



**BOSTON COLLEGE**  
CENTER FOR WORK & FAMILY  
CARROLL SCHOOL OF MANAGEMENT

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# People Make Workplaces Work

## *WHAT DOES THAT MEAN FOR EMPLOYERS?*

Successful businesses must manage a diverse and multigenerational workforce and be poised to help their employees adapt to new technologies, a 24/7 global economy, and increasing needs for flexibility.

## *WHAT DOES THAT MEAN FOR MANAGERS?*

In order to create an environment in which employees are engaged and thrive, managers need to look at their colleagues in a holistic way and embrace new ways of working.

## *WHAT DOES THAT MEAN FOR INDIVIDUALS?*

Individuals need to be prepared to navigate and negotiate their own careers and be their own advocates as they search for professional and personal fulfillment.



WELCOME TO THE BOSTON COLLEGE CENTER FOR WORK & FAMILY!

We live and work in rapidly changing times. Twentieth century models of employment have been unalterably changed. Today, employers are challenged to create effective workplaces that offer employees meaningful work and the opportunity to live meaningful lives. That means providing employees work that enables professional accomplishment and provides time to care for personal, family, and community needs.

Since our founding in 1990, the Boston College Center for Work & Family has been a national leader in helping organizations create effective workplaces that support and develop healthy and productive employees. Our vision is that employers, employees, and communities will work together to ensure their prosperity and the well-being of employees and their families. Two factors make our Center unique. First, ***we provide a bridge linking academic research and corporate practice*** in order to stimulate dialogue, develop research, and provide education that will improve workforce management approaches. Second, ***we approach our work from a cultural change perspective***. This means that human resource professionals, line managers, and individual employees need to align their interests and strategies to create contemporary, effective workplace cultures.

We are pleased to be an important part of the Carroll School of Management at Boston College, one of the nation's top tier universities. Boston College promotes both scholarly thinking and a commitment to social action; an ideal combination for the focus of our important work.

PROF. BRAD HARRINGTON  
Executive Director

INAUGURAL GLOBAL WORKFORCE  
ROUNDTABLE SUMMIT, LONDON, 2006



## Corporate Partnerships

### COLLABORATIVE APPROACH TO HELPING EMPLOYERS MAKE A DIFFERENCE

Since our inception, corporate partnerships have been at the heart of our mission to improve the lives of working people and their families. All of our efforts are focused on positively influencing workplace cultures and leadership practices. With more than 100 employers represented in our three corporate partnership organizations, the Center has the potential to affect the lives and work environment of nearly four million employees.

We choose our corporate partners carefully for their progressive human resource practices and their commitment to research, examine, learn about, and share approaches to continuous improvement of workforce management practices. Our corporate partners serve as role models to other employers, demonstrating through their success that commitment to their people yields positive organizational outcomes.

Our three corporate partnership organizations are :

**THE NATIONAL WORK & FAMILY ROUNDTABLE** is an organization of leading employers committed to excellence in the area of work-life. The mission of the Roundtable is to shape corporate and public responses to the demands of work, home, and community in order to enhance employee effectiveness.

**THE NEW ENGLAND WORK & FAMILY ASSOCIATION (NEWFA)** fosters collaboration among our regional employers to create and sustain workforce management practices that meet employee and business needs, including how to become an “employer of choice.”

**THE GLOBAL WORKFORCE ROUNDTABLE** provides a dynamic forum for a multicultural exchange of information and best practices among leading corporations seeking to enhance their global workforce strategies.

