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Successful Initiatives for Breaking the Glass Ceiling to Upward Mobility for Minorities and Women

United States Glass Ceiling Commission

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Comments

Glass Ceiling Report

Successful Initiatives for Breaking
The Glass Ceiling to Upward Mobility
For Minorities and Women

by the staff of Catalyst
250 Park Avenue South
New York, NY 10003-1459
(212) 777-8900

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EXECUTIVE SUMMARY

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The term the "glass ceiling" first came into use in 1986, when two *Wall Street Journal* reporters coined the phrase to describe the invisible barrier that blocks women from advancing to senior leadership positions in organizations. Since then, the metaphor of the glass ceiling has also come to be applied to the advancement of minorities.

This report examines statistics on the status of minorities and women in corporations, identifies barriers in the corporate culture and work environment that impede their development and advancement and, most importantly, profiles exemplary corporate initiatives for eliminating the glass ceiling.

Since 1986, considerable research on the progress of women in corporations has been undertaken, providing remarkably uniform findings about the causes of the glass ceiling. Only a small number of these studies focus on barriers that are specific to the advancement of women of color.

Research shows that gender and racial bias at senior levels of corporate management centers around informal culture, selection and recruitment practices, task assignment, performance evaluation and salary decisions. Monitoring for equal access and opportunity at the higher levels of corporations is usually not considered a corporate responsibility or part of planning for developmental programs and policies. Most corporations do not have mechanisms in place to monitor appraisal and total compensation systems that determine salary, bonuses, incentives and perquisites for employees. Critical developmental assignments may not be available to minorities and women, and there is a lack of record-keeping relating to their recruitment, retention, development experience and promotions.

Research documents the following identifiable barriers to women's advancement in corporations: stereotyping and preconceptions; managers' reluctance to risking with women in line positions; lack of careful career planning and planned job assignments; exclusion from informal channels of communication; and counterproductive behavior of male co-workers (Catalyst, 1990). Women of color experience many of the same barriers, but the impact of such barriers is more profound for them because their numbers in management are so small. Women of color frequently have few if any female role models or mentors in companies. This may result

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In feelings of isolation and the experience of less peer support. Women of color often encounter different gender-based stereotypes than those applied to Caucasian women along with stereotypes relating to their race/ethnicity.

Caucasian women have attained a critical mass in management, especially in service industries, whereas minority women have not. However, the representation of women in senior and executive management is relatively small compared to women's representation at other levels' Furthermore, women tend to be clustered in staff positions in companies -- potions that do not typically lead to senior leadership roles in organizations. The inability of minority and Caucasian women to move into line positions in companies -- the "glass wall" -- is a significant component of the glass ceiling.

While legislative and regularity efforts have been relatively effective in gaining access to employment for minorities and women, they have not been as successful in advancing minorities and women to senior and executive leadership positions in companies. Policies and programs to enhance the retention, development and advancement of women have largely resulted from the voluntary initiatives of corporations. Increasingly companies are recognizing the business case for retaining, developing and advancing minorities and women.

Catalyst's research shows that some corporations and professional firms are highly motivated to address the glass ceiling because of the considerable cost to them of turnover of talented women. Other companies are focusing on the retention and advancement of minorities because of the increasing diversity of their consumer base. However, the extent to which organizations are aware of the need to address the glass ceiling for minorities and women, have a developed business case for doing so, or are actually engaged in change-making, varies considerably by industry sector and other factors. More research is needed to broaden the business case for diversity and to identify the variety of costs to organizations of not addressing the glass ceiling for both minorities and women.

In order for real change to occur, corporate leaders must realize that time alone will not eliminate the organizational barriers to minorities' and women's advancement. Corporate leaders must: (1) have the will to act; (2) identify those dimensions of the corporate culture/environment that are barriers to retaining and advancing minorities and women; (3) develop and communicate throughout the organization the business case for retaining and advancing minorities and women; (4) implement initiatives to eliminate attitudinal, cultural and organizational barriers.

Research suggests that successful initiatives for addressing the glass ceiling include some combination of the following approaches: removal of cultural and environmental barriers to minorities' and women's advancement; early identification of high-potential minorities and women; leadership development programs that emphasize lateral moves and line experience and provide meaningful assignments as opposed to one-shot training events; and, flexibility in arranging work schedules and sites. In looking at corporate initiatives to address women's

development and advancement, Catalyst has found that it is useful to distinguish between the broad range of policies and programs that fall under the work/family category and initiatives that more specifically address women's development and upward mobility in organizations.

Catalyst's research suggests that corporate initiatives are most likely to succeed where (1) the CEO and senior line managers recognize and articulate the business case for advancing minorities and women and strategies for advancing minorities and women are embedded in the organization's strategic business plan; (2) research is undertaken to identify the specific barriers in the culture and working environment that impede minorities' and women's progress; (3) managers are held accountable for the development and advancement of minorities and women, results are measured and reviewed by executive leadership of the organization and incentives/rewards are tied to successful performance in this area; (4) training is implemented to address stereotypes and preconceptions about minorities' and women's abilities and suitability for careers in business and to equip managers to coach and develop minorities and women who report to them; (5) a system is implemented to identify and monitor the progress of high potential minorities and women and to ensure that they acquire a broad range of experience in core business areas so that they will be able to compete with men for leadership positions in the organization.

Exemplary initiatives that were examined for this research include: training (e.g., gender awareness, diversity, sexual harassment), mentoring, advisory and support groups and networks, accountability programs, succession planning, rotation/non-traditional employment programs, leadership development and upward mobility programs, flexible work arrangements and policies and programs to enable employees to balance work/family responsibilities. We found that in order to eliminate the glass ceiling for women, it is important for companies to go beyond initiatives that address work/family balance to those that address other structural barriers in the corporate culture and work environment.

Since diversity is increasing among employees in most organizations, an integrated, multiprogram or systemic approach to advancing minorities and women is more likely to succeed and have a lasting positive impact than isolated, one-shot programs or ad hoc approaches. Systemic approaches are also needed because biases against minorities and women are deeply embedded in corporate culture.

Corporations need to be alert to the dangers inherent in benchmarking against the programs of other companies without first identifying the barriers to minorities' and women's advancement that are specific to their culture and work environment. There are no "quick fixes." Many solutions are needed, only a few of which have been identified at this time. More support is needed for research on the glass ceiling, especially as it is experienced by men and women of color.

Case studies of exemplary corporate initiatives are presented throughout the report including U S WEST's *Women* of *Color Project;* Consolidated Edison's *Commitment to Women with Talent* and *Management Intern Programs;* Johnson & Johnson's *Balancing Work and Family*

Program; Pitney Bowes' *Mentoring Program;* Motorola's Succession *Planning With Clout;* Bank of Montreal's *Taskforce on the Advancement of Women;* Avon Products, Inc. *Managing Diversity Program;* E.I. du Pont de Nemours and Company's *Personal Safety and A Matter of Respect Programs;* and Dow Jones and Company's *Mentoring* Quads.

In conclusion, the report proposes these principal recommendations to the Glass Ceiling Commission:

1.   Improve statistical procedures for tracking the representation of minorities and women in management. Currently, the reporting categories used by the Bureau of Labor Statistics provide inadequate detail for monitoring the advancement of minorities and women.

2.   Continue to support the voluntary efforts of organizations to address the glass ceiling for minorities and women and advocate further research.

3.   Expand the purview of the Department of Labor's Glass Ceiling Audits to include representation of minorities and women in field sites and offices outside of corporate headquarters.

4.   Disseminate information, templates, benchmark data and other materials to enable organizations to carry out internal audits of the representation and status of minorities and women in their work force and to develop mechanisms whereby they can systematically monitor their progress in eliminating the glass ceiling independent of the Department of Labor Glass Ceiling Audits.

5.   Increase financial support for academic programs to increase the representation of minorities and women in non-traditional fields, such as science and engineering. Encourage corporate internship programs and other corporate-educational partnerships to expand the pool of minority and female candidates for non-traditional positions.

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INTRODUCTION

The term the "glass ceiling" first came into use in 1986, when two *Wall Street Journal* reporters coined the phrase to describe the invisible barrier that blocks women from the top jobs. (Hyrnowitz and Schellhardt, March 24, 1986). Since then, the metaphor of the glass ceiling has also come to be applied to the barriers to the advancement of both men and women of color.

In the article, which was part of a WSJ *Special Report on 7he Corporate Woman,* the authors described a corporate world where access to the top for women is blocked by corporate tradition and prejudice: "The executive suite seemed within their grasp but they just couldn't break through to the top." Among the reasons cited for the glass ceiling were: the belief that women are too easily diverted from their careers by family considerations; stereotypes about women's ability to function in the tough, competitive world of business; and a caste system that relegated women to roles that are peripheral to core business activity. The authors concluded, however, "the biggest obstacle women face is also the most intangible: Men at the top feel uncomfortable beside them."

Research on the Glass Ceiling in Business Organizations

Since 1986, considerable research on the progress of women in corporations has been undertaken, providing remarkably uniform findings about the causes of the glass ceiling. Far less research is available on the glass ceiling for men and women of color. In their ground-breaking study, Morrison, et al., identified a narrow business base, "aging out," discrimination, family conflicts and self-generated limits as causes of women's lack of advancement in business corporations (Morrison et al., 1987). In a follow-up study with Von Glinow, Morrison noted the paucity of research on minorities in management, citing contextual prejudices -- exclusionary mechanisms that subtly keep minorities and women on the outside in organizations (Morrison and Von Glinow, 1990). Rowe calls such contextual prejudices "micro-inequalities" and describes how they operate to shut out the "different person" and make him or her less effective (Rowe, 1990). In a 1988 study, Auster observed that sex bias at senior levels of corporate management is centered around: (1) informal culture; (2) selection and recruitment practices; (3) task assignment; (4) performance evaluation; and (5) salary decisions.

In a 1990 Catalyst survey, chief executive officers of the *Fortune 500/Service 500* companies identified the following barriers to women's advancement in corporations: stereotypes and preconceptions about women's abilities and suitability for careers in business; management aversion to taking risks with women in areas of line responsibility; lack of careful career planning and planned job assignments; exclusion from the informal network of communications; and counterproductive behavior of male colleagues. Stereotypes and preconceptions, the largest barrier most frequently cited, included: women are not as committed to their careers as men; women aren't tough enough; women don't want to work long or unusual hours; women are too emotional; women are not aggressive enough, or are too aggressive; women lack quantitative skills; women won't relocate; and, women have difficulty making decisions.

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In 1989, The U.S. Department of Labor began a multifaceted investigation into the glass ceiling in corporate America that combined compliance reviews of nine different corporations, an evaluation of independent research, and lengthy discussions with representatives from business, labor, women's and civil rights organizations. A 1991 report outlined findings from that research including: (1) minorities have plateaued at lower levels in corporations than have women; (2) monitoring for equal access and opportunity at the higher levels is usually not considered a corporate responsibility or part of planning for developmental programs and policies-, (3) most corporations do not have mechanisms in place to monitor appraisal and total compensation systems that determine salary, bonuses, incentives and perquisites for employees; (4) there is a lack of record-keeping relating to the recruitment, retention, development experiences and promotions of minorities and women; (5) recruitment is frequently carried out via word of mouth and employee recommendations; (6) critical developmental assignments such as membership on highly visible committees and task forces are not available to minorities and women; and (6) accountability for EEO did not reach to senior levels.

Women of color experience many of the same barriers that Caucasian women experience in corporations, but the impact of these barriers on minority women is more profound. Whereas Caucasian women have attained a critical mass in some organizations or functional areas within companies, women of color have not. Consequently, minority women frequently find themselves competing with minority men for a limited number of token positions available to people of color in their organization. Women of color frequently have few or even no role models or female mentors at senior levels in their company. This may result in feelings of isolation, and the experience of less peer support (Burlew and Johnson, 1992).

Like Caucasian women, women of color are impeded by stereotypes and preconceptions about their abilities and suitability for careers in business, but research suggests that even gender-specific stereotypes may be mediated by race/ethnicity. Gender-specific stereotypes applied to women of color are not necessarily the same as those applied to Caucasian women. In addition, women of color encounter stereotypes related to their race/ethnicity that are not experienced by white women: Stereotypes of Hispanic women describe them as strong, stoic, unselfish/self-sacrificing/supportive (Fraise-Blunt, 1991).- uneducated and unqualified (Flores, 1990); tied to family/community/husband's absolute authority, passive (Matches, 1992); overly emotional (Jimenez, 1991) and deficient in English language skills. Stereotypes of African-American women describe them as: incompetent (Bell, 1990); educationally deficient (Solomon, 1990); aggressive, militant, hostile, lazy (Bell, 1990); sly (King, 1988); and untrustworthy (Shields and Shields, 1993). The Hispanic community in the United States, however, is a heterogenous group comprised of Mexican-, Cuban-, Puerto Rican- and other Hispanic-Americans. Different stereotypes are applied to each of these communities.

Stereotypes of Asian-American females are quite different in that they include a number of qualities that most persons would consider "positive," along with some "negative" attributes. For example, Asian-American women are thought to be conscientious, industrious, scholarly, ingenious and highly skilled technically (Woo, 1989,- Southgate, 1992) but may also be

characterized as docile/compliant and content with the status quo (Woo. 1989). Asian-American women are also characterized as -unsuitable for management positions (Miller, 1992); lacking interpersonal skills, inflexible and lacking in political savvy (Southgate, 1992).

Research on the Glass Ceiling in the Professions and Government

Research on the advancement of minorities and women in the professions and government points to many of the same glass ceiling phenomena cited in business, but also includes some unique issues. Wilson observed the exclusion of women of color from significant involvement in academic administration and stated the need to increase the number of women of color in the degree pipeline (Wilson, 1989). Graves noted the lack of mobility for minority women of multiple group membership (i.e., gender and race/ethnicity), the failure to recruit and focus on female African-American faculty, and especially the failure to nurture junior African-American faculty (Graves, 1990). Vetter observed the dearth of people of color among professionals in science and technology, calling for special attention to recruitment and retention (Vetter, 1991).

Looking at the lack of progress for minorities in the legal profession, The Committee to Enhance Professional Opportunities for Minorities outlined factors that stagnate the development and advancement of women and men of color. In a 1993 study, Africa, citing work/family and other glass ceiling issues, found that women enter private law practice at the same rate as men, but within five years, half of these women are gone. Friedler observed "hidden barriers" to the retention and advancement of minority women in law, and recommended that firms establish formal policies regarding criteria for partnership, parental leave, sexual harassment and flexible work arrangements. In an earlier study, Wald attributed the glass ceiling for minorities and women in law to gender bias in teaching methods in law schools as well as to biases operating in private practices and courtrooms.

Several studies suggest that women have also encountered barriers to advancement in government jobs. In a 1992 study the U.S. Merit Systems Protection Board confirmed the existence of the glass ceiling for women in federal government. The report found that women are promoted at a lower rate than men from entry level to senior positions. Citing stereotyping of women as a major barrier, the report concluded that, if current trends continue, by the year 2017 women will represent less than one-third of senior executives. In a recent study of the U.S. Postal Service, Robinson described extrinsic barriers to women's advancement included the "old boy's network" and scarcity of female role models, but also noted intrinsic barriers for women, such as work/family conflicts. The Women's Bureau reports that the largest proportion of black women in management is in government service-, therefore it is critical that more research focus on the glass ceiling for minorities in this sector.

While most researchers are in agreement that the barriers to minorities' and women's advancement are still firmly entrenched in the culture and work environments of business, professional organizations and government agencies, a small number of studies. have argued that the glass ceiling is crumbling or, in the case of one study, a myth (Kom/Ferry International, UCLA Anderson Graduate School of Business, 1993; Adler and Yates, 1993). We would argue that the Civil Rights Act of 1991 and landmark events such as the 1991 confirmation hearings for Supreme Court Justice Clarence Thomas as well as the passage of the federal Family and Medical Leave Act have all served to heighten the public's and corporate decision-makers' awareness of the glass ceiling but have not produced significant results in the representation of minorities and women in leadership roles in employing organizations.

Statistics on Women in the Workplace

We know that many companies are now heavily dependent on women's contribution in both nonexempt and lower- to mid-level management positions. Furthermore, in the coming decade minorities and immigrants, along with women, will represent the majority of new entrants into the work force.

In 1991, when Catalyst surveyed the *Fortune 500IService 500* companies, over one-third reported that women constituted from one-half to three-fourths of their nonexempt employees. Another one-fourth of responding companies reported that over *75* percent of their nonexempt employees were women.

Women's representation in entry- and middle-management positions has also increased substantially. In the same survey, 42 percent of companies reported that women constitute fully one-fourth to one-half of their professional employees; a smaller but notable percentage of companies (25 percent) reported that from one-fourth to one-half of their managers were women (Catalyst, 1991a).

According to the Bureau of Labor Statistics *Current Population Survey* (1992, unpublished) 3 *7. 1 % of* executive, administrative and managerial positions are held by Caucasian women compared to just 3% held by black women and 1.9% held by Hispanic women. Progress for women of color has been incredible slow: In 1988, 2.9% of black women and 1.6% of Hispanic women were employed as managers (Women's Bureau, 1988).

While women, the majority of whom are Caucasian, have begun to enter the management pipeline in greater numbers, their representation in senior positions has increased little over the 25 years since women began to enter management in U.S. companies. Most studies show that, today, less than five percent of senior managers in U.S. companies are women: Kom/Ferry International and UCLA Anderson Graduate School of Management (1990) found that between the years 1979 and 1989, there was only a slight increase in the representation of minorities and women in the top executive positions of the 1,000 largest U.S. corporations. Minorities and women held less than five percent of top managerial positions in 1989, up from less than three

percent in 1979. The U.S. Department of Labor (1991) analyzed data from a random sample of 94 reviews of corporate headquarters of *Fortune 500/Sei-vice 5*00companies between 1989 and 1991. Those data indicated that of 147,179 employees of those 94 companies, women represented 37 percent of employees and 16.9 percent of all levels of management, but only six percent of executive-level leadership.

Research indicates that women are moving into senior management in some industries more rapidly than they are in others. Currently, the largest percentage of management women (including senior management) is found in the financial services industry (Catalyst, 1991a; Department of Labor 1991). Even within financial services, however, women's representation in senior management varies by sub-sectors: more women are found in senior management in insurance companies than in banking (Catalyst, 1991a). Solomon (1990) notes four industries that are comparatively "good to blacks" using glass ceiling experiences of black managers as the criteria. The industries include: beverage, fast food, high tech (also reputed by some researchers to be good for women), and automotive. In the same study, the author states that companies that rely on patronage of black consumers are more sensitive to having blacks in positions of visibility. Shields and Shields (1993) note that the largest number of black women in management are in government service. They found that black women perceived that they faced the most obstacles to career success in legal, banking or commercial real estate firms.

Research also shows that women are still concentrated in traditionally "female" functional areas of companies -- staff positions such as human resources, corporate communications, community and governmental relations and on the staff side of marketing and finance (Catalyst, 1991; U.S. Department of Labor, 1991).

From 1991-93, Catalyst conducted individual assessments of the environment for women and career development opportunities in more than a dozen major U.S. corporations and professional firms. The research, carried out at the request of these organizations, shows that women are becoming discouraged by the barriers found in corporate cultures and environments that continue to block their advancement.

This finding is consistent with that of other studies. For example, a *Business Week* (June 8, 1992) survey of 400 female managers in U.S. corporations found that almost half of the respondents believe that large companies have done "somewhat better" over the last five years in hiring and promoting female executives, but more than half reported that they believe the rate of progress has slowed down. Seventy percent of respondents to the same survey also reported that the male-dominated corporate culture was an obstacle to their success, up from 60 percent of women responding to a similar *Business Week* survey in 1990.

Within corporations, there is also growing awareness and concern about the turnover of valued female talent, especially in service organizations and professional firms where the largest concentrations of female professionals and managers are found.

Employers are beginning to recognize the high cost of turnover of seasoned employees, reported in one recent study (Families and Work Institute, 1993) to average 150 percent of the annual salary of a manager or professional and 75 percent of the annual. salary of a lower-level employee; another study reported the cost of turnover to be 193 percent of an annual salary (Galinsky, 1993). Companies are interested in knowing how they can retain valued female employees in order to leverage the investment they have made in their recruitment and training and to reduce the high turnover costs they are experiencing. They want to know what they can do about the glass ceiling.

The Role of Affirmative Action Legislation

In the U.S., the focus of affirmative action legislation and enforcement agencies has primarily been on the recruitment of minorities and women. There is no question that AA/EEO has provided, and will continue to provide, greater access to employment opportunities for minorities and women. Beyond federal legislation, specific industries in the United States are also subject to review by regulatory agencies in the communities in which they operate: for example, the banking industry's employment of minorities and women has, in part, been motivated by the enactment of The Community Reinvestment Act, and the representation of minorities and women in public utilities is reviewed by state and municipal commissions that approve rate increases and review bids for contracts.

While such legislative and regulatory efforts have been relatively effective in gaining access to employment for minorities and women, they have not been as successful in advancing minorities and women to positions of significant leadership in business organizations. Historically, a corporation could be in compliance with federal, state and local guidelines while promoting a very small number of women to senior management positions. Partly to blame is a national reporting system that makes it all but impossible to monitor the progress of minorities and women in management. For example, the U.S. Bureau of Labor Statistics reporting category "Executive, Administrative and Managerial" groups such diverse management tiers as administrative assistant and chief executive officer.

Whether or not it is theoretically possible to mandate and monitor equal advancement of minorities and women to the extent that it has been possible to mandate equal access, the reality is that there has not been the political will to do so in the United States. Furthermore, most diversity experts would agree with Thomas (1993) that we need to develop new diversity strategies to address the complex web of issues faced by employers today -- e.g., functional conflicts, acquisitions /mergers, multiple lines of business, managing change, work,/family issues, globalize, total quality, and work force demographics -- rather than thinking of diversity as the next generation of affirmative action.

Business Motivations for Voluntary Efforts by Corporations to Eliminate the Glass Ceiling

To date, policies and programs to enhance the retention, development and advancement of women have largely resulted from the voluntary initiatives of employing organizations.

For corporations and professional firms, the organizations that Catalyst has studied most extensively, this requires a paradigm shift. It requires moving from mandated approaches (motivated by a need to be in compliance with regulatory agencies) to approaches that involve building the business case for diversity (motivated by demographics and by corporate-driven business strategies and bottom-line concerns).

The question that follows is, Why should business organizations be so motivated? The answer is because, increasingly, American corporations' very survival depends on their ability to attract the most talented human resources. Women currently represent 45 percent of the work force. In the future, women will constitute an even larger percentage of the net pool of new entrants to the work force.

