



successful workplaces *digest*

Business and Professional Women's Foundation

National Employer Summit | Washington, DC | June 20, 2008

Proud sponsors of the

2008 National Employer Summit of Business and Professional Women's Foundation



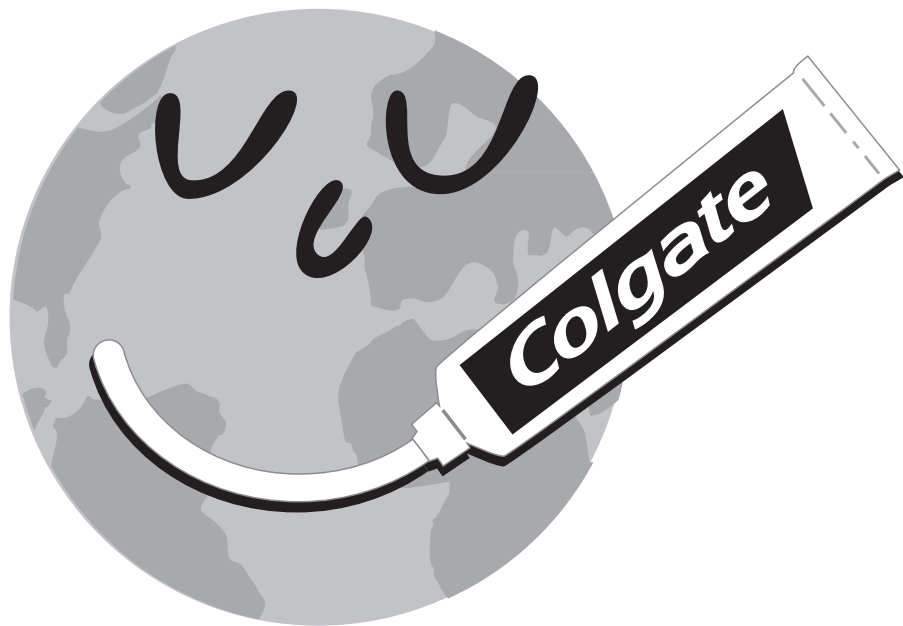


Social Responsibility Through Alternative Mobility.

At Calvert, our successful workplace practices include getting-to-the-workplace benefits. We subsidize employees' costs who commute to work via public and other alternative means of transportation. Please read our article, ***Commuter Benefits: Helping Employees, Employer and Environment***, appearing in this digest. Discover how Calvert is helping minimize the impact of commuting not just on the planet, but also on our people and their families.



Working Together For A Better World



Business and Professional Women's Foundation
1620 I Street, NW | Suite 210
Washington, DC 20006
Phone 202.293.1100 | Fax 202.861.0298
www.bpwfoundation.org
foundation@bpwfoundation.org

MYTH

Female young careerists have many more opportunities to attain high level positions, because men and women typically have the same prospects to achieve management positions.

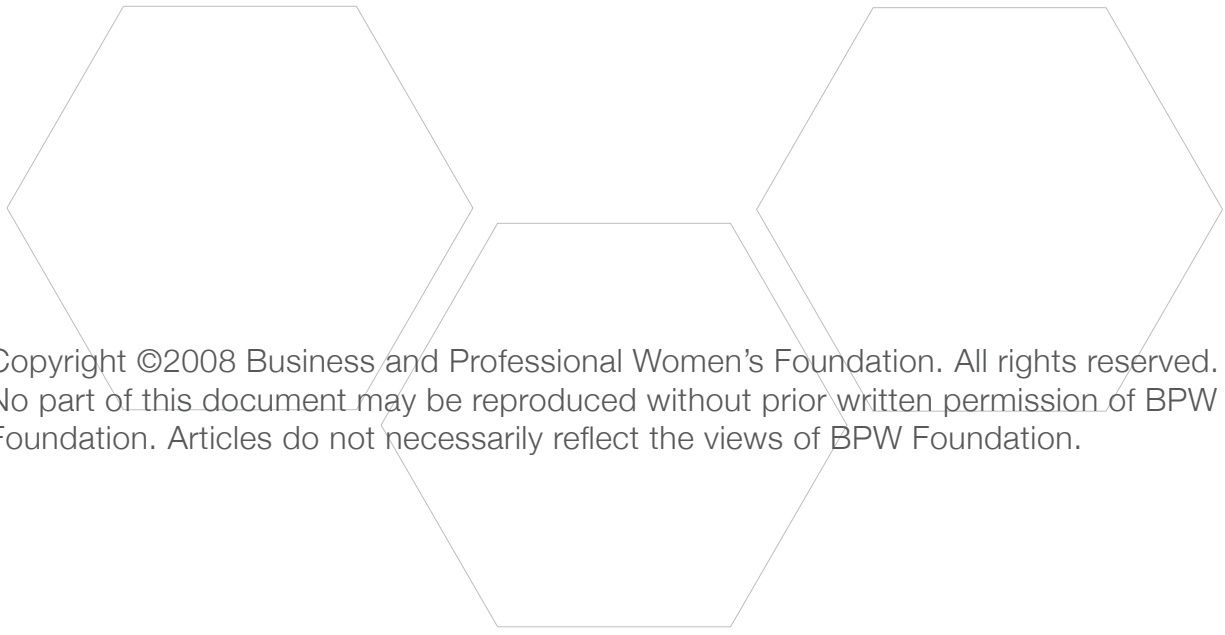
FACT

While the occupational profile of employed women has diversified and improved since the late 1970s, this progress has failed to translate into similar growth within the upper levels of management.

Proudly Supporting

Business and Professional Women's Foundation
and their Young Careerist Research

Talbott & Associates

Three large, light gray hexagons are arranged in a triangular pattern, overlapping each other. One hexagon is on the left, one on the right, and one centered below them.

Copyright ©2008 Business and Professional Women's Foundation. All rights reserved.
No part of this document may be reproduced without prior written permission of BPW
Foundation. Articles do not necessarily reflect the views of BPW Foundation.



about

Business and Professional Women's Foundation

Business and Professional Women's Foundation strives to help working women establish successful careers by providing them with the resources they need to make informed career decisions, achieve a healthy balance between work and life and attain merited career advancement while realizing their full personal and professional potential. BPW Foundation is a 501(c)(3) charitable, educational, organization impacting the lives of thousands of women in communities nationwide.

**BPW Foundation
funds innovative
research in order
to help understand,
support and guide
workingwomen at
crucial points
in their careers
and lives.**

Since 1956, BPW Foundation has brought together key figures from all sectors of society at critical times to generate solutions to workplace issues. By engaging national employers to discuss the challenges they face in their endeavor to create diverse, innovative and successful workplaces, BPW Foundation continues its legacy as an agent for change.

This June, BPW Foundation is hosting the third National Employer Summit and publishing the first *Successful Workplaces Digest* to help enable employers to create effective and thriving workplaces. These are just two of the tools BPW Foundation offers to help workingwomen and employers bring about meaningful changes for themselves, their organizations and their communities.

In addition to facilitating knowledge sharing among corporate and public leaders, BPW Foundation funds innovative research in order to help understand, support and guide workingwomen at crucial points in their careers and lives. The organization's latest research explores issues faced by women veterans in transition from military careers to the civilian workplace. BPW Foundation's research and programs also help young careerists improve their job skills and expand their knowledge of how to succeed in the workplace.

Since 1969, BPW Foundation has provided financial assistance to disadvantaged women, 25 years and older, to further their education as they enter or re-enter the workforce. BPW has awarded more than \$6 million in scholarships, grants and loans to over 8,000 women.

board of trustees

Business and Professional Women's Foundation

Chair

Roslyn Ridgeway | *CEO and President* | DeRoz Entertainment Group

Vice Chair

Carolyn V. Grady | *Co-owner* | Oshkosh Office Systems

Secretary

Carol Ann Huber | *Retired—The AYCO Company LP* | A Goldman Sachs Inc. Subsidiary

Treasurer

Susan B. Waters, EDM, CAE | *Deputy CEO* | National Association of Insurance and Financial Advisors

Trustees

Dixie Arthur | *President* | ASAE Services, Inc.

Sheila M. Barry-Oliver, Ed.D. | *Faculty* | Trinity (Washington) University

Velma Hart | *National Finance Director* | AmVets

Barbara A. Henton | *Executive Marketing Director* | GlobalNet GNP

Lisa Hershman | *Senior Vice President, Operational Excellence* | Avnet, Inc.

Nancy Jackson | *Regional Transportation Manager* | Target Corp.

Avis Parman | *Owner* | Parman Family Partnerships

Diane M. Polangin | *Owner* | Total Tax Service

Susan Parsons Reed | *Controller/Business Development* | The Star Group

Linda Hood Talbott, Ph.D. | *CEO and President* | Talbott & Associates

Muriel R. Watkins | *Vice President, Human Resources* | The New York Times Company

Nancy J. Werner | *Teacher* | Pennridge School District

A decorative graphic on the left side of the page consists of a cluster of overlapping hexagons. Some hexagons are white with a thin grey outline, while others are solid grey. They are arranged in a way that creates a sense of depth and geometric pattern.

successful workplaces *digest*

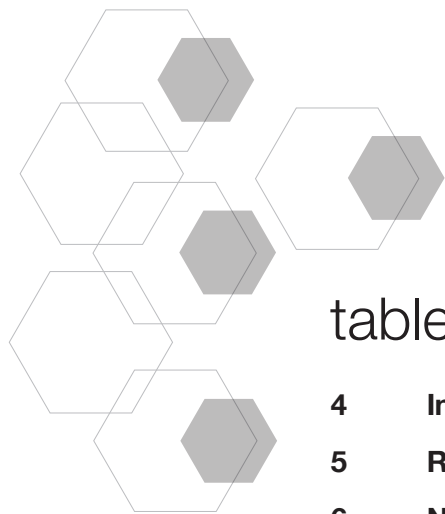


table of contents

4	Introduction <i>Successful Workplaces Digest</i> & National Employer Summit
5	Review Boards <i>Successful Workplaces Digest</i>
6	Navigating <i>Successful Workplaces Digest</i>
8	AARP Competitive Environment: The Business Case for Hiring Workers Age 50+
10	Accenture Future Leave Program
11	American Speech-Language-Hearing Association A Trailblazer in Health and Wellness
13	Avnet, Inc. Starting an Executive Women's Forum
15	The Balanced Worker Project™ Helping Young Careerists Navigate the Challenges of Work-Life Balance
17	Batteries Plus LLC Corporate Growth Arises from Engaged Employees
19	Business and Professional Women's Foundation First Impressions Matter When Hiring Women Veterans
21	Business and Professional Women's Foundation Understanding a New Generation
24	Business and Professional Women's Foundation Untapped Talent: Women Veterans
27	Calvert Commuter Benefits: Helping Employees, Employer and Environment
29	Capital One Future of Work
32	Choose 2 Lead Keeping the Best and the Brightest with a More Flexible Workplace
34	Civic Ventures Encore Careers: Experience Wanted
36	Crowell & Moring, LLP Success as a Part-Timer: Attorneys Seeking a Different Balance Can Thrive and be Good for Firms
40	Deloitte Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce
42	Deloitte Women as Buyers
44	Ernst & Young LLP Practical Tips for Effective Mentoring
46	Ernst & Young LLP Tips for Men Coaching Women

- 48 **Griffin-Hammis Associates, LLC** | Crafting a Job that Fits Both Employer and Worker
- 50 **Kansas City Power & Light** | Recruiting a Diverse Workforce
- 52 **Maga Design Group and InnerPlay** | How to Make Fitness Fun
- 54 **The MITRE Corporation** | Navigating Life at Work
- 56 **The National Center on Workforce and Disability** | Universal Strategies to Promote the Retention of Older Workers
- 58 **The National Council on Independent Living** | Ways to Recruit, Hire and Retain Qualified Employees with Disabilities
- 60 **National Court Reporters Association** | IDEA Team
- 62 **The New York Times Company** | Steps to Developing a Diversity and Inclusion Strategy
- 64 **nGenera** | Signature Experiences: How to Find an Employer-Employee Match
- 67 **NIH-NOAA Recreation and Welfare Association** | Employee Associations Strengthen Individual Employee Satisfaction, Organizational Productivity and Success
- 69 **Points of Light Foundation** | Establish Better Connections Among Employees with a Knowledge Fair
- 71 **Replacements, Ltd.** | Empowering Associates for a Healthier Tomorrow
- 73 **Roberds Chiropractic Clinic** | Bringing Wellness to the Workplace
- 75 **Sprint** | Developing and Mentoring Diverse Talent
- 77 **TecAccess LLC** | The Business Value of Disability Employment
- 79 **U.S. Department of Labor, Office of Disability Employment Policy** | Career-Focused Youth Mentoring
- 82 **U.S. Department of Labor, Office of Disability Employment Policy** | Universal Design Helps Companies Retain Diverse Workforce and Customer Base
- 84 **Verizon** | Addressing Domestic Violence with Technology
- 86 **Weyerhaeuser** | Diversity Business Networks: A Strategy for Retention and Business Evolution
- 88 **Women Thrive Worldwide** | Reap the Benefits of a Flexible Work Schedule Program
- 90 **Index** | Articles by Tags



introduction

Successful Workplaces Digest & National Employer Summit

Business and Professional Women's Foundation's *Successful Workplaces Digest* showcases promising practices, inventive ideas and applied research. Represented in the *Digest* is a range of corporate, non-profit and governmental organizations committed to building diverse, flexible and equitable workplaces.

**Leading national
employers gather
at the Summit
to showcase
their promising
practices.**

Designed to be a user-friendly resource for busy professionals, the *Digest* offers straightforward, accessible ideas on great practices that can be implemented in a variety workplaces.

Successful Workplaces Digest is being published in conjunction with BPW Foundation's National Employer Summit, *Practice What You Promise: Building Successful Workplaces with Innovative Practices*. The event's program has been guided by the *Digest*'s exciting submissions.

Leading employers who are actively developing policies to enhance work-life effectiveness will gather at the Summit on June 20, 2008, to showcase and share their practices. The Summit helps individuals and employers develop and nurture programs through round table discussions, experiential learning and keynote presentations.

The Summit and *Digest* provide forums in which employers can begin to envision a future in which they have the resources necessary to create modern work environments, help employees to realize their potential and establish sustainable organizations.

review boards

Successful Workplaces Digest

Editorial

Sheila Barry-Oliver, Ed.D. | *Faculty* | Trinity (Washington) University

Philip N. Cohen | *Associate Professor of Sociology* | University of North Carolina at Chapel Hill

Tim Fuchs | *Operations Director* | National Council on Independent Living

Tricia Dwyer-Morgan, PPM | *Conference Manager* | National League of Cities

Andy King | *Senior Director, Nonprofit and Government Engagement* | Points of Light & Hands On Network

Margaret Singleton | *Vice President for Economic and Workforce Development* | DC Chamber of Commerce

Steven M. Worth | *President* | Plexus Consulting Group, LLC

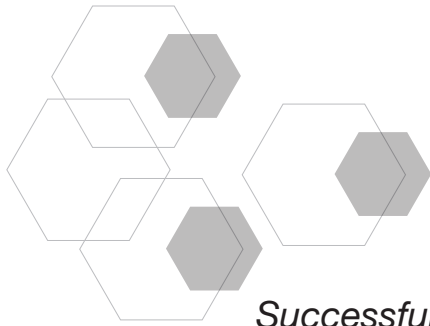
Staff

Deborah L. Frett | *Chief Executive Officer* | Business and Professional Women's Foundation

Stefanie Gans | *Manager of Programming and e-Fundraising* | Business and Professional Women's Foundation

Caitlin Woolsey | *Young Careerist Project Coordinator* | Business and Professional Women's Foundation

The boards selected, reviewed and edited submissions.



navigating *Successful Workplaces Digest*

Drawing from the digital style of presenting information, popularized by blogs, *Successful Workplaces Digest* is organized by tags. While the articles are listed in alphabetical order by organization name, the various themes discussed in each article can be found at the top of the page. You can also use our tag index at the back of the publication to find all the articles that address a given topic.

Diversity

Diversity in the workplace, which includes a broad representation of race, ethnicity, gender, gender identity, disability, age and religion, is a proven aspect of a thriving organization. Diversity initiatives have moved beyond merely filling quotas as companies have realized that with a variety of voices and opinions they are better prepared to handle the demands of a global marketplace.

Mature Workforce

Forty percent of the U.S. labor force will qualify for retirement or early retirement by the end of the decade, but many will continue working. Keeping this segment engaged in the workplace, retaining their knowledge, tapping their expertise and understanding their unique experiences are key components to enhance mature employees' lives and strengthen companies' bottom lines.

Professional Development

Employees must ensure their skills are relevant and up to date and employers should encourage workers' continuing education. Keeping apprised of the latest in technology, current events, global trends and sector-specific information is one way to succeed in today's competitive market.

Team Building

By partnering with coworkers to develop personal skills, realizing group achievements and deepening connections with individuals at all levels of the organization, employees learn to establish a sense of workplace community.

Technology

In an ever-changing marketplace, the demands for technology-based solutions, such as podcasts, webinars and blogs, are greater than ever. The companies that utilize technology most effectively will not only fortify profits and augment employees' work and life, but will likely emerge as future leaders.

Thinking Green

To be environmentally conscience, it is no longer enough to recycle newspapers. Reducing one's carbon footprint by telecommuting, printing documents sparingly and using biodegradable, single-use utensils are now imperatives to help protect the environment as well minimize operational costs.

Transitions

Changing expectations, responsibilities, skills, personal obligations, family duties and a fluctuating marketplace significantly impact individuals as they manage their personal lives and careers. Both employers and employees must work together to ensure that complex work and life transitions are positive and productive for the individual as well as the organization.

Veterans

After women veterans separate from the military, they may feel ill-equipped to navigate the civilian workplace. Yet women veterans' time in the military has often imbued them with specialized skills and core attributes such as discipline, loyalty and collaboration, making them a significant resource for potential leadership that employers must learn how to tap.

Wellness

The overall mental and physical wellness of workers has become an interactive process for individuals and workplaces. Wellness involves practicing healthy choices to create a well-adjusted personal lifestyle and communal work environment. These health initiatives can include personalized ergonomic assessments, smoke-free facilities and on-site health counselors.

Work-Life Effectiveness

Work-life effectiveness is a strategy designed to create workplaces that allow all employees, including management, to better achieve both their personal priorities and professional goals. Workplace flexibility is the application of this concept, which is becoming increasingly necessary for businesses to succeed.

Workplace Flexibility

Workplace flexibility is integrated into policies and company practices to address the dual life and work responsibilities of employees in a manner that respects organizations' priorities. Such formalized initiatives can include flexibility in scheduling, number of hours worked, career options regarding multiple points for entry, exit and re-entry into the workforce and provisions for employees to address unexpected and ongoing personal and family needs.

Young Careerist

Many members of younger generations are in transition, grappling with life choices that will affect their career paths. They tend to have different perspectives, motivations, priorities and work methods than previous generations because of their technological prowess, global scope and positive, entrepreneurial attitudes.



Competitive Environment: The Business Case for Hiring Workers Age 50+

Dedicated to enhancing quality of life for all individuals as they age, AARP advocates for positive social change and supports its members through information, advocacy and service. AARP recognizes that many U.S. companies will soon face a potentially significant loss of experienced talent as the Baby Boomer generation approaches retirement age.