## CORPORATE PARTNERS

*“THIS KIND OF MEETING IS WHY I PARTICIPATE IN THE ROUNDTABLE – EXCELLENT PRESENTATIONS, TOP-NOTCH SPEAKERS, GREAT ENERGY, AND GOOD INSIGHTS. I APPRECIATE MEMBERS SPEAKING OPENLY ABOUT WHAT THEY ARE DOING AND THE CHALLENGES THEY ARE FACING – WE EXPERIENCE MANY OF THE SAME PROBLEMS AND CAN GET SUPPORT AND IDEAS FROM EACH OTHER.”*

– NATIONAL WORK & FAMILY ROUNDTABLE MEMBER

## Learning Forums

The Center develops and directs high-quality, intensive educational experiences for our members. Leading academics and world-class practitioners come together at these events to learn from one another, review the findings of rigorous research and corporate initiatives, and determine future business and human resource strategies. These forums provide an excellent opportunity to advance both research and practice.

### EXAMPLES OF THE LEARNING OPPORTUNITIES WE PROVIDE INCLUDE:

- Global Summit meetings on Talent Management held in London and Shanghai that included panels on changing workforce demographics, global diversity, next generation workforce values, and developing global HR strategies.
- National Roundtable meetings that focused on work-life, diversity, leadership development, employee health and wellness and career development. Speakers included practitioners from our corporate partners and academics from some of the world's leading universities including Boston College, Boston University, UCLA, the University of Chicago, Cornell, Dartmouth, Harvard, University of Kentucky, MIT, Purdue, and the University of Southern California.
- Teleconferences on topics of great relevance to our employers including: women's advancement, generational diversity, changing workforce issues in emerging countries, the experience of expatriates and their families, and employee networks and resource groups.
- NEWFA meetings focused on overwork, flexible work practices, return-on-investment for work-life initiatives, and career development.

Abbott Laboratories  
Aetna, Inc.  
Alcan Inc.  
Alcatel-Lucent  
Allstate Insurance Company  
American Airlines, Inc.  
Anheuser-Busch Companies  
Arnold Worldwide  
AstraZeneca Pharmaceuticals  
Aviva Life Insurance Company  
Baxter Healthcare Corporation  
Baystate Health, Inc.  
Bentley College  
Blue Cross Blue Shield of Massachusetts  
Blum Shapiro  
Booz Allen Hamilton  
Boston Beer Company  
BP North America, Inc.  
Bright Horizons Family Solutions  
Bristol-Myers Squibb Company  
Cadbury Schweppes  
Cambridge Savings Bank  
Caritas Christi Health Care  
Charles Stark Draper Laboratory, Inc.  
Chevron Corporation  
CIGNA Corporation  
Citizens Bank  
The Clarks Companies, N.A.  
Colgate-Palmolive Company  
Commonwealth Automobile Reinsurers  
Commonwealth of Massachusetts  
Cubist Pharmaceuticals, Inc.  
Deere & Company  
Dell Inc.  
Deloitte & Touche, LLP  
Digitas Inc.  
The Dow Chemical Company  
Duke Energy  
Eli Lilly and Company  
Ernst & Young  
Fidelity Investments  
First Horizon National Corporation  
GlaxoSmithKline  
Goldman Sachs  
Grant Thornton LLP

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# BOSTON COLLEGE

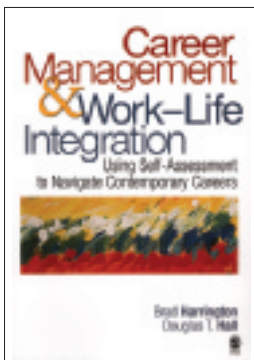
## Research and Academic Partnerships

The Center is committed to linking research and practice in order to identify innovative leadership approaches that are supported by data. We work with many academic partners to conduct applied research and communicate the results of our research to our members and the field in a highly accessible fashion. Examples include:

