



citisales Jobs That Work study

Introduction to the *CitiSales Study*

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INTRODUCTION

The *CitiSales Study* is a large multi-method research project that examines the individual and organizational effects of quality workplaces on hourly workers 18 and older, and a subsample of hourly and professional older workers, all of whom were employed at a national retail company referred to by a pseudonym, CitiSales.

CitiSales is a *Fortune 100* retail company that operates over 6,000 stores throughout the United States. The *CitiSales Study* is a unique collaboration between private industry and researchers at the University of Kentucky and Boston College. The Ford Foundation funded the research focused on hourly workers, and the Sloan Center on Aging & Work/Workplace Flexibility at Boston College funded the research focused on older workers. CitiSales provided generous support throughout the project.

Research Sample and Methods

The *CitiSales Study* used two data collection strategies. Data were collected from employees through surveys and from senior management through interviews. Six thousand and eighty five CitiSales employees within 388 stores in three geographical regions of the U.S. completed the survey; 72% of employees surveyed responded. The overall sample includes 3,903 workers ages 18-94, employed in non-exempt jobs, often referred to as hourly jobs, and 1,878 workers employed in exempt jobs, often referred to as salaried or professional jobs. Older workers (55 and older) comprise 12% (n=680) of the total sample.

Senior management interviews were conducted with 38 district managers and three regional vice presidents who were responsible for overseeing the operations of stores included in this study. Interviews were conducted in-person or by phone and lasted approximately half an hour. These senior leaders were

About this Issue Brief

This introductory brief describes the overall *CitiSales Study*, the main objectives of the hourly worker and older worker projects within the *CitiSales Study*, and the two samples used to answer the research questions.

This brief has three primary sections:

- *Introduction*
- *CitiSales Study: Jobs that Work for Hourly Workers*
 - Project Description
 - Hourly Worker Sample Description
- *CitiSales Study: Jobs that Work for Older Workers*
 - Project Description
 - Older Worker Sample Description

asked open-ended questions about unique aspects of managing an hourly workforce: the types of flexible work options available to them, typical methods for scheduling, and the costs and benefits of offering flexible work options to hourly workers.

They were also asked about their work with older workers, both hourly and salaried, the extent to which they agreed with some positive and negative stereotypes of older workers, how they recruited and trained them, and whether they felt that any special accommodations were required. All interviews were transcribed and identifiers removed. Transcripts were then systematically coded and analyzed by the research team.

Although the overall study is referred to as the *CitiSales Study*, two research projects with a different set of research questions are embedded within this one broad investigation. *CitiSales Study: Jobs that Work for Hourly Workers* examines issues salient to hourly workers, while *CitiSales Study: Jobs that Work for Older Workers* examines issues salient to older workers.

Results from both projects are presented in nine issue briefs available at **www.CitiSalesStudy.com**. The issue brief titles are listed on the right.

Next, this introductory brief identifies the main objectives of *CitiSales Study: Jobs that Work for Hourly Workers*, and follows with a description of the hourly worker sample. Then, the main objectives of *CitiSales Study: Jobs that Work for Older Workers* will be identified and the older worker sample described.

The CitiSales Study Issue Briefs

1. Introduction to the *CitiSales Study*

CitiSales Study: Jobs that Work for Hourly Workers

2. What is Workplace Flexibility for Hourly Retail Workers?
3. Can Business Benefit By Providing Workplace Flexibility to Hourly Workers?
4. What Types of Management Strategies Promote a Culture of Flexibility for Hourly Workers?
5. What is Job Quality for Hourly Workers?
6. What Workplace Factors Drive Employee Engagement in an Hourly Retail Workforce?
7. What is the Impact of Job Quality on Store-Level Employee Engagement and Customer Satisfaction?

