

The

Alliance

Alliance of
WORK/LIFE
Professionals

SPECIAL
CONFERENCE
ISSUE



Robert Reich on
corporate
responsibility

Women in the
work-life agenda

Fun and networking
in Orlando

Breaking out:
highlights of 3
conference sessions

BPW/USA: the other
conference

Focus ON THE Future

by Stephanie Trapp, *Executive Director, AWLP*

Do you ever find yourself sitting at your desk wanting to turn to a colleague for advice about a project? And yet you know it would probably take twice as long to explain your work as it would just to muddle through on your own? At this point, you may well wish you could pick up the phone or e-mail someone who might have addressed a similar issue or who at least understands what you mean when you define yourself as a work/life professional.

We know that many of you face this situation in your organization, and rely on AWLP to bring you opportunities to connect with your colleagues. There is no better forum for doing this than the Annual Conference.

This year we have ramped up the conference's networking features by including more formal networking opportunities. The first networking event is the Wednesday night Opening Reception hosted in our Exhibit Hall. This event provides an excellent opportunity to connect with old friends and to learn about all the exciting new products and services in the work/life field. Additionally, we will have "Meet the Author" opportunities throughout this evening where you can connect with

Networking
Opportunities
To Abound at
AWLP's 7th Annual
Work/Life
Conference



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Conference**

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Editor's Note

by Robin Hardman

This quarter, *The Alliance* takes a break from our yearlong focus on time to explore a very specific time: February 26-28, 2003, when we look forward to seeing you at AWLP's 7th annual conference in Orlando. By way of enticing you, we've filled this issue with highlights and plans for the event. Remember, you can get a more complete picture—and register—by visiting awlp.org.

In the meantime, you'll find an excerpt from *I'll Be Short*, the provocative recent book by former secretary of labor and conference keynoter Robert Reich. You'll learn what to expect from a controversial plenary: "Women in the Work/life Agenda," and find highlights of three of the many available break-out options (look for the "Breaking Out" boxes sprinkled throughout this issue). You'll find details of networking opportunities as well as opportunities for plain old fun (after all, we're going to Disney World)! And don't miss the overview of plans for the BPW/USA conference, which follows immediately after the AWLP conference and is open to all AWLP conference attendees.

Finally, we received so many responses to the piece by Sylvia Ann Hewlett that we could not fit them in this newsletter. Look for them in an upcoming issue of our emailed publication, *The Watcher*. And please continue to respond to what you find in The Alliance. Send your comments to Robin Hardman: rhcommunications@nyc.rr.com

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The Benefits of Corporate Citizenship

By Robert Reich

Professor and former Secretary of Labor Robert Reich will be a keynote speaker at the Orlando conference. Following is an excerpt from his latest book, I'll Be Short.

There's growing evidence that good corporate citizenship enhances long-term profits. Consider, for example, family-friendly workplaces. Businesses that help their workers fulfill their family responsibilities—policies such as flexible work schedules, help with child care, and generous leave for family and medical reasons—reduce costly turnover and retain valued employees. Many firms already offer these amenities to their high-paid creative workers in order to better attract and retain them, although few such benefits are available further down the hierarchy. The Family and Medical Leave Act requires employers to give their workers up to twelve weeks unpaid leave for the birth of a child or to care for an ailing relative. Some companies are proving that they can go beyond the minimum the law requires—and can boost the bottom line at the same time.

Evidence shows that these kinds of commitments pay for themselves in improved employee morale and productivity. Employees at Johnson & Johnson missed 50 percent less work after flexible work arrangements were instituted. A division of another major corporation found that flexible work schedules reduced absenteeism by 30 percent.

The second way companies can be good citizens is by providing their workers with health care and pension benefits. Here, too, government has a role to play in setting minimum standards. But with millions of American workers lacking both health care and pension coverage, it is clear that businesses must do more than meet the bare minimum—and it's clear that top-flight companies can, and do. Starbucks, for example, has been widely recognized for its practice of extending full health insurance benefits and its 401(k) plan to its *part-time* workers.

Thirdly, businesses should invest in their “human capital”—in upgrading the skills of their workers—which are so critical to raising incomes, increasing productivity, and growing the economy.