Unprecedented numbers of women in the U.S. have prepared themselves for careers in business. Today, over half of the Bachelor's and Master's degrees awarded go to women. In 1990, women were awarded close to half of the undergraduate degrees in business and management, in accounting and in mathematics. (U.S. Department of Education, 1993) Hispanic and black women 25 years of age and older are significantly less likely than Caucasian women to be college graduates: 11.9% of black women and 8.3% of Hispanic women are college graduates compared to 18.3 of Caucasian women. In contrast, five of the seven largest subgroups of Asian- and Pacific Islander-American women (Filipino, Asian Indian, Chinese, Japanese and Korean) have levels of educational levels above those of Caucasian women in the United States.

Furthermore, more women than ever before are committed to careers rather than the intermittent work force participation of an earlier generation of women. This is evidenced by the following facts: (1) Women are working later into pregnancy (U.S. Bureau of Census, 1990); (2) Women are returning to work faster after childbirth (U.S. Bureau of the Census, 1990); (3) Seventy-five percent of new mothers have returned to the labor force by the time their children are two years old (Rand Corporation, 1989); (4) Statistics show that the labor force participation of women with preschool children has more than quadrupled form 1950 to 1990 in the United States (Bureau of Labor Statistics, 1991).

Work .force 2000 (Hudson Institute, 1987) make the case that increasingly, employers will be motivated to retain, develop and promote minorities and women, not because it is the right thing to do, but because it is the only thing they can do to remain competitive; to ignore the retention and advancement of minorities and women threatens their very survival. In the short run, they will experience unacceptable rates of turnover of valued employees in whose

recruitment and training they have invested; in the long run, they will lose their ability to compete in a job market where minorities and women will constitute the largest percentage of human capital.

Catalyst's research (I 990a) shows that many companies are highly motivated to increase the representation of women in positions of leadership. And they are motivated by business needs, rather than EEO requirements or social responsibility: 78 percent of *Fortune 5001Service 500* CEOs cited "the increased presence of talented women" as a motivation to increase women's representation and 62 percent cited the "need to use the most talented human resources." Findings from this survey also show that corporate leaders are aware of the glass ceiling: 79 percent of responding CEOs agreed that there are identifiable barriers to women's advancement in U.S. corporations; more importantly, CEOs overwhelmingly agree that "it is the company's responsibility to change to help meet the needs of management women."

Catalyst's research also suggests that the extent to which organizations are aware of the need to address the glass ceiling for minorities and women, are motivated to do so, or are actually engaged in change-making, varies considerably by industry sector and other factors. Furthermore, we know that companies have different motivations for addressing the advancement of minorities than for addressing the advancement of women. For example, recently Catalyst has worked with a number of corporations and firms in the financial services sector. Financial services organizations have experienced a large influx of women into their professional ranks due to the increased number of women graduating from MBA programs in the past decade.

Finns invest heavily in recruitment and training of entry-level professionals. Today, half or more of their incoming classes are women. So, the disproportionate turnover of high-potential female professionals at these firms is very costly. In the short run, it has a significant impact on productivity, hence profitability. In the long run, it reduces the talent pool from which the leadership of the firm will be drawn.

Because Caucasian female professionals are present in large numbers in financial services organizations, companies are motivated to address conditions in the corporate culture and work environment that cause high-performing women to leave. The costs to the organization of not doing so are exceedingly clear, as opposed to the costs, for instance, associated with turnover for men and women of color. Since these organizations have a much lower representation of men and women of color within their employee population, the financial implications of turnover are not as compelling in motivating them to address the glass ceiling for minorities. Companies that rely on patronage of African-American consumers, on the other hand, have been shown to be highly motivated to increase the representation of African-Americans in highly visible leadership roles in their organizations. Globalization of the U.S. economy and the increasing diversity of the consumer base in the U.S. will motivate companies to cultivate diversity in their management ranks. However, more research is needed to broaden the business case for diversity and identify the variety of costs to organizations of not addressing the glass ceiling.

In order to improve the chances of successfully promoting minorities and women, business organizations need to understand the "glass ceiling" as a series of events in the careers Of managers and professionals -- negative events that deny managers and professionals who are "different" opportunities to develop and advance in their careers -- rather than a fixed point beyond which advancement is impossible. Although the "glass ceiling" has largely been viewed as a gender-based phenomenon, corporations need to identify glass ceilings that affect other employee groups such as minority men.

In turn, organizations need to identify, in a deliberate and systematic fashion, the specific barriers and biases in their culture and work environment and develop systematic approaches to eliminating them. These barriers include:

- stereotyping and preconceptions about minorities' and women's abilities and suitability for leadership positions in business

- lack of careful planning and planned job assignments;

- exclusion from informal networks of communication;

- managers' aversion to placing minorities and women in positions of line responsibility (i.e., positions that generate revenue);

- absence of effective management training, and failure to hold managers accountable for developing and advancing female employees-,

- absence of succession planning. or succession planning processes that fail to look beyond the top 100-200 managers to identify and monitor the progress of high-potential minorities and women;

- inadequate appraisal and compensation systems, leading to inequities in salaries, bonuses, incentives and perquisites;

- failure to collect data and track the progress of minorities and women and minorities against that of white male coworkers;

- inflexibility in defining work schedules and work sites;

- absence of programs to enable employees to balance work/family responsibilities.

Time alone will not eliminate these barriers. Unlike the relentless drive of technology and other inevitabilities historically experienced by business organizations, eliminating barriers to the advancement of women is not something that is destined to happen. In order for real change to occur corporate leaders must: (1) have the will to act; (2) identify those dimensions

of the corporate culture/environment that are barriers to retaining and advancing minorities and women; (3) <u>develop and communicate</u> throughout the organization the business case for retaining and advancing minorities and women; (4) <u>implement</u> initiatives to eliminate these attitudinal, cultural and organizational biases.

CORPORATE INITIATIVES

For a number of years, Catalyst has been conducting research on corporate initiatives that address the retention, development and advancement of women. Research has involved surveys, in-depth interviews and site visits to major corporations and professional firms. In addition, each year Catalyst invites the *Fortune 500/Service 500* corporations, the largest private companies and the largest professional firms to identify initiatives for consideration for The Catalyst Award. The nomination review process and site visits to finalist companies and firms has provided a rich opportunity to learn about what works, and conversely, what doesn't work, in devising and implementing strategies to retain and advance female employees.

Our research indicates that companies are at very different stages in their awareness of and motivations for addressing the glass ceiling for minorities and women. In the past few years the recession has tended to distract employers from a focus on a future where there will be a shortage of qualified candidates in the labor force. Many corporate executives talk about the impending demographic realities but have not really internalized the *Workforce 2000* scenario. A relatively small number have actually been motivated to act on the diversity imperative.

These companies have pioneered initiatives to address the glass ceiling for minorities and women. They have adopted a variety of approaches. Over time we have observed a trend whereby many of these companies have moved from using specific programs to address special needs of targeted groups within the larger employee population (e.g., U S WEST's Women of Color program) to more comprehensive and systemic approaches to "managing" or "valuing" diversity. There seem to be several reasons for this. First of all, companies are concerned about being accused of selective treatment. Secondly, programs targeted at one group may contribute to stereotypes that members of the targeted group are inadequate or unqualified and contribute to charges of tokenism. Finally, companies recognize that implementing succession planning, accountability, leadership development strategies and other initiatives for addressing the glass ceiling makes sense in terms of improving their human resources management overall.

By emphasizing common needs among all employees for constructive performance appraisal, frequent feedback, coaching and mentoring, companies will improve the work environment for all employees. For example, by focusing on the common need among employees to balance their work/family or work/life responsibilities, companies help to break down stereotypes of women as overly committed to family while encouraging men to increase their commitment in this area of their lives. In some cases, then, focusing on commonalities among employees can promote diversity. The danger in this approach is in ignoring differences, either real or perceived, that affect "different" employees' opportunities for development and

advancement in the organization. It would be a mistake, for example, to conclude that, by implementing a comprehensive diversity strategy, an organization need no longer monitor the development and advancement of specific groups within the employee population. The assumption that "a rising tide lifts all ships" must be validated.

Generally speaking, Catalyst's research (I 990b) indicates that corporate cultures/environments that represent greater opportunities for minorities' and women's development and advancement are those in which:

- performance-based contributions are emphasized over face-time, seniority, or information gained through exclusive networks in evaluating success and granting promotions;

- diversity is valued in recruiting and developing employees, because valuing diversity addresses the demographic trends that indicate increasing shortages of white men in the work force and provides the opportunity for innovation and creativity;

- work and working relationships are organized horizontally as well as vertically and opportunities for lateral mobility are available and supported;

- open communication is the norm; criteria for success are shared with employees;

- feedback on performance and information needed for career planning is available and accessible;

- critical information is formally communicated to employees;

- innovation, as well as tradition, is valued;

- flexibility is emphasized in scheduling work and in designating work sites.

Work/Family Initiatives

Among the work/family initiatives that have been implemented by corporations and, to a more limited extent, other organizations, are parental leave, family care leave, sick leave for dependent care, adoption assistance, flexible spending accounts, domestic partner benefits, child care centers, family day care networks, emergency child care, pre-school programs, after-school programs, training and support groups, dependent care resource and referral, relocation assistance and elder care programs.

implementation of work/family programs is often the first step in a company's development of programs to recruit, retain, develop and advance women. Such programs are fundamental to women's upward mobility, since research shows that 70 percent of the women in the U.S. labor force are in their prime childbearing years (U.S. Bureau of Labor Statistics, 1990a).

The impact of work/family programs on measurable phenomenon such as absenteeism and tardiness and retention is clear. A 1990 study showed that 35 percent of mothers with children under 12 years old had a sick child in the last month; 51 percent of them missed work to care for their sick child (The Urban Institute, 1990). A *Fortune* magazine study (1987) reported that 25 percent of employees with children under 12 years old experienced child care breakdowns two to five times in a three-month period. Breakdowns were linked to higher absenteeism and tardiness as well as lower concentration on the job and less marital and parental satisfaction. Aetna increased its retention rate for women from 77 percent to 88 percent when it instituted a six-month leave with flexible return-to-work possibilities. Based on a cost-of-turnover study (Galinsky, 1993) that found employee replacement costs 193 percent of annual salary, Aetna estimates its savings to be $1 million per year.

The positive impact of work/family programs on less easily measured behaviors such as productivity, morale and loyalty has also been suggested by responses to opinion surveys: Six studies have found lower absenteeism and improved productivity to be the most important benefits reported by employees who were surveyed (The Conference Board, 1991). Eight studies of manager perceptions of the impact of child care assistance found the major benefits were better morale and lower absenteeism (The Conference Board, 1991). A large study that examined corporate responses to maternity found pregnant employees who worked for more family responsive companies were more satisfied with their jobs, felt sick less often, missed less work-, spent more uncompensated time working, worked later in their pregnancies and were more likely to return to their jobs (National Council of Jewish Women, 1987, 1993).

Case Study - Johnson & Johnson: Balancing Work and Family Program

In 1989, Johnson and 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 market. The company is highly decentralized, with 168 separate companies worldwide.

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 -- In 1993, there were three on-site centers, with a fourth planned to open in the near future.

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 leave 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 useful 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.

According to the company's reports, these initiatives were designed in large part to address the changing composition of their work force -- the increasing numbers of women, two-career families, single parents and the children of elderly parents.

Johnson & Johnson 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: family-friendly programs will help the company attract and retain the top-quality employees needed to remain competitive in its industry.

To underscore its commitment to family, the company in 1989 altered the 50-year-old Company Credo for one of the few times in its history to include this additional responsibility: "We must be mindful of ways to help our employees fulfill their family responsibilities."

In 1991, Johnson & Johnson was rated as having the most family-friendly programs and policies among the *Fortune 500IService 500* companies by the Families and Work Institute in its publication, *The Corporate Reference Guide to Work-Family Programs.* This assessment was made using a quantitative method for assessing the quality of work-family programs.

Johnson & Johnson has also evaluated the impact of its work/family programs through use of an employee survey administered shortly after the programs began in 1990 and again in 1992. Among other findings, the survey showed that between 1990 and 1992, supervisors became significantly more supportive of employees when work/family problems arose and supervisors were also seen as more supportive of the use of flexible time and leave policies.

Employee reports indicated that the negative spill-over from work to family decreased in the same time period. Contrary to the predictions of proponents of the programs, there was no impact on absenteeism or tardiness (Families and Work Institute, 1993).

More quantitative studies are needed to demonstrate the benefits of work/family programs to employers and employees. Early studies seem to suggest that there may be a cost to employers of not providing work-family assistance, whether it be the measurable cost of turnover, the more intangible costs of lower productivity of distracted employees who are worried about their children, or the opportunity costs for a company that cannot compete with so-called "family-friendly" competitors in recruiting female talent.

Research shows that employees' and managers' assumptions frequently differ with regard to the expected outcomes of providing work-family assistance. A 1990 study of flexible work arrangements showed, for example, that managers were reluctant to offer greater flexibility for fear that employee demand would escalate. In reality, few employees are interested in or can afford to work on a part-time basis. More quantitative research would enable employers to test assumptions against measurable and behavioral results (Mattis, 1990).

While work/family programs are fundamental first steps for companies that are concerned about the recruitment, retention, development and advancement of women, they are not sufficient to guarantee women's career progression, nor are they universally applicable: women with children do not all have the same level of need for corporate-sponsored work/family benefits, nor do women who never have children.

In looking at corporate initiatives to address women's recruitment, retention, development and advancement, Catalyst has found that it is useful to distinguish between the broad range of policies and programs that fall under the work/family category (in some companies referred to as work/life programs) and initiatives that more specifically address women's development and upward mobility in organizations.

A review of corporate human resources policies and programs undertaken by Catalyst shows that concern for helping employees balance their work and family responsibilities does not necessarily lead to an increased attentiveness to other factors that affect women's advancement. Therefore, it is important for companies to go beyond initiatives that address work/family balance to those that address other structural barriers in the corporate culture and work environment.

Corporate Initiatives that Promote Minorities' and Women's Upward Mobility

A considerable amount of literature now exists that discusses the need for employers to actively address the glass ceiling through a variety of organizational strategies to identify high-potential minorities and Women, provide planned developmental assignments, and systematically track their progression through various functional areas and levels of management. Woody (1990) concluded that corporations must first demonstrate a commitment that overrules subjective and discretionary behavior, and second, must ensure that minorities and women are guaranteed the opportunity to acquire the "critically needed range of experience in the corporate enterprise."

Auster (1988) recommends support for professional women's networks, gender awareness programs, monitoring of career paths, development of clear job descriptions and measurable, objective performance goals, subordinate evaluation, an appeals process, publicizing career path information and monitoring recruitment, placement, promotion and salary decisions. Some researchers have focused on the need for fundamental changes in a corporation's value systems and Culture, including increasing flexibility, individualizing approaches to development, inclusion and empowerment of minorities and women, support for personal and professional needs of employees and rewarding performance, the need to redefine success and to offer a broader range of career paths and the need to match human resources practices with new career values (Jamieson, 1991; Hall, 1990).

Cauldron (1992) in examining US WEST's pluralism effort, highlights the need for measurement and for holding corporate officers accountable for the success of initiatives.

Several researchers have focused on the merits of succession planning processes in addressing the glass ceiling (Buttimer, 1989; McElwain, 1991; Sutter, 1991). Several studies documenting the impact of sexual harassment on women's career advancement raise the need for corporations to address this fundamental glass ceiling issue: A 1991 study found that women are nine times more likely than men to quit a job because of sexual harassment, five times more likely to transfer and three times more likely to lose a job (National Council for Research on Women); Bell's (1990) research focuses on the special concerns of African-American women in this regard.

Research suggests that high-potential programs, often linked to succession planning efforts of corporations, play an important role in early identification of talented, high-performing minorities and women. Beyond early identification, a chief benefit of such programs is that the development of high-potential employees is carefully monitored. Among other things, they benefit from planned job assignments that provide a broad range of experiences needed to advance within their organization. In Catalyst's 1990 survey of *Fortune 500 / Service* 500 companies, close to two-thirds of responding companies reported that women represented more than 25 percent of their professional employees, while only 40 percent reported that women, represent 25 percent or more of employees designated as high-potential. (Catalyst, 1990).

In a 1990 research report, Van Elsor and Hughes looked at gender differences in the development of managers. ' In the course of the research, they identified three arenas for development -- assignments, hardship and other people. Managers who were studied described six main types of assignments: first supervisory job, managing a larger scope, line-to-staff switches, project/task force assignments, turning a business around and starting a business from scratch. Women reported significantly fewer turnaround and start-from-scratch assignments. Furthermore, the nature and scope of some of the women's other assignments were more limited than the men's and their assignment progression was often less orderly. Women were also much more likely to report learning from hardships (career setback, changing jobs, personal trauma, employee performance problems and business mistakes) and learning from other people. Among other findings, the authors concluded that "women's opportunity for learning from a diversity of assignments was limited . even though they learned a great deal from their organizational experiences." The authors leave open the question of whether or not women employ a different set of learning strategies or make sense of their experiences In ways that are qualitatively different from men. However, their conclusion, that a general tendency to neglect executive development combined with gender stereotypes creates an environment in corporations in which women have less opportunity for development on the job, is consistent with findings of a number of other studies.

Catalyst's 1990 survey, which focused on the status of women in corporate management, shows that addressing development issues for high -performing women has not been a corporate priority. Furthermore, companies' reported strategies for developing female managers are almost the opposite of those they report for high-potential employees generally, i.e., succession planning, mentors, coaching, line experience and rotations.

That research, along with studies carried out by governmental agencies, academics, consulting firms and other research organizations shows "glass ceiling" initiatives should include some combination of the following approaches:

- removal of cultural and environment barriers to minorities' and women's advancement;

- early identification of high-potential minorities and women; often, this requires looking further down into the ranks of management to identify

- minorities and women who tend to plateau at lower levels in the organization;

- leadership development programs that emphasize lateral moves and line experience and provide meaningful developmental assignments as opposed to one-shot training events;

- flexibility in arranging work schedules and sites.

Exemplary initiatives that were examined for this research include implementation of policies, programs or practices that encompass:

- Training (e.g., gender awareness, diversity, sexual harassment)
- Mentoring
- Women's Advisory and Support Groups
- Accountability Programs
- Succession Planning
- Rotation / Non-Traditional Employment Programs
- Leadership Development and Upward Mobility Programs
- Flexible Work Arrangements
- Work/Family Policies and Programs

Training Versus Development

In a 1990 study, Woody examined the hypothesis that staffing, particularly at the top levels of corporations, rarely involves explicit policy or systematic programs or strategies. Most companies studied had given little thought or attention to the dilemma of women's failure to achieve appropriate representation in senior management. In fact, nearly half of the companies had no formal programs in this regard. Companies that had formal programs most frequently cited general training and grooming activities, similar to Catalyst's survey findings.

Companies frequently approach their lack of success in retaining and promoting minorities and women by providing them with additional training, in some cases creating special training courses designed to address what are perceived to be unique developmental needs of minorities or women. Diversity researchers recommend against approaches that isolate minorities and women for special training (Thomas, David A. 1990). Training is important at various stages in a manager's progression from a first-line supervisor to an executive. However, training -- short-range, specific learning experiences -- is not a substitute for development, which is long-range and broad-based. Furthermore, pursuing a singular focus on training as a strategy for promoting minorities and women implies that the barriers to advancement are internal to the individual. Employers who adopt such a strategy may ignore the need to identify and address organizational barriers to the advancement of minorities and women. Furthermore, as noted above, providing special training for minorities and women may reinforce stereotypes and perceptions of tokenism. The general consensus among researchers whose work was examined for this report is that organizations need to approach the glass ceiling as a long-range development issue that incorporates training, but is not limited to training.

Attitude Versus Behavioral Change

Many companies attempt to address the glass ceiling for minorities and women through diversity training. These companies believe that changing individual managers' attitudes about minorities and women will lead to elimination of the glass ceiling in their organization. Breaking down stereotypes about people who are "different" is not an easy thing to do; indeed it will take decades to witness fundamental change in this regard. It is possible, however, to change people's behavior. Managers need specific information about how to manage (i.e., recruit, train, coach, develop, advance) the people they supervise. When organizations have identified the organizational strategies that are needed to develop and advance minorities and women, they need to translate those strategies into specific management behaviors, to communicate the value to the organization of those behaviors and to measure managers' effectiveness in these areas.

It has been suggested that changing a culture is analogous to behavior modification -- it happens by changing organizational behaviors one by one. This involves analyzing where meetings are held and who attends, rituals, communications, business forms, office arrangements, and so on.

Programs Versus Process

The recent involvement of American companies with total quality management has led to an increased use of benchmarking by companies to measure their performance against that of industry peers. So it is not surprising that some companies are turning to benchmarking in the area of human resources management, seeking solutions from companies that have been more successful in retaining and promoting women.

The fact that companies are beginning to benchmark against the human resources practices other companies use to enhance their recruitment, retention and advancement of minorities and women suggests that business is looking seriously at issues related to the under-representation and under-utilization of people of color and women in the ranks of corporate managers and professionals.

The greatest motivation for corporations to eliminate the glass ceiling for minorities and women will come through observing the successful business outcomes experienced by industry leaders who recognized early on the importance of retaining and promoting valued female talent. For this reason, it is important to identify and profile exemplary efforts by U.S. companies to dismantle the glass ceiling for women. The remaining pages of this section will be devoted to describing several such initiatives.

Leadership and Career Development

Leadership and career development are essential to the removal of cultural and environmental barriers to minorities' and women's advancement. Training programs are typically short term and highly specific, whereas development programs meet long-term goals. In some organizations, the career path to senior management takes 15 to 20 years, so development plans are needed in addition to training opportunities at various points in an employee's development.

First, organizations need to identify the key experiences that prepare employees for leadership, reflecting the values and systems within their particular culture. Some basic elements identified by the Center for Creative Leadership (Van Velsor and Hughes, 1990) are: 1) learning to direct and motivate subordinates, 2) developing skills to obtain lateral cooperation, 3) learning how to develop independence, and 4) finding alternative ways to frame and solve problems. William Fitzgerald, manager at Hewlett Packard, stresses the importance of a "performance plan." He includes in this plan clearly stated objectives to be accomplished by a specific review date, a determination of how performance will be measured and learning activities that are necessary for successful performance. Fitzgerald suggests that this plan be used in conjunction with a development plan that stresses long term goal identification (William Fitzgerald, 1992). Catalyst research has identified the importance of exposure to senior leadership as a key experience, and Julie Fenwick-Macgrath (Fenwick-Macgrath, 1988) a consultant, recommends a central role for line management in conjunction with human resources in leadership development.

