Box 6 of 12

Office of the First Lady
Domestic Policy Council
The Files of Jennifer Klein
File Inventory

File Type: Loose Folders
File Size: Letter
File Contents: Child Care

- Child Care Conference Planning
- FY 1999 Budget Policy Development
- FY 2000 Budget Policy Development
- Legislative Materials/Bills
- 1999-2000 Events for POTUS and FLOTUS
- Child Care and Crime
- After School Child Care

# BARGAINING FOR CHILD CARE

# Fact Sheet

## Why Is Child Care Important?

Child care often is thought of as full-time day care provided for preschool children, but working parents also need care for school-age children before and after school, backup care for sick children or in emergency situations, and care for children during evenings, weekends, holidays, summer vacations and when the parents are working non-standard hours. Changes in the workforce in the last 30 years have made the need for child care critical:

- Child care is a necessity for working parents: 42 percent of workers have responsibility for children younger than 18.
- More women are working outside the home: In 1991, 60 percent of women with children younger than six and more than three-fourths of women with school-age kids were working outside the home. In 1992, 54 percent of women with children younger than one were in the workforce.
- Reliable, affordable, high-quality child care is hard to find: 62 percent of working parents say that their main problem with child care is finding high-quality care.
- More than 14 million people who work hours other than 9 to 5 have particular difficulty finding child care. For example, in California, only 2 percent of child care centers and less than a third of licensed family child care homes provide care during evenings, weekends and overnight.

Unions are finding innovative solutions to provide child care for their members through bargaining. Unions also are pushing the federal government to provide funding and identify standards for child care at the national level.

## Child Care Bargaining Strategies

**Strategy 1: Resource and referral.** Finding high-quality, reliable, affordable care can be very difficult for working parents. Resource and referral services can help match employees with appropriate and available child care providers, taking into consideration the special needs of each family. An employer may contract with an outside agency or handle referrals in-house. Resource and referral services also can help develop child care resources in an area if no appropriate child care exists.

### Resource and Referral Contract Example

IBEW Local 1245 bargained with PG&E to establish a Child Care Resource and Referral Program, available to all employees. The program helps parents find the right solution for their specific needs: a child care center in their community, an in-house caregiver or a child care provider for sick children. The program provides a child care referral hot-line and information to help employees evaluate caregivers. **(International Brotherhood of Electrical Workers Local 1245 and Pacific Gas & Electric)**

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# BARGAINING TO EXPAND THE FAMILY AND MEDICAL LEAVE ACT (FMLA)

# Fact Sheet

## Why Is It Important to Expand the FMLA Through Bargaining?

The Family and Medical Leave Act is a federal law, passed in 1993, that provides unpaid leave for eligible workers whose personal medical or family situation requires them to take some time away from work. While the FMLA is a step in the right direction, many workers still have no protection under the Act and many cannot afford to take advantage of unpaid leave.

- Almost 41 million Americans across the country are not covered by the FMLA because they work for private employers not covered under the law. This amounts to more than 40 percent of the private-sector workforce.
- People with lower earnings are less likely to receive paid family leave than people with higher earnings: 49 percent of workers with family incomes of less than $20,000 a year get no pay at all during leave; only 21 percent of workers with family incomes of more than $75,000 receive no pay during leave.
- When low-income workers take needed leave, they often suffer economically. Of workers with annual family incomes of less than $20,000 who take leave, 27 percent must borrow money to survive, 38 percent delay paying bills, 32 percent cut their leave short and 15 percent resort to welfare. (Many of them resort to more than one of these desperate measures.)

## What Are Your Options for Expanding the FMLA?

Through contract language, many unions have expanded the availability and the protections of the FMLA. Here are some examples of bargaining to improve the usefulness of the FMLA for your members:

**Strategy 1: Make FMLA leave paid.** Many working families cannot afford to take needed time off without being paid. Receiving pay while on FMLA leave can make it possible to take advantage of the law.

### Paid Leave Contract Example

AFSCME Local 11 won four weeks of paid leave at 70 percent wage replacement for eligible employees after the birth or adoption of a child. Employees may use other forms of paid leave to supplement the wage replacement, and may also take up to six months of unpaid leave after the four paid weeks. **(American Federation of State, County and Municipal Employees Local 11 and the State of Ohio)**

**Strategy 2: Build FMLA language into your contract so that violations of FMLA can be settled through the grievance procedure instead of in court.** If an employer refuses to grant FMLA leave or violates the law in some

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# BARGAINING FOR FAMILY LEAVE

# Fact Sheet

## Why Is Family Leave Important?

Family leave allows employees to take time off from work to care for their families or recuperate from serious illnesses with a guaranteed job when they return. The Family and Medical Leave Act of 1993 (FMLA) now gives eligible working people some rights to unpaid leave. However, unions continue to bargain for family and medical leave, recognizing that the FMLA is still not enough for most working families.

- Almost 41 million Americans are not covered by the FMLA because they work for private employers not covered under the law. This amounts to more than 40 percent of the private-sector workforce nationwide.
- Every industrialized country in the world except the United States has some form of paid parental leave with a guaranteed job on return to work.
- Among employees who need but do not take FMLA leave, 63.9 percent say they cannot afford the wage loss. Union membership is one of the best predictors for being able to afford to take FMLA leave without such hardship.

While the nation is moving slowly toward providing better universal leave policies for all workers, unions continue to be at the forefront in negotiating leave language in contracts to help members balance their work and family needs.

## Family Leave Bargaining Strategies

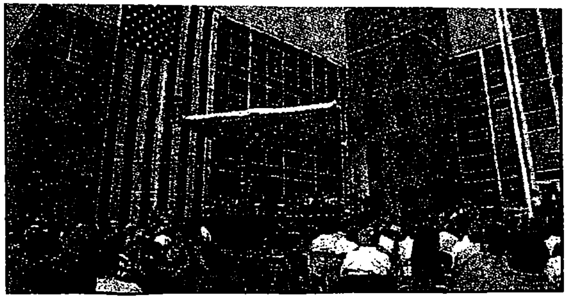
**Strategy 1: Family leave.** Family leave gives an employee the right to take time off from work to care for a newborn or newly adopted child, to care for a family member who is seriously ill or sometimes for other personal reasons.

### Family Leave Contract Example

USWA Local 12075 negotiated an agreement with the Dow Chemical Company allowing for up to 24 weeks of unpaid family leave for full-time employees who had worked at least 1,000 hours during the previous year. This leave may be taken by parents of newborn or newly adopted children or by employees who need to take care of seriously ill family members including natural, adopted or stepchildren, spouses or an employee's or spouse's parents. **(United Steelworkers of America Local 12075 and Dow Chemical)**

**Strategy 2: Parental leave (paid and unpaid).** Parental leave is taken by mothers and fathers to care for newborn, newly adopted or foster care children. It is very effective in reducing turnover, training costs and absenteeism. Five states provide temporary disability leave for women for pregnancy or childbirth. Some contracts also contain provisions offering this benefit. Temporary the disaster, it struck a chord with the American psyche.

When fire destroyed the mill in December 1995, Mr. Feuerstein had several attractive choices. He could have used the insurance money to rebuild in a state, or country, with lower wages. Or he could have retired.



**UP FROM ASHES:** *Publicity about the textile mill's rebuilding has boosted demand for its Polartec fleece.*

about their commitment to the mill.

"Most people would get up and leave and move out of the US," says Steven McLaughlin, touring the facility with his family. He's been a materials handler at Malden Mills for three years, and his mother has worked there for 23

stein says, was the 18-month settlement negotiation with the insurance company.

He credits a dedicated group of bankers for backing his efforts to rebuild.

"Their loyalty and their identification with us really was what permitted me to survive financially during the slow settlement process," he says.

Still, what troubled many here

"Loyalty is a very rare commodity in the American economy right now," says former US Labor Secretary Robert Reich. "Yet here is a major employer who decided to forgo the fast buck and rebuild. And the community, and the employees, and a major bank helped."

"The only sadness," he told the crowd, "is that the deeds of this man are so newsworthy."

# Family-Friendly Policies Go Mainstream

**NEW YORK**

FOR the first time, a major Hollywood studio – Universal Studios – has made Working Mother's prestigious list of the best 100 companies to work for.

The magazine's list also saw the number of Wall Street firms double to four – a sign of the growing influence of work-family concerns even on industries once overwhelmingly dominated by men.

"Even these male bastions are changing and opening to work-family," says Judsen Culbreth, Working Mother's editor-in-chief. "It's becoming more mainstream."

The winners were lauded last night at a New York dinner where US Labor Secretary Alexis Herman was scheduled to give the keynote speech.

The survey, now in its 12th year, rates companies on pay, advancement opportunities for women, child care, flexible hours, and family-friendly benefits such as adoption aid and elder-care resources.

This year, the survey shows an increase in the utilization of these benefits, which may signal that workers feel more comfortable taking advantage of these programs and that in the face of record employment, companies are doing more to attract and retain workers.

Taking advantage of family-friendly perks was most evident in alternative work arrangements. For example, 25,000 IBM employees and 16,000 AT&T employees work from home. Also, 79 of the Working Mother 100 support on- or near-site child care centers, and four subsidize on-site public schools.

Although only one major Hollywood studio is headed by a woman – Paramount Motion Pictures, led by Sherry Lansing – Universal Studios nevertheless drew top marks for promoting women.

Nearly 20 percent of Universal's senior and executive vice presidents are female, and 42 percent of employees are women.

The Wall Street firms that made the list for the first time were J.P. Morgan and Salomon Brothers. Merrill Lynch and Bankers Trust made the list for a second consecutive year. Other new firms are the Benjamin Group, BP Exploration, Chrysler, Cinergy, Computer Associates, Owens Corning, Rex Healthcare, Rockwell International, and the University of Pittsburgh Medical Center.

Some companies report a clear link of family-friendly programs to corporate recruitment, retention, and productivity. MBNA America Bank, for example, received 73,000 job applications last year alone. Patagonia estimates that retaining a worker avoids a $50,000 turnover cost.

**– Associated Press**

## BEST COMPANIES TO WORK FOR

■ Working Mother magazine doesn't rank the companies in its top-100 list, but does name 10 it says have the best pay and family-friendly policies.

1. Allstate Insurance, Northbrook, Ill.
2. Barnett Banks, Jacksonville, Fla.
3. NationsBank, Charlotte, N.C.
4. Fel-Pro, Skokie, Ill.
5. Glaxo Wellcome, Research Triangle Park, N.C.
6. Merck & Co., Whitehouse Station, N.J.
7. Johnson & Johnson, New Brunswick, N.J.
8. SAS Institute, Cary, N.C.
9. IBM, Armonk, N.Y.
10. Xerox, Stamford, Conn.

[The Christian Science Monitor, Tuesday, September 16, 1997]

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: HR1373

SPONSOR: DeLauro (D-CT)

BRIEF TITLE: Early Learning and Opportunity Act of 1997.

OFFICIAL TITLE: A bill to establish a grant program to improve the quality and expand the availability of child care services, and of family support services, for families with children less than three years of age; to amend the Internal Revenue Code of 1986 to modify the taxation of income of controlled foreign corporations attributable to imported property; to amend the Family and Medical Leave Act of 1993 to cover employers that have more than 20 employees; to amend the Head Start Act to authorize appropriations for fiscal years 1999 through 2002 and to increase the funds reserved for services for families with children less than 3 years of age; and for other purposes.

INTRODUCED: 04/17/97

COSPONSORS: 36 (Dems: 36 Reps: 0 Ind: 0)

COMMITTEES: House Ways and Means
House Education and the Workforce

SHORT TITLE AS INTRODUCED:
Early Learning and Opportunity Act of 1997

CRS DIGEST:
TABLE OF CONTENTS:



Early Learning and Opportunity Act of 1997

*Title I: Early Learning and Opportunity Grants - Authorizes the Secretary of Health and Human Services to make grants to eligible States to improve the quality and increase the availability of child care services, and of family support services, for families with children less than three years of age.

(Sec. 103) Directs the Secretary to: (1) develop a voluntary model training program for employees of child care providers; (2) make available to Head Start agencies and child care providers the code developed for such model training program; and (3) provide technical assistance to such agencies and providers to implement it.

(Sec. 105) Authorizes appropriations.

*Title II: Amendment to Internal Revenue Code of 1986 - Amends the Internal Revenue Code to include imported property income (except for foreign oil and gas related income, or property subsequently exported) as foreign base company income in the gross income of a U.S. shareholder of a controlled foreign corporation.

*Title III: Amendment to Family and Medical Leave Act of 1993 - Amends the Family and Medical Leave Act of 1993 to extend its covera
ge
to employers with more than 20 employees (current law applies only to employers with more than 50 employees).

*Title IV: Amendment to the Head Start Act - Amends the Head Start Act to extend the authorization of appropriations.

(Sec. 402) Revises a formula for allotment of certain training and technical assistance funds under such Act. Increases the amount of funds reserved for services to families with children less than three years of age (programs for families with infants and toddlers).

CRS SUBJECT INDEX TERMS:
Children
Authorization--Department of Health and Human Services
Budgets
Business
Business income tax
Caregivers
Child care block grants
Day care--Standards
Education
Education of disadvantaged children
Elementary and secondary education
Employee training
Executive departments
Families
Family leave
Federal aid to child welfare
Federal aid to day care centers
Federal aid to education
Foreign corporations
Foreign tax credit
Imports
Income tax
Infants
International finance
Job training
Labor

Licenses
Parent and child
Poor children
Preschool education
Salaries
Sick leave
Small business
State and local government
Taxation
Taxation of foreign income
Trade
Transportation
Welfare

LEGISLATIVE ACTION:

04/17/97 Referred to Committee on Education and the Workforce, Committee on Ways and Means (for a period to be subsequently determined by the Speaker, in each case for consideration of such provisions as fall within the jurisdiction of the committee concerned) (CR p. H1704)

04/17/97 Original Cosponsor(s): 2
Hoyer (D-MD) McGovern (D-MA)

04/23/97 Cosponsor(s) added: 1
Gephardt (D-MO)

04/24/97 MCGOVERN, D-Mass., House speech: Urges colleagues to support the Early Learning and Opportunity Act. (CR p. H1850)

04/30/97 PALLONE, D-N.J., House speech: On the Democratic education agenda, including the Early Learning and Opportunity Act of 1997. (Colloquy with several representatives) (CR p. H2060-H2067)

06/04/97 Cosponsor(s) added: 11

| | | |
|---|---|---|
| Clayton, E. (D-NC) | Frost (D-TX) | Slaughter (D-NY) |
| Dellums (D-CA) | Gejdenson (D-CT) | Tierney (D-MA) |
| Filner (D-CA) | Lofgren (D-CA) | Weygand (D-RI) |
| Ford (D-TN) | Pelosi (D-CA) | |

06/05/97 Cosponsor(s) added: 1
Moakley (D-MA)

06/10/97 Cosponsor(s) added: 2
Davis, D. (D-IL) Lewis, John (D-GA)

06/19/97 Cosponsor(s) added: 5

| | | |
|---|---|---|
| Allen (D-ME) | Evans (D-IL) | Stark (D-CA) |
| Brown, G. (D-CA) | Faleomavaega (D-AS) | |

06/25/97 Cosponsor(s) added: 2

| | |
|---|---|
| DeGette (D-CO) | Jefferson (D-LA) |

07/08/97 Cosponsor(s) added: 2

| | |
|---|---|
| Brown, S. (D-OH) | Thompson, B. (D-MS) |

07/11/97 Cosponsor(s) added: 1

Gutierrez (D-IL)

07/31/97 Cosponsor(s) added: 2

| | |
|---|---|
| Christian-Green, (D-VI) | Kucinich (D-OH) |

09/04/97 Cosponsor(s) added: 7

| | | |
|---|---|---|
| Abercrombie (D-HI) | Payne, D. (D-NJ) | Underwood (D-GU) |
| Johnson, E.B. (D-TX) | Rush (D-IL) | |
| Mink (D-HI) | Towns (D-NY) | |

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: HR1113

SPONSOR: Norton (D-DC)

OFFICIAL TITLE: A bill to provide that if an employer provides additional leave to a parent for the birth of a child, such employer shall provide the same leave to a parent for an adopted child or a foster child.

QUICK REFERENCE: Mandate paid leave for foster or adoptive parents equal to that of birth parents

INTRODUCED: 03/18/97

COSPONSORS: 0 (Dems: 0 Reps: 0 Ind: 0)

COMMITTEES: House Government Reform and Oversight
House Oversight
House Education and the Workforce

RELATED BILLS: See S183, HR109, HR191, HR234

CQ BILLWATCH BRIEF:
HR1113 would mandate that employees who become foster or adoptive parents be afforded the same leave policy -- including paid leave -- as their coworkers who are birth parents. The bill would not require that employers provide leave benefits that are beyond those existing in law. But rather, if the employer chooses to provide such benefits, they must do so for all parents equitably.

The Family and Medical Leave Act of 1993 (FMLA) mandates that employers must grant up to 12 weeks of unpaid, job-protected leave for adoptive, birth or foster parents to care for a new child. Some employers exceed FMLA and offer such benefits as paid leave or paid sick leave to be used by employees with a new child, but often only extend such benefits to birth parents. HR1113 would mandate that an employer must provide the same leave and compensation to all parents - birth, foster or adoptive.

CQ BILLWATCH INSIGHT:
No action has been scheduled on HR1113, which was referred to House Government Reform and Oversight, House Oversight and House Education and the Workforce committees.

Four related bills also have been introduced in the 105th Congress (S183, HR109, HR191, HR234).

CRS DIGEST:
Requires an employer to provide an employee who is a parent of an

adopted child or a foster child with the same leave the employer provides (in addition to leave required by the Family and Medical Leave
Act of 1993) an employee who is on parental leave for the birth of a child.

CRS SUBJECT INDEX TERMS:

- Labor
- Adopted children
- Adoption
- Adoptive parents
- Children
- Families
- Family leave
- Foster home care
- Foster parents

LEGISLATIVE ACTION:

01/07/97 *** Related measure (HR234) introduced in House. ***

01/07/97 *** Related measure (HR191) introduced in House. ***

01/07/97 *** Related measure (HR109) introduced in House. ***

01/22/97 *** Related measure (S183) introduced in Senate. ***

03/18/97 Referred to Committee on Education and the Workforce, Committee on Government Reform and Oversight, Committee on House Oversight (for a period to be subsequently determined by the Speaker, in each case for consideration of such provisions as fall within the jurisdiction of the committee concerned) (CR p. H1111)

03/18/97 NORTON, D-D.C., House speech: Introduces the Parental Leave Equity Act of 1997. (CR p. E500-E501)

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: HR1573

SPONSOR: Oberstar (D-MN)

OFFICIAL TITLE: A bill to provide equal leave benefits for parents who adopt a child or provide foster care for a child.

INTRODUCED: 05/08/97

COSPONSORS: 50 (Dems: 44 Reps: 5 Ind: 1)

COMMITTEES: House Education and the Workforce

SHORT TITLE AS INTRODUCED:
Leave Equity for Adoptive Families Act of 1997

CRS DIGEST:
Leave Equity for Adoptive Families Act of 1997 - Entitles any employee who needs it, because of placement of a child with the employee for adoption or foster care, to any leave benefit provided by the employer for care of an employee's newborn biological child or for recovery from the employee's own illness, injury, or disability. Requires that such leave commence no later than 12 months after such placement.

Authorizes civil actions to enforce this Act.

CRS SUBJECT INDEX TERMS:
Labor
Actions and defenses
Adoption
Adoptive parents
Children
Civil rights
Damages
Discrimination in employment
Employee rights
Families
Family leave
Finance
Foster home care
Injunctions
Interest
Law
Legal fees
Sick leave

LEGISLATIVE ACTION:

05/08/97 Referred to Committee on Education and the Workforce (CR p. H2445)

05/08/97 Original Cosponsor(s): 19

| | | |
|---|---|---|
| Ackerman (D-NY) | Gejdenson (D-CT) | Norton (D-DC) |
| Burton, D. (R-IN) | Gutierrez (D-IL) | Peterson, C. (D-MN) |
| Clement (D-TN) | Hyde (R-IL) | Rahall (D-WV) |
| Conyers (D-MI) | Klug (R-WI) | Sanders (I-VT) |
| Dellums (D-CA) | Lofgren (D-CA) | Stabenow (D-MI) |
| Frank, Barney (D-MA) | Maloney, C. (D-NY) | |
| Frost (D-TX) | McDermott (D-WA) | |

05/16/97 Cosponsor(s) added: 6

| | | |
|---|---|---|
| Evans (D-IL) | Lewis, John (D-GA) | Sabo (D-MN) |
| LaFalce (D-NY) | Meek (D-FL) | Slaughter (D-NY) |

05/22/97 Cosponsor(s) added: 2

| | |
|---|---|
| Rivers (D-MI) | Smith, C. (R-NJ) |

06/04/97 Cosponsor(s) added: 8

| | | |
|---|---|---|
| Clyburn (D-SC) | Hilliard, E. (D-AL) | Shays (R-CT) |
| Delahunt (D-MA) | Johnson, E.B. (D-TX) | Towns (D-NY) |
| Gordon, B. (D-TN) | Rush (D-IL) | |

06/05/97 Cosponsor(s) added: 4

| | |
|---|---|
| Barrett, T. (D-WI) | Poshard (D-IL) |
| Bonior (D-MI) | Smith, Adam (D-WA) |

06/17/97 Cosponsor(s) added: 5

| | | |
|---|---|---|
| Carson (D-IN) | Kleczka (D-WI) | Payne, D. (D-NJ) |
| Davis, D. (D-IL) | Miller, G. (D-CA) | |

07/10/97 Cosponsor(s) added: 2

| | |
|---|---|
| Snyder (D-AR) | Vento (D-MN) |

07/31/97 Cosponsor(s) added: 3

| | | |
|---|---|---|
| Engel (D-NY) | Faleomavaega (D-AS) | Strickland (D-OH) |

09/11/97 Cosponsor(s) added: 1

Brown, G. (D-CA)

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: HR234

SPONSOR: Maloney (D-NY)

BRIEF TITLE: Family and Medical Leave Enhancement Act.

OFFICIAL TITLE: A bill to amend the Family and Medical Leave Act of

1993 to allow employees to take, as additional leave, parental involvement leave to participate in or attend their children's educational and extracurricular activities and to clarify that leave may be taken for routine medical needs and to assist elderly relatives, and for other purposes.

QUICK REFERENCE: Expand Family and Medical Leave Act

INTRODUCED: 01/07/97

COSPONSORS: 44 (Dems: 43 Reps: 1 Ind: 0)

COMMITTEES: House Government Reform and Oversight
House Oversight
House Education and the Workforce

RELATED BILLS: See S183, S280, HR1113

CQ BILLWATCH BRIEF:

By Marc Birtel, CQ Staff Writer

HR234 would expand the Family and Medical Leave Act to cover more

private-sector employees, allow leave for routine medical needs, and grant an additional 24 hours of annual leave for parental participation in school activities.

Current law guarantees employees 12 weeks of unpaid leave annually for family reasons, including the birth or adoption of a child or the placement of a foster child, or in times of serious medical emergency for a child, spouse or parent. HR234 would expand coverage of the law to include routine family medical needs, including the transportation of children to medical or dental appointments and the professional care of elderly relatives.

The statute currently applies to private-sector companies of 50 or more employees. HR234 would lower the threshold to 25 employees.

The bill also would allow workers, including federal employees, to take up to an additional 24 hours (four hours per month) of unpaid "parental involvement leave" to participate in their children's educational, extracurricular or community activities.

Bill sponsor Carolyn B. Maloney, D-N.Y., said more than 12 million workers have benefited from the family-leave law since it became law
.
She said she introduced HR234 because it is a way to help workers balance the competing demands of job and family.

Several Democrats have introduced related measures (HR109, HR191, S283, S280).

CQ BILLWATCH INSIGHT:
No action has been scheduled on HR234, which was referred to the House Education and the Workforce, House Oversight, and Government Reform and Oversight committees.

During a March 5, 1997, markup of an unrelated bill (HR1) to allow workers to choose comp time instead of overtime pay, the committee rejected an amendment offered by ranking Democrat William L. Clay, Mo., that would have given workers an additional 24 hours of unpaid leave to use to serve as teacher's aides at their children's schools or attend parent-teacher conferences.

