



# A SOLID INVESTMENT: MAKING FULL USE OF THE NATION'S HUMAN CAPITAL

## THE VISION

### OF THE GLASS CEILING COMMISSION

A national corporate leadership fully aware that shifting demographics and economic restructuring make diversity at management and decisionmaking levels a prerequisite for the long-term success of the United States in domestic and global marketplaces.

## THE MISSION

### OF THE GLASS CEILING COMMISSION

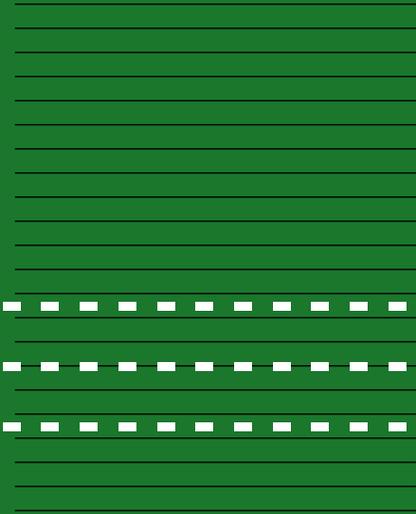
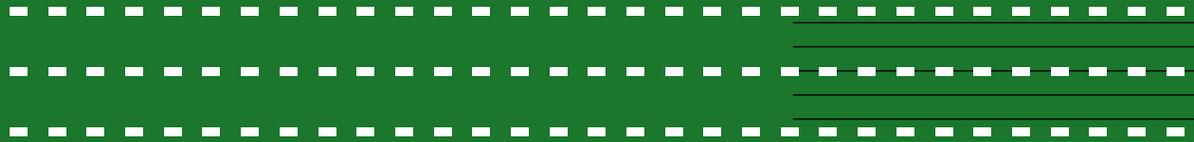
*“There is established a Glass Ceiling Commission to conduct a study and prepare recommendations concerning —*

- (1) eliminating artificial barriers to the advancement of women and minorities; and*
- (2) increasing the opportunities and development experiences of women and minorities to foster advancement of women and minorities to management and decisionmaking positions in business.”*

**Public Law 102-166—November 21, 1991**

**Civil Rights Act of 1991**

**Section 203**



# A SOLID INVESTMENT: MAKING FULL USE OF THE NATION'S HUMAN CAPITAL

## Recommendations of the Federal Glass Ceiling Commission

Washington, D.C.

November 1995

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## MESSAGE FROM THE CHAIR

The “glass ceiling” is a concept that betrays America’s most cherished principles. It is the unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements.

The American Dream is about opportunities for all. This country has drawn tens of millions of immigrants with the promise that all citizens could succeed if they worked hard and played by the rules. Yet, the glass ceiling denies millions of Americans opportunities for economic and personal advancement.

Over the past 30 years, we have made great progress in bringing down barriers that prevented large numbers of citizens from fully participating in our society. Yet, the existence of the glass ceiling tells us that there is still work to be done. A phrase coined to describe the difficulties women have in rising to the upper echelons of business, the glass ceiling is now understood to be an obstacle to minorities as well.

The Glass Ceiling Commission was established in 1991 to study these barriers and issue recommendations for eliminating these hindrances “to the advancement of women and minorities” to “management and decisionmaking positions.” These recommendations, which follow last spring’s fact-finding report — **Good for Business: Making Full Use of the Nation’s Human Capital** — complete the Commission’s valuable work.

The glass ceiling is not only an egregious denial of social justice that affects two-thirds of the population, but a serious economic problem that takes a huge financial toll on American business. Equity demands that we destroy the glass ceiling. Smart business demands it as well.

The glass ceiling is intertwined with a broader set of problems afflicting America’s economy and well-being. During the last 15 years, virtually all of this nation’s economic growth went to the wealthiest fifth of American households. The United States is now the most stratified major society in the indus-

trial world, as incomes have fallen for the poor and stagnated for the middle class. For 30 years after World War II, America grew together — although minorities and women did not get their fair share of the growing pie. Since 1979, America has been growing apart.

What's gone wrong? The economy has undergone profound changes: Markets have become globalized. The creation and distribution of information have supplanted the production of goods. The composition of the workforce has radically changed. And education has become a fault line dividing winners from losers.

But it is not the only fault line. Discrimination — the glass ceiling, in particular — remains another deep line of demarcation between those who prosper and those left behind.

I repeat: It is not only a matter of fair play, but an economic imperative that the glass ceiling be shattered. It matters to the bottom line for businesses and to the future economic stability of America's families.

Independent research has shown that companies that go the extra mile in hiring and promoting minorities and women are more profitable. A study of the Standard and Poors 500 by Covenant Investment Management found that businesses committed to promoting minority and women workers had an average annualized return on investment of 18.3 percent over a five-year period, compared with only 7.9 percent for those with the most shatter-proof glass ceilings.

In addition, many business leaders see the demographic handwriting on the wall: Minorities and women make up a growing percentage of the workforce and consumer market. Thus, managerial talent must be drawn from an increasingly diverse pool. Many corporate leaders also realize that if companies treat their workers well, morale and productivity improve. What's more, they know that consumers and communities also respond favorably to businesses with good employment practices. In this increasingly diverse marketplace, companies must be prepared to do business with customers, competitors and partners who are also increasingly diverse.

As these recommendations suggest, if America's businesses fully utilized the nation's human capital, they would be making a solid investment. They would be doing good, **and** doing good for themselves.

Sadly, for millions of Americans — as well as for our \$7 trillion economy — America’s vast human resources are not being fully utilized because of glass-ceiling barriers.

While minorities and women have made strides in the last 30 years, and employers increasingly recognize the value of workforce diversity, the executive suite is still overwhelmingly a white man’s world. Over half of all Master’s degrees are now awarded to women, yet 95 percent of senior-level managers of the top Fortune 1000 industrial and 500 service companies are men. Of them, 97 percent are white. African Americans, Hispanics, Asian and Pacific Islander Americans and American Indians also remain woefully under-represented in the upper echelons of American business.

The Commission’s recommendations emphasize that government must lead by example, followed by strong commitment and leadership from corporate America. Yet, action by government and business are not enough. For real change to occur, bias and discrimination must be banished from the board-rooms and executive suites of corporate America.

These recommendations build upon strategies that companies and government are already using to end discrimination. The recommendations must be seen as a beginning, not the end. We as a nation, and in particular corporate leaders, must continue to strive to overcome the barriers that keep minorities and women from advancing. We also must encourage the development of business organizations that reflect our population.

The Commission’s work clearly shows that breaking the glass ceiling opens avenues to the American Dream, and gives all Americans the opportunity to benefit from and contribute to economic growth. Economic gains must, and can, be shared by all.

Its recommendations also help point the way for America’s growing “anxious class” to once again become a larger and more confident middle class. When glass ceilings are forever shattered, we will have succeeded in using our greatest asset — the insights and talents of all our working people — to their fullest potential. The permanent destruction of the glass ceiling will be a profound legacy we must leave for future generations.

## ACKNOWLEDGEMENTS

**B**reaking glass ceiling barriers in corporate America will not result from any single act or event. Rather, it will be the culmination of a process involving people and organizations from all segments of our society.

**A Solid Investment: Making Full Use of the Nation's Human Capital** is also the culmination of a process, and the Glass Ceiling Commission wishes to thank everyone who contributed ideas and information over the past four years. The involvement of many people from business, government, academia, and the non-profit sector helped the Commission focus its thinking and formulate its recommendations.

Many individuals gave generously to the creation and production of this recommendations report. The Commission acknowledges the dedicated work of the Commission staff at the Department of Labor: communications director Gordon Berg, executive assistant Loretta Davis, research coordinator Howard S. Hankerson, automation clerk

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## INTRODUCTION

**T**itle II of the Civil Rights Act of 1991 created the 21-member, bipartisan Federal Glass Ceiling Commission. The Commission's mandate is to study the barriers to the advancement of minorities and women within corporate hierarchies (the problem known as the glass ceiling), to issue a report on its findings and conclusions, and to make recommendations on ways to dismantle the glass ceiling.

The Commission undertook an extensive research and information gathering effort, including public hearings, surveys of chief executive officers, and interviews with focus groups. This work culminated with the spring 1995 release of the Commission's report, **Good For Business: Making Full Use of the Nation's Human Capital**. The Commission now completes its work, with the release of its recommendations in **A Solid Investment: Making Full Use of the Nation's Human Capital**.

The glass ceiling is a reality in corporate America. Glass ceiling barriers continue to deny untold numbers of qualified people the opportunity to compete for and hold executive level positions in the private sector. The relationship

between glass ceilings, equal opportunity and affirmative action is complex, as the findings contained in **Good for Business** demonstrate. Minorities and women are still consistently underrepresented and under utilized at the highest levels of corporate America. For example, 97 percent of the senior managers of Fortune 1000 Industrial and Fortune 500 companies are white, and 95 to 97 percent are male; in the Fortune 2000 industrial and service companies, only 5 percent of senior managers are women, and almost all of them are white; African American men with professional degrees earn 21 percent less than their white counterparts holding the same degrees in the same job categories. But women and African Americans are not the only ones kept down by the glass ceiling. Only 0.4 percent of managers are Hispanic, although Hispanics make up eight percent of America's workforce. Asian and Pacific Islander Americans earn less than whites in comparable positions and receive fewer promotions, despite more formal education than other groups. Generally, the lack of educational opportunity drastically reduces the available pool of American Indian candidates and CEOs rarely consider them for management jobs. These numbers are put in

*Readers should review “**Good for Business**”, the Commission's fact finding report, to understand the data supporting these recommendations*

context by the fact that in our society, two-thirds of the population — and 57 percent of workers — are women, minorities or both.