- **WORKPLACE FLEXIBILITY:** Our exploration of workplace flexibility includes studies of flexible work hours, telecommuting, reduced work hours, job sharing, and phased retirement. Our benchmarking study of corporate best practices helps employers understand how to create and sustain a culture of flexibility.
- **MANAGING IN A GLOBAL ENVIRONMENT:** *The Leaders in a Global Economy Study*, conducted with Families and Work Institute and Catalyst, explores the relationship between gender, leadership, and culture in 10 global companies. The Center also produces policy papers on work-life and diversity in various parts of the world.
- **THE AGING WORKFORCE:** In partnership with and support from the Boston College Center on Aging & Work/Workplace Flexibility, the Center for Retirement Research at Boston College, and the Sloan Foundation, the Center has looked at a broad range of issues related to the aging workforce. These include what constitutes job quality for older workers and how perceptions of older workers affect employee engagement.
- **THE NEEDS OF LOWER WAGE EMPLOYEES:** In partnership with the University of Kentucky and with funding from the Ford Foundation, the Center has completed a number of studies on the characteristics of a responsive workplace for hourly and lower wage employees.
- **THE CHANGING FOCUS OF WORKFORCE MANAGEMENT:** The Center's *Work-Life Evolution Study* explores how the work-life movement will impact our approach to leadership in the future. Thought leaders from industry, academia, and not-for-profit organizations provided insights that yield a clear view of the future trends, challenges, and approaches needed to lead effective organizations in the coming years.
- **BUILDING THE BRIDGE BETWEEN RESEARCH AND PRACTICE:** The *Rosabeth Moss Kanter Award for Excellence in Work-Family Research*, a partnership of the Center for Families at Purdue University and Boston College sponsored by WorldatWork, highlights the best work-life research published each year. The Center's *Executive Briefing Series* communicates research findings and best practices in a concise format, aimed to facilitate organizational responses.

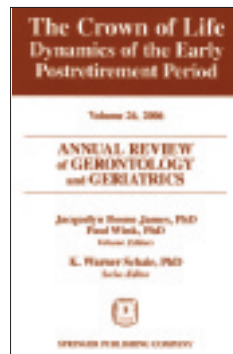


IN ADDITION TO PUBLICATIONS HIGHLIGHTING OUR RESEARCH, CENTER EXECUTIVE DIRECTOR, DR. BRAD HARRINGTON AND RESEARCH DIRECTOR, DR. JACQUELYN JAMES HAVE RECENTLY PUBLISHED BOOKS FOCUSED ON THEIR SPECIAL AREAS OF INTEREST.



Brad Harrington and co-author, Professor Douglas T. Hall of Boston University, one of the country's preeminent career scholars, published *Career Management and Work-Life Integration: Using Self Assessment to Navigate Contemporary Careers* (Sage Publications, 2007.) This work can be used by individuals

interested in refocusing their own careers, as a text for courses on careers, or as a companion to executive education programs. The book describes the new “protean” career which assumes that individuals today are navigating their career paths based on a clear sense of their identity. Grounded in research, it provides readers with an extensive array of self-assessment instruments to help them better understand their values, interests, and aspirations in order to create a personalized career strategy.



Jackie James’ most recent book is entitled *The Crown of Life: Dynamics of the Early Postretirement Period* (Springer Publications, 2006.) Co-authored with Dr. Paul Wink, Professor of Psychology at Wellesley College, this volume reviews the opportunities and challenges inherent in the early

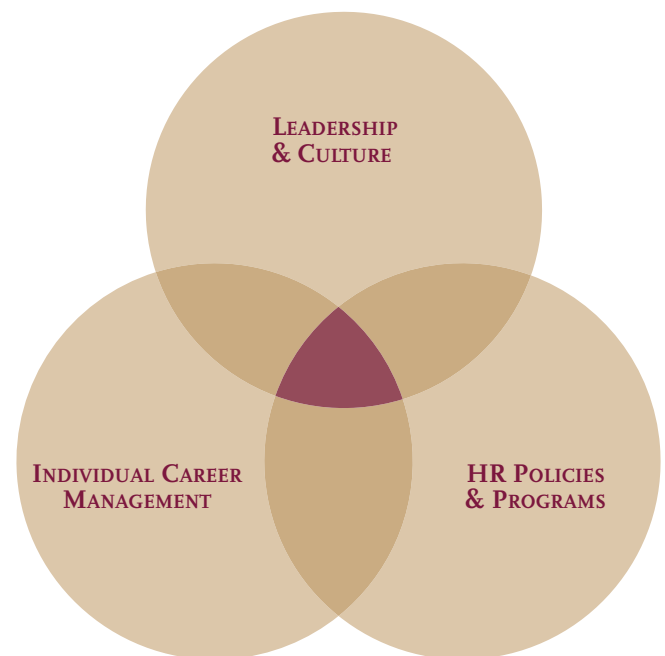
retirement years for new generations of retirees. With contributors from many different fields, it takes a broad look at the issues of this life stage from the perspective of work, physical and psychological health, and finances. Whereas many theorists view age-related changes in terms of their compensatory role for dealing with loss, these authors argue that the emergent characteristics of aging provide older individuals with unique attributes and skills that can be used for productive and vital involvement in everyday life.