Vermont Republican James M. Jeffords, chairman of the Senate Labor and Human Resources Committee, said a deal is likely on the comp time measures and family-leave language between congressional Republicans
,
Democrats and the White House.

In his State of the Union address on Feb. 4, 1997, President Clinton advocated the expansion of the Family and Medical Leave Act to grant

employees additional unpaid leave for parent-teacher conferences and medical checkups for their children. Though these provisions are included in HR234, the president did not explicitly endorse the bill.

No action occurred in the 104th Congress on a related bill introduced by former Rep. Patricia Schroeder, D-Colo.

SHORT TITLE AS INTRODUCED:
Family and Medical Leave Enhancement Act

CRS DIGEST:
Family and Medical Leave Enhancement Act - Amends the Family
and
Medical Leave Act of 1993 to extend coverage to employees at worksites where the employeremploys at least 25 (currently 50) employees at the worksite and within 75 miles of that worksite.

Allows employees covered by such Act to take up to four hours during any 30-day period, and up to 24 hours during any 12-month period, of parental involvement leave to participate in or attend their children's educational and extracurricular activities.

Amends Federal civil service law to apply the same parental involvement leave allowance to Federal employees.

Provides that leave under such Act may be taken to meet: (1) routine family medical needs, including transportation of children for medical and dental appointments for annual checkups and vaccinations; and (2) the routine medical care needs of elderly relatives of the eligible employee, including visits to nursing homes and group homes.

CRS SUBJECT INDEX TERMS:
- Labor
- Aged
- Business
- Caregivers
- Child health
- Children
- Community organization
- Day care
- Dental care
- Education
- Education of disadvantaged children
- Educational policy
- Elementary and secondary education
- Elementary school students
- Employee vacations
- Families
- Family leave
- Federal employees
- Foster parents
- Geriatrics
- Government employees
- Government information
- Government paperwork
- Group homes
- Health policy
- Leave of absence
- Medical care
- Medicine
- Nursing homes
- Parent-school relationships
- Preschool education
- Secondary school students
- Sick leave
- Small business
- Student activities

LEGISLATIVE ACTION:

01/07/97 Referred to Committee on Education and the Workforce, Committee on Government Reform and Oversight, Committee on House Oversight (for a period to be subsequently determined by the Speaker, in each case for consideration of such provisions as fall within the jurisdiction of the committee concerned) (CR p. H147)

01/07/97 Original Cosponsor(s): 8

| | | |
|---|---|---|
| Ackerman (D-NY) | Lowey (D-NY) | Pelosi (D-CA) |
| Brown, C. (D-FL) | Millender-McDona (D-CA) | Rush (D-IL) |
| Lofgren (D-CA) | Norton (D-DC) | |

01/22/97 *** Related measure (S183) introduced in Senate. ***

02/04/97 Cosponsor(s) added: 11

| | | |
|---|---|---|
| Barrett, T. (D-WI) | Hinchey (D-NY) | Moran, James (D-VA) |
| Dellums (D-CA) | Jackson-Lee, S. (D-TX) | Torres (D-CA) |
| Evans (D-IL) | McDermott (D-WA) | Velazquez (D-NY) |
| Ford (D-TN) | McKinney (D-GA) | |

02/05/97 *** Related measure (S280) introduced in Senate. ***

02/13/97 Cosponsor(s) added: 3

| | | |
|---|---|---|
| Filner (D-CA) | Hastings, A. (D-FL) | McGovern (D-MA) |

03/12/97 Cosponsor(s) added: 5

| | | |
|---|---|---|
| Kilpatrick (D-MI) | Roybal-Allard (D-CA) | Watt, M. (D-NC) |
| Owens (D-NY) | Towns (D-NY) | |

03/18/97 *** Related measure (HR1113) introduced in House. ***

03/19/97 Cosponsor(s) added: 5

| | | |
|---|---|---|
| Carson (D-IN) | Olver (D-MA) | Woolsey (D-CA) |
| Manton (D-NY) | Vento (D-MN) | |

04/14/97 Cosponsor(s) added: 2

| | |
|---|---|
| Gejdenson (D-CT) | Gonzalez (D-TX) |

05/14/97 Cosponsor(s) added: 3

| | | |
|---|---|---|
| Davis, D. (D-IL) | Engel (D-NY) | Lewis, John (D-GA) |

06/18/97 Cosponsor(s) added: 4

| | |
|---|---|
| Borski (D-PA) | Underwood (D-GU) |
| Frost (D-TX) | Yates (D-IL) |

07/17/97 Cosponsor(s) added: 1

Fox (R-PA)

07/31/97 Cosponsor(s) added: 2

| | |
|---|---|
| Bonior (D-MI) | Christian-Green, (D-VI) |

 CQ's WASHINGTON ALERT 09/24/97

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: HR851

SPONSOR: Roybal-Allard (D-CA)

BRIEF TITLE: Battered Women's Employment Protection Act.

OFFICIAL TITLE: A bill to amend the Family and Medical Leave Act of

1993 to allow leave to address domestic violence and its effects, and for other purposes.

QUICK REFERENCE: Aid battered women by helping them retain employment and gain financial independence

INTRODUCED: 02/26/97

COSPONSORS: 14 (Dems: 13 Reps: 1 Ind: 0)

COMMITTEES: House Ways and Means
House Government Reform and Oversight
House Oversight
House Education and the Workforce

RELATED BILLS: See S367

CQ BILLWATCH BRIEF:
HR851 would amend the Family and Medical Leave Act of 1993 to req uire
employers to provide leave to employees for the purpose of dealing with domestic violence and its aftermath.

The bill also would ensure eligibility for unemployment compensation to women who are separated from their jobs as a direct result of domestic violence. The bill also would provide for specialized training of personnel involved in assessing such umemployment compensation claims.

CQ BILLWATCH INSIGHT:
No action has been scheduled on HR851, which has been referred to House Ways and Means, House Government Reform and Oversight, House Oversight and House Education and the Workforce committees.

Similar legislation (S367) has been introduced in the House. It is possible that the legislation may be offered as an amendment to the compensatory time bill (HR1).

Five related bills also have been introduced (HR109, HR191, HR234, S183 and S280).

SHORT TITLE AS INTRODUCED:
Battered Women's Employment Protection Act

CRS DIGEST:

Battered Women's Employment Protection Act - Amends the Internal Revenue Code with respect to unemployment tax to require appropriate State laws to provide for unemployment compensation for an individual separated from employment due to circumstances directly resulting from the individual's experience of domestic violence.

Amends the Social Security Act to require State laws approved under the Federal Unemployment Tax Act to provide for training for claims reviewers and hearing personnel in the nature of domestic violence, and in methods of ascertaining its existence, so that employment separations stemming from domestic violence are reliably screened, identified, and adjudicated.

(Sec. 4) Amends the Family and Medical Leave Act to entitle an employee to such leave: (1) in order to care for the employee's child or parent, if such child or parent is addressing domestic violence and its effects; or (2) because the employee is addressing domestic violence and its effects, the employee is unable to perform any of the functions of the employee's position. Allows leave, in such cases, to be taken intermittently or on a reduced leave schedule. Allows the employee to elect, or the employer to require, substitution of accrued paid leave for such leave. Sets forth provisions Provides for certification and confidentiality of domestic violence information involved in such cases.

(Sec. 5) Amends specified Federal law to provide for entitlement to leave for Federal employees in such domestic violence situations.

(Sec. 6) Allows unemployment compensation or leave benefits under other laws, collective bargaining agreements, or employment benefit programs greater then those provided by this Act; but prohibits diminishment of the rights and benefits established by this Act.

CRS SUBJECT INDEX TERMS:

Labor
Assault
Child abuse
Child sexual abuse
Children
Civil liberties
Claims
Collective bargaining agreements
Confidential communications
Counseling
Court records
Crimes against women
Criminal justice
Criminal justice information
Employee training
Employment at will
Evidence (Law)
Executive departments
Families

Family leave
Family violence
Federal employees--Department of Health and Human Services
Government employees
Government information
Job hunting
Job training
Law
Leave of absence
Medical care
Medicine
Parents
Personnel records
Relocation of employees
Right of privacy
Sex crimes
Sick leave
Social services
Social workers
Stalking
State and local government
State laws
Stress (Psychology)
Unemployment insurance
Wife abuse
Women
Women's shelters

CRS SIMILAR BILLS:
S367

LEGISLATIVE ACTION:

02/26/97 Referred to Committee on Education and the Workforce, Committee on Government Reform and Oversight, Committee on House Oversight, Committee on Ways and Means (for a period to be subsequently determined by the Speaker, in each case for consideration of such provisions as fall within the jurisdiction of the committee concerned) (CR p. H669)

02/26/97 *** Related measure (S367) introduced in Senate. ***

02/26/97 Original Cosponsor(s): 14

| | | |
|---|---|---|
| Ackerman (D-NY) | Jackson, J. (D-IL) | Norton (D-DC) |
| Baldacci (D-ME) | Lewis, John (D-GA) | Pelosi (D-CA) |
| Conyers (D-MI) | Lofgren (D-CA) | Slaughter (D-NY) |
| Frost (D-TX) | Maloney, C. (D-NY) | Torres (D-CA) |
| Gutierrez (D-IL) | Morella (R-MD) | |

 CQ's WASHINGTON ALERT 09/24/97

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: HR191

SPONSOR: Hastings (D-FL)

OFFICIAL TITLE: A bill to amend the Family and Medical Leave Act of 1993 to apply the act to a greater percentage of the U.S. work force and to allow employees to take parental involvement leave to participate in or attend their children's educational and extra-curricular activities, and for other purposes.

QUICK REFERENCE: Expand Family and Medical Leave Act

INTRODUCED: 01/07/97

COSPONSORS: 5 (Dems: 5 Reps: 0 Ind: 0)

COMMITTEES: House Government Reform and Oversight
House Oversight
House Education and the Workforce

RELATED BILLS: See S183, S280, HR1113

CQ BILLWATCH BRIEF:

By Marc Birtel, CQ Staff Writer

HR191 would expand the Family and Medical Leave Act to cover more private-sector employees and grant an additional 24 hours of leave annually for parents to participate in school activities of their children.

Current law guarantees employees 12 weeks of unpaid leave annually for family reasons, including the birth or adoption of a child, placement of a foster child, or in times of serious medical emergency for a child, spouse or parent. But it only applies to private-sector companies of 50 or more employees. HR191 would lower the threshold to 25 employees.

The bill also would allow workers to take up to an additional four hours of unpaid leave per month (24 hours each year) to participate in activities sponsored by their children's school or community organizations. Coverage includes extracurricular activities, parent-teacher conferences and community events.

Bill sponsor Alcee L. Hastings, D-Fla., said the measure would expand coverage to 15 million additional American workers.

Several Democrats have introduced related measures (HR109, HR234, S183, S280).

CQ BILLWATCH INSIGHT:
No action has been scheduled on HR191, which was referred to the House Education and the Workforce Committee, House Oversight Committee, and Government Reform and Oversight Committee.

During a March 5, 1997, markup of an unrelated bill (HR1) to allow workers to choose comp time instead of overtime pay, the committee rejected an amendment offered ranking Democrat William L. Clay, D-Mo., that would have given workers an additional 24 hours of unpaid leave to use to serve as teacher's aides at their children's schools or attend parent-teacher conferences.

Vermont Republican James M. Jeffords, chairman of the Senate Labor and Human Resources Committee, said a deal on the comp time measures and family-leave language is likely between congressional Republicans, Democrats and the White House.

In his State of the Union speech Feb. 4, 1997, President Clinton advocated the expansion of the Family and Medical Leave Act, to gran
t
additional unpaid leave for parent-teacher conferences and medical checkups for an employee's children. However, he did not explicitly endorse HR191.

No action occurred in the 104th Congress on a related bill introduced by former Rep. Patricia Schroeder, D-Colo.

CRS DIGEST:

Amends the Family and Medical Leave Act of 1993 to extend cover
age
to employees at worksites where the employer employs at least
25 (currently 50) employees at the worksite and within 75 miles of that worksite.

Allows employees covered by such Act to take up to four hours during any 30-day period, and up to 24 hours during any 12-month period, of parental involvement leave to participate in or attend their children's educational and extracurricular activities.

Amends Federal civil service law to apply the same parental involvement leave allowance to Federal employees.

CRS SUBJECT INDEX TERMS:

Labor
Business
Children
Community organization
Day care
Education
Education of disadvantaged children
Elementary and secondary education
Elementary school students
Employee vacations
Families
Family leave
Federal employees
Foster parents
Government employees

Government information
Government paperwork
Leave of absence
Parent-school relationships
Preschool education
Secondary school students
Sick leave
Small business
Student activities

LEGISLATIVE ACTION:

01/07/97 Referred to Committee on Education and the Workforce, Committee on Government Reform and Oversight, Committee on House Oversight (for a period to be subsequently determined by the Speaker, in each case for consideration of such provisions as fall within the jurisdiction of the committee concerned) (CR p. H145)

01/22/97 *** Related measure (S183) introduced in Senate. ***

02/05/97 *** Related measure (S280) introduced in Senate. ***

03/18/97 *** Related measure (HR1113) introduced in House. ***

04/29/97 Cosponsor(s) added: 5

| | | |
|---|---|---|
| Hinchey (D-NY) | Maloney, C. (D-NY) | Yates (D-IL) |
| Lewis, John (D-GA) | Owens (D-NY) | |

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: S883

SPONSOR: Gregg (R-NH)

BRIEF TITLE: Retirement Income, Security, and Savings Act of 1997.

OFFICIAL TITLE: A bill to amend the Internal Revenue Code of 1986 to encourage savings and investment through individual retirement accounts, to provide pension security, portability, and simplification, and for other purposes.

INTRODUCED: 06/11/97

COSPONSORS: 8 (Dems: 0 Reps: 8 Ind: 0)

COMMITTEES: Senate Finance

RELATED BILLS: See S957

SHORT TITLE AS INTRODUCED:
Retirement Income Security and Savings Act of 1997

CRS DIGEST:
TABLE OF CONTENTS:



Digest will follow.

CRS SUBJECT INDEX TERMS:

Pensions
Administrative procedure--Department of the Treasury
Administrative procedure--Department of Labor
Aged
Annuities
Business
Children
Civil service pensions
Collection of accounts
Collective bargaining agreements
Consent decrees
Cost of living adjustments
Data banks
Defined benefit pension plans
Depreciation and amortization
Dividends
Economic policy
Electronic data interchange
Employee ownership
Excise tax
Executive compensation
Executive departments
Families
Family leave
Federal preemption
Finance
Fines (Penalties)
Government employees
Government information
Government paperwork
Government publicity
Income tax
Indexing (Economic policy)
Individual retirement accounts
Investments
Labor
Law
Loans
Local employees
Married people
Maternity leave
Payroll deductions
Pension funds
Personal income tax
Public contracts
Self-employed
Small business
State and local government
State employees
State laws
Tax deductions
Tax exclusion
Tax penalties
Tax-deferred compensation plans

Tax-exempt organizations
Taxation
Technology
Trusts and trustees
Women

LEGISLATIVE ACTION:

06/11/97 Referred to Committee on Finance (CR p. S5508) (WR p. 1926)

06/11/97 GREGG, R-N.H., Senate speech: Introduces the Retirement Income Security and Savings Act of 1997. (CR p. S5528-S5530)

06/11/97 Original cosponsor(s): 6

| | | |
|---|---|---|
| Collins (R-ME) | Hutchison, K. (R-TX) | Roth (R-DE) |
| Faircloth (R-NC) | Murkowski (R-AK) | Santorum (R-PA) |

06/12/97 Cosponsor(s) added: 2

| | |
|---|---|
| Coverdell (R-GA) | Hatch (R-UT) |

06/25/97 *** Related measure (S957) introduced in Senate. ***

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: S756

SPONSOR: Kerry (D-MA)

BRIEF TITLE: Early Childhood Development Act of 1997.

OFFICIAL TITLE: A bill to provide for the health, education, and welfare of children under six years of age.

QUICK REFERENCE: Improve general health, education and welfare of children

INTRODUCED: 05/15/97

COSPONSORS: 8 (Dems: 8 Reps: 0 Ind: 0)

COMMITTEES: Senate Labor and Human Resources

CQ BILLWATCH BRIEF:
S756 would try to improve the general health, education and welfare of children younger than six.

The bill would authorize a number of grants for new and continuing programs that all would try to enhance children's physical, social, emotional and intellectual development.

The programs would include assistance to young children, child care for families and continuing and upgraded support of Head Start education programs.

The legislation also would expand the definition of acceptable leave under the Family and Medical Leave Act to include parent participati
on
in school or day-care-center activities, such as a parent-teacher conference.

CQ BILLWATCH INSIGHT:
S756 was referred to the Senate Labor and Human Resources Committee. No action has been scheduled.

SHORT TITLE AS INTRODUCED:
Early Childhood Development Act of 1997
Time for Schools Act of 1997

CRS DIGEST:
TABLE OF CONTENTS:

Title I: Assistance for Young Children

Title II: Child Care for Families

Title III: Loan Repayment for Child Care Workers

1

Title IV: Full Funding for the Women, Infants, and Children Program

Title V: Amendments to the Head Start Act

Title VI: School Involvement Leave

Early Childhood Development Act of 1997

*Title I: Assistance for Young Children - Directs the Secretary of Health and Human Services to make allotments to eligible States to pay for the Federal share of the cost of enabling them to make competitive grants to local collaboratives for young child assistance activities.

(Sec. 104) Authorizes appropriations.

*Title II: Child Care for Families - Amends the Child Care and Development Block Grant Act of 1990 to establish a Zero-to-Six program of formula payments to States for child care assistance on behalf of children under six years of age.

(Sec. 201) Makes appropriations for such grants.

*Title III: Loan Repayment for Child Care Workers - Amends the Higher Education Act of 1965 to establish a program of student loan repayment for child care workers. Directs the Secretary of Education to assume the obligation to repay specified types of student loans for any borrower who is: (1) awarded an associate degree, or a baccalaureate or graduate degree, in early childhood development; and (2) employed, for not less than 2 years, in a child care facility serving low-income children who are primarily age birth through three.

Directs the Secretary to determine the maximum amount of loans that may be repaid under such program.

(Sec. 301) Authorizes appropriations.

*Title IV: Full Funding for the Women, Infants, and Children Program - Amends the Child Nutrition Act of 1966 to authorize appropriations for full funding of the Women, Infants, and Children Program (WIC). Makes appropriations for such purpose.

*Title V: Amendments to the Head Start Act - Amends the Head Start Act to extend the authorization of appropriations and revise requirements for allotment of funds.

*Title VI: School Involvement Leave - Time for Schools Act of 1997 - Amends the Family and Medical Leave Act of 1993 to allow covered employees to take up to 24 hours, during any 12-month period, of school involvement leave to participate in: (1) an activity of their child's school; or (2) literacy training under a family literacy program. (Sec. 603) Amends Federal civil service law to apply the same school involvement leave allowance to Federal employees.

CRS SUBJECT INDEX TERMS:

Children
Appropriations
Authorization
Budgets
Child care block grants
Child care workers
Child development
Child health services
Community health services
Congress
Congressional reporting requirements
Day care
Disabled
Disabled children
Drug abuse
Drug abuse treatment
Education
Education of disadvantaged children
Elementary and secondary education
Families
Family leave
Federal aid to child welfare
Federal aid to day care centers
Federal aid to disability services
Federal aid to education
Federal aid to higher education
Federal aid to Indians
Federal employees
Food
Government employees
Health education
Health policy
Higher education
Indian children
Infants
Labor
Literacy programs
Medical care
Medical screening
Medicine
Minorities
Parent and child
Parent-school relationships
Parent-teacher relationships
Poor children
Preschool education
Preventive medicine
Social services
State and local government
State politics and government
Student loan funds
Vaccination
Welfare

Women
WIC program

LEGISLATIVE ACTION:

05/15/97 Referred to Committee on Labor and Human Resources (Text of bill appears on pgs. S4606-S4611 of the May 15, 1997, Congressional Record) (CR p. S4588)

05/15/97 KERRY, D-Mass., Senate speech: Introduces the Early Childhood Development Act of 1997. (Text of bill) (CR p. S4606-S4611)

05/15/97 Original cosponsor(s): 7

| | | |
|---|---|---|
| Harkin (D-IA) | Moseley-Braun (D-IL) | Wellstone (D-MN) |
| Hollings (D-SC) | Murray (D-WA) | |
| Kennedy, E. (D-MA) | Rockefeller (D-WV) | |

06/09/97 Cosponsor(s) added: 1
Moynihan (D-NY)

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: S280

SPONSOR: Murray (D-WA)

BRIEF TITLE: Time For Schools Act of 1997.

OFFICIAL TITLE: A bill to amend the Family and Medical Leave Act of 1993 to allow employees to take school involvement leave to participate in the school activities of their children or to particpate in literacy training, and for other purposes.

QUICK REFERENCE: Expand Family and Medical Leave Act

INTRODUCED: 02/05/97

COSPONSORS: 10 (Dems: 10 Reps: 0 Ind: 0)

COMMITTEES: Senate Labor and Human Resources

RELATED BILLS: See HR191, HR234

CQ BILLWATCH BRIEF:

By Marc Birtel, CQ Staff Writer

S280 would expand the Family and Medical Leave Act to allow paren ts 24 hours of unpaid leave per year to participate in activities at their children's schools.

Current law guarantees employees of private sector companies (employing 50 or more) 12 weeks of unpaid leave for the birth or adoption of a child, placement of a foster child, or a major medical emergency. S280 would entitle parents to 24 additional hours to attend parent-teacher conferences, interview officials at a new school for their child or participate in family literacy training.

Bill sponsor Patty Murray, D-Wash., said she introduced the bill because many dual-income families and single parents lack the time to become more involved at their children's schools. She cited a 1996 national Parent Teacher Association (PTA) poll finding that 86 percent of people favor legislation that would grant workers unpaid leave to attend parent-teacher conferences or take other actions to improve learning for their children.

Several Democrats have introduced related legislation (HR109, HR191, HR234, S183).

CQ BILLWATCH INSIGHT:
No action has been scheduled on S280, which was referred to the Senate Labor and Human Resources Committee.

During a March 5, 1997, markup of an unrelated bill (HR1) to allow workers to choose comp time instead of overtime pay, the and the Workforce Committee rejected an amendment offered by ranking Democrat William L. Clay, D-Mo., that would have given workers an additional 24 hours of unpaid leave to use to serve as teacher's aides at their children's schools or attend parent-teacher conferences.

Vermont Republican James M. Jeffords, chairman of the Senate Labor committee, said a deal on comp time measures and family-leave langua
ge
is likely between congressional Republicans and Democrats and the White House.

In his State of the Union address Feb. 4, 1997, President Clinton advocated expanding the Family and Medical Leave Act to allow worker
s to
grant unpaid leave to parents so they can attend parent-teacher conferences and their children's medical checkups. However, Clinton did not explicitly endorse S280.

SHORT TITLE AS INTRODUCED:
Time for Schools Act of 1997

CRS DIGEST:
Time for Schools Act of 1997 - Amends the Family and Medical Leave

Act of 1993 to allow employees covered by such Act to take up to 24 hours, during any 12-month period, of school involvement leave to participate in: (1) an activity of their child's school; or (2) literacy training under a family literacy program.

Amends Federal civil service law to apply the same school involvement leave allowance to Federal employees.

CRS SUBJECT INDEX TERMS:
Labor
Education
Elementary and secondary education
Families
Family leave
Federal employees
Government employees
Government information
Government paperwork
Home schooling
Literacy programs
Parent-teacher relationships

LEGISLATIVE ACTION:

01/07/97 *** Related measure (HR191) introduced in House. ***

01/07/97 *** Related measure (HR234) introduced in House. ***

02/05/97 Referred to Committee on Labor and Human Resources (CR p. S1017)

02/05/97 MURRAY, D-Wash., Senate speech: Introduces the Time for Schools Act of 1997. (CR p. S1027)

02/05/97 Original cosponsor(s): 10

| | | |
|---|---|---|
| Akaka (D-HI) | Inouye (D-HI) | Moseley-Braun (D-IL) |
| Daschle (D-SD) | Kennedy, E. (D-MA) | Wellstone (D-MN) |
| Dodd (D-CT) | Kerry, J. (D-MA) | |
| Harkin (D-IA) | Lautenberg (D-NJ) | |

04/16/97 KENNEDY, D-Mass., Senate speech: On the need to improve childhood development and learning, including accessible health insurance and extending the Family and Medical Leave Act. (CR p. S3243-S3245)

*** FULL REPORT -- DIGEST, LEGISLATIVE ACTION, COSPONSORS, SPEECHES ***

MEASURE: S183

SPONSOR: Dodd (D-CT)

BRIEF TITLE: Family and Medical Leave Fairness Act of 1997.

