

United States Equal employment Opportunity Commission's (EEOC)

BEST PRACTICES OF PRIVATE SECTOR EMPLOYERS

The following summary information results from the complete report of findings. I have excerpted only the highlights so that you can print and review these Best Practices, incorporating them into your company.

This summary document itself is 42 pages in length, and incorporates the summary of all findings, and 7 different matrices showing the specific Best Practices, within each subject-matter, for that particular employer.

If you want to see the entire report, here is the URL link to that report:

http://www.eeoc.gov/abouteeoc/task_reports/practice.html .

The Task Force commissioned by the U.S. EEOC set out to look at noteworthy business practices by which employers are complying with their EEO obligations and diversity objectives, especially practices thought of as creative or innovative.

The Task Force divided its study of policies, programs, and practices into six major groupings: (1) **recruitment and hiring**; (2) **promotion and career advancement**; (3) **terms and conditions**; (4) **termination and downsizing**; (5) **alternative dispute resolution**; and (6) **other**. The focus of "recruitment and hiring" is on affirmative recruitment programs designed to create a diverse workforce, such as internships, recruitment strategies, and education and training programs used for hiring. The focus of "promotion and career advancement" is on programs that have eliminated barriers to the advancement of women, people from diverse ethnic and racial groups, persons with disabilities, and older workers (those forty or older). Such programs as mentoring, education and training for purposes of promotion, and career enhancement initiatives were considered in this group. The focus of

"terms and conditions" is on disability and religious accommodation programs, and on sexual harassment, pay equity, insurance, employee benefits, and work-life and family-friendly policies and practices. The focus of the section on "termination and downsizing" is on such areas as retraining and placement programs for employees displaced by downsizing programs, nondiscriminatory early retirement programs, and insurance. "Alternative dispute resolution" focuses on early resolution of employment discrimination complaints and voluntary and effective alternative dispute resolution programs. The "other" category embraces any other policies, programs, or practices not readily identifiable in the previous five groups or where there was an overlap between or among groups.

"BEST" PRACTICE FINDINGS SUMMARY

A. "Best" Practice Ideas Applicable to All Equal Employment Areas

Ultimately, the most successful companies have figured out that it makes best economic sense to draw talent and ideas from all segments of the population. For these companies, pursuing diversity and equal employment opportunity is just as integral a business concept as increasing market share or maximizing profits. In this way, diversity and EEO become not just programs, nor even separate departments, but rather a way of life.

However, it is not easy for employers to comply with their obligations under our civil rights and EEO laws. This is complex terrain. The EEOC itself enforces five separate statutes, and employers are subject to a myriad of other federal, state and local statutes, ordinances and regulations that also govern the employment arena. Thus, there is no substitute for hard work in this area.

Leading companies responding to the Task Force seem to adopt what we call a "SPLENDID" approach to these issues. The acronym "SPLENDID" stands for a series of actions that conscientious employers can take to address EEO and diversity issues: **STUDY, PLAN, LEAD, ENCOURAGE, NOTICE, DISCUSSION, INCLUSION, and DEDICATION.**

STUDY

-- Since one cannot solve problems one does not know exist:

Get to know the law and standards that define your obligations.

Get to know the various barriers to equal employment opportunity.

Get assistance with the technical aspects of this process. Among available sources are:

- Commission technical assistance.
- Professional consultants.
- Associations and other groups providing guidance.

Ensure that your managers and employees have sufficient training so everyone knows their equal employment opportunity rights and responsibilities.

PLAN

-- Formulate strategies for achieving successful EEO results.

Know your own circumstances (workforce and demographics - local, national, and global).

Develop a vision of what your company will look like when you have achieved full diversity at all levels of management.

Define your problem(s) or organizational barriers to successful career development and advancement for minorities, women, persons with disabilities, and other protected groups.

Propose solution(s) to address your problem(s).

Propose assessment procedures to determine if and to what degree you were successful in your approaches.

LEAD

-- Senior, middle, and lower management must champion the cause of diversity and provide not only symbolic but actual leadership for its implementation. One can promote Equal Employment Opportunity and diversity, not only as a morally and legally correct thing to do, but importantly, as a business imperative. Accordingly:

Walk the talk.

Ensure that management decision makers are fully committed to equal employment opportunity, and demonstrate by their managing how full diversity can be achieved.

Ensure that there is meaningful management and employee communication regarding EEO and diversity activities, one's goals and objectives, and how that enhances business values and mission.

ENCOURAGE

-- Companies should encourage proper action by all managers, supervisors, and employees. Business practices and reward systems should be structured to promote diversity. If a diverse workforce is desired, behaviors that promote diversity must be rewarded. In this way, organizations will truly get what they pay for. Accordingly:

Ensure that the appropriate accountability mechanisms are in place to assure progress and compliance.

- Link between pay and performance should reflect technical competency as well as interpersonal skills.

Adopt clear policies, procedures, and training mechanisms.

Reinforce communication of the message that diversity is a business asset and a key element of business success.

NOTICE

--Take notice of the impact of your practices. Self-analysis is a key part of this process. Accordingly:

Continually monitor and assess progress and compliance. Encourage feedback, candid and constructive problem-solving, and recommendations.

Ensure that a practice does not cause or result in unfairness.

Project positive external notice about the kind of company you *are building*.

DISCUSSION

-- Communicate and Reinforce the message that diversity is a business asset and a key element of business success. Accordingly:

Do not assume employees and managers know this.

Communicate with them.

Sell the programs.

INCLUSION

-- Bring everyone into this process; leave no one behind. Accordingly:

Don't leave out white males; they should not be, nor do they want to be, "the problem."

Start by making clear that EEO initiatives are good for the company and, thus, good for everyone in the company.

Then, include all groups in the analysis, planning, and implementation.

DEDICATION

-- Long term gains from these practices may cost in the short term. Accordingly:

Do not be afraid to ride out any bumps in the road.

Assign needed resources, human and other capital.

The suggestions above are just a small sampling of the characteristics that seem to be common in most of the companies that operate their EEO compliance procedures above and beyond the minimum basic legal requirements.

B. "Best" Practice Ideas Applicable to Recruitment and Hiring

Establish a policy for recruitment and hiring, including criteria, procedures, responsible individuals, and applicability of diversity and affirmative action.

Engage in short-term and long-term strategic planning:

- Identify the applicable barriers to equal employment opportunity;
- Delineate aims;
- Make a road map for implementing the plan.

Ensure that there is a communication network notifying interested persons of opportunities, including advertising within the organization and, where applicable, not only with the general media, but with minority, persons with disabilities, older persons, and women-focused media.

Communicate the competencies, skills, and abilities required for available positions.

Communicate about family-friendly and work-friendly programs.

Where transportation is an issue, consider arrangements with the local transit authority.

Participate in career and job fairs and open houses.

Work with professional associations, civic associations, and educational institutions with attractive numbers of minorities, women, persons with disabilities and/or older persons to recruit.

Use recruiter, referral, and search firms with instructions to present diverse candidate pools to expand search networks.

Partner with organizations that have missions to serve targeted groups.

Use internships, work/study, co-op, and scholarship programs to attract interested persons and to develop interested and qualified candidates.

Develop and support educational programs and become more involved with educational institutions that can refer a more diverse talent pool.

Ensure that personnel involved in the recruitment and hiring process are well trained in their equal employment opportunity responsibilities.

Explore community involvement options so the company's higher profile may attract more interested persons.

Eliminate practices which exclude or present barriers to minorities, women, persons with disabilities, older persons, or any individual.

Include progress in equal employment opportunity recruitment and hiring as factors in management evaluation.

C. "Best" Practice Ideas Applicable to Promotion and Advancement

Establish a policy for promotion and career advancement, including criteria, procedures, responsible individuals, and the applicability of diversity and affirmative action.

Engage in short-term and long-term strategic planning:

- Define aims;
- Identify the applicable barriers to equal employment opportunity;
- Make a road map for implementing the plan.

Develop methods to identify high-potential persons.

Establish a communication network notifying interested persons of opportunities, including advertising within the organization and, where applicable, not only with the general media, but with minority, persons with disabilities, older persons, and women-focused media.

Communicate the competencies, skills, and abilities required.

Provide for succession planning.

Build talent pools.

Develop career plans and programs for high potential employees.

Provide sufficient training and opportunities for additional education.

Ensure that tools for continuous learning and optimum job performance are available.

Provide tools to enable employees to self-manage careers.

Provide job transfer/rotation programs for career enhancing developmental experiences.

Provide employee resource centers, so individuals may have more opportunities to develop career plans.

Establish mentoring and networking programs and systems to help develop high potential individuals.

Eliminate practices which exclude or present barriers to minorities, women, persons with disabilities, older persons, or any individuals.

Ensure that personnel involved in the promotion and advancement process are well trained in their equal employment opportunity responsibilities.

Include progress in equal employment opportunity in advancement and promotion as factors in management evaluation.

D. "Best" Practice Ideas Applicable to Terms and Conditions

Establish a policy, including criteria, procedures, and individual responsibilities, that delineates the equal employment opportunity aspects of the terms and conditions of employment.

Engage in short-term and long-term strategic planning:

- Identify the applicable barriers to equal employment opportunity;
- Define the goals;
- Make a road map for the implementation of the goals and initiatives.

Monitor compensation practices and performance appraisal systems for discrimination.

Ensure that employee compensation is linked to performance and skills.

Support family-friendly policies, including day care, elder care, employee assistance programs.

Support work-friendly policies, including flexible hours, alternate work schedules, work at home, job sharing, part-time job opportunities, liberal leave.

Establish and enforce a zero tolerance harassment policy.

Establish and enforce an anti-discrimination policy.

Provide guidance and training for managers and employees in support of both policies.

Proactively support reasonable accommodation in the workplace:

- For persons with disabilities,
- For religion, and
- For pregnancy and other family-life issues.

Eliminate practices which exclude or present barriers to minorities, women, persons with disabilities, older persons, or any individuals.

Assist interested employees with retirement planning.

Link management pay to the contribution they make to ensuring a "discrimination free" work environment.

E. "Best" Practice Ideas Applicable to Termination and Downsizing

Engage in short-term and long-term strategic planning:

- Attempt to avoid or minimize laying off workers;
- Plan for the future -- make adjustments now to limit future downsizing;
- Establish a staffing plan, including a needs assessment for the short and the long terms;
- Establish a communication plan for the employees;
- Formulate an outplacement plan.

