

FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the William J. Clinton
Presidential Library Staff.**

Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Speechwriting

Series/Staff Member: Jeff Shesol

Subseries:

OA/ID Number: 19942

FolderID:

Folder Title:

Equal Pay Anniversary 6/10/98 [2]

Stack:

S

Row:

91

Section:

6

Shelf:

10

Position:

1

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. note	Phone Number. [partial] (1 page)	c. 05/1998	P6/b(6)

COLLECTION:

Clinton Presidential Records
Speechwriting
Jeff Shesol
OA/Box Number: 19942

FOLDER TITLE:

Equal Pay Anniversary 6/10/98 [2]

2006-0467-F

vz202

RESTRICTION CODES

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

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

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.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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]

U.S. Department of Labor

Employment Standards Administration
Office of Federal Contract
Compliance Programs
61 Forsyth Street SW
Atlanta, Georgia 30303



February 18, 1998

MEMORANDUM FOR:

Shirley J. Wilcher
Deputy Assistant Secretary

FROM:

Carol A. Gaudin
Carol A. Gaudin
Regional Director

SUBJECT:

Nomination for EVE Award
SAS Institute Inc.
Cary, NC

I am pleased to nominate SAS Institute Inc. for an EVE Award.

The company is an employer of choice in the Research Triangle Park area. There is an overall turnover rate of 4% - which drops to 2% for women and 1% for minorities.

The make-up of the employee community at the Institute clearly reflects success in attracting, retaining, and promoting a diverse population. For instance, the institute exceeds availability for minority managers by 5.8%, and 30% of vice-presidents are women. SAS Institute's philosophy is to provide an environment that is responsive to the special needs and requirements of many of the employees. Workplace accommodations such as schedule adjustments, special equipment, sign language interpreters, and job restructuring insure that every employee has the opportunity for growth within the Institute.

College recruitment at historically minority schools, recruitment at minority events at other universities, scholarships offered to students in technical fields, an extensive student intern program, active participation in Inroads (an undergraduate internship program for minority students), and advertisements of open positions through a wide range of publications and organizations enables SAS Institute to succeed in efforts to attract a diverse pool of talent to the company. The company awards 14 undergraduate scholarships annually. In 1997, 57% of the scholarships provided by the Institute went to minorities and women. Over the past three summers, 27% of the summer students in the program were minorities, and 49% were women.

All SAS Institute employees attend one or more training programs which address issues of diversity in the workplace. As part of their training, new managers and newly promoted managers learn that the Institute places a strong emphasis on commitment to Equal Opportunity and Affirmative Action. Many employees have attended a new intensive diversity program being offered as a pilot program by the Institute. Nearly 100% of their workforce has participated in Sexual Harassment Awareness.

*31% on
Division
Harris
for 1997
& 1998*

Working for America's Workforce

training. All new hires receive an orientation to the Institute's policies regarding diversity, affirmative action, and equal employment opportunities; the Institute's zero tolerance of workplace harassment of any kind is emphasized.

Two departments at the Institute - Corporate Training and Management Education Administration - are dedicated to providing employees the opportunity to develop the skills they need to advance in their careers. Training topics include computer applications. Leadership skills, resume writing and interviewing, and administrative skills. With nearly 1,200 Management Education Administration participants in 1997, 82% of people attending these courses were women and 11% were minorities.

*Mynt
Shaping*
SAS Institute is an active corporate citizen, providing in-kind and cash donations and volunteers to many area non-profit organizations. They have a history of dedicating a large portion of their philanthropy efforts to organizations that focus the majority of their services on women, minorities, or persons with disabilities. In 1997, 64% of the total philanthropy budget was dedicated to supporting such groups; the 1998 budget makes a commitment of 69%.

SAS Institute has a simple philosophy when it comes to employees: If you invest in your employees' professional and personal welfare, everyone wins - the employee and the company. Ongoing best practice programs like on-site child care and on-site health care, a fully equipped fitness center, wellness programs, comprehensive health care benefits, child care and elder care resource and referral, adoption assistance, generous leave for child birth and adoption, and flexible work schedules all contribute to the satisfaction and peace of mind of employees who bring with them a wide range of personal and family needs. A culture of trust, a strong sense of collegiality and collaboration, and a corporate structure that is responsive to employee input combine to create a work environment which allows our employees to feel good about working for SAS Institute.

Finally, SAS Institute has received many awards. Some of their 1997 Awards are:

- Best Companies for Working Mothers - Ranked in the top ten by *Working Mother* magazine.
- 100 Best places to Work in America - Ranked #3 by *Fortune* magazine.
- Best Companies for Work and Family - Ranked #4 among non-S&P companies by *Business Week* magazine.
- 20 Better Places to Work - Named in *Mother Jones* magazine's list.
- 1997 Apple PIE Award - Business Winner for supporting parent involvement in education from the Partnership for Family Involvement in Education, Teachers College at Columbia University, and *Working Mother* magazine.

Top 50 for women
Your consideration of SAS Institute Inc. for an EVE Award is greatly appreciated.

SAS INSTITUTE INC.

1998 EVE AWARD

EXECUTIVE SUMMARY

Software solutions are products of the mind . . . world-class software development intelligence is found in people regardless of culture, race, disability, veteran status, or gender. However, in order to attract world-class talent it is vital to *recognize and support the diversity in our communities and within our employee population*. With an overall *turnover rate of 4% – 2% for women and 1% for minorities* – we have a workforce that demonstrates loyalty to a company that respects them as individuals and supports them in their personal and professional lives.

SAS Institute is committed to creating a work environment in which employees thrive. For more than 20 years the company has followed a basic corporate belief that *the success of our employees is crucial for the success of the company*. Each member of the Institute team plays a vital role in meeting company goals. Software developers, child care providers, administrative support staff, landscape crew members, technical support consultants, sales and marketing representatives all are valued as instrumental pieces in our effort to continue to be the leader in providing business software solutions for companies around the world.

