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Our Address:

The Berger Institute
 for Work,
 Family, and Children

850 Columbia Ave.
 Claremont, CA 91711
 Phone (909) 607-2928
 Fax: (909) 607-9672

E-mail:

bergerinstitute@
 claremontmckenna.edu

For more information about the
 Berger Institute please visit our website:
<http://berger.claremontmckenna.edu>

TWO YEARS AND COUNTING

The Berger Institute will soon be celebrating its second anniversary, and I believe we have much to celebrate. The articles in our newsletter tell about the many activities students, faculty, and staff are involved in and the many changes in work-family-child legislation that we are monitoring. Thanks to those of you who attended our day-long conference on "Leadership in Work-Family Balance," which we cosponsored with the Kravis Leadership Institute. Thanks also to Ron Riggio and Susan Murphy at the Kravis Leadership Institute for their support. Susan and I are editing a book that is loosely based on the conference proceedings, to be published by Lawrence Erlbaum Associates, Inc. We'll send more information about the book as we get closer to the publication date.



Dr. Halpern discusses the days events with conference attendees
 Photo Credit: Mark Campos

California just became the first state in the nation to pass a paid family-leave act. An international perspective on work and family legislation can be found on Page 5. The California law is very controversial, with concerns from business leaders about the costs and about future costs if the legislation is amended. The Berger Institute is working with a group of economists at RAND, including Advisory Board member Lynn Karoly, and other scientists in understanding how this new legislation will affect businesses and working families in California. Several other states are considering similar legislation, so the California experience will be closely watched across the country.

In January 2004, I will begin a term as president of the American Psychological Association, one of the largest scientific and practice societies in the world. I will continue as director of the Berger Institute during that time. I plan to make work-family-child issues a central theme at the Annual Convention, which will be held in Hawaii in 2004, so there are many ways we can all benefit from this association. I hope to see many of you at the convention in Hawaii. I'll have more information about special sessions on work-family-children at the Hawaii convention in our next newsletter.

Best regards,

Diane

Diane F. Halpern

Director, Berger Institute for Work, Family, and Children

LEADERSHIP IN WORK/FAMILY BALANCE

THE 13TH ANNUAL KRAVIS-DE ROULET CONFERENCE

CLAREMONT MCKENNA COLLEGE

BETH DONAGHEY, ASSISTANT DIRECTOR

Thank you to all of the participants in the 13th Annual Kravis-de Roulet "Leadership in Work/Family Balance" conference. The conference was held on the campus of Claremont McKenna College on February 22nd and drew a diverse group of attendees from the business sector, the academic world, and the community. The program was very well received and included a terrific line up of speakers.

Maggie Jackson, author of "What's Happening to Home? Balancing Work, Life and Refuge in the Information Age" began the conference by exploring the impact of technology on work and life and discussing the challenges that the blurring distinction between work and home bring to us. Many of us would be lost without our BlackBerry, our cell phone, and our notebook computer, but what price do we pay for the portability of our work and our "always available" status? Maggie provided attendees with interesting examples of the impact that these technologies have on our daily lives and the challenges they bring to the separation of work time from "down time."

Next on the agenda, conference attendees were faced with a difficult choice. Concurrent sessions were presented by Bruce Bell from the Army Research Institute and Lynn Karoly from RAND. Dr. Bell provided a window into the long and rich history of work and family research conducted by the Army. Bruce gave his audience insight into the Army family support system (particularly for deployment), citing the ways that the Army system has evolved to address the special needs of the soldiers and their families during deployment. In the concurrent session, Lynn Karoly provided her audience with a fascinating look at the rich data set collected by RAND regarding the effects of changing welfare policies. She looked at policies' effects on a number of outcomes including "welfare use, employment, income and poverty, and child well-being." Dr. Karoly's marshaling of a large number of variables and their influence on these outcomes was a testament to clear and concise data presentation. I took almost as many notes about the structure of her data presentation as I did about the content of it!