OFFICIAL TITLE: A bill to amend the Family and Medical Leave Act of

1993 to apply the act to a greater percentage of the U.S. work force, and for other purposes.

QUICK REFERENCE: Expand Family and Medical Leave Act

INTRODUCED: 01/22/97

COSPONSORS: 10 (Dems: 10 Reps: 0 Ind: 0)

COMMITTEES: Senate Labor and Human Resources

RELATED BILLS: See HR109, HR191, HR234, HR1113

CQ BILLWATCH BRIEF:

By Marc Birtel, CQ Staff Writer

S183 would expand the Family and Medical Leave Act to lower its coverage threshold to include companies with 25 or more workers.

Current law guarantees employees 12 weeks of unpaid leave annually for family reasons, including the birth or adoption of a child or the placement of a foster child, or in times of serious medical emergency for a child, spouse or parent. But it only applies to companies of 50 employees or more.

Bill sponsor Christopher J. Dodd, D-Conn., said 43 percent of private-sector employees remain unprotected by the statute because their employers do not meet the current 50 or more employee threshold. Dodd said his bill would offer benefits to 13 million additional workers, raising the total percentage of the private-sector workforce covered by current law to 71 percent.

The Family and Medical Leave Commission, a bipartisan group established by the family-leave law to examine its impact on workers and

businesses, determined that 12 million workers took advantage of the leave policy during the 18 months of its study, which was released in May 1996. The commission also found that more than 94 percent of the businesses they studied reported little or no additional costs associated with the administration of the law.

Several Democrats have introduced related measures (HR109, HR191, HR234, S280).

CQ BILLWATCH INSIGHT:

No action has been scheduled on S183, which was referred to the Senate Labor and Human Resources Committee.

During his State of the Union address Feb. 4, 1997, President Clinton advocated the expansion of the Family and Medical Leave Act but did not
specifically endorse S183.

SHORT TITLE AS INTRODUCED:
Family and Medical Leave Fairness Act of 1997

CRS DIGEST:
Family and Medical Leave Fairness Act of 1997 - Amends the F
amily
and Medical Leave Act of 1993 to extend coverage to employees at worksites where the employer employs at least 25 (currently 50) employees at the worksite and within 75 miles of that worksite.

CRS SUBJECT INDEX TERMS:
Labor
Budgets
Business
Communications
Families
Family leave
Sick leave
Small business

LEGISLATIVE ACTION:

01/07/97 *** Related measure (HR191) introduced in House. ***

01/07/97 *** Related measure (HR109) introduced in House. ***

01/07/97 *** Related measure (HR234) introduced in House. ***

01/22/97 Referred to Committee on Labor and Human Resources (CR p. S633) (WR p. 371)

01/22/97 DODD, D-Conn., Senate speech: Introduces the Family and Medical Leave Fairness Act of 1997. (Colloquy with SPECTER, R-Pa.) (CR p. S641-S642)

01/22/97 Original cosponsor(s): 4
Daschle (D-SD) Kennedy, E. (D-MA)
Feinstein (D-CA) Kerry, J. (D-MA)

01/30/97 Cosponsor(s) added: 1
Moseley-Braun (D-IL)

02/05/97 Cosponsor(s) added: 3
Akaka (D-HI) Murray (D-WA) Wellstone (D-MN)

02/10/97 Cosponsor(s) added: 1

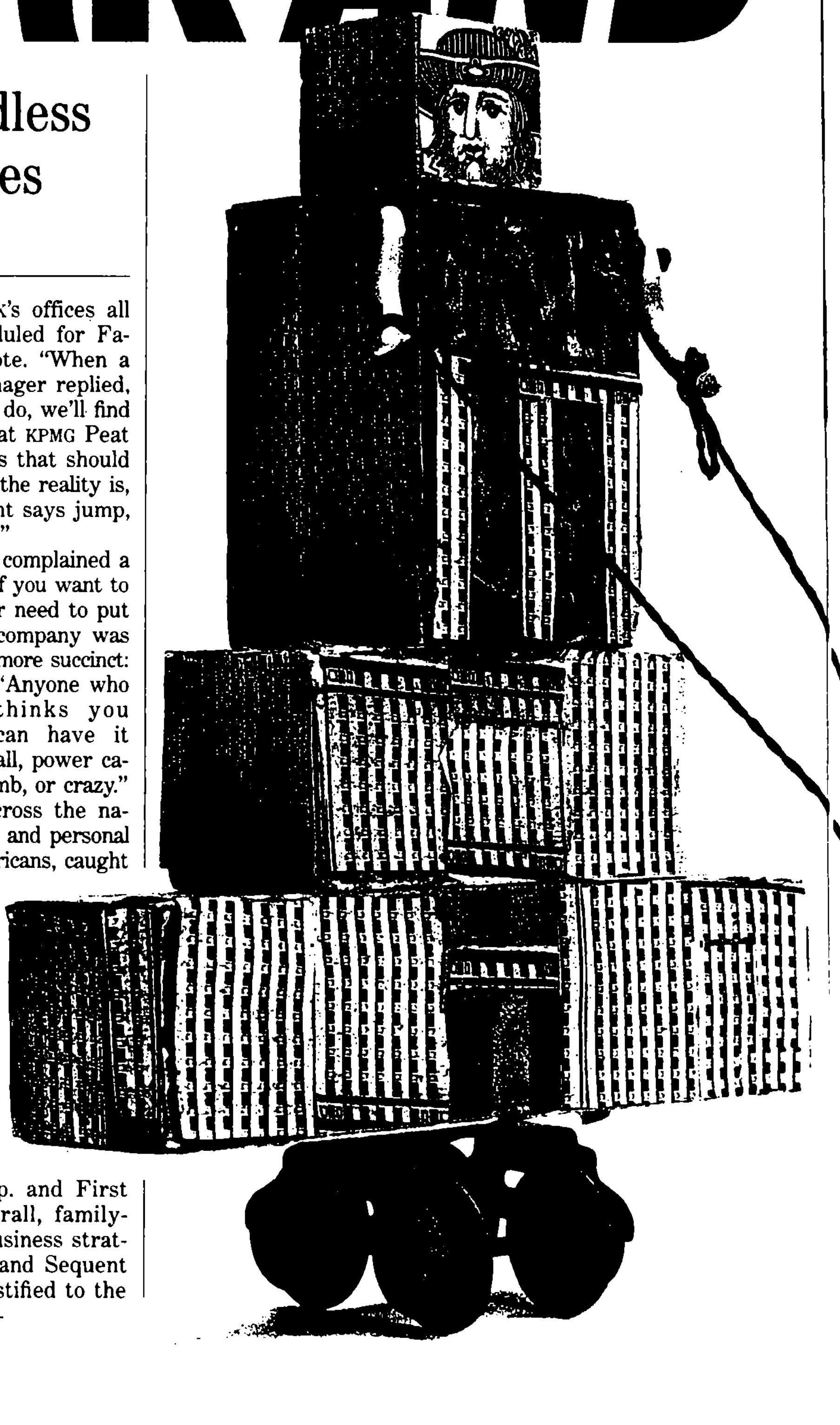
  Harkin (D-IA)

02/12/97 Cosponsor(s) added: 1
  Mikulski (D-MD)

03/18/97 *** Related measure (HR1113) introduced in House. ***

# WORK AND F

## Juggling both is an endless struggle–and companies aren't helping much



POLLY BECKER

The letters spilled into BUSINESS WEEK's offices all summer. "There was a meeting scheduled for Father's Day," a TRW Inc. manager wrote. "When a complaint was voiced, the project manager replied, 'You have a problem with that? If you do, we'll find someone who doesn't.'" An employee at KPMG Peat Marwick observed: "My company has programs that should make balancing family life and work better. But the reality is, we are a service organization, and when a client says jump, our firm does not care about flexible schedules."

"DuPont will take as much as you will give," complained a part-timer there. "And it is always implied that if you want to get ahead, you will not broadcast your desire or need to put family before work." A supervisor at another company was more succinct: "Anyone who thinks you can have it all, power career and fulfilling family life, is either naive, dumb, or crazy."

**Special Report**

Hundreds of them arrived—letters from across the nation reflecting on the difficult intersection of jobs and personal lives. As a rule, they weren't pretty. Many Americans, caught between the crush of demanding employers and the intensity of their dual-income, sandwich-generation families, feel abused and angry. They view corporate "family-friendly" efforts as either empty nods to political correctness or just shrewd public relations. Wrote one: "What a joke!"

Such missives accompanied questionnaires from 12,000 employees at 55 companies, the fruit of BUSINESS WEEK's second survey of work and family strategies in Corporate America. On one level, the results were encouraging. At companies such as MBNA Corp. and First Tennessee Bank, which ranked highest overall, family-friendliness is ingrained in both culture and business strategy. There, and at Barnett Banks, Motorola, and Sequent Computer Systems, among others, workers testified to the success of strategies designed to ease work-family tensions.

Beyond the top tier, however, the mood dark-

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# FAMILY

## Business Week's second survey of family-friendly corporate policies

ened. Many employees said work had a negative impact on their home lives. A majority felt they were able to adjust job hours to meet family demands, but there was a high price: Only 49% said they could have a decent family life and still get ahead at work. Importantly, the discontented weren't just working mothers. Childless couples and single people were just as dissatisfied. Men expressed greater frustration than women with work-family balance. Unhappiest of all were employees responsible at home for elder care, a long-ignored group almost as numerous as women with kids.

**KNEES JERK.** So the truth emerges: "Work and family" strategies aren't working very well. Lacking true business grounding, applied spottily and halfheartedly, at odds with corporate culture, and perceived by managers and employees alike as just another flavor-of-the-month human resources add-on, these schemes have little impact on workers in most organizations. "After the first round of knee-jerk reactions, companies have become more strategic," says Ellen Bankert, codirector of the Center for Work & Family at Boston College's Carroll School of Management. "But on implementation, they haven't made a lot of progress."

Work-family advocates view that critique with mixed feelings. Many point to the popularity of such benefits as subsidized child care and on-site shopping. Yet most acknowledge that while helping employees twist their lives to fit workplace demands, those programs do little to make work accommodate life. Instead, supervisors schedule meetings at odd hours that require last-minute day-care arrangements or ask for memos that force late nights at home. "We have the breadth of programs to cover employees' key needs," says John A. Krol, CEO at eighth-ranked DuPont. "Now, the challenge is making sure that they're made available and that our [managers] are creating the kind of work environment" that supports work-life balance.

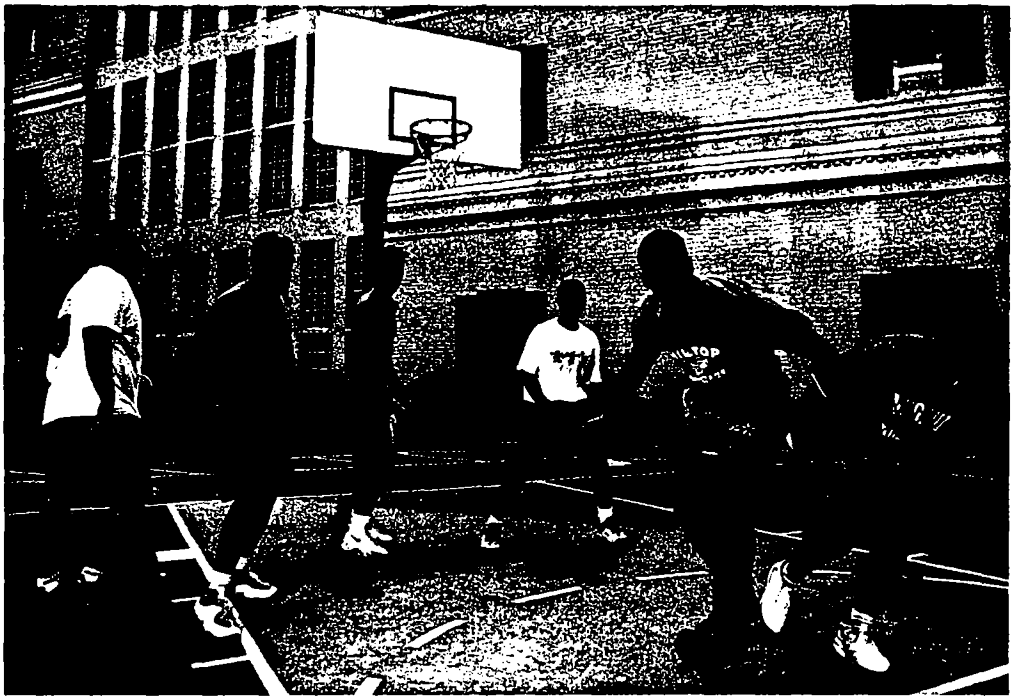
That's much easier said than done. To effect real change, "you have to challenge underlying assumptions that govern the way people do their work now," says Lotte Bailyn, a Massachusetts Institute of Technology professor who has researched work redesign and its effect on work-life balance. Companies, she says, must rethink reporting relationships, pay systems, and cultural norms. Doing so can lift profits even as it addresses employees' lives. "But that's a complicated process, getting people to see it."

The companies atop this year's survey, conducted in partnership with Boston College's Center for Work & Family, grasp the connection between culture, strategy, and work-family results. Credit-card issuer MBNA offers many flexible work arrangements, subsidized child-care, and on-site services. But more striking is the ubiquitous top-down culture that reinforces the notion of respect for employees at literally every turn. Execs and rank-and-file workers alike carry with them, and quote from, a laminated card printed with the company's core precepts. "MBNA is a company of people who expect to... be treated fairly," it reads, "work with people who respect each other; have meaningful work to do." And employees appear to believe in them. "The card dictates what we do at home and at work," says Debra Neel, a senior banking officer.

Hewlett-Packard Co., meanwhile, is experimenting with job and process redesign in several units; it has 16% of employees involved in telecommuting, part-time jobs, or compressed schedules, but wants to better integrate such options into the business to ease employees' fears of "career death" if they take part. First Chicago NBD Corp. now requires all managers to submit written plans for expanding job flexibility. First Tennessee Bank goes further, allowing teams of workers to decide how and when their jobs get done.

**NOT JUST TALK.** The survey rated such strategies in two ways. First, it scored participating companies on the breadth of dependent-care programs, flexible work arrangements, health and wellness facilities, and other benefits, as described by company officials. But 60% of companies' scores were determined by employees' assessments of how well such programs play out in practice. Fully 500 employees were randomly selected at each company; an average of 210 answered. Were they expected to work inordinate hours? Did work-family benefits fit the bill? Did supervisors

The most dissatisfied workers are those who must care for elderly parents



CHRIS USHER

MBNA'S WORKPLACE FITNESS FACILITIES ARE USED BY MANAGERS AND RANK-AND-FILERS ALIKE

support work-family arrangements?

That last question provided an unexpected window on the work-family dilemma. Most people consider their bosses allies in confronting time binds. Some 79%, in fact, said immediate supervisors were flexible regarding work-family demands. But a vociferous minority complained that their units strayed starkly from stated corporate policies. "My company is relatively understanding (I think)," wrote one professional. "My department is actively hostile."

**CULTURE CLASH.** What plays nicely at headquarters, in other words, often does not fly in decentralized divisions or autonomous work groups. In part, that's a matter of scale and resources: On-site day care may be justifiable at a location with 5,000 employees, but not likely at a sales office of just 30. More often, though, it's a function of culture. So-called corporate values aren't communicated or accepted across the organization.

> At credit-card issuer MBNA, which scored highest, a top-down culture reinforces the notion of respect for employees at literally every turn

ITT Hartford Group Inc., for example, which placed 11th on BUSINESS WEEK's list, offers most of its 18,000 U.S. workers all manner of flexible jobs, plus emergency child care and nursing-mother rooms. But until recently, 30 legal employees in New York City saw none of that. "As far as I'm concerned, not only is this company not family-friendly, but it does everything possible do go against families," says Joanne Tresin, an attorney with two kids. ITT Hartford says that, following BUSINESS WEEK's inquiry, the unit's manager had agreed to consider flexible hours.

## Special Report

More often, the reverse phenomenon drives a schism between policy and practice. Flexibility and balance may be possible on paper but lack support from on high. While many respondents lauded supervisors, fewer employees believe their companies' top leaders back family-friendliness. "Upper management doesn't want to hear that you can't get a sitter or that you have to be gone all afternoon to attend to a family crisis," writes one oil company clerical worker. "They simply operate on a different level."

Lacking visible support from the top, work-family efforts can quickly be crippled. Human resources executives with work-family responsibility become marginalized, their efforts viewed as annoying bureaucratic add-ons. More damaging, employees come to view the benefits as concessions targeted simply at women with kids—even though that group accounted for less than a quarter of survey respondents (page 104). That often inaccurate perception can create division and rivalries within departments. It also can underscore the conviction that putting family first spells career death.

**SLOW TRACK?** Fear of career derailment is grounded in experience. At 10th-ranked CIGNA Corp., pricing supervisor Kelly Sardo, 31, enjoys the four-day schedule she started after the birth of her son last year, cutting her workweek to 45 or 50 hours. Her boss, Jon Rubin, is pleased with the results, too. But both say that as long as she keeps to such hours, her fast-track career will stall a bit. "It's not that she'll be perceived as uncommitted," Rubin says. But held to the same basic requirements as a full-timer, Sardo will be hard-pressed to take on the extra work that would make her shine. "I'd like to think it won't matter, but really I know it will," Sardo says.

At MBNA, 78% of employees said they didn't have to sacrifice career progress. Why the difference? In part, perhaps, it's because they see the company's top officers confronting family issues of their own. Although far better paid, Vice-Chairman David W. Spartin sent his two children to the same on-site day-care center as other employees. And when Senior Vice-Chairman Lance Weaver found himself making trips to the tailor during work hours, he hired a tailor to come to headquarters for everyone's convenience. Executives and rank-and-file alike share the same fitness facilities.

Software maker Autodesk Inc. has relatively few formal programs, yet employees rated it, too, among the top family-friendly companies. The key is an informal, egalitarian environment. From the company's beginning 14 years ago, most employees have set their own schedules. Nearly half work at least one day a week from home. CEO Carol Bartz sets the standard, working at home for a week after most long trips so she can be with her 9-year-old daughter, Layne. And there's the distinctive pet policy: Dogs, cats, and iguanas are allowed in the office, subject to co-workers' approval.

The lesson: More than just about everything else, corporate culture dictates work-family balance. And treating employees with respect goes further than giving them day care or nursing rooms. That's what Alice Campbell, Baxter International Inc.'s work-life director, and consultant Marci Koblenz learned in an 18-month survey of Baxter employees. Programs that attempted to assuage work-life tensions, they argued, weren't all that relevant. Fewer than 15% of Baxter's employees, for example, said better dependent-care assistance would help them.

Rather, the most effective policy, the study found, was respect for employees—treating them as adults, paying them decent wages, allowing them some control over decisions. Indeed, says Koblenz, "when employers address programs while employees are struggling with issues of respect, employees perceive the programs as lip service." It's a difficult message to absorb. Programs, though more expensive, are relatively easy to slap into place. Cultural change is far more compelling, but far tougher, too. The companies atop BUSINESS WEEK's survey have mostly figured that out. Most others have a lot to learn.

*By Keith H. Hammonds in New York, with Roy Furchgott in Wilmington, Del., Steve Hamm in San Francisco, and Paul C. Judge in Boston*

## THE TOP 30

Fifty-five employers participated in BUSINESS WEEK's survey to gauge family-friendliness. The top 30, rated on their strategies and on employees' assessments, don't all have great benefits. But most have cultures that accept employees' lives outside work and encourage job flexibility.

| S&P 500 COMPANIES | PROGRAMS & STRATEGIES | EMPLOYEE RESPONSE | |
|---|---|---|---|
| 1. MBNA AMERICA | A | A | Strong culture and nearly every program in the book—except telecommuting |
| 2. MOTOROLA | A– | A– | Continuous communication via dedicated intranet site and electronic kiosks |
| 3. BARNETT BANKS | A– | A– | On-site primary school, car cleaning; employees applaud raft of benefits |
| 4. HEWLETT-PACKARD | B+ | A– | Many employees work flexible schedules, but some doubt ability to advance |
| 5. UNUM | B | B+ | Strong dependent care and flexibility; intense jobs, long hours for many |
| 6. LINCOLN NATIONAL | B+ | B+ | Insurer's workers say managers support families, but cite job insecurity |
| 7. MERRILL LYNCH | B+ | B+ | Use of alternative work arrangements has tripled in the last year |
| 8. DUPONT | A– | B | Top-notch programs include "just-in-time" dependent care, adoption help |
| 9. TRW | B | B+ | Exceptional community programs in daycare, early childhood education |
| 10. CIGNA | B | B | Mostly female workers drive programs; 500 part-time managers, professionals |
| 11. LUCENT TECHNOLOGIES | B– | B+ | Spin-off inherited AT&T's programs; co-develops strategies with union |
| 12. ITT HARTFORD | B | B | A raft of programs at headquarters; spotty availability at some branch offices |
| 13. AMGEN | C | A– | Biotech leader has little job flexibility, but workers cite strong family support |
| 14. TEXAS INSTRUMENTS | B | B– | Fledgling strategy still weakened by workers' fear of career risk |
| 15. ROCKWELL INT'L | B | B– | On-site shoe repair, pharmacy; but workers question company's commitment |
| 16. MARRIOTT INT'L | B– | B | Wrestles creatively with complex low-income, multilingual workforce |
| 17. FIRST CHICAGO NBD | B– | B– | Managers must get work-family training and submit plan to expand flexibility |
| 18. BAXTER INT'L | B– | B– | Pushing to promote flexible schedules; some cultural issues in manufacturing |
| 19. MEDTRONIC | B– | B– | Wide job flexibility, sick-child care; employees question management support |
| 20. AUTODESK | C | B+ | Weak programs, but informal culture—"Bring your dog to work"—wins results |
| **NON-S&P 500 COMPANIES*** | | | |
| 1. FIRST TENNESSEE BANK | A– | A | One of few employers to measure effect of work-family strategies on profits |
| 2. SEQUENT COMPUTER SYS. | A– | A– | Team-oriented software maker provides on-site kindergarten, first grade |
| 3. CALVERT GROUP | A– | A | Socially responsible mutual-fund group pays child care for business travelers |
| 4. SAS INSTITUTE | B– | A | Software maker's strong campus-based culture overshadows some inflexibility |
| 5. EDDIE BAUER | B | A | Retailer offers flexibility and broad benefits; some store workers miss out |
| 6. EDWARD D. JONES | B– | A– | Local managers determine flexibility in insurer's 3,500 branch offices |
| 7. COMMERCIAL FINL. SVCES. | C+ | A | All employees and families invited to company-paid cruise or resort trip |
| 8. BE&K | B | B+ | Construction company offers flexibility to workers in remote locations |
| 9. LANCASTER LABORATORIES | B | B | On-site adult day care and childcare; some workers say it's too expensive |
| 10. KPMG PEAT MARWICK | B | B | Long hours, high job demands—but for professionals, some flexibility |

NOTES: "Programs and Strategies" grades reflect results from questionnaires completed by human resources executives. Employers were graded on the percentage of workforce to which a range of programs is available. Flexible work arrangements counted for 25% of the total; family and dependent care, 20%; other programs, 15%; work-family organizational infrastructure, 10%. Also, 10% was awarded for availability of programs to hourly, part-time, and contingent workers, and 20% was determined by an assessment of strategy and business rationale. A letter grade of "A" reflects a score of at least 85. "Employee Response" reflects results from a multiple-choice questionnaire sent to 500 randomly selected workers at each company, of which an average of 43% were returned. Employees' assessment of their quality of work life counted for 30% of the total; job flexibility, 30%; family-friendly culture, 30%; and overall family-friendliness, 10%. A letter grade of "A" reflects a score of at least 77. "Programs and Strategies" counted for 40% of the overall score; "Employee response" counted for 60%.