CitiSales Study: Jobs that Work for Older Workers

8. Responsive Workplaces for Older Workers: Job Quality, Flexibility and Employee Engagement
9. Generational Differences in Perceptions of Older Workers' Capabilities

CitiSales Study: JOBS THAT WORK FOR HOURLY WORKERS

Project Description

Jobs within the retail, service economy often necessitate non-traditional working hours including evenings, nights and rotating shifts,¹ unpredictable scheduling requirements,^{2,3} and minimal control over work hours.^{4,5} Workers in hourly jobs are less likely than professional workers to have access to work-family policies and practices that are designed to assist workers in managing work and family life.^{6,7} Additionally, workers earning low wages, compared to workers earning higher wages, are less likely to have access to flexible work options including: control over standard routine schedule, daily flexibility and paid time off for personal issues.^{8,9}

Some practices, common in the implementation of non-traditional schedules that are typical of the retail sector, negatively impact both business outcomes and working families' work-life effectiveness.^{10,11,12} Fluctuating work schedules, for example, and schedule assignments with little or no notice have been associated with job turnover among workers employed in retail firms.¹³ Thus the project, *CitiSales Study: Jobs that Work for Hourly Workers*, has been designed to better understand the effects of workplace factors on individual and organizational outcomes. Our primary research questions are:

- What is workplace flexibility for workers employed in hourly retail jobs?
- What is the business case for workplace flexibility?
- What is job quality for hourly workers?
- What management and supervisor strategies are used to promote a culture of flexibility for workers in hourly jobs?
- What dimensions of the work environment affect employee engagement among hourly workers?
- What dimensions of the work environment affect store-level performance outcomes?

Sample Description

Hourly Workers at CitiSales: Who Are They?

CitiSales workers in hourly positions are most likely to be female, white, with a mean age of 34 years old. Forty-one percent of this sample has a high school diploma or less, and 49% have some college education. Slightly more than half (57%) are single, and the rest report being married or are living with someone. (See Table 1).

Like most workers, CitiSales employees have a range of caregiving responsibilities. Over one-third provide care to a loved one. Thirty-two percent report being a parent of children under the age of 18; 10 % report that they provide care to their grandchildren on a regular basis; and 11% report that they provide regular care to an elder family member or friend. Sixty four percent of CitiSales employees in hourly jobs report very good or excellent health, and 78% report no negative job effects on their personal life during the past month.

Table 1: Demographic Profile: CitiSales Hourly Workers (N=3903)

Gender	Female	81%
	Male	19%
Race	White	74%
	Black	17%
	Other	9%
Age	24 and younger	39%
	25 – 39	28%
	40 – 54	21%
	55 – 65	9%
	65 and older	3%
Marital Status	Married/Cohabiting	43%
	Single	57%

Hourly Workers at CitiSales: Life On the Job

Employment characteristics

As noted in Table 2, 55% of hourly employees work full-time and about the same percentage of employees (56%) has worked for the company less than three years. On average, employees are scheduled to work 29 hours per week. However, it is important to note that 44% of the hourly worker sample is employed in part-time jobs, and nearly 40% of the sample is 24 years or younger. Full-time workers average 36 hours per week, five days a week, while part-time workers average 20 hours per week, 3.5 days per week. Among the total sample of hourly workers, 20% work another job, averaging 29 hours per week at this second job. Not surprisingly, the number of hours worked at another job varies significantly between full and part-time employees. Ten percent of full-time employees work a second job, averaging 22 hours per week, and 33% of part-time workers are employed at a second job, averaging 32 hours per week.

Among hourly workers (full and part-time), 38% would like to work more hours. The most common reason given for not working more hours at CitiSales is – “more hours are not available.”

Work Schedules and Schedule Satisfaction

Contrary to expectations, 50% of hourly employees report working the same days each week. However, only 41% of employees indicate that they have schedule consistency, i.e., working the same days and the same shift each week. Despite a lack of consistent work hours, three-quarters of employees report some control over their work schedule. Seventy-six percent of employees report having some to a lot of input into their weekly schedule, and 76% report that their schedule preferences are considered almost always or always.

As noted in Table 3 on the following page, nearly three-quarters of employees report that they were satisfied or always satisfied with their weekly schedule during the past month. Schedule satisfaction scores increase slightly among employees who have consistent work schedules. However, schedule satisfaction decreases significantly when employees do not have some sort of schedule consistency. On average, CitiSales employees receive their schedule seven days in advance.

