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Berger Institute please visit our website:
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WE'VE MOVED!

The Berger Institute for Work, Family, and Children is now located in the Berger Institute Cottage, a former guest house on 9th Street, near the corner of Columbia Avenue, on the Claremont McKenna College campus in Claremont, California. We have the same mailing address and phone numbers (thankfully). If you are in the neighborhood, stop in and say hello.

If you can not make it to campus, check in with us regularly at our website (<http://berger.claremontmckenna.edu>) for a listing of our superb speakers, current research projects, educational materials, research instruments, and insightful reviews of the current literature on issues that pertain to ways to balance effectively the demands and delights of work and family.

Diane F. Halpern

Director, Berger Institute for Work, Family, and Children



Beth Donaghey
moving our sign to the
new Berger Institute
Cottage.

CREATE WORK POLICIES FIT FOR A MOM

The following Op/Ed piece appeared in the April 16, 2002 Los Angeles Times.

COMMENTARY By DIANE HALPERN

(Diane Halpern is a professor of psychology and director of the Berger Institute for Work, Family and Children at Claremont McKenna College.)

Can women have it all? The answer depends on the definition of "all."

In her headline-grabbing book, "Creating a Life: Professional Women and the Quest for Children," economist Sylvia Ann Hewlett delivers some bad news: Nearly half of professional women are childless at 40. She tells sad stories about chief executives, politicians and lawyers who yearn to be mothers but somehow "forgot" to have children as they climbed the ladders promising success. These tearful stories lead to the conclusion that women who work hard establishing careers during the first half of their lives will be repaid only with childlessness and regrets in the second half.

But Hewlett overlooks the more than half of the women in high-powered careers who have had children, as well as those who have decided not to. And although we tend to think that high-level professionals have unique work-related stresses, low-wage earners are no less stressed when it comes to making ends meet. They often work overtime or take on second jobs, endure long commutes on public transportation and may not have the "luxury" of paying for health insurance or the household help that's affordable to higher-paid professionals. Approximately 70% of mothers with school-

CREATE WORK POLICIES FIT FOR A MOM, CONTINUED

age children work for pay outside the home, with experiences that fly in the face of the conclusion that it is almost impossible to combine motherhood and work. Difficult? Definitely. Tiring? Absolutely. But it is the reality for most women.

The bottom line is that biology is an equal-opportunity science. For all women, biological clocks run in the same time zone as tenure and other career path clocks. Timeouts for maternity leaves or child-care duties are needed during the early years of most women's careers, and women pay dearly. But the reduction in lifetime earnings for mothers who disrupt their careers for family is reimbursed with a life with the precious child. Not a bad deal.

So must we leave it at that? Not necessarily. Young men and women need help with life planning. They need to understand how sharply women's fertility rates fall after age 35. They need to know that delayed childbearing is unhealthy for mothers and their children and that the decision to postpone a family may ultimately be the decision to not have a family.

The current worker norm is based on a model family that is nearly extinct: a dedicated company man

with a stay-at-home wife to care for the children or elderly parents while tending to endless appointments with cable installers, termite inspectors and other service workers. The new worker norms should allow more options for flexible work schedules, telecommuting, child-care assistance, quality part-time careers, job sharing.

It is simply good business to provide work options that reduce absenteeism and tardiness, increase worker commitment and reduce employee turnover rates, not to mention reducing the costs to hire and train new personnel.

We should investigate ways to reduce backlash against family-friendly work policies so that employers and nonparent employees understand the strong business case that is supported by these policies. We also need to end the tendency to attribute to working mothers all the ailments of society. Fathers, schools, culture and children themselves also contribute to everyday

problems.

Fathers and nonparents as well would benefit from a broader range of family-friendly policies, which would allow them to meet their responsibilities and pursue their own interests. We can redesign how we work so that more women and men can create full lives, which include careers and kids.

The bottom line is that biology is an equal-opportunity science.

13th Annual Kravis-de Roulet Conference

LEADERSHIP IN WORK/FAMILY BALANCE

Saturday, February 22, 2003

Claremont McKenna College - Pickford Auditorium

8:30 AM - 5:00 PM

The conference is a blend of distinguished scholars, authors, policy-makers and work-life professionals who are leading the thought and practice of improving balance between the demands of a career and the demands of personal life. In addition to presentations and participatory workshops, panel discussions will be held on "Leadership in Work/Life Corporate Policy" and "Perspectives on Work and Family Life."