Be proactive in helping employees adjust to employment status changes.

- Consider an early retirement program to ameliorate the possible downsizing of other employees;

- Provide for training, placement, and/or redeployment programs within the company;
- Consider assistance to laid-off workers to find new jobs, including outplacement, severance pay, counseling, education, training, grants, and loans;
- Establish a rehire list for laid-off workers.

Ensure that personnel involved in the termination and downsizing process are well trained in their equal employment opportunity responsibilities.

Link management pay to performance and progress in equal employment opportunity when undergoing termination and downsizing.

F. "Best" Practice Ideas Applicable to Alternative Dispute Resolution

Establish a policy for alternative dispute resolution, including procedures and responsible individuals.

Emphasize that retaliation against employees who pursue their legal rights is prohibited.

Provide for and carry out disciplinary action against those who retaliate.

Consider all program options.

- Employee hotline.
- Ombudsman program.
- Peer review panel program.
- Senior management review program.
- Mediation program.
- Arbitration program.

Ensure that third-party facilitators (e.g., mediators) and decision makers (e.g., arbitrators) are well trained.

Ensure that in any program the procedures are fair.

Voluntary employee participation is the best.

Link management pay to performance and progress.

G. "Best" Practice Ideas Applicable to Other Policies, Programs, and Practices

Conduct training programs in EEO rights and responsibilities including, but not limited to:

- gender awareness;
- diversity;
- disability, pregnancy, and religious accommodation;

- harassment prevention; and
- affirmative action.

Such training should be provided for all employees.

Encourage and support formation of employee groups along diversity lines (e.g., women, men, minorities, persons with disabilities, older persons, religious persons) to actively participate within the company in EEO matters.

Form a Diversity Council with representatives of all interested organizations to discuss matters of equal employment opportunity.

Encourage high-level management participation and interaction with employees and employee groups, and ensure employee access to management.

Consider special emphasis programs and other events recognizing and highlighting the contributions of various cultural and/or social heritages.

Publish a pamphlet or handbook detailing EEO rights and responsibilities, as well as diversity and affirmative action programs.

Conduct assessments and surveys of employees, asking for their views as to what is right and what needs improvement in the company's conduct of its equal employment opportunity programs.

- Suggestions for improvements should be encouraged.
- Be prepared to act on worthy suggestions.

Develop business relationships with minority-, disability-, and women-owned businesses.

Participate in the community and show that the company is a good corporate citizen.

- This may facilitate additional good will with the company's employees, enhancing pride in their employer.
- It may also encourage residents of the community to be more interested in working for the company.

Partner with other organizations (e.g., educational institutions, professional associations, civic associations, other companies, government agencies, interest/advocacy groups) to facilitate equal employment initiatives generally.

- Such partnerships do not have to be narrowly focused on the specific equal employment opportunity interests of the particular participating company, but may be for the good of equal employment opportunity generally.

Consider obtaining the assistance of expert consultants.

H. "Best" Practice Ideas Applicable to Management Commitment and Accountability

The CEO must be firmly behind the equal employment opportunity programs of the company. It may be desirable, or even necessary, that the CEO launch and monitor initiatives.

The management commitment must be clearly and continually communicated throughout the organization and preferably outside as well.

- A key element in that communication should be the concept that in a diverse nation and in a diverse world, having a diverse workforce is a necessary asset for continued success into the 21st century.

Management must have continuing reviews and assessments of equal employment opportunity programs of the company.

Goals that have been set must be reviewed for what has been accomplished and the results appropriately assessed.

Equal employment opportunity, including diversity, affirmative action, and the ability to respect and work effectively with diverse people, must be a performance standard.

Managers' compensation must be tied, in part, to their performance on EEO evaluations.

Accountability should be incorporated into performance reviews at all levels of the organization.

TABLE 1. "BEST" PRACTICES PRESENTED BY COMPANIES IN RECRUITMENT AND HIRING

Company	Best Policies, Programs, and Practices
Armstrong World Industries, Inc	<p>Lancaster Partnership Program with focus on dropout prevention, scholarships for education, and internship programs.</p> <p>Corporate Mentoring Program to work with the students in an effort to identify, recruit, and hire qualified candidates.</p> <p>Elizabethtown Multicultural Scholarship Program (Elizabethtown College and African American and Latino students).</p> <p>National Achievement Scholarship Program (young African American students).</p> <p>Armstrong Multicultural Education Scholarship. INROADS.</p>
Baltimore Gas and Electric	<p>Despite limited outside hiring, the company made a commitment to promote diversity where possible. This provided strong direction to staff and line customers that diversity is an important company goal.</p>
Bureau of National Affairs (BNA)	<p>Company participates in job fairs; posts notices on job hotlines and in minority publications; established \$3,500 scholarships at three minority universities for students majoring in law, information systems, and marketing, and combines with summer internships; opportunities for traineeships include a minority editorial traineeship, from which participant can bid on positions after one year.</p> <p>Company is involved in two programs which serve students who live in Washington, DC: Summerworks, which provides skills and</p>

	job opportunities to high school and college students; and Do the Write Thing, which provides middle school students with office skills and other practical work experience. The students receive specifically designated savings accounts in place of salary.
Dial Corporation	Summer Intern Program brings highly qualified graduate students, including women or minorities, into departments for well-paid, hands-on training on a variety of the company's processes. They do valuable work, and are provided formal training in business skills as well as on- the- job training opportunity; and many of the interns are hired following their graduation.
Fannie Mae	Minority recruitment program for college students. Summer interns, who are hired, may subsequently be placed in permanent positions.
GTE Telephone Operations	Professional Recruitment Strategy, a comprehensive multi-faceted plan. Needs Assessment done annually. Specific recruiting activities carefully planned, i.e., career fairs, open houses, targeting where diversity of student population is key factor. Major professional associations are targeted. In-house contract and full-time experienced recruiters and researchers are dedicated to researching and sourcing world class candidates. Attend career fairs. Visit military bases. Monthly reports made of progress and results. Bonuses paid for successful referrals that result in hire.
Intel	Announces all open positions except some at the most senior level. Has partnered with selected schools and universities to promote the company as career choice, and in the U.S., focuses special attention on the recruitment of women and people of color.
International Business Machines (IBM)	One aspect of IBM's recruitment program--Project View, a diversity recruiting program. It is a national effort to reach outstanding African American, Hispanic, and Native American graduating BS, MS, and Ph.D. students and generates 55% of the company's minority hires directly from college. The program's three-day format is a combination of networking, career fair, and interviewing. Of 600 students who were to graduate between August 1996 and August 1997, 40% of the interviews resulted in on-the-spot job offers.
KPMG Peat Marwick	Sponsor of INROADS, which draws promising college students of color into the world of business, and provides them with guidance, training, and hands-on work experience that frequently leads to a job upon graduation. Options Program seeks talented African American graduates with business degrees in non-accounting fields.
Lexmark	Partnership with National Society of Black Engineers and Society of Women Engineers to discuss recruiting opportunities as well as participate in local, regional, and national events.
MITRE	Referral agencies asked to include both minority and women candidates. Vocational agencies advised on vacancies.

	<p>Willing to adjust work schedules to encourage minorities and women, who currently may not be in a workforce, to expand employment opportunities. College Outreach Programs. Among internship programs, participates in INROADS.</p> <p>Industrial Advisory Program at the University of Puerto Rico in Mayaguez to increase Hispanic participation in summer intern and regular co-op assignments.</p> <p>Advancing Minorities' Interest in Engineering (AMIE) program to increase the numbers of minority engineers in American workforce.</p> <p>Work/study program. Graduate educational opportunities for minorities (GEM Program)</p>
Motorola	<p>Uses internal recruiters and external search firms, and both are required to present diverse candidate pools.</p> <p>Recruits at minority universities; provides Hampton University's engineering department with money, equipment, faculty training and the summer assignment of faculty to work at the company.</p> <p>Supports the television broadcasts of two Engineer of the Year programs (Black, Hispanic).</p> <p>Company's internship program includes Minority Scholarship Internship Investment Program (MSIIP), offering summer internships to sophomores and juniors in engineering and finance.</p>
Northern States Power	<p>Communicates to company managers that hiring qualified people with disabilities is linked to managers' incentive pay through NSP's annual diversity goals-setting process.</p>
Pacific Telesis Group	<p>Campus and targeted recruiting at career fairs, colleges, and through civic and professional organizations.</p> <p>Summer Internship Program for high-caliber college students within a year or two of graduation, which places them in paid management positions.</p> <p>Accelerated Management Program (AMP), a recruiting and development effort targeted at high-potential recent college graduates.</p> <p>Participates in the Industry Initiatives for Science & Math Education Summer Fellowship Hires Program.</p> <p>Uses non-salaried placement centers, which focus on outreach for minority and/or women applicants, and applicants for non-traditional occupations.</p>
PPG Industries	<p>Recruits at Historically Black Colleges and Universities, and regularly provides grants to these institutions.</p> <p>PPG Foundation supports minority engineering and chemistry</p>

	<p>programs at majority universities where the company recruits.</p> <p>Minority Scholarship Internship Program in PPG's Coatings and Resin Group.</p> <p>Attends minority job fairs and advertises in publications focusing on minority students.</p>
Price Waterhouse LLP	<p>Recruits women and people of color from approximately 250 colleges and universities throughout the country.</p> <p>Formed partnerships with national organizations.</p> <p>Among its many internship programs, almost twenty of its practice offices participate in INROADS internship program.</p> <p>Has long been a sponsor of A Better Chance, a national program supporting gifted students of color, and recently became a partner in helping prepare participating students and alumni for entry into the business world.</p> <p>Member of Project Equality, which is committed to maintaining policies and practices that affirmatively promote EEO for people of color, women, persons with disabilities, and others who encounter discrimination.</p>
Procter and Gamble	<p>Supports individuals who head up minority programs in Engineering and Business. Involvement with student groups.</p> <p>Summer intern/co-op program. INROADS. Scholarships for women and minorities.</p> <p>Supports an array of minority and women's organizations.</p> <p>Invests in efforts which expand pipeline by attracting a greater proportion of talented minority students to engineering and scientific studies.</p> <p>Collaborative efforts with educators to increase motivation and preparation of minority students to go to college and obtain degrees in mathematics, science, and engineering. Major corporate supporter of United Negro College Fund (UNCF).</p>
Prudential Insurance of America	<p>Most successful program is its partnership with INROADS, of which it is the largest corporate sponsor in Northern New Jersey.</p> <p>Relies on Sponsors for Educational Opportunities and Summer Interns from local colleges.</p> <p>Has received special recognition for its Pachysandra Project, which opens doors for individuals with disabilities, and which is a partnership with Our House, Inc., a private nonprofit employment agency. The program allows the individual to "try out" a position before the hiring decision is made; trained mentors are provided.</p>