This AARP study, “Business Case for Workers Age 50+: Planning for Tomorrow’s Talent Needs in Today’s Competitive Environment: Key Findings,” conducted by Towers Perrin, demonstrates why employers need to hold onto employees who are over age 50 and suggests practical retention strategies.

68 percent of not-yet-retired workers ages 50–70 plan to work in some capacity into their retirement years or do not plan to officially retire at all.

Despite the introduction of younger generations of careerists into the workplace, the skills and experiences of mature workers play a vital role in the sustained success of any organization. Particularly during this upcoming period of transition when many mature workers may opt out of their careers in favor of retirement, employers should actively work to retain valuable mature employees and also be open to hiring staff who are age 50+.

Through their attitudes, actions and workplace policies, employers should acknowledge that organizations rely upon the skills, expertise and experience of mature workers to gain and maintain a competitive edge within the global labor force.

Despite the introduction of younger generations of careerists into the workplace, the skills and experiences of mature workers play a vital role in the sustained success of any organization.

The Business Case for Hiring Workers Age 50+

- » Replacing experienced workers can cost at least 50 percent of an individual's annual salary in turnover-related expenses, and the cost is even higher in jobs requiring specialized skills.
- » The benefits of maintaining a stable workforce and avoiding turnover costs can exceed the incremental compensation and benefit costs for older workers.
- » Sixty-nine percent of individuals ages 45–74 who are either working or looking for work plan to work in some capacity during retirement.
- » Sixty-eight percent of not-yet-retired workers ages 50–70 plan to work in some capacity into their retirement years or do not plan to officially retire at all.
- » This study indicates that older workers are more motivated than their younger counterparts to exceed expectations on the job.

Retention Strategies

- » Some organizations and companies may be able to largely escape the expertise crunch if today's age 50+ workers continue to work longer—for both financial and personal reasons—than previous generations.
- » Companies may find themselves competing for the services of mature workers and will need to offer more attractive incentives and rewards that are tailored to the needs and preferences of workers ages 50+.
- » Health care coverage and competitive retirement benefits are the most frequently cited financial incentives in surveys of mature employees.
- » To compete in the retention race, employers need to make flexible working schedules, telecommuting options, part-time positions, opportunities for training and new experiences, phased retirement and other workplace innovations part of their job offerings.
- » Prominent intangible incentives include work-life balance, respect for employees' skills and recognition of individual contributions. *SWD*

AARP | www.aarp.org

Edwin A. Redfern Jr. | *National Program Consultant, Workforce Issues Team* | eredfern@aarp.org

Accenture Future Leave Program

**Participation
in the Future
Leave
program does
not affect an
employee's
long-term
career
potential...**

To meet employees' needs to establish and maintain work-life balance, or for those who want extra time away from work to do something important to them, Accenture offers a range of flexible work options, which are individualized according to employee specifications.

Future Leave is one innovative approach. A "time away" program, it provides employees with a short-term break from work so they can spend time on personal priorities.

Future Leave is a self-funded sabbatical that offers advantages over a traditional leave of absence. The program is open to employees through senior manager levels who are in good standing with at least three years of continuous employment service. With Future Leave, employees can take one to three months off, and can combine it with other leave programs such as paid time off, for a maximum of four months away from work. Future Leave can be taken once every three years.

The program offers employees security through continued health care and other insurance coverage at standard employee premium rates during the leave. Accenture continues to make premium payments toward the benefits, and the employees still pay their portion of the benefit costs.

Participation in the Future Leave program does not affect an employee's long-term career potential, and, in fact, it provides the assurance that participants can return to work. They keep their laptops and retain access to Accenture tools during their leave.

Employees have the option of budgeting for Future Leave by setting up a separate direct deposit account. They can contribute a portion of their salary to a specific fund now, allowing them to take leave down the road.

Although most people use the program to address short-term work-life balance challenges, Accenture may grant leave for any reason that does not present a conflict of interest with ongoing Accenture employment. Employees often share information about their plans for the time away—child or elder care, helping with a family business or volunteering abroad—but they are not obligated to give a reason for the leave request. *SWD*

Accenture | www.accenture.com

Sharon Klun | *Director of Work-Life Initiatives* | sharon.k.klun@accenture.com

American Speech-Language-Hearing Association

A Trailblazer in Health and Wellness

There is an extensive body of research documenting the benefits of workplace wellness initiatives. These benefits include: reduced health care costs, increased productivity, reduced absenteeism, improved morale and retention and reduced disability and worker's compensation costs.

ASHA has in place wellness initiatives that have been well-received by staff and shown a positive return on investment in the form of lower than average increases in health benefit costs. This program has also garnered ASHA recognition and awards, which are important in recruitment efforts; staff often cite these initiatives as one of their most valued aspects of employment. The return on investment, both tangibly and intangibly, has been very positive.

ASHA adopted a holistic approach to wellness that includes consideration for physical, mental and spiritual aspects of health.

ASHA adopted a holistic approach to wellness that includes consideration for physical, mental, and spiritual aspects of health.

ASHA's Wellness Initiatives

- » A Silver LEED Certified green building to reduce the Association's footprint on the environment. Green living is healthy living. Indoor air quality is exceptional and free of pollutants and all workspaces are ergonomically designed for the staff's comfort. The use of natural daylight is maximized and most staff members enjoy unobstructed views of the outside.
- » Flu shots provided annually to staff and retirees.
- » Monthly blood pressure screenings and routine screenings for: body composition, bone density, thyroid, glucose, PSA, carbon monoxide, flexibility, grip strength, cardiovascular fitness, sun damage, vision and hearing.
- » Educational programs on: gastrointestinal health, sleep hygiene, boosting your immune system, seasonal allergies, stress management, arthritis, women's cancer awareness, men's cancer awareness, ergonomics, healthy eating and detoxification.
- » Weight Watchers at work.

continued

Learn about our
"ASHA Wellness Team
Presentation"—[www.youtube.com/
watch?v=fStEKnbh6pU](http://www.youtube.com/watch?v=fStEKnbh6pU)

- » An informal meditation group.
- » Pedometers for all staff. Some staff go on walks together to help achieve their target of 10,000 steps per day.
- » Healthy snacks such as fruit and nuts provided at no cost.
- » ASHA's offices and grounds are entirely smoke free. ASHA has offered a variety of smoking cessation aids, including free sessions with a hypnotist.
- » CPR AED training.
- » A relationship with a local CSA (Community Supported Agriculture) to supply interested staff with a steady source of organic produce.
- » A fitness room and a group activity room for hosting exercise classes.

Keys to Success

- » Wellness Advisory Team researches, recommends and implements organization-wide wellness initiatives that result in high staff participation and measurable return on investment.
- » Using information about prescriptions filled under the association health care plan to shape the wellness program.
- » Partnership with Shady Grove Adventist Hospital Prevention and Wellness Services.

By providing resources and support, and cultivating a workplace environment in which overall health is a priority, ASHA is at the forefront of workplace wellness initiatives. *SWD*

**Some staff go on walks together to help achieve their target
of 10,000 steps per day.**

American Speech-Language-Hearing Association | www.asha.org

Janet McNichol | *Director, Human Resources* | jmcnichol@asha.org

Avnet, Inc.

Starting an Executive Women's Forum

In the male-dominated field of semi-conductors, Avnet's female staff wanted to create a community for executive women to help each other meet career goals. This desire for a voice at work turned into the Executive Women's Forum (EWF), whose mission is to create an environment for executive women in Avnet Americas to maximize networking opportunities, address developmental needs, promote visibility and build relationships in order to enhance the organization's leadership capabilities.

The EWF also created a process to help transition women who have been out of the workforce for a variety of reasons, including those returning from sabbatical, medical, educational, maternity or paternity leaves. Inspired by research from organizations such as BPW Foundation, EWF has also focused on addressing the issues faced by veterans, especially women in transition. This initiative has given the EWF an enhanced reputation as a positive force in the company.

In the few years the EWF has been in existence, it's had the ups and downs that come with the creation of any new organization, but has acquired some valuable experiences and recommendations in the process.

Creating a Women's Group at Work

- » Ensure you have executive sponsorship from one of your highest ranking female employees.
- » Create a formalized board that can establish governance and manage activities.
- » Include a Communications Officer or a Communications & Awareness Committee as part of the Board.
- » Develop a formalized mission that aligns with the core values of your organization.
- » Communicate! Make sure women in the organization understand the initiative's purpose so you can be efficient, consistent, and effective.
- » Include information about the forum in new employee orientation.

DO

continued

In the male dominated field of semi-conductors, Avnet's female staff wanted to create a community for executive women to help each other meet career goals.

DON'T

- » Leave out executive male sponsorship. Having a CEO on your side is one of the most important components of success, and if your CEO is male, this is a great opportunity for him to champion the advancement of women.
- » Compete with organizational diversity groups. If the diversity initiative has a leader, include him or her as an executive sponsor.
- » Forget to communicate to the male employees in your organization. If you don't keep them apprised of what the forum is doing, they may make inaccurate assumptions which could ultimately hurt the group's longevity and success.
- » Organize events that are only open to women—include the male employees. *SWD*



The EWF also created a process to help transition women who have been out of the workforce for a variety of reasons, including returning women veterans.

Avnet, Inc. | www.avnet.com

Lisa W. Hershman | *SVP, Operational Excellence; Chairwoman, Executive Women's Forum* |
Lisa.Hershman@Avnet.com

The Balanced Worker Project™

Helping Young Careerists Navigate the Challenges of Work-Life Balance

While women have joined the work force in increasing numbers they continue to face barriers that hinder both career advancement and personal growth. Despite the labor force's more inclusive landscape, the organizational structure and policies of the workplace maintain the status quo, failing to provide female workers with the necessary support to balance personal, family and workplace responsibilities without compromising their careers.

The Balanced Worker Project™ was created to address these dilemmas. The program provides both preventative and proactive initiatives, targeting young female employees either before they enter the workforce or in the early stages of their careers. Research and real world examples highlight the challenges of achieving a balance between work and life that can erode a successful career path. Female careerists are made aware of the pervasive workplace biases that keep women in lower paying jobs with fewer opportunities to build job skills and cultivate career advancement.

The workplace fails to provide female workers with the necessary support for them to balance personal, family and workplace responsibilities without compromising their careers.

The proactive component of The Balanced Worker Project™ provides tips and techniques that young careerists can employ to safeguard their careers. Participants become familiarized with industry best practices such as workplace flexibility policies and they participate in role-playing scenarios to learn essential workplace skills.

With support, women no longer need to feel vulnerable as they struggle to navigate these workplace issues.

continued

Encourage and Support Young Female Careerists in the Workplace

DO

- » Model what you want young careerists to internalize about the organization.
- » Link young careerists’ work to the core goals of the organization as a whole.
- » Leverage young careerists’ strengths.
- » Demonstrate a non-judgmental attitude.
- » Force yourself out of your own comfort zone.

DON’T

- » Address problems based on your experience alone.
- » Assume how young careerists will feel in a given situation.
- » Breach confidentiality.
- » Feel threatened by young careerists’ technological expertise.
- » Discount young careerists’ ideas due to their limited experience. *SWD*



Batteries Plus LLC

Corporate Growth Arises from Engaged Employees

Batteries Plus believes that strong company growth comes from engaged and committed employees. To promote this philosophy, every 4 to 6 weeks employees have opportunities to participate in a little fun at work. Incorporating enjoyment and humor in the workplace creates camaraderie and deepens loyalty to the company.

While many companies contribute publicly to charities and provide national sponsorships, Batteries Plus prefers to let employees drive community involvement and charitable contributions.

Employees enjoy these events because it's a break from the daily routine. It connects them to each other on a personal level creating powerful interpersonal relationships.

Employee events are planned by an employee-driven “Plus Panel,” which is open to all employees, or are organized by individuals committed to a specific charity.

Breast Cancer Fundraiser

This initiative involves a number of events over several weeks and is concluded by employees participating in the Breast Cancer Walk.

- » Donated items such as a golf outing, hotel stay and autographed sports items are bid on in a silent auction.
- » Employees donate baked goods and the company donates beverages and snacks for the bake sale.
- » An IT auction lets employees bid on computer items for the opportunity to purchase.
- » Employees purchase a “jean certificate” so they can wear jeans for a week.
- » For the picnic lunch, Batteries Plus donates food and staff buys lunch tickets.

March Madness

Every organization includes sports-minded individuals, so to create some friendly competition Batteries Plus celebrates the NCAA Men’s Basketball Championships.

- » Employees are divided into 8 cross-departmental teams.

continued

- » Teams are randomly assigned 8 NCAA teams.
- » Employees wear jeans until their teams are out of the competition.
- » Tournament games are shown on a projection screen during Thursday and Friday lunches.
- » The winning team receives a jeans week.

Annual Chili Cook-off and Halloween Costume Contest

These events promote cooking creativity and highlight staff members' talents.

- » Employees are divided up into teams of 6 to 8.
- » Teams make one batch of chili, an appetizer and dessert.
- » Employees vote for their 3 favorite chilies (there are typically 20+ to choose from).
- » Winning team gets to wear jeans for a week.
- » Halloween costumes are optional, but are voted on in the same way and prizes are given to the winners.

Employees enjoy these events because they provide a break from the daily routine. Social activities connect workers to each other on a personal level, creating powerful interpersonal relationships and subsequently strengthening workplace productivity.

Batteries Plus benefits because satisfied employees work more productively, and are more willing to go the extra mile for the company and for each other.

Measuring success quantitatively for these types of these events is difficult to do, but more and more newly hired individuals are stepping up to sponsor their own events. Of the 200 corporate employees, 37 have been with Batteries Plus for 3 years and 54 for 5 years or more (13 of which for more than 10 years). But the true measure is listening to employees discuss the events in the halls- this speaks volumes to their success. *SWD*

Batteries Plus LLC | www.batteriesplus.com

Patty Luebke, MAOM, PHR | *HR Partner* | pluebke@batteriesplus.com

Business and Professional Women's Foundation First Impressions Matter When Hiring Women Veterans

Civilian employer attitudes about the value of military service in the workplace made a lasting impression on women veterans, according to Business and Professional Women's Foundation 2007 survey, *Workingwomen Speak Out II: Women Veterans in Transition*. The research project captured the transition experiences of women moving from the military into the civilian workforce.

Women veterans were more likely to find their desired job when their first post-military employer indicated positive opinions about the value of their military work experience. Employers who didn't encourage women veterans to talk about their service during the job interview were perceived as less supportive.

When women veterans felt their military service was appreciated by coworkers, they were twice as likely to respond positively about their first post-military job.

The survey also found that numerous factors play a role in determining the success of a woman veteran's transition, including education level, marital status and responsibility for dependents. Workplace culture is another factor that affects how a veteran employee may feel about her new job. For example, when women veterans felt their military service was appreciated by coworkers, they were twice as likely to respond positively about their first post-military job and were more likely to provide a positive assessment of their job skills.

Employers Should Care What Women Veterans Think

Women veterans are a growing segment of the U.S. labor force. In 1980, there were 1.1 million women veterans, but by 2007 their numbers had increased to 1.7 million. Understanding how to fully engage this growing segment of society could pay off for employers and community leaders facing an impending leadership drain as Baby Boomers age out of the workforce and leave behind a smaller generation of mid-careerists to fill in the gaps.

Women veterans have many of the skills employers desire. Recruiting women veterans makes good business sense, because the military has already expended extensive resources to train them to be the most skilled, efficient, inventive, disciplined and adaptable employees possible.

In-depth analysis of this survey and more information about the Women Veterans in Transition research project is available at www.bpwfoundation.org.

continued

Veterans who experienced successful work transitions expressed confidence in the following skill sets.

Women Veterans Have the Ability To

- » Set and achieve goals.
- » Locate, understand and interpret written information.
- » Perform high level computer skills.
- » Communicate effectively with coworkers.
- » Think creatively, make decisions and learn on the job.
- » Recognize and solve problems.
- » Act responsibly.
- » Maintain positive self-esteem.
- » Demonstrate friendliness.

How Employers Can Make a Good First Impression

Employers made a good impression on women veterans when the prospective hires felt:

- » Comfortable talking extensively about their military career during the interview.
- » Their military experience gave them an advantage in the workplace.
- » Employers appreciated their service to the country.
- » Employers valued their military training.
- » Employers valued the skills they learned in the military.

How Employers Can Recruit and Retain Women Veterans

- » Create a culture of acceptance.
 - » Inquire whether women applicants have been in the military.
 - » Ask women veterans to talk about their military experience and to relate what they've learned in the military to the job for which they are applying.
 - » Encourage coworkers to see the connection between a woman veteran's military experience and her civilian job skills.
 - » Articulate the value the organization places on their military background.
- » Provide resources and services that enable women veterans to translate the skills learned in the military to civilian positions.
- » Do not use a one-size fits all approach: Younger, non-college educated women veterans surveyed were less likely than their older, college-educated veteran peers to observe the value of their military experience in the civilian workplace or to have positive job search experiences. Employers wanting to recruit young, emerging leaders will need to provide more initial support.
- » Encourage Human Resources to provide information about veteran benefits to both male and female employees, even if they haven't self-identified, because many women do not indicate their veteran status. *SWD*

Business and Professional Women's Foundation | www.bpwfoundation.org

Deborah L. Frett | *Chief Executive Officer* | foundation@bpwfoundation.org

Business and Professional Women's Foundation

Understanding a New Generation

Many myths persist regarding younger generations, such as Millennials (born 1981–99) and Gen Xers (born 1965–80), which can have a negative effect to how these young careerists are perceived and treated in the workplace. (As defined by Business and Professional Women's Foundation, young careerists are between the ages of 18 and 35.) While opportunities abound, young careerists—especially women—must confront lingering prejudices, limitations, stereotypes, expectations and difficult choices. Employers and managers should recognize that these young workers are the future of organizations, and acknowledge that these emerging leaders have much to offer the burgeoning global labor force.

MYTH

The playing field has been leveled: women and men have essentially the same opportunities to secure successful, profitable careers.

FACT

Women are still over-represented in low-paying jobs.

» Forty-four percent of employed women work in technical, sales and administrative support jobs.¹

» Women are more likely to have white-collar jobs as professionals (23 percent versus 16 percent for men) and in administrative support (22 percent versus 8 percent for men), which typically offer a lower wage.²

MYTH

The percentage of female students enrolled in higher education now outnumbers that of males.

FACT

Higher enrollment rates of women at the undergraduate level—57 percent of bachelor's degrees are obtained by women, versus 43 percent by men, according to the Department of Education's latest statistics—have not translated into equal graduate enrollment rates.³

MYTH

Young careerists today are, on average, the most educated generation to enter the workforce, and particularly regarding their technological skills, it is not difficult for young people to obtain secure jobs within the labor force.

FACT

Fifty-three percent of all temporary or intermittent workers are under age 35.

» Temporary jobs on average pay lower wages.

» Temporary employees are more likely than permanent workers to experience periods of unemployment and to live near the poverty line.⁴

continued

MYTH Female young careerists have many more opportunities to attain high level jobs because men and women typically have the same prospects to achieve management positions.⁵

FACT While the occupational profile of employed women has diversified and improved since the late 1970s, this progress has not resulted in similar growth within the upper levels of management.

MYTH Employees from the younger generations are apathetic and self-centered.