Corporate leaders increasingly are cognizant of both the existence of the glass ceiling and the value of workforce diversity at the management and decisionmaking levels. What motivates companies that have begun to take steps to break glass ceiling barriers? The bottom line. Business leaders see the changes taking place in the demographics of national consumer markets and the labor force, and the rapid globalization of the marketplace. They know that these conditions affect the ability of their companies to survive and prosper — and that the existence of the glass ceiling keeps them from adapting to these conditions efficiently and effectively.

The glass ceiling can affect the bottom line in other ways, too. Companies that make full use of diverse human resources at home will be better prepared for the challenges involved in managing even more diverse workforces in the emerging global economy. Companies with strong records for developing and advancing minorities and women will find it easier to recruit members of those groups. Companies whose cultures are hospitable to minorities and women will find it easier to retain those employees, or incur additional recruitment and training costs due to turnover. Increasing the number of

minorities and women in areas such as product development, marketing and advertising allows companies to maximize their ability to tap into many segments of the consumer market.

Overall, a poor diversity track record can make companies vulnerable to activist consumer groups.

To compete successfully at home and abroad, businesses must make full use of the resources embodied in our people — all of our people. Individuals of all races and both genders are entering our workforce in increasing numbers. By the year 2000, two-thirds of new labor force entrants will be minorities and women, yet the glass ceiling prevents qualified people of diverse backgrounds from achieving top management positions. Over the past 30 years government and business have taken steps to provide access for minorities and women to all levels of employment. These efforts must continue, but business must take the initiative to go beyond what it has achieved to date. Successful companies will be those that seize the opportunity presented by increased diversity, to create a world in which inclusion is elicited and not coerced, and work to increase both the diversity of their workforces and the opportunities available to all members of their workforce.

## THE RECOMMENDATIONS

True to its mandate, the Commission offers its recommendations as a strategy for shattering the glass ceiling once and for all. The glass ceiling is, in the first instance, a business issue, and we must look for solutions in the world of business. The recommendations begin with steps businesses can take to dismantle barriers within their corporate structures.

Business does not operate in a vacuum. It reflects the attitudes and conditions of society as a whole, and other segments of society must also contribute to ending the glass ceiling. The recommendations turn, then, to ways in which government can most effectively play a part in delivering for its customers — the citizens — by breaking glass ceiling barriers. Finally, the report discusses societal initiatives to enlist schools, the media, community organizations and other institutions in helping to bring down the glass ceiling.

But the recommendations offered by the Commission can only be the beginning. There must be an open and continuing dialogue on how to move this issue to the forefront, with business leading, not following. Business to business communications — peer-to-peer CEO sessions, roundtables and industry forums — must play a central role in the process to break the glass ceiling.

The Commission believes that every member of our society should have the opportunity to strive for positions of responsibility and leadership, regardless of their gender, race or ethnic background. The concept of upward mobility needs to be kept alive in our culture; it is vital to our nation's future. These recommendations are submitted in the belief that they will help to shatter the glass ceiling in American business and in so doing enable business to fully utilize our most precious resource — our people.



### BUSINESS

#### **Demonstrate CEO commitment**

Eliminating the glass ceiling requires that the CEO communicate visible and continuing commitment to workforce diversity throughout the organization. The Commission recommends that all CEOs and boards of directors set companywide policies that actively promote diversity programs and policies that remove artificial barriers at every level.

#### **Include diversity in all strategic business plans and hold line managers accountable for progress**

Businesses customarily establish short- and long-term objectives and measure progress in key business areas. The Commission recommends that all corporations include in their strategic business plans efforts to achieve diversity both at the senior management level and throughout the workforce. Additionally, performance appraisals, compensation incentives and other evaluation measures must reflect a line manager's ability to set a high standard and demonstrate progress toward breaking the glass ceiling.

#### **Use affirmative action as a tool**

Affirmative action is the deliberate undertaking of positive steps to design and implement employment procedures that ensure the employment system provides equal opportunity to all. The Commission recommends that corporate America use affirmative action as a tool ensuring that all qualified individuals have equal access and opportunity to compete based on ability and merit.

#### **Select, promote and retain qualified individuals**

Traditional prerequisites and qualifications for senior management and board of director positions focus too narrowly on conventional sources and experiences. The Commission recommends that organizations expand their vision and seek candidates from non-customary sources, backgrounds and experiences, and that the executive recruiting industry work with businesses to explore ways to expand the universe of qualified candidates.

**Prepare minorities and women for senior positions**

Too often, minorities and women find themselves channeled into staff positions that provide little access and visibility to corporate decisionmakers, and removed from strategic business decisions. The Commission recommends that organizations expand access to core areas of the business and to various developmental experiences, and establish formal mentoring programs that provide career guidance and support to prepare minorities and women for senior positions.

**Educate the corporate ranks**

Organizations cannot make members of society blind to differences in color, culture or gender, but they can demand and enforce merit-based practice and behavior internally. The Commission recommends that companies provide formal training at regular intervals on company time to sensitize and familiarize all employees about the strengths and challenges of gender, racial, ethnic and cultural differences.

**Initiate work/life and family-friendly policies**

Work/life and family-friendly policies, although they benefit all employees, are an important step in an organization's commitment to hiring, retaining and promoting both men and women. The Commission recommends that organizations adopt policies that recognize and accommodate the balance between work and family responsibilities that impact the lifelong career paths of all employees.

**Adopt high performance workplace practices**

There is a positive relationship between corporate financial performance, productivity and the use of high performance workplace practices. The Commission recommends that all companies adopt high performance workplace practices, which fall under the categories of skills and information; participation, organization and partnership; and compensation, security and work environment.

## GOVERNMENT

### **Lead by example**

Government at all levels must be a leader in the quest to make equal opportunity a reality for minorities and women. The Commission recommends that all government agencies, as employers, increase their efforts to eliminate internal glass ceilings by examining their practices for promoting qualified minorities and women to senior management and decisionmaking positions.

### **Strengthen enforcement of anti-discrimination laws**

Workplace discrimination presents a significant glass ceiling barrier for minorities and women. The Commission recommends that Federal enforcement agencies increase their efforts to enforce existing laws by expanding efforts to end systemic discrimination and challenging multiple discrimination. The Commission also recommends evaluating effectiveness and efficiency and strengthening inter-agency coordination as a way of furthering the effort. Additionally, updating anti-discrimination regulations, strengthening and expanding corporate management reviews and improving the complaint processing system play major roles in ending discrimination. Finally, the Commission recommends making sure that enforcement agencies have adequate resources to enforce anti-discrimination laws.

### **Improve data collection**

Accurate data on minorities and women can show where progress is or is not being made in breaking glass ceiling barriers. The Commission recommends that relevant government agencies revise the collection of data by refining existing data categories and improving the specificity of data collected. All government agencies that collect data must break it out by race and gender, and avoid double counting of minority women, in order to develop a clear picture of where minorities and women are in the workforce.

### **Increase disclosure of diversity data**

Public disclosure of diversity data — specifically, data on the most senior positions — is an effective incentive to develop and maintain innovative, effective programs to break glass ceiling barriers. The Commission recommends that both the public and private sectors work toward increased public disclosure of diversity data.



# Business Recommendations

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## INTRODUCTION TO THE BUSINESS RECOMMENDATIONS

Breaking the glass ceiling is an economic priority that this nation can no longer afford to ignore. It is an economic imperative driven by recent dramatic shifts in three areas that are fundamental to business success: (1) changes in the demographics of the labor force; (2) changes in the demographics of national consumer markets; and (3) the rapid globalization of the marketplace.

To compete successfully in this new environment, our nation needs the talents of all qualified individuals regardless of race, gender or ethnicity at the highest levels of corporate America. The goal is to develop a true merit system that allows individuals to rise to the top based on their own skills and talents, and to compensate achievers for a job well done.

The Commission believes that government and business are societal institutions uniquely able to impact workplace behavior and attitudes toward minorities and women. Businesses must develop and implement programs to break the glass ceiling, and must make such efforts an intrinsic part of corporate planning and management. Whether by dedicating budgetary and other

resources to new diversity programs, highlighting existing practices to encourage the business community to act or developing creative new approaches, business has the capacity to draft strategies that address the shortage of minorities and women in boardrooms and senior management. For instance, corporations must exercise responsibility in their selection of sponsorships of events in the community, the type of advertising they run, and the programming and outlets in which that advertising is placed.

In **Good For Business**, the Commission identified seven elements of comprehensive, systemic business practices to breaking the glass ceiling including leadership and career development; rotation/nontraditional employment; mentoring; accountability programs; succession planning; workforce diversity initiatives; and family friendly programs. Taken together, these elements comprise a corporate “best practices” agenda, that must become standard practice. Key to the success of these efforts is the active support of corporate leadership, whose commitment will change the corporate culture. Fully utilizing the resources of minorities and women is essential to long-term corporate profitability.