We have in place programs and policies which support our efforts to create the *kind of work environment that allows women and minorities to succeed personally and professionally*. We work intentionally to tap into the vast array of resources available to provide us with the best talent for our future success. And we have a culture in which the contributions of all employees are treated as adding value to the company. In this application, we will specifically address the following practices:

Workforce Information

The make-up of the employee community at the Institute clearly reflects our success in attracting, retaining, and promoting a diverse population. For instance, *the Institute exceeds availability for minority managers by 5.8%, and 30% of vice-presidents are women*. We recognize the importance of incorporating diversity in all levels of the company, from top-level executives to our service support employees. SAS Institute's philosophy is to provide an environment that is responsive to the special needs and requirements of many of our employees. *Workplace accommodations such as schedule adjustments, special equipment, sign language interpreters, and job restructuring* insure that every employee has the opportunity for growth within the Institute.

Recruitment

College recruitment at historically minority schools, recruitment at minority events at other universities, scholarships offered to students in technical fields, an extensive student intern program, active participation in Inroads (an undergraduate internship program for minority students), and advertisements of open positions through a wide range of publications and organizations enables SAS Institute to succeed in efforts to attract a diverse pool of talent to the company. The company awards *14 undergraduate scholarships annually, three of which were created specifically to benefit minority students*. In 1997, *57% of the scholarships provided by the Institute went to minorities and women*. Through our summer student employee program, we lay the groundwork for a diverse workforce in the future. Over the past three summers, *27% of the students in the program were minorities, and 49% were women*.

Training

All SAS Institute employees attend one or more training programs which address issues of diversity in the workplace. As part of their training, new managers and newly promoted managers learn that the Institute places a strong emphasis on our commitment to Equal Opportunity and Affirmative Action. Many employees have attended a new intensive diversity program being offered as a pilot program by the Institute. Nearly 100% of our workforce has participated in Sexual Harassment Awareness training. And all new hires receive an orientation to the Institute's policies regarding diversity, affirmative action, and equal employment opportunities; the Institute's zero tolerance of workplace harassment of any kind is emphasized.

Opportunities/Support for Advancement

Two departments at the Institute – Corporate Training and Management Education Administration – are dedicated to providing employees the opportunity to develop the skills they need to advance in their careers. Training topics include computer applications, leadership skills, resume writing and interviewing, and administrative skills. With nearly 1,200 Management Education Administration participants in 1997, *82% of people attending these courses were women and 11% were minorities.*

Outreach

SAS Institute is an active corporate citizen, providing in-kind and cash donations and volunteers to many area non-profit organizations. We have a history of dedicating a large portion of our philanthropy efforts to organizations that focus the majority of their services on women, minorities, or persons with disabilities. *In 1997, 64% of the total philanthropy budget was dedicated to supporting such groups; the 1998 budget makes a commitment of 69%.*

Corporate Environment

SAS Institute has a simple philosophy when it comes to employees: If you invest in your employees' professional and personal welfare, everyone wins – the employee and the company. Ongoing best practice programs like *on-site child care and on-site health care, a fully equipped fitness center, wellness programs, comprehensive health care benefits, child care and elder care resource and referral, adoption assistance, generous leave for child birth and adoption, and flexible work schedules* all contribute to the satisfaction and peace of mind of employees who bring with them a wide range of personal and family needs. A culture of trust, a strong sense of collegiality and collaboration, and a corporate structure that is responsive to employee input combine to create a work environment which allows our employees to feel good about working for SAS Institute.

SAS Institute Inc.

1997 Honors

Best Companies for Working Mothers

Ranked in the top ten by *Working Mother* magazine

100 Best Places to Work in America

Ranked #3 by *Fortune* magazine

Best Companies for Work and Family

Ranked #4 among non-S&P companies by *Business Week* magazine

20 Better Places to Work

Named in *Mother Jones* magazine's list

1997 Apple PIE Award

Business Winner for supporting parent involvement in education
from the Partnership for Family Involvement in Education,

Teachers College at Columbia University, and *Working Mother* magazine

SAS INSTITUTE INC**Section D—EMPLOYMENT DATA**

Employment at this establishment—Report all permanent full-time and part-time employees including apprentices and on-the-job trainees unless specifically excluded as set forth in the instructions. Enter the appropriate figures on all lines and in all columns. Blank spaces will be considered as zeros.

JOB CATEGORIES		NUMBER OF EMPLOYEES										
		OVERALL TOTALS (SUM OF COL. B THRU K)	MALE					FEMALE				
			WHITE (NOT OF HISPANIC ORIGIN)	BLACK (NOT OF HISPANIC ORIGIN)	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	WHITE (NOT OF HISPANIC ORIGIN)	BLACK (NOT OF HISPANIC ORIGIN)	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
A	B	C	D	E	F	G	H	I	J	K		
Officials and Managers	1	372	176	7	2	6		169	8		4	
Professionals	2	1450	682	31	6	35		619	37	7	30	3
Technicians	3	91	51	4	2	2		25	7			
Sales Workers	4											
Office and Clerical	5	296	26	5				229	31	1	2	1
Craft Workers (Skilled)	6											
Operatives (Semi-Skilled)	7											
Laborers (Unskilled)	8											
Service Workers	9	174	31	17				87	36		3	
TOTAL	10	2383	966	64	10	44		1129	119	8	39	4
Total employment reported in previous EEO-1 report	11	2065	861	54	11	39	0	970	89	5	34	2

NOTE: Omit questions 1 and 2 on the Consolidated Report.

Date(s) of payroll period used:

2. Does this establishment employ apprentices?

1 ☐ Yes 2 ☐ No

Section E—ESTABLISHMENT INFORMATION (Omit on the Consolidated Report)

What is the major activity of this establishment? (Be specific, i.e., manufacturing steel castings, retail grocer, wholesale plumbing supplies, title insurance, etc. Include the specific type of product or type of service provided, as well as the principal business or industrial activity.)

OFFICE
USE
ONLY

SIC=7371=Computer programming services

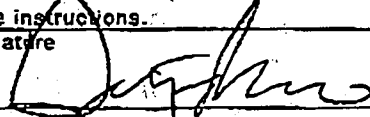
<<< PLEASE CORRECT NARRATIVE IF INCORRECT. >>>

Section F—REMARKS

Use this item to give any identification data appearing on last report which differs from that given above, explain major changes in composition of reporting units and other pertinent information.