**Table 2: Employment Characteristics:
CitiSales Hourly Workers (N=3903)**

Employment Status	%	%	%
Full-time	55%		
Part-time	45%		
Employed	%	Full-time***	Part-time
1 year or less	29%	19%	42%
1 - <3 years	27%	24%	31%
3 - <5 years	15%	16%	13%
5 - < 10 years	19%	25%	11%
10 years or more	11%	16%	4%
Mean Hours Worked Per Week		Full-time***	Part-time
at CitiSales	29 hours	36 hours	20 hours
Work a Second Job		Full-time***	Part-time
Yes	20%	10%	33%
No	80%	90%	67%
Mean Hours Worked Per Week		Full-time***	Part-time
at second Job	29 hours	22 hours	32 hours

*** Statistically significant difference between full-time and part-time sample at > .000

Similar to the majority of workers in the U.S., CitiSales employees have to blend their job schedules with their non-work responsibilities. Working a schedule that may change from week-to-week makes this particularly challenging. Providing employees input into their schedules can help to offset this taxing aspect of the job. However, there are times when unexpected family or personal issues arise. Over two-thirds of employees report that CitiSales supervisors accommodate their schedule when an unexpected matter comes up. (See Table 3)

supervisor effectiveness, job fit, opportunities for career development, teamwork, schedule flexibility and schedule satisfaction. Research findings reported in Issue Briefs #6 and #7 show the importance of these workplace factors to employee engagement and store performance outcomes such as store-level employee engagement and customer satisfaction. This section highlights hourly workers' perceptions of their work environment.

Supervisor Effectiveness. Generally, CitiSales employees perceive their supervisors as effective. As illustrated in Table 4, 55% of employees report their supervisor to be always or almost always supportive when they have a work problem. Forty-four percent

**Table 3: Schedule Satisfaction:
CitiSales Hourly Employees (N=3903)**

Schedule Satisfaction	Very Satisfied or Satisfied	Neutral	Somewhat or not all Satisfied
Schedule Satisfaction	71%	17%	12%
Schedule Satisfaction of employees without Schedule Consistency***	63%	22%	15%
Schedule Satisfaction of employees who have Schedule Consistency***	81%	12%	7%
Schedule Flexibility	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I have the ability to change my schedule when I have a family or personal matter to take care of.	79%	12%	9%
When an unexpected personal or family matter arises, I have the ability to modify my schedule.	75%	15%	11%

*** Statistically significant difference between full-time and part-time sample at > .000

**Table 4: Supervisor Effectiveness:
CitiSales Hourly Employees (N=3903)**

Supervisor Effectiveness	Always or Almost Always	Neutral	Almost Never or Never
Supervisor is supportive when I have a work problem.	55%	25%	20%
Supervisor really cares how my work affects my personal and family life.	44%	26%	30%
	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I am recognized when I do good work.	70%	18%	13%
I am encouraged to come up with new and better ways of doing things.	61%	24%	15%
I am allowed to make the decisions necessary to do my job well.	74%	18%	8%
I understand how my performance is evaluated.	72%	16%	11%
I feel valued by my supervisor.	73%	17%	10%

Workplace Dimensions

The *CitiSales Study* research team examined the effects of various dimensions of the work environment on individual and organizational outcomes. Such workplace factors included in the study were:

of employees report that their supervisor cares about the effects of work demands on their family life always or almost always. Seventy-four percent of employees report that they are allowed to make the decisions to do their job well.

Job Fit and Resources. The match between employees' interests, skills and abilities to the requirements of their job matters to most employees. Overall, about two-thirds of CitiSales employees perceive their job as a good fit and feel that they have the resources to succeed in their job. As illustrated in Table 5, 75% of hourly workers find their jobs interesting and challenging, and 61% report that their job uses their full skills and abilities.