Rouse	<p>Seeks to hire women and minorities in managerial positions.</p> <p>Special Affirmative Action Program. INROADS. Use of Internet for purpose of recruiting, which provides broader advertising, and possible contacts with potential applicants.</p> <p>In addition to overall recruitment efforts, Special Rotational Assignments/Mentoring Program to attract minority candidates directly out of graduate school.</p>
Time Warner	<p>Is developing a Community Outreach - Job Access Program, a process which provides weekly job postings to local community groups. This in turn provides job-ready applicants for openings in the company's New York City divisions.</p>
Turner Construction	<p>Puts effort into developing a future recruitment resource pool through its YouthForce 2000 activity, which includes a Mentor/Prodigy Program, strong relationships with Junior and High School Guidance Counselors, a Summer Internship Program, and a Turner Speakers Bureau.</p> <p>Company offers summer scholarships through INROADS to women and minority youths.</p> <p>Turner Construction Management Training Program has trained 5,000 minority and women business representatives; and more than half go to work with Turner.</p> <p>Recruits annually at predominantly Black and minority colleges.</p>
United Technologies Corporation	<p>Recruits through the national and local chapters of the National Society of Black Engineers, the Society of Hispanic Engineering Professionals, the Society of Women Engineers, Black MBAs, and Hispanic MBAs.</p> <p>Since 1993, has increased women by 5% and minorities by 15% in Professional through Executive-level positions; has increased the representation of women by 40%, and minority representation by 50% in Executive-level positions.</p> <p>Has long-standing relationship with INROADS; currently employs eighty INROADS students nationwide; and in 1996, over 80% were offered full-time positions with the company upon graduation.</p>
U.S. Long Distance Worldwide Communications	<p>Works closely with the Texas Commission for the Blind, The San Antonio Lighthouse, and Easter Seals to secure qualified applicants.</p> <p>Employs thirteen visually impaired long distance operators, who use Braille keyboards, and modified computer screens to perform their jobs; they are provided readers, orientation specialists, tape recordings and Braille documentation when hired; and one has served as an assistant trainer since 1993, helping the new employees feel comfortable, build their confidence, and become part of the team.</p> <p>USLD absorbs the expenses to maintain and repair the ALVA Braille</p>

	<p>keyboards so the employee is not burdened with the expense.</p> <p>Employees with visual impairments make up 6% of the workforce in USLD's Operator Center.</p>
Wisconsin Electric Power	<p>Attends career fairs sponsored by minority and women's organizations, and by colleges and universities that provide a diverse pool of applicants.</p> <p>Partners with Historically Black Colleges and Universities and recruits on their campuses.</p> <p>Advertises in professional minority newsletters.</p> <p>Employs INROADS students as college interns and prepares them for possible future employment; provides some employment opportunities for minority high school students who are recipients of the company's private high school scholarship program.</p> <p>Co-sponsors an annual Women in Hard Hats workshop, that introduces women to non-traditional employment.</p>
Xerox Corporation	<p>Company's policies of equal employment opportunity and nondiscrimination apply to all staffing activities; and there has been aggressive recruiting of women and minority candidates to fill positions at all levels of the organization since the 1960s.</p> <p>Once a position vacancy is created, Xerox prides itself in appointing from within its own ranks. However, when a specific set of skills is not found in the internal candidate pool, recruiting firms are engaged to provide candidates with such skills. In every case the request is made for a diverse candidate pool.</p> <p>Focused external recruiting is achieved by activities such as: contacting minority and women's management organizations; by advertising in college and minority professional journals; by using memberships in a number of professional engineering associations; and by a college recruiting strategy which is multi-pronged. Successful methods of recruiting have been Xerox's employee referral system, and utilization of their internal caucus groups as referral sources for experienced hires.</p>

TABLE 2. "BEST" PRACTICES PRESENTED BY COMPANIES IN PROMOTION AND CAREER ADVANCEMENT

Company	"Best" Policies, Programs, and Practices
American Bar Association's (ABA) Equal Employment Opportunity (EEO)	Company policy is that a selection for promotion will be based on an individual's performance and management potential, available opportunities, the Diversity Management Policy, and consideration of Affirmative Action Plan objectives. The

Committee Submittal 1	Promotion Announcement Program, publicizing promotions into or changes within the managerial ranks, releases announcements to the trade and general press, and to internal publications. The responsibilities of the employee, the Supervising Manager, and Region Human Resources Director are spelled out.
ABA/EEO Submittal 2	<p>Company believes that promoting from within, or transferring employees to and from, within and among the Operating Companies, generally strengthens the effectiveness of the organization and provides a strong incentive for personal growth.</p> <p>When a vacancy occurs, a Position Requisition form and a position description are required prior to candidate sourcing. Preference is given to current, qualified employees.</p> <p>Company provides opportunity for internal movement through the Job Posting Program, the Open Position Listing System, and inter-company transfers.</p>
ABA/EEO Submittal 3	<p>For succession planning, upper managers in higher level positions review diverse pools, with the participation of the Diversity Director, to ensure diversity as well as assessment and elimination of potential company cultural barriers.</p> <p>As a part of the strategic plan for the company, diversity goals are set for mid-level, upper-level, and executive positions.</p> <p>Assessments are conducted on a monthly basis and reported to the President and Vice Presidents.</p>
Baltimore Gas and Electric	<p>Company has a "promote from within" tradition; revised its Job Posting Policy to state clearly that diversity is a corporate value and consideration in filling jobs; added diversity as an important tiebreaker, rather than seniority, in workforce selection.</p> <p>Uses three strategies to eliminate barriers: mentoring, supervisor goals, and succession planning.</p> <p>Emphasizes importance of including women and/or minorities in supervisory roles, and links incentive pay to progress.</p> <p>Has used Human Resources/Succession Planning for years; now encourages leaders of the company, in completing profiles of employees and in selecting replacement candidates for their own positions, to include women and minorities in these pools.</p>
Bureau of National Affairs (BNA)	<p>Human Resources Training and Development Group has produced numerous training programs and specific training curriculum to help employees to develop professionally and personally.</p> <p>Managing Personal Growth provides employees with tools to discuss their development with their supervisors.</p> <p>Individual Learning Center is where employees can take</p>

	<p>advantage of a number of learning aids and work at their own pace.</p> <p>Temporary Transfer Program permits managers to use temporary vacancies to move employees into other positions where they can gain new skills.</p> <p>Tuition aid program provides up to \$9,000 a year in tuition reimbursement.</p> <p>Guild Traineeship Committee helps otherwise capable employees overcome obstacles to upward mobility.</p> <p>Management Succession Committee, composed of three outside board directors and one inside director, works with department heads on succession planning matters.</p>
Deloitte and Touche LLP	Initiative for the Retention and Advancement of Women.
Eastman Kodak	<p>Gold-Succession Plan. Career development plans with supervisory responsibility and accountability.</p> <p>Minimum of forty hours per year in development for each employee.</p> <p>Policy Committee measures and reports progress in achieving forty-hour requirement and employee perception of how well prepared they are for current and future jobs. Career Services. Tuition aid plan. Access to job opportunities.</p>
Erie Insurance Group	<p>Corporate Education and Development Center helps employees select two or three possible positions they would like to pursue.</p> <p>Submitted a manual, <u>The Successful Job Hunting Guide: A Common Sense Approach to Finding the Job You Want.</u></p>
Ernst and Young LLP	<p>Is launching and monitoring prototypes in four locations, each with a single focus on external networking, internal networking, mentoring, and succession planning for women.</p> <p>Women's networks provide a forum for mentoring, developing leadership skills, and highlighting women's contributions to the firm.</p>
Fannie Mae	<p>Career Development Plan Program helps each employee reach his or her full career potential.</p> <p>Corporate Mentor Program includes the Speaker Series, the Mentor/Protégé Matching Program, and the Peer Mentor or Fannie Buddy Program.</p> <p>Training and Development Program includes Computer and Information Systems Education, and Industry Training.</p> <p>Employee Development Program covers executive training,</p>

	diversity training, management development courses, team building, and conflict resolution classes.
Intel	<p>Voluntary mentoring program encourages pairing of mentors and partners from different departments; requires negotiation and implementation of an agreement between the partner, the partner's direct manager, and the mentor; and includes a program and development plan.</p> <p>Employees discuss career development plans with their managers throughout the company.</p> <p>Most sites have employee resource centers that deliver information, training, resources, and tools for continuous learning and optimum job performance. Training is delivered through Intel University and specialized functional training programs.</p> <p>There is tuition reimbursement for degree programs.</p>
International Business Machines (IBM)	One of the ways managers show their support for the company's workforce diversity program is to participate in the mentoring program, which encourages people from diverse backgrounds to enhance their career potential through the help of a seasoned professional.
KPMG Peat Marwick	Created program to help develop mentoring relationships among African Americans, where a junior African American professional is paired with a senior professional staff member.
Motorola	<p>CEO and the President led effort to break the Glass Ceiling for women and minorities. As a result, the number of women and minorities has increased.</p> <p>Succession planning has been an instrument of major significance in identifying talented employees for leadership positions in the future.</p> <p>At least forty hours per year training for each employee has been mandated.</p>
Northern States Power	<p>Designed the Glass Ceiling Initiative (GCI) to provide employees an opportunity to succeed and break through the glass ceiling into management and decision making positions. The first phase of NSP's GCI focused on African American women, who had been identified as facing a potentially greater obstacle in the company than other women. Based on the success of the pilot program, GCI has been expanded.</p> <p>Also communicates to company managers that promotion of qualified people with disabilities is linked to managers' incentive pay through NSP's annual diversity goals-setting process.</p>
Pacific Telesis Group	<p>Succession planning process places extra attention on upward mobility for women and people of color.</p> <p>Accelerated Development Process includes all managers who</p>