Section G—CERTIFICATION (See Instructions G)

I check ☐ 1 All reports are accurate and were prepared in accordance with the instructions (check on consolidated only)
☒ 2 This report is accurate and was prepared in accordance with the instructions.

Name of Certifying Official	Title	Signature	Date
Vid Russo	V.P. Human Resources		25 Sep 97
Name of person to contact regarding this report (Type or print)	Address (Number and Street)		
Stephanie Stringer	SAS Campus Drive		
City and State	ZIP Code	Telephone Number (Including Area Code)	Extension
0/AA Consultant Cary, NC	27513	919-677-8000	7890

All reports and information obtained from individual reports will be kept confidential as required by Section 709(e) of Title VII.
 WILLFULLY FALSE STATEMENTS ON THIS REPORT ARE PUNISHABLE BY LAW, U.S. CODE, TITLE 18, SECTION 1001.

The logo consists of the word "Facts" in a white, serif font, centered within a solid black square.

SAS Institute Inc.

Incorporated in 1976, SAS Institute is the world's largest privately held software company with more than 4,600 employees worldwide. Some 3.5 million users at more than 30,000 customer sites around the globe are using SAS® software and solutions to achieve a competitive advantage through better business decision making. The Institute's customers cross the lines of industry, government, and education and are among the most successful businesses in the world, including more than 97 percent of Fortune 100 businesses.

SAS Institute marked its twentieth year in business by continuing an unbroken record of double-digit revenue increases in 1996, 16 percent over 1995 revenues. The Institute continues to lead the industry in percentage of revenue reinvested in research and development at 32 percent.

SAS Institute employees work in an environment that fosters and encourages the integration of the Institute's business objectives with their personal needs. With employee turnover at only five percent, SAS Institute reaps the rewards of unprecedented employee loyalty and the benefit of the most talented minds in the industry. Programs and facilities at its Cary, N.C., headquarters include three child care centers, an elder care information and referral program, employee health center, wellness programs, 26,000 square-foot recreation and fitness facility, and many other work-life programs.

The Institute's work-life initiatives and unique corporate culture continue to receive accolades on the national level. For the eighth consecutive year, SAS Institute was recognized by Working Mother magazine as one of the "100 Best Companies for Working Mothers." The Institute is also listed as one of the best places to work in America by the authors of the latest edition of The 100 Best Companies to Work For in America.

An active Corporate Philanthropy program transcends the spirit of SAS Institute as a supportive, caring environment into the community. The Institute provides donations and time to a wide range of non-profit organizations focused on enriching our communities through the promotion of education, the arts, environmental conservation, community services and medical research. Employees also raise money on their own, donate food and clothes, and perform countless hours of labor through a variety of organizations.

*For further information, please contact Kat Hardy, Public Affairs,
SAS Institute Inc., 919/677-8000*

www.sas.com

**DATA SUMMARY
1998 EVE AWARD
FOR SAS INSTITUTE INC.**

Name, address and telephone of corporation being nominated:

SAS INSTITUTE INC.
SAS CAMPUS DRIVE
CARY, NC 27513
(919) 677-8000 X7801

Name of highest ranking official:

DR. JAMES H. GOODNIGHT, PhD

Name of executive responsible for Human Resources/EEO:

DAVID F. RUSSO
VICE PRESIDENT, HUMAN RESOURCES

Contact People:

KAREN THOMAS-SMITH
HUMAN RESOURCES
SAS INSTITUTE INC.
SAS CAMPUS DRIVE
CARY, NC 27513
(919) 677-8000 X5203

or

STEPHANIE STRINGER
HUMAN RESOURCES
SAS INSTITUTE INC.
SAS CAMPUS DRIVE
CARY, NC 27513
(919) 677-8000 X7890

or

KAT HARDY
CORPORATE COMMUNICATIONS
SAS INSTITUTE INC.
SAS CAMPUS DRIVE
CARY, NC 27513
(919) 677-8000 X5221

FAX (919) 677-4444

Number of employees:

3161

Principle Product:

SOFTWARE DEVELOPMENT

Date of last compliance review:

MARCH 7, 1995 (LETTER OF COMPLIANCE ATTACHED)

Copy of employer information report (EEO-1):

ATTACHED

Names of us senators and representatives:

U.S. SENATORS:

LAUCH FAIRCLOTH
JESSE HELMS

U.S. REPRESENTATIVE:

DAVID PRICE

SAS INSTITUTE INC.

Karen Thomas-Smith
Human Resources
SAS Campus Drive
Cary, NC 27513
Phone: 919/ 677-8000
Fax: 919/ 677-4444

FAX TRANSMISSION COVER SHEET

Date: 02 Jun 98
To: Mary Smith
Fax: 202 / 456-7431
Re: _____

YOU SHOULD RECEIVE 6 PAGE(S), INCLUDING THIS COVER SHEET.

Please call if you have
any additional question

JUN-02-90 10E 00'02 III 386 1111111111

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6 GREAT FREEZE-AHEAD FAMILY MEALS ■ WHY KIDS NEED PRIVACY

Working Mother

SPECIAL ISSUE

10

TWELFTH ANNUAL SURVEY

TWELFTH ANNUAL SURVEY BEST COMPANIES FOR WORKING MOTHERS

OCTOBER 1997
USA \$2.95 CANADA \$3.95



women's advancement. **③** Three near-site centers in Hillsville, VA (Sara Lee Knit Products); Clarksville, NC (Sara Lee Hosiery); and Stamford, CT (Paytex). Tuition subsidies. Before- and after-school, holiday and summer programs. Backup care at hq. Pretax set-asides. Reimburses child care costs for business travel and overtime. R&R. Sick-child days: 2-10 (varies by division). **④** Work at home. Job sharing. Flextime. Compressed workweeks. PT (benefits: 20 hrs/wk). Training for mgrs on alternative schedules. **⑤** Leave for childbirth: FMLA only, with some full pay. Phase-back for new mothers. Paternity leave: 1 wk paid (Coach); 2 days paid (hq). Adoption aid: \$2-3,000. R&R: 4 wks paid leave (Coach). Profit sharing (not all units). Savings plan (no company match). Company-paid pension. Scholarships for employees' children. Health insurance (80% of premium). Full-time work/family mgr. Elder care: R&R.

