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THE DEVELOPMENT AND IMPLEMENTATION OF DUAL-CAREER RELOCATION ASSISTANCE POLICIES AND PRACTICES IN SELECTED CORPORATIONS OF THE CENTRAL GREAT LAKES REGION

By

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ABSTRACT

THE DEVELOPMENT AND IMPLEMENTATION OF DUAL-CAREER RELOCATION ASSISTANCE POLICIES AND PRACTICES IN SELECTED CORPORATIONS OF THE CENTRAL GREAT LAKES REGION

By

Linda A. Henderson

A multitude of problems stem from the relocation of a dual-career couple. From the relocating couple's perspective, these problems range from financial hardships resulting from the loss of the partner's job to psychological problems of stress, loneliness and isolation in the new location. From the organization's perspective, these problems range from the employee declining the transfer to loss of productivity in the new location. To address these issues, many corporations have instituted dual-career relocation assistance. An exploratory and descriptive study was designed to identify how and under what circumstances dual-career policies and practices are formulated. This study 1) identifies the perceptions of a panel of human resource professionals regarding the problems stemming from the relocation of dual-career couples, 2) analyzes the variables that impact organizational policy and practice, and 3) determines the current conventional wisdom among the panel regarding the nature of policies and practices required for effective development, implementation and management of dual-career relocation programs.

Linda A. Henderson

In-depth interviews were conducted to address seven research questions with twelve corporations that have dual-career programs. The first research question concerned the nature of the program policy. The second research question concerned the planning and developmental variables critical in dual-career program formulation. The third research question concerned the rationale for the decision to establish a dual-career program in the respective organizations. The fourth research question concerned the components of a strong dual-career program. The fifth research question concerned guidelines and recommendations that panel members would suggest to others implementing a dual-career program. The sixth research question concerned the future of dual-career couples within the organization. And the seventh research question concerned the extent to which panel members agreed and disagreed on the strategic development of policy and practice of dual-career programs. Also, a contrast group of organizations without a program was interviewed to find out why these organizations were without a dual-career program.

DEDICATED

To my parents, Phylis and Gordon,

for their encouragement and belief in the importance of education as a meaningful and rewarding endeavor.

And, to my husband, Dan Fields, who has been a wonderful friend and supporter.

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CHAPTER I

INTRODUCTION

Background of the Problem

During the last three decades American society has undergone major changes. Some of the most drastic of these involve the family and the work place. Women's roles and their relationship to the family, the husband's career and the world of work have new dimensions. At the same time, the husband's economic role in many cases has shifted from being the sole provider to a "lesser" role as a co-provider. In many instances, he has assumed additional family responsibilities. Also, the structure of the family has changed from "traditional" to a variety of family types.

In the 1950s, prior to the women's movement, the American value system required that if a family was able to get along financially without the woman working at a paid job, the woman stayed home. According to Gordon (1979), working-class men took pride in the fact that their wives did not have to work and upper-class men considered a working wife a social embarrassment. The traditional family had one income, earned by the husband whose principal role was to be a good economic provider (Yankelovich, 1979). The woman was in charge of all household responsibilities except those of making a living and attending to house repairs and maintenance. Today, only a small percentage of all households can be considered "traditional."

In addition to the usual traditional duties of all wives, executives' wives were expected to fill another role, that of the corporate wife.

> In the early 1950s William Whyte described the role of the corporate wife as a social one. Whyte as well as later journalists and psychiatrists, tended to show the corporate wife as a helpless victim, even when a willing one. Subject to corporate expectations, excluded from the office world, stuck with almost total household responsibilities, and lacking the opportunities available to their husbands for challenging assignments and contacts, corporate wives were portrayed as victims of a too-demanding system (Kanter, 1977).

One of the responsibilities of the traditional corporate wife has been to support her husband's climb toward the upper echelons of the corporation. In the process, she has been expected to accommodate the high geographical and organizational mobility that is frequently necessary for positional advancement. Thus, when relocation has been required, the corporate wife was delegated the task of reestablishing family life and its myriad details in the new location, and to forge new social connections relevant to her husband's career.

The first signs of a break from the traditional family model came in the 1960s. During this period, more women wanted to work and at the same time their employment opportunities were becoming more varied and rewarding. The number of women entering the work force grew to major proportions in the 1970s and 1980s. Because traditionally women have had the responsibility of raising families and managing the household, the increased number of women in the work force has led to the question why women work. Fox and Hesse-Biber (1984) cite several factors ranging from economic necessity to changes in women's traditional values that account for women's participation in the work force. Entrants into the work force because of economic necessity include both women who work to supplement the family income and women who work to support themselves and their families. Fox and Hesse-Biber also view the changing life cycle of women as a reason more women enter the work force. They state that, "Today the years devoted to childbearing and child rearing are decreasing, while the average life span is increasing. Women are having less children and living longer. As a result, they have more years to engage in other activities including participating in the labor force." Another factor that contributes to the increased participation of women in the work force is the rising levels of women's education which influence their attitudes concerning work. And the influence of the women's movement in the late 1960s and 1970s has "been a major factor in changing attitudes of men and women about their traditional roles. This movement has heightened social consciousness by questioning the assumptions, values, and images concerning a woman's 'place'" (Hesse-Biber, 1984).

Women came to recognize that a paid job has a symbolic meaning that extends beyond the initial economic need or convenience. A paid job is an important vehicle for self-expression, self-fulfillment and self-improvement and is also a means of achieving autonomy and independence (Yankelovich, 1979).

Thus, work outside the home has become more central to the lives of women. Consequently, they have qualified themselves for more and higher-quality positions. Work is the primary avenue through which most adults establish their identity and thus becomes the central organizing principle of their lives. Today, jobs available to women provide higher income, more leisure, more security and better working conditions (Yankelovich, 1979). In increasing numbers, working women have married working men, creating what has been termed "dual-career couples" with both partners considered "breadwinners."

Historically, relocation has been an integral part of American life. People have changed locations to improve their living conditions, employment and educational opportunities. As business enterprises have grown, it has been necessary to transfer people for the benefit of the corporation. With the increasing recognition of the corporate benefits of sound human resources management practices, employers have become more supportive of policies that respond to family as well as to individual needs and aspirations for personal development in different jobs and different markets. Immediate promotion with higher pay as well as enhanced probability of future promotions are usually offered as incentives for accepting the move.

As career women enter positions of increasing responsibility, they are requiring more assistance with their traditional homemaking and child-nurturing responsibilities. Even when involved in career pursuits of their own, married women still bear the major relocation responsibilities for the husband and the family. Their cooperation and ability to coordinate the transition successfully have been often taken for granted. Often, after the husband has been whisked to the new location and engaged in learning about new problems, new people and the new territory, the wife has been expected to complete the details of moving from the old location while seeking a suitable house in a compatible area at the new location. When the physical move was completed, she has faced the job of getting the children into new schools, finding new friends, doctors, dentists, etc. While this has been going on, her husband's time, thoughts and energies are likely to be consumed by the responsibilities of his new job.

Today, according to the U.S. Bureau of Labor Statistics, a majority of all couples are dual-income thus requiring particular attention to the advancement opportunities for both partners. As a result, employer-initiated relocations have become much more complex. A partner with a career cannot be counted on to put aside his or her interests simply because the other partner has an opportunity for a promotion and a move. (Because of the concerted effort over the past ten years to recruit and develop female executives, it can no longer be assumed that the trailing partner will be female). It is likely to be perceived that the interest of the family will not be served by accepting a promotion if the immediate effect is a net reduction in income, especially in view of the personal dislocations emanating from the move. As a result, employees are becoming more likely to say "No!" to a transfer.

From the employer's standpoint, complex issues arise when the desired transfer of a key employee runs headlong into the personal and career plans of a working partner. Accordingly, strategies developed by employers to convert the proposed move from a win/lose to a win/win experience are clearly needed. Dual-career assistance programs designed to enable the partner to obtain an equal or better job than he or she had at the old location are a major factor in resolving the conflict. Such programs may also strengthen the bonds of loyalty between the relocated employee and his/her employer by demonstrating that the employer is concerned with the overall welfare of the employee rather than having only a narrow, selfish interest in its own problems.

From a broad perspective, a dual-career assistance program is one of several relocation provisions that are increasingly offered by corporations to attract, relocate and retain high potential employees. Other provisions include such items as home purchase, financing, househunting and familiarization trips to the new area, area tours, legal fees, temporary living expenses and others. This study focuses on the development of one specific relocation service: dual-career assistance.

Statement of the Problem

A multitude of problems stem from the relocation of a dual-career couple. From the relocating couple's perspective, these problems range from financial hardships resulting from the loss of the partner's job to psychological problems of stress, loneliness and isolation in the new location. From the organization's perspective, these problems range from declining the transfer offer to loss of productivity in the new location. To address these issues, many organizations have instituted a policy or practice to provide dual-career assistance. This type of formal assistance is a relatively new dimension in the area of human resources. As a new field and a new addition to organization policy and practice, the relevant, existing body of knowledge is limited.

To date, there has not been extensive examination of the policy and practice development issues related to dual-career assistance programs. Nor has much work been done in establishing guidelines for developing and implementing a dual-career assistance policy. To address the need to identify how and under what circumstances dual-career assistance policies and practices are formulated, this explorative study was designed with the following purposes in mind: 1) To identify the perceptions of a panel of human resources professionals regarding the problems stemming from the relocation of dual-career couples; 2) To analyze the variables that might impact the development of organizational policy and practice; and 3) To determine the current conventional wisdom among the panel regarding the nature of policies and practices required for effective development and management of dual-career programs.

Need for the Study

The problems of relocating dual-career couples are new and widespread, and like most new problems, are at first only dimly perceived and likely to be handled on an uneven, hit-or-miss basis. Failure to manage these problems is likely to have a negative effect not only on the couple but potentially on bottom-line organizational efficiency. Employers who have an understanding of and an effective approach to these human resources problems will be likely to enjoy a competitive advantage over those who don't.

This study focuses on how and why a panel of corporate dual-career program specialists have taken the problems of dual-career relocations through the steps of policy and practice development to the implementation of a dual-career program. These human resources programs are provided by organizations to meet the specific career assistance needs of relocating dual-career couples. The programs have been born and nourished as a response to difficulties facing corporate personnel when attempting to recruit, relocate and retain dual-career employees. Currently, the most extensive and comprehensive dual-career programs available are sponsored by corporations. In the near future, other institutions such as higher education will be likely to borrow from and/or follow models developed by corporate human resources specialists to address the problems of hiring and relocating dual-career employees. This study will provide insight into the strategies and procedures used to develop dual-career programs. And, as a result it will help higher education institutions when developing curricula for human resources courses.

Purpose of the Study

The purpose of this study was to examine and analyze the range and nature of current dual-career policy and program issues and to identify critical components which have particular implications for the development of organizational policies and company-sponsored dual-career programs in corporations of the Central Great Lakes region.

Objectives of the Study

The following objectives were the main focus of this study:

1. To identify the perception of a panel of dual-career program administrators regarding the problems stemming from the relocation of dual-career couples.
2. To analyze the variables that might impact organizational policy development; and
3. To determine current conventional wisdom among the panel regarding the nature of policies and practices required for effective development, implementation and management of dual-career relocation programs. (The term formal spouse career assistance has been defined under the Definition of Terms section of this chapter. Henceforth, formal spouse career assistance programs and dual-career programs will be used interchangeably.)

Procedures

This study was descriptive and exploratory in nature. As the primary focus of this dissertation, structured interviews were conducted with twelve human resource specialists experienced with policy development and implementation of a dual-career program. These specialists were responsible for and involved in the relocation activities within their organizations including the relocation of dual-career couples. As a secondary focus, a sample of six organizations without a dual-career program was polled to assess their thinking on this matter.

Research Questions

I. Program Policy
What is the range and nature of existing organizational policies and practices in implementing dual-career programs for working couples as described by participating administrators with the participating organizations?

II. Developmental Guidelines
What planning and development variables have policy makers perceived as critical in the formulation of their dual-career programs.

III. Program Rationale
What criteria were most consistently mentioned by participants when describing the rationale for the decision to establish a formal dual-career program in their respective organizations?

IV. Program Effectiveness
What are the components of strong dual-career programs as perceived by participating administrators?

V. Policy Guidelines
Are there common guidelines and recommendations that participants would suggest to others when developing dual-career policy and instituting a formal dual-career program?

VI. Future Trends
What kinds of futures do participating respondents envision in the

development of programs for dual-career couples within their organizations?

VII. Shared Perceptions
To what extent do members of the panel agree and disagree on strategic development and policy formulation for dual-career programs?

Limitations of the Study

The following limitations restrict the ability to generalize the findings of this study:

1. The danger of interview bias exists.

2. There was a small sample size in the accessible geographic area. Due to the limited geographic area from which a sample of subjects was drawn, findings are valid only to the extent that this sample reflects practices of similar organizations.