One study has found that companies that introduced formal employee training programs experienced a 19 percent larger rise in productivity than firms that did not train their workers. Another shows that raising the average education of a workforce by one year helps them become as much as 12 percent more productive.

Some companies have received that message loud and clear. Granite Rock, a construction materials supplier in Watsonville, California, invests more than \$2,000 per employee annually in training—nearly thirteen times the industry average. Workers at Cin-Made, an Ohio firm that makes specialized packaging, receive extensive on-the-job training and additional pay for acquiring advanced skills. And Harley-Davidson, maker of the legendary motorcycles, has established an on-site learning center for its employees.

These investments in skills have paid off for each of these companies. Granite Rock has improved customer service and raised its productivity to 30 percent above the industry average. Cin-Made has seen its on-time deliveries increase by nearly a third. And, after some tough years, Harley-Davidson is back on top of the motorcycle market.

The fourth thing businesses can do is to work in partnership with their employees—giving them a greater voice in the enterprise and sharing the benefits of the good years, not just the burdens of the bad.

Consider this: A study by the Wyatt Company, a business management consultant firm, of 531 mostly large companies found that although three quarters of the companies had cut their payrolls in the economic downturn of the early nineties, most reported that the cuts had failed to achieve their expected results. Of the companies surveyed, earnings increased just for 46 percent of them; while 58 per-

“With millions of American workers lacking both health care and pension



coverage, it is clear that businesses must do more than meet the bare minimum—and it's clear that top-flight companies can, and do.”

“I’m confident that we’ll soon dismiss the extreme notion that business can prosper while the middle class withers and the civic culture decays.”

From *I’ll Be Short*,
by Robert Reich.
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Press, Boston.

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cent expected higher productivity, only 34 experienced it; while 61 percent sought to improve customer service, only 33 percent concluded that they’d achieved it.

And in another study, MIT researchers compared two groups of automobile factories that were similar in every respect except that in the first set, three practices—employee involvement, profit-sharing, and productivity gain-sharing—were followed; in the second, none. The study found that workers in the first set of factories manufactured vehicles eight hours faster, on average, than workers in the second, and with fewer defects per car.

Businesses can do a great deal more to reward their employees for abiding loyalty, dedication, and hard work—as many companies already have. Intel, for example, is known far and wide for its strong fringe benefits, deferred profit-sharing plan, and commitment to redeploying workers instead of laying them off.

After a fire destroyed Malden Mills in Lawrence, Massachusetts, in the mid-nineties, its owner, Aaron Feuerstein, could have given his workers pink slips and run off with a fat check from the insurance company. But Feuerstein rebuilt the factory and continued to pay his workers in the meantime. Malden Mills is still struggling, but its most valuable asset is its loyal and dedicated employees.

Here’s a final example, also from Massachusetts: Rather than resort to massive layoffs when profits fell off a cliff in 2001, Axcelis Technologies kept most of its people employed—using vacation days, volunteer furloughs, temporary shutdowns, and cuts in travel and nonessential items. At the depths of the recession, in February 2002, it even opened a new 140,000-square-foot semiconductor manufacturing demonstration facility. “Keeping people employed and continuing to invest will pay big dividends when the recession is over,” Mary Puma, Axcelis’s CEO, told me.

Perhaps the most telling stories of the year came out of New York. With massive layoffs throughout the city in the wake of the terrorist attacks, Eric Villency, president of the furniture chain Maurice Villency, pledged to retain all two hundred of his employees even though profits were down 10 percent. Southwest Airlines and Saturn Corporation also vowed to retain workers, even though their competitors in both airline and car industries have slashed payrolls. My betting is that these companies will do even better than

before, because their employees will be willing to go the extra mile for them.

The experience of many companies shows that allowing workers to share the gain as well as the pain, and giving them a genuine voice in the enterprise, is a successful strategy that pays big dividends over the long term. At times layoffs may be necessary, of course, but companies that treat their workers as assets to be developed rather than as costs to be cut use layoffs only as a last resort, and only after giving their employees every opportunity to find new, productive work.