Career Advancement, Team Work, Schedule Satisfaction and Flexibility. Employees at CitiSales have mixed perceptions about career advancement opportunities within the organization. While two-thirds of employees have a clear understanding of the career paths available to them, 49% perceive they have a good chance of being promoted. Forty-eight percent of employees report sufficient development opportunities at CitiSales. (See Table 6). Full-time employees were more likely than part-time employees to report their opportunities for advancement as promising, 51 % and 45 % respectively.

CitiSales workers take pride in offering good service to customers. Table 6 demonstrates that 85% of employees have the perception that they provide excellent service to their customers. About two-thirds of employees report that cooperation and teamwork is strong within their team.

Table 5: Job Fit & Resources: CitiSales Hourly Employees (N=3903)

Job Fit & Resources	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I have the general tools and resources I need to do my job well.	89%	7%	5%
I have a clear understanding of what is expected of me.	93%	4%	3%
My job is interesting and challenging.	75%	18%	7%
My job makes full use of my skills and abilities.	61%	19%	20%
I am generally able to get my work done without facing too much red tape or bureaucracy.	79%	13%	9%
I have a clear understanding of the goals and priorities of my store.	85%	10%	5%
I receive the necessary level of training to perform my job effectively.	78%	13%	9%

Table 6: Career Advancement, Teamwork: CitiSales Hourly Employees (N=3903)

Career Development	Strongly Agree/Agree	Neutral	Disagree/Strongly Disagree
My chances of being promoted at CitiSales are good.	49%	29%	23%
I have sufficient access to career development opportunities.	48%	31%	21%
I have a clear understanding of the career paths available to me at CitiSales.	65%	20%	15%
Teamwork	Strongly Agree/Agree	Neutral	Disagree/Strongly Disagree
My store consistently provides excellent service to our customers.	85%	11%	4%
I think that cooperation and teamwork are strong within my store.	68%	17%	15%

CitiSales Study: JOBS THAT WORK FOR OLDER WORKERS

Project Description

There are many reasons for employers to consider how to respond to the needs and perhaps unique requirements of older workers. There are different but equally compelling reasons for older employees to consider new options for continued work beyond conventional retirement ages. Yet we know too little about what older employees want and need to map out a new future in the transition from work to retirement.

Thus, this part of the project was designed to identify and describe innovative strategies for a corporate culture that is responsive to the work/life needs of an older workforce. As with the hourly worker study, we examined strategies for making workplace flexibility (and other workplace initiatives) available and feasible for older workers. Our questions were:

- What constitutes job quality for older workers?
- What are the drivers of employee engagement for older workers?
- How do generational differences in the perceptions of the capabilities of older workers affect employee engagement and well-being?

Sample Description

Older Workers at CitiSales: Who Are They?

Older workers at CitiSales are those who are age 55 and older; their mean age is 62, and they constitute 12% of the total sample. As a large majority of them are hourly workers (72%), they are very similar to employees described above in hourly positions. They are most likely to be female and white. Forty-six percent of this sample has a high school diploma or less, 26% have some college education, and 28% hold a bachelors degree or above. The majority of this group are married or cohabiting (65%), with 24% single, and 11% widowed (See Table 7).

Older workers at CitiSales also have a range of caregiving responsibilities. Only 9% provide regular care for children under 18, but 15% provide regular care for grandchildren under 18. Although only 8% provide regular care for a disabled or ill spouse/partner and 9% report providing care for another ill or disabled adult on a weekly basis, 29% of this group anticipate needing to provide care to a loved one over 65 in the next five years. Ninety-two percent of CitiSales employees aged over 55 report good, very good or excellent health, and 63% report no negative effects from their job on their personal life during the past month.

Table 7: Demographic Profile: CitiSales Older Workers (N=680)

Gender	Female	73%
	Male	27%
Race	White	90%
	Black	6%
	Other	4%
Education	Less than High School	3%
	High School Diploma/GED	43%
	Some College/2-Year College	26%
	Bachelors Degree or Above	28%
Marital Status	Married / Cohabiting	65%
	Single	24%
	Widowed	11%

Older Workers at CitiSales: Life on the Job

Employment Characteristics

As noted in Table 8, 67% of older workers report working full-time; as mentioned, the majority (72%) is hourly employees. The older workers appear to be very loyal employees, as 68% of them have been with CitiSales for over five years. Just under a quarter of the older workers (23%) started working at CitiSales after retiring from another job, and only 12% of employees in this group have another job.

