

on the ground. Therefore, drawing lessons from a diversity of examples can be crucial in any nation-building exercise.

Still, this monograph provides an important structural guide that scholars, students, policymakers, and future nation-building operations can use to navigate the nascent growth industry of assisting nations as they transition from conflict to peace and stability. The overall success of this monograph lies in its clear thematic presentation. While Dobbins et al. are careful to anchor each lesson in the unique environments of seven specific cases, taken together, the cases indicate that a distinctly European approach to nation-building has been tested and that many broad lessons can be learned from the experience. Thus, the smaller and shorter interventions guided by abstemious objectives are the calling cards of Europe's strategic approach, and the results, at least thus far, suggest that alternative strategies do exist. In this regard, RAND's compendium serves most effectively as a starting point for future debate about nation-building best practice where only history can be the judge.

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Work-Life Policies, Edited by Ann C. Crouter and Allen Booth. Washington, DC: The Urban Institute Press, 2009, 372 pp., \$32.50 paperback.

Working after Welfare: How Women Balance Jobs and Family in the Wake of Welfare Reform, by Kristen S. Seefeldt. Kalamazoo, MI: W. E. Upjohn Institute for Employment Research, 2008, 171 pp., \$40.00 cloth, \$18.00 paperback.

Work-life research is evolving from focusing solely on how married working women balance work and child care responsibilities, to understanding how others such as single parents and low-wage/low-skill workers cope with work-life issues. Organizations now seek to understand the organizational benefits of work-life initiatives, as well as how to design and implement benefits to better enable many types of workers to balance work and life. Although there is debate regarding the government's role in determining a work-life agenda, public policy plays a role in the creation and implementation of national and statewide work-life policies [for example, the Family and Medical Leave Act (FMLA) and California's extension of its state disability insurance program].

This book review discusses two of the newest contributions to the work-life literature. The chapters compiled by Ann C. Crouter and Allen Booth do an excellent job of identifying public policy, organizational policy, and issues of organizational culture related to the development, execution, and use of work-life initiatives by individuals, families, and organizations. Alternatively, Kristin S. Seefeldt offers the employee perspective by identifying issues affecting the work-life balance decisions of working single mothers previously on welfare. This review first discusses the Crouter and Booth collection, followed by an assessment of the Seefeldt study. An integrated commentary concludes the review.

Crouter and Booth provide an edited volume, organized into 4 parts and 17 chapters, that collectively recognizes that the diversity of organizations due to variations in industry type, size, and function ultimately constrains the viability of work-life initiatives. The book begins with the current trends and themes in employment policy that affect work and family (Chapters 1 and 2). The volume next provides the union perspective in helping to create work-life policy (Chapter 3) and explores the needs of professionals (Chapter 4), corporations (Chapters 5 through 8), and hourly employees (Chapters 9 through 12). Current policy is reviewed and future policy recommendations are offered (Chapters 13 through 17). The ultimate conclusion is that a one-size-fits-all approach to work-life initiatives is not possible, but there is benefit in the collaborative efforts of government, organizations, and individuals as primary stakeholders in promoting work-life policy development, implementation, and evaluation.

Descriptions of two workplace interventions are included in the Crouter and Booth volume, followed by the comments of additional contributors. First, Phyllis Moen, Erin Kelly, and Kelly Chermack (Chapter 5) offer a lengthy discussion of the Best Buy Results Only Work Environment (ROWE), which promotes ultimate employee flexibility. Second, Susan J. Lambert (Chapter 9) describes the Scheduling Intervention Study, which investigates the effects of altering scheduling practices in the retail industry for hourly workers. While there is a practical need for these contributions to understand how the workplace functions, too much space was given to the relationship between the organization and the researchers and in other chapters to praising the authors of the ROWE study. More details of the actual intervention, application, and outcomes would have been more useful. This is validated by Jeffrey H. Greenhaus (Chapter 7), as he questions the ability of the ROWE intervention to affect the work-family decisions of employees, recommending an integration of organizational intervention research with that of individual decision making.

The authors in the final five chapters of the Crouter and Booth volume offer policy recommendations. Jennifer Glass (Chapter 13) subscribes to the methods used by European countries, such as governmental regulatory and provisionary approaches to work-life initiatives, and offers further explanation of how similar work-life policies could be beneficial if implemented in the United States; in her view, work-life policy is an issue of human capital and should be a governmental concern. Chai R. Feldbaum (Chapter 14) provides a comprehensive federal and state policy overview of the work-life conversation, agenda, and implementation of work-life policy since 2000. Ellen Galinsky (Chapter 15) recommends reframing the discussion as a “both/and” instead of an “either/or” approach to work-life, while Michael A. Smyer and Marchi Pitt-Catsoupes (Chapter 16) make work-life recommendations for an aging workforce. In conclusion, while recognizing strategies for change, Kelly D. Davis and Katherine Stamps Mitchell (Chapter 17) identify “mismatched” policies and practices, reintroducing the idea that a one-size-fits-all approach to work-life policy development and implementation in the U.S. is not possible due to the varying needs of both organizations and individuals.