Finally, responsible businesses can build partnerships with public schools in a coordinated strategy to help students most at risk in the new economy. Instead of starving public schools in communities where firms are headquartered—by demanding tax breaks from the community as a condition for coming and staying—businesses can collaborate with public schools to design and staff “apprenticeships” for jobs that would await students after graduation. Too often, high school students not bound for college are dumped into old-fashioned vocational-education classes that are little more than holding bins, irrelevant to real-world jobs. What students most need is technical training by skilled employees, within apprenticeship programs carefully designed to supplement classroom work.

Some cynics say that business leaders can’t be expected to care about the economic fate of their fellow Americans. They see Enron as an emblem for all of corporate America. I just don’t believe that. The idea that bad citizenship makes good business sense would be seen as bizarre by most Americans, including most business leaders, throughout most of our country’s history. Everybody remembers GM’s “Engine Charlie” Wilson’s creed that “what’s good for General Motors is good for America.” But we often forget the second part of that declaration—“And vice versa.” The common interest of corporation and culture was a matter of simple common sense to most business people, until recently. And I’m confident that we’ll soon dismiss the extreme notion that business can prosper while the middle class withers and the civic culture decays. We’ll return to the older view that corporations are, in a sense, citizens of our American community, that citizenship carried duties as well as rights, and that there is and must be an ethical basis to doing business in America.

Don't Miss the Membership Meeting—and a Chance to Fly Delta for Free!

Ever wonder how to get more involved with AWLP after the Conference? Looking for ways to network and keep in touch with the latest work/life developments? You won't want to miss the energy and excitement at this year's new and improved membership meeting, held 4:45 - 5:30 p.m. on Wednesday, February 26. Join us and you'll also earn a chance to win a round-trip ticket anywhere Delta flies in the continental U.S.!

Innovation Will Again Be Rewarded at 2003 Conference

Anticipation is building for the 2003 AWLP Innovative Excellence Awards. This year, in keeping with the conference's celebratory theme, the winners will be announced at a special awards ceremony to be held at Universal Studios. The ceremony and awards presentation will kick off the evening's gala event. (Don't worry—we know families will be attending, and the ceremony will be brief!) Come prepared to celebrate successes and congratulate the winners. Then visit Universal Studios, with its incredible array of rides, shows, movie sets and attractions.

There'll be an opportunity to catch up with award recipients and learn more about their innovative programs in the AWLP exhibit hall, where the winners will be highlighting their program information at a special booth. Stop by, ask questions, gather information, and meet new work/life colleagues. For questions about the Award or the application process, contact Tonya Rideout at (800) 874-9383.



ATTENDEES ENJOY THE OPENING NIGHT RECEPTION AT AWLP'S 2002 ANNUAL CONFERENCE IN SAN FRANCISCO.



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your favorite work/life authors and get your books personalized.

On Thursday we have organized a luncheon that offers a chance to meet folks in your region and make a special connection with your AWLP Regional Representative. This will ensure that you have work/life connections in your local area throughout the year.

Of course, a trip to Orlando would not be complete without a trip to at least one theme park. One of the key conference networking events will be the Thursday evening gala. Once again this year, you will have the opportunity to interact with others in the work/life field as we take you to the land of make-believe. This "Fantastic Evening Adventure" at Universal Studios will provide enjoyment for adults and kids alike. Hosted by Vivendi Universal and Bright Horizons Family Solutions, it will include roller coasters, *Spiderman* (the hottest ride in Orlando), and a DJ for you to dance off all those cotton candy calories.

Camp AWLP provides a great resource for conference attendees traveling with children of all ages. Through it, your children join others of similar ages for educational opportunities and fun! Presented by Bright Horizons Family Solutions, Disney Institute and Disney YES, this program was created to present a unique and entertaining environment for your child. Activities appropriate to each age group include hands-on experience and classroom learning on topics such as technology of the future, American History, drama/theater, science and even creating computerized animated stories. Additional information and program itinerary are available on the AWLP website at www.awlp.org.

Take advantage of the opportunities that await you and your family during AWLP's 7th Annual Work/Life Conference in Orlando, Florida. Now is the time to take charge of work/life and determine the future of this increasingly important field. Join us in sunny Orlando for an outstanding program!

For registration information, visit www.awlp.org.