This Chicago-based conglomerate—which makes products ranging from Ball Park franks to Paytex bras—has a strong commitment to the advancement of women, who currently make up 19 percent of the top 239 executives with salaries from \$130,000 a year. And women hold 25 percent of the positions in the next tier of 420 executives, whose average annual earnings are \$165,000. Sara Lee's general counsel, chief financial officer and treasurer are all women, as are the presidents of Sara Lee Hosiery, U-Eggs Products and Hanes Hosiery. The company has continued to expand programs to enable working moms to climb the corporate ladder while taking care of family needs. Adding to its dependent care package that includes three near-site centers, last year Sara Lee doubled the child care reimbursement for parents who work late or travel out of town to \$6 an hour, up to \$70 a day. The company also contracted with Children First to provide backup care for employees in Chicago. In 50 states and DC. HQ: 3 First National Plaza Bldg., Chicago, IL 60602.

SAS INSTITUTE INC. is the world's largest privately held software company. Ninth year on our list.

Employees: 3,010
Females: 1,324 (44%)
⑤ High (area): Avg (industry). Entry level: \$21,972 (office admin); \$37,656 (asst. systems developer). **①** Percent female: senior and exec vps 0 (of 2); vps 30% (of 10); officials and mgrs 51%; profs 46%. Highest paid: 30%. Women's support group. **③** Two on-site centers and one near-site: 400 children total (\$200/mth). Holiday and summer programs. Backup care. Pretax set-asides. R&R. Sick-child days: as needed. **④** Work at home (8-12). Job sharing (16). Flextime (645). PT (31); benefits: 17.5 hrs/wk. Training for mgrs on alternative schedules. **⑤** Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 29; avg 6 wks. Paternity leave: 2 wks paid. Adoption aid: \$5,000. Profit sharing (15% of pay). Company-paid pension. Scholarships for employees' children: \$10,000 to 5 kids. Health insurance (100% of premium for employees; 77% for dependents). Full-time work/family mgr and staff. Elder care: R&R (450).

The benefits here are rich—and explain why, in an industry where turnover is approximately 20 percent a year, SAS's is 5 percent. For starters, the company offers free on-site medical care, with a staff of 27 health care workers, including two physicians. And, with its third child care center up and running, SAS now provides care for 400 children of employees at the bargain rate of \$200 per month per child. Employees who work

outside of headquarters get their child care subsidized at the same rate.

Not one to rest on its laurels, SAS has, over the past year, upped adoption aid from \$3,000 to \$5,000, added a scholarship program for employees' kids (this year five students received \$2,000 each) and introduced a 10-week summer camp at one of the on-site centers. The cost? Only \$100 per child. On-site backup care has also been added. In 23 states and DC. HQ: SAS Campus Dr., Cary, NC 27513.

THE SEATTLE TIMES publishes Seattle's evening newspaper, the second-largest-circulation evening daily in the country. Seventh year on our list.

Employees: 1,969
Females: 678 (34%)
⑤ High. Entry level: \$378/wk (clerk, customer service); \$476/wk (zone reporter). **①** Percent female: senior and exec vps 20% (of 5); vps 29% (of 7); officials and mgrs 36%; profs 46%. Highest paid: 28%. Women's support group (17). Measures mgrs on women's advancement. **③** On-site center: 30 children (\$560-610/mth). Company contributes \$36,000 to operating cost of center. Tuition subsidies (\$100/mth). Pretax set-asides (70). Reimburses child care costs for nonroutine business travel. Pays 83% of sick-child care costs at nearby hospital. Sick-child days: as needed. **④** Work at home. Job sharing (15). Flextime. Compressed workweeks. PT (300); benefits: 20 hrs/wk. **⑤** Leave for childbirth: FMLA, plus 19 wks, with some full pay. 1996 leaves: 33 (4 men); avg 5.5 mths (women). Phase-back for new mothers. Savings plan (3% company match up to 6% of pay). Health insurance (100% of premium). Elder care: R&R.

Flexibility has not been a hallmark of the newspaper industry, but the Seattle Times demonstrates that it can be done. The paper, on our list since 1991, offers a variety of alternative work arrangements including a range of options for compressed workweeks. The most popular is a schedule that enables employees to work eight nine-hour days and one eight-hour day in a two-week period. This fall, the Seattle Times will also begin spending \$800,000 on the construction of a new child care center. When compared to the current center, the new one will increase the number of spaces from 64 to 75, and much of this added capacity will be devoted to needed space for infants. In 1997 the newspaper also restructured its top management positions, adding one woman to its new five-member executive council. In 1 state and DC. HQ: 1120 John St., Seattle, WA 98109.

SEQUENT COMPUTER SYSTEMS, INC. makes sophisticated parallel computer systems powerful enough to support large online transactions. Second year on our list.

Employees: 1,805
Females: 594 (33%)
⑤ High (area): Avg (industry). Entry level: \$7,200/yr (support staff); \$32,000/yr (finance, human resources); \$36,000/yr (information systems); \$44,000/yr (product development engineer). **①** Percent female: senior and exec vps 25% (of 4); vps 8% (of 13); officials and mgrs 30%; profs 36%. Highest paid: 16%. **③** On-site center at hq: 93 children (\$475-635/mth). NAEYC accredited; on-site school (K-1), 21 children. Company covers 60% of

operating cost of center and school. Before- and after-school (23), holiday (6) and summer (67) programs. Backup care. Pretax set-asides (135). R&R (16). Sick-child days: as needed (salaried); 10 (hourly). **④** Work at home (10-15). Job sharing (2). Flextime (60). Compressed workweeks (10-12). PT (20); benefits: 30 hrs/wk. **⑤** Leave for childbirth: FMLA, plus 12 wks, with some full pay. 1996 leaves: 29 (5 men); avg 13 wks (women). Phase-back for new mothers. Adoption aid: \$5,000; R&R. Savings plan. Health insurance (100% of premium for employees; 94% for dependents). Full-time work/family mgr and staff. Elder care: R&R.