	<p>show potential for advancement, providing for participation in formal mentoring, regular formal and informal interactions with senior managers, individual development planning, and planned job moves.</p> <p>Progress in Executive Education Programs is monitored through report cards.</p> <p>The Chairman helped ensure the success of the mentoring program by personally inviting company executives to be mentors, and by serving as a mentor himself.</p> <p>Other programs include: Tuition aid to employees, with no dollar limit attached to first-time undergraduate degrees; Self-Directed Education Program; Career Centers; Jobs Preparation Program; and HORIZONS.</p>
PPG Industries, Inc.	<p>Individual Development Plan. Management Development Program. Executive Development Process.</p> <p>Top level management replacement program attempts to include a minority and/or a woman to be among the nominees for every job opening that occurs above middle-level management; posted jobs; Human Resources monitors hires and placements and provides feedback to business units for developmental activities. Mentoring teams.</p>
Price Waterhouse LLP	<p>A variety of mentoring programs; women and people of color have been meeting informally for years to support each other;</p> <p>Bi-monthly Female Leaders Luncheon meetings; Networking Circles, a new pilot group mentoring program to help more women attain the Partner and Director levels; voluntary mentoring program that pairs new women hires with senior staff members; matching staff with willing mentors and giving both counseling so that each understands his or her role.</p>
Procter and Gamble	<p>Principle of "promotions from within" demands career-long development of everyone, but the most important training and development happens on the job.</p> <p>Training and development is each manager's responsibility; with individually-tailored training and a Development Plan for each employee; and each manager's Work and Development Plan stresses "Building Organization Capacity" as well as "Building the Business."</p> <p>P&G College is the only corporate training program that is required for everyone when reaching key career stages; designed and taught by 200 executives, it focuses on business skills, and helps create a level playing field for everyone.</p> <p>Mentoring is provided, and everyone can have a mentor.</p> <p>Since development and utilization of each employee is essential,</p>

	performance development reviews, career discussions, and work and development plans are utilized.
Rouse	<p>Network Program is designed to enhance the growth of women at all levels of the company, with emphasis on the career advancement of exempt women.</p> <p>Upward Mobility Program, which identifies minorities and women with strong potential for advancement.</p> <p>All available positions are posted.</p> <p>Educational Assistance Plan to help pay for job-related courses or courses of an approved degree program.</p>
Time Warner	Provides for 50% to 100% reimbursement to employees for approved courses.
Turner Construction	Five levels of career advancement in the company include: Entry, Assistant Superintendent/Engineer, Senior Staff, and Executive levels. Each employee, whether new or experienced, participates in a formal training program. The training program includes the following development clusters: Career Foundations; Front-line Management; Team Management; High Performance Management; and Industry Management.
United Technologies Company	<p>Company's premier management program, the Leadership Associates Program, supplies UTC with Master's (MBA) level business talent to seed future Executive-level placements; it also provides two years of rotational training assignments in general management disciplines; women and minorities were 42% and 30% respectively of the 1996 group entering into the program.</p> <p>The Employee Scholar Program pays the full cost of tuition, books, registration and academic fees, and 50 shares of stock (valued at approximately \$3,750) upon the attainment of either a Bachelors, Masters, or Doctorate degree (even if not job related).</p> <p>Company also has other employee development programs.</p>
Wisconsin Electric Power	<p>Job opportunities have to be announced, except under specified circumstances.</p> <p>Mentoring program matches employees with mentors who have or may have similar job duties, are in the same department, or have similar education backgrounds.</p> <p>Tuition reimbursement to all employees up to \$5,000 per year.</p>
Xerox	<p>Prides itself on promoting from within its own ranks; but if a specific set of skills are not found in the internal candidate pool, recruiting firms are engaged to provide candidates with such skills, and a diverse candidate pool is requested in each case.</p> <p>Upward mobility for women and minorities is integrated into the Management Resources Planning, a management candidate</p>

	<p>identification and succession planning process. Each of the twenty-five organizations reviews its organization, lists women and minorities at middle management level and above in that organization, and makes recommendations for their next potential career move. These assessments are next reviewed by the Presidents of the major Xerox organizations; and those inputs are subsequently reviewed by the corporate office to determine bench strength for key executive positions.</p> <p>All employees are expected to prepare and complete an annual Development Action Plan which is developed in partnership with the direct manager; and an array of developmental training opportunities are provided.</p>
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TABLE 3. "BEST" PRACTICES PRESENTED BY COMPANIES IN TERMS AND CONDITIONS OF EMPLOYMENT

Company	"Best" Policies, Programs, and Practices
Aetna	<p>Provides employees with considerable flexibility with regard to working hours - staggered work hours, compressed work week, variable work schedules, voluntary reduced hours, and flexible hours; job sharing and work-at-home (telecommuting); up to six months leave without pay after the birth or adoption of a child, or to care for a seriously ill parent, spouse, or dependent child.</p> <p>Sponsor of ConSern, a national nonprofit program which provides financing for education.</p> <p>Multitude of information and support services, including child care resource and referral program, elder care consultation and referral, and adult disability care consultation and referral.</p> <p>Provides a number of programs to help employees and their spouses prepare for retirement; retirement planning statements, which project pension and savings income to help employees plan for their financial security, are created every other year for all employees over age fifty; three months before retirement date, a personalized retirement planning package is prepared to help the employee choose among retirement options.</p>
Baltimore Gas and Electric	<p>Offers two non-cost resource and referral services: Maryland Elder C.A.R.E. and Maryland Committee for Children's LOCATE Child Care Services.</p> <p>Time Off Policies, which include Personal Leaves of Absences, can combine unpaid and paid leave up to a maximum of six months; Vacation Leave based on years of service; three paid Personal Choice Holidays; Sick Benefit Plan, which grants twenty-six weeks to all regular employees, with full pay after five years of service; paid and unpaid time under Sickness in Family, Personal Business, and Recreational Time Off; Flexible Benefits Program, where employee can</p>

	choose the combination of health, life insurance, and health care and dependent care expense accounts that meet his or her personal needs; Adoption Benefit Program, Blood Program, Child Care Consortium, Employee Savings Plan, Employees Medical Assistance Series, and Workplace Seminars.
Bausch and Lomb	Has implemented work-life issues: Alternative Work Arrangements (including Work/Week Flextime, Job Sharing, Reduced Hours, and Telecommuting; Work-Life Benefits which provide child and elder care resources and referrals, adoption assistance, educational assistance, advice/information on other personal/business issues and transitions; Employee Assistance Program of Rochester; and LifeWorks Program, which provides to employees and their families easy access to practical advice from experts, useful information, etc.
Bureau of National Affairs (BNA)	Provides child care and elder care referral services; subsidized emergency back-up child care at a nearby day care center; \$8,000 per year to the operation of the center; more than half of the cost of care for each day that the center is used by that child; emergency care for children; three days of personal leave; up to five weeks of annual leave a year; health insurance coverage; both medical care and dependent care spending accounts, that enable participants to pay for dependent care with pre-tax dollars; benefits beyond that are required by the federal Family and Medical Leave Act; \$2,000 in adoption expenses; reasonable accommodation for employees with disabilities; sabbatical leaves determined by the Guild Sabbaticals Committee.
CIGNA	Flexible Work provisions that apply to all employees: flextime; compressed work week; home based work/telecommuting; part time employment; and job sharing. Bring Your Child to Work Day lets approximately 6,000 boys and girls see a diverse group of successful employees and managers; and provides about fifty-four special events held at two headquarters sites.
Erie Insurance Group	Provides training concerning its family and medical leave program, as well as the use of alternative work schedules, job modification, and work at home to accommodate employees with medical conditions or to care for ill family members.
Ernst and Young LLP	Supports employees who desire flexible work schedules; recently launched through its Office for Retention, a Flexible Work Arrangements Database, which includes a Tool Kit supporting a partnership between the firm and the individuals. Is launching and monitoring prototype in one location, focusing on life balance and the firm.
Fannie Mae	Zero tolerance for sexual harassment. Policies against discrimination and harassment. Reasonable accommodation for persons with disabilities. Family/work-friendly programs. Employee Support Groups.
Intel	Policy does not tolerate any form of harassment based on differences such as race, color, national origin, sex, age, sexual orientation, disability, veteran's status and marital status. On-Call Assistance Center that U.S. employees can reach by phone

	seven days a week, twenty-four hours a day.
International Business Machines (IBM)	<p>Initiated and pioneered many of the Work-Life Programs which have become common place in many companies today: child care and elder care resources and referrals; adoption assistance; flexible working arrangements; leaves of absence; personal choice holidays; flexible vacation scheduling; problem assessment, counseling and referral program; providing employees information on resources in their community on child and elder care programs.</p> <p>Individualized Work Schedules Program provides a four-hour window of flexibility; personal leave of absence for up to three years; reduced work weeks for a broad array of personal needs; performance of work at home or in another off-site location, with computers and other technology.</p> <p>Personal Financial Planning includes education seminars, individual consultations and related services.</p> <p>Company identifies examples of workforce accommodations it has made for its employees: architectural modification and computer adaptations for mobility impaired; electronic bulletin boards for visual or mobility impaired; publications on audio cassettes, and software and printers for Braille translations for visually impaired; sign language interpreters, captioned videotapes, and telecommunications devices for the hearing impaired; a variety of products for both employees and the marketplace; and a Special Needs Program Department.</p> <p>Life Planning Account provides financial assistance to employees, retirees, and eligible dependents when they complete a course or program that helps promote a healthier lifestyle.</p> <p>Transition into retirement allows personal leave of absence for up to one year to work part time at IBM, or work for another company, provided no conflict of interest, and receive full earnings and service credited toward retirement.</p> <p>States that because of corrosive effect of harassment on morale and productivity, employees who engage in these activities are subject to disciplinary measures, including dismissal.</p>
KPMG Peat Marwick	<p>Child care tuition discounts and registration fee waivers for three multi-state child care providers.</p> <p>Firm's policies are more generous than federal Family and Medical Leave policies.</p> <p>Provides Personal Days Program, where employees may take off days with pay to care for sick child, or take care of any other family-related need. Each employee accrues between twenty and thirty paid days off per year.</p> <p>Client Service Professional staff may participate in the Leisure Bank Program, allowing them to earn an additional fifteen days of paid time</p>