Prior to our lunch break, Faith Wohl from the Child Care Action Campaign discussed the societal value of child care. She argued that in order to move national dialogue on child care forward, the focus needed to shift from state-specific politics, economics, and ideas to a conversation about shared values that should shape the care we pro-

vide to our children. Discussions about care must move from the realm of an individual/family issue to one that emphasizes a new societal value of care in which the raising of children is seen as a valuable and important role and in which the community supports systems to promote care of children, ill family members, and the elderly.

During lunch, Paul Orfalea joined us for a very enjoyable glimpse into his experiences building a "people friendly" workplace as the model for Kinkos, the company he founded. Satisfied employees played an important role in creating the phenomenon that is Kinkos. Mr. Orfalea said that his most important investment was in the people who represented his company to the customer, and providing a workplace that emphasized their value to the company was a win/win strategy. Lunch guests thoroughly enjoyed Mr. Orfalea's presentation and appreciated his humor and insight as a corporate leader.

The afternoon program included a presentation by Christina Maslach about workplace burnout and ways to prevent it. Dr. Maslach outlined the three basic dimensions of burnout and some of the causal factors that are important for job stress and burnout. She emphasized that when thinking about burnout (either your own, or within an organization), it is better to shift focus from the negative features responsible for the problem to the positive aspects of building "job engagement" at the workplace.

Next on the agenda were two panel discussions, one on the corporate perspective of creating work-family policies and the other on work and family life from the perspective of the social sciences. The corporate panel brought together Donna Klein (Marriott), V. Sue Molina (Deloitte & Touche), Phyllis Stewart Pires (Cisco) and Betty Purkey (Texas Instruments). The panel discussion gave the audience an appreciation of the challenges facing people who shape corporate policy on work and family



Attendees at the Conference
Photo Credit: Mark Campos



SPOTLIGHT ON THE ADVISORY BOARD

V. SUE MOLINA

**PARTNER & NATIONAL DIRECTOR FOR THE ADVANCEMENT OF WOMEN
DELOITTE & TOUCHE, LLP**

V. Sue Molina is a founding member of the Berger Institute Advisory Board. As partner and national director of Deloitte & Touche's Initiative for the Retention and Advancement of Women, Sue leads the firm's commitment to advance high-talent women professionals through the development of innovative career planning, mentoring, leadership training and leadership succession programs. She spearheaded the launch of Deloitte & Touche's Vision 2005, a long-range plan to significantly increase the number of women partners, principals and directors at the firm, and to advance more women to senior leadership positions.

Sue was named one of the "Top 100 Most Influential People in the Accounting Profession for 2001" by Accounting Today magazine for her leadership of Deloitte & Touche's Women's Initiative. Her insights on women's advancement and workplace flexibility have been featured in The New York Times, The Washington Post, and The Boston Globe. She serves on the Deloitte & Touche Management Committee. She is a tax partner with 20 years of experience in publicly- and privately-owned real estate development, management, and investment companies.

In addition to her service on the Advisory Board of the Berger Institute for Work, Family, and Children at Claremont McKenna College, she serves on the boards of the Shakespeare Theatre and Vital Voices Global Partnership. Sue is a graduate of the University of Arizona, where she earned a Masters degree in Accounting and a Bachelor of Science degree in Business Administration. Sue lives in Pittsburgh, PA, with her husband, Richard W. Dugan and their two children, Michael and Tracy.



THE INVISIBLE CHILD

TIFFANY WILLIAMS

STUDENT RESEARCH ASSISTANT, BERGER INSTITUTE FOR WORK, FAMILY, AND CHILDREN

An Invisible Child is a child who resides with a parent(s) living with a disability as defined under the Americans with Disabilities Act. The child assumes adult responsibilities but he/she lacks formal authority. These responsibilities stem from caring for a parent or family member with mental or physical challenges. As a result, the parent/child societal roles are reversed and the child becomes the caregiver. Nationwide, approximately 350,000 children who are between 15 and 18 years of age provide care for an adult disabled family member. These children are invisible in our society.