FACT Young careerists tend to be accepting of multiculturalism and the broadest definitions of diversity, while exhibiting a willingness to fight for social justice both within the workplace and the broader community and world.

MYTH Young careerists are idle and exhibit limited drive to excel in their jobs.

FACT Dedication to goals, a self-starter mentality and pursuing passions are key skills that young careerists bring to the workplace.

» Raised in an environment where they were told to pursue their passions, young careerists tend to be more confident and willing to take risks to pursue their interests entrepreneurially.

» The Bureau of Labor Statistics projects that the self-employed category will grow 5 percent between 2004–14, compared with 2 percent growth from 1994–2004.

MYTH Young careerists expect to have challenging, meaningful work right from the start of their first job, and are reluctant, or even averse, to more mundane tasks.

FACT Young employees recognize that even mundane office duties have to be done by someone; they just don't want mindless tasks to comprise the entirety of their workday.

» Today's workplace is transactional.

» Successful managers can best engage young careerists by offering short-term growth opportunities, rather than expecting young careerists to stick it out on the promise of more interesting work based on long-term residency.⁶

MYTH Young careerists are not loyal.

FACT Even though young careerists switch jobs frequently, this should not be interpreted as disloyalty.

» Young careerists change jobs because of dedication to the values instilled in them by their parents: valuing their time, learning new things and finding personal fulfillment through one's work. Therefore, they leave jobs when they do not experience personal growth.

» Because of their team mentality, young careerists are generally willing to ask for help and advice, and they tend to feel committed to their colleagues and employer.

» Even if they don't have qualms about leaving the organization as a whole, young careerists are generally concerned about jilting their workplace "team."⁷

MYTH

With the influx of working mothers in the labor force, workplaces have widely adopted more accommodating policies, so when young careerists choose to leave their jobs, it is the result of a personal decision to place familial responsibilities over career advancement.

FACT

Most women—86 percent—who leave their careers cite workplace constraints, such as inflexible jobs or maternal profiling, as the primary reason why they left the labor force.⁸

MYTH

Mature employees often feel edged out of the workplace to make room for younger, more technologically savvy careerists.

FACT

The Age Discrimination in Employment Act protects only workers over age 40, so young careerists—not their older colleagues—are most at risk for age discrimination.⁹

- » Young careerists are more likely to be laid off than mature workers.
- » In September and October 2001, workers ages 16–24 suffered 95 percent of all job losses.
- » Young employees are six times more likely than their older counterparts to be unemployed.¹⁰ *SWD*

Young careerists tend to be accepting of multiculturalism and the broadest definitions of diversity.

ENDNOTES

¹ Women's Bureau of the United States Department of Labor. (1993, June).

² 2006 Statistics, Canada.

³ Clune, M., Nunez, A. & Choy, S. (2001, May).

⁴ Jorgensen, Helene. 1999. *When Good Jobs Go Bad: Young Adults and Temporary Work in the New Economy*. Washington DC: The 2030 Center.

⁵ Bond, J., Thompson, C., Galinsky, E. & Protas, D. (2003), p. 7.

⁶ <http://blog.penelopetrunk.com/2007/06/21/trying-to-keep-young-workers-from-quitting-your-job-its-not-about-money/>

⁷ Ibid.

⁸ Williams, J., Manvell, J. & Bornstein, S. (2006). 'Opt Out' or Pushed Out?: *How the Press Covers Work/Family Conflict: The Untold Story of Why Women Leave the Workforce*, p. 4. The Center for Work-Life Law at The University of California, Hastings College of Law, www.worklifelaw.org.

⁹ <http://www.youngworkersunited.org/article.php?id=39>

¹⁰ Sum, Andrew, Taggart, Robert, et al. *The National Economic Recession and Its Impacts on Employment Among the Nation's Young Adults (16–24 Years Old): The Untold Story of Rising Youth Joblessness*. Center for Labor Market Studies, Northeastern University, Boston, February 2002.

Business and Professional Women's Foundation | www.bpwfoundation.org

Deborah L. Frett | *Chief Executive Officer* | foundation@bpwfoundation.org

Business and Professional Women's Foundation

Untapped Talent: Women Veterans

Women have a high rate of success in the military with opportunities to advance and hold high-ranking positions, but many misconceptions negatively influence women veterans' capacity to transition successfully into civilian life. As women comprise a growing portion of the military, they have subsequently become a substantial segment of our veteran population. Unfortunately, women veterans' issues are still largely ignored.

While most veterans face similar problems as they transition from the military to the new world of civilian work, women veterans must deal with a different set of stereotypes and ignorance. The training, skills, discipline, team building and leadership experience cultivated within the military are all valuable to civilian employers, and women veterans can be as great an asset to employers as their male counterparts.

Below are myths debunked by Business and Professional Women's Foundation's research project, *Women Veterans in Transition*, and additional sources. The facts presented here should encourage employers to actively recruit and engage women veterans in their organizations.

MYTH

Women are less capable than men of carrying out the physical tasks demanded by military work.

FACT

The Defense Women's Health Research Program (DWHRP) demonstrates conclusively that women are equal to men in the physical and cognitive aspects of military readiness, including meeting such physical challenges as the tolerance of gravity forces, the ability to respond to stress and the ability to survive in extremes of heat and cold.”¹

MYTH

Women have a hard time achieving success in the military.

FACT

Approximately 95 percent of all jobs in the military are open to women.

- » The percentage of women serving on active duty in the military has more than doubled since 1978.
- » Women account for close to 20 percent of the U.S. Military.
- » Women account for the largest increase in enlistment.²

MYTH Women compromise the military's efficiency and success because of on-duty days lost due to pregnancy and maternal leave.

FACT Statistically, men spend even more time away from active duty. For male soldiers, this is almost exclusively due to behavioral issues such as desertion, drug and alcohol abuse, incarceration or being AWOL.³

MYTH Most veterans are middle-aged.

FACT Thirty percent of female veterans are under the age of 35, compared to only 10 percent of male veterans.⁴

MYTH The military is a roadblock to a higher education.

FACT Qualified service-members can receive more than \$70,000 in tuition benefits.

- » More than half the enlisted force has some background in higher education.
- » Over 30,000 degrees were earned by service personnel in 1999 alone.
- » The military operates over 300 schools, teaching more than 10,000 courses.

» Many military bases bring in professors from local colleges to teach courses.

» Military personnel can take college courses through the Internet.⁵

» The military offers retired personnel up to \$100 per month reimbursement for tutorial assistance.

» The military provides free training for personnel interested in starting or enhancing a small business.

MYTH In general, female veterans tend to be less well-educated than their male counterparts.

FACT Eighty-one percent of women veterans who responded to BPW Foundation's survey had completed some college, and 60 percent of them have a college degree.⁶

MYTH Military training and jobs have little relation to the civilian world.

FACT Eighty-eight percent of military jobs have direct civilian counterparts.

» The military offers thousands of specialized jobs in varied fields.⁷

» Eight-one percent of all jobs in the military are non-combat occupations.

» Veterans of the U.S. Armed Forces are less likely to be unemployed than non-veterans.

continued

MYTH

After leaving the service, women veterans are not qualified for jobs besides entry-level positions.

FACT

As civilians, about 235,000 women veterans work in managerial and professional occupations, and an additional 100,000 work as administrators.⁸

MYTH

Women veterans have an extensive network of military assistance and veteran support to aid in their transition into the civilian workforce.

FACT

Ninety-three percent of women veterans surveyed by BPW Foundation cited that they did not turn to a women's network, veterans' service organization or professional association to help secure a civilian job.⁹

MYTH

Most veterans can transition into civilian life with relative ease.

FACT

Forty-four percent of respondents to BPW Foundation's survey, who had been out of the service an average of seven years, said they still did not feel completely adjusted to participation in the civilian workforce.

» Only 21 percent felt they had successfully transitioned into civilian life by the start of their first post-service job.¹⁰

» Just over half of women veterans surveyed by BPW Foundation (51.7 percent) did not seek civilian work

ENDNOTES

¹ Jonathan B. Perlin, M.D., Pd.D., M.S.H.A., F.A.C.P., Susan H. Mather, M.D., M.P.H., and Carole L. Turner, R. N.P., M.S.N., C.N.A.A. (2005). Women in the Military: New Perspectives, New Science. *Journal of Women's Health* 14, no. 9.

² *Today's Military*. <http://www.todaysmilitary.com/app/tm/like/myths>

³ Peach. (1996). *It's Our Military, Too!*

⁴ Women's Bureau, Washington, DC. (1997, June). Outlook on Women Veterans. *Facts on Working Women* 97, no. 5.

⁵ *Today's Military*.

⁶ BPW Foundation. (2007). Understanding the Complexity of Women Veterans' Career Transitions.

⁷ *Today's Military*.

⁸ Women's Bureau. Outlook on Women Veterans.

⁹ BPW Foundation. (2007). Understanding the Complexity of Women Veterans' Career Transitions.

¹⁰ Ibid.

¹¹ Ibid.

¹² National Alliance to End Homelessness. (2007, November). Vital Mission: Ending Homelessness Among Veterans.

until after leaving the military, but women veterans who began looking for a civilian job prior to their official separation were twice as likely to say that they had secured the type of job they had hoped for, and were also twice as likely to recall that they felt well-prepared for the civilian workforce.¹¹

» Female veterans, especially if they have disabilities or are unmarried or separated, are more likely to experience the burden of housing costs and other necessities.¹² *SWD*

Business and Professional Women's Foundation | www.bpwfoundation.org

Deborah L. Frett | *Chief Executive Officer* | foundation@bpwfoundation.org

Calvert

Commuter Benefits: Helping Employees, Employer and Environment

Calvert, a socially responsible mutual funds firm, headquartered in suburban Washington, D.C., has set industry standards for asset management excellence—both in selection of companies for portfolios and how the organization serves its clients' interests.

Calvert is actively committed to transparency and corporate responsibility which parlays into providing employees with a flexible, benefit-rich, family-friendly work environment. It is with this commitment in mind that offers commuter benefits in an effort to minimize the impact of commuting on employees and their families.

Our program demonstrates success from a socially responsible standpoint, encouraging and rewarding employees for using alternative methods of transportation.

Calvert has offered commuter benefits to its employees for more than 20 years. This program demonstrates success from a socially responsible standpoint, encouraging and rewarding employees for using alternative methods of transportation.

Transportation Program Highlights

» Bicycle and Walking Shoe Reimbursement

- » Employees are eligible for either a yearly reimbursement of \$120 to cover the cost of shoes or a one-time reimbursement of \$500 for the purchase of a bicycle.
- » Shower facility for the physically active commuter

» Hybrid Vehicle Subsidy Program

- » All employees working at least 20 hours per week are eligible for a one-time reimbursement of \$3,000 for the purchase, or \$1,500 for the lease, of a new or used hybrid vehicle.

continued

Win-Win Policy

» Nearly 100 percent Participation

- » Benefits start on day one and with subsidies on parking and public transportation, as well as biking and walking, almost all employees receive transportation benefits. More than 30 percent of Calvert's employees commute to and from work using a method other than driving.

» Workplace Flexibility and Cost Savings

- » Telecommuting and compressed work weeks give employees the opportunity to spend more time with their families and less time commuting, thus taking their vehicles off of the road during the peak of rush hour. Employees typically save hundreds of dollars on an annual basis by simply participating in Calvert's commuter benefits program, and Calvert saves money on office usage by telecommuting workers.

» Recruiting and Retention

- » Calvert's commuter benefits program helps attract new employees to an urban-suburban area, which can come with a costly commuting price.
- » Among other programs, transportation benefits help Calvert to attract new employees and retain current employees. While many companies work with high turnover rates, Calvert generally keeps more than 90 percent of its workforce each year and has an average employee tenure of more than 8 years. *SWD*

Calvert | www.calvert.com

Lauren Lefkowitz, PHR | *Human Resources* | Lauren.Lefkowitz@Calvert.com

Capital One

Future of Work

As Capital One continues to diversify and expand its geographies, creating work environments for a more distributed workforce is key to connecting people across space and time. Future of Work (FOW) is an integrated technology and workspace approach, driven collaboratively by Human Resources, Corporate Real Estate and IT. This initiative moves well beyond hoteling and unassigned desks to foster increased productivity, collaboration and satisfaction for associates while decreasing costs and lessening Capital One's impact on the environment.

Technology and Services are Revolutionizing the Workplace

- » Cutting-edge technology tools and infrastructure enable greater mobility and portability.
- » Redesigned workplace settings and services foster innovation and collaboration, allowing work any place, any time.
- » New flexible work and knowledge management programs encourage distributed work styles.

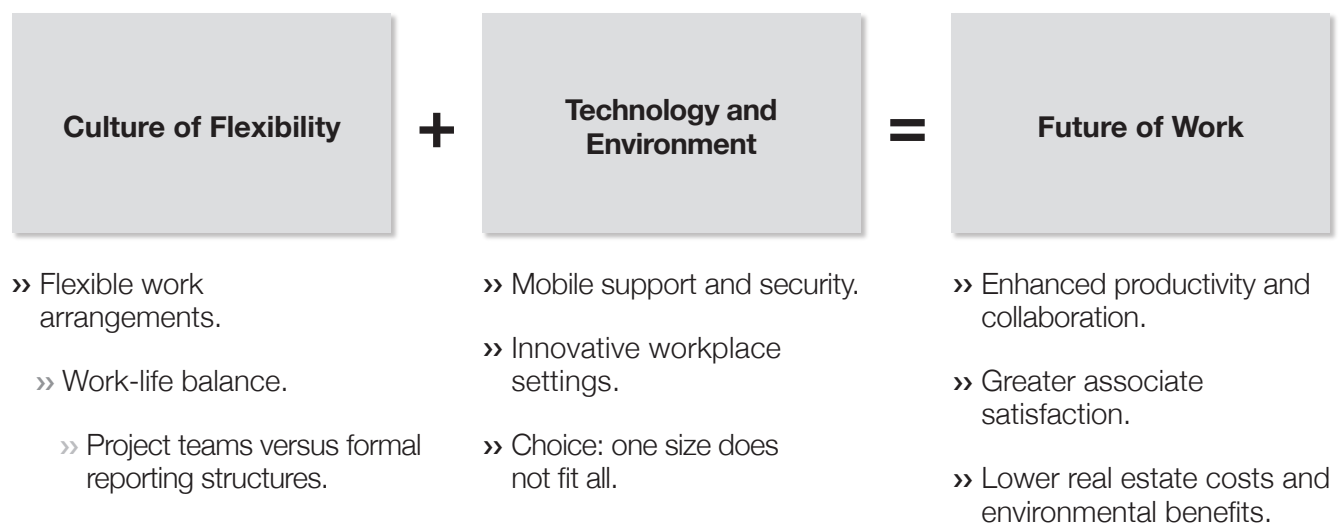
Key Tenants of Future of Work

Improve Associate Productivity and Collaboration

FOW creates an environment that supports work when and where it is most effective while creating openness for enhanced collaboration. An open desk envi-

continued

Work is what you do, not a place you go ...



ronment is supplemented by coffee break areas, libraries, conference rooms and enclaves for group meetings, as well as “huddle rooms” for private one-on-one meetings and “quiet zones” for focused individual work.

Enhance Associate Flexibility and Workplace Satisfaction

FOW enables mobility for individual associates with supporting technology tools, including laptops and Blackberry devices, instant messaging, and a VOIP phone system that allows users to log-in and activate their phone at any workstation they select. These integrated offerings align with the flexible work arrangements that many managers offer to provide a tremendous amount of flexibility for employees to work when and where they are most effective, be it in the office, from home, or on the road.

Reduce Real Estate Costs

FOW makes more effective use of space for immediate operating expense reductions. FOW also enables a slower expansion of buildings on campuses, eliminating or delaying real estate capital expenditures. Individual business units have the flexibility to determine the details of an FOW implementation, thus making the choices that are right for their business.

Lessen Impact on the Environment

FOW reduces the use of energy with more effective use of space and fewer employees commuting. FOW also reduces overall real estate footprint, curtailing plans for the groundbreaking of new buildings on the primary corporate campus.

**Convention says we must all work in the same place,
but offices, desks, cubicles and conference rooms don't
match the way people work today or take advantage of
advancements in technology.**

Implement Future of Work

- » Enables mobility through technology.
- » Offers supportive unique workplace atmospheres to reinforce flexibility.
- » Provides the tools and environment to work beyond a traditional office setting.
- » Increased wireless laptop and Blackberry usage.
- » Utilizes voice and video through internet technology.
- » Web and telesuite conferencing.
- » Designated collaboration space.
- » Establishes project-based group assignments and “virtual teams.” *SWD*



Capital One | www.capitalone.com

Lahne Mattas-Curry | *Corporate Communications* | lahne.mattas-curry@capitalone.com

Choose 2 Lead

Keeping the Best and the Brightest with a More Flexible Workplace

A study by Choose 2 Lead Women's Foundation, recently released by the U.S. Department of Labor, examines why highly successful women tend to leave the traditional workforce. "Are We Losing the Best and the Brightest? Highly Achieved Women Leaving the Traditional Workforce" uncovered core reasons why women opt-out, with job dissatisfaction ranking the highest.

Why Women Opt-out

- » Organizational culture was often a key component of workplace dissatisfaction.
- » The demand for flexible careers is greater than the supply.
- » Immediate supervisors generally control the opportunity for flexibility.
- » Barriers to implementation of flexible practices include infrastructure, institutional culture, limited experience in managing a diverse 21st century workforce and lack of readily available business cases and models.
- » Some women would be willing to reduce their responsibilities and compensation if jobs could be restructured.

If employers had revised jobs to offer more flexibility and control to the worker many women in the study could have stayed at their current job. These findings point to a need for reforms in organizational culture and in the way the workplace and work-life balance is structured.

**All of us—both employers and employees—have a role in
changing the 21st century workplace.**

Some organizations are getting it right, though. To capitalize on its intellectual capabilities and remain competitive globally, American corporations and organizations must create new work models to accommodate women, mature employees and other diverse workers. All of us—both employers and employees—have a role in changing the 21st century workplace.

Employers

Set the Organizational Tone

- » Minimize negative impacts to those employees utilizing flexibility.
- » Create an environment that rewards accomplishment and ability.
- » Provide training to manage the 21st century worker.
- » Promote diversity in leadership ranks and on boards.
- » Be willing to leverage, test and share innovative approaches.

Redefine Jobs

- » Offer more than one career track.
- » Rely on results-oriented team approaches.

Develop New Metrics

- » Measure and reward productivity rather than face time.

Employees

Advocate for Yourself

- » Know your employer and industry labor needs.
- » Negotiate for what you need.
- » Keep the pressure on your organization to offer solutions to retain you.

Reach Out to Others

- » Maintain an active network within your industry.
- » Compare notes with women in similar situations. *SWD*

Choose 2 Lead | www.choose2lead.org

Shirley Clark | *Founding Partner* | shirley@choose2lead.org

Patricia Reed | *Founding Partner* | patricia@choose2lead.org

Civic Ventures

Encore Careers: Experience Wanted

Nearly 8,000 Baby Boomers turn 60 every day. It's the largest, healthiest, best-educated and longest-living generation in American history. For many employers looking to fill gaps in their talent force, Baby Boomers can be a vast resource of skill, talent and significant work experience.

For many employers looking to fill gaps in their talent force, Baby Boomers can be a vast resource of skill, talent and significant work experience.