## DEMONSTRATE CEO COMMITMENT

### Recommendation

*Eliminating the glass ceiling requires that the CEO communicate visible and continuing commitment to workforce diversity throughout the organization. The Commission recommends that all CEOs and boards of directors set company-wide policies that actively promote diversity programs and policies that remove artificial barriers at every level.*

Breaking glass ceiling barriers must start where the ceiling is — at the top. By changing the way an organization deals with the issue of diversity, CEOs can successfully position their companies to confront the dramatic changes occurring both in domestic and international markets as well as in the workforce. Improving workforce diversity at the top and throughout the company is a long-term process affecting all employees. The CEO

must raise the issue of diversity, keep it visible and viable, and drive it through every level of the company. A CEO with the vision and commitment to stay the course will ensure that the organization will draw its future leaders from the largest talent pool available.

All materials flowing from the corporation must reflect that diversity is a core value of the organization — statements in annual reports, correspondence from the CEO, employee handbooks, recruiting brochures, newsletters and video messages for all employees. Updates on the company's diversity initiative can be provided at stockholder meetings. As a consequence, external audiences — customers, stockholders, suppliers, and the community at large — will come to understand that diversity is the corporate philosophy and employment objective of the company.

### *The Los Angeles Times*

*Shelby Coffey III, Editor and Executive Vice President of The Los Angeles Times, was awarded the 1995 Ida B. Wells Award “for exemplary courage in guiding the Los Angeles Times — while it was downsizing — to increase hiring diversity in one of the nation’s most dynamic markets; for doubling the percentage of minority professionals and tripling minority line editors and executives to 18.7 percent in six years; and for bold leadership, using aggressive internal guidelines to amass the nation’s largest number of minority professionals in supervisory positions at a single newspaper.”*

## INCLUDE DIVERSITY IN ALL STRATEGIC BUSINESS PLANS AND HOLD LINE MANAGERS ACCOUNTABLE FOR PROGRESS

### **Recommendation**

*Businesses customarily establish short- and long-term objectives and measure progress in key business areas. The Commission recommends that all corporations include in their strategic business plans efforts to achieve diversity both at the senior management level and throughout the workforce. Additionally, performance appraisals, compensation incentives and other evaluation measures must reflect a line manager's ability to set a high standard and demonstrate progress toward breaking the glass ceiling.*

The drive to break the glass ceiling must be positioned and measured with the same level of support as other business practices that lead to long-term corporate profitability. It is important to note, however, that there is no one formula for

measuring diversity success. Careful and constant monitoring — as with profits, capital investment, productivity, market share and quality — allows a corporation to know what's working and what's not. Non-performing processes can be altered, and successful practices can be expanded.

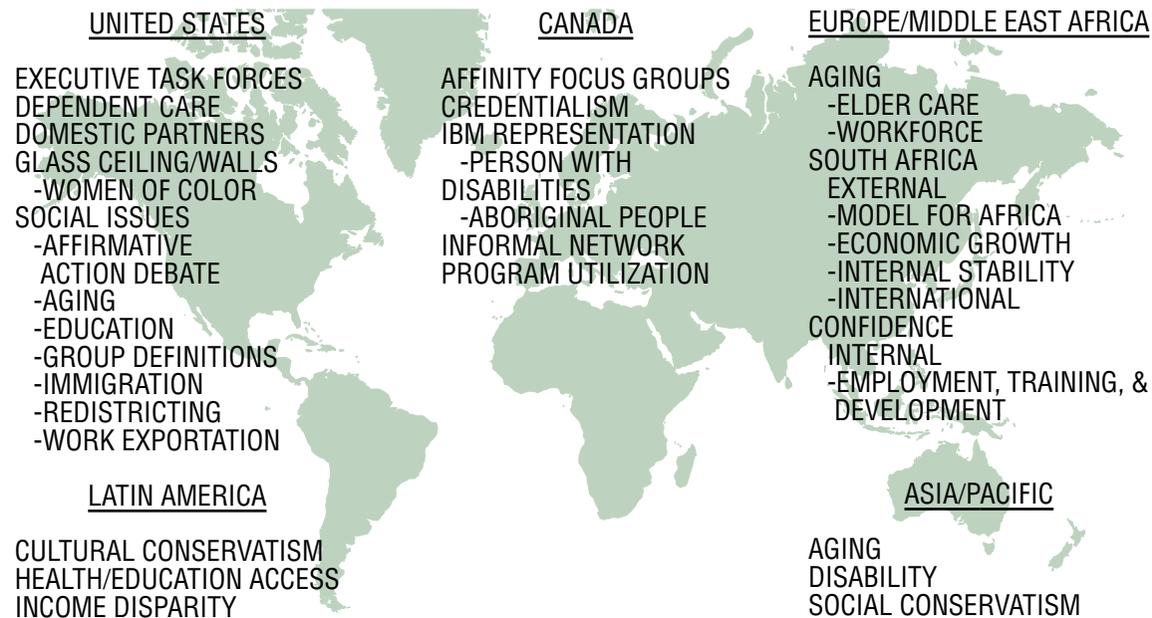
The role of the manager is also critical. Line managers need to know that there are consequences for failing to honor diversity commitments and opportunity just as there are rewards for success. Linking pay, promotion and bonuses to accomplishments of diversity objectives — as with other business goals — sends a clear message throughout the organization that inclusiveness is being assessed and will be rewarded.

### **Recommendation**

*This chart was developed in October 1995 by IBM's Global Diversity Council. The Council has identified five global issues to be addressed by each IBM geographic region, in addition to other specific regional issues. The five global issues are cultural awareness/acceptance; multilingualism; diversity of the management team; women; and workplace flexibility/balance*



# GLOBAL WORKFORCE DIVERSITY CHALLENGES



## USE AFFIRMATIVE ACTION AS A TOOL

*Affirmative action is the deliberate undertaking of positive steps to design and implement employment procedures that ensure the employment system provides equal opportunity to all. The Commission recommends that corporate America use affirmative action as a tool ensuring that all qualified individuals have equal access and opportunity to compete based on ability and merit.*

Affirmative action, properly implemented, **does not mean imposing quotas, allowing preferential treatment or employing or promoting unqualified people.** It means opening the system and casting a wide net to recruit, train and promote opportunities for advancement for people who can con-

tribute effectively to a corporation and, consequently, the nation's economic stability.

The definition of affirmative action embodies efforts to increase the supply of qualified individuals of all ethnic groups and both genders. Having access to widely different ethnic, racial, and social backgrounds accelerates the quest for corporate excellence. One of our nation's greatest assets is our diversity — it is our strength. As commerce becomes more global and competitive, it is imperative that businesses engage the full potential of our labor force, which is increasingly composed of women and minorities from diverse backgrounds and cultures.

### **Recommendation**

*Excerpt from Reaffirmation of Affirmative Action at GM, a statement by John F. Smith, Jr., Chief Executive Officer and President, General Motors:*

*“When it comes to affirmative action, we will continue to press the envelope, but at the same time we will be moving to a broader concept — that is, managing diversity. As a global company, we want to fully benefit from a diverse workforce. Our commitment to diversity extends beyond the door of our company. It includes our dealerships, our suppliers, and the many communities we operate in. In our industry, as in this nation, our diversity is our strength. This diversity is more than merely part of our national heritage; it is part of our national pride. Having people of widely different ethnic, racial and social backgrounds in our corporation has not slowed our pursuit of excellence — it has accelerated it. We will continue to do everything possible to bring minority group members and women into General Motors and the mainstream economy. We cannot, must not, waste this talent.”*

## SELECT, PROMOTE AND RETAIN QUALIFIED INDIVIDUALS

*Traditional prerequisites and qualifications for senior management and board of director positions focus too narrowly on conventional sources and experiences. The Commission recommends that organizations expand their vision and seek candidates from non-customary sources, backgrounds and experiences, and that the executive recruiting industry work with businesses to explore ways to expand the universe of qualified candidates.*

Most organizations still prefer to find senior executives from within their own ranks, perpetuating the “old school network” in which a limited range of job titles and experiences artificially restricts the candidate pool. Corporate America has not yet demonstrated the flexibility required to expand the traditional recruiting network, nor has it appeared comfortable with people holding unusual or innovative job experiences. Business needs to assess more accurately and broadly the actual skills and characteristics people must possess to do specific jobs, including talents, knowledge and abilities.

### ***Hispanic Association of Colleges and Universities (HACU)***

*The Hispanic Association of Colleges and Universities (HACU) is a national association of Hispanic-Serving Institutions (HSIs) — specifically nonprofit, accredited colleges and universities where Hispanics constitute a minimum of 25 percent of the total enrollment at either the undergraduate or graduate level. The mission of HACU is three-fold:*

- to promote the development of member colleges and universities;*
- to improve access to and the quality of post-secondary educational opportunities for Hispanic students; and*
- to meet the needs of business, industry, and government through the development and sharing of resources, information, and expertise.*

CEOs frequently assert that they do not know where to look for potential women or minority executives. An abundance of experienced and potential executive talent lies in places many corporations seldom consider, both inside and outside the corporation, including nonprofits, minority and women’s advocacy organizations, women’s colleges, colleges and universities with historical ties to particular ethnic groups, and the military.

