

These folks have
been notified that
you MUST leave
no later than 9:10
to make your flight.
The car will pick
you up at 9:15.



THE WATERGATE HOTEL

Fair Labor Standards Act
"exempt"

Child Care - W. R.?

Child Care
- a middle
class issue

"Economics of Child Care"
93 organizations

Glass ceiling

Work Force Conf. → Donna
Klein

4yr. md. sch
min. standards → incentives
to states

2650 Virginia Avenue, Northwest, Washington, D.C. 20037 (202) 965-2300



- Sub-comm. of Mary Jo's
Head Start group to
look at Head Start /
Child Care relationships

- Eldercare
Def. of dependency

Work and Family Council
Tuesday, April 20, 1993
8 a.m.
Watergate Hotel

It would be callous for me to start today's discussions on family without acknowledging that yesterday was a long and sad day....Waco and the loss of our good friend Governor Mickelson.

Thank you for the opportunity to be here, also my thanks for this format.

I. Clinton priorities

Economic package: EITE / WIC / HStart

Health Care

National Service

Campaign finance and lobbying reform

Welfare Reform (including child care, CSE, health, training)

Work in exchange for welfare or work INSTEAD of welfare

Need business/corporate involvement

Feel very fortunate to have David Ellwood and Mary Jo Bane working with the administration

*Domestic Policy > Every Child to their full potential.
What this means for families
Parents not get raise children.*

Fed. Gov't

Education

II. Clinton Work and Family initiatives

Family and Medical Leave Act....but a long ways to go.

- o Flex-time arrangements
- o job-sharing or part-time work
- o flexible dependent care plans (on-site or business subsidies)
- o sick-child care
- o released time for parent-teacher conferences
- o home-based employment (telecommuting)

III. Public/private policy roles on work-family issues

Talking Points for Jobs Compromise**Description**

- o The President announced today a compromise recommendation to the Senate leadership on the jobs stimulus bill intended to break the gridlock. While the jobs bill has the support of a majority of Senators, it has been stalled by a filibuster over the past several weeks.
- o The compromise would involve the following:
 - Overall budget authority levels in the bill would be reduced by 25% from \$16.2 billion to \$12.2 billion. However, the jobs created by the bill would be reduced by only 18%.
 - Unemployment benefits, highway programs, summer jobs, childhood immunization, Ryan White program for AIDs victims, construction of wastewater treatment facilities, food safety, and assistance to small business would be fully funded. In addition, the President would target \$200 million for grants to local governments to provide additional police protection.
 - The remaining programs would be subjected to an across-the-board reduction of 44 percent. Programs in this category include CDBG, technology, education, science and housing programs.
- o The President is reluctant to approve any compromise that reduces the overall number of jobs created by his economic plan. But his interest is in breaking gridlock and jumpstarting the economy, and his offer to the Senate leadership is designed with both objectives in mind.

Questions and Answers (not for distribution)

- Q. Does the Administration have any Republican support for the compromise proposal?
- A. The President has recommended a course of action to the Senate leadership in the hopes of moving forward his jobs bill. The specifics of this proposal were not discussed in advance with Republican members.
- Q. Is this proposal a first proposal in a series of negotiations or does it represent a final offer?
- A. Negotiations cannot be conducted with only one party. The Republicans have not offered any alternatives to the president's jobs bill. Reluctantly, the President has acknowledged the procedural difficulties faced in the Senate and has offered a compromise position that achieves some but not all of his economic objectives.
- Q. Will this proposal survive the Senate?
- A. It is our hope that the proposal will be adopted as the Mitchell/Byrd substitute and pass the Senate.
- Q. Why did the Administration exempt certain programs from the across-the-board reduction?
- A. The President was forced to make difficult choices amongst a series of priorities. The programs selected for funding included those where funding in fiscal 1993 is most desperately needed. We will continue to press for funding of those programs subjected to the across-the-board reduction as part of our long-term investment strategy in the fiscal 1994 and subsequent appropriation bills.
- Q. What has the Administration been doing over the recess to generate additional support for the jobs bill?
- A. The President has spoken several times on the need for the legislation and the reasons for specific program increases. Senior White House officials, Cabinet members and others have discussed the economic benefits of the proposal with a number of Republican members and urged their support.

Speech folder

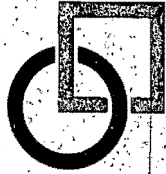
March 29, 1993

TO: Carol Rasco
FROM: Bill Galston (WAA)
SUBJ: Family and Work Institute

The Administration has made a good start on family/work issues with the early passage of the Family and Medical Leave Act. Other ideas you may wish to discuss include:

- o flex-time arrangements;
- o job-sharing for part-timers;
- o flexible dependent care plans (either on-site or business subsidies to nearby providers);
- o sick-child care;
- o released time for parent-teacher conferences;
- o home-based employment opportunities, including telecommuting where appropriate.

I'll be happy to talk further with you about any or all of these.



Families and Work Institute.

3-23-93

Dear Carol,

This note is to introduce Arlene Johnson who is responsible for organizing the Conference Board's Work-Family Council meeting on April 19-21.

A letter from Arlene & info about the meeting are attached. Good to talk with you.

Warmest regards,
Tommy Bold

330 Seventh Avenue, New York, New York 10001 (212) 465.2044 Fax (212) 465.8637



The Conference Board

845 Third Avenue
New York, NY 10022-6601
Telephone 212 759 0900
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March 25, 1993

Ms. Carol Rasco
The White House
West Wing, 2nd Floor
Washington, DC 20500

Dear Ms. Rasco:

I was delighted to hear from Terry Bond that you have accepted the invitation to meet with The Conference Board's Work and Family Council during its meeting in Washington on April 20. Terry also conveyed your suggestion that, following some introductory comments from you, the remainder of the meeting be a conversation with Council members and exchange of ideas. We like that idea very much. I am sure the Council members will value the opportunity for a dialogue.

As you will see from the attached preliminary agenda, we have scheduled your visit for 8:00 to 9:30 a.m. on April 20th. However, if an earlier or later time is more convenient for you, please let me know in the next few days so that we can adjust the schedule to your convenience.

As Terry may have told you, the Council is a group of executives, primarily from large corporations, (see attached membership list) that has been meeting twice a year for the last ten years. The Council's goal, as expressed in its mission statement is to "provide leadership and support to influence the business community to meet the changing family needs of its diverse work force and, thereby, enhance business success." To support that goal, Council members champion leadership policies in their own companies and also take a visible role in conferences, the media and other forums where the work and family interface is discussed. It would not be an exaggeration to say that the Council's efforts have been a key component in the growing momentum for work-family initiatives within corporate America.

A major purpose of the meeting in Washington is to gain an understanding of the Clinton administration's priorities and to explore how the changing public policy environment affects employers' policies and actions. We are interested in exploring possible alliances between public and private policy

Roz-
① Call & tell them the time is fine. Also see if Halston wants to go. E if so, let them know he's coming.

② Send speech cover sheet w/ all support docs to BG.
Serving Business and Society Since 1916



The Conference Board

makers. Given all that could be done to support families, where should corporate resources and policies be focused? We will be interested in your comments about the administration's priorities for child and family welfare and your vision of the appropriate role between public and private policy in the work-family arena.

Our meetings are informal and off-the-record. We aim to provide an environment for a free interchange of ideas, so please feel free to ask questions as well as answer them.

I understand that you have at least one staff person dedicated to family issues. That person--or any other member of your staff that you would like to bring--would also be most welcome to attend the Council meeting.

A week prior to the meeting I will be in touch with your office to confirm details. In the meantime, if there is any further information you would like about the Council or the April meeting, please contact me at the Families and Work Institute (212)465-2044.

We are very pleased that you can participate in the Council meeting, and we look forward to meeting you.

Sincerely,

Arlene A. Johnson
for the Work and Family Council



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PRELIMINARY AGENDA

WORK AND FAMILY COUNCIL

April 19 - 21, 1993

The Watergate Hotel - Washington, D.C.

THEME: A Changing Public-Private Paradigm? Implications for Corporate Work-Family Initiatives

- OBJECTIVES:
- o Examine the changing public policy environment and how it affects corporate policy and action
 - o Explore the interaction of different points of view in shaping work-family policy: perspectives of employers, the new administration, legislative, regulatory and advocacy groups
 - o Develop a vision for the relationship of public and private roles in addressing work-family issues
 - o Celebrate the tenth birthday of the Council in the context of past accomplishments and future opportunities

MONDAY, APRIL 19

1:00 p.m. Opening Session

Welcome
Introduction of new members and guests
Overview of agenda

1:30 p.m. Council Round Robin

Members will have five minutes (maximum!) of "air time" to raise any issues of concern or to inform the Council of new work-family developments in their company or region.

2:45 p.m. Break

3:00 p.m. Advocacy Perspectives

A guest panel of representatives from Washington-based advocacy groups will discuss priorities for their constituencies (e.g., working parents, children, child care workers, older workers, working women). The panel will address the following:

- o How is the environment for your advocacy efforts affected by the new administration?
- o What are your policy priorities over the next four years?
- o How are corporate work-family initiatives complementary to or competitive with your efforts?

5:00 p.m. Adjourn

6:00 p.m. Happy Tenth Birthday to the Work and Family Council

Reception: Special guests will include charter members and former co-chairs of the Council. Other guests will include representatives from the press and Washington, D.C. area lobbying and research groups.

Dinner: Present and former Council members will celebrate the Council's history and future by recalling humorous and momentous events from the Council's first 10 years and surveying the work-family landscape that lies ahead.

TUESDAY, APRIL 20

7:30 a.m. Continental Breakfast

8:00 a.m. Briefing: The Clinton Administration's Priorities in Work and Family Policy

Speaker: Carol Rasco
Domestic Policy Advisor
Clinton Administration

9:30 a.m. Break

10:00 a.m. Legislative and Regulatory Perspectives

Guest presenters from Congressional staffs and Washington, D.C. research organizations will discuss the direction that Congress and regulatory bodies are likely to take in regard to:

- benefits
- child and family welfare
- workplace regulations
- affirmative action

Discussion will focus on how trends may facilitate or restrict employer actions in the work-family arena.

12:15 p.m. Break

12:30 p.m. Lunch

1:15 p.m. Changing Perspectives on Corporate Social Responsibility

Lunch Speaker: Michael Levitt (Invited)
Executive Director
Business for Social Responsibility

All Council members are encouraged to invite a member of their Washington, D.C.-based public affairs staff to attend this luncheon as a guest of the Council--and then to stay for the afternoon program and discussion.

2:00 p.m. Break

2:30 p.m. Public Affairs and the Work-Family Agenda: Where do they Intersect?

A panel of Council members and corporate public affairs directors will explore the dynamics of the internal conversation between the public affairs function and the work-family agenda. What does each need to understand about the other? When do they have different points of view and when do they converge?

Discussion: o How are the administration and Congress likely to affect employer objectives in the work-family area?
 o What aspects of public policy should employers seek to influence?

5:00 p.m. Adjourn

6:30 p.m. Dinner and Evening Activities

An evening with D.C. ambiance.

WEDNESDAY, APRIL 21

7:30 a.m. Continental Breakfast

8:00 a.m. Round Robin (continued from Monday)

8:30 a.m. Public and Private Policy: Separate or Integrated?

What is our vision of the appropriate role between public and private policy in the work-family area? Where should corporate resources be focused? What alliances do we envision between public and private policy-makers?

If the environment for public policy is changing, how might that affect our roles--as individuals in our organizations? as a Council?

10:15 a.m. Break

10:30 a.m. Council Business

Report on "Breakthrough Managers" project
Planning for next year's annual work-family conference
Planning for the next Council meeting

11:30 a.m. Adjourn

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Human Resources Briefing

In This Issue:

**Empowerment Isn't
for Everyone
(Page 1)**

**What Americans
Worry About (Page 1)**

**Making Rightsizing
Work (Page 2)**

**Peck on
Compensation
(Page 3)**

**Upcoming
Conferences
(Page 4)**

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Editor: Theresa Brothers

Contributors: Judith Alster, Peter
Drubin, Brian Murphy

Across the Board: Unhappy Empowered Employees?

In a recent article in the Conference Board magazine *Across the Board*, Ronald W. Clement, professor of management at Murray State University, proposes that empowered employees are not necessarily happy employees, even if they are more productive.

Reasons for Working

Citing several studies, Clement says that different types of people have different reasons for working. For example, some people work to make money, some to socialize, some to gain satisfaction from a job well done. Only this last group, which

seeks challenge, achievement and personal growth, achieves higher satisfaction from being more productive. "Most professionals and managers probably fall into this category," says Clement. "They get a kick out of reaching a major goal or solving a difficult problem."

By definition, empowerment won't work unless employees want to be involved. Clement encountered this situation when he was charged with training an employee to run an information system for Unisys Corporation's Puerto Rico subsidiary. After spending a week teaching her the system, which she apparently had little trouble learning, he headed back to Chicago. "Imagine my surprise when I discovered that this employee had

(Continued on page 4)

Special Consumer Survey: Medical Care Still Top Concern

According to a Board survey of 5,000 households nationwide, the cost of medical care, crime, and the federal budget deficit top the list of public concerns. Unemployment, drug abuse, and loss of manufacturing jobs appear to be the most pressing social and economic problems.

Some New Concerns

"Compared to a similar probe made in 1990, the most recent study suggests that the public has significantly reassessed its view of some of the country's major problems," says

Fabian Linden, executive director of The Conference Board's Consumer Research Center. Concern about crime continues to rise, moving from the third most important concern in the earlier survey to second place in the 1993 probe. The number three slot now belongs to the federal budget deficit, which ranked fifth previously.

"Unemployment has catapulted from twelfth to fourth place among the nation's major problems in the latest study, apparently reflecting the higher unemployment rate," notes Linden. Poverty, too, is now regarded with a much higher degree of concern than in the earlier survey.

On the other hand, concern about pollution has dropped to a relatively

(Continued on page 3)

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The Conference Board
and
NEW WAYS TO WORK

Final Agenda

Reinventing The Workplace

New Perspectives on Flexibility in Tomorrow's Competitive Company

June 16-17, 1993

The Grand Hyatt New York
New York City

This conference will examine:

- **What the latest research tells us about the real costs of flexibility**
- **What has worked about flexible work arrangements and what hasn't**
- **How to address internal barriers to flexibility**
- **How workplace flexibility relates to diversity, quality and work and family issues**

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Availability of a Quality Work Force

A five-year outlook from more than 400 human resource executives shows:

- *human resource issues have become strategic priorities of top management*
- *labor shortages are not yet an issue, but quality of the work force is a dominant concern*
- *some degree of downsizing is likely to continue*
- *companies have some plans to address the changing work force, but more strategic changes are necessary*

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The Conference Board

Report Number 1013

Work Force Diversity: Corporate Challenges, Corporate Responses

Leading multinational companies report:

- *diversity management can be used to increase competitive advantage*
- *success requires a multifaceted strategy*
- *sixty percent of diversity management positions are at director or vice-president levels*
- *diversity achievement is being linked to performance management and reward systems*



WORK AND FAMILY COUNCIL

April 19-21, 1993 -- Washington, D.C.