This Oregon-based computer company made this list in 1992 and returns in a much stronger and healthier position. Sales have nearly doubled while the number of employees has risen by 65 percent. And these are young people raising families. The on-site center now cares for 93 children, up from 75 five years ago; it also provides before- and after-school care, holiday programs and a summer camp for children ages five to 10, and a school covering kindergarten and first grade; the plan is to add a grade a year. In the past year, a new Work/Family Community department was created and a Work/Life task force comprised of employee representatives set up. Since then more than 20 new programs have been added or improved, including a child and elder care referral service, a doubling of adoption aid to \$5,000 and a concierge service. There is also new interest in flexible work options. One employee had to move 2,000 miles away to care for an ill parent. Instead of taking family leave, the employee telecommuted with Sequent, equipping her with a computer terminal, a high-speed network connection and additional phone lines. This is one company that certainly cares about its employees. In 31 states. HQ: 15450 S.W. Kell Pkwy., Beaverton, OR 97006-6063.

TEXAS INSTRUMENTS, INCORPORATED, is one of the world's largest suppliers of semiconductor chips and a range of products including calculators. Second year on our list.

Employees: 32,153
Females: 10,186 (32%)
⑤ Avg-High. Entry level: \$490/wk (wafer fab operator); \$3,513/mth (engineer). **①** Percent female: senior and exec vps 4% (of 23); vps 9% (of 104); officials and mgrs 15%; profs 18%. Highest paid: 10%. Women's support groups (1,000). Measures mgrs on women's advancement. **③** Near-site center in Lewisville, TX: 41 children (\$50-120/wk). NAEYC accredited. Summer program (56). Backup care. Pretax set-asides (1,332). R&R (2,035). Pays 75% of in-home sick-child care costs. ABC Champion. **④** Work at home. Job sharing. Flextime. Compressed workweeks (1,200+). PT (305); benefits: 20 hrs/wk. Training for mgrs on alternative schedules. **⑤** Leave for childbirth: FMLA only, with some full pay. Adoption aid: \$4,000; R&R. Profit sharing (14% of pay). Savings plan (50% company match up to 4% of pay). Company-paid pension. Scholarships for employees' children: \$72,000 to 18 kids. Health insurance (100% of premium for employees; 85-90% for dependents). Full-time work/family mgr and staff. Elder care: R&R (\$31).

"A huge culture change" is how one female engineer, a mother of two, described the atmosphere at Texas Instruments with regard to family needs. TI's Work/Life program, now in its third year, has expanded and the result is happier working moms. Now included in TI's benefits package are pre- and postnatal support, Mother Rooms and comprehensive wellness/fitness

ALLSTATE INSURANCE COMPANY is the nation's second-largest insurer of cars and homes. Seventh year on our list.

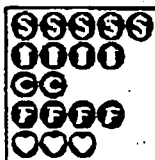


Employees 45,202.
Females: 23,899 (53%).
⑤ Avg. Entry level: \$26,700 (receptionist, data processor); \$28,000 (unit supervisor, financial analyst). ① Percent female: senior and exec vps 14% (of 14); vps 19% (of 182); officials and mgrs 42%; profs 48%. Highest paid: 37%. Women's support group. Measures mgrs on women's advancement. ④ On-site center in Northbrook, IL: 166 children (\$641-776/mth); three near-site centers in Charlotte, Dallas and Huntington, NY: 43 children total (\$420-710/mth). Charlotte and Dallas centers NAEYC accredited. Before- and after-school (11), holiday (106) and summer (85) programs. Backup care. Pretax set-asides (\$4,455). R&R (13,012). Sick-child days: 5. ABC Champion. ② Work at home (231). Job sharing (77). Flextime (626). Compressed workweeks (233). PT (1,479); benefits: 1,000 hrs/yr. ① Leave for childbirth: FMLA, plus 14 wks with some full pay. 1996 leaves: 482 (13 men); avg 15 wks (women). Phase-back for new mothers. Adoption aid: \$2,500; R&R. Savings plan (50% company match up to 5% of pay, plus contribution tied to profits). Company-paid pension. Scholarships for employees' children: \$365,000 to 319 kids. Health insurance (75% of premium). Full-time work/family mgr and staff. Elder care: R&R (2,111).

Allstate recently spent \$3 million to build an on-site child care center at its headquarters in Northbrook—and when the center opened last February, 166 kids were already enrolled. The Little Hands Child Development Center is a spectacular-looking facility—open and airy, utilizing a pinwheel design, with rooms radiating out from a central area. Parents not only had input in the design of the center, which can accommodate up to 190 kids but participated in transition seminars to help prepare their children for placement there. In addition to caring for preschoolers, the center offers full-day kindergarten and holiday vacation and backup care.

Women have been working their way up here as well. Allstate has had a rule in effect stating that a diverse state of qualified candidates, including women, must be considered for every opening, from entry through the executive level. The insurer reports that this policy is getting results. The percentage of female officers has tripled over the last 10 years. In 50 states. HQ: 2775 Sander's Rd., Northbrook, IL 60062-6127.

AMERICAN MANAGEMENT SYSTEMS devises information technology systems to help clients (companies, government agencies, schools) run their businesses better. Fourth year on our list.



Employees 6,112.
Females: 2,615 (43%).
⑤ High. Entry level: \$23,000 (receptionist, secretary); \$36,000 (BA/BS consultant). ① Percent female: senior principals 31% (of 407); principals 39% (of 1,282); senior and exec vps 15% (of 41); vps 16% (of 172); officials and mgrs 34%; profs 37%. Highest paid: 36%. Women's support group (136). ④ Two near-site centers: 34 children total (\$142-185/wk). Both centers NAEYC accredited. Dependent care fund (\$17,000). Before- and after-school, holiday and summer programs. Backup care. Pays 58% of emergency child and elder care costs. Preact set-asides (187). Reimburses child care costs for nonroutine

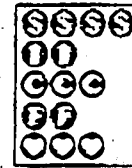
business travel. R&R (\$19). ② Work at home, job sharing. Flextime (\$4,400). PT (215); benefits: 24 hrs/wk. ① Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 77 (4 men); avg 16 wks (women). Phase-back for new mothers. Adoption aid: \$4,000; R&R. Profit sharing. Savings plan (no company match). Health insurance (80% of premium). Full-time work/family mgr and staff. Elder care: R&R (233).

