

National Center for Women & Information Technology

PROMISING PRACTICES

How Can Companies Attract and Retain Mid-Career Female Employees?

Recent media attention to the so-called “opt-out revolution”

– the emerging trend where well-qualified women choose to leave productive careers – paints a simplistic picture of successful women choosing to leave high-profile positions to spend more time with their families. Systematic research reveals several complicating factors that are important for corporations to understand if they are to retain top female talent (Hewlett, Luce, Shiller, and Southwell, 2005).

- While many women (37%) choose to leave their careers for a short time – a phenomenon the Center for Work-Life Policy terms “off-ramping” – 93% of these women want to return to work. Only 74% succeed, and only 40% are able to secure full-time jobs.
- Only 5% of women who return to work want to return to their former company; however, 80% wanted to remain in the same type of position, and more than 60% wanted to remain in the same industry. This finding suggests that many of these women feel unsupported by their previous employers.
- While caring for children is a significant reason for off ramping (44%), other factors, such as eldercare (11%) or pursuing additional education (23%), also lead women to off-ramp.
- These “pull” factors are not the only reasons women temporarily leave their jobs; a number of “push” factors – features about the job itself – also contribute to this decision. Lack of fulfillment in their jobs (17%) or feeling stalled in their careers are two common “push” factors women cite (23%).
- On average, women off-ramp for two years and lose 18% of their earning power if and when they return to work. For those who off-ramp for more than three years, this figure climbs to 37%.

These findings make it clear that women’s so-called “choice” to leave their careers is not a simple one, and that most of these women would prefer to continue working if industry would make this possible. In fact, 94% of women who would like to “on-ramp” indicate that they would take advantage of industry efforts to do so.

WHAT INDUSTRY CAN DO

Research has identified policies that industry can adopt to retain female employees:

- Flexible work arrangements (FWAs)
- Flexible career paths (e.g. allowing time off without terminating employment)
- Re-entry training and support
- Reduced-hour jobs or job-sharing

These policies stand to benefit everyone, including male employees and employees without children, and initial results among companies who have implemented these policies are promising. In a survey of employees participating in FWAs at Ernst & Young, two-thirds said they would have left or would not have joined the company if such programs had not existed. Similarly, in a focus group with female managers at Johnson & Johnson, all of the women expressed high levels of satisfaction with the company largely because of its FWA policies (Hewlett, Luce, Shiller, and Southwell, 2005). At Best Buy, departments that have implemented flexible work hours have reported approximately 35% increases in productivity (Conlin, 2006).

A Word of Caution:

Research indicates that these opportunities are more readily available to women who have already “made it.” Women in their mid-careers, who often need these policies the most, are not always able to access them. Furthermore, taking advantage of these opportunities is often stigmatized and results in unspoken penalties (e.g. not being promoted). Addressing these barriers is important if such policies are to succeed in preventing the “hidden brain drain.”

RESOURCES

- Conlin, M. (2006). Smashing the clock: Inside Best Buy’s radical reshaping of the workplace. *BusinessWeek*, December 5. <http://www.msnbc.msn.com/id/16040492/>
- Friedman, S. D. & Greenhaus, J. H. (2000). *Work and family – Allies or Enemies? What Happens When Business Professionals Confront Life Choices*. New York: Oxford University Press.
- Hewlett, S.A., Luce, C. B., Shiller, P., & Southwell, S. (2005). The Hidden Brain Drain: Off-Ramps and On-Ramps in Women’s Careers. *Harvard Business Review Research Report*. Boston: Harvard Business School Publishing Corporation.

NCWIT offers practices for increasing and benefiting from gender diversity in IT at the K-12, undergraduate, graduate, and career levels.