Secondly, a strategic development plan needs to cover the career development elements unique to the particular company culture. In most organizations, this would include: rotational job assignments, including line experience; exposure to senior leadership through rotations and presentations; clearly established, objective criteria; thorough communication about the criteria; and widely distributed, specific terms of eligibility. In addition, mentoring has proved to be extremely helpful in both facilitating and monitoring progress.

Any kind of special training or development raises a concern about the potential for backlash. While concerns about backlash exist, research has demonstrated that the kind of favoritism that could be attributed to special training experiences is not cited by coworkers who observe that recipients of training demonstrate highly developed skills. Recipients of well-planned training efforts offer special insight into core business practices and should have exemplary project and personnel management skills. However, trainees can be coached on how to successfully manage backlash, should it occur. Successful integration of a "graduate" of an advanced development program can offer other department managers the expansion of their own employee networks. If the program has successfully established a relationship to senior management, this network can improve departmental visibility.

Case Study - U S WEST: Women of Color Project

U S VVEST is a diversified, global communications company that provides communications services and data solutions in western and midwestern states. In 1988, U S WEST implemented its Women of Color Project to remedy inequities in the career opportunities for non-Caucasian women. The program was a response to the recommendation of three employee Resource Groups (Black Employees Association, SOMOS (a Hispanic group), and U S WEST Women). The objective of the program, which has recently completed its five-year lifespan, was to provide developmental and promotional opportunities for the women on the basis of their leadership, communication and decision-making skills and the needs of the business.

The program included 53 participants. The women received individualized leadership training that included an intensive skills assessment process, a detailed five-year career plan and a one-week survival training course.

Seventeen of the participants left the program as opportunities presented themselves, both internal and external, and 14 of them started their own businesses. Thirty-five percent of those that left the company had received one or more promotional opportunities.

Of the 36 participants that completed the program, 100 percent experienced developmental opportunities and 83 percent experienced one or more promotional opportunities. It is significant to note that program participants were not excluded from the changes that the business has undergone over the last five years, which involved flattening of organizations, exiting and entering markets, reduction of the employee base, and increased competition. They had to compete for jobs as did any affected employee. Four of the participants were negatively impacted by the changes.

U S WEST attributes the successes of the women in the program to their own career planning, determination, hard work, personal sacrifices, and flexibility coupled with support from their family members and some key leaders in U S WEST.

Presently, U S WEST has decided not to reinstate the program. The company has its focus to examine and put processes in place that benefit all employees without targeting specific groups.

Rotation/ Non-traditional Employment

While cross-training experiences are key to leadership development, rotational assignments serve an equally important function for entry-level and mid-level managers. By broadening their base of experience, employees at all levels can gain insight into critical business issues. Within a carefully constructed rotation program, an employee can learn to contribute more and understand more fully what the impact of her or his role is in an organizational context. This insight contributes to employee motivation and morale. Multiple, short rotations are

recommended for entry-level and middle managers. These offer exposure and visibility to different areas within the company, thereby helping new employees define their career interests and broaden their skills. In addition, rotation programs provide employees with a network or support system of associates and access to potential senior-level mentors.

While rotation programs are not exclusive to minorities and women, rotational training can be effective in demonstrating capabilities and offering opportunities that might not exist in an environment where stereotypes affect job assignment. Ellen Van Velsor and Martha Hughes (1990) note that "people with a narrower experience base are more likely to err as task complexity increases.". In their writing about women, these authors touch on issues with relevance to minority men as well. Minorities and women have an increased sense of their own visibility, which in turn, according to Van Velsor and Hughes, increases "performance pressures." In order to have desired outcomes, they note, rotation programs must involve meaningful assignments that give participants an opportunity to overcome these obstacles and make noticeable contributions (Van Velsor and Hughes, 1990).

Rotational assignments, in some environments, can also help to break down barriers to 'non -traditional" employment. Consolidated Edison, a New York based utilities company, has developed rotation programs and training goals for non-traditional careers.

Case Study-Consolidated Edison: Commitment to Women with Talent, Management Intern Program

Although not specifically targeted to minorities and women, training programs offered by Con Edison meet the needs of women who work in non-traditional jobs. The Management Intern Program (MIP), launched in 198 1, recruits approximately 30 college graduates annually on the basis of technical competence, leadership potential and communication skills. Participants are recruited from campuses that enroll ethnically diverse student populations.

Interns complete four consecutive three-month assignments designed to expose them to a variety of company functions. Most assignments consist of operation s-oriented work considered "non-traditional" for women. For example, interns may serve as maintenance or watch supervisors at a power plant or supervise union employees in the field. Most assignments are designed to give interns the opportunity to make a noticeable contribution to a specific department. Moreover, through required presentations and informal gatherings, interns gain exposure to officers and upper management.

The intern program has yielded impressive internal statistics: 30% of the program participants are female engineers, and retention rates for women in engineering are at 75% over the life of the program, higher than male retention rates. The program offers high potential women line experience, mentoring, and access to broad networks.

Another key program is Con Edison's co-sponsorship (with Non-traditional Employment for Women (NEW) of a local not-for-profit organization of the "Blue Collar Prep" program, which aims to prepare women educationally, psychologically and physically for nontraditional jobs. A major component of the program and its success is the sensitivity training workshops provided to the supervisors and lead mechanics who have direct and daily contact with the workers. These programs provide diverse experiences to all participants and expose interns to the field environment. Consolidated Edison has also worked with Access to Women, a group that is sponsored in part by New York City Technical College. This program recruits women on public assistance and offers training in plumbing, wiring, and basic building maintenance. Consolidated Edison has successfully recruited women for non-traditional roles, such as meter readers, from Access to Women.

The programs' implementation was motivated by changing work force demographics, industry competition -and bottom line concerns for the future. A goal expressed by the CEO is for the feeder pool for leadership positions inside the company. The training programs aim to assist the company in its goals to diversify and to develop

talented employees. The company's leadership has effectively expressed its commitment to women. A clearly communicated and often repeated goal of the CEO is that there is mobility for all employees within the company. While middle managers act as Advisors, it is a group of upper level managers - the Functional Review Committee - that monitors the program's development. This committee serves the interns well in offering disciplined feedback and honest criticism that is intended to prepare them for challenging careers.

From the CEO down through the ranks of senior management, there is a real commitment to diversity inspired by bottom line concerns for the future. MIP is funded by the Office of the Chairman and provides talented employees to departments with no impact on departmental budgets. Con Edison also provides a myriad of work and family programs, a job posting system, a state-of-the-art training facility, and mandatory diversity and sexual harassment awareness training for managers.

Diversity

Motivated by the changing work force, organizations introduce diversity programs to modify their systems, structures, culture and management practices to enable employees to reach their full potential. It is critical that diversity initiatives be viewed as a long term process and strategic imperative rather than as isolated programs. Diversity strategies are currently being implemented to address institutional bias and sensitize the work- force in the hopes of effecting organizational change. As a long-term change process, these initiatives include the examination o . f a company's infrastructure so that policies and procedures are put into place that support the development of employees. In addition to systemic change, diversity initiatives must also focus on cultural change.

Diversity initiatives are inclusive by design and therefore do not target specific groups. It is presumed, however, that these initiatives will work to eliminate barriers to advancement for minorities and women. A variety of types of programs tend to fall under the diversity umbrella. These may include: mentoring, career development, flexibility, employee networks and a variety of training programs. For example, the formation of minority networks and corporate women's groups provide opportunities for minorities and, women to exchange information, discuss the difficulties they confront in their daily work environment, and develop ways in which they can overcome them. In addition, these groups can assist senior management in defining pertinent concerns to minorities and women and help to formulate new policy. A successful diversity initiative should include awareness training followed by instruction on skills and management. In conjunction with other more hard-hitting programs to eradicate the barriers to minorities' and women's advancement, training can significantly improve working relationships among diverse employee groups.

It is important to realize that there is no one diversity approach that is appropriate for all organizations. There is a wide range of options available and different options are best suited to particular organizational circumstances. Regardless of the option chosen, a diversity initiative must have the commitment of senior management and a system that holds managers accountable for results. Finally, a procedure for measuring and evaluating the initiative, such as a tracking system, should be included.

Case Study-Avon Products, Inc.: Managing Diversity

Avon, with approximately 7,000 employees, manufactures and markets cosmetics, toiletries, fragrances and jewelry through more than 1.5 million part-time direct sales representatives.

Avon's approach to managing diversity is viewed as a long-term process rather than a program. Avon defines managing diversity as "creating a culture that provides opportunity for all associates to reach their full potential in pursuit of corporate objectives." Their conceptualization of diversity encompasses the more obvious differences such as age, gender, race and culture, as well as the more subtle dimensions such as work style, life style, and physical capacity and characteristics. Managers at every level are responsible for Avon's progress in diversity. This includes performance appraisal: managers who succeed in their diversity efforts are rewarded. In addition, Avon encourages the comprehension and support of diversity by all employees.

Avon's diversity effort includes training, which was developed to introduce the concept of diversity and explain its impact on the business; employee networks to address the concerns of specific employee groups; "slating," a process to expand the pool of internal candidates for open positions-, a National Diversity Council, which looks at how diversity issues relate to sales and customer service; and the consideration of work and family issues. The communication of

corporate philosophy is a critical element of Avon's diversity effort. All employees are required to attend the diversity training. In addition, managing diversity is incorporated into all management training programs.

Avon's efforts to address diversity center on cultural and systems changes. Cultural changes include: a global focus, empowerment of the individual, respectful business relationships rather than paternalism, teamwork, flexible groupings and rewards that are based not only on individual contributions, but also on team accomplishments. The fundamental human resources processes, both formal and informal, that are being changed include: "slating" all promotional opportunities so that minorities and women are identified as candidates; mentoring of individual associates; and an improvement in the use of performance appraisals.

Case Study-E.J. du Pont de Nemours and Company: Personal Safety Program; A Matter of Respect

E.I. du Pont de Nemours and Company is a diversified chemical, energy and specialty products company that has been in existence for over 180 years. Headquartered in Wilmington, DE, the company has approximately 133,000 employees.

Du Pont's approach exemplifies how one company has successfully implemented the training component of diversity, without which any initiative would be insufficient. Du Pont developed the Personal Safety Program to help employees address social issues such as sexual harassment, physical assault, spouse battering, child and elder abuse and, particularly, confront rape in a responsible and meaningful way. In addition to providing rape prevention workshops for female employees as well as wives and adult female dependents of its employees, they company has established workshops for managers to help define their role in helping employees who are victims of rape either on or off the job. Corporate guidelines and services have been established to support the employee in the aftermath of rape. And finally, company-wide Personal Safety Meetings are held for all employees.

Out of this program emerged a workshop called "A Matter of Respect," which helps people find out where they can get support in the company. The workshop was created to help establish a responsible and respectful environment free of sexual harassment and discrimination. At the same time, it provides a means for acknowledgement and recognition of stereotypes. The four-hour workshop, which has been attended by approximately 80,000 of Du Pont's employees, was launched in 1988. The workshop focuses on treating each other with respect, rather than on legal issues.

The program has been so successful within Du Pont that the company has established Respect Inc., to sell "A Matter of Respect" to other companies. The company views "A Matter of Respect" as one component of its efforts to address the issue of diversity. Du Pont also offers a wide range of training across levels, including a five-day multicultural workshop that deals with issues of race and gender in the workplace. A six-day course, "Efficacy for Minority

Professionals," helps minority employees examine environmental and psychological obstacles to professional development. Du Pont also has several corporate-wide minority employee networks. There are Asian, Hispanic and black women's networks on the corporate level.

Mentoring

Mentor relationships have always existed in the workplace. In a business context, mentors are generally seen as higher level employees who can be depended upon to share personal insights and to provide guidance and support that can enhance performance and career development. A mentor may serve as a coach, instructing the prot6g6 on what is needed to accomplish career objectives. A mentor may also act as a teacher, helping the prot6g& learn various organizational and professional skills and providing the prot6g6 with information on how to "decode" the corporate culture. At times, the mentor may perform the role of protector, intervening or providing guidance to help the prot6g6 manage difficult situations. Research has documented that having a mentor can significantly affect an individual's career development and advancement. For example, in a 1986 study by Kom/Ferry International, an executive search firm, corporate leaders rated mentoring second only to education as a significant factor in their success. Two recent Catalyst studies, *One the Line: Women's Career Advancement* and *Women in Engineering: An Untapped Resource,* confirm that the coaching and advice women receive from influential colleagues are critical to their career advancement.

Unfortunately, research has also documented that women face both interpersonal and organizational barriers to developing effective mentoring relationships. According to a 1990 U.S. Department of Education study, the "screening mechanisms" used by mentors to select prot6g~s result in women having more difficulty attracting mentors than do men. One researcher identified several obstacles for women in obtaining a male mentor. These barriers include lack of access to information networks, tokenism, stereotypes, socialization practices, and norms regarding cross-gender relationships and women's reliance on ineffective power bases. (Noe, 1988)

Many companies have instituted formal mentoring programs for women, minorities and others who have traditionally been excluded from the informal mentoring process. Formalized mentoring programs can help make the mentorship process more widely available, more efficient and meaningful, as well as more equitable than is often the case with informal mentoring.

Catalyst has found that effective mentoring programs include the following components:

10. Objectives that are linked to a business goal; top management support; comprehensive planning, including guidelines and training; involvement of protege's supervisor',

$I voluntary participation, and; monitoring and evaluation.

The ability for mentors and prot6g6s to identify positively with one another is an important part of the relationship. With individuals of different genders, this can be more difficult. Successful mentoring programs include training or guidelines on how gender dynamics and/or cultural differences will be addressed in order for a meaningful alliance to develop.

Case Study-Dow Jones & Company: Mentoring Quads

Dow Jones & Company designed an innovative mentoring program to promote cultural diversity and enhance developmental and promotional opportunities for minorities and women. Those charged with developing the program felt that the one-on-one approach presented particular problems for these two groups, The creative solution implemented in Dow Jones' New York and New Jersey divisions in 1989 was the development of mentoring "quads." Each quad is made up of four members who are diverse in terms of position, level, race, gender and functional area. Quads consist of one mentor at the director level or above, one white male, one white or minority woman and a minority member who may be male or female. Prot6g6s must have at least one year's experience with the company and must be performing satisfactorily. Program developers felt that the group, rather than the one-on-one approach would offer greater learning opportunities to greater numbers of people. The approach also assumes that the group dynamics will allow personality conflicts to be worked out.

All participants attend a "Power and Influence" workshop to help build trust in the relationships. This is a program designed to educate individuals about the manner in which they influence other people and how this is affected by one's background and culture. The information learned in the workshop is used to stimulate discussion within their quads on issues of gender and race and its impact on influence and power.

Dow Jones' mentoring quads not only give employees a forum in which to interact with coworkers of different racial, gender and ethnic backgrounds, but also provide an opportunity for one-on-one interaction. Mentors make themselves available for individual sessions so that prot6g&s can discuss career opportunities and any other issues that they feel are important to their development and progression in the company.

The program is monitored through monthly lunchtime sessions for all participants. These meetings allow those who administer the program to be aware of what is going on in the groups and encourages a focus on topics that employees need and want to address. Additionally, one member of each quad serves as a liaison to the program's administrator.

The groups of four meet twice a month for six months. At the end of this period, administrators evaluate the success of the program by soliciting feedback from participants. Many quad members have stayed together informally after their official program period has

ended, a clear indication of this program's value. Management regards the quads as so successful that they are considering offering the program in Dow Jones' manufacturing and customer service operations.

Case Study-Pitney Bowes Inc: Mentoring Program

In 1989, Pitney Bowes' Mailing Systems division created a mentoring program designed to facilitate employee development. The program targets minorities and women, as well as employees with a minimum of two years company experience. Each business unit designates a mentoring committee which is responsible for selecting and matching the mentors and proteges (called "associates") whose typical mentoring relationship lasts for 18-to-24 months.

To help select associates, the development plans that all employees complete as part of Pitney Bowes' organizational review process are evaluated. (The organizational review is a combination of succession planning, human resources planning and organizational planning.) In addition to completing a self-assessment questionnaire to determine their suitability as mentors, those who have volunteered must also recommend an associate whom they feel would benefit from the program. The committee then selects and matches mentors and associates based on the organizational review data and recommendations.

After separate orientation meetings for mentors and associates, participants are brought together at a group function that serves as an "icebreaker." The orientation process provides a general framework of the program with the idea that mentors will serve as non-evaluative sounding boards for the associates and that associates will be responsible for their own development. The pairs are then left to work out the details of their relationships.

On a periodic basis, program administrators bring participants together as a full group in what', is called "mentor/associate idea exchanges." During these meetings participants talk about the successes or problems in their relationships and offer suggestions on how the program might be modified to be more effective. These gatherings allow the program administrators to monitor the effectiveness of the program and provide benefits for the participants as well.

In addition to the actual mentoring, which is typically an 18-to-24 month responsibility, the program offers lunchtime presentations given by the mentors on career development or business issues. These presentations are open to all division employees so a larger group of employees can benefit.

Program organizers count among the successes of the program enhanced managerial skills for mentors, an increased focus on career development and, through the lunchtime presentations, broadened knowledge of the business.

Accountability Programs/Succession Planning

In order to ensure that the development of employees is viewed as a valued activity, companies have created programs that hold managers accountable for achieving certain target goals for minorities and women. Accountability programs, which are designed to match individual employees with key opportunities, are effective in the context of a well designed high 'potential tracking system; they also dovetail with tracking efforts that support succession planning.

Senior management typically establishes goals for minorities and women as part of a diversity/succession planning process. Various approaches are used to identify targets. Among them are 1) the use of national census data, 2) local community demographics, and 3) statistics on graduating students with degrees/skills needed for positions to be filled. Managers need to agree to the target goals; accountability programs measure their unit's progress in relation to these goals.

By targeting minorities and women in an accountability effort, the effectiveness in meeting pre-established goals can be evaluated in managers' performance reviews and, in some companies, is taken into account in calculating managers' salary increases and/or bonuses. When linked to a succession planning process, accountability programs increase senior management's access to information about high-potential employees who might not otherwise be identified for critical assignments. They utilize systematic, periodic reviews that cut laterally across businesses in diversified and decentralized companies and across and down into functional areas in more centralized organizations.

It is important to note that accountability programs differ significantly from affirmative action/equal employment opportunity programs: Accountability programs are internally generated business initiatives designed to maximize the investment companies make in the recruitment and training of minority and female employees by matching individual employees with specific development opportunities. In contrast, AA/EEO programs employ quotas to achieve externally mandated goals for a balanced work force.

Most effective succession planning processes include a tracking effort that is tied to manager accountability. Succession planning ensures that a systemic effort to develop leadership is ongoing. When linked with diversity goals, it is central to the advancement of minorities and women to senior levels. Some companies require that senior managers provide the executive review committee with a slate of candidates on which minorities and women are well represented. This conveys the message that diversity in leadership roles exists within the company. At companies where minority and female candidates are at lower ranks then those from which executives are typically drawn, management can identify high-potential employees and accelerate their career development.

Suzanne Sutter, a Vice President at Cole National Corporation, who developed a succession planning process, describes the need for "a total system" that must be "embedded in the company's operation." She identifies the need for the executive development process to merge into succession planning. At Cole National, she worked with materials from the Center for Creative Leadership to develop a profile of "what it takes to be successful at Cole." Cole's performance management system was then integrated with goals, accountabilities and the success factors she was able to identify. Succession planning is viewed as a strategic concern which, if neglected, will have long term consequences (James W. Buttimer & Jane Fisher, 1989).

Case Study-Motorola, Inc.: Succession Planning with Clout

Motorola is an electronics company that manufactures cellular phones, electronic paging equipment, semiconductors and robotics. The company has 100,000 employees worldwide.

In 1986, stimulated by changing work force demographics, Motorola began developing initiatives to advance minorities and women in the company with the recognition of the increasing diverse client base and buyers of consumer goods. Motorola's Organization and Management Development Review (OMDR) is a succession planning and accountability process that is integrated with the company's Diversity Resources function. The OMDR is used to identify and track minorities and women who have the talent to reach senior levels, and then to plan their development. In an effort to eliminate glass ceiling barriers to minorities and women within management, Motorola established the corporate-wide "Parity Goal." Goal attainment will require that by 1996, there is a representation of qualified minorities and women at all management levels that mirrors the representation of qualified members of these groups in the general population.

Communication of Motorola's diversity drive is worldwide. Though currently only divisions in the U.S. are accountable to the OMDR system, divisions in other parts of the world have begun their own diversity initiatives. Memos regarding the Officers Parity Goal are distributed worldwide.

The director of diversity reports directly to the CEO's office. Quarterly reports on the status of minorities and women are given to the CEO. When a vacancy occurs in a division, the CEO personally contacts the division head in order to discuss the parity goal.

Motorola has continued to evaluate and refine its succession planning process to ensure it will meet targeted goals for the representation of minorities and women in senior leadership positions.

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Benchmarking Corporate Initiatives for Women's Advancement

Catalyst's recent research suggests that, today, more companies are concerned about the retention of female professionals and managers than about the recruitment of women into their management ranks, although there are exceptions. Highly technical industries and engineering companies, for example, continue to be concerned about recruitment of female engineers and scientists, but they are also experiencing a new awareness of the need to retain those women currently in their technical work force.

Financial services organizations, on the other hand, report no difficulty in recruiting talented women on campuses. As noted earlier, their concern, and that of companies in the service sector generally, is with the disproportionate turnover of women they are experiencing, especially among high-performing, seasoned female professionals and managers.

When women leave, companies often assume that they are choosing family over a career, opting to stay home with children. Therefore, they erroneously believe that there was nothing that the company could have done to retain these women. Catalyst's research with a group of women who had left their companies through voluntarily resignations shows that most of the women left for better career opportunities rather than for work/family balance. Though work/family programs might have benefitted some of these women (as well as some of their male coworkers), such programs alone would not offer a long-terrn solution for reducing the disproportionate turnover of women.

This example is given to illustrate common problems inherent in corporate benchmarking practices: (1) failure to identify the real problem; (2) desire for a "quick fix;" (3) assumption that one solution fits all. The companies described above failed to identify the real reason that women were leaving. Their erroneous assumption that women leave for work/family balance will lead them in search of a "quick fix," a work/family program. Whether they select a low-cost program, such as dependent care tax savings accounts for employees, or a costly benefit such as an on-site child care center, doesn't really matter. The solution doesn't fit the problem - which remains unidentified.

Catalyst has found that the most effective corporate initiatives have more to do with the process by which programs are selected and implemented than with the programs themselves. In every case, the process began with a recognition and articulation of a business need. This, in turn, provided the rationale for all of the actions that follow. Articulation of the rationale for advancing women in the organization came from senior management and was linked to the specific business needs of the organization.

To be taken seriously, the business case needs to be articulated by senior line managers as well as human resources professionals. Since corporations are in the business of generating revenue, it follows that any initiative, if it is to endure, has to be tied to corporate profitability.

