

## Work-Life Balance • No. 159 • 4/05

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### Articles

**Juggling work with life.** *Graphic Arts Monthly*, Feb 2005, S14. (2 pages)

Some practices of “Best Workplace” companies are described. These practices include flex time, flexible spending accounts, on-site childcare, school services, bereavement leave, charitable endeavors, and volunteerism. Specific examples are cited.

Arthur, Lore and Alan Tait. **Too little time to learn? Issues and challenges for those in work.** *Studies in the Education of Adults*, Autumn 2004, Vol. 36, No. 2, p. 222. (10 pages)

A research project arose out of questions in relation to time pressures, increasingly heavy workloads and concerns about neglecting family and friends. How do people manage? How do they find time for learning activities? These and other questions are considered with theoretical perspectives of time in relation to lifelong learning in the context of work, from both employer and employee perspectives.

Bakal, Mark, Mary Pappas, Alison P. Smith and Marcie Stern. **A balancing act: managing your personal and professional life – Part I.** *Nursing Economics*, Nov/Dec 2003, Vol. 21, No. 8, p. 6. (4 pages)

Some common life events challenge the balance between personal life and work. These include rearing young families and caring for aging parents. This article provides some realistic and practical strategies for improving that balance. [For Part II of this series, about working from

home and employer perspectives, see the Checklist article authored by “Smith, Alison P. and George Karavattu-veetil”.]

Brady, Diane. **Hopping aboard the Daddy track.** *Business Week*, 11/8/2004, no. 3907, p. 100. (3 pages)

Since the 1993 Family and Medical Leave Act was adopted, a variety of policies have been put into place to make it easier for working parents (including fathers featured in this article) to spend more time with their families. Some companies have adopted flexible work hours as a response to a shift in attitude on the part of fathers, some of whom prefer more family time instead of being content to work grueling schedules.

Brown, Jennifer P. **My so-called life: How you can maintain the right work/life balance in 2005.** *Public Relations Tactics*, Jan 2005, Vol. 12, No. 1, p. 20. (3 pages)

“At the core of an effective work-life balance are two key everyday concepts that are relevant to each of us. They are daily achievement and enjoyment.” Advances in technology and changes in society/leadership cause imbalances. The individual must manage these to achieve a good balance.

Clutterbuck, David. **How to get the payback from investment in work-life balance.** *The Journal for Quality & Participation*, Fall 2004, p. 17. (3 pages)

Why is work-life balance an issue? The author states that life is becoming more complex every year and at the heart of work-life balance is really “complexity management”. A “Quality Model for Work-Life Balance” is presented in table form.

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Estep, Tora. **Escape from the seesaw; a work-life balance cliffhanger.** *TD*, Oct 2004, p. 103. (2 pages)

The author suggests three steps to establish a balanced work-life plan: 1) Commit to change. 2) Define a balanced life for yourself. 3) Find a way to turn vision into reality. Details on how to do this are provided.

Hadland, Louise. **A happy firm is a flexible firm.** *The Lawyer*, Sep 20, 2004, p. 37. (1 page)

We learn some details of a British law firm's flexible policies. One policy allows staff to "buy and sell" up to eight days of vacation time.

Joshi, Sunil et al. **Work-life balance... a case of social responsibility or competitive balance?** *Human Resources Department, Georgia Institute of Technology*. <http://www.worklifebalance.com/assets/pdfs/casestudy.pdf>

Employer practices in work-life balance in the United States and in European Union countries are detailed. Differences in practice and philosophy are recognized and discussed, with implications for the future.

Keith, H. et al. **Balance is bunk!** *Fast Company*, Oct 2004, No. 87, p. 68. (7 pages)

The authors maintain that balance is an unattainable dream and that the human condition is one of imbalance; some days we teeter one way, on other days we lean another direction. We are offered alternatives, which will help us to successfully "embrace imbalance" and "have a life anyway".

Macklem, Katherine. **Kids vs. career.** *Maclean's*, 3/15/2004, Vol. 117, No. 11, p. 24. (4 pages)

Women discuss the conflicts they experience and the career choices they have been forced to make after the birth of children.

Mensch, Jim and George Wham. **It's a quality-of-life issue.** *Athletic Therapy Today*, Jan 2005, Vol. 10, No. 1, p. 34. (3 pages)

Discusses quality of life issues for certified athletic trainers (ATC) including hours of work and educational requirements. Gives general ideas about ways to assess and balance professional and personal life.

Powers, Vicki. **Keeping work and life in balance.** *TD*, July 2004, p. 32. (4 pages)

"In the future flexibility will not be an option; instead it will be the only way to do business". Using that premise, this article extols the accomplishments of some firms' positive practices to promote "people-first policies". A table of "What's Hot – What's Not" in workplace perks is included.

Pulscamp, Kenneth. **I could work 24 hours a day!** *Public Management*, Nov. 2004, p. 10. (4 pages)

A city manager tells how he manages to be a single parent with small children and still do his job well. He works hard and expects hard work from his employees but reminds us that at our funeral nobody will talk about the time we spent in the office. Ten techniques to achieve balance are given.

Rock, Andrea. **From two incomes to one.** *Money*, Jan 2005, Vol. 34, No. 1, p. 33. (4 pages)

The article describes how a family switched from two incomes to one. A growing number of U.S. families are now choosing to have one parent stay home while their children are young. Making do on one salary provided the family with its own set of challenges.

