### **Conference Board: Women's Leadership Conference**

Theme: "Advancing the Women Leader"

Where: New York Hilton, New York, NY – When: April 4-5, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1003>.

#### **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>.

#### **Human Capital Institute's 2006 National Human Capital Summit**

Where: Chicago Marriott Downtown, Chicago, IL – When: April 5-7, 2006

Click here for more information: [http://www.humancapitalinstitute.org/hci/conference\\_national.guid](http://www.humancapitalinstitute.org/hci/conference_national.guid).

#### **Conference Board: Women's Leadership Conference**

Theme: "Advancing the Women Leader"

Where: Coronado Island Marriott, San Diego, CA – When: April 26-27, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1004>.

#### **One Small Step Spring Symposium**

Theme: "Flexibility: The Law, The Employer, The Individual"

Where: Wells Fargo Penthouse, San Francisco, CA – When: April 28, 2006

Click here for more information: [http://www.onesmallstep.org/OSS\\_events.html](http://www.onesmallstep.org/OSS_events.html).

#### **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>.

#### **Workforce Diversity Network 2006 Conference**

Theme: "The Case for Diversity—It's Everybody's Business"

Where: Rochester Riverside Convention Center, Rochester, NY – When: May 22-24, 2006

Click here for more information: [http://www.workforcediversitynetwork.com/conf\\_main.aspx](http://www.workforcediversitynetwork.com/conf_main.aspx).

#### **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](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 – 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 Conference on Interdisciplinary Social Sciences**

Theme: "Interdisciplinary Perspectives on Gender"

Where: University of the Aegean, Island of Rhodes, Greece – When: July 18-21, 2006

Click here for more information: <http://socialsciencesconference.com/>.

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

 **Global Perspectives - 11<sup>th</sup> 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>.

**19<sup>th</sup> Annual Benefits Management Forum & Expo**

Where: Hyatt Regency Chicago, Chicago, IL – When: September 17-19, 2006

For more information, click here: <http://www.sourcemediaconferences.com/conferences/BMFE06/index.html>.

**HR.com: Employers of Excellence National Conference**

Where: Red Rock Resort, Las Vegas, NV – When: October 25-27, 2006

For more information, click here:

<http://www.hr.com/servlets/sfs;jsessionid=63396A6D62D31FBA47C2B40E43BA9066?s=ItlLfOgRgLAnbq5Ha&t=/contentManager/selectCatalog&i=1116423256281&b=1116423256281&l=0&e=UTF-8&active=no&intro=1&sort=Price&ParentID=1131735100943>.

## 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 6,369 citations in the Literature Database. As of March 2006, we now have over 7,200 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, six of the publications we have selected for this issue of *The Network News* are publications relevant to the topic of working families in the new economy.**

**Brown, S., Farrel, L. & Sessions, J.G. (2006). Self-employment matching: An analysis of dual earner couples and working households. *Small Business Economics*, 26(2), 155-172.**

This report examines the prevalence of employment matching within couples or households, specifically in cases of self-employment. The authors tested whether self-employed workers were likely to partner with other self-employed workers or if working couples would be more likely to diversify their households' types of employment. Findings indicate that people are likely to group with other people with similar types of employment, and this is especially true in the case of self-employed individuals. This suggests that employment matching holds significance for the transfer of human capital within couples and therefore couples' economic productivity.

**Challiol, H. & Mignonac, K. (2005). Relocation decision-making and couple relationships: A quantitative and qualitative study of dual-earner couples. *Journal of Organizational Behavior*, 26(3), 247-274.**

This article discusses the results of two related studies of the decision-making processes of dual-earner couples when one partner is asked to relocate for professional reasons. The studies use a survey and interviews to examine the variables likely to moderate the spouse's influence on the decision to relocate and the dynamics within the couple during the decision-making process. Findings suggest that the process is "a search for compromise solutions" and that the compromise is often relative to each spouses' willingness to relocate as well as the amount of priority given to the careers of each member of the couple.

**Hill, J.L., Waldfogel, J., Brooks-Gunn, J., & Han, W.J. (2005). Maternal employment and child development: A fresh look using newer methods. *Developmental Psychology*, 41(6), 833-850.**

This study uses data from the NLSY longitudinal study to compare outcomes across four different patterns of maternal employment: no work for three years after a child's birth, work after one year post-birth, part time work in the child's first year, and full time work in the child's first year. Findings indicate small but significant negative effects of full time maternal employment during a child's first year in comparison with the postponement of employment for one year post-birth. The authors also discuss the problem of selection bias and missing data in estimating the effects of maternal employment.

