



## In This Issue

- Marcie Pitt-Catsouphes and Michael A. Smyer discuss the Center on Aging & Work/Workplace Flexibility at Boston College.
- A graphic illustrates the past, present and projected future of economically active older adults in the United States.
- Donna Klein talks about a new study from Corporate Voices for Working Families on flexibility as a management tool.

## New from the Network

### Sloan Network Updates and Announcements

- ▶ Sandee Shulkin will present a paper entitled "The State of the States: Trends in Policies for Working Families" at the University of Massachusetts Boston's John W. McCormack Graduate School of Policy Studies Student Research Conference on April 28, 2006. The theme of the conference is "Social Inequalities in a New Century."
- ▶ The second issue of our Effective Workplace Series, Flexible Work Schedules, is now available here: [http://wfnetwork.bc.edu/pdfs/EWS\\_FlexibleWorkSchedules.pdf](http://wfnetwork.bc.edu/pdfs/EWS_FlexibleWorkSchedules.pdf).
- ▶ Issue 5 of the Policy Leadership Series, Afterschool Care, will be sent to state policy makers within the next week and is available online here: [http://wfnetwork.bc.edu/pdfs/policy\\_makers5.pdf](http://wfnetwork.bc.edu/pdfs/policy_makers5.pdf).
- ▶ Over the past year, we have added many new entries to our Work-Family Encyclopedia that you might be interested in:
  - ▶ A Critical Examination of the Glass Ceiling Phenomenon, by Prudence LaBeach Pollard, is available here: [http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=871&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=871&area=academics).
  - ▶ A Historical Perspective of Social Change, by Jessica DeGroot and Tina Armado, is available here: [http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=1690&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=1690&area=academics).
  - ▶ Crossover of Stress and Strain Between Spouses, by Mina Westman, is available here: [http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=1961&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=1961&area=academics).
  - ▶ Helping Behaviors: Volunteerism and Taking Care of Kin, by Hetty van Emmerik, is available here: [http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=1232&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=1232&area=academics).
  - ▶ Societal Cultural Models of Work and Family: An International Perspective, by Mary Blair-Loy and Michal Frenkel, is available here: [http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=1960&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=1960&area=academics).
  - ▶ Work and Family: A Cross-Cultural Psychological Perspective, by Maggie Shafiro and Leslie Hammer, is available here: [http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=226&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=226&area=academics).
  - ▶ Work and Family: Cross National Comparisons, by Meera Komarraju, is available here: [http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=2862&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=2862&area=academics).
  - ▶ Work-Family Guilt, by Allyson K. McElwain and Karen Korabik, is available here:

[http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=2862&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=2862&area=academics).

► Workaholism, by Gayle Porter, is available here:

[http://wfnetwork.bc.edu/encyclopedia\\_entry.php?id=1191&area=academics](http://wfnetwork.bc.edu/encyclopedia_entry.php?id=1191&area=academics).

Please let us know what you think!

► 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 Labor Project for Working Families has a new curriculum designed to educate and mobilize union members on work and family issues. The curriculum is 3 ½ hours long, easily customizable, and available online as a free download.

To download “Making It Work Better: A Work-Family Educational Program,” click here:

<http://www.laborproject.org>.

► Tory Johnson of ABC News offers practical answers to the question: “How can we get our employers to help us better balance work and life outside the traditional 9 to 5 model without compromising the quality of or commitment to both?” Part of the “Mothers Make It Work” series on *Good Morning America*.

To access “Flexibility Equals Productivity” and see a video clip of Diane Sawyer’s interview with Tory Johnson, click here: <http://abcnews.go.com/GMA/Careers/story?id=1836091&page=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,

Judi, Karen, Marcie, Tina, and Sandee

## *Conversations with the Experts*

### **The Center on Aging & Work/Workplace Flexibility at Boston College**



**Marcie Pitt-Catsoupes**

**Bio:** Marcie Pitt-Catsoupes, Ph.D., is Co-Director of the Center on Aging & Work/Workplace Flexibility at Boston College and an Associate Professor in the Graduate School of Social Work at BC. She received her B.A. from Tufts University, M.S.P. from Boston College, and Ph.D. from Boston University.

Dr. Pitt-Catsoupes brings extensive expertise in the area of organizational studies to the Center on Aging & Work. She has conducted studies about workplace culture, supervisor-employee relationships, and the adoption of innovative employee policies and programs by small, medium and large organizations. She is currently the Co-Principal Investigator of the National Study of Business Strategy and Workforce Development and the Study of Aging and Work in Industry Sectors, both of which are being conducted by the Center on Aging & Work.