	<p>off in lieu of overtime.</p> <p>Individuals may use up to eighty hours in excess of their accrued personal days for any purpose at any time during the year.</p> <p>New mother option to work a reduced/modified schedule when phasing her return to work, and still be guaranteed her job.</p> <p>Flexible Work Program includes Flextime; Flexplace; Flexible Work Schedule. Job Sharing Program and Reduced Hours Program to reduce work hours with job protection.</p> <p>Maximum benefit of \$5,000 for birth mother's medical expenses and other adoption-related costs.</p>
MITRE	<p>Family-friendly initiatives include: Relocation Services and Spousal Job Referral Program; Employee Assistance Programs; Dependent Care Assistance Plan; Health Care Expense Account Plan; Educational Programs (including Education Assistance, Professional Growth, and In-House Programs); Social and Recreational Programs; Family Referral and Consultation Services (including Child Care, Adoption, School Services, Summer Services, Emergency Care Services); Special Needs and Elder Care; Financial Services (including Personal Automobile and Homeowners Insurance, and Credit Union); Safety Office and Safety Committee; Life Threatening Illness Policy; and Health Services (including Wellness Programs, Babies and You, Lactation Support Program, CPR and First Aid, Red Cross Blood Drive, Ergonomics, Health Fairs, The Great American Smokeout, Flu Shots, Video Lending Library, and Health Related Presentations).</p> <p>Participate in Take Our Daughters to Work Day, which includes girls and boys.</p> <p>Employees encouraged to participate in civic and community affairs, with paid time off to participate in some civic and community activities.</p>
Motorola	<p>Facilitates balance between work and family responsibilities for employee. On-site or near-site child care centers and wellness/fitness centers have been established at some sites; and numerous dependent care support programs have been implemented.</p>
Northern States Power	<p>Established a Special Needs Fund to assist employees with disabilities.</p> <p>Supports two internal disability related employee networks; and has worked with community organizations to recruit and hire workers with disabilities.</p> <p>Communicates to company managers that providing reasonable accommodation for employees with disabilities, and creating or maintaining flexible work arrangements, are linked to managers' incentive pay through NSP's annual diversity goals-setting process.</p>
Owens-Corning Fiberglass	<p>Focuses on its Employee Based Disability Management Program, which encourages employees with disabilities to return to work. Some of the important components of the program include: Management of work related and non-work related injuries and illnesses in a consistent</p>

	<p>fashion. Clearly identified roles and responsibilities for employee, supervisor/manager, case manager, benefit/risk manager, providers of health care and others as needed. Identification of criteria for an employee to enter and/or access the system. Medical and clinical management of cases. Early return to work/modified duty programs. Rehabilitation and job accommodation coordination between workers' compensation and long term disability for both work and non-work related disabilities. Clearly defined job descriptions with essential job tasks and the requisite physical and mental demands. Employee Assistance Program personnel involvement. Effective communication strategies. Process quality assurance and measure criteria. Confidentiality assurance. Application for pre-placement and ongoing principles relative to ADA.</p>
Pacific Telesis Group	<p>Participates in Take Our Children to Work Program.</p> <p>Life Works Family resource program provides employees with access to consultation and resource and referral information about child care, adoption, elder care, care for persons with disabilities, education for school-age children, and personal care.</p> <p>Flexible work option, Telecommuting, Wellness programs, fitness centers, telephone hotlines, and the company's commitment to equal opportunity goals for individuals with disabilities are examples of some of the workplace supports which are provided to its employees.</p>
PPG Industries	<p>Work and Family Programs include employee assistance, leaves of absence. Relocation assistance, flexible work arrangements, child care and parenting education programs, dependent care, and education assistance.</p> <p>Additional examples: Employee Assistance Program, salary continuance program, family leave policy with up to twelve consecutive weeks of employment-protected, unpaid leave; twelve months of unpaid leave for an employee's personal needs; flexible work arrangements; part-time employment; Get Well (child care) Room; referral services; case management services; comprehensive anti-harassment policy and follow-up training sessions; Employee Education Assistance Program; and equitable compensation policy.</p> <p>Sexual harassment training as a part of PPG's supervisory training program since 1988.</p>
Price Waterhouse LLP	<p>Variety of flexible work arrangements, which include serving a reduced number of clients, working targeted hours or days, job sharing, telecommuting, and leaves of absence.</p> <p>Family-friendly programs and services that include child care referral services, elder care referral services, parenting and the secrets of smart families, in-home emergency child care services, a twenty-four hour employee assistance program, adoption assistance reimbursement of up to \$3,000.</p> <p>Sexual harassment communication and prevention.</p>

	<p>Company has partnered with other major U.S. businesses as one of twenty-one "champion" companies in the American Business Collaboration for Quality Dependent Care.</p> <p>Through "Smart Families/Smart Business" employees gain insights into how to carve out more quality time with their children, discover and encourage the natural talents of their kids, learn creative ways to nurture their marriages, and redefine the relationship with their own parents.</p> <p>Also provides paid sick leave for up to three months for illness, injury, or pregnancy.</p>
Procter and Gamble	<p>Has an array of Work and Life Programs: Maternity Leave; Child Care Leave; Reduced Work Schedule; Adoption Assistance of up to \$2,000 for adoption expenses; Flexcomp, which allows employees to make annual benefit choices; Child/Elder Care Resource and Referral Service; Child Care Centers; Flexible Work Schedule; and Other Benefits (Dependent Care Travel Reimbursements; Tuition Refund Program; Scholarship Program; Relocation Assistance Program; Employee Assistance Program; Lunchtime Education Seminars; and Corporate Lifestyles Health and Wellness Programs and Service).</p> <p>Salaries are competitive with top companies, and differences in pay are based on individual contributions to the business (pay for performance).</p>
Prudential Insurance of America	<p>Has adopted a number of "family-friendly" policies that have enabled employees to adapt to changing lifestyles and responsibilities, including: alternative work arrangements, job sharing, telecommuting, flexible hours, abbreviated and compressed work weeks, and its support of a number of day care centers.</p> <p>Company benefitted in terms of being able to handle unusual work scheduling demands, retention of important skills, and decreased training and replacement costs that otherwise would have been spent on new or temporary employees.</p>
Rouse	<p>Promotes a variety of programs to attract a diverse workforce, and to support the balancing of work, life, and family responsibilities: Alternate Work Schedules (part-time, temporary, on-call, telecommuting, job share, and flextime); Adoption Assistance (up to \$4,500 per adoption); Academic Scholarships (up to \$3,500 per academic year per student); World Learning, Inc. Scholarships for employees to experience a summer abroad; Flexible Benefits; LOCATE (service to help find convenient and affordable child care); Wellness Program; Individual Assistance Program; Family, Medical, and Other Leaves of Absence; Special On-Site Child Care; and Time-Off-With-Pay Benefits (excuses employee from work for short periods of time to take care of personal matters).</p> <p>Developed a policy prohibiting sexual harassment in the workplace over ten years ago, and includes that policy in the company's Personnel Policy Manual and Employee Handbooks.</p>
SAS Institute	<p>Child Care Programs: on and off campus child care facilities (at cost of</p>

	<p>\$200 per child per month); subsidized child care at local centers; family leave program for new or adoptive parents (providing financial assistance up to \$5,000); flexible work schedules to accommodate employees' child or elder care needs; breast-feeding room; information for working parents; summer camp for elementary-school children (cost to the employee for the whole ten-week program was \$100 per child); annual Halloween party for employees' children as well as Kids' Day at company Recreation and Fitness Center; Council of Teachers' Task Force to develop programs and learning materials for parents; seminars for parents offered by the Wellness Center; and merit scholarships for employees' children for up to four years of post-secondary school study.</p> <p>Health Programs: Health Care Center; Health Benefits Program; Recreation and Fitness Center with seven full time staff members; Prime Time Program for employees over forty; Wellness Center; and Generation to Generation (aging) Program.</p>
Time Warner	<p>Work-Life Initiatives: Employee Assistance Program; information materials and lunchtime seminars; free Emergency Drop-In Child Care Center; and in-home care for employees' mildly ill children.</p> <p>Indicates it takes problem of sexual harassment seriously.</p> <p>Family and medical leave policy is generally more generous than the federal requirements (up to sixteen weeks of unpaid parental leave in connection with birth or adoption or placement of a child in foster care).</p> <p>With management's approval, employee can engage in part-time work, job sharing, or work at home.</p>
Turner Construction	<p>Progressive employee benefit program of group life and group travel accident insurance; accident, long-term disability, dental, comprehensive medical and dependent life insurance plans; and retirement. (The company pays for all or most of the costs).</p> <p>Company offers flexible reimbursement plan for health-related and dependent care expenses not covered by other plans.</p> <p>A 401(k) program, company stock, and U.S. Savings Bonds purchase programs are available to employees.</p> <p>Company also offers what it feels are liberal policies for sick leave, paid vacations, paid holidays, relocation reimbursement, tuition reimbursement, and alumni gift matching program.</p>
United Technologies Corporation	<p>Offers sixteen (not twelve) weeks of job-protected Family Leave time off each year.</p> <p>Allows employees to work alternate work days to address a specific need.</p> <p>Allows professionals to take up to five of their sick days off each year to</p>

	<p>address dependent care needs.</p> <p>UTC's LifeChoices program addresses employees' needs for resource and referral services, including fertility and adoption consulting services, a homework hotline for "latch key kids", on-site camp fairs, etc.; and it is available free of charge, during business hours, and for twenty-four hours a day, seven days a week for emergency situations.</p>
Wisconsin Electric Power	<p>Company has an EEO and a No Harassment Policy; an internal complaint procedure; specific training on sexual harassment for all employees; pay equity and an annual audit of compensation policies and practices, including incentive pay, base pay, and performance ratings; work-life and family-friendly policies and practices (including flextime, alternate work schedules, etc.); Dependent Life Insurance option under Flex Benefits; Sick Child Care Plan (including monetary vouchers for use at sick child care centers); and Wellness Benefits.</p> <p>Company has Joint Health Committee, with nearly 40 volunteer site committees throughout the company; Employee Assistance Program; and other benefit programs.</p>
Xerox	<p>Places high value on its workforce, and thus has implemented many programs to enable its employees to better balance work and personal life, such as: Alternative Work Schedules; Dependent Care Fund; Child Care subsidy, and Child Care Resource and Referral; Life-Cycle Assistance, including Adoption Assistance, Mortgage Assistance, and Extended Household Health Care Benefit; Employee Assistance Program; Education Assistance; and a Matter of Choice, in which an employee can select from among offered benefit programs.</p>