The Commission recognizes that executive search firms are on the frontline in assisting in the recruitment of highly visible senior slots and board of director positions. Corporations should demand that executive search firms provide diversity profiles of the search firm itself as well as the candidates it represents. The Commission believes the executive search industry has a three-fold responsibility: (1) to recommend to its clients a diverse array of candidates for specific positions, even when not specifically requested to do so; (2) to expand its outreach to identify minorities and women; and, (3) to examine its own hiring practices and workforce composition to ensure diversity.

**Recommendation**

### ***The Association of Executive Search Consultants***

*The Association of Executive Search Consultants (AESC) represents 123 executive search consulting firms worldwide. It establishes professional and ethical standards for its members and provides information to the media and public on the field of executive search.*

*AESC’s Mission and Professional Practice Guidelines include the provision that “AESC members affirm without reservation the principles of equal opportunity in employment. As a matter of policy and practice, member organizations of the AESC do not and will not discriminate against qualified candidates for any unlawful reason, including race, religion, gender, national origin, age or disability. AESC members encourage and anticipate that their clients will also comply with non-discrimination policies and practices.”*

*In 1993, the AESC Annual Conference’s theme was “Professionalism in the age of Diversity.”*

*Discussions at that conference led to the creation in 1993 of AESC’s Diversity Task Force. It considered such issues as how client diversity initiatives affect executive search (a vast majority of AESC member firms have conducted searches geared to developing diversity candidates in the last 12 months) and internal diversity initiatives of AESC member firms (benchmarking in 1993 shows that AESC member firms have strong initiatives in place to continue to diversify their professional staff.) AESC, as part of its present program activities, is providing information and guidance materials designed to advance diversity goals.*

## PREPARE MINORITIES AND WOMEN FOR SENIOR POSITIONS

*Interestingly, the first mentor appears to have been a woman. In ancient Greek mythology, the goddess Athene (also known as Minerva) advised and guided the young Telemachus in Homer's classic The Odyssey. Disguised as Mentor, a man, Athene skillfully set Telemachus on his course for discovering the fate of his father. Athene, Zeus' favorite child, was the protector of civilized life, and was the first to tame horses for human use.*

*Too often, minorities and women find themselves channeled into staff positions that provide little access and visibility to corporate decisionmakers, and removed from strategic business decisions. The Commission recommends that organizations expand access to core areas of the business and to various developmental experiences, and establish formal mentoring programs that provide career guidance and support to prepare minorities and women for senior positions.*

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Organizations must identify and place all high potential employees, including minorities and women, into leadership and career development programs to foster and build the skills managers need to lead a company in a changing competitive climate. Since the career path to senior management may take many years, these programs must be linked to the organization's immediate and long-range business objectives and goals. Characteristics of successful programs that prime the pipeline to the executive suite include:

- rotational and non-traditional job assignments that broaden the base of a candidate's experience and visibility;
- specific career path programs that identify objective performance, skill, and knowledge criteria for advancement;
- employee-sponsored networks and affinity groups;
- access to specialized training, seminars and workshops; and
- formal succession planning.

Another key method of executive development is a formal mentoring program that provides guidance to future executives within the corporate structure. Smart corporations also must accelerate their efforts to build expertise and empower people lacking role models and advisors throughout the community by making senior executives available to young adults who will be future business leaders.

### **Recommendation**

## EDUCATE THE CORPORATE RANKS

*Organizations cannot make members of society blind to differences in color, culture, or gender, but they can demand and enforce merit-based practice and behavior internally. The Commission recommends that companies provide formal training at regular intervals on company time to sensitize and familiarize all employees about the strengths and challenges of gender, racial, ethnic, and cultural differences.*

Employees who understand and respect gender, racial and ethnic differences will work together more cooperatively and be more committed to the success of the company. Educating the corporate ranks means creating a workplace environment that is welcoming and open to all employees regardless of age, race, gender and thought, and respects and values each individual for his or her unique skills, talents and abilities. Diversity training that addresses stereotypes and preconceptions, issues of sexual and racial harassment, cultural differences and styles of

communication is critical to breaking glass ceiling barriers. Diversity training comes in many forms and must include employees from all levels and sections of an organization brought together for open, honest, and non-confrontational sharing and feedback. By allowing people to understand their conscious and unconscious notions about gender and race, diversity training debunks myths about the suitability of minorities and women for executive careers, which is an important step in breaking the glass ceiling.

There is no one right method of training for diversity awareness. Organizations must tailor their programs according to the composition of the workforce and the particular strategic goals and objectives of the company. Senior corporate leaders should monitor and receive regular feedback to ensure that training objectives are integrated with business objectives and that individuals change their workplace behavior accordingly.

### **Recommendation**

*“Workforce diversity is a priority at Xerox and adds value to our business. Diversity of our workforce requires an openness by all employees in respect to age, race, gender and thought. The Xerox corporate culture must be continually reshaped so that Xerox and Xerox employees alike obtain the full benefits of a workplace in which diversity is cultivated, nurtured and rewarded.”*

***Paul Allaire, Chairman and CEO  
Xerox Corporation***

***First winner of the Perkins-Dole National Award for  
Diversity and Excellence in  
American Executive Management***

## INITIATE WORK/LIFE AND FAMILY-FRIENDLY POLICIES

*Work/life and family-friendly policies, although they benefit all employees, are an important step in an organization's commitment to hiring, retaining and promoting both men and women. The Commission recommends that organizations adopt policies that recognize and accommodate the balance between work and family responsibilities that impact the lifelong career paths of all employees.*

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Family-friendly policies improve productivity and reduce costs by relieving workers of non-job related worries, and allow them to focus on business objectives. A survey conducted by the Conference Board about the value of work/life programs found that nearly 80 percent of the

respondents thought that the introduction of such programs helped all employees pursue career advancement. Corporations that make available flexible work arrangements, elder and child care, family leave benefits, support groups, relocation assistance and other initiatives report significant reductions in absenteeism, tardiness and turnover.

These policies demonstrate that the company values the individual, and realizes that activities outside of the office help a worker keep his or her perspective. Work/life policies provide a broader support network for working men and women, affording them greater opportunities to advance their careers.

### **Recommendation**

## ADOPT HIGH PERFORMANCE WORKPLACE PRACTICES

*There is a positive relationship between corporate financial performance, productivity and the use of high performance workplace practices. The Commission recommends that all companies adopt high performance practices, which fall under the categories of skills and information; participation, organization and partnership; and compensation, security and work environment.*

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High performance workplace practices enhance opportunities for workers at all levels within organizations to participate in the decisionmaking process and share information about the workings of that organization. These practices can break down barriers and organizational hierarchies within a corporation, providing greater opportunities for minorities and women who may have previously been denied access to such chances.

The US Department of Labor's "Road to High

Performance Workplaces: A Guide to Better Jobs and Better Business Results" reports that while some corporations may excel at one specialized area of policy, outstanding firms are likely to excel across a wide range of management practices. In correlating the results of Fortune Magazine's annual survey on corporate reputations, a 1994 Gordon Group, Inc. survey found that companies highly regarded for their employee practices are also highly regarded with respect to their other critical practices, including the quality of management, the quality of products and the ability to innovate. The study further concluded that companies with well-respected employee practices scored highest on critical measures of long-term corporate performance, including the utilization of capital and total returns to investors. Companies that invest in their workers see a positive impact on their skills and talents.

# Workplace Practices Checklist

## I. Skills and Information

### Training and Continuous Learning

- ✓ Are there programs to support continuous learning (job rotation and cross-function team training, for instance)?
- ✓ Are training expenditures balanced among the company's entire work force?

### Information Sharing

- ✓ Do all workers receive information on operating results, financial goals, and organizational performance? How?
- ✓ Are there multiple mechanisms by which internal communication occurs so that information flows up, down, and across the organization?

## II. Participation, Organization, and Partnership

### Employee Participation

- ✓ Are workers actively involved in continuously improving their work process and redefining their jobs?
- ✓ Are they actively involved in problem solving, selecting new technology, modifying the product or service provided, and meeting with customers?

### Organizational Structure

- ✓ Are most workers organized into work teams with substantial autonomy?
- ✓ Are there cross-functional teams and other mechanisms to share innovative ideas across organizational boundaries?

### III. Compensation, Security, and Work Environment

#### Compensation Linked to Performance and Skills

- ✓Does the incentive system incorporate new ways of rewarding workers?
- ✓Is executive pay tied to corporate (or business unit) performance?

#### Employment Security

- ✓Are there comprehensive employment planning strategies and policies to minimize or avoid laying off workers?
- ✓If layoffs have occurred in recent years, does the organization actively help laid-off workers to find new jobs? How?

#### Supportive Work Environment

- ✓Does the company attract and retain a talented work force? What is the annual turnover rate? Why do people leave?
- ✓Are family-supportive policies, such as flexible work schedules, child care, and/or elder care, in place?
- ✓Does the organization actively hire, train, retain, and promote a diverse work force?

