

Mr. PELL. Mr. President, I thank my friend and colleague from Illinois very much indeed.

#### INVEST IN EDUCATION

Mr. PELL. Mr. President, as we review all options for reducing Federal expenditures, I am very much of the mind that we should not reduce Federal education assistance. In my opinion, education is an investment in our people and in the future strength and health of our Nation. This is particularly true for programs that are targeted to enhance the educational opportunities of those citizens who need our help the most.

It is without doubt that every aspect of our lives depends upon a well-educated citizenry. I fear that cutbacks in Federal education aid diminish achieving that goal, and weaken our ability to retain our leadership in the world marketplace.

As we debate this rescission bill, however, it is also important that we keep things in perspective. While I regret some of the cutbacks that are part of the package under consideration, it is only fair that we acknowledge that the legislation before us is far better than that so recently approved by the House. In education, for example, the cutbacks are a full \$1 billion less than those in the House bill.

In many areas, there is very good news. There are, for example, no cuts in student aid, no reduction in Pell grants, no cutbacks in campus-based aid, and no curtailment of funding for the SSIG Program.

Aid for the vitally important Dropout Prevention Program is continued. Cutbacks in safe and drug-free schools are a full 80 percent less than those in the House-passed bill. There are few, if any, cutbacks in literacy programs that reach out to help those in need of these services. Cuts in library services and construction are very small. And, funds are provided for a new and very important program of aid in civics and economic education exchanges with the emerging democracies of Eastern Europe and the former Soviet Union.

Thus, while I may have differences on some of the cutbacks contained in this legislation, I find I can support a majority of the provisions with considerable enthusiasm. I believe we must look carefully at the details of this bill. While some provisions could be improved, most are quite encouraging. I want, therefore, to commend Chairman HATFIELD, the members of the Appropriations Committee, and especially their staff for the very long, hard, and thoughtful work they have put into this legislation.

#### CHANGE OF VOTE

The PRESIDING OFFICER. The Senator from Hawaii is recognized.

Mr. AKAKA. I thank the Chair.

Mr. President, I wish to make this request.

On rollcall No. 124, I voted "yea". It was my intention to vote "nay". Therefore, I ask unanimous consent that I be permitted to change my vote. This will in no way change the outcome of the vote.

The PRESIDING OFFICER. Without objection, it is so ordered.

Mr. AKAKA. I thank the Chair.

The PRESIDING OFFICER. The Senator from Illinois, Senator MOSELEY-BRAUN.

Ms. MOSELEY-BRAUN. Mr. President, thank you.

#### AFFIRMATIVE ACTION

Ms. MOSELEY-BRAUN. Mr. President, I rise to speak about a subject that has taken a lot of time and attention, particularly in these days, which goes I think to the heart of the American dream and the future that we face as a nation. That subject, of course, is affirmative action.

Mr. President, if I could withhold for just 1 second, please.

Mr. President, I suggest the absence of a quorum.

The PRESIDING OFFICER. The clerk will call the roll.

The assistant legislative clerk proceeded to call the roll.

Ms. MOSELEY-BRAUN. Mr. President, I ask unanimous consent that the order for the quorum call be rescinded.

The PRESIDING OFFICER. Without objection, it is so ordered.

Ms. MOSELEY-BRAUN. Mr. President, thank you for your patience and indulgence.

Mr. President, I rise this evening to speak about affirmative action. There has been a great deal of discussion about affirmative action lately. Unfortunately, too little of that discussion has focused on the facts. Affirmative action is about working people, about middle-class families, and about jobs.

It is about the basic right of all Americans to have access to education, to have the opportunity to get a good job, to have the opportunity to be promoted when they work hard—to do better than their parents did. It is, quite simply, about ensuring fundamental economic fairness for all our citizens.

We have come a long way in ensuring that economic opportunity exists for all Americans; yet much work remains to be done. That is why it would be extremely shortsighted at this point in time for the Senate to retreat on affirmative action. Before we act, we must consider all of the facts.

We cannot allow cynical political games to be played with an issue of this much importance. And we cannot allow ourselves to fall prey to attempts to make affirmative action a debate about race. It is not. What affirmative action is really about is fundamental fairness. It is about whether each of us will be allowed to fully participate in society, regardless of our gender or race, or will instead be held back by conditions that have nothing to do with merit, or talents and abilities. It

is a debate that lies at the core of our national economic competitiveness.

#### THE TRUTH ABOUT AFFIRMATIVE ACTION

Mr. President, if we consider all the facts, it is abundantly clear that affirmative action is about equal economic opportunity, not just for minorities, but for women as well. It is about providing a chance to compete for those who may still be limited by a glass ceiling or artificial barriers to participation in our economy. In addition, affirmative action is now a business imperative for our country. In spite of the rhetoric and myths surrounding this concept, the truth is that every American stands to benefit when each citizen is given a chance to contribute to the maximum extent of his or her ability.

Our work force is changed. Our country has moved in the direction of making the American dream of opportunity a dream that is open to all Americans. Affirmative action has played a major role in opening up doors and providing opportunity for the millions of people who did not have a chance to participate in the full range of economic activities this country has to offer. And our society has benefitted as a result.

In 1964, when the first Executive order on affirmative action was issued, there were approximately 74 million working Americans. By last year, that number had grown to just over 123 million. In other words, since 1964, our economy has created 50 million new jobs. Although women and minorities entered the work force in unprecedented numbers, these new jobs were not created by taking away jobs held by men. Rather, they were created by making use of the talents that a diverse work force brings to our economy, and using those talents to help create new economic growth and more, new jobs. Affirmative action is not about taking away opportunity but about creating it.

I would like to take a moment to review the experience working women have had with affirmative action. Because many employers made a commitment to fostering diversity, women made significant inroads into professions that had previously been off limits to them. In 1972, women comprised a mere 3 percent of architects. By 1993, that number had climbed to 18.6 percent. In 1972, women were 10 percent of all physicians, but by 1993, that number had grown to 22 percent. In 1972, women made only 4 percent of all lawyers, a number that grew to 23 percent by 1993. And, I might add, this is despite the fact that the Supreme Court, in *Bradwell versus Illinois*, once upheld a decision by my home State to deny an eminently qualified woman, Myra Bradwell, the right to practice law, solely on the basis of her gender.

Women have made equally significant gains in the science fields. In 1972, women comprised a dismal 0.8 percent of all engineers—less than 1 percent! But by 1993, that number had grown to 8.6 percent. In chemistry, women's

share of the jobs grew from 10 percent in 1972 to almost 30 percent in 1993.

In 1972, there were so few female airline pilots that the Department of Labor did not even bother to keep track. By 1993, women were 4 percent of airline pilots—a gain worth celebrating, although there is clearly still a long way to go. In the advertising profession, women went from 22 percent of the work force in 1972, to 50 percent in 1993—almost equal their percentage of the population. And the good news does not stop there. Women hold 42 percent of college teaching positions, compared to 28 percent in 1972.

Even more importantly, a rapidly growing number of women now own their own businesses—they are the bosses! During a recent 5-year period, the number of women-owned businesses increased by 58 percent, four times the rate of growth for all businesses. And during that same period, the revenues for women-owned businesses nearly tripled to over \$275 billion. The number of women-owned manufacturing businesses more than doubled in that 5-year period, and the revenues of those businesses increased almost six-fold over those 5 years.

I could go on—and in the coming weeks and months, I will. But today, I simply want to underscore that the achievements working women have made, would not have occurred without a commitment by employers' to seek out, and to foster, diversity. Affirmative action is at the heart of that commitment.

#### AFRICAN-AMERICAN MEN STILL MOST IN NEED

Mr. President, it is also worth pointing out—when we discuss the progress that women have made—that African-Americans in general, and African-American men in particular, have benefitted the least of any group from affirmative action. When you say the words, "affirmative action," many people automatically think of a black man as the beneficiary.

Consider this: Median annual earnings for African-American men have actually shown little or no improvement over the past two decades compared to white men. In 1975, black men earned 74.3 percent of what white males did. In 1985, that figure was 69.7 percent, a drop of almost 5 percent points. In 1993, that figure was back up to 74 percent—but still lower than the 1975 level.

In 1979, 99.1 percent of senior level male employees were white, while 0.2 percent were black. In 1989, the figure for white males had declined slightly to 96.9 percent, while blacks has risen to 0.6 percent—still less than 1 percent.

Unfortunately, the lack of progress by black men applies across the board, regardless of qualifications or education level. And the fact remains that, for black men, professional degrees do not necessarily close the earnings gap: African-American men with professional degrees earn 79 percent of the amount earned by white males who hold the same degree, and who are in the same job category.

And finally, a Wall Street Journal study showed that in the 1990-91 recession, black men were the only group that suffered a net employment loss. They suffered job losses in 36 States, and in 6 of the 9 major industries. They held 59,479 fewer jobs at the end of the recession than they had held at the beginning. I could go on citing statistics. But what these numbers tell us is that, despite the claims of affirmative action opponents, black men are not taking all of the jobs that were formerly held by white men.

This group—black men—is the segment of the population that has faced the most persistent discrimination, that has encountered the toughest problems, and has had the longest road to travel. Without our past efforts to create equal opportunity, black men might be much worse off; at the very least, this is not the time to compound the problem.

The fact remains that, while white men are approximately one-third of the population, they comprise 80 percent of the Congress, hold four-fifths of tenured positions at colleges and universities, constitute 95 percent of Fortune 500 companies' senior managers and 99.9 percent of professional athletic team owners, and have been 100 percent of U.S. Presidents. In addition, an examination of historical unemployment tables debunks the myth that jobs are going to black men at the expense of white males. The fact is that unemployment rates for white males have remained relatively steady, while unemployment rates for black males have increased. In 1972, unemployment among white males was 5.1 percent, compared to 10.4 percent for black males. In 1994, the unemployment level for white males was 5.3 percent, a slight increase of +0.2 percentage points from 1972. In contrast, the 1994 unemployment rate for black males was 11.5 percent, an increase of +1.1 percentage points. Again, in spite of affirmative action, the facts show that white men are not losing jobs to black men.

I cite the numbers because it is important, I think, to debunk the notion that affirmative action is a zero sum game that pits one group of Americans against another, and may be seen as a basis for dividing us to whatever degree is necessary. This is why this debate is so important and why we have to communicate the truth about affirmative action to the people. As my mother used to say, we may be as different as the five fingers are, but we are all parts of one hand. We need each other and the benefits that our diversity provides. To allow affirmative action to be reduced to a them versus us conflict allows a short-sighted political game to obscure our common long term interests.

The fact is, as Americans, we are all in this together, and we all have a tremendous challenge to face together in this time of change in the world, and in our country. Affirmative action ought

to be the focus of our collective efforts to make things better for everyone—it ought to be part of a great debate about the direction we must take—together—to address the critical economic and social issues of our time.

We have a significant economic agenda to tackle. We need to continue our work toward balancing the budget, toward restoring fiscal responsibility to the Federal Government, and toward ensuring that our children—and their children—will not be saddled with a legacy of debt. We need to create jobs. We need to ensure that every American who is able to work, can work. We need to ensure that our children are sent to learn in schools that are not hazardous to their health, and that will prepare them to compete in today's global marketplace.

If there is any objective that should command complete American consensus, it is ensuring that every American has the chance to succeed—and that, in the final analysis, is what affirmative action is all about. No issue is more critical to our country, and no issue is more critical to Me. Nothing makes a bigger difference in a person's life than opening up opportunities. Certainly, nothing has made a bigger difference in my life—and nothing has had a more positive impact on the economic well-being of our Nation.

#### NO QUOTAS OR PREFERENCES—AND MERIT DOES MATTER

The fact is that the successes in the economy that women and minority men have achieved over these past three decades since the first affirmative action executive order by President Johnson have not been due to quotas.

The quota debate is a fake. It is a fraud. It is an attempt to reduce affirmative action to an absurdity that serves only to pander to negative emotions. It is a myth that only those who either do not know or do not care about the truth would even discuss in the context of affirmative action. Quota is often the buzz-word of choice used by those who prefer myth to truth, and who want to create fear from insecurity and confusion. When we speak of affirmative action, we are talking about a range of activities calculated to support opportunity and diversity in the workplace and in our economy. We are talking about goals and timetables, not quotas. What goals do is encourage employers to look at their workforce, to consider if women and minorities are underrepresented and—if they are—to try and correct the situation. Goals are flexible, temporary, and are instruments of inclusion. There are no legal penalties if employers make good faith efforts, but are unable to comply with their goals or timetables.