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PROMISING PRACTICES

Constructing On-Ramps (Case Study 1)

Helping Mid-Career Women Return to Work in IT



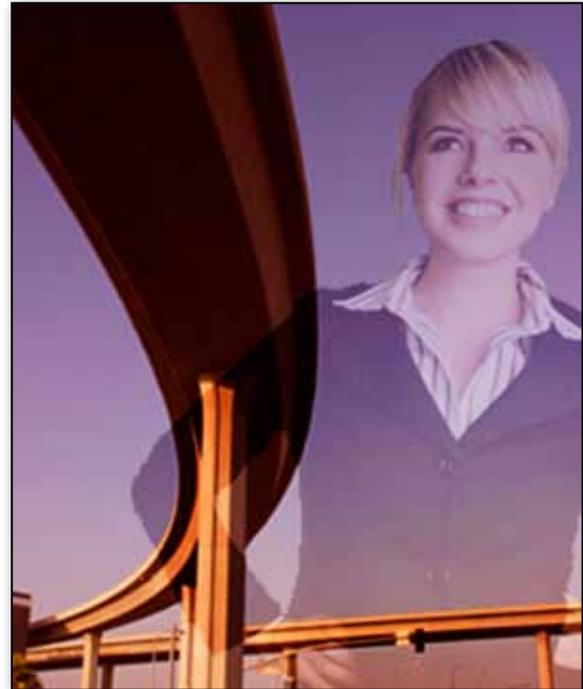
Career

Lehman Brothers Encore program, created by chief diversity officer Anne Erni, is an innovative initiative that aims to recruit and support professionals who have left the workforce but are interested in resuming their careers. The program began in response to the "Off-Ramps and On-Ramps" study published in Harvard Business Review in March 2005. The study, co-sponsored by Lehman Brothers, identified some of the barriers women face as they attempt to re-enter the workforce after taking time off for a variety of familial responsibilities. According to President Joe Gregory, the program is also part of Lehman's effort to counter Wall Street's "last coat on the chair" culture and instead provide the flexibility that will enable the company to "get and keep the best people" (Shellenbarger, 2007).

Lehman Brothers launched Encore in November 2005 with an informational seminar and luncheon in New York that offered participants the chance to network, learn about industry updates, and explore flexible work possibilities at Lehman Brothers. A similar kick-off event was held in London in February 2006. To identify potential attendees, the company used the contacts and networks of its current employees, tracking down former Lehman employees and other professionals who had left Wall Street jobs. Additional referrals came from organizations such as Women on Wall Street. Approximately 70 candidates attended the New York event, and the London event attracted more than 50 attendees.

Encore candidates are eligible for all open positions within the company and are invited to interview based on the open positions at the time and the qualifications of the candidate. A significant portion of the first-year attendees participated in follow-up interviews. To foster the success of these applicants, the company established a unique Encore email address and assigned two designated recruiters to handle these applications. This was important for ensuring that "nontraditional" resumes with gaps for child-rearing, eldercare, or other familial responsibilities would not end up being tossed aside. In this first year of the program, Lehman Brothers hired 20 new employees – nearly 20% of the seminar attendees – through this process.

Once hired, these employees have access to a number of flexible work arrangements including reduced or compressed work weeks, "flextime" or flexible hours, "flexspace" or telecommuting options, and job sharing. A lateral recruiting team works with hiring managers to help accommodate specific requests for flexible work arrangements. Roughly half of the Encore recruits work part-time or flexible hours.



Because these kinds of programs sometimes create resentment among employees with more traditional career paths, Lehman Brothers also offers flexible work arrangements to all employees in good standing. All employees also have access to ongoing training and mentoring to help them update and enhance their current skills and experience.

Since the program is still in its infancy, long-term evaluation efforts have yet to be completed; likewise further research is needed to determine how beneficial programs like Encore will be for technical women. Meanwhile, though, the program is garnering increasing interest in its second year. Erni and her team emailed 16,000 employees to identify contacts who may be interested in the program, and, during the second year seminar, a panel of employees hired during Encore's first year spoke about their experiences with the company. Out of 200 referrals, Encore has invited approximately 50 candidates to interview. In addition, the program is now open to men, and this year seven men are among the interviewees. Similar efforts are being conducted later in the year in Tokyo and in London. For more information see the Lehman Brothers Encore website listed below.