Baby Boomers are already the fastest growing segment of the workforce. The Bureau of Labor Statistics projects the number of workers 55 and older to grow by 46.7 percent in the next eight years—more than five times the growth rate of the labor force overall. By 2016, nearly one in four American workers will be over 55.

The vast majority of Baby Boomers plan to work longer than their parents did, but what kind of work will they do? Research shows that more than half of those in their fifties said they want jobs that provide an opportunity to give back in their communities. They prefer areas with large labor needs, including education, health care, nonprofit leadership and the government.

This is good news for social sector employers facing critical labor shortages. In January 2008, The Partnership for Public Service found that 193,000 individuals will be needed in the next two years to fill critical government jobs, in fields such as public health, accounting and engineering.

Embracing the potential of this generation requires targeted recruiting into challenging jobs, forward-thinking workplace practices and a desire for an intergenerational and diverse workforce.

Many organizations are on the front end of this trend, using innovative ideas and practices to tap into the vast and vibrant pool of Baby Boomers seeking Encore Careers—jobs that provide income, personal meaning and social impact.

For many employers looking to fill gaps in their talent force, Baby Boomers can be a vast resource of skill, talent and significant work experience.

Benefits of Experienced Workers

- » Fill gaps caused by program growth and shortages in critical fields.
- » Serve the needs of an increasing numbers of older clients and customers.
- » Provide immediate expertise and institutional knowledge to meet temporary and long-term staffing needs.
- » Bring commitment and reliability to social-purpose jobs that decreases costly staff turnover.
- » Reduce costs associated with training and mistakes made on the jobs due to inexperience or lack of confidence.
- » Strengthen the entire workforce by serving as mentors to younger workers.

“Too few employers are actively searching out experienced people who want new careers that help others,” says Marc Freedman, founder and CEO of Civic Ventures. “The exceptions are employers offering new jobs, flexible options and creative incentives to recruit and retain experienced employees. And what they are finding is that experienced employees can help organizations do an effective and efficient job of delivering on their missions.” *SWD*



Civic Ventures | www.civicventures.org | www.encore.org

Jennifer Coate | *Associate Director, Communications* | jcoate@civicventures.org

Crowell & Moring, LLP

Success as a Part-Timer:

Attorneys Seeking a Different Balance Can Thrive and be Good for Firms

In reality, all of us work like “part-time” attorneys. There are very few private law firm attorneys who will spend their entire year billing 2,000-plus hours for one partner or one matter.

We all divide our time among clients, partners, billable and nonbillable work, and our personal lives. Our law firms set expectations for us with the number of hours we are to spend on billable and nonbillable tasks over the course of the year, and then we are entrusted as professionals to fulfill those duties.

Within that model, there are those of us who seek a different balance—a lower professional hours threshold in exchange for more time for our personal lives, whether it be for child rearing, elder care, or pursuit of other interests. At the same time, we want to continue to be productive contributors at our law firms and do not want our careers to stagnate. Is this possible?

Not only is it possible, but it is emerging as a business necessity for law firms as more mid-level to senior-level associates, particularly female attorneys, leave law firms in pursuit of more flexible work arrangements. These departures are a loss not only in terms of the investment the firm has made in developing and training the attorneys, but for female departures, it is a loss for those firms committed to promoting more women into the partnership ranks. In addition, as more women leave law firms and become clients in corporate counsel positions, they may expect to see more diversity at the partnership level than is currently in place at many firms.

Law firms and attorneys should not be wary of part-time arrangements. Part-time attorneys work in the same way that full-time attorneys do, just on a different scale and at a different compensation rate. With input and flexibility from all parties, a successful arrangement can be forged where the

We want to continue to be productive contributors at our law firms and do not want our careers to stagnate. Is this possible? Not only is it possible, but it is emerging as a business necessity...

Law firms should treat the development of their part-timers no differently than other attorneys and should look to offer the same promotion opportunities, training programs, professional organization leadership opportunities, and speaking and writing opportunities that are available to full-time attorneys.

law firm continues to receive quality work from the attorneys, and the attorneys can fulfill their personal and professional obligations, continue to grow and develop as lawyers, and even secure promotion.

There are many factors that make part-time success possible for attorneys, including:

» *Establishing your value before going part time.* For “home-grown” associates who wish to move to a part-time arrangement within their current law firm, it is helpful to have contributed several years of productive, quality full-time work. The firm then has a record to consider when weighing whether to accept your part-time request or to risk your leaving the firm. The firm will have a harder time seeing you leave if you have done well as a full-time associate. For more-senior attorneys entering firms as laterals, part-time arrangements can be negotiated using whatever unique experi-

ence or knowledge you are bringing to the firm that might not be found elsewhere.

» *Maintaining flexibility.* The legal service business at private law firms is generally not amenable to a 9 a.m. to 5 p.m. schedule. Clients call late in the day with demands, and there are intensive periods of work surrounding litigation deadlines and corporate transactions. A successful part-time attorney needs to remain flexible and step up to the plate during those intensive work periods to serve the client, with the understanding that a longer period of down time can be earned when the intensive work period is over. It is not an exact science, and clear, sustained communication of expectations between the attorney and law firm (or practice group) management is essential.

» *Maintaining availability.* Accessibility is a key aspect of client service for law firm attorneys. Technology offers a mixed blessing in this regard, with remote ac-

continued

cess of e-mail and work files becoming nearly universal. For the part-time attorney, periodic monitoring of e-mail and voice mail when away from the office is critical. Non-urgent matters can be deferred, but urgent matters require attention whether the part-time attorney is in the office or not, unless it can be delegated to others who are in the office.

There is no “right” way to go about achieving this balance, but a part-time arrangement cannot succeed without some sort of time-management plan.

- » *Having a strong support network.* In many cases, the attorney can't do this alone. For those attorneys who are part time because of family responsibilities, they should surround themselves with a support network to assist when the workload surges. In most cases, a supportive spouse who shares equally in child-care and household responsibilities will do the trick. Also, nearby family members or paid child-care or elder-care workers can lend the needed support.
- » *Enjoying the substance of a legal practice.* This is applicable to all attorneys, but it is even more important for part-timers. Part-time attorneys have to spend a fair amount of energy managing the procedural aspects of their practice and workload, and such energy is simply wasted if they don't enjoy the substance of their practice.
- » *Effectively managing time.* While time management is an important skill for all attorneys to master, it is vital for parttimers. With a reduction in hours at the office, the part-time attorney must maximize that time and find a balance between work and personal obligations that works. For some, that may mean a complete blending of professional and personal work (i.e., editing a brief at home during breakfast and writing a child's birthday invitations in the office), and for others it may mean near-complete separation of work and home tasks (i.e., staying at the office late or during weekend hours to complete work to maximize “off-duty” time at home). There is no “right” way to go about achieving this balance, but a part-time arrangement cannot succeed without some sort of time-management plan.

The Management Side

Law firm partners and management must also do their part to ensure a part-timer's continued success. Key considerations include:

- » *Respecting the attorney's schedule.* Firms can ask and expect some part-timers to “step up” during an intensive work period, but when that work period is over, the law firm needs to be mindful of the attorney's reduced work commitment and give the appropriate down time to the attorney to make up for the surge in hours. Similarly, if a non-urgent matter arises when the part-time attorney is not available, the law firm should respect the attorney's schedule and await his or her return to the office to assign the matter. When urgent matters arise, the law firm should make an effort to delegate urgent work to those in the office if possible, until the part-time attorney is again fully available.
- » *Continuing to develop and invest in the attorney.* Law firms need to look out for career stagnation in their part-time attorneys. Just because an attorney is not billing at a full-time pace does not mean that the attorney cannot be effective in client development or firm management. Law firms should treat the development of their part-timers no differently than other attorneys and should look to offer the same promotion opportunities, training programs, professional organization leadership opportunities, and speaking and writing opportunities that are available to full-time attorneys. The quality, difficulty, and scope of responsibility in a part-timer's billable work should also increase with seniority (as it does with a full-time attorney).

There are many other intangible elements that create a successful part-time arrangement at a law firm, but these factors are the essential building blocks for attorneys and law firm management to utilize in crafting productive, sustainable part-time professional arrangements for attorneys. *SWD*

Previously published in *Legal Times*,
July 25, 2005—
VOL. XXVIII, NO. 30

Deloitte

Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce

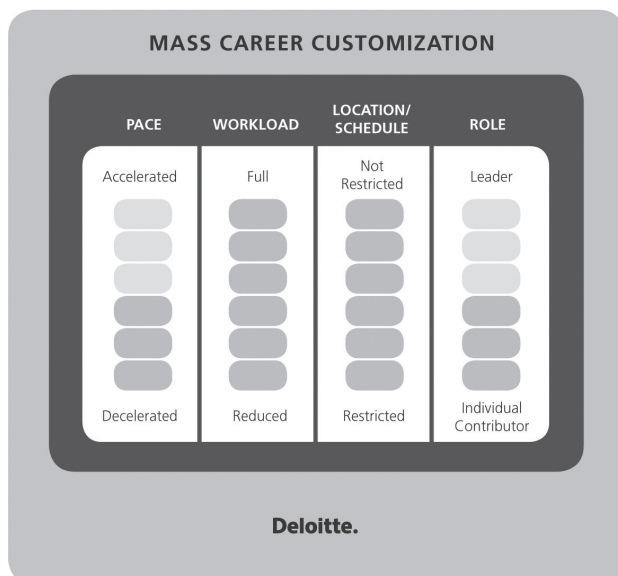
From personal backgrounds to family structures to changing attitudes and expectations, today's workforce and their career paths are more diverse than ever before. And yet most organizations have not strayed far from the one size-fits-all career model characterized by the corporate ladder. The result is a misalignment in the workplace that no longer can be classified as a women's issue, a generational difference or a heated debate about career-life fit.

Deloitte is responding to this fundamental misalignment by redefining how careers are built under a new model we term the Corporate Lattice™. A lattice organization allows for multiple paths upward, taking into account the changing needs of both the individual and the organization across various intervals of time. The result is an adaptive model of career progression that offers employees career-long options for keeping their work and personal lives in sync, and employers the long-term loyalty of their talent.

To facilitate the progression from a corporate ladder to a corporate lattice culture, Deloitte designed the mass career customization (MCC)™ framework that articulates a definite, not infinite, set of options along four inter-related dimensions of a career—Pace, Workload, Location/Schedule, and Role—as well as the associated trade-offs with choices across the four dimensions. In collaboration with their managers, employees periodically select options along each dimension based on their career objectives and life circumstances at a point in time and within the context of the needs of the business. These choices are then reflected on a MCC profile as shown to the left.

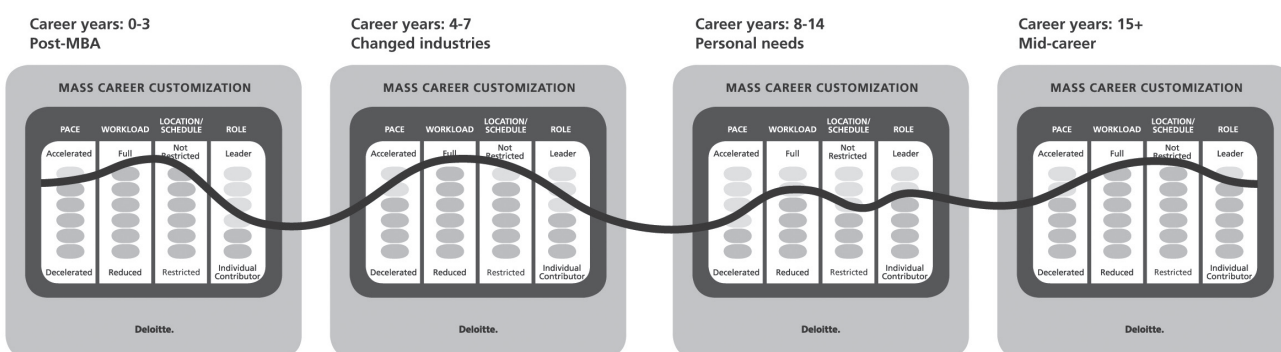
While most employees' MCC profiles will display common attributes, over time each employee's MCC profile will exhibit its own path, recording the series of choices made over the course of his or her career. For many, this path will look like a sine wave of sorts, with climbing and falling levels of contribution over time, as illustrated by the series of profiles below. The ebb and flow of career engagement levels over time is not new—in fact, it's already going on. MCC simply formalizes that which is already occurring by providing a structure and a process for how careers are built that better aligns the workplace with the realities of today's workforce.

As used in this document, "Deloitte" means Deloitte LLP and its subsidiaries.



Having determined the need to evolve into a corporate lattice organization, Deloitte began piloting MCC in 2005 for nearly a two year period and has been subsequently implementing MCC across the U.S. The roll-out is expected to be completed for their client service staff by the end of the year. Results show a strong, affirmative trend and some interesting learnings including a strong positive correlation between MCC and retention, employee satisfaction and morale, as well as an increase in more consistent and robust career conversations. There has been no negative impact on client service, nor have the floodgates for reduced schedules or other forms of dial-downed careers materialized. While only a small percentage of employees have opted to change from a 'common' profile, a key learning is that MCC's greatest worth is its option value—the psychic comfort afforded by the ability to customize the levels of career engagement as priorities change over time. *SWD*

The ebb and flow of career engagement levels over time is not new—in fact, it's already going on. MCC simply formalizes that which is already occurring by providing a structure and a process for how careers are built that better aligns the workplace with the realities of today's workforce.



Deloitte | www.masscareercustomization.com | www.deloitte.com/us/mcc

Mai Browne | *Public Relations* | masscareercustomization@deloitte.com

Deloitte

Women as Buyers

Deloitte's Women's Initiative, now in its 15th year, has often been recognized for its success in creating programs to increase the advancement of careers of both women...and men. One such program, "Women as Buyers," is designed to help male professionals in the organization sell more effectively to an increasingly important segment of the buying population: women.

Developing this program began with a year-long study on how executive women make decisions. Discovering a lack of sound research on the topic, Deloitte had to generate original data so the project team interviewed numerous Deloitte partners, principals, and directors, as well as dozens of clients who buy professional services. To round out the study, they spoke with experts on gender differences and looked at secondary research on the existing divide.

"Women as Buyers," is designed to help male professionals sell more effectively to an increasingly important segment of the buying population: women.

The conclusion: Women executives typically make purchasing decisions in ways that are noticeably different from those of their male counterparts. Below is a sampling of findings from Deloitte's research.

Women Executive's Purchasing Decisions

- » Women executives tend to use a method of discovery as they shop for business and professional services. As new information is presented, they may reevaluate or modify their original request, or even ask for additional services.
- » Women clients want to know and trust their consultants on a personal, as well as a professional level, so sharing personal information can help build trust.

- » Women often prefer business lunches to dinners since they often have greater responsibilities at home. If evening meetings are necessary, they may be more receptive if asked ahead of time so they can make previous arrangements.
- » Body language tends to differ by gender. While men may nod to signify that they understand, women may nod as an encouragement to the speaker to keep talking, even if they do not yet understand. Also, men tend to seat themselves beside a male client as their “right-hand man,” whereas women tend to be more comfortable when seated face-to-face.

Based on these and other findings, Deloitte began offering workshops aimed primarily at enabling partners, principals, and directors to build more effective relationships and become better equipped to sell services to women clients. Sessions focus on three key areas: building and maintaining relationships, decision-making styles, and communication styles. To encourage open and interactive discussions, groups are limited to 20 to 30 attendees. Each session comprises one-third women and two-thirds men.

While the trends in women’s buying habits are shared with workshop participants, they are cautioned to use them as guidelines rather than absolutes. Some buyers may welcome the heightened sensitivity, yet others may perceive the same behavior as patronizing. Moreover, not all observations apply to everyone all of the time.

It’s still too early to report exact statistics on whether the approach has won new business, but for the most part, participant feedback has been very positive. Many have said that the training has allowed them to better adapt their behavior as the situation dictates, which ultimately helps strengthen their relationships with clients and colleagues alike. *SWD*

As used in this document,
“Deloitte” means Deloitte LLP and
its subsidiaries.

Deloitte | www.deloitte.com/us/women

Mai Browne | *Public Relations* | uswomensinitiative@deloitte.com

Ernst & Young LLP

Practical Tips for Effective Mentoring

Mentoring ensures a talent pipeline, engages employees and encourages a team atmosphere. Mentoring also works both ways—mentors can learn new skills and new paradigms from their mentees.

Get this Most Out of Mentor-Mentee Relationship

Structure the Relationship

Have a conversation with the mentee to negotiate how the mentoring relationship will develop and function. Upfront communication sets the stage for more meaningful mentoring relationships.

Important Questions

Consider together who will initiate meetings, how often they will occur and whether they will be in person or via phone.

Establish Communication Preferences

The mentor should make clear whether they are comfortable if the mentee calls unexpectedly for counsel, or whether interaction should be limited to set meeting times.

Meet Regularly

Meetings should take place at least quarterly, if not more frequently. At least one of these meetings per year should be in person.

Leverage Existing Events

Set up meeting times that capitalize on the when and where of both individuals' schedules, such as arrange a mentoring session following an event that both must attend.

Even a gesture as simple as leaving voicemails can really deepen the relationship by demonstrating the mentor's concern for the mentee.

Check-Ins

Even a gesture as simple and easy as leaving voicemails can really deepen the relationship by demonstrating the mentor's concern for and attention to the mentee, who will, in turn, be more likely to approach the mentor. Consider sending a voicemail to your mentee a week before your meeting to help her prepare by suggesting that she bring topics to discuss.

Mentor-Mentee Discussions

- » Share personal background—experiences, skills, workplace encounters, ups and downs. This is frequently very helpful for mentees who are still developing their career path and work-life balance.
- » Help the mentee clarify goals—what assignments might be beneficial, as well as possible paths to gain access to assignments and opportunities.
- » Review decision-making processes and problem-solving approaches.
- » Discuss and outline a plan for develop and implement the mentee's personal and career goals, including charting progress, addressing obstacles and acknowledging any ways in which the mentor may be of assistance.
- » Share perspectives on leadership and management success factors. *SWD*



Ernst & Young LLP | www.ey.com

Holly Humphrey | *Americas Public Relations* | Holly.Humphrey@ey.com

Ernst & Young LLP

Tips for Men Coaching Women

With all the progress in women's advancement over the years, there are still only 12 female CEOs in the Fortune 500. Those numbers clearly illustrate there aren't enough women in top corporate positions to mentor other women toward reaching those same positions. So, who is really going to make gender equity a reality? The answer: Men.

What if men became change agents with other men? What if more male leaders gave their rising female managers the most visible opportunities, put them on the most complex accounts or projects and coached them to success in those roles? Imagine how quickly women could advance within an organization if the top men were strategically pulling for them.

It's not that men want women to fail, rather, most men want women to be very successful. Men often just need coaching so they can properly mentor their female employees and help them build the relationships and skills they need to succeed in the most demanding leadership positions.

Who is really going to make gender equity a reality? The answer: Men.

For Men Coaching Women

Keep it Honest

Don't hesitate to give pointers or swap ideas about how to address challenges. Think hard about treating men and women the same and make sure to not unduly worry about hurting feelings or being politically correct. Identify common ground and share similar experiences.