Meeting Attendance

Patti Arthur
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Tom Bernard
Jose Berrios
Verna Brookins
Mary Ellen Capek
Bette Carlson
Ted Childs
Meg Franklin
Diana Freeland
Dana Friedman
Ellen Galinsky
Ilene Gochman
Regina Hitchery
Barbara Katersky
Chris Kjeldsen
Donna Klein
Rosemary Mans
Alan Preston
Fran Rodgers
Karol Rose
Mike Snipes
Deb Stahl
Wendy Starr
Charlaine Tolkien
Joan Waring
Terry Weaver
Arlene Falk Withers
Faith Wohl

Mobil Corporation
FMC Corporation
United States Coast Guard
Gannett Co., Inc.
Polaroid Corporation
National Council for Research on Women
National Futures Association
IBM Corporation
Levi Strauss & Company
Tenneco, Inc.
Families and Work Institute
Families and Work Institute
Towers Perrin
Carrier Corporation
American Express Company
Johnson & Johnson
Marriott Corporation
Bank of America
Chevron Corporation
Work/Family Directions
Time Warner Inc.
Allstate Insurance Company
AT&T
Xerox Corporation
IDS Financial Services
The Equitable Life Assurance Society
Amoco Corporation
Transamerica Life Companies
Du Pont Company

Guests

Ernest Blanchard
Helen Blank
Andrea Camp
Mike Carey
Beverly Carothers
Patty Cole
Delores Crockett
Roni Haggart
Joyce Hall
Cheryl Hayes
Shelly Hettleman
Clare Hushbeck
Tom Ladd
Donna Lenhoff

United States Coast Guard
Children's Defense Fund
Office of Representative Patricia Schroeder
Johnson & Johnson
Polaroid Corporation
Office of Senator Christopher Dodd
The Women's Bureau
Motorola, Inc.
Mobil Corporation
National Commission on Children
Maryland Parent Action Network
American Association of Retired Persons
Marriott Corporation
Women's Legal Defense Fund

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Marcy Levin-Epstein
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Mary Ludke
Steven Marcus
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Ann O'Keefe
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John Rother
Amy Saltzman
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Jayne Seidman
Bruce Shutan
Cathy Trost

Greg Watchman

Leslie Wolfe

Businesses for Social Responsibility
The National Report on Work & Family
The Bureau of National Affairs, Inc.
Chevron Corporation
IBM Corporation
Center for Women Policy Studies
Former Work and Family Council Member
Clinton Administration
American Express Company
American Association of Retired Persons
U.S. News & World Report
United States House of Representatives
U.S. Office of Personnel Management
Employee Benefit News
Casey Journalism Center for
Children & Families
U.S. Senate Committee on Labor
and Human Resources
Center for Women Policy Studies

Conference Board Staff

Louis Csoka
Daniel Dreyer
Arlene Johnson



WORK AND FAMILY COUNCIL

The Watergate Hotel - Washington, D.C.
April 19 - 21, 1993

The Conference Board Work and Family Council provides leadership and support to influence the business community to meet the changing family needs of its diverse work force and, thereby, enhance business success.

THEME: A Changing Public-Private Paradigm? Implications for Corporate Work-Family Initiatives

- OBJECTIVES:
- o Examine the changing public policy environment and how it affects corporate policy and action
 - o Explore the interaction of different points of view in shaping work-family policy: perspectives of employers, the new administration, legislative, regulatory and advocacy groups
 - o Begin to develop a vision for the relationship of public and private roles in addressing work-family issues
 - o Celebrate the tenth birthday of the Council in the context of past accomplishments and future opportunities

MONDAY, APRIL 19

1:00 p.m. Opening Session

Welcome
Introduction of new members and guests
Overview of agenda

1:30 p.m. Council Round Robin

Members will have five minutes (maximum!) of "air time" to raise any issues of concern or to inform the Council of new work-family developments in their company or region.

2:45 p.m. Break

3:00 p.m. Advocacy Perspectives

A guest panel of representatives from Washington-based advocacy groups will discuss priorities for their constituencies (e.g., working parents, children, child care workers, older workers, working women). The panel will address the following:

- o How is the environment for your advocacy efforts affected by the new administration?
- o What are your policy priorities over the next four years?
- o How are corporate work-family initiatives complementary to or competitive with your efforts?

Speakers: Helen Blank
Senior Child Care Associate
Children's Defense Fund

Shelly Hettleman
Director of Public Policy
Maryland Parent Action Network

Donna Lenhoff
General Counsel and Director, Work & Family Program
Women's Legal Defense Fund

John Rother
Director, Legislation and Public Policy Division
American Association of Retired Persons

5:00 p.m. Adjourn

6:00 p.m. Happy Tenth Birthday to the Work and Family Council

Reception: Special guests will include charter members and former co-chairs of the Council. Other guests will include representatives from the press and Washington, D.C. area lobbying and research groups.

Dinner: Present and former Council members will celebrate the Council's history and future by recalling humorous and momentous events from the Council's first 10 years and surveying the work-family landscape that lies ahead.

Speakers: Dana Friedman
"The History of the Work and Family Council"

Faith Wohl
"The Future for Work-Family Issues"

TUESDAY, APRIL 20

7:30 a.m. Continental Breakfast

8:00 a.m. Briefing: The Clinton Administration's Priorities in Work and Family Policy

Speaker: Carol Rasco
Domestic Policy Advisor
Clinton Administration

9:30 a.m. Break

10:00 a.m. Legislative and Regulatory Perspectives

Guest presenters from Congressional staffs and Washington, D.C. research organizations will discuss the direction that Congress and regulatory bodies are likely to take in regard to employee benefits, child and family welfare, workplace regulations, and affirmative action.

Discussion will focus on how trends may facilitate or restrict employer actions in the work-family arena.

Speakers: Andrea Camp
Professional Staff to the Honorable Patricia Schroeder
U.S. Representative for Colorado

Patty Cole
Professional Staff to the Honorable Christopher Dodd
U.S. Senator for Connecticut

The Honorable Patricia Schroeder
U.S. Representative for Colorado

Greg Watchman
Counsel to the Subcommittee on Labor of the U.S.
Senate Committee on Labor and Human Resources

12:15 p.m. Break

12:30 p.m. Lunch

1:15 p.m. Changing Perspectives on Corporate Social Responsibility

Speaker: Michael Levett
Director
Businesses for Social Responsibility

2:00 p.m. Break

2:30 p.m. Public Affairs and the Work-Family Agenda: Where Do They Intersect?

A panel explores the dynamics of the internal conversation between the public affairs function and the work-family agenda. What does each need to understand about the other? When do they have different points of view and when do they converge?

"The Media and the Family Agenda: How Things are Changing"

Speaker: Cathy Trost
Director
Casey Journalism Center for Children & Families
University of Maryland

Speaker: Roni Haggart
Corporate Vice President & Director,
Government Relations
Motorola, Inc.

"Government Affairs/Work-Family Dialogue at American Express"

Speakers: Helene Rayder
Manager, Government Affairs

Barbara Katersky
Vice President, Employee Relations

Discussion: o How can the skills of effective corporate lobbying
be applied to the corporate work-family agenda?
o How can public affairs and work-family work
together to achieve common goals?

5:00 p.m. Adjourn

6:00 p.m. Dinner and Evening Activities

An evening cruise and dinner on the Potomac River to view the monuments, Washington Harbor and Georgetown; with thanks to our Washington, D.C. area hosts: Du Pont Company, Gannett Co., Inc., Marriott Corporation, and Mobil Corporation.

WEDNESDAY, APRIL 21

7:30 a.m. Continental Breakfast

7:45 a.m. Planning for the 1994 Work-Family Conference

Discussion about plans for The Conference Board and the Families and Work Institute's 1994 work-family conference.

8:15 a.m. Round Robin (continued from Monday)

8:45 a.m. Public and Private Policy: Separate or Integrated?

What is our vision of the appropriate role between public and private policy in the work-family area? Where should corporate resources be focused? What alliances do we envision between public and private policy-makers?

If the environment for public policy is changing, how might that affect our roles--as individuals in our organizations? as a Council?

10:30 a.m. Break

10:45 a.m. Council Business

Report on "Breakthrough Managers" project
Planning for the next Council meeting

11:30 a.m. Adjourn

CONFIDENTIAL INFORMATION

This information is for discussion only
by the Work and Family Council.

Embargoed until April 26, 1993.

An Evaluation of Johnson & Johnson's

Balancing Work and Family Program

EXECUTIVE SUMMARY

April 1993

Prepared by

“As someone who has been with the company for a long time, I am proud to see the evolution of work and family programs. Having this commitment from the top ensures that it filters down to all and is not manager-dependent or administered unfairly. I feel nothing is more important in our society than support for the family and I commend J&J for ‘our’ commitment.”

a male Johnson & Johnson employee

EXECUTIVE SUMMARY

In 1989, Johnson & Johnson introduced its *Balancing Work and Family Program*. Johnson & Johnson is the world's largest and most comprehensive manufacturer of health care products serving the consumer, pharmaceutical and professional markets.

The *Balancing Work and Family Program* includes the following components:

- **Child Care Resource & Referral** — a service that helps employees find, evaluate, and choose appropriate child care arrangements.
- **On-Site Child Development Centers** — There are three on-site centers at the present time, with a fourth planned to open shortly.
- **Dependent Care Assistance Plans** — employees can use payroll deductions to transfer pretax earnings to dependent care accounts administered by the company.
- **Family Care Leave** — job-guaranteed, unpaid leave for up to 12 months that may be used by male or female employees to care for a family member; serves as extended parental leave for employees with newborn or adopted children.
- **Family Care Absence** — time off with pay to provide short-term emergency care for family members.
- **Flexible Work Schedules** — the company encourages supervisors to respond to the needs of individual employees who experience changes in family responsibilities by developing flexible work arrangements, including flextime, part-time work, job sharing, and telecommuting.
- **Adoption Benefits** — in addition to providing family care leaves to adoptive parents, the company reimburses up to \$3,000 for the cost of adoption and provides adoption referrals, adoption consultation, and support during and after the adoption process.
- **SchoolMatch** — a resource and referral service that assists parents in choosing public or private schools appropriate for their children.
- **Elder Care Resource & Referral** — a service providing information on aging, expert help in choosing appropriate services, referrals to community services for the elderly, and helpful publications.
- **Relocation Planning** — individualized relocation services which may include reimbursement of moving expenses.
- **Employed Spouse Relocation Services** — assistance to relocated employee's spouse in finding a job in the new locale.

Johnson & Johnson has also provided **work-family training for managers and supervisors** to help them understand the business case for work-family policies and to help them implement effective work-family practices.

In 1991, Johnson & Johnson was rated as having the most family-friendly programs and policies among Fortune 1,000 companies by the Families and Work Institute in its publication, *The Corporate Reference Guide to Work-Family Programs*. This assessment was made using the Families and Work Institute's Family-Friendly Index,[®] a quantitative method for assessing the quality of work-family programs.

The Evaluation Study

The Families and Work Institute has also been conducting independent research to assess the impact of Johnson & Johnson's *Balancing Work and Family Program* through several related studies. The findings reported here are based on two comprehensive surveys of employees at four Johnson & Johnson companies in the spring of 1990, shortly after the program was introduced, and two years later in the spring of 1992. The companies studied were:

- Johnson & Johnson Worldwide Headquarters;
- Ortho Diagnostic Systems, Inc.;
- R.W. Johnson Pharmaceutical Research Institute; and
- Vistakon.

Questionnaires were mailed to all employees of the four companies. Forty-two percent of employees (2,402) responded in 1990, and 46 percent (2,417) responded in 1992. A comparison of respondents with the workforce as a whole revealed that employees who responded to the survey were somewhat more likely to be exempt, female, non-minority, and longer-tenured employees. However, these biases were not large and were smaller in 1992 than in 1990.

Study Context

In the past ten years, efforts by employers to help their employees balance work and family life have moved from the innovative fringe into the mainstream. Today, virtually all large corporations in the country, as well as many small businesses, have begun to address work-family issues in one way or another.

By and large, work-family programs have been highly praised and routinely described as improving productivity, morale, loyalty, recruitment, retention, and job attendance. There is, however, very little research to back up such sweeping claims, and gradually these programs are being subjected to greater scrutiny by business management and the press. Managers have begun to question the effectiveness of work-family initiatives as measured by bottom-line results, and the press has begun to question whether or not companies with high profile family-friendly initiatives actually practice what they preach.

Clearly, if work-family policies are not translated into effective practice, they cannot be expected to have their intended impact. A token response to the needs of employees with family responsibilities is not enough; the culture of the workplace must change in fundamental ways to become truly family friendly. Recently, U.S. Representative Pat Schroeder said, "We held hearings all over the country and found that if employees had a sick child or a problem with child care, they felt they had to lie about it. We live in a country where it is more acceptable to say you have a broken car, than to say you have a child care problem." Until child care breakdowns have as much legitimacy as automotive breakdowns, we will not have achieved the family-friendly workplace—no matter what policies and programs are on the books.

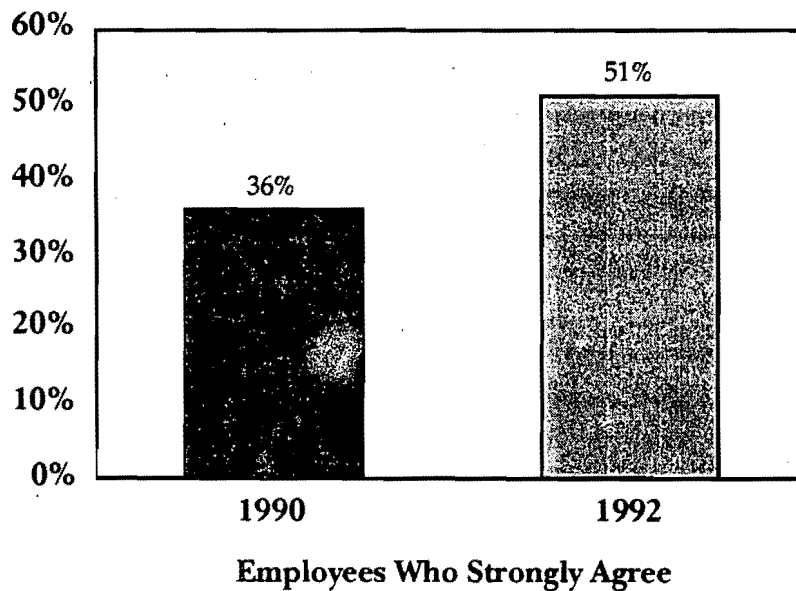
The Johnson & Johnson evaluation allows us to weigh the claims made for work-family programs against the actual effects of such programs on the work environment and on the attitudes and behavior of employees. This study is one of the first of its kind. We hope that the findings presented here will encourage other companies to undertake similar research to guide future development of work-family policy.

Major Findings

In only two years since the introduction of the Balancing Work and Family Program, Johnson & Johnson has managed to create work environments that are significantly more supportive of employees who must balance competing job and family responsibilities.