The perspective of affirmative action is actually the opposite—the reverse—

of the quota perspective. The quota argument suggests that one look at numbers before the fact to limit opportunity for some. Affirmative action, on the other hand, looks at numbers after the fact, to observe the effects of diversity in the workplace. The two concepts are simply incompatible. Affirmative action does not tell employers they have to hire 12.5 women, or 2.5 native Americans—or that they have to follow any inflexible numeric formula. Instead it provides a benchmark for diversity, a progress report, if you will, to help decisionmakers, employees, identify whether impairments to opportunity have been adequately addressed and removed. In fact, arguably since the 1978 case of Regents of the University of California versus Bakke, and definitively since the case of City of Richmond versus J.A. Croson Co., the use of quotas by State and local governments, or educational institutions, have been held by the Supreme Court to violate the equal protection clause of the constitution. There are exceptions, of course, for cases involving prior, positive and systemic discrimination, and the court has applied slightly different standards to the Federal Government.

In addition, the Equal Employment Opportunity Commission's guidelines governing voluntary affirmative action provide that in order to be valid, voluntary affirmative action programs must comply with a number of guidelines. First, they must be adopted to break down patterns of racial segregation, and to expand employment opportunities to those who have traditionally been barred from certain occupations or positions. In addition, the plans cannot unnecessarily trample the rights of those who were not targeted, usually non-minorities or men. Finally, plans can only seek to hire qualified individuals, and they must be flexible. So clearly, if any individual feels they were not hired due to an explicit quota provided for a minority or a woman, they can bring suit for a violation of equal protection.

As a benchmark for diversity, affirmative action must always be fair action. The concept of fairness in education and employment particularly rests on fundamentals relating to merit, to competence, to qualifications. No on benefits, not the community in general, the company, nor the individuals involved, if unqualified people displace qualified ones. But that is not what affirmative action is supposed to do.

It is never fair to promote an unqualified individual at the expense of a qualified individual, which is why affirmative action does not require that employers do so. To require that a person be hired or promoted, solely on the basis of their gender or race, not their competence, is exactly the type of discrimination affirmative action seeks to end.

Instead, affirmative action encourages employers or educators to seek

out all qualified applicants, regardless of their gender or race. There are a number of workplace practices—word of mouth recruiting, job requirements unrelated to actual duties, et cetera—that can have the effect of limiting a hiring or promotion pool, whether intentional or not. Affirmative action works to ensure this does not occur, by reaching out to qualified minorities and women.

In addition, affirmative action helps ensure that job requirements fit the job. Under affirmative action, employers are no longer allowed to establish irrelevant criteria that applicants must fulfill before being considered for hiring or promotion—requirements that may work to exclude otherwise qualified individuals.

NOT TO SAY THAT PROGRAMS SHOULD NOT BE REVIEWED

There have been suggestions that our existing affirmative action programs must be reviewed, and I agree; no program should ever be immune to review. However, a review cannot mean a retreat from the proposition of equal opportunity for all. I am confident that any review of affirmative action will show what the Nation's major employers already know: Affirmative action is good for the community, good for companies, good for working people, and good for the country.

THIS IS IMPORTANT, BECAUSE AFFIRMATIVE ACTION IS GOOD BUSINESS

Mr. President, I do not think that our current debate over affirmative action could have come at a more ironic time. The Department of Labor just recently issued its fact finding report on the existence of the "glass ceiling"—those invisible, yet very real barriers that continue to confront women and minorities as they attempt to participate in the work force. The Glass Ceiling Report reviews in great detail the barriers to participation that fall short of overt exclusion but which still operate to limit the full participation of women and minorities in our economy. It clearly identifies the relevance of diversity in the workplace. Most important, it is a compelling endorsement of the value of affirmative action.

The foundation for the report was a document prepared by the Department of Labor—which helped publicize the glass ceiling phenomenon. As our distinguished majority leader, Senator ROBERT DOLE, stated at that time, the report has confirmed what many of us have suspected all along—the existence of invisible, artificial barriers blocking women and minorities from advancing up the corporate ladder to management and executive level positions \* \* \* the issue boils down to ensuring equal access and equal opportunity \* \* \* these principles are fundamental to the establishment of this great Nation, and the cornerstone of what other nations and other people consider unique to the United States—namely, the possibility for everyone to go as far as their talents and hard work will take them.

Congress created the Glass Ceiling Commission as part of the Civil Rights

Act of 1991. The commission, comprised of 21 members, was charged with conducting a study and preparing recommendations on "eliminating artificial barriers to the advancement of women and minorities."

The current attack on affirmative action coincides, almost exactly, with the release of the commission's fact-finding report, entitled "Good for Business: Making Full Use of the Nation's Human Capital." It is also, however, fortuitous, for the commission's report provides those of us in Congress, who will soon be debating the future of affirmative action, with two fundamental truths: the first of these truths is that, though we have come far since Lyndon Johnson issued Executive Order No. 11246, there is still much progress yet to be made. The United States still fails to utilize the talents and resources of far too great a percentage of its population in far too many industries.

The second truth is that, if progress is not made, it will not be just minorities and women who suffer, but the community as a whole. Affirmative action is about far more than just equal opportunity—it is about our economic prosperity. It is about access to education and jobs for working people, for middle class families, and for our children. Indeed, a recent Washington Post article entitled "Affirmative Action's Corporate Converts," documented this fact. In the article, the chairman of Mobil Corporation, Mr. Lucio A. Noto, summed up the view of many employers: "I have never felt a burden from affirmative action, because it is a business imperative for us."

HOW FAR WE HAVE TO GO

The overview of the Glass Ceiling Commission's fact finding report begins: corporate leaders surveyed, women and minorities who participated in focus groups, researchers, and government officials all agree that a glass ceiling exists, and that it operates substantially to exclude minorities and women from the top levels of management. This statement is underscored by a wealth of detailed factual information, which illustrates this conclusion in no uncertain terms. Take, for example, a survey of senior level managers of Fortune 1000 industrial companies and Fortune 500 service industries, which established that 95 to 97 percent of senior managers—vice-president and above—are white men.

Or, the report's finding that—

Despite identical education attainment, ambition, and commitment to career, men still progress faster than women. A 1990 Business Week study of 3,664 business school graduates found that a woman with an MBA from one of the top 20 business schools earned an average of \$54,749 in her first year after graduation, while a comparable man earned \$61,400—12 percent more.

And the problems are not limited to the business world. While women hold over 4 in every 10 college teaching

jobs—more than 40 percent—they only hold 11 percent of tenured positions.

The Glass Ceiling Commission's report makes it clear what the problem is. It is not a "women's problem." It is not a problem related to any lack of ability on the part of women or minorities. It is a problem going to the heart of the American dream—whether the workforce is for some Americans, or for all Americans.

The report concluded, after years of research, that there are two major impediments to full participation by women and minorities:

First, the prejudices and stereotypes of many white male middle managers, and;

Second, the need for greater efforts by many corporate CEO's—who have made an initial commitment to diversity and expanded economic opportunity—to fully translate those words into realities.

The sub-heading on a recent New York Times article by reporter Peter T. Kilborn, which detailed the commission's findings, highlights the problems presented by stereotyping. The heading reads: "Report Finds Prejudices Block Progress of Women and Minorities." And the story goes on to depict the barriers that, unfortunately, still must be overcome by women and minorities seeking to climb the corporate ladder. Kilborn writes:

In exploring the demography of American upper management, a Government commission Wednesday put its official stamp on what many people have suspected all along: important barriers to the progress of women and minorities are the entrenched stereotypes and prejudices of white men. Women, the report of the Federal Glass Ceiling Commission said, are perceived by white males as not tough enough and unable or unwilling to relocate. Black men? Undisciplined, always late. Hispanic men are deemed heavy drinkers and drug users who don't want to work—except for Cubans, who are brave exiles from communism. Asians? More equipped for technical than people-oriented work. And, the report said, white males believe that none of these folks play golf.

Never mind that women's attendance records are better than men's, discounting maternity leaves; that Hispanic Americans work longer than the non-hispanic white men putting them down, or that American management is impressed enough by Asian management that it often apes it.

The Glass Ceiling report speaks to some of the reasons for this persistent bias. Too many white male middle managers still allow false myths obscure their vision. They are still unable to see the benefits of making full use of the talents of women and minorities.

The problem we face now—the problem of persistent bias—is different than the blatant, officially sponsored discrimination faced in the 1950's and 1960's, but it is no less real. It is certainly no less harmful to those who are not considered for a job, or a loan, or a Government contract. And it is most definitely no less worthy of congressional action than the official discrimination that Congress addressed in the 1960's.

Most of us can remember the time in our country when women who worked outside the home had to face official barriers to their participation in the labor force. Or when black and other minorities were denied employment or other economic opportunity solely because of their color. Legislation such as the Civil Rights Act of 1964, which was designed to provide equality of employment and educational opportunities, or the Civil Rights Act of 1968, which sought to provide fair housing laws, has gone a long way toward striking down those official barriers.

But the unofficial ones still remain. It is as though the hurdles have been taken off the track, but the ruts have not yet been removed for women and minorities who seeks to participate in the economy of our country. President Johnson made the point eloquently when he issued Executive Order 11246, which requires that all employers with Federal contracts in excess of \$50,000 file affirmative action plans with the Government. Under that order, which is the foundation of affirmative action, the plans must include goals and timetables—not quotas—for the hiring of minorities and women, and employers are required to make good faith efforts to comply with the plans. President Johnson stated when signing the order:

Freedom is not enough. You do not wipe away the scars of centuries by saying: Now, you are free to go where you want, do as you desire, and choose the leaders you please. You do not take a man who, for years has been hobbled by chains, liberate him, bring him to the starting line of a race, saying "you are free to compete with all the others," and still justly believe you have been completely fair. Thus it is not enough to open the gates of opportunity. . . . we seek not just equality as a right . . . but equality as a fact and as a result.

The progress we have made in opening up opportunity is no cause for resting on our laurels—the end of discrimination did not mean the beginning of inclusion.

We still have a long way to go to eliminate the persistent bias which creates barriers to the full participation—and the complete contributions—all of our people have to give. It stands to reason that, if we create conditions that allow our Nation to tap the talents of 100 percent of our people, we will be better off than if we can only tap the talents of half.

And that is the conclusion of the report just issued by the Glass Ceiling Commission, a conclusion which is expressed in the report's title: "good for business—making full use of the Nation's human capital." Simply stated, the conclusion reached was that:

Increasing numbers of corporate leaders recognize that Glass Ceilings and exclusion of members of groups other than white non-Hispanic males are bad for business because of recent dramatic shifts in three areas that are fundamental to business survival: changes in the demographics of the labor force, changes in the demographics of the national consumer markets, and the rapid globalization of the marketplace.

These shifts—changes in the demographics of the labor force, changes in

the demographics of the national consumer markets, and rapid globalization of the marketplace—highlight why a retreat from affirmative action will hurt us all.

The Washington Post article, previously quoted, underscores that point. The article points out that the opinion that affirmative action is a business imperative is:

Not a maverick view. At many of the Nation's large corporations, affirmative action is woven into the fabric of the companies. And the diversity that affirmative action regulations has encouraged has become a valuable marketing and recruiting tool, an important edge in fierce global competition.

A 1993 study of Standard and Poor 500 companies showed that firms that succeeded in shattering their own glass ceilings racked up stock-market records that were nearly two and one-half times better than otherwise comparable companies. Companies have benefitted by opening their doors to all American workers—and we will all continue to benefit, so long as those of us in Congress do not retreat from our commitment to opportunity for all.

It is often the case that those of us in Congress are called upon to vote on issues with which we have had no personal experience. But the issue of creating the opportunity for women and minorities to become full economic partners in our society is dear to my heart, because as a woman, and a minority, I have seen first-hand the benefits that accrue from creating a climate of opinion that sets the stage for hope and for real opportunity in the areas where potential and talent matter most.

I would ask my colleagues to consider the experience of those of us who have had to overcome artificial barriers to achievement. What our experiences illustrate are the basic principles that Congress must consider—and must preserve—as it debates affirmative action.

The first of these principles is that every American must have access to education. The opportunity to attend the University of Illinois, and the University of Chicago Law School, gave me the tools I needed to enter the work force. The climate created by congressional support for affirmative action encouraged my law school to seek out and embrace diversity. They were persuaded not just to look beyond the stereotypes, but to reach outside the traditional pool of applicants, and to actively seek out qualified students who could bring a different point of view to the educational environment. This, of course, benefited more than the individual students—it benefited the entire university as well.

The second basic principle is that every American must have access to good jobs. My first job out of law school was working as an assistant United States attorney—a job that would have been virtually impossible

for a woman to hold just 20 years earlier. Because of affirmative action, I was given a choice and a chance in the career path.

And the third basic principle, from which there can be no retreat, is that every American must have the opportunity to advance as far in their field as their hard work will take them. As the glass ceiling report has shown, getting a job is only half the battle. Just as bias must not be allowed in hiring, it must also not be allowed in promotion, or in access to capital, or policy making, or in any other endeavor that affects the community as a whole.