Central to the development of effective corporate initiatives for advancing women is an internal research process designed to: (1) measure human resources performance in the area of the recruitment, retention, promotion and representation of women by level/functional area; (2) identify assumptions; (3) assess employee needs, perceptions, opinions and career goals by gender and other potential discriminating factors. Corporations measure what they value, so it is critical to measure human resources management in corporations in the same fashion that other aspects of performance are tracked.

Typically, companies combine internal research with benchmarking to assess both how industry peers are doing on selected human resources performance measures, and **what** policies/programs other organizations are using to advance women. Such benchmarking should not be used as a substitute for internal research and issue identification.

Case Study - Bank of Montreal: Task Force on the Advancement of Women
An Integrated Approach

Bank of Montreal, Canada's oldest chartered bank and one of the largest financial institutions in North America, employs 30,000 people in Canada and the U.S.

Bank of Montreal's Task Force on the Advancement of Women exemplifies the critical role of research in enabling companies to identify initiatives that are specific to and appropriate for their corporate culture. The task force was established to identify barriers to women's advancement and devise action plans to remove them. Women made up 75 percent of the bank's work force in 1991, but only 9 percent of executives and 13 percent of senior managers. On the other hand, women held 91 percent of non-management jobs. The question the task force explored was, Is there a rational explanation for these discrepancies?

Through an extensive research process -- interview and survey responses were received from one-third of the bank's employees, more than 10,000 women and men -- the task force identified five main assumptions as to why so few women had reached senior positions in the bank. These assumptions included: women are either too young or too old to compete with men for promotions; women are less committed to their careers because they have babies; and women need to be better educated to compete with men. The task force then analyzed the human resources records of more than 28,000 employees. All five assumptions were proven false; that is, by all important yardsticks (including education, length of service, dedication and job performance) women in the bank equaled or surpassed their male colleagues. The analysis of human resources data provided an unprecedented opportunity to compare perceptions with facts and irrefutably debunk myths about women's lack of advancement.

In its 1991 *Report to Employees,* the task force refuted the false assumptions, and set out the real facts. One fact, was that time alone was not going to correct the gender imbalance at the bank. At the rate women were advancing in 1991, they would make up just 18 percent of the executive ranks and only 22 percent of senior management by the year 2000 (Bank of Montreal, 1991).

In response to the recommendations of the task force, the bank's President and COO committed the organization to dramatic and systematic change to achieve both. proportional representation and equality of opportunity at Bank of Montreal.

Bank of Montreal's initiative exemplifies a process that includes the components Catalyst has identified as most likely to result in success:

(1) **Motivation and Rationale Linked to Strategic Business Goals.**
 The advancement of women, along with other workplace equality goals, are an
essential part of the bank's Corporate Strategic Plan,which was articulated

in the following way: "Our strategy, quite simply, is to make ourselves the Bank of Choice by becoming the Employer of Choice in our industry. When we attract and advance the best people, and give them the support they need to do their best work, they in turn will attract and keep loyal customers."

(2)**Top-Down Support.** The task force was personally sponsored by the president and this fact was widely publicized within the bank and to the public at large. The president was directly involved in the deliberations and drafting of the report. He also endorsed every action plan. The task force leader was a female vice president, who had the full support of the president.

(3)**Accountability.** In the *Report to Employees* and many other internal communications, the president has made it clear that he is personally accountable for the success of efforts to advance women. The bank made the report widely available to customers and the public, in this way holding itself accountable for this high-profile commitment. The creation of the new position of vice president, workplace equality, was the first action plan in the report. By reporting directly to the president instead of reporting to the head of one bank group (as is customary), the vice president for workplace equality is in a position to help bring about the kind of change in the overall bank culture that would be accomplished much more slowly from within the constraints of one bank group. The task force established highly visible national and divisional advisory councils to provide ongoing leadership and advocacy throughout the bank. Since the advancement of women is a major business goal, it is fully integrated into the business plan process. All managers (starting at the

executive level) establish annual hiring, retention and advancement targets. Then each manager's success in reaching the individual goals, along with her or his contribution to workplace equality generally, is assessed in the annual performance review. Performance evaluation also takes into account a manager's day-to-day behavior -- her *or his success as a role model for fair and equal treatment of all employees. The bank's progress in advancing women is measured quarterly and reported to employees in an annual report as well as in occasional interim reports.

(4) **Communication.** In addition to the Report *to Employees,* more than 20,000 copies of which have been requested by outside organizations around the world, and the annual and occasional progress reports, other communication channels were used to publicize the bank's commitment to advancing women, including development and distribution of new or updated. policies; new recruitment and interviewing materials; revised corporate sponsorship criteria; revised advertising and promotional materials; a new employee orientation handbook, video and manager's guide; individually labeled copies of the bank's code of conduct; ongoing features and items in internal newsmagazines and new videos; new or revamped training programs, such as the awareness training workshop, Women & Men as Colleagues; handbooks and pamphlets about related programs such as flexible work arrangements; ongoing presentations to employees by the vice president, workplace equality and other staff, speeches and letters to employees from the president; employee meetings with the president; and an updated corporate strategic plan.

(5)   **Measurable Results.** Results are measured on an ongoing basis and

reported to employees. The measurement process includes quarterly business plan updates, regular employee surveys, focus groups, feedback from advisory council members and comments and suggestions from employees.

(6)   **Supportive Environment.** Every aspect of how the bank does business

has been touched by the initiative, including the corporate strategic plan, recruitment, corporate sponsorships, policies and programs, performance review, code of conduct, orientation and training.

Bank of Montreal's initiative is an example of an integrated approach to the advancement of women. Increasingly, organizations are recognizing that single programs cannot address the numerous barriers to women's advancement embedded in their corporate culture and work environment. Family and work/life needs of employees call for a whole complex of policies and programs. Isolated programs don't work; for example, providing a generous parental leave policy without flexible work arrangements will not help employees who want to balance work

and family. The same can be said for women's upward mobility initiatives. Companies need to be working on a variety of fronts. The most effective initiatives encompass a combinations of programs or systemic approaches to advancing women.

Initially, Bank of Montreal focused on the glass ceiling for women in the bank. The business case for doing so included: (1) Women constituted 75 percent of the bank's employees but only nine percent of executives; (2) Senior leadership at the bank felt the need to bring about change quickly and believed that broadening the focus at the start would slow down the process; (3) The Task Force on the Employment of Women was viewed as a template to address other diversity issues at the bank. Subsequently, the bank has implemented task forces and initiatives to address the glass ceiling for Visible Minorities and Aboriginals within the organization.

Deloitte and Touche is another example of an organization where employee demographics motivated an intensive research effort and implementation of initiatives directed at the retention and advancement of women. Other corporations such as Motorola and Pitney Bowes have developed initiatives that, from the beginning, focused simultaneously on the glass ceiling for minorities and women.

Conclusion - Corporate Initiatives for Advancing Minorities and Women: What Works, What Doesn't

Corporate initiatives to advance minorities and women are relatively few in number compared to corporate work/family programs. Most initiatives have not been evaluated in any rigorous sense. In the majority of cases, it is too soon to measure the impact of these initiatives on the retention and advancement of minorities and women or on the more intangible barriers in the corporate culture. The corporations for which initiatives are profiled in this report have experienced measurable results in advancing minorities and women to leadership roles while acknowledging that much remains to be done. Consistent with research cited in this report, some companies are experiencing greater success in advancing Caucasian women than in advancing men and women of color.

Catalyst's research suggests that corporate initiatives are most likely to succeed where (1) the CEO and other senior line managers recognize and articulate the business case for advancing minorities and women and strategies for advancing minorities and women are embedded in the organization's strategic business plan; (2) research is undertaken to identify the specific barriers in the culture and working environment that impede minorities' and women's progress; (3) managers are held accountable for the development and advancement of minorities and women, results are measured and reviewed by the executive leadership of the organization and incentives/rewards are tied to successful performance in this area-, (4) training is implemented to address stereotypes and preconceptions about minorities' and women's abilities and suitability for careers in business and to equip managers to coach and develop minorities and women who report to them; (5) a system is implemented to identify and monitor the progress of

high potential minorities and women and to ensure that they acquire a broad range of experience in Core business areas- so that they will be able to compete with men. for leadership positions in the organization.

Since diversity is increasing among employees in most organizations, an integrated, multiprogram or systemic approach to advancing minorities and women is more likely to succeed and have a lasting positive impact than isolated, one-shot programs or ad hoc approaches. Systemic approaches are also needed because biases against minorities and women are deeply embedded in corporate culture.

Companies need to be alert to the dangers inherent in benchmarking against the programs of other corporations without first identifying the barriers to minorities' and women's advancement that are specific to their culture and work environment. There are no "quick fixes;" many solutions are needed, only a few of which have been identified at this time. More support is needed for research on the glass ceiling, especially as it is experienced by men and women of color.

Finally, corporate leaders must have the will to act that comes from the belief that advancing minorities and women is a business imperative.

RECOMMENDATIONS TO THE GLASS CEILING COMMISSION

1.   Redesign statistical procedures for tracking the representation of minorities and women

in management. Currently, the reporting categories used by the Bureau of Labor Statistics
provide inadequate detail for monitoring the advancement of minorities and women:

go.   Disaggregate data for the representation of minorities and women in executive,
                        administrative and managerial positions in the "Managerial and Professional

Specialty" category of the *Current Population Report.* Provide separate reporting
categories for administrative, managerial and executive positions. Provide more
detail within the "managerial" and "executive" categories. Report data by gender
and race/ethnicity.

Expand data for "Technical, Sales and Administrative Support" category of *Cut-rent Population Report* to
include managers and executives as separate categories. Report data by gender and race/ethnicity.

Provide greater detail within industry groups for tracking the representation and advancement of minorities
and women at various levels of management (e.g., banking).

2.   Continue to support the voluntary efforts of organizations to address the glass ceiling for

minorities and women and advocate further research:

Provide financial support for research to measure the effectiveness of various organizational strategies to
retain, develop and advance minorities and women.

Conduct further research to identify the distinctive advancement issues for minorities and women and
promote the development of new strategies where appropriate.

10.   Recognize the impact of *Workforce* 2000, provide support for research to expand
                        the business case for organizations to address the glass ceiling and identify the
                        costs to organizations of not addressing the glass ceiling.
NO.   Continue to recognize, profile and reward exemplary efforts of organizations to
                        eliminate the glass ceiling for minorities and women.

3.   Expand the purview of the Department of Labor's Glass Ceiling Audits to include

representation of minorities and women in field sites and offices outside of corporate
headquarters.

4.   Disseminate information, templates, benchmark data and other materials to enable

organizations to carry out internal audits of the representation and status of minorities and women in their work force and to develop mechanisms whereby they can systematically monitor their progress in eliminating the glass ceiling independent of the Department of Labor Glass Ceiling Audits.

5.   Increase financial support for academic programs to increase the representation of

minorities and women in non-traditional fields, such as science and - engineering. Encourage corporate internship programs and other corporate-educational partnerships to expand the pool of minority and female candidates for non-traditional positions.

Career Development

Carulli, Lorraine M., Cheryl L. Noroian and Cindy Levine. "Employee-Driven Career Development." *Personnel Administrator,* **March 1989.**

Discusses key components of one company's "multi-dimensional" approach to a successful career development program.

Fenwick-Magrath, Julie A. "Executive Development: Key Factors for Success." *Personnel,* **July 1988.**

Reports results of a survey of the development efforts for executives at 12 leading corporations. Survey uncovered 5 major criteria for a successful process, each of which is discussed here.

Fitzgerald, William. "Training Versus Development." *Training and Development,* **May 1992.**

Defines training as having a short term focus and development as having a long term focus. Outlines a development plan and discusses "management by objectives."

Fuchsberg, Gilbert. "Parallel Lines: Companies Create New Ways to Promote Employees-Without Making Them Bosses." Wall *Street Journal,* **April 21, 1993.**

Article on lateral career moves looks at 6 companies that have established "new ladders" allowing them to recruit and retain talent even as they cut traditional advancement opportunities. The article includes results of a survey of corporations with dual career ladders.

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Hall, Douglas T. and Judith Richter. "Career Gridlock: Baby Boomers Hit the Wan,"

Academy of Management Executive, Vol.4 (3) 1990.

Suggests that as baby boomers (comprising 55% of U.S. labor force) hit career plateaus, the possibility of achieving "promotional success" is limited and shrinking. They argue that organizations must redefine success, match human resource practices with new career values, and offer a range of career paths. Included are recommendations for an organization "to yield the maximum benefit from its baby boomer managers and employees."

Hughes, Martha W. and Ellen Van Velsor. *Gender Differences in the Development of Managers: How Women Managers Learn From Experience.* Greensboro, NC: Center for Creative Leadership, 1990.

Data from two previous studies of executive development are examined in an effort to explain why so few women reach or are retained in executive ranks. The report

theorizes that men and women learn to manage through different experiences based on gender. Thought "assignments" are the number one learning arena for both men and

women, but men cited it 20% more often than women. The women in the study claimed to learn from "other people" 2 times as often as men.

Korn/Ferry International's Executive Profile: A Decade of Change in Corporate Leadership. Korn/Ferry International and UCLA's John E. Anderson Graduate School of Management, New York: Korn/Ferry International, 1990.

Results of a survey sent to senior executives at *Fortune* 500 companies. Report provides an overview of the goals, attitudes and backgrounds of responding executives and an examination of how their motivations, priorities and career paths have changed over the past decade.

Martinez, Michelle Neely. "The High Potential Woman." *HR Magazine,* June 1991.

Describes how seven companies recognize and develop women for senior management positions.

<u>   Diversity</u>

Cauldron, Shari. "US West Finds Strength in Diversity". *Personnel Journal,* March 1992.

Focuses on US West Communications Inc., its commitment to diversity and its latest multiculturalism effort, the "Pluralism Initiative." Due to the company's pluralism effort, women have acquired 52% of management positions, people of color constitute 13% of management positions, and an accelerated development program has also been added for women of color. The article describes how corporate officers within the company are held accountable and measured by a newly developed training method known as the Pluralism Performance Menu which measures performance without unreliable feedback.

The Changing Face of the Federal Workforce. A Symposium on Diversity. Washington, D.C.: U.S. Merit Systems Protection Board, 1993.

Results of a 1993 symposium aimed at educating federal managers and employees about managing diversity. Panel addresses several questions: How does one define diversity? How does diversity management differ from EEO and affirmative action initiatives? Can and should diversity be managed? What are the challenges associated with effective diversity management? Symposium showcases four federal agencies with notable diversity initiatives, and diversity experts from each discuss failures and successes.

Cox, Taylor Jr. *Cultural Diversity in Organizations: Theory, Research, and Practice.* San Francisco, CA: Berrett-Koehler Publishers Inc., 1993.

By examining theoretical research and the actual practice of human resource professionals within organizations, the book provides a model that divides diversity into three levels (the individual, the group and the organization).

Fernandez, John *P. Managing the Diverse Workforce: Regaining the Competitive Edge.* New York, NY: Lexington Books, 1991.

Based on a survey of over fifty thousand managers and employees, this book reports on the major demographic shifts in the American workforce and the issues and implications of this diversity. Addresses issues faced by female workers and workers of American Indian, Asian, African and Hispanic decent. Assumes a broad scope of diversity, including age and sexual preference. Advises the individual on how to manage a diverse group of employees.

Filipzak, Bob. "Twenty-five Years of Diversity at United Parcel Service". *Training,* August 1992.

Tracks the transition and historical events surrounding United Parcel Services' diversity effort. The article focuses on the company's historic anniversary and the numerous programs in place, such as the Community Internship Program and other community outreach and in-house diversity efforts.

Hall, Douglas T. and Victoria A. Parker. "The Role of Workplace Flexibility in Managing Diversity", *Organizational Dynamics,* Summer 1993.

Examines the role workplace flexibility can play in managing diversity. Included is Coming's solution to the overwhelming turnover rate of women at the company; also included is an explanation of how diversity, when addressed from the standpoint of flexibility as a corporate goal, will result in lower absenteeism, improved productivity and increased levels of morale.

lbarra, Herminia. "Personal Networks of Women and Minorities in Management: A Conceptual Framework." *Academy of Management Review, Vol.* 18, No. 1, 1993.

The central thesis of this article is that the organizational context in which networks are set produces unique constraints on women and racial minorities, causing their networks to differ from their white male counterparts in terms of composition and the nature of their relationships with network members. The article also provides a theoretical perspective that views minorities and women as active agents who make strategic choices among structurally limited alternatives.

Jackson, Bailey., et al. "Introduction: Diversity, An Old Issue With a New Face." *Human Resource Management,* **Spring & Summer 1992.**

Introduces the evolving issue of diversity as a preface to the work that Bailey Jackson of the University of Massachusetts has done on developing four basic principles of a multi-cultural organization. This is followed by two case examples in Baxter Healthcare Corporations and Mazda.

Jackson, Susan E. and Associates. *Diversity in the Workplace: Human Resources Initiatives.* **New York, NY: The Guilford Press, 1992.**

This book is the second volume in the Professional Practice Series sponsored by the Society for Industrial and Organizational Psychology. It identifies the challenges of workplace diversity and positions the trend as a strategic imperative. The authors acknowledge that organizations should and do address diversity in wide variety of ways. The book provides examples of diversity efforts at a number of companies. The authors examine the ways in which diversity affects human resources management and provides guidance for approaching diversity.

Jamieson, David and Julie O'Mara. *Managing Workforce 2000: Gaining the Diversity Advantage.* San Francisco, CA: Jossey Bass, 1991.

This book, which is appropriate for managers, includes discussion of: (1) the challenges that diversity produces, (2) a broad view of diversity beyond minorities and women, (3) flexible management strategies, (4) management development and organizational change, and (5) an annotated listing of programs, consultants and organizations that provide resources for organizational change.

Kossek, Ellen Ernst, and Susan C. Zonia. "Assessing Diversity Climate: A Field Study of Reactions to Employer Efforts to Promote Diversity". *Journal of Organizational Behavior, Vol. 14, 61-81* **(1993).**

Based on intergroup theory, this study investigated the attitudes and beliefs about an organization's diversity climate held by faculty at a large university. Compared to white men, white women and ra6)ethnic (biologically and/or culturally distinct groups) minorities placed greater value on employer efforts to promote diversity, and held more favorable attitudes about the qualifications of women and racioethnic minorities. The greater ratio of women in a unit, regardless of the respondents' gender, racioethnicity or level, th-1 more favorable diversity activities were viewed. Implications for organizations and future research are offered.

Loden, Marilyn and Judy B. Rosener. *Workforce America!* New York, NY: **Business One Irwin, 1991.**

Describes how to foster teamwork and cooperation among diverse populations within the work environment by providing strategic measures that dismantle the present applications used in organizations. They also include company initiatives for benchmarking purposes.

Marmer-Solomon, Charlene. "The Corporate Response to Work Force Diversity". *Personnel Journal, August* **1989.**

The article addresses the changing nature of the workplace and positions the need to embrace differences as a business imperative. It describes programs, (including their rationale and impact) that have been developed at a number of large corporations. Among the companies presented are: Xerox, Hewlett Packard, McDonald's, Procter & Gamble, and Avon Products, Inc.

McKay, Emily Gantz. *"Diversity), in the Workplace: Barriers and Opportunities From An Hispanic Perspective. A Summary Analysis and a Chartbook of* **Statistics," Washington, D.C.: National Council of La Raza, 1991.**

Indicates that the Hispanic population is expected to become the nation's largest minority by the turn of the century. Discusses how lack of cultural awareness adversely affects recruitment and retention of Hispanic employees. Includes statistics on workforce participation, occupation, and education, presented in graphs and charts.

Shadovitz, David. "Special Report: Benchmarking HR: Work Force Diversity". *Human Resource Executive,* **June 1992.**

Focuses on Gannett's successful Partners in Progress Program, TRW's module for measuring organizational diversity, Avon's exemplary "Diversity Awareness Training," US West's "Promoting Pluralism" program and Apple Computer's Multicultural Diversity Initiative. The results of these measures have included the increase of women and people of color in the organizations.

Thiederman, Sondra, Ph.D. *Bridging Cultural Barriers for Corporate Success: How to Manage the Multicultural Workforce.* **New York, NY: Lexington Books, 1992.**

Provides insight and guidance for managing and understanding a culturally diverse work force. In particular, it focuses most on Asians and Hispanics, the largest immigrant populations found in the United States today. Its intended audience is managers, human resource professionals and individuals who are seeking to affect the workplace through their own personal growth. The book examines the impact of culture on the workplace, effective communication, values and etiquette. It also provides strategies for understanding and changing employee behavior and discusses cross-cultural management training.

Thiederman, Sondra, Ph.D. *Profiling in America's Multicultural Marketplace: How to Do Business Across Cultural Lines.* **New York, NY: Lexington Books, 1991.**

Aims to enhance individual understanding of cultural diversity and heighten sensitivity to a diverse workplace. The book provides techniques to break stereotypes and improve communication among workers. This book duplicates much of the information found in *Bridging Cultural Barriers for Corporate Success: How to Manage the Multicultural Workforce.*

Thomas Jr., R. Roosevelt. *Beyond Race and Gender: Unleashing the Power of Your Total Workforce. AMACOM,* New **York. 1991**

States that diversity in the workplace creates a competitive edge, It also discusses diversity as a managerial process that works for all levels of an organization, challenging the assimilation approach by suggesting the creation of an empowering, employee-valuing work environment.

Thomas Jr., R. Roosevelt, *"From Affirmative Action to Affirming Diversity."* **Harvard Business Review, March-April 1990.**

Makes the case for viewing diversity in the workplace as a compelling business issue. Guidelines to managing diversity include: clarifying motivation and vision, auditing corporate culture, and modifying assumptions and systems. Highlights diversity efforts at five *Fortune 500* companies that pushed beyond affirmative action hiring practices to address premature plateauing of minorities and women.

Winterle, Mary *J. Workforce Diversity: Corporate Challenges, Corporate Responses.* **The Conference Board, Report Number 1013. New York, NY: 1992.**

Provides an overview of the different reasons for implementing diversity initiatives, and the essential elements involved in the implementation. Included are an assessment of human resource policies as diversity initiatives, and an explanation of how to measure diversity performance. Also included are exemplary programs from such companies as IBM, Hughes Aircraft, etc.

Flexible Work Arrangements

Christensen, Kathleen. *Flexible Staffing and Scheduling in U.S. Corporations.* **The Conference Board, New York:** 1989.

Drawing from 502 responses to a 1988 survey mailed to the largest U.S. companies, monograph reports on the prevalence of six kinds of scheduling arrangements. Christensen outlines the characteristics of the "flexible employee," and human resource executives' satisfaction with alternative work schedules. She concludes that "flexible scheduling helps a firm to recruit and retain high quality workers, enhance its corporate image, and meet the work-family needs of employees."