Seefeldt conducts a qualitative analysis of the 2004 Women’s Employment Study (WES)—a five-wave panel survey beginning in 1997 and completed in 2004 (www.fordschool.umich.edu/research/poverty/wes/), which randomly sampled welfare recipients from a single urban Michigan county—to determine how women balance work and family demands after exiting the welfare rolls. Organized as a seven-chapter follow-up research supplement to the WES survey, Seefeldt’s work provides an overview of the welfare system and the WES (Chapters 1 and 2), followed by a multivariate analysis of the wage and employment transitions of WES participants (Chapter 3). The WES qualitative supplement is described in detail, followed by a discussion of the work-life experiences of the participants (Chapters 5 and 6). The book concludes with policy recommendations to enable better work-life balance for low-income workers (Chapter 7).

The primary policy conclusion of Seefeldt's study is that public policy must do more to support the needs of working parents. While this conclusion is not new, conversations with the population of Seefeldt's inquiry, single working mothers, demonstrates that all working parents whether middle-class or poor, need access to work-life initiatives such as flexible scheduling and paid leaves. Given that higher wages and good jobs facilitate the improved access of middle-class working parents to work-life resources and programs, how can society better provide for parents without such access? Seefeldt answers this question with four policy recommendations:

1. The federal government should promote workplace flexibility.
2. The U.S. should shorten the standard workweek.
3. Public education schedules should accommodate the needs of working parents.
4. Access to health care should expand.

The feasibility of these policy recommendations is not covered in depth and is perhaps beyond the scope of the book. Instead, Seefeldt relies mostly on examples of how these suggestions are working in European countries. There is no suggestion of how government should provide workplace flexibility in the case of the first recommendation. In an ideal world, the shortened workweek of recommendation two sounds good, but it is unclear how it can be accomplished; the women sampled already have problems supporting their families on their current hours, therefore considering how shortening the workweek would affect earnings and the ability to be self-supportive is critical. The third recommendation, to adjust educational practices by offering extracurricular activities, allowing children to be cared for more effectively through the end of the standard workday, seems more practical; however, the current economic climate combined with already underfunded public schools being forced to cut programs or implement a "pay to play" policy makes this recommendation problematic. The fourth recommendation—to expand health care—is something most Americans agree is necessary; however, the question of feasibility remains—as demonstrated by Seefeldt in the current study, even when employers offer health insurance, many workers still cannot afford it. Yet many problems of job, home, and society could be avoided if access to preventative health care were available to everyone.

Moen, Kelly, and Chermack note that "people live, work, and raise their families in a dynamic, ever changing environment in which nothing is static—except perhaps the outmoded policies limiting their options" (p. 127). Politically and organizationally, policies most often represent the needs of the working married mother or white-collar worker, excluding fathers, non-traditional family structures, and low-wage workers. Lambert (Chapter 9) clarifies that work-life benefits such as flexible scheduling are typically only useful to upper-tier salaried workers and often work against hourly employees. Glass (Chapter 13) notes that when maternity or paternity leave is available, it is unpaid because employers are not required to provide paid time off. Seefeldt recognizes that the FMLA is not useful to most of her study participants or other workers with similar employment scenarios because the FMLA is not applicable to organizations with fewer than 50 employees, nor does it offer paid time off, making it more likely to be used by employees who can afford not to work.

Although everyone has work-life issues, many work-life initiatives are not useful and cannot be used by a large percentage of workers. This is identified by Davis and Mitchell (Chapter 17) as the "mismatch" between the needs of workers, the organizational environments in which people work, and public policy. Yet the involvement of government in developing policies that influence the working parameters of private sector organizations is often questioned. Glass (Chapter 13) argues that employee work-life becomes a public policy issue when individual organizations refuse to be

concerned because the well-being of all employees, whether front-line or management, affects the well-being of society. In both books, the authors call for the refocusing of work-life research and policy formation to address the needs of all workers, not just the middle class, white-collar workers, and working married mothers.

Both books greatly contribute to this new research agenda. Together, they will be useful to anyone studying issues of work-life initiatives and balance, especially those interested in understudied populations. At a practical level, practitioners can use the Seefeldt book to understand the work-life issues confronting primarily low-wage single mothers, and they can refer to the Crouter and Booth volume to understand the consequences of work-life initiatives for a variety of stakeholders, including employees, organizations, and policymakers. Both volumes can advance scholarly work-life research that bridges the gaps across the individual, organizational, and public policy arenas. For example, we know little about how organizations influence employee decisions to use or not to use work-life benefits. It remains unclear how employee marital, parental, and income status affects the work-life policy decisions of an organization. We do not really understand how public policy impacts decisions of organizations to create and implement work-life initiatives and how policy affects individual choices. Understanding how public policy can best benefit the needs of both organizations and employees is critical. A large dose of continued research is needed to resolve the dilemmas and inform decisions governing work-life policy and balance.

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