The "glass ceiling" is bad for women, bad for minorities, and bad for our Nation's businesses. It is not enough that women and minorities are able to enter the work force; we also have to have the opportunity to succeed based on their ability.

It has been argued by some that this debate we are focused too much on the past. They say that they were not there when the constitution was drafted, leaving women and African-Americans out of its promise of equal opportunity for all. They did not take any past actions, they did not carry out any past "wrongs," and they should not have to work to correct those wrongs in the present.

But this debate is not about the past, Mr. President, or even the present. The need for continued action is not just about righting past wrongs—although past wrongs warrant strong actions; nor is it about repaying old debts—although substantial debts are owed to those people and their descendants who were harmed by their past exclusion from full participation in our economy. This debate is about the future, and the expanded economic opportunity that will come if all Americans are allowed to participate in the economy.

If you think about it, what we are debating is whether the majority of America's people—and that's what you get if you count our Nation's 51 percent women and 10 percent non-white males—will have a shot, a chance to participate on an equal footing in America's economic affairs.

Last month, I met with a group of young schoolchildren. I talked to them about the historic nature of the 104th Congress, and how we had come so far in the 75 years since the women's suffrage amendment became part of our Constitution. I pointed out to them that there are now eight women in the U.S. Senate. I spoke of this as if it were a great accomplishment. The children looked at me in confusion—one little girl looked at me and said: "Is that all?"

What that young girl was telling us, is that we need to look at the whole picture. And when we do, we know without a doubt that much work remains to be done.

Majority leader DOLE stated, when he authored the legislation creating the Glass Ceiling Commission, "Whatever the reasons behind the glass ceiling, it

is time we stopped throwing rhetorical rocks and hit the glass ceiling with enough force that it is shattered." That recipe for action made sense then, and, with the issuance of the Commission's report, it makes even more sense now.

International competition is becoming tougher and tougher. We cannot succeed by bailing out of the competition, or by wasting the talents of half our citizenry. But that is what will happen—our country will fall behind—if we do not act aggressively to shatter the glass ceiling. If we do not make full use of the education and the skills of women and minorities, they are hurt as individuals, but we are hurt as a Nation as well.

In 1992, approximately 590,000 women, and 163,000 minority students graduated from college. Are we really prepared to say to them, "Sorry, you're not allowed to compete." As parents, we all have hopes and dreams for our children. Are we really prepared to say to our daughters, "Sorry, but you're not allowed to compete. Work hard, but you will still get paid less than the men working next to you, and you should not expect to be promoted." Are we really prepared, as a matter of national policy, to diminish their expectations that way? Are we really prepared to permit restrictions on their potential and their opportunities to continue for even 1 more day if there is anything we can do about it?

The answer should be obvious. There can be no retreat from the fundamental goals of affirmative action. There can be no compromise with the objective of ensuring full economic opportunity for every American.

Affirmative action has helped every American, not just women and minorities. Although opponents suggest that affirmative action is about creating race and gender preference, in fact, the opposite is true. It is about ending preferences based on prejudice and stereotype. It is about opening up our economy so that it works for all, and not just some.

I hope that my remarks here today will sound the alarm bell not just for minorities, but also for women across the Nation. In the 1940's, when the men of America went off to Europe and Asia to fight World War II, women entered the workforce in record numbers. "Rosie the Riveter" provided the essential support needed back home to keep America's factories running—both to fuel the war effort, and to sustain the domestic economy. During the war, women were hailed as heroes. But when the war was over, women were told that their services were no longer needed.

Well, I have news for those who would seek to roll back the gains women have made under affirmative action. This is not 1945. We will not go back—nor can the country afford for us to go back.

Instead of a retreat, we have to return to the fundamental truths. We

have come a long way, we have made progress—but we have a long way yet to go. And if we have the wisdom, and the foresight to renew our commitment to equal opportunity, we will realize the other fundamental truth—that affirmative action is really all about justice. There are those who fear the loss of preferences created over time—the 100-percent set-asides of the past—which limited competition from the vast pool of talent women and minorities constitute. To them I say, it is counterproductive to handicap the competition, you lose, they lose, we as a nation all lose. Instead of being seduced by fear, be inspired by the hope of our Founders that in equality of opportunity lay the key to prosperity, the quality of life for all Americans would be lifted up.

There can be no retreat from our purpose, no compromise from our objectives—expanding economic opportunity, taking advantage of our diversity, moving the United States ever closer to the day when the eloquent vision set out in our Declaration of Independence becomes a reality for every American.

Abraham Lincoln, in his 1862 message to Congress, spoke words that resonate and reflect the seriousness of this debate:

Fellow-citizens, we cannot escape history. We of this Congress and this administration will be remembered in spite of ourselves. No personal significance or insignificance can spare one or another of us. The fiery trial through which we pass will light us down, in honor or dishonor, to the latest generation \* \* \* We—even we here—hold the power and bear the responsibility. In giving freedom to the slave, we assure freedom to the free—honorable alike in what we give and what we preserve. We shall nobly save or meanly lose the last, best hope of Earth. Other means may succeed; this could not fail. The way is plain, peaceful, generous, just—a way which, if followed, the world will forever applaud, and God must forever bless.

Affirmative action is a quintessential American challenge. I hope this Congress will prove worthy of it.

Mr. President, I have here a list of a number of companies, and a description of programs they have implemented to promote diversity in their organization. This list provides an overview of the variety of approaches that employers across America have taken to promote diversity. I ask unanimous consent that a list of these programs be placed in the RECORD.

There being no objection, the material was ordered to be printed in the RECORD, as follows:

#### CASE STUDIES OF SUCCESSFUL PROGRAMS

The Federal Glass Ceiling Commission has found that businesses vary in their awareness of glass ceiling issues and in efforts to overcome glass ceiling barriers. Some businesses pioneer initiatives to remove the barriers and continue to do so. The work and family programs offered by these employers, have great impact on the lifelong career paths of women and people of color who share responsibility for their families daily care, and their ability to take on promotions and opportunities if offered. This section

briefly describes the efforts of three companies—Xerox Corporation, Procter & Gamble, and IBM—that are successfully eliminating glass ceiling barriers while remaining competitive and profitable.

#### XEROX CORPORATION

**CEO Commitment and Leadership**—Almost 40 years ago, Joseph C. Wilson, the founder of Xerox, made diversity a core value of the corporation. He called it “*valuing and respecting people*.” Current CEO Paul Allaire believes that a diverse workforce gives Xerox a competitive edge.

**Accountability**—Allaire expects senior managers to develop and maintain a balanced workforce and holds them accountable for achieving those goals. In turn, senior managers hold their managers to the same standards. An annual memo entitled *Balanced Workforce Performance*, reports the workforce participation of minorities and women and summarizes progress in meeting the goals.

**Under its Minority/Female Supplier Program**, the company also holds its vendors to high standards of workforce diversity while expanding their business opportunities. In 1992, Xerox spent \$196 million with minority- and women-owned businesses.

**Outreach and Recruitment**—Xerox has a longstanding and successful employee referral system in which all employees are encouraged to refer friends and relative to apply for employment. In the 1960s, Xerox initiated special efforts to recruit women and minority men, beginning with Booster, a collaborative program with Urban League affiliates, and Step-Up, a minority outreach program in Rochester, New York. Today the company has one team of African American managers who serve as liaisons with historically Black colleges and universities and another team of Hispanic managers who coordinate efforts to recruit Hispanic men and women.

**Training**—All employees are kept aware of company policies on issues sexual, racial, and ethnic harassment. A brochure highlighting the company policy is given to every employee. Xerox instituted workshops in sexual harassment prevention in 1982.

**Development**—High potential employees are counseled on the steps necessary to advance their careers. Their job assignments support their advancement—for example, of the 80 Xerox managers currently on international assignments, 13 are women and 23 are minorities. A key element of the succession-planning process is to improve the representation of minorities and women in upper management—currently 20 percent of Xerox vice presidents are members of minority groups and 12 percent are women. Twenty-four percent of the corporate officers are women and minorities.<sup>1</sup>

**Mentoring**—Caucus groups are fundamental to the company's mentoring activities. All groups are employee-initiated and employee-funded. They conduct workshops, conferences, and individual mentoring activities on management processes, career planning activities, and work/family issues. The company also has support groups based on sexual orientation, disability, and functional expertise.

**Work and Family**—Xerox's Life Cycle Assistance combines a variety of work/family programs that include income-based subsidies for child care, customized medical benefits, an employee assistance program, and tuition aid for employees.

#### PROCTER AND GAMBLE

**CEO Commitment and Leadership**—More than 30 years ago, Procter & Gamble's Presi-

dent Howard Morgan sent a letter to his senior managers, stressing that the company simply had to do better at providing employment for African Americans. Today, Chairman Edwin Artz sends an annual letter to P&G's more than 100,000 employees, outlining the company's diversity policies and emphasizing its conviction that, in his words—“Developing and managing a strong, diverse organization is essential to achieving our business purpose and objectives.”

**Accountability**—Each P&G business unit has specific goals for the development and advancement of minorities and women, as well as plans for achieving those goals. Data on hiring, promotions, job rotation, and training are entered into a computerized Diversity Measurement System, giving senior management the ability to track progress in meeting goals. The number of women at the department director level has doubled in the last five years and the number of minorities at the associate director level has tripled.

**Outreach and Recruitment**—P&G provides internships through the Graduate Engineering for Minorities Consortium, the National Urban League's Black Executive Program, and the National Alliance of Business Colleges' Cluster Program. In 1993, 47 percent of the interns were women and 46 percent were minorities. P&G provides leadership and support for several programs designed to attract minority students to engineering and science and the company provides support to numerous women's and minority organizations.

**During the past 10 years** the company's record of hiring and promoting minorities and women into management has been strong, with women averaging approximately 40 percent and minority men approximately 25 percent of new hires.

**Training**—All employees participate in diversity training. The company's goal is to create a business environment in which individual differences are not only valued but celebrated and prized.

**Development**—Development programs are customized to give each employee opportunities, tools, and skills needed to realize his or her full potential. P&G College, designed to reach all employees, is staffed by senior managers who teach basic business courses fundamental to business success.

**Mentoring**—Dozens of networking and support groups exist throughout the company—for example, Women Supporting Women (WSW) and the Asian American Self Directed Learning Conference. WSW's annual workshop brings together mid-level women managers to discuss job growth and development issues. The Learning Conference helps Asian and Pacific Islander Americans understand cultural differences and perceptions that affect business operations. Experienced P&G managers serve as counselors, coaches, guides, and advisors to less experienced employees and are available to all employees upon request.

**Work and Family**—P&G considers family-friendly policies as an investment that pays off in attracting and retaining employees. Family-friendly programs include child care leave, adoption assistance, on-site medical screening, employee assistance programs, tuition reimbursement for college courses, flexible schedules, and financial support of nearby child-care facilities.

#### IBM

**CEO Commitment and Leadership**—In 1935, when IBM first hired professional women in marketing, Chairman T.J. Watson declared, “Men and women will do the same kind of work for equal pay.” Current CEO Louis V. Gertsner, Jr., terms diversity “an issue of strategic and tactical importance,” made workforce diversity the subject of one of his first policy letters. He wrote,

“I believe workforce diversity to be of real importance to IBM's success. As the marketplace becomes increasingly diverse, IBM's competitiveness will be enhanced through a workforce which reflects the growing diversity of the external labor force, and the growing diversity of our customers.”

**Accountability**—IBM sets goals for minorities and women in job groups where they are underutilized, with the intention of achieving representation according to availability at all levels in the company. Each manager's annual appraisal includes an evaluation of his or her efforts in improving IBM's workforce diversity profile.

A salary analysis is conducted for each minority and female employee. These analyses compared minorities and women employees with their similarly situated white and male peers.

**Outreach and Recruitment**—IBM was the first company in the U.S. to support the United Negro College Fund in 1944, its initial year. The Company began active college recruiting at historically Black colleges in the 1950s. In 1972 IBM initiated the Faculty Loan Program which allows employees to take up to a year off to work for a college, at full IBM salary, in projects addressing the needs of disadvantaged, female, or disabled students. More than 1000 employees have participated. In 1991 IBM established the Minority Campus Executive Program. African American, American Indian, Asian and Pacific Islander, and Hispanic American executives serve as liaisons with the presidents of 24 colleges that have large/predominantly African America, Hispanic American, Asian and Pacific Islander American, and American Indian populations.

IBM recruits from colleges and universities that have significant numbers of women and minority students. Critical to recruitment are these three principles:

Equal employment and affirmative action are treated as business objectives.

Line managers at all levels are accountable for progress in meeting diversity objectives.

Investing time and effort in recruiting and sustaining a supply of diverse employees long-term, continuing success in meeting diversity objectives.