*Includes smaller or privately held companies. DATA: BOSTON COLLEGE CENTER FOR WORK & FAMILY, BW RESEARCH ASSISTANT: WALDA LAURENCEAU

Special Report

# CASE STUDY: ONE COMPANY'S DELICATE BALANCING ACT

## At Baxter Export, employees and managers confront work-family chaos

As the afternoon crashes in around her office, as voice mail and E-mail stream in from Saudi Arabia, Oman, and Panama, as conference calls drone on, one inevitability stares Debbie DeBree square in the face: At 5:30 p.m., she has to have dinner on the table.

By then, her husband, Mark, will have picked up 3-year-old Ashley from day care and Adam, 7, from grade school before heading to the first of his two night jobs. Zachary, 15, gets home on his own now. After dinner comes Adam's weekly Cub Scout meeting, where Debbie presides as den mother. The kids are in bed by 9, and Debbie soon after. She'll rise at 4:30 to start breakfast and get the kids going.

And that's just Monday. The rest of the week, a cacophonous maze of alternating work schedules, schools, errands, and kids' activities, simply defies summary. Chaotic? Exhausting? Truly. But "we're kind of used to it," DeBree says. "This is our life."

There are 85 lives at Baxter Export Corp., the international logistics unit at Baxter International Inc.'s Deerfield (Ill.) headquarters where DeBree is based. Few are extraordinary, but none is "normal." Brian Kaspari, for one, juggles family responsibilities with his wife, Pamela, whose job as a police dispatcher requires her to rotate shifts every two weeks. Elizabeth Bergman and her flight attendant husband, Eric, work complementary schedules—and rarely see each other—to avoid putting 2-year-old Emily in day care.

Like any workplace, Baxter Export is the sum of its employees: Bergman's, Kaspari's, and DeBree's personal lives are enmeshed inextricably with their jobs, the jobs of co-workers, and the unit's business. Last-minute customer orders, superfluous memoranda, or a colleague's sick day all take their toll on the delicate balance. Likewise, the ups and downs of families affect productivity, quality, and corporate profits.

**NO EASY FIX.** An 18-month study by Baxter International of 1,000 employees, published this year, revealed that among salaried employees, most work-life tensions were driven by the need for greater balance and the desire for flexibility. At Baxter Export, with 30% of its employees telecommuting, job-sharing or working part-time, flexibility has become the norm. But many employees still have trouble striking a satisfactory balance between job and home. There's a solution, but it is no easy fix: The division is entering a thorough restructuring that is altering not just its own jobs and processes but also those throughout the corporation.

Baxter Export's willingness to grapple openly with such issues makes it a revealing laboratory of social change. Its

TODD BUCHANAN

Some 30% of Baxter Exports workers telecommute, share jobs, or work part-time—far more than in most companies

MANAGER JOHN LINDNER (FUCHSIA POLO SHIRT) REVELS WITH EXPORT ANALYSTS AT A CHICAGO MINIATURE GOLF COURSE

◄ JACKIE DEMO'S WORKDAY STARTS AT 6:30, WHICH GIVES HER TIME TO SPEND WITH HER CHILD AND MOTHER-IN-LAW

▲ GRIFF LEWIS WITH HIS KIDS. HE THINKS HIS EMPLOYEES "WORK TOO MUCH"

## Staff isn't growing at the same pace as volume, so Baxter is looking for new ways to lift productivity

► DEBBIE DEBREE AND LINDA BARRY, BOTH OPERATIONS ANALYSTS, SWAP A LAPTOP AT CHURCH

parent, a $5.4 billion maker of health-care products, ranks 19th on *Business Week*'s survey, winning employees' plaudits for its supportive culture and alternative work arrangements. "Shared values," rooted in the notion of mutual respect, are reprised relentlessly in internal communications. The company's 42-year-old president, Harry M. Kraemer Jr., begins his widely read monthly financial reports with tales from his own dual-career, three-child family. Workers, he says, "need to know we're all in the same boat."

Even so, the competing pressures of a globally competitive business on the one hand and the two-income family on the other have converged here, forcing many people into inventive, intense arrangements. For Jackie Demo, the workday begins at 6:30 a.m. Like other operations analysts, who typically make between $30,000 and $40,000 a year, she helps support Baxter's briskly growing international business, managing the flow of catheters, dialysis solutions, and intravenous tubes to subsidiaries and customers around the world. She chose to start at daybreak because she can both better communicate with customers in South Africa and New Zealand and pick up her daughter Kaleen, 5, from day care by 4 p.m. Demo, 37, who started at Baxter in 1981, initiated the arrangement four years ago. "I was working overtime, often until 7 p.m. I'd get home in time to give Kaleen her bottle, then put her to sleep. I said: 'This is ridiculous.'"

At home, while microwaving dinner, Demo looks in on her mother-in-law, Elaine, in a basement apartment, then fields a call from the hospice agency that coordinates her care. Diagnosed with terminal cancer last spring, Elaine needs round-the-clock attention. After trying to provide it themselves, with help from family members, Demo and her husband, Joe, hired a live-in health aide several months ago.

Demo's flexible hours and at least one day a week telecommuting ease the burden. Still, the demands of looking after a child and an ill parent—not to mention Joe's small graphics business—prove draining. When heavy rains flooded Joe's office recently, Jackie stayed up until midnight cleaning 75 T-shirts scheduled to go to a customer that week. Joe often doesn't eat until 9 p.m., then stays up late paying bills. "Some nights we cry, and sometimes we snipe at each other," Jackie admits.

**GROUP ETHIC.** John Lindner, the front-line manager who oversees Demo, Kaspari, DeBree, and 11 others, is convinced that acknowledging and easing such tensions is good business. Although he doesn't work at home himself, he believes that his people are 10% more productive on the days they telecommute. Baxter's willingness to accommodate problems, he adds, also pays off in higher commitment. Still, telecommuters are held to rules that limit disruption. They can't work more than two days a week out of the office; more than that reduces contact with co-workers and erodes the group ethic. Everyone has to be in the office on Wednesdays for meetings. They must pay for call-waiting for their home phones—Latin American customers, especially, don't like voice mail. And they have to share their company-provided laptop PCs: DeBree and co-worker Linda Barry swap theirs at church every Sunday.

With all their flexibility, though, Baxter Export's employees still struggle to find balance. Most spend 45 to 50 hours a week on the job—longer, some say, than they would like. Kaspari checks his office voice mail twice after he gets home and often spends an hour or more dealing with urgent customer issues. As for Demo, the onset of her mother-in-law's cancer and subsequent chemotherapy coincided with a six-week stretch of 14-hour days for a special project, though she says the office actually provided emotional respite through the ordeal.

In the scheme of things, of course, a 50-hour week for white-collar workers hardly is unusual. But the question of balance isn't lost on Griff Lewis, the executive who presides over Baxter Export. "We think they work too much," he



PHOTOGRAPHS BY TODD BUCHANAN

says of his employees. More than that, he recognizes that his unit's volume is growing at 12% to 15% a year, and he does not have the budget to add corresponding staff. Just to keep people's hours reasonable, much less reduce them, he has to find ways to lift productivity—rethinking processes, redesigning jobs, eliminating unnecessary tasks.

That means moving, over the next five years, to an automated allocation system that requires overseas customers, rather than Baxter Export analysts, to prepare demand forecasts and enter orders. That would route orders directly to U. S. warehouses and, as a result, lop three days' work off each analyst's monthly load. Within two years, Lewis expects to standardize procedures across the 120 countries his department serves, eliminating extraneous tasks and allowing employees to address mostly exceptional orders and higher-level issues.



Already, such schemes have relieved the 60-hour weeks that were commonplace a few years back, employees say. Yet Lewis' putative makeover is complicated by his division's web of relationships with the many units of its global parent. Baxter's U. S. manufacturing, for instance, maintains as little inventory as possible—so when demand overseas spikes above expectations, Lewis' analysts can't always find product easily. If managers in Brazil cram in last-minute orders to meet quarterly quotas, someone in Deerfield has to work late to meet requirements on time.

Can Brazil change? Can everyone? That's what it will take, ultimately, for DeBree, Kaspari, and Demo to have easier lives. They have support, in name and in practice, from manager Lindner up to President Kraemer. Now the rest of Baxter will try to adjust to new schedules, changed systems, and altered strategies. If everyone pulls together, Debbie DeBree's kids can eat on time.

*By Keith H. Hammonds in Deerfield, Ill.*

**COMMENTARY**

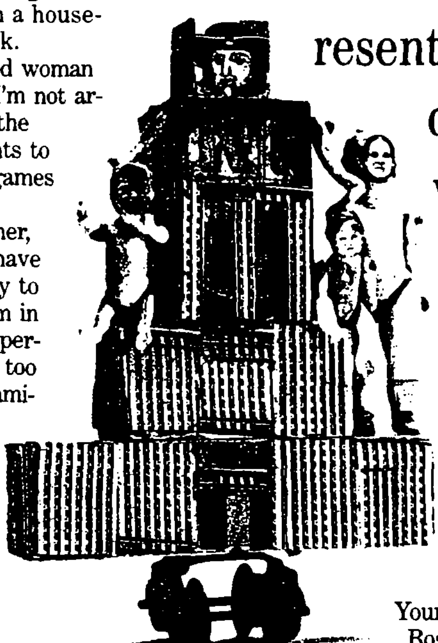
By Kathleen Madigan

# 'FAMILY' DOESN'T ALWAYS MEAN CHILDREN

As I stared at BUSINESS WEEK's work-family survey a while back, something felt wrong. "Can you vary your work hours or schedule to respond to family matters?" "Can you have a good family life and still get ahead in your company?" It all suggested that only people with dependents have problems balancing their work and private lives. Twiddling my No. 2 pencil, I wondered where were the questions dealing with other clashes that disrupt lives: the trauma of living with a partner with AIDS, for instance, or the juggling act of a single person trying to have a social life, run a household, and work.

As a married woman without kids, I'm not arguing against the rights of parents to watch soccer games or attend PTA meetings. Rather, we all should have the opportunity to find equilibrium in our lives. The perception is that too often, "work-family" policies ignore the millions of workers who don't have children. Enlightened businesses have changed the lingo to "work-life," but the damaging impression still sticks.

No surprise, then, that the excluded feel rankled. Employers, wrote one survey respondent, are "understanding to those who have to leave for family, but expect the single people to pick up the slack—almost as if, because we are single, we can work any hours expected." Childless employees also resent the money devoted to work-family programs. Wrote a worker at Sequent Computer Systems Inc.: "The emphasis on 'family values' amounts to a subsidy for kids."



**Childless workers feel rankled. They even resent the money devoted to work-family programs**

All workers want flexibility to gain control over their lives, says Mary Young, a researcher at Boston University's Human Resources Policy Institute. The catch, she says, is that "organizations function as if flexibility were a scarce resource, so employees have to compete with each other to get it." When the perceived criterion for winning flexibility is your family situation, Young says, companies "set up a kind of divisiveness."

**VALUES.** BUSINESS WEEK tries to support all its workers. I have been allowed to put my job on hold for two months and pursue my dream of writing fiction. Predominantly, though, it is parents with small children who are granted part-time schedules, who telecommute, or who leave the office early (though many check E-mail from home). During lunch, childless workers sometimes gripe about the scheduling perks—real or not—given workers with dependents.

Everyone has a life outside the office. It demands time and effort, whether to raise kids, care for a parent, or wait for the plumber. Recognizing those needs pays off in commitment and productivity. What's sad is that, in the rush to embrace "family values," corporations seem to imply that some families are more valuable than others.

*Madigan co-writes BUSINESS WEEK's Business Outlook*

ILLUSTRATIONS BY POLLY BECKER

WOMEN'S BUREAU FAX TRANSMISSION
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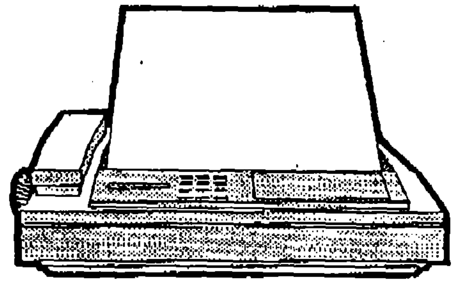

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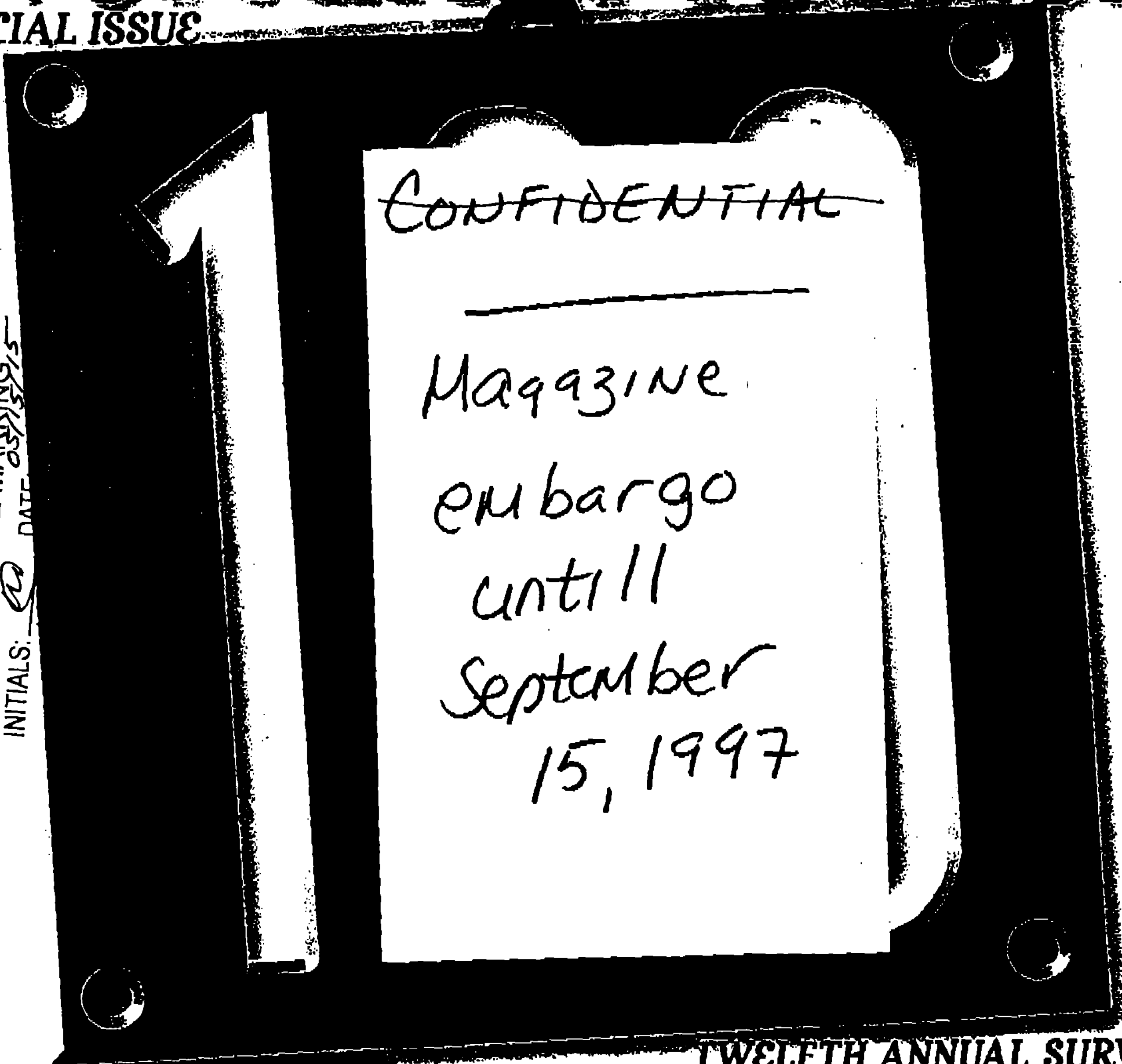
6 GREAT FREEZE-AHEAD FAMILY MEALS   WHY KIDS NEED PRIVACY

# WorkingMother

SPECIAL ISSUE



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TWELFTH ANNUAL SURVEY

# BEST COMPANIES FOR WORKING MOTHERS

**ALLSTATE INSURANCE COMPANY** is the nation's second-largest insurer of cars and homes. Seventh year on our list.

Employees: 45,202
Females: 23,899 (53%)
Avg. Entry level: $26,700 (receptionist, data processor); $28,000 (unit supervisor, financial analyst). Percent female: senior and exec vps 14% (of 14); vps 19% (of 182); officials and mgrs 42%; profs 48%. Highest paid: 37%. Women's support group. Measures mgrs on women's advancement. On-site center in Northbrook, IL: 166 children ($641-776/mth); three near-site centers in Charlotte, Dallas and Huntington, NY: 43 children total ($420-710/mth). Charlotte and Dallas centers NAEYC accredited. Before- and after-school (11), holiday (106) and summer (85) programs. Backup care. Pretax set-asides (8,455). R&R (13,012). Sick-child days: 5. ABC Champion. Work at home (231). Job sharing (77). Flextime (626). Compressed workweeks (233). PT (1,479); benefits: 1,000 hrs/yr. Leave for childbirth: FMLA, plus 14 wks, with some full pay. 1996 leaves: 482 (13 men); avg 15 wks (women). Phase-back for new mothers. Adoption aid: $2,500; R&R. Savings plan (50% company match up to 5% of pay, plus contribution tied to profits). Company-paid pension. Scholarships for employees' children: $365,000 to 319 kids. Health insurance (75% of premium). Full-time work/family mgr and staff. Elder care: R&R (2,111).

Allstate recently spent $3 million to build an on-site child care center at its headquarters in Northbrook—and when the center opened last February, 166 kids were already enrolled. The Little Hands Child Development Center is a spectacular-looking facility—open and airy, utilizing a pinwheel design, with rooms radiating out from a central area. Parents not only had input in the design of the center, which can accommodate up to 190 kids, but participated in transition seminars to help prepare their children for placement there. In addition to caring for preschoolers, the center offers full-day kindergarten and holiday, vacation and backup care.

Women have been working their way up here as well. Allstate has had a rule in effect stating that a diverse slate of qualified candidates, including women, must be considered for every opening from entry through the executive level. The insurer reports that this policy is getting results: The percentage of female officers has tripled over the last 10 years. In 50 states. HQ: 2775 Sanders Rd., Northbrook, IL 60062-6127.

**AMERICAN MANAGEMENT SYSTEMS** devises information technology systems to help clients (companies, government agencies, schools) run their businesses better. Fourth year on our list.

Employees: 6,112
Females: 2,615 (43%)
High. Entry level: $23-27,000 (receptionist, secretary); $36,000 (BA/BS consultant). Percent female: senior principals 31% (of 407); principals 39% (of 1,282); senior and exec vps 15% (of 41); vps 16% (of 172); officials and mgrs 34%; profs 37%. Highest paid: 36%. Women's support group (136). Two near-site centers: 34 children total ($142-185/wk). Both centers NAEYC accredited. Dependent care fund ($17,000). Before- and after-school, holiday and summer programs. Backup care. Pays 58% of emergency child and elder care costs. Pretax set-asides (187). Reimburses child care costs for nonroutine business travel. R&R (519). Work at home. Job sharing. Flextime (5,400). PT (215); benefits: 24 hrs/wk. Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 77 (4 men); avg 16 wks (women). Phase-back for new mothers. Adoption aid: $4,000; R&R. Profit sharing. Savings plan (no company match). Health insurance (80% of premium). Full-time work/family mgr and staff. Elder care: R&R (233).

One of the world's fastest growing consulting companies (revenues have more than doubled since its first appearance on our list in 1994), American Management Systems experienced a glitch in the delivery of a software product to a telecommunications client in 1996, resulting in a 47 percent plunge in profits. But the company took the blow in stride—no layoffs occurred as a result of the problem. AMS was soon back on track, and 700 employees were added in the first five months of 1997.

Few companies celebrate alternative work arrangements as enthusiastically as AMS does. A recent newsletter features a vice president and mom who video-conferences from her home; another working mother who interrupted her maternity leave to attend a crucial meeting (bringing her infant son so she could nurse him); and a mother of three who telecommutes three or four days a week. Little wonder a company spokesperson reports that training managers in alternative schedules isn't necessary—"it's part of our culture."

Flexibility isn't the only area in which AMS stands out. Its track record for women in the upper ranks is also laudable: Currently 43 percent of its work force is female, and women hold 36 percent of the highest-paid jobs. Still, AMS saw fit to roll out an "Advancement of Women Project" this year, which includes a series of seminars for aspiring female executives nationwide. In 22 states. HQ: 4050 Legato Rd., Fairfax, VA 22033.

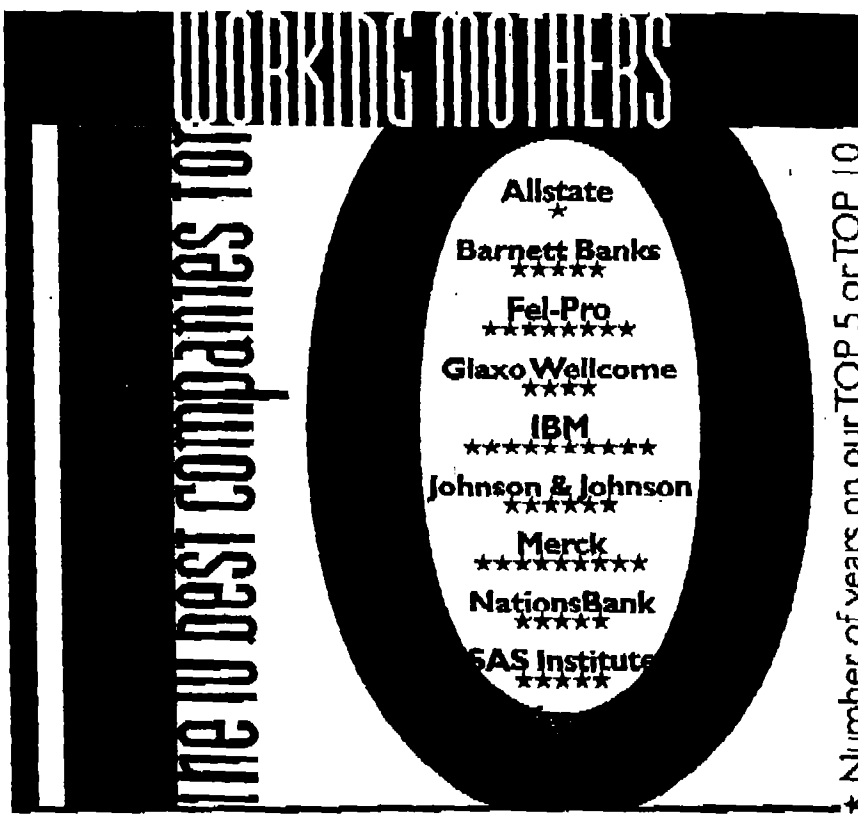
**AMGEN** develops biotechnology-based medicines. Third year on our list.

Employees: 3,891
Females: 1,859 (48%)
High. Entry level: $18,720 (lab asst, clerk, manufacturing operator); $30,000 (research assoc). Percent female: senior and exec vps 0 (of 9); vps 17% (of 24); officials and mgrs 36%; profs 49%. Highest paid: 25%. Women's support group. On-site center: 270 children ($465-600/mth). NAEYC accredited. Company contributes $500,000 to operating cost of center. Summer program. Backup care. Pretax set-asides. Reimburses child care costs for business travel. R&R. Sick-child days: 2. Flexible work arrangements with no formal policies. Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 51 (3 men); avg 20 wks (women). Phase-back for new mothers. Paternity leave: 3 days paid. Adoption aid: $3,000; R&R; 3 days paid leave. Profit sharing (15% of pay). Savings plan (company automatically contributes 3% of pay, plus 100% company match up to 5% of pay). Stock options. Scholarships for employees' children: $64,000 to 4 kids. Health insurance (95% of premium).

This high-growth company crossed the $2 billion sales mark in 1996. And, as a further sign of financial health, staff increased by 14 percent.

Just as the company is growing, so, too, are employees' families. In 1996, workers gave birth to 237 babies—which helps explain why this high-tech outfit plans to replace its old child care center (which now cares for 270 kids) with a new one, capable of caring for up to 450. Camp Amgen is scheduled to open next spring.