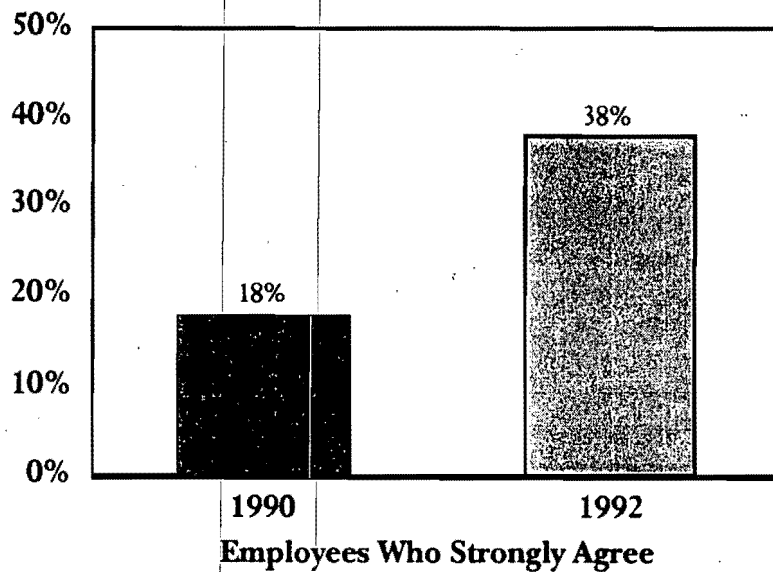
Employees reported that from 1990 to 1992 their immediate supervisors became more responsive to their personal and family needs. For example, the proportion of employees who agreed strongly that their immediate supervisors were helpful with routine family or personal matters increased from 36 percent in 1990 to 51 percent in 1992. Since supervisors are less likely to be supportive of routine, everyday problems than major emergencies, this is a real test of family responsiveness. Altogether 87 percent of employees agreed somewhat or strongly with that statement in 1992.

My Supervisor Is Helpful to Me When I Have a Routine Family or Personal Matter



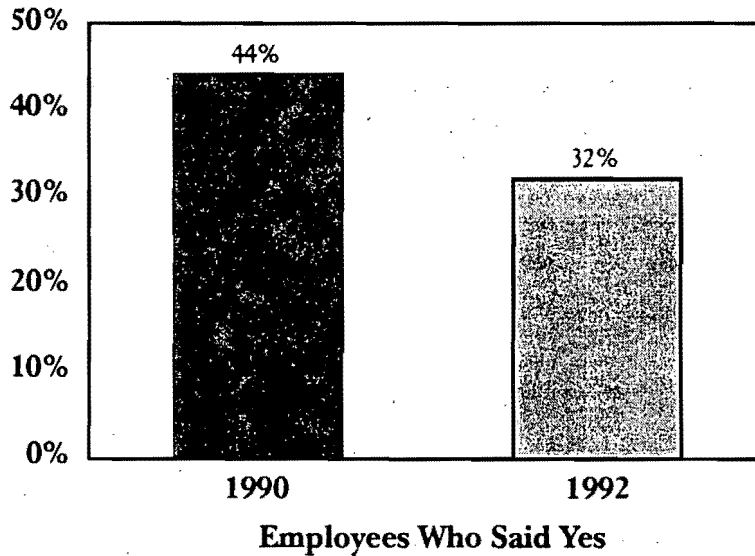
In this atmosphere, employees have become more open to telling the truth about family issues. The proportion of employees who agreed "strongly" that they felt comfortable bringing up personal or family issues with their supervisors also increased sharply from 18 percent in 1990 to 38 percent in 1992, with 71 percent of employees agreeing "somewhat" or "strongly" in 1992. In addition, a significantly higher proportion of employees in 1992, than in 1990, expressed "strong" disagreement with the statement: When I have to attend to personal or family business, my supervisor is more accommodating if I make up a more "acceptable" excuse. Employees' greater openness strongly suggests that family issues are now perceived by supervisors as having a legitimate place at work.

I Feel Comfortable Bringing Up Personal or Family Issues with My Supervisor



When surveyed in 1992, employees were also more likely to agree "strongly" that their supervisors were fair in responding to personal and family needs and helpful in family or personal emergencies. Likewise, employees felt their supervisors had become more receptive of flexible work schedules from 1990 to 1992, and the proportion of employees who felt they paid a price for using flexible time and leave policies decreased significantly from 44 to 32 percent.

Do You Think You Pay a Price for Using Flexible Time and Leave Policies?



"I feel this program works for me because I have a manager and a supervisor who are exceptionally receptive and aware of how the use of work-family programs can increase morale and productivity."

a female Johnson & Johnson employee

The result of these changes, for the majority of employees, is that Johnson & Johnson has become a better place to work. Fully 53 percent of employees surveyed in 1992 felt that their work environment had improved because of Johnson & Johnson's work-family initiative. Although there is room for further improvement, taken together these findings provide strong evidence that Johnson & Johnson's company policies have had a positive and tangible impact on the day-to-day work environment and culture.

Two years after the introduction of the Balancing Work and Family Program, employees report that their jobs interfere less with their family lives. This decrease in negative spillover from work to family has occurred despite the fact that the average employee worked longer hours and harder in 1992 than in 1990.

Employees were asked five questions to assess the extent to which their jobs made it difficult for them to have time and energy for themselves and their families and to get everything done at home each day. The degree to which employees perceived their jobs to interfere with their family lives declined significantly from 1990 to 1992 based on an analysis of the combined responses to the five questions.

"I feel that the work and family initiative has been of great benefit to me. It has reduced the stress I felt about having to attend to family matters."

a female Johnson & Johnson employee

This finding is especially remarkable since, over the same two-year period, the average Johnson & Johnson employee experienced increases in work hours and work load due to recession-related adjustments in workforce size and job assignments. Johnson & Johnson's work-family initiative appears to have played an important role in minimizing the negative effects of such changes on employees' family lives.

Reduced spillover from job to family has potentially far-reaching implications for family well-being. Other studies, using the same measures of spillover, have found that the more jobs interfere with family life, the higher the levels of marital tension and conflict and the poorer the developmental prospects for children.

Contrary to the assumptions of individuals who think flexible time and leave policies open the door to abuse, absenteeism and tardiness did not change following the introduction of the *Balancing Work and Family Program*: the average employee missed one day of work during the three months preceding the survey both in 1990 and 1992. Related studies on trends in absenteeism and several other indicators of productivity are currently in progress at Johnson & Johnson and will shed more light on this issue.

Employees whose children are enrolled in Johnson & Johnson's on-site child care centers are much more satisfied with their child care arrangements, and worry less about their children while at work, than employees who use other child care but say they would enroll their children in an on-site center if they had the opportunity.

Among employees who find Johnson & Johnson's on-site Child Development Centers (CDCs) more desirable than community-based child care alternatives, some have enrolled their children in on-site centers, while others have not yet had the opportunity to do so. The impact of CDC use was evaluated by comparing these two groups of employees. This comparison approximates a true experiment in which would-be participants are randomly admitted to or excluded from a program.

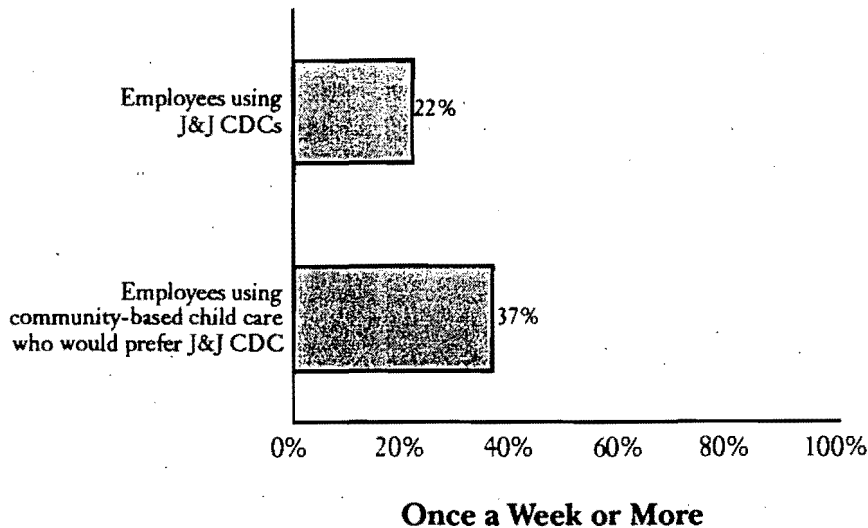
Employees using Johnson & Johnson's on-site child care centers were much more satisfied with every aspect of their child care arrangement—attention to the child, learning opportunities, safety, caregiver qualifications, flexibility, location, facilities, and equipment — than comparable employees who used community-based services. Among employees using on-site centers, 85 percent were very satisfied with the overall quality of care, while only 48 percent of employees who preferred on-site care, but used community-based services, were very satisfied. In fact, CDC users were more satisfied with their child care than all other employees using community-based arrangements, whether or not they preferred on-site care.

Satisfaction with Overall Quality of Child Care



Employees using Johnson & Johnson's on-site centers also worried less often about their children while at work.

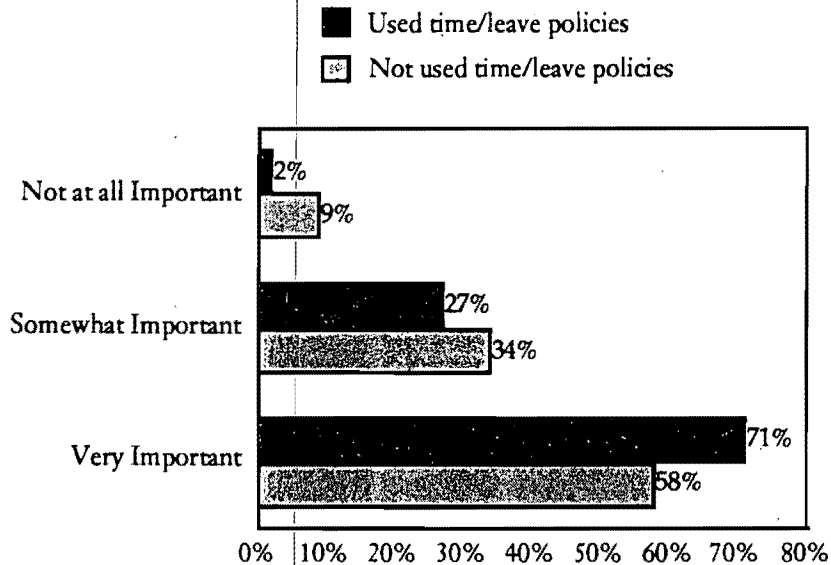
How Often Worried About Child While at Work in Past 3 Months



Among employees with children under 13, those who have used flexible work schedules and family leave policies place more importance on Johnson & Johnson's family-supportive policies in their decisions to stay at the company than those who have not made use of these policies. They are also more likely to recommend Johnson & Johnson as a place to work because of the addition of work-family programs.

Employees who need flexibility in their work schedules or time away from work to meet family responsibilities, and who make use of Johnson & Johnson's flexible time and leave policies, clearly appreciate the company's efforts to accommodate their needs. Johnson & Johnson's family-supportive policies are significantly more important in their decisions to stay at the company than is the case for other employees.

Importance of Family-Supportive Policies in Deciding to Stay at Johnson & Johnson

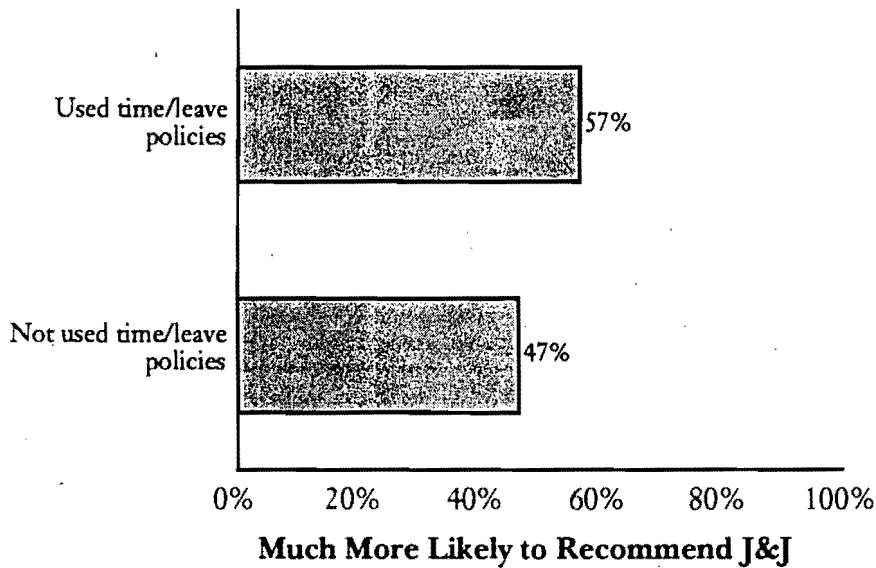


“I became frantic when I was faced with unsatisfactory options for before- and after-school care for my son. I asked for a flexible work schedule that would allow me to stay home in the morning until my son gets on the school bus and to come home after school ends. I work at home before he gets up, in the evenings, and sometimes on weekends because I’d never want to let J&J down or become less productive with this arrangement. What a difference my flexible schedule has made in my son and his life!”

a female Johnson & Johnson employee

They are also significantly much more likely to recommend Johnson & Johnson as a place to work because of its work-family policies.

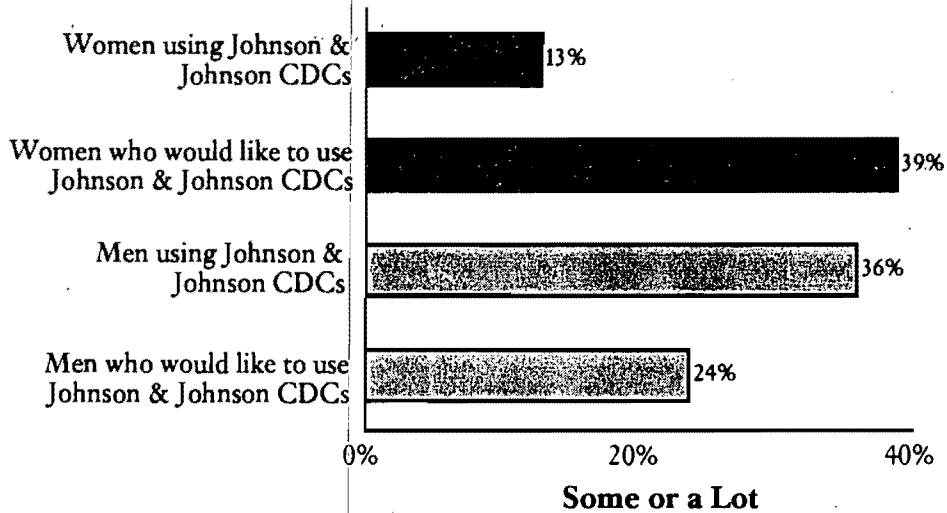
Percentage of Employees Much More Likely to Recommend Johnson & Johnson Because of Work-Family Policies



The use of work-family programs appears to affect men and women somewhat differently.

Women who have children enrolled in Johnson & Johnson's on-site child care centers report that their child care responsibilities distract them less at work and have less effect on their productivity than women who use community-based child care but would like to use on-site centers if they had the opportunity. However, men with children in on-site centers report more distraction and more impact on their productivity of child care responsibilities than men whose children are in other child care arrangements.