**Training**—All company diversity training programs use an IBM video, “Valuing Diversity: A Competitive Advantage.” Diversity councils identify, recommend, and implement plans and programs to enhance workforce diversity management. The councils meet regularly and coordinate roundtable exchanges and focus groups to discuss opportunities, challenges, and concerns of the workforce. Training in sexual harassment prevention is an integral part of all employee training.

**Development**—Attendance at IBM's executive seminars is an important training experience in the company—in 1993, 22 percent of those attending were women and 7.7 percent were minorities. In the same year, 25 percent of those who attended IBM's advanced management school were women and 15.7 percent were minorities.

A key developmental experience is an international job assignment—an experience outside of the U.S. in a different culture and work environment. From 1991 to the end of 1993, more than 500 employees participated—15 percent were women and 9.6 percent were minorities.<sup>1</sup>

<sup>1</sup>The category “minorities” includes both men and women, so that a female employee is counted here both under the category “women” and as a minority.

<sup>1</sup>The category “minorities” includes both men and women, so that a female employee is counted here both under the category “women” and as a minority.

It is a requirement that the opportunity to use the Employee Development Plan process be offered to each woman, minority, Vietnam-era veteran, and person with a disability. The Employee Development Plan is a document used in partnership between the employee and the manager to understand and maximize strengths, and to identify and address weakness. It also provides a vehicle to discuss career aspirations and to establish a plan to help achieve reasonable career objectives.

**Mentoring**—The goal of IBM's Mentoring Program is two-fold. First, it provides a place where women and minorities, and people with disabilities can go for "penalty-free advice"; and second, to provide senior employees and managers the opportunity to have a variety of coaching, developing, and managerial experiences with people who are different from them. Mentoring begins as soon as an employee joins IBM. The program supports employees at three levels:

**Officer Level**—Mentors guide selected women and minorities who have been identified as potential corporate officers.

**Corporate Level**—Mentors guide selected women and minorities who have been identified as potential executives.

**Noncorporate Level**—Mentors guide new employees to provide early career assistance and maximize their career growth.

**Work and Family**—IBM's ongoing goal in this area is to demonstrate that these programs are practical, effective, and efficient tools to achieve business results. IBM's Work/Life Programs are designed to help all employees be productive while meeting personal and family needs. Programs include flexible work hours and flexible work locations, a personal leave program, and child and elder care support. Work/Life Employee Surveys in 1986 and 1991 provided valuable data on existing programs, and led to recommendations for new projects/programs. IBM has made a special commitment to the subject of Dependent Care support. In 1989, IBM announced the IBM Funds for Dependent Care Initiatives, a \$25 million investment made over the years 1990-1994. During that period more than 500 child care/elder care projects were funded in communities where IBM employees live and work. In addition, in 1992, IBM was one of the 11 "Champion" companies that funded The American Business Collaboration for Quality Dependent Care. It was the largest collaboration in U.S. history that included 156 organizations and invested 27 million dollars in 355 projects in 45 communities.

#### 100 CORPORATE PRACTICES

In its examination of corporate glass ceiling initiatives, the Federal Glass Ceiling Commission found that comprehensive, systemic approaches are more likely to have lasting positive impact than isolate, one-shot or ad hoc approaches. Because they are designed to overcome the structural barriers specific to the business, different glass ceiling initiatives emphasize different components. However, research suggests that effective initiatives include components of the seven elements listed below. (The summary tables are organized by the following element headings and are found in the Appendices.)

#### LEADERSHIP AND CAREER DEVELOPMENT

AAA—American Automobile Association.  
AT&T.  
Barnett Bank  
Connecticut Mutual  
Connecticut Insurance  
Corning Glass Works, Inc.  
Fannie Mae  
Gannett Co., Inc.  
Hewlett-Packard Co.  
JC Penny Co., Inc.

Massachusetts Mutual Life Insurance Company  
Morrison & Foerster  
New England Telephone—NYNEX  
Pacific Gas and Electric  
SC Johnson Wax  
Tom's of Maine  
University of North Carolina at Greensboro  
US WEST

#### ROTATION/NONTRADITIONAL EMPLOYMENT

American Airlines.  
Avon Products, Inc.  
Chubb & Son, Inc.  
Con Edison  
E.I. du Pont de Nemours & Company

#### MENTORING

AT&T  
Chubb & Son, Inc.  
CIGNA  
Dow Jones & Company  
E.I. du Pont de Nemours & Company  
Exxon Research & Engineering Co.  
First Interstate Bank of California  
JC Penny Co., Inc.  
New England Telephone—NYNEX  
Pitney-Bowes, Inc.  
Procter & Gamble

#### ACCOUNTABILITY PROGRAMS

Baxter Healthcare Corporation  
Corning Glass Works, Inc.  
Square D Co.  
Tenneco, Inc.

#### SUCCESSION PLANNING

American Airlines  
Hershey Foods  
McCormack & Dodge  
Motorola, Inc.  
Public Service Electric & Gas Company

#### WORKFORCE DIVERSITY INITIATIVES

Avon Products, Inc.  
General Electric NY Silicone Manufacturing Division  
General Foods  
McDonald's  
PDQ Personnel Services  
Procter & Gamble  
Rensselaer Polytechnic Institute  
US West  
—(a) Programs for Women of Color  
US WEST  
Xerox  
—(b) Corporate Women's Groups/Networks  
Avon Products Inc.  
Case Western Reserve University  
Hoffmann-La Roche  
Honeywell, Inc.  
—(c) Gender/Racial Awareness Training  
Arthur Andersen & Co.  
E.I. du Pont de Nemours & Company  
JC Penny Co., Inc.  
Hughes Aircraft  
3M  
MCA, Inc.  
North Broward Hospital District  
Pitney-Bowes, Inc.  
Port Authority of NY & NJ  
Raychem Corporation  
Ryder Systems, Inc.  
Tenneco, Inc.  
Texas Instruments  
—(d) Elimination of Sexual Harrassment  
Apple Computer  
AT&T  
E.I. du Pont de Nemours & Company

#### FAMILY-FRIENDLY PROGRAMS

Eastman Kodak Company  
Fel-Pro, Inc.  
John Hancock Financial Services  
Johnson & Johnson  
Marquette Electronics  
NationsBank  
SC Johnson Wax  
Pacific Gas and Electric  
JC Penny Co., Inc.

Tandem Computer, Inc.  
US Sprint  
—(a) Flexible Work Arrangements  
Arthur Andersen & Co.  
Corning Glass Works, Inc.  
Eastman Kodak Company  
North Carolina National Bank  
Pacific Bell  
The San Francisco Bar Association  
Sidley & Austin  
Skadden, Arps, Slate, Meagher & Flom  
Steelcase, Inc.  
Tucson Medical Center  
—(b) Parental Leave  
Aetna Life & Casualty  
Corning Glass Works, Inc.  
IBM  
Proskauer, Rose, Goetz & Mendelsohn  
—(c) Dependent Care  
Allstate Insurance Company  
American Express Company  
Amoco Corporation  
Champion International Corporation  
IBM Corporation  
Johnson & Johnson  
J.P. Morgan, Inc.  
Motorola, Inc.  
Philip Morris  
Stride Rite Corporation  
The Travelers  
Work/Family Directions  
Xerox Corporation

#### SUMMARY TABLES: LEADERSHIP AND CAREER DEVELOPMENT

AAA—American Automobile Association; Management Development Program: The four-level Management Development Program focuses on building the kind of skills AAA managing directors, general managers and mid-level managers need in order to lead the company in a changing competitive climate. The program is based on three core themes: (1) building the competencies of the AAA "manager of the future"; (2) Action Learning, an idea borrowed from General Electric that focuses on immediate transfer of skills learned in class to on-the-job situations; and (3) member satisfaction, or convincing executives to spend time with customers so they can make decisions that better anticipate customer needs.

AT&T; Leadership Continuity Program (LCP); Executive Education Program: Introduced to help further the advancement of minorities and women into higher management, the LCP identifies and accelerates the development of managers who have the potential to be leaders in an intensely competitive environment. The Executive Education Program provides internal and external education experiences for AT&T executives and those middle managers identified as having high potential. Executive Education Program candidates, most of whom are in the LCP, are selected on the basis of their on-the-job learning experiences, career histories, career plans, and the business strategies of the organization. Executive Education Programs are offered internally and at 40 universities worldwide. Programs last from one week to two-and-a-half months.

Barnett Bank; Leadership and Career Development: Women are chief executives of four Barnett units and make up 44 percent of the highest paid employees. Women make up 21 percent of Barnett's senior and executive vice presidents.

Connecticut Mutual; Management Excellence Selection; Components for Leadership Development: 1. The Management Excellence process involves "selecting individuals who will make successful managers in our environment." The process was developed through the McBurr model of competencies:

a group of average and outstanding managers was selected and studied in order to identify the traits that led to success in management and traits that the company wanted to emphasize in management selection and development.

2. Components of leadership development efforts:

Career path process: identifies the objective performance, skill and knowledge criteria for moving from one pay level in a job to the next, thus empowering the individual to plan his/her own growth and advancement.

Success factors for management: competencies demonstrated by the best managers in the company are described to enable individuals to plan their own growth and development as managers.

High potential list: developed through interviews conducted by personnel from human resources with the head of each of the business units and support units. This process identifies individuals at all levels of the organization with potential for higher level positions.

Continental Insurance; Advanced Development Program (ADP): The Advanced Development Program identifies the company's high-potential employees and, through rigorous training and accelerated career plan helps them attain key leadership positions in the company. The program takes select employees through a three-month training session during which each employee develops a career plan for next three to seven years. Assigned advisors serve as mentors, and along with position supervisors, they communicate successes and difficulties to ADP managers. The goal of the ADP is to develop talented, committed employees into skillful managers and proficient leaders.

Corning Glass Works, Inc.; Total Quality Program & Women's Advancement: The Quality Improvement Team is a task force designed to upgrade efforts in the recruitment, retention, and upward mobility of women in management. With a demonstration of commitment from the top down and input from both line and staff managers, implementation strategies are being planned. They include the development of action steps to hold managers accountable, succession planning for high-performing women, career development strategies to improve the current upward mobility rate for women, new recruitment efforts, implementation of a managing diversity education program, communicating policies and practices regarding women, and the development of community initiatives to encourage women to work at Corning.

Fannie Mae; Recruitment: Newly appointed as CEO in the early 1980s, David O. Maxwell challenged the traditional hiring patterns of the financial industry by deliberately recruiting a management team that included minorities and women. To continue increasing the number of minorities and women in mid- and senior-level positions, CEO Maxwell works aggressively with top management to identify and promote the company's most promising minorities and women.

Gannett Co., Inc., Partners in Progress: Instituted in 1979 by Chairman Allen Neuharth, the program encompasses strategies for recruiting, hiring, developing, and promoting minorities and women. The program features a system to measure performance of managers in developing minorities and women. It is aimed at high potential individuals for participation in management development programs. College recruitment and internship programs aimed at minorities and women ensure a diverse pool of talent from which future company leaders will emerge. The program, which has been tracked since

1981, has produced high percentages of minority and female employees and managers.

Hewlett-Packard Co.; Technical Women's Conference: The conference began as a grassroots effort by company women to showcase the achievements of HP's female engineers and scientists, promote their leadership development, and help them to network in a highly decentralized organization. After a successful first Technical Women's Conference in October 1988, the company sponsored a worldwide conference in May 1991, drawing 800 attendees.

JC Penney Co., Inc.; Management Development Program Leadership Forums: JC Penney Co., Inc. has created the Women's Advisory Team and the Minority Advisory Team to develop programs which increase the representation of women and minorities at the senior management level and to find ways to make the company's affirmative action plan more effective. Each team is composed of 16-18 management associates appointed directly by the company chairman. Focus groups with employees help develop team agendas. The teams have created a formal mentor program, an internal newsletter that focuses on workforce diversity, leadership forums that allow employees to hear from outside experts, and a direct broadcast system that electronically puts together managers to discuss diversity issues. They have developed a nontraditional staffing program which permits managers to better balance work and family responsibilities.

Massachusetts Mutual Life Insurance Company; Professional Development Boards: The company refined its 15-year-old Management Issues Board to emphasize the professional development of employees. The single board was expanded to four 15-member boards (3 product line and 1 corporate), and was renamed the Professional Development Boards. The new system provides professional staff with opportunities for career growth through their participation in challenging business projects. Participants develop critical skills, enhance their visibility with top management, and broaden their responsibilities, while assuring Mass. Mutual of a growing reservoir of professional and managerial talent.