3. Because of the limited geographic area and sample size, the danger of sample error exits.

4. The study reflected the perceptions and insights of human resources professionals who agreed to participate and had experience with dual-career programs. Other human resources professionals may have had different perceptions than those of the program administrators in this study.

Delimitations of the Study

1. The study has been limited to interviewing a panel of twelve human resources professionals having experience with dual-career couples and

dual-career programs in the Central Great Lakes region.

2. The study has been limited to only formal, dual-career assistance programs.

3. The sample was not selected randomly but was selected based on three specific criteria: 1) the human resources professional was experienced in the relocation of dual-career couples, 2) the organization had a well-defined dual-career assistance program, and 3) the individual panel member interviewed was responsible for overseeing the program.

Definition of Terms

Dual-Career Couple - Two people who share a life-style that includes cohabitation, work roles for both partners, and a love relationship that supports and facilitates both (Hall and Hall, 1979).

Dual-Career Program - (Also called spouse career assistance program.) A formal career consultation program designed to assist the partner of a relocating employee on a personal, face-to-face basis to find a job in the new location. These services are provided by professionals and usually include such activities as skills assessment, resume development, networking and job prospecting, interview techniques and job-search follow-up.

Assumptions of the Study

1. It was assumed that the corporations agreeing to participate in the interview process had faced some of the critical issues which potentially

surround corporate policy involvement in dual-career programs.

2. It was assumed that instituting dual-career programs is likely to be an expanding practice among highly competitive corporations having a strong commitment to attracting and retaining top-quality employees.

Overview of the Study

Chapter II includes a selected review of the literature focusing on the issues faced by organizations that relocate dual-career couples and the characteristics of dual-career programs. The overall functions of human resources are defined and the issues and methodology of policy development are explored.

In Chapter III, the interview research methodology used to develop and analyze the data is described. Human resources professionals with knowledge and experience with dual-career couples were identified from organizations of higher education, business and industry. Each professional was interviewed on a one-on-one basis using specific, uniform strategies addressing the research questions of this study.

In Chapter IV, the results of the interviews conducted and an analysis of these results are reviewed.

Based on the findings of this study, discussions, conclusions, and recommendations are presented in Chapter V.

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CHAPTER II

REVIEW OF THE LITERATURE

Introduction

Because a majority of couples are now dual-career, employers have begun to recognize the underlying problems involved in the relocation of these couples. A developing trend in organizational relocation policies and practices is to provide some type of career assistance for the "uprooted" partner of the employee being relocated. In this chapter, two general topics are reviewed. The first topic is spouse career assistance programs (dual-career programs) provided by organizations as a result of a relocation. Included in the review is a description of the problem, a profile of corporate transferees, difficulties encountered by the dual-career couples being relocated and the corporation relocating them, a description of spouse career assistance, the benefits of using a spouse career assistance program, and the problems of dual-career couples as viewed by corporate personnel. Because relocation and spouse career assistance are generally part of the human resources/personnel activities of an organization, these functions are defined as well.

The second topic of the literature review will be the broad area of policy development. The purpose of corporate policies, factors that influence these policies and how they are developed and implemented will be explored. The extension of these considerations from general policies to personnel policies to spouse career assistance policies is covered.

The Problem

The first article selected summarizes the purpose of relocating employees from the employing organization's point of view. Thompson (1986) points out that employers have long realized that relocation of employees plays an effective and legitimate role in meeting manpower needs. Employees are transferred for a number of practical business reasons: to deploy the labor force, to develop or reward talented managers, to fill key positions or respond to changing patterns of corporate growth. Geographic placement of people and facilities is an important option in corporate strategic planning.

In the publication entitled 1987: A Year in Review sponsored by the Employee Relocation Council, a professional organization concerned with employee transfer, states that:

> More than 20 percent of the United States'population moves every year, making ours the most mobile society in the world. A significant portion of that percentage can be attributed to company-generated moves, promotional or lateral employee transfers that enable our companies to adapt and respond to transitional situations like reorganizations and downsizing, and to foster expansion and financial growth.

At the same time, the number of women in the work force has increased and women's outlook toward relocation has changed. The next article in this review was chosen because it addresses the background of the problem of dual-career relocation. Crosby and Lawrence (1985) indicate that,

> In the late 1970s, wives who were willing to move believed that transfers provided opportunities for career development for their husbands. They also felt that they should be willing to move to further their husbands' careers, that frequent moves are not hard on a marriage, and that moving is a growth experience.

The changing role of women has impacted corporate relocation managers as well. Traditionally, they have worked with transferring males whose wives in most cases did not work. These same relocation managers are now facing new and complex problems involving the relocation of dual-career couples. A study entitled "The Impact of the Changing Family on Employee Relocation" funded by the Employee Relocation Council was conducted by the noted futurist Marvin Cetron. This study examines the increasing incidence of the dual-career family and notes trends and issues that may affect the mobility and complexion of society and our nation's work force. According to Cetron et al. (1987), the problems facing relocation managers are a result of the widespread entry of women into the work force. He states, "Working women are profoundly changing the family, and the impact of both is changing the relocation equation..."

Cetron et al. state that the increasing number of women in the labor force affects corporate relocations in several ways. First, the number of female transferees is increasing and as a result the number of trailing career-oriented husbands will increase as well. Secondly, more spouses of male employees will have their own careers. And, working couples are changing from a wife working part time to make a little extra money to dual-career couples where both members actively pursue independent careers. These couples have family living standards that depend on their joint incomes. Cetron et. al. (1987) advise, "Relocation managers must therefore shift their focus from a narrow view of a company's relocating sales and marketing force to more general societal and employment patterns which better describe the activities and concerns of spouses affected by employee relocation."

Cetron et. al. indicate that, "The power of working women is just beginning to be felt. As women take on positions of authority, they will be less likely to move for the sake of their husbands' careers. And as women enter fields traditionally dominated by men, companies will be under increasing pressures to change their policies toward spouses."

Transferee Profiles

It is important to look at sex, age and salary information of the employees that companies are relocating. In 1986 the Employee Relocation Council surveyed approximately 350 relocation managers regarding information on their firms' typical transferees and documented the results in a report entitled Relocation Trends and Developments, 1987. The results indicated that although women represent a small percentage of the total number of transferees, one in every four companies surveyed reported that the number of women transferees was growing each year. Women made up 11 percent of the total number of transferees. In the age category, this survey indicated that the largest number of transferees (70%) are between the ages of 31 to 40 years. The average age is 37 years. In the area of salary, it was found that the largest percentage (22%) of the transferees earned between $35,001 and $40,000 annually. The next largest group was $40,001 to $45,000 (20%). In addition, more than half of the respondents noted that a majority of their male transferees were married with working spouses. Of the female transferees, 31% of the firms reported that the majority were married with working spouses. Looking at the age factor coupled with the data on salary level, it appears that the majority of transferees are at the middle management level. The increasing number of dual-career couples has a complicating impact on relocation. And in turn relocation, which can be a traumatizing experience, can have profound effects on the spouse in a dual-career marriage.

Two Careers and the Relocation Decision

Part of the study conducted by Cetron et. al. (1987) involved the surveying of corporate relocation managers and transferred employees to determine the reasons employees refused offered transfers. The results indicated that spouse employment was a major factor in the decisions to turn down transfers. In a list of reasons given when an employee refused a transfer, it was found that "Spouse reluctant to leave or change job" ranked third and "Spouse fears career may be jeopardized" ranked sixth. The number one reason was "Economic hardship" which may relate to family income (i.e., loss of spouse's income) as well as to the cost of living in present and prospective areas, and the state of the national and local economies. Ranked two was "Satisfaction with present location."

Costs of Relocation to the Individual and the Family

The following articles were chosen because they focused on need identification and relocation problems. Munchus (1985), states that the effects of relocation are

> related to the changing role of women and the increased prevalence of the dual-career couple. Women are becoming more influential in family decision making and are no longer willing to follow their husbands blindly. The woman with a career suffers the most in a relocation and faces the greatest psychological cost. Resistance to the relocation can become a critical issue in such a family because relocation can create a wedge between the spouses' career paths and can dilute a family's disposable income if the relocated spouse cannot find equivalent employment in the new location. Mental health problems also have been documented concerning the plight of the transferred spouse. A loss of identity, loneliness, and helplessness have been experienced. The pressures associated with the logistics of moving have also caused emotional problems. These factors include tying up loose ends at the old and new residences while the spouse is working, leaving the old community and integrating the family into a new community.

In addition, there is significant exposure to financial losses which, if realized, can give rise to further damage to the spouse and the family. Doull & Rose (1986) report that:

> A newly unemployed spouse faces loss of income, personal and business networks, and self-worth identification often built up over many years. New networks cannot be built quickly enough to replace old, and demand much time as well as assistance. When a spouse loses income

> and its attached status even for a period of six months, not even a substantial raise allocated as a transfer benefit can offset that loss. When fear of lost income, lost network, and a lost sense of purpose combine, a tremendous sense of lost identity for the spouse and crisis for the family result; and consequently so do transfer rejections. Thoughtful employers must pay heed.

In addition to increased transfer rejections, the staff of Catalyst (a nonprofit New York research organization) note other problems the company experiences when relocating a dual-career couple. Among them are "reluctance to move, increased relocation stress, unsuccessful relocations or the loss of a valued employee."

Relocation Costs to the Employer

While relocation has many advantages to an employer, it has significant costs, both direct and indirect. According to the Employee Relocation Council, on average, it costs $36,500 to relocate a home-owning employee and his or her family. The Council reports that corporations in America relocate employees approximately 500,000 times each year. Total annual costs are estimated at $18.25 billion.

In addition to the direct costs there are indirect, or as described by Herring (1989), "hidden costs" of relocation. These fall both on the employer and the employee and include decreased productivity, increased probability of family dissatisfaction, increased stress on the employee and the work team, and increased search time and cost if the desired candidate refuses the relocation offer. Thompson (1986) adds that the indirect costs that can "result from a company having to settle for the second or third choice to fill a key position or even losing key personnel. And when an employee agrees to relocate, there can still be costly problems such as lost productivity when an executive's focus is diverted by personal stress, financial concerns, or is worrying about a partner's job search."

Components of Spouse Career Assistance

To minimize the problems faced by the employer and the relocating dual-career couple, corporations are beginning to offer various forms of spouse career assistance. The next two articles are representative of the parameters of spouse career assistance. The Employee Relocation Council and Catalyst categorize the offered services into two main groups: internal support and outside contractual services. Internal support includes such activities as in-house job searches, financing job hunting trips, monetary reimbursement for job search expenses and use of employer networks to share prospective resumes thus helping each other access newly relocated spouses. Another form of in-house assistance is a program whereby any spouse who is employed full-time in the former location and who seeks full-time employment in the new location can receive reimbursement of job-search-related expenses up to a maximum amount, frequently ranging from $500 to $1500. This benefit typically covers costs such as resume preparation, employment agency expenses, and job search or interview travel expenses.

Outside contractual services are provided by specialized organizations utilizing career consulting professionals who individually assist the spouse on a personal basis and who are independent of the employer making the service available. According to Gregory (1986), Munchus (1985), Kahnweiler (1988), Pave (1985), Flanagan and Bamford (1983), the use of outside services is growing. These programs usually include a range of career assistance services including skills assessment, resume development, job prospecting, interview techniques and job search follow-up. Some include a practice video-taped interview. Although each program seems to have unique features, they all have in common the objective of helping prepare the job seeker in the quest for work (Gregory, 1986).

The staff of Catalyst (1986) suggest that the addition of "networking opportunities and specific information on local job markets make assistance more valuable to spouses." This includes suggestions for the development of new professional contacts.

Thompson (1986) reports that spouse assistance programs are designed to help the spouse accomplish the following: 1) transfer job skills to a new location, 2) continue a career or a second income, 3) reduce the stress of relocation and 4) make the relocation a positive experience for everyone involved.

Desirable Characteristics of Spouse Career Assistance Programs

Both Kahnweiler (1988) and the staff of Catalyst (1986) have made suggestions as to the important characteristics to take into account when selecting an outside provider of spouse career assistance. Both believe the consultant must be flexible in his/her approach in order to respond to each person's unique needs. They think it is important for the firm providing the service to have a broad base of community contacts to whom spouses can be referred when appropriate. This is valuable because the relocated spouse loses a professional network due to the move and many times experiences a loss of professional identity. Also, the staff of Catalyst stress the necessity of providing emotional support. They state, "the psychological factors and lifestyle issues intertwined with the search for employment all have a great impact on the success of relocation. Emotional support on a range of issues resulting from the relocation is a critical part of the spousal employment assistance." In addition to these criteria, Kahnweiler (1988) suggests the firm should follow-up with the spouse on a regular basis until appropriate placement is found.