Encourage Authenticity

Coach women to capitalize on what they do best and talk through the benefits of their strategies for deepening client relationships. Consider different ways individuals succeed with clients and consider the career moves that build on those approaches even if they are different than how a man might do things. Be open and accept style differences.

Be a Mentor

Invest in the success of individual women leaders and women professionals. Be someone that women can talk with about their long-term career goals and other leadership opportunities. Talk about women's ambitions, encourage high expectations and compare ideas about next and future steps.

Understand and appreciate the richness that diversity of thought and a woman's leadership style can bring to a project, client or team.

Define Expectations

It can be useful to share tips on how to hit targets and achieve expected metrics. Identify ways in which expectations can change from manager to senior leader, including any unwritten rules.

Leverage Relationships

Encourage women to build relationships with peers and those at higher levels to develop a broad network. Talk through the strategic questions and encourage women to bring thoughtful questions to others.

Spend Time

Ask women coworkers to lunch, breakfast and other activities. By getting to know female coworkers, it will be easier to bring their talents to the attention of clients.

Develop Business Together

Engage women in all aspects in the business development process. Include them in key meetings (internal and external) and participate in meetings designed to share networks. Discuss the specific talents of women and include women in visible pursuit activities.

Keep a Wide Perspective

Consider other locations' needs, global assignments and rotations when the local business environment isn't the right opportunity to continue a woman's growth as a senior leader. Talk through the challenges of career moves and help develop links to other women who have been successful with relocations or significant career changes. *SWD*

Ernst & Young LLP | www.ey.com

Holly Humphrey | *Americas Public Relations* | Holly.Humphrey@ey.com

Griffin-Hammis Associates, LLC

Crafting a Job that Fits Both Employer and Worker

As the competition for highly skilled workers intensifies, employers are beginning to customize work arrangements to more closely accommodate the skills, interests and work-life realities of potential employees. Technology-savvy younger workers, workers seeking phased retirement, individuals with disabilities and those looking for greater work-life flexibility are committed to finding ways to make work *work* for them as well as their employers.

The U.S. Department of Labor's Office of Disability Employment Policy's (ODEP) research on how to successfully customize work for individuals who need workplace accommodations, such as people with disabilities, provides insight into this process of customizing workplace policies and environments. In the current climate of a competitive yet inclusive labor force, employers are becoming increasingly accustomed to tailoring work for all employees, and ODEP's research has the potential to help make the employment of people with disabilities a mainstream practice.

Customized Employment is moving the workforce from a history of charity to one of partnership with employers to create economic opportunities for individuals with disabilities.

Customized Employment is moving the workforce from a history of charity to one of partnership with employers to create economic opportunities for individuals with disabilities.

Process of Customized Employment

Explore Potential Employment Options for the Individual

- » Conduct an assessment of the prospective or existing employee.
- » This can be done (with the agreement of the employee) through conversations with family and friends, paid work experiences and direct observations of skills, talents and individual's expressed employment desires.
- » This assessment will reveal the ideal conditions for employment for this worker.

Assess the Workplace

- » In conjunction with a job coach, allow the employee to conduct informational interviews with staff in departments that match their interest areas.
- » Ask other staff about their career paths within the company and explore which routes may work for the employee.
- » Identify specific job duties and employer expectations.
- » Isolate roles that are being carried out by multiple employees and evaluate if one employee could take on those tasks.
- » Try to match individualized job goals with the employee's goals and strengths.
- » Ensure that the resulting job pays a living wage.

For more information about Customized Employment see ODEP:
www.dol.gov/odep/categories/workforce/cust_emp or START-UP-USA project: www.start-up-usa.biz

Self-Employment Options

Additionally, State Vocational Rehabilitation Services Program can provide the services necessary to support self-employment outcomes for individuals with disabilities. Self-employment, as well as telecommuting and establishing a small business, are recognized as “employment outcomes” under the Rehabilitation Act Amendments of 1998, which are contained in Title IV of the Workforce Investment Act (WIA).

The Small Business Administration reported that in 2004, 14.3 percent of people with disabilities started their own businesses, a slightly higher percentage than the national average (12.2 percent). ODEP found that self-employed individuals with disabilities articulate the same challenges and rewards as small business owners without disabilities. Starting and operating an enterprise may be simultaneously frightening, exhilarating, challenging and liberating. *SWD*

Griffin-Hammis Associates, LLC | www.griffinhammis.com

Cary Griffin | Senior Partner | cgriffin@griffinhammis.com

Dave Hammis | Senior Partner | dhammis@griffinhammis.com

Kansas City Power & Light

Recruiting a Diverse Workforce

Concerned that Kansas City Power & Light's (KCP&L) traditional employment practices were not effective in attracting a significant cross-section of employees, including women, KCP&L launched a new initiative to improve its diversity recruitment and workplace practices.

Promotion of Diversity

- » Partnering with community-based organizations such as The Full Employment Council, Kansas Workforce Partnership and Women's Employment Network.
- » Establishing a program in which female KCP&L employees in technology-related positions make presentations to local community colleges and trade schools to recruit young female careerists.
- » Creating goals that 50 percent of attendants come from diverse backgrounds for our pre-apprentice delivery business unit class.
- » Identifying high potential employees and encouraging participation in external leadership programs, such as Urban League's Leadership Forum, the Greater Missouri Leadership Challenge for Women, Kansas City Tomorrow, Leadership Kansas and the Central Exchange's Emerging Leaders Program for Women.

KCP&L's initiative has proven extremely successful, with increased attraction and retention of diverse employees, and an overall staff identification with and appreciation for diverse representation. To evaluate this new diversity recruitment and retention program, KCP&L utilizes employee statistics, focus groups that target diverse populations and an Occupational Health Survey for employees taken every 18 months.

Challenges still exist in making women aware of non-traditional job possibilities.

The successful recruitment, integration and retention of a more diverse range of employees at KCP&L is representative of the communities where the employees live and work, and underscores the company's commitment to inclusion and diversity.

Despite KCP&L's successful diversification of their workforce, there is still much to be done.

Challenges to Increasing Diversity

- » Making women aware of non-traditional job opportunities.
- » Educating the public and organizations about non-traditional jobs.
- » Enhancing partnerships with community-based organizations.
- » Ensuring the company's culture fosters an environment where employees can succeed.

The successful recruitment, integration and retention of a more diverse range of employees at KCP&L is representative of the communities where the employees live and work, and underscores the company's commitment to inclusion and diversity. *SWD*

Kansas City Power & Light | www.kcpl.com

Barbara Curry | *Senior Vice President, Corporate Services and Corporate Secretary* | barbara.curry@kcpl.com

Maga Design Group and InnerPlay

How to Make Fitness Fun

CEO Scott Williams started out looking for a fitness solution to fit into his busy life. Frustrated by his schedule and his dislike of conventional exercise, he wanted a way to make fitness fun and creative for his entire staff.

Maga Design Group teamed up with InnerPlay, a wellness-consulting firm that specializes in office fitness games. Maga Design staff signed up for InnerPlay's online Challenge that rewards employees for exercise and other healthy behaviors, as well as hosts a weekly Pilates class and provides each employee with a personal wellness coach.

Only six months into the program, the results are significant, and Maga Design's investment has paid off: 92 percent participation rate; 50 percent of participants significantly increased their physical activity levels; 31 percent of participants report a major success (for example, losing over 10 lbs); and a 9 percent increase in energy and motivation.

Starting a Successful Wellness Program

Make it Fun

By using an outside firm's online interactive program, Maga Design shifted fitness from a boring chore to an enjoyable game.

Customization

InnerPlay works with individual employees to articulate personally compelling challenges from quitting smoking to setting up a meditation practice.

Keep it Regular

Continual check-ins and the weekly Pilates classes create a sense of accountability. By playing the InnerPlay Challenge daily, employees are reminded of small successes, such as drinking water and eating fresh foods.

50 percent of participants significantly increased their physical activity levels.

Create Teams

Employees encourage, motivate and support each other through office teams. By having different ways to score points, everyone can participate and help their team.

Focus on the Positive

Employees acknowledge all the things they are doing right. By picking up the easy wins, employees are far more motivated to keep playing. *SWD*



Maga Design Group | www.magadesign.com

Scott Williams | *CEO* | scott@magadesign.com

InnerPlay | www.innerplaygames.com

Julie Bucy | *Executive Director* | julie@inner-play.com

The MITRE Corporation

Navigating Life at Work

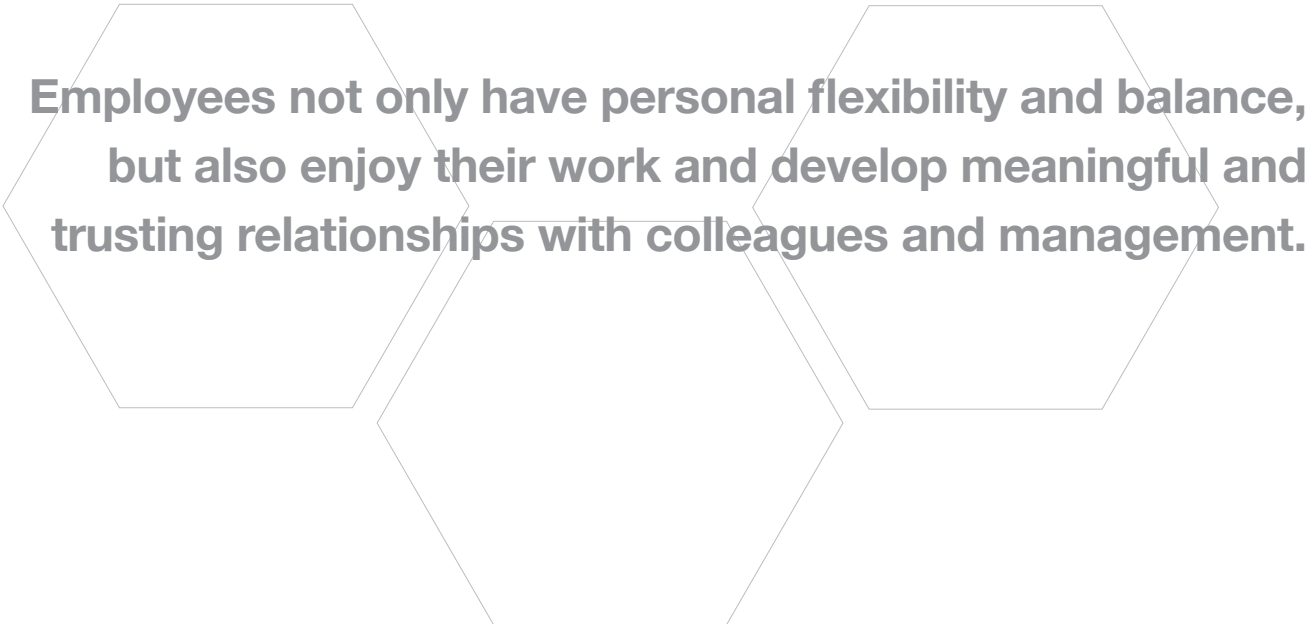
The MITRE Corporation has three corporate values: commitment to the public interest; excellence that counts; and people in partnership. Over the last decade, MITRE has developed a culture of work-life balance and flexibility within the corporate environment. MITRE's approach focuses on two areas: Work-Life Navigation, which is the availability of flexible work arrangements, and Life at Work, which covers the relationships that employees have with their colleagues and managers, their individual tasks and the level of engagement they bring to the job.

Work-Life Navigation

According to Bill Albright, director of quality of work-life and benefits, one of the most popular components of Work-Life Navigation is the Paid Time Off Bank (PTOB). This program allows employees to accrue leave, borrow from the leave bank, cash out up to 80 hours from that bank annually and donate to the bank to provide leave opportunities for other employees. "Donating vacation time to those in need is a concept that has been met with a great deal of success," Albright explains, "and senior management has been involved since its inception by populating the bank with their own personal vacation time."

MITRE's PTOB program takes the company and its management staff out of policing individual time codes, empowers employees with maximum flexibility and is cost neutral.

Employees not only have personal flexibility and balance, but also enjoy their work and develop meaningful and trusting relationships with colleagues and management.



**Employees not only have personal flexibility and balance,
but also enjoy their work and develop meaningful and
trusting relationships with colleagues and management.**

Programs

- » Flextime.
- » Part-time employment.
- » Teleworking.
- » Compressed work weeks.
- » Civic Leave (a policy allowing up to 40 hours a year for employees to engage in approved civic activities).
- » Resource and referral programs.

Life at Work

MITRE's Life at Work initiative is geared towards ensuring that employees are enthused to come to work and are actively engaged in helping the company fulfill its mission.

Initiatives

- » Fostering a culture of health and wellness: on-site fitness centers, health fairs, annual walking and running competitions and staff health professionals.
- » Implementing policies and programs focusing on diversity and inclusion.
- » Sponsoring family-oriented activities, such as open houses and Take Our Daughters and Sons to Work Day.
- » Effective leadership and management training programs throughout all levels of the company to help integrate employees into the corporate culture.
- » Employee engagement surveys.
- » On-site conveniences, including: hair salon, auto services and dry cleaning.

"The desired outcome of our Work-Life Navigation and Life at Work approach," concludes Albright, "is for our employees to not only have personal flexibility and balance but also to enjoy their work and have meaningful and trusting relationships with their colleagues and management." *SWD*



The MITRE Corporation | www.mitre.org

Alan Shoemaker | *Senior Public Affairs Consultant* | shoe@mitre.org

The National Center on Workforce and Disability

Universal Strategies to Promote the Retention of Older Workers

The National Center on Workforce and Disability (NCWD), funded by the U.S. Department of Labor's Office of Disability Employment Policy (ODEP), undertook a one-year project that examined practices and strategies implemented by U.S. companies seeking to retain older workers. Below are some common threads that emerged from phone conversations with employees at 18 companies in 13 states.

Cultural Context

The culture and environment of the individual businesses provided the context for many of their retention strategies.

Defining Employer Success

Dedication and Loyalty

Respondents felt a sense of partnership with their companies. Management's strong values provided a framework for establishing practices that fully supported workers.

Independence, Autonomy, Open Communication

When companies valued their employees and gave workers the freedom to perform their roles effectively, mature workers expressed job satisfaction. Employees could approach managers and leadership, express their views and know their voices were heard.

Opportunities for Socialization and Community Involvement

Workplace social time fostered relationships that led to enhanced teamwork, greater productivity and heightened morale.

Teamwork

Respondents referred to one another as being part of a team or family that partnered and contributed to a common goal. Respectful employees, a caring atmosphere and performance recognition led workers to feel that they were valued and contributing members of their organization.

Retention Strategies

With the exception of formal phased retirement programs, each of the retention strategies uncovered was universal in nature—available and useful for all employees. Mature workers took advantage of initiatives and practices that facilitated retention.

Phased or Modified Retirement Options

Valuing the expertise of mature employees, management granted them the option of a gradual transition to retirement.

With the exception of formal phased retirement programs, each of the retention strategies uncovered was universal in nature—available and useful for all employees.

Job Flexibility

Companies adjusted work schedules and responsibilities in an effort to encourage older workers to remain on the job. Options included telecommuting, compressed schedules, job-sharing situations and seasonal employment.

Comprehensive Benefits Packages

Businesses extended benefits beyond health insurance and 401(k) plans to include comprehensive family supports, wellness programs, investment planning, personal counseling and other informal benefits.

Professional Growth

Organizations supported initiatives that employees valued, such as formal training programs or informal mentoring opportunities between employees. Companies placed a high value on providing their own opportunities for professional development.

Physical Workplace Accommodations

As workers aged, the physical requirements of a job could jeopardize both an employee's health and productivity. Especially in the health care field, companies developed initiatives to reduce stress on employees' bodies (such as guidelines, practices and special equipment for transporting and lifting patients) in order to ensure the health, safety and retention of staff. *SWD*

The National Center on Workforce and Disability | www.communityinclusion.org

Sheila Fesko | *Program Manager* | sheila.fesko@umb.edu

National Council on Independent Living

Ways to Recruit, Hire and Retain Qualified Employees with Disabilities

The National Council on Independent Living (NCIL) is the longest-running national cross-disability, grassroots organization run by and for people with disabilities. As disability advocates, providing and using workplace accommodations, such as accessible workstations, interpreters and flexible work schedules, is an everyday reality. NCIL believes that its own employment practices can serve as an example to other employers and refutes the myth that people with disabilities are more difficult to employ. People with all types of disabilities are eager and able to work and strive for the same independence and economic self-sufficiency as other Americans.

Sixty-three percent of Americans with disabilities are unemployed, according to the 2006 American Community Survey of the U.S. Census Bureau. Millions more Americans with disabilities are woefully under-employed, forced to accept jobs that do not pay a living wage and offer little or no opportunity for career advancement. Employment opportunities for people with disabilities cannot improve without a commitment from employers to include people with disabilities in their efforts to diversify their workforce.

Ways to Recruit, Hire and Retain Qualified Employees with Disabilities

Ensure Your Job Announcements Are Accessible

Accessibility isn't all about ramps and parking spaces. Access and accommodations are as varied as disabilities themselves. In order to recruit people with disabilities, job announcements must be accessible to people with all types of disabilities. That means ensuring that your website is as accessible to individuals who are blind as for people with cognitive disabilities. Consider widening your recruitment pool by placing an advertisement in a popular disability magazine or website. Ensure that the job announcement clearly states that your company is an equal opportunity employer and provides reasonable accommodations to employees with disabilities.

Get to Know the Americans with Disabilities Act (ADA)

Title I of the Americans with Disabilities Act prohibits discrimination of qualified job candidates or employees on the basis of their disability or a perceived disability. It is imperative that you and your staff understand the rules of the ADA and the rights of persons with disabilities.. For further details, contact NCIL or

your local DBTAC office. Disability and Business Technical Assistance Centers (DBTACs) “provide the most complete and experienced services for up-to-date information, referrals, resources, and training on the Americans with Disabilities Act (ADA) to businesses, employers, government entities, and individuals with disabilities, as well as media and news reporters.”

ADA information—www.ada.gov
DBTAC offices locations—
www.adata.org

Understand the New Disability Paradigm

Familiarity with the new paradigm of disability will help you understand the history of discrimination against people with disabilities and challenge stereotypes and discriminatory attitudes. Acknowledge that disability is a natural part of the human experience; disability happens. People with disabilities are not broken, sick or in need of fixing. They are entitled to the same rights, independence and responsibilities as all Americans. The environment, both physical and attitudinal, must be changed to improve access for people with disabilities and to create more diverse and successful workplaces. *SWD*

**Accessibility isn't all about ramps and parking spaces.
Access and accommodations are as varied as
disabilities themselves.**



National Council on Independent Living | www.ncil.org

John Lancaster | *Executive Director* | ncil@ncil.org

National Court Reporters Association IDEA Team

The Inter-Departmental Efforts and Activities (IDEA) Team was formed to facilitate unbiased and frank communications between all levels of National Court Reporters Association (NCRA) headquarters staff; foster an atmosphere that promotes the development of new and innovative ideas; enhance staff development and morale with various social and team building events, as well as other incentive activities and programs; and to develop and facilitate civic service projects proposed by staff and management.

Making NCRA a Premier Place to Work

The IDEA Team consists of one member from each department. The team receives feedback from staff in a variety of ways, including, but not limited to, direct staff-to-staff conversations, emails and suggestion box items. The feedback is then discussed by the team and, if warranted, forwarded on to the appropriate senior staff person or department for further action.