From 1990-1999, Dr. Pitt-Catsoupes conducted research at the Center for Work & Family at Boston College. In 1997, she founded the Sloan Work and Family Research Network and continues to be the Principal Investigator of the Network.



**Michael A. Smyer**

**Bio:** Michael A. Smyer, Ph.D., is Co-Director of the Center on Aging & Work/Workplace Flexibility, Dean of the Graduate School of Arts and Sciences, and a Professor in the Department of Psychology, all at Boston College. He received his Ph.D. in personality and clinical psychology from Duke University and a B.A. in psychology from Yale University. Dr. Smyer, a licensed clinical psychologist, was a Professor of Human Development at Penn State prior to moving to Boston College.

Dr. Smyer has been active in geriatric mental health research for approximately 30 years. A past President of the Division of Adult Development and Aging

(Division 20) and the Division of Clinical Geropsychology (Section II) of the Division of Clinical Psychology (Division 12) of the American Psychological Association, Dr. Smyer was recently awarded the M. Powell Lawton award for distinguished contributions to clinical geropsychology, sponsored by Division 20 and the Retirement Research Foundation.

Dr. Smyer is a fellow of the American Psychological Association, the American Psychological Society, and the Gerontological Society of America. He has been on the editorial boards of the journals of Gerontology: Psychological Sciences, Psychology of Aging, and currently is on the board of Generations (published by the American Society on Aging).

### **An Interview with Marcie Pitt-Catsouphes and Michael A. Smyer**

By Judi Casey and Karen Corday

**Casey:** Why is aging and work one of the defining issues of our time?

**Pitt-Catsouphes:** We feel that the handwriting is on the wall with regard to the importance of the issues of aging and work. There are several factors that have contributed to this situation.

First, from a macro perspective in terms of social and economic policy, our society is actively re-assessing the effectiveness and sustainability of the systems we have established. Some of these systems may reflect values, such as devoting the retirement years to full-time leisure, which no longer fit with the expectations and preferences of today's older workers, particularly when compared with the older workers of fifty years ago.

Secondly, as a cohort of individuals, the Baby Boom generation is making different kinds of plans in their late careers than people from earlier generations. The Baby Boomers have had a history for starting trends, and society has adapted to their preferences and decisions. The Baby Boomers are constructing the concept of the "retirement job." Fifteen years ago, people would have called this term an oxymoron, but that is no longer the case.

Finally, employers who anticipate possible workforce gaps and shortages are now participating in conversations about engaging older workers. In the past, raising the issue of older workers could be a real discussion stopper because there was a mindset at the workplace that workers started to "transition out" once they crossed over a certain threshold at 50, 55, 60, 65.

**Smyer:** I agree. I would sum it up by saying that individually and organizationally, the aging of our society has changed our expectations regarding work and retirement. This requires individuals and organizations to reassess their assumptions. With the leading edge of the Boomers turning sixty this year, the saliency of the issue has increased.

**Casey:** What is the link between aging and workplace flexibility?

**Smyer:** The link is individual preferences and organizational effectiveness. When you ask older workers what kind of work they want, they talk about flexibility, either in terms of time, place or duties. One of the challenges for workplaces in an aging society is how to improve the fit between what older workers want and what organizations offer. If they're effective at that fit, businesses will become employers of choice not only for older workers but for all workers.

**Pitt-Catsouphes:** We have tried to define flexibility as offering choice and control not only to employees, but also to their supervisors and employers. Often times, there are implicit and explicit rules within the workplace about what's possible. If a worker of any age wants to discuss the possibility of change or variation in their job with their employer, it is too often perceived as a giveaway or accommodation for the worker. Flexibility can actually empower both the employer and employee. We feel that this kind of flexibility has the potential to not only provide opportunities for older workers, but also to be a catalyst for the kind of change that's good for the workplace as a whole.

**Casey:** What is the purpose of the Center on Aging & Work/Workplace Flexibility and how is it different from other centers on aging?

