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001. fact sheet	re: Making Work Pay (partial) (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Dorothy Karayannis Craft (Subject Files)
OA/Box Number: 8999

FOLDER TITLE:

Family Friendly Workplace

2012-0255-S

rc626

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

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RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Is there a format to present options to employers?

THE WHITE HOUSE
WASHINGTON

DOMESTIC POLICY COUNCIL STAFF MEETING
FEDERAL FAMILY FRIENDLY WORK ARRANGEMENTS
SEPTEMBER 17, 1996
ROOM 211
3:30 - 4:30 P.M.

Welcome	Carol H. Rasco
Introduction	Fran Rogers, Work/Family Directions
What We Have Learned	Arlie Hochchild, University of California
What's Working on the Federal Level	Gail Batt, Department of Transportation
The Implementation Phase	Faith Wohl, General Services Administration
Discussion	<i>options</i> ? How is the implementation process working in your agency? How can the we be helpful in the future?
Closing Remarks	Carol H. Rasco

Attachments:

- A. June 21, 1996 Presidential Memorandum
- B. July 11, 1996 Presidential Memorandum
- C. Memorandum from Carol Rasco and Elaine Kamarck
- D. Suggested Format for Agency Response
- E. Speaker Biographies
- F. Department of Transportation Family Friendly Programs Overview
- G. Excerpt from *Recommitting the Workforce*

THE WHITE HOUSE

WASHINGTON

June 21, 1996

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Implementing Federal Family Friendly Work Arrangements

I continue to believe that honoring and supporting the concerns of family members in the workplace is vital to good government and to a productive work force. In order to build on its record of support for families in the Federal workplace, the executive branch must continue to examine its practices and to implement the goals of the Presidential Memorandum of July 11, 1994. The Federal Government must continue to set the pace in transforming the culture of the American workplace so that it supports employees who are devoted to their families.

It is clear to me that whenever the Federal Government establishes a goal of providing civilian employees and military personnel with an environment supportive to families, the result is greater cost efficiency, increased worker commitment and productivity, better customer service, and improved family life.

Therefore, today I am directing all executive departments and agencies to review their personnel practices and develop a plan of action to utilize the flexible policies already in place and, to the extent feasible, expand their ability to provide their employees:

- (1) assistance in securing safe, affordable quality child care;
- (2) elder care information and referral services;
- (3) flexible hours that will enable employees to schedule their work and meet the needs of their families. This includes encouragement to parents to attend school functions and events essential to their children;
- (4) opportunities to telecommute, when possible, and consistent with their responsibilities, to achieve the goal of 60,000 telecommuters by 1998 as set by the President's Management Council. This includes telecommuting from home and from satellite locations;

- (5) policies and procedures that promote active inclusion of fathers as well as mothers;
- (6) an effective mechanism by which employees can suggest new practices that strengthen families and provide for a more productive work environment; and
- (7) leadership and participation in these policies and programs at the highest level of the agency.

The departments and agencies shall provide an initial report on the results of this review to the Vice President through the National Performance Review within 120 days of the date of this memorandum. This report should include an assessment of progress made towards specific goals and include innovative approaches and detailed success stories.

The National Performance Review, together with the Domestic Policy Council, the President's Management Council Working Group on Telecommuting, the Office of Personnel Management, and the General Services Administration will continue to work with the executive agencies as we move forward together to increase productivity through family friendly work environments.

William S. Clinton

THE WHITE HOUSE
WASHINGTON

July 11, 1994

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Expanding Family-Friendly Work
Arrangements in the Executive Branch

In order to recruit and retain a Federal work force that will provide the highest quality of service to the American people, the executive branch must implement flexible work arrangements to create a "family-friendly" workplace. Broad use of flexible work arrangements to enable Federal employees to better balance their work and family responsibilities can increase employee effectiveness and job satisfaction, while decreasing turnover rates and absenteeism. I therefore adopt the National Performance Review's recommendation that a more family-friendly workplace be created by expanding opportunities for Federal workers to participate in flexible work arrangements, consistent with the mission of the executive branch to serve the public.

The head of each executive department or agency (hereafter collectively "agency" or "agencies") is hereby directed to establish a program to encourage and support the expansion of flexible family-friendly work arrangements, including: job sharing; career part-time employment; alternative work schedules; telecommuting and satellite work locations. Such a program shall include:

- (1) identifying agency positions that are suitable for flexible work arrangements; *some not flexible?*
- (2) adopting appropriate policies to increase the opportunities for employees in suitable positions to participate in such flexible work arrangements;
- (3) providing appropriate training and support necessary to implement flexible work arrangements; and
- (4) identifying barriers to implementing this directive and providing recommendations for addressing such barriers to the President's Management Council.

confusion

I direct the Director of the Office of Personnel Management ("OPM") and the Administrator of General Services ("GSA") to take all necessary steps to support and encourage the expanded implementation of flexible work arrangements. The OPM and GSA shall work in concert to promptly review and revise regulations that are barriers to such work arrangements and develop legislative proposals, as needed, to achieve the goals of this directive. The OPM and GSA also shall assist agencies, as requested, to implement this directive:

The President's Management Council, in conjunction with the Office of Management and Budget, shall ensure that any guidance necessary to implement the actions set forth in this directive is provided.

Independent agencies are requested to adhere to this directive to the extent permitted by law.

This directive is for the internal management of the executive branch and is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

The Director of the Office of Management and Budget is authorized and directed to publish this directive in the Federal Register.

William S. Clinton

THE WHITE HOUSE
WASHINGTON

July 26, 1996

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: CAROL RASCO AND ELAINE KAMARCK

SUBJECT: FAMILY-FRIENDLY WORK ARRANGEMENTS

As you know, the President's June 21, 1996 Memorandum reiterated his commitment to families in the federal workplace. The Memorandum directed all heads of executive departments and agencies to review their personnel policies and programs and develop a plan of action that provides employees more flexibility to meet family demands. To this end, attached please find a suggested format for your department's response, including options that will assist you in assessing your efforts. This review should build on your outline submitted in response to the July 11, 1994 Memorandum in which you were asked to establish a program to encourage and support the expansion of flexible family-friendly work arrangements.

This review is meant to assist you as well as the Administration in assessing how we can best serve our employees and their families. In responding to the questions, please identify any barriers that you may have faced while implementing your agency's family-friendly work arrangements.

By Monday, November 18, 1996 we would like a report that details your agency's accomplishments and ongoing efforts, following the format provided herein. In addition, Carol Rasco will be hosting a meeting with the Domestic Policy Council on September 17, 1996 to discuss these policies.

The White House contacts for this initiative are Lisa Mallory at the National Performance Review (202-632-0150 ext.147) and Jeanine Smartt at the Domestic Policy Council (202-456-5228). By August 15, 1996 please provide them with the name of the person(s) that will serve as representative(s) for your department or agency.

We appreciate your immediate attention to this matter.

Attachments:

- A. June 21, 1996 Presidential Memorandum
- B. July 11, 1994 Presidential Memorandum
- C. Suggested Format for Response

GUIDELINES FOR RESPONSE TO THE PRESIDENTIAL MEMORANDUM

"IMPLEMENTING FAMILY-FRIENDLY FEDERAL WORK ARRANGEMENTS"

JUNE 21, 1996

In response to the Presidential Memorandum please answer each of the following questions as you address the areas of family support cited in the memorandum.

- 1. What is the present situation in your agency with regard to the question?**
- 2. What plans do you have to expand or improve this option?**
- 3. What is your goal in the coming year, and how will you measure success?**

Please respond to these questions as you consider each of the following:

- How does your agency or department offer assistance to employees in securing safe, affordable child care?
- How does your agency or department provide elder care information and referral services?
- To what extent do employees of your agency or department utilize flexible hours that enable them to spend more time with family or in family and community activities, especially their children's school functions?
- To what extent are telecommuting options available to, and utilized by your workforce?
- What efforts is your agency making to promote the active involvement of fathers and mothers in their children's lives?
- What mechanism is available to employees in your department or agency to suggest ways in which you could be more responsive to their needs as family members and enhance their productivity?
- How is the importance of this initiative made clear, and the options utilized at the highest levels of your agency or department?