SPEAKERS INCLUDE:

Bruce Bell, Army Research Institute will discuss family support issues, and findings on soldier retention and readiness in "Army Family Research."

Wayne Cascio, Professor of Management from the University of Colorado at Denver will discuss "Work-Family Balance: Does the Market Reward Firms That Respect It?"

Ellen Galinsky, President of Families and Work Institute will discuss "Children's Perspectives of Employed Mothers and Fathers: Closing the Gap Between Public Debates and Research Findings."

Maggie Jackson, Author will discuss "The Limits of Connectivity: Envisioning Home and Work in the Information Age."

Lynn Karoly, Senior Economist Rand Corporation will address "Consequences of Welfare Reform for Work and Well-Being."

Christina Maslach, Professor of Psychology from the University of California at Berkeley will discuss "Understanding Burnout: Work and Family Issues."

Paul Orfalea, Founder of Kinkos will speak about "Corporate Responsibility for Work/Life Benefits."

Faith Wohl, President of the Child Care Action Campaign will conduct an interactive session envisioning child care in the future titled "Child Care and Equality: A Dialogue on the Societal Value of Care."

Panel Discussion: "Leadership in Work/Life Corporate Policy" with **Donna Klein** (Marriott), **V. Sue Molina** (Deloitte & Touche), **Phyllis Pires** (Cisco), and **Betty Purkey** (Texas Instruments).

Panel Discussion: "Perspectives on Work and Family Life: The Contributions of Social Science Research" with **Nigel Boyle** (European Union Center of California), **Bob Drago** (Pennsylvania State University), **Diane Halpern** (Berger Institute for Work, Family, and Children), **Candice Lange** (Eli Lilly) and **Dianne Maranto** (American Psychological Association).

For a more detailed agenda and registration information please visit our website at:
<http://berger.claremontmckenna.edu>



SPOTLIGHT ON THE ADVISORY BOARD

MR. JAMES CHENEY

PRESIDENT AND CEO OF HATHAWAY CHILDREN AND FAMILY SERVICES

We would like to thank Mr. Cheney for agreeing to serve as the first Chair of the Berger Institute Advisory Board. His expertise and commitment to helping children will be invaluable to us.

Mr. Cheney joined the Hathaway Board in 1989, and became President & CEO in 1996. Hathaway Children and Family Services is an 82-year-old nonprofit organization with 6 locations and is Los Angeles County's largest private residential treatment facility for troubled and abused children and their families. They have 450 employees and revenues of \$25 million per year. Hathaway was the recipient of the

United Way of Greater Los Angeles' "Agency of the Year Award" for 2000-2001.

Jim graduated with honors from Claremont McKenna College and earned an MBA Beta Gamma Sigma from UCLA as well as a Graduate Certificate from the Harvard Business School. He has served on numerous boards, including the Natural History Museum of Los Angeles County, the Los Angeles Philharmonic, the National Association of Corporate Directors, and the Lowe Institute of Political Economy at Claremont McKenna College.



Katy Trenholme, an undergraduate research assistant at Berger Institute, was a summer intern at Hathaway Children and Family Services. Here are Katy's reflections on her experience.

This summer, I worked at Hathaway Children and Family Services in Sylmar, CA. Hathaway is a residential treatment facility for abused, neglected, and emotionally disturbed children. Serving 120 boys and girls ages 6 to 18, Hathaway offers a continuum of care ranging from community programs, special education, and psychological treatment. These children suffer emotional, physical, social, and educational difficulties too severe to allow for treatment in their own homes or foster homes. As a result of their abuse, many of these children are aggressive, self-destructive, withdrawn, impulsive, or hyperactive and may demonstrate poor social judgment and an inability to form sincere relationships.

I worked as a youth counselor with the Tiger's Cottage, housing nine boys between 8 and 11 years of age. The cottage is the hub of the treatment program where the kids live, attend school, and learn proper social interactions. The job of a youth counselor is in part as a surrogate parent, acting as a role model to the children, while simultaneously supporting the integration of the treatment program with daily routines and everyday occurrences.