One of the world's fastest growing consulting companies (revenues have more than doubled since its first appearance on our list in 1994), American Management Systems experienced a glitch in the delivery of a software product to a telecommunications client in 1996, resulting in a 47 percent plunge in profits. But the company took the blow in stride—no layoffs occurred as a result of the problem. AMS was soon back on track and 700 employees were added in the first five months of 1997.

Few companies celebrate alternative work arrangements as enthusiastically as AMS does. A recent newsletter features a vice president and mom who video-conferences from her home, another working mother who interrupted her maternity leave to attend a crucial meeting (bringing her infant son so she could nurse him), and a mother of three who telecommutes three or four days a week. Little wonder a company spokesperson reports that training managers in alternative schedules isn't necessary—"It's part of our culture."

Flexibility isn't the only area in which AMS stands out. Its track record for women in the upper ranks is also laudable. Currently 43 percent of its work force is female, and women hold 36 percent of the highest-paid jobs. Still, AMS saw fit to roll out an "Advancement of Women Project" this year, which includes a series of seminars for aspiring female executives nationwide. In 22 states. HQ: 4050 Legato Rd., Fairfax, VA 22033.

AMGEN develops biotechnology-based medicines. Third year on our list.



Employees 3,891.
Females: 1,859 (48%).
⑤ High. Entry level: \$18,720 (lab asst, clerk, manufacturing operator); \$30,000 (research assoc). ① Percent female: senior and exec vps 0 (of 9); vps 17% (of 24); officials and mgrs 36%; profs 49%. Highest paid: 25%. Women's support group. ④ On-site center: 270 children (\$465-600/mth). NAEYC accredited. Company contributes \$500,000 to operating cost of center. Summer program. Backup care. Preact set-asides. Reimburses child care costs for business travel. R&R. Sick-child days: 2. ② Flexible work arrangements with no formal policies. ① Leave for childbirth: FMLA only, with some full pay. 1996 leaves: 51 (3 men); avg 20 wks (women). Phase-back for new mothers. Paternity leave: 3 days paid. Adoption aid: \$3,000; R&R: 3 days paid leave. Profit sharing (15% of pay). Savings plan (company automatically contributes 3% of pay, plus 100% company match up to 5% of pay). Stock options. Scholarships for employees' children: \$64,000 to 4 kids. Health insurance (95% of premium).

This high-growth company crossed the \$2 billion sales mark in 1996. And as a further sign of financial health, staff increased by 14 percent.

Just as the company is growing so too are employees' families. In 1996, workers gave birth to 237 babies—which helps explain why this high-tech outfit plans to replace its old child care center (which now cares for 270 kids) with a new one, capable of caring for up to 450. Camp Amgen is scheduled to open next spring.

Other benefits remain top-of-the-line here: a three-

The 10 best companies for

WORKING MOTHERS

Allstate

★

Barnett Banks

★★★★★

Fel-Pro

★★★★★★★

Glaxo Wellcome

★★★★★

IBM

★★★★★★★

Johnson & Johnson

★★★★★

Merck

★★★★★★★

NationsBank

★★★★★

SAS Institute

★★★★★

Number of years on our TOP 5 or TOP 10

The 100 BEST COMPANIES to work for in AMERICA

WE HAVE BEEN TRACKING GREAT EMPLOYERS SINCE 1981, when we began research on our book *The 100 Best Companies to Work for in America*. From our database of more than 1,000 companies, we selected 238 as the most viable candidates for this list. Of this group, 161 agreed to participate. (To be eligible, a company must be at least ten years old and have a minimum of 500 employees.)

We asked each candidate company to distribute to 225 randomly selected employees the Great Place to Work Trust Index. This employee survey was designed by the Great Place to Work Institute of San Francisco to evaluate trust in management, pride in work/company, and camaraderie. Responses were returned directly to us.

Each company was also required to fill out the Hewitt People Practices Inventory, a comprehensive 29-page questionnaire designed by our partner in this project, Hewitt Associates of Lincolnshire, Ill., a leading management consulting firm. Finally we asked each of our candidates to send us additional corporate materials, such as employee benefits booklets, company newsletters, and videos.

The response was overwhelming. Some 20,000 employees filled out the Great Place to Work survey (return rate: 58%), and 8,000 of them added written comments. We then rated the companies on a 175-point scale, using their overall score on the employee survey (100 points); evaluation of practices detailed in the Hewitt inventory and other submitted materials (55 points); and an evaluation of the handwritten comments (20 points).

Special thanks should go to Hewitt Associates. In addition to processing the mountain of returns, it also added invaluable expertise and perspective. We knew Hewitt was a great place to work because we had selected them in all the previous editions of our 100 Best books. To collaborate with us, they had to give up the opportunity to be listed again among the 100.

By Robert Levering and Milton Moskowitz

If you think that your company should be considered for this list, send a brief letter explaining why (two-page maximum) to FORTUNE's 100 Best, 1537 Franklin Street, Suite 208, San Francisco, California 94109; E-mail address: 100best@greatplacetowork.com