***Please Be Certain To Include Information About Current Efforts,
Future Plans, And Measures Of Success.***

In considering your answers to the memorandum, note that the US Office of Personnel management suggested some options to consider in implementing the President's Memorandum of July 11, 1994 entitled "Expanding Family-Friendly Work Arrangements in the Executive Branch". It may be helpful to consider these options in preparing your response:

- Written policy on leave for family responsibilities.
- Credit hours
- Leave sharing
- Leave bank
- Flexible work schedules
- Compressed work schedules
- Job sharing
- Career part-time employment
- Telecommuting
- Satellite work locations
- Child care/development centers on site or near site
- Counseling and referral services for child care
- Counseling and referral services for elder care
- Employee assistance program for family matters

Please do not limit your agency response to only these options. We are interested in learning what options and strategies you may be using or planning to use.

As you respond, please consider the significance of organizational culture and leadership at all levels of management that communicate the importance of family-friendly work arrangements. It is also important to note that the careers of employees utilizing these options should not be adversely affected in any way.

**DOMESTIC POLICY COUNCIL MEETING ON FAMILY-FRIENDLY WORKPLACE
INITIATIVES
SPEAKER BIOGRAPHIES
SEPTEMBER 17, 1996**

Fran Rodgers, Founder and CEO, Work/Family Directions, Inc., Boston, MA.

Work/Family Directions is the nation's leading provider of corporate work-life services. She was recently recognized by Inc. magazine as "Socially Responsible Entrepreneur of the Year." Author of numerous articles including "Business and the Facts of Family Life" in the Harvard Business Review, Ms. Rodgers has also served as the Federal Administrator of New York and New Jersey child care and community programs, a training specialist for the Department of Health and Human Services, and as a Field Representative for the Community and Child Development Programs. She is married to Charles Rodgers, Executive Vice President of Work/Family Directions, and is the mother of two daughters, ages 14 and 18.

Arlie Hochschild, Professor of Sociology, University of California - Berkeley.

Ms. Hochschild work, The Second Shift: Working Parents and the Revolution at Home was named the notable science book of the year by the New York Time Review. In it, Professor Hochschild calls for the government to develop a pro-active family policy. Currently, she is finishing a book, So Little Time, which focuses on family-friendly policies and other options in the workplace. It is based on intensive research in one Fortune 500 company and a review of research on other companies. She has been married to Adam Hochschild since 1965, and they have two sons.

Gail Batt, Workforce Policy Coordinator, U.S. Department of Transportation.

Ms. Batt has over 20 years experience in the design and direction of workforce management programs for the Department of Transportation. She is responsible for the management of numerous family-friendly programs including Family/Medical Leave, Leave Donation, Sick and personal Leave, Telecommuting and Flexible Work Schedules. She received the Federal government's highest honor on behalf of DOT for being a pioneer and leader in worklife programs. Ms. Batt's advice and counsel is often sought by other Federal agencies, state and local governments, and the private sector as they begin to develop their worklife programs. For the past 17 years, she has personally benefitted from DOT's worklife programs. Her flexible work schedule allows her to lead a full life as a mom and a wife.

Faith Wohl, Director of the Office of Workplace Initiatives, U.S. General Services Administration. Overseeing policy development and implementation of child care and telecommuting centers for employees throughout the federal government, Ms. Wohl has played a critical role in incorporating recommendations made by the Vice President Gore's National Performance Review on the family friendly workplace. Previously with DuPont for 20 years, she was Director of Work Force Partnering, Director of Corporate Communications, and Community Affairs among other roles. She has been named one of America's "10 Most Admired Women Managers" by Working Woman magazine and one of "10 People of the Year" by New Woman magazine. Ms. Wohl, a widow, has three children, two stepsons, and eight grandchildren.



Family Friendly Programs are Good for the Government, the Taxpayer, and Government Employees

The Federal Railroad Administration (FRA) is proving that what is good for the employee can be good for the employer through family-friendly telecommuting and alternate work schedule (AWS) programs. Field railroad inspectors have always done most of their work outside the office, but they still needed office space from time to time. Now that technology and DOT policy have made telecommuting possible, the inspectors can do all of their office work at field sites or from their homes. By allowing them to telecommute, FRA has already reduced costs for facilities by \$18,237 and eliminated the need for 816 square feet of government-leased space in its initial phase of telecommuting implementation. With additional closings of similar offices, FRA will save a total \$80,961 and 5,013 square feet of space in the initial phase alone, with more savings projected as telecommuting increases. In addition to saving dollars, Washington headquarters employees who are participating in telecommuting are helping to save the environment by alleviating urban air pollution and traffic congestion.

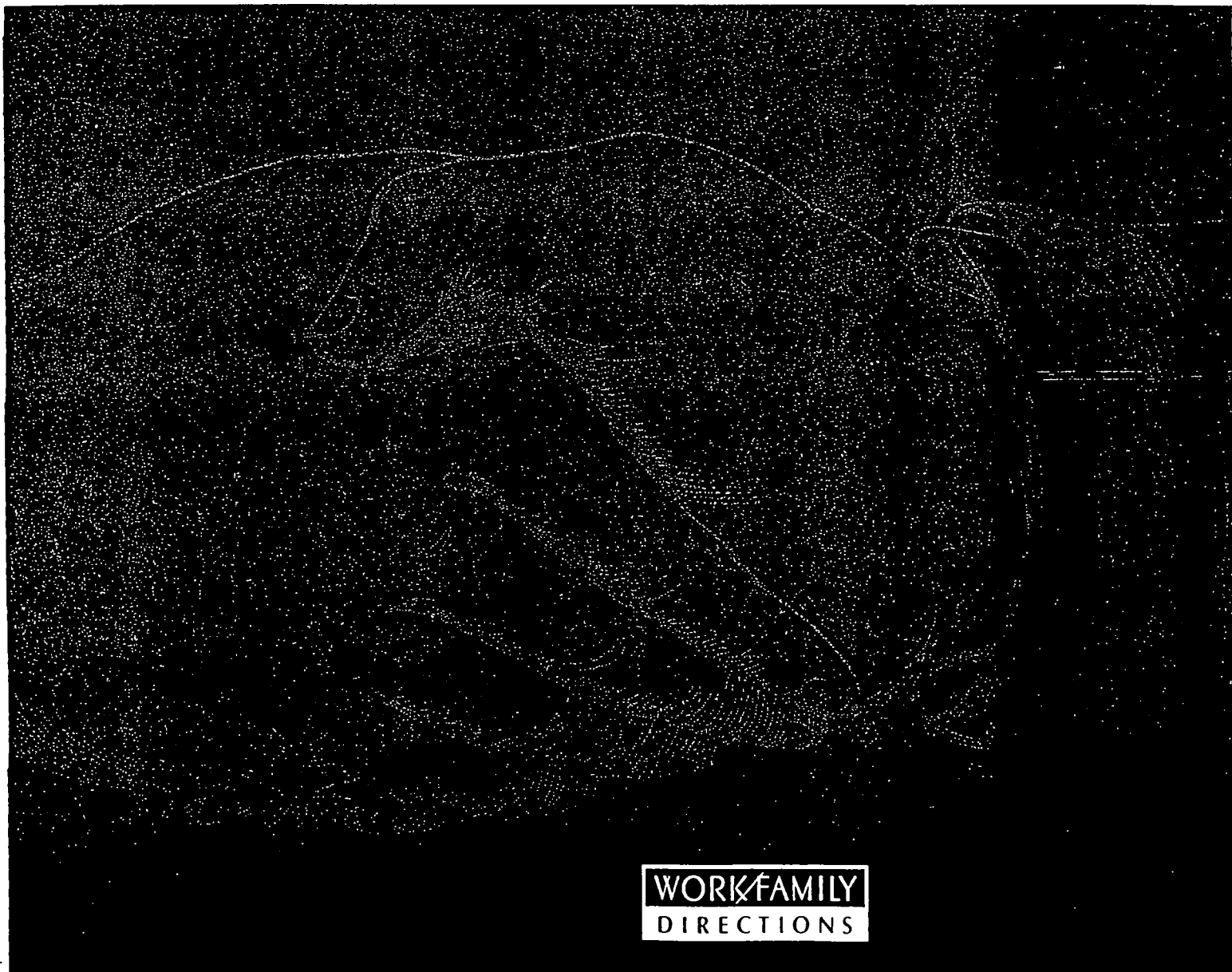
It is significant that FRA's telecommuting program was created and implemented **without** formal negotiations with the union representing FRA employees. FRA management involved the union in every step in the creation and development of the telecommuting program in a true partnering effort which now serves as a model for the Federal Government.