**Pitt-Catsouphes:** First and foremost, the Center was established as a research center. However, it's unique in that we are engaging in research that will have relevance to decisions being made at the workplace. As a consequence, although the focus is on research, a second purpose is providing high quality, evidence-based

information to businesses and other individuals that have an interest in positive organizational change. We feel that we must pursue both of these goals simultaneously. We wouldn't be satisfied with just a series of high quality research reports; it's important to drive the information back into the workplace. The whole structure of our Center reflects this mindset. In addition to the traditional research Advisory Committee made up of researchers and academics with expertise in this area, we also have engaged a group of corporate partners. These partners have challenged us from the beginning in a very positive way about the importance of certain questions and where gaps may be in our research.

**Smyer:** We bring business partners into the development and implementation of research projects that are of interest to employees. We do this explicitly through our SENIOR Advisors. SENIOR stands for Sloan Employer Network Informing Organizational Response. As Marcie said, an important part of what makes us distinctive is having corporate partners involved in all phases: proposing the research questions, carrying out the research, and sharing the findings with the business community. This gives us a competitive advantage and will make our research more effective.

**Casey:** What are some of the research projects you have planned?

**Pitt-Catsoupes:** We started with nine projects funded by our grant from the Sloan Foundation. About half are what we consider secondary analysis. We have several social scientists from many different disciplines who are very familiar with conducting research using very large data sets collected by other people, often the government. The other half of the Center's research consists of projects we have designed where we are collecting our own data. We are now conducting an additional four studies, for a total of thirteen.

Let me provide you with some examples. One of our studies, the Boston College National Study of Business Strategy and Workforce Development, has two phases. The first phase looks at early adopters—companies that have recognized the needs of older workers for years. The second is a representative sample of numerous companies. We're hoping to have our findings by June.

An economist is working on a second project that looks at the relationships between health care costs and the employment of older workers and whether these costs act as facilitators or barriers to the employment of older workers. She's looking at variations in the mandates that different state statutes require for insurance and whether the required coverage of certain procedures affects older workers' employment rates across the country.

Jackie James of Boston College and Jennifer Swanberg from the University of Kentucky are working on a third project that is examining corporate culture and the extent to which different values and attitudes at the workplace impact perceptions, decisions, and access to and use of flexibility options.

Those are just three examples; all of our studies in progress are listed on our web site. We are trying to explore very different perspectives and angles to better understand the experiences and decision making around older workers.

**Smyer:** One of the strengths of our research is that our researchers employ several different methods. One focus is secondary analysis—trying to capitalize on already existing data sets. For example, our first few studies were analyses of the Families and Work Institute 2002 National Study of the Changing Workforce. We drilled down and looked at the diversity of older workers and found a wealth of information when we analyzed their data on workers aged fifty and up. We reported the findings in December and tied them to the opening of the White House Conference on Aging, a once a decade event. At that conference, issues of older workers and the aging workforce were ranked as a very high priority just behind strengthening Social Security. This is one of the themes of our secondary analysis—there's a lot more information available than people have time to examine during the initial data collection and analysis.

Another example is our work with the Health and Retirement Study. Tay McNamara, an expert on the HRS, is conducting a series of studies using this data. The first study examines the relationship between workplace flexibility and volunteering. It's an interesting question; one of the reasons that people want flexibility is to pursue other interests at this point in their lives. Tay has found some interesting results about the impact of workplace flexibility.

Joe Quinn and his colleagues are investigating the concept of bridge jobs. The big news is that the concept of traditional retirement—going from full-time employment to full-time leisure—is now the exception rather than the rule. This is the value of being able to use secondary data and take a long look over an extended period of time.

**Casey:** How can workplaces be responsive to the needs of the aging workforce?

**Pitt-Catsouphes:** Employers who are asking what they can do to be responsive are at the front end of this wave, and they're looking for some data to help them make decisions. As Mick said, we're just now approaching the possibility of a large number of Boomers retiring, but most workplaces still have not developed effective responses. If employers anticipate labor force shortages, they should be thinking about this today—they don't have five years to get ready. For instance, some employers who are working with the Center say that 35% to 40% of their workforces may retire within the next five years. For that reason, we feel it is important to provide quality information to employers now.

**Smyer:** Europe and some countries in Asia are ahead of us in the aging of their workforce. The OECD has done some work on aging and work in Europe; there are lots of lessons to be learned from other countries that have examining these issues for a while.

**Casey:** What kinds of projects do you have planned outside of research?

**Smyer:** We have a conference coming up: "The Aging of the Workforce: Competitive Advantages or Vulnerabilities?" The focus of the conference is a working session with researchers and business leaders on how to be responsive to an aging workforce.