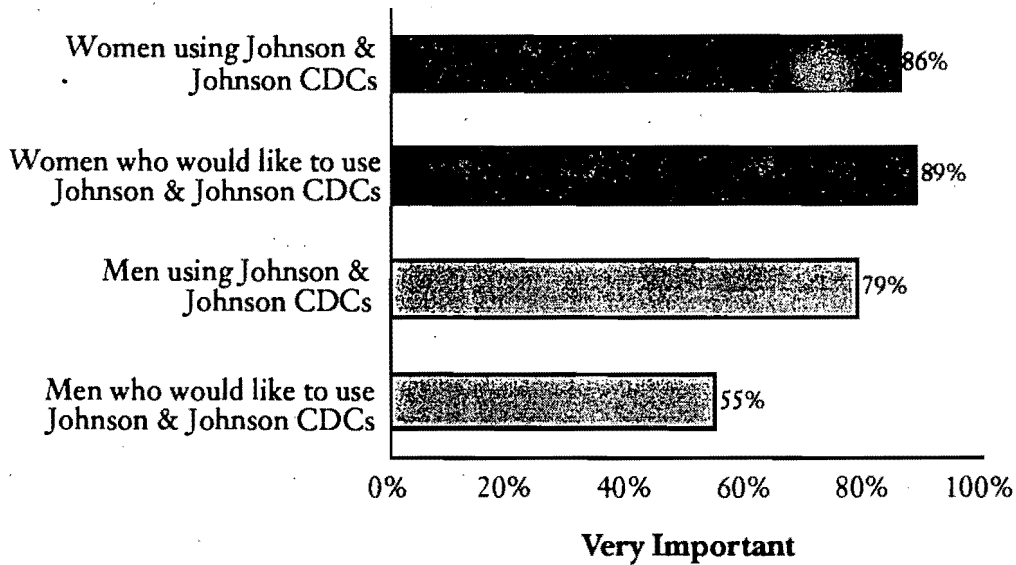
How Much Do Child Care Responsibilities Distract and Affect Productivity at Work



This effect is undoubtedly related to the fact that men using the on-site centers have assumed more responsibility for their children during the work day than other men. It is important to note that men who used on-site centers did not differ from other men with respect to unscheduled absences, arriving late to work, or leaving early. Thus, any negative impact on productivity would appear to be quite modest.

Counterbalancing the previous finding was evidence that men who used on-site child care were significantly more likely to want to stay at Johnson & Johnson because of its family-supportive policies than men whose children were in community-based care. Johnson & Johnson's family-supportive policies were equally important for female users and non-users in decisions to stay at the company.

Importance of Family-Supportive Policies in Deciding to Stay at Johnson & Johnson



In examining the impact of flexible time and leave policies, we found that men who had used these policies reported significantly less negative spillover from their jobs to their family lives than men who had not used them. In contrast, women who had used these policies reported more spillover than other women. For men — who tend to bear fewer family responsibilities — a little flexibility in work schedule or time away from work to attend to family matters seems to have enhanced their ability to balance job and family responsibilities. For women — who typically bear much greater responsibility for dependent care and household matters than men — these policies are very helpful, but not sufficient to prevent work-family conflict during periods of the family life cycle when demands are greatest.

Far more powerful than the effects of using specific work-family programs are the effects of having a supportive supervisor and a family-friendly work culture.

The first finding reported in this summary was that employees' work environments became more family-friendly from 1990 to 1992, as judged by employee ratings of their supervisors and of the work environment in general. Given this finding, we then asked: What impact does support from supervisors and a generally supportive workplace culture have on employees' personal and family lives, or attitudes toward the company and their jobs?

We found that employees who view their immediate supervisors as more supportive of their personal and family needs:

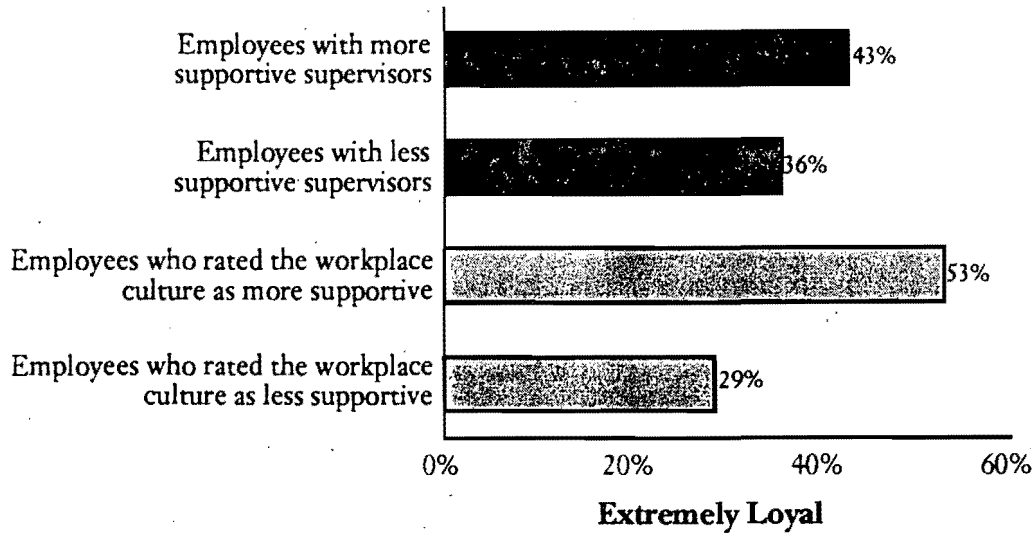
- are less stressed;
- experience less negative spillover from their jobs to their family lives;
- feel more successful in balancing work and family responsibilities;
- are more loyal to the company;
- are more likely to recommend Johnson & Johnson as a place to work; and
- are more satisfied with their jobs.

“My supervisor has always been supportive of my personal obligations and has never once made me feel that I was not pulling my share...Fantastic place to work!”

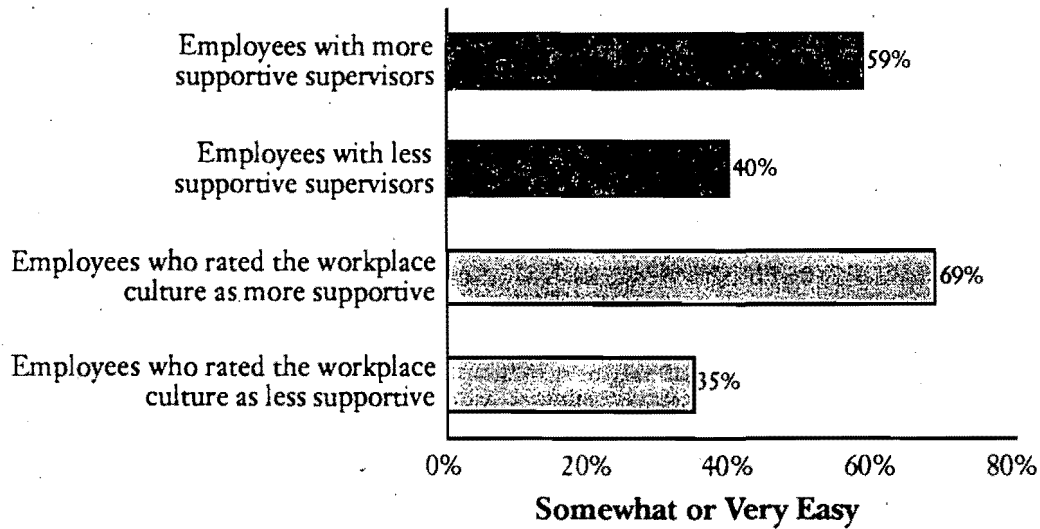
a female Johnson & Johnson employee

Perceptions that the company culture is supportive of employees with family responsibilities has equally, if not more, powerful effects, independent of having a supportive supervisor.

Loyalty to Johnson & Johnson



Ease of Balancing Work and Family Responsibilities



Conclusion

Corporations have found that it is much easier to add a few work-family programs than it is to change the way supervisors interact with employees and to move the culture toward being more family-friendly. Yet, it is these more difficult to change aspects of the workplace that most affect employees' ability to balance work and family and that have the greatest potential to affect the company's bottom line.

What is most remarkable about Johnson & Johnson's initiative is not that it put very progressive work-family policies on the books or that it provided a variety of new work-family benefits for employees, but rather that it has already begun to transform the work environment in its decentralized network of companies in ways that promise to reap greater benefits for both employees and the company than could ever be achieved through policies and programs alone.

The Families and Work Institute Study

Staff from the Families and Work Institute's Evaluation of Johnson & Johnson's Balancing Work and Family Program

Project Director: Ellen Galinsky	Research Associates: Anne Morris
Project Manager: Kathleen M. Lingle	Dina Roldan
Senior Researcher: James T. Bond	Research Assistant: Pascal St. Gerard
Project Advisor: Dana E. Friedman	Design: Alexander Frere-Jones

Related Research

The evaluation of Johnson & Johnson's *Balancing Work and Family Program* consists of several related studies, several of which have been completed and some of which are still in progress. A cluster of four studies designed to evaluate the impact of work-family policy usage on various productivity measures is currently underway:

Work-Family Programs as Aids in Recruitment

Work-Family Programs as Aids in Retention

Cost of Turnover

Absenteeism Among Users and Nonusers of On-Site Child Development Centers

The Families and Work Institute

Families and Work Institute is a non-profit research and planning organization that conducts research on business, government, and community efforts to help employees balance their job and family responsibilities.

Other Families and Work Institute publications:

The Corporate Reference Guide to Work-Family Programs

Public-Private Partnerships for Child Care

Beyond the Parental Leave Debate: The Impact of Laws in Four States

The State Reference Guide to Work-Family Programs for State Employees

Parental Leave and Productivity: Current Research

The Family-Friendly Employer: Examples from Europe

Family friendliness

What workplace revolution? At most companies, families still rank low

When her son, Colin, was born seven years ago, Denise Searfass considered herself lucky. The new mother's employer was ISI, a database publisher in Philadelphia that had been hailed by child-care experts and the media as a corporate pioneer when it opened its on-site center a few years earlier. Searfass figured she'd keep working as an administrative assistant and snatch peeks at her son on the playground.

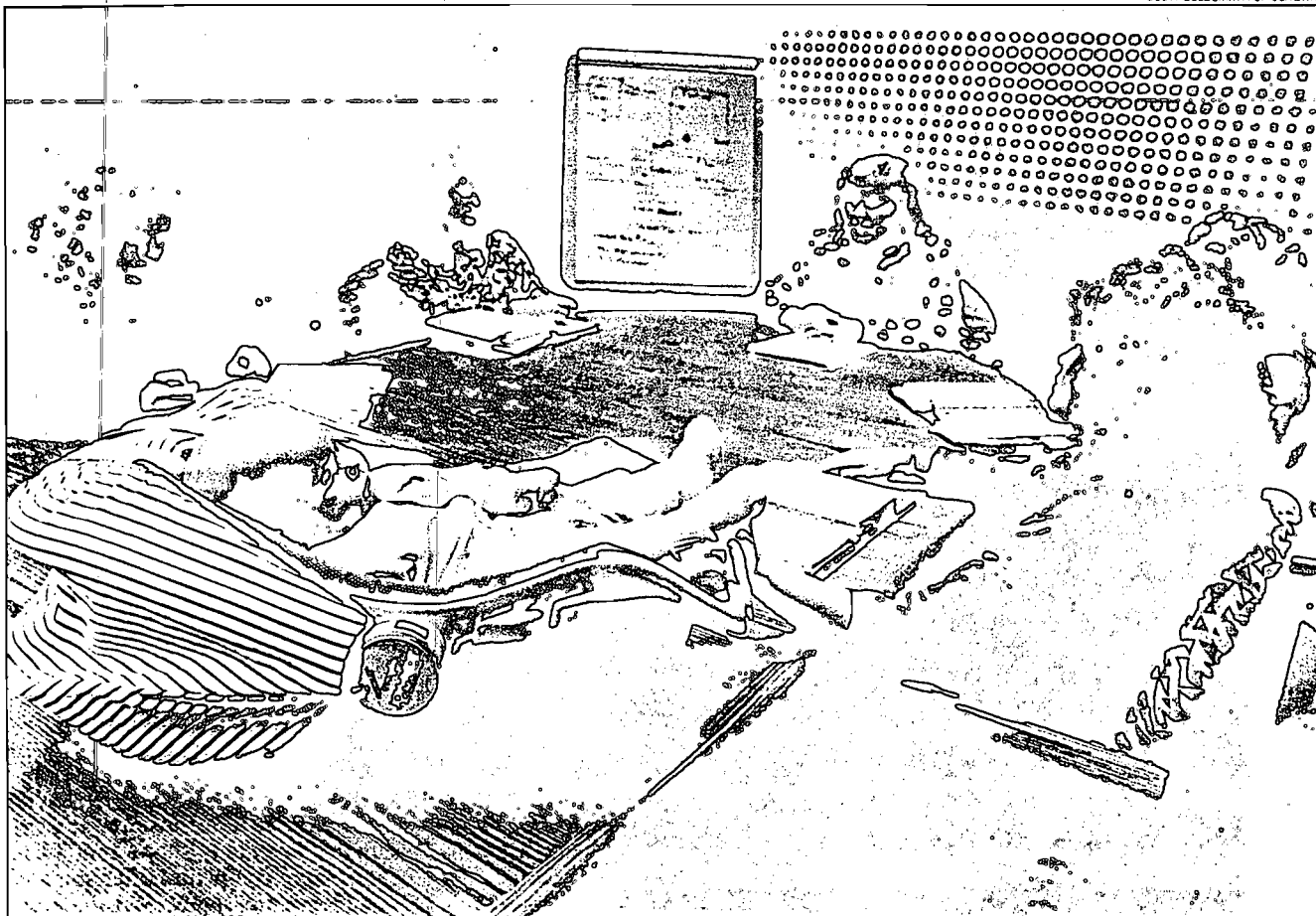
The center's \$150-a-week fee was bare-

ly affordable, but Searfass scraped by for a year, trading in vacation leave time to reduce the cost. When her daughter, Corey, was born, however, Searfass, who is now single, could no longer justify spending half her annual income—then \$18,000—on day care. She placed the children in a cheaper center a half-hour drive from her office. "It was extremely frustrating," says Searfass. "Here was this wonderful, convenient day-care center, but I couldn't afford to use it." Nei-

ther could most other ISI employees. When the facility closed in June 1991 under a pile of debt, the 150 children being cared for included just seven offspring of ISI employees. Most of the other 143 came from affluent professional families in the surrounding community.

Off-told tale. The story of Denise Searfass and ISI is a small metaphor for the obstacles that confront even well-intentioned employers who try to make themselves more "family friendly." It is also

SCOTT GOLDSMITH FOR U.S.N&WR



SUPPORTIVE CULTURE. Accountant Debbie Allison of Stratco, a chemical-engineering firm in Leawood, Kan., brought her son, Michael, back to work with her after taking 10 weeks off when he was born. Now 5 months old, Michael spends most days on a quilt on Allison's office floor—except when attending weekly meetings with her. Stratco President Diane Graham brought in three of her own children for six months each after they were born. "We'll try just about anything," she says. "People's needs matter."

■ NEWS YOU CAN USE

the story of a putative workplace revolution exaggerated by companies looking for quick fixes and image makeovers, hyped by the media and miscast by a handful of well-publicized surveys from business-research groups and employee benefits consulting firms. In an age when child-care problems can undermine first Zoë Baird's and then Kimba Wood's bids to become the next U.S. attorney general, the struggle faced by the average working parent has never seemed more acute. The first federal attempt to lend a hand—President Clinton's February 5 signing of the long-awaited Family and Medical Leave Act—is a half-way measure. Its key provision of 12 weeks of unpaid leave following childbirth or adoption, to care for a seriously ill child, spouse or parent or for an employee's own serious illness is clearly unaffordable for many wage earners. And the law covers only firms with 50 or more employees, leaving more than a third of U.S. workers unaffected. On the plus side, the law does continue health benefits, and it guarantees the same or a comparable job upon return.