Maxiflex, a personalized work schedule program, has increased productivity and reduced operating costs for railroad inspectors. Inspectors have reported that they can enforce rail safety regulations more efficiently by using the "maximum flexibility" to schedule their surveillance activities. For example, inspectors can schedule longer workdays, workweeks, and split shifts to do inspections outside standard working hours. This way, inspection visits are less predictable for the railroads. Overtime costs have been reduced under a "credit hour" arrangement. Inspectors reduce idle waiting time and travel costs by shortening or lengthening their work days and weeks to meet the unique requirements for each inspection project.

Both of these programs have benefited the railroad inspectors, who spend a great deal of time away from their homes conducting on-site inspections. With telecommuting, they no longer need to report to an office to complete reports, make calls, and do paper work. They can save time by commuting directly between inspection sites and home. Maxiflex enables inspectors to schedule medical appointments, care for sick or elderly family members, and spend more quality time with their families and friends. With the increases in operational efficiency and productivity, there has also been an increase in employee morale.

Recommitting the Work Force

*Maximizing employee contribution
in an environment of constant change*



WORKFAMILY
DIRECTIONS

The new employer-employee compact

Employee commitment in an environment of constant change and restructuring

American business is in an era where change is the norm; where stability and security are elusive or often short-lived; where global competitors push relentlessly on cost, quality, and response time. As companies gear up, scale back, or shift into new markets, many are finding that the old employer-employee relationship no

longer gives them the flexibility and muscle they need. As the balance of work shifts from manufacturing toward information technology and services, the nature of work has changed, and companies can no longer rely on old models to manage their investment in labor to the highest returns.

Companies are reshaping themselves to better meet shifting customer needs. They can no longer offer employees lifetime employment, steady career advancement, and ever-increasing salaries. Yet at the same time they are asking employees to work harder and smarter, to provide better customer service, and to be ready and willing to change with a newly flexible organization.

How can companies expect employees to give their full initiative to an organization that can no longer offer job security or the promise of long-term rewards? To be engaged in and focused on their work in the midst of constant change? This is the business challenge of the 1990s, and the companies that address these questions successfully will be the winners in the years ahead. Because just as companies need to make these sometimes painful changes to remain competitive, so they must earn the full contribution of their employees in order to thrive.

The idea of healthy businesses and healthy employees growing together is very obvious to me. That's why it makes good business sense. I'm convinced it is the key to our future.

**Edgar S. Woolard, Jr., Chairman and CEO
The DuPont Company**

How can companies expect employees to give their full initiative to an organization that can no longer offer job security or the promise of long-term rewards? To be engaged in and focused on their work in the midst of constant change?

Four in ten private-sector workers say they feel their jobs are very or extremely stressful.

One-third expect to burn out in the near future.

Employees' expectation of burnout is significantly reduced when employers:

- have supportive work-and-family policies,
- allow flexible scheduling of work hours.

Northwestern National Life Insurance Company studies (1991 and 1992)

How must companies change to meet the realities of the new business environment?

Companies have already made their requirements clear to employees: the premium is now on flexibility, adaptability, new skills for new technologies, and constant improvement. They are having more difficulty responding to what employees need from them in return: the freedom and responsibility to do their work well, and the recognition that they have lives outside of work.

Handled clumsily, change can lead to a demoralized, discouraged, and unproductive work force. Handled well, it can recharge an organization's highest performers and focus efforts on the most productive work. The new employer-employee compact is a change in the relationship on *both* sides. And in many ways it is a revolutionary shift in the way work gets done.

This new deal will be different in every organization, shaped by a company's history, culture, people, and the nature of its work, but the broad outlines of that change are emerging through research and experimentation. Adopting a new compact means rethinking benefits to meet the needs of a changing and more mobile work force, eliminating barriers to productivity by offering benefits and supports that address employees' most important personal and family needs. It means giving employees more control over their work, including flexibility in their work hours and location, a greater say in the business and in how the work gets done, and more responsibility for their own careers. It means focusing on employee commitment to the work, the work team, and the customer, rather than on employee loyalty to the company. And it means guaranteeing employability rather than continued employment by giving employees the skills they need to succeed in other parts of the company or at another organization.

If you want to attract, retain, and motivate top-quality employees, you have to pay attention to and respond to the pressures they're dealing with in the balance of their work and their family life. It's all going to depend upon our ability to be flexible and creative.

David Pottruck, President and CEO
Charles Schwab & Co., Inc.

The Changing Employer-Employee Compact

Old

Loyalty to company

Acceptable performance



Stable work environment, rigid work hours, tight management control

Health- and retirement-focused benefits; treatment orientation

Escalating responsibilities, pay

Lifetime employment guarantee

New

Commitment to work, work team, and customer

Top performance



Constant change, greater flexibility, more employee control over work, greater employee autonomy and responsibility

Benefits and supports that address important personal and family needs; prevention orientation

Skills enhancement, training

Promise of *employability*, employee responsibility for continued employment

Workers with more flexible time and leave options and more dependent-care benefits feel more loyal to their employers and are more committed to helping their employers succeed.

Workers with more job autonomy and control over their work schedules are less burned out by their work, take more initiative at work, and plan to remain with their current employer longer than other workers.

*Families and Work Institute
(1993)*

What tools can an employer use to build employee commitment?

Benefits that address important personal and family needs: Employees will give their best performance when they feel the organization respects their lives outside of work, when they feel that their employer delivers on what matters to them. Recent studies have shown, for example, that work-life supports lead to greater employee involvement in change efforts, more employee initiative in solving problems, and other commitment-related results. To the extent that a company can show that it supports an employee's personal needs, it can earn that extra discretionary effort. Depending on an employee's personal and family situation that might mean help getting a teenager back on track in school, finding services for an older relative, understanding how to look for quality child care, or support through a period of depression or other illness. These supports can improve the quality of an employee's life by offering expert guidance through crises as well as through life's normal and predictable transitions. They give the employee a reason to stay at and contribute to the organization, and they help eliminate barriers to getting the work done.

Flexibility: As companies move away from the old employment guarantees, they need at the same time to replace old systems of control and performance measurement. These rigid work rules and systems are now outmoded, and can be a source of frustration and discouragement to employees. Employees no longer need to work within the confines of a fixed eight-hour day, and creative schedules and work arrangements can boost both morale and performance. With adaptability, quality, and responsiveness the watchwords of the new organization, flexibility, empowerment, and employee control are powerful tools a company can apply to make change happen.