TABLE 4. "BEST" PRACTICES PRESENTED BY COMPANIES IN TERMINATION AND DOWNSIZING

Company	"Best" Policies, Programs, and Practices
Baltimore Gas and Electric	<p>Company has developed options for displaced employees and has explained all of the details in a folder, Overview of Programs for Displaced Employees. Employees have the option of continuing employment with the company by participation in the Placement Opportunity Program while they seek a job; or they may end their employment with the company and participate in the Voluntary Severance Plan (VSP) or in the Involuntary Severance Plan (IVSP). In VSP, employee gets lump sum cash benefit based on years of service; pay for unused vacation and personal choice holidays; benefits end on last day of the month in which employee's employment ended, but employee will get opportunity to continue or convert his/her coverage. In IVSP, employee may have benefits if company ended the employment because of job elimination; any lump sum cash benefit, if any, is based on base pay and length of service; employee's benefits (health, insurance, etc.) end the last day of the month in which employment ended, but employee will be offered the opportunity to continue coverage or participation.</p>

BankBoston	When eliminating 2,000 positions in 1996, created a multi-faceted approach to ease the transition for all of the affected employees - Transition Assistance Program; allowed 700 positions to be eliminated through attrition; announced an Early Retirement Plan which applied to 1,500 workers who were over fifty-two years of age with at least ten years of service; provided laid-off workers two weeks of severance pay for every year of service, plus a supplement of between ten and thirty weeks of extra pay. Terminated employees also receive outplacement and financial counseling, plus access to education, training, grants, and loans. Terminated employees may choose from among: internship with non-competitor; stipend for community service work; or support for individuals looking to start a new business.
Bureau of National Affairs (BNA)	To avoid layoffs because of job obsolescence, a workforce planning initiative, begun four years ago, was initiated. Early looks are taken of technological changes that may impact on the workforce; skills and competencies that employees will need are determined; and necessary training is provided. Very little downsizing has occurred, but when it does, an employee is given option of being placed on the company's rehire list for a two-year period, and almost all of those employees have found other jobs within the company, and were able to maintain their years of service for calculation of pensions and other benefits.
CIGNA	When deciding to regionalize, company revised its "Work Force Management Policy" (later renamed "Job Elimination Policy") and put in place a process requiring formal written plans in support of all decisions regarding employees affected by the reorganization. The Job Elimination Plan must include four parts: business rationale; staffing plan; communication plan; and outplacement plan.
Erie Insurance Group	Has a Displaced Employees Program for those who are displaced medically or technologically, which aims to successfully place individuals as quickly and expeditiously as possible, although there are no guarantees. An Employee Action Plan is developed for 90 days; the Corporate Education and Development Center designs a program and workbook to help guide the employee through the identification of two or three possible positions the employee would like to pursue, and the planning and follow-through that will be needed. The employee is instructed in resume writing and successful interview techniques; he/she may be sent to educational programs to beef up skills; and other experts deal with stress and adjustment issues. EIG reports that all individuals displaced medically or technologically were placed into permanent positions, but some experienced pay reductions.
Intel	Company is committed to continuously redeploying employees from areas of declining business value to areas of increasing business leverage. Employee's manager has the responsibility to assist employee in preparing a redeployment proposal with Human Resources; in defining job alternatives; in networking; and in providing references internally. Employee's manager has responsibility to write a transfer review, and to communicate actions, processes, and resources. A Business Unit Redeployment Manager is provided to work with the employee in launching the job development search, and to provide employee counseling. Also utilized in the process are: RESTRAC, a resume database used by managers at all company sites; Outplacement Services; Employee Resource Center; Human Resources Development Representative and site staffing consultants working with hiring managers; and retraining of employees subject to redeployment.

Motorola	Layoffs have been few. Downsizing was achieved primarily through voluntary separations. Company has a policy that Service Club members (those with more than ten years of employment - approximately of the workforce) cannot lose their jobs due to economic reasons; and if termination is proposed for cause, the case must be reviewed by the CEO.
Osram Sylvania	One of the units of the company underwent a major reorganization, which condensed sixteen mid-management positions that were organized along vertical lines to ten mid-level managers of projects and cross-functional processes. The company obtained the services of an outside consulting firm, The Hay Group, to assist with the reorganization and consolidation. At the recommendations of that group, a set of seven behaviorally scaled competencies and three leadership or managerial competencies were utilized by the unit's Vice President and directors to help assess a pool of thirty-five candidates for ten newly reorganized positions. Women comprised six (17%) of the thirty-five candidates, with four in the group of ten "Top Candidates for Management Positions," one in the next level of ten candidates, and one in the third group. There were sixteen managers amongst the thirty-five, of whom two (13%) were women. Following the assessment, women were in two (20%) of the ten mid-management positions.
Wisconsin Electric Power	Company downsized in 1994. To ensure that women, people of diverse ethnic and racial background, and older employees were not disproportionately being terminated, a snapshot of each business unit/department was taken before any layoffs occurred. Business units/departments were then asked to submit their "proposed" layoffs; the Workforce Diversity staff performed an adverse impact analysis on the proposed layoffs and shared the results with the units. If the proposed layoffs would have adverse impact, units/departments were asked to think about ways to reduce the impact.
Xerox Corporation	When the company must reduce its ranks, it tries to avoid unnecessary impact on minorities and women.

TABLE 5. "BEST" PRACTICES PRESENTED BY COMPANIES IN ALTERNATIVE DISPUTE RESOLUTION

Company	"Best" Policies, Programs, and Practices
Barnett Banks, Inc.	<p>Through its Direct Dialogue Program, employees are encouraged to bring their work-related question, problem, suggestion, or complaint to their immediate supervisor, who will respond as thoroughly and promptly as possible. If further follow-up is needed, employees may discuss their concern with their supervisor's superior or with the Human Resources Department. They are not penalized for bringing the complaint, and the company emphasizes that two-way communication and early attention to problems allow those concerned to explore all alternatives, and decide which solution is best.</p> <p>An Ombudsman is available for employees who are not comfortable discussing work-related issues with their supervisor or the Human</p>

	Resources Department; maintains absolute confidentiality, remains impartial, assures open discussion without fear of reprisal; and for more complicated situations, but only with the employee's permission, will intervene and attempt to reach an agreement that is satisfactory to everyone involved.
Baltimore Gas and Electric	Employees, assured that they can raise issues or complaints without fear of retaliation or harassment, discuss grievances with their immediate supervisor, or with the next level of management if the situation involves the immediate supervisor. Grievance Coordinator provides guidance to employee, and makes recommendations to the supervisor to ensure prompt resolution, normally within ten days. If employee is dissatisfied, he/she can continue up the chain of command to the Vice President, or have the appeal heard by a Peer Review Panel. The five panel members are randomly selected by the employee from two groups (a manager/supervisor pool and a non-supervisor pool) - three from the pool that is most like the employee and two from the remaining pool . The panel's decision is final and binding.
B E and K	Company has a five-option program called Employee Solution Program, consisting of: Open Door Policy, voluntary, which allows employee to talk to immediate supervisor or higher levels of management without fear of retaliation, while being encouraged to solve the problem at the lowest possible level; Employee Hotline, where employee is referred to a free, expert, and confidential advisor about available options for problem solving; Conference, a meeting where the employee and a company representative sit with someone from Employee Solution Program to talk about the dispute and a process for resolving it; Mediation, where if either party requests it, the other party has to participate, and where if the employee requests it he/she must pay a \$50 processing fee; Arbitration, which, although it is not a requirement, the employee may elect to make binding, and for which, if requested by the employee, requires him/her to pay a \$50 processing fee. Employee still may go to EEOC.
Bureau of National Affairs (BNA)	Under an internal EEO complaint process, employee alleging discrimination or harassment practice may initiate complaint and forward it to EEO Office; management asked to respond; EEO Office conducts investigation, during which employee and management are kept informed of status; complaint may be dismissed if the EEO Office indicates it has no merit; EEO Office conducts and coordinates conciliation efforts, but if not satisfactorily resolved, documents efforts and reasons in writing to the company's General Counsel. Employees represented by union can contact union for assistance in resolving workplace problems, and have a right to file a grievance against manager if manager's actions are unfair and in violation of provisions of bargaining agreement. Employees not represented by union are free to seek assistance and counsel from representative of Human Resources Department.
CIGNA	As a result of focus group meetings throughout the country, employee has the following options for addressing allegations of discrimination and other grievances: Speak-Easy, an internal grievance procedure that gives the employee the opportunity to talk to management about

	<p>any work-related concerns; or Peer Review, which allows the employee to talk to his/her supervisor at the first step, or to the person to whom his/her supervisor reports at the second step; and at the third step to make a choice between receiving a decision that is final and binding on the company from either a Peer Review Panel, or from the Division Head; and finally, Arbitration, which the employee is mandated to go through, if dissatisfied with either of the previous decisions, before going externally to a regulatory oversight agency (e.g., EEOC) or to court.</p>
Dial Corporation	<p>Has an internal Complaint Resolution Process, through which employees are encouraged to first seek assistance from their supervisor; but if that is not appropriate, from their Human Resources Representative; or if the employee prefers, from the Director of Diversity and People Development, who thoroughly and discreetly investigates, with a review of legal issues with appropriate Legal Staff. An investigative report goes to the Sr. Vice President of Human Resources and the appropriate functional Vice President within the organization where the alleged offense occurred; and they decide whether allegations are supported by the investigatory findings.</p> <p>Where the company or one of its leaders was in error, every effort is made to make a full resolution of the situation with the employee. Nothing in the internal process prevents or discourages the employee from pursuing other remedies available under various laws.</p>
Equal Employment Advisory Council Submittal 1	<p>If situation or dispute arises, employees have option of discussing their issues with their supervisor or an Equal Opportunity/ Affirmative Action (EO/AA) Counselor.</p> <p>If filed with an EO/AA Counselor, the Counselor receives all information concerning the allegation from the employee; explains neutral and confidential investigative process and its time frames; develops case strategy and interview plans; conducts investigation; reviews all related records and documents; analyzes all facts and options for corrective action(s) if appropriate; discusses with appropriate management and law department any considerations and/or options involving corrective action(s); provides results of investigation to those employees who have a need to know; and enters appropriate information into mechanized system for tracking/data analyses purposes.</p>
Fannie Mae	<p>Corporate Justice System (CJS) was designed, developed, and implemented by Office of Diversity. Employees may seek information, consultation, assistance, counseling, mediation, and/or file a complaint with the Office of Diversity. All employment disputes are handled by CJS, including allegations of discrimination, harassment, unfair treatment, violation of company policies/procedures, improper personnel policies/practices, and gross mismanagement. All such matters are to be handled promptly, impartially, and confidentially. In the voluntary dispute resolution process of Mediation, where a trained, neutral Mediator intervenes between disputants to identify issues, promote reconciliation, explore options, facilitate compromise, and help arrive at a mutual agreement, it is the responsibility of the parties to agree upon a solution, and reach a negotiated settlement of their differences.</p>