Gray-flannel ghost. Beyond a doubt, companies today play a larger role in family life than they did a decade ago. Flex-time, job sharing, telecommuting and elder care have moved off the pages of human-resources journals onto boardroom agendas. Given a 46 percent female work force, corporate America now acknowledges that the once sacred separation of work and family is as outdated as the organization man of the '50s.

The change isn't just workplace demographics. Evidence is mounting that companies whose family friendliness is real can make shareholders happy, too. The Conference Board, a business-research group in New York, documents lower turnover and absenteeism and increased productivity at such companies. Firms with broad work and family benefits also attract a higher-quality work force. Fel-Pro, an automotive-parts maker with 2,000 employees in Skokie, Ill., that offers benefits like a subsidized on-site day-care center and a summer camp, has a waiting list of 5,000 would-be workers and hasn't had an unprofitable quarter in 30 years. "We are *not* a charity,"

stresses Fel-Pro Cochairman David Weinberg. "We are enhancing profits by keeping employees satisfied."

Doing good, however, can be confused in the popular mind with looking good. Take chemical manufacturer Du Pont, frequently cited as a model of family friendliness. Since 1985, Du Pont has publicized its in-house surveys showing increased interest among male employees in family leave. The most recent, released in 1991, stated that 35 percent of

sors at the company fully support employees who want to take advantage of Aetna's programs. "Getting managers to buy into them is extremely difficult," she says, citing the stubborn persistence of some in scheduling meetings for early morning and late afternoon. That sabotages day-care arrangements and signals that truly committed employees let nothing interfere with work.

Flawed measures of employee benefits have perpetuated the impression



PARENTAL LEAVE. Electrician Cameron Ogan is about to take a month off from the Los Angeles Department of Water and Power to care for his son, Nathan, born in December. His wife, Debbie, who has stayed home since then, will return to her job as a pediatric nurse manager. At Ogan's employer, 1 in 10 parental-leave takers is male—a paternal power surge compared with most companies.

men favored time off to care for their newborns, up from 15 percent five years before. The study did not note that in the previous four years only 54 men out of 41,000 actually took family leave. "Having an image that is ahead of reality has given us something to strive for," Faith Wohl, director of work-family programs, says in Du Pont's defense.

Check-in-the-box. Even the most committed companies also discover that putting policies on paper is just the first step; management has to get the message. Michelle Carpenter, manager of work/family strategies for Aetna Life & Casualty Co. in Hartford, Conn.—Zoë Baird's employer and named by *Working Mother* magazine last fall as among the 10 family-friendliest companies in America—estimates that no more than 3 in 10 supervi-

that a genuine revolution is at hand. Surveys of work and family policies by business-research groups and benefits consulting firms generally ignore small businesses, few of which can afford family services. The "check-the-box" mentality of many surveys often lumps together virtually useless programs with truly innovative efforts. A new survey by Hewitt Associates, a giant benefits consulting firm in Lincolnshire, Ill., is an example. The study shows that 74 percent of large companies offer some type of child-care assistance. But the bulk of that assistance turns out to be "resource and referral services" (translation: a list of potential child-care providers), offered by 41 percent of the companies, and dependent-care spending accounts, provided by 93 percent. These tax-free

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spending accounts permit employees to set aside up to \$5,000 of their pretax salaries annually to pay for child care. Notwithstanding the tax advantage, the accounts have attracted little employee interest. At American Express, about 4 percent of an estimated 10,000 eligible employees participated in a dependent-care account during the 6½ years before the program was expanded in 1991 to include direct reimbursement of child-care costs. Hewitt spokesperson Christine Seltz admits that the company could play down the hype. "It was necessary early on to get people talking, but now it may be time for a more sober assessment," she says.

Since few surveys dig deep enough to reflect even gross distortions, highly informal programs often are given more weight than they deserve. A 1991 study by the Families and Work Institute, a New York research group, counted John Hancock Insurance Co. among the 35 percent of *Fortune* 1,000 companies that offer "flexplace" or telecommuting, both of which permit working at home during



PART-TIMER. Formal part-time policies aren't entered on the books at Michigan accounting firm Plante & Moran, but employees are encouraged to devise their own schedules. Accountant Colleen Rose cut back to three 10-hour days after her first child was born—and was then promoted. Turnover runs half the industry average.

all or part of the workweek. Although John Hancock has no formal telecommuting policy and does not encourage such arrangements, by the survey's methodology the company was justified in its response because a few workers at the company do telecommute on an informal basis. "If it goes on it is very low-key," says Diane Smigel, vice president of corporate information services.

The appetite for trendy human-interest stories has made the media a too-willing partner in promoting overzealous corporate claims. Television reports and newspaper and magazine articles routinely herald the introduction of "model" programs like on-site day-care centers and elder-care services that cover few employees and often don't perform as hoped. Three years ago, the opening of Stride Rite Corp.'s "intergenerational day-care center" for children and the elderly was proclaimed with major articles in, among other places, the *New York Times*, the *Washington Post*, the *Los Angeles Times* and the *Chicago Tribune*. To date, however, just two employees of the Cambridge, Mass., shoe manu-

facturer—long a supporter of family programs—have enrolled elderly relatives in the center, and none of the 20 current elderly participants is related to a company worker. "We need to do a better job of educating employees about what the center is and why they should use it," says Karen Leibold, director of work and family programs.

The problem may go beyond employee

THE SITTER TAX

Now, Social in-Security

As if finding a family-friendly company weren't challenge enough, consider the tax bullets you must dodge when hiring someone to help around the house. The flap in Washington over paying a domestic worker's Social Security tax shows the maze you enter when hiring someone to clean, baby-sit, do repairs, mow the lawn—or whatever.

Suddenly you must determine whether someone is self-employed, and thus handles his or her own taxes, or is your employee. If the latter, and you pay wages of \$50 or more in a calendar quarter, you must report the wages to the Internal Revenue Service and pay Social Security tax. When quarterly wages top \$1,000, you must pay federal

unemployment tax. (A worker employed by a firm, say by a home-cleaning service, isn't your responsibility.)

Householders who fail to pay employment taxes don't even make a blip on the IRS's radar screen. But if an unreported employee later seeks Social Security benefits, a taxpayer could be nailed for back tax, interest and penalties.

The rub is that rules to determine whether someone is your employee are vague. Here are the key factors:

■ **Work for others?** The greater the number of people someone works for, the likelier the odds the IRS would consider the worker to be self-employed. A person who works solely for you, even once a week or less, probably is your employee.

■ **Behave self-employed?** People who have business cards, send invoices, solicit customers and claim to be self-employed if asked have a good chance of being treated as such by the IRS, especially if they pay their taxes.

■ **How is payment made?** Paying someone by the hour intimates status as an employee. Paying a flat amount in response to a bill carries weight in proving someone is self-employed.

■ **Degree of control.** Telling someone when to show up, how long to stay and how to do his job are signs of status as an employee. The more discretion you allow, the stronger the case for self-employment.

■ **Whose tools?** The kid who cuts your lawn and brings his own lawn mower might be self-employed. A kid who uses your mower is more likely an employee.

So what about a teenager who baby-sits on occasion for you and seems to be an employee? Does anyone really pay Social Security in such cases? Responds Jack Porter, national director of tax practice at the accounting firm of BDO Seidman: "Only if you want to be attorney general."

BY LEONARD WIENER

NEWS YOU CAN USE

education, however: programs like on-site day care need a large and diverse work force from which to draw. The pool of employees who place their relatives in centers like Stride Rite's is generally limited, says Michael Creedon, a national elder-care consultant, since many elderly people don't live near their children and may be too frail to use day care. Demographics have also played a role in Stride Rite's child-care efforts. Employees' children make up 60 percent of the enrollment in the day-care center at the company's Cambridge headquarters, where the work force is relatively large and young. The work force in the Boston distribution center is much smaller and tends to be older; few employees' kids use the day-care center there.

The Stride Rite example shows the need for more than good intentions. Even innovative work and family policies are frequently undone by seemingly immutable factors. For example:

■ **Supervisors balk.** In a 1990 survey of 521 large companies by the Conference Board, 90 percent of employers claimed to offer part-time schedules and 50 percent said they had flextime. In general, however, such arrangements are made at the whim of individual supervisors, even when the concept is formal company policy. That makes it difficult for most workers to break out of the 9-to-5 routine. A study last year by Federally Employed Women Inc., a nonprofit membership organization in Washington, D.C., found that 20 years after flexible schedules were introduced in the federal government, 60 percent of employees did not feel they could use them. Based on a sampling of 700 federal workers, the study concluded that flexible arrangements are "granted to favorites but denied to others."

The experience of Mary Maguire is typical. For three years until last June, the secretary at a U.S. Department of Defense office in Owego, N.Y., tried to work a part-time schedule of 8:30 a.m. to 3 p.m. so she could be home to meet her young son after school. During that period she had four different managers, only one of whom approved of the arrangement. "Whether I was able to work the schedule was completely dependent on who my supervisor was," says Maguire, a 46-year-old single mother. She ultimately went back to work full time and hired an after-school baby sitter.

The lower employees sit on the organizational chart, the less pull they have with managers and the more often they are shut out of family-friendly programs. In a recent survey by the U.S. Depart-

Reading between the lines

A guide to spotting family-loving firms

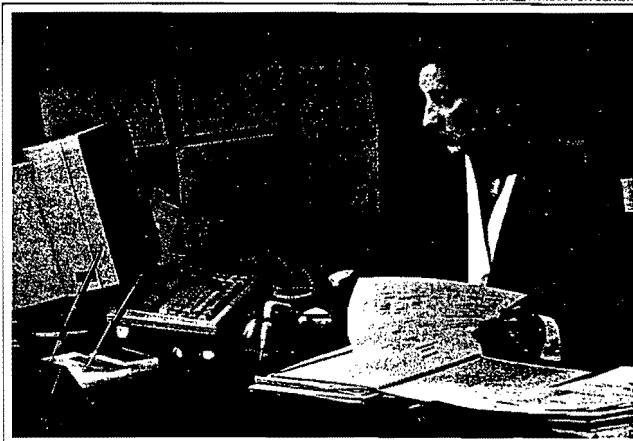
Cutting through the corporate haze to determine a company's real record on family issues calls for attention to key signs — and posing strategic questions. Intangibles can be more important than detailed written policies, since many businesses without formal programs will bend to accommodate individual employees.

One sign of a company's degree of family support is that top executives push the benefits. Laura Whitley, an international account manager with NationsBank in Dallas, felt she could look into a new flexible-scheduling program in 1991 after Chairman Hugh McColl circulated memos announcing training sessions for managers and urging them to pay attention to workers' family needs. When Whitley asked about working just four days a week, her boss didn't have the details. So she asked the personnel department to supply them, unworried that he would resent it. "When you know the head of the company is committed, it gives you confidence," says Whitley, who began spending most Fridays at home with her daughter in October 1991 and was



promoted to senior vice president a year later.

No special favorites. Work-family programs promoted equally to all employees, not just executives or hard-to-replace creative types, signal genuine commitment. Fel-Pro, an automotive-parts manufacturer in Skokie, Ill., could be the model. Frank and Lupe Castro, for instance, started taking their 3-year-old daughter, Elizabeth, with them to work last month, dropping her off at



RANDALL HYMAN FOR US&WR

FLEXTIME.

NationsBank account executive Laura Whitley feels like "a real parent one more day a week" since going to a four-day workweek so she can spend most Fridays with her 2-year-old daughter, Morgan.



COMPANY DAY CARE. Elizabeth Castro, 3, commutes along with her parents—but spends her days in the child-care center at Fel-Pro, an Illinois automotive-parts maker where her father, Frank, runs an automatic punch press and her mother, Lupe, handles benefits.

Fel-Pro's \$80-a-week day-care center. Frank then goes to the factory floor, where he runs an automatic punch press, and Lupe heads for the benefits office, where she is an assistant supervisor. They try to have lunch with Elizabeth once a week. In the summer their three older children, ages 7 to 13, go to work as well, boarding a bus at the factory that takes them to the company's \$20-a-week Triple R day camp.

What mommy track? It doesn't always take flashy benefits to signal a company's family support; there are more subtle signs, too. If part-time workers or those taking parental leave still get promotions, for example, your career is less apt to get derailed because you take advantage of a family benefit. Companies that promote a team approach make it easier for co-workers to fill in for someone home with a sick child. And just looking around can reveal if employees are harried or can get home on time when they have to.

Job hunters who are less privy to company dynamics have to be more creative. Some key questions:

■ **Do many men use family leave or job-sharing programs?** It's a sign that family concerns aren't culturally taboo.

■ **Are there flexible arrangements for staying home with a sick child?** If such days are deducted from vacation time, the company probably won't respond enthusiastically to other family needs.

■ **Can I interview future co-workers?** (You wouldn't want to ask this until a job offer materialized, of course.) "If the company says no," says consultant Lyn Christiansen of Argos Executive Group near Boston, "they're hiding something." If the company agrees, talking to other employees can give you a good sense of corporate priorities. Nervous job seekers might call the company's personnel office and ask about turnover rates and participation in work-family programs, identifying themselves only as possible applicants.

How a boss or recruiter answers questions about family benefits can be more telling than the answer itself, says Fran Rodgers, head of the Boston consulting firm Work/Family Directions. "The best answer is not glib," she says. "You want to see a company that is struggling with the issue"—that openly states, for instance, it is constantly reworking its policies. Many companies, for example, may quickly point to formal flextime policies but allow only a one-hour twist on the normal schedule.

Creative compromises. An employer interested more in the results of your work than in how you get there is more prone to cut some slack for workers even in the absence of a formal policy. Plante & Moran, a 600-person Michigan accounting firm, encourages workers to perform their work on flexible schedules if they need to, although it has only loose guidelines. Accountant Colleen Rose decided she wanted to work part time after having her first baby 5½ years ago and approached her boss with a plan to scale back from a full workweek to three 10-hour days. Her boss agreed—and a year later offered her a promotion to manager of her seven-person department, even though Plante & Moran had never had a part-time manager. The two worked out a compromise: Rose would handle fewer clients than her predecessor but would make herself available whenever a client or an employee needed her, even on her days off. She still works 40 hours occasionally, earning additional pay, but she says her own flexibility is worth the extra time at home with her children.

Employees might even recommend companywide programs to bosses who have similar family concerns. Carol Bowles, who runs a 15-person engineering firm with her husband in North Ferrisburg, Vt., didn't think much about child-care benefits until she had a baby in 1986. She began taking her child to work, and employees with their own kids asked about splitting the cost of a baby sitter. Bowles eventually hired two day-care providers and spent \$2,500 to buy a used mobile home and convert it to a small on-site day-care center that's now used by five employees. Having their kids nearby provides peace of mind, says Bowles, although "part of the issue was selfish at first." America's 33 million other working parents with no spouse at home wish their bosses were so selfish.

BY RICHARD J. NEWMAN

NEWS YOU CAN USE

ment of Labor on flexible schedules. 22.1 percent of managers and professionals but only 7.6 percent of blue-collar workers had such flexibility. A study by the Employee Benefits Research Institute, a public-policy research firm in Washington, D.C., found that women in professional occupations were most likely to be offered some kind of child-care program: women in service, production and agricultural jobs were the least likely.

■ The culture is gridlocked.