RESOURCES

Shellenbarger, S. (2006). Employers step up efforts to lure stay-at-home mothers back to work. *Wall Street Journal*, February 9.
Center for Work-Life Policy: <http://www.worklifepolicy.org>
Women Entrepreneur's Inc Flex Options for Women: <http://www.we-inc.org/flex.html>

NCWIT offers practices for increasing and benefiting from gender diversity in IT at the K-12, undergraduate, graduate, and career levels.

This case study describes a research-inspired practice that may need further evaluation. Try it, and let us know your results.

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PROMISING PRACTICES

Military Spouse Reentry Programs (Case Study 2)

Helping Mid-Career Women Return to Work in IT



Undergraduate



Career

Military spouses are a large and often overlooked population that could be well-served by IT training and could bring more diversity to IT. The Women in Technology (WIT) Military Spouse Certificate Program is one innovative program that attempts to meet this need by providing scholarships and information technology (IT) training for female spouses of military personnel in Colorado Springs. Supported by a grant from the U.S. Department of Labor and by Base Realignment and Closure (BRAC) funds, the WIT program is a joint effort of the Colorado Department of Labor and Employment, the Pikes Peak Workforce Center, Pikes Peak Community College, Volt Technical Services, and two local military bases.

Military spouses enroll as a cohort in a unique program at Pikes Peaks Community College where they earn certificates in five modules: IT Fundamentals, Software Fundamentals, Network Essentials, IT Security Essentials, and IT Support Essentials. Each module qualifies them for a higher level IT job. While all five certificates can be completed in nine months, students who need to interrupt their program still receive certificates for modules they have completed. Students also can earn an associate's degree by fulfilling an additional year of IT and general education requirements.

The first cohort of three students began in summer of 2008, while the second cohort of 19 students began three months later. The program leaders credit this jump in enrollment to improved marketing and to the original cohort's recruiting efforts. The majority of women in both cohorts have some post-secondary schooling and business experience but do not have a formal background in IT.

The program also includes several crucial measures to ease the transition to the workplace. During the first class, personnel from Volt Technical Services, a technology recruiting firm, offer information about IT employment opportunities and explain how these opportunities align with the program's certificates. The firm also provides students with mentoring, information about part-time IT employment, and help finding entry level positions. Because Volt is an international organization with 350 U.S. locations, they are well-suited for helping students who may relocate frequently. The community college also runs an online "team room" that serves as a virtual meeting space where employers, course instructors, and students can network, receive mentoring, and share useful resources.

The National Research Center is administering an initial survey and will conduct a comprehensive evaluation once the first two cohorts finish the program. Initial feedback is positive, however. Women from the first cohort highlight several key benefits of the program, including the "streamlined" enrollment process; the course content and teacher support; and the condensed, flexible nature of the schedule. They also identify the support of the cohort — in terms of persistence in the program and life on the base — as a key benefit.



MILITARY SPOUSES COMMENT ON NEW PROGRAM

Lisa was taking a few college courses but had not yet decided on a major when she and her husband were relocated to Colorado Springs. "I wanted to keep busy as soon as I got here, so I went to the workforce center...and they told me about this program. It sounded like a great deal." She also observed that the workforce center made it "so much easier than having to find a new school or program in a new place" on her own. She also noted that it was particularly helpful to have instructors and fellow students who were supportive of her experiences in a military family.

Michelle relocated to Colorado Springs from Germany just over a year ago. Prior to moving, she enjoyed a career as a hairdresser but noted that she was "ready for a change." Before enrolling, she was worried about how speaking English as second language might affect her progress in the program, but observed that this had not been a problem so far. She identified the condensed nature of the program, the flexible schedule, and the support from instructors as important features. "This program is just a great thing to do...It's a great deal...and it's part-time so if you have children, it also works very well."

RESOURCES

For more information about the WIT Military Spouse Certificate Program, contact Mary Ann Roe (maryann.roe@state.co.us) or Jennifer Jirous (jennifer.jirous@cccs.edu).

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