Intel	Company's Open Door Program is staffed by Senior Specialists, who are accessible to all employees, and are highly-trained, impartial fact finders, who look at all sides of concerned issues. The specialist meets with employee to discuss employee's concerns and issues; conducts a confidential investigation; analyzes all information with an eye toward compliance with company guidelines, Corporate Business Principles, general fairness, and the law; makes recommendations to employee and management chain about how to best resolve the issues; helps find workable solutions; and gives information about the issues only to those individuals with a "need to know." The employee is not penalized for participation.
International Business Machines (IBM)	Employees are encouraged to come forward and talk to their manager at any time they have experienced harassment. Communication channels, such as Open Door, Panel Review, and Speak Up Programs exist to help employees address their situations.
TRW	ADR policy applies to all employees in U.S. except those covered by collective bargaining agreement. The ADR mechanisms used include Mediation, Senior Management Review Process, Peer Review, and Arbitration. Arbitration is mandatory, but not binding on the employee; all of the other mechanisms are optional to the employee, and none are binding on the employee. Each party is responsible for its own costs with certain exceptions. For example, company will pay the costs and fees of the Mediator.
United Technologies Corporation	UTC's Ombuds and DIALOG programs provide a neutral and confidential communication process as an alternative to established channels of expressing employee concerns. Any issue can be raised (except those covered by a Collective Bargaining Agreement) in confidence, and without fear of retribution, for Senior Management awareness, consideration and response. UTC reports that the use of these programs has resulted in effective and expedient internal resolution of matters.
Wisconsin Electric Power	Company initiated the Consulting Pairs Program, where Consulting Pairs teams take the lead in breaking down relationship barriers within the workforce. They confidentially mediate a broad range of "issue resolutions" to improve work relations among employees; facilitate "join-ups" for new or transferred employees to reduce the orientation period and allow them to contribute to their work area as quickly as possible. All team members must complete fifteen days of training on race, gender, and conflict resolution skills. Employees are encouraged to use a hot-line which triggers an assignment of the employee's issues to a pairs team that best mirrors the employee(s) involved. Consulting Pairs serve for an eighteen month period; and a total of eighteen members are selected to represent approximately 500 employees.

**TABLE 6. OTHER "BEST" POLICIES, PROGRAMS AND PRACTICES
PRESENTED BY COMPANIES**

Company	"Best" Policies, Programs, and Practices
Dial Corporation	<p>Employee requests for company contributions to community projects, in which the employees are involved, are reviewed by a multi-cultural committee, that weighs the benefits and, if the proposals meet company guidelines, dispenses Dial's gift monies.</p> <p>Sponsors a membership in the Arizona Diversity Council, which is dedicated to education of the community at large about the need for fair practices and behaviors in the community.</p> <p>Company indicates that many outreach programs have benefitted from its community commitments.</p>
Erie Insurance Group	<p>Mandatory training in EEO policies and the handling and reporting of discrimination/harassment complaints is provided for employees every two years; and the company indicates that its Policy Statement includes all of the issues plus methods of implementing its EEO policy.</p>
Fannie Mae	<p>Special programs recognizing and highlighting the contributions of various cultural heritages; "Managing Diversity" workshops for all supervisors and managers; Diversity and affirmative action programs designed to remove barriers to equal employment opportunity; broad spectrum of recognized support groups; numerous fact sheets informing employees of EEO rights and duties; philanthropic activities; engaging with minority- and women-owned business activities.</p>
International Business Machines (IBM)	<p>Has thirty-one diversity councils around the world; and also holds diversity town meetings.</p> <p>Has community service assignment and career programs, and many volunteer IBMers.</p> <p>Provides purchasing and marketing opportunities to minority-, women-, and disabled-owned companies; and has long-standing relationship with United Negro College Fund.</p> <p>Restructured its educational opportunities to focus on school reform, e.g., Reinventing Education.</p> <p>Sponsors PBS television show for children, Puzzle Place.</p> <p>Has Faculty Loan, Minority Campus Executive, and Technical Academic Career Programs.</p>
KPMG Peat Marwick	<p>Established the Ph.D. Project, the goal of which is to assist the diversification of U.S. business school faculties.</p> <p>Supports associations providing doctoral students of color with networking opportunities in their specific disciplines that can help them achieve their goals.</p>

	<p>Sponsors minority accounting doctoral scholarship program.</p> <p>Major funder of Consortium for Graduate Study in Management, which awards scholarships to promising minority students for graduate business degrees.</p> <p>National sponsor of LEAD, a program to identify the best and brightest minority teenagers and encourage them to pursue careers in business. Contributed financially to more than a dozen Historically Black Colleges and Universities to help them achieve accreditation from the American Assembly of Collegiate Schools of Business.</p>
MITRE	<p>Established an Affirmative Action Advisory Committee to support corporation's affirmative action programs and equal opportunity efforts.</p> <p>Actively involved in supporting programs at high schools (e.g., T.C. Williams High School in Alexandria, VA) geared to increasing minority participation in technical careers.</p>
Motorola	<p>Each business sector or group creates its own diversity program, so each is designed differently.</p> <p>Has approved support groups and networks for women and minorities.</p> <p>Shares its Diversity/EEO/AA achievements and awards with employees via print media, video, etc.</p> <p>CEO sits on the board, and company provides financial and employee support to the National Urban League.</p> <p>Minority students are aided through the company's various partnerships with the Chicago public school system; and African American women employees volunteer in the Sojourner Program, which provides mentors for hundreds of "at risk" African American women in the Chicago area.</p>
Northern States Power	<p>Is founding company of the Meals-on-Wheels program in the U.S.</p> <p>For many years associated with the Special Olympics, the Metro Paint-a-Thon, and the United Way, which provide support for organizations such as Courage Center.</p> <p>NSP employees give their time, skills, and expertise to community efforts; and through the NSP Shared Resources Program are able to volunteer their time during the employees' work days.</p>
Pacific Telesis	<p>Is supportive of a diverse workforce, including numerous employee organizations which reflect the interests and needs of its employees.</p> <p>Has long supported a variety of conferences and trade fairs to help identify minority- and women-owned business enterprises and disabled veterans' business enterprises for specific procurement opportunities.</p> <p>Co-sponsors a ten-week Entrepreneurial Management Program to teach minority, women, and disabled small-business suppliers graduate level</p>

	<p>managerial skills.</p> <p>Has an economic development agreement with the National Association for the Advancement of Colored People; a mutual cooperation agreement with the Hispanic Association for Corporate Responsibility; and offers an Efficacy for Professionals of Color Seminar and an Efficacy for Women course.</p>
Portland General Electric	<p>Appointed an Advisory Committee on Diversity (ACD) to assist management in the promulgation and implementation of the company's diversity philosophy. In 1995-1996, the Committee Annual Report indicated that progress had been made in: development and implementation of a Diversity Strategic Plan; benchmarking PGE's Diversity Efforts and Successes; Diversifying PGE's Board of Directors; obtaining Officer and Manager Involvement in Network and ACD activities; considering how to appropriately use "The Color of Fear" videotape; developing New Employee Packets and Orientation for Diversity; and implementing a Diversity Communications Campaign.</p>
PPG Industries	<p>Diversity Awareness Training sessions. Corporate Diversity Council headed by CEO or Senior Vice President.</p> <p>EEO, Affirmative Action, and Diversity Training as a part of PPG's supervisory training program since 1988.</p> <p>Annual training sessions on affirmative action plan preparation conducted by Human Resources staff.</p> <p>EEO staff quarterly review of all facilities' affirmative action plans and identifying progress against goals and areas for improvement.</p> <p>CEO has directed that each Vice President set unique individual or organizational annual goal for enhancing corporation's diversity efforts and has personally reviewed those goals and progress toward their achievement.</p>
Price Waterhouse	<p>Offers diversity education to everyone in the firm to raise and maintain a high level of awareness and improve their communication and relationship-building skills, so they can work more effectively with each other and with its multinational clients.</p> <p>Has gender awareness course to help break down gender barriers, plus two other diversity courses featuring: global difference - culture's impact on business; and diversity - valuing a diverse workforce. Nearly 1,800 staff members participated in diversity education programs.</p>
Procter and Gamble	<p>Employees are expected to uphold the company's fundamental principles, including the development of a diverse organization.</p>
Rouse	<p>Developed a training video, in English and Spanish, to emphasize the company's commitment to a working environment free from discrimination and harassment.</p> <p>Provides numerous seminars and training sessions for employees annually, which cover the laws relating to workplace discrimination.</p>

	<p>Sponsored a Diversity Training Workshop in 1995 through ERIS Enterprises to raise awareness of the diversity issues confronting a multi-cultural workforce, which was attended by a wide range of employees throughout the company.</p>
Time Warner	<p>A part of the company, HBO, has been undergoing a Diversity Initiative since 1994. Their goal was to make HBO the best possible workplace for all employees, and to maximize business opportunities by drawing on the resources of HBO's diverse workforce. The Initiative's task force, the Diversity Council, serves as an interface between staff and management, as an action-planning body, and as a group of voices seeking to advance a dialogue; establishes action plans and timetables; sorts through issues raised in company-wide surveys and from individuals, and develops recommendations for senior management; determines topics for the Diversity Initiative Speaker Series; and reviews diversity initiative communications.</p>
Turner Construction	<p>Says it is acutely aware of its responsibilities to its neighbors; therefore, company staff actively participates in various community programs such as YouthForce 2000, INROADS, Christmas in April, and Habitat for Humanity.</p> <p>Has sought out Minority Business Enterprise(s) with whom it can do business; states that it created California's first minority joint venture, and paved the way for minority joint ventures in the industry.</p> <p>Since 1979, has entered or completed 17,437 contracts involving minority and women enterprises as subcontractors or joint venture partners, with a value on the contracts of more than \$5.9 billion.</p>
United Technologies Corporation	<p>Partnered conceptually and financially with CBS Television's Hartford, CT, affiliate to sponsor a three-part Straight Talk - Race Relations television series. The program has led to the development of a statewide student group called Straight Talk - Kids, which visits area High Schools to further discussions and understanding of better relations. Community interest has led to the development of another series - Straight Talk - Education.</p> <p>Provided seventy volunteers and free advertising for a project which resulted in the wiring of every elementary and middle school in Hartford, so that student Internet access was assured.</p>
Wisconsin Electric Power	<p>Formed the Diversity Network, which is composed of five interlocking components: Diversity Leadership Development, Diversity Training Design Team, Diversity Action Team, and Consulting Pairs (teams of employees, who help resolve issues).</p>
Xerox Corporation	<p>Diversity Program includes: Corporate Champions, a voice at corporate level, to focus, represent, and educate senior management on the unique diversity issues within a particular constituency, and serve as a communication link on the continuous improvement process.</p> <p>Caucus Groups, where each becomes an advocate of a specific employee group and tries to help one another advance in their careers, press for effective management education, etc.</p> <p>CEO Roundtables, where CEO can hear the status of diversity from</p>