**Pitt-Catsouphes:** We hope that the conference will not only contribute to our research agenda, but that it will also help corporate practitioners articulate and envision an agenda for future practices.

**Smyer:** Our Research Advisory Committee will be participating as well. This is a group of about a dozen colleagues and organizations who are active in researching aging and work. We have people from the U.S. Chamber of Commerce, AARP, and SHRM as well as individuals such as Phyllis Moen and Michàlle Mor Barak. Also, Marcie has been asked to edit a special issue of *Generations*, a publication of the American Society on Aging, focusing on aging and work. There will be lots of crossover between the special issue and the conference.

**Pitt-Catsouphes:** We've really made an effort to collaborate with a wide range of organizations. We're working very closely with Workplace Flexibility 2010 at the Georgetown Law Center as well as other people who have expertise in policies that impact the experiences of older workers and employers.

**Casey:** What's the most innovative practice you've heard about at the workplace to respond to the needs of older workers?

**Pitt-Catsouphes:** A lot of what organizations are doing is consistent with their other work-life initiatives, ranging from flexibility around hours, schedules, place or job redesign. Another innovation is the extent of the flexibility of benefits. At different career stages, different benefits are more or less important to workers. The familiar cafeteria benefits plan concept is being revisited. Newer combinations of time and place flexibility can also provide creative solutions. Two retail chains—Borders and Home Depot—allow workers to work part of the year in one location and part of the year in another. If people want to be closer to home or closer to a facility where a loved one is being cared for, having these kinds of choices can be very important.

**Smyer:** The most innovative thing I've seen is a culture that values the contributions of older workers and finds a way to make those contributions possible beyond traditional retirement age. At MITRE, they have developed a program that employs older workers on a project-by-project basis; they often hire retired workers back as contractors.

**Casey:** Are organizations focusing on knowledge transfer?

**Pitt-Catsouphes:** It comes up around mentoring programs.

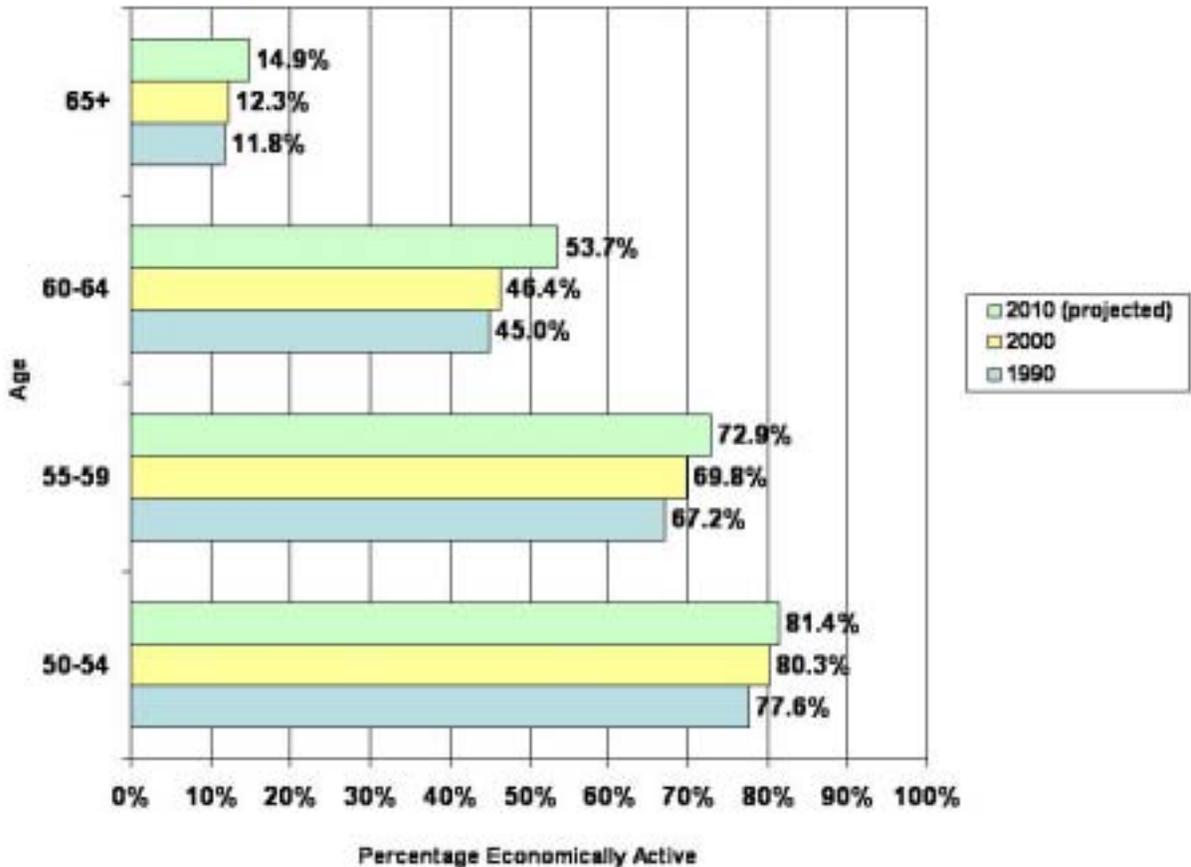
**Smyer:** I just heard about a utility company working with a community college to train linemen. This is in response to the aging workforce and the lead time needed to attract a younger group of workers to that particular role. The company provides internships that formalize the knowledge transfer from the older workers to the new generation of workers.