**Table 8: Employment Characteristics:
CitiSales Older Workers (N=680)**

Employment Characteristics

Employment Status	%
Full-time	67%
Part-time	33%
Hourly	72%
Professional	28%
Employed	
1 year or less	10%
1 - <3 years	11%
3 - <5 years	11%
5 - < 10 years	30%
10 years or more	38%
Retired from Another Job	
Yes	23%
No	77%
Work a Second Job	
Yes	12%
No	88%

Work Schedules and Schedule Satisfaction

Employees in this group work on average 32 hours per week, with 49% reporting some input into the number of hours they work each week. Seventy-seven percent of older employees report having some to a lot of input into their weekly schedule, and three-quarters report that they were satisfied or always satisfied with their weekly schedule during the past month. This satisfaction may be linked to the ad hoc flexibility that most of these employees experience. Eighty-two percent of employees agree or strongly agree that they are able to modify their schedule in the event of an unexpected personal or family matter, and 68% have co-workers who are willing to swap hours to cover for the employee for the same reasons.

Workplace Dimensions

The *CitiSales Study* research team examined the effects of various dimensions of the work environment on individual and organizational outcomes. Similar to those described above, workplace factors included: supervisor effectiveness, job fit, opportunities for career development, teamwork, schedule flexibility and schedule satisfaction. Research findings reported in Issue Brief #8, *Responsive Workplaces for Older Workers: Job Quality, Flexibility and Employee Engagement*, show the importance of these workplace factors as they impact employee engagement, and also highlight differences as to how these factors affect employee engagement for older hourly and older professional workers.

Supervisor Effectiveness. Most of CitiSales older employees perceive their supervisors as effective. As illustrated in Table 9, 77% percent of employees report their supervisor to always or almost always be supportive when they have a work problem. Sixty-six percent of employees report that their supervisor cares about the effects of work demands on their family life almost always or always. Seventy-two percent of employees report they are allowed to make the decisions to do their job well.

Job Fit and Resources. The match between an employee’s interests, skills, and abilities and on-the-job requirements (job fit), and the extent to which the job is interesting and challenging matters to most employees. Overall, about two-thirds of older workers at CitiSales perceive their job as a good fit and 83% feel that they have the resources to succeed in their job. As illustrated in Table 10 on the next page, fully 84% of older workers find their jobs interesting and challenging, while 72% report that the job makes full use of their skills and abilities.

Table 9: Supervisor Effectiveness: CitiSales Older Workers (N=680)

Supervisor Effectiveness	Always or Almost Always	Neutral	Almost Never or Never
Supervisor is supportive when I have a work problem.	77%	16%	7%
	Strongly Agree/ Agree	Neutral	Strongly Disagree/ Disagree
Supervisor really cares how my work affects my personal and family life.	66%	18%	16%
I am recognized when I do good work.	65%	22%	13%
I am encouraged to come up with new and better ways of doing things.	59%	28%	13%
I am allowed to make the decisions necessary to do my job well.	72%	18%	10%
I understand how my performance is evaluated.	72%	18%	10%
I feel valued by my supervisor.	73%	18%	8%

Career Advancement, Team Work, Schedule Satisfaction and Flexibility. Older workers at CitiSales are generally negative about their opportunities for career advancement, an issue that is covered in more depth in Issue Brief #9, *Generational Differences in Perceptions of Older Workers' Capabilities*, and summarized below. While 70% of

older workers have a clear understanding of the career paths available to them, only 38% perceive they have a good chance of being promoted, and only 45% of older workers report they have sufficient development opportunities at CitiSales (See Table 11 on the next page).