Benefits of Spouse Career Assistance Programs

Although there are already high costs associated with relocation and its resulting problems, many corporations have chosen to add the cost of spouse career assistance to their relocation budgets. This assistance seems to provide numerous benefits to companies offering it as discussed in various articles on spousal assistance (Kahnweiler, 1988; Munchus, 1985; Lord, 1987; Druessnack, 1987; Thompson, 1986; Herring, 1989).

Relocation costs are reduced for the company when the dual-career problem is handled as a one-time payment rather than as an increase in the employee's base pay, a cost which recurs each payday (Munchus, 1985 and Druessnack, 1987). Further cost reductions can occur if spouse assistance significantly decreases the number of employees who quit their new jobs because of domestic problems. According to Lord (1987), spouse career counseling can reduce "the number of unsuccessful relocations, which can ultimately result in requests for reassignment, possibly another relocation expense, or the employee leaving the company." Received benefits for the employer include the projection of a favorable community image and positive employee relations for all employees as well as new and transferred employees (Munchus, 1985 and Druessnack, 1987). Thompson points out that using a program demonstrates that company personnel are concerned about both the employee's family and the employee and has the added benefit of strengthening employee loyalty (Herring, 1989). A spouse program can help to reduce family tension and stress resulting in a smoother transition for all concerned (Kahnweiler, 1988 and Druessnack, 1987). Spouse assistance has also been cited to promote a positive community and industry-wide image as an organization that cares about people (Kahnweiler, 1988). Lord (1987) states that using spouse career counseling "reinforces the company's image as forward-thinking, innovative, and concerned for the individual and family unit."

Other benefits include the enhancement of the recruiting, retaining and succession planning functions. Offering spouse assistance has been seen to be responsible for a higher rate of relocation acceptance (Lord, 1987 and r

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Herring, 1989). Both Kahnweiler (1988) and Herring (1989) point out that using a program is a way to retain satisfied and productive employees. A company may be better able to relocate personnel to the location where they are most critically needed by offering the dual-career couple special assistance (Munchus, 1985). Personnel departments are better able to implement succession plans and career pathing when resistance to relocation is minimized (Thompson, 1986). Also, this may be the added benefit that enables a company to fill a vacancy more quickly, thereby reducing the cost of a prolonged job search (Druessnack, 1987). In a competitive marketplace, spouse relocation assistance helps the corporation to attract and retain the best talents (Druessnack, 1987 and Thompson, 1986). Herring (1989) adds that spouse assistance will also enhance the recruiting of future employees. Further, the employee is seen as being able to relocate faster since he/she can spend more time on the job and less time on problems at home (Munchus, 1985 and Druessnack, 1987). Also, spouse career counseling can increase the number of successful, productive relocations with good family adjustments (Lord, 1987).

Benefits of Outside Versus In-House Services

When a company sees the necessity for a spouse assistance program, a decision should be made as to whether the service is to be provided by in-house staff or an outside consultant. Gregory (1986) delineates the advantage of obtaining spouse career service from an outside consultant rather than an in-house program:

> For one thing, a certain value accrues simply because it is not an in-house program. Both the company and the recipient of the service are protected, the one from charges of invasion of privacy or attempting to provide assistance for which it may not be prepared, the recipient is protected from the ego and emotional battering that can be the result of inept job/career advice. A program provided by a vendor is probably going to have a clearer definition than a program added to the many tasks already performed by a busy human resources department. Vendors usually provide progress reports during the program delivery, another feature not always easy to obtain in-house. Such updates relate to the program itself and safeguard the privacy of the recipient. Fees are set in advance and the vendor, employer, and recipient have a clear understanding of the services that are to be supplied.

From a staff perspective, using an outside service instead of offering assistance internally can relieve in-house human resources personnel from time-consuming counseling and coordination (Lord, 1987).

The Management of Employee Relocation

Grossman (1988) reports that the Personnel Journal surveyed its subscribers and found that "61% of the respondents indicated that during the preceding 12 months their organizations had relocated employees. As might be expected, the primary responsibility for managing an organization's employee relocation rests with the personnel/human resources department." Eight in 10 survey respondents say employee relocation is managed by the personnel/human resources department and these eight also indicate that it is managed by an executive with a general personnel/human resources management title, not a specific relocation title.

The Context: Personnel/Human Resources Management

Because generally the responsibility for employee relocation activities falls within the larger context of the personnel/human resources management function of an organization, it is important to look at this emerging function and the nature of the corresponding responsibilities. The responsibility of personnel or human resources management is to formulate personnel policies in cooperation with other members of top management, to plan and develop personnel programs, to carry out personnel service activities and to insure that the entire range of personnel activities is performed effectively throughout the organization. Personnel management typically encompasses the activities of recruitment and employment, human resources planning, employee training and management development, organization planning, organization development, wage and salary administration, health and safety, benefits and services, employee relations, equal employment opportunity, and personnel research (Beach, 1980).

According to Beach, human resources planning is "a process for determining and assuring that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved" (1980). Employee relocation is often a result of human resources planning.

The Role of Human Resources Management

Muessen (Famularo, 1986) describes the emerging role of human resources management.

> Today human resources management has a greater impact on corporate profitability than it has ever had before. Until recently, the human resources function was considered to be a secondary concern and did not attract the more aggressive, bottom-line-oriented manager. In past years the human resources director was usually a functional specialist, mostly concerned with routine matters and, more often than not, confined to labor relations, benefits administration, and work force planning at the organization's lower levels. Offering counsel about the effect of management decisions on a corporation's human resources was not considered a key role. But today, both the work force and the work itself have entered a period of rapid and profound change. New employee attitudes toward work, new government regulations, the growing concern for individual rights, and the complexity and costs of employee benefits have made the human resources function of prime importance. The management of human resources is finally taking its place alongside finance, purchasing, quality control, and information management. The role of the human resources director has changed to one that joins the chief executive officer of a corporation in planning the development of executive management and organization. The human resources director must now reconcile the human equation with the corporation's growth strategy. Because he or she is making important policy decisions, the human resources director must also be knowledgeable about and sensitive to the economic and social environment in which the corporation operates.

Dyer (1988) states that top management became more involved with human resources when corporate America went through a move toward competitiveness which included massive layoffs, reorganizations, dislocations and salary freezes or cuts. During this time, "enhanced levels of contribution and commitment on the part of all employees became recognized as necessary conditions for business success." As a result, the personnel function took on an enlarged role. "Personnel managers and specialists were increasingly called upon to understand the business in which they operate, to be familiar with extant or evolving business strategies, to propose strategic HR (human resource) solutions to strategic business issues, and to work closely with line management to implement these solutions."

Beach describes the broadening of the personnel/human resources management functions by viewing its expansion from the standpoint of a field of knowledge or an academic discipline. The functions of personnel/human resources management have become widely accepted to include the typical personnel functions plus applied human behavior areas such as supervision, motivation, work group behavior, communication, and managing change. Beach states that,

> In recent years schools of business administration and of management in universities have begun calling this academic area human resources management or management of human resources. The Academy of Management, which is a scholarly and professional society composed largely of university faculty members in schools of business and management, changed the designation of its 'manpower management' division to 'personnel/human resources' in 1975 (Beach, 1980).

Policy Development

The difficulties that arise from employee relocation have been recognized to some degree by most employers. More liberal treatment of house hunting trips, house sale and purchase assistance, etc., have cushioned the immediate financial impact on the transferred employee. The more personal effects, especially those arising from the spouse, have been much less widely recognized. As a result, practices vary widely between companies and, r

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as might be expected, the degree to which such practices have been formalized in company policies and procedures varies from complete codification to informal understandings that the individual employee's problems will be handled on a case-by-case basis.

Before addressing the extent of development of spouse career assistance policies, the general subject of policy development will be explored.

Policies Defined

Policies are broad guides to thinking. They are general statements which guide or channel the thinking of managers responsible for decision making (Haiman and Hilgert, 1972). Johnson and Stinson (1978), describe policies as defining boundaries within which decisions can be made and directing decisions toward the accomplishment of objectives. Famularo (1986) defines a personnel policy as "a statement of what the firm wishes done with regard to its employees in order to meet the firm's objectives." Massie and Douglas (1977) simply define a policy as "a useful day-by-day guide for making decisions."

The Origins of Policy

Essex and Bishop (1986) state that policies may be adopted for any of the following three reasons: innovation, succession, or maintenance. "First, policies may be adopted when an organization begins a new area of business. Second, policies may be adopted to replace existing policies in the same area of activity. Third, policies may be adopted because laws, government regulations, or organizational goals have changed." Haiman and Hilgert (1972) recognized that "obviously policies are not developed just by chance. Most major policies are originated by top management--this is one of the most important functions of top management. Executives are in the best position to see the need for various overall policies which are required to guide the thinking of subordinate managers, so that the enterprise's objectives can be achieved."

Functions of Policies

Kastens (1976) describes the real function of the policy as a time saver. It allows the management of the organization to proceed more quickly and with focus. Well-written policies can cut down on meetings and memos because agreement has been reached in advance regarding the response to certain kinds of situations. Essex and Bishop (1986) admonish that "When properly written, disseminated, and discussed, policies and regulations provide guidance to every person within an organization and serve as a means for determining how well employees have translated the organization's objectives into a plan of action. In addition, policies and regulations permit stability to be maintained when top executives leave the organization."

The Characteristics of Good Policies

According to Massie and Douglas (1977), good policies provide definite and clear direction by management. At the same time, they allow subordinates to make their own decisions within clearly stated parameters. A good policy is typified by the following characteristics:

1. It should be related to an objective of the organization and be explained to all those to whom it applies.
2. It should be stated in understandable words and in writing.
3. It must prescribe limits and yardsticks for future action.
4. It must be subject to change but relatively stable.
5. It must be reasonable and capable of being implemented.
6. It should allow for discretion and interpretation by those responsible for carrying it out.
7. It should be subject to periodic review.

Advantages of Policies

Massie and Douglas (1977), listed the important advantages of policies as a guide for making decisions.

1. Policies serve as precedents and therefore can reduce the repetitive rethinking of all the factors in individual decisions. As a result, they can save time.
2. Policies aid in coordination; if a number of people are guided by the same policies, they can predict more accurately the actions and decisions of others in the organization.
3. Policies provide stability in the organization and thus can reduce frustrations of members.

4. Clear policies encourage definite individual decisions, inasmuch as each manager has a clear understanding of the range within which he or she can make decisions.

Beach (1985) pointed out the benefits of policies. First, policies force management to think through the needs of the organization and its employees. Developing policy helps to ensure the continuity of action even when the managers involved are changed. And, policies aid in establishing standards of performance to examine management effectiveness.

Relationship Between Policies and Procedures

As policies are a reflection of the objectives of the organization, procedures are a reflection of policies. Policies provide the framework within which procedures are established and resources are administered. Haiman and Hilgert (1972) delineate the role of procedures stating that, "Procedures, like policies, are plans for achieving objectives, but procedures are much more specific. Procedures essentially are guides to action, not guides to thinking. Procedures define a chronological sequence of definite acts which are to be performed. Procedures specify a route which will take subordinates between the guideposts of the policies toward their final objectives. They aim for consistency by defining which steps are to be taken and in which sequence they are to be followed." In contrast to policies, procedures answer such questions as who, where, when, how and how much.

The Communication of Policies and Procedures

Essex and Bishop (1986) emphasize, "After policies and administrative rules and regulations have been adopted, they must be clearly communicated to each member of the organization." In order that they may be made more authoritative, it is desirable that policies be formalized into written statements (Chruden and Sherman, 1976). Such statements permit policies to be communicated more rapidly and accurately to each individual within the organization.

A clearly developed communication plan contributes to the successful understanding and implementation of policies. Famularo (1986) gives several examples of how policies can be communicated within an organization. One way is to develop and have available a handbook on policy and procedure. And to encourage full understanding of the information in the handbook, training sessions on policy and procedure are conducted. Articles in the company newsletter or house organ provide another way of communicating policy to employees.

Development of Personnel Policies

When relations between the employer and its employees are affected by a new policy or a policy change, the personnel (or human resources) department has responsibility of developing and implementing the change. Massie and Douglas (1977) summarize the personnel department's role in policy development in the following eight steps:

1. Identify the purposes and objectives that the organization wishes to attain with regard to its work force.

2. Analyze all the factors under which the organization's personnel policy will be operating.

3. Examine the possible alternatives in each area in which a personnel statement is necessary. Here extensive research and continuing familiarity with industry practice are essential.

4. Choice of the alternative is determined by the purpose to be achieved and by the cost burden the alternative will place upon the organization. Also, the cost of not adopting a particular policy may become a determining point.