Flexible Work Arrangements: Establishing Options for Managers and Professionals. **Catalyst, New York:** 1989.

This award-winning guide includes employee and company profiles. It provides practical steps for establishing three flexible work options: part-time work, job sharing and telecommuting. The report suggests guidelines for negotiating salary, benefits and schedules; measuring performance and success of arrangement; determining impact on career goals-, and addressing organizational concerns.

Flexible Work Arrangements IL Succeeding with Part-Time Options. **Catalyst, New York:** 1993.

Findings of the first longitudinal study of flexible work arrangements and their effect on employees' career growth are presented here. the report discusses adaptation of long-term arrangements to suit changing needs and strategies for success. This research demonstrates the benefits of flexible work arrangements to employers and employees.

Hooks, Karen L. *Alternative Work Schedules and the Woman* CPA. American Woman's Society of Certified Public Accountants, Chicago: 1989.

Examines the use, perception, and career impact of flexible work arrangements on women in one field. She draws on results of a survey of AWSCPA members, and quotes women's experiences in firms nationwide. The report describes the effects of flexible work arrangements on salary, outlines reasons people choose to use flexible work arrangements, and includes graphs and charts of survey results.

Mattis, Mary *C. Flexible Work Arrangements for Managers and Professionals: Findings From a Catalyst Study.* New York:. Catalyst, 1990.

Analysis of the background and broad research results of a study of flexible work arrangements at the managerial and professional levels. Includes profiles of 50 companies, employee profiles, and research conclusions.

Mattis, Man, C. "New Forms of Flexible Work Arrangements for Managers and Professionals: Myths and Realities." *Human Resource* Planning, Vol. *13* No. 2, 1990.

Dispels some of the common myths that employers and employees may have about the reasons flexible work arrangements are established, the types of arrangements that are appropriate in various industries, and the success of these arrangements.

Olmsted, Barney and Suzanne Smith. *Creating a Flexible Workplace. How to Select and Manage Alternative Work Options.* New York: AMACOM, 1989.

Written by co-founders of the San Francisco based organization, New Ways to Work, Each chapter of this book is devoted to one of eight different kinds of flexible work arrangements. The authors consider viability, pros and cons, and ways to introduce each arrangement. Included are questionnaires, sample schedules, and program design worksheets. Company profiles outline implementation process and impact to date of adopted flexible work arrangements.

Mentoring

"Case Studies: Inclusive Mentoring". *Workforce Strategies: A Supplement to BNA 's Employee Relations Weekly.* **April 1992, Vol. 3, No. 4.**

Dow Jones "Quads" program is an alternative to the one-to-one mentoring program at many companies. This article highlights the specifics of the "quads" program. The program was designed specifically for women and people of color to allow them access to other areas of the company with career tracking opportunities, and to provide them with information that will lead to advancement. The article also focuses on Colgate-Palmolive's "Inclusive Mentoring Program," another exemplary program that also included diversity initiatives.

Gaskill, LuAnn Ricketts. "Same-Sex and Cross-Sex Mentoring of Female Proteges: A Comparative Analysis." *The Career Development Quarterly, Vol.* **40, September 1991.**

After a brief review of the literature, (some of which suggests that not having a mentor is a barrier to the professional development of women), article describes study of mentoring relationships in the retail sector. Looks at similarities and differences in the characteristics, functions, benefits, and problems of mentoring same sex and cross sex female prot6g&s. Study uncovered overriding similarities between the two and suggests that women be "encouraged to establish mentoring relationships with little or no regard for sex of mentor."

Evans, Sybil. "Spotlight: Mentoring and Diversity-A Winning Combination!" *Cultural Diversity at Work,* **May 1993.**

The myths and realities of mentoring programs are examined, and the author explains how mentoring and diversity are interrelated and can create productive dialogues. She outlines five keys to implementing a mentoring program.

Jewell, Sandra E. "Mentors for Women: Career Necessity or Hype?" *Mentoring International,* Summer 1990. Career Planning and Adult Development Journal, Summer 1990.

Author interviewed 60 Women, holding top level civil service ratings in a large federal public health agency, about mentoring. Most of the women held M.D.s or Ph.D.s. Those women with mentors believed the experience had it significantly affected" their career. Women without mentors believed they were more isolated and vulnerable at crucial times. Author suggests that 11women were happier on the job when their feelings of isolation and powerlessness are lessened, and that was often the main contribution and most lingering effect of mentors."

Kalbfleisch, Pamela J. "Minorities and Mentoring: Managing the Multicultural Institution." *Communication Education, Vol. 40,* July 1991.

Study was undertaken to assess the influence of cultural similarity in the mentoring selection process. Results indicated that race is the strongest predictor of pairings in mentoring relationships. Author notes that with fewer people of color in positions of organizational power, "the study presents an unsettling picture of aspiring talented black members of an institution being left out of beneficial and rewarding mentoring relationships."

Kram, Kathy E. *Mentoring at Work Developmental Relationships in Organizational Life.* Lanham, MD: University Press of America, 1988.

Author's intent is "to present an intricate and realistic view of mentoring, to delineate its potential benefits and limitations, and to illustrate the various forms of developmental relationships that can exist in work settings." Discusses mentoring functions including sponsorship, coaching, protection, and role modeling. Traces the phases of a mentor relationship, including initiation, cultivation, separation, and redefinition.

McCormick, Theresa and Patricia Titus. "Mentoring: Giving Minority Women Tools For Advancement." *Mentoring International, Vol. 4,* No. **2, Spring 1990.**

Argues that mentoring programs are a chief means to retaining women of color faculty on U.S. campuses. Outlines the key pitfalls of mentoring and the principles of a successful mentoring program. Calls for a formal program with an explicit policy that receives support from the highest officials. Suggests that programs should be supported by informal networks and varied campus resources and that there should be rewards for mentors.

Mentoring: A Guide to Corporate Programs and Practices. **New York: Catalyst, 1993.**

Suggests that mentoring programs are a way to address human resources challenges, aid in recruitment and retention, help with succession planning and foster cultural change. Indicates that the key components of a program should link the mentoring initiative to the business strategy of the organization, receive top management support, and be the result of comprehensive planning. Provides guidelines to corporations for building a mentoring program and looks at such programs at ten top corporations.

Ragins, Belle Rose and John L. Cotton. "Easier Said Than Done: Gender Differences in Perceived Barriers To Gaining A Mentor." *Academy of Management Journal, Vol. 34, No. 4,* **1991.**

Study examines factors related to establishment of mentoring relationships. Women perceived greater barriers than men including: fear that interest in mentoring would be misconstrued as a sexual advance and persistence of traditional gender roles, which encourage men to be aggressive, women passive, in social situations. Other factors in acquiring a mentor include organizational rank, age, and length of employment. Experienced prot6g&s perceived fewer barriers to acquiring a new mentor than those with no experience.

Scandura, Terri A. "Mentorship and Career Mobility: An Empirical Investigation." *Journal of Organizational Behavior, Vol.* **13, 1992.**

Briefly reviews literature on mentoring. Current study supports contention that mentoring has positive effect on careers of prot6g6s, as indicated by performance ratings, salary, and promotions.

Thomas, David A. "Mentoring and Irrationality: The Role of Racial Taboos." *Human Resource Management, Vol.* **28, No. 2, Summer 1989.**

Argues that "race relations are embedded in taboos that both highlight and suppress the links between race and sex." Paper examines how the taboos are experienced and explores the links between these experiences and the process of mentoring. Maintains that contemporary corporate relationships reproduce feelings rooted in history of slavery. Urges developing a "social technology that will help blacks and whites more directly confront history and present."

Wasserman, Ilene C., Frederick A. Miller, and Martha N. Johnson. "Diversity Skills in Action: Cross Cultural Mentoring." *Managing Diversity,* **January 1993.**

Examines how cross cultural mentoring is tightly connected to how mentors would relate to diverse segments and examines how the skills are to be linked to successfully build a mentor relationship. The article illustrates how mentors can adapt their diversity skills to, create a cohesive mentor experience in a cross-cultural! relationship.

Recruitment

Farr, Cheryl. "Building and Supporting a Multicultural Workforce." Public *Management,* **February 1992, pp. 20-26.**

California is reportedly one of the most diverse states within the U.S. This article focuses on the recruitment efforts undertaken by city and county managers in Santa Ana and Pasadena. It includes strategic efforts and explains how ma-lagers attempt to tap into a diverse applicant pool to recruit a diverse work force that mirrors its community. Strategies mentioned include job posting and linkages to local organizations.

Scott, Marvin W. "Faculty Diversity-A Crucial Link to the Successful Recruitment and Retention of Minority Students." JOPERD, March 1993.

Addresses the diversification of college campuses with the influx of minority students. It also examines how the significance of a diverse faculty can affect the college recruitment and retention of minority students.

Vetter, Betty M. *Recruiting and Retaining a Diverse, Quality, Technical Workforce.* **Commission on Professionals in Science and Technology,** *Occasional Paper 91-1.* **Washington, D.C.:** May *1991.*

Recommends ways to reduce the high levels of turnover and retention within organizations and how employers can retain diverse talent within their organizations. Included are case studies of organizations and explanations of how educational facilities have addressed recruitment of people of color within student and employee populations.

Retention

Marshall, Nancy L. *The Bottom Line: Impact of Employer Child Care Subsidies.* **Wellesley Center for Research on Women,** *1991.*

Of 25 Massachusetts companies offering child care subsidies to employees, 14 responded to a 1990 CRW survey. Results are discussed here, including effect of subsidies on company turnover, retention, absenteeism, morale, recruitment and public image.

Miller, Jane Giacobbe and Kenneth G. Wheeler. "Unraveling the Mysteries of Gender Differences in Intentions to Leave the Organization." *Journal of Organizational Behavior, Vol. 13, 1992.*

Reports the results of a study of the intentions of male and female executives, managers and professionals to leave their organizations. Authors conclude that companies might improve their retention rates of female managers through job enrichment and by enhancing women's advancement opportunities.

Sexual Harassment

Castro, Laura L. "More Firms 'Gender Train' to Bridge the Chasms That Still Divide the Sexes." *The Wall Street Journal,* **January** *2, 1992.*

Discusses the use of gender awareness seminars at several companies, and explains how they have affected retention rates of female employees.

Clark, Charles S. "Sexual Harassment: Men and Women in Workplace Power Struggles." CQ *Researcher,* **Vol. 1, No. 13, (August 9, 1991), pp.537-559.**

Outlines the historical background and chronology of important legal and federal events pertaining to sexual harassment. He details specific court cases and names the top five monetary awards resulting from sexual harassment lawsuits.

Frierson, James G. "Sexual Harassment in the Workplace: Costly in Production, Absenteeism, Turnover." *Preventive Law Reporter,* **June 1989: pp.3-9.**

Discusses the legal aspects of sexual harassment, outlines components of an effective investigation of a sexual harassment complaint, and suggests steps companies can take to guard against sexual harassment in the workplace. Included are sample policy and complaint forms.

"Preventing Sexual Harassment." *Perspective,* **Catalyst, February 1992.**

Argues that companies must go beyond establishing a sexual harassment policy to eradicate sexual harassment in the workplace. Additional steps to be taken are provided. One company's practice and payoffs re profiled.

Sandler, Bernice R. "Sexual Harassment: A New Issue for Institutions." *Initiatives, Vol.* **52, No. 4, Winter 1990.**

Studies at several universities suggest that anywhere from 20% to 49% of female faculty members have experienced some form of sexual harassment on campus. Article notes that many institutions lack formal or informal channels through which complaints can be raised. Provides a list of things institutions can do including: developing policies prohibiting sexual harassment, and developing a code of conduct for faculty and staff.

Sexual Harassment Manual for Managers and Supervisors. **Commerce Clearing House, Inc., Chicago: 1991.**

Defines sexual harassment and the ways it violates employment discrimination laws. It cites examples of sexual harassment for which the employer is held liable. Lists steps companies must take to reduce liability are listed, and guidelines for conducting a sexual harassment investigation are offered. Included are examples of sexual harassment policy.

Sexual Harassment. Research and Resources. **The National Council for Research on Women, New York: 1991.**

Current research on sexual harassment is synthesized here (women, for instance, are nine times more likely than men to quit a job because of sexual harassment, five times more likely to transfer and three times more likely to lose a job). The report outlines legal and scholarly definitions of sexual harassment; extent of problem; typical behavior of the harassed and; guidelines for effective policy. It includes lists of researchers/expert witnesses' and organizations involved in advocacy work.

Succession Planning

Buttimer, James W. and Jane A. Fisher. "The Importance of Comprehensive Management Development." *Human Resources Professional,* **May/June 1989.**

Examines "the growing management development phenomenon," and the impact of training, career development, and succession planning on a company's long term performance. The authors evaluate the relative effectiveness of internal and external training.

How the Accounting Profession is Addressing Upward Mobility), of Women and Family Issues In the Workplace AICPA, **Academic and Career Development Division, New York, N-Y:** 1991.

Focuses on the measures and policies at the American Institute if Certified Public Accountants (AICPA) that address advancement issues for women, including work and family issues. Included are programs implemented to assist in women's career advancement in the profession, such as a focus on mentoring and other support efforts.

McElwain, James E. "Succession Plans Designed To Manage Change." *HR Magazine,* **February 1991.**

An executive discusses one company's efforts to systematically develop "the best people" and identify future leaders. The outlines the elements of three development programs.

Suffer, Suzanne. "Building Succession Planning That Works," in *Developing Tomorrow's Managers,* **edited by James L. Peters and Barbara H. Peters. New York: Conference Board, 1991.**

Arguing the need for "crystal-clear strategy" in succession planning, an executive outlines steps taken at her company that led to "a dramatic change in performance ratings."

The Subcommittee on Retention of the Committee to Enhance Professional Opportunities for Minorities. "Report on the Retention of Minority Lawyers in the Profession." *The Record,* **May 1992, pp.355-378.**

Proceedings from the subcommittee meetings on the goals of implementation to increase the hiring, retention and promotion of people of color into New York law firms are presented here. This report includes the findings of a survey completed by the subcommittee to identify the factors that stagnate minorities' development and advancement in law firms.

Upward Mobility Issues

A Question of Equity: Women and the Glass Ceiling in the Federal Government U.S.

Merit Systems Protection Board. Washington D.C.: October 1992.

Confirms the existence of a "glass ceiling" for women in federal government. Research found that women are promoted at a lower rate than men from entry to senior level. If current trends continue, by 2017 women will still represent less than one-third of senior executive positions, but over 40% of the administrative sector. In addition, the report suggests that there are often perceived ideas that women are less committed to their jobs than men due to family responsibilities. Stereotypes are cited as barriers to advancement of minority women, "casting doubts on their competence.

Adler, Roy D., and Rebecca M.J. Yates. *Shattering the Glass Ceiling Myth to Attract Woman MBAs.* **Pepperdine University, Malibu, CA and University of Dayton, Dayton, OH. Unpublished paper, 1993.**

The authors find that there is a glass ceiling for men as well as women, and that women are able to enter top management at a rate faster and in larger numbers than their similarly-prepared male counterparts. The paper also outlines implications for marketing MBA programs.

Africa, Martha Fay. "Darwin's Daughters Hit the Glass Ceiling." *Law Practice Management,* **September 1993.**

Finds that women enter private law practice at the same rate as men but within five years half of these women have left. Referred to as Darwin's Daughters, women, it is suggested, leave in protest of the low value their firms place on the dual role of lawyer and parent in addition to other glass ceiling issues. The author defines and explains how to recognize the glass ceiling and offers solutions.

Auster, Ellen R. "Behind Closed Doors: Sex Bias at Professional and Managerial Levels." *Employee Responsibilities and Rights Journal,* **Vol. I No. 2, 1988.**

Explores sources of sex bias in U.S. companies' informal culture, selection and recruitment, task assignment, performance evaluation, promotion and salary. "Action steps" to help reduce sex bias in each of these areas are provided.

Bullard, Angela M. and DO S. Wright. "Circumventing the Glass Ceiling: Women Executives in American State Governments." Public *Administration Review, Vol.* **53,** No. **3, May/June 1993.**

Authors use data from 1984 and 1988 surveys by the American State Administration Project to examine "gender patterns" at top levels of administration in all 50 U.S. states. Women, in holding about 20% of the agency director positions, are better represented here than in either the private sector or in federal service. Women tend to be clustered, however, in typically female agencies: aging, library, personnel, and social services. Suggests that women are more successful in circumventing, if not breaking, the glass ceiling in new agencies for arts, community affairs, human resources, and consumer protection.

"Corporate Women. Progress? Sure. **But the Playing Field is Still Far From Level."** *Business Week,* **June 8, 1992.**

Discusses results of survey of 400 female managers in which 70% of the respondents see "male-dominated corporate culture as an obstacle to their success." That women's presence in senior management has "not changed significantly in a generation," is attributed to discrimination. Article includes profiles of "50 Top Women in Business."

Coursen, David, et al. Two *Special Cases: Women and Blacks.* **Washington, D.C.: ERIC Clearinghouse, 1989.**

Focuses on the distinct barriers that women and African-Americans face in academic institutions. The authors provide suggestions for eliminating such biases from occurring. They provide an overview of the progressive aims that have been successfully achieved and the areas that still need major adjustments.

Decade of the Executive Woman 1993. **A Joint Study by Korn/Ferry International and UCLA Anderson Graduate School of Management, 1993.**

A "snapshot" of the responses of more than 400 senior female executives to a survey similar to one last done a decade ago. Current statistics show that the number of women executive vice presidents has risen from 4% to nearly 9%. But men holding that title still outnumber women by nearly 3 to 1. Salaries have doubled in 10 years, but women still take home only two-thirds of men's income. Survey recommendations include: place more women on corporate boards, ensure company policies educate everyone about sexual harassment, and address women's continuing responsibility in the home through flextime and child care.

Erkut, Sumru. *What is Good for Women and Minorities is Good for Business:What Corporations Can Do To Meet the Diversity Challenge.* Wellesley, MA: Center for Research on Women, 1990.

Highlights findings of major studies in the field and outlines dimensions of the diverse work force and the glass barriers it presents. Recommendations to corporations include: re-examining promotion criteria, giving high visibility assignments to "nontraditional" employees, and instituting salary equity. Extensive references included.

Fernandez, John *P. Racism and Sexism in Corporate Life: Changing Values in American Business,* **Lexington, MA: D.C. Heath and Company, 1981.**

Based on a study of managers in 12 companies, book discusses both the barriers to advancement and the quality of the corporate environment for minorities and women. Research indicates that businesses should provide training to counteract racism and sexism, for "only by exposing the extent of these two destructive forces in our society in general, and in the business world specifically, will corporate managers work together at their highest level of efficiency and effectiveness."

Fierman, Jaclyn. "Why Women Still Don't Hit the Top," *Fortune,* July 30, 1990.

Fortune examined 1990 proxy statements of 799 public companies to discover that of their highest paid officers and directors, less than one half of 1% were women. Those top 19 women are listed here; the article also presents anecdotal and statistical information on barriers to advancement in U.S. corporations,

Fisher, Bruce D., Steve Motowidlo, and Steve Werner. "Effects of Gender and Other Factors on Rank of Law Professors in Colleges of Business: Evidence of a Glass Ceiling." *Journal of Business Ethics, 12:* 771-778, 1993.

Examines how gender might affect professorial salary and rank. The results indicate that there are significant pay differences between women and men, but they are attributable to the number of years spent in academe. After controlling for seniority and other factors that might affect rank, there are still significantly fewer women in the higher ranks.

Friedler, Mindy. *Removing Subtle Barriers.* Hildebrandt Report Vol. 7 No. 5. Chicago, IL: September 1993.

Remarks on the hidden barriers to female attorneys advancing in law firms. It discusses why something needs to be done to change the current situation and suggests how such change might be accomplished through sensitivity training and a well organized mentoring program. Also stressed is the need for formal policies regarding criteria for the partnership, parental leave, sexual harassment and flexible work arrangements.

Graves, Sherryl Browne. "A Case of Double Jeopardy? Black Women in Higher Education," *Initiatives, Vol.* 53 No. 1, Spring 1990.

Saying that "studies about the state of black faculty in general fail to illuminate the condition of black women faculty," paper notes that research to date does not consider gender differences and the influence of multiple group membership. This paper attempts to do so. Universities need to recruit black female faculty and then include them in power networks. Reiterates long standing (1974) suggestions for nurturance of junior black faculty, and bemoans the continuing lack of action, ascribing it to racism and sexism.

Heidrick and Struggles, *The Corporate Woman Officer.* Chicago, IL: **1986.**

Results of a survey of roughly 200 corporate women officers at Fortune 1000 organizations. Provides statistics on characteristics of respondents including: title, salary, employment experience, educational attainment, and career and relocation conflicts.

Hymowitz, Carol and Timothy D. Schellhardt. "The Glass Ceiling: Why Women Can't Seem to Break the Invisible Barrier That Blocks Them From the Top Jobs," *The Wall Street Journal,* **March 24, 1986.**

Landmark article drawing attention to the fact that for female managers, "the road to the top seems blocked by corporate tradition and prejudice." Identifies barriers to women's advancement as the suspicion in corporations that women lack drive and commitment and are divided between work and family; their difficulty in finding mentors; and the fact that men at the highest levels of management feel uncomfortable with women. Article notes that these barriers may account in part for the record number of female entrepreneurs.

Mattis, Mary C. "Dismantling the Glass Ceiling, Pane by Pane." *The Human Resources Professional,* **Fall 1990.**

Suggests that rather than encountering a monolithic glass ceiling, women in corporations come across barriers at numerous points in their career. Specific barriers are identified (e.g., stereotyping and preconceptions) and recommendations made for their eradication. These include: providing flexibility, ensuring women a broad range of experience, and diffusing "old boy" networks.

Morrison, Ann M. *The New Leaders. Guidelines on Leadership Diversity in America,* **San Francisco: Jossey-Bass, 1992.**

Based on research into the experiences of 16 organizations that have been successful in diversifying their leadership, author highlights the best practices for advancing minorities and women to high level positions. Challenge, recognition, and support are deemed critical to upward mobility. Accountability, development, and recruitment practices are discussed.

Morrison, Ann M. and Mary Ann Von Glinow. "Women and Minorities in Management." *American Psychologist,* **February 1990.**

Reviews literature in the field, noting the paucity of research done on minorities in management. Outlines tactics used at various corporations to halt "differential treatment." Recommends areas for further research.

Morrison, Ann M., et al. *Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?,* **Reading, MA: Addison-Wesley, 1987.**

Based on a three-year study of 76 top female executives in *Fortune 100* companies. Seeks to answer five questions including: What does it take for women to enter the executive suite? What factors propel women up? What derails them? Identifies major "success factors" (most notably: mentoring). Appendix includes career development lessons most frequently reported by study subjects, and the key career events that taught them.