I am conducting research on children who provide care to an ill or disabled family member. I am interested in family dynamics; especially the social development of children who provide care for other family members, and what, if any, services and resources are available for these families. My interest in this issue stems from the ambiguous role that children fill as caregivers for adults. Their responsibilities may include paying bills, cooking and shopping, or dealing with social agencies, and they perform these tasks without formal authority and training. Because a child in this situation may not be recognized by social support agencies, the study is called "Searching for The Invisible Child."

As a first step in my project, I am collecting some basic information about children who are caregivers. The Census Bureau and local agencies do not collect this information. If you or someone in your family is a young caregiver interested in participating in my study, please call the Berger Institute at (909) 607-2928 or go to the Berger Institute website to fill out my questionnaire (<http://berger.claremontmckenna.edu>). The website has a link to a short survey called "Searching for the Invisible Child" asking about the age, gender, and responsibilities of the young carer in the family. All participation will be confidential. Respondents can choose to provide contact information or leave answers anonymously.

The first step to providing services and support to this deserving population of children is to describe them and their responsibilities. By participating in my study, you will help make these children and their families visible to our society. Updates on the project and research results will be posted on our website as they become available.

THE KRAVIS-DE ROULET CONFERENCE

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issues. Meanwhile, in the adjoining auditorium, Nigel Boyle (political science), Bob Drago (economics), Diane Halpern (psychology) and Candice Lange (corporate, Eli Lilly) gave their audience a taste of the questions, methods and answers that their individual disciplines bring to the study of work and family issues. Ms. Lange, Director of Workforce Partnering at Lilly, could have had a seat at the corporate table panel if only we could have had her in two places at one time! Her role on this panel was to tell us what practitioners need from the academic disciplines represented. What sort of data does she need to support and develop the kinds of policies that employees need to have fulfilling work and family lives?

The last two presentations on the agenda were given by Wayne Cascio and Ellen Galinsky. Dr. Cascio, from the University of Colorado at Boulder, gave us another “real world” perspective on the study of work and family issues by asking if the stock market rewards firms that provide the best work-family balance. To answer the question, Dr. Cascio and his colleague Clifford Young examined returns on common stock from the 100 Best Firms as listed in Working Mother magazine from one year prior to listing to two

years after their listing. Dr. Cascio concluded that firms that are good to their employees are also good to their investors. The final presentation was given by Ellen Galinsky, president and co-founder of the Families and Work Institute. Ms. Galinsky discussed a population rarely heard from in the work and family literature, the children of working parents. Using data from her “Ask the Children” study, Galinsky addressed the gap between the public debate on working parents and empirical research on the effects of work on families. She focused on four of the most common debates and added the perspective of the children who live in working families. Do they think that maternal employment had a negative or positive influence on them? Is child care good or bad for children? Galinsky’s presentation provided children’s answers to questions that every working parent asks themselves.

We hope that everyone came away with good ideas and new perspectives on work and family issues. We thank our speakers, attendees and student assistants for their hard work and enthusiasm that made the conference a success. Our special thanks go to the Kravis Leadership Institute for partnering with us to bring you the 13th Annual Kravis-de Roulet Conference “Leadership in Work/Family Balance.”



PSYCHOLOGICALLY HEALTHY WORKPLACES

DEVANG VUSSONJI

STUDENT RESEARCH ASSISTANT, BERGER INSTITUTE FOR WORK, FAMILY, AND CHILDREN

Allowing your employees to bring well-behaved dogs to work reduces stress and increases productivity. This is only one of the many strategies that organizations may implement to create psychologically healthy work places for employees. The American Psychological Association (APA) and state psychological associations recognize organizations that successfully implement such strategies. The Psychologically Healthy Workplace Award (PHWA) is one such recognition.

The APA - recognizing the importance of psychologically healthy workplaces - instituted the PHWA “to enhance well being in the workplace by bringing together business leaders and psychologists to work on programs that benefit workers.” Providing a psychologically sound working environment is crucial to employee satisfaction, retention, and productivity in the workplace.