5. Execute the policy through the development of procedures to support the policy and to define the necessary authority for implementation.

6. Communicate to the entire organization the policy and procedures adapted.

7. Audit the policy.

8. Reevaluate and revise the policy as the audit reveals the necessity for change.

Relocation Policy

Organizations continuously work toward establishing appropriate policy to act as a guideline for organizational principles. Most employers have developed policies regarding the relocation of employees. As might be expected, such policies vary from forward-looking to unresponsive. Cetron et al. (1987) recognized that:

> Whether a company leads the others in innovative relocation policy features, or simply follows along, will depend on a number of factors. If relocation packages are inordinately generous, company profits and productivity will decline; if too parsimonious, employee loyalty will suffer (if he or she does not resign). The appropriate policy goal, of course, lies between these extremes. In order to retain their best people, companies are justified in facilitating transfers, or at least not penalizing their employees for moving. A balance must be struck between what is perceived to be necessary (to retain valuable employees) versus what is reasonable to offer the transferring work force. This is a dynamic balance; both sides of the equation change over time.

The goal appears to be to establish an effective relocation policy that will satisfy the needs of the transferring work force at a reasonable cost to the organization.

The development of a policy to solve a problem, or at least to manage it effectively, depends on an accurate and realistic reading of the problem. Estimating the probable cost of the policy is equally dependent on accurate data.

Cetron et al. (1987) also suggest that organizations need to know certain demographic information about their employees in order to develop appropriate relocation policies. They suggest organizations collect information regarding dual-career couples, commuter marriages, single parents, day-care requirements etc. They believe that the maintenance of a base of statistical employee information is useful in the development or modification of relocation policies. They advocate that, "Companies should monitor pertinent societal trends as well as the needs and desires of their own transferring work force in order to identify candidate features for incorporation in company relocation policies or to identify policy provisions which need revision."

Spouse Career Assistance Policy

The considerations that govern the development and implementation of any new policy also should be followed for a personnel relocation policy regarding spouse career assistance. In this regard, the staff of Catalyst (1986) advises employers to take the following steps:

1. Establish a written policy clearly defining the type and amount of services available to the dual-career couple. This should also delineate the point at which the firm's obligation ends.
2. Communicate the policy effectively. The policy should be explained to both employees and their spouses. If the spouse cannot be guaranteed a job, this should be clarified at the outset.
3. Set a time frame. Determine the amount of time the dual-career assistance service will be available. It is recommended that a policy for dual-career assistance be determined and communicated to the employee before the employee decides whether to relocate.

While the process of establishing dual-career assistance policy is reasonably clear, the need for such a policy is not universally recognized. Several factors need to be considered when an organization makes a decision to institute a dual-career assistance program. The staff of Catalyst (1986) list guidelines that evolved from over four years of research on dual-career couples. First, they recommend considering the organization's objectives. They found that common goals included "increasing relocation success, decreasing reluctance to move, offering an incentive to recruits, reducing the stress and expense of relocation, and indicating corporate concern for employees' personal and family needs." They also suggest collecting information on the demographics of the organization's work force such as the age range of transferees, number of dual-career couples among transferees and the number of requests for career assistance.

The need for a dual-career assistance policy can be cast into doubt by the fact that transferees themselves often do not initiate requests for such assistance. Most companies (76 percent in ERC's 1987 Trends Survey) report their male transferees with working spouses "rarely" request job counseling/placement assistance for their spouses. Female transferees with working spouses request help even less often. Eighty-five percent of companies indicate such assistance is "rarely" sought by these transferees.

Regarding assistance, the Employee Relocation Council in a 1988 report entitled, "RELOCATION: Trends and Developments," points out that to date many companies have not been responding to the dual-career employment issue with formal policies. They report that dual-career assistance has tended to be delivered on a case-by-case basis. And they indicate that they believe that this is not surprising because transferees generally have not been requesting assistance in this area. They report that some corporate human resources personnel have indicated that if employees are not requesting spouse assistance then it must not be an issue requiring a policy. They admonish, "Before reaching such a conclusion, it should be considered that there are many reasons an employee may not request such a service other than that his/her spouse does not need assistance."

In an article entitled, "Dual-Career Families -- Issues of the 80s" Wilson (1985) lists several reasons why some organizations may not have a formal policy for providing spouse assistance. She indicates that the value system of older managers was developed at a time when dual-career couples were more rare than they are today. And these managers tend to say, 'If this is such a problem, why haven't we seen any signs of it?' She believes another reason is some corporate cultures prohibit an employee from raising questions regarding dual-career assistance thus appearing weak or uncommitted to the company. The third reason she listed was that corporate personnel may tend to be hesitant to cross 'the invisible barrier' between an employee's professional and private lives. And the last reason was because of the already high cost of relocation, companies are looking at ways to contain costs, rather than adding new programs.

Crosby and Lawrence (1985) concluded that upper level management was unaware of the number of dual-career relocations and thus was not in a good position to evaluate the need for spouse career assistance services. They state, "Perhaps the lack of familiarity by upper management personnel with the serious issues created by the overwhelming impact of dual-career families can be attributed to the fact that management personnel belong largely to the 11 percent of our population that comprise people in traditional family settings and whose spouses are full-time homemakers." Note: This article was written in 1985. In 1989 the number of traditional families has dropped to less than 10%.

In a May/June 1984 Mobility article, Thomas Calo of Manufacturers Hanover Trust Company pointed out that issues which have not been "legitimized" by the organization will not surface. He explains that employees may not bring the problem of spouse employment to the attention of management either out of embarrassment or because it is felt that the corporation would not respond anyway. Transferees from some firms may feel their companies would hesitate to respond to the spouse employment issue because, as Calo notes, "there is an invisible boundary between work life and personal life that organizations fear crossing."

Regarding the problems of dual-career relocations and the spouses' loss of employment, Herring (1989) states, "Most employees and their families will not rebel openly. Instead, they will talk to friends, other family members and counselors because they rarely feel safe enough to voice their concerns to the company."

Implementation of Relocation Policy

When the necessity for a relocation policy becomes clear and it is developed, the implementation phase should be handled in the same general way as other policies. Cetron et al. (1987) take the following prescriptive perspective, "Relocation policy provisions should be instituted as the need emerges in each company; policy development should begin when 5-10 percent of the transferring work force is affected, and the policy should be in place before 15 percent of the work force is affected." They also recommend, that "to the maximum practicable extent, relocation policy should be formally written and published to assure equitable treatment of all transferees, to facilitate personal relocation planning by employees and their families, and to reduce the uncertainty and apprehension which typically accompanies the relocation decision process."

The fact that many relocation decisions are handled on an individual case basis, (including, presumably, spouse assistance) does not argue for the absence of a policy. Based on their survey responses, Cetron et al. (1987) believe that case-basis relocation decisions are often involved. They recognize that actions taken on a case basis often precede formal written policy, or may be a substitute for it. However, they admonish that there is a hazard to this approach, "If an action taken cannot stand the light of day (i.e., if a formalized version of a case-basis policy were legally or morally indefensible), perhaps it should not be taken. Further, case-basis actions, by their nature, are discriminatory and unfair, and they will be perceived as such by those affected. 'Case-basis policy' is no policy."

Conclusion

The literature cited confirms the need for written policies in general and for written personnel policies in particular. Because the frequency of spouse-connected relocation problems has grown and is continuing to grow rapidly, the need for a specific policy covering this subject has not been clearly recognized by many employers. Failure to recognize this problem, rather than diminishing it, may intensify it with adverse consequences for both employer and employee.

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CHAPTER III

RESEARCH DESIGN AND PROCEDURES

Introduction

To address the need to identify how and under what circumstances dual-career assistance policies and practices are formulated, an exploratory and descriptive study was designed with the following purposes in mind: (1) To identify the perceptions of a panel of professionals regarding the problems stemming from the relocation of dual-career couples; (2) To analyze the variables that might impact organizational policy and practice development; and (3) To determine the current conventional wisdom among the panel regarding the nature of policies and practices required for effective development, management and implementation of dual-career relocation programs. This panel consisted of selected human resources professionals having extensive experience in taking dual-career relocation problems through policy development steps to the implementation of a dual-career program. Structured interview procedures were used for data-collection. It is believed by the investigator that the interview as a research strategy for this study could yield relevant in-depth data and information that other tools could not yield and thus is uniquely suited to the type of exploration sought by this study. As a secondary focus, a small sample of organizations without a dual-career program were polled to assess their thinking on this matter.

The Purpose of the Study

The purpose of this study was to examine and analyze the range and nature of current dual-career policy and program issues and to identify critical components which have particular implications for the development of organizational policies and company-sponsored dual-career programs in corporations of the Central Great Lakes region.

The Population

The population included human resources professionals from organizations in the Central Great Lakes region having a well-defined, formal, dual-career assistance program and experience in the relocation of dual-career couples.

The Sample

The sample consisted of a panel of specialists made up of twelve carefully selected human resources professionals from Central Great Lakes region organizations having established career assistance programs for the relocation of dual-career couples. The responsibilities of each member of the panel included employee relocation and overseeing a dual-career program. Three criteria were used in the selection of the sample: 1) the human resources professional was experienced in the relocation of dual-career couples, 2) the organization had a well-defined formal dual-career assistance program, and 3) the individual panel member interviewed was responsible for overseeing the program.

Selecting the Sample

It was decided that a sample size of twelve panel members would generate a comprehensive picture of the issues under examination. First, a pool of potential companies was identified by using a variety of sources including Crain's Book of Lists: Detroit, The 100 Best Companies to Work for in America, The Best Companies For Women and the ERC 1989 Roster of Members. Using theses resources, a pool of one hundred and seventy-three potential companies were identified in the Central Great Lakes Region. The human resources department of the organizations that met the three criteria was contacted for participation. As an additional source of participants, the investigator asked the participating human resources managers if they were aware of any other programs that met the criteria. The first twelve representatives from the contacted organizations found to meet the necessary criteria and to agree to participate were included in the study.

The Exploratory Pilot Study

Research questions and accompanying interview questions were developed. Prior to the actual interviews conducted for the study, these questions were tested during an exploratory pilot study. First, the questions were reviewed with a content expert who has extensive experience in policy development and also in dual-career programs for a major automobile corporation in Detroit, Michigan. Following this review and analysis, both the research and interview questions were refined.

The second stage of the exploratory study involved an interview with a personnel specialist of a major Michigan university. The purpose of this interview was twofold. First, it would provide valuable insight and critique of the research questions. Second, the levels of awareness and perceptions of the problems facing organizations relocating dual-career couples were sought. And, specifically the perceptions regarding dual-career relocations within a university context were sought.

This personnel specialist was selected because of her experiences with policy development and personnel issues in higher education. She was asked to help clarify and focus the questions as well as point out any critical omissions in the questions. It was believed that she would be able to provide valuable insight and feedback regarding the research and interview questions. Also, it was believed that the participant could possibly project whether the same dual-career issues and programs now being developed in companies would also be developed in the near future in institutions of higher education.

The Interview

For the purpose of this study, an interview schedule was developed and then refined following the exploratory pilot study. According to Gorden (1980), an interview schedule "specifies the questions to be asked, fixes their wording, supplies contexts where the need is anticipated, and determines the degree of answer structure to be supplied by the interviewer." Using this technique, it is sometimes necessary for the interviewer to clarify the intent of the question and to probe for any necessary clarification or elaboration of the responses. The interviewee may also seek clarification of the questions.

Kerlinger (1973), describes the interview as a "face-to-face interpersonal role situation in which one person, the interviewer, asks a person being interviewed, the respondent, questions designed to obtain answers pertinent to the research problem." There are two types of interviews: structured and unstructured. This study employed a structured interview where the questions, sequence and wording were fixed. The interview questions were carefully prepared prior to the interview to obtain information pertinent to the research problem. The interview contained both closed and open-end questions.

The interview methodology was chosen for this study because it allowed the researcher to obtain the in-depth investigation that she was seeking. It was decided to conduct interviews with fewer subjects (12) rather than to administer a written questionnaire to a large number of subjects, possibly yielding only a surface understanding of the issues.

Best (1977) discusses why the interview process is often superior to other data-gathering devices. He states that:

> One reason is that people are usually more willing to talk than to write. After the interviewer gains rapport, or establishes a friendly, secure relationship with the subject, certain types of confidential information may be obtained that an individual might be reluctant to put in writing. The interviewer can explain the purpose of his investigation, and can explain more clearly just what information he wants. If the subject misinterprets the question, the interviewer may follow it with a clarifying question. At the same time, he may evaluate the sincerity and insight of the interviewee.