Visit the Center on Aging and Work/Workplace Flexibility's web site at: <http://www.bc.edu/agingandwork>.

To contact Marcie, please e-mail: [pittcats@bc.edu](mailto:pittcats@bc.edu).

To contact Mick, please e-mail: [smyer@bc.edu](mailto:smyer@bc.edu).

### Percentage of Economically Active Adults Aged 50 and Over in the United States



**Source:** International Labor Organization. (2005). *Economically Active Population Estimates and Projections, 1980-2020. Version 5*. Retrieved April 7, 2006, from <http://laborsta.ilo.org>.

#### Additional Resources Related to Aging and Work

**AARP: Money and Work:** AARP's web site features a section devoted to money and work with a huge range of articles, interviews, and tips for older workers as well as their employers.

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

**Global Perspectives - Age Positive:** "We are a team working in the Department for Work and Pensions in Sheffield and London, responsible for strategy and policies to support people making decisions about working and retirement. The Age Positive campaign promotes the benefits of employing a mixed-age workforce that includes older and younger people."

- To access the site, click here: <http://www.agepositive.gov.uk/index.cfm>.

**Microsoft Resources: Aging Workforce and Accessible Technology:** "The effects of America's aging workforce are expected to significantly impact business growth and productivity in the near future. The following resources detail the coming demographic shift and illustrate how accessible technology can equip employers to face the challenges posed by this demographic trend."

- To access the resources, click here: <http://www.microsoft.com/enable/aging/workforce.aspx>.

**Phased Retirement Overview: Summary of Research and Practice:** This thirteen-page report is a great overview of the factors driving the implementation of phased retirement, the benefits and concerns involved, and proposed regulatory and legislative solutions. It was prepared by Keith Brainerd for the National

Association of State Retirement Administrators (NASRA) Phased Retirement Committee.

- To access the report, click here:  
<http://www.nasra.org/resources/Phased%20Retirement%20Overview.pdf>.

**Retirement Redefined:** This interactive site from Merrill Lynch offers graphs, articles and quizzes using information from their study entitled *The Merrill Lynch New Retirement Survey: A Perspective from the Baby Boom Generation*. You may order a free copy of the study from this site.

- To access the site, click here: [http://askmerrill.ml.com/html/mlrr\\_home\\_flash/](http://askmerrill.ml.com/html/mlrr_home_flash/).

## The Sloan Foundation Corner

### Work-Family Project

#### **Flexibility is a Key Management Tool for the Workplace of the 21<sup>st</sup> Century**

By Donna Klein, President and CEO, Corporate Voices for Working Families



Donna Klein

As flex hours, flexible workplaces, and compressed work weeks have become more commonplace in the workplace of the 21st century, many managers and workers still believe these flexibility programs are a special benefit or exception for an employee. But in a new study released by Corporate Voices for Working Families, 28 large American businesses reported that flexibility is far from being an employee accommodation and is widely recognized as a key management strategy that positively affects employee performance and can improve an organization's financial performance.

The study, "Business Impacts of Flexibility: An Imperative for Expansion," for the first time assembles quantitative data from independently-conducted studies in corporate America to demonstrate the impact of flexibility on business outcomes. Using data from employee and customer surveys, profitability studies, flexibility studies and pilot programs, the study proves that flexibility does have a significant impact on critical business outcomes such as employee productivity, customer satisfaction, cycle time, and employee turnover. In addition, the study consistently found that employees with access to flexibility have significantly higher engagement and retention with lower burnout and stress than employees without access to flexibility.