Smith, Alison P. and George Karavattuveetil. **A balancing act: managing your personal and professional life – Part II.** *Nursing Economics*, Jan/Feb 2004, Vol. 22, No. 1, p. 41. (3 pages)

Strategies are given for successful working from home. To create a culture of successful work-life balance, employers should acknowledge their own and their employees need for such a balance. Steps toward a culture of flexibility and fairness are given. [ For Part I of this series, about managing personal and professional lives, see the Checklist article authored by "Bakal, Mark, et al". ]

Spinks, Nora. **Work-life balance: achievable goal or pipe dream?** *The Journal for Quality & Participation*. Fall 2004, p. 4. (8 pages)

The three requirements for balancing work and life are 1) workplace supports, 2) home, and 3) community. A five-step process for assessing current situations and planning appropriate strategies is given. The process includes a work-life continuum chart that can help focus on what is working and what is needed.

Taylor, Chris. **Life in the balance.** *Incentive*, Jan 2004, Vol. 179, No. 1, p. 16. (3 pages)

Health and welfare programs improve worker attendance and wellbeing. Flexible work arrangements and other work-life programs appear to boost worker productivity. Innovative work-life benefits generally lead to lower employee turnover. Initial costs are outweighed by gains.

Tischler, Linda. **Where are the women?** *Fast Company*, Feb 2004, No. 79, p. 52. (6 pages)

Why are women not in the “corner offices”? Because men are generally willing to work longer and harder, the author says. Profiles women who opted out of high-stress top job opportunities.

United States Office of Personnel Management. **OPM Director’s Award for Outstanding Work/Life Programs.** <http://www1.opm.gov/wrkfam/wlpwinners00.htm>

The winners of the 2000 U.S. Office of Personnel Management Director’s Awards for Outstanding Work/Life Programs are described and details are given about their exemplary programs.

Waner, Karen, et al. **Family issues in the workplace: are students on track?** *Journal of Education for Business*, Jan/Feb 2005, Vol. 80, No. 3, p145. (4 pages)

Employees attempting to balance careers and families have made family issues a major concern in the workplace. Equity issues arise, however, for employees who do not have family responsibilities.

Warner, Judith. **Mommy madness.** *Newsweek*, 2/21/2005, Vol. 145 No. 8, p42. (8 pages)

A look at what motherhood is like in 2005, including problems mothers face in balancing work and family. We are told that many mothers lose all sense of themselves as adult women and that the U.S. culture has no structures in place to allow parents to balance work and child rearing. Lack of affordable, quality childcare is a problem. It is reported that middle class life is often too expensive to support with just one income; thus the need for incentives like tax subsidies to encourage corporations to adopt family-friendly policies, for part-time day care, and for incentives for mothers to work part-time. The article stresses the importance of alleviating economic pressures that negatively affect families.

Williams, Joan C. and Holly Cohen Cooper. **The public policy of motherhood.** *Journal of Social Issues*, Vol. 60, No. 4, 2004, p. 849. (16 pages)

Longer work week, rigid scheduling, lack of leaves, lower insurance, fewer benefits, lack of availability of part-time or reduced hours, lack of government-sponsored or company-sponsored child care and other inflexible policies characterize the majority of U.S. workplaces. This is compared to the more family-friendly policies of some European Union countries. The authors recommend that American employers improve work-family balance by addressing these concerns. Changes are proposed and discussed.



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## Internet

### Employers for work-life balance.

<http://www.employersforwork-lifebalance.org.uk/>

Based in the United Kingdom, Employers for Work-Life Balance aims to help all UK organizations implement and continuously improve sustainable work-life strategies which meet customer needs and corporate goals and enhance the quality of life for individuals. Links to case studies, research, legislation and ideas for organizations of all sizes are included.

### Monster.com

<http://wlb.monster.com/>

Many links to work-life balance articles and issues. In addition to the topic of work-life balance, Monster.com offers much advice on job searching, networking, resume writing, interviewing, disabilities and other career tips. Much is free, but some links require registration.

### When Work Works: A project on workplace effectiveness and workplace flexibility.

<http://familiesandwork.org/3w/tour/wwl.html>

When Work Works is a nationwide initiative to highlight the importance of workforce/workplace effectiveness and flexibility as a strategy to enhance business' competitive advantage in the global economy and yield positive business results. When Work Works is a project of the Families and Work Institute (FWI) sponsored by the Alfred P. Sloan Foundation in partnership with The Center for Workforce Preparation (an affiliate of the U.S. Chamber of Commerce) and The Center for Emerging Futures.

### Work & Family Program. New America Foundation.

[www.21stcenturyfamily.org](http://www.21stcenturyfamily.org)

The Work & Family Program of the New America Foundation conducts research on the policy obstacles to workplace flexibility. It holds high-profile events and conferences, publishes articles in the mainstream press, distributes issue briefs, and engages opinion leaders, policy makers and constituency groups. The overall goal of the program is to create a sense of urgency around the need for policy reform to reduce the stresses on today's families that result from a lack of flexibility.

### Work-Life Group. United States Office of Personnel Management.

<http://www1.opm.gov/wrkfam/index.asp>

Numerous links to articles about work-life issues are here. Subjects range from A (adoption, alcoholism, alternate work schedules) to W (workplace violence), with many others in between, and a special link is provided for managers. At each link are highlights, information, and additional resources. Other publications and federal program links are also given.

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