SPOTLIGHT ON SUMMER INTERNING

The work was very demanding emotionally. The unfortunate circumstances of these children was difficult to deal with, especially as I began to develop relationships with the boys and learned what amazing kids they really were. The cottage environment was very volatile. Different kids had problems at different times, and problems were often passed from one child to the next. Also, it was impossible to predict when a child might "go off." There was often no apparent unpleasant stimulus that led to an episode. Placements like Hathaway are tough places to grow up, and many of the children had hopes of improving enough to move to a foster home, or back home if circumstances allowed. Unfortunately many will not be placed in families and will remain in placement their entire childhood. Improvements need to be made to the adoption and foster care systems to allow more of these children to experience a normal childhood. Organizations like Hathaway Children and Family Services are essential and offer a haven to children who are not ready for foster placement. The staff provides a supportive and caring environment and give the kids every opportunity to overcome their difficulties.

If you would like more information about the services of Hathaway or would like to get involved, please look at their website: <http://www.hathawaychildren.org>. If you are interested in children and child welfare, working with these kids will be a remarkable experience. There is nothing that compares to helping children who have no where else to turn.



Diane F. Halpern and Sandy Uyekubo at WPA in April, 2002. Sandy presented a poster of her senior thesis results.

OUR RESEARCH

UNDERSTANDING BACKLASH AGAINST FAMILY FRIENDLY WORK POLICIES BY SANDY UYEKUBO

Sandy, a student at Claremont McKenna College examined the psychological components of backlash to family friendly work policies as a function of (1) general attitudes toward women, (2) attitudes toward working mothers, and (3) social justice/fairness attitudes (e.g., Is it fair to provide benefits to working parents that are not available to other workers?).

For my senior thesis project, I investigated predictors of attitudes toward parent-friendly work policies using three components: perceived justice, attitudes toward women, and attitudes toward working mothers. I hypothesized that parents and females would view parent-friendly work policies as fairer than nonparents and males, respectively, that elder-care policies would be viewed as fairer than parent-friendly work policies, that traditional attitudes towards women would be associated with more negative attitudes toward working mothers, and that negative attitudes toward working mothers would be associated with less supportive attitudes towards parent-friendly work policies. In addition, I predicted that working mothers who have younger children would be viewed more negatively than working mothers who have older children and that mothers who choose to work outside the home for personal fulfillment would be evaluated more negatively than mothers who choose to work for financial need.

Participants were 154 alumni of Claremont McKenna College and were predominantly Caucasian and male. Assessments included a self-designed instrument of perceived fairness of parent-friendly work policies, with policies for elder-care used as comparison, the Attitudes Toward Women Scale (ATW; Spence & Helmreich, 1978), and scenarios describing a working mothers, with the age of the working mother's children and the reason why the mother was considering returning to work varied.

Results indicated that participants had relatively fixed attitudes stemming from their degree of self interest in using family-friendly work policies, their general attitudes toward women, and their political orientation: females perceived family-friendly policies as fairer than males, elder-care policies were perceived as fairer than parent-friendly work policies, and traditional attitudes toward women and conservative political orientations were associated with more negative attitudes toward working mothers.

Surprisingly, the age of the mother's children and the reason why the mother was working did not significantly affect people's attitudes towards working mothers. These results suggest that attitudes toward working mothers are fairly rigid and do not depend on individual circumstances such as the age of the children or the reason why mothers work.

Research in this area will increase our understanding of how people make their judgments about family-friendly work policies and has practical implications for corporations and public policy. Given the overall importance of gender and political orientation, these variables will need to be considered in changing people's attitudes toward family-friendly policies. Only then will the necessary broad-ranging support be gained to implement family-friendly work policies, which may potentially benefit both parents and nonparents and males and females.

We are delighted to announce that Sandy received a Fulbright Scholarship to replicate this study in Japan. Our colleague in Moscow, Russia, Dr. Olga Mitina, is replicating this study with a Russian sample.

SPRING 2003 SPEAKERS SERIES

The Spring 2003 Berger Institute Speaker Series will be presented at Marian Miner Cook Athenaeum on the campus of Claremont McKenna College. The Athenaeum provides an intimate and comfortable setting for the gathering of students, faculty and interested members of the community to hear our speakers.