Building commitment to team, work, and customer: With decentralization and the fluidity of the new work environments, the ideal of company loyalty needs to be set

aside for new forms of commitment. Jobs can be designed to encourage employee commitment to the work itself, quality programs initiated to foster employee loyalty to the customer, and teams organized and empowered to build a sense of involvement in smaller work groups. Loyalty to team and co-workers, real engagement in the work itself, and a strong commit-

The relationship between employer and employee has changed dramatically. Now we choose to work here because we like the place. And we're responsive to each other because we think that's the right thing to do.

**Hugh McColl, Chairman and CEO
NationsBank**

ment to the customer can combine to serve as the mortar that binds an employee to an organization.

Promise of employability:

Responsibility for career development is shifting back to employees.

Employees must acquire the skills that keep them useful to the organization.

But businesses can still support their workers by offering opportunities for career development and skill enhancement. Training and work assignments can be arranged to give workers opportunities to keep up-to-date with marketable skills. With the rapid pace of technological change, companies need to train workers in new skills and workers need to invest their time in constant upgrading of their own knowledge and abilities. In order to demonstrate good faith and earn the full commitment of their employees, employers can also give workers training and experience that will allow them to move into jobs elsewhere in the organization, or even at other companies if the need for their skills or labor is phased out. A promise that the company won't leave the workers *unemployable* can help to replace the security of employment guarantees.

Do work-and-family issues affect our bottom line? Yes.

Motivated people, working creatively and productively, produce the best bottom-line results.

J. Michael Cook, Chairman and CEO

Deloitte & Touche

How companies are implementing new deals with their employees

New employer-employee compacts are emerging at many businesses. The challenge for management is to put the pieces together in a way that is meaningful and relevant to the employee while meeting the business needs of the company.

AT&T has been a leader in the delivery of work-life supports as part of its effort to attract, retain, and motivate a diverse work force. Working with the two largest unions representing AT&T employees, the Communications Workers of America and the International Brotherhood of Electrical Workers, it introduced a nationwide child care and elder care consultation-and-referral service in 1989. At the same time AT&T established a \$10-million community investment fund, jointly administered with the unions, to address child care and elder care supply issues. The company has since expanded its family resource program to include help with adoption, school issues, children's college and career planning, and a range of personal issues, and has become a key participant in the American Business Collaboration for Quality

The more family-responsive programs and benefits workers take advantage of, the more supportive they are of the changes taking place at the company, as indicated by how often they:

- help out co-workers and supervisors,
- volunteer for work,
- demonstrate initiative, and
- participate in quality circles.

University of Chicago study of Fel-Pro Incorporated 1993

Factors considered very important by employees in deciding to take their current jobs (among employees who have joined their businesses within last five years):

1. open communications (65 percent)
2. effect on personal/family life (60 percent)
3. nature of work (59 percent)
4. management quality (59 percent)
5. supervisor (58 percent)

*Families and Work Institute
(1993)*

Dependent Care, adding an additional \$15 million to this pooled community investment fund. AT&T sees the payback from its work-life initiatives in a work force that has the tools to deal with distracting and potentially debilitating family and personal situations, and that feels more committed to helping AT&T succeed in the face of rapid change and growing competition.

Stuart Tartarone, a manager at AT&T's Bell Labs, was faced with a difficult family situation in the spring of 1994. His mother, who lived by herself in New York City, was gradually losing the ability to take care of herself. While it wasn't an emergency, Tartarone realized that he needed to figure out where she might live, or what support she might need if her condition worsened. At the suggestion of a co-worker, he called AT&T's family resource program. "I spoke with a counselor in New York and another in New Jersey," Tartarone recalls, "and within a couple of days I had all kinds of information in my hands that I could use to move forward. It would have taken me months to gather that information on my own." Over the next several weeks he explored the options and discussed them with his mother, with the assistance of program counselors. The two eventually narrowed their search to two assisted-living facilities near his home in New Jersey, and have begun the application process. "The service was incredibly helpful," says Tartarone. "We have pretty good benefits here, but this was different. It was real. It helped me through a tough and important situation with immediate information that I could act on. In a sense that's changed the way I think of AT&T."

Pacific Bell has committed itself, since 1984, to a strategy of promoting the wider use of telecommuting—also known as work-at-home, or workplace flexibility. This started as a short-term initiative to reduce employee commuting during the 1984 Summer Olympics, and continued as a "laboratory" effort to test the practice in the hope of selling related services to customers. But employees and managers quickly saw the value of telecommuting as a way to get work done more efficiently while at the same time meeting workers' personal needs—whether they be for less time spent in traffic, more time at home, or simply the opportunity to work with a minimum of disruption. Today, close to 3,000 people—roughly 17 percent of Pacific Bell's management employees—engage in some form of telecommuting at the company. Some work from home—either occasionally or on some regular schedule—using computer, fax, and telephone links to work; others work from satellite offices to avoid trips into downtown San Francisco or Los Angeles. The practice now helps Pacific Bell comply with Southern California's air quality regulations by reducing employee vehicle trips—an unforeseen benefit—and, equally important, it signals respect for employees and their ability to choose the best way to get their work done.

Anna Lisa Shoss works as an advertising manager in Pacific Bell's San Ramon office. One day a week, however, she does her work from a satellite office in downtown San Francisco, a short walk from her home. As much of her communication is by telephone with vendors in Southern California and with internal customers throughout the state, she finds the change of workplace "seamless"—her telecommuting is almost invisible to those she works with. In fact, with somewhat fewer interruptions, she is able to get more done on her day in the downtown office, and generally saves larger projects to work on there. In her department, the work arrangement hardly stands out. Her boss and three of her five team members telecommute as well, either from home or from the satellite office. To Shoss, the arrangement has a big effect on her feelings about work. She gets satisfaction from her improved productivity, and finds the saving of even one commute to San Ramon makes the week more bearable.

First Tennessee Bank began a reorganization of its work force into work teams in 1993 as part of an effort to improve customer service and productivity and increase employee commitment. Teams work out their own schedules to balance members' personal needs with customer-service requirements, and are encouraged to take a flexible approach to addressing such issues as peak demand times. Since the effort is closely linked to the company's quality initiative, results have been carefully measured—with impressive results. An account records processing group, for example, rearranged its schedule to better serve customer needs—and to give team members an extra day off each month. The result: customer turnaround time was cut in half—from eight days to four—and the team's quality scores in customer service jumped by 60 percent. Employees on all teams reported boosts in morale, stronger attachments to work, and improvements in their ability to meet customer needs.

Kathy Orr works in the account records processing group at First Tennessee Bank that was able, with self-scheduling, to cut customer response time in half. She and her co-workers have created a schedule that better meets customer needs while giving team members a measure of flexibility for personal needs. They work extra hours at the beginning of the month and take time when the peak period has passed. They stagger their hours—both to extend coverage and to give each other more choice in work hours. And they share coverage when a team member is out. Says Orr, "We work together now. We know each other's accounts, which makes us better on the phone with the customers and helps us to see ways to make improvements. Now everybody pitches in, and it makes the work lighter for us all. I feel better about coming to work every day knowing the team is behind me, and knowing that the company is really trying to be flexible."

Companies that pull back on old promises without offering anything new in return will be forced to operate with the cost of a full work force but without its full contribution.

Motorola gives all employees at least 40 hours of training each year, and hopes to quadruple that amount by the year 2000. Training is closely tied to business strategies, and employees are taught skills directly related to operational goals. The training program allows the company tremendous flexibility in redirecting employees as business needs change. For example, when team-based management at the cellular products factory in Arlington Heights, Illinois, reduced requirements for technicians and supervisors on the shop floor, those employees were shifted into research, design, and customer service jobs. And the company doesn't focus training on narrow job skills. Cross-training allows workers to apply a range of skills where they are needed, while giving employees a larger view of how their work fits into larger processes and goals.