Morrison & Foerster; Work and Family Diversity: For over a decade, this law firm has had in place an array of liberal work and family programs that help women in the demanding legal profession achieve their fullest potential. A flextime policy for partners and associates with caregiving responsibilities, a three-month paid maternity leave (followed by a three-month unpaid leave), a family sick leave and a firm-wide dependent care resource and referral program are viewed as basic levels of support. The firm has established ongoing training programs to teach lawyers, managers, and staff how to work with one another in an environment of diversity and how to manage in a workplace made more complex by the firm's commitment to flexible work arrangements for women. Lawyers and firm managers are also trained in preventing sexual harassment and delivering effective feedback.

New England Telephone—NYNEX; Women in Technology: The program was implemented to increase the number of women in technical positions, create support system for technical women, alleviate gender bias, and help women acquire the skills and opportunities they need to advance. A cornerstone of the initiative is education. In conjunction with a local university, employees with no technical background can enroll in a two-year certificate program to prepare themselves for technical careers. To help women who have technical experience move into higher levels of management, the company has a "Corporate Leaders" management suc-

cession plan. The program is open to both men and women.

Pacific Gas and Electric; Accelerated Development Program: Set up in 1988 to increase the number of minorities and women at senior management levels, the program allows PG&E to break away from traditional lines of progression that require an employee to remain in a specific job for a set number of years before being considered for a leadership position. Each business of the company can recommend employees for 10 slots available in the two-year program. Program outline and training are tailored to the career aspirations of each candidate. Of the 21 employees who participate in the program through 1993, 16 were successful, including one woman who now manages a power plant.

SC Johnson Wax, Management Succession and Development Committee: The Management Succession and Development Committee challenges managers to consider minorities and women for new openings, and pay and benefits structures are reviewed regularly to make certain that they are equitable and attractive to minorities and women. An effective job-posting system ensures that knowledge of available opportunities and of the hiring process is clear and that the hiring process is fair to all employees. Ongoing training and development is critical. SC Johnson Wax has also paid full tuition for employees' undergraduate and graduate studies.

Tom's of Maine; Leadership and Career Development: Women make up more than 45 percent of the employees and 33 percent of the board. One of three vice presidents is a woman, as are 50 percent of the managers.

University of North Carolina at Greensboro; Career/Leadership Advancement Program for Women Administrators: This pilot program was developed to address, at the state level, the scarcity of women in administrative positions, especially higher-level positions in higher education. It was a locally developed program that was funded by a local foundation, a local university, the participant enrollment fees, and the state American Council on Education/National Identification Project, which aims to identify talented women who are ready to move into senior administrative positions. The program provided the following: (1) high accessibility to women administrators and faculty in the state; (2) appraisal of career advancement as well as development of leadership skills; (3) individual career counseling for participants; and (4) training for participants in fiscal matters.

US WEST; Women of Color Project: In 1988, US WEST implemented its Women of Color Project to remedy inequities in the career opportunities for non-Caucasian women. The program was a response to the recommendation of three employee Resources Groups. The objective of the program, which has just recently completed its five-year lifespan, was to provide developmental and promotional opportunities for the women on the basis of their leadership, communication, and decisionmaking skills and the needs of the business. Of the 36 participants that completed the program, all experienced developmental opportunities and 83% were offered one or more promotional opportunities.

#### ROTATION/NONTRADITIONAL EMPLOYMENT

American Airlines; Nontraditional employment: See American Airlines: Succession Planning.

Avon Products, Inc.; Slating: High potential selection process: The slating process was instituted to expand the pool of internal candidates for open positions and to ensure that minorities and women are better represented in line positions. When a position

for manager, director, or vice president becomes available, human resources personnel work with department heads to identify candidates. To better prepare for staffing changes, a slate of candidates is sometimes developed before the position becomes open. Candidates are selected on the basis of their job-specific skills and credentials.

The high potential selection process for high potential employees identifies those who have developed exceptional leadership and management skills, and who support the company's valuing diversity efforts. These individuals work with their managers and human resources staff to identify the experiences they need to advance. With slating, the pool of high potentials is screened to ensure adequate representation of minorities and women.

Chubb & Son, Inc.; Job rotation: High potential women in staff and administrative positions are given the opportunity to rotate into line functions. To prepare for a new position, each candidate currently in a staff position receives training and, in some cases, gains hands-on experience by working for several months in a lower-level line job without taking a pay cut.

Con Edison; Management Intern Program: The Management Intern Program is a comprehensive strategy to recruit, develop, and promote qualified women. Begun in 1981, the program currently recruits approximately 30 college graduates annually on the basis of technical competence, leadership potential, communication skills, and part-time work experience. Interns spend one year in four three-month assignments designed to expose them to a variety of company functions. Visibility is an added program benefit: interns gain exposure to officers and upper management through required presentations and informal forums. At the outset of the program, each intern is assigned a mid-level manager who serves as a mentor. 75% of the 89 female engineers hired since 1981 are still at Con Ed. Women have the highest rate of retention.

Blue Collar Prep Program: The "Blue Collar Prep" program aims to prepare women educationally, psychologically, and physically for nontraditional jobs.

E.I. du Pont de Nemours & Company; Job rotation: At Du Pont, most executives move through at least two or three functions before they reach top positions. For example, an employee with technical experience may move from manufacturing to marketing to general management to corporate staff before attaining executive line status. The job rotation process begins with the identification of high-potential employees. Of Du Pont's 20,000 exempt employees with college degrees (15% of whom are women), approximately 2,000 are considered capable of advancing into upper management positions. Asked why job rotation is particularly important for women, a Du Pont representative said, "Women don't have role models in upper management positions. Job rotation helps them learn firsthand about the skills and knowledge they need for a new position."

#### MENTORING

AT&T; Early Career Advisory Program (ECAP): ECAP began in 1976 at the company's Bell Laboratory location in Naperville, Illinois. Originally intended as a mentoring program for all newly hired or promoted minorities and women at the professional engineer level in Bell Laboratories (AT&T's Research and Development division), the program was recently broadened to include associate technical positions. Mentors are managers at either the supervisor, department head, or director level, and must work outside the mentee's department.

Chubb & Son Inc.; Senior Management Sponsorship Program: Implemented in 1990,

the program aims to improve the preparation of talented individuals for senior management positions. The program selects employees at the assistant vice president level and above who are excellent performers and demonstrate potential for advancement. While the 30 employees participating in the pilot program in 1990 included women, minorities, and white non-Hispanic men, the majority of those participating were female.

CIGNA; Mentoring Guide: CIGNA developed a guide and let each of its ten operating divisions decide how they wanted to approach the mentoring process. The guide profiles successful mentor relationships, including key behaviors of coaches, mentors, and mentees; on-the-job opportunities for coaching and mentoring; methods to improve coaching and skills; and tips for mentees. The model was also developed to provide a benchmark for best practices and approaches to mentoring and coaching in CIGNA's divisions.

Dow Jones & Company; Mentoring Quads: To promote cultural diversity and enhance developmental and promotional opportunities for minorities and women, the company developed mentoring quads. Each quad is made up of four members who are diverse in terms of position, level, race, gender, and functional area. Program developers felt another advantage of the group approach would be to offer greater learning opportunities to larger numbers of people. The approach also assumes that group dynamics will minimize personality conflicts.

E.I. du Pont de Nemours & Company; Imaging Systems: Du Pont's mentoring program is tied to other initiatives to develop and advance high potential minorities and women. While the company allows mentors and mentees to structure their own relationship, every mentor receives two days of training in which ground rules are set and guidelines are given.

Exxon Research & Engineering; Internship and Mentoring Program: This program for female and minority high school students was implemented to increase the pool of minority and women recruits. By providing students with professional-level mentors, who serve as role models and career counselors, as well as offering "real" engineering work experience, Exxon aims to build positive, long-term relationships with students and to foster their interest in becoming permanent employees.

First Interstate Bank of California; Individual Mentoring Program: The Individual Mentoring Program is part of an overall initiative, begun in early 1992, to create and implement programs for the advancement of minorities and women. The overall initiative, The Career Opportunities and Development Program, includes all phases of career development and planning, diversity training, multi-cultural networks, a group mentoring program, and an individual mentoring program. The purpose of the Individual Mentoring Program is to provide high potential selected minorities and women with an opportunity to focus on examining personal expectations, work habits, communications goals and objectives, constructive feedback, and understanding expectations under the guidance of experienced and skilled professionals. Recognition that the bank could strengthen its business by developing employees was the motivation for establishing the initiative. Throughout the next three to five years all of the participants will be tracked as to their career development.

JC Penney Co., Inc.; Mentoring Skills Development Workshop: JC Penney Co., Inc. created its own two-day workshop on managing a diverse workforce. All profit-sharing managers in the company have attended the program. The workshop objectives are to cre-

ate an awareness of cultural differences, to develop an understanding of how these diverse cultures benefit the workplace environment, and improve communications among an increasingly diverse workforce. Additionally, 120 key senior managers attended a week-long multi-cultural workshop that uses relationships and team-building to reinforce the value of diversity.

New England Telephone—NYNEX; Mentoring circles: Designed to help prevent some of the problems associated with structured mentoring relationships, NYNEX has implemented "mentoring circles." Because mentors and mentees meet in groups of up to 12 people, the sexual tension and rumors that can accompany one-on-one male/female and interracial mentoring are eliminated. Moreover, the circles maximize the use of mentors' time, as the number of individuals qualified to serve as mentors is usually far fewer than the number of employees seeking mentors.

Pitney-Bowes, Inc.; Pairing System: The objectives of the 1989 pilot program were to augment the development process by helping to increase the number of candidates ready to fill managerial positions and to improve the retention of valued employees. The program was also designed to further the company's goal of creating an environment that values diversity by helping to increase the representation of minorities and women management. The current program strives to match mentors and mentees in as many levels as possible by looking at the development needs of associates, the experience of mentors, geographic proximity and/or functional commonality.

#### ACCOUNTABILITY PROGRAMS

Procter & Gamble; Corporate Mentoring Program: The objective of the program is to ensure that there is an experienced manager to act as "a trusted counselor, coach, role model, advisor and voice of experience" to managers with less experience who are expected to advance within the organization. The first priority of the company was to ensure that minorities and women who had been identified as having advancement potential have mentors because of the higher turnover rates among these managers.

Baxter Healthcare Corporation; Affirmative Action Strategy; Balanced Work Force Initiative: The program holds managers individually accountable for recruiting, retaining and promoting minorities and women. Managers are provided with guidelines for developing professional skills and, at year end, are required to complete detailed summaries of their efforts. Managers then submit the forms to corporate headquarters for an in-depth review of their achievements. Baxter then reinforces support for managers' initiatives by tying 20 percent of their discretionary bonus to their "good faith" efforts and pursuit of corporate goals. Both the number of female vice presidents and the number of female division presidents have increased substantially since 1988.

Corning Glass Works, Inc.; Quality Improvement Teams: To counteract a trend in attrition, the company assigned senior managers to separate quality improvement teams, one for women's advancement and one for the advancement of African Americans. After an intensive six-month effort, involving surveys and focus groups, the teams made recommendations for improving the workplace. Some of the outcomes include mandatory gender and racial awareness training for managers and professionals, the introduction of career planning systems, and improved communication.

Square D Co.; Diversity Goal Setting: Goals for preparing high potential female employees for management positions (at salaries of \$60,000 and above) were developed and presented to senior executive staff. In 1991, it was decided that a minimum of 20 percent of manager's bonuses would be based on their effectiveness in meeting corporate goals to recruit, develop, and promote women.

#### SUGGESTION PLANNING

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

American Airlines; Supertrack: The company is taking a multifaceted approach to retaining, developing, and promoting minorities and women. Supertrack requires officers to submit detailed, cross-functional development plans for all high-potential minorities and women in middle management and above.

Career Development Program (CDP): American's Career Development Program (CDP), a sophisticated, computerized job-posting system, allows employees to signal their interest in positions before vacancies occur. Company-wide posting also helps reduce potential for discrimination or favoritism by providing all employees with instant job information.

Women in Operations Management Advisory Council: To boost women's representation in nontraditional positions, a task force was established: Women in Operations Management Advisory Council. The goals of the group are to identify the barriers for women in nontraditional areas, to educate female employees on the growing opportunities in technical fields and to serve as mentors to female employees.

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

Cross Entity Review: Lateral movement or promotions from one division to another are identified to help develop an individual through new experiences. It also serves a business purpose by placing key employees where their expertise is needed.

McCormack & Dodge; Succession Management Resources Review (SMRR): A component of a larger initiative to foster career advancement, SMRR is the process by which all senior managers evaluate those managers who report to them directly and determine their readiness for progression into even more senior positions. Senior managers must also identify the critical skills, training and job experiences that each middle manager must have in order to be promoted to more senior positions. A detailed, individualized development plan is prepared for these indi-

viduals and is reviewed by executives on an annual basis. These plans are reinforced through performance evaluation and other goal-setting processes.