- **Dr. Ted Bergstrom** – Economist from the University of California, Santa Barbara, March 3, 2003
- **Dr. Michael Lamb** – Head of Section on Social and Emotional Development, National Institute of Child Health and Human Development, March 31, 2003
- **Dr. Rosalind Barnett** – Brandeis University Women's Studies Research Center, April 21, 2003

OUR RESEARCH

COMMUNITY SERVICE COMBINED WITH RESEARCH

At Berger Institute, we are committed to assisting community organizations as they deal with work and family issues. For example, in one project, "Placement in Adoptive Families; Characteristics and Outcomes," we are working with Kinship Center of Orange County, a large social service agency that provides adoption-related services, in the development of a psychometric instrument that measures child attachment to a primary caregiver in children between 1.5 and 6 years of age.

To establish a norm for child attachment, we have randomly recruited early education centers, preschools, and elementary schools from the Los Angeles and Orange County areas. The data gathered from parents of children in these schools will represent "typical" child attachment and provide a comparison against which children at risk for attachment difficulties can be compared. One relationship that we will examine is that between work patterns and attachment. What influence does a parent's work status have on early attachment? We are also examining factors that influence successful adoption. How do variables such as attachment, school readiness and family work patterns influence adoption outcomes?

We are also developing a web-based database of comparative work policies of major employers in Los Angeles and Orange County. The site will be useful for job seekers and employers who will be able to search the database looking for a specific policy (e.g., referrals for elder care) and by company. This database will provide employers with information about industry standards for work-life benefits and provide prospective employees with information about those policies they need.

In addition to these research projects, students working with the Berger Institute have been involved in a variety of activities. They have worked on projects assessing the business case for providing on site childcare with adjunct faculty at the Peter F. Drucker Graduate School of Management.

Summer Research Stipends: Two members of our adjunct faculty conducted projects this summer.

Dr. Heather Antecol used archival data to answer the question **"Why is there Cross-Country Variation in Female Labor Force Participation Rates? The Role of Male Attitudes Toward Family and Sex Roles."**

Dr. Jennifer Ward-Batts is examining **"Household Decision-Making and the Causes and Effects of the Post-Retirement Consumption Decline."**

Abstracts of these studies are posted on our website: <http://berger.claremontmckenna.edu>



Erin Kappenberg, a graduate student working with Berger Institute, and Deborah N. Silverstein, Kinship Center Director.

CONGRATULATIONS TO DR. MARY DOLAN!

Mary Dolan, recent graduate from Claremont Graduate University, wrote her doctoral dissertation on the allocation of blame to mothers and fathers when something goes wrong in the child's life (e.g., the child gets a failing grade or comes to school with a fever). She found that a key factor in whether mothers or fathers are blamed for common problems in their child's life is the nature of the problem. If the problem involves education, physical caretaking or emotional support, the mother gets a disproportional share of the blame, but when the problem concerns discipline or an active or recreational activity, then the father receives a disproportionate amount of the blame. If you would like to read more about this study, visit our website (<http://berger.claremontmckenna.edu>).

Dr. Dolan's dissertation was chaired by Diane F. Halpern, Director of the Berger Institute of Work, Family, and Children.

CALIFORNIA BECOMES THE FIRST STATE TO ADOPT PAID FAMILY LEAVE LAW

STEPHAN DESROCHERS

On September 23, 2002, Governor Gray Davis signed the paid family leave SB 1661 into law. Authored by California State Senator Sheila Kuehl (D-Santa Monica), it is the first law in the U.S. that will allow employees to collect partial wages for taking family leave. The new law, which goes into effect in 2004, allows workers to 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).

Because the new California law allows for paid leave, it should improve the lives of many working families in California. For working families, especially single parent families and families in which both parents work, caring for a new child or a sick family member has often meant taking time off work without pay. The California Family Rights Act and the federal Family and Medical Leave Act of 1993 allowed workers to take leave without fear of losing their jobs, but the leave was unpaid.

SB 1661 will operate by expanding State Disability Insurance (SDI), making it completely employee-funded. The added cost of SB 1661 should be small; an additional \$27 per worker per year to be paid into SDI. The added cost for minimum wage workers would be less, only \$11.23 per year. Employee payments begin January 1, 2004. To allow for the establishment of funding and administrative systems, benefits will not begin until July 1, 2004. At first, benefits will replace up to 55% of an employee's wages, with an upper limit of \$728 per week, but that maxi-

mum benefit will increase each year with increases in California's average weekly wage.