Other benefits remain top-of-the-line here: a three-



week vacation the first year, stock options for everyone, a 24-hour telephone line staffed by a nurse or health worker who answers questions about medical matters, and $200 reimbursement for a personal fitness or wellness program. Last year the company added ready-to-go take-home dinners to its impressive list of benefits. In 7 states and DC. HQ: 1840 DeHavilland Dr., Thousand Oaks, CA 91320-1789.

**AMOCO CORPORATION** is the fifth-largest oil company in the U.S. Fourth year on our list.

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Employees: 28,371
Females: 7,249 (26%)
Ⓢ High. Entry level: $28-32,000 (admin asst); $56-72,000 (MBA); $39-45,000 (BS engineering); $40-47,000 (MS engineering). Ⓘ Percent female: exec officers 9% (of 11); senior mgrs 8% (of 358); vps 10% (of 110); officials and mgrs 12%; profs 25%. Highest paid: 16%. Women's support groups (370). Measures mgrs on women's advancement. Ⓒ On-site center in Houston: 80 children ($495-710/mth), NAEYC accredited. Company covers $50,000 of sick-child care costs at center. Before- and after-school, holiday and summer programs. Backup care. Reimburses child care costs for nonroutine business travel, up to $1,500. R&R (3,079). ABC Champion. Ⓕ Work at home (250). Job sharing. Flextime. Compressed workweeks (10,000). PT (198); benefits: 15 hrs/wk. Training for mgrs on alternative schedules. ♡ Leave for childbirth: FMLA, plus 14 wks, with some full pay. 1996 leaves: 201 (22 men); avg 2-4 mths (women). Phase-back for new mothers. Lactation program. Adoption aid: R&R. Profit sharing. Savings plan (100% company match up to 6% of pay). Company-paid pension. Scholarships for employees' children: $128,000 to 70 kids. Health insurance (80% of premium). Full-time work/family coordinator and staff. Elder care: R&R (3,013).

Amoco has the distinction of being the only oil company on this list, and it's little wonder why: This fuel giant not only has generous programs and policies in place, but workers feel comfortable using them. Alternative work arrangements were introduced in 1994 and today some 10,000 employees, one third of the work force, are working 80 hours over nine days, giving them an extra day off every other weekend. This is one of the highest usage rates of any company on this list.

Workers are availing themselves of other benefits as well: In 1996 more than 6,000 employees took advantage of the child and elder care referral services. And last year Amoco reimbursed 203 employees a total of $127,00 for extra child and elder care costs incurred because of business travel or overtime schedules. Amoco is measuring results of these programs. The company estimates that last year alone it saved $2.2 million in employee time, lower turnover, lower absenteeism and lower health care costs. In 38 states and DC. HQ: 200 E. Randolph Dr., Chicago, IL 60601.

**ARNOLD & PORTER** is a leading law firm based in Washington, D.C. Second year on our list.

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Employees: 819
Females: 532 (65%)
Ⓢ High. Entry level: $17,500 (receptionist); $74,000 (first yr assoc). Ⓘ Percent female: partners 16% (of 180); directors (nonlegal senior mgrs) 58% (of 12); attorneys 37%; mgrs 70%; profs (nonlegal staff) 70%. Highest paid: 38% (not including partners). Women's support group (100). Ⓒ On-site center at hq: 26 children ($650-840/mth). Company contributes $190,000 to operating cost of center. Holiday and summer programs. Free backup care at center. Pretax set-asides (40). PTO: 28 days, plus unlimited sick leave (assoc); 35 days (others). Ⓕ Work at home (2). Job sharing (2). Compressed workweeks (3). PT (25); benefits: 30 hrs/wk. ♡ Leave for childbirth: FMLA, plus 4 wks, with 12 wks full pay (assoc, directors) or 6 wks full pay (nonlegal staff). 1996 leaves: 35 (10 men); avg 6 wks (women). Phase-back for new mothers. Paternity leave: 6 wks paid (assoc, directors). Adoption aid: 12 wks paid leave (assoc, directors); 6 wks paid leave (nonlegal staff). Profit sharing (7.5% of pay for nonlegal staff). Savings plan (no company match). Health insurance (50-100% of premium).

Law firms looking to see how they can become family-friendly ought to check out Arnold & Porter: It's the only major law firm we know of that has a full-time child care center at its main office—and the center offers backup care at absolutely no charge, when staff members' regular arrangements break down. In another sign of family-friendliness, the firm has equipped its in-house cafeteria with high chairs so that children cared for at the center can eat lunch with their parents.

New last year: a leave bank created for employees whose paid days off don't cover all the time needed because of medical complications (employees donate their own vacation days). Thanks to this system, in 1996 the leave bank provided full pay for approximately six weeks to an employee who needed extra time at home due to multiple hospitalizations for her child, and to another who had a difficult pregnancy that required extended bed rest.

Women are doing well at this firm, accounting for 16 percent of the partners. That's better than the national average of 14 percent for female partners at the typical large law firm, according to a survey by the National Association for Law Placement. Women should do even better in the future, since they now represent 37 percent of the lawyers aspiring to partnership.

Also new and noteworthy: paid leaves for new dads and adoptive parents, and health insurance that covers infertility treatments. In 3 states and DC. HQ: 555 12th St. NW, Washington, DC 20004.

**AT&T CORP.** is the world's leading provider of long-distance telephone service and is also No. 1 in wireless service. Eighth year on our list.

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Employees: 114,425
Females: 62,811 (55%)
Ⓢ Avg. Entry level: $12,500-22,000 (support staff); $27,900-41,000 (college grad); $33,300-48,000 (MA); $38,600-47,700 (MBA). Ⓘ Percent female: senior and exec vps 20% (of 10); vps 22% (of 602); officials and mgrs 45%; profs 44%. Highest paid: 36%. Women's support group (4,000). Measures mgrs on women's advancement. Ⓒ Dependent care fund ($35 million). Funds community child care programs. Before- and after-school, holiday and summer programs. Backup care. Pretax set-asides (17,503). R&R (10,168). Sick-child days: 3. ABC Champion. PTO (24-39 days). Ⓕ Work at home (16,000). Job sharing (60). Flextime (26,700). Compressed workweeks (9,000). PT (3,000); benefits: 25 hrs/wk. Training for mgrs on alternative schedules. ♡ Leave for childbirth: FMLA, plus 40 wks, with some pay. 1996 leaves: 1,100 (50 men). Phase-back for new mothers. Adoption aid: $3,000; R&R. Savings plan (66⅔% company match up to 6% of pay). Company-paid pension. Scholarships for employees' children: $910,000 to 140 kids. Health insurance (100% of premium). Full-time work/family coordinator and staff. Elder care: R&R (5,411).

A restructured AT&T—it spun off two businesses, Lucent Technologies and NCR—rejoins our list with roughly half the employees it once had. AT&T has reassumed a leadership role in work-life programs. Its Family Care Development Fund, launched in 1990, has been called the largest collaboration between a company and labor unions in American history. The fund's purpose is to improve and expand child and elder care programs in communities where AT&Ters live and work. Originally funded at $25 million, it was renewed in 1996 at the $35 million level, to run through 1998. The fund is employee-driven (meaning workers may put in requests for grants at specific facilities) and widely used. For starters, 207 mini-grants of up to $3,000 each were awarded in the past year. Examples of recent grants include buying individual storage cubicles for each child at a center in South Dakota, and paying for 20 hours of training for 22 caregivers at a child care center in Ohio. In the new AT&T, women have a larger presence in management, accounting for 36 percent of the highest paid, compared to 26 percent in the old company. And in Gail J. McGovern, executive vice president of the consumer markets division, AT&T has one of the highest-ranking women in American business. In 50 states and DC. HQ: 32 Avenue of the Americas, New York, NY 10013-2142.

**AVON PRODUCTS, INC.,** is one of the world's largest sellers of cosmetics and personal care products, sold largely door-to-door by 2.3 million independent sales representatives. Seventh year on our list.

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Employees: 6,591
Females: 4,784 (73%)
Ⓢ Avg. Entry level: $441/wk (secretary); $32,200/yr (staff accountant). Ⓘ Percent female: global business council 50% (of 8); corporate exec vps 57% (of 7); senior and exec vps 36% (of 25); vps 29% (of 35); officials and mgrs 85%; profs 57%. Highest paid: 53%. Ⓒ On-site center in Rye, NY: 25 children ($299-383/wk). Company contributes $150,996 to operating cost of center. Before- and afterschool (42) and summer (94) programs. Backup care. Direct child care subsidies (285). Pretax set-asides (190). Reimburses child care costs for nonroutine business travel. R&R (657). Ⓕ Work at home (39). Job sharing (14). Flextime (2,481). Compressed workweeks (190). PT (122); benefits: 1,000 hrs/yr. ♡ Leave for childbirth: FMLA, plus 1 wk, with some full pay. 1996 leaves: 65; avg 13 wks. Phase-back for new mothers. Adoption aid: $2,000; R&R. Savings plan (25% company match up to 6% of pay). Company-paid pension. Scholarships for employees' children: $128,000 to 54 kids. Health insurance (100% of premium for employees; 50-70% for dependents). Elder care: R&R (361); reimburses 25% of costs.

Avon is one company that seems likely to appoint a female CEO in the near future. Earlier this year it established a new top-tier management crew of seven executive vice presidents who report to the chairman and president. Four of these exec vps are women; one's also a mother. In addition, Avon now has 19 female officers, and women account for 53 percent of the highest paid, up sharply from the 40 percent reported last year. It's altogether appropriate since virtually all the company's customers and sales representatives are female.

($60,000 a year), but CEO Sheri Benjamin feels it's worth it since the benefit keeps new mothers from leaving. Teachers at the center start at $25,000 a year—well above market rates—and go up to more than $30,000. As employees, the teachers are also eligible for Benjamin Group benefits, which include three-week vacations the first year, a profit-sharing bonus that can amount to an additional 20 percent of annual pay and free health insurance. In 1 state. HQ: 2323 S. Bascom Ave., Campbell, CA 95008.

**BETH ISRAEL DEACONESS MEDICAL CENTER** is a 750-bed teaching hospital affiliated with Harvard Medical School. Eleventh year on our list.

Employees: 8,599
Females: 5,855 (68%)
Avg. Entry level: $17,576 (clerical); $21,486 (secretary); $37,076 (RN). Percent female: senior and exec vps 25% (of 12); vps 64% (of 14); officials and mgrs 58%; profs 66%; MDs and PhD psychologists 28%. Highest paid: 69%. Two on-site centers: East Campus, 110 children ($47-253/wk; sliding-scale fees); West Campus, 48 children ($76-282/wk; sliding-scale fees). Hospital contributes $380,000 to operating cost of centers. Holiday program (40). Direct child care subsidies (158). Pretax set-asides (306). R&R (371). PTO (30-44 days). Work at home. Job sharing (20). Flextime. Compressed workweeks. PT (1,309); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 349 (1 man); avg 13.5 wks (women). Phase-back for new mothers. Adoption aid: R&R. Savings plan (50% company match up to 4% of pay). Company-paid pension. Health insurance (80% of premium). Elder care: R&R (187).

Beth Israel Hospital, a fixture on our list for the past decade, merged last October with New England Deaconess to create a medical center nearly twice the size of the two previously independent institutions. With the merger, there are now two on-site child care centers—and both offer financial subsidies based on family income. The subsidy is slated to be enhanced this year, with workers being offered a dollar amount with which to customize their own benefits plan.

Women continue to play important roles here, not only as nurses but as physicians and department heads. Of the 26 top officers (senior vice presidents and vice presidents) in the new entity, 12 are women.

Beth Israel has also been renowned for inspiring employees to do a good job caring for patients and to come up with ways to improve operations—and this culture is clearly being maintained. The hospital is devising a scorecard to measure its progress in meeting various goals—with one of the goals being "a good place to work." To that end, the hospital plans to survey 800 employees every two months to get their opinions on how the workplace has been affected by the merger. In 1 state. HQ: 330 Brookline Ave., Boston, MA 02215.

**BP EXPLORATION (ALASKA) INC.**, an arm of London-based British Petroleum, is the largest producer of oil in the United States. New to our list.

Employees: 1,097
Females: 124 (11%)
High. Entry level: $48-65,000 (reservoir/petroleum engineer, geoscientist). Percent female: top management team 0 (of 15); officials and mgrs (4%); profs (18%). Highest paid: 5%. Near-site center: 50 children ($550-610/mth), NAEYC accredited. Company contributes $250,000 to operating cost of center. Before- and after-school programs (1). Backup care (17). Pretax set-asides (46). Reimburses child care costs for nonroutine business travel. R&R (23). Work at home. Job sharing. Flextime. Compressed workweeks (75%). PT (5); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA only, with some pay. 1996 leaves: 6 (3 men); avg 12-18 wks (women). Phase-back for new mothers. Paternity leave: 1 wk paid. Adoption aid: 1 wk paid leave. Profit sharing (10-17% of pay). Savings plan (100% company match up to 6% pay). Company-paid pension. Health insurance (80% of premium).

The first Alaskan company to join our list, BP Exploration drills for oil and gas, pumping 605,000 barrels a day in 1996. The relatively small work force needed to extract this colossal amount of crude gets benefits comparable to those enjoyed by employees who work for good companies in the lower 48 states. BP has a strong commitment to child care and flexible work arrangements. When an independent child care center near its Anchorage headquarters planned to close in 1991, BP decided to lease the facility to provide care for its employees' children. The center now provides care for 50 BP kids, and the company puts up $250,000 a year to help cover costs. Compressed workweeks have become the preferred way of working here after a successful pilot in 1995. Three out of four employees now opt for 80 hours over nine days, giving them a long weekend every other week. Women comprise only 11 percent of BP's work force. While that's in line with Alaska's oil and gas industry average, BP hopes to change that picture with a diversity program launched in 1996. In 1 state. HQ: 900 E. Benson Blvd., Anchorage, AK 99508.

**THE BUREAU OF NATIONAL AFFAIRS, INC.**, keeps businesses posted on the regulatory developments of federal and state governments through more than 200 print and electronic publications. Eighth year on our list.

Employees: 1,644
Females: 944 (57%)
High. Entry level: $18,604 (collator, mail clerk); $30,472 (editor, accountant); $37,222 (legal editor). Percent female: vps 50% (of 8); officials and mgrs 49%; profs 57%. Highest paid: 42%. Summer program. Pays 50% of backup care costs. Pretax set-asides (425). R&R (12). Sick-child days: 13. ABC participant. Work at home (200+). Job sharing (4). Flextime (900). Compressed workweeks (100-125). PT (41); benefits: 20 hrs/wk. Reduced work option (21). Leave for childbirth: FMLA, plus 20 wks, with some full pay. 1996 leaves: 58 (29 men); avg 20 wks (women). Phase-back for new mothers. Adoption aid: $2,000. Profit sharing. Savings plan. Company-paid pension. Scholarships for employees' children: $16,000 to 5 kids. Health insurance (100% of premium). Elder care: R&R (5).

This is a company where the work force really calls the shots. It is, first of all, an employee-owned business. More than 80 percent of staff members are stockholders, with no one holding more than 3 percent. Second, it is a unionized company, with the Washington/Baltimore Newspaper Guild representing the 945 nonmanagement employees. In a new bargaining agreement reached earlier this year, unionized workers secured wage hikes ranging from 5 to 7 percent, continuation of free health insurance and the awarding of six-month sabbaticals at full pay to two employees per year (previously they were awarded at half pay). In addition, the new contract doubled the adoption aid benefit to $2,000.

Still in place is an array of unique benefits: paid sick leave of 13 days a year with unlimited accumulation (and the ability for new dads and adoptive parents to use that time for parental leaves) and flexible-work arrangements that rank BNA near the top rung of all the companies on this list in terms of usage.

Women continue to rise in the ranks here as well. At the start of 1997 a woman was named vice president and Editor-in-Chief, in charge of the 500-strong editorial department, the largest in the company. Of the 10 divisions and support units in this department, seven are headed by women. And of BNA's six news divisions, four are run by women. In 12 states and DC. HQ: 1231 25th St. NW, Washington, DC 20037.

**LEO BURNETT COMPANY, INC.**, is the largest advertising agency in the United States. Tenth year on our list.

Employees: 2,066
Females: 1,228 (59%)
High. Entry level: $24-28,000 (college grad, production, account exec). Percent female: senior and exec vps 26% (of 98); vps 34% (of 267); officials and mgrs 42%; profs 61%. Highest paid: 28%. Pretax set-asides (270). R&R (187). Pays 90% of sick-child care costs, up to $500. Sick-child days: as needed. ABC participant. Work at home (2). Job sharing (4). PT (18); benefits: 21 hrs/wk. Reduced work option (18). Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 46; avg 12 wks. Adoption aid: $3,000; R&R. Profit sharing (15% of pay). Company-paid pension. Health insurance (70% of premium). Full-time work/family mgr. Elder care: R&R (79).

Despite losing two of its biggest clients—United Airlines and Reebok—and dismissing its two top officers as a result, Leo Burnett came through the past year in good shape, still ranking as the largest ad agency in the land. Notably, it sustained those losses without resorting to layoffs.

Working moms continue to work their way up: Two were promoted to the top two posts in the U.S.—president and chief creative officer. Two others were named senior vice presidents. And a fifth, who works three days a week as a recruitment director, was elected a vice president.

And, in spite of the pressure-cooker environment typically found at ad agencies, flexibility is still possible at this one: Eighteen Burnetters opted for part-time schedules to spend more time with their families. In 5 states. HQ: 35 W. Wacker Dr., Chicago, IL 60601.

**CALVERT GROUP** manages a family of mutual funds whose investment decisions are guided by social-responsibility criteria. Fifth year on our list.

Employees: 160
Females: 84 (53%)
High. Entry level: $18,500 (marketing support asst); $40,000 (social research asst). Percent female: CEO 100% (of 1); senior and exec vps

40% (of 10); vps 42% (of 19); officials and mgrs 29%; profs 59%. Highest paid: 38%. Ⓒ Holiday program (20). Backup care. Direct child care subsidies (16). Pretax set-asides (12). Reimburses child care costs for business travel and overtime. R&R. Sick-child days: as needed. PTO (12-15 days). Ⓕ Work at home (10). Job sharing (2). Flextime (96). Compressed workweeks (5). PT (14); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. ♡ Leave for childbirth: FMLA, plus 4 wks, with some full pay. 1996 leaves: 4; avg 8 wks. Phase-back for new mothers. Paternity leave: 2 wks paid. Adoption aid: $5,000; R&R; 2 wks paid leave. Savings plan (100% company match up to 2% of pay; 50% up to next 4%). Health insurance (80% of premium). Full-time work/family mgr. Elder care: R&R (12); reimbursement through pretax account and matching company contribution ranging from 5-20% (based on income).

In early 1997, Calvert became the fifth company on this list to name a woman CEO. She is Barbara J. Krumsick, a Wall Street veteran recruited from Alliance Capital Management. The appointment was not a culture shock for Calvert, where women hold prominent positions in management and on the boards of the mutual funds managed by the company.

In the benefits arena, the company added backup care and scholarships for employees' children to an already strong package, including such nontraditional offerings as tuition reimbursement of $3,000 a year for any course (cooking, law, what-have-you), on-site massage, an on-site meditation room and 12 paid days a year for community service.

This company obviously feels it's important to support employees in their balancing act. Even though it has only 160 people on staff, Calvert retains a full-time work/family manager. And alternative work arrangements are definitely encouraged. One worker telecommutes from South Dakota; she visits Bethesda headquarters every two or three months. In 1 state. HQ: 4550 Montgomery Ave., Bethesda, MD 20814.

**CHASE MANHATTAN BANK** merged with Chemical Bank last year to become the largest banking company in the United States. Third year on our list.

Employees: 61,800
Females: 38,300 (62%)

Ⓢ Avg. Entry level: $23,700 (secretary); $35,000 (management development assoc). ⓘ Percent female: policy council 16% (of 25); senior and exec vps 18% (of 505); vps 32% (of 7,260); officials and mgrs 47%; profs 58%. Highest paid: 30%. Women's support group. Measures mgrs on women's advancement. Ⓒ Near-site center in Flatbush, NY: 49 children ($40-160/wk; sliding-scale fees). Free on-site backup care in downtown Brooklyn: 2,869 children, NAEYC accredited. Company contributes $600,000 to operating cost of centers. Dependent care fund ($20,000). Before- and after-school (121), holiday (753) and summer (624) programs. Pretax set-asides (900). R&R (3,937). Pays 67% of sick-child care costs in designated programs (Houston, Dallas). Sick-child days: 7. ABC participant. Ⓕ Work at home (100). Job sharing (36). Flextime (50). Compressed workweeks (214). PT (1,780); benefits: 20 hrs/wk. Reduced work option. Training for mgrs on alternative schedules. ♡ Leave for childbirth: FMLA, plus 10 wks, with some full pay. 1996 leaves: 411 (47 men); avg 10 wks (women). Phase-back for new mothers. Adoption aid: $3,000; R&R. Profit sharing. Savings plan (100% company match up to 5% of pay). Company-paid pension. Scholarships for employees' children: $270,000 to 100 kids. Health insurance (80% of premium). Full-time work/family mgr and staff. Elder care: R&R (756).

Now the largest bank in the country, Chase put in considerable time and effort last year orienting employees to changes resulting from the biggest merger in U.S. banking history. A major part of this effort was communicating to employees about the work/life programs designed to help them balance their personal lives with career goals. More than 20,000 employees participated in the series that addressed such issues as stress and how to make the most of the new workplace. The bank takes its message of balance seriously. Employees are encouraged to seek flexible work arrangements—and they don't have to give reasons for such requests.

Chase's unique "Eight Week Advantage Program," which offers new mothers free infant care for eight weeks, is now available at both its near-site and backup care centers in Brooklyn. The bank figures its huge backup center alone saves the company $800,000 a year, thanks to lower absenteeism. In 41 states and DC. HQ: 270 Park Ave., New York, NY 10017.



**CHRYSLER CORPORATION** is the third-largest automaker in the U.S. New to our list.

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Employees: 93,751
Females: 17,899 (19%)

S High. Entry level: $27,600 (factory worker); $34,000 (clerk); $45,650 (MS engineer); $55-61,000 (MBA). I Percent female: corporate officers 3% (of 39); senior and exec vps 0 (of 7); vps 5% (of 21); officials and mgrs 9%; profs 22%. Highest paid: 14%. Women's support group. Measures mgrs on women's advancement. C On-site center in Huntsville, AL: 141 children ($68-83/wk), NAEYC accredited. Company contributes $731,000 to operating cost of center. Dependent care fund ($1.3 million). Before- and after-school (141), holiday (141) and summer (52) programs. Pretax set-asides. Reimburses child care costs for business travel. R&R. Pays 100% of sick-child care costs, up to $1,000. Sick-child days: 5. F Work at home: (311). Job sharing (98). Flextime. Compressed workweeks. PT (223); benefits: 16 hrs/wk. Training for mgrs on alternative schedules. ♥ Leave for childbirth: FMLA, plus 40 wks, with some full pay. 1996 leaves: 334 (200 men); avg 8 wks (women). Phase-back for new mothers. Adoption aid: R&R. Profit sharing (17% of pay). Savings plan (60% company match up to 4.8% pay for salaried workers only). Company-paid pension. Scholarships for employees' children: $672,650 to 308 kids. Health insurance (90-100% of premium). Full-time work/family coordinator and staff. Elder care: R&R.

Chrysler joins our list for the first time with programs that are, in some cases, superior to ones offered by Ford and General Motors. The company has established—for salaried employees who are not represented by the UAW—a one-time bequest of $4,000 to a Work/Family Account. The funds may be used for a variety of needs: child care, elder care, adoption costs, education. It can be used by married workers, single parents, childless employees—and if not tapped, the funds can be saved for retirement.

Chrysler's benefits (some of which are mandated by bargaining agreements) are rich—the company leads the industry in profit-sharing payouts. Especially impressive, moreover, are the car manufacturer's efforts to advance women. The company has a new measurement system that ties bonuses to progress in this area. Since 1991 the percentage of females in Chrysler's work force has gone from 16 to 19 percent, and the female percentage of officials and managers has increased from 6 to 8 percent. Chrysler also reports that 14 percent of its highest-paid employees (top 20 percent) are women, compared to 11 percent at GM and 7 percent at Ford. In 30 states and DC. HQ: 1000 Chrysler Dr., Auburn Hills, MI 48326-2766.