Gorden (1980) also believes the interview process contains numerous advantages as a strategy for gathering information. First, he states that the interview provides a context whereby the interviewer can motivate the respondent to provide accurate and complete information. Next, when the questions are complex or abstract, there is more opportunity to guide the respondent in the interpretation of the questions. Third, the interview allows a greater flexibility in questioning the respondent. Gorden believes this is important because "when the purpose of the research is exploratory there is a greater need for flexibility in determining the wording of the question, the sequence of the questions, and the direction and amount of probing used." Gorden advocates that when "emphasis is upon discovery as opposed to measurement, we must give serendipity a chance to operate and allow the interviewer to pursue hunches and clues he may get as the interview progresses." Finally, the interview provides "greater opportunity to evaluate the validity of the information by observing the respondent's nonverbal manifestations of his attitude toward supplying the information. This type of evaluation is particularly important when the subject matter or the circumstances tend to be controversial or ego-threatening."

Data Collection Procedures

The goal for this study was to conduct in-depth interviews with 12 human resources professionals responsible for the relocation of employees and a dual-career program. Because there is a limited number of organizations today that meet the criteria for this study and the in-depth nature of the research, it was believed that a sample of 12 participants could adequately represent the population of corporations engaged in dual-career programs. It was decided to forego the technique of random sampling and instead to seek participants who had been involved with a formal dual-career program and who met the three criteria of selection. An invitation to participate was extended to these individuals.

The panel of specialists from participating organizations were selected based on three criteria: 1) the human resources professional was experienced in the relocation of dual-career couples, 2) the organization had a well-defined dual-career program, and 3) the individual panel member interviewed was responsible for overseeing the program.

A set of structured interview questions was developed to gain information relevant to the research questions of the study. The interviews involved a series of open-ended questions which permitted the individual the freedom to respond in depth to the questions and inherent issues. This approach allowed for follow-up questions where necessary to gain more specific information. Each interview was tape-recorded to ensure accuracy in the documentation of the insights and information.

The researcher contacted each participant and explained that she was conducting a study focusing on dual-career programs and the development of policy for these programs. She asked if the individual would be willing to participate in the study by being interviewed regarding his/her particular program and its development. Twelve human resource professionals were contacted and twelve agreed to participate. The researcher expressed appreciation for the individual's agreement to participate and offered to provide a summary of findings to participants.

At the time of scheduling the interviews, it was stated that the interview would take a maximum of one hour and probably closer to forty-five minutes. A date, time and location were decided upon and a follow-up confirmation letter was sent. The broad parameters of the interview topics were listed in the confirmation letter giving each participant an idea of the nature and scope of the interview. (See Appendix A for a copy of the confirmation letter.) Permission to audio-tape the interview was requested to minimize the loss of valuable information. Confidentiality was discussed and it was agreed that the specific participant and the respective organization would not be identified or associated in the context of responses or data but would be listed as a participant in the study. Each participant's responses would be referred to as Company A, B, C, etc.

The principles of good interviewing call for the establishment of a relationship of sincere friendliness and mutual confidence. Therefore, before formally beginning the interview, the researcher and participant casually chatted to create a friendly atmosphere. The broad nature of the research was discussed to provide background information on the study for the participant. The first few questions were intended to confirm the parameters of the general background of the program. Specific interview questions were developed to obtain responses to the research questions.

As outlined by Gorden (1980), the following steps were taken as preparation for defining the interview situation. First, the interviewer introduced herself in the context of this study as conducting dissertation research toward the completion of a Ph.D. The purpose of the interview was explained as an attempt to derive an understanding of the rationale, nature and scope of the decision to develop and institute a policy providing a dual-career program for relocating dual-career couples. Next, the panel members were told that each was selected because of his or her involvement in the policy development, administration and implementation of a such a program. Each respondent was informed that his or her interview would be confidential. Each panel member was asked to sign an interview consent form. (See Appendix B for a copy of the consent form and Appendix C for a list of corporate participants.) Finally, the audio-taping was explained as a means to ensure the accurate recording of each response. Following the interview each participant was sent a follow-up thank you letter. (See Appendix D for a copy of the thank you letter.)

Research Questions and Related Interview Questions

Research questions are listed and corollary interview questions are listed below each research question.

PROGRAM POLICY

Research Question I

What is the range and nature of existing organizational policies in implementing dual-career programs for working couples as described by participating administrators with the participating organizations?

Corollary Questions

I understand you have an organizational policy for providing a dual-career program. Please describe this policy. Please describe your dual-career program. Who is entitled to this service? New hires and/or transferees?

DEVELOPMENTAL GUIDELINES

Research Question II

What planning and development variables have policy makers perceived as critical in the formulation of their programs?

Corollary Questions

Your organization probably had some good reasons for developing a policy to implement a dual-career program. Do you recall what they were? Was there a particular incident or influencing factor that led to instituting a program?

PROGRAM RATIONALE

Research Question III

What criteria were most consistently mentioned by participants when describing the rationale for the decision to establish a dual-career program in their respective organizations?

Corollary Question

You made a decision to institute a dual-career assistance program. As you know other types of approaches exist, such as canned workbooks and audio-tapes, informal resume circulation, reimbursement policies for job related expenses and group workshops. What led you to decide not to use any of these programs and instead use a formal dual-career program?

PROGRAM EFFECTIVENESS

Research Question IV
What are the components of strong dual-career programs?

Corollary Questions
What criteria are used to judge the success of the program? What are the components of your program that make it a success? How would you rate the current functioning of each of the major components? On a scale of one to ten with ten being the highest, how would you judge the effectiveness of your program? What improvements would you like to see made?

POLICY GUIDELINES

Research Question V
Are there common guidelines and recommendations that participants would suggest to others when developing dual-career policy and instituting a formal spouse career assistance program?

Corollary Questions
In looking at your program, what guidelines and recommendations do you have for other organizations developing a dual-career assistance policy? In your opinion, what are the most important factors in implementing a dual-career program? How would you recommend a program provider be selected? How should the dual-career program services be communicated to the employees? How often would you recommend a reevaluation of a program?

FUTURE TRENDS

Research Question VI
What kinds of futures do participating respondents envision in the development of programs for dual-career couples within their organizations?

Corollary Question
What do you see as possible future trends for relocation and the dual-career couple within your organization?

SHARED PERCEPTIONS

Research Question VII
To what extent do members of the panel agree and disagree on strategic

development and policy formulation for dual-career programs?

Contrast Group

The main thrust of this dissertation research is to explore why organizations have instituted dual-career programs and the implications for policy development. To shed additional light on the subject of dual-career programs, six organizations without programs were polled to find out why these organizations were without a dual-career program. These six organizations were randomly selected from a list of organizations that do not have a dual-career program. (These organizations were identified at the time the sample for the study was selected. See Appendix E for a list of participating corporations in the contrast group.)

Each organization's human resources representative was contacted by telephone using the following script:

"Hello. The reason I am calling you is because I am conducting dissertation research on dual-career programs. I am talking with both organizations that have programs and organizations that do not. The research is confidential and participation is voluntary. With your permission, I would like to ask you a few questions about your perceptions of dual-career programs within the current framework of your organization. (Wait for permission.) Do you currently have a dual-career assistance program within your organization?

NO: Have you made a decision at this point in time <u>not to have</u> a dual-career program?

YES: I presume there has been some discussion and a decision was reached to not have a program. Can you tell me your thinking on this decision?

NO: Under what conditions would implementing a formal dual-career assistance program seem like a good idea for your organization?

I'd like to request your permission to use your statements in my dissertation if I do not correlate them with your company name. Is this all right with you?"

The purpose of the contrast group interviews is to find out why human resources professionals within organizations have looked at dual-career issues and chosen not to implement a dual-career program. Following the telephone interviews, each contrast group participant was sent a thank you letter. (See Appendix F for a copy.)

Summary of Research Design and Procedures

The structured interview procedures used for data collection in this descriptive and exploratory study were presented in this chapter. The population and sample were delineated. The research questions and interview questions were listed. A description of the contrast group and procedures used to find out why some organizations have not implemented a dual-career program is included.

An analysis of the data stemming from the interviews is described in Chapter IV. Perceptions and experiences influencing the policy development of dual-career programs is explored. Recommendations, conclusions and implications regarding policy development issues and dual-career programs are presented in Chapter V.

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CHAPTER IV

ANALYSIS OF THE DATA

Introduction

This descriptive and exploratory study attempted to identify why, how and under what circumstances dual-career assistance policies and practices are formulated. The purpose of this study was to analyze the range and nature of current dual-career policy and program issues and to identify critical components which have particular implications for the development of organizational policies and company-sponsored dual-career programs in corporations of the Central Great Lakes region. This study was designed with the following objectives in mind: 1) To identify the perceptions of a panel of dual-career program administrators regarding the problems stemming from the relocation of dual-career couples, 2) To analyze the variables that might impact organizational policy development, and 3) To determine the current conventional wisdom among the panel regarding the nature of policies and practices required for effective development, implementation and management of dual-career relocation programs. The data were collected through in-depth interviews of human resources specialists responsible for and involved in the administration and implementation of dual-career programs.

Description of the Data

Each major research question is listed below with its corollary question. A description of the data derived from the twelve interviews is presented following each related research question. To describe the data, both actual numbers and descriptors such as a vast majority, a majority, several and few have been used. Because each panelist responded to open-ended questions, the actual number of common responses is not statistically significant. However, numbers and descriptors have been included to help the reader to track the responses. (See Appendix G for tables listing the key components of each Research Question.)

PROGRAM POLICY

Research Question I

What is the range and nature of existing organizational policies in implementing dual-career programs for working couples as described by participating administrators with the participating organizations?

Corollary Questions

I understand you have an organizational policy for providing a dual-career program. Please describe this policy. Please describe your dual-career program. Who is entitled to this service? New hires and/or transferees?

All of the participating organizations offered a career assistance program containing such topics as: skills assessment, personal goal setting, career interests, job targeting, resume development, interview techniques, communication strategies, networking and job search management strategies.

Two main types of organizational approaches for dual-career programs were described by the interviewees. As the first approach, nine of the twelve interviewees had a formal, written policy for the implementation of dual-career assistance. The policy was included in the company's policy and procedures manual or in the relocation manual. These organizations took the approach of announcing the implementation of a program to all employees and personally communicating the program to relocating employees.

The second approach was informal in nature and was characterized by case-by-case decisions. Three respondents reported that their organizations had a program but had no written policy. These organizations utilized a program on a case-by-case basis as necessary. It was usually offered to the employee and spouse at the discretion of the human resources or hiring manager.

Eight of the twelve respondents reported that their dual-career program was available to both new hires and transferees. Four organizations reported that their program was available only to transferees (employees working for the company at the time of relocation). However, there were times that exceptions to this policy were made based on individual circumstances.

Program Policy Summary

All of the organizations utilized a formal dual-career program. The two main types of organizational approaches for dual-career program operations were either: 1) a formal, written policy or 2) an informal, unwritten, case-by-case approach. A majority of the organizations made the program available to new hires as well as transferees.

POLICY OBJECTIVES

Research Question II
Identify the policy objectives which policy makers have perceived as critical in the formulation of their programs.

Corollary Questions
Your organization probably had some good reasons for developing a policy to implement a spouse career assistance program. Do you recall what they were? Was there a particular incident or influencing factor that led to instituting a program?

Respondents reported that their organizations instituted a dual-career program for a variety of reasons with all of the respondents citing more than one reason. The reasons seemed to fall into two main categories: pragmatic and humanistic. The primary pragmatic reason, as reported by eight participants, was that the program was instituted as a transfer enticement. Participants viewed a program as a way to ease the resistance to relocation. When asked why the organization installed a program, one participant stated simply, "to get people to transfer." Another respondent stated as the reason for a dual-career program "to get the talent we need, in the areas we need, to the locations we need." Another described their outlook by stating that, "we encourage folks to accept a transfer by helping them in any way we can."

Another pragmatic reason stated by six participants was to use a program as a recruiting tool to attract potential employees. One company respondent involved in hiring candidates from other geographic locations, but not in the transferring of existing employees, stated, "The reason for instituting a program, first and foremost, we were trying to get people to accept our job offer." Others reported that "it was a matter of enhancing the recruiting process" or a way to "attract employees". Another respondent pointed out that when a company recruits potential candidates, a great deal of resources are invested in the process. "Before you get the guy hired, you have committed resources to travel and resources from your organization to evaluate the person." Due to the investment of resources, this respondent thought it would be "ludicrous" to lose the candidate to save the cost of a program to aid the spouse in finding employment in the new location.

Once the employee has accepted the new position and has relocated, half of the respondents reported that their organizations were concerned, from a pragmatic point of view, about the retention of these employees. Thus, a dual-career program was seen as helpful in preventing turnover among relocating employees. Respondents viewed the relocation as tenuous until the spouse had found employment. One respondent said, "If you don't have a program, you will lose people." Another described the rationale for instituting a program as, "It was a matter of retaining the employee...making the deal stick."