Peagam, Norman. "Progress But Not Partnerships." *International Corporate Law,* **September 1993, pp. 3740.**

Discusses the current statistics on minority and female attorneys in private practices. It notes a serious under-representation of white women and minorities at the partnership level but less of a disparity among associates. It suggests that minorities have not made as much progress as women have.

On the Line: Women's Career Advancement New **York: Catalyst, 1992.**

Examines degree to which women gain line experience and its importance to career advancement. Most significant finding is existence of glass wall between line and staff positions. Concludes that broad experience in core areas of the business is essential to advancement. Discusses reasons preventing women from attaining critical development experiences, including corporate culture and values, and perceptions senior managers have about women. Makes 13 recommendations and highlights strategies used by a dozen corporations to address problems such as male discomfort with female employees, and lack of systematic career planning.

Robinson, Bridgette A. "The Female Executive within the U.S. Postal Service: The Ladder to Success." Master's Thesis, University of Pennsylvania, 1992.

This master's thesis examines the perceptions of female postal executives in order to identify the factors that have been influential in their careers. Perceived extrinsic barriers (such as old boy networks and scarcity of female role models) and intrinsic barriers (such as work/family conflicts) to advancement are discussed, and recommendations are made for addressing them. A literature review is included.

Rosen, Benson, Mabel Miguel and Ellen Peirce. "Stemming the Exodus of Women Managers." *Human Resource Management, Vol.* **28, No. 4, Winter 1989.**

The findings of a survey of CEOs and HR managers indicate difficulty in attracting and retaining female managers and professionals. Problems revolve around organizational politics, career development opportunities and family conflicts. The paper examines responses to these problems and highlights differences across industries. Included are recommendations to HR managers for increasing their companies' abilities to compete for and retain female managers.

Rowe, Mary P. "Barriers to Equality: The Power of Subtle Discrimination to Maintain Unequal Opportunity," *Employee Responsibilities and Rights Journal, Vol. 3* No. 2, 1990.

Argues that "subtle discrimination is the principal scaffolding for segregation in the U.S.," and that such "microinequities" are "small in nature, but not trivial in effect." Suggests that microinequities contribute to maintenance of glass ceiling barriers by "walling out the 'different' person, and by making the person of difference less effective." Urges explicit discussion in management training programs, newsletters, and staff meetings, and the encouragement of support networks and mentoring programs.

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Shenhav, Yehouda. "Entrance of Blacks and Women into Managerial Positions in Scientific and Engineering Occupations: A Longitudinal Analysis." *Academy of Management Journal, Vol. 35, No. 4, 1992, 889-901.*

A longitudinal study of a national sample that examined the effects of gender and race on workers' entrance into managerial positions in both public and private sectors over four years. The results suggest that black workers had promotion advantages in both sectors and that women had promotion advantages in the private sector. The author notes that these promotional advantages do not indicate the absence of a white male advantage in occupying managerial positions. The discussion also states that the results do not imply that discrimination does not exist. Also, the results indicate that among black women, white women and black men, black women have achieved the least.

Marmer-Solomon, Charlene. "Careers Under Glass". *Personnel Journal,* **April** *1990.*

Provides insight into the causes of the glass ceiling for minorities and women. Includes statistics regarding minorities and women in the work force, viewpoints of a variety of experts, as well as descriptions of initiatives at Coming and Honeywell.

Stroh, Linda K., Jeanne M. Brett and Anne H. Reilly. "All The Right Stuff: A **Comparison of Female and Male Managers' Career Progression."** *Journal of Applied* Psychology, October *22, 1991.*

In examining the career progression of male and female managers at twenty *Fortune* 500 corporations, authors learned that although women's qualifications and career patterns were similar to men's, women's salaries lagged behind. "The clearest message from this study is that there is nothing more for women to do. They have done it all and still their salaries lag. It may be time for corporations to take a closer look at their own behavior." Study's suggestions include: have starting salaries of female employees match those of their male counterparts with identical qualifications, and institute accountability programs.

U.S. Department of Labor. Pipelines of Progress: A Status Report on the Glass Ceiling.

Washington, DC: August, 1992.

Diversity awareness is growing in corporate America, according to this report. However, in a DOL poll, 70% of surveyed female managers believed that the male-dominated corporate culture was an obstacle to their success. Equal pay for equal work also remains an issue. The report reviews companies tracked by the DOL, confirming commitment to the glass ceiling initiative as well as reporting areas needing greater attention and situations that are working.

U.S. Department of Labor. A Report on the Glass Ceiling Initiative **Washington, D.C.: 1991.**

A synopsis of initiative's efforts including: compliance reviews of nine corporations, evaluation of independent research, discussions with representatives from business, labor, women's and civil rights organizations. Among the findings are: confirmation of the existence of a glass ceiling, a lower plateau level for minorities, and the observation that corporate systems of advancement, appraisal and compensation are not monitored.

Van Velsor, Ellen and Martha W. Hughes. *Gender Differences in the Development of Managers: How Women Managers Learn From Experience.* Greensboro, NC: **Center for Creative Leadership, 1990.**

To investigate gender differences associated with experiential learning, authors compared findings of two studies of executive development, one of women and one of men. Studies queried managers on the key events in their careers and the lessons gained from them. Paper presents and discusses the primary development lessons that the two groups reported, as well as the key experiences or events that provided these lessons. Includes tables comparing men's and women's data.

Wald, Patricia M. "Breaking the Glass Ceiling." (adapted from remarks at the 1988 American Bar Association Annual Meeting)

The ABA Commission on Women in the Profession was created to study women at the mid-point in their legal careers to identify glass ceiling issues. Ms. Wald discusses the need to end gender bias in the legal profession, from teaching methods in law schools to private practices to courtrooms.

"Welcome to the Woman-Friendly Company Where Talent is Valued and Rewarded." *Business Week,* **August 6, 1990.**

Looks at practices of public corporations in which women hold at least 20% of senior management posts. Included is a chart *of Business Week's 24* best companies for women.

Wilson, Reginald. "Women of Color in Academic Administration: Trends, Progress, and Barriers." Sex *Roles, Vol. 21 No 1/2,* **1989.**

Argues that the limited number of women *of* color in academic administration is a result, in pail, *of* American history. That universities "were reluctantly forced to open their doors," (by court and government intervention) "and they resisted every step of the way, as they continue to resist up to today." Women *of* color account for only 1.3% of college presidencies. Notes the importance of increasing the number of women of color in the degree pipeline, and maintains that "exclusion of women of color from significant involvement in academic administration is a loss of talent for the nation."

Women In Corporate Management. Model Programs for Development and Mobility New York: Catalyst, 1991.

An in-depth examination of 17 companies that have exemplary programs for developing and advancing women. Programs address issues such as balancing work and family, leadership development, upward mobility, accountability, mentoring, managing diversity, women of color, corporate women's groups and eliminating sexual harassment. Options for implementation are presented, and corporate examples are described.

Women in Corporate Management.- Results of A Catalyst Survey. New York: **Catalyst, 1990.**

Discusses findings of two surveys of CEOs and senior human resources professionals of the top 1,000 publicly held companies in the U.S. Surveys elicited information about women at all levels, functions, and industries, including where women stand in the corporate world and what critical competencies women need to achieve top corporate positions.

Women on Corporate Boards: The Challenge of Change. **New York: Catalyst, 1993.**

Survey showed that of the *11,715* seats on the boards of *Fortune 500IService 500* companies, only *721 (6.2%)* are held by women. Among publication's recommendations is that CEOs increase the number of women qualified for board service by promoting women in their own management ranks and by providing women with opportunities to gain core business experience.

Woody, Bette. *Corporate Policy and Women at the Top.* **Working Paper No. 211. Wellesley, NIA: Center for Research on Women, 1990.**

Literature review reveals that women's advancement is hampered by occupational segregation, industrial stratification, and recruitment and promotion policies. Project polled *50* senior women managers in *Fortune 500* companies and concluded that in order to move women into senior levels, corporations must demonstrate a commitment that overrules subjective and discretionary behavior, and must ensure that women are guaranteed the opportunity to acquire "critically needed range of experience in the corporate enterprise."

Work and Family

Bhatnagar, Deepti. "Professional Women in Organizations: New **Paradigms for Research and Action."** *Sex Roles,* **Vol 18, Nos. 5/6, 1988.**

Research on some major issues (e.g., tokenism, sex role stereotyping, social isolation) encountered by professional women at the workplace is reviewed here. Suggestions for future approaches to research are provided.

Burden, Dianne S. and Bradley Googins. *Boston University Balancing Job and Homelife Study: Managing Work and Family Stress in Corporations.* **Boston University School of Social Work, Boston:** 1987.

This study was conducted with employees at a large public utility and a *Fortune 500* hi-tech company to examine work/family stress. Findings provide a picture of how employees are managing multiple roles and how they are coping with stress associated with combined work and family responsibilities. Tables and graphs illustrating results are included.

The Changing Workforce: Comparison of Federal and Nonfederal Work/Family Programs and Approaches. GAO/GGD 92-84, **Washington D.C.: April** *23, 1992.*

Examines how 16 leading private sector organizations assessed need for work/family programs, implemented them, and evaluated their effectiveness in enhancing employee recruitment, retention and productivity. The report also describes federal experiences in the work/family area and identifies barriers that deter the adoption or expansion of federal work/family programs. Included are recommendations, a bibliography, and a comprehensive index.

Families and Work Institute. **"An Evaluation of Johnson & Johnson's Balancing Work and Family Program," Executive Summary, April** *1993.*

Summarizes Families and Work Institute's independent research on the impact of Johnson & Johnson's "Balancing Work and Family Program," which was implemented in 1989. The survey found that the program had created work environments that were significantly more supportive of employees with complex work and family responsibilities.

Fernandez, John P. *Child Care and Corporate Productivity: Resolving Family/Work Conflicts*. **Lexington, NIA: Lexington Books, D.C. Heath and Company,** *1986.*

Based on data from over 5,000 employees, this book outlines the negative impact child care problems have on employee performance. Decrying the family/work conflicts that "are literally short-circuiting the productive potential of companies," the author describes "corporations whose executives ignore the realities of today's work force," saying they will "pay dearly for their recalcitrance in terms of diminished productivity, competitive disadvantage and, reduced profits." The author recommends that companies adopt a wide range of child care assistance programs.

Fernandez, John P. *The Politics and Reality of Family Care in Corporate America.* **Lexington, NIA: Lexington Books, D.C. Heath and Company,** *1990.*

After surveying more than 26,000 employees in 30 companies, the author found that company policies have not kept pace with changes in the demographics of the American family. He urges companies to realize that "family care is a corporate competitive issue, not a 'woman's issue,'" Child and elder care problems are examined and Fernandez offers solutions, including "A Marshall Plan for Family Care."

Friedman, Dana E. *Linking Work-Family Issues to the Bottom Line.* The Conference Board, New York: 1991.

Incorporates more than 80 research studies into analysis linking productivity and other work behavior to work-family problems and programs. Company responses to stress, pregnancy, child care and elder care are reviewed, and effects on recruitment, retention and absenteeism are considered. Friedman argues that "the CEO or someone in top management must be an advocate for a more family friendly workplace before change will occur." Suggestions for future research on work-family issues are included.

Friedman, Dana E. and Arlene A. Johnson. *Strategies for Promoting a Work-Family Agenda.* The Conference Board, New York: 1991.

Intended to help managers or task forces committed to the development of a work/family agenda, this publication highlights strategies that have worked in introducing and sustaining work-family programs in more than 40 organizations. Defines four developmental stages in creation of work-family programs and policies, and emphasizes connection between these and other corporate objectives.

Gatinsky, Ellen, and Diane Hughes. "The Fortune Magazine Child Care Study". Bank Street College, New York, 1987.

Determines the importance of reliable, quality child care necessary for much of the workforce. Suggests how the lack of child care adversely impacts workers both in upward mobility and absenteeism.

Googins, Bradley K, Judith G. Gonyea and Marcie Pitt-Catsouphes. *Linking the Worlds of Family and Work: Family Dependent Care and Workers' Performance.* Center on Work and Family, Boston: 1990.

Assesses the state of the art of both the family dependent care and productivity fields, and propose a research agenda for exploring the link between family dependent care and worker productivity. A literature review that summarizes findings on the impact of family dependent care and family responsive policies on the workplace in included.

Morgan, Hal and Frances J. Miliken. "Keys to Action: Understanding Differences in Organizations' Responsiveness to Work-and-Family Issues." *Human Resource Management, Vol. 31,* No. *3, 1993.*

Research undertaken in part to "learn more about the factors that cause U.S. companies to differ in their degree of responsiveness to the changing work-family demographics of the workforce and to learn why it is that some companies have -responded so dramatically to the family needs of their employees while others have yet to act." Findings include: industry and geography are key factors, and companies that regularly survey employees tend to be more responsive.

National Council of Jewish Women, Center for the Child. "Accommodating Pregnancy in the Workplace." NCJW *Center for the Child Report,* **November,** *1987.*

Addresses the necessity in accommodating pregnancy in the workplace through policy and practice. The research states that "80% of working women will become pregnant sometime in their working lives." Therefore attention to facilitating their time at work during their pregnancy and their eventual return after their child's birth is essential to retention.

Shellenbarger, Sue. "Lessons from the Workplace: How Corporate Policies and Attitudes Lag Behind Workers' Changing Needs." *Human Resource Management,* **Vol. 31, No. 3, Fall 1992***.*

Argues that the rank and file American worker is mostly untouched by the trend toward family-friendly policies and that many families are paying a high price for work-family conflict, which can be measured in rising workplace stress and declining quality of family life.

Vanderkolk, Barbara Schwarz and Ardis Armstrong Young. *The Work and Family Revolution.* New **York: Facts on File,** *1991.*

Insists that families and business are economically and socially interdependent. Calling private sector organizations "the pioneers" in the work-family arena, Schwartz and Young profile the model programs of innovative companies and describe them as "pragmatic business tools that are as critical to future profitability as replacement of aged equipment."

Work & Family: A Changing Dynamic, A BNA Special Report, Washington, D.C.: The **Bureau of National Affairs, 1986.**

Profiles more than 30 organizations' responses to work-family issues. Articles by specialists address trends and developments in work-family area. Includes list of resource organizations.

Work and Family Strategies for the University of California, University of California, 1991.

At the University of California, where women constitute 50% of the work force and 63% of management and staff, a university-wide task force submitted this report meant to "create a strategy that will make the UC workplace one in which family supportive policies and programs are as effective a management tool to recruit, retain, and motivate employees as are competitive pay and benefit programs." Report includes findings on the consequences of work-family conflicts at UC, a comprehensive list of recommendations, suggestions for funding strategies, and an executive summary.

Appendix B: Summary Tables

The tables are organized by the following subject headings:

Leadership and Career Development
Rotation / Non-traditional Employment
Mentoring
Accountability Programs
Succession Planning
Workforce Diversity Initiatives
       Programs for Women of Color
       Corporate Women's Groups / Networks
       Gender/racial Awareness Training
       Elimination of Sexual Harassment
Family Friendly Programs
       Flexible Work Arrangements
       Parental Leave
       Dependent Care

TABLE INDEX BY COMPANY

AAA - American Automobile Association
       Leadership and Career Development
Aetna Life & Casualty
       Parental Leave
Allstate Insurance Company
       Dependent Care
American Airlines
       Rotation/Non-traditional Employment
       Accountability Programs
American Express Company
       Dependent Care
Amoco Corporation
       Dependent Care
Apple Computer
       Elimination of Sexual Harassment
Arthur Andersen & Co., S.C.
       Gender/Racial Awareness Training
       Flexible Work Arrangements
AT&T
       Leadership and Career Development
       Mentoring
       Elimination of Sexual Harassment

Avon Products, Inc.
    Rotation/Non-traditional Employment
    Workforce Diversity Initiatives
    Corporate Women's Groups / Networks
Baxter Healthcare
    Accountability Programs
Champion International Corporation
    Dependent Care
Chubb & Son Inc.
    Rotation /Non -traditional Employment
    Mentoring
CIGNA
    Mentoring
Con Edison
    Rotation / Non-traditional Employment
Connecticut Mutual
    Leadership and Career Development
Continental Insurance
    Leadership and Career Development
Corning Inc.
    Leadership and Career Development
    Accountability Programs
    Flexible Work Arrangements
    Parental Leave
Dow Chemical
    Task Forces
Dow Jones & Company
    Mentoring
Eastman Kodak Company
    Family Friendly Programs and Policies
    Flexible Work Arrangements
E.I. du Pont de Nemours and Company
    Rotation / Non-traditional Employment
    Mentoring
    Gender/Racial Awareness Training
    Elimination of Sexual Harassment
    Task Forces
Environmental Protection Agency
    Workforce Diversity Initiatives
Exxon Research & Engineering Co.
    Mentoring
Fannie Mae
    Leadership and Career Development
First Interstate Bank of California

Leadership and Career Development

Gannett Co., Inc.
Leadership and Career Development

General Electric, NY Silicone Manufacturing Division
Workforce Diversity Initiatives

Goldman Sachs & Co.
Parental Leave

Hershey Foods
Accountability Programs

Hewlett-Packard Co.
Leadership and Career Development

Hoffman-La Roche
Corporate Women's Groups/Networks

Honeywell Inc.
Corporate Women's Groups/Networks

IBM
Parental Leave
Dependent Care

John Hancock Financial Services
Family Friendly Programs and Policies

Johnson & Johnson
Family Friendly Programs and Policies

Kraft General Foods
Workforce Diversity Initiatives

3M
Corporate Women's Groups/Network

Massachusetts Mutual Life Insurance Company
Leadership and Career Development

McCormack & Dodge
Accountability Programs

McDonald's
Workforce Diversity Initiatives

Morrison & Foerster
Leadership and Career Development

Motorola, Inc.
Accountability Programs
Dependent Care

NationsBank
Family Friendly Programs and Policies

NCNB
Flexible Work Arrangements

NYNEX - New England Telephone
    Leadership and Career Development
    Mentoring
Pacific Bell
    Flexible Work Arrangements
Pitney Bowes Inc.
    Mentoring
    Corporate Women's Groups/Networks
Polaroid Corporation
    Corporate Women's Groups/Networks
Port Authority of NY & NJ
    Corporate Women's Groups/Networks
Procter & Gamble
    Mentoring
    Workforce Diversity Initiatives
Proskauer, Rose, Goetz & Mendelsohn
    Parental Leave
Public Service Electric & Gas Company
    Accountability Programs
Raychem Corporation
    Corporate Women's Groups/Network
Rensselaer Polytechnic Institute
    Workforce Diversity Initiatives
Royal Bank of Canada
    Accountability Programs
Ryder Systems, Inc.
    Corporate Women's Groups/Network
The San Francisco Bar Association
    Flexible Work Arrangements
SC Johnson Wax
    Leadership and Career Development
    Family Friendly Programs and Policies
Sidney & Austin
    Flexible Work Arrangements
Sadden, Raps, Slate, Meager & Flame
    Flexible Work Arrangements
    Square D Co.
    Accountability Programs
Steles Inc.
    Flexible Work Arrangements
Stride Rite Corporation
    Dependent Care

Tandem Computer Inc.
>Family Friendly Programs and Policies

Tenneco Inc.
>Accountability Programs
>Corporate Women's Groups/Network

Texas Instruments
>Corporate Women's Groups/Network

The Travelers
>Dependent Care

Tucson Medical Center
>Flexible Work Arrangements

University of North Carolina at Greensboro
>Leadership and Career Development

US Sprint
>Family Friendly Programs and Policies

U S WEST
>Workforce Diversity Initiatives
>Programs for Women of Color

Work/Family Directions
>Dependent Care

Xerox
>Programs for Women of Color
>Dependent Care

TABLES

Summary Tables: Leadership and Career Development

Company	Program	Description
AAA - American Automobile Association	Management Development Program	The four-level Management Development Program focuses on building the kind of skills AAA managing directors, general managers and mid-level managers need to lead the company in a changing competitive climate. The program is based on three core themes: (1) Building the competencies of the AAA "manager of the future"; (2) Action Learning, an idea borrowed from General Electric that focuses on immediate transfer of skills learned in class to on-the-job situations; and (3) member satisfaction, or convincing executives to spend time with customers so they can make decisions that better anticipate customer needs.
AT&T	Leadership Continuity Program (LCP); Executive Education Program	Introduced to help further minorities' and women's advancement into higher management, the LCP identifies and accelerates the development of managers who have the potential to be leaders in an intensely competitive environment. The Executive Education Program provides internal and external education experiences for AT&T executives and those middle managers identified as having high potential. Executive Education Program candidates, most of whom are in the LCP, are selected on the basis of their on-the-job learning experiences, career histories, career plans and the organization's business strategies.

Executive Education Programs are offered internally and at 40 universities worldwide. Program s range from one week to two-and-a-half months.

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Connecticut Mutual	Management Excellence - Selection; Components for Leadership Development	1. The Management Excellence process involves "selecting individuals who will make successful managers in our environment." The process was developed through the McBurr model of competencies: a group of average and outstanding managers was selected and studied in order to identify the traits that led to success in management and that the company wanted to emphasize in management selection and development. 2. Components of leadership development efforts: **Career path process:** identifies the objective performance, skill and knowledge criteria for moving from one pay level in a job to the next, thus empowering the individual to plan his/her own growth and advancement. **Success factors for management:** competencies demonstrated by the best managers in the company are described to empower individuals to plan their own growth and development as managers. **High potential list:** developed through interviews conducted by human resources with the head of each of the business units and support units, this process identifies individuals at all levels of the organization with potential for higher level positions
Continental Insurance	Advanced Development Program	The Advanced Development Program identifies the company's high-potential employees and, through rigorous training and an accelerated career plan, helps them attain key leadership positions in the company. The program takes select employees through a three-month training session during which they each develop career paths of three to seven years. Assigned advisors serve as mentors and along with position pany¨ Program ¨ Description¨ ¨ AT&T¨ Early Career Advisory Program (ECAP)¨ ECAP` ` ` l of the ADP is to develop talented, committed employees into skillful managers and proficient leaders.