The PHWA is currently sponsored by twenty-nine state psychological associations who recognize organizations within

their states. The California Psychological Association has presented the award for the past four years to outstanding California businesses. Large, small, for-profit, and non-profit organizations submit applications each year for an award based on the following criteria; employee involvement, family support, employee growth and development, and health and safety. If an application warrants consideration, psychologists conduct a site visit and speak to individuals from low-, mid- and upper management and clerical employees. A committee selects winners based on recommendations by site visitors.

Johnson & Johnson was one of the recipients of the award in 2002. The company has been committed to employee health and wellness since 1976. The company provides employee assistance, fitness and medical programs. It also offers health screening opportunities such as mobile mammography equipment, PSA tests, stroke-screening, cholesterol testing, and blood pressure monitors. The company reports that at

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AN INTERNATIONAL PERSPECTIVE: WORK & FAMILY LEGISLATION

THOMAS DEVINE

STUDENT RESEARCH ASSISTANT, BERGER INSTITUTE FOR WORK, FAMILY, AND CHILDREN

Although initiatives such as California's recently passed paid family leave program are new on the American scene, inspiring controversy and contention, such work-family policies have long been in use in other countries. The three most powerful, and politically moderate, countries in Western Europe - the United Kingdom, Germany, and France - have well-established traditions of work-family programs and policies; all three provide both maternity benefits and family allowances. Moreover, the presence of the European Union has encouraged an expansion of some programs and the adoption of others by many countries.

THE UNITED KINGDOM

Unlike the United States, the United Kingdom sees the role of the state as necessarily participative, though not active, in the social sphere. Specific social programs are designed to support and protect beneficiaries, but do so without an overall plan or directive. More specifically looking at work-family policies, the United Kingdom supports maternity benefits with a mixture of social insurance and a social assistance system for cash benefits. Female employees who have been employed for at least four weeks before the onset of pregnancy are eligible for up to 18 weeks leave at 90 percent of their average earnings. The national government pays for 93 percent of the cost of maternity benefits, 100 percent in the case of small businesses.

The United Kingdom also pursues two programs to support families. Families with children under the age of 16 (or 19 if in full-time nonadvanced education) receive \$25.70 a week for the eldest qualifying child, \$17.20 for each additional child. Single parents receive \$29.00 a week for the eldest qualifying child. The national government also supports a working families tax credit, of varying amount based on circumstance, for families who have one child under 16 (or 19 if in full-time nonadvanced education), work 16 hours a week, and do not have savings in excess of \$13,281. (\$1 = £0.602)

GERMANY

Much like the United Kingdom, Germany's understanding of the role of the government includes the social feature of protecting and supporting its citizens. What is strikingly different from the British model of un-unified, government sponsored and run programs, is that Germany supports its

system for all wage and salary earners earning up to \$48,000 annually. Much like the new California law, Germany runs its work-family programs through a broad, worker-based insurance system which provides an interesting study of various policies that may well be applicable in the United States. Women who pay into the insurance fund and have an employment contract are eligible for 100 percent of their average earnings, payable 6 weeks before and 8 weeks after the expected date of birth. Women who are insured but unemployed receive a lump sum of \$91 at the birth of their child.

Germany also provides a nationally funded system covering orphans and abandoned children, as well as providing allowances for families. For families with a child under the age of 18 (under 21 if unemployed; 27 if being educated and no apprenticeship is available), and for families with disabled children of any age, the government provides family allowances of \$183 for the first, second, and third children; \$212 for each subsequent child. (\$1 = 0.843€)

FRANCE

Of the three countries, France has the largest and most comprehensive system of maternity and family benefits. However, it should be noted that, taken with the programs of other EU countries, the French model is considered a moderate one. The French understanding of the social role of government differs from that of the UK or Germany; rather than supporting and protecting the citizens in their social decisions, the French model encourages social decisions by assisting, or even removing, the financial and social penalties for such decisions as couples having children to parents taking time off from work to spend with their families.