### IV. Putting It All Together

- ✓Does the company fully integrate its human resource policies and workplace practices with other essential business strategies?
- ✓Are quality and continuous improvement efforts meshed with training, work organization, employee involvement, and alternative compensation programs?



# Government Recommendations

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## INTRODUCTION TO THE GOVERNMENT RECOMMENDATIONS

The concept of equal opportunity is woven into the fabric of our society. Our government embraces this concept and supports programs and policies that attempt to make it a reality for all people.

Laws, legal decisions, and executive orders have given the government an active role in making equal employment opportunity a reality for qualified minorities and women. Beginning in 1941, strides have been made in eliminating employment barriers for minorities and women, when President Franklin D. Roosevelt signed the first executive order forbidding race discrimination by Federal contractors. Starting in 1963, following passage of an important civil rights law designed to attack continuing discrimination, the government assumed a more active role in monitoring and enforcing anti-discrimination laws. For example, another executive order, signed by President Lyndon Johnson in 1968, prohibited sex discrimination by Federal contractors.

There is no stronger endorsement for an idea than adopting it. Government is a major player in the drive to break the glass ceiling, and therefore must lead by example. The Commission

recommends that government -- at all levels -- take the lead in efforts to provide equal opportunity to all.

While barriers that block the access of minorities and women to managerial and executive positions cannot be eliminated solely by government action, there is an appropriate role for the public sector. In *Good For Business*, the Commission identified three areas where government action is crucial to breaking glass ceiling barriers. The following summarizes what those needs are and the Commission's recommendations to meet them:

- Vigorous and consistent law enforcement

The Commission recommends that Federal enforcement agencies increase their efforts to enforce existing anti-discrimination laws. These laws include the Equal Pay Act, Title VII of the Civil Rights Act of 1964, Executive Order 11246 (which prohibits discrimination in hiring or employment opportunities on the basis of race, color, religion, sex and national origin), the Age Discrimination in Employment Act, the Pregnancy Discrimination Act, the Americans

with Disabilities Act and the Civil Rights Act of 1991. In addition, the Family and Medical Leave Act, while not directly dealing with discrimination, creates a family-friendly and flexible work environment.

The Commission approves seeking strong remedies, including affirmative action. Accordingly, strong enforcement agency coordination is necessary if efforts to improve enforcement and effectiveness are to be successful. Further, multiple discrimination must be challenged head-on, corporate management reviews that help identify where workers are in the organizational pipeline must be strengthened, and the complaint processing system must be streamlined. Each of these initiatives helps break the glass ceiling.

- Collection and disaggregation of employment-related data

The Commission supports the concept of government-wide consistency in collection methods, definitions and categories, and encourages all agencies wherever possible to make data available not only by race and ethnicity but also within each category by gender. Agencies within the

Federal government collect information for different reasons; however, consistent data collection throughout the government would permit wider and more accurate interagency and industry comparisons. In addition, consistent collection methods would also provide for easier interpretation and use of the data by academics, researchers, and the public.

- Reporting and dissemination of information relevant to glass ceiling issues.

Increasing the number of minorities and women in the corporate hierarchical pipeline is the outcome of breaking the glass ceiling. In order to track progress, information on where minorities and women are must be collected and reported. Information on the status of minorities and women in the workplace can be disseminated through technical assistance processes already in place.

For example, the Office of Federal Contract Compliance Programs (OFCCP) has a strong program of compliance assistance to help contractors understand their contractual obligations for equal employment opportunities and affirma-

tive action. OFCCP provides technical assistance and guidance to contractors on how to establish an affirmative action program. Staff from the district and regional offices hold workshops and seminars, joint training programs with industry liaison groups and one-on-one consultations for contractors. In addition, the Equal Employment Opportunity Commission (EEOC) provides educational and outreach activities for individuals who have historically been victims of job bias through its Technical Training Institute.

## LEAD BY EXAMPLE

### Recommendation

*Government at all levels must be a leader in the quest to make equal opportunity a reality for minorities and women. The Commission recommends that all government agencies, as employers, increase their efforts to eliminate internal glass ceilings by examining their practices for promoting qualified minorities and women to senior management and decisionmaking positions.*

In its report, "Civil Service 2000," the Office of Personnel Management (OPM) recognized the need to continue emphasizing hiring, training and promoting minorities and women. While the percentages of minorities and women have been

increasing in grades 13 to 15 and in the Senior Executive Service, the Commission believes that government agencies can further improve this record. Government agencies should design recruitment, training, mentoring, and job development plans to help qualified minorities and women enter and climb the career ladders that lead to managerial and decisionmaking positions. Government agencies should share information, technical assistance, and training programs which can facilitate the development of talented minorities and women. In its role as an employer, government should lead by example. To that end, the Commission urges government agencies to carefully consider and implement where appropriate the Commission's recommendations.

**Percent Distribution of Workforce**

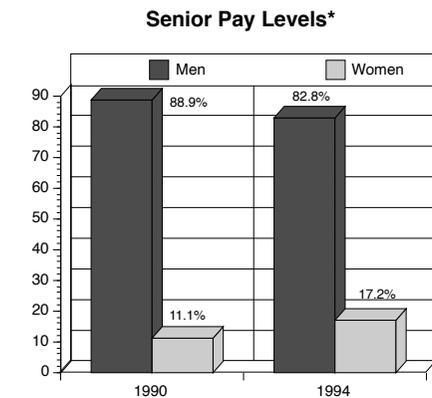
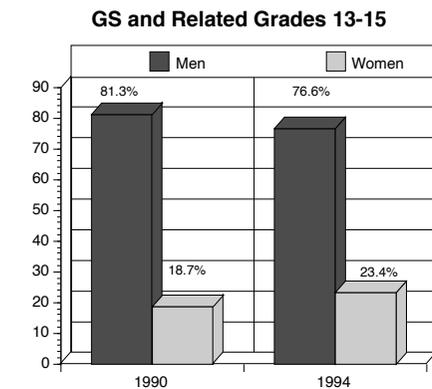
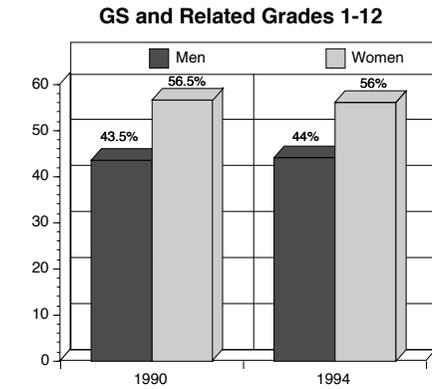
	Total	Men	Women
<b>1990</b>			
GS and Related Grades 1-12	83.0	72.3	93.7
GS and Related Grades 13-15	16.4	26.7	6.1
Senior Pay Levels*	0.6	1.1	0.1
<b>1994</b>			
GS and Related Grades 1-12	79.4	68.8	90.3
GS and Related Grades 13-15	19.7	29.7	9.4
Senior Pay Levels*	0.9	1.5	0.3

Source: Office of Personnel Management's Central Personnel Data File, Executive Branch Only.

Notes: GS and Related (GSR) pay plans include the General Schedule (GS) pay plans similar to GS, Foreign Service pay plans, and demonstration project pay plans.

\*Senior Pay Levels include the SES and employees in other pay systems paid above the salary for a GS-15 Step 10.

**Percent Distribution of Federal Workers by Gender FY 1990 vs FY 1994**



## STRENGTHEN ENFORCEMENT OF ANTI-DISCRIMINATION LAWS

### Recommendation

*Workplace discrimination presents a significant glass ceiling barrier for minorities and women. The Commission recommends that Federal enforcement agencies increase their efforts to enforce existing laws by expanding efforts to end systemic discrimination and challenging multiple discrimination. The Commission also recommends evaluating effectiveness and efficiency and strengthening interagency coordination as a way of furthering the effort. Additionally, updating anti-discrimination regulations, strengthening and expanding corporate management reviews and improving the complaint processing system play major roles in ending discrimination. Finally, the Commission recommends making sure that enforcement agencies have adequate resources to enforce anti-discrimination laws.*

The Commission's fact finding report makes clear that programs designed to expand equal employment opportunity, like affirmative action, work best when combined with real and vigorous enforcement. Strong enforcement efforts give employers an incentive to develop effective programs -- like special outreach programs, mentoring and training programs, goals and timetables,

and other affirmative action programs -- that attack glass ceiling barriers by expanding employment opportunities for qualified minorities and women. Better interagency coordination will enable agencies to improve enforcement effectiveness and seek strong remedies, including affirmative action. Improving the enforcement of anti-discrimination laws is central to breaking the glass ceiling. The Commission recommends the following actions be taken:

*Expand efforts to end systemic discrimination*

The paucity of minorities and women in managerial ranks serves as a compelling reminder of continued systemic and "pattern and practice" discrimination. Systemic discrimination is practiced against an entire class; pattern and practice discrimination is the regular, routine or standard practice of discrimination by an employer against a particular group. The Commission recommends the continuation of efforts to end systemic discrimination through a variety of means, including bringing pattern and practice and class action cases and expanding systemic investigation of Federal contractors.