Rank	COMPANY Headquarters U.S. SITES	U.S. employees (OUTSIDE U.S.) 2000 Min./Max. Women	Job growth New hires (12 yrs.)	Applicants Voluntary turnover (1999)	Training hrs./yr.	Revenues 1996 in millions	
1	SOUTHWEST AIRLINES Dallas 61	24,757 0 24% 55%	26% 4,917	150,000 6%	15 hrs.	\$3,400	Why is Southwest No. 1? Listen to a typical comment from the more than 100 we received from enthusiastic employees: "Working here is truly an unbelievable experience. They treat you with respect, pay you well, and empower you. They use your ideas to solve problems. They encourage you to be yourself. I love going to work!"
2	KINGSTON TECHNOLOGY Fountain Valley, Calif. 2	552 40 70% 48%	54% 193	4,000 7%	100 hrs.	\$1,300	Nearly everyone in the U.S. wanted to work at this manufacturer of computer memory devices after last year's stories about its year-end bonus averaging \$75,000 per employee. The largesse was in line with company policies: free soft drinks and cups of noodles at all times and a golf driving range in the back of the plant.
3	SAS INSTITUTE Cary, N.C. 36	3,154 1,927 15% 53%	34% 768	12,000 4%	32 hrs.	\$653	The world's largest privately held computer software company. Superb on-site child care for \$200 a month. An on-site clinic that offers primary medical care at zero cost to employees. An award-winning cafeteria, where a pianist plays during lunch. No surprise that turnover, at 4% a year, is among the lowest in the software industry.
4	FEL-PRO Skokie, Ill. 8	2,577 307 50% 36%	10% 226	3,000 2%	60 hrs.	\$450	They make auto, truck, and motorcycle gaskets in a sprawling plant just north of Chicago. Ultra-family-friendly: \$1,000 savings bond at child's birth, affordable on-site child care, summer camp on company's 200-acre recreation area, summer jobs for employees' kids, and \$3,500 annual college scholarships.
5	TDI INDUSTRIES Dallas 6	976 0 26% 10%	31% 228	800 18%	40 hrs.	\$127	TDI installs and services air-conditioning and plumbing systems in six Texas cities. All stock is in the hands of employees, with no one owning more than 9%. A monthly meeting fills in all employees on financial results. Employees are wildly upbeat. One said, "This company makes you feel like a human being again."
6	MBNA Wilmington, Del. 20	18,050 1,157 22% 58%	48% 4,234	88,230 N/A	48 hrs.	\$3,300	This house of plastic, the second-largest issuer of credit cards, pampers employees so they will be nice to customers. The coddling includes four on-site child-care centers, one-week paid leave for new fathers and adoptive parents, adoption aid of up to \$10,000. No. 1 hiring criterion: "People who like other people."
7	W.L. GORE Newark, Del. 31	4,118 7 13% 43%	26% 846	23,717 6%	27 hrs.	\$1,200	Makers of Gore-Tex waterproof fabrics, Glide dental floss, and dozens of other high-tech materials. Employs avant-garde management theories that seem to work. Instead of a traditional hierarchy topped by bosses and managers, the company uses an organization in which dozens of so-called sponsors set the pace.
8	MICROSOFT Redmond, Wash. 18	14,936 7,340 19% 29%	22% 2,743	150,000 7%	8 hrs.	\$8,700	Remarkably challenging atmosphere for the brainy. Everybody gets stock options, and most professionals hired before 1992 have thus become millionaires; six became billionaires. All-company picnics with a rodeo and five bands. And Bill (never Mr. Gates) personally answers all E-mail from employees.

Karen Smith

From: Kim Darnofall [saskrd@UNIX.SAS.COM]
Sent: Friday, December 19, 1997 12:47 PM
To: BLDGB-L@VM.SAS.COM
Subject: New honor for SAS Institute!

To: All SAS Institute Employees
From: Corporate Communications, Cary

Institute Ranks #3 on FORTUNE'S "100 Best Companies to Work for in America!"

1997 has been marked by awards recognizing the Institute's work environment, but there's still one more to celebrate as the year draws to a close -- the company's number three placement on FORTUNE'S inaugural list of the "100 Best Companies to Work for in America."

The list, which will appear in the January 12 issue of FORTUNE (available on newsstands December 29), was announced by FORTUNE today. The Institute has already received some media attention from the award, with a mention on NBC's Today Show this morning.

Topping the list was Southwest Airlines, followed by Kingston Technology in the number two spot.

Completing the top ten of the FORTUNE "100 Best" list were: Fel-Pro(4), TDIndustries(5), MBNA(6), W.L. Gore(7), Microsoft(8), Merck(9), and Hewlett-Packard(10). Another eight software or hardware firms were sprinkled throughout the list: PeopleSoft(20); Cisco Systems(25); Intel(32); Compaq Computer(55); Adobe Systems(56); Sun Microsystems(69); Analog Devices(70); and Texas Instruments(77).

FORTUNE collaborated with best-selling authors Robert Levering and Milton Moskowitz to compile the list, using methodology similar to that used for their books, "The 100 Best Companies to Work for in America." To be eligible, a company had to be at least 10 years old and have a minimum of 500 employees. Levering and Moskowitz selected 238 companies (out of their database of more than 1,000 companies) as the most viable candidates for the list. Of this group, 161 agreed to participate.

As one of the "candidate companies," the Institute distributed the "Great Place to Work Trust Index," an employee survey designed to evaluate trust in management, pride in work/company, and camaraderie to 225 randomly selected employees in Cary and US regional offices. (Thanks to all of you who took the time to complete the survey. The Institute's high ranking is, in part, due to the overwhelmingly positive comments and the obvious pride in our company that you conveyed, and your willingness to share those sentiments.)

The Institute also completed the "Hewitt People Practices Inventory," a comprehensive questionnaire designed by Hewitt Associates, a leading compensation and benefits consultant. After the surveys and questionnaires were returned to FORTUNE, the company was rated on a 175-point scale, using the overall score on the employee survey (100 points); an evaluation of practices detailed in the Inventory (55 points); and an evaluation of employee comments in the survey (20 points).

The FORTUNE listing is the fourth award garnered by the Institute this year for its family-friendly policies and benefits. In September, the Institute was named number four in Business Week magazine's 1997 Work and Family Survey and was named in Working Mother Magazine's Top 10. In July, the Institute made Mother Jones magazine's list of "20 Better Places to Work" for how well it balances the bottom line with its responsibilities to employees and the community.