There were two pragmatic reasons that were reported with less frequency. The first, as reported by one fourth of the respondents, was that a dual-career program was linked to employee productivity. Their organizations instituted a program to help to make the employee happy and productive. To "keep the employee from being distracted by family problems" was a contributing reason for one organization to implement a program. Another respondent viewed a program as enabling the employee to concentrate on the task at hand instead of being consumed with problems at home. Still another summarized the problem by saying, "If the family is unhappy, the employee is unhappy and the productivity goes way down." Using a dual-career program as an effort to increase employee productivity during the relocation transition process, was a concern delineated in the statement, "....it was a matter of doing what we could to ensure his (or her) productivity and effectiveness and shortening his (or her) orientation and training time."

The second pragmatic reason reported, although with less frequency, was that of reducing employee stress. Simply stated, one interviewee said, "Our goal is to minimize stress of a transferee and the family going from location A to location B." Another viewed spouse assistance as having "taken a great burden off the employee that is transferring." These respondents viewed relocation as a stressful experience to be alleviated by means of a program.

The second set of reasons for instituting a dual-career program are humanistic in nature and are related to establishing, maintaining and improving positive employee relations. Concern for positive employee relations is demonstrated in the statement that by using a dual-career program, "employees realize that the company cares about their welfare." Also included in the category of employee relations is morale improvement, as indicated by the statement, "Our employees are much happier if they have someone that's helping their spouse". One company representative reported that a program is seen as a means of treating their employees and their spouses fairly during the relocation.

The reasons for instituting a dual-career assistance program resulted from both firsthand experience with specific employee problems and from taking a proactive approach to avoid potential problems. For two specific companies, moving a group of employees from one location to another seemed to intensify the problems and consequently influenced the implementation of a formal dual-career program.

Policy Objectives Summary

Organizations instituted dual-career programs for a variety of both pragmatic and humanistic reasons.

PROGRAM RATIONALE

Research Question III

What criteria were most consistently mentioned by participants when describing the rationale for the decision to establish a dual-career program in their respective organizations?

Corollary Question

You made a decision to institute a dual-career couple program and use a formal spouse career assistance program. As you know other types of programs exist, such as canned workbooks and audio-tapes, informal resume circulation, reimbursement policies for job related expenses and group workshops. What led you to decide not to use any of these programs and instead use a formal spouse career assistance program?

In response to this question, all respondents stated two main reasons. The first reason, as stated by nearly every respondent, was that the best type of program available included face-to-face career consultation with direct, personal contact. In selecting their programs, each indicated that personal contact was a beneficial component, as exemplified by such comments as, "the personal contact is extremely important," "direct contact was very important to us because it was more personal" and "face-to-face is definitely a plus of the program." In addition to perceiving the advantages of personal contact, one respondent explained their choice by saying, "Because people are individuals and as individuals we all need to look at our own individual needs as opposed to a canned program or reading a 'how to' book. As individuals you have to tailor make (the program to) everyone's particular needs. To do that, you need an interactive process." Another described the benefits by saying, "I think it is just common sense if two people can sit and discuss the issues that are interacting on them at that moment. It is superb. The benefit that you get is so much more...you can't even evaluate it against being pushed through a form and forced to consider this item now when they have no interest in that item now."

The use of outside, expert assistance and professional guidance was the second main reason stated by two-thirds of the interviewees. Having their employees' spouses receive qualified, experienced guidance was extremely important to the respondents. They believed this component added to the success of their program. As one respondent described it, "It's the support you get from the team (career consultants) that makes a difference. If you do it on your own, you're usually not as successful as if you do it with someone else."

Several respondents reported that an additional benefit of using a face-to-face professional program was that it projected a positive image to the employee and the spouse. One interviewee declared, "The company wants to project that it is interested in the person and interested enough to do the best job for us and make the employee and the spouse comfortable with the whole program." Another respondent stated, "At least the employee knows you committed the best resources that were available to it." Other respondents indicated that using this type of program shows a degree of dedication and concern for the individual. One reported, "Well, I think that it says something about the company and whether you care or not."

A few respondents pointed out that a professional, face-to-face program has the added benefit of being more focused and tailored to the individual's needs. One respondent described her reason for selecting a dual-career program over other options as, "Other programs are less structured, more self-initiated, and we felt that we needed something to help the spouse more directly and in a more focused way."

Program Rationale Summary

The panelists believed that the best programs available included face-to-face career consultation with direct, personal contact and the use of outside, professional guidance.

PROGRAM EFFECTIVENESS

Research Question IV
What are the components of strong spouse career assistance programs?

Corollary Questions
What criteria are used to judge the success of the program? What are the components of your program that make it a success? How would you rate the current functioning of each of the major components? On a scale of one to ten with ten being the highest, how would you judge the effectiveness of your program? What improvements would you like to see made?

The first question asked participants to list the criteria used to judge the success of a dual-career program. Ten of the participants agreed that, "The highest criterion for judging the success of a program is spouse satisfaction." One respondent described the situation as, "the bottom line is spouse satisfaction."

Another important criterion, mentioned by slightly less than one-half of the interviewees, was "employee satisfaction." One respondent stated, "The second criterion would be the satisfaction of the employee. Is he (the employee) satisfied that she (the spouse) is satisfied?"

A third criterion reported by one fourth of the interviewees can be described as "spouse achieves goals." This includes such endeavors as finding satisfactory employment or "do they find what they want to do?" In other words, the spouse's goal in a majority of cases is to find employment but the important issue from the respondents' viewpoint is whether the spouses meet whatever goals they have set for themselves regardless of the goal.

Two other criteria were mentioned less frequently. Two respondents listed "months to placement" as a criterion of program success. Another respondent saw a successful program as one where there was a "lack of employee relations problems."

When asked to list the components that made a program a success, eight of the interviewees agreed that the quality of the service rendered by the providers was a key component. They saw these professionals as doing a very good job for their organizations and described them as "knowledgeable," "professional," and "well-versed in relocation issues." One respondent stated, "First and foremost, I think the kind of service provided is excellent. The personal touch is great."

The second most frequently mentioned component of a program's success was a "face-to-face career consultation process" with support personnel readily available. One respondent emphatically stated, "Face-to-face is definitely a plus of the program." Another expressed this view: "The number one component from my standpoint is the availability of the counselor when the spouse needs them."

Several other components were mentioned to a lesser degree during the interviews. The following features were listed by several interviewees as contributing to the success of their program:

- national program with multiple locations
- service provider having a network of contacts and
- an evaluation questionnaire.

Two participants mentioned each of the following components rendered by the service providers as adding to the success of their program:

- quick response to problems
- support until employment is found
- good resource materials.

Two additional components were each mentioned once. One participant listed "spouses have found jobs" as a component that makes the program a success. And one respondent described a comprehensive tracking system offered by his company's service provider, "They track the progress of the individual so that you have feedback of what is happening and if there is something we need to do with the employee or whatever, we can respond before it's too late."

Listed below is each company's program effectiveness rating on a scale of one to ten with ten being the highest.

Rating	Number of Companies Reporting
10	1
9	3
8-9	1
8	2
7	2
6	1
5	1
"too early to judge"	1

There was not an overwhelmingly consistent answer to the question asking participants what improvements they would like to see made. Less than half of all participants said, "none." Several improvements were mentioned by one respondent each. These were:

1) a national program with "quality in the program whether they (transferees) go to Dallas or L.A.,"

2) improve the communications process within the company to let more people know about the program,

3) "market the candidate" (call employers for the spouse and present the spouse as a possible job candidate),

4) offer the program to new hires as well as transferees,

5) gear the program to non-professionals as well as professionals and

6) provide additional in-house support services.

Program Effectiveness Summary

The panelists rated "Spouse Satisfaction" as the highest criterion for judging the success of a dual-career program and "Employee Satisfaction" as the second highest criterion. The panelists judged the quality of the service rendered by the providers as a key component in making a dual-career program a success. The panelists did not have any consistent responses to suggestions for dual-career program improvement.

POLICY GUIDELINES

Research Question V

Are there common guidelines and recommendations that participants would suggest to others when developing a dual-career policy and instituting a formal spouse career assistance program?

Corollary Questions

In looking at your program, what guidelines and recommendations do you have for other organizations developing a spousal assistance policy? In your opinion, what are the most important factors in implementing a spouse assistance program? How would you recommend a program provider be selected? How should the spouse career assistance services be communicated to the employees? How often would you recommend a reevaluation of a program?

Guidelines and Recommendations

When asked about guidelines and recommendations for other organizations developing a spousal assistance policy, a majority of the participants suggested taking what can be classified as a systematic approach to policy development through such activities as assessing the overall philosophy, researching the need and defining the objectives. Because their approaches and suggestions vary to a degree, illustrations from each respondent's answer will be listed so as not to lose the essence of their responses.

The Company B representative suggested that other organizations need to look at the volume of cases where a dual-career program would be useful. She also suggested that the organization take into account their location, the availability of jobs and the difficulty for the displaced spouses to find employment. For her company, "the impact that the displaced spouse has on the recruiting process was the single most important factor" in offering a program. She believed that other organizations should take this factor into account as well. She stated, "they have to look at their general overall philosophy." At her company, their objective was to have a happy, settled and productive employee and they believed that one contributing factor to achieving that objective was to offer a dual-career program. She stated, "There is nothing that seems to distract people more from getting used to a new job and becoming productive more quickly than being distracted by a lot of family problems." Her organization offered the program to help to avoid these distractions.

The representative from Company E suggested that others "need to research their organization to find out what the needs are." He recommended charting the corporate relocation pattern to assess who gets transferred? when? salary grade, salary, locations, complaints, successes, practices of competitors. After gathering the necessary information, a pattern of relocations will begin to appear which will help to identify the organizational relocation needs and problems.

The representative from Company F recommended, "First of all, they need to set a threshold of need." He believes that if an organization recruits professional employees requiring relocation, then it should have a dual-career program. He also recommended offering the program on a case-by-case basis at the discretion of either the human resources department or the hiring manager.

The Company H respondent suggested "another element that an employer should include is to get feedback from the people (employees) who have actually relocated." This feedback might include their perceptions of relocation, the difficulties that they encountered, services or support that they might regard as beneficial, and suggestions they have.

The Company J representative recommended that other organizations look at their objectives, He stated, "you need to look at what you want to get out of this program. Our objective was to make sure that we had satisfied employees and spouses." He also saw having professional people handle the dual-career program as an important advantage.

Another systematic approach was suggested by the Company K representative. He recommended researching dual-career programs within other organizations to find out what others are doing and then building your own guidelines. He summarized the process as, "Do your research, know how much it's going to cost, what your guidelines are, and how you are going to communicate it."

The representative from Company L reflected on his company's involvement by stating, "I think you have to have a long-term vision of where you want to go with your employee relations program in general. It's not a quick fix program, it does not resolve long-term problems, it is really more of a proactive approach to attracting and retaining (employees) and being competitive in the job market."

Three interviewees emphasized the importance of carefully selecting a service provider that would give personal contact, support and direction. Several other recommendations were made by one or two respondents. These included 1) pilot a dual-career program first to test the waters, 2) establish evaluation procedures, 3) look for a program that provides "ease of administration", 4) look for a program that has a centralized system of control with a local presence, 5) investigate what competitors are doing and 6) be sure to have a commitment from top management.

<u>Implementation Factors</u>

Two factors surfaced as important factors in the implementation of a dual-career assistance program. The first, with the most responses, was effective and systematic communications. Participants made such admonishments as, "let the employees know that the program is there--communicate it to the employees" and "communications to employees and transferees are the key." Other respondents emphasized the importance of individually communicating a dual-career program to the employee during the interview and job offer.

The second important factor was securing management support for the program. One participant described the situation by saying, "First of all, they have got to have top management commitment. It cannot be a human resources policy, it has to be a management policy." Another stated, "it was very helpful to get management to understand how beneficial a product like this can be."

Selection of a Service Provider

A majority of the interviewees recommended soliciting proposals and presentations from prospective service providers to aid in the selection of a dual-career program. They believed that this approach allowed them to evaluate comparatively both the provider and the program. In addition, participants listed the following factors to be taken into consideration during the evaluation process:

- location(s) of provider
- ease of administration
- communication flow
- recommendations from other organizations using the program
- rapport with the person managing the account
- understanding of the corporate culture and the company's attitude toward its employees
- track record of the service provider and
- cost.

Based on his experience, one respondent described the necessary steps in the evaluation process as 1) look at the programs that are currently available, 2) evaluate each on its merits, 3) compare the programs to the culture being developed organizationally and 4) decide which one matches up. He believes that a dual-career program should be an extension of the corporate culture and what the corporation is trying to project. This company's corporate creed includes a commitment not only to the customers and shareholders but also to the employees. Part of the commitment to the employees includes developing policies and practices that support the employees' families as well.