In the past, flexibility has been seen by many in corporate America as a reward or accommodation for working parents or superior performers, but Business Impacts of Flexibility challenges that misconception and shows more and more organizations are discovering through internal documentation that flexibility can have multiple impacts on a variety of business outcomes.

This study from Corporate Voices for Working Families was researched by WFD Consulting with funding from the Program on the Workplace, Workforce and Working Families at the Alfred P. Sloan Foundation in New York City under the direction of Kathleen Christensen.

Companies that participated in the study include: Abbott, Accenture, Allstate, AOL, AstraZeneca, Baxter, Bristol-Myers Squibb, Ceridian, Deloitte, Discovery, Eli Lilly, Ernst & Young, GlaxoSmithKline, IBM, JP Morgan Chase, Knowledge Learning Corporation, KPMG, Lucent, Marriott, Mellon, Merck, MetLife, PNC, Save-A-Lot Division of Supervalu, Sodexo, TJX, Texas Instruments, Work Options Group.

If you would like to learn more about the study or to obtain a copy of the study please visit our website at <http://www.cvworkingfamilies.com> or call Susan Holbrook at 202-775-0259.

## Announcements

### Call for Papers and Proposals

**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>.

### **Special Issue: Gender, Work and Organization**

Theme: "Women and Men in Management: Issues for the 21<sup>st</sup> Century"

Deadline for Submission: September 30, 2006

Possible subjects include: "The gender structuring of management and organisations; issues in managerial career development; leadership issues; the role of gender in the way managers conduct themselves; gender mainstreaming, and the presence, absence and development of policies (formal and informal) on gender; alternative forms of working at managerial levels; international comparisons of women and men in management; managerial diversity and employment; managerial cultures." Please submit papers of approximately 7,000 words, and include a summary and three to five keywords.

Click here for more information: <http://www.blackwellpublishing.com/journal.asp?ref=0968-6673>.

To submit papers, e-mail Adelina Broadbridge at: [a.m.broadbridge@stir.ac.uk](mailto:a.m.broadbridge@stir.ac.uk).



### **Global Perspectives - Call for Papers and Stream Leaders: Gender, Work and Organization 5<sup>th</sup> International Interdisciplinary Conference**

Deadline for Submission: July 1, 2006 (stream leaders) and November 1, 2006 (papers)

The conference will take place at Keele University, Stratfordshire, England on June 27<sup>th</sup>-29<sup>th</sup>, 2007. Possible topics include: "The concept of 'career', gender and friendship, professionalism and professional identity, feminist theory, methodology, ethics and organizations, colonialism in organizations, complexity and diversity in the workplace, sexualities in organization, men and masculinities, identity and subjectivity, power and resistance, home/tele working, gender and technologies, alternative organization, management, managers and management practice, eroticism and embodiment, romance, love and organization, new managerialism, harassment and discrimination, race and ethnicity, social exclusion, intimacy and organization." Please submit stream leader proposals of no more than 1500 words or paper abstracts of no more than 500 words.

Click here for more information: <http://www.blackwellpublishing.com/journal.asp?ref=0968-6673>.

To submit proposals and papers, e-mail Deborah Kerfoot at: [mna23@keele.ac.uk](mailto:mna23@keele.ac.uk).

### **Conference Announcements**

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

Theme: "Advancing the Woman 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>.

### **Conference Board: Employee Engagement Seminars**

Where: Wyndham Hotels and Resorts, Chicago, IL – When: May 18-19, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1064>.

### **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>.

### **Society for Human Resource Management (SHRM) Annual Conference and Exposition**

Where: Convention Center, Washington, DC – When: June 25-28, 2006

Click here for more information: <http://www.shrm.org/conferences/annual/>.

### **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 – 15<sup>th</sup> Annual International Association for Feminist Economics (IAFFE)**

## **Conference**

Where: University of Sydney, Sydney, Australia – When: July 7-9, 2006

Click here for more information: <http://www.iaffe.org/conferences/details.phtml?id=3>.



### **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/>.

### **Conference Board: Corporate Community Involvement Conference**

Theme: “Connecting to the Business”

Where: Marriott at Metro Center, Washington, DC – When: July 26-28, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1196>.