	<p>"unfiltered" groups of employees.</p> <p>Minority/Female Vendor Program, where Xerox purchases products, supplies and services from qualified minority-owned and women-owned businesses.</p>
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TABLE 7. "BEST" PRACTICES PRESENTED BY COMPANIES IN MANAGEMENT COMMITMENT AND ACCOUNTABILITY

Company	"Best" Policies, Programs, and Practices
Baltimore Gas and Electric	<p>Maintained commitment to increasing diversity throughout cost cutting and downsizing.</p> <p>Executive leadership reviews progress toward external and internal hiring and promotion goals, and links incentive pay to the achievement of these goals.</p>
Bureau of National Affairs (BNA)	<p>Committed to achieving cultural diversity at all levels of the company; to being a leader in fair treatment of all and in innovative programs to maximize the potential of all; and in ensuring the fairness of its promotional system.</p> <p>Managers are held accountable for their EEO performance; are trained to understand and utilize the special strengths of a diverse workforce.</p>
Deloitte and Touche LLP	<p>CEO launched and supported the Initiative for the Retention and Advancement of Women, which led to a better work environment for both women and men. He and his top management approved and implemented the recommendations of the company task force, which had obtained valuable input from the employees; monitored progress; and communicated that progress to employees through colorful brochures.</p>
Dial Corporation	<p>CEO has issued policy statements to all employees on EEO/Affirmative Action (AA) which indicate that the workplace must be fair and equitable to all employees, and that goals are not only legal requirements, but are linked to the dignity and value of each person, as well as to the business success of the company.</p> <p>All managers and supervisors are required to attend Civil Treatment for Managers, and all employees are required to attend the program entitled Optimizing Diversity, to ensure that all employees know Dial's guidelines and understand their responsibilities to the company and to each other.</p> <p>Does an extensive self-audit on an annual and on-going basis.</p>
Eastman Kodak	<p>CEO has committed that management will be held responsible for increasing the percentage of women, minorities, and non-</p>

	<p>U.S. Nationals as succession candidates to key positions.</p> <p>Managers are held accountable for achieving global performance expectations, including building and maintaining a diverse corporation, employee development, people leadership in building a performance-based culture that delivers business results, and achieving the commitment that 40% of the candidates for management positions will be drawn from women, minorities, and people of other cultures.</p>
Erie Insurance Group	<p>Company says it takes great pride in its EEO Policy, not only because it's grounded in Federal law, but because it mirrors Erie's organizational culture of service to their policy holders, agents, and fellow employees. Within the service policy is one of Erie's core values (i.e., to treat one another as one would wish to be treated). Some examples of the EEO Policy include: mandatory training every two years for all management and non-management employees, including on how to handle and report discrimination/harassment complaints; creating a ninety-day temporary placement/training pool to replace employees who have been displaced either technologically or medically; conducting a comprehensive four-part management training program for all Erie personnel; and utilizing alternate work schedules, flexible hours, job modification and work-at-home strategies to accommodate employees who have a medical condition or need to care for ill family members.</p>
Fannie Mae	<p>Highest management officials depict firm commitment to equal employment opportunity, and so state in employee handbook. President heads and chairs all meetings of a Diversity Advisory Council, including representatives from multitude of offices and employee support groups; corporate compliance with all EEO requirements is monitored; collection and maintenance of EEO/AA data is assured; goals are developed to achieve diversity at all levels; and efforts are made to maximize the corporation's ability to hire, retain, develop, and promote a diverse workforce. Office of Diversity is headed by a Vice President and reports directly to the President and Chief Operating Officer.</p>
International Business Machines (IBM)	<p>The company has determined that it is in its best business interest to have a workforce that looks like, understands, and appreciates its diverse customers, and can produce products that are needed by diverse clients. Its workforce diversity program is built on Equal Opportunity, Affirmative Action, and Work-Life Programs, which work to eliminate disadvantages, not to give anyone an advantage; and to help create an atmosphere conducive to the highest quality work in a workplace where all people feel comfortable and productive.</p> <p>Behavior that creates an intimidating or offensive environment will not be allowed.</p> <p>Goals, not quotas, are flexible, are set by job groups, and require good faith efforts of managers. In meeting the goals, candidates are selected from among the best qualified, in a</p>

	way that ensures that the best people possible are being hired.
MITRE	Senior managers continually express a commitment to diversity, communicate it to all employees through seminars on a variety of diversity issues, and include diversity efforts in the budgeting process in such areas as recruitment and hiring. The corporation works to be known as an active and dynamic EEO employer committed to effective affirmative action; and it supports organizations which are advocates for minorities, women, and individuals with disabilities.
Motorola	CEO leads by championing diversity/EEO/AA; by encouraging strong leadership from the heads of Motorola's major businesses and appropriate partnering by the Human Resources organizations; by monitoring progress; and by having his bonus and the bonus compensation of his executives tied to effective results. The CEO and Chief Operating Officer have diversified the Board of Directors; and "constant respect for people" and "uncompromising integrity" are key cornerstone beliefs of the company. CEO and President led effort to break the Glass Ceiling for women and minorities.
Northern States Power	NSP states it is committed to fully utilizing the talents and skills of all employees to be competitive in the changing utility industry. Has updated its Diversity Strategy, which was developed bottom-up, rather than top-down, to reach enhanced integration of diversity into business practices and ownership of goals and accomplishments down to site and individual level.
Pacific Telesis Group	Commitment to diversity is reflected in numerous strategies, programs, and processes, including the Telesis Management Institute to help managers, among other things, meet the specific needs of newly hired or promoted managers, persons of color, and women; and mandatory training for all newly hired and promoted managers, and for all middle managers and above on EEO/AA and sexual harassment prevention. A Joint Diversity Council, with membership from each of eight employee groups, meets regularly with senior managers to discuss and resolve issues.
PPG Industries	CEO has committed publicly to all employees worldwide his support for EEO, AA, and Diversity, and the importance of these in achieving PPG's key business objectives in 1997. He has directed each VP to set unique individual or organizational annual goals for enhancing the company's diversity efforts; and has personally reviewed these goals and progress toward their achievement. Many VPs in turn have instituted similar activities with their staffs. Management has identified key executive competencies to ensure continued success in the global marketplace, and they include the importance of valuing diversity, definitions of what that means, as well as the kinds of behaviors that characterize this competency area. Company leaders have included diversity goals in their accountability documents for 1996.

Price Waterhouse	<p>Chairman has reflected his commitment to the company's people, to diversity, and to equal opportunity in various communications to employees and managers. A National Diversity Council ensures that leaders focus on high-priority diversity issues, including work/family issues, and produce tangible results.</p> <p>Recognition and rewards program was revamped to reinforce and reward the encouraging of the advancement of women and people of color. To foster accountability, partners are evaluated on their success in actively fostering the careers of and retaining high performing women and minority staff.</p>
Procter and Gamble	<p>Chairman & CEO's commitment to diversity has been communicated widely within and outside the company because managing a strong diverse organization is right for business, is essential to achieving business goals and objectives, and is critical to achieving superior business results. The company manages diversity as it would any other key business strategy - establishing clear accountability and measuring results so that barriers are eliminated, and advancement of minorities and women into leadership positions shows continual and sustained improvement. An Executive Committee identifies and monitors progress of career plans of company's top development candidates, including minorities and women.</p> <p>Achievement of each organization's diversity goals are included in overall business results, assessments, and in personal performance reviews.</p> <p>For employees who have others reporting to them, their performance reviews also include assessments of their ability to develop people, including women and minorities.</p>
Rouse	<p>Indicates its commitment to full implementation of its EEO/AA policy is in its AA Plans and employee handbook, and is prominently displayed on bulletin boards throughout company. Under the direction of the President, meetings are held during the Spring and/or Summer of each year between the AA Officer, General Counsel, and heads of various corporate divisions to identify opportunities for recruiting, training, and promotion of minorities and women into upper management.</p>
Turner Construction	<p>EEO/AA programs are rooted in the company's values of its heritage - emphasis on quality and integrity, service to clients, and concern for each individual within the organization - and in the company's tradition of social responsibility and fair play.</p> <p>Company's programs have become models for the construction industry. Company strives to maintain an environment where all employees have the opportunity to reach their potential.</p>
United Illuminating	<p>Strongly committed to EEO/AA, and combines it with their corporate goals of energy conservation and service to the community.</p>
United	<p>Diversity Awareness initiative puts ownership for progress in</p>

Technologies Corporation	middle-management hands. Each company is expected to have an annual diversity strategic plan (significantly exceeding governmental requirements), which is monitored by Senior Management, reviewed annually by the Board of Directors, and displayed UTC-wide during the annual Diversity Forum.
Xerox Corporation	<p>The company indicates that it is an equal opportunity employer committed in policy and practice to recruit, hire, train, and promote, in all job classifications, without regard to race, color, religion, sex, age, national origin, citizenship status, marital status, sexual orientation or status as a veteran of the Vietnam era. Xerox also prohibits discrimination against persons because of their disability, including disabled veterans; and does not practice nor tolerate harassment of or retaliation against any employee or applicant on the basis of these characteristics, or because the individual exercised his or her EEO rights.</p> <p>Xerox views diversity as something more than a moral imperative or a business necessity; the company sees it as a business opportunity to bring many diverse backgrounds, fresh ideas, opinions, perspective, and creativity to the solving of real business problems, and gives the company a competitive advantage.</p>