**CIGNA CORPORATION** provides life, health, property and casualty insurance. Sixth year on our list.

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Employees: 37,290
Females: 26,875 (72%)

S Avg. Entry level: $20,750 (data entry, receptionist); $31,000 (assoc underwriter). I Percent female: senior and exec vps 12% (of 102); vps 21% (of 532); officials and mgrs 52%; profs 69%. Highest paid: 41%. Women's support group. Measures mgrs on women's advancement. C Two on-site centers: Bloomfield, CT, 89 children ($137-179/wk), NAEYC accredited; Albuquerque, NM, 136 children ($72-112/wk, sliding-scale fees). Company contributes $95,000 to operating cost of centers. Dependent care fund ($100,000). Before- and after-school (24), holiday (160) and summer (66) programs. Backup care (209). Pretax set-asides (1,166). R&R (3,400). Sick-child days: 5. F Work at home (2,000-2,500). Job sharing (80). Flextime. Compressed workweeks. PT (1,366); benefits: 24 hrs/wk. Training for mgrs on alternative schedules. ♥ Leave for childbirth: FMLA, plus 14 wks, with some full pay. 1996 leaves: 505 (19 men); avg 8 wks (women). Phase-back for new mothers. Adoption aid: $2,500; R&R; 1 day paid leave. Savings plan (50% company match up to 6% of pay). Company-paid pension. Scholarships for employees' children: $167,000 to 228 kids. Health insurance (75% of premium). Full-time work/family mgr. Elder care: R&R.

The motto at CIGNA is "to care for our customers, we must also care for our employees." One way this insurer does that is by providing alternative work schedules to give staff maximum flexibility. This year, to encourage telecommuting, CIGNA developed a new resource guide. The company already has more than 2,000 employees working out of their homes. Now, loss-control representatives, who are normally on the road visiting client plant sites, are being encouraged to use home as their base of operations as well. More than a quarter of CIGNA employees use flextime or compressed workweeks—and there are at least 40 job-sharing pairs.

In a bid to ease new moms' transition back to the workplace, CIGNA is insuring that there are lactation rooms for nursing mothers at 50 locations across the country. With such a rich benefits package, which is the most popular? CIGNA reports it's the take-home dinners, offered at three locations! In 48 states. HQ: One Liberty Place, 1650 Market St., Philadelphia, PA 19192.

**CINERGY CORP.**, result of a 1994 merger of Cincinnati Gas & Electric Company with PSI Energy, Inc., provides electricity and gas to 1.8 million customers in Ohio, Indiana and Kentucky. New to our list.

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Employees: 7,680
Females: 1,977 (26%)
(S) High (area); Avg (industry). Entry level: $220/wk (typist, clerk); $3,000/mth (engineer). (O) Percent female: exec officers 15% (of 14); senior and exec vps 33% (of 6); vps 10% (of 63); officials and mgrs 7%; profs 19%. Highest paid: 11%. Women's support group (142). Measures mgrs on women's advancement. (C) On-site center: 45 children ($72-105/wk), NAEYC accredited. Company contributes $13,000 to operating cost of center. Dependent care fund ($5,000). Pretax set-asides (158). R&R (4,127). Sick-child days: 5. (F) Work at home (118). Flextime (612). Compressed workweeks (366). PT (24); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. (♥) Leave for childbirth: FMLA, plus 6 mths, with some full pay. 1996 leaves: 18; avg 6 wks. Phase-back for new mothers. Adoption aid: $2,500; R&R. Savings plan (60% company match up to 5% of pay). Company-paid pension. Scholarships for employees' children: $60,000 to 50 kids. Health insurance (90% of premium). Full-time work/family mgr and staff. Elder care: R&R (1,239).

Utilities in general have had trouble making this list due to the low representation of women in management, but in recent years Cinergy mounted a strong diversity program that is now showing results. The company's general counsel, chief financial officer and chief of staff are all women, and the female percentage in the highest-paid ranks has climbed to 11 percent. The utility has formal policies for the advancement of women and minorities—in fact, 8 percent of upper management's incentive pay is now based on achieving diversity goals.

Believing that "it's good business to support families," PSI partnered with the city of Plainfield three years ago and put up $1.4 million to build a community child care center on its property. The 14,000-square-foot center now cares for more than 140 children, 45 of them offspring of Cinergy employees. Other pluses here include a six-month family leave policy, flexible work options, fitness centers at 13 locations and a child care referral service (used by over half of all employees). In 4 states and DC. HQ: 1000 E. Main St., Plainfield, IN 46168.

**CITICORP/CITIBANK** is the second-largest banking company in the U.S. Eighth year on our list.

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Employees: 38,300
Females: 22,980 (60%)
(S) Avg. Entry level: $19-30,000 (teller); $23-36,000 (secretary); $35-40,000 (college grad, management assoc); $50-70,000 (MBA). (O) Percent female: senior and exec vps 10% (of 564); vps 31% (of 6,041); officials and mgrs 36%; profs 45%. Highest paid: 34%. (C) Four near-site centers in Sioux Falls, SD; Hagerstown, MD; The Lakes, NV; and Kansas City, MO: 928 children total ($40-85/wk). Sioux Falls, Hagerstown and The Lakes centers NAEYC accredited. Company covers 45-58% of operating cost of centers. After-school, holiday and summer programs. Backup care. Pretax set-asides (1,500). R&R (2,919). Sick-child days: 3 per illness. ABC Champion. (F) Work at home. Job sharing. Flextime. Compressed workweeks. PT (benefits: 20 hrs/wk). (♥) Leave for childbirth: FMLA, plus 12 wks, with some pay. Phase-back for new mothers. Adoption aid: R&R. Savings plan (100% company match up to 3% of pay). Company-paid pension. Scholarships for employees' children: $133,600 to 43 kids. Health insurance (96% of premium for employees; 83% for dependents). Full-time work/family mgr. Elder care: R&R (1,171).

Citibank is the world's largest issuer of credit cards, with more than 35 million in the wallets of Americans. To help working moms handle their child care needs and stay on the job, Citibank has four near-site centers located at service centers where employees process data and answer calls. Two of those centers have been

A full 90 percent of the 2,700 employees at Amoco's Houston office complex have opted for a compressed workweek, allowing them to complete 80 hours of work in less than 10 days. Some of the Amoco working moms at manager level and above who have chosen this schedule include, from left, Laura Folse, Lilian Fandriana, Ione Taylor, Rebecca McDonald, Mary Rahaim, Jayne Gates and Elena Medina Wilson.

ners to 166, or nearly 10 percent of all partners—the highest level of any of the Big Six firms. In 41 states and DC. HQ: 10 Westport Rd., Wilton, CT 06897-0820.

**DUPONT COMPANY** is the nation's largest chemical producer. Tenth year on our list.

Employees: 51,000
Females: 11,300 (22%)
High. Entry level: $22,000 (admin asst); $39-47,940 (BS engineering); $43,080-51,360 (MS); $61,080-71,700 (PhD). Percent female: senior and exec vps 0 (of 7); vps 10% (of 41); officials and mgrs 14%; profs 22%. Highest paid: 16%. Women's support group. Measures mgrs on women's advancement. Two near-site centers: hq, 57 children ($573-666/mth); Waynesboro, VA, 5 children ($280-323/mth). Company contributes $110,500 to operating cost of hq center. Dependent care fund ($90,000). Before- and after-school (62), holiday (616) and summer (250) programs. Pays 80% of backup care costs, up to $300. Pretax set-asides (2,380). Reimburses child care costs for business travel. R&R (11,256). Pays 80% of sick-child care costs in designated programs. Sick-child days: varies by location. ABC participant. Work at home (3,951). Job sharing (360). Flextime (20,908). Compressed workweeks (900). PT (1,568); benefits: 20 hrs/wk. Reduced work option (940). Training for mgrs on alternative schedules. Leave for childbirth: FMLA, plus 20 wks, with some full pay. 1996 leaves: 342 (49 men); avg 2-3 mths (women). Phase-back for new mothers. Adoption aid: $3,000; R&R. Savings plan (50% company match up to 6% of pay). Company-paid pension. Health insurance (80% of premium). Full-time work/family mgr and staff. Elder care: R&R (1,377); pays 80% of backup care.

At DuPont, a strong benefits program became even stronger. The company added $3,000 of financial support to employees adopting a child, and expanded its "Just in Time" backup care program to DuPont facilities in New York, North Carolina, Ohio and Virginia. Introduced at headquarters two years ago, "Just in Time" care helps employees find alternative care when regular arrangements fall through. DuPont picks up 80 percent of the cost, capping it at $300 a year. This benefit also covers elders when their regular care isn't available. DuPont reports that providing this benefit is a win-win situation for employees and the company. Last year 242 families used it, saving the equivalent of 1,500 workdays when employees who otherwise would have been absent were on the job. In 50 states and DC. HQ: 1007 Market St., Wilmington, DE 19898.

**THE DUPONT MERCK PHARMACEUTICAL COMPANY** is a prescription drug maker formed in 1991 by DuPont and Merck, two other firms on this list. Its flagship product is the anticoagulant Coumadin. Third year on our list.

Employees: 3,460
Females: 1,591 (46%)
High (area); Avg (industry). Entry level: $2,030/mth (clerical); $2,600/mth (profs). Percent female: senior and exec vps 17% (of 18); vps 19% (of 43); officials and mgrs 31%; profs 46%. Highest paid: 23%. Measures mgrs on women's advancement. Near-site center: 16 children ($573-666/mth), NAEYC accredited. Company contributes $25,000 to operating cost of center. Dependent care fund ($25,000). Holiday (206) and summer (30) programs. Backup care. Pretax set-asides (261). Reimburses child care costs for nonroutine business travel and overtime. R&R (493). Pays 80% of sick-child care costs in designated programs, up to $300. Sick-child days: as needed. Work at home (30). Job sharing (20). Flextime (1,500). Compressed workweeks (50). PT (52); benefits: 20 hrs/wk. Reduced work option (47). Training for mgrs on alternative schedules. Leave for childbirth: FMLA, plus 40 wks, with some full pay. 1996 leaves: 26; avg 5 mths. Phase-back for new mothers. Adoption aid: $5,000; R&R; 4 wks paid leave. Profit sharing (5% of pay). Savings plan (50% company match up to 6% of pay). Health insurance (80-90% of premium). Elder care: R&R (117); pays 80% of backup care costs.

This six-year-old hybrid continues to set its own pace, offering benefits—such as four-week paid leaves for adoptive parents and one-year family leaves (unpaid)—that are superior to the ones in place at its two parent companies, Merck and DuPont. In 1996 the company extended backup care to Boston area employees and added postal, banking and dry cleaning to its on-site services. The company's health insurance reimburses workers for infertility treatments up to $25,000.

DuPont Merck has a formal program, now in its third year, to honor employees who champion work/life issues. Last year there were 129 nominees for this award—and 16 winners. One of the winners was a manager who arranged for an employee—a single mom—to be home when her child arrived from school. Another was a manager who, without being asked, set up flexible schedules for six women confronted with a variety of family issues. In 10 states. HQ: DuPont Merck Plaza, Wilmington, DE 19880-0705.

**EASTMAN KODAK COMPANY** is the world's largest producer of photographic products. Eighth year on our list.

Employees: 55,046
Females: 17,688 (32%)
High. Entry level: $378/wk (secretary, clerk); $38,800/yr (development engineer). Percent female: senior and exec vps 0 (of 9); vps 9% (of 43); officials and mgrs 20%; profs 23%. Highest paid: 15%. Women's support groups (986). Measures mgrs on women's advancement. Before- and after-school, holiday (82) and summer (211) programs. Backup care. Pretax set-asides (1,605). Reimburses child care costs for business travel. R&R (2,996). Pays 60% of in-home sick-child care costs, up to 40 hrs. ABC Champion. Work at home. Job sharing. Flextime. Compressed workweeks. PT (1,190); benefits: 8 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA, plus 13 wks, with some full pay. 1996 leaves: 168 (19 men); avg 20 wks (women). Phase-back for new mothers. Adoption aid: $2,000; R&R. Profit sharing (6.6% of pay). Savings plan (no company match). Company-paid pension. Health insurance (100% of premium for employees; 75% for dependents). Full-time work/family mgr and staff. Elder care: R&R (1,224).

Kodak is battling to change an old paternalistic culture. The company conceded last year that there was "a great deal of confusion and unawareness of what is available" at the company to help employees balance work and family. So Kodak stepped up communications to workers about the benefits available. The immediate results were increased utilization of Work/Life consultation services, which include child and elder care resource and referral, help with adoption issues and selecting a college. By the end of the year more than 6,000 employees had tapped into the service—up from 3,550 in 1995. Also, in asking employees on alternative work arrangements to relate their experiences, Kodak found plenty of internal roadblocks. One employee said: "I worked many hours more efficiently from home but peers still acted as if I was getting away with something." This and other similar experiences prompted Kodak to create a new guidebook to flexible arrangements that was followed in April with a detailed guide to telecommuting. Through its role as an ABC Champion, Kodak has joined with other companies to expand dependent care programs such as backup care and summer camps in six areas of heavy employee concentration: Atlanta, Chicago, Dallas, Northern Colorado, Rochester and Washington, D.C. In 23 states and DC. HQ: 343 State St., Rochester, NY 14650.

**FEL-PRO INCORPORATED** makes gaskets, sealants, lubricants and related products, mainly for the automotive industry. Twelfth year on our list.

Employees: 2,716
Females: 991 (36%)
High. Entry level: $7.70/hr (light packer); $39,120/yr (engineer). Percent female: vps 27% (of 11); officials and mgrs 19%; profs 39%. Highest paid: 19%. Women's support group (20). On-site center: 35 children ($100-105/wk). Company contributes $245,000 to operating cost of center. Summer program (178). Pretax set-asides (55). Pays 73% of in-home sick-child care costs. Sick-child days: 5. Work at home (3). Job sharing (2). Flextime. Compressed workweeks (73). Training for mgrs on alternative schedules. Leave for childbirth: FMLA, plus 11 wks, with full pay (salaried) or partial pay (hourly). 1996 leaves: 16 (7 men); avg 13 wks (women). Adoption aid: $5,000. Profit sharing (11% of pay). Savings plan (100% company match up to $500). Scholarships for employees' children: $378,474 to 188 kids. Health insurance (85% of premium). Full-time work/family mgr and staff. Elder care: R&R (91).

This extraordinary company has made our list every single year with a galaxy of benefits unmatched by much larger corporations: on-site child care, an eight-week summer camp, subsidized in-home tutoring for children of employees, $3,500-a-year college scholarships for four years to any child of an employee, $1,000 savings bond for newborns. Added to the list in 1996 were career development counseling, $24 on-site oil change for employees' cars, holiday program for school-age kids and expansion of elder care resource and referral services to include monthly on-site consultations.

But the company's family-friendly orientation doesn't stop there: Every summer Fel-Pro gives jobs to 100 to 150 children of employees. Nepotism is practiced with abandon. Two thirds of employees have had relatives on the payroll, and 20 percent of employees are married couples. It works. In 6 states. HQ: 7450 N. McCormick Blvd., Skokie, IL 60076-8103.

**FIRST CHICAGO NBD CORPORATION** is the nation's ninth-largest banking company. Third year on our list.

Employees: 36,603
Females: 25,751 (70%)
Avg. Entry level: $17,700 (customer service rep, teller); $36,200 (credit analyst, appraiser). Percent female: senior and exec vps 12% (of 227); first



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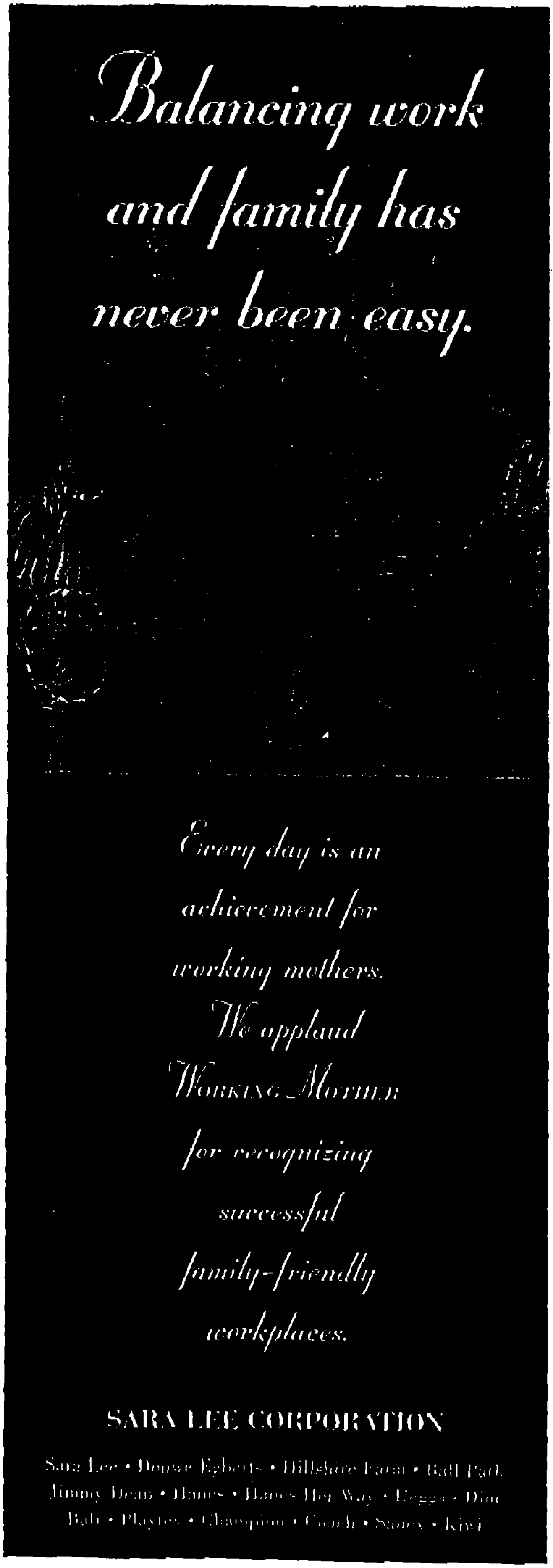


cost of center. Before- and after-school (25), holiday (25) and summer (35) programs. Pretax set-asides. Sick-child days: as needed. (F) Work at home (27). Flextime (100%). Compressed workweeks. PT (1,700); benefits: 35 hrs/wk. Training for mgrs on alternative schedules. (♡) Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 46 (14 men); avg 6-8 wks (women). Phase-back for new mothers. Adoption aid: $2,500; 6 wks paid leave. Profit sharing. Savings plan (50% company match up to $2,000). Scholarships for employees' children: $10,209 to 18 kids. Health insurance (38-81% of premium).

Gallup returns to our list with a considerably larger payroll, reflecting rapid growth of its research business, which includes opinion polling, quality survey audits and employee surveys. When Gallup was on this list two years ago, it had 1,800 employees in the U.S.; it now has 2,800—and more than half work part time interviewing respondents on the phone. The company is proud of the gung ho, pay-for-performance, constant recognition and awards programs that characterize life at Gallup. The company measures everything from the number of calls made to interviews completed—and associates are encouraged to keep their own scores. Many do, since incentive pay accounts for a significant part of total compensation.

In spite of the numbers-oriented atmosphere here, employees report they are happy. In a recent company poll, 90 percent agreed that Gallup is a family-friendly place to work. Undoubtedly contributing to that happiness is the company's spacious new child care center, built to replace the center opened in 1982. A full 78 percent of the center's full-time teachers have degrees, primarily in education or child development. In 10 states. HQ: 49 Hulfish St., Princeton, NJ 08542.

**GANNETT CO., INC.,** publishes 90 daily newspapers, owns 23 television and radio stations and operates cable systems with 470,000 subscribers. Twelfth year on our list.

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Employees: 38,600
Females: 17,370 (45%)
(S) High. Entry level: $22,000 (secretary); $30,000 (internal auditor). (I) Percent female: senior and exec vps 10% (of 0); vps 31% (of 32); officials and mgrs 36%; publishers and gen mgrs 24%; dept heads 41%; officers 27%; profs 53%. Highest paid: 24%. Women's support group (35). Measures mgrs on women's advancement. (C) On-site center in Louisville, KY: 20 children ($90-99/wk; sliding-scale fees). Before- and after-school, holiday and summer programs. Backup care in 3 locations (23 total). Direct child care subsidies. Pretax set-asides. R&R. Subsidizes sick-child care costs in designated programs in Dallas (33). Sick-child days: 7. ABC participant. (F) Work at home (116). Job sharing (81). Flextime (617). Compressed workweeks (340). PT (benefits: 20 hrs/wk). Training for mgrs on alternative schedules. (♡) Leave for childbirth: FMLA, plus 6-8 wks, with some full pay. 1996 leaves: 188 (17 men); avg 8 wks (women). Adoption aid: $2,500; R&R. Profit sharing. Savings plan (25% company match up to 4% of pay). Company-paid pension. Scholarships for employees' children: $10,000 to 5 kids. Health insurance (80% of premium). Elder care: R&R (20 locations).

An impressive 93 women were promoted to positions at or above the director level at Gannett last year—and that was up from 54 such promotions in 1995. So Gannett continues as the pacesetter in the media world when it comes to advancing women—and minorities.

Employees in the Washington, D.C., area, where Gannett is headquartered and where *USA Today* is published, have access to WFD's LifeWorks consultation service—and 12 percent of eligible employees used it last year to get help on child-rearing issues, dependent care, adoption and financing a college education. Staffers reported that they saved, on average, 25 hours of time on and off the job by using the service, which is now being expanded to *The Californian* in Salinas. Employees at 15 other Gannett units can get child and elder care help through local resource and referral providers, and employees at another 50 units access this benefit through an Employee Assistance Program. In 44 states and D.C. HQ: 1100 Wilson Blvd., Arlington, VA 22234.

**GENENTECH, INC.** is one of the world's leading makers of biotechnology-derived pharmaceuticals. Eighth year on our list.

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Employees: 3,081
Females: 1,493 (48%)
(S) Avg (area); High (industry). Entry level: $26,250 (tech operator); $34,200 (research asst). (I) Percent female: exec committee 25% (of 8); senior and exec vps 20% (of 5); vps 20% (of 20); officials and mgrs 50%; profs 50%. Highest paid: 33%. (C) Near-site center: 270 children ($525-670/mth; sliding-scale fees), NAEYC accredited. Company covers 45% of operating cost of center. Summer program (26). Direct child care subsidies (26).

include on-site care for children and elders, a fitness center, summer camp for kids and financial support for adoption. There is something for everyone at this company. It's little wonder Lancaster's turnover runs one third of the industry average. In 1 state. HQ: 2425 New Holland Pike, Lancaster, PA 17601.

**LIFE TECHNOLOGIES, INC.,** supplies the biotechnology industry with over 3,000 products, including a broad line of cell culture products and serums. Second year on our list.

Employees: 1,018
Females: 495 (49%)
High. Entry level: $10/hr (warehouse tech, customer service rep); $28,000/yr (assoc scientist I). Percent female: senior and exec vps 29% (of 7); vps 0 (of 2); officials and mgrs 31%; profs 53%. Highest paid: 27%. Women's support group (8). Measures mgrs on women's advancement. Near-site center in Rockville, MD: 1 child ($148-160/wk). Company contributes $3,000 to operating cost of center. Back-up care (16). Pretax set-asides (116); 25% company match of employee contributions. Reimburses child care costs for nonroutine business travel. R&R (26). Pays 90% of in-home sick-child care costs. Sick-child days: as needed. PTO (30-40 days). Work at home (60). Job sharing (6). Flextime (25%). Compressed workweeks (30). PT (60); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA, plus 6 wks, with some full pay. 1996 leaves: 31 (13 men); avg 10 wks (women). Phase-back for new mothers. Paternity leave: 1 wk paid. Adoption aid: $2,500; R&R; 6 wks paid leave. Profit sharing (11.6% of pay). Savings plan (50% company match up to 6% of pay). Company-paid pension. Scholarships for employees' children: $32,000 to 4 kids. Health insurance (75% of premium). Elder care: R&R (2).

LTI returns to our list for the second year with a solid array of family-friendly benefits that help attract and keep scientific talent. These benefits include paid leaves for new fathers and adoptive parents, unlimited time off to care for a sick child, and a new near-site child care center that the company helps support. The Rockville, Maryland–based center, which is a new location for the company, expects more children to be enrolled as employees are transferred. In addition, many forms of alternative schedules are available, contributing to a satisfaction that shows up in the numbers: LTI's turnover rate is half that of the industry average—and absenteeism is a low 2 percent. Managers in this small biotech company are measured on their progress in advancing women—and this progress (or lack of it) can affect incentive pay. That, plus a mentoring program, explains why the promotion rate for female employees exceeded 40 percent in 1996. In 3 states. HQ: 9800 Medical Center Dr., Rockville, MD 20850.