### *Challenge multiple discrimination*

Discrimination affects different cultural groups differently. Research indicates and statistical data show that minority women face multiple burdens of race and gender discrimination in trying to break through glass ceiling barriers. The Commission recommends government agencies recognize this phenomenon and develop enforcement, outreach and public education policies to target specific discriminatory employment practices that affect minority women.

### *Evaluate effectiveness and efficiency*

To effectively enforce anti-discrimination laws, government anti-discrimination agencies must regularly evaluate and improve their existing program and policy systems. The Commission recommends that each agency review all programs and policies (both internally and with regulated groups), seek ways to improve operations and their effectiveness, and conduct regularly-scheduled meetings to review the process and the outcomes. Viewed as a working partnership between the regulators and those regulated, these consultations should improve fairness and effectiveness for affected parties, bolster public understanding and confidence, and assure that appropriated funds are spent in a cost-effective manner.

### *Strengthen interagency coordination*

Strong interagency coordination -- among the Department of Justice, the Department of Labor and the Equal Employment Opportunity Commission (EEOC) -- promotes efficient and effective enforcement of anti-discrimination laws. While these agencies have some coordination of strategies in place, it is important to improve information sharing and ensure the best application of resources. The Commission recommends that Federal enforcement agencies responsible for enforcing anti-discrimination laws continue to explore new ways to coordinate.

### *Update anti-discrimination regulations*

Over the last 15 years, key legal and legislative developments -- such as the Americans with Disabilities Act, the Civil Rights Act of 1991, the Pregnancy Discrimination Act and the Family and Medical Leave Act -- have impacted heavily upon minorities and women. The regulations and interpretations that agencies use to enforce anti-discrimination laws and executive orders must reflect current legal opinion and laws. The Commission recommends revision of regulations and compliance manuals to reflect changes in the workplace, and in society, and the law.

*Strengthen and expand corporate management reviews*

Corporate management reviews or compliance reviews ensure that Federal contractors are meeting the letter and the spirit of the equal employment opportunity and affirmative action requirements governing entities doing business with the Federal government. The Commission recommends corporate management reviews include practices which often hinder the advancement of minorities and women into executive positions, such as: (1) how ratings of managerial potential are carried out, and their effects on minorities and women; (2) the extent and type of training provided to those conducting performance evaluations; (3) the race, ethnic origin, and gender composition of management committees involved in assessing future managers; (4) the impact of workplace practices that result in unequal opportunities, such as whether workers who need parental leave are tracked into dead-end positions, or whether contractors implement meaningful family-friendly policies that actually facilitate working parents' opportunities; and (5) how corporate mergers or downsizing actions have affected minorities and women both at the executive level and in the pipeline.

*Improve the complaint processing system*

Justice delayed is justice denied. The Commission recommends (1) continuing efforts to improve the investigation and complaint resolution process through the voluntary use of alternative dispute resolution, wherever appropriate, which often provides faster, less expensive, less contentious and more productive results in eliminating workplace discrimination, and (2) continuing efforts to reduce the accumulated backlog of cases now pending before the Equal Employment Opportunity Commission.

*Ensure anti-discrimination agencies have adequate resources*

Effective and vigorous enforcement of anti-discrimination and equal employment opportunity laws is critical to the advancement of minorities and women in the workplace. To make equal employment opportunity and affirmative action a reality, however, government anti-discrimination enforcement agencies must have the funding and the tools necessary for the job. As the Commission's earlier report, *Good For Business*, makes clear, efforts by the business community to expand equal employment opportunity work best when complemented by swift and vigorous enforcement. The Commission recommends that Congress provide anti-discrimination agencies with the funding and staffing necessary to enable them to accomplish their mandated missions.

## Equal Employment Opportunity Commission

	FY1971	FY1973	FY1980	FY1983	FY1990	FY1991	FY1992	FY1993
Number of Charges Received	28,609	72,274	79,868	120,361	59,426	116,765	124,479	149,231
Number of Investigations Closed	7,321	16,256	84,812	32,796	67,415	112,115	118,157	118,042
Full Time Equivalents*			3,777	3,084	2,853	2,796	2,791	2,831
Operating Budget	\$16,185,000	\$32,000,000	\$124,313,000	\$146,286,000	\$184,926,000	\$201,930,000	\$211,271,000	\$222,000,000
Budget adjusted for Inflation**	\$56,600,000	\$97,900,000	\$218,100,000	\$212,300,000	\$204,564,000	\$214,236,000	\$217,580,000	\$222,000,000

\*Data on Full-Time Equivalents for fiscal years 1971 and 1973.

\*\*All Figures are in 1993 dollars, deflated using the CPI-UXI.

**Source: EEOC Annual Reports 1970-1993**

## IMPROVE DATA COLLECTION

### Recommendation

*Accurate data on women and minorities can show where progress is or is not being made in breaking glass ceiling barriers. The Commission recommends that relevant government agencies revise the collection of data by refining existing data categories and improving the specificity of data collected. All government agencies that collect data must break it out by race and gender, and avoid double counting of minority women, in order to develop a clear picture of where minorities and women are in the workforce.*

*Specifically:*

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#### *Standard Occupational Classification Manual*

The Standard Occupational Classification Manual provides a mechanism for cross-referencing and aggregating occupation-related data collected by social and economic statistical reporting programs. Its intent is to maximize the usefulness of statistics on the labor force, employment, income, and other occupational data. Revisions must con-

tinue to the Standard Occupational Classification Manual to ensure that it is sufficiently detailed to differentiate between managers who have dissimilar tasks and responsibilities.

#### *Expansion of Job Classification Categories*

The Employer Information EEO-1 form is a required submission for all employers with (a) 100 or more employees or (b) 50 or more employees for firms holding Federal contracts worth \$50,000 or more. The categories currently do not separate senior managers with corporate decisionmaking authority from managers who may be responsible for small business units or only a few employees. Expanding job classification categories would better enable Federal enforcement agencies and employers to evaluate the racial, ethnic and gender composition of occupations, especially at the managerial level. The Commission recommends that the relevant government agencies take whatever steps are necessary, including regulatory changes, to accomplish this.

### *Current Population Survey*

The Current Population Survey (CPS) is the most important source of information on the labor force, employment and unemployment in the US. In existence for 53 years, the CPS yields perhaps the most eagerly awaited economic statistic -- the monthly unemployment rate -- and a host of other key data related to trends in employment. Exploration of ways to improve the specificity of occupational data from the CPS must continue.

### *Occupational Employment Statistics Survey*

The Occupational Employment Statistics (OES) survey is a periodic mail survey of nonfarm establishments that collects occupational employment data on workers by industry. The OES program surveys approximately 725,000 establishments in 400 detailed industries. Modification of the OES to include demographic data should be considered.

## INCREASE DISCLOSURE OF DIVERSITY DATA

*Public disclosure of diversity data -- specifically, data on the most senior positions -- is an effective incentive to develop and maintain innovative, effective programs to break glass ceiling barriers. The Commission recommends that both the public and private sectors work toward increased public disclosure of diversity data.*

Public disclosure of how well companies are expanding opportunities for minorities and women is an effective incentive for other companies to develop diversity programs. Public disclosure campaigns, such as the mandated disclosure of bank community lending data, demonstrate the power of this tool. Disclosure of diversity data motivates organizations to begin a process of positive social change through their corporate employment policies; with this data, the public can make informed choices about doing business with, investing in or working for an organization. The Commission recommends that all members of the corporate community increase their voluntary disclosure of race, ethnic and gender composition of their workforces, particularly at the senior management level.

The issue of disclosure prompted much discussion among the Commission. Commissioners heard

and received volumes of testimony on this topic. Some Commissioners felt that mandated disclosure is a necessity. They argued that individuals, shareholders and stockholders, as well as the general public, have a right to know the composition of the corporate workforce for publicly-traded corporations and Federal contractors. Other Commissioners, however, felt that any pressure to disclose diversity data is too much. Issues of privacy and corporate trade secrets were the major focus of opposition to disclosure.

The Commission recognizes that in the short-term there must be a greater conversation on this topic and that agreement must be reached among the private and public sectors as to the most beneficial way to proceed.

Accordingly, the Commission urges the Federal government and its agencies to look for ways to increase public access to diversity data. For example, the government should encourage companies to voluntarily release general EEO-1 information, such as workforce by occupation categories, as well as statistics specific to the glass ceiling problem, such as data on race, ethnicity and gender of the highest paid employees. The government should also explore the possibility of mandating public release of EEO-1 forms for Federal con-

tractors and publicly-traded corporations.

Another area for government review is the modification of the 10-K reporting form. This annual report, already a public document, is filed by companies with the Securities and Exchange Commission (SEC). It gives an overview of a company's business during the previous fiscal year, and usually includes the monetary and equity compensation of corporate officers. Including the race, ethnicity and gender of these officials would help track progress in breaking glass ceiling barriers.