Communicating a Dual-Career Program to Employees

A majority of the interviewees agreed that it was critical to the program's success to let employees know the program was available. To facilitate a program of communication, a majority of the respondents reported using some form of printed material such as a dual-career program brochure, newsletter or house organ to disseminate information about the program. Information about the policy was also included by many companies in their relocation policy handbooks. Many respondents reported that at their company an announcement of the availability of the program was made to all employees. One interviewee stated, "In our case, we did an announcement to all employees ... (by) a letter from our chairman of the board to 40,000 employees." Several of the respondents expressed the importance of communicating the program to the employee in person during the interviewing process, or by the relocation representative or by the manager responsible for the relocation of that employee. A few respondents reported that their organizations had arranged a meeting with the service provider and the relocating employees and their spouses to communicate the details of the program.

Program Reevaluation

A vast majority of the participants recommended that a dual-career program be evaluated on an ongoing basis by obtaining feedback from the employees, the spouses and the service provider. They also reported that many of the programs included an evaluation questionnaire that was completed by the spouse and shared with the company representatives. Three respondents suggested that an evaluation be conducted once a year. Two respondents thought an evaluation should be conducted after the program had been in operation for two to three years.

Policy Guidelines Summary

A majority of the participants suggested taking a systematic approach to policy development. The panelists believed that effective, systematic communication and management support were key to the successful implementation of a dual-career program. To select a dual-career program service provider, the panelists recommended soliciting and evaluating proposals and presentations from prospective providers. The panel members reported that they utilized a variety of printed materials to communicate a dual-career program within their organizations.

FUTURE TRENDS

Research Question VI
What kinds of futures do participating respondents envision in the development of programs for dual-career couples within their organization?

Corollary Question
What do you see as possible future trends for relocation and the dual-career couple within your organization?

In response to this question, over half of the respondents predicted an increase in the number of dual-career couples in the future. As one respondent stated, "The trend line is straight up." The respondents pointed out numerous developmental implications for dual-career programs resulting from the increase of dual-career couples. Several respondents discussed that within their organization there had been an increase in the hiring of both members of the dual-career couple. They viewed nepotism as a practice limiting the options for the organization and the dual-career couples being relocated. One respondent pointed out that organizations need to manage the career development process of dual-career couples who both work for the same organization. A few participants pointed out that there will be increasing numbers of female employees being relocated and this phenomenon will create new challenges for corporate personnel.

One participant noted that there will be an increase in the number of dual-career couples refusing to relocate. And another respondent noted that dual-career assistance will be a must as the supply of qualified people diminishes. An interviewee, whose company is currently offering their dual-career program to transferrees only, saw a future developmental trend toward offering the program to new hires as well. One respondent envisioned more people working out of their homes on a special project basis using available technology such as computers, vaxes, faxes, teleconferencing etc., and thus the corporation could avoid the necessity of relocation for some of their employees.

One interviewee reported that her organization was seriously evaluating the necessity of all their company-initiated relocations. They are attempting to remove the stigma attached to an employee saying, "I do not want to transfer" or "I will not transfer." Her company is asking, "Is it absolutely essential that people have to move to be promotable?" And as a result, they are looking at other career development opportunities for the employee who decides not to relocate.

Future Trends Summary

Panelists expected the number of dual-career couples to continue to increase within their organizations.

SHARED PERCEPTIONS

Research Question VII

To what extent do members of the panel agree and disagree on strategic development and policy formulation for dual-career programs?

The panel members agreed on the majority of strategic development and policy formulation issues. The areas of agreement are listed below.

Program Policy:

- Develop a formal, written dual-career program policy.
- Study the organization including population and objectives for dual-career relocations.
- Offer a program to both new hires and transferees.

Policy Objectives:

• Dual-career programs provide a valuable transfer enticement and recruiting tool.

Program Rationale:

• The best kind of program available included face-to-face career consultation with direct, personal contact.

Program Effectiveness:

• "Spouse Satisfaction" is the most important criterion to judge the success of a program.

• "Employee Satisfaction" is the second most important criterion to judge the success of a program.

• The quality of the service rendered by the providers is a key component in making a dual-career program a success.

Guidelines and Recommendations:

• Organizations should take a systematic approach to policy development.

• The key to the successful implementation of a dual-career program is effective, systematic communication and management support.

• To select a program service provider, proposals and presentations should be solicited from prospective providers.

• A variety of printed materials is helpful in implementing a program of communication to inform employees and their spouses of the organization's dual-career program.

• Evaluate a dual-career program on an ongoing basis.

Future Trends:

• The number of dual-career couples is expected to increase within the organizations studied.

The only area where there was no consistent response among the panelists was for suggestions for dual-career program improvement.

Shared Perceptions Summary

The panelists agreed to a great extent on the strategic development and policy formulation issues reflected in the research questions.

Description of the Contrast Group Data

This study focused on why organizations have developed and instituted dual-career policies and programs. To gain additional insight on the subject of dual-career programs, representatives from six organizations without programs were interviewed briefly to find out why they did not have a dual-career program at this time. Each interviewee was asked if their organization currently had a dual-career program. All of the participants reported that their organization did not have a formal dual-career program at this time. The second question asked was, "Have you made a decision at this point in time not to have a dual-career program?" In response to this questions the vast majority of the respondents reported that although they had informally considered a program, they had not systematically or formally studied the issues and decided not to have a program. A vast majority explained that the typical problems associated with dual-career relocations had not surfaced within their organizations to date and they did not perceive the necessity for a dual-career program at this time. Many justified their positions based on their own experiences and perceptions and also reported that dual-career employee problems had not come to the attention of their associates and managers in the field. However, many respondents acknowledged that dual-career couples were on the rise and the issues were not going away. Also, many stated that their organization certainly would consider implementing a dual-career program when "the need finally hits us." In fact, one respondent from an organization with many locations and relocations of the sales and marketing staff reported that his organization soon planned on studying the issues and problems involved in the relocation of dual-career employees. Several of the interviewees described aiding the spouse in job-search through networking and internal assistance. One participant revealed that within her organization, "managers intervene and help employees and their spouses in the new area informally and through networking." One respondent indicated that her company did not have a policy or program because their company is unstructured in nature and does not have written policies on most issues. They do not have policy manuals but instead handle issues or problems on a case-by-case basis.

Contrast Group Summary

The contrast group respondents reported that within their organizations dual-career programs had been informally considered but not systematically studied. Also, they had not experienced major problems that surfaced as a result of dual-career relocations.

Summary

A description of the data collected through personal interviews is presented in this chapter. These data relate to perceptions and experiences influencing the policy development of dual-career programs in organizations. Also, a description of the data collected through brief telephone interviews with members of the contrast group composed of organizations that currently do not have a dual-career program is included.

Chapter V includes a summary of the study, a listing of the major findings, a discussion of the study and its implications regarding dual-career policy and program development issues, conclusions, and recommendations for further research.

CHAPTER V

SUMMARY, FINDINGS, IMPLICATIONS, CONCLUSIONS AND RECOMMENDATIONS

This chapter includes a summary of the purposes, objectives and design of the study, a listing of the findings, a discussion of the findings and their implications for dual-career policy and program development and implementation, and recommendations for further research.

Summary

Purpose of the Study

The purpose of this descriptive and exploratory study was to analyze the range and nature of current dual-career policy and practice issues and to identify critical components which have particular implications for the development of organizational policies and company-sponsored dual-career programs in corporations of the Central Great Lakes region.

Objectives of the Study

The objectives of this study were 1) To identify the perceptions of a panel of dual-career program administrators regarding the problems stemming from the relocation of dual-career couples, 2) To analyze the variables that might impact organizational policy development, and 3) To determine current conventional wisdom among the panel regarding the nature of policies and practices required for effective development and management of dual-career relocation programs.

Design of the Study

The data for this study were collected through in-depth interviews of human resources specialists responsible for and involved in the administration and implementation of dual-career programs.

Findings of the Study

The following are underlying findings of the study based upon the greatest frequency of responses reported by the panel of specialists:

1. All of the organizations studied utilized a formal dual-career assistance program. The panelists reported the following two organizational approaches to dual-career program policy: 1) a formal, written policy and 2) an informal practice used on a case-by-case basis.
2. The dual-career programs described by the panelists generally were provided to both new hires and transferees.
3. Organizations instituted dual-career programs for both pragmatic

and humanistic reasons.

Listed below are the pragmatic reasons reported with the greatest frequency:

- employee transfer enticement
- recruiting tool to attract potential employees
- employee retention

The following pragmatic reasons were listed with less frequency:

- increasing employee productivity
- reducing employee stress

The humanistic reasons for instituting a dual-career program included: 1) concern for positive employee relations and 2) treating the employees fairly during a relocation.

4. The panelists believed that the best dual-career programs available included face-to-face career consultation with direct, personal contact and the use of outside, professional guidance.

5. The panelists rated "Spouse Satisfaction" as the highest criterion for judging the success of a program and "Employee Satisfaction" as the second highest criterion.

6. The panelists judged the quality of the service rendered by the providers as a key component making a dual-career program a success.

7. The panelists reported that they utilize a variety of printed materials to communicate information regarding their dual-career program to the employees and their spouses.

8. The panelists recommended that a dual-career program be evaluated on an ongoing basis by obtaining feedback from the employees, the spouses and the service provider.

9. The panelists did not have any consistent responses to suggestions for dual-career program improvement.

10. The panelists suggested taking a systematic approach to the policy development process.

11. The panelists believed that effective and systematic communication and management support were key to the successful implementation of a dual-career program through such activities as assessing the overall philosophy, researching the need and defining objectives.

12. To select a dual-career service provider, the panelists recommended soliciting and evaluating proposals and presentations from prospective providers.

13. Panelists expected the number of dual-career couples to continue to increase within their organization.

14. Panelists agreed to a great extent on the strategic development issues reflected in the research questions.

Findings of the Contrast Group

The following findings are based on the majority of responses reported by the contrast group interviewees:

1. The contrast group respondents reported that within their

organizations dual-career programs had been informally considered but not systematically studied.

2. Major problems within their organizations had not surfaced as a result of dual-career relocations.

Discussion and Implications

Today a majority of all couples are dual-career and as a result, employer-initiated relocations have become much more complex. It is critical to the well-being of an organization to get key people to the locations where they are needed. Employers will go out of their way to offer services to ease the transition and entice employees to relocate. Dual-career program policies have been instituted by employers to convert relocations from a win/lose to a win/win experience. Dual-career assistance programs are designed to enable the partner of the relocating employee to obtain an equal or better job at the new location than he or she had at the old location. These programs have been instituted for both pragmatic and humanistic reasons. This type of assistance is relatively new to corporate policy and this study sought to examine the policy and program development issues and to identify important guidelines for developing and implementing dual-career programs.

This study should be particularly useful to administrators in institutions of higher education and organizations involved in the hiring and relocating of dual-career couples. This research may benefit organizations facing dual-career relocation policy and program development issues by identifying the range and nature of current dual-career policy and program issues and expanding the existing available knowledge and conventional wisdom on these issues.

In this study, two main trends for policy and program development approaches were found. The first approach was to have a formal written policy. The organizations with a formal written policy seemed to share a certain direction throughout their policy development stages. First, they systematically studied their organizational needs related to dual-career employees and relocation. They gathered data about their organization and its relocating employees and made a rational decision to institute a dual-career program on a company-wide basis. Second, they had specific objectives in mind when instituting a dual-career program. Third, they tended to communicate the program through printed materials, the company newsletter, letters from the president etc., to the entire organization, not only to the dual-career employee immediately affected by the relocation. They also recommended that other organizations follow this type of systematic approach including studying the need, the objectives, the organization and developing communication strategies. Companies that had a formal written dual-career program policy seemed to have a greater overall corporate commitment to the program with communication strategies in place that broadcasted the program throughout the organization.

These company specialists spoke of a concern to project a positive image to their employees through the offering of a dual-career program. The projection of a positive image extends beyond the employees directly involved in the relocations. It seems that those watching the relocations of their fellow employees are also making judgments about the company and how much concern it has for its employees. These employees viewing the relocations of others may also be deciding if in the future they would accept a transfer. The success of their fellow employees' relocations may impact on that decision.

The second approach was not to have a written policy but to implement a dual-career program on a case-by-case basis. The companies that had an informal approach seemed to use it quietly when deemed appropriate. These organizations seemed to engage in an informal communication strategy presenting program information to the affected dual-career employee on an as-needed basis. These organizations did not have communication strategies in place for announcing the program to all of the employees within the entire organization. They believed it was best not to announce the program to all employees. The enrollment into the program was at the discretion of the hiring or human resources manager. These organizations did not seem to have overall commitment and support from all levels of management.