Ed Combs joined Motorola's Cellular Infrastructure Group in 1988 as a production worker on the third shift. During his first year he was trained in the operation of three pieces of machinery, both to give the company flexibility in applying his labor where it was needed, and to keep his job interesting. He was also assigned, soon after he started, to a week-long training session—held at night—on problem-solving skills. According to Combs, the training and cross-training “kept me motivated. I realized it was benefiting me as much as it was Motorola. And moving to different machines kept the job interesting.” Now a program administrator with customer service responsibilities, he credits the training program with drawing out his talents and with helping him move up to a more responsible position at the company.

The future will separate the true ‘preferred employers’ from the companies that merely throw those words around. Successful companies are the ones that can retain skilled employees by helping them balance work-life responsibilities. A lot of management doesn't see it yet, but it's out there and it's coming.

William Therrien, Vice President of Human Resources
Prudential Insurance Company of America

The importance of forging a new deal

Employees want to do good work, they want to contribute, and they want to feel engaged in what they do. It is the company's job to feed that fire, to eliminate the forces and obstacles that serve to dampen enthusiasm and discourage contribution. As businesses feel their way toward a new relationship with employees, they need to find ways to turn change into a positive force rather than a source of fear and anger. They need to recognize and respect employees' needs in their lives outside of work, and find ways to support their people through all sorts of change. They need to clear away old rules along with old promises, and experiment with new ways of working together.

The stakes are high. The pace of change has quickened. Competition is being felt from new directions. Companies that pull back on old promises without offering anything new in return will be forced to operate with the cost of a full work force but without its full contribution. Those companies that rise to the challenge, that find ways to engage their workers and reapply their energies with flexibility and focus, will seize the opportunities in the years ahead.

One of the biggest issues crippling business productivity today is that company benefits are unrelated to the realities of working people's lives. Closing this gap for people on the front lines of business will unleash enormous change, and bring about the recommitted, re-energized work force every organization is searching for.

Fran Rodgers, CEO
Work/Family Directions

**The Clinton Administration
Building Success for Children and Families
in the Workplace, Home, School and Community**

Two years and a half years ago, I entered office with a vision for keeping the American dream alive for children and families as we prepare for the challenges of the next century. The end of the Cold War, the emergence of a global economy, and the coming of the information age have all provided new opportunities and challenges for Americans, especially for children and families.

Supporting children and families is one of the most important investments that we can make in our future. The children and families of today will carry on the American dream for the families of tomorrow. To create a positive future, we must build on people's strengths, hopes, and successes. Together we must act to ensure the healthy growth and development of our children, and the safety, stability, and economic security of our families and communities.

Workplace, School, Home and Community -- Americans look to these places to find a secure future for their families. As parents, we ask ourselves -- does my work allow me to be the kind of parent I want to be? Is my child learning at school? Are my children safe at home? Does my community have the resources it needs to support my family? As the Administration, we must find ways to answer these questions.

I firmly believe in supporting families to raise healthy, happy children so that they become productive and active citizens. This Administration has made an unprecedented commitment to the building blocks for success. Our efforts and our achievements touch children and families at home where the foundations of our future are laid; in the communities where we live; at school where we learn throughout our lives; and in the workplace, where we build the nation's productivity and secure the resources to raise our families.

The Clinton Administration takes seriously our responsibility as a nation and as individuals to assure the well-being of all our children and families. Although we have made great strides in the workplace, at school, at home, and in the community, we know our job is not yet done. We will continue to work for families as we redouble our efforts to balance the budget, help families care for their elderly parents, reform health care, and preserve the environment. In the pages that follow you will see what we have accomplished thus far.

BILL CLINTON

WORKPLACE

The workplace of the '90's looks very different from the workplace a generation ago. The nature of the work is changing, the profile of the American worker is changing, and the relationship between work and family is changing.

The Clinton Administration's commitment to the workplace is evident not only in its efforts to create jobs, but also in its leadership to make the workplace more family-friendly, to give young people opportunities to work productively, and to make sure that work pays more than welfare.

Balancing Work and Family

Striking a balance between the responsibilities of work and the responsibilities of family life is one of today's biggest challenges. With the dramatic increase in women's labor force participation, the care-giving work traditionally done by women is now either shared by both parents or done by providers outside the immediate family. There is an increasingly urgent need for more child care options, flexible work schedules and job protected leave policies. The Clinton Administration is working to make sure that parents get the support they need in the workplace.

Improving and Expanding Child Care

- The Clinton Administration has launched initiatives to make child care more affordable and accessible by including in every budget increases for child care for parents making the transition from welfare to work, and for those who work at very low wages and are at risk of going on welfare, establishing a Child Care Bureau to streamline operations of the four main Federal child care programs, improving efficiency, and launching a National Child Care Information Center.

Passed the Family and Medical Leave Act of 1993 (FMLA)

- The Clinton Administration spearheaded passage of the bi-partisan Family and Medical Leave Act which affects an estimated 45 million U.S. workers and 300,000 U.S. businesses. It requires public and private-sector employers of 50 or more employees to provide up to 12 weeks of unpaid, job-protected leave in a 12-month period for the birth or adoption of a child, to care for a child, spouse or parent with a serious health condition, or because an employee's own serious health condition prevents him or her from working.

In one of the first lawsuits filed by the Department of Labor under FMLA, a truck driver at a San Antonio, Texas, milk producer, alleged that the company fired him for taking emergency leave to care for his wife and new-born triplets. The company refused to grant the employee unpaid FMLA leave to care for his family, even though he was eligible. In the out-of-court settlement, the company agreed to pay the employee \$10,000, including approximately \$6,500 in back wages.

Addressing the Concerns of Working Women and Their Families

- In 1994, the Clinton Administration launched an unprecedented survey of working women across the country to learn how they feel about their jobs. Over 1/4 million women responded and told the government that they need improved pay and benefits, support in balancing work and family and greater value given to women's work through increased training and career advancement opportunities. the Administration adopted a set of recommendations in the spring of 1995 including establishing the ***Working Women Count Honor Roll*** to stimulate voluntary action to help working women and their families.

Withdrawal/Redaction Sheet

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001. fact sheet	re: Making Work Pay (partial) (1 page)	n.d.	P6/b(6)

COLLECTION:

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2012-0255-S

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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
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Making Work Pay

Expanded and Improved the Earned Income Tax Credit

- President Clinton has expanded the **Earned Income Tax Credit** as a first step to ensure that no child of full-time working parents has to live below the poverty line. The expansion gives a tax cut to 15 million working families who earn up to \$28,500 per year; offers a credit to very low-income workers without children for the first time; and will more than double the maximum credit for many families with 2 or more children.

Created 7 Million New Jobs

Helping Families Get Off Welfare

The Clinton Administration firmly believes that the welfare system must be reformed so that parents are able to support their children through work and without government support whenever possible. From 1954 through 1993, the number of people receiving Aid Families with Dependant Children (AFDC), or "welfare," increased from 11.1 million to 14.2 million. Two-thirds of current AFDC recipients are children.

Rooted in the American values of work and responsibility, the Administration's approach to welfare reform is to move parents off welfare and into jobs as quickly as possible by making sure they have the training and child care they need; to require non-custodial parents to meet their responsibilities and pay child support; and to reduce teen pregnancy.

Set out a tough welfare reform proposal

- On June 14, 1994, the President introduced The Work and Responsibility Act of 1994 to "end welfare as we know it." Under President Clinton's welfare reform plan, an enhanced work preparation and training program, (called "JOBS") is the core of the initiative to move people from welfare to work.

Juliette, a 31-year old single mother of three children, was on and off of AFDC over several years in Alabama. She volunteered for the JOBS Program so she could receive day care and enter college. Juliette earned a high grade point average while completing an associate degree from Bishop State Community College and a bachelor's degree from the University of South Alabama. After graduation, she was hired as a special education

"This program is going to change my life. If it wasn't for the help I'm getting, I'd be sitting at home."
Florida recipient on Florida's waiver approved Family Transition Program

"After you've been in the system as long as I have and had to scrape from month to month to make ends meet, you're ready for something like this."