The IDEA Team also tries to foster an atmosphere of innovation and openness to new concepts, providing a place where team members, as well as regular staff, can propose and develop innovative ideas that benefit employees and the Association as a whole.

One recent example is the Wild and Innovative Wall (WAI Wall). A wall was chosen for staff to write about three categories: Customer Service, Grab Bag and Improving Internal Processes. The exercise encouraged openness to new ideas and creative thinking and gave value to all employee suggestions. The employee who offered an idea then took the lead for its implementation.

**Fostering an atmosphere
that promotes the
development of new
and innovative ideas
and enhances staff
development.**

In conjunction, the IDEA Team also acts to improve and maintain staff morale and foster a sense of trust and ownership in the organization. The team uses group building exercises, sometimes in conjunction with other departments and teams, and social events to cultivate a spirit of unity and high staff morale.

Several years ago, the IDEA Team implemented its most successful team building exercise—an afternoon at the local bowling alley. The office officially closed early and all employees were required

to participate. Teams were chosen randomly and each team was given two free games of bowling plus refreshments. As a result of this exercise, new channels of communication opened and working relationships were heightened between employees.

Additionally, the IDEA Team initiates, develops and administers a number of incentive programs including “You’ve been spotted!” (...doing something great!), “Employee of the Month” and “Biggest Loser” (weight loss and healthy eating modeled after the television show).

Objectives to Evaluate IDEA Team Success

- » Supports NCRA’s values.
- » Facilitates frank and open communication between all staff.
- » Improves and maintains staff morale.
- » Promotes a feeling of team spirit and ownership.
- » Cultivates a sense of trust and openness.
- » Fosters an atmosphere that promotes innovative ideas and concepts.
- » Creates successful civic and community service activities. *SWD*

National Court Reporters Association | www.ncraonline.org

Mark Golden | *Executive Director & CEO* | mgolden@ncrahq.org

The New York Times Company

Steps to Developing a Diversity and Inclusion Strategy

The New York Times Company (NYTCo) is committed to creating the most inclusively diverse workplace possible. In a rapidly changing world a diverse workforce strengthens an organization's competitive position in the marketplace.

Muriel Watkins, Vice President of Human Resources for The New York Times Media Group, explains: "Only by having a staff as wide as it is deep, broad in perspective, backgrounds, and experiences are we able to capture the multitude of voices of America and the world, with true fidelity."

A diverse workforce strengthens an organization's position in the marketplace.

In 2007, NYTCo launched five employee affinity groups for female employees, those of African, Asian and Latino heritage, and the GLBT community. Each group has executive committee sponsorship and is open to all employees. Since this diversity strategy was implemented, the organization has seen a steady 2 percent per year increase in the diversity of its managerial ranks.

Diversity Strategy Implementation

Awareness

- » Track the representation of women, people of color and other minorities, regularly sharing this data with managers in order to focus and improve efforts.
- » The NYT Media Group's business unit diversity committee creates, manages and benchmarks diversity-related programs such as a diversity awareness series and diversity study groups. It also partners with the HR Recruiting Team to establish relationships with relevant educational and professional institutions that serve women and other under-represented populations.

Representation

- » Include business unit leaders and recruiting managers in staffing-related processes.
 - » For many years, The NYT Media Group's staffing committee, comprised of line and HR managers, reviewed hiring managers' sourcing strategies to ensure extensive outreach to identify diverse candidates for all open positions.

Development

- » Ensure senior leadership meets regularly to confer about development plans for high-potential talent and that these discussions lead to action.
 - » NYTCo conducts an annual review to verify that women, people of color, and other minority employees are in the pipeline for key roles. Because engaged, effective senior leadership is vital to foster a mentoring culture, NYTCo launched the REACH Mentoring Program, wherein more than 60 percent of the employees mentored through the program are women and 50 percent are people of color.

Accountability

- » Critically consider the diversity of applicant pools and oversee managers' engagement in community-building workplace activities such as mentoring, coaching and staff development.
 - » NYTCo's managers' bonus program is linked to accountability in these areas.

For The New York Times Company, success as a highly respected media force is closely linked to the dedication of aggressively pursuing the creation of a more dynamic, diverse and inclusive work environment—a workplace where employees can reach their full potential and, in doing so, enhance the organization's strategy and success. *SWD*

The New York Times Company | www.nytimes.com

Muriel Watkins | *Vice President for Human Resources* | watkim@nytimes.com

Desiree Dancy | *Vice President for Diversity & Inclusion* | desiree.dancy@nytimes.com

nGenera

Signature Experiences: How to Find an Employer-Employee Match

One of the best ways to match what a company has to offer, with people who are most likely to be engaged by that type of work environment, is through the use of signature experiences.

A signature experience—a visible, distinctive element of an organization’s overall employee experience—influences employee engagement by serving as a powerful symbol of the organization’s culture, value and heritage and, because it is idiosyncratic, it is difficult for competitors to imitate.

Companies with highly engaged employees do very different things. The organizations that excel emphasize practices that are different from typical practices or even those that are commonly regarded as best practices.

Organizations with highly engaged employees know what they can offer in the way of an employee experience. They don’t try to be all things to all people, but rather understand what their current and future employees care about. They are adept at vividly expressing what makes them unique, through actual practices and events, not through slogans on the wall or laminated values cards on every desk.

As a consequence, these companies attract and retain people who fit and therefore have a high likelihood of being engaged by and committed to that particular environment.

Showcase Your Company’s Employee Experience

High levels of employee engagement depend on the match between what individuals really enjoy about work and the experience a company can realistically provide. Signature experiences can play an important role in communicating connections.

Here are examples that describe people’s workplace preference and offer suggestions for how they can best be recruited.

Expressive Legacy

To attract and retain people who place a high priority on the nature of the work itself, a company’s signature experiences need to reflect their heritage, values and ambitions in unique and memorable ways.

The key is to build on the realistic strengths of your company's employee experience and not worry about doing what every other company is doing.

- » Bright Horizons, a provider of employer-sponsored child care, uses a high touch recruiting process that emphasizes the lasting impact an early childhood educator can have on young lives.
- » Xilinx's hall of patents and the mural depicting the founders' early vision for programmable logic devices conveys a sense of the firm's grand ambitions.

Secure Progress

If your firm can offer a predictable, upward path to success and economic security, your signature experiences should demonstrate that commitment.

- » ExxonMobil made the decision to stick with defined benefit pension plans several years ago, recognizing the importance security plays in the firm's employee experience.
- » The Container Store's investment in training—more than five times the industry average—and clearly articulated progressions emphasize its commitment to career development.

Individual Expertise and Team Victory

Firms whose operating model requires team-based behavior benefit from signature experiences that drive that point home.

- » Royal Bank of Scotland is known for its daily management meetings, in which goals for the day are set collaboratively by top executives.
- » Whole Foods' hiring and compensation processes are team-based; candidates are on probation until the team votes that they may be hired full time.

Risk with Reward

To attract and retain people who are drawn to challenge, change, learning and the possibility of wealth, the employee experience needs to reinforce these attributes at every turn.

- » Trilogy, a software firm, uses a highly challenging orientation process to create this culture from the start.

Flexible Support

Many employees juggle personal situations that place work behind other pressing priorities. Signature experiences that emphasize an organization's flexibility and empathy can often attract top talent, perhaps even at below-market compensation.

- » JetBlue allows reservation agents to work at home and self-schedule within their work group, an example of competing for talent on the basis of maximum flexibility.

Developing Strong Signature Experiences Value Proposition

- » What do you tell candidates who are considering joining your firm today?
- » What is your greatest distinction as an employer?
- » Can you continue to follow through on the promises that you have been making for the past decade, or will changes in your company or industry force you to rethink those commitments?
- » How are your business talent needs changing?

Dominant Archetype of Employees

- » What do your current employees really care about?

continued

- » What is their generational profile and underlying assumptions about work?
- » Do the legends that surround the company's history provide the seed for a relevant signature experience today?
- » What is the most successful component of the current employee experience?

Distinctive Signature Experience

- » What attributes represent a lure for most of your current and future employees?
- » What processes are most visible and important to your firm's success?
- » Is there any aspect of the current employee experience that doesn't seem to fit people's expectations or preferences?
- » What are the best elements of the employee experience at your company?
- » Do you have a signature process that reflects your current and future employees' preferences?

When employers know how to articulate their best attributes, they find employees that are a great fit. Recruiting and retaining talent is the first step in creating successful workplaces. *SWD*

The organizations that excel emphasize practices that are different from typical practices or even those that are commonly regarded as best practices.

nGenera | www.nGenera.com

Tamara J. Erickson | *Executive Vice President* | TJErickson@concoursgroup.com

NIH-NOAA Recreation and Welfare Association

Employee Associations Strengthen Individual Employee Satisfaction, Organizational Productivity and Success

NIH-NOAA Recreation and Welfare Association (R&W) strives to provide employees at the National Institutes of Health (NIH) and National Oceanic and Atmospheric Administration (NOAA) with a variety of social, athletic, wellness, educational and special interest activities. R&W assists in programming and fundraising for three charities located at NIH: Children's Inn, Special Love-Camp Fantastic and Friends of the Clinical Center.

Workplace employee associations provide opportunities for employees to enjoy social activities, strengthening the organizational community, cultivating a courteous, healthy and congenial workplace environment and heightening employee satisfaction and productivity. Employee associations are a great way to have fun, make new friends, save money and create experiences that employees will remember.

Programs

Recreational, Wellness and Educational Opportunities

- » Physical activities, such as basketball, golf, co-ed recreational softball, hockey and a ski club that travels to Europe once a year.
- » Continuing education, including photography, sailing and five types of martial arts classes.
- » Bethesda Row Arts Festival, a golf tournament with members of the Redskins, the Institute Relay run and a food and music festival in conjunction with the NIH scientists' and staffs' research festival.
- » Convenient amenities with five gift shops.

Wellness Initiatives

- » Two on-site fitness centers and an aerobic studio.
- » Personal training programs.
- » Weight Watchers.
- » Fitness classes, including yoga and kickboxing.

Leadership in the Community

- » Leadership role for the Combined Federal Campaign.

continued

- » Hosted an outdoor film festival attended by over 70,000 people annually, and over 500,00 people total, through a partnership with Comcast.
- » Funded \$50,000 tickets in the past 11 years to the Ringling Brothers and Barnum and Bailey Circus for children from Walter Reed Army Medical Center, local hospitals and homeless shelters, as well as ill, at-risk or low-income children and youth.
- » Worked closely with non-profits located at NIH which seek to ease the stress that families in life-threatening situations face.
- » Assisted employees and charities located at NIH and NOAA with programs that not only increase organizational productivity and success but also provide opportunities for personal wellness, community development and volunteer service, which will help enable all employees to realize their full potential. *SWD*

Providing opportunities for personal wellness, community development and volunteer service will help enable all employees to realize their full potential.

NIH-NOAA Recreation and Welfare Association | www.recgov.org

Randy Schools | *President* | [schools@mail.nih.gov](mailto:schoolsr@mail.nih.gov)

Points of Light Foundation

Establish Better Connections Among Employees with a Knowledge Fair

Successful workplaces leverage their most valuable asset—the intellectual capital of their employees. Yet barriers between departments, which can limit the exchange of knowledge, are an ongoing struggle. The Employee Knowledge Fair is one simple way to bridge these divisions within organizations.

Successful workplaces leverage their most valuable asset—the intellectual capital of their employees.

In his book *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations* (KMCI Press, 2000), Steve Denning explains that knowledge fairs mix all different levels and types of people and display the knowledge activities and communities within an organization.

For example, Knowledge Fair activities at the Points of Light Foundation in Washington, D.C. included exhibit tables featuring the programs and services of different departments; workshops (with topics relevant to all departments); games (such as: Workplace Concentration, that encouraged participants to identify the staff person who was their knowledge resource); as well as resource handouts and materials.

After the fair, a staff survey showed that over 50 percent of respondents had increased their connections with other staff. The secret of the fair's success wasn't just the actual day but also the relationship-building strategy used to develop the programming and marketing for the event.

Another reason for its success was that senior staff supported the fair by designating it a half-day event in place of the regular staff meeting. Vice-presidents and directors allowed staff to dedicate time to attending, planning meetings and developing content.

continued

Knowledge fair team members were volunteers from every department at the Points of Light Foundation—including human resources, accounting, IT and infrastructure—not just program departments. The team identified skills among members not normally utilized and showcased them as part of the knowledge sharing effort.

Tips for Creating a Successful Knowledge Fair

- » Articulate a clear vision for the expected outcome of the fair.
- » Ensure senior leadership expresses full support for the fair and provides tangible examples of support.
 - » Encourages people to attend the fair during regular staff meetings.
 - » Allows staff to participate on the working teams.
 - » Sets aside dedicated time for the fair during the work day and makes it possible for all staff to participate.
 - » Attends the knowledge fair and participates in programming.
- » Incorporate planning and implementation into the knowledge sharing strategy.
 - » Include people from all departments on the planning team to encourage a sense of ownership and inclusion.
 - » Let people on the team work outside their traditional duties or comfort zones.
- » Make it fun by allowing people to learn about the organization and get to know coworkers in interesting ways.
- » Create deliverables from the event.
 - » Turn the results of the Workplace Concentration game into a staff resource list.
 - » Make handouts and materials produced for the fair available on the office computer network.
 - » Establish ways to measure success, such as conducting staff surveys. *SWD*

Points of Light Foundation | www.pointsoflight.org

Tricia Dwyer-Morgan, MPP | dwyermorgan@aol.com

Replacements, Ltd.

Empowering Associates for a Healthier Tomorrow

Two years ago, Michael Quinn didn't have time to see his personal physician. When his employer, Replacements, Ltd., offered free prostate cancer screenings, he signed up. Quinn's test results revealed unexpected news: he tested positive for cancer. "Since I put off going to my regular doctor, there's no way we would have caught my cancer early on if it hadn't been for the testing at work," said Quinn. "Because of this early detection, I was able to go through treatments and beat this disease. Workplace testing saved my life."

In an effort to help keep insurance premiums and deductibles low, Replacements concentrates on partnering with associates to take control of their health. The company has a full-time occupational nurse and counselor, daily exercise programs to reduce muscle skeletal injuries, disease management programs, educational wellness fairs and prostate and breast cancer screenings, among other initiatives.

Since instituting wellness and fitness programs, Replacements has seen a decrease in repetitive motion injuries and a significant reduction in workers' compensation insurance rates and premiums. Last year alone, company screenings detected dozens of previously undiagnosed conditions, including 14 associates with thyroid problems, 20 cases of diabetes, more than 30 instances of elevated cholesterol and three associates with prostate cancer.

"In general, Americans are so busy balancing work and family that many folks simply can't or won't make the time for annual health examinations," says Replacements' vice president of human resources, Jeanine Falcon. "By offering these potentially life saving screenings on site, we're lessening the barriers of having to take time off work to drive to a doctor's office and wait. Ultimately, if we can catch small illnesses and injuries early on before they become a problem, we can prevent emotional and financial stressors down the road for both our associates and the company. It's just the right thing to do."

Because of this early detection, I was able to go through treatments and beat this disease. Workplace testing saved my life.

continued

Another important factor behind this initiative's success is empowering associates to become advocates for their health. Replacements turned what can be a very scary procedure—mammograms—into a positive event by hiring limousines to transport groups of female associates to a nearby hospital. The camaraderie eased fears and in four years participation nearly quadrupled. Twenty five women went the first year and 96 participated in 2007. Last year's numbers include several first timers who say they wouldn't have gone on their own without the support of their coworkers.

By having a nurse and counselor on-site, company leaders are noticing a reduction in sick time and missed work days, which leads to higher productivity. Perhaps the more important benefit, as employee surveys indicate, is that associates feel the company truly cares about their well being. In the end, this cultivates commitment, higher morale, better team work and heightened productivity. *SWD*

Replacements turned what can be a very scary procedure—mammograms—into a positive event by hiring limousines to transport groups of female associates to a nearby hospital.

Replacements, Ltd. | www.replacements.com

Lisa Conklin | *Public Relations Manager* | lisa.conklin@replacements.com

Roberds Chiropractic Clinic

Bringing Wellness to the Workplace

Roberds Chiropractic Clinic provides the same Wellness Program for its employees that it offers its clients. By educating employees through workshops on topics such as How to Balance Hormones Naturally, How to Have a Healthy Family and New Solutions to Your Health Problems, staff are healthy, happy and enthusiastic about their work. Employees also share the workshop information with their families, so absenteeism due to family illness is also reduced.

From a strategic business perspective, the benefits of Roberds' Wellness Program are even more pronounced because employees become an example of the company's product. When a patient enters the clinic for the first time and encounters a vibrant, engaged employee at the reception desk, they know they have come to the right place.

Roberds' takes a more holistic approach to health, and for this reason, the organization's staff teach other employers how to implement wellness strategies in the workplace. The most significant way to reduce health care costs is to educate employers and employees on ways to prevent disease, maintain physical health and promote emotional wellness. It's one thing to do a blood pressure screening, but quite another to help employees reduce the causes of their high blood pressure by better handling or eliminating the stressors that caused the health problem in the first place. At its core, wellness revolves around positive lifestyle change. Initiatives which promote and foster wellness are relatively easy to implement in any environment.

Ways to Encourage Wellness at the Workplace

Employees should implement a stretching protocol. These exercises can be taught to a team leader, who then organizes employees to engage in these stretching breaks throughout the day.