Like any institution, a corporation has a culture, and that can be the biggest obstacle. "A company that calls itself family friendly but still gives awards to those macho 'heroes' who go 60 hours without sleep and work every weekend is clearly sending mixed messages," says Fran Rodgers, president of Work/Family Directions, a Boston consulting firm.

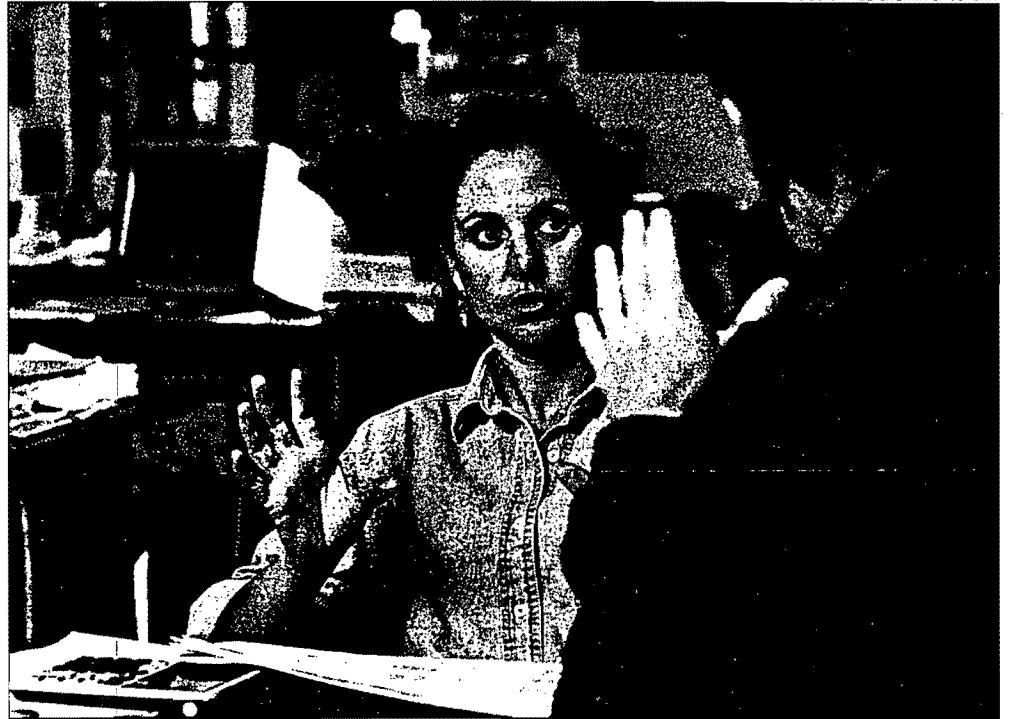
With downsizing the order of the day, few employees want to send a signal that they are less than 100 percent devoted to their jobs. In a Conference Board survey last year of 152 companies that claimed to have work and family programs, 69 percent said they believed employees were inhibited from using flexible schedules because of a concern that commitment is still measured by hours spent at the office. It's a concern well taken. "Employees who take advantage of flexible schedules experience significant damage to their careers," says a human-resources manager at Xerox Corp., which regularly shows up on family-friendly lists.

Even with the added security of the Family and Medical Leave Act, many employees, especially men, may be reluctant to take time off for fear of derailing their careers. So far, paternity leave has been a hard sell. Corning Inc., named one of the four most family-friendly companies in the country by the Families and Work Institute along with Aetna, IBM and Johnson & Johnson, estimates that no more than 10 men have taken paternity leave in the past two years. At Aetna, the number was nine in 1991 and five last year. Says Aetna's Michelle Carpenter: "The company still isn't sending men the message that it's OK to take time off. Most

wouldn't even consider it." Quizzing small groups of men who have taken the leave, she says, might help the company understand why others won't participate. But with limited resources, she adds, it isn't an Aetna priority.

■ **Hopes run too high.** Imagination and vision cannot substitute for resources and reality. Database publisher ISI's day-care center was then CEO Eugene Garfield's dream fulfilled when it opened in 1982. A onetime single father who had

Remington Products Co. offered its respite-care program, just four people used it, and it was scrapped in 1990. The service subsidized employees who wanted to hire a health-care aide to be with an elderly parent during nonwork hours and on weekends. Michael Duda, vice president of human resources for Remington, admits the company was anxious to be out in front with a family program and failed to adequately research the plan. As it turned out, Rem-



TELECOMMUTER. Patagonia production scheduler Terri Jellison worked at home on a computer for six months after Kelliann was born in October 1991. She returned to the office part time last August but can work at home if her daughter gets sick. Jellison has stayed with the sportswear maker for 10 years "because I knew I'd have kids, and I wanted someplace that was flexible."

struggled to find care for his child, Garfield was sensitized to working parents' plight and wanted ISI's center to be a model for other companies. But quality costs money. By the time the center closed, weekly fees for infant care approached \$200—on the high side for the area and all but out of reach for the company's primarily middle-income, 550-person work force. What's more, by focusing on keeping the day-care center afloat, ISI ignored cheaper programs that might have proved more useful, like helping employees locate other, more affordable child care.

■ **Leaping, then looking.** A tendency to jump on the fad benefit of the moment without researching employees' needs has hampered many an attempt at family friendliness. During the three years

ington's primarily blue-collar work force relied on family and friends to care for elderly relatives and saw little need to pay for help.

"Family life rarely conforms to the neat boxes of the 9-to-5 world," says Rodgers of Work/Family Directions. Diane Graham, president of Stratco Inc., a chemical-engineering firm in Leawood, Kan., seemed to recognize that when she instituted a policy that allows employees to bring their babies to work whenever they want to. Few employees actually take advantage of the program on a regular basis, but, says Graham, they know it's there when they need it. For employees, that kind of flexibility is priceless. ■

BY AMY SALTZMAN



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WORK AND FAMILY COUNCIL

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Ruth is the Executive Director for the Center for Healthcare Initiatives, an organization that develops healthcare programs for management contracts and benefit funds. She was formerly Executive Director of the Sidney Hillman Health Center, an ambulatory care center. Ruth previously worked for 11 years as Associate Director of the Social Services Department of the Amalgamated Clothing and Textile Workers' Union, with administrative, program planning, and technical assistance responsibilities to ACTWU affiliates, and administrative accountability to numerous advisory boards and committees. She has also had research and teaching responsibilities at the Columbia University School of Social Work and Cornell University, program planning and social work in a variety of settings. Ruth's special interests and expertise focus on a number of work/family, health and women's issues. She is married and has two children.

PATRICIA ARTHUR (Patti)

Patti is Manager, EEO Compliance and Special Programs for Mobil Corporation. In this position, she has responsibility for Mobil's work-family programs. Patti has held a number of domestic and overseas human resource positions within Mobil at both the headquarters and field levels, including Manager of Executive Compensation and Benefits and Manager of Human Resource Programs. Patti's experience has focused on staffing senior positions and designing career development and incentive programs for professionals and senior corporate executives. Before joining Mobil, she was a high school business teacher. Patti has a BBA from the University of Houston.

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Martha is Diverse Workforce Development Manager for FMC Corporation, a diversified manufacturer. In addition to advising the company's C.E.O. and senior managers on diversity issues, Martha is responsible for the development and revision of diversity strategies, policies and systems that are implemented company-wide. Prior to this position, Martha held a variety of mechanical engineering positions with FMC and had been the Diversity and Management Development Manager for one of the corporate divisions. Martha is an active member and the past chapter president of the Society of Hispanic Professional Engineers. She is part of a dual career family and has two small children.

CAPTAIN THOMAS BERNARD (Tom)

Tom is Director, Work-Life Implementation Staff for the United States Coast Guard. In this new position, he is responsible for the service-wide implementation of a broad range of recommendations made by a recent Coast Guard work-life study team. Tom has held various positions of ascending rank and responsibility, both ashore and afloat, throughout his more than twenty years of uniformed service. He is married and has one son and one daughter.

JOSE BERRIOS

Jose is the Headquarters Personnel Director for Gannett Co., Inc. He is responsible for human resource policies and programs at corporate headquarters and for developing model personnel programs for Gannett's facilities across the country. He also directs the company's EEO program nationwide. Before joining the Gannett corporate staff in 1987, he was Director of Affirmative Action for Time Inc., prior to this he worked for NBC and several federal government agencies in the personnel and public affairs areas. Jose is a member of the National Hispanic Corporate Council, the Newspaper Personnel Relations Association, the Society of Human Resource Management, and the Hispanic News Media Association.

THOMAS BLUMER (Tom)

Tom is the Vice President of Technology and Manufacturing for Corning Vitro Inc. Prior to this position, he had been Director of Quality Management and Director of Human Resources for Corning. He has also managed two corporate engineering projects, served as a Plant Manager, Tableware Manufacturing Manager and Director of Distribution for the Consumer Products Division. His volunteer activities includes Chairman of the Corning Area Boy Scout Sustaining Membership Drive; member of the Executive Board of the Boy Scout Council; and Director of the Local Businesses United Way Campaign. He is also on the board of the Corning Children's Center, and a sub-committee chairperson of the Tri-County Region Task Force on Child Care. Tom is an original member of Corning's Women's Progress Improvement Team and authored a flexible part-time work policy in an effort to improve retention and foster career progression. He is married and the father of two children.

VERNA BROOKINS

Verna, the Corporate Community Relations Manager for Polaroid Corporation, is the firm's principal link with the community in a variety of corporate activities. At Polaroid she has held posts in both personnel and community relations functions. Before joining Polaroid, Verna was Program Director for the Cooper Community Center in Boston, Associate Director of the LAN Community Action Program, and Project Director at the Chicago YMCA. Outside of her duties at Polaroid, she serves as Vice President of the United Way of Boston, President of the School Volunteers of Boston Board of Directors, and serves on the boards of the Polaroid Foundation, the National Women and Foundations/Corporate Philanthropy, and the Essex Bank. More recently, she has been appointed to the Governor's Day Care Partnership Committee, Board of Directors of Gordon College, and Chairman, Essexbank Foundation. Verna is also active in local chapters of the NAACP and the Urban League. She is married and has two daughters.

MARY ELLEN CAPEK

Mary Ellen is the Executive Director of the National Council for Research on Women, a nine-year old coalition of research and policy centers in the United States based in New York City. She coordinates Beyond Parents Tracks: Alliances for the 90s, the Council's national seminar series bringing together senior corporate practitioners, researchers, and policy makers around a broad range of work and family issues. Editor of A Women's Thesaurus: An Index of Language Used to Describe and Locate Information By and About Women (1987), Mary Ellen has been recently appointed by New Jersey Governor Jim Florio to the New Jersey Commission on the Status of Women. She also sits on the board of the Aspen Institute's Non-Profit Sector Research Fund and is a member of the Independent Sector's Research Committee. A founding officer of the Council and the former Director of the Program of Continuing Education at Princeton University, Mary Ellen was the first New Jersey coordinator of the American Council on Education's National Identification Program for the Advancement of Women in Higher Education Administration and has been active in building women's research and education networks since the early 1970s. Her research and publications include work on higher education administration and governance, linguistics, technology, writing and contemporary poetry.

ELIZABETH CARLSON (Bette)

Bette has been Director, Human Resources for the National Futures Association since 1986. Prior to her current affiliation, she held the position of Vice President, Human Resources for Chemical Card Services Corporation, a subsidiary of Chemical Bank, and Second Vice President, Personnel, for Continental Illinois National Bank. In the latter job, Bette had responsibility for quality of work life programs--including flexible work schedules, child care referral, autonomous work teams, and telecommunications. Her previous experience at Continental Bank includes Manager of Corporate Personnel Research, Manager of Compensation, and Manager of Non-Exempt Employment. In addition to her professional responsibilities, Bette serves on the Board of the Family Resource Coalition and on the Board of the Mental Health Association of Evanston. She is currently Chair of the International Focus Group of the Human Resource Management Association of Chicago (HRMAC) and has previously served as chair of the Employee Relations Focus Group of HRMAC, President of the Evanston Community Coordinated Child Care, member of the Illinois State Day Care Advisory Board, and Chairman of the Girl Scout Association of Evanston. Bette has a B.S. from Cornell and an M.B.A. from Loyola University - Chicago. She is currently enrolled in the Global Human Resources masters program at Loyola's Institute of Human Resources and Industrial Relations. Bette is a single parent with two college-age children.

J.T. CHILDS, JR. (Ted)

Ted is the Director of Workforce Diversity programs for Workforce Solutions, an IBM Company. Prior to this appointment, he held a variety of management positions within human resources including personnel operations, equal opportunity, employee relations, and community programs. In addition to his IBM assignments, in March 1982, Ted began an 18-month Social Service Leave as executive assistant to Dr. Benjamin L. Hooks, executive director of the NAACP. Ted is a graduate of West Virginia State College and a member of the board of directors and past president of the West Virginia State College Foundation. He is chairman of the Westchester County African American Advisory Board; a member of the American Society of Aging (ASA) Board of Directors, and chair of the ASA Business Forum Human Resource Council. In December 1989, Ted was appointed to the New York State Governor's Advisory Council on Child Care; in August 1990, Dr. Joyce T. Berry named him to the Private Sector Management Committee of the U.S. Administration on Aging; and in May 1992, he was named co-chair of the National Council of Jewish Women Work-Family Advisory Board.

LAWRENCE COLE, JR. (Larry)

Larry is Vice President of Human Resources for Beneficial Management Corporation. His primary job responsibilities include employee relations, compensation, affirmative action, human resources information systems, recruiting, and headquarters administration. Larry is a past member of the Board of Directors at the local YMCA, and is involved in church and other community activities. He is married with three children.

JOEL DeLUCA

Joel, is Director of Human Resources Planning and Development for Coopers & Lybrand where he is responsible for the design of advanced management systems. Previously, he was Manager of Organization Planning for Sun Company where he assisted in a corporate-wide restructuring, developed an in-house leadership development program, implemented a new performance appraisal system, and revitalized the succession planning process. Joel has also worked as a consultant to Fortune 100 companies and government agencies, taught graduate courses at Wharton Business School, New York University, and Yale University, and served as an officer in the United States Air Force. He is an Advisory Board Member of the Center for Effective Organizations at U.S.C., certified by Certified Consultants International, and has served as the Industry Representative, Academy of Management Faculty, Doctoral Consortium for Recent Advances in Organization Practice. Joel is married and has no children.

MARGARET FRANKLIN (Meg)

In 1984, Meg became Manager of Benefit Services at Levi Strauss & Co. She is responsible for corporate-wide pre- and post-retirement programs, child care, and has responsibility for employee programs and special events. Meg also serves as the treasurer of the Red Tab Foundation, an in-house foundation which makes grants and/or loans to employees and retirees with emergency needs. She has been with Levi Strauss since 1974, having previously been Manager of Employee Services, Employee Relations and Communications. Before joining Levi Strauss, Meg freelanced in the communications and public relations field and was a Club Director, U.S. Special Services in Germany. She serves on the Bay Area Employer Childcare Coalition (One Small Step) and is a member of the Board of Trustees of the World Affairs Council of Northern California and International Visitor's Center. She is also active in her local community's school and recreational programs. Meg, who is widowed, is the mother of one daughter.

DIANA FREELAND

As Tenneco's E.A.P. Administrator, Diana provides counseling to national and international employees and their families for personal and behavioral problems. She then tailors supervisory programs to alleviate problems as they relate to job performance. In addition, she is responsible for the assessment and referral of families with children and adolescents who are experiencing severe emotional and behavioral problems. Diana also administers Tenneco's Child Care Resource and Referral Service. Prior to joining Tenneco, Diana worked in a clinical setting for the City of Houston Health Department, the city's provider of medical and psychiatric services. She is a member of the Mayor's Committee on Children and Youth and serves as a volunteer at the Ronald McDonald House. Diana is interested in shared parenting responsibilities for dual-career families and studies its emotional impact on children. She is single.