The national social insurance system supports maternity benefits, which are available to those who have been registered in the country for the past ten months and have 200 hours of paid employment in the 4 months preceding the start of the pregnancy. Those who qualify are eligible for 100 percent of net earnings during leave, payable for 6 weeks before and 10 weeks after the expected date of childbirth for the first and second child; for 8 weeks before and 18 weeks after the expected date of childbirth for the third

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Coming Soon: A New Book on the Intersection of Work and Family

CHANGING THE METAPHOR: FROM WORK-FAMILY BALANCE TO WORK-FAMILY SYNTHESIS

EDITORS: DIANE F. HALPERN AND SUSAN MURPHY

The Berger Institute for Work, Family, and Children and the Kravis Leadership Institute are pleased to announce a new publication based, in part, on the proceedings of the 13th Annual Kravis-de Roulet Leadership Conference "Leadership in Work/Family Balance." In addition to chapters from our conference participants, the book will include contributions from Rosalind Barnett and Michael Lamb, two of the distinguished speakers in the Berger Institute 2003 Spring Speaker Series. Look for it in 2004!

AN INTERNATIONAL PERSPECTIVE

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child; and for 12 weeks before and 22 weeks after for each additional child.

For families who have lived in France for at least 3 months, a national system of family allowances is available. Various allowances support single- and multi-child homes, with benefits added for families with incomes below a certain level. These range from family allowances to assistance with paying rent or mortgage to a beginning of the school-year allowance. The French government also focuses on removing the financial penalties for having and caring for a family, offering child-rearing allowances and paid wages for up to a year in special cases for parents who leave their jobs or take part-time work to rear their children. Parents who continue to work are provided with allowances for childcare and options for paid time off. All this exists, of course, within France's 35-hour work-week, designed to ensure that families and children continue to thrive despite financial pressures.

It would be misleading to suggest that the social policies that succeed in one country would necessarily succeed in another country of vastly different political and social traditions. Indeed, there exists between these countries a difference in the very understanding of the social role of government. The United States has traditionally seen the proper role of government as establishing a safety net, or even a social floor, for the society; the countries within the European Union see the role of government as pervasive throughout the society, expressive of a general social will and welfare. Divisions, of course, exist between various EU countries, yet these divisions have not invalidated the efforts to provide for the needs of citizens, but have instead produced a multitude of effective programs. As the United States begins to explore social policies that benefit families in the work-place, we will limit our ability to create beneficial social policies if we fail to learn from the experiences of other Western democracies.

PSYCHOLOGICALLY HEALTHY WORKPLACES

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least three lives have been saved because of these screening services. The company has also established metrics for Healthy People 2005 setting important goals for smoking cessation, blood pressure, exercise levels, and stress reduction.

Johnson & Johnson is also concerned about employee stress relating to work-family balance. The company has partnered with the Work/Life Institute to provide regular training and resources to employees. It has also given its employees half-days on Fridays for the past four years to allow them get a jump on the weekend. Employees are able to attend to most of their errands on Friday and are free to spend more quality time with their families on weekends. Additionally, the company provides telecommuting, 24 hour nursing telephone assistance, company stores, dry cleaning facilities and concierge services that make completing chores more convenient.

"Lastly," says David Jennings, Vice President of Human Resources at Neutrogena a member of the Johnson & Johnson companies, "we recognize that our work is very stressful as we compete in a difficult and highly competitive global economy. We want to invest in our employees - intervene if they are willing - to help them to feel better physically, mentally and emotionally."

Indeed, Dr. Judith Blanton, a member of the award's selection committee, states that an appropriate work environment is a matter of culture. Psychologically healthy work practices aimed at fairness, equity, and empowerment of employees require effective management styles for their successful implementation.

The Los Angeles County Department of Mental Health was the other recipient of the 2002 Psychologically Healthy Workplace Award from the California Psychological Association. For more information about the PHWA and the California Psychological Association, visit <http://www.calpsychlink.org>.