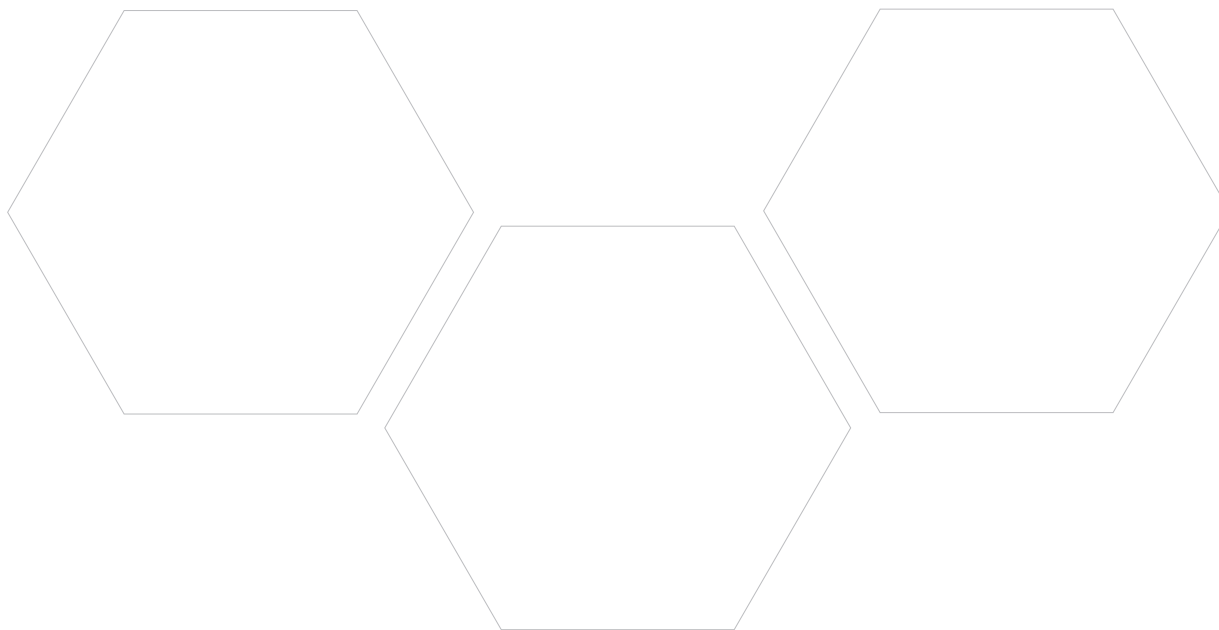
- » Based on the type of work in which employees are engaged, different stretching techniques may be applied for different departments.
- » An employee who works at a computer all day would benefit from the following basic techniques: using a back support; shrugging their shoulders in a circular motion to help muscles relax two to three times each day; standing every 45 minutes and do the "cat stretch."
- » Someone who spends much of the workday on their feet should stretch the front thigh and back muscles.
- » Employers can provide an in-house chiropractic physician.

continued

Eat More Healthfully

- » In a cafeteria setting, employees should select the least processed items, such as a fresh salad rather than cooked, canned or frozen vegetables, and stay away from high sugar products like sodas and desserts.
- » Instead of providing pastries at office events, employers can offer fresh fruit, cheese or vegetable platters.
- » Offer workshops on healthy eating habits. *SWD*

**Wellness revolves around positive lifestyle change.
Initiatives which promote and foster wellness are
relatively easy to implement in any environment.**



Roberds Chiropractic Clinic | www.RoberdsChiropractic.com

Marla Roberds | *Wellness Consultant* | MarlaR2656@aol.com

Sprint

Developing and Mentoring Diverse Talent

Diversity is an integral part of the way Sprint operates. A company that reflects its diverse customer base is better able to meet—and exceed—the needs of those customers. An inclusive workplace also nurtures diversity of thought, fostering heightened creativity and innovation. Recognizing this, Sprint has implemented several initiatives to ensure that every employee is given the opportunity to live up to her or his full potential.

Sprint's inclusive workplace programs have allowed the company to foster the best talent and ideas from its diverse workforce. Employees with a variety of backgrounds and experiences are able to approach challenges from differing viewpoints, creating solutions that may not have been possible had everyone been looking at things in exactly the same way.

Employee Resource Group (ERG)

ERGs are employee-led groups that provide unique, cross-functional development opportunities for their members, and subsequently, a competitive advantage for Sprint as a whole.

- » Sprint currently has six ERGs: Diamond Network (African American focused), Enlace (Hispanic focused), OASIS (Asian focused), Sprint Pride (GLBT focused), V.E.T.S. (Veterans and Employees helping others Through Sprint) and the newly launched women's group. ERGs are open to all employees, not just those who fall within the ERG's focus; the only requirement to join an ERG is a desire to see Sprint and its employees succeed.
- » Through ERGs, employees are able to develop leadership skills, network with diverse groups of people (both inside and outside Sprint) and get insights into new areas of the business.
- » The programs established by ERGs also provide employees exposure to executive levels, mentoring opportunities and special ERG-sponsored training.
- » ERGs also work to provide cultural-awareness events for all Sprint employees, thereby furthering the company's diversity outreach.

ERG Mentoring Program

- » All ERG members may join.
- » The mentoring program matches a senior executive with a group of interested ERG members.
- » Mentee groups are kept small so that each mentor ideally has no more than three mentees at any time.

continued

Sprint recognizes that a productive, successful workplace must nurture diversity of thought, thereby fostering heightened creativity and innovation.

- » The mentor works with her or his team of mentees to provide input, feedback and suggestions that the mentees can use to further their career at Sprint and nurture their personal and professional development.
- » Sprint works to match each mentee with a mentor whose history, career path and role within the company will be most relevant to the mentee's interests.
- » Each mentor is encouraged to meet with his mentee group once a month for one year, at which point the program is re-opened so that new ERG members can sign up as mentees and new executives can sign up as mentors. When the program is re-opened for new applicants, existing mentors and mentees are encouraged to continue their participation.

The benefits provided from programs like this are multi-faceted. At the individual level, Sprint employees are able to receive feedback and networking to help advance their careers. These employees are then able to use their new skills to make Sprint a stronger competitor in the marketplace. The company as a whole benefits from these mentoring programs because by promoting and strengthening diversity in the workplace, Sprint is able to better serve its diverse customer base. *SWD*

Sprint | www.sprint.com

Becky Smith | *Manager Inclusion & Leadership Development* | becky.j.smith@sprint.com

TecAccess LLC

The Business Value of Disability Employment

TecAccess, an IT and workforce solutions company that hires mainly persons with disabilities, relies upon technology and telecommuting. By training associates in the use of assistive technology, TecAccess encourages its employers to work from their homes, hospital beds and residential facilities.

Employee help governmental and industrial clients tap into the many benefits of making workplaces and technologies more user-friendly for all clients, including individuals and veterans with disabilities, as well as the aging population. Using their first-hand knowledge of accommodations and assistive technology, associates at TecAccess provide a unique perspective on creating an environment that is welcoming to everyone, especially against the backdrop of the expanding technical and online workforce.

This innovative consultation model provides valuable employment opportunities for people with disabilities working at the company, while simultaneously helping its clients avoid accessibility litigation, tap into new markets, expand their customer base and ensure their return on investment. Regardless of industry or organization type, TecAccess's organizational structure proves that people with disabilities are able to meet business goals as effectively as employees without disabilities.

TecAccess realized early on that it is more cost-effective to retain skilled employees than to continually recruit new ones. By using accessible technology, the company demonstrates that organizations can keep mature employees in the workplace longer. Without workplace flexibility strategies to attract or retain these workers, companies will experience a significant loss in knowledge over the next 10 to 15 years.

Benefits of Employing People with Disabilities

- » An Able Trust Employer Attitude Study demonstrates that companies who employ individuals with disabilities do not find accommodations to be prohibitive:
- » Seventy-three percent of businesses report that their employees with disabilities did not require any accommodations at all.
- » Sixty-one percent said that the average cost of accommodations was \$500 or less.
- » Twenty-nine percent stated that accommodations cost \$100 or less.

97% of employers who had hired someone with a disability in the past indicated they would hire an individual with a disability again.

continued

- » A recent study in the Journal of Vocational Rehabilitation found that nearly all the employers (97 percent) who had hired someone with a disability in the past indicated they would hire an individual with a disability again in the future.
- » America's Strength Foundation, in conjunction with the University of Massachusetts, recently released a national survey of consumer attitudes towards companies that hire people with disabilities.
- » Across all ages and levels of education, the American public views companies that hire people with disabilities as favorably as they do companies that provide health care to all workers and actively protect the environment.
- » Hiring employees with disabilities improves workforce morale, enhances brand loyalty, creates positive publicity and increases retention rates.

Steps to Employ People with Disabilities

- » Find or create alternatives.
- » Concentrate on existing abilities.
- » Use assistive technology to enhance skills.
- » Tell your disability employment success stories.

In the past, employers typically would not consider people with disabilities for high-tech and management positions. Yet as research has proven that people with disabilities can lead the way in all levels of management, businesses are now implementing simple, cost-effective strategies to hire people with disabilities to enhance workplace diversity, set their organization apart and create a market differentiator. *SWD*

TecAccess LLC | www.tecaccess.net

Paul Spicer | *Senior Vice President of Marketing & Communications* | pspicer@tecaccess.net

U.S. Department of Labor, Office of Disability Employment Policy Career-Focused Youth Mentoring

Career-focused mentoring provides young people the opportunity to get a glimpse of the world of work that may not otherwise be available to them. It also allows them to gain and practice skills that are useful in professional settings to prepare for life as an adult.

What is Mentoring?

Mentoring is a relationship where a mentor, through support, counsel, friendship, reinforcement and constructive example, helps another person (usually a young person) reach his or her work and life goals. Mentoring principles and practices have enabled the continuity of art, craft and commerce dating back to ancient times when masters taught, coached and guided the skill development of apprentices. Mentoring is a relationship built on trust and the return on investment of a successful mentoring relationship can be profound and significant.

Why is Mentoring Important?

Mentoring relationships provide valuable support to young people. Mentors can help guide youth through the sometimes awkward developmental stages that accompany the transition into adulthood. Mentoring can offer not only academic and career guidance, but also teach leadership and problem-solving skills.

Mentoring Youth with Disabilities

Many young people with disabilities, like other disadvantaged youth, have not had the same exposure as their peers to career preparation options like mentoring. They also tend to play a passive role in their own career-planning process. This may reflect low expectations, learned dependency or the perceived need for protection and support.

Working focuses on the positive attitudes, skills and behaviors necessary to meet expectations in jobs, careers and vocational development.

continued

Mentors can help guide youth through the sometimes awkward developmental stages that accompany the transition into adulthood.

Characteristics of a Good Mentoring Relationship

By and large, youth appreciate mentors who are supportive, caring and willing to assist them with activities that support academic, career, social or personal goals. The longer the relationship continues, the more positive the outcome. Young people are also more likely to benefit if the mentor maintains frequent contact and knows the family. Youth who are disadvantaged or at-risk stand to gain the most from mentoring; youth with disabilities are included in these populations.

Tips for Career Preparation and Work-Based Learning Experiences

- » Develop an understanding of the world of work.
- » Outline work readiness skills.
- » Identify individual strengths and potential opportunities for meaningful work.
- » Understand the relationships between appropriate financial and benefits planning and career choices.
- » Access supports and accommodations for work and community living, and learn to request, find and secure appropriate supports and reasonable accommodations at work, at home and in the community.
- » Find opportunities to engage in work-based exploration activities such as site visits, job shadowing, internships and community service.

- » Set career-related goals.
- » Secure varied internships and work experiences, including summer employment.
- » Assist with exposure to entrepreneurship training.
- » Network with other young people with similar interests.
- » Practice mock interviews.
- » Attend work readiness workshops.
- » Arrange visits from representatives of specific industries to speak to young participants about the employment opportunities and share details of working within their industry.
- » Provide assistance with job searches, including resume and cover letter writing.
- » Conduct visits to education or training programs.
- » Offer job coaching. *SWD*

NOTE

This is an excerpt from: Paving the way to work: A guide to career-focused mentoring for youth with disabilities.

ORIGINAL AUTHOR

Timmons, J., Mack, M., Sims, A., Hare, R. and Wills, J. (2006). Paving the way to work: A guide to career-focused mentoring for youth with disabilities. Washington, DC: National Collaborative on Workforce and Disability for Youth, Institute for Educational Leadership. ISBN: 1-933493-07-0. This document was funded by a grant/contract/cooperative agreement from the U.S. Department of Labor, Office of Disability Employment Policy (Number #E-9-4-1-0070).

U.S. Department of Labor, Office of Disability Employment Policy | www.dol.gov/odep

Rhonda Basha | Team Leader, Workforce System Policy | basha.rhonda@dol.gov

U.S. Department of Labor, Office of Disability Employment Policy Universal Design Helps Companies Retain Diverse Workforce and Customer Base

Universal Design (UD) is a strategy for making products, environments, operational systems, and services welcoming and usable to the most diverse range of people possible. Its key principles are simplicity, flexibility and efficiency. Originally developed in response to the needs of the aging population and people with disabilities, UD has much broader applicability. Using UD means that facilities, programs and services take into account the broad range of abilities, ages, reading levels, learning styles, languages and cultures in their diverse workforce and customer base at little or no additional cost. While diversity brings experience, perspective and stability to a workplace, it also means that employees and customers have a wider variety of needs and expectations. UD in the workplace can be applied to products, services, the physical environment, communications and technology.

Applying Universal Design

Physical Environment

Most people benefit from examples of UD in the physical environment every day. For example, where sidewalk curbs used to be sharp drop-offs to the street, they are now cut to a sloping grade. Originally designed for people in wheelchairs, curb cuts improve the safety and experience of cyclists, people pushing strollers or carts and pedestrians with a variety of disabilities.

Communication

UD workplace communications practices or systems must be useable by a majority of job candidates and employees. For example, application forms and pre-employment tests can be made available in various formats, including large-print, which is helpful not only to a candidate with low vision but also to senior workers with low vision.

Individual training participants have different abilities and learning styles. Organizations that provide large-print handouts, information on disks, oral explanations of PowerPoint graphics, and a mixture of visual, auditory and written learning opportunities increase the value and impact of that training for employees with different abilities, learning styles and language proficiencies.

Technology

Technical equipment with UD features can help employers create a welcoming workplace. For example, phones are increasingly designed with simpler interfaces, larger buttons, handsets and shoulder braces, and cell phones often have voice-recognition technology for those who have difficulty using standard buttons or for use while driving.

Using Universal Design means that facilities, programs and services take into account the broad range of abilities, ages, reading levels, learning styles, languages and cultures in their diverse workforce and customer base.

Examples of Universal Design

- » Management structures using teams with a designated lead, focusing on a given issue, and encouraging employee collaboration have produced a more satisfying work environment for employees. These teams also provide more innovative products and services to meet the needs of their customers.
- » Flexible workplace models that accommodate employees needs, allowing them to customize their own space and means of working, cultivate greater employee satisfaction with their work environment and also facilitate a higher level of productivity and success.
- » An ironworks shop in Montana lowered all of its work tables to an appropriate height for a skilled blacksmith who uses a wheelchair, but ultimately all of the employees benefited. Those who previously had to stand throughout the day and were uncomfortable at higher tables have articulated their satisfaction with this change.

Designing inclusive workplace environments, policies, and practices that consider employees of all abilities helps employers attract and retain a competitive workforce. Adopting a UD approach can also benefit existing staff, improving overall productivity and morale, and providing an inclusive business environment for customers of diverse backgrounds, needs and abilities, resulting in increased corporate profitability and success. *SWD*

U.S. Department of Labor, Office of Disability Employment Policy | www.dol.gov/odep

Christopher Button | *Supervisory Policy Advisor* | button.christopher@dol.gov

Verizon

Addressing Domestic Violence with Technology

Domestic violence is the greatest cause of injury to women between the ages of 15 and 44 in the United States—more than muggings, car accidents and rapes combined. One in four women will experience domestic violence during her lifetime, and it impacts the entire spectrum of American society. The urgent need for action and change lies at the heart of Verizon Communications Inc.'s commitment to helping prevent and raise awareness about this pervasive social issue.

Effects of Domestic Violence in the Home, Community and Workplace

- » Women lose nearly 8 million days of work annually because they have been threatened, stalked or physically assaulted by a former partner or spouse.
- » The health related costs of intimate partner violence exceed \$5.8 billion each year: \$4.1 billion in direct medical and mental health care services, and over \$1.7 billion in lost productivity.
- » The widespread nature of the problem—its toll on individuals, families, communities and businesses—makes it a critical concern.

Verizon's Multi-Faceted Approach to Preventing Domestic Violence

- » Verizon Wireless employees receive targeted training.
- » The Verizon Foundation supports, and the company partners with, nonprofit organizations.
- » Verizon cell phones can serve as a lifeline in times of need.

Verizon Initiatives

SafeWork Program

This Verizon Wireless management training initiative was launched in 2007 with support from Safe Horizon, a New York-based nonprofit organization that assists victims of abuse. Supervisors at Verizon Wireless call centers take part in a 90 minute training session to heighten awareness of domestic violence and its impact on the workplace, and to supply information on how best to assist employees coping with domestic violence situations. As part of the program, supervisors watch a film depicting a woman experiencing domestic violence, then participate in a facilitated conversation to discuss

possible scenarios. The program will expand later this year to provide training for supervisors and managers at Verizon Wireless retail locations.

Assistance for Employees

In situations where a Verizon employee has become a victim of domestic violence, Verizon management and human resources staff work with the employee on a case-by-case basis. When needed, Verizon has taken a variety of steps, including changing work schedules, removing employees' names from staff directory lists and relocating employees across the country.

Assistance for Everyone

By dialing #HOPE (#4673) from a Verizon Wireless handset, callers are connected to the National Domestic Violence Hotline, where they can receive confidential help, crisis intervention, information and resources. The number is accessible across Verizon's nationwide network and the call is toll and airtime free. *SWD*

Women lose nearly 8 million days of work annually because they have been threatened, stalked or physically assaulted by a former partner or spouse.

Verizon | www.verizon.com

Brian Malina | *Media Relations* | brian.c.malina@verizon.com

Weyerhaeuser

Diversity Business Networks: A Strategy for Retention and Business Evolution

For the first time ever, the workplace contains a span of four very distinct generations: Veterans, Baby Boomers, Gen X and Millennials (Gen Y). Millennials and Gen X employees are entering and exiting organizations within a two to five year period, at the same time that Boomers and Veterans are beginning to retire, creating a labor force that is in a heightened state of flux. Additionally, the workforce is increasingly diverse, with a wide range of races, ethnicities, and religions represented. It is critical that organizations find ways to harness this remarkable diversity and leverage the talent, expertise and skills of all workers.

Businesses must recognize that increasing diversity can in fact be an asset to help them reinvent, grow and innovate themselves.

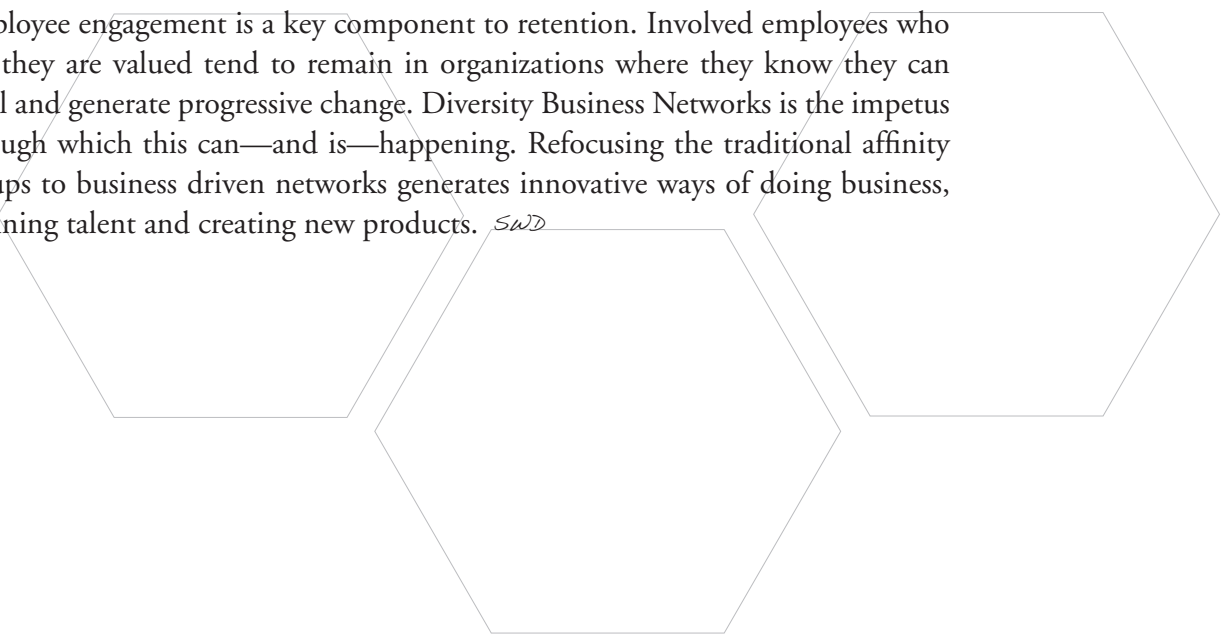
The stage has been set: businesses must recognize that increasing diversity can in fact be an asset to help them reinvent, grow and innovate themselves. Over the past decade, businesses have learned from affinity groups that self-sufficient support systems for diverse workforces help alleviate employees' sense of tension, uncertainty and isolation. Affinity groups serve as a resource for employees to create social and support networks in the workplace.