Motorola, Inc.; Succession Planning with Clout: To accelerate women's advancement, the company implemented this program in 1986. The program features an ambitious, corporate-wide "Parity Initiative," which requires, by year end 1996, that the representation of minorities and women at every management level mirrors the representation of these groups in the general population. The "Parity Initiative" has already produced results: In September 1989 Motorola had two female vice presidents; today it has fourteen. To achieve these goals, the company uses a succession planning process, the "Organization and Management Development Review," which is unique in that it reaches down to the entry and mid-levels of management and holds managers accountable for developing and retaining minorities and women.

#### WORKFORCE DIVERSITY INITIATIVES

Public Service Electric & Gas Company; Multi-level, company-wide succession planning: Once a year each departmental head completes several succession planning forms: One is an organizational chart on which succession candidates, their readiness dates and their development needs are identified. Another form asks department heads to indicate any human resources issues they're confronting. Finally, department heads rate the performance of each employee on a scale of one to five—one indicating a high potential fast tracker; five indicating unsatisfactory performance. Focus is on the number of minorities and women designated as promotable and on the development opportunities outlined for them.

Avon Products, Inc.; Communication System: This grassroots communication system monitors problems and opportunities related to diversity. Minority network groups exist as forums at which people of color can identify and discuss career-related issues. Officer sponsors provide guidance and mentoring. These networks communicate their concerns to a multi-cultural committee which, in turn, makes recommendations to senior management to effect positive change. On a monthly basis, the Corporate Women and Minorities Committee, founded by a former CEO, checks the company's progress in meetings to ensure access to management for minorities and women.

Managing Diversity: Avon defines managing diversity as "creating a culture that provides opportunity for all associates to reach their full potential in pursuit of corporate objectives." Their conceptualization of diversity encompasses the more obvious differences such as age, gender, race, and culture, as well as the more subtle dimensions such as work style, life style, and physical capacity and characteristics. Managers at every level are responsible for Avon's progress in diversity. In addition, Avon encourages the comprehension and support of diversity by all employees.

General Electric, NY Silicone Manufacturing Division; Grassroots Diversity Initiative: The Silicon Manufacturing Division has increased the number of minorities and women entries to 30 percent. In 1989, an informal network created a grass-roots diversity initiative at the company in response to problems experienced by women and people of color. Specialized characteristics of the initiative include teamwork and diversity training. A review board examined such issues as family leave, flexible hours, personal and professional development, and other programs. Since the implementation of the program, there has been an increase in the number of women in managerial posi-

tions including women of color. Mentoring, an important component of the program, was established to provide minorities and women with role models who would give the participants insight into the corporate culture and management systems.

General Foods; Diversity Management Steering Committee: General Foods began its diversity effort by forming a Diversity Management Steering Committee, chaired by the president and including 10 senior executives, to monitor all company activities relating to affirmative action and diversity management. A full-time human resources position dedicated solely to diversity management was established, along with a Workforce 2000 Council to address the issues of the upward mobility of minorities and women, networking, and career/family balance. A huge training effort was then launched for the entire salaried employee population. The goal of the training is to increase awareness of changing workforce demographics, the diversity efforts of competing companies, and the internal cultural barriers that inhibit the productivity of minorities and women.

McDonald's; changing Workforce Programs: Formalized more than a decade ago, the programs are based on a premise of respect for all contributors to the business. Comprising six progressive management development modules, the program has helped ensure that employees of both genders and all cultures can reach their full professional potential. Through the modules, class participants are encouraged to explore personal attitudes and assumptions that can become barriers to their professional growth, or the growth of employees they manage. Training courses offered include: Managing the Changing Workforce (MCW); Women's Career Development (WCD), Black Career Development (BCD); Hispanic Career Development (HCD); Managing Cultural Differences (MCD) and Managing Diversity (MD).

PDQ Personnel Services; Workforce Diversity Initiatives: PDQ has developed ongoing relationships with diverse business groups to generate continuous referrals and to promote the advancement of minorities and women. It has developed outreach to organizations representing minorities and women such as the Latin Business Association, Black Business Association, and the Urban League. These organizations assist PDQ with recruitment outside the company. PDQ has developed non-gender and non-racial interview questions which are uniformly administered to all candidates being considered for management positions.

Procter & Gamble; Corporate Diversity Strategy Task Force: In 1988, the president commissioned this task force, intentionally including line vice presidents, to redefine the importance of a multicultural work force and to identify strategies for managing diversity. In terms of diversity training, the company offers awareness training, symposiums on women and minority issues, and "onboarding" programs that help orient new hires with special attention to gender and minority concerns. To foster development and retention, all managers receive regular career assessments in which they and their supervisors identify the skills they need to advance.

Rensselaer Polytechnic Institute; Beyond Diversity Effort: The Institute views itself as a microcosm of the broad society: they have developed initiatives that cut across the entire university community in order to adequately prepare students for the work force. The program was established as part of the Institute's recent strategic planning progress. It offers both students and faculty

opportunities to learn and participate in different cultures and lifestyles through lectures, concerts, travel, workshops, and task forces.

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

US WEST; Women of Color Project: See US West: Leadership and Career Development.

Workshop: White Maleism and the Corporate Culture: The goal of this workshop is to improve the communication between men and women and to help men avoid seeing women in the workplace as a threat, and instead as "an opportunity for greater economic prosperity and increased personal enrichment."

Xerox Corporation; Asset Management Program: This program was started in 1983 to foster mobility of women of color within the company's Development and Manufacturing Organization. The program combines formal training and on-the-job experience. It is intended to provide exposure to and understanding of the manufacturing operation through intensive on-the-job experiences under the direction of the plant manager. The plant manager also serves as mentor to the candidate to ensure that the program's objectives are fulfilled through each developmental phase.

#### WORKFORCE DIVERSITY INITIATIVES

##### CORPORATE WOMEN'S GROUPS/NETWORKS

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

Case Western Reserve University; Salary Equity Committee: Established in 1992, this committee reviewed the salary distribution of all university faculty and its findings have been shared with the entire University community. This kind of open review will be done annually. An external consultant annually reviews the staff salary plan to ensure equity. Every performance appraisal carries two levels of review within its division and a review by a compensation section of the Human Resources Office for equity, appropriateness, and consistency.

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

Honeywell, Inc.; Women's Council: Formed in 1978, the group has approximately 35 members who represent a wide range of job functions, levels, and organizational units. They exemplify the diverse workforce in terms of age, race, and family status. Initially, the group was chartered to contribute to a working environment that would attract and retain quality female employees and encourage personal growth of all employees. Its goals were to identify, study, and make recommendations on issues of concern to Honeywell women and support women who sought career mobility.

After gaining management support, the Council moved beyond its original emphasis on programming to providing recognized policy input. Without abandoning its original broad agenda, the group now focuses on identifying and studying issues of concern to Honeywell women and barriers to their upward mobility, and makes recommendations about how both management and employees can work to remove these barriers. The Council comprises employees from both the professional and administrative ranks.

##### WORKFORCE DIVERSITY INITIATIVES GENDER/RACIAL AWARENESS TRAINING

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

E.I. du Pont de Nemours & Company; Personal Safety: The company has chosen to address in a business context the growing social problem of personal violence, including rape, wife/spouse battering, and child and elder abuse. Senior management recognizes that employees' concerns about safety, both on and off the job, can prevent them from fully reaching their potential. Du Pont's program contributes to a supportive work environment and improved productivity by helping employees address previously ignored areas of mental stress and by opening the lines of communication between men and women.

Core Groups: These specialized workshops were implemented in 1988 to sensitize white, upper-level managers to gender and racial issues. Comprising 12 to 18 employees (five of whom are white male managers, and the remaining minorities and women), core groups meet with an outside facilitator for eight hours a month, on company time if they choose. Senior vice presidents are encouraged to form core groups within their own departments, and members either self-select or are invited to participate. While the groups have a life of their own, they typically last about a year. Occasionally members of the group will continue to meet on an ad hoc basis once the group has disbanded.

Hughes Aircraft; Gender/Racial Awareness Training: Hughes has implemented a series of "Managing a Diverse Workforce" training programs for management/supervisors, as well as career development seminars for minorities and women. Hughes also has a variety of management and professional development programs, including the Chairman's Executive Leadership Program, Line Managers Development Course, Contract Managers Course, and the Management Action Workshop for new supervisors and middle managers. All of these programs are monitored on a regular basis to determine the enrollment patterns of minorities and women.

JC Penney Co., Inc.; Diversity Awareness Workshops Skills Development Workshops: JC Penney Co., Inc. created its own two-day workshop on managing a diverse workforce. All profit-sharing managers in the company have attended the program. The workshop objectives are to create an awareness of cultural differences, to develop an understanding of how these diverse cultures benefit the workplace environment, and improve communications between an increasingly diverse workforce. Additionally, 120 key senior managers attended a week-long multi-cultural workshop that uses relationship and team-building to reinforce the value of diversity.

3M; The Women's Advisory Committee: The 3M Women's Advisory Committee's mission is "to influence and effect change in 3M to assure that all employees can participate and contribute equally." The statement emphasizes change and focuses attention on promoting women's career and leadership development through identification of issues, communication to 3M about women's concerns, and recommendation of specific action plans. The committee provides direct advice to senior management committees regarding policies that impact 3M women. The committee has contributed to the implementation of a number of significant programs including: supervisory and management development programs, internal communications on diversity in the workforce, an improved performance appraisal system, employee initiated part-time employment, and internal personnel search required for all job openings.

MCA, Inc.; Gender/racial Awareness Training: A Diversity Awareness Program, first targeting senior executives and then all management staff, enhances and sustains a work environment that is responsive to the changing demographics of MCA's workforce, eliminates any attitudinal barriers that hinder the hiring and promotion of people of diverse backgrounds, and reaffirms the company's commitment to considering candidates from diverse backgrounds for all jobs. More than 300 management personnel have attended. A Diversity Forum has been established to address diversity issues that emerge on a day-to-day basis.

North Broward Hospital District; Bridges: This voluntary management training program helps develop the skills needed to manage a diverse workforce through a 32-hour series of workshops involving role playing and interactive conversations. The eight training modules focus on intercultural perceptions, gender stereotypes, subtle racial stereotypes, ethnic identity, organizational culture, intercultural conflict, and communications barriers. Ninety-four percent of those participating in the program found it excellent or very good.

Pitney-Bowes, Inc.; Minorities Resource Group/Women's Resource Group: The two groups play significant roles in enriching the company's equal opportunity environment. The groups work with both senior management and human resources personnel to provide input into programs and new initiatives such as candidate slating, job posting, development of management training programs, the mentor program, recruiting and hiring practices, and enhancing upward mobility for all employees in the company.

Port Authority of New York and New Jersey; Women's Equity (WE): WE was organized by a small of management women to reduce their sense of isolation and to promote women's upward mobility. By 1984, women were well represented in junior and mid-management jobs; subsequently, WE began to recognize the importance of women's voice in the workplace and to lobby the agency's leaders about women's concerns. Issues of primary interest included flextime, parental leave, child care, and the availability of promotion opportunities for all women. Opening up membership into the women's organization at all levels was a logical step because the group's steering committee believed they would gain greater clout when voicing concerns to management by representing more women in the agency. To recruit new members, WE planned programs to involve women at all levels, such as a workshop on juggling work and family obligations, a display on women's historical contributions to the Port Authority, and health seminars. To ensure the relevance and usefulness of the programs to all members, Women's Equity also sought nonmanagement women's involvement on the steering committee and on each of its five subcommittees. The group then planned a special workshop cosponsored by Asian, African American, and Hispanic groups to help recruit women for nontraditional jobs such as the construction trades.

Raychem Corporation; Women's Network: The Network was developed in early 1991 to address women's isolation in the corporation's heavily male-dominated culture. The Women's Network issues a newsletter to more than 200 female and male employees. The Network is drafting its formal charter, organizing focus groups with female employees and top management, and launching a formal study to determine whether there are barriers to career development at Raychem. A positive and constructive approach and its practice of communicating with management regularly and openly are attributes that led to the group's success.

Ryder Systems, Inc.; Women's Management Association: Founded in 1982, the Women's Management Association defines itself as a "business association." Its objectives include helping women to become more effective in their jobs, apprising senior management of women's concerns and recommending practical solutions, and improving the knowledge of members of Ryder's businesses and customers. A unique aspect of the group and a key to its success is the involvement of senior management. The group is guided by a Governing board, comprised of 10 senior-level female managers, and an Execu-

tive Advisory Committee, comprised of four of the chairman's direct reports and human resources executives. Throughout the year, the group sponsors special events featuring nationally recognized business leaders, and frequently asks Ryder's corporate and division officers to formally speak to members about company growth and business plans. Having the group's objectives aligned with corporate objectives and the involvement of senior management have been critical to its success.