In deciding on program policies, each organization decided to implement a formal, face-to-face dual-career program with professional career consultation instead of other currently available alternatives. On this program policy issue, the specialists believed that face-to-face career consultation with direct, personal contact was the best type of program available.

The panelists reported a high degree of satisfaction with their dual-career programs. They viewed the high quality of the service rendered by the providers as a key component to the success of their programs. They seemed not to get too deeply involved in the mechanics of the programs; they left the control of those aspects up to the service providers. But they almost unanimously agreed that the spouses' satisfaction was the most important criterion for judging the success of the program. This was an interesting result. It was expected that other factors would be judged as having a higher degree of importance: such as successful placement, length of time until placement, salary level in the new location, and ongoing support until employment was found. Their number one concern, however, was the spouse's satisfaction with the dual-career program.

Partly because the specialists interviewed represented large corporations with multiple locations, they considered having a service provider able to offer the following features as contributing to the success of their program: 1) a national program with multiple locations, 2) a network of contacts and 3) program evaluation completed by the spouse. These features help the corporations to ensure that they can offer the same quality of service throughout the United States and monitor the progress of the service. To an organization with one location such as a university or local company, a national program with multiple locations may not be an important criterion.

A number of issues with interesting implications relating to employees and relocation surfaced during the interviews. The study confirmed the long-standing idea that career development and upward mobility are tied directly to the employee's willingness to relocate. In many organizations, promotions are contingent upon accepting relocations and refusing a relocation could possibly result in not being offered future promotions and relocations. One interviewee stated that her organization was exploring alternatives for career advancement other than those involving relocations. She admitted that this was a radical and emerging trend within her organization. Other company respondents revealed that their organizations were relaxing their anti-nepotism policies to facilitate the career needs of the spouse. One company reported giving the spouse of an employee preferential treatment for available jobs over other candidates being interviewed from outside the organization. Another respondent suggested that organizations need to look at other options to relocation; for example, working from home.

The panelists projected an increase in dual-career couples within their organizations in the future. This trend has several implications. First, they project that more employees will refuse transfers. Also, there will be an increasing number of female employees being relocated and this will create new challenges for corporate personnel. Dual-career relocations will become more difficult as the supply of qualified people diminishes. To help meet these challenges, the panelists viewed dual-career programs as a necessary part of an organization's relocation efforts.

Conclusions

Based on the findings of the research, the following conclusions were drawn:

- Dual-career couples are very much a part of the work force today and dual-career relocation policies need to be developed that are favorable to both the organization and the individuals involved.
- Corporate personnel should systematically study the issues surrounding dual-career relocations within their organizations.
- The purposes and objectives that the organization wishes to attain with regard to its dual-career employees should be identified.
- An effective dual-career program involves an organizational commitment and overall management support.
- It should be decided who is eligible for the program; for example, new hires and/or transferees.
- Effective communication strategies should be developed to inform managers and employees about available dual-career programs.
- The cost burden that a dual-career program would place on the organization should be considered. Also, the cost of not adopting a dual-career program should be a determinant.
- A dual-career program should include face-to-face, professional career consultation.
- Dual-career program evaluation should be conducted on an ongoing basis.

- Managers communicating a program to the relocating employee should have a thorough understanding of the program.
- "Spouse Satisfaction" needs to be carefully defined to ensure meeting success standards.
- The organizations in the contrast group, without a dual-career policy and program at this time, did not seem to have systematically decided not to have a program. They seemed to be receptive to the possibility that in the future as the issues associated with dual-career relocations grow within their organization the need for the implementation of a program may become apparent.

Recommendations for Further Research

The review of the literature, findings, conclusions, and practical implications generated by this study have prompted suggestions for further research. Some of the areas that appear to warrant further consideration are listed below.

1. This research was limited in scope to corporations from the Central Great Lakes region. Further research could include parallel studies to this one to see if the findings are similar in different geographic areas of the country.
2. The findings from this study could be used as the foundation to generate a survey that could be administered to a large number of organizations throughout the United States to determine the

generalizability of these findings.

3. This study looked at dual-career program policy development issues from a corporate personnel point of view. Another perspective in studying dual-career issues needs to be from the dual-career couples' point of view.

4. Another needed perspective for future study is to research the perceptions of the service providers regarding underlying dual-career program issues.

5. A cost/benefit analysis needs to be conducted to answer such questions as:

What does it cost an organization per year to provide a dual-career program? What benefits are realized for the costs involved? What percentage of employees and transferees within an organization are dual-career? What percentage of dual-career transferees utilize a program?

6. Another related issue for further study is how an organization manages dual-career couples within its own organization. Does an organization have a better chance to manage its employees' careers if both members of the couple are employees?

7. Using this dissertation study as a point of departure, further study should be conducted on the feasibility of dual-career programs within the framework of higher education recruiting and hiring practices.

8. A multilevel evaluation of the overall effectiveness of dual-career

programs needs to be conducted. This study might use different methods of evaluation to identify critical variables involved in program success.

APPENDIX A

CONFIRMATION LETTER

(SENT TO PARTICIPANTS)

Date

Participant
Title
Company
Address

Dear Participant:

I am writing to you as a follow-up to our telephone conversation. Your willingness to participate in my study investigating spouse career assistance programs and policy development issues is very much appreciated.

I look forward to our time together during the interview process, which has been scheduled for (time) on (date). The interview will take approximately one-half hour.

The following topics will be discussed in the interview:

* Policy development issues related to the offering of spouse career assistance,
* Components of a successful program,
* Recommendations for other organizations developing a policy and program, and
* Future trends for relocation and the dual-career couple.

The interview will be treated in a professional and confidential manner. The interview will be tape recorded, with your permission, to ensure that all of the data made available to me are captured for reference to be used in my dissertation. Of course your participation is strictly voluntary and you may choose not to answer any of the questions asked of you.

If a problem should arise with our scheduled appointment, please contact me at your earliest convenience (work: 313-767-2880; home 517-596-2090).

Again, thank you for your participation and I look forward to our meeting.

Sincerely,

Linda A. Henderson

APPENDIX B

CONSENT FORM

I hereby consent to being interviewed by Linda A. Henderson for her doctoral dissertation research conducted at Michigan State University. I understand that data obtained in the interview will be treated confidentially and although the participating companies will be listed, they will not be individually identified or associated with the data. Participating companies will be referred to as Company A, B, C, etc.

____

Corporate Participant

____

Date

APPENDIX C

CORPORATE PARTICIPANTS

Panelists from Participating Companies with Dual-Career Assistance Programs

Mr. Don Barnett
Director of Human Resources
Parke-Davis Pharmaceutical Research Division
2800 Plymouth Road
Ann Arbor, MI 48105-2430

Mr. Jon Williams
Manager, Employee Relations
Allied-Signal Inc.
Automotive Sector World Headquarters
20650 Civic Center Drive
P.O. Box 5029
Southfield, MI 48086

Ms. Arlene Spencer
Manager of Employee Relations
Allied-Signal Inc.
Bendix Safety Restraints Division (BSRD)
2107 Crooks Road
Troy, MI 48984

Mr. Armando Diaz
Management Compensation Specialist
Chrysler Corporation
1200 Chrysler Drive
Highland Park, MI 48288

Mr. Robert Tate
Manager, Placement Resources
Personnel Resources
Dow Chemical U.S.A
2020 Willard H. Dow Center
Midland, MI 48674

Mr. Ron Butler
Supervisor, Personnel Policies
Amoco Corporation
200 East Randolph Drive
Chicago, IL 60601

Mr. Ken Faber
Central Placement Manager
Employee Relations Staff
Ford Motor Company
The American Road
P.O. Box 1899
Dearborn, MI 48121-1899

Mr. Dick Gudin
Manager, Staffing and Development
Allen-Bradley
747 Alpha Drive
Highland Heights, Ohio 44143

Ms. Gretchen Soutear
Director, Salaried Personnel
General Motors Corporation
B-O-C Group, Flint Automotive Division
902 East Hamilton Avenue
Flint, MI 48550

Ms. JoAnne Fennicks
Salaried Personnel Administration
Detroit Diesel Corporation
13400 Outer Drive
Detroit, MI 48239

Mr. Dan Van Buren
Former Human Resources Manager
Allen-Bradley
Ann Arbor, MI 48104

Ms. Elizabeth Waidelich
Manager, Human Resources
Walbro Corporation
Cass City, MI 48726-0096

In reporting the data, these panelists have been randomly assigned the designation of Company A, Company B, Company C, etc. and this assignment in no way matches the ordering of the above list.

APPENDIX D

PARTICIPANT THANK YOU LETTER

Date

Participant
Title
Company
Address

Dear Participant:

I would like to thank you for your participation in my dissertation research study. Your insights, perceptions and experiences added greatly to the information gathered. It was enjoyable to interview you and learn from your valuable experiences.

I am continuing to interview others and collect data which will be analyzed and interpreted in March and April. I plan to send you a copy of the summary of the findings as a small way to thank you for your time and participation.

Thank you again very much.

Sincerely,

Linda A. Henderson

APPENDIX E

CONTRAST GROUP PARTICIPATING CORPORATIONS

Contrast Group from Participating Companies without Dual-Career Assistance Programs

Jacobson's Stores Inc.
Jackson, Michigan

Sears, Roebuck & Company
Chicago, Illinois

NBD Bancorp, Inc.
Detroit, Michigan

Masco Corporation
Taylor, Michigan

Steelcase Inc.
Grand Rapids, Michigan

Rockwell International Corporation
Troy, Michigan

APPENDIX F

CONTRAST GROUP THANK YOU LETTER

Date

Panelist
Position
Company
Address
City, State, Zip Code

Dear Panelist:

I would like to thank you for your participation in my dissertation research study. Your insights, perceptions and experiences added greatly to the information gathered. It was enjoyable to interview you and learn from your valuable experiences.

I am continuing to interview others and collect data which will be analyzed and interpreted in March and April. I plan to send you a copy of the summary of the findings as a small way to thank you for your time and participation.

Thank you again very much.

Sincerely,

Linda A. Henderson

APPENDIX G

TABLES

TABLE 1

PROGRAM POLICY

N = 12

Policy	Frequency
Written Policy	9
Informal policy case-by-case basis	3
Program	
Formal, dual-career assistance program with face-to-face consultation	12
New Hires or Transferees	
Both new hires & transferees	8
Only transferees	4

TABLE 2

POLICY OBJECTIVES

Pragmatic	
Transfer Enticement	8
Recruiting Tool	6
Employee Retention	6
Reduce Stress	3
Employee Productivity	3
Minority/Female	1
Humanistic	
Positive Employee Relations	4

TABLE 3

PROGRAM RATIONALE

Face-to-face career consultation with direct personal contact	10
Outside expert assistance with professional guidance	9

TABLE 4

PROGRAM EFFECTIVENESS

Program Success Criteria	
Spouse Satisfaction	10
Employee Satisfaction	5
Spouse Achieves Goals	3
Months to Placement	2
Lack of ER Problems	1
Components Contributing to Successful Program	
Quality of Service Provider	8
Face-to-Face consultation	5
Program Evaluation	3
Network/Contacts	3
National Program w/Multiple Locations	3
Quick Response to Problems	2
Resouce Materials	2
Support Provided until Employment Found	2
Spouses Found Employment	1
Tracking System	1
Improvments	
None	4
Additional In-house Support Services	1
National Program/Consistent Service	1
Communications	1
Gear Program to Non-Professionals	1
Offer to New Hires	1

TABLE 5

FUTURE TRENDS

Increase in Dual-Career Couples	7
Employ Both Members of Dual-Career Couple	3
Increase in Female Transferees	2
Unwillingness to Relocate	1
Offer to New Hires	1
Alternatives to Relocation	1
Reevaluate Necessity of Relocation	1
Remove Stigma of Refusing Transfer	1
Manage Dual-Career Couples within Organization	1
Dimishing Supply of Professionals	1

TABLE 6

POLICY GUIDELINES

Guidelines and Recommendations	
Systematic Approach	8
Personal Contact, Supportand Direction	3
Pilot Program	1
Establish Evaluation Procedures	1
Ease of Administration	2
Centralized System of Control with Local Presence	1
Investigate Competitor's Programs	2
Top Management Commitment	2

Implementation Factors	
Communication of Program	9
Management Support	3

Selection of Service Provider	
Proposals and Presentations	7
Track Record	5
Location	4
Cost	3
National Program	2
Ease of Administration and Communication Flow	2
Rapport with Account Executive	2
Facilities	2
Corporate Culture and Attitude	2
Network	1

Program Communication	
Dual-Career Program Brochure	8
Company-Wide Announcement	5
Interviewing/Hiring Process	4
Face-To-Face Meeting	2
Group Introductory Session	2
Company Paid	2

Reevaluation	
Ongoing	7
Yearly	3
After 3 years	1
Every 2-3 years	1