Weyerhaeuser's new strategy to capitalize on the potential of a diverse workforce is the formation of Diversity Business Networks. Through the transformation of affinity groups, Weyerhaeuser hopes to bring creative, progressive, effective evolution to the organization, keeping pace with the expanding global workplace, as well as increasing strategic business success.

Diversity Business Networks differ from affinity groups in that they are managed by the company, operate as a function and led by diversity office staff. These networks have established policies and requirements, are endorsed by senior leadership and operate under leadership oversight teams. Diversity Business Networks also have charters that align with the overall company diversity strategy. The network groups' activities and events focus on one or more of Weyerhaeuser's key diversity strategies.

These groups arise from the business' need rather than individual employee initiatives, but typically the two are congruent. This in turn nurtures engaged employees and corporate innovation. For example, the Gen Nex and Veteran Diversity Business Networks focus on the current climate and culture, recruitment, retention and inclusion issues that impact our businesses and employees. Employees who were considering leaving the company have publicly stated that their involvement with Diversity Business Networks was instrumental in their decision to stay at Weyerhaeuser.

Employee engagement is a key component to retention. Involved employees who feel they are valued tend to remain in organizations where they know they can excel and generate progressive change. Diversity Business Networks is the impetus through which this can—and is—happening. Refocusing the traditional affinity groups to business driven networks generates innovative ways of doing business, retaining talent and creating new products. *SWD*

Three overlapping hexagons are positioned behind the text in the third paragraph. They are light gray outlines, with the central one being the most prominent and slightly offset to the right.

Weyerhaeuser | www.weyerhaeuser.com

Darvi L. Mack | *Manager, Diversity & Inclusion* | darvi.mack@weyerhaeuser.com

Women Thrive Worldwide

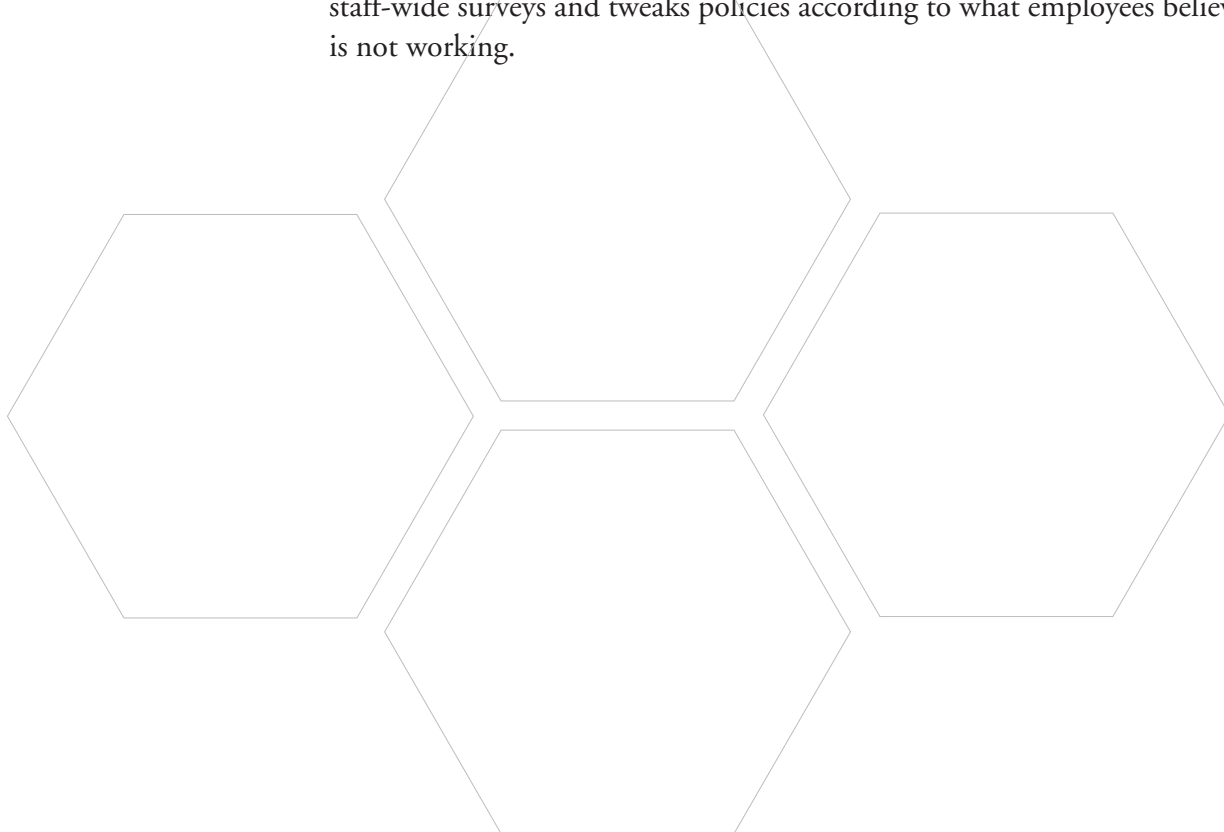
Reap the Benefits of a Flexible Work Schedule Program

As a feminist organization, Women Thrive Worldwide (formerly Women's Edge Coalition) is keenly aware of the obstacles women (and men) face in balancing family and work lives. From the organization's inception, work-life balance has been the crux of Women Thrive's workplace policies.

Flexible Work Schedule Program

- » Staff may arrive anytime between 8 and 10 a.m. and leave between 4 and 6 p.m.
- » On Tuesdays and Fridays, employees are allowed to work from home. Even the President, Ritu Sharma Fox, now the mother of two boys, works from home on those days.
- » Employees are provided with laptops, enabling them to bring work with them on the go.
- » Employees can optimize the balance between their personal and professional lives and customize their work schedules according to their diverse commuting and family situations.

As a result of these policies, employees are less stressed and more committed and productive. In order to monitor the program's success, the organization conducts staff-wide surveys and tweaks policies according to what employees believe is and is not working.



In order to ensure that those who work from home are equally accessible during work hours, the organization added a question in the year-end review which rates employees on this metric and keeps all employees accountable to each other.

Women Thrive believes that work-life balance is not only the ethically correct workplace model, but is also an important investment in their employees and, ultimately, the organization's long-term success. Investing in its employees' health and happiness has empowered Women Thrive's staff to achieve incredible policy results over the last ten years. *SWD*

Work-life balance is not only the ethically correct workplace model, but is also an important investment in the organization's employees and, ultimately, its long-term success.



Women Thrive Worldwide | www.womenthrive.org

Lorelle Curry | *Senior Outreach Manager* | lcurry@womenthrive.org



index

Articles by Tags

Diversity

- 13 Avnet, Inc.**
Starting an Executive Women's Forum
- 19 Business and Professional Women's Foundation**
First Impressions Matter When Hiring Women Veterans
- 21 Business and Professional Women's Foundation**
Understanding a New Generation
- 24 Business and Professional Women's Foundation**
Untapped Talent: Women Veterans
- 32 Choose 2 Lead**
Keeping the Best and the Brightest with a More Flexible Workplace
- 34 Civic Ventures**
Encore Careers: Experience Wanted
- 36 Crowell & Moring, LLP**
Success as a Part-Timer: Attorneys Seeking a Different Balance
Can Thrive and be Good for Firms
- 42 Deloitte**
Women as Buyers
- 46 Ernst & Young LLP**
Tips for Men Coaching Women
- 48 Griffin-Hammis Associates, LLC**
Crafting a Job that Fits Both Employer and Worker
- 50 Kansas City Power & Light**
Recruiting a Diverse Workforce
- 54 The MITRE Corporation**
Navigating Life at Work
- 58 The National Council on Independent Living**
Ways to Recruit, Hire and Retain Qualified Employees with Disabilities

- 62 The New York Times Company**
Steps to Developing a Diversity and Inclusion Strategy
- 75 Sprint**
Developing and Mentoring Diverse Talent
- 77 TecAccess LLC**
The Business Value of Disability Employment
- 79 U.S. Department of Labor, Office of Disability Employment Policy**
Career-Focused Youth Mentoring
- 82 U.S. Department of Labor, Office of Disability Employment Policy**
Universal Design Helps Companies Retain Diverse Workforce and Customer Base
- 86 Weyerhaeuser**
Diversity Business Networks: A Strategy for Retention and Business Evolution

Mature Workforce

- 8 AARP**
Competitive Environment: The Business Case for Hiring Workers Age 50+
- 34 Civic Ventures**
Encore Careers: Experience Wanted
- 56 The National Center on Workforce and Disability**
Universal Strategies to Promote the Retention of Older Workers
- 77 TecAccess LLC**
The Business Value of Disability Employment
- 82 U.S. Department of Labor, Office of Disability Employment Policy**
Universal Design Helps Companies Retain Diverse Workforce and Customer Base

Professional Development

- 13 Avnet, Inc.**
Starting an Executive Women's Forum
- 15 The Balanced Worker Project™**
Helping Young Careerists Navigate the Challenges of Work-Life Balance
- 19 Business and Professional Women's Foundation**
First Impressions Matter When Hiring Women Veterans
- 24 Business and Professional Women's Foundation**
Untapped Talent: Women Veterans
- 32 Choose 2 Lead**
Keeping the Best and the Brightest with a More Flexible Workplace
- 36 Crowell & Moring, LLP**
Success as a Part-Timer: Attorneys Seeking a Different Balance Can Thrive and be Good for Firms
- 42 Deloitte**
Women as Buyers
- 44 Ernst & Young LLP**
Practical Tips for Effective Mentoring
- 46 Ernst & Young LLP**
Tips for Men Coaching Women
- 48 Griffin-Hammis Associates, LLC**
Crafting a Job that Fits Both Employer and Worker
- 50 Kansas City Power & Light**
Recruiting a Diverse Workforce
- 56 The National Center on Workforce and Disability**
Universal Strategies to Promote the Retention of Older Workers
- 62 The New York Times Company**
Steps to Developing a Diversity and Inclusion Strategy

- 67 NIH–NOAA Recreation and Welfare Association**
Employee Associations Strengthen Individual Employee Satisfaction,
Organizational Productivity and Success
- 69 Points of Light Foundation**
Establish Better Connections Among Employees with a Knowledge Fair
- 75 Sprint**
Developing and Mentoring Diverse Talent
- 79 U.S. Department of Labor, Office of Disability Employment Policy**
Career-Focused Youth Mentoring
- 86 Weyerhaeuser**
Diversity Business Networks: A Strategy for Retention and Business Evolution
- 88 Women Thrive Worldwide**
Reap the Benefits of a Flexible Work Schedule Program

Team Building

- 11 American Speech-Language-Hearing Association**
A Trailblazer in Health and Wellness
- 13 Avnet, Inc.**
Starting an Executive Women's Forum
- 17 Batteries Plus LLC**
Corporate Growth Arises from Engaged Employees
- 21 Business and Professional Women's Foundation**
Understanding a New Generation
- 29 Capital One**
Future of Work
- 42 Deloitte**
Women as Buyers
- 44 Ernst & Young LLP**
Practical Tips for Effective Mentoring

- 52 Maga Design Group and InnerPlay**
How to Make Fitness Fun
- 54 The MITRE Corporation**
Navigating Life at Work
- 56 The National Center on Workforce and Disability**
Universal Strategies to Promote the Retention of Older Workers
- 60 National Court Reporters Association**
IDEA Team
- 64 nGenera**
Signature Experiences: How to Find an Employer-Employee Match
- 69 Points of Light Foundation**
Establish Better Connections Among Employees with a Knowledge Fair
- 71 Replacements, Ltd.**
Empowering Associates for a Healthier Tomorrow
- 75 Sprint**
Developing and Mentoring Diverse Talent
- 86 Weyerhaeuser**
Diversity Business Networks: A Strategy for Retention and Business Evolution

Technology

- 29 Capital One**
Future of Work
- 36 Crowell & Moring, LLP**
Success as a Part-Timer: Attorneys Seeking a Different Balance Can Thrive and be Good for Firms
- 40 Deloitte**
Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce
- 50 Kansas City Power & Light**
Recruiting a Diverse Workforce
- 77 TecAccess LLC**
The Business Value of Disability Employment

- 84 Verizon**
Addressing Domestic Violence with Technology
- 88 Women Thrive Worldwide**
Reap the Benefits of a Flexible Work Schedule Program

Thinking Green

- 11 American Speech-Language-Hearing Association**
A Trailblazer in Health and Wellness
- 27 Calvert**
Commuter Benefits: Helping Employees, Employer and Environment
- 29 Capital One**
Future of Work

Transitions

- 8 AARP**
Competitive Environment: The Business Case for Hiring Workers Age 50+
- 10 Accenture**
Future Leave Program
- 15 The Balanced Worker Project™**
Helping Young Careerists Navigate the Challenges of Work-Life Balance
- 19 Business and Professional Women's Foundation**
First Impressions Matter When Hiring Women Veterans
- 21 Business and Professional Women's Foundation**
Understanding a New Generation
- 24 Business and Professional Women's Foundation**
Untapped Talent: Women Veterans
- 32 Choose 2 Lead**
Keeping the Best and the Brightest with a More Flexible Workplace
- 34 Civic Ventures**
Encore Careers: Experience Wanted

- 36 Crowell & Moring, LLP**
Success as a Part-Timer: Attorneys Seeking a Different Balance Can Thrive and be Good for Firms
- 40 Deloitte**
Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce
- 48 Griffin-Hammis Associates, LLC**
Crafting a Job that Fits Both Employer and Worker
- 56 The National Center on Workforce and Disability**
Universal Strategies to Promote the Retention of Older Workers
- 77 TecAccess LLC**
The Business Value of Disability Employment
- 79 U.S. Department of Labor, Office of Disability Employment Policy**
Career-Focused Youth Mentoring
- 86 Weyerhaeuser**
Diversity Business Networks: A Strategy for Retention and Business Evolution

Veterans

- 13 Avnet, Inc.**
Starting an Executive Women's Forum
- 19 Business and Professional Women's Foundation**
First Impressions Matter When Hiring Women Veterans
- 24 Business and Professional Women's Foundation**
Untapped Talent: Women Veterans
- 75 Sprint**
Developing and Mentoring Diverse Talent
- 77 TecAccess LLC**
The Business Value of Disability Employment

Wellness

- 11 American Speech-Language-Hearing Association**
A Trailblazer in Health and Wellness
- 17 Batteries Plus LLC**
Corporate Growth Arises from Engaged Employees
- 52 Maga Design Group and InnerPlay**
How to Make Fitness Fun
- 54 The MITRE Corporation**
Navigating Life at Work
- 60 National Court Reporters Association**
IDEA Team
- 67 NIH–NOAA Recreation and Welfare Association**
Employee Associations Strengthen Individual Employee Satisfaction,
Organizational Productivity and Success
- 71 Replacements, Ltd.**
Empowering Associates for a Healthier Tomorrow
- 73 Roberds Chiropractic Clinic**
Bringing Wellness to the Workplace
- 84 Verizon**
Addressing Domestic Violence with Technology

Work-Life Effectiveness

- 10 Accenture**
Future Leave Program
- 21 Business and Professional Women’s Foundation**
Understanding a New Generation
- 29 Capital One**
Future of Work
- 32 Choose 2 Lead**
Keeping the Best and the Brightest with a More Flexible Workplace
- 36 Crowell & Moring, LLP**
Success as a Part-Timer: Attorneys Seeking a Different Balance Can Thrive
and be Good for Firms

- 40 Deloitte**
Mass Career Customization: Aligning the Workplace with Today's
Nontraditional Workforce
- 54 The MITRE Corporation**
Navigating Life at Work
- 67 NIH–NOAA Recreation and Welfare Association**
Employee Associations Strengthen Individual Employee Satisfaction,
Organizational Productivity and Success
- 73 Roberds Chiropractic Clinic**
Bringing Wellness to the Workplace
- 88 Women Thrive Worldwide**
Reap the Benefits of a Flexible Work Schedule Program

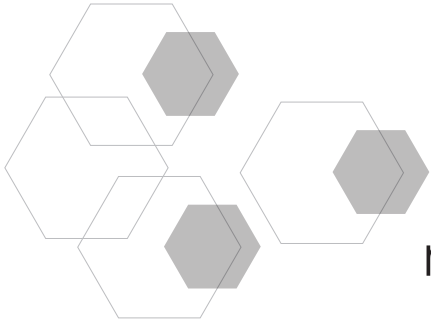
Workplace Flexibility

- 10 Accenture**
Future Leave Program
- 11 American Speech-Language-Hearing Association**
A Trailblazer in Health and Wellness
- 27 Calvert**
Commuter Benefits: Helping Employees, Employer and Environment
- 29 Capital One**
Future of Work
- 32 Choose 2 Lead**
Keeping the Best and the Brightest with a More Flexible Workplace
- 36 Crowell & Moring, LLP**
Success as a Part-Timer: Attorneys Seeking a Different Balance Can Thrive
and be Good for Firms

- 48 Griffin-Hammis Associates, LLC**
Crafting a Job that Fits Both Employer and Worker
- 54 The MITRE Corporation**
Navigating Life at Work
- 56 The National Center on Workforce and Disability**
Universal Strategies to Promote the Retention of Older Workers
- 58 The National Council on Independent Living**
Ways to Recruit, Hire and Retain Qualified Employees with Disabilities
- 64 nGenera**
Signature Experiences: How to Find an Employer-Employee Match
- 71 Replacements, Ltd.**
Empowering Associates for a Healthier Tomorrow
- 77 TecAccess LLC**
The Business Value of Disability Employment
- 82 U.S. Department of Labor, Office of Disability Employment Policy**
Universal Design Helps Companies Retain Diverse Workforce
and Customer Base
- 88 Women Thrive Worldwide**
Reap the Benefits of a Flexible Work Schedule Program

Young Careerist

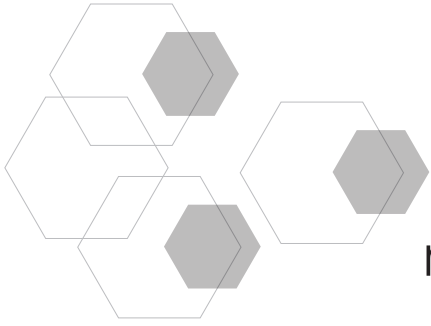
- 15 The Balanced Worker Project™**
Helping Young Careerists Navigate the Challenges of Work-Life Balance
- 21 Business and Professional Women's Foundation**
Understanding a New Generation
- 44 Ernst & Young LLP**
Practical Tips for Effective Mentoring



notes

notes





notes



Business and Professional Women's Foundation
1620 I Street, NW | Suite 210
Washington, DC 20006
Phone 202.293.1100 | Fax 202.861.0298
www.bpwfoundation.org
foundation@bpwfoundation.org