Tenneco, Inc.; Women's Advisory Council: The council was established in January 1988 by then Chairman James L. Ketelsen to help increase the number of women in leadership positions. Since then, the group has worked with management and corporate human resources officers to achieve its goals. Approximately 20 executive and management women from all company divisions are part of the Council, which also has a non-member senior executive liaison. The council receives its operating budget from the company and uses company personnel, facilities and communications services. Members of the Women's Advisory Council helped corporate human resources officers facilitate company-wide adoption of "Workforce 2000 Initiatives," a training program for addressing workforce diversity issues. The group also assisted corporate human resources officers in developing the "Work/Family Support Program," which offers a range of work and family benefits, including a six-month, unpaid family care leave. The number of women in senior management has grown significantly since the Council was established.

Texas Instruments; Corporate Services Women's Initiative: The Initiative is a management-supported group of approximately 50 female engineers, managers, and technical employees in the company's Corporate Services division. Founded as a grassroots effort by two women in 1990, the stated charter of the group is to champion the full participation of Corporate Services women at all levels and aspects of the business by promoting their professional and personal goals. The Women's Initiative helps top management understand and resolve issues that will enable the company to better recruit and retain women. Using the Corporate Services Women's Initiative as a model, five additional women's networks have formed in other company divisions.

#### WORKFORCE DIVERSITY INITIATIVES ELIMINATION OF SEXUAL HARASSMENT

Apple Computer; Sexual Harassment Policy: The policy was instituted in February 1991 as part of an overall effort to bring more structure to a relatively liberal environment. When confronted with sexual harassment situations, the company is not reluctant to take action, offenders are terminated when appropriate. The policy has three components: a statement defining and prohibiting sexual harassment, a section outlining managers' responsibility, and a section describing the process of filing and resolving grievances.

AT&T; Policy Training manual: A company-wide sexual harassment policy was implemented in the early 1980's as a step toward ensuring a nondiscriminatory workplace. The employee manual, "Dealing With Sexual Harassment, a Guide for Employees," conveys the nature and implications of sexual harassment by illustrating real-life examples of improper behavior, and consequences for harassers. The "New Focus on Sexual Harassment" workshop sensitizes supervisors and employees to the nuances of sexual harassment through videotapes, case studies, and role playing.

E.I. du Pont de Nemours & Company; A Matter of Respect: In 1987, the company de-

veloped this four-hour workshop to help create a responsible and respectful environment free of sexual harassment and discrimination. The workshop uses a videotape of real-life examples of sexual harassment, including the more subtle forms, the offensiveness of which men are often unaware. After an employee discussion of their perceptions of sexual harassment, the facilitators define the legal parameters and implications of sexual harassment. Another video shows the company's chief executive officer expressing his disapproval of sexual harassment. The final segment outlines the resources available to employers and the actions they can take.

#### FAMILY FRIENDLY PROGRAMS

Eastman Kodak Company; Work and Family Program: A task force was appointed in November 1986 to examine work and family issues. The task force reviewed the programs of 33 work-and-family-supportive companies, surveyed 2,000 Kodak employees and consulted with work and family specialists. The result was a comprehensive work and family program which includes up to 17 weeks of unpaid, job-protected family leave, child care resource and referral service, and corporate funding for start-up cost for day-care homes in Kodak communities.

Parental Leave: A surprisingly high number of men have taken advantage of a generous family leave policy without stigma and without derailing their careers. Also unusual is the length of leave the men have taken to care for their infants: an average of 12.2 weeks, which is just a week less than the average leave for mothers. Full health coverage continues during leave, and employees are assured of returning to the same or comparable job.

Fel-Pro Inc.; Family Friendly Programs: Fel-Pro increased its financial aid for adoption from \$2,500 to \$5,000 and increased its tuition refund benefits from \$2,500 to \$3,000 for undergraduate studies and from \$5,000 to \$6,500 for graduate studies. Tuition reimbursement has been extended to part-time employees, who are mostly female.

John Hancock Financial Services; Family Care Issues: The company designed its innovative Family Care Issues to help recruit and retain top talent. The company has instituted a program that includes such benefits as a one-year unpaid leave of absence and an on-site child care center. But the company has gone beyond traditional work and family programs: a Summer Care Fair offers employees and the public information about summer camps and programs in New England and a "Kids-to-go" program works with local day care centers to provide activities for the school-aged children of employees during school holidays and vacations.

Johnson & Johnson; Balancing Work and Family Program: The program includes the following components: Child Care Resource and Referral; On-site Child Development Centers; Dependent Care Assistance Plans; Family Care Leave; Family Care Absence; Flexible Work Schedules; Adoption Benefits; SchoolMatch; Elder Care Resource and Referral; Relocation Planning; and Employed Spouse Relocation Services. These initiatives were designed in large part to address the changing composition of their work force—the increasing numbers of women, two-career families, single parents, and the children of elderly parents. The company conducted a survey that showed that between 1990 and 1992, supervisors became significantly more supportive of employees when work/family problems arose and supervisors were also seen as more supportive of the use of flexible time and leave policies. There was, however, no impact on absenteeism or tardiness.

Marquette Electronics; On-Site Daycare, Flexible Work Schedules: Marquette has two on-site centers serving 175 children. Workers can adjust their schedules daily, if necessary, to meet family needs.

NationsBank; Shared Parenting: The bank is one of the first, if not the only company to offer fathers paid time off to care for their newborn children. The policy is based on the company's belief that parenting is a shared responsibility. New fathers receive up to six weeks of paid paternity leave: for each year of service they accrue one week of leave.

SC Johnson Wax; Child care/parental leave: One of the company's foremost work and family benefits is its on-site child care program, established in 1985. The child care program provides before- and after-school care, transportation to and from school, a kindergarten program and parent training for employees. The center has been accredited by the National Association for the Education of Young Children. During the summer, the company offers full-time day care for school-age children of employees. The parental leave policy allows up to three months of unpaid leave for both male and female employees. This is in addition to the paid medical leave for the mother. The option to work part-time following parental leave is also available.

Pacific Gas and Electric; Adoption Reimbursement Program: The Adoption Reimbursement Program reimburses employees for 100 percent of their covered expenses—up to a maximum of \$2,000. The adoption of stepchildren is covered and adopted children can be any age up to 18. There are no limits on the number of adoptions per employee that can qualify for reimbursement. Covered expenses include legal, court, adoption agency and placement fees, medical expenses, and transportation expenses, and transportation expenses with picking up the child.

JC Penny Co., Inc.; On-Site Child Care: A child care center in the home office building is available to all JC Penny Co., Inc. employees. The 10,000-square-foot facility can accommodate 157 children from 6 weeks to 5 years of age at an average cost of \$100 per week.

Tandem Computer, Inc.; Model Maternity Leave: Tandem has offered a nine-week unpaid parental leave for over 10 years. A full-time disability leave manager helps expectant parents obtain and process the necessary medical and insurance forms, and an on-staff nurse is available to check on the health of pregnant employees. Tandem also recognizes infertility by covering up to three in-vitro fertilization treatments as well as expenses for surrogate mothers.

US Sprint; FamilyCare Program: To generate awareness and build broad-based support, Sprint appointed 150 employees from a range of company divisions to 11 career and family action teams. The teams developed the blueprint of the FamilyCare program. Announced in July 1989, FamilyCare provides flexible work schedules, a dependent-care resource and referral service, adoption assistance, personal and family counseling, working partner relocation assistance, and flexible health-care benefits.

Arthur Andersen & Co.; Flexible Work Program: The program allows female or male managers to return to work on a part-time basis for up to three years following the birth or adoption of a child, while maintaining the benefits of a full-time employee. Andersen clearly communicates that managers who work part-time at some point in their careers will remain eligible for partnership; flexible work arrangements will lengthen an employee's progression toward partnership, not derail it.

Corning Glass Works, Inc.; Alternative Job Schedules: Corning's policy states that "al-

ternative job schedules are privileges—not rights." An employee must have a good performance rating and the position must lend itself to a nontraditional schedule. Options include part-time, flextime, job sharing, and work at home.

Eastman Kodak Company; Professional Flexible Work (Arrangements (FWAs): Flexible work arrangements, including those at the managerial level, have been available on an ad hoc basis since the early 1980s. In November 1988 a formal policy was introduced in which part-time, job sharing, and flextime are available to all employees.

North Carolina National Bank; Alternative Work Schedules: In 1987 the bank began offering employees on parental leave the opportunity to rejoin the workforce at their own pace during a six-month leave period. Employees arrange their schedules with their managers, receive full benefits and a prorated salary, and return to the same or comparable position. The bank also offers Select Time, a part-time program instituted in 1988. Although Select Time has been used mostly by officers and managers, it is available to any employee who has worked at NNCB at least a year and performs at a level rated "satisfactory" or above.

Pacific Bell; Telecommuting: Pacific Bell has been researching the business costs and payoffs of telecommuting since the inception of its pilot telecommuting program in May 1985. The company defines telecommuting as working from a site other than the office using telecommunications technology.

#### FAMILY FRIENDLY PROGRAMS FLEXIBLE WORK ARRANGEMENTS

The San Francisco Bar Association; Model Alternative Work Schedule Policy: The policy, drafted by the association's Committee on Equality, outlines four options that it says firms should make available to lawyers: (1) flextime; (2) part-time; (3) job sharing; and (4) flexiplace. The model policy is compatible with the American Bar Association, the Oregon State Bar Association and the policy put forth by the Minnesota Women Lawyers. The four models agree that: Alternative work schedules should be available to both men and women; Compensation should be calculated on a pro rata basis, with full or pro rata benefits; There should be periodic review of alternative work schedule arrangements; There should be uninhibited promotion and advancement for part-time attorneys, but those attorneys have a responsibility to keep regular hours and to be available even when not in the office.

Sidley & Austin; Part-time Work Policy: The law firm, located in Chicago, introduced a part-time work policy in 1987. Part-time, normally 60 to 80 percent of a full-time work load, is not restricted to dependent-care needs. Most often it is new mothers who take advantage of the policy, which entitles them to take up to an eight-month, full-time parental leave. After this leave ends, the firm permits the associate to work part-time for up to six months. If the arrangement does not jeopardize the needs of the practice, an employee can request to work part-time indefinitely.

Skadden, Arps, Slate, Meagher & Flom; Part-time policy: In 1981, the law firm adopted a policy allowing attorneys with two years of experience at the firm to work part-time. In 1984, the option was expanded to include new recruits. The policy has no restrictions in terms of duration. While part-time attorneys are not on the partnership track, they can pursue partnership once they return to full-time status.

Steelcase, Inc.; Professional Job Sharing: After offering job-sharing for 6 years to non-exempt salaried employees, the company extended the option to its entire work force in

1988. Management encourages employees and their supervisors to customize job sharing arrangements. The most common arrangement features a weekly schedule divided between the partners. Job sharers receive half of their medical, dental, and life insurance benefits, but can purchase a full package at the company's group rate. Vacation and sick days are prorated, and annual merit raises and promotion opportunities are preserved.

Tucson Medical Center; Alternative Scheduling: The 15-member Nursing Recruitment and Retention Committee works with senior administration and the governing board to identify projects and programs that help prevent or reduce the effects of the nursing shortage. Staffing and scheduling are known to be areas of dissatisfaction for nurses and may cause a nurse to leave an institution. Tucson Medical Center has the traditional eight-hour shift, and also ten-hour, twelve hour, split, and other nontraditional shifts. In many cases, through a process of self-scheduling, the nurses put these shifts together to provide 24-hour coverage. This departure from traditional scheduling by the management team allows staff nurses to develop their own work calendar within some pre-established parameters.

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

Corning Glass Works, Inc.; Policy: The parental leave policy provides six weeks of disability leave for maternity, including full benefits, followed by an optional 20 weeks of child care leave for new fathers as well as mothers, including adoptive parents, and an optional part-time return. At the end of parental leave or at any other point an employee needs more time for family care responsibilities, he or she may elect to work flexible hours, arrange a job sharing situation or work at home. The program allows employees temporary part-time work assignments when they need to devote extra time to caring for children or other dependent relatives.

IBM; Policy: In October 1988, IBM extended its unpaid personal leave of absence from 1 to 3 years to help employees balance career and family responsibilities. Employees taking leaves of one year or less are guaranteed their same or a comparable job upon return; workers who take longer leaves are assured of a job but not necessarily at the same salary or level.

Proskauer, Rose, Goetz & Mendelsohn; Family Benefits for Men: In March 1989, this law firm adopted a policy granting three-month paid parental leaves for male and female associates. The policy dictates that "eligibility for partnership consideration shall not be affected in any way by the fact that an associate has been on child care leave, although the timing of such consideration may be affected if the leave or leaves are for extended periods." To qualify for the paternity leave, new fathers must be the primary caregiver in the family and must have been employed by the firm for at least a year.