CALIFORNIA'S PAID FAMILY LEAVE LAW

TEN QUICK FACTS

*Courtesy of the California Labor Federation
and the Labor Project for Working Families*

1. Beginning July 1, 2004, workers will receive up to 6 weeks of paid leave per year to care for a new child (birth, adoption, or foster care) or seriously ill family member (parent, child, spouse, or domestic partner).
2. Workers who already pay into the existing State Disability Insurance (SDI) system will be eligible for paid family leave.
3. Worker payments begin January 1, 2004. Benefits begin July 1, 2004. This time delay allows for administrative systems and funding to be established.
4. This program is 100% employee-funded. A minimum wage earner will pay an additional \$11.23 a year into SDI, while the estimated average cost is \$27 per worker per year.
5. The benefit will replace up to 55% of wages, up to a maximum of \$728 per week in 2004. The maximum benefit will increase automatically each year in accordance with increases in the state's average weekly wage.
6. There is a one-week waiting period before workers can apply for paid family leave (like the UI program).
7. Employers can require a worker to use a maximum of two weeks of vacation time first before receiving paid family leave. One week will be used to cover the waiting period.
8. Businesses with fewer than 50 employees are not required to hold a job for a worker who goes on paid family leave. Collective bargaining agreements may offer different protections for these workers.
9. New mothers eligible for pregnancy-related SDI will also be eligible for paid family leave.
10. California is the first state in the country to create a comprehensive paid family leave program. Current state and federal law guarantee 12 weeks of unpaid leave for those working for larger employers; this new law guarantees that 6 of those weeks would be paid.

WELCOME TO DR. HEIDI RIGGIO

In July, the Institute welcomed our second Post Doctoral Research Fellow, Dr. Heidi Riggio. Dr. Riggio comes to the Institute from Pomona College where she was a visiting professor. Her research interests include social influences on work-family balance.

CONGRATULATIONS DR. AYSUN DOGES ATEs

Our congratulations to Dr. Aysun Doges Ates, who just completed her doctoral dissertation at Claremont Graduate University. Dr. Halpern served on her dissertation committee. Dr. Ates studied the adjustment of children and adolescents living in Turkey during the disastrous earthquake of 1999.

VISIT US ON LINE!

Please visit our website for updated information on the projects you've read about and to find out about our latest research and institute events. We have links to online surveys, articles, and publications. The Berger Institute for Work, Family, and Children is one of the research institutes at Claremont McKenna College. Go to <http://berger.claremontmckenna.edu> and get the latest information!

HOW YOU CAN HELP

Gifts to the Berger Institute for Work, Family, and Children will help to fund research projects that will improve our understanding of the challenges that face working individuals, families, communities, labor, and business. Gifts also provide us with the resources to support students and post-doctoral fellows in Institute-related research. Through their involvement, we strengthen our impact on the college community, as well as our influence on work and family policy through research and community outreach.

For more information on making a gift to the Berger Institute for Work, Family, and Children, please contact Dr. Diane F. Halpern.



Claremont McKenna College
850 Columbia Ave.
Claremont, CA 91711

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OUR MISSION

Integrating the fields of psychology, economics, sociology and public policy to effect change and to study the challenges that face working individuals, families, communities, labor and business.

The Berger Institute for Work, Family, and Children advances knowledge about the interactions between work and family through education, dissemination, research, and communication. Students, faculty, and staff research a broad range of work-family issues including the effects of changing demographics and diversity, conflict and support from multiple social roles, and the family, social, global, and technological factors that contribute to family-friendly workplaces and communities. Psychosocial, economic, public policy, and workforce issues are examined.

The Berger Institute for Work, Family, and Children was made possible by the generous contribution of the H.N. and Frances C. Berger Foundation.

Phone (909) 607-2928
Fax: (909) 607-9672
E-mail: bergerinstitute@claremontmckenna.edu

*For more information about the Berger Institute please visit our website:
<http://berger.claremontmckenna.edu>*