## Moving from Knowledge to Action

The Center for Work & Family's Organizational Effectiveness Model describes the three key ingredients needed to achieve organizational alignment in work-life and workforce management: leadership commitment, appropriate human resource policies and programs, and individual responsibility for managing one's career and making effective career-life choices.

- **HUMAN RESOURCE POLICIES AND PROGRAMS** define company expectations and are necessary for organizational effectiveness. They ensure that people are treated equitably and that employees know how to access needed support. However, policies and programs by themselves are not sufficient to ensure organizational effectiveness.
- **LEADERSHIP** plays a crucial role in developing an effective organizational culture. In order to create a culture that is responsive to employees' work-life needs, change initiatives must be led by senior managers who possess a clear vision of the desired end-state. These leaders must also have a mobilization strategy that drives accountability for creating an inclusive workplace through all levels of the organization. They must also have the perseverance to lead the change process and the means to measure organizational outcomes.
- **INDIVIDUAL CAREER MANAGEMENT** stresses the importance of employees taking greater responsibility for proactively managing their own careers. Through structured reflection, communication, and dedication, career paths can be designed that are beneficial to both individuals and their employers.



*ORGANIZATIONAL EFFECTIVENESS MODEL*

“BOSTON COLLEGE HAS BEEN A KEY PARTNER IN DEVELOPING A GLOBAL WORK-LIFE STRATEGY TO HELP US ATTRACT, ENGAGE AND RETAIN TOP TALENT. THROUGH OUR RELATIONSHIP, WE HAVE CONNECTED WITH WORLD-CLASS RESEARCHERS AND LEADING INDUSTRY PRACTITIONERS. FROM CONDUCTING A GLOBAL WORK-LIFE CULTURAL ASSESSMENT TO CONSULTING ON THE DEVELOPMENT OF A VALUE PROPOSITION, METRICS AND ACTION-PLANS, THE CENTER’S STAFF HAVE ADDED VALUE TO EACH STEP OF OUR EFFORTS.”

– GLOBAL DIVERSITY AND INCLUSION DIRECTOR

## Partner Engagements

Examples of how the Center has collaborated with employers to improve organizational effectiveness include:

- With consultation from the Center, a large international chemical company launched its Global Work-Life Initiative. Center staff performed a cultural assessment, consulted with Human Resources on creating the value proposition and business case for work-life, and determined the appropriate HR metrics to track the effectiveness of the initiative.
- The Center worked with a Corporate Partner to assess the effectiveness and impact of its onsite child care. This study allowed the organization to assess the return on their investment and guided future growth and development of their child care practices.
- A major pharmaceutical company contracted with the Center to facilitate the development of its global employee constituency groups. Center staff facilitated the inaugural meeting of the organization’s Women’s Leadership Group.
- In a collaborative effort sponsored by ten member companies, the Center developed the award-winning *Standards of Excellence in Work-Life Integration*. Today, the Standards of Excellence Index is used by the Center to consult with organizations on the effectiveness of their work-life culture.
- The Center regularly responds to custom requests from members for information on topics related to work-life by providing research summaries, best practice examples, member company data, and industry contacts.