During his conference keynote address, KPMG Chairman and CEO Gene O'Kelly will discuss the firm's Work Environment Initiative (WEI). The WEI is KPMG's long-term cultural change initiative which is driven by a network of Work Environment Action Councils. O'Kelly will highlight the progress to date, challenges identified and how results are measured.



Extend your learning

Registration at AWLP includes complementary registration at BPW's academic work/life conference

Each year, the annual AWLP conference is followed immediately by an academic conference sponsored by the Business and Professional Women's Foundation (BPW). Registrants in the AWLP conference are welcome to attend

most of the BPW conference at no extra charge—see page 7 for details. This year the BPW conference will be co-sponsored by the Community, Families and Work Program at Brandeis University. Its title is “From 9-to-5 to 24/7: How Workplace Changes Impact Families, Work, and Communities.”

The 2003 BPW/Brandeis work-family research conference focuses on how families, communities, and the workplace, itself, are addressing changes resulting from the shift from a 9-to-5 world to a

24/7 global economy. Conference sessions will highlight research that encompasses single parent and two-earner families working nonstandard schedules. They will explore how the 24/7 economy has facilitated or hindered the ability of families to manage their work and family responsibilities and how communities are responding to these changes.

Setting the stage for these discussions is the opening plenary session: “From 9-to-5 to 24/7” with Jody Heymann, M.D., Ph.D., author of *The Widening Gap: Why America's Working Families are in Jeopardy and What Can be Done About It*, and Harriet Presser, author of “Toward a 24-Hour Economy,” (*Science*, 1999). Conference sessions will go on to examine workplace changes resulting from globalization, increased business travel, and alternative work schedules including shift-work, telecommuting, and contingent employment. Workplace concerns, including family leave policy, and changing demographics such as the aging workforce, delayed parenting and the sandwich generation will also be addressed.

Research on the role of the community will be explored in a plenary session examining community from a geographic, international and family-friendly perspective. Other sessions delve further into the community's role through such topics as non-standard hour child care, after-school programs, residential choice, daily travel concerns and parental support networks.

This year's AWLP conference chair, Bob Drago, will address the economic perspective in a multi-disciplinary plenary session examining the contributions and limitations of psychological, sociological and economic approaches to understanding and addressing changes in work, life

SHARING KNOWLEDGE, EXPANDING HORIZONS:

Why BPW/USA and AWLP Come Together in Orlando

By Jane Smith, CEO of BPW/USA

I am very pleased that Business and Professional Women/USA (BPW/USA) will once again be sponsoring a research conference on work and family that will take place immediately following the AWLP annual conference.

Business and Professional Women/USA, founded in 1919, promotes equity for all women in the workplace through advocacy, education and information. With 30,000 members in 1,600 Local Organizations represented in every congressional district in the country,

BPW/USA includes women and men of every age, race, religion, political party and socio-economic background. BPW/USA sponsors conferences, events, and programs that benefit local communities, aid in the personal and professional development of young women, and raise awareness of issues affecting workingwomen.

For almost a decade now, BPW has sponsored research conferences on work and family that have brought leading scholars together from around the world. A year ago, we initiated a partnership with AWLP to co-locate our meetings and hold joint events. This arrangement makes it possible for AWLP members to learn about cutting-edge research, and for academic researchers to form stronger relationships with corporate practitioners and consultants. BPW believes in the value of research and is continuing to invest in promoting and distributing new knowledge. We are pleased to be able to do so in partnership with AWLP.



The BPW/Brandeis conference will run from noon Friday, February 28 through the end of the day Saturday, March 1. The cost of registration for the BPW conference is included in the cost of registration for the AWLP conference (not including the network lunch, which is an additional \$35). Please note meals are not included in the BPW/Brandeis conference. BPW conference registrants are invited to attend the final session of the AWLP conference at no extra charge.

and community. Other conference sessions will explore research on leave policies, welfare-to-work programs, employment law, unions, and state and federal policies. Throughout, the conference will take a cross-cultural perspective, especially when addressing topics such as child and elder care needs and paid and unpaid caregiving.

BPW and Brandeis invite AWLP conference participants to attend a networking luncheon from 12:30-1:15 PM on Friday, February 28 to meet and discuss work-family issues with the researchers.