Leadership and Career Development (continued)

Corning Glass Works	Total Quality Program & Women's Advancement	The Quality Improvement Team is a task force designed to upgrade efforts in the recruitment, retention and upward mobility of women in management. With a demonstration of commitment from the top down and input from both line and staff managers, implementation strategies are being planned, including the development of action steps to hold managers accountable, succession planning for high-performing women, career development strategies to improve the current upward mobility rate for women, new recruitment efforts, implementation of a managing diversity education program, communicating policies and practices regarding women and the development of community initiatives to encourage women to work at <u>Corning.</u>
Fannie Mae	Recruitment	Newly appointed in the early 1980's, CEO David O. Maxwell challenged the financial industry's traditional hiring patterns by deliberately recruiting a management team that included minorities and women. To continue increasing the number of minorities and women in mid- and senior-level positions, CEO Maxwell works aggressively with top management to identify and promote the company's most promising minorities and women.
Gannett Co., Inc.	Partners in Progress	Instituted in 1979 by Chairman Allen Neuharth, the program encompasses strategies for recruiting, hiring, developing and promoting minorities and women. The program features a system to measure managers' performance in developing minorities and women and targets high-potential individuals for participation in management development programs. College recruitment and internship programs targeted to minorities and women ensure a diverse pool of talent from which future company leaders will emerge. The program, which has been tracked since 198 1, has been successful as seen in the high percentages of minority and female employees and managers.

Leadership and Career Development (continued)

Hewlett- Packard Co	Technical Women's Conference	The conference began as a grassroots effort by company women to showcase the achievements of HP's female engineers and scientists, promote their leadership development and help them to network in a highly decentralized organization. After a successful first Technical Women's Conference in October 1988, the company sponsored a worldwide conference in May 1991, drawing 800 attendees.
Massachusetts Mutual Life Insurance Company	Professional Development Boards	The company refined its-15-year-old Management Issues Board to emphasize employees' professional development. The single board was expanded to four 15- member boards (3 product line and I corporate), renamed Professional Development Boards. The new system provides professional staff with opportunities for career growth through their participation in challenging business projects. Participants develop critical skills, enhance their visibility with top management and broaden their responsibilities, while assuring Mass Mutual of a growing reservoir of professional and managerial talent.
Morrison & Foerster	Work and Family, Diversity	For over a decade, this law firm has had in place an array of liberal work and family programs that help women in the demanding legal profession achieve their fullest potential. A flextime policy for partners and associates with caregiving responsibilities, a three-month paid maternity leave (followed by a three-month unpaid leave), a family sick leave and a firm-wide dependent-care resource and referral program are viewed as basic levels of support. The firm has established ongoing training programs to teach lawyers, managers and staff how to work with one another in an environment of diversity and how to manage in a workplace made more complex by the firm's commitment to flexible work arrangements for women. Lawyers and firm managers are also trained in preventing sexual harassment and delivering effective feedback.

Leadership and Career Development (continued)		
New England Telephone/ NYNEX	Women in Technology	The program was implemented to increase the number of women in technical positions, create support systems for technical women, alleviate gender bias and help women acquire the skills and opportunities they need to advance. A cornerstone of the initiative is education. In conjunction with a local university, employees with no technical background can enroll in a two-year certificate program to prepare themselves for technical careers. To help women who do have technical experience move into higher levels of management, the company has a "Corporate Leaders" management succession plan. The program is open to both men and women.
SC Johnson Wax	Management Succession and Development Committee	The Management Succession and Development Committee challenges managers to consider qualified minorities and women for new openings, and pay and benefits structures are reviewed regularly to make certain that they are equitable and attractive to minorities and women. An effective job-posting system ensures that knowledge of available opportunities and of the hiring process is clear and fair to all employees. Ongoing training and development is critical. SC Johnson Wax has also paid full tuition for employees' undergraduate and graduate studies.
University of North Carolina at Greensboro	Career/Leadership Advancement Program for Women Administrators	This pilot program was developed to address, at the state level, the scarcity of women in administrative positions, especially higher-level positions in higher education. It was a locally developed program that was funded by a local foundation, a local university, the participant enrollment fees, and the state American Council on Education/National Identification Project, (ACE/NIP), which aims to identify talented women who are ready to move into senior administrative positions. The program provided the following: (1) high accessibility to women administrators and faculty in the state; (2) appraisal of career advancement as well as development of leadership skills; (3) individual career counseling for participants; and (4) training for participants in fiscal matters.

[Leadership **and** Career Development (continued)		
U S WEST	Women of Color Project	In 1988, U S WEST implemented its Women of Color Project to remedy inequities in the career opportunities for non-Caucasian women. The program was a response to the recommendation of three employee Resource Groups The objective of the program, which has just recently completed its five-year lifespan, was to provide developmental and promotional opportunities for the women on the basis of their leadership, communication and decision-making skills and the needs of the business. Of the 36 participants that completed the program, 100% experienced developmental opportunities and 83% experienced one or more promotional opportunities.

Summary Tables: Rotation/Non-traditional Employment

Company	Program	Description
Avon Products, Inc.	Slating; High potential selection process	The slating process was instituted to expand the pool of internal candidates for open positions and to ensure that minorities and women are better represented in line positions. When a position for manager, director or vice president becomes available, human resources personnel work with department heads to identify candidates. To better prepare for staffing changes, a slate of candidates is sometimes developed before the position becomes open. Candidates are selected on the basis of their job-specific skills and credentials. The high potential selection process identifies employees who have developed exceptional leadership and management skills, and who show support of the company's valuing diversity efforts. These individuals work with their managers and human resources staff to identify the experiences they need to advance. As with slating, the pool of high potentials is screened to ensure adequate representation of minorities and women.
American Airlines	Non-traditional employment	See American Airlines: Succession Planning (page 15).
Chubb & Son Inc.	Job rotation	High potential women in staff and administrative positions are given the opportunity to rotate into line functions. To prepare for a new position, each candidate currently in a staff position receives training and, in some cases, gains hands-on experience by working for several months in a lower-level line job without taking a pay cut. While the initiative does not exclusively target women, it is one of the strategies of Chairman and CEO Dean O'Hare "to unclog the pipeline for women at Chubb."

Rotation/Non-traditional Employment (continued)

Con Edison	Management Intern Program; Blue Collar Prep Program	The Management Intern Program is a comprehensive strategy to recruit, develop and promote qualified women. Begun in 1981, the program currently recruits approximately 30 college graduates annually on the basis of technical competence, leadership potential, communication skills and part-time work experience. Interns spend one year in four three-month assignments designed to expose them to a variety of company functions. Visibility is an added program benefit: interns gain exposure to officers and upper management through required presentations and informal forums. At the outset of the program, each intern is assigned a midlevel manager who services as a mentor. 75% of the 89 female engineers hired since 1981 are still at Con Ed; women have the highest rate of retention in the program. The "Blue Collar Prep" program aims to prepare women educationally, psychologically and physically for nontraditional jobs.
E.I. du Pont de Nemours and Company	Job rotation	At Du Pont, most executives move through at least two or three functions before they reach top positions. For example, an employee with technical experience may move from manufacturing to marketing to general management to corporate staff before attaining executive line status. The job rotation process begins with the identification of high-potential employees. Of Du Pont's 20,000 exempt employees with college degrees (15% of whom are women), approximately 2,000 are considered capable of advancing into upper management positions. Asked why job rotation is particularly important for women, a Du Pont representative said, "Women don't have role models in upper management positions. Job rotation helps them learn first-hand about the skills and knowledge they need for a new position.

Summary Tables: Mentoring

Company	Program	Description
AT&T	Early Career Advisory Program (ECAP)	ECAP began in 1976 at the company's Bell Laboratory location in Naperville, IL. Originally intended as a mentoring program for all newly hired or promoted minorities and women at the professional engineer level in Bell Laboratories (AT&T's Research and Development division), the program was recently broadened to include associate technical positions. Mentors are managers at either the supervisor, department head or director level, and must work outside the mentee's department.
Chubb & Son Inc.	Senior Management Sponsorship Program	Implemented in 1990, the program aims to better prepare talented individuals for senior management positions. The program selects employees at the assistant vice president level and above who are excellent performers and demonstrate potential for advancement. While the 30 employees participating in the pilot program in1990 included women, minorities and white men, the majority of the sponsorees were female.
CIGNA	Mentoring Guide	CIGNA developed a guide and let each of its ten operating divisions decide how they wanted to approach the mentoring process. The guide profiles successful mentor relationships, including: key behaviors of coaches, mentors and mentees; on-the-job opportunities for coaching and mentoring; methods to improve coaching and skills; and tips for mentees. The model was also developed to provide a benchmark for best practices and approaches to mentoring and coaching in CIGNA's divisions.

Mentoring (continued)		
Dow Jones & Company	Mentoring quads	To promote cultural diversity and enhance developmental and promotional opportunities for minorities and women, the company developed mentoring quads. Each quad is made up of four members who are diverse in terms of position, level,

		race, gender and functional area. Program developers felt another advantage of the group approach would be to offer greater learning opportunities to larger numbers of people. The approach also assumes that group dynamics will minimize personality conflicts.
E.I. du Pont de Nemours and Company	Imaging Systems	Du Pont's mentoring program is tied to other initiatives to develop and advance high-potential minorities and women. While the company allows mentors and protegees to structure their own relationship, every mentor receives two days of training in which ground rules are set and guidelines are given.
Exxon Research & Engineering Co.	Internship and Mentoring Program	This program for female and minority high school students was implemented to increase the pool of women and minority recruits. By providing students with professional-level mentors, who serve as role models and career counselors, as well as offering "real" engineering work experience, Exxon aims to build positive, long-term relationships with students and to foster their interest in becoming permanent employees.

Mentoring (continued)		
First Interstate Bank of California	individual Mentoring Program	The individual Mentoring Program is part of an Overall initiative, begun in early1992, to create and implement programs for the advancement of minorities and women. The overall initiative, The Career Opportunities and Development Program, includes all phases of career development and planning, diversity training, multi-cultural networks, a group mentoring program and the individual mentoring program. The purpose of the Individual Mentoring Program is to - provide high potential selected minorities and women an opportunity to focus on examining personal expectations, work habits, communications goals and objectives, constructive feedback and understanding expectations under the guidance of experienced and skilled professionals. Recognition that the bank could strengthen its business by developing employees was the motivation for establishing the initiative. Throughout the next three to five years all of the participants will be tracked as to their career development.
NYNEX	Mentoring circles	Designed to help prevent some of the problems associated with structured mentoring relationships, NYNEX has implemented "mentoring circles." Because mentors and protegees meet in groups of up to 12 people, the sexual tension and rumors that can accompany one-on-one male/female and inter-racial mentoring are eliminated. moreover, the circles maximize mentors' time, as the number of individuals qualified to serve as mentors is usually far fewer than the number of employees seeking mentors.

Mentoring (continued)		
Pitney Bowes Inc.	Pairing System	The 1989 pilot program's objectives were to augment the development process by helping to increase the number of candidates ready to fill managerial positions and to improve the retention of valued employees. The program was also designed to further the company's goal of creating an environment that values diversity by helping to increase the managerial representation of minorities and women. The current program strives to match mentors and associates on as many levels as possible by looking at the development needs of associates, the experience of mentors, geographic proximity and/or functional commonality.
Procter & Gamble	Corporate Mentoring Program	The program's objective is to ensure that there is an experienced manager to act as "a trusted counselor, coach, role model, advisor and voice of experience" to managers with less experience who are expected to advance within the organization. The company's first priority was to ensure that minorities and women identified with advancement potential have mentors, because of the higher turnover rates among these managers.

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Summary Tables: Accountability Programs

Company	Program	Description
Baxter Healthcare Corporation	Affirmative Action Strategy: Balanced Work Force Initiative	The program holds managers individually accountable for recruiting, retaining and promoting minorities and women. Managers are provided with guidelines for developing professional skills and, at year end, are required to complete detailed summaries of their efforts. Managers then submit the forms to corporate headquarters for an in-depth review of their achievements. At that time, Baxter reinforces support for managers' initiatives by tying 20% of their discretionary bonus to their "good faith" efforts and pursuit of corporate goals. Since 1988, both the number of female vice presidents and the number of female division presidents have increased substantially.
Corning Inc.	Quality Improvement Teams	To counteract a trend in attrition, the company assigned senior managers to separate quality improvement teams, one for women's advancement and one for African Americans' advancement. After an intensive, six-month effort, involving surveys and focus groups, the teams made recommendations for improving the workplace. Some of the outcomes include: mandatory gender and racial awareness training for managers and professionals, the introduction of career planning systems, and improved communication.
Square D Co.	Diversity Goal Setting	Goals for preparing high-potential female employees for management positions (at salaries of $60,000 and above) were developed and presented to senior executive staff. And in 1991, it was decided that a minimum of 20 percent of managers' bonuses would be based on their effectiveness in meeting corporate goals to recruit, develop and promote women

Accountability (continue)

Tenneco Inc.	Executive Incentive Compensation Program	This program links a significant percentage of each executive's bonus to the attainment of defined divisional goals to promote minorities and women. Three quarters of this percentage relates to these pre-established goals, which are separate for minorities and women and are set by each company according to its individual work force and location; the remaining one-quarter is for implementing programs directed at developing and advancing targeted groups.

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Summary Tables: Succession Planning

Company	Program	Description
American Airlines	Supertrack; Career Development Program (CDP); Women in Operations Management Advisory Council	The company is taking a multifaceted approach to retaining, developing and Promoting minorities and women. Supertrack requires officers to submit detailed, cross-fiunctional development plans for all high-potential minorities and women in middle management and above. American's Career Development Program (CDP), a sophisticated, r interest computerized job-posting system, allows employees to signal their in positions before vacancies occur. Company wide posting also helps reduce potential for discrimination or favoritism by providing all employees with instant job information. To boost women's representation in nontraditional positions, a task force was established: Women in Operations Management Advisory Council. The group's goals are to identify the barriers for women in nontraditional areas, to educate female employees on the growing opportunities in technical fields and to serve as mentors to female employees.

Succession Planning (continued)

Hershey Foods	Senior Management Review; Cross Entity Review	The advancement of minorities and women is one of the many goals of the succession planing process. During the company's Senior Management Review, high-growth individuals and potential high-growth individuals are identified as part of the annual meeting of top-level executives. Managers compile profiles of the high-growth individuals. The profiles include performance strengths, weaknesses and areas that need development, the next planned or anticipated position, and the anticipated position or level in five years. A five-year development plan charts the path from the employee's present position to anticipated position. In the Cross

| | | Entity Review, lateral movement or promotions from one division to another are identified to help develop an individual through new experiences. It also serves a business purpose by placing key employees where their expertise is needed. |
| McCormack & Dodge | Succession Management Resources Review (SMP,R) | A component of a larger initiative to foster career advancement, SMRR. is the process by which all senior managers evaluate their direct reports and determine their.readiness for progression into even more senior positions. Senior managers must also identify the critical skills, training and job experiences that each middle manager must have in order to grow into more senior positions. A detailed, individualized development plan is prepared for these individuals and is reviewed by executives on an annual basis. These plans are reinforced through performance evaluation and other goal-setting processes. |

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Succession Planning (continued)

| Motorola | Succession Planning with Clout | To accelerate women's advancement, the company implemented this program in 1986. The program features an ambitious, corporate-wide "Parity Initiative," which requires, by year end 1996, that the representation of minorities and women at every management level mirrors the representation of these groups in the general population. The "Parity Initiative" has already produced results: In September 1989 Motorola had two female vice presidents; today it has fourteen. To achieve these goals, the company uses a succession planning process, the "Organization and Management Development Review" (OMDR), which is unique in that it reaches down to the entry and mid-levels of management and holds managers accountable for developing and retaining minorities and women. |
| Public Service Electric & Gas Company | Multilevel, company-wide succession planning | Once a year, each department head completes several succession planning forms: One is an organizational chart, on which succession candidates, their readiness dates and their development needs are identified. Another form asks |

department heads to indicate any human resources issues they're confronting. Finally, department heads rate the performance **of** each employee on a scale of one to five - one indicating a high-potential fast tracker; five indicating unsatisfactory performance. Focus is on the number of minorities and women designed as promotable and the development opportunities outlined for them

Succession Planning (continued)

Royal Bank of Canada	Leadership Review	Once high-potential individuals are identified, through an extensive evaluation process, they can be transferred within the company to gain experience or receive specific training. Three lists of candidates for each of the Montreal-based company's top 50 positions, from senior vice - president on up, are compiled by the office of succession planning, which was created four years ago. In all, the top 800 jobs, including executives and some managers, are on the company's succession plan. The top 200 executives are tracked by the system, which also keeps some information.

Summary Tables: Workforce Diversity Initiatives

Company	Program	Description
Avon Products, Inc.	Communication System	This grass roots communication system monitors problems and opportunities related to diversity. Minority network groups exist as forums at which people of color can identify and discuss career-related issues. Officer sponsors provide guidance and mentoring. These networks communicate their concerns to a multicultural committee which, in turn, makes recommendations to senior management to effect positive change. On a monthly basis, the Corporate Women and Minorities Committee, founded by a former CEO, checks the company's progress in meetings to ensure access to management for minorities and women.
	Managing Diversity	Avon defines managing diversity as "creating a culture that provides opportunity for all associates to reach their full potential in pursuit of corporate objectives." Their conceptualization of diversity encompasses the more obvious differences such as age, gender, race and culture, as well the more subtle dimensions such as work style, life style, and physical capacity and characteristics. Managers at every level are responsible for Avon's progress in diversity. In addition, Avon encourages the comprehension and support of diversity by all employees.
Environmental Protection Agency	Cultural Diversity Initiative	A cultural diversity task force was formed to address issues of valuing and managing diversity along the lines of Total Quality Management and strategic planning. Four subgroups were subsequently established: one to examine best practices; a training work group; an employee survey work group; and a data analysis work group that studies EPA personnel actions.

Workforce Diversity Initiatives (continued)

General Electric, NY Silicone Manufacturing Division	Grassroots Diversity Initiative	The Silicone Manufacturing Division increased the number of minorities and women entries to 30%. In 1989, an informal network created a grassroots diversity initiative at the company in response to problems experienced by women and people of color. Specialized characteristics of the initiative include teamwork and diversity training. A review board examined such issues as family leave, flexible hours, personal and professional development, and other programs. Since the implementation of the program, there has been an increase in the number of women of color and women in managerial positions.
		Mentoring, an important component of the program, was established to provide minorities and women with role models who would give the participants insight into the corporate culture and management systems.
Kraft General Foods	Diversity Management	General Foods began its diversity effort by forming a Diversity Management Steering Committee, chaired by the president and including 10 senior executives, to monitor all company activities relating to affirmative action and diversity management. A full-time human resources position dedicated solely to diversity management was established along with a Workforce 2000 Council to address the issues of minority and women's upward mobility, networking and career/family balance. A huge training effort was then launched for the entire salaried employee population. The goal of the training is to increase awareness of changing work force demographics, the diversity efforts of competing companies, and the internal cultural barriers that inhibit the productivity of minorities and women.

Diversity Initiatives (continued)

McDonald's	Changing Workforce Programs	Formalized more than a decade ago, the programs are based on a premise of respect for all contributors to the business. Comprising six progressive management development modules, the program has helped ensure that employees of both genders and all cultures can reach their full professional potential. Through the modules, class participants are encouraged to explore personal attitudes and assumptions that can become barriers to their professional growth, or the growth of employees they manage. Training courses offered include: Managing the Changing Workforce (MCW); Women's Career Development (WCD); Black Career Development (BCD); Hispanic Career Development (HCD); and Managing Cultural Differences (MCD) and Managing Diversity (MD).
Proctor & Gamble	Corporate Diversity Strategy Task Force	In 1988, the president commissioned this task force, intentionally including line vice presidents, to redefine the importance of a multicultural work force and to identify strategies for managing diversity. In terms of diversity training, the company offers awareness training, symposiums on women and minority issues, and "onboarding" programs that help orient new hires with special attention to gender and minority concerns. To foster development and retention, all managers receive regular career assessments, in which they and their supervisors identify the skills they need to advance.
Rensselaer Polytechnic Institute (RPI)	Beyond Diversity Effort	The university views itself as a microcosm of the broad society: they have developed initiatives that cut across the entire university community in order to adequately prepare students for the work force. The program was established as part of the school's recent strategic planning process. It offers both students and faculty opportunities to learn and participate in different cultures and lifestyles through lectures, concerts, travel, workshops and task forces.

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Workforce- Diversity Initiatives (continued)

U S WEST	Pluralism Performance Menu	Pluralism Performance Menu, initiated in October 1990, is a measurement device for tracking the performance of the company's officers on their quantitative and qualitative efforts to develop and advance minorities and women. The PPM lists criteria for measuring officers' efforts. Every six months, officers submit a completed menu to corporate headquarters where the data are analyzed. Each officer is provided with feedback and suggestions for improvement. The short-term goal of the PPM was to boost the company's recruitment, development and advancement of minorities and women. The PPM is designed to raise the company's commitment to diversity to a new plane so that, in the long run, promoting diversity will become second nature to all employees.

Programs for Women of Color

U S WEST	Women of Color Project	See U S WEST: Leadership and Career Development (page 6)
	Workshop: White Maleism and the Corporate Culture	The goal of this workshop is to improve the communication between men and women and to help men avoid seeing women in the workplace as a threat, and instead as "an opportunity for greater economic prosperity and increased personal enrichment." Over 90% of the company's 100 officers, a predominantly white male group, have taken the workshop or other diversity training.
Xerox	Asset Management Program	This program was started in 1983 to foster mobility of women of color within the company's Development and Manufacturing Organization. The program combines formal training and on-the-job experience. It is intended to provide exposure to and understanding of the manufacturing operation through intensive on-the-job experiences under the direction of the plant manager. The plant manager also serves as mentor to the candidate to ensure that the program's objectives are fulfilled through each developmental phase.

Workforce Diversity Initiatives (continued)

Corporate Women's Groups/Networks

Avon Products Inc.	Avon Multicultural Committee	Avon has three strong groups: the Avon Asian Network, the Avon Hispanic Network and the Black Professional Association (BPA). These groups originated in the 1970's as the Concerned Women of Avon, which then became the Women and Minorities Committee. In the mid-1980's, committee members branched out and began networks to address their specific needs. Management developed an organized system through which networks and committees feed into each other to ensure a consistent flow of information and communication. In order to be credible, the group has made sure that its objectives are consistent with the company's goals. The committee is structured to help Avon implement its business strategy of becoming a multicultural workplace. The group has developed an operational structure with officers and regular meetings that follow the accepted business protocol at Avon. In addition, the committee tries to be open about its intentions and to communicate clearly and consistently.

Workforce Diversity Initiatives (continued)

Corporate Women's Groups/Networks

Hoffmann-La Roche	Concerned Women of Roche (CWR)	Founded in 1972, CWR is one of the older corporate women's groups in the country. The 400-member group seeks to: encourage women to develop their abilities to the fullest potential; actively support the company's EEO/AA program; and champion Hoffmann-La Roche's policies on behalf of women's advancement and work/family balance. The group is recognized as a viable corporate entity with full support of management. Recognizing the growing need for child care, CWR championed the concept of an on-site center. After conducting a feasibility study and assessing employee child care needs, the Roche Child Care Center - the first company-sponsored child care center in the state of New Jersey and one of the first in the country - was established in 1979. Also, at the request of management, CWR gave input into the company's maternity leave and sexual harassment policies. CWR also spearheads the company's mentoring program (which was recently expanded to include bilingual mentors), offers career counseling and skill workshops four times a years, and provides a wide range of programs for employees and their families. Hoffmann-La Roche funds these programs and other CWR activities.