Allstate Insurance Company, American Express Company, Amoco Corporation, IBM, Johnson & Johnson, Motorola, Inc., The Travelers, Xerox Corporation, and Work/Family Directions; The American Business Collaboration for Quality Dependent Care: The program is championed by Allstate Insurance Company, American Express Company, Amoco Corporation, IBM Corporation, Johnson & Johnson, Motorola, Inc., The Travelers, Xerox Corporation, and Work/

Family Directions. The collaboration is an effort by 109 companies and 28 public and private organizations to ease the work/family conflicts of their employees. This unique effort aims to increase the supply and enhance the quality of dependent care services for their employees and the communities in which they live and work. The Collaboration has invested more than \$25 million in 300 dependent care programs in 44 communities.

American Express Company, J.P. Morgan, and Philip Morris; Partnership for Eldercare: In collaboration with the New York City Department for the Aging, the program was developed to assist employees with elder-care support. The companies fund the program, and in turn, they choose Department of Aging services that best fit their needs and corporate cultures. Among them are on-site seminars for employees on such topics as legal and financial planning and nursing home placement, individual consultation to assess the elder-care needs of employees and to refer employees to appropriate resources, an elder-care counseling "hot-line," and technical assistance for human resources professionals in designing and communicating elder-care benefits packages. Representatives from sponsoring companies meet on a regular basis to discuss the status, strategies, and goals of the partnership.

Champion International Corporation; On-site child care center: Based on an employee survey indicating child care as a major concern, and strong support from its Chief Executive Officer, the company opened an on-site child care center in 1988. The 4,900-square-foot center, housed in an office building adjacent to corporate headquarters, was imaginatively designed by an architect with experience in child care center planning. Each age group has a separate room, and a complex security system ensures safety and proper visitor identification. While the center is open to the community, children and grandchildren of Champion employees are given preference. Currently, the center provides care for 60 children aged three months to five years, and a waiting list exists. In keeping with Champion's commitment to accessible, high-quality care, the center is accredited by the National Association for the Education of Young Children.

IBM; Elder Care Referral Service (ECRS): IBM introduced its Elder Care Referral Service in February 1988 to ease the caregiving responsibilities of its U.S. employees, retirees, and their spouses. Through a nationwide network of 200 community-based organizations, ECRS provides personalized telephone consultation, which educates employees on elder care issues and refers them to services or care providers in the area in which their dependent relative resides. IBM offers the referral service on a prepaid contractual basis, while the employee or older relative selects and pays for the actual care provided.

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

Ms. MOSELEY-BRAUN. I thank the Chair for his patience and thank the Chair for staying awake and for his indulgence.

RECESS UNTIL 9:30 A.M.  
TOMORROW

The PRESIDING OFFICER. Under the previous order, the Senate now stands in recess until 9:30 a.m. tomorrow.

Thereupon, the Senate, at 11:12 p.m., recessed until Friday, March 31, 1995, at 9:30 a.m.

NOMINATIONS

Executive nominations received by the Senate March 30, 1995:

INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE CULTURE AND ARTS DEVELOPMENT

CATHERINE BAKER STETSON, OF NEW MEXICO, TO BE A MEMBER OF THE BOARD OF TRUSTEES OF THE INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE CULTURE AND ARTS DEVELOPMENT FOR THE REMAINDER OF THE TERM EXPIRING MAY 19, 2000, VICE LA DONNA HARRIS, RESIGNED.

IN THE ARMY

THE FOLLOWING-NAMED OFFICERS TO BE PLACED ON THE RETIRED LIST IN THE GRADE INDICATED UNDER THE PROVISIONS OF TITLE 10, UNITED STATES CODE, SECTION 1370:

To be lieutenant general

CHARLES E. DOMINY, 000-00-0000  
KENNETH R. WYKLE, 000-00-0000

THE FOLLOWING-NAMED OFFICERS, ON THE ACTIVE DUTY LIST, FOR PROMOTION TO THE GRADES INDICATED IN THE U.S. ARMY IN ACCORDANCE WITH SECTIONS 624 AND 628, TITLE 10, UNITED STATES CODE. THE OFFICERS IDENTIFIED WITH AN ASTERISK ARE ALSO BEING NOMINATED FOR APPOINTMENT IN THE REGULAR ARMY.

MEDICAL CORPS

To be lieutenant colonel

\*RUSSELL R. MOORES, JR., 000-00-0000  
KENNETH G. PHILLIPS, 000-00-0000  
\*JON A. PROCTOR, 000-00-0000

To be major

CLYDE L. JOHNSON, 000-00-0000  
ROY D. WELKER, 000-00-0000

MEDICAL SERVICE CORPS

To be lieutenant colonel

MICHAEL J. SMITH, 000-00-0000

IN THE AIR FORCE

THE FOLLOWING MIDSHIPMEN, U.S. NAVAL ACADEMY, FOR APPOINTMENT AS SECOND LIEUTENANT IN THE REGULAR AIR FORCE, UNDER THE PROVISIONS OF SECTIONS 531 AND 541, TITLE 10, UNITED STATES CODE, WITH DATES OF RANK TO BE DETERMINED BY THE SECRETARY OF THE AIR FORCE

REGULAR AIR FORCE

To be second lieutenant

ROBERT D. CURRY, 000-00-0000  
DARIN A. HUNTER, 000-00-0000  
AMY E. HUTCHISON, 000-00-0000  
STEPHEN T. JORDAN, 000-00-0000  
PAUL S. REHOME, 000-00-0000  
WARD Y. TOM, 000-00-0000

IN THE NAVY

THE FOLLOWING-NAMED U.S. NAVAL RESERVE OFFICERS TO BE APPOINTED PERMANENT LIEUTENANT IN THE MEDICAL CORPS OF THE U.S. NAVY, PURSUANT TO TITLE 10, UNITED STATES CODE, SECTION 531.

MEDICAL CORPS

To be lieutenant

VANITA AHVJA, 000-00-0000  
CHAD M. BAASEN, 000-00-0000  
JOSEPH P. BARRION, 000-00-0000  
FRANK M. BISHOP, 000-00-0000  
JEFFREY W. BITTERMAN, 000-00-0000  
JOHN F. BOGARD, 000-00-0000  
LISA M. CARTWRIGHT, 000-00-0000  
ALEXANDER B. CHAO, 000-00-0000  
MICHAEL E. COMPEGGIE, 000-00-0000  
JOHN A. CRADOCK, 000-00-0000  
MARGARET T. DUPREE, 000-00-0000  
STEPHEN L. FERRARA, 000-00-0000  
MARC H. FOGELSON, 000-00-0000  
JERRY R. FOLTZ, 000-00-0000

QUENTIN J. FRANKLIN, 000-00-0000  
MICHAEL B. GAVRON, 000-00-0000  
JAMES L. HANCOCK, 000-00-0000  
JAMES M. HARRIS, 000-00-0000  
KURT H. HILDEBRANDT, 000-00-0000  
KIMBERLEY L. JAMES, 000-00-0000  
REX A. KITELEY, 000-00-0000  
SUSAN M. KRIZEK, 000-00-0000  
WILLIAM D. LEONARD, 000-00-0000  
GREGORY S. LEPKOWSKI, 000-00-0000  
KRISTEN S. OVERSTREET, 000-00-0000  
ERIC L. PAGENKOPF, 000-00-0000  
PIERRE A. PELLETIER, 000-00-0000  
ELIZABETH PETROCIC, 000-00-0000  
DAVID P. REGIS, 000-00-0000  
DOUGLAS J. ROWLES, 000-00-0000  
ERIC S. SAWYERS, 000-00-0000  
COLETTE K. SCHEURER, 000-00-0000  
MARK K. SCHEURER, 000-00-0000  
GARRY H. SIMON, 000-00-0000  
GORY R. SPURLING, 000-00-0000  
ALEXANDER E. STEWART, 000-00-0000  
JOSEPH G. THOMAS, 000-00-0000  
JAMES F. VERRES, 000-00-0000  
PETER WECHGELAER, 000-00-0000  
JEFFREY S. WEISS, 000-00-0000  
PERRY N. WILLETTE, 000-00-0000

THE FOLLOWING-NAMED NAVAL ACADEMY GRADUATES TO BE APPOINTED PERMANENT ENSIGNS IN THE LINE OR STAFF CORPS OF THE U.S. NAVY, PURSUANT TO TITLE 10, UNITED STATES CODE, SECTION 531:

NAVAL ACADEMY GRADUATES

To be ensigns

CHARLES S. ABBOT, 000-00-0000  
DOUGLAS W. ABERNATHY, 000-00-0000  
RAFAEL A. ACEVEDO, 000-00-0000  
PAUL V. ACQUAVELLA, 000-00-0000  
SOWON S. AHN, 000-00-0000  
CHRISTOPHER F. AKINS, 000-00-0000  
RAYMOND J. ALBARADO II, 000-00-0000  
REBECCA D. ALLEN, 000-00-0000  
ALESSANDRO V. ALVEARIO, 000-00-0000  
RAFFAELE G. AMENDOLA, 000-00-0000  
BRIAN P. ANDERSON, 000-00-0000  
JEFFERY G. ANDERSON, 000-00-0000  
JENNIFER L. ANDERSON, 000-00-0000  
JON M. ANDERSON, 000-00-0000  
THEODORE J. ANDREWS, 000-00-0000  
TRACIE L. ANDRUSIAK, 000-00-0000  
AOLE F. ANSARI, 000-00-0000  
CAROL P. ARGAO, 000-00-0000  
MATTHEW J. ARMAS, 000-00-0000  
MICHAEL D. ARMJO, 000-00-0000  
DERICK S. ARMSTRONG, 000-00-0000  
MICHAEL S. ARNOLD, 000-00-0000  
BRAD L. ARTERY, 000-00-0000  
LAURIE E. ATHERHOLT, 000-00-0000  
BARRY H. AUSTIN, 000-00-0000  
COREY M. AVENS, 000-00-0000  
JAMES A. AVERA, 000-00-0000  
MARC X. BACA, 000-00-0000  
CHRISTOPHER G. BAILEY, 000-00-0000  
JACOB A. BAILEY-DAYSTAR, 000-00-0000  
BRIAN G. BAKER, 000-00-0000  
ERIK R. BAKER, 000-00-0000  
MICHAEL L. BAKER, 000-00-0000  
ROBERT C. BANDY, 000-00-0000  
AMY R. BARANSKI, 000-00-0000  
BRENON M. BARBER, JR., 000-00-0000  
SEAN L. BARTLETT, 000-00-0000  
RAQUEL BARTON, 000-00-0000  
DAVID H. BASSETT, 000-00-0000  
JAMES S. BATES III, 000-00-0000  
BRIAN E. BAUDOUIN, 000-00-0000  
ROSALIE E. BECSY, 000-00-0000  
RYAN J. BEDNER, 000-00-0000  
CLAYBORNE H. BEERS, 000-00-0000  
STEVEN J. BELLAICK, 000-00-0000  
ALEXANDRA L. BENNETT, 000-00-0000  
MICHELE BENNETT, 000-00-0000  
MATTHEW L. BERAN, 000-00-0000  
JULIE A. BERGESS, 000-00-0000  
JOEL P. BERNARD, 000-00-0000  
CHRISTOPHER A. BERONIO, 000-00-0000  
CHARLES H. BERTRAND, 000-00-0000  
TIMOTHY C. BERZINS, 000-00-0000  
MARCUS J. BESLIN, 000-00-0000  
BRIAN K. BIRD, 000-00-0000  
HAROLD D. BLACKMON, JR., 000-00-0000  
PETER M. BLAKE, 000-00-0000  
BASIL A. BLASTOS, 000-00-0000  
CHARLES T. BLOCKSIDE, 000-00-0000  
JEFFERY L. BOAZ, 000-00-0000  
STEPHEN L. BOCANEGRA, 000-00-0000  
LAURA H. BOLLOCK, 000-00-0000  
MICHAEL S. BONNETT, 000-00-0000  
MOLLY J. BORON, 000-00-0000  
DAVID M. BOXMEYER, 000-00-0000  
MICHAEL A. BRADY, 000-00-0000  
JASON K. BRANDT, 000-00-0000  
FRANK E. BRANDON, 000-00-0000  
JOHN A. BRATTAIN, 000-00-0000  
RICHARD L. BREWSTER, 000-00-0000  
REUBEN E. BRIGETY, II, 000-00-0000  
STEPHEN G. BROOKS, 000-00-0000  
PATRICK J. BROPHY, 000-00-0000  
TIMOTHY M. BROSNAN, 000-00-0000  
ARTHUR K. BROWN, 000-00-0000  
BRADY A. BROWN, 000-00-0000  
JAMES S. BROWN, 000-00-0000  
RYAN N. BRUNTINGTON, 000-00-0000  
NICOLAS J. BRUNO, 000-00-0000