There are some restrictions. Workers must apply for family leave at least one week before using it, and employers can require that workers use up to two weeks of vacation time first before receiving paid family leave. Although smaller California firms will not be exempt from *granting* paid leave under SB 1661, those with less than 50 employees are not required to *hold* a job for employees taking paid family leave. This latter restriction is an improvement on current state and federal law, which only guarantees that taking 12 weeks of *unpaid* leave will not in itself result in losing one's job, but only applies to employees working for organizations that have 50 or more employees.

Like the FMLA, California's paid family leave law did not come without controversy, as it had both strong support and strong opposition from a variety of interest groups. It was supported by over 80 family, labor, social service, and retirement groups and organizations, including the California Coalition for Youth, the Orfalea Family Foundation, the Labor Project for Working Families, and the AARP. One of these groups, the California Labor Federation, AFL-CIO, has hailed its passage as a "landmark victory" for working families (http://www.calaborfed.org/legislation/leg_index.htm). But, SB 1661 has been "fiercely contested" by the California Chamber of Commerce and over 2000 businesses and business associations on the grounds that it will cause businesses to move out

of California, making the state less competitive (www.calchamber.com). The California Chamber of Commerce and the Coalition for California Jobs have also characterized this as one of many "job killer" bills that will hurt businesses through increased costs and lawsuits. There is certainly reason to believe that there will be lawsuits filed regarding compliance with this new legislation; it happened with FMLA, and it is almost certain to happen with California's new law. As with FMLA, California employers can take proactive steps to minimize the chance of leave-related lawsuits by making every effort to comply with SB 1661, communicating to employees what the law does and does not allow, and making it clear to employees what steps they must follow in order to be granted family or medical leave.

Time will tell if SB 1661 either improves the lives of California families or hurts California business. Only rigorous research will be able to provide an adequate answer to that question. Research will also be needed to understand the processes by which this new legislation can influence employee and organizational outcomes. To that end, we believe that in-depth studies will be needed to assess employees' and managers' attitudes toward SB 1661, the role of organizational communication in facilitating compliance with this new legislation, as well as individual and situational factors that influence the intention to take paid family or medical leave, or file a grievance for not being allowed to take it.



WELCOME TO DR. STEPHAN DESROCHERS

OUR FIRST POST-DOCTORAL RESEARCH FELLOW

We welcome Dr. Stephan Desrochers who comes to us from the Cornell Employment and Family Careers Institute. His interests include work/family role conflict and role ambiguity. His recent research projects include mediation between family structure and children's well-being and depression in single parents. We are confident that Stephan will be a great asset to the Berger Institute.

MEETING OUR EDUCATIONAL GOALS AT THE BERGER INSTITUTE

Our primary commitment is to educate students, scholars, law-makers, and the general public about a wide range of work and family issues—for example, what demographics tell us about the future of work-family balance, the business case for family-friendly workplaces, gender roles and work-family conflict, the effect of divorce on work-family balance, the importance of fathers, the reality of glass ceilings, poverty issues for working families, media messages and images, and the relationship among stress, health, and child development. We use our website, newsletters, publications, contacts with legislators, and coverage in the media to present an academic perspective on issues such as work-family balance, public policies that affect work and family, and considerations in managing multiple roles as workers, parents, spouses, and caretakers. Students working at Berger Institute gain valuable experience in researching real-world issues. We are planning a conference (co-sponsored with Kravis Leadership Institute) on “Leadership in Work-Family Balance” for February 22, 2003 (*see page 2*), with a book based on the proceedings to follow. In addition, we sponsor a superb speakers’ series that is open to the public at no charge.

CONSULTING SERVICES

The Berger Institute can help your organization. We can provide a needs assessment to determine which policies your employees most need and want and then assess the return-on-investment for specific benefits or benefit packages. We are looking for creative organizations that are interested in establishing academic-work partnerships. If you might be interested, let’s talk about the many ways we can help.

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. Please consider providing this support through:

- Cash gifts or endowments to the Institute
- Fellowships to support students or faculty in research projects

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



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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 will be 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.

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*For more information about the Berger Institute please visit our website:
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