**ELI LILLY AND COMPANY** is one of the world's leading makers of prescription medicines, including Prozac and Ceclor. Third year on our list.

Employees: 13,064
Females: 4,850 (37%)
High. Entry level: $25,080 (admin asst); $36,000 (scientist with BS). Percent female: senior and exec vps 17% (of 6); vps 5% (of 80); officials and mgrs 19%; profs 37%. Highest paid: 17%. Women's support group (300+). Measures mgrs on women's advancement. On-site center: 180 children ($110-150/wk). Company contributes $300,000 to operating cost of center. Dependent care fund ($100,000). Holiday (162) and summer (472) programs. Direct child care subsidies (11). Pretax set-asides (1,113). Reimburses child care costs for business travel and overtime. R&R (995). On-site sick-child care. Pays 50% of sick-child care costs in designated programs (Lafayette, IN). Sick-child days: 8. Work at home (30). Job sharing (40). Flextime (10,000). Compressed workweeks (53). PT (158); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA, plus 158 wks, with some full pay. 1996 leaves: 159 (4 men); avg 30 wks (women). Phase-back for new mothers. Paternity leave: 1 wk paid. Adoption aid: $10,000; R&R; 1 wk paid leave. Profit sharing (18% of pay). Savings plan (100% company match up to 6% of pay—in stock only). Summer jobs for employees' children: $368,000 to 92 college students. Health insurance (100% of premium for employees; 97% for dependents). Full-time work/family mgr and staff. Elder care: R&R (789).

*To an already overflowing basket of benefits* Lilly has added one-week paid leaves for new fathers and adoptive parents, a referral service for employees interested in adoption and a 24-hour hotline that answers questions about work/life programs. Alternative schedules are another welcome benefit here: In addition to 10,000 on flextime, several managers, a physician, an attorney and a research scientist now work part time.

This year, Lilly put some muscle into one of its weak links: the presence of women in management. An executive mentoring program proposed by the 300-strong Lilly Women's Network is to be implemented this year, and a spokesperson reports that 35 percent of all promotions into management went to women last year. But progress is slow. There were three female vice presidents last year; now there are four—out of 80. In 28 states. HQ: Lilly Corporate Center, Indianapolis, IN 46285.

## FAMILY LEAVE

J.P. Morgan ... Merrill Lynch ... Millipore ... Salomon Brothers ... Arnold & Porter ... Hill, Holliday, Connors, Cosmopulos ... IBM, ... Patagonia, ... Patagonia ... NationsBank ... Neuville Industries

Arnold & Porter ... Lotus, Millipore ... Tom's of Maine ... Chrysler ... Millipore, ... BP Exploration, ... The Bureau of National Affairs, ... Promega, ... Eli Lilly ... MBNA ... Calvert, Genentech, Hallmark, Lincoln National ... KPMG Peat Marwick, ...

CMP Media ... Arnold & Porter ... Hill, Holliday, Connors, Cosmopulos ... J.P. Morgan ... Patagonia, ... Barnett Banks, Gallup, Life Technologies, NationsBank, Neuville ... Salomon Brothers ... Merrill Lynch ... Bankers Trust, DuPont, Merck, Lotus, MBNA, Millipore, Sara Lee ... Tom's of Maine.



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**LINCOLN NATIONAL CORPORATION** sells life insurance and manages money. Eleventh year on our list.

Employees: 9,630
Females: 6,206 (64%)
High (area); Avg (industry). Entry level: $6/hr (clerical support staff); $8/hr (secretary); $31,000/yr (accountant); $34,000/yr (actuarial student); $55-60,000/yr (MBA investment analyst). Percent female: senior and exec vps 9% (of 33); vps 17% (of 137); officials and mgrs 21%; profs 36%. Highest paid: 35%. Women's support group (112). Near-site center at hq: 148 children ($77-100/wk), NAEYC accredited. Company contributes $300,000 to operating cost of center. Tuition subsidies (74). Before- and after-school (78), holiday (52) and summer (107) programs. Backup care. Pretax set-asides (282). R&R (732). Sick child days: 10. Work at home (100+). Job sharing (106). Flextime (4,800). Compressed workweeks (2,400). PT (100); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 61 (2 men); avg 10 wks (women). Phase-back for new mothers. Adoption aid: $5,000; R&R; 3 wks paid leave. Profit sharing (up to 50% of pay). Savings plan (1996 company match: $1.32 per dollar contributed up to 6% of pay). Health insurance (100% of premium for employees; 50% for dependents). Full-time work/family mgr and staff. Elder care: R&R (250).

As we went to press, Lincoln National was preparing to sell its property and casualty business—and the 3,500 employees who will now work for another firm will undoubtedly miss the stellar lineup of work/life programs found here. Those benefits include a child care center, flexible schedules and mothers' rooms at all five Fort Wayne, Indiana, locations. This lineup was enhanced last year with the extension of dependent care referral services to employees in field offices. The company is also making it easier for staffers who wish to adopt: Financial support was hiked from $2,000 to $5,000, and adoptive parents are now eligible for three weeks of paid leave. Another new benefit for working parents is a Homework Helpline: nine local teachers are available four hours a night, five nights a week, to help children with their homework. Lincoln pays $90,000 per year to fund the teachers' salaries. In 50 states and DC. HQ: 200 E. Berry St., Fort Wayne, IN 46802.

**LOTUS DEVELOPMENT CORPORATION,** a subsidiary of IBM, is a leading developer of software for computers. Seventh year on our list.

Employees: 4,403
Females: 1,905 (43%)
High. Entry level: $10-11/hr (admin asst); $29,200-31,800/yr (analyst, assoc engineer). Percent female: senior and exec vps 29% (of 7); vps 21% (of 19); officials and mgrs 26%; profs 41%. Highest paid: 36%. Women's support group. Measures mgrs on women's advancement. On-site center: 82 children ($37-289/wk; sliding-scale fees), NAEYC accredited; near-site center in Lynnfield, MA: 5 children ($150-177/wk). Company contributes $500,000 to operating cost of on-site center. Holiday (50) and summer (16) programs. Direct child care subsidies (39). Pretax set-asides (269). R&R (569). Sick-child days: 10. Work at home (101). Job sharing (52). Flextime. Compressed workweeks. PT (143); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 167 (51 men); avg 12 wks (women). Phase-back for new mothers. Paternity leave: 4 wks paid. Adoption aid: $2,500; R&R; 4 wks paid leave. Profit sharing (4% of pay). Savings plan (50% company match up to 6% of pay). Health insurance (90% of premium). Full-time work/family mgr and staff. Elder care: R&R (103).

This leading software company was acquired by IBM two years ago, but the company still operates fairly autonomously. Statistically speaking, it has been a good year for women: Their percentage in the highest-paid positions escalated from 28 to 36 percent. Lotus also welcomed a new female corporate counsel. In terms of helping its work force combine career and family, Lotus offers a stellar benefits package that includes generous childbirth leave (full pay for four weeks), adoption aid, tuition reimbursement and a sabbatical program offering four weeks of paid leave after six years of service. The company cites its flexible work options as a prime factor in attracting top talent—indeed, the number of workers telecommuting rose dramatically in the past year. Not to be overlooked: on-site child care at headquarters, with subsidies for parents under the $50,000-a-year income level. In 15 states and DC. HQ: 55 Cambridge Pkwy., Cambridge, MA 02142.

**LUCASFILM LTD., LUCAS DIGITAL LTD., and LUCASARTS ENTERTAINMENT COMPANY,** all owned by producer/director George Lucas, produce films, visual effects for movies and television, and entertainment software. Seventh year on our list.

Employees: 1,400
Females: 503 (36%)
Avg. Entry level: $21-29,000 (receptionist, production asst); $32-36,000 (technical asst, artist). Percent female: vps 50% of 2 (Lucasfilm); 100% of 2 (Lucas Digital); 50% of 6 (LucasArts); officials and mgrs 65% (Lucasfilm); 35% (Lucas Digital); 50% (LucasArts); profs 57% (Lucasfilm); 25% (Lucas Digital); 50% (LucasArts). Highest paid: 53% (Lucasfilm); 30% (Lucas Digital); 50% (LucasArts). One on-site and one near-site center: 50 children total ($435-$570/mth). Lucasfilm contributes $100,000 to operating cost of on-site center; Lucas Digital and LucasArts cover 40% of operating cost of near-site center. Backup care. Pretax set-asides (60). R&R. Sick-child days: 10. Work at home (16). Flextime (400). Compressed workweeks (2). PT (36); benefits: 20-30 hrs/wk. Leave for childbirth: FMLA, plus 4 wks, with some full pay. 1996 leaves: 26 (3 men); avg 12-16 wks (women). Paternity leave: 1 wk paid (Lucasfilm). Adoption aid: $3,000 (LucasArts); R&R (Lucasfilm); 1 wk paid leave (Lucasfilm). Profit sharing (Lucasfilm, Lucas Digital). Savings plan (100% company match up to 6% of pay). Company-paid pension (Lucas Digital). Health insurance (100% of premium for employees; 30-60% for dependents). Elder care: R&R (Lucasfilm, Lucas Digital).

"Expansion" best describes the past year at Lucasfilm, Lucas Digital and LucasArts. Strong performances at all three companies prompted the hiring of 340 people, 38 percent of them women. The Lucas companies have also been active in adding to family benefits. A new child care center is slated to open this fall near the LucasArts site, bringing to three the number of centers available to employees of the Lucas companies. It would be difficult if not impossible to find another U.S. company of this size that supports three centers. But providing high-quality child care has been and continues to be an issue close to the heart of George Lucas, a previous WORKING MOTHER Family Champion. New benefits rolled out this year at Lucasfilm include one week of paid leave for new fathers and adoptive parents, and employees now have access to R&R for adoption. In 2 states. HQ: Lucasfilm Ltd., PO Box 2009; Lucas Digital, PO Box 2459; LucasArts, PO Box 10307; San Rafael, CA 94912.

**MARQUETTE MEDICAL SYSTEMS, INC.,** makes medical monitoring and diagnostic equipment. Seventh year on our list.

Employees: 2,203
Females: 822 (37%)
Avg. Entry level: $7.50/hr (production assoc); $2,600/mth (mechanical or computer science engineer). Percent female: senior and exec vps 11% (of 9); officials and mgrs 20%; profs 39%. Highest paid: 24%. Two on-site centers at hq and Jupiter, FL: 215 children total ($80-130/wk). Company contributes $350,000 to operating cost of centers. Before- and after-school (10), holiday (15) and summer (25) programs. Backup care. Pretax set-asides (155). R&R. Flextime. PT (50); benefits: 20 hrs/wk. Leave for childbirth: FMLA only, with some pay. 1996 leaves: 75; avg 12 wks. Adoption aid: 3 wks paid leave. Profit sharing (4.5% of pay). Savings plan (30% company match up to 6% of pay). Scholarships for employees' children: $37,500 to 25 kids. Health insurance (90% of premium).

After six years on this list as Marquette Electronics, this medium-size company is back with a new name and the same array of amenities: on-site child care in two states, paid adoption leave, scholarships for employees' children, an in-house restaurant and a fitness center. Not only do the child care centers save working parents time, Marquette notes, they also create an atmosphere that allows parents to concentrate on work, knowing their children are well cared for. What's the upshot of this enviable benefits package? "Customers claim that since we take care of our employees, they know we will take care of them also," reports a company official. Next in the works? Marquette Medical is studying the need for on-site child care at two sites, in Wallingford, Connecticut, and Florence, California. In 5 states. HQ: 8200 N. Tower Ave., Milwaukee, WI 53223.

**MARRIOTT INTERNATIONAL** is one of the world's largest lodging and hospitality companies. Seventh year on our list.

Employees: 170,422
Females: 95,778 (56%)
Avg. Entry level: $17,156 (admin/clerical); $27,974 (hotel management trainee). Percent female: senior and exec vps 11% (of 35); vps 14% (of 311); officials and mgrs 44%; profs 65%. Highest paid: 19%. Women's support group. Measures mgrs on women's advancement. On-site center at hq: 97 children ($163-224/wk; sliding-scale fees); near-site center in Atlanta: 120 children ($105-130/wk; sliding-scale fees). Company contributes $650,000 to operating cost of centers. Before- and after-school (130) and holiday programs. Backup care. Pretax set-asides (547). R&R (3,869). Sick-child days: varies by location. PTO (2-30 days). Work at home (306). Job sharing (333). Flextime (88,888). Compressed workweeks (303). PT (36,360); benefits: 30 hrs/wk. Training for



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mgrs on alternative schedules. Leave for childbirth: FMLA only, with some pay. Phase-back for new mothers. Adoption aid: R&R. Profit sharing. Savings plan (6% company match). Health insurance (65% of premium). Full-time work/family mgr and staff. Elder care: R&R.

Marriott's efforts to reach out to its low-income workers, who typically perform jobs such as cleaning rooms and serving customers on cafeteria lines, are extraordinary. In 1996 it rolled out its Associate Resource Line to hotel locations across the country. Employees can call the Resource Line day or night, and last year 5,000 workers did so. More than a child care referral service, the program is staffed by trained social workers who can direct employees to appropriate agencies, whether it's one dealing with spousal abuse, child care or immigration questions. Seventy percent of the callers last year were women, and the issues raised most frequently were parenting (36 percent of the calls), making ends meet (23 percent) and taking care of oneself (23 percent).

Also notable: The Atlanta's Inn for Children, a joint program of Marriott, Hyatt and Omni, scheduled to open its doors in Atlanta in July of this year, will provide 24-hour child care for children of hotel workers. To get it off the ground Marriott spent $100,000 out-of-pocket and provided a bridge loan of $1 million—and it's committed to covering operating costs of $250,000 a year. Few companies have done as much as Marriott to help children of low-income families. In 50 states and DC. HQ: One Marriott Dr., Washington, DC 20058.

**MASSMUTUAL** is the nation's seventh-largest mutual life insurance company. Fifth year on our list.

Employees: 4,457
Females: 2,696 (60%)
S Avg. Entry level: $22,150-25,400 (admin asst); $27,500 (underwriter); $25,500-33,000 (pension admin); $26-34,000 (accountant). I Percent female: senior and exec vps 20% (of 25); vps 40% (of 169); officials and mgrs 45%; profs 57%. Highest paid: 30%. C On-site center at hq: 94 children ($135-195/wk; sliding-scale fees). NAEYC accredited. Company contributes $50,000 to operating cost of center. Tuition subsidies ($137,000 to 143 kids). Holiday (20-30) and summer (37) programs. Pretax set-asides (187). R&R (120). Sick-child days: 4. PTO: 19-29 days (nonofficers); 24-29 days (officers). F Work at home (25-30). Job sharing (10-20). Flextime (90%). Compressed workweeks (50). PT (198); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 105 (1 man); avg 12 wks (women). Adoption aid: $2,500; R&R. Savings plan (50% company match up to 3 percent of pay for first three years of participation; 100% thereafter). Company-paid pension. Scholarships for employees' children: $2,000 to 3 kids. Health insurance (75% of premium for employees; 70% for dependents). Full-time work/family mgr. Elder care: R&R (170).

Last year was a time of transition for MassMutual, which merged with Connecticut Mutual, another 150-year-old mutual insurance company. After a one-year absence, MassMutual returns to this list since it's clear employees are benefiting from the merger in myriad ways. For starters, the work/family programs of MassMutual have been extended to employees of Connecticut Mutual, including an emphasis on flexibility. In addition, the new company raised salaries for associates and new hires by an average of 10 percent, and associates were given four personal days off a year, up from three. Women are also faring well here. For the first time in MassMutual's history, a woman was named to the company's top management group. And two of MassMutual's five strategic businesses—annuities and the large corporate market—are now headed by women. In 2 states. HQ: 1295 State St., Springfield, MA 01111.

**MATTEL, INC.**, is the world's largest toymaker. Fifth year on our list.

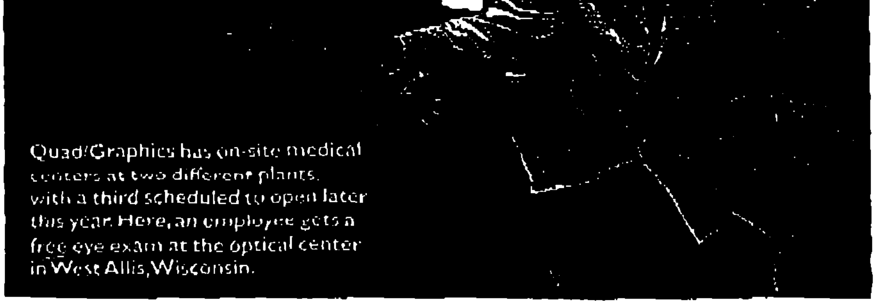
Employees: 6,317
Females: 3,470 (55%)
S Avg. Entry level: $28,000 (secretary, dept asst); $38,000 (designer, engineer). I Percent female: CEO 100% (of 1); senior and exec vps 20% (of 66); vps 20% (of 90); officials and mgrs 43%; profs 49%. Highest paid: 30%. C Two on-site centers: hq, 87 children ($455-680/mth); East Aurora, NY, 48 children ($516-645/mth). NAEYC accredited. Company contributes $320,000 to operating cost of hq center. Backup care at hq. Before- and after-school (6), holiday (22) and summer (29) programs. Pretax set-asides (95). R&R (175). Sick-child days: 6. F Work at home. Job sharing (10+). Flextime. Compressed workweeks (26). PT (276); benefits: 20 hrs/wk. Leave for childbirth: FMLA, plus 4 wks, with some full pay. 1996 leaves: 45 (1 man); avg 7-9 wks (women). Adoption aid: $2,000; R&R. Profit sharing (5% of pay). Savings plan (company contributes 3-8% of pay, based on age, plus 100% company match on first 2% of employee contribution; 50% on next 4%). Scholarships for employees' children: $74,700 to 55 kids. Health insurance (90-95% of premium for employees; 85-95% for dependents). Part-time work/family mgr. Elder care: R&R (35).

It pays to get a female CEO. When Jill Barad, a mother of two, took over at Mattel's helm this year, she immediately improved the company's benefits package by adding a 13th paid holiday, instituting a casual-dress option every day and adding two paid "fun" Fridays to the two already in place. That will make life easier for working parents at Mattel, where women already do well. They made gains at all levels of management last year and now hold 30 percent of the highest-paid positions. Among the top-ranking jobs held by women are: president of Mattel International, executive vice president and chief financial officer; executive vice president and chief creative officer; executive vice president and general manager. Given this track record, it perhaps comes as no surprise to learn that the percentage of women promoted at Mattel has steadily increased year after year. In 1996 alone, 64 percent of all promotions were won by women. In 10 states. HQ: 333 Continental Blvd., El Segundo, CA 90245-5012.

**MBNA AMERICA BANK, N.A.**, is the nation's second-largest issuer of bank credit cards. Sixth year on our list.

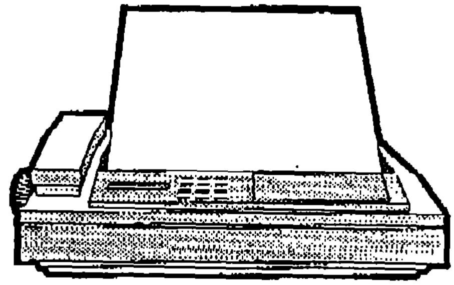
Employees: 14,973
Females: 8,719 (58%)
S High. Entry level: $21,000 (customer service); $26,700 (credit analyst); $36,000 (management development). I Percent female: senior and exec vps 21% (of 239); vps 38% (of 1,110); officials and mgrs 45%; profs 56%. Highest paid: 40%. C Four on-site centers: 543 children total ($65-127/wk; sliding-scale fees). All centers NAEYC accredited. Before- and after-school (8), holiday (9) and summer (17) programs. Backup care in Camden, ME (10+). Direct child care subsidies (32). Pretax set-asides (511). R&R (1,263). Subsidizes on-site sick-child care at 2 centers. Sick-child days: 13. F Work at home (1). Job sharing (4). Flextime (900). Compressed workweeks (35). PT (1,088); benefits: 24 hrs/wk. Training for mgrs on alternative schedules. Leave for childbirth: FMLA, plus 1 wk, with partial or full pay, depending on length of service. 1996 leaves: 528 (227 men); avg 10 wks (women). Phase-back for new mothers. Paternity leave: 1 wk paid. Adoption aid: $10,000; R&R; 4 wks paid leave. Profit sharing. Savings plan (50% company match up to 6% of pay, plus 1% employer contribution). Company-paid pension. Scholarships for employees' children: $1.3 million to 377 kids. Health insurance (80% of premium). Full-time work/family mgr and staff. Elder care: R&R (60).

A pacesetter on this list, MBNA doubled financial support for adoption to $10,000 and rolled out its fourth on-site child care center in April 1996. MBNA is



Quad/Graphics has on-site medical centers at two different plants, with a third scheduled to open later this year. Here, an employee gets a free eye exam at the optical center in West Allis, Wisconsin.

WOMEN'S BUREAU FAX TRANSMISSION
COVER SHEET



Date: 9/10/97

Number of Pages: 12
(including cover)

TO: JEN KLEIN

FAX NO. (including area code): 456-6244

TELEPHONE NO. (including area code): 456-6266

MESSAGE: ① Background on new 24-hour, 7-day child care in Atlanta for hotel workers – opening is Sept. 30
② DC, MD, VA, PA Honor Roll Companies — look for listings w/ picture of child — I circled.

FROM: Carrie Wofford PHONE#: 219-6611 x158


U.S. DEPARTMENT OF LABOR
OFFICE OF THE SECRETARY
WOMEN'S BUREAU
WASHINGTON, D.C. 20210

TELEPHONE: (202)219-6593
FAX: (202)219-5529


If there are Companies you're interested in, we have more details on why they were chosen for Honor Roll.

Central Atlanta Hospitality Childcare, Inc.

# FACT SHEET



**WHAT:** A 7-day-a-week early learning and family resource facility which will accommodate 250 children aged 6 weeks to 12 years. It is designed to meet the special needs of 1,000 hourly-wage employees of Atlanta's service industry and their families.

**WHO:** Initiated by Central Atlanta Hospitality Childcare, Inc. (CAHCI), which is a 501(c)(3) non-profit, community-based organization founded in 1995 as a collaborative response to a crisis in childcare.

**PARTNERS:** A collaboration of downtown hospitality employers under the leadership of the Atlanta Marriott Marquis and Marriott Suites Midtown, in partnership witl the Omni Hotel at CNN Center, the Hyatt Regency Atlanta Hotel and the Atlanta Hilton and Towers.

**LOCATION:** Renaissance and Courtland Street, N.E., within blocks of the hotel district in downtown Atlanta.

**COMMUNITY INVOLVEMENT:** Other area businesses, community organizations, the State of Georgia and the Metropolitan Atlanta Community Foundation are helping to support the project.

**FEATURES & SERVICES:**

* Affordable, high quality, 24-hour childcare
* Variable tuition based on family income and size
* Advanced security system and video monitors
* Innovative total-family services, such as: Parenting education workshops, Resource Center linking families with community resources, "Get well" facility for children with mild illnesses, and Nutrition counseling

**WHEN:** Atlanta's Inn for Children is scheduled to open in May of 1997.

**OPERATOR:** Georgia-based AmeriCare Early Learning Centers, which specializes in employer-sponsored, on-site childcare facilities.

**FINANCING:** Construction financing through tax-exempt revenue bonds purchased by Eaton Vance Management, Inc., a Boston-based private investor group, and taxable revenue bonds purchased by Atlanta-based PHN Capital Group Inc., an affiliate of PHN Capital Funding Inc. which structured the financing and sold the bonds.

**EXECUTIVE DIRECTOR:** Nancy A. Boxill, PhD., child psychologist and community leader with a 26-year career of professional and public service, including her current position as Fulton County Commissioner.

**CAHCI PRESIDENT:** Donna Klein, Director of Work-Life Programs, Marriott International, serves as president of Central Atlanta Hospitality Childcare, Inc. (CAHCI).