Women and the Work/Life Agenda

A Plenary Goes Where Few (Work/life Professionals) Have Dared

By Bob Drago, 2003 AWLP Conference Chair

Over the years, work/life professionals have often struggled to broaden the field beyond women's issues. Yet the perception remains widespread that work/life programs, whether they focus on dependent care, work hours, or workplace amenities, exist mainly to benefit women. Buried somewhere in this discussion is the question of how the field of work/life is linked to efforts to achieve equality for women in the workplace.

For this plenary at the 2003 AWLP conference, we will hear from four women who together bring us nearly a century of experience in the battle for women's equality in the home, in the government, and in the workplace.

Ellen Bravo is the co-director of 9to5, the National Organization for Working Women. She co-authored *The 9to5 Guide to Combating Sexual Harassment*, in which she addresses a topic that seems to take us far beyond questions of work/life, yet is relevant to many who work in the field. She also authored *The Job-Family Challenge: Not for Women Only*, a book that provides advice for women (and men) who are striving to reduce work-family conflicts by organizing both in the workplace and in the home. This book was described by Rosabeth Moss Kanter as "a guide to the enlightened workplace of the future."

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Breaking Out Getting the Message Out

AWLP Conference Session

What is the most important element of successful work/life programs? Communication, Communication, Communication

PRESENTERS:

Karen Peterson, President,
BlueStreak Communications

Thomas Welch, Marketing
Specialist, Mayo Clinic

Ellen Corrigan, Director of
Marketing Services, Knowledge
Beginnings

Moderator: **Stephanie Trapp**

So you have spent six months doing a needs assessment, another three months building a business case, another four months selling your programs and policy to the organization leadership and yet another seven months building the capacity and funding for the program. And no one is coming to your work/life party. What now?

This session is designed to give concrete ideas and tools on communicating to your audience. Internal communications experts will reveal trade secrets to help you effectively market your programs to employees, including tips on communications strategies and branding. Thomas Welch, of the Mayo Clinic and Ellen Corrigan, of Knowledge Beginnings, will share the story of their successful collaboration to assess needs, partner strategically, brand a work/life program and communicate a new program.

Bravo recently co-authored the report “Keeping Jobs and Raising Families in Low-Income America: It Just Doesn’t Work.” To research this report she asked low-income parents, their employers, and their children’s teachers how they balance work and family commitments. Her conclusion is that we need to do more, and that the government will have to pitch in with the funding if we are to help all American families.



Joan Williams



Heidi Hartmann

Heidi Hartmann is president and CEO of the Institute for Women’s Policy Research (IWPR). She holds a Ph.D. in economics from Yale, and is a recipient of a MacArthur fellowship, also known as the “genius award.” She has fought tirelessly in the academy, the press, and in testimony and reports for Congress to

defend and extend the rights of women. Hartmann is an unabashed feminist and leftist, who believes that if we leave

the world to big business and to men, our economy will leave women and children powerless and poor. Her recent work includes efforts to save social security from privatization and research in support of paid family and medical leave. In 2002 alone, Hartmann led IWPR to produce research showing that half of all single

mothers receiving welfare benefits have children with disabilities, that the Bush administration’s marriage proposals will be less effective than education for low-income parents, and that the election of women to national office has indeed resulted in more children- and women-friendly policies.

Joan Williams holds a J.D. from Harvard Law School and is on the faculty of the Washington College of Law at American University. She is most well-known for her book, *Unbending Gender:*

Why Work and Family Conflict and What to Do About It. Williams argues that discrimination against women is less obvious today than in the past. Much of today’s discrimination is directed against parents, and women tend to take the brunt of these penalties because the home is still so unequal. Among her more controversial claims is the argument that

Breaking Out Benefiting Adoptive Parents

AWLP Conference Session

Adoption Benefits Are Good Business

PRESENTERS:

Andrea Moselle, Senior Manager of Work/Life, AstraZeneca

Mady Prowler, Assistant Director of Communications, National Adoption Center

Adam Pertman, journalist and author of *Adoption Nation: How the Adoption Revolution is Transforming America*

Moderator: **Bob Drago**

Adoption is a wonderful way to build a family. But the adoption process demands time and money and creates stress that can affect job performance. By offering adoption benefits, companies can ease the burden, maintain productivity and provide equity for all employees creating families, whether through birth or adoption. And since less than one half of one percent of any employee population takes advantage of adoption benefits in the course of a year, it costs employers very little to enhance their image as family-friendly.