Table 10: Job Fit & Resources: CitiSales Older Employees (N=680)

Job Fit & Resources	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I have the general tools and resources I need to do my job well.	83%	8%	7%
I have the clear understanding of what is expected of me.	93%	4%	3%
My job is interesting and challenging.	84%	12%	3%
My job makes full use of my skills and abilities.	72%	14%	14%
I am generally able to get my work done without facing too much red tape or bureaucracy.	75%	14%	10%
I have a clear understanding of the goals and priorities of my store.	85%	10%	5%
I receive the necessary level of training to perform my job effectively.	77%	14%	9%

CitiSales workers take pride in offering good service to customers. Table 11 demonstrates that 87% of employees have the perception that they provide excellent service to their customers. About two-thirds of employees (71%) report that cooperation and teamwork is strong within their team.

Perceptions of Older Workers' Capabilities

Although older workers are typically seen as having a strong work ethic and a good attitude toward work, they are also thought to be less adaptable, less flexible, less open to new technology and training, and are thought to be looking toward retirement, not promotion. Therefore, we were interested in how CitiSales older workers perceived their own capabilities versus how they were perceived by their younger co-workers. For these analyses, we used the total sample of CitiSales workers to examine how workers of all ages perceived older workers' capabilities. We assessed employees' perceptions of older workers using the 11 items presented in Table 12, and found that although younger workers were very positive in general about their older colleagues, only 37% of them felt that older workers were *interested*

Table 12: Measure of Perceptions of Older Workers

Workers 55 and older...

- ...can serve as mentors to younger workers.
- ...are respected.
- ...are more reliable than younger workers.
- ...are more productive than younger workers.
- ...adapt well to new technology.
- ...are eager for training.
- ...work well with younger supervisors.
- ...are just as likely to be promoted as younger workers.
- ...have a great loyalty to the company.
- ...are flexible.
- ...are interested in being promoted.

Table 11: Career Advancement, Team Work: CitiSales Older Employees (N=680)

Career Development	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I have sufficient access to career development opportunities.	45%	38%	17%
My chances of being promoted at CitiSales are good.	38%	38%	24%
I have a clear understanding of the career paths available to me at CitiSales.	70%	20%	10%
Teamwork	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
My store consistently provides excellent service to our customers.	87%	10%	3%
I think that cooperation and teamwork are strong within my store.	71%	16%	13%

in promotion. In contrast, 47% of older workers either agreed or strongly agreed that older workers were interested in being promoted.

These negative perceptions of older workers, it must be said, have negative effects on their employee engagement and their own wellbeing. We found that older workers who felt that younger workers were more likely to be promoted than older workers were significantly less engaged and significantly lower in psychological wellbeing than their peers who did not perceive such inequities. See Issue Brief #9 for more information about these results. On the whole, however, as can be seen in the tables and charts above, older workers at CitiSales are loyal; they feel that their jobs are interesting and challenging; and they have very positive views of their supervisors and of the organization itself.

These descriptions of the hourly worker and older worker samples set the stage for the research questions to be examined in the subsequent briefs.

¹**Presser, H. B. (2003).** Race-ethnic and gender differences in nonstandard work shifts. *Work and Occupations*, 30(4), 412-439.

²**Henly, J. R., Shaefer, L., & Waxman, E. (2006).** Nonstandard work schedules: Employer- and employee-driven flexibility in retail jobs. *Social Service Review*, 80, 609-634.

³**Lambert, S., & Waxman, E. (2005).** Organizational stratification: Distributing opportunities for work-life balance. In E. E. Kossek and S. Lambert (Eds.), *Work and life integration: Organizational, cultural, and individual perspectives* (pp. 103-126). Mahwah, NJ: Lawrence Erlbaum Associates.

⁴**Golden, L. (2005).** The flexibility gap: Employee access to flexibility in work schedules. In I. U. Zeytinoglu (Ed.), *Flexibility in workplaces: Effects on workers, work environment and the unions* (pp. 38-56). Geneva: IIRA/ILO.