# Societal Initiatives

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## SOCIETAL INITIATIVES

Glass ceilings in the business world are not an isolated feature of corporate architecture; rather, they are held in place by the attitudes of society at large. The Commission recognizes that attitudinal changes cannot be dictated, mandated or legislated. However, the Commission's fact finding report, **Good for Business: Making Full Use of the Nation's Human Capital**, identified two types of societal barriers that engender and reinforce a glass ceiling for minorities and women. These are:

- *The Difference Barrier:* Essentially, prejudice, or prejudging that someone is different and therefore less able to do the job. The major differences that lead to discomfort are cultural, gender-based and color-based differences.
- *The Supply Barrier:* The lack of qualified, capable minorities and women, due to lack of education, for instance. The supply barrier doesn't just keep qualified applicants from walking through the door to the executive suite, it keeps them from even entering the building.

### THE DIFFERENCE BARRIER: STEREOTYPE, PREJUDICE AND BIAS

Stereotypes generally result from wide publicity given the negative actions of a few members within a particular group, or from fantasies created by the entertainment industry to fulfill a plot line. The bottom line is, however, that stereotypes can be absorbed and become the beliefs upon which we act. These misconceptions about groups of people become embedded in our minds and prompt us to think differently about each other. Attitudinal change brings behavioral change, and so accordingly, the Commission has identified the following initiatives that can help to overcome the Difference Barrier:

#### *Recognize the Role of the Media*

The media do not reflect America so much as shape America. The media play a critical role in developing and eliminating stereotypes and biases that affect the way minorities and women are viewed in society at large and in the workplace. The Commission recommends that (1) media organizations examine closely their diversity

demographics at all levels; (2) the media regularly review their coverage for accurate diversity portrayal and possible distortions; and (3) an award be established and presented annually to the media organization that consistently puts forth an accurate and positive reflection of women and minority groups in their programming or coverage.

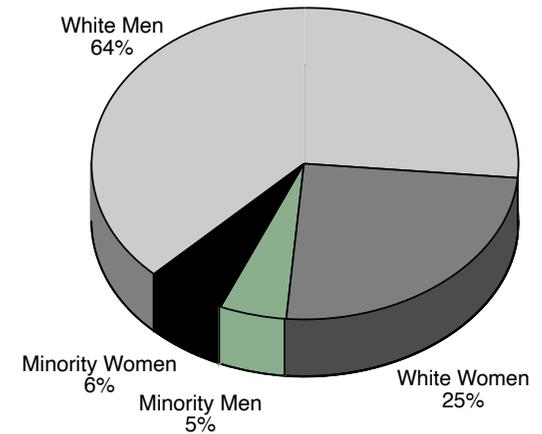
Efforts to diversify television and newspaper newsrooms with minorities and women has yielded limited progress, according to several recent surveys by the American Society of Newspaper Editors, the Radio and Television News Directors Foundation and Vernon Stone at the Missouri School of Journalism. Progress toward promoting minorities and women into decisionmaking positions was even less evident. The Commission recommends the industry realize the urgency of getting women and minorities into decisionmaking positions, especially in television, and notes that the lack of minority and women ownership in media outlets has a long-term negative impact on news reporting. To bring the public balanced news and entertainment, the media need to provide better workforce diversity and sensitize all employees to cultural, ethnic and gender strengths which can improve the quality of the media's product and significantly reduce stereotyping.

Further, broadcast ownership is a public trust. The media must examine the types of news stories they cover, the language they use to describe them, and the portrayal of characters on entertainment programming to discern evidence of bias and stereotyping. Such self-examination must result in a determined effort to establish a reasonable balance in reporting and entertainment programming. Color, gender, and cultural differences can be positively portrayed and the power of stereotyping can be substantially diminished in the greater society.

Though many organizations have created and regularly present awards for media excellence, few have focused on how minorities and women are presented in the content of news and entertainment programming, especially in relation to their employability at the highest levels of the American workforce. An award presented annually to the media organization that consistently presents an accurate and positive reflection of women and minority groups in its programming could be based on the following questions posed by News Watch\*\*:

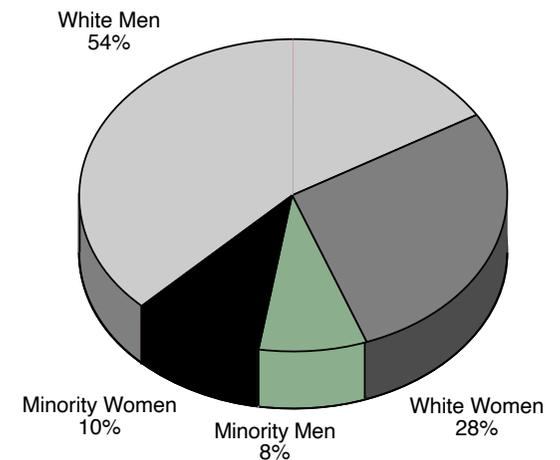
"Is news coverage distorted by stereotypes, bias, bad reporting and ignorance? How might these flaws of journalism skew what readers, listeners and viewers of news think about their fellow citizens? In what way does this have an impact on the day-to-day activities and decisions that make

## Radio News Work Force



Source: Vernon Stone, Missouri School of Journalism

## TV News Work Force



Source: Vernon Stone, Missouri School of Journalism

public life and impact public policy?"

The award could be presented by any number of entities -- a Presidential commission, other branches of government, a coalition of industry organizations, or a public-private partnership, for instance.

\*\*"News Watch: A Critical Look at Coverage of People of Color" is a national news media monitoring campaign and critique of US journalistic

practices. News Watch is a project of the Center for Integration and Improvement of Journalism at San Francisco State University in cooperation with the nation's four largest professional organizations representing journalists of color: Asian American Journalists Association, National Association of Black Journalists, National Association of Hispanic Journalists and Native American Journalists Association.

### *Ida B. Wells Award*

*Distinguished journalist, fearless reporter and wife of one of America's earliest black publishers, Ida B. Wells also was the editor and proprietor of the Memphis Free Speech and Headlight. She told her male co-founders she would not help launch the newspaper unless she was "made equal to them." In the 19th century, she won acclaim on two continents for her fearless crusade against lynchings. She championed an integrated society and urged black Americans to seek their rightful share of jobs in the new industrial society.*

*The Wells Award is awarded by the National Association of Black Journalists and the National Conference of Editorial Writers. Its purpose is to give tangible and highly visible recognition to the individual who has provided exemplary leadership in opening doors of employment for minorities in American journalism.*

*According to Professor Samuel L. Adams, the award curator at the William Allen White School of Journalism at the University of Kansas, "those who have received the award strive to improve their performance" which has a tremendously positive effect on their individual organizations, the industry and the public at large.*

*The Wells Award:*

- *focuses on career leadership relating to equal employment opportunity in journalism;*
- *contributes to cultural awareness in America;*
- *raises standards of management sensitivity for print and broadcast journalism leaders;*
- *helps worthy minority journalism students through college with scholarship*
- *further the conviction of Ida. B. Wells, whose career illuminated both discrimination and employment opportunity in American journalism.*

## *Educate for Cultural Awareness*

Business leaders identify perceptions based on cultural differences as significant barriers impeding the advancement of minorities and women in corporate structures. Overcoming glass ceiling barriers necessitates that individuals change their behavior and attitudes toward people who are different in gender, race, color, and ethnicity. Increasing understanding and respect for diverse cultures through the educational process can help eliminate stereotypical thinking and action and facilitate merit-based practice and behavior within the corporate structure. It is important to remember that stereotypes are not created out of thin air; they often develop, consciously and unconsciously, during our earliest years. By educating students about the different values, cultures, history, styles of communicating, dress, food, family customs, and other group norms, schools can better prepare future executives to function comfortably and collaboratively with peers and subordinates from diverse ethnic and racial groups. Therefore, the Commission recommends that cultural awareness education become part of every school's curriculum so that children can experience, understand and value the strengths that diversity can create.

## **THE SUPPLY BARRIER: OPPORTUNITY AND ACHIEVEMENT**

### According to **Good for Business:**

Before one can even look up at the glass ceiling, one must get through the front door and into the building. The fact is large numbers of minorities and women of all races and ethnicities are nowhere near the front door to Corporate America....Some groups within the African American, American Indian, Asian and Pacific Islander American and Hispanic American communities are disproportionately represented among the working poor. Segments of all these groups are overrepresented in low-wage occupations, in part-time and seasonal jobs, in the informal and secondary economies, and they suffer high unemployment. Mobility is almost nonexistent, and if there is a lack of financial resources, the prospects of educational attainment are further hindered.

The Supply Barrier is the social force which prevents minorities and women from receiving the recognition or training they need to achieve the next level of professional development. Education and exposure to other kinds of life experiences are the keys to shattering the supply barrier. The Commission identified several edu-

*"We must recognize the whole gamut of human potentialities, and so weave a less arbitrary social fabric, one in which each diverse human gift will find a fitting place."*

*-Margaret Mead, anthropologist*

## From ABC to Ph.D. to j.o.b.



At AT&T, we believe in making connections that will last a lifetime, whether it means improving grade school skills or helping to educate one-fifth of the nation's minority Ph.D.s in electrical engineering.

So, from our support of the *National Urban Coalition* program that enhances math and science learning for elementary kids, to our 20-year-old AT&T Bell Labs Minority Ph.D. Fellowship Programs, to our search to hire and do business with members of the community we serve, AT&T is with you, staying connected for life.



cation-centered initiatives which will help break this very real, very visible impediment.