P6/(b)(6)

Colorado welfare recipient on and off of public

20013

Giving States More Flexibility

- In two years, this Administration has approved 36 welfare reform demonstrations in 32 states -- more states than the previous two administrations combined. President Clinton has also approved a series of executive actions to speed state experimentation and move recipients from welfare to work.

Creating Job Opportunities for Youth

All young people should have the opportunity to gain skills and meaningful work experience. Working helps youth acquire the discipline, competence, and self confidence to stay in school and to become successful and responsible adults. The Clinton Administration champions efforts to enhance job opportunities for youth .

Revitalized Successful Existing Programs for Young People

- The Clinton Administration has revitalized the **Summer Youth Employment and Training Program** by highlighting the importance of private sector involvement and by stressing work discipline skills. The Administration has increased funding for the very successful residential **Job Corps** program and supported the construction of 8 new Job Corps centers.

Created Innovative New Programs For Youth

- The Clinton Administration created the **Youth Development Initiative**, which offers grants of up to \$1 million to public housing authorities for programs designed and targeted to young public housing residents between the ages of 13 and 25, that will provide opportunities in education, employment, as well as supportive services. In addition, the Clinton Administration launched the **Youth Apprenticeship Demonstration Program** which gives at-risk youth job training, self-sufficiency instruction, and a job through union apprenticeship.

Expanded Youthbuild

- Finally, the Clinton Administration implemented and expanded **Youthbuild**, a national program which provides disadvantaged young adults with education, employment skills and work experience as they rehabilitate and build housing for low-income and homeless individuals and families.

Expanded National Service Opportunities

With a \$1.5 million Youth Apprenticeship grant, the Philadelphia Housing Authority and a consortium of groups including the Laborer's International Union of North America, Laborer's Local 332, and Philadelphia Youthbuild, have joined to train and employ young public housing residents. The Laborer's Union will provide the training, and the contractors who are rehabilitating public housing sites will provide apprenticeship and employment opportunities. The program will also provide the 90 participants with mentoring and social services, as they help rehabilitate 1,000 units of public housing.

- President Clinton created **AmeriCorps**, which has given almost 50,000 young people a hand in paying for their education when they serve their communities teaching, caring for the sick, or making streets safer. He also supports the **Serve and Learn** program, giving students in grades K-12 the chance to serve their communities in school-based programs.

Supporting The Development of Broad Career Opportunities For Young People

- The Clinton Administration proposed the **Career Preparation Education Reform Act of 1995** which will help States, secondary and post-secondary schools develop, implement and improve school-to-work opportunities so that all students have an opportunity to acquire the knowledge and skills needed to meet challenging State academic standards and industry-based skill standards.

SCHOOL

The Clinton Administration is pursuing an aggressive education agenda --with a bipartisan coalition of lawmakers and the grassroots support of teachers, parents, community leaders and businesses. The Clinton education agenda focuses on the importance of lifelong-learning, and is working to link the efforts of organizations and individuals to promote the mutual responsibilities of schools, families, and the wider community in developing successful students.

Making Learning A Life-Long Activity

Lifelong learning starts with a firm commitment to care and education that prepares children for school and for life. The Clinton Administration's elementary and secondary education programs stress family involvement as a crucial factor in helping children learn better, stay in school longer. The Administration also has worked to make post-secondary education, whether college or training, affordable and effective.

Offered the opportunity for an Early Head Start to almost 20,000 children

- Responding to research that demonstrates the importance of the first three years of life, the Clinton Administration created the **Early Head Start** program for babies and toddlers so that our most vulnerable children won't have to wait till they are 3 or 4 years old to get a Head Start on healthy development.

Led a Renewed, Bipartisan Effort for Head Start

- The **Head Start reauthorization** of 1994, crafted with the President's personal commitment and sponsored by senior members of Congress, was based on the most thorough review in the 30-year history of the program. Since 1992, 131,000 additional children have been given the opportunity for a Head Start.

Enacted Goals 2000: Educate America Act

- This comprehensive approach to supporting state and community school improvement efforts, is based on raising academic and occupational standards so that all children can achieve, improving teaching and expanding the use of technology. **Goals 2000** is state and locally driven with no federal mandates or control. Over 40 states are already participating, and with the leadership of local communities, parents, teachers, and school administrators, are developing their own strategic plans for educational reform.

Secured Reauthorization of the Elementary and Secondary School Act (ESEA)

- The reauthorization of the **Elementary and Secondary School Act** transforms the Federal Government's major education program to support improved student performance through improved teaching, and enhanced parental involvement. Title I, the largest of the ESEA programs, reaches 50,000 schools and has a direct impact on over 6 million children in high poverty areas. By increasing school flexibility to use federal aid and supporting effective innovations, the Reauthorization is a significant step in helping all children meet high academic standards.

Fostering Partnerships With The Religious and Business Communities to Encourage

Family Involvement

- Leaders of 33 religious organizations representing about 75 % of the religiously-affiliated population in America expressed **support for family involvement** in children's learning through signing a Statement of Common Purpose with the Administration. Chief executive officers of large and small businesses are developing a similar statement to encourage employers to adopt family friendly-policies and practices. Both activities are part of the Family Involvement Partnership for Learning, a coalition of over 140 major national organizations representing parents, schools, communities, religious organizations, and business.

Passed the School to Work Opportunities Act

- **School To Work** promotes a new form of education for a new economy that links learning and earning. The goals of the school-to-work movement are to provide: better employment prospects; adults role models; and multiple pro-secondary options for all students. Experiences are designed to develop young people's competence, confidence, and connections that can ensure successful careers and citizenship. Employers will benefit too from access to an educated, well-trained, and versatile workforce.

Created the Direct Lending Program

- **Direct Lending** allows student borrowers to secure educational loans quickly and easily, saving taxpayers billions of dollars. 104 schools participated last year, and this year more than 1,400 schools -- the maximum allowed under the 1994 authorization -- have committed to enrolling. The **Individual Education Account** simplifies borrowing, lowers fees and interest rates, and offers more repayment choices.

Initiated a Technology and Learning Challenge

- To ensure that our nation's classrooms are not left behind in the technological and

"The best thing about [School-to-work] is learning through high school the hands-on experience that I needed in terms of focusing on what I really wanted to do in the nursing field. It gave me exposure and clinical experience and networking with the professionals, and I was able to project myself in five years that this is how I wanted to be... I was able to develop my skills that we really don't learn in high school lecture classes."

Brenda, School-to-Work Student

information revolution that is taking place, the Clinton Administration has initiated a **"Technology Learning Challenge"** which asks teachers, students, local businesses, telecommunications companies, and curriculum and learning specialists to develop and deploy interactive learning curricula that will encourage greater learning both at school and at home.

Secured Enactment of the Educational Research and Improvement Act

- By establishing the Office of Educational Research and Improvement, the Clinton Administration has demonstrated a firm commitment to generating and expanding our fundamental knowledge of education and lifelong learning, and aggressively promoting the application and use of this knowledge to improve classroom practice and professional development.

Supporting Intergenerational Education and Lifelong Learning

- The Clinton Administration proposed the **Adult Education and Family Literacy Reform Act of 1995** which encourages the expansion of family literacy programs, strengthens the relationship between family literacy and adult education, and provides opportunities for adults to become more actively engaged in their children's learning and improve their parenting skills at the same time.

Supporting A New Tax Deduction for Education and Training

- The President proposes making tuition for college, community college, technical school, graduate school and job-training fully deductible up to \$10,000. The deduction will be available to families earning up to \$100,000, and phased out at \$120,000.