## CORPORATE PARTNERS (CONT.)

Hachette Book Group  
Harvard Business School Publishing  
Harvard University  
Hewlett-Packard Company  
Hypertherm Inc.  
IBM Corporation  
Intel Corporation  
Investors Bank & Trust Company  
John Hancock Financial Services  
Johnson & Johnson  
KPMG LLP  
Kraft Foods  
Lifespan  
Marriott International  
Massachusetts Institute of Technology  
Massachusetts Port Authority  
Merck & Co., Inc.  
MITRE Corporation  
MTV Networks  
National Security Agency  
New Balance Athletic Shoe, Inc.  
New England Baptist Hospital  
Novartis Pharmaceuticals  
Partners HealthCare System, Inc.  
Pearson Inc.  
Pitney Bowes Inc.  
PricewaterhouseCoopers  
Procter & Gamble  
Prudential Financial  
Raytheon Company  
Roger Williams Medical Center  
Royal Dutch Shell  
Sensata Technologies  
Simmons College  
State Street Corporation  
Sun Life Financial  
Takeda Pharmaceuticals North America, Inc.  
TAP Pharmaceutical Products Inc.  
Timberland Company  
Toyota Motor Sales USA, Inc.  
U.S. Coast Guard  
United Technologies Corporation  
Verizon Wireless  
Wellesley College  
Wells Fargo & Company



## Contributions to Discourse on Work-Life Issues

*THE CENTER IS AN ACTIVE PARTICIPANT IN ADVANCING WORK-LIFE ISSUES IN A BROAD RANGE OF ARENAS. THESE INCLUDE:*

### THE FIELD

Our staff shares our research findings at many national and international work-life events. In addition to our member meetings, our staff presents at leading Human Resources conferences including: WorldatWork, Alliance for Work-Life Progress, The Conference Board, Working Mother; and academic conferences such as: American Psychological Association; The International Conference on Work and Family in Barcelona; The Community, Work, and Family International Conference in Lisbon; the Society for Human Development; and the Association for Career Professionals International.

### THE PUBLIC

The Center also contributes to public discourse on work-life issues through the media. Our work has been cited in major media outlets including: the *Wall Street Journal*, the *New York Times*, *USA Today*, the *Boston Globe*, *Fox News*, and *National Public Radio*. Our goal is to raise awareness of the challenges faced by working families and the responses organizations can develop that will improve work-life balance and ensure company success.

### HIGHER EDUCATION

The Center strives to be an asset to academia.

- Through our home at Boston College, the Center for Work & Family consults with students, faculty, and staff on work-life issues through presentations, workshops, and retreats.
- Center Executive Director Brad Harrington, as a Boston College faculty member, offers graduate level courses on *Career Management and Work-Life Integration* and *Leading Organizational Change*.
- *The Center for Work & Family Fellowship* sponsors an outstanding doctoral student from the Carroll School of Management at Boston College whose research focuses on issues that will impact the field.

Whether working with students, faculty, practitioners or organizational leaders, work-life issues touch each of us in a highly personal way. We strive to create approaches for the needs of different audiences while understanding that these issues transcend all demographics and are part of the universal human experience.

## *MISSION*

The Boston College Center for Work & Family is committed to enhancing the quality of life of today's workforce by providing leadership for the integration of work and life, an essential for individual, organizational, and community success. Our vision is that employers and communities will work together to ensure their mutual prosperity and the well being of employees and their families.

## *VALUES*

### *BRIDGING RESEARCH AND PRACTICE*

We seek to advance the depth and quality of knowledge in the work-life field and serve as a bridge between academic research and organizational practice.

### *TRANSFORMING ORGANIZATIONS*

We believe any work-life initiative is also an organizational change initiative. We help identify and develop organizational models to meet the needs of a contemporary workforce and provide expertise to assist in implementing these changes successfully.

### *STRENGTHENING SOCIETY*

We believe employers who recognize and manage the interdependence of work, family, and community build stronger organizations and a more vibrant society.