### *Counsel for Careers in Business*

Minorities and women continue to be channeled into traditional academic and occupational tracks, often without exposure to the courses and skills which businesses consider vital to potential executive candidates. The Commission recommends that schools acquaint students -- starting in elementary school and continuing through high school -- with a wide array of diverse career opportunities and identify the specific skills, course work and post secondary education they will need to qualify for careers in business. Simple activities can achieve grand

results -- for instance, businesses can work with school guidance counselors to provide information about how to prepare for successful professional careers, or executives can visit schools and provide career counseling seminars describing their own experiences in the business world. These types of school/business partnerships help bridge the gap between the world of work and the world of education by making academic learning more relevant to practical business needs and making the future success of students in the corporate world more likely. Employment opportunities often are limited by the educational choices that minorities and women make early in their academic training, and counseling that highlights the need for making the right choices is an important first step.

### *Recognize All Potential*

Individuals identified as high scholastic achievers receive steady support and encouragement to pursue educational and professional paths leading to the executive suite. The education system and society must also look beyond test scores and grades and seek out individuals who may exhibit non-traditional, but valuable, skills, interests and abilities. By expanding traditional concepts of core competencies and academic suc-

cess, we can ensure that achievers whose talents are less obvious will develop intellectually, academically, and professionally, thus allowing business to benefit from their diverse skills and talent. The Commission recommends that scholarships, educational enrichment opportunities, and corporate internships be made available to those whose promise may not be reflected in grades or test scores, but who display leadership, teamwork, and strong analytical, communication and interpersonal skills.

### *Steven Jobs and Stephen Wozniak, Apple Computers Co-Founders*

*Steven Jobs' high-school electronics teacher recalled that the Apple Computer Corporation co-founder was something of a loner and always had a different way of looking at things. After classes, Jobs attended lectures at the Hewlett-Packard electronics firm in Palo Alto where he was eventually hired as a summer employee. There he met Stephen Wozniak, a recent dropout from the University of California at Berkeley. Upon graduation from highschool, Jobs attended one semester of Reed College, then dropped out and hung around campus for a year taking classes in philosophy and immersing himself in counter-culture.*

*After several months working, he saved enough money to travel to India in search of spiritual enlightenment. A short time later, Jobs and Wozniak designed the Apple I computer in Jobs' bedroom and built the prototype in the Jobs garage. They started their new company with \$1,300 raised from selling personal possessions. Jobs came up with the name of the new company in memory of a happy summer he had spent as an apple orchard worker in Oregon.*

*"The language of international trade is not English. The language of international trade is the language of the customer...you can't begin to understand what people demand if you can't talk to them in their own terms. Their terms means, of course, their own language."  
-Leonard Lauder, President, Estee Lauder*

*Acquire Second Language Proficiency*

Language is a key competitive tool, and the international scope of today's business world makes communicating across national and cultural boundaries essential to corporate competitiveness. Multilingualism is necessary if we are to sell more goods and services here and abroad. English is one of the primary languages of international commerce, and any executive dealing

with customers, contractors and suppliers in other countries must excel in reading, writing, speaking and understanding English. Nevertheless, many executives have found success by speaking the language of their customers -- which means developing their capacity to communicate in two or more languages. The Commission recommends that students develop a proficiency in a second language before graduating from high school.



**Reason for Studying Language: 1991 vs. 1994**

*Among students taking any language: reasons for studying*

	U.S.%	
	'91	'94
Job-related (net).....	74	83
required for work/bus. travel/ relocation.....	71	79
could help at work.....	18	25
Personal reasons (net).....	49	46
leisure travel .....	11	12
degree/education .....	5	6

\*students may cite multiple reasons

Berlitz International, which runs foreign language study programs, has seen its US business increase 19 percent over the five year period 1989 to 1994. As illustrated in the chart above, the percentage of Berlitz students in the US who cite "job-related reasons" as their motivation for learning a new language -- including both "required for work/relocation" and "could help in present job or getting a new job" has increased from 74 percent to 83 percent over the period 1991 to 1994. Nearly three-quarters of the Fortune 500 companies are or have been clients of Berlitz.

### *Take A Child To Work Day*

Many young people, especially girls and members of minority groups, have difficulty defining their career goals because of limited exposure to the business world. Children who have limited exposure to the adult world of work and little sense of the range of professional possibilities open to them have their road to career advancement blocked early in life. And, often, children

who need the most guidance are the ones without the parental structure to provide it. Establishing "Take A Child To Work Day" would allow American business to provide leadership and commitment to generations of youngsters searching for role models. Building on the success of the Ms. Foundation's "Take Our Daughters To Work (sm) Day," a national "Take A Child To Work Day" will help open up professional vistas for all children.

### *Take Our Daughters To Work (sm) -- Program Description*

*Take Our Daughters To Work (sm), the public education program of the Ms. Foundation for Women, was launched in 1993 in response to disturbing research findings on the adolescent development of girls. Studies by Harvard University researchers, the American Association of University Women (AAUW) and the Minnesota Women's Fund indicate that during adolescence girls often receive less attention in school and in youth-serving programs, suffer from lower expectations than do their boy counterparts, and tend to like or dislike themselves based on aspects of their physical appearance.*

*Those are the problems. Fortunately, the Ms. Foundation for Women has the solution -- to prevent these problems from happening by helping girls to strengthen their resiliency. Research has shown that by intervening with girls before these problems take root, we can help girls to grow up with confidence, in good health, and ready to fulfill their dreams.*

*Copyright 1994 Ms. Foundation for Women*



## NEXT STEPS

The Glass Ceiling Commission was tasked with understanding barriers that prevent qualified minorities and women from reaching senior management and decisionmaking positions and with identifying opportunities for advancement. Among other things, the March 1995 release of **Good For Business** raised public awareness of the negative effects of exclusion on American business and the nation's economy. This recommendations report offers tangible guidelines and solutions on how these barriers can be overcome and eliminated.

However, the work cannot stop here. This report represents completion of the Commission's legislative mandate, but the effort for us individually or for all of us as a nation must continue. In fact, this is just the beginning of work that still needs to be done to ensure that the glass ceiling in America is forever shattered, thereby achieving the full promise of our society by making its bounty available to all.

### *Champions for Change*

The mark of any sound strategic plan is its implementation. To ensure that the goals of the Glass Ceiling Commission stay alive, the Commissioners call on a confluence of con-

stituencies --business, minority, civil rights, women -- to take responsibility for:

- implementing the recommendations;
- influencing others to implement the recommendations; and,
- monitoring the progress and measuring the impact of the recommendations.

### *Industry Comparison Research*

Key to the Commission's effort to make recommendations for effective change is an analysis of current corporate strategies for success. To complete this review, the Commission believes that additional study is needed in the area of comparative research of business and industries in which women and minorities are and are not promoted to management and decisionmaking positions.

### *Longitudinal Analysis*

The work of the Commission must be complemented with a five-to-ten year longitudinal study to determine definitively the sequence of activities that would be most effective in dismantling glass ceilings and promoting minorities and women.

Such a study could focus on both the elements of

selected organizations' infrastructure that may affect the glass ceiling and the career progress of a number of high-potential individuals within the management ranks of the selected organizations, including white and minority women and men. The results of this major research would add significant dimension to the work already commissioned and reviewed for this and the fact finding report.

#### *Econometric Models To Assess the Cost of Discrimination*

Discrimination is costly. Additional research to quantify the cost of maintaining glass ceiling barriers to individuals, corporations and society at large should be conducted and econometric models developed.

#### *Public Education Campaign*

A recent Washington Post/Kaiser Family Foundation/Harvard University survey on how information and misinformation shapes the way people think found what the Post called, "a distorted image of minorities" and "a 'glass ceiling' of misperception."

This lack of understanding and stereotyping leads the Commissioners to call for a national public education campaign designed to dismantle misperceptions, stereotypes and biases and to

create better understanding and appreciation of our diversity as a people.

#### *Role of Technology in Breaking Barriers*

Communication and information sharing are key components of breaking glass ceiling barriers in business. E-mail, the World Wide Web, live chats on the Web, video conferencing and document sharing are only a few examples of the many technologies which allow access to time-efficient and inexpensive methods of exchanging information.

#### *State and Local Glass Ceiling Commissions*

Like the Federal government, the local government must also lead by example. The Commission believes that state and local governments should examine what they are doing regarding removing or breaking the glass ceiling and what they do differently that makes some governments more successful than others.

**Asian & Pacific Islander Center for Census**

## RESOURCES

### **Information and Services**

San Francisco, CA

**American Association of University Women,**  
Washington, DC

**Asian American Journalists Association,**  
San Francisco, CA

**Association of Executive Search Consultants,**  
New York, NY

**American Society of Editors,**  
Reston, VA

**American Society Training & Development,**  
Alexandria, VA

**AT&T,** New York, NY

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**Los Angeles Times,** Los Angeles, CA

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Washington, DC

**National Association of Hispanic Journalists,**  
Washington, DC

**National Association of State Universities and  
Land Grant Colleges,** Washington, DC

**National Conference of Editorial Writers,**  
Rockville, MD

**National Council of La Raza,** Washington, DC

*National Federation of Press Women, Inc.*  
**National Foundation of Women Business  
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**National Urban Coalition,** Washington, DC

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