⁵**Swanberg, J. S., Pitt-Catsouphes, M., & Drescher-Burke, K. (2005).** A question of justice: Disparities in employees' access to flexible schedule arrangements. *Journal of Family Issues*, 26, 866-895.

⁶**Golden (2005)**

⁷**Swanberg, et. al (2005)**

⁸**Golden (2005)**

⁹**Swanberg, et. al (2005)**

¹⁰**Almedia, D. M., & McDonald, D. A. (2005).** The national story: How Americans spend their time on work, family, and community. In J. Heymann & C. Beem (Eds.), *Unfinished work: Building equality and democracy in an era of working families* (pp. 180-203). New York: New Press.

¹¹**Henly, et al. (2006)**

¹²**Heymann, J. (2000).** The widening gap: Why America's working families are in jeopardy – and what can be done about it. New York: Basic Books.

¹³**Henly, et al. (2006)**

About the CitiSales Study

This study was supported by grants from the Ford Foundation and the Sloan Center on Aging & Work/Workplace Flexibility at Boston College and by generous support from the *Fortune 100* retail firm referred to in the study as CitiSales.

About the Research Team



Jennifer E. Swanberg, Ph.D., is co-principal investigator of the CitiSales Study and is the executive director and founder of the Institute for Workplace Innovation (iWin) at the University of Kentucky, and an associate professor in the UK College of Social Work with joint appointments in the Colleges of Medicine and Public Health. Her research has focused on quality

workplaces as a business and work-life effectiveness strategy, access to workplace flexibility among under-represented working populations, and the use of human capital and quality employment as a form of economic development. Dr. Swanberg's research has been published in top-tier research journals, and she has appeared as a national and international work-family expert on television and radio including MSNBC, CNN, CBS, NPR, and BBC. She has been recognized by Alliance of Work-Life Progress as one of the profession's Rising Stars, and her research has been recognized as among the top research articles by the Rosabeth Moss Kanter Award for Excellence in Work-Family Research.



Jacquelyn B. James, Ph.D. is co-principal investigator of the CitiSales Study and is the director of research at Boston College's Center for Work & Family. She received her Ph.D. in personality and developmental psychology at Boston University. Prior to coming to Boston College she was associate director of the Murray Research Center: A Center for the Study

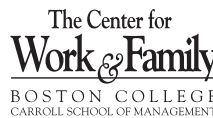
of Lives at Harvard University. Her research has focused on the meaning and experience of work in women's lives, gender roles, and adult development. She and her colleagues have published numerous articles, opinion pieces, and four edited books. The most recent volume (with co-author Dr. Paul Wink, professor of psychology at Wellesley College), *The Crown of Life: Dynamics of the Early Postretirement Period*, is about the opportunities and challenges inherent in the early retirement years for new generations of retirees. Dr. James is past-president of the Society for the Study of Human Development and serves on the editorial board of the society's flagship journal, *Research in Human Development*.

Sharon P. McKechnie, Ph.D., is an assistant professor in the Management and Economics Department of Emmanuel College, Boston. She received her Ph.D. in management with a concentration in organization studies from Boston College, an MSc in organizational psychology from University of Manchester Institute for Science and Technology, and a BSc from Napier University. She is currently a senior research associate at the Center for Work & Family at Boston College, and was a research assistant in 2006 at the Sloan Center for Aging & Work/Workplace Flexibility at Boston College.

Mac Werner, MSW, works at the University of Kentucky Institute for Workplace Innovation as a research associate. He has a BS in business from the University of Evansville, an MSW from the University of Kentucky and is currently completing course work toward a Ph.D. in social work. His background includes over a decade of experience as a small business owner and substantial experience in program management and design. Over the past four years, he has worked extensively in the field of social science research, focusing on program evaluations in the criminal justice and child and family welfare systems.

Mamta U. Ojha, MSW is pursuing her doctorate at the University of Kentucky College of Social Work. She works at the University of Kentucky Institute for Workplace Innovation as a research fellow. She has a BA in psychology from Lucknow University, India and an MSW from the University of Kentucky.

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