AstraZeneca, the pharmaceuticals company whose work/life program is managed by Andrea Moselle, has an outstanding adoption benefits policy, including seven weeks of paid leave and a \$5,000 reimbursement. Adam Pertman’s book, *Adoption Nation*, has been called “the most important book ever written on the subject,” and Pertman has been nominated for a Pulitzer Prize for his writing on adoption for the Boston Globe. Mady Prowler is program manager for the National Center for Adoption’s Adoption and the Workplace Project, where she oversees the adoption benefits program.

This lively and interesting discussion will tell you what companies are doing and what more they can do, with case studies of families who have received adoption benefits and findings from employers who have implemented benefits plans, as well as plenty of time for questions. You’ll also receive *The Employer’s Guide to Adoption Benefits*, *Forgotten Families* (a research study on paid leave for adoption), and an Advocacy guidebook.

Parenting Teens: What Work/Life Programs Can do to Help

PRESENTERS:

Laura Kellison Wallace, MSW,
Supervisor of Work/Life Programs,
SAS Institute

Rae Simpson, Ph.D., Program
Director, Parenting Education and
Research, MIT

“When parents show up at my office with that ‘deer-in-the-headlights’ look, it generally means their child is either a toddler or a teenager,” says Laura Kellison Wallace, Supervisor of Work/Life Programs for SAS Institute.

And as the youngish employees at this high-tech company have aged, SAS has gradually expanded its highly-regarded work/life programs and policies to address the older of these two tough ages: adolescence. Recently, Wallace partnered with a private high school in the community to run a yearlong series of programs on parenting teenagers. Using as a basis the groundbreaking report, *Raising Teens: A Synthesis of Research and a Foundation for Action*, the company and the school created a program of seminars, video-showings, book discounts, handouts and a support group for employees and school parents. Over the months the program focused, one at a time, on the five basic tenets of raising an adolescent, as described in this report.

Parenting Teens: What Work/Life Programs Can do to Help pairs Wallace with Rae Simpson, the MIT researcher who authored this comprehensive report, for an informative session on the fundamentals of parenting teenagers and some of the low or no-cost ways companies can assist their employees at a most challenging—and frequently overlooked—time.

existing U.S. law makes discrimination against parents illegal. Williams argues that feminists and work/life specialists need to make their fields more friendly to children, and to expect more from men.

Williams directs the Project for Attorney Retention, an effort to promote reduced work hours for lawyers. Along with Nancy Segal, she recently authored “The New Glass Ceiling: Mothers – and Fathers – Sue for Discrimination.” This report documents legal cases resting upon the claim that discrimination against parents by employers is illegal.

Moderating this thought-provoking group will be **Jane E. Smith**, CEO of Business and Professional Women/USA, a 30,000-member leading advocacy organization for working women. Dr. Smith oversees the management of the organization’s National Headquarters, including the National Federation, the Foundation, the Political Action Committee, and *Business Woman Magazine*. She previ-

ously served as President and CEO of the National Council of Negro Women.

Each of the women in this stimulating plenary epitomizes the best in activism and scholarship, and each has generated substantial public controversy over her strong views concerning the direction we should move as a society.

These women’s perspectives will challenge many of us as work/life professionals to reexamine how we view the field. Is it an accident that most work/life professionals are women, or that most employees who use work/life policies are women? Should we hide these facts? Should we take a confrontational or cooperative approach to changing our organizations? Should we be involved in the politics of welfare reform and paid family leave? And should we expand our view of work/life to encompass the poor, the aged, and women and families of color?

Whatever your conclusions, you’ll find plenty to ponder in this stimulating and important session. Join us!

Designing the Future

AWLP’s 7th Annual

Work/Life Conference

February 26-28, 2003

Orlando, Florida

Disney’s Coronado Springs Resort

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