### **American Psychological Association: 2006 Convention**

Where: New Orleans, LA – When: August 10-13, 2006

Click here for more information: <http://www.apa.org/convention06/>.

### **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.ww?section=Meetings&name=Convention+Home>.

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

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



### **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>.



### **Global Perspectives – Conference Board: 7<sup>th</sup> European Work-Life and Diversity Conference**

Theme: “Solving Europe’s Productivity Puzzle: What Role for Work-Life and Diversity?”

Where: Radisson SAS Hotel, Berlin, Germany – When: October 19-20, 2006

For more information, click here: <http://www.conference-board.org/conferences/conference.cfm?id=1193>.

### **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=IltLfOqRgLANbq5Ha&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 6,398 citations in the Literature Database. As of April 2006, we now have over 7,300 citations.

[Click here](#) for a direct link to the Sloan Literature Update articles in the Literature Database.

To Bookmark a direct link to the Literature Database, please [click here](#).

**This month, seven of the publications we have selected for this issue of *The Network News* are publications relevant to the topic of aging and work.**

**Adams, G. & Rau, B. (2004). Job seeking among retirees seeking bridge employment. *Personnel Psychology*, 57(3), 719-744..**

This study tests and proves useful a pre-existing model of job seeking for retired older workers seeking bridge jobs, as proposed in 1996 by Wanberg, Watt and Rumsey. Findings suggest that the same processes are in place for bridge job-seeking as for regular job-seeking but indicate a need for future studies to explain specific variables unique to this population. The authors also make recommendations for additional variables to be studied such as community service and volunteer work and their influence on job-seeking efforts.

**Ford, R. & Orel, N. (2005). Older adult learners in the workforce: New dimensions to workforce training needs. *Journal of Career Development*, 32(2), 139-152.**

Tight labor markets have led many companies to recruit and retain a greater number of older workers. Today's technology-based economy requires workers to have a wide range of up-to-date skills in both technology and teamwork. Physical and cognitive changes in older workers, as well as issues of age diversity in the workplace, must be considered when training adult workers. This paper discusses how to customize training strategies and methods for older workers.

**Kim, H. & DeVaney, S.A. (2005). The selection of partial or full retirement by older workers. *Journal of Family and Economic Issues*, 26(3), 371-394.**

This paper investigates the factors affecting older workers choosing partial or full retirement instead of full-time work. Using data from the Health and Retirement Study collected in 1992 and 2000, the authors conclude that age and gender have similar effects on the likelihood of phased and full retirement, while choosing full or partial retirement depends upon factors such as investment assets, pensions, health, health insurance, and education. A variety of strategies are needed to assist older workers in their planning.

 **Global Perspectives - Patrickson, M. & Ranzijn, R. (2004). Bounded choices in work and retirement in Australia. *Employee Relations*, 26(4), 422-432.**

This paper provides a review of the issues surrounding the Australian ageing workforce, which impact older workers' decisions to retire or remain in the labour market. In the context of a predicted labour shortage by 2010, the authors contend that the Australian government and employers must find ways to reverse the early retirement trend, such as offering flexible employment arrangements. The authors examine the bounded choices that constrain older employees' work and non-work options, which are restricted by existing governmental policies, employers' negative views, policies, and practices, and individual worker's internal boundaries (health, financial position, and motivation to work). The integration of older workers in the Australian workforce is raised as a major implication for human resource management practitioners. The authors argue that as Australian employers are likely to face a future workforce consisting of up to four generational cohorts (age 55 and over, 40 to 55, 25 to 40, and under 25), it is important for them to recognize the generational differences in lifestyle patterns, family circumstances, stages in career development and to manage these differences in ways that respect the contribution of each individual and that facilitate high performance levels for heterogeneously aged teams. The paper concludes that the Australian ageing workforce currently face a minefield of bounded workforce participation choices with limited information from the government and employers. This makes it difficult for older workers to resolve their future in a way that reflects their needs and lifestyle. The authors call for a more widespread and open discussion of issues in the workplace and recognition that practices in this area need to be revisited. Annotated by Uracha Chatrakul Na Ayudhya, Doctoral Researcher, Manchester Metropolitan University, United Kingdom.



**Global Perspectives – Phillipson, C. (2004). Work and retirement transitions: Changing sociological and social policy contexts. *Social Policy and Society*, 3(2), 155-162.**

The author argues that retirement will remain important in Europe over the next several decades despite governments' encouraging workers to remain at their jobs past traditional retirement age. Various policy contexts are discussed in light of data on retirement attitudes and the employment of older workers. The paper argues for a broadening of the institution and definition of "retirement" as opposed to fixed options of work or retirement.