Supporting Skill Grants

- By consolidating some 70 federal programs for education and job training, the President proposed to put the power to learn in workers' hands by offering low income and unemployed workers Skills Grants -- up to \$2,620 per year -- to enable individuals to take responsibility, acquire skills, and find rewarding work.

Teaching Children After the School Day is Over

The Clinton Administration knows how important it is that young people are safe and occupied beyond school hours. This Administration strongly supports schools and community-based organizations staying open in the afternoon, evenings, and on weekends to allow students, families, and community members access to recreational and educational activities; coordinating with other agencies to provide social and health services; and forging partnerships with businesses to provide on-the-job training, paid apprenticeships, and training in entrepreneurial skills.

Launched the After School Demonstration Program

- The **After School Demonstration** program expands effective after school programs created with joint financial support from the public and private sectors, that provide safe environments for children in public housing while permitting their parents to receive education and training or go to work. Targeting 7- to 13-year-olds, the program helps develop young people's skills and competencies, and assists in their social and intellectual development.

Building Community Schools

- The **Community Schools** initiative, enacted as part of the 1994 Crime Bill, helps community-based organizations in low-income neighborhoods to give at-risk students positive alternatives for after-school, weekend, and summer activities. Community schools provide students with safe havens and teach them that drugs, gangs and guns are a dead end.

Keeping Children Well-Nourished in School

The Clinton Administration has long supported the school meals programs as critical children's health measures. The Administration's reform plan ensures that the 25 million children who participate on a given day have meals at school that promote their health. More than half of these students receive meals free or at a reduced price.

Launched the School Meals Initiative for Healthy Children

- The Clinton Administration is underscoring our national health responsibility to provide students with healthy meals at school. It **updates the nutrition standards** school meals must meet to reflect the new Dietary Guidelines for Americans, and offers schools new meal planning options to meet these standards, including a flexible system of meal planning based on nutrient analysis.

Established "Team Nutrition"

- The Administration recognizes that enacting policies to update standards will not accomplish this change alone. **Team Nutrition** is designed to back up the new policy with the skills and motivation necessary so that children can choose and enjoy a healthy meal. Through coordinated nutrition education, and training and technical assistance, implemented through public-private partnerships, Team Nutrition will bring to life the promise of healthy children.

HO ME

"I'd just like to thank-you for giving school students around the U.S. a better, healthier lunch. Thank-you again for the idea." Camille Ashley Hardiman, Student at Cresthaven Elementary School, Silver Spring, MD

*Home
is the
place
where
childr*

en's futures are shaped and molded -- where they get the love, guidance and support that will be the foundation for their happiness and success as adults.

The Clinton Administration is committed to supporting and strengthening families in the home, by ensuring the safety of children and all family members and enhancing parents' ability to create stable and nurturing environments. This Administration wants to make sure that families can resolve crises, connect with necessary services, and live healthy, fulfilling and productive lives. This deep commitment to the Home is evident in many of the Clinton Administration's initiatives

Making Sure Both Parents Support Their Children

The Clinton Administration believes that both mothers and fathers should give emotional and financial support to their children as much as possible. In 1992, 11.5 million families with children had a parent who was not living in the home, but only 6.2 million (54 %) of the custodial parents had a child support agreement. The Clinton Administration is taking action to increase child support collections by \$24 billion in the next 10 years.

Strengthening the Role of Fathers in the Family

- On June 16, 1995, President Clinton ***instructed*** every Federal Agency to review its program, policies and initiatives that pertain to families and devise methods of **promoting greater involvement of fathers in the family**, as breadwinners, as care-takers and as active supporters of their children's social and emotional success.

Increased Child Support Collections

- In 1994, the federal-state **child support enforcement system** collected a record \$10 billion from non-custodial parents, an increase of 25% from 1992. A record \$703 million in delinquent child support for 1993 was collected by intercepting federal income tax refunds of parents owing past-due child support -- 13 % more than in 1992.

Improving Paternity Establishment

- Already, the Clinton Administration has proposed, and Congress has adopted, a requirement for states to create proactive **hospital-based paternity establishment** programs.

Leading by Example

- On February 27, 1995, President Clinton signed an executive order to make the **federal government a model employer** in the area of child support enforcement. It requires all

federal agencies, including the Armed Forces, to cooperate fully in efforts to establish paternity, and to ensure that children of federal employees are provided the support to which they are legally entitled. Under the Clinton Administration, for the first time ever, we now have a child support enforcement plan that describes the broad directions and aspirations of the program.

Creating Safe and Supportive Homes For Families And Children

The Clinton Administration is committed to making homes safe and secure for children and all family members, and there is much work to be done. In 1993, nearly 3 million children -- 4% of America's children -- were the subjects of abuse and neglect reports, an increase of almost 25% since 1988. In addition, it has been estimated that about 2.1 million women were victims of domestic violence each year from 1978 to 1982. When children witness violence in the home they have been found to suffer many of the negative symptoms that are experienced by children who are directly abused.

Passed Bi-Partisan Legislation to Strengthen Families and Prevent Child Abuse and Neglect

- The Clinton Administration passed the comprehensive **Family Preservation and Support** program -- the first Federal investment in prevention in the child welfare system in more than a decade. With Federal help and support, states have been able to use these

This year the City of Baltimore, Department of Social Service's "Mother of the Year Award" will be awarded to a mother who, with the assistance of the agency's Families Now Program, overcame a history of substance abuse to regain custody of her children. They are celebrating their second year as a family. She has learned sign language to communicate with her youngest son, as well as gained the parenting skills to nurture and support two of her children who were victims of abuse. She has turned her struggle into a success and is now a mentor for others.

resources flexibly and creatively to bring together the services families need.

Increasing The Number of Children Who Are Adopted

- The Administration is ensuring that states make full and effective use of the Adoption Assistance program, which provides critical economic support to families who adopt special needs children. In addition, the Administration is committed to fully enforcing the Multiethnic Placement Act, whose non-discrimination and recruitment provisions should increase the number of children who are adopted.

Improving Efforts to Combat Domestic Violence

- The **Violence Against Women Act**, enacted as part of the 1994 Violent Crime Control Act, promotes a coordinated approach to dealing with violent crimes against women - by encouraging cooperation between law enforcement and victim advocates, and institutionalizing collaborative efforts at the state and local level. VAWA provides \$1.6 billion over the next six years for police, prosecution, prevention, and victim service initiatives in cases involving sexual violence and domestic abuse. The Administration is working to coordinate child abuse and family violence programs to improve services to families where both child abuse and spouse/intimate abuse are present.

Making Sure More People with Developmental Disabilities Can Live At Home

- For the first time in our nation's history, every state has reduced the number of people with developmental disabilities living in state institutions, while increasing the number of people living in community housing. From 1992 to 1994, a total of 45 state institutions were closed -- less than 6 has been closed in the previous decade. More than 40 states now have family support legislation and program to help families care for children with developmental and other disabilities so they can, among other things, be involved in regular classrooms in their own communities.

Helping Americans Own A Home Of Their Own

Owning your own home is part of the American Dream, and the key to personal financial security. While the national home ownership rate rose from 43 % of all households to 65 % between 1940 and 1980, since 1980, the overall ownership rate has declined to a current rate of about 64 %. While this rate has been increasing in the past 2 years, the Nation's home ownership rate is still well below its historic peak. The Administration has been working to make it easier for more Americans -- especially young families and low income families-- to own their own homes.

Launched a National Home Ownership Campaign

- In May 1995 President Clinton presented the **National Home Ownership Strategy: Partners in the American Dream** which represents an unprecedented collaboration of public and private housing industry organizations to reach an all-time high national home ownership level of 67% -- up to 8 million additional homeowners -- by the year 2000.