DANA FRIEDMAN

Dana is co-President of the Families and Work Institute where she is responsible for fundraising, administration and designing the overall research agenda. Dana was previously a Senior Research Associate for the Work and Family Center of The Conference Board from July, 1983 to January, 1989. She came to the Board after completing a national study on the corporate response to working parents for the Carnegie Corporation of New York and a related study for the Center for Public Advocacy Research on government initiatives which encourage employer-supported child care. Dana spent six years in Washington, D.C. as a day care lobbyist for the Day Care Council of America and the Coalition for Children and Youth. Dana is the author of numerous articles and reports on work-family issues and has been published in Across the Board, Harvard Business Review, Personnel Administration and Working Mother. Dana serves on the boards of Child Care, Inc. and the Child Care Action Campaign and was a member of Governor Cuomo's Commission on Child Care. Dana is married, and the mother of three young children.

ELLEN GALINSKY

Ellen is co-President of the Families and Work Institute. Prior to this position, Ellen was Project Director of Work and Family Life Studies at Bank Street College of Education. Her projects consisted of a series of cross-national studies intended to measure the impact of workplace change on the quality of family life and productivity. Ellen has co-authored a book for parents, The Preschool Years, co-authored The New Extended Family: Day Care that Works, and is the author of The Six Stages of Parenthood. Ellen has recently served on Governor Cuomo's Task Force on Work and Family Life and chaired his task force on Early Childhood Services. She serves on the boards of the Child Care Action Campaign, the Child Care Employer Project, and the Family Resource Coalition, a North American network of family support programs. She is the President of the National Association for the Education of Young Children. Ellen is married and has two children.

ILENE GOCHMAN

Ilene is Director, Employee Research Practice for Towers Perrin. Previously she directed organizational research at Opinion Research Corporation. Ilene specializes in improving organizational effectiveness through employee surveys and other diagnostic tools. She has conducted numerous qualitative and quantitative studies involving the design, implementation, and evaluation of human resources, quality, and productivity programs. Prior to joining ORC, Ilene held a variety of positions at International Paper Company directing programs in corporate education, human resource systems and policies, organization development, and human resource quality improvement. Before joining International Paper, she was an Assistant Professor at Rutgers University. She is a member of the American Psychological Association, the Society for Industrial and Organizational Psychologists, and the Greater Chicago Association of Industrial/Organizational Psychologists.

KAREN HARRIS

Karen is Manager, Corporate Employee Relations for Duke Power Company. She directs research, trends information, policy formulation, program development and training in areas to improve the quality of working life at Duke Power. In addition, Karen provides functional direction to the organization in all employee relations matters. Karen is a member of the Mental Health Association and United Way and is the single parent of a teenage daughter.

REGINA HITCHERY

Regina is Vice President, Human Resources for Carrier Corporation (a United Technologies company). Previously, she was Director, Employee Selection and Development for United Technologies Corporation (UTC) with responsibility for leadership development, diversity and work/life management, executive succession planning, and university relations. She joined UTC in 1973 and has held ascending management positions in recruitment, personnel management, industrial relations, and international operations. From 1985 to 1988 Regina was Vice President of Human Resources for Sikorsky Aircraft and from 1988-1991 Vice President, Human Resources for Otis Elevator - Europe, Mid East and Africa based in Paris, France. Regina received a B.A. from Elms College, an MA from University College (Dublin, Ireland), and an M.S. from the Hartford Graduate Center. She is active with the Connecticut Diversity Council, Special Olympics, and Fidelco Guide Dogs. Regina is married and has one son.

BARBARA KATERSKY

Barbara is Vice President, Employee Relations for the American Express Company. She provides functional leadership to the company's six major business units on work-family programs, emerging work force trends and employee representation issues. Barbara is responsible for developing, implementing and evaluating work-family programs for all employees as part of American Express' "Best Place to Work" strategy. Prior to this, she held several management positions within Citibank and CBS's human resources organizations. Barbara is a member of the New York City Corporate Child Care Consortium, Catalyst Advisory Board on Alternative Work Schedules, New Ways to Work Equiflex Project and the Business Advisory Council. Barbara has a B.A. from Simmons College and a M.S. in Industrial and Labor Relations from Cornell University. She is married and has a son.

CHRISTIAN KJELDEN (Chris)

Chris is the Vice President, Headquarters Human Resources for Johnson & Johnson. He is responsible for all human resource functions at the headquarters location, corporate-wide work-family programs, J&J's Child Development Center, and safety & security policies. Chris is a board member of Parent Action, Chairman of New Brunswick Tomorrow's Infancy/Childhood Task Force, President of the Thomas A. Edison Council of the Boy Scouts of America, and an Advisory Board member of the National Council of Jewish Women's Work/Family Project. Chris is married and has one daughter.

DONNA KLEIN

Donna is the Director of Work and Family Life at Marriott Corporation, a position she has held since 1989. She has responsibility for the planning, development, implementation and management of a work-family initiative for Marriott's 6,000 units and 200,000 associates. Previously, Donna had been the Manager of Training and Development for Marriott and has held a variety of human resource and training and development positions at BFGoodrich. She is a member of Boston University's Work and Family Roundtable, the Bureau of National Affairs Advisory Board on Work and Family, Governor Schaeffer's Child Care Advisory Council, and serves as chairperson of the Council of Governments Work-Family Roundtable. Donna graduated with honors with a B.A. in psychology from the University of Akron.

ROSEMARY MANS

Rosemary is Vice President and Manager of Work/Family Programs at Bank of America in San Francisco. In addition to chairing the bank's Work/Family Steering Committee, she designed and introduced the California Child Care Initiative, a joint venture of corporations, foundations, and the public sector to increase the supply of licensed quality care in the state of California. Affiliated with BankAmerica Corporation since 1972, Rosemary has held positions in corporate lending, consumer affairs, marketing, social policy research and grantmaking. She has been in her present position since 1987. She has served on the board of the Child Care Action Campaign and several advisory boards and task forces on child care. She is a member of the Bay Area Employer Child Care Coalition and the Corporate Work/Family Network. Rosemary has a significant other and friends in San Francisco plus family members around the country.

ALAN PRESTON

Alan is the Manager, Human Resource Strategies and Policies for Chevron Corporation. Previously, he was a design and construction engineer on several refinery related projects before transferring to positions in compensation and management planning in the human resources department in 1983. Currently, Alan has corporate-wide responsibility for work-family issues, human resource policy development and strategy, employee relocation programs, and expatriate policy development. He graduated from Michigan State in 1973 with a B.S. in Chemical Engineering. Alan is married and has no children.

FRANCENE RODGERS (Fran)

Fran has been a professional in the field of work and family life and child care for over 20 years. She is President of Work/Family Directions, Inc., a Massachusetts-based consulting company that manages national child care and elder care consultation and referral programs for major corporations and also conducts research and advises employers on adapting to labor force changes. Fran has conducted extensive research on employee issues and their impact on business at numerous companies including DuPont, General Electric and Procter & Gamble. Prior to starting her own business, Fran was employed as a Head Start and Day Care Director, an educational consultant and trainer and a federal employee with the Department of Health and Human Services. She has published numerous articles and reports dealing with family issues. Fran is married and the mother of two daughters.

KAROL ROSE

Karol is Director of Work/Family Initiatives and Training for Time Warner Inc. In this role, she has responsibility for the development and administration of the company's comprehensive work-family programs. Karol began her career as a teacher trainer and has taught for at universities in Tennessee, New Jersey, and New York. In 1980, Karol established Children At Work/Adolf & Rose Associates, launching one of the nation's first employer-supported child care consulting firms. As president, Karol consulted with major corporations, organizations, hospitals, and government agencies to help them address the needs of the changing work force. She is co-author of The Employer's Guide to Child Care published in 1988. She is a frequent speaker at conferences and is a member of the Bureau of National Affairs Work and Family Advisory Board.

MICHAEL SNIPES (Mike)

As Compensation and Benefits Director for Allstate Insurance Company, Mike is responsible for the corporate administration of compensation and benefit related policies, as well as plan design, revision and implementation coordination. He is actively involved in designing and implementing work and family policies and practices. He has 24 years experience with Allstate -- 22 years in the Human Resources function in various field and business unit assignments. Mike is President of the Chicago Compensation Association; is Secretary and a Board member of the Community Television Network, a community based organization to address education of minority youth, and had been involved over the years in several other community based organizations. He is married and has three children.

DEBORAH STAHL (Deb)

Deb is District Manager, Work/Family Programs for AT&T and serves as director of the AT&T Family Care Development Fund. The Fund is a \$15 million grantmaking project created to support community-based projects that will increase the supply and improve the quality of child and elder care services available to AT&T employees across the country. She joined AT&T in 1976 and has held a variety of assignments in corporate communications including corporate advertising, employee communications, media relations and market support. Prior to assuming her current position in October, 1989, Deb was editor of AT&T's management magazine, AT&T Journal. Prior to joining AT&T she was news director for the Indiana Bicentennial Commission. A native of Indiana, she graduated from Ball State University in Indiana with a B.S. in psychology and journalism.

WENDY STARR

Wendy is Manager, Lifecycle Programs and Policies for Xerox Corporation with responsibility for developing a comprehensive and integrated work-family strategy for Xerox's 55,000 U.S. based employees. In previous position, Wendy was responsible for the implementation and management of a corporate-wide managed care health program and the development and communication of a child care resource and referral service. Additionally, she spent five years as a top representative and manager in the Xerox sales organization. Wendy's community activities include the Work/Family Project Advisory Board of the National Council of Jewish Women and the United Way of Greenwich. Wendy received her undergraduate degree from Wesleyan University and a M.B.A. from The Wharton Graduate School, University of Pennsylvania. She is married and has two young daughters.

CHARLAINE TOLKIEN

Charlaine is the Director of Human Resources Generalist Services at IDS Financial Services, Inc. in Minneapolis. In this position she manages and directs employee relations, EEO and policy development, including work and family and work force diversity. She worked for Honeywell, Inc. during the period of 1979-1985 and, prior to that, served in various management positions in Human Resources at the Federal Reserve Bank (1968-1979). Charlaine is a former member and co-chair of the Honeywell Women's Council and is currently a member of the Harriet Tubman Women's Shelter Board of Directors. She is a single parent with full-time custody of two daughters.

JOAN WARING

Joan's responsibilities as Director of Corporate Research at The Equitable Financial Companies involve planning, conducting, and analyzing research related to personnel policies and programs and social trends. Joan joined The Equitable from the Russell Sage Foundation, where she was Program Development Officer in the Program on Age and Aging. She has been a member of the sociology faculty at Fairleigh Dickinson University and Rutgers University, both located in New Jersey. Her publications include reports on age/work relationships, intergenerational relations and dependent care issues. Joan is married and is the mother of two adult daughters.

TERRY WEAVER

Terry is Amoco Corporation's Director, Corporate Policies and Work/Family Programs. She is responsible for the development, implementation and communication of all new and revised personnel policies and work/family initiatives that affect the domestic work force. Terry joined Amoco in 1979 and has held various positions within the exploration and production subsidiary, including providing human resource direction and support on domestic and international issues affecting Amoco's operations in Africa and the Middle East. Prior to joining Amoco, she worked as a marketing research analyst in a consulting firm and for a major retailer. Terry is a member of Boston University's Work and Family Roundtable and is a Project Advisory Board Member on the National Council of Jewish Women's Work/Family Project. She received a B.A. in marketing from Michigan State University and an M.B.A. from the University of Houston. Terry is married and has two children.

ARLENE FALK WITHERS

Arlene is Senior Vice President and Human Resources Officer for Transamerica Life Companies responsible for all recruiting, employee relations, compensation, employee benefits, training and development, HRIS, and affirmative action functions. Arlene is a lawyer by training and has held a number of human resources positions including Vice President, Associate General Counsel; Adjunct Professor at UCLA School of Law; and Associate Attorney. She serves on the Board of Directors for the Sojourn Services for Battered Women, the Alliance of Businesses for Childcare Development, the Los Angeles Regional Family Planning Council, was appointed to the California State Bar Committee on Women in the Law, and is a member of several bar associations in California. Arlene was graduated with a B.A. in Anthropology from the University of Connecticut and a J.D. from the UCLA School of Law.

FAITH WOHL

Faith is the Director of Work Force Partnering for The DuPont Company. She joined the company in the public affairs department in 1973 as an editor. She was promoted to public affairs manager for the employee relations department in 1975 and for the Textile Fibers Department in 1979. She was named director - corporate communications in 1981, director - community affairs in 1983, and director - corporate affairs in 1985. She assumed her present position in 1989. Long involved in local community activities, Faith is presently vice chairman of the Board of Directors of United Way of Delaware, a Director of Child Care Connection, Inc., and a member of the Leadership Council of the Delaware Women's Agenda at the national level. She is a member of the Work and Family Advisory Board of the Bureau of National Affairs, the National Advisory Panel of the Child Care Action Campaign, and the Corporate Coalition to Improve Maternal and Child Health of the Southern Governor's Conference. Before coming to DuPont, Faith was a communications manager, responsible for advertising, public relations, and sales promotion. Before joining the publishing firm, she and her husband had been partners in a speciality publications company which developed yearbooks. Faith was graduated summa cum laude from Adelphi University, New York, in June 1957 with a B.A. in economics. She lives with her husband in suburban Pennsylvania and has three married children and six grandchildren.

CONFERENCE BOARD REPRESENTATIVES

DANIEL DREYER

Daniel is a Research Analyst in The Conference Board's Human Resource - Organizational Effectiveness Program. His primary areas of study are corporate work-family initiatives and employee benefit programs as they relate to the changing work force. Daniel is one of the primary researchers for The Conference Board's Work-Family Research and Advisory Panel and, in addition to his work with the Work and Family Council, is the Board's project manager for the Research Council on Employee Benefits. He joined The Conference Board in August, 1989 following his graduation from Rutgers University where he earned a B.A. in Political Science. Currently, Daniel is completing his studies for a Masters in Human Resources Management. Daniel is single and has no children.

ARLENE JOHNSON

Arlene is a Vice President at the Families and Work Institute. Previously, she was the Program Director, Work Force Research for The Conference Board where she directed the Board's research activities in work-family issues, employee benefits, training and development and work force diversity. Before joining the Board, she was at Catalyst as Vice President of Programs where she directed advisory work, research and program development on a range of human resources topics including parental leave, two-career relocations, career development systems, and women in management. Prior to this, she directed research for environmental scanning at APIC, Inc. as well as designed customized training programs for clients in retailing and transportation at Innovative Learning, Inc. As a volunteer she has been active with Planned Parenthood, the New Jersey Association of Library Trustees, the YMCA, the League of Women Voters, and the Religious Society of Friends (Quakers). Arlene graduated magna cum laude from Mt. Holyoke College and Union Theological Seminary. She has an M.B.A. from Rutgers Graduate School of Management where she was elected to the business honor society. Arlene lives in New Jersey with her husband, two daughters and two Dalmatians.