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Workforce Diversity Initiatives (continued)

Corporate Women's Groups/Networks

Honeywell Inc.	Women's Council	Formed in 1978, the group's approximately 35 members represent a wide range of job functions, levels and organizational units. They exemplify the diverse work force in terms of age, race and family status. Initially, the group

		was chartered to contribute to a working environment that would attract and retain quality female employees and encourage personal growth of all employees. Its goals were to identify, study and make recommendations on issues of concern to Honeywell women and support women who sought career mobility. After gaining management support, the Council moved beyond its original emphasis on programming to providing recognized policy input. Without abandoning its original broad agenda, the group now focuses on identifying and studying issues of concern to Honeywell women and barriers to their upward mobility, and makes recommendations about how both management and employees can work to remove these barriers. The Council comprises employees from both professional and administrative ranks.
3M	The Women's Advisory Committee	The 3M Women's Advisory Committee's mission is "to influence and effect change in 3M to assure that all employees can participate and contribute equally." The statement emphasizes change and focuses attention on promoting women's career and leadership development through identification of issues, communication to 3M about women's concerns, and recommendation of specific action plans. The committee provides direct advice to senior management committees regarding policies that impact 3M women. The committee has contributed to the implementation of a number of significant programs including: supervisory and management development programs, internal communications on diversity in the workforce, an improved performance appraisal system, employee initiated part-time employment, and internal personnel search required for all job openings.

Workforce Diversity Initiatives (continued)

Corporate Women's Groups/Networks

Pitney Bowes Inc.	Minorities Resource Group/ Women's Resource Group	The two groups Play significant roles in enriching the company's equal opportunity environment. The groups work with both senior management and human resources personnel to provide input into programs and new initiatives such as candidate slating, job posting, development of management training programs, the mentor program, recruiting and hiring practices, and enhancing upward mobility for all employees in the company.
Port Authority of NY & NJ	Women's Equity	WE was organized by a small group of management women to reduce their sense of isolation and to promote women's upward mobility. By 1984, women were well represented in junior and mid-management jobs; subsequently, WE began to recognize the importance of women's voice in the workplace and to lobby the agency's leaders about women's concerns. Issues of primary interest included flextime, parental leave, child care and the availability of promotion opportunities for all women. Opening up the organization's membership to women at all levels was a logical step because the group's steering committee believed they would gain greater clout when voicing concerns to management by representing more women in the agency. To recruit new members, WE planned programs to involve women at all levels, such as a workshop on juggling work and family obligations, a display on women's historical contributions to the Port Authority and health seminars. To ensure the relevance and usefulness of the programs to all members, Women's Equity also sought non-management women's involvement on the steering committee and each of its five subcommittees. The group then planned a special workshop cosponsored by Asian, Black and Hispanic groups to help recruit women from non-traditional jobs such as the construction trades.

Workforce Diversity Initiatives (continued)
Corporate Women's Groups/Networks

Raychem Corporation	Women's Network	The Network was developed in early 1991 to address women's isolation in the heavily male dominated culture. The Women's Network issues a newsletter to more than 200 female and male employees. The Network is drafting its formal charter, organizing focus groups with female employees and top management, and launching a formal study to determine whether there are barriers to career development at Raychem. A positive and constructive approach and its practice of communicating with management regularly and openly are attributes that lead to the group's success.
Ryder Systems, Inc.	Women's Management Association	Founded in 1982, the Women's Management Association defines itself as a "business association." Its objectives include helping women become more effective in their jobs, apprising senior management of women's concerns and recommending practical solutions, and improving members' knowledge of Ryder's businesses and customers. A unique aspect of the group and a key to its success is the involvement of senior management. The group is guided by a Governing Board, comprising of 10 senior-level female managers, and an Executive Advisory Committee, comprising of four of the chairman's direct reports and human resources executives. Throughout the year, the group sponsors special events featuring nationally recognized business leaders, and frequently asks Ryder's corporate and division officers to formally speak to members about company growth and business plans. Having the group's objectives aligned with corporate objectives and the involvement of senior management have been critical to its success.

Workforce Diversity Initiatives (continued)
Corporate Women's Groups/Networks

Tenneco Inc.	Women's Advisory Council	The Council was established in January 1988 by then-Chairman James L. Ketelsen to help increase the number of women in leadership positions. Since then, the group has worked with management and corporate human resources officers to achieve its goals. Approximately 20 executive and management women from all company

| | | divisions are part of the Council, which also has a non-member senior executive liaison. The Council receives its operating budget from the company and uses company personnel, facilities and communications services. Members of the Women's Advisory Council helped corporate human resources officers facilitate company-wide adoption of "Workforce 2000 Initiatives," a training program for addressing work force diversity issues. The group also assisted corporate human resources officers in developing the "Work/Family Support Program," which offers a range of work and family benefits, including a six-month, unpaid family care leave. The number of women in senior management has grown significantly since the Council was established. |
| Texas Instruments | Corporate Services Women's Initiative | The Initiative is a management-supported group of approximately 50 female engineers, managers and technical employees in the company's corporate Services division. Founded as a grass roots effort by two women in 1990, the stated charter of the group is to champion the full participation of Corporate Services women at all levels and aspects of the business by promoting their professional and personal goals. The Women's Initiative helps top management understand and resolve issues that will enable the company to better recruit and retain women. Using the Corporate Services Initiative as a model, five additional women's networks have formed in other company divisions. |

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Workforce Diversity Initiatives (continued)
Gender/Racial Awareness Training

Company	Program	Description
Arthur Andersen & Co., S. C.	Men and Women as Colleagues	This gender awareness training program was introduced in May 1990 at the accounting firm's Dallas office. It aims to enhance interpersonal communication between male and female employees, legitimize discussion of workplace gender issues, increase understanding of the business benefits of creating a supportive environment fir women, and help Andersen attract and retain female employees. Based on the success of the Dallas office pilot, the program has been endorsed by Andersen's national human resources office and is now being conducted at multiple locations throughout the country.

Workforce Diversity Initiatives (continued)
Gender/Racial Awareness Training

	Personal Safety	The company has chosen to address in a business context the growing social problem of personal violence, including rape, wife/spouse battering, and child and elder abuse. Senior management recognizes that employees' concerns about safety, both on and off the job, can prevent them from fully reaching their potential. Du Pont's program contributes to a supportive work environment and improved productivity by helping employees address previously ignored areas of mental stress and by opening the lines of communication between men and women.
E.I. du Pont de Nemours and Company	Core Groups	These specialized workshops were implemented in 1988 to sensitize white, upper-level managers to gender and racial issues. Comprising 12 to 18 employees (five of whom are white male managers, and the remaining minorities and women), core groups meet with an outside facilitator for eight hours a month, on company time if they choose. Senior vice presidents are encouraged to form core groups within their own departments, and members either self-select or are invited to participate. While the groups have a life of their own, they typically last about a year. Occasionally members of the group will continue to meet on an ad hoc basis once the group has disbanded.

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Workforce Diversity Initiatives (continued)
Elimination of Sexual Harassment

Company	Program	Description
Apple Computer	Sexual Harassment Policy	The policy was instituted in February 1991 as part of an overall effort to bring more structure to a relatively liberal environment. When

		confronted with sexual harassment situations, the company is not reluctant to take action; offenders are terminated when appropriate. The policy has three components: a statement defining and prohibiting sexual harassment; a section outlining managers' responsibility, and a section describing the process of filing and resolving grievances.
AT&T	Policy, training, manual	A company-wide sexual harassment policy was implemented in the early 1980's as a step toward ensuring a nondiscriminatory workplace. The employee manual, "Dealing With Sexual Harassment, a Guide for Employees," conveys the nature and implications of sexual harassment by illustrating real-life examples of improper behavior, and consequences for harassers. The "New Focus on Sexual Harassment" workshop sensitizes supervisors and employees to the nuances of sexual harassment through videotapes, case studies and role playing. .
E.I. du Pont de Nemours and Company	A Matter of Respect	In 1987 the company developed this four-hour workshop to help create a responsible and respectful environment free of sexual harassment and discrimination. The workshop uses a videotape of real-life examples of sexual harassment, including the more subtle forms, the offensiveness of which men are often unaware. After an employee discussion of their perceptions of sexual harassment, the facilitators define the legal parameters and implications of sexual harassment. Another video shows the company's chief executive officer expressing his disapproval of sexual harassment. The final segment outlines the resources available to employees and the actions they can take. .

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Summary Tables: Family Friendly Programs and Policies

Company	Program	Description
Eastman Kodak Company	Work and Family Program, Parental leave	A task force was appointed in November 1986 to examine work and family issues. The task force reviewed the programs of 33 work-and-family-supportive companies, surveyed 2,000 Kodak employees and consulted with work and family specialists. The result was a comprehensive work and family program which includes up to 17 weeks of unpaid, job-protected family leave, child care resource and referral service, and corporate funding for start-up cost for day-care homes in Kodak communities. A surprisingly high number of men have taken advantage of a generous family leave policy without stigma and without derailing their careers. Also unusual is the length of leave the men have taken to care for their infants: an average of 12.2 weeks, which is just a week less than the average leave for mothers. Full health coverage continues during leave, and employees are assured of returning to the same or comparable job.
John Hancock Financial Services	Family Care Issues	The company designed its innovative Family Care Issues to help recruit and retain top talent. The company has instituted a program that includes such benefits as a one-year unpaid leave of absence and an on-site child care center. But the company has gone beyond traditional work and family programs: a Summer Care Fair offers employees and the public information about summer camps and programs in New England; and a "Kids-to-go" program works with local day care centers to provides activities for employees' school-aged children during school holidays and vacations.

Family Friendly Programs and Policies (continued)

| Johnson & Johnson | Balancing Work and Family Program | The program includes the following components: Child Care Resource and Referral; On-sire Child Development Centers; Dependent Care Assistance Plans; Family Care Leave; Family Care Absence; Flexible Work Schedules; Adoption Benefits; SchoolMatch; Elder Care Resource and Referral; Relocation Planning; and Employed Souse Relocation Services. These initiatives were designed in large part to address the changing composition of their work force -- the increasing numbers of women, |

		two-career families, single parents and the children of elderly parents. The company conducted a survey that showed that between 1990 and 1992, supervisors became significantly more supportive of employees when work/family problems arose and supervisors were also seen as more supportive of the use of flexible time and leave policies. There was, however, now impact on absenteeism or tardiness.
Nations Bank	Shared Parenting	The bank is one of the first, if not the only, companies to offer fathers paid time off to care for their newborn children. The policy is based on the company's belief that parenting is a shared responsibility. New fathers receive up to six weeks of paid paternity leave: for each year of service they accrue one week of leave.

Family Friendly Programs and Policies (continued)

SC Johnson Wax	Child care/ parental leave	One of the company's foremost work and family benefits is its on-site child-care program, established in 1985. The child-care program provides before- and after-training for employees. The center has been accredited by the National Association for the Education on Young Children. During the summer, the company offers full-time day care for employees' school-age children.
		The parental leave policy allows up to three months of unpaid leave for both male and female employees. This is in addition to the paid medical leave for the mother. The option to work part-time following parental leave is also available.
Tandem Computer Inc.	Model Maternity Leave	Tandem has offered a nine-week unpaid parental leave for over 10 years. A full-time disability leave manager helps expectant parents obtain and process the necessary medical and insurance forms, and an on-staff nurse is available to check on the health of pregnant employees. Tandem also recognizes infertility by covering up to three in-vitro fertilization treatments as well as expenses for surrogate mothers.
US Sprint	FamilyCare Program	To generate awareness and build broad-based support, Sprint appointed 150 employees from a range of company divisions to 11 career and family action teams. The teams developed the blueprint of the FamilyCare program. Announced in July 1989, FamilyCare provides flexible work schedules, a dependent-care resource and referral service, adoption assistance, personal and family counseling, working-partner relocation assistance and flexible health-care benefits.

Summary Tables: Flexible Work Arrangements

Company	Program	Description
Arthur Andersen & Co., S.C.	Flexible Work Program	The program allows female or male managers to return to work on a part-time basis for up to three years following the birth or adoption of a child while maintaining their full time benefits. Andersen clearly communicates that managers who work part-time at some point in their careers will remain eligible for partnership; flexible work arrangements will lengthen an employee's progression toward partnership, not derail it.
Corning Inc. (see also parental leave)	Alternative Job Schedules	Corning's policy states that "alternative job schedules are privileges - not rights." An employee must have a good performance rating and the position must lend itself to a nontraditional schedule. Options include part-time, flextime, job sharing and work at home.
Eastman Kodak Company	Professional FWAs	Flexible work arrangements, including those at the managerial level, have been available on an ad hoc basis since the early 1980's. In November 1988 a formal policy was introduced in which part-time, job sharing and flextime are available to all employees.
NCNB	Alternative Work Schedules	In 1987 the bank began offering employees on parental leave the opportunity to rejoin the work force at their own pace during a six-month leave period. Employees arrange their schedules with their managers, receive full benefits and a prorated salary, and return to the same or comparable position. The bank also offers Select Time, a part-time program instituted in 1988. Although Select Time has been used mostly by officers and managers, it is available to any employee who has worked at NCNB at least a year and performs at a level rated satisfactory" or above.

Flexible Work Arrangements (continued)

Pacific Bell	Telecommuting	Pacific Bell has been researching the business costs and payoffs of telecommuting since the inception of its pilot telecommuting program in May 1985. The company defines telecommuting as working from a site other than the office, using telecommunications technology.
The San Francisco Bar Association	Model Alternative Work Schedule Policy	The policy, drafted by the association's Committee on Equality, outlines four options that it says firms should make available to lawyers: (1) flextime; (2) part-time; (3) job sharing; and (4) flexiplace. The model policy is compatible with the American Bar Association, the Oregon State Bar Association and the policy put forth by the Minnesota Women Lawyers. The four models agree that: >Alternative work schedules should be available to both men and women; >Compensation should be calculated on a pro rata basis, with full or pro rata rata benefits; >There should be periodic review of alternative work schedule arrangements; >There should be uninhibited promotion and advancement for part-time attorneys, but those attorneys have a responsibility to keep regular hours and to be available even when not in the office.
Sidley & Austin	Part-Time Work Policy	The law firm introduced a part-time work policy in 1987. Part-time, normally 60 to 80 percent of a full-time work load, is not restricted to dependent-care needs. Most often it is new mothers who take advantage of the policy, which entitles them to take up to an eight-month, full-time parental leave. After this leave ends, the firm permits the associate to work part-time for up to six months. If the arrangement does not jeopardize the needs of the practice, an employee can request to work part-time indefinitely. Full health insurance is granted to those who work at least 20 hours a week; vacation and salary are prorated.

Flexible Work Arrangements (continued)

Skadden, Arps,	Part-time policy	In 1981, the law firm issued a policy statement that allowed

		attorneys with two years experience at the firm to work part-time. In 1984, the option was expanded to include new recruits. The policy has no restrictions in terms of duration. While-part-time attorneys are not on the partnership track, they can pursue partnership once they return to full-time status.
Slate, Meagher & Flom		
Steelcase Inc.	Professional Job Sharing	After offering job sharing for 6 years to nonexempt salaried employees, the company extended the option to its entire work force in 1988. Management encourages employees and their supervisors to customize job Sharing arrangements. The most common arrangement features a weekly schedule divided between the partners. Job sharers receive half of their medical, dental and life insurance benefits, but can purchase a full package at the company's group rate. Vacation and sick days are prorated, and annual merit raises and promotion opportunities are preserved.
Tucson Medical Center	Alternative Scheduling	The 15-member Nursing Recruitment and Retention Committee (NR&R) works with senior administration and the governing board to identify projects and programs that help prevent or reduce the effects of the nursing shortage. Staffing and scheduling are known to be areas of dissatisfaction for nurses and may be cause for a nurse leaving an institution. Tucson Medical Center has the traditional eight-hour shift, and also ten-hour, twelve-hour, split, and other nontraditional shifts. In many cases, through a process of self-scheduling, the nurses put these shifts together to provide 24-hour coverage. This departure from traditional scheduling by the management team allows staff nurses to develop their own work calendar within some pre-established parameters.

Summary Tables: Parental Leave

Company	Program	Description
Aetna Life & Casualty	Family Benefits for Men	A Family Leave Policy was implemented in June 1988. The policy grants employees, both male and female, up to six months of unpaid leave following the birth or adoption of a child or to deal with a serious illness of a parent, spouse or child.

Coming Inc. (see also flexible work arrangements)	Policy	The parental leave policy provides six weeks of disability leave for maternity, including full benefits, followed by an optional 20 weeks of child care leave for new fathers as well as mothers, including adoptive parents, and an optional part-time return. At the end of parental leave or at any other point an employee needs more time for family care responsibilities, he or she may elect to work flexible hours, arrange a job-sharing situation or work at home. The program allows employees temporary part-time work assignments when they need to devote extra time to caring for children or other dependent relatives.
IBM	Policy	In October 1988, IBM extended its unpaid personal leave of absence from 1 to 3 years to help employees balance career and family responsibilities. Employees taking leaves of one year or less are guaranteed their same or comparable job upon return; workers who take longer leaves are assured of a job but not necessarily at the same salary or level.
Proskauer, Rose, Goetz & Mendelsohn	Family Benefits for Men	In March 1989, this law firm adopted a policy granting three-month paid parental leaves for male and female associates. The policy dictates that "eligibility for partnership consideration shall not be affected in any way by the fact that an associate has been on child care leave, although the timing of such consideration may be affected if the leave or leaves are for extended periods." To qualify for the paternity leave, new fathers must be the primary caregiver in the family and have been employed by the firm for at least a year.

Summary Tables: Dependent Care

Company	Progrant	Description
(see description)	The American Business Collaboration for Quality Dependent Care	The program is championed by: Allstate Insurance Company, American Express Company, Amoco Corporation, IBM Corporation, Johnson & Johnson, Motorola, Inc., The Travelers, Xerox Corporation and Work/Family Directions. The collaboration is an effort by 109 companies and 28 public and private organizations to ease the work/family conflicts of their employees. This unique effort aims to increase the supply and enhance the quality of,dependent care services for their employees and the communities in which they live and work. The Collaboration has invested more than $25 million in 300 dependent care programs in 44 communities.
American Express Company; J.P. Morgan; Philip Morris	Partnership for Eldercare	In collaboration with the New York City Department for the Aging, the program was developed aims to assist employees with elder-care support. The companies fund the program, and in turn, they choose Department of Aging services that best fit their needs and corporate cultures: on-site seminars for employees on such topics as legal and financial planning and nursing home placement, individual consultation to assess employees' elder-care needs and referral to appropriate resources, an elder-care counseling "hotline," and technical assistance for human resources professionals in designing and communicating elder-care benefits packages. Representatives from sponsoring companies meet on a regular basis to discuss the status, strategies and goals of the partnership.

Care (continued)

Champion International Corporation	On-site center child care	Based on an employee survey indicating child care as a major concern, and strong support from its chief executive officer, the company opened an on-site child care center in 1988. The 4,900-square-foot center, housed in an office building adjacent to corporate headquarters, was imaginatively designed by an architect with experience in child care center planning. Each age group has a separate room, and a complex security system ensures safety and proper visitor identification. While the center is open to the community, children and grandchildren of Champion employees are given preference. Currently, the center provides care for 60 children aged three months to five years, and a waiting list exists. In keeping with Champion's commitment to accessible, high-quality care, the center is accredited by the National Association for the Education of Young Children.
IBM	Elder Care Referral Service (ECRS)	IBM introduced its Elder Care Referral Service in February 1988 to ease the caregiving responsibilities of its U.S. employees, retirees and their spouses. Through a nationwide network of 200 community-based organizations, ECRS provides personalized telephone consultation, which educates employees on elder care issues and refers them to services or care providers in the area in which their dependent relative resides. IBM offers the referral service on a prepaid contractual basis, while the employee or older relative selects and pays for the actual care provided.

Dependent Care (continued)

Stride Rite Corporation	On-site intergenerational center	Opened in March 1990, the center was the first of its kind to be sponsored by an American company. To assist with the center, Stride Rite has enlisted the help of Wheelock College, a Boston-based school that specializes in child care and family studies, and Somerville-Cambridge Elder Servicers (SCES), a local nonprofit agency that provides assistance to the elderly. At full capacity, the center accommodates 55 children (ranging in age from 15 months to 6 years), and 24 adults age 60 and over. To foster the relationship between children and elders, the center sponsors such activities as reading and writing stories, playing games, celebrating holidays, cooking and arts and crafts. It is open to employees as well as to members of the community, some of whom receive state-subsidized membership. There is a sliding scale fee structure based upon family income.

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Appendix D: List of Discussants

Anne Ard - Pennsylvania State University
Patricia Arredondo, - Consultant
Suzanne Baer - The New York City Bar Association
Julianne Bailey - Outplacement Specialist
Christine Carty - New York Women's Agenda
Barbara Cicatelli - Cicatelli Associates Inc.
Penelope Douglas - Morrison & Foerster
John Dovidio - Colgate University
Anna Duran - Columbia University Business School, Anna Duran & Associates
Sybil Evans - American Society for Training and Development
Kathrina Everharl - International Learning Centers
Vincent Frankel - Consolidated Edison
Roberta Gutman - Motorola
Bob Hamilton - E.I. du Pont de Nemours
Jacob Herring - Creative Cultural Change
Diane Huggins - Corporate Child Care Management Services
John Kotter - Harvard University
Kathy Kram - Boston University
Muriel Lazar - Harbnidge House
Tanya Lewis - New York Transit Authority
Laverne Morris - US WEST

Jim Moss - Towers Perrin
Julie O'Mara - O'Mara & Associates
Ruth Parsons - Nationwide Insurance
Pat Quigley - Avon Products, Inc.
Bernice Sandier - Center for Women Policy Studies
Donna Shavlik - Office of Women in Higher Education,
        The American Council on Education
Janet Spector - University of Minnesota
Myra Strober - Stamford University
David Thomas - Harvard University
Francis Walters - United States Hosiery Corporation
Michael Wheeler - The Conference Board
Murry Weitzman - The Independent Sector
Claudette Whiting - E.I. du Pont de Nemours
Sylvia Wagonheirn - Center for the New American Workforce
Claudette Whiting - E.I. du Pont de Nemours
Terri Wolfe - Patagonia