**Hyman, J., Scholarios, D., and Baldry, C. (2005). Getting on or getting by? Employee flexibility and coping strategies for home and work. *Work, Employment and Society*, 19(4), 705-725.**

This article examines organizational provision for flexibility and the work-life coping strategies used by employees from two sectors of the new economy. The case study method is adopted, using both qualitative and quantitative data derived from Scottish call-centre and software workers. One of the main findings is major differences in organizational provision for flexibility and working hours among the two sectors. Software workers have more autonomy and control over their working hours and work patterns, partly due to the nature of their work and their 'higher value' in the new economy. Because there is heavy demand and limited supply of software workers, employers are more responsive to employees' needs for flexibility in order to retain them. In the case of call-centre workers, flexibility is dictated according to business needs and management's expectations that employees conform to their ad hoc adjustments to working time. In both cases, spillover is a consistent outcome, even though it is expressed differently according to sectoral context. The authors conclude that the findings suggest that work pressures and demands are little different from those found in more traditional workplace settings. It is argued that although the study is conducted at a time when work and domestic tensions and demands are being recognized and receiving attention in the UK, there is little evidence from the findings that these pressures have made significant impact on employers' practices. Annotated by Uracha Chatrakul Na Ayudhya, Doctoral Researcher, Manchester Metropolitan University, United Kingdom.

**Raley, S.B., Mattingly, M.J. & Bianchi, S.M. (2006). How dual are dual-income couples?: Documenting change from 1970 to 2001. *Journal of Marriage and Family*, 68(2), 11-28.**

This paper used Current Population Survey data from 1970, 1980, 1990 and 2001 to document change in the prevalence of wives contributing less than 40% of households' incomes, husbands and wives contributing equally, and wives' incomes surpassing those of their husbands. In 1970, husbands were the sole providers for 56% of the couples surveyed and contributed 60% or more of the family income in another 31% of couples. By 2001, husbands were still the sole (25%) or major (39%) providers, but the wives' contributions were equal in 24% of the couples and greater than husbands' in 12%. Findings demonstrate that wives' increased human capital and couple's labor supply relate to increased female breadwinning patterns, but age cohort replacement in the workforce and life stage factors also contributed to the change over time.

**Seward, R.R., Yeatts, D.E., Zottarelli, L.K. & Fletcher, R.G. (2006). Fathers taking parental leave and their involvement with children: An exploratory study. *Community, Work and Family*, 9(1), 1-9.**

The authors assessed 38 fathers' parental leave-taking patterns, factors affecting paternal leaves and the impact of taking leave in involvement with children. After the measurement of 21 different aspects of father-child involvement, findings indicate that leave-taking fathers were more likely to share specific child care tasks with mothers, but no differences were found for the amount of time spent with children or taking responsibility for child care. Factors such as parents' egalitarian beliefs, level of education, and amount of income had more impact on fathers' overall participation in child care.

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

**Eisner, S. (2005). Managing Generation Y. *SAM Advanced Management Journal*, 70(4), 4-15.**

Many HR professionals report conflicts between younger and older workers, reflecting each generation's very different values, attitudes toward work and authority, ways of operating, degrees of socialization, skills, and so on. Managers must become familiar with Gen Y--a mini baby boom generation born after 1980 now pouring into the marketplace. This article summarizes the findings of and reactions to the author's research and presentations on strategies to train and manage Generation Y workers in ways that capitalize on their unique characteristics and qualities.

**Roehling, P.V., Jarvis, L.H., Swope, H.E. (2005). Variations in negative work-family spillover among White, Black, and Hispanic American men and women: Does ethnicity matter? *Journal of Family Issues*, 26(6), 840-865.**

This study investigates how gender differences in negative work-family spillover vary according to ethnicity and parental status. The authors used a nationally representative sample of 1,761 people. Findings indicate that Hispanics have the greatest disparity between men and women on negative spillover, Whites and Blacks experience similar levels of gender disparity, and that working parents report higher levels of family-to-work and work-to-family negative spillover than non-parents.

**Rosen, C.C., Levy, P.E. & Hall, R.J. (2006). Placing perceptions of politics in the context of the feedback environment, employee attitudes, and job performance. *Journal of Applied Psychology*, 91(1), 211-220.**

This paper proposes a model drawing a relationship between high levels of supervisor and co-worker feedback and lower employee perceptions of organizational politics. The authors sampled 150 dyads composed of workers and their managers across a variety of workplaces and found the model to be accurate, with lowered perceptions of politics resulting in higher employee morale and therefore higher levels of job performance and organizational citizenship.



**Global Perspectives - Yoshida, Y. & Smith, M.R. (2005). Training and the earnings of immigrant males: Evidence from the Canadian Workplace and Employee Survey. *Social Science Quarterly*, 86(s1), 1218-1241.**

This study explores earning differentials between minority immigrants and native-born Canadians and the role of discrimination in this difference. Using information on training found in the Canadian Workplace and Employee Survey and introducing the factors of access to training and training effects on income growth, the authors find that visible minority immigrants are disadvantaged in terms of access to training and earnings. Some results agree with the discrimination theory, but as a whole, the complete results are difficult to reconcile with a straightforward discrimination account.

## Upcoming Issues

**Take Part in The Network News**

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

- The Center on Aging & Work/Workplace Flexibility
- Children and Working Parents in the Global Economy
- Supporting Leaders to Lead More Balanced Lives: The Key to Culture Change

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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