**Purcell, P.J. (2003). Older workers: Recent trends in employment and retirement. *Journal of Deferred Compensation*, 8(3), 30-53.**

This article discusses the change in the age distribution of the United States that will occur over the next fifteen years, as a result of the aging of the workforce. Using data from the Census Bureau's Current Population Survey, the author examines the use of pension income in recent years by those aged 55 and up as well as employment trends for older workers in the context of data from the Social Security Administration. Finally, recommendations are made for policies to promote phased retirement, along with a discussion of the issues concerning phased retirement and pension distribution.

**Schieman, S., Pearlin, L.I. & Nguyen, K.B. (2005). Status inequality and occupational regrets in late life. *Research on Aging*, 27(6), 692-724.**

This study investigates work-related perceived discrimination and occupational regrets in adults aged 65 and up. Black men and women reported higher levels of perceived discrimination and work-related regret than white men and women. Black men's disadvantages in areas such as education, occupation, economic resources and perceived discrimination contribute to their high levels of regret, whereas black women would report higher levels of regret were it not the case that their levels of perceived discrimination is similar to that of white men and women. The importance of the sense of regret in studying late-life self-evaluation is discussed.

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

**Ames, B.D., Brosi, W.A., & Damiano-Teixeira, K.M. (2006). "I'm just glad my three jobs could be during the day": Women and work in a rural community. *Family Relations*, 55(1), 119-131.**

Nine community leaders and seventeen wage-earning women from a rural northern Michigan community were interviewed for this study of the experience of wage-earning women in the context of rural economic restructuring, a common source of stress for rural Americans. The lack of employment and higher educational opportunities, the necessity of long commutes to work, children's schools and childcare concerns all add to participants' stress levels. The importance of considering work and family issues in the context of people's political, social, economic and natural environments is emphasized.



**Global Perspectives - Blyton, P., Blunsdon, B., Reed, K., & Dastmalchian, A. (Eds.). (2006). *Work-life integration: International perspectives on the balancing of multiple roles*. London: Palgrave Macmillan.**

Contents: Introduction: Work, Life and the Work-Life Issue / B. Blunsdon, P. Blyton, K. Reed & A. Dastmalchian -- Work-life Integration and the Changing Context of Work / P. Blyton & A. Dastmalchian -- Work-life Balance Policies and Practices in the UK: Views of an HR Practitioner / P. Maybery -- Bargaining for Balance: Union Policy on Work-Life Issues in the United Kingdom / E. Heery -- State Policy and Work-life Integration: Past, Present and Future Approaches / B. Blunsdon & N. McNeil -- Work-Life Balance in Canada: Rhetoric versus Reality / L. Duxbury & C. Higgins -- Work-life Balance and Flexible Working Hours: The German Experience / R. Trinczek -- Should Mothers Work?: An International Comparison of the Effect of Religion on Women's Work and Family Roles / K. Reed & B. Blunsdon -- The Childless Working Life / B. Bungum -- Adult Working Students and Time Use in Taiwan: The Moderating Effects of Credentialism, Job Stress and Family Stress / H.J. Huang -- Improving Services, Balancing Lives?: A Multiple Stakeholder Perspective on the Work-Life Balance Discourse / S. Tietze, G. Musson & T. Scurry -- Work Patterns and Work-Life Balance Challenges in Canadian Healthcare / C. Steinke -- Commitment, Community and Happiness: A Theoretical Framework for Understanding Lifestyle and Work / C. Goulding & K. Reed.



**Global Perspectives - Budd, J.W. & Mumford, K.A. (2006). Family-friendly work practices in Britain: Availability and perceived accessibility. *Human Resource Management*, 45(1), 23-42.**

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:

- Children and Working Parents in the Global Economy
- Supporting Leaders to Lead More Balanced Lives: The Key to Culture Change
- The Balancing Act: Legislation to Help America's Working Families

Is your work related to any of these topics? If so, please [contact us](#).

The Sloan Work and Family Research Network appreciates the extensive support we have received from the Alfred P. Sloan Foundation and the Boston College community.

E-mail: [wfnetwork@bc.edu](mailto:wfnetwork@bc.edu) - Phone: 617-552-2866 / 617-552-1708 - Fax: 617-552-9020



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

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