**CONTACTS:**

| | |
|---|---|
| Laurie Farmer, LLF, Inc./Public Relations | (770) 475-4949 |
| Nancy Boxill, Atlanta's Inn for Children | ~~(404) 330-9598~~ 770/451-8838 |

Marriott

Marriott Inter
Corporate He

| Post-it® Fax Note 7671 | Date 7-30 | # of pages 1 |
|---|---|---|
| To Delores Crockett | From Donna Klein | |
| Co./Dept. | Co. | |
| Phone # | Phone # | |
| Fax # 404 562-2413 | Fax # | |

(Director for Secretary)

July 30, 1997

The Honorable Alexis Herman
Secretary of Labor
2000 Constitution Avenue, NW
Washington, DC 20210

Dear Madam Secretary:

We are pleased to hear of your interest in attending our Dedication Ceremony for Atlanta's Inn for Children. The ceremony is scheduled for September 30, 1997 at the Inn from 9:30am to 11:00am. Should you accept this invitation, we would be honored to include your remarks in the brief program.

The Dedication ceremony will be attended by Mr. J.W. Marriott, Jr., Chairman and CEO of Marriott International, as well as key local and state officials. Mr. Lenny Wilkens, Head Coach of the Atlanta Hawks, and celebrity spokesperson for the Inn, will also be in attendance.

Your consideration of our request is appreciated.

Respectfully,

Donna Klein

Donna M. Klein
President
Central Atlanta Hospitality Childcare, Inc.

DMK/eah

cc: Delores Crockett

### United Illuminating Company

P.O. Box 1564
157 Church Street MS 1-12E
New Haven, CT 06501 [Region 01]

**Contact:** Joanne Durand, Sr. Equal Opportunity Manager
(203) 499-2672 **Type of Organization:** Business

**Program:** Began offering vocational evaluation and career exploration help to at least 20 homeless women with children from Goodwill's Life Haven Program; initiated an "InfoLunch" seminar series on work/family issues for its 1,355 employees.

### United Technologies Corp.

1 Financial Plaza
MS 504
Hartford, CT 06101 [Region 01]

**Contact:** Patricia P. Wu-Murad, Mgr., Workforce Diversity
(860) 728-7844 **Type of Organization:** Business

**Program:** Expanded its 24 hour child/elder care hotline to cover 48,915 workers; expanded its tuition reimbursement program to offer eligible employees paid leave for half of their classroom hours and fully reimburse the cost of required books.

### Urban League of Southwestern Connecticut

46 Atlantic Street
Stamford, CT 06901 [Region 01]

**Contact:** Charles Shepherd, President
(203) 327-5810 **Type of Organization:** Non-profit

**Program:** Launched the African American Leadership Project, which placed 25 women and men with leadership qualities in community centers and helped them initiate and lead projects addressing community needs.

## (DC) District of Columbia

### American Association of Retired Persons (AARP)

601 E Street, N.W.
Washington, DC 20049 [Region 03]

**Contact:** Elizabeth Lane, Coordinator, Work/Life Program
(202) 434-2835 **Type of Organization:** Unknown

**Program:** Began implementation of the Work/Life Program providing child care resource and referral (through Work Family Connections); discounts on summer camp, day care and other services; and flexible work arrangements for AARP's 1,800 employees.

### Arnold & Porter

555 Twelfth Street, NW
Washington, DC 20001 [Region 03]

**Contact:** Mary Ann Lundy, Director
(202) 942-5437 **Type of Organization:** Business

**Program:** In July 1995, this law firm opened a full-time, on-site child care center for its 900 employees. It has 55 spaces, 15 of which are reserved for backup. Provides back-up care evenings and weekends.

### Association for Women in Science

1200 New York Avenue, N.W.
Suite 650
Washington, DC 20005 [Region 03]

**Contact:** Catherine Didion, Executive Director
(202) 326-8940 **Type of Organization:** Non-profit

**Program:** Established mentoring project, funded by National Science Foundation, with 12 community-based mentoring programs nationwide. The goal is to raise the number of women who attain bachelor's and advanced degrees & successful careers.

### Bureau of National Affairs, Inc.

1231 25th Street, N.W.
Room S-100
Washington, DC 20037 [Region 03]

**Contact:** Work & Family Coordinator
(202) 452-4217 **Type of Organization:** Business

**Program:** Opened Capital Kids, a near-site back-up child care center providing emergency care for children 2 months to 10 years old; has increased lifetime dental & orthodontic benefit from $1,000 to $2,000; mental health benefits now, also.

### Gallaudet University

800 Florida Avenue, N.E.
Washington, DC 20002 [Region 03]

**Contact:** Denise LaRue, Director, Human Resources
(202) 651-5350 **Type of Organization:** Educational Institution

**Program:** Established an Employee Assistance Program (EAP) to provide assistance and resource information to employees experiencing personal difficulties.

Valuing Women's Work | Building the Family Friendly Workplace | Improving Pay and Benefits

**M.A. Mortenson Co.**
P.O. Box 20091
Washington, DC 20001 [Region 03]
Contact: DBE Subcontract Manager
(703) 260-3403 Type of Organization: Business
Program: This 100-person construction company held tours and workshops and cosponsored a trade fair to attract more women to the construction trades.

**Marriott International**
One Marriott Drive
Dept. 935.12
Washington, DC 20058 [Region 03]
Contact: Donna Klein, Director, Work/Life Program
(301) 380-6856 Type of Organization: Business
Program: Marriott's Associate Resource Line Service, implemented January 1996, is a telephone referral and counseling program addressing issues such as child care, elder care, housing, immigration issues, child custody and managing finances.

**National Capital Hospital Engineering Society (NCHES)**
Walter Reed Army Medical Center
P.O. Box 59215
Washington, DC 20012 [Region 03]
Contact: Joseph P. McClain, Chapter President
(202) 782-3048 Type of Organization: Non-profit
Program: Waged a public education campaign on women workers' rights; offers scholarship and internship program; published series of articles on age, wage and pregnancy discrimination as well as sexual harassment.

**Women Work!**
1625 K Street, NW, Suite 300
Washington, DC 20006 [Region 03]
Contact: Rubie Coles, Co-Executive Director
(202) 467-6346 Type of Organization: Non-profit
Program: Expanded their Information and Referral Toll-Free Hotline to provide free fact sheets on a range of employment and training-related issues such as child support, financial aid, sexual harassment and etc. to approximately 8,000 women.

**YWCA of the National Capital Area**
624 9th Street, NW
Washington, DC 20001 [Region 03]
Contact: Deputy Director
(202) 626-0700 Type of Organization: Non-profit
Program: Established jointly with Wider Opportunities for Women, a pre-vocational non-traditional employment training program for 240 women.

## (DE) Delaware

**American Cancer Society, Delaware Division Inc.**
92 Read's Way
Suite 205
New Castle, DE 19720 [Region 03]
Contact: Patricia P. Hoge, RN/PhD., Executive Vice President
(302) 324-4227 Type of Organization: Non-profit
Program: Designed a flexi-time project that allows its 19 paid employees to have a Friday off every two weeks.

**Amtrak/NEC Mechanical Department**
Delaware Shop, Wilmington Maintenance Facility
4001 Vandever Avenue
Wilmington, DE 19802 [Region 03]
Contact: Christine S. Marks, Project Director, Mechanical Programs
(302) 425-6244 Type of Organization: Business
Program: Established networking lunches for 65 women to facilitate mentoring, highlight accomplishment and discuss other work issues.

**DuPont Company**
1007 Market Street
Nemours Bldg. 12507-2
Wilmington, DE 19898 [Region 03]
Contact: Beverly Bove, Work/Life Coordinator
(302) 774-1000 Type of Organization: Business
Program: Established two dependent care programs — a back-up emergency care program and a dependent care travel reimbursement policy.

## Glackin Industries, Inc.

190 Quigley Blvd.
New Castle, DE 19720 [Region 03]
**Contact:** Caroline Glackin, General Manager
(302) 328-9500 **Type of Organization:** Business
**Program:** Offers professional and production team employees the opportunity to designate work schedules more ideally suited to the needs of their families.

## Greenwood Trust Company

12 Read's Way
New Castle, DE 19720 [Region 03]
**Contact:** Terri Sayers, Special Events Coordinator
(302) 323-7743 **Type of Organization:** Business
**Program:** Established employee tuition reimbursement policy; offers in-house programs on sexual harassment, diversity and self-defense; and provides Child Care Connection referral service for all employees.

## MBNA America Bank, N.A.

400 Christiana Road
Newark, DE 19713 [Region 03]
**Contact:** Erika Moyer, Vice President, Manager, Family & Work Program
(800) 441-7048 **Type of Organization:** Business
**Program:** Implemented comprehensive benefits enhancement and salary increase program for the day care staff, and an adoption resource and referral program. In collaboration with Delaware State University, started the Center for Career Excellence.

## The Family & Workplace Connection

3511 Silverside Road
100 Wilson Building
Wilmington, DE 19810 [Region 03]
**Contact:** Ian Rheingold, President
(302) 479-1679 **Type of Organization:** Non-profit
**Program:** Initiated Just in Time Care, a comprehensive emergency/back up dependent care program.

## YWCA of New Castle County, Delaware

233 King Street
Wilmington, DE 19801 [Region 03]
**Contact:** Ruth S. Sokolowski, Executive Director
(302) 658-7161 **Type of Organization:** Non-profit
**Program:** Added four new services to the YWCA Women's Center for Economic Options: career transition training and counseling workshops, resume preparation and interviewing workshops, a used clothing boutique, and a state wide microenterprise program.

# (FL) Florida

## Barnett Banks, Inc.

50 North Laura Street
12th Floor
Jacksonville, FL 32202 [Region 04]
**Contact:** Lillie R. Evans, Director of Employee Relations
(904) 791-7359 **Type of Organization:** Business
**Program:** Initiated "BARNET VISION" to improve the quality of worklife for its employees by focusing on pay/benefits, job opportunities and promotions, job security and openness/fairness.

## Broward Community College

1000 Coconut Creek Parkway
Coconut Creek, FL 33066 [Region 04]
**Contact:** Carol Faber, Project Finder
(954) 972-9100 **Type of Organization:** Unknown
**Program:** Planned a new program entitled "Wise" (Women's Initiative Self Employment), which partners with small businesses to help women establish self-employment.

## Broward County Division of Human Resources

115 S. Andrews Avenue
Room 508
Fort Lauderdale, FL 33301 [Region 04]
**Contact:** Phil Rosenberg, Director
(954) 357-6044 **Type of Organization:** Gov't/Elected Official
**Program:** Initiated a series of programs on women's health issues such as breast cancer screening, menopause and pre-natal care.

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## (VA) Virginia

### American Physical Therapy Association

1111 N. Fairfax Street
Alexandria, VA 22314 [Region 03]
**Contact:** Donna Whitlock Stewart, Assistant Director, Human Resources
(703) 706-3148 **Type of Organization:** Non-profit
**Program:** Implemented a part-time work schedule to assist employees with child care and elder care needs, a legal care plan and an ongoing series of professional development seminars.

### Fairfax County Commission for Women

12000 Government Center Parkway
Suite 318
Fairfax, VA 22030 [Region 03]
**Contact:** Lela Francisco, Executive Director
(703) 324-5720 **Type of Organization:** Unknown
**Program:** Established a Work/Family Task Force to assess policies and practices related to balancing work and family.

### Fairfax County Public Schools Office of Adult and Community Education

Fairfax County Public Schools
5775 Spindle Court
Centreville, VA 20121 [Region 03]
**Contact:** Bonita Moore, Director, Educational Counseling Services
(703) 227-2220 **Type of Organization:** School System
**Program:** Instituted a partial benefits package to part-time employees. All professional, administrative and support staff working 20 hours per week or more are now eligible to receive benefits including paid sick leave and vacation.

### National Hispana Leadership Institute

1901 N. Moore Street, Suite 206
Arlington, VA 22209 [Region 03]
**Contact:** Nancy Leon, Executive Director
(703) 527-6007 **Type of Organization:** Non-profit
**Program:** Mentored several Hispanic women. Established a leadership training project through which 20 women were trained at Harvard University and then sent out to communities to help Hispanic women and girls in whatever capacity they wanted.

### Student Conservation Association

1800 N. Kent Street
Suite 1260
Arlington, VA 22209 [Region 03]
**Contact:** Nina S. Roberts, Assistant Director, CCDP
(703) 524-2441 **Type of Organization:** Non-profit
**Program:** Initiated a summer program to increase young womens' and minorities' awareness of all aspects of the outdoor education and environmental field.

## (VT) Vermont

### Rutland Regional Medical Center

160 Allen Street
Rutland, VT 05701 [Region 01]
**Contact:** Nancy Brower, Employee Services Specialist
(802) 747-3665 **Type of Organization:** Non-profit
**Program:** Offered employees financial management programs including: basics of investing; women and money; will, trusts and estates; durable power of attorney.

## (WA) Washington

### AFSCME AFL-CIO, Women's Action Committee Council Two

2812 Martin Street
Bellingham, WA 98226 [Region 10]
**Contact:** Lois Clement, Staff Advisor to Women's Action Committee
(360) 671-4831 **Type of Organization:** Labor Union
**Program:** Will expand from having one Women's Action Committee to four regionally-based Committees to better address the needs of women. Has developed and introduced a 4-hour training seminar including assertiveness, self-esteem, career-building training.

### Allied Signal Commercial Avionics Systems

15001 NE 36th Street
Redmond, WA 98052 [Region 10]
**Contact:** Michelle Purcell, Benefits Specialist
(206) 885-8799 **Type of Organization:** Business
**Program:** Opened on-site child development center (with 90 slots) at its New Jersey facilities. The center, offering full-time and back-up care, is subsidized by the company and charges a sliding fee scale.

**Woburn Council of Social Concern, Inc.**
19 Campbell Street
Woburn, MA 01801 [Region 01]
Contact: Jose A. Santiago, Hispanic Program Director
(617) 935-6495 Type of Organization: Non-profit
Program: Initiated a mentoring program for Hispanic women; established a support group to help them work through issues they face as workers, mothers and women.

**Work/Family Directions**
930 Commonwealth Avenue
Boston, MA 02215 [Region 01]
Contact: Ruth Katz, Marketing Assoc.
(617) 278-4049 Type of Organization: Business
Program: Initiated new programs for its 400 workers

## (MD) Maryland

**American Speech-Language-Hearing Association**
10801 Rockville Pike
Rockville, MD 20852 [Region 03]
Contact: Mindy Mailman, Benefits Manager
(301) 897-5700 Type of Organization: Non-profit
Program: Implemented telecommuting and flexplace programs and extended long-term disability insurance to part-time workers.

**Baltimore City Commission for Women**
10 South Street
Suite 600
Baltimore, MD 21202 [Region 03]
Contact: Cathy Brown, Deputy Director
(410) 396-4274 Type of Organization:
Program: Initiated Sexual Harassment Survey Project and issued a challenge to the private sector to increase the number of women on private sector boards and commissions.

**Baltimore Gas & Electric**
39 W. Lexington Street
Baltimore, MD 21201 [Region 03]
Contact: Linda D. Miller, Manager Employee Services
(410) 234-6151 Type of Organization: Business
Program: Implemented a pilot mentoring program focused on increasing the retention and development of high potential employees.

**Calvert Group**
4550 Montgomery Avenue
Suite 1000N
Bethesda, MD 20901 [Region 03]
Contact: Michelle Reed, Program Coordinator
(301) 951-4879 Type of Organization: Business
Program: Initiated program called "Investing Your Way: A Personal Economy & Investment Program for Women," that provides a centralized, multi-faceted group of resources and financial services such as a financial guide, a financial planning kit, and seminars.

**Calvert Group**
4550 Montgomery Avenue
Suite 1000N
Bethesda, MD 20814 [Region 03]
Contact: Judy Shober, Employment and Community Relations Manager
(301) 657-7005 Type of Organization: Business
Program: Expanded its Personal Choices benefits package to include a variety of flexible choice options such as additional time off, short and long term disability, and a capital accumulation plan.

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**Day & Zimmerman, Inc.**
1818 Market Street
Philadelphia, PA 19103 [Region 03]
Contact: Anthony G. Natale, Vice-President, Human Resources
(215) 299-1574 Type of Organization: Business
Program: Implemented a back-up emergency child care service through Lipton Corporate Child Care Center.

**Delaware Valley Child Care Council**
401 N. Broad Street
Suite 915
Philadelphia, PA 19108 [Region 03]
Contact: Phyllis Belk, Executive Director
(215) 922-7526 Type of Organization: Non-profit
Program: Instituted the first Delaware Valley Best Employer for Working Parents Award to emphasize the important link between employers and working parents.

**Duquesne Light Company**
411 Seventh Avenue
Pittsburgh, PA 15201 [Region 03]
Contact: Diane Reimer, Director, Affirmative Action & HR Planning
(412) 393-6000 Type of Organization: Business
Program: Launched a series of lunchtime seminars on topics such as balancing work and family, financial planning, nutrition, exercise, stress, caring for elderly relatives and coping with teenagers.

**Institute for Scientific Information**
3501 Market Street
Philadelphia, PA 19104 [Region 03]
Contact: Ellen Woodland, Mgr. Admin. Systems & Compliance
(215) 386-0100 Type of Organization: Business
Program: Initiated a college scholarship program for its employees' children. Awards two $3000 scholarships annually.

**Moms Minutes**
502 Derstone Avenue
Lansdale, PA 19446 [Region 03]
Contact: Patti Nagel, President
(215) 412-7473 Type of Organization: Business
Program: Developed a prototype time keeping and organizing tool called Mom's Minutes, which enables mothers to organize and manage their work schedules while allowing them time to themselves.

**North Allegheny School District**
200 Hill Vue Lane
Pittsburgh, PA 15237 [Region 03]
Contact: Naida Grunden, School/Community Info. Coordinator
(412) 369-5445 Type of Organization: School District
Program: Sponsors Girls Only Leadership Development program which consists of activities and sessions designed to enhance girls self-esteem.

**QVC, Inc.**
Goshen Corporate Park
West Chester, PA 19380 [Region 03]
Contact: Carol A. Strogen, Manager, Variable Scheduling
(610) 701-8466 Type of Organization: Business
Program: Initiated the "semi-flex" work option, which provides increased predictability of schedules and pay for on-call workers. Designed a "Home Agent" pilot program to test the effectiveness of having order-taking employees work from home.

**QVC, Inc.**
1365 Enterprise Drive
West Chester, PA 19380 [Region 03]
Contact: Sheila C. Salido, Marketing Manager
(610) 701-1000 Type of Organization: Business
Program: Raised funds for breast cancer research and awareness by selling designer shoes at a discount to their viewers.

**The Partnership Group, Inc.**
1400 Union Mtg Road, Suite 102
Blue Bell, PA 19422 [Region 03]
Contact: Cheryl Swingle, H.R. Manager
(215) 643-8383 Type of Organization: Business
Program: Established "The Family Room" for the personal needs of its employees and as a site for emergency child care.

**University of Pittsburgh Medical Center**
200 Lothrop Street
Pittsburgh, PA 15213 [Region 03]
Contact: Monica Joyce, Staff Associate, Human Resources
(412) 647-3354 Type of Organization: Non-profit
Program: Instituted on-site day care on severe weather days for employees deemed essential. The center provides lunch and snacks for the dependents and is free of charge for staff members.

### Century Engineering, Inc.
32 West Road
Towson, MD 21204 [Region 03]
Contact: Christine M. Hurt, Controller
(410) 823-8070 Type of Organization: Business
Program: Allows employees with special circumstances such as long commutes, bus scheduling problems and dependent care needs to create individualized flexible work schedules.

### Hughes STX
7701 Greenbelt Road
Suite 400
Greenbelt, MD 20770 [Region 03]
Contact: Margo Duesterhaus, Section Manager
(301) 441-4000 Type of Organization: Business
Program: Created task force on women in the workplace that was responsible for initiating programs such as mentoring, networking and an evaluation program to examine workers' attitudes and perceptions in the company.

### Life Work Strategies, Inc.
710 East Gude Drive
Rockville, MD 20850 [Region 03]
Contact: Barbara Hayden, Administrative Assistant
(301) 309-1720 Type of Organization: Business
Program: Enhanced its employee benefits package in pay and health insurance along with dependent care and medical reimbursement accounts.

### Maryland State Department of Education
200 W. Baltimore Street
Baltimore, MD 21201 [Region 03]
Contact: Linda Shevitz, Gender Equity Specialist
(410) 767-0428 Type of Organization: Education
Program: Collaborated with the Maryland Commission for Women to distribute a kit focusing on valuing of women's work and an exploration of the wide range of career options open to women.

### Metropolitan Washington Work/Life Coalition
3950 Ferrara Drive
Wheaton, MD 20906 [Region 03]
Contact: Donna Phillips, President
(301) 468-4429 Type of Organization: Non-profit
Program: Surveyed companies in metropolitan Washington D.C. that have implemented successful work/life programs.

### The Prince George's County Government, Department of Family Services
County Service Building
5012 Rhode Island Avenue
Hyattsville, MD 20781 [Region 03]
Contact: Donna F. Crocker, Director, Department of Family Services
(301) 699-2670 Type of Organization: Gov't/Elected Official
Program: Initiated school volunteer project in Hyattsville, encouraging employees to tutor, mentor, chaperone, coach, teach a craft or subject in a county school.

## (ME) Maine

### Maine Dept. of Transportation
16 State House Station
Child Street
Augusta, ME 04330 [Region 01]
Contact: Jane Gilbert, Director, Office of Human Resources
(207) 287-3576 Type of Organization: Gov't/Elected Official
Program: Established affordable, flexible-hour child care for workers at 3 major construction projects in Maine.

### Women's Business Development Corp.
P.O. Box 658
Bangor, ME 04402 [Region 01]
Contact: Lou Chamberland, Executive Director
(207) 947-5990 Type of Organization: Non-profit
Program: In partnership with Key Bank, established revolving loan fund for micro-businesses. In its first 18 months, the fund loaned $73,000 to 17 borrowers.

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**Student Resource Center**
**Portland Community College**
PO Box 19000
Portland, OR 97280 [Region 10]
Contact: Joanne Truesdell, Director, Enrollment & Emp. Service
(503) 614-7435 Type of Organization: Community College
Program: Expanded their evening child care program by opening the center two hours earlier to accommodate late afternoon class schedules. Began offering service during the regular school system's in-service days.

**Vangy Enterprises**
212 West D St.
Springfield, OR 97477 [Region 10]
Contact: Vangy Smith, Ph.D., Owner/Operator
(541) 741-2324 Type of Organization: Business
Program: In partnership with HELP (Help Elders Locate Positions), began holding workshops, computer trainings and job training services for older women.

**WE Fund, Inc.**
P.O. Box 2572
Clackamas, OR 97015 [Region 10]
Contact: Dorothy Cole, President
(503) 524-1822 Type of Organization: Non-profit
Program: Developed "We Fund, Inc.," a collateral loan program to guarantee loans of $500 to $5,000 for people interested in small business opportunities.

## (PA) Pennsylvania

**Blue Cross of Western Pennsylvania**
Fifth Avenue Place
Suite 414
Pittsburgh, PA 15222 [Region 03]
Contact: Rosemary Bufalini, Director, Human Resources Administration
(412) 255-7050 Type of Organization: Business
Program: Added child care as a reimbursable business travel expense and collaborated with Carlow College to offer two, six month paid internships in its Human Resources Department annually to women who have completed the program for displaced homemakers.

**CIGNA Corporation**
1650 Market Street, OLP53
Philadelphia, PA 19019 [Region 03]
Contact: Susan Thomas, Dir. Emp. Pol. & Prog.
(215) 761-6087 Type of Organization: Business
Program: Implemented an adoption assistance program which reimburses eligible adoption expenses of up to $2,500 per child.

**CoreStates Financial Corp.**
P.O. Box 7558
F.C. 1-3-14-59
Philadelphia, PA 19101-7558 [Region 03]
Contact: Jody M. Lyons, Work–Life Manager
(215) 786-8022 Type of Organization: Business
Program: Launched an alternative work schedule program that includes part-time work, job sharing, telecommuting, flex time and compressed work week.

**Criterion Communications**
234 Mall Blvd.
King of Prussia, PA 19406 [Region 03]
Contact: Lilli Burns, Communications Manager
(610) 992-2138 Type of Organization: Business
Program: Initiated flexible work options including job sharing, flex-time, part time and work-at-home.