The Joint Ministries Project, a group of inner-city Minneapolis churches and community organizations, set out to make Minneapolis a "city of homeowners." The organization's housing development arm, Damascus Development Corporation, secured a revolving line of credit with TCF Bank to purchase and rehabilitate up to 50 HUD-owned vacant and boarded-up properties. For rehabilitation, Damascus contracts with a development company that uses subcontractors from the local area. Residents lease the rehabilitated homes from Damascus, with a portion of their rent escrowed and held for future purchase of the property. Fannie Mae purchases mortgages upon completion of rehabilitation and GE Capital provides needed mortgage insurance.

Helping Parents as Children's First and Foremost Teachers

The Administration recognizes the critical role families play in students' learning. Research has shown that factors over which parents can exercise control -- school attendance, reading in the home, and television watching -- account for 90 percent of students' test score differences.

Promoting School-Parent Compacts

School-parent compacts encourage parents and schools to work together by acknowledging their mutual responsibilities for improving student learning. Title I of the new Elementary and Secondary Education Act will foster school-parent compacts in at least half the nation's schools.

Supporting Parent Information and Resource Centers

The **Goals 2000: Educate America Act** provides funds to state and local partnerships to begin family information centers throughout the country to help parents help their children learn.

Creating the Family Involvement Partnership for Learning

The Administration has launched a **Family Involvement Partnership for Learning** Initiative that links the efforts of organizations and individuals to promote the mutual responsibilities of schools, families, and the wider community in developing successful students. More than 140 national parent, community, educational organizations and religious groups have signed on to the Partnership.

Launched A Summer Reading Initiative To Help Students Build Their Communications Skills

- Ten national organizations signed on to the **READ*WRITE*NOW!** initiative promote reading and writing especially during the summer when there is a drop-off in reading and writing. The initiative encourages reading partners -- parents, recreation directors, senior citizens, and older students -- to work with young children on challenging and enjoyable reading and writing activities this summer and throughout the school year.

COMMUNITY

Communities are the nurturing place for families and children. Strong communities help families raise their children in safe and healthy environments. The Clinton Administration has been a leader in helping communities develop resources, skill-building opportunities and support systems for children and families -- creating the conditions in which people can shape their own futures.

Creating Healthier Communities

The Administration is dedicated to making Americans and their communities healthier -- by increasing the number of children who are adequately immunized and helping make sure that families eat healthy and well-balanced diets.

Launched a National Childhood Immunization Campaign

- Childhood Immunization was one of the earliest priorities of the Clinton Administration. The comprehensive **Childhood Immunization Initiative** takes aim at a broad range of problems that lead to gaps in immunization. The goal of the initiative is to ensure that by the year 2000, at least 90% of all 2-year-olds are fully vaccinated.

Working with Communities to Improve Nutrition

- The **Team Nutrition** initiative is improving the health and education of children through innovative public and private partnerships that promote food choices for a healthful diet through the media, schools, families, and the community. A key component of this effort is a series of Team Nutrition Training Grants, which will be distributed to assist states in developing a sustainable infrastructure of nutrition training programs.

Reforming Food Stamps to Serve More People More Efficiently

- The Clinton Administration's **Food Stamp reform plan** will give States flexibility, modernize benefit delivery, and stress personal responsibility. The plan is a responsible alternative to block grants that will return the program to its nutrition roots so that it better serves American children and families, and will ensure that benefits are issued and used properly.

Increased WIC Participation While Pursuing Cost-Containment Measures

- The Clinton Administration has added more than one million participants to the **Women Infants and Children** program since FY 93 -- an 18 % increase; increased funding to improve WIC's infrastructure in the WIC Reauthorization; and have aggressively pursued cost containment initiatives, such as infant formula rebates.

Creating Safer Communities

Communities should be places where parents and children feel safe and secure and where people work together to create jobs and new businesses. Yet too many communities across America hold few if any opportunities for jobs and economic success. Tragically, many of our communities are also unsafe. Nearly 3 million thefts and violent crimes occur on or near school complexes every year. Transportation accidents kill 3,200 children a year. The Clinton Administration is working to make communities safer, happier places through anti-crime initiatives, economic development, and transportation safety campaigns.

Passed the Toughest, Smartest Crime Bill in History

- The **Violent Crime Control and Law Enforcement Act of 1994**, passed with bipartisan support, has put 100,000 more police on the street in community policing, and includes tough new punishments and more prison cells to help keep criminals behind bars. It sends a strong no gangs, guns and drugs message to the 6% of young criminals who commit a majority of serious crimes. The act also bans the 19 deadliest assault weapons and their copies, but specifically protects more than 650 legitimate sporting weapons.

Rebuilding Distressed Communities by Helping People Help Themselves

- The President secured passage of the **Empowerment Zones and Enterprise Communities** legislation, giving \$2.5 billion in tax incentives and \$1.3 billion in flexible grants to spur local communities to address barriers to economic growth. He has also created a network of **Community Development Banks and Financial Institutions** -- which has already appropriated \$125 million in 1995 -- whose primary mission is to lend, invest, and provide basic banking services in low- and moderate-income communities.

Making Schools Safe and Drug-Free

- New legislation addresses the National Education Goal to create safe, disciplined, and drug-free schools. The **Safe and Drug-Free Schools and Communities Act** supports comprehensive strategies that link schools and communities in drug and violence prevention efforts.

Launched the "Moving Children Safely" Transportation Safety Campaign

- In an effort to heighten awareness on **transportation safety** for children, the Administration held a Child Safety Conference to forge partnerships with safety professionals; convened Blue Ribbon Commission on child safety seats; and conducted a public service campaign, "Always Expect a Train" to warn of the dangers of highway-rail grade crossings and trespassing on railroad property. Additionally, over 200,000 child safety seats for needy families are being purchased as a result of a settlement with General Motors.

Building Youth-Focused Community Policing

- The Clinton Administration is building on the addition of **100,000 new law enforcement officers** on the street by assisting the cops in working closely with social service agencies, schools, and community residents in better addressing the needs of children.

Launched the Safe Futures Program to Reduce Youth Violence and Delinquency

- The Clinton Administration's new **SafeFutures** program supports comprehensive, interdisciplinary efforts in communities that establish a continuum of care, prevent delinquency and reduce youth violence.

"Pulling America's Communities Together" To Stop Violence

- The Clinton Administration's **PACT** project is providing intensified support to four areas of the country to develop broad-based, fully coordinated local and statewide anti-violence initiatives that work strategically to secure community safety.

Passed the Youth Handgun Act

- As part of its 1994 Crime Act, the Clinton Administration passed the **Youth Handgun Safety Act**. To assist state and local jurisdictions in implementing the Act, the Administration is developing model youth handgun legislation for the states and is working closely with Governors, Attorneys General, and State Legislators to implement it.

Created Regional Advocacy Centers to Assist Victims of Child Abuse

- In 1994, the Clinton Administration created four **regional children's advocacy centers** to help coordinate the judicial and social service systems' response to victims of child abuse. The centers function as clearinghouses, distributing resource materials and tools, and providing training and technical assistance.

Provided Incentive Grants for Local Delinquency Prevention Programs

- With the support of Congress, the Clinton Administration has provided funds for communities in every state to participate in intensive strategic planning in the area of delinquency prevention.

Enabled Public Housing Residents to Play a More Active Role in Their Communities

- The new **Tenant Opportunity Program** supports public housing resident initiatives like starting tenant patrols; operating resident-owned businesses and economic development projects; developing child care services; and operating youth crime and drug prevention programs.

Created Operation Safe Home

- To combat violent crime and white collar crime in public and assisted housing, the Administration has crafted an aggressive interagency effort -- **Operation Safe Home**. Between February 1994 and February 1995, local and federal law enforcement agents working in partnership have arrested over 3,000 individuals, most notably drug and weapons violations, and seized over \$1.5 million in drugs, \$480,000 in cash and 335 weapons.