WORK AND FAMILY COUNCIL

Council Meeting Summaries

DATE: November 29, 1983

SITE: New York, NY

Organizational Meeting

- introduction of members and their organizational concerns related to work and family issues
- overview of projects in progress and future activities ideas for the Work and Family Information Center
- discussion on the structure and logistics of the Research Council
- recruitment of volunteers to serve on the Research Council's nominating and program committees
- discussion of future program ideas for upcoming Council meetings

DATES: March 28-30, 1984

SITE: Savannah, GA

Work-Family Visioning

- description of the supportive elements of an ideal society for work-family issues from the perspective of the family, business/labor, government, and the community
- the roles and responsibilities of the private sector to working families
- issues for Council focus: change, the moral/ethical responsibility of corporations, flexibility, work scheduling, communications, promoting self-responsibility vs. conformity

DATES: October 18-19, 1984

SITE: Minneapolis, MN

HOSTS: Honeywell Inc. & General Mills Inc.

Collaboration on Work-Family Programs

- discussions on collaborative strategies to promote work-family programs
 - + purpose/rationale for collaboration
 - + elements of successful collaboration
 - + impediments to collaboration
- how collaborative strategies can be used to further work-family issues
 - + relevance for Council activities

DATES: March 27-29, 1985

SITE: Sarasota, FL

Relationship Between Productivity and Work-Family Issues

- productivity effects in relation to child care and flextime
- overview of productivity: national and international context
- redefinition of work and family relationship by small groups
- collecting and using productivity data for future work-family issues

DATES: October 16-18, 1985

SITE: Washington, DC

Public Policy and Working Families

- the structure and mission of the California Child Care Initiative
- overview of the evolution of family policies in the United States
- key policies affecting work-family issues: tax reform, family support programs, work scheduling/training, comparable worth, leave policies
- discussion groups on societal values implicit in U.S. family policy
- presentation on international policy comparisons
- societal values that should be embodied in U.S. family policy
- presentation on influencing policy (the federal government)

DATES: April 9-11, 1986

SITE: San Francisco, CA

HOSTS: Bank of America, Levi Strauss & Co.

Corporate Policies and Their Impact on Work-Family Relationships

- personnel development at the Exxon Chemical Company
- what companies do that affect families
- group discussions on internal and external influences on policy
- the corporate policy-making process
- internal and external influences on corporate human resource policies
- panel discussion regarding non-traditional lifestyles
- visioning: identifying changes or improvements to make corporate policies more supportive of families

DATES: October 22-24, 1986

SITE: Dallas, TX

HOSTS: AT&T, American Airlines

Gender Issues and Work-Family Relationships

- new tax reform law and its work-family implications
- discussion groups on perceptions of gender differences at the workplace
- the effect of gender issues on policy decisions: career advancement, pay equity, leave policies, sexual harassment
- corporations in transformation
- an undercurrent of change, differences in male/female roles

DATES: March 25-27, 1987

SITE: Chapel Hill, NC

Corporate Change: Implications for Work-Family Issues and Programs

- stages in corporate restructuring process
- socioeconomic and political forces driving organizational change
- implementing change in organizations
- discussion groups on personal and familial implications of change
- the aftermath of organizational change: how organizations and survivors cope
- the impact of corporate change on work-family programs
- identifying "safe" and "at-risk" work-family programs
- crisis communications for employees

DATES: October 19-20, 1987

SITE: New York, NY

HOST: Manufacturers Hanover Trust

Organizational Culture: Its Impact on Work-Family Issues and Programs

- the elements of societal culture: assumptive era, social agenda, neo-traditional values and new materialism
- managing change as a way to explore organizational and cultural change
- assessing the corporate culture: company case examples
- cultural change and the media: a panel discussion
- perceptions of corporate culture
- corporate culture and work-family issues: a top management view

DATES: April 11-13, 1988

SITE: Scottsdale, AZ

Dependent Care: Corporate Programs, Community Resources and Public Policy

- defining dependency and dependent care issues
- corporate responses to dependent care issues: company case examples + the 1960s, 1970s, 1980s
- the community response
- corporate views on family policy legislation
- mock hearing on legislative initiatives

DATES: October 24-26, 1988

SITE: Chicago, IL

Work-Family Issues and Traditional Benefit Plans

- the history of employee benefits: recent growth, the change in traditional benefit plans, demographics
- benefit plan changes influenced by work-family concerns
- family issues and the future of employee benefit legislation
- labor and management issues in family benefits
- family concerns regarding disability benefits
- flexible benefits
- definition of dependents

DATES: April 12-14, 1989

SITE: Denver, CO

HOST: US West

Work Force Flexibility

- the rationale for flexibility and the corporate response
- how flexible is your company? (a written exercise and discussion)
- international experiences with work force flexibility
- flexible schedules and work performance
- achieving equity in flexibility
- group discussions on implementing flexibility
- factors that affect the availability of flexibility
- discussion of the "Mommy Track"

DATES: October 4-6, 1989

SITE: Boston, MA

HOST: Polaroid Corporation

Marketing and Mainstreaming Work-Family Issues

- techniques for promoting ideas; stages and phases in changing attitudes
- how wide?, and how warm? is the work-family commitment in your company (a written exercise and discussion)
- barriers to getting senior management commitment
- panel interview identifying turning points, breakthroughs and plateaus by which awareness of and commitment to work-family programs evolved
- matching marketing strategies to corporate culture
- mainstreaming work-family issues: visions and reality
- creating linkages with other corporate objectives and concerns
- mission of the Council
- next steps for the field of work-family programs

DATES: April 2-4, 1990

SITE: San Francisco, CA

HOSTS: AT&T, Bank of America, Chevron USA,
Levi Strauss & Co., Wells Fargo Bank

Work and Family 2000

- round robin on new corporate initiatives
- brainstorming exercise to envision Work and Family 2000
- what is happening -- and what is going to happen -- to families?
- small group discussions on the business implications of "The Changing Family"
- what is affecting -- and will affect -- business structure and operation?
- trends in work and family as viewed from our own experiences
- making the connection; a systemic view of work-family issues
- strategic planning for the Council

DATES: October 22-24, 1990

SITE: New Brunswick, NJ

HOSTS: Johnson & Johnson and Merck & Co.

Work and Family 2000 (continued)

- the 1990s -- will it be a decade of balance?
- dysfunctional families: the cost to business
- forecast: employment trends and their work-family implications
- group discussions on social trends and their impact on work and family
- framing a study and action agenda for the Council
- strategic planning for the Council

DATES: April 3-5, 1991

SITE: Chaska, MN

HOST: IDS Financial Services

Repositioning the Council for Sustained Leadership and Influence in the 90s

- remembering the Council's past and envisioning its role in the future
- defining a new outreach mission for work-family initiatives and the Council
- exploring linkages with the Minneapolis/St. Paul human resources community
- review of "Outreach and Linkage" steps with other Conference Board councils
- progress reports from Council's Communications and Awards Committees
- discussion on the ethics of work and family -- a corporate responsibility?

DATES: October 28-30, 1991

SITE: Winston-Salem, NC

Establishing Leadership and Building Linkages

- confirm our mission as a Council in terms of leadership & outreach activities
- agree on key messages for business leaders about work and family
- clarify how the work-family field relates to other business functions
- select the measures that define quality in work-family activities
- develop a clearer vision of elder care as a work force issue and identify new directions for employer involvement in elder care
- meet and share perspectives with the North Carolina Work and Family Council

DATES: May 11-13, 1992

SITE: Toronto, Ontario, Canada

Breaking Through and Reaching Out

- gain a better understanding of the process for moving from policy development to grass roots implementation
- share perspectives between the U.S. and Canadian Work and Family Councils
- examine work-family issues in an international context, including factors that inhibit or promote work-family initiatives in different parts of the world
- plan future activities of the Council and lay the groundwork for a Spring 1993 Council meeting in Europe

DATES: October 28-30, 1992

SITE: San Antonio, TX

Work Force Diversity Initiatives and Work-Family Initiatives: Finding the Connections

- gain an overview of current workplace diversity initiatives in terms of objectives, best practices and trends
- define the connections and differences between work-family and diversity initiatives and to explore how they can be operationalized
- identify the implications of the diversity/work-family relationship for the activities and mission of the Council
- evaluate whether current work-family initiatives adequately encompass the diversity of family issues at the workplace
- continue discussion of ways that the Council can realize its goal of outreach and leadership in the business community



WORK AND FAMILY RESEARCH COUNCIL

Operating Policies and Procedures

I. Purpose and Objective

The primary purpose of the Work and Family Research Council is to provide, through a series of regularly scheduled meetings and organized discussions, a means to:

- A. Promote the collection, analysis and dissemination of useful information regarding the work and family relationship to corporations, government agencies, other organizations, and to the general public.
- B. Exchange relevant information and experiences on work and family issues useful to the professional development of the Council members.
- C. Inform Conference Board representatives of the primary research problems and concerns of the Council members and their organizations regarding work and family issues.
- D. Assist the Work and Family Center staff and other Conference Board research personnel, through the cooperative efforts of the members, in research investigations of professional interest to the Council members and their organizations.

Specific objectives of the Work and Family Research Council are described in the **Elements of a Mission Statement**, appended to these **Operating Procedures**. The objectives listed constitute a working document that members will consolidate and refine over time.

II. Council Membership

A. Size and Composition

1. The total membership of the Council shall be limited to no more than 40 persons.
2. Only one member from any one company (the term "company" includes all divisions and operating subsidiaries) or other organizations, may be represented on the Council. In the event that two organizations represented on the Council should merge, the Executive Committee will determine which representative from the merged organizations will retain membership on the Council. Exceptions to these conditions will be considered if operating units or merging companies maintain separate memberships in The Conference Board.

3. In order to assure a breadth of experience and expertise, and to reflect a multifaceted view of work and family concerns, members shall be drawn from broadly representative organizational, geographic, and (for companies) industrial lines, and shall also represent diverse areas of professional expertise (e.g., human resources, community affairs, planning, research, counseling, general management, public policy, etc.).
4. The Council, however, shall retain a primarily business focus. To that end, approximately two-thirds of the Council members shall be employees of business organizations, as qualified in Point 3 under Section B, "Eligibility Requirements." The remaining one-third of the membership may be representatives from educational institutions, government agencies, nonprofit associations, labor unions, and other appropriate organizations.

B. Eligibility Requirements and Conditions.

1. The member shall possess, and have demonstrated, considerable relevant knowledge and expertise on issues concerned with work and family relationships.
2. The individual must be willing and able to make regular contributions to the research efforts of the Council and The Conference Board.
3. Corporate members must be employees of Conference Board Associate companies in good standing.
4. Individuals shall not be considered for membership if, as employees or principals in their organizations, their primary job responsibilities are to: (a) perform Council-related consulting services to the business community; (b) market Council-related services to businesses; or, (c) write articles or produce programs for the print or electronic media. It is viewed that such individuals would have an unfair business advantage over other consultants, service providers and news professionals, and would tend to dilute the confidentiality of Council deliberations. An exception to these conditions is that Council alumni(ae) who are principals or employees of firms that perform Council-related services may rejoin if their firms become Conference Board members.
5. While a cross-section of organizations and responsibilities is sought, Council membership shall be considered a personal, not organizational, affiliation -- i.e., organizations may not automatically replace members who resign or retire.
6. Members are discouraged from participation in other Conference Board research councils.

C. Involuntary Termination of Membership

An individual's membership may be involuntarily terminated by any of the circumstances cited below:

1. The member changes job responsibilities or organizations, with the result that he or she no longer meets the eligibility criteria, as set forth in Section B preceding. When employment changes occur, the member's new qualifications will be reviewed by the Executive Committee.
2. A corporate member's employer terminates membership in The Conference Board.
3. The individual violates attendance requirements. (The continued participation of a member who misses either three consecutive meetings, or half or more of all meetings held within a two-year period, will be subject to a vote of the Executive Committee.)
4. The member or member organization fails to provide full and timely payment of the prorated share of meeting expenses, as qualified according to arrangements described under Council Activities, Section C: "Costs of Council Operations."

D. Nomination for Membership

The procedure for the nomination and election of new members, and the re-nomination and election of existing members, shall be as follows:

1. The Conference Board representatives to the Work and Family Research Council will gather nominations from all current members. These, along with the representatives' own nominations, will be provided to the Executive Committee for consideration and screening.
2. The Executive Committee will confirm the credentials, interest and experience of the nominees, and will present approved members at the next scheduled Council meeting.

III. Council Administration

It is the purpose and intent of the Council that it be self-governing and self-managing. The Conference Board role is that of providing technical support and facilitating the operation of the Council, and not that of administering the Council. The administrative function is primarily fulfilled by the Council's officers and the Executive Committee.

A. Officers and the Executive Committee

1. The Council's officers shall consist of two co-chairs and comprise the Executive Committee. The Conference Board representatives to the Work and Family Research Council shall participate in all Executive Committee deliberations.

2. The co-chairs shall carry out the policies and practices of the Council as directed by its membership. They shall preside over all Council meetings, sharing this responsibility when both are present. If neither co-chair is present, a designated member or The Conference Board representatives shall conduct the meeting.
3. The terms of the officers shall be for one year, but may be renewed in two successive years.
4. Duties of the Executive Committee:
 - a. To nominate and approve, on an annual basis, candidates for the Council. Co-chairs will also solicit nominees for officers and new members from the general membership.
 - b. To formulate and make changes in Council policy and procedure, as suggested and supported by the Council membership.
 - c. To appoint committees or other working groups, as needed, to perform on-going or special assignments deemed appropriate by the Council membership.

IV. Council Activities

A. Meeting Program and Format

Unless expressly designed otherwise, Council meetings will be held on an off-the-record basis, so as to assure open and free exchange of ideas. It shall be the responsibility of the Executive Committee with The Conference Board representatives to plan meeting agendas, recruit suitable speakers, and make all necessary arrangements for the presentation of these speeches or discussions.

B. Number and location of Meetings

1. The Council shall hold two meetings per year. It is anticipated that each meeting will take place during a two-day period, although members may elect to change the length of the meeting if the nature of the program or travel time to the meeting site warrants such change.
2. The approximate date for each meeting and its location shall be decided at the meeting prior to the meeting in question. The Executive Committee and The Conference Board representatives will endeavor to schedule meeting dates and sites one year in advance.
3. It shall be the responsibility of The Conference Board representatives, working in concert with the Executive Committee, to make the group meeting and meal arrangements for all Council meetings. In scheduling these accommodations a block of sleeping rooms will be reserved for the Council members' use, but it will be the responsibility of individual members to make their personal room reservations, and to settle such accounts individually.

C. Costs of Council Operations

1. All corporate and other full-paying members shall share, on a prorated basis, out-of-pocket costs for group meals, meeting room rentals, meeting materials and equipment costs, travel and lodging costs of two Conference Board representatives, and the authorized honoraria and expenses of guests invited by the Executive Committee.
2. To the extent possible, all noncorporate members shall also share in the prorated expenses of Council functions. The financial support for noncorporate members, whose organizations are unable to pay their expenses, must be assured in advance of their participation on the Council -- either through special funds designated for this purpose, or agreement of paying members to subsidize these costs. The extent of each noncorporate member's financial contribution will be determined at the time she or he is invited to join the Council.

V. Council Independence and Nonpartisanship

The Council is assisted and advised by The Conference Board, but is not to be considered a unit or operating part of The Conference Board organization. While actions and policies of the Council are solely its own responsibility, this charter does require that the Council not take any actions that have the effect of endorsing the policies or practices of any organizations, or of espousing any specific political or social goal.