EXPLAINING TRENDS IN THE GENDER WAGE GAP

June 1998

A Report by
The Council of Economic Advisers

EXECUTIVE SUMMARY

- Although the gap between women and men's wages has narrowed substantially since the signing of the Equal Pay Act in 1963, there still exists a significant wage gap that cannot be explained by differences between male and female workers in labor market experience and in the characteristics of jobs they hold.
- After hovering at about 60 percent since the mid-1950s, the ratio of women's to men's median pay began to rise in the late 1970s and reached about 70 percent by 1990. The gender pay ratio is currently on the rise again, surpassing 75 percent in 1997.
- The gender gap has narrowed faster among younger women and among married women with children. The data that permit disaggregation by demographic groups show the overall gender pay ratio rising from 57 percent in 1969 to 68 percent in 1996 (the last year for which these data are available). In contrast, among women under 40, the gender pay ratio rose from 58 percent in 1969 to 74 percent in 1996. Among married women with children, the gender pay ratio (relative to all male workers) rose from 53 percent in 1969 to 68 percent in 1996. Relative to all male workers, wage gains have been faster for non-Hispanic black and non-Hispanic white women than for Hispanic women.
- Over the last twenty years, increases in women's accumulated labor market experience and their movement into higher-paying occupations have played a major role in increasing women's wages relative to men's. In addition, the decrease in the pay gap that remains "unexplained" after controlling for measured differences between men and women has been a large contributor to the narrowing of the pay gap. Changes in family status, in industry structure and in unionization also worked to narrow the gender pay gap, while increasing economic benefits from skills and increasing wage inequality would have, by themselves, widened the pay gap.
- The most recent detailed longitudinal study found that in the late 1980s about one-third of the gender pay gap was explained by differences in the skills and experience that women bring to the labor market and about 28 percent was due to differences in industry, occupation, and union status among men and women. Accounting for these differences raised the female/male pay ratio in the late 1980s from about 72 percent to about 88 percent, leaving around 12 percent as an "unexplained" difference.
- The evidence is that labor market discrimination against women persists, although it is difficult to determine precisely how much of the difference in female/male pay is due to discrimination and how much is due to differences in choices or preferences between women and men. One indirect and rough measure of the extent of discrimination remaining in the labor market is the "unexplained" difference in pay. Some studies have tried to measure discrimination directly by looking at pay differences among men and women in very similar jobs or by comparing pay to specific measures of productivity. These studies consistently find evidence of ongoing discrimination in the labor market and support the conclusion that women still face differential treatment on the job.

I. INTRODUCTION

Thirty five years ago, President Kennedy signed the Equal Pay Act into law, making it illegal to pay men and women employed in the same establishment different wages for "substantially equal" work¹. At that time, the ratio of women's to men's average pay was about 58 percent.² Although the gap in average pay between men and women has decreased since then, the "gender gap" in pay persists. Decreases in labor market discrimination towards women may be partly responsible for these improvements, but continued discrimination may also contribute to the remaining earnings gap.

The long-standing differences in the average pay of men and women in the labor market are the result of many forces, including differences in the characteristics (such as average labor market experience) that men and women bring to their jobs, differences in the characteristics of the jobs in which men and women work, and differential and discriminatory treatment of women by employers and co-workers.

All of these factors interact in complex ways. Hence it is difficult to determine precisely how much of the difference in female/male pay is due to discrimination and how much is due to differential choices and preferences by female workers. For example, if women have less experience than men, they may choose occupations where extensive experience is less necessary. If women consistently choose different occupations than men, stereotypes about women's abilities may be reinforced and discriminatory behavior by employers may be perpetuated. If employers make it difficult for women to enter certain occupations, women's incentives to invest in training for those occupations may be reduced.

Women and men differ, both in terms of the jobs in which they work and in their responsibilities for children (which affect work at home and in the market). Nevertheless, over time, women's skills have become more similar to men's. The occupations and industries in which men and women work have also become more similar. But, as of the late 1980s, the date of the most recent detailed study, there were still large differences between men and women in personal and job characteristics that influenced their relative wages. And even when all of these differences were taken into account, a significant gender wage gap remained. As we discuss below, this suggests that there is continuing discrimination against women in the labor market.

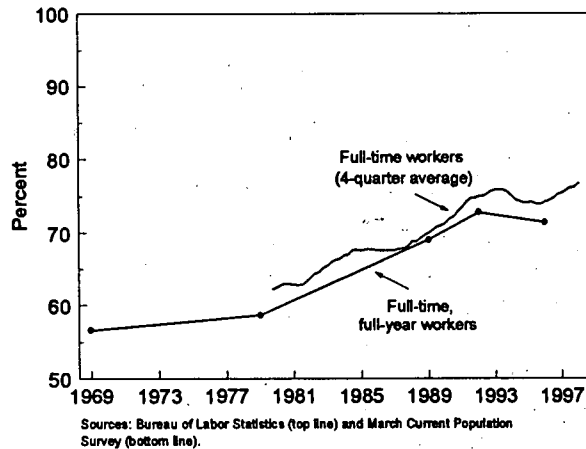
¹*Schultz v. Wheaton Glass Co.*, 421 F.2d 259 (3rd Cir. 1970).

²Based on calculations from the March 1964 Current Population Survey (Bureau of the Census). Data are for weekly wages of full-time, year-round workers aged 25-64.

II. TRENDS IN THE GENDER WAGE GAP

Trends in the overall gap

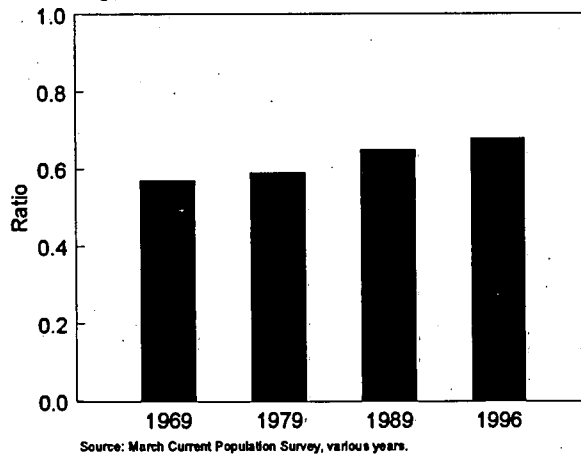
Figure 1. Median Weekly Earnings of Females Relative to Males



After hovering around 60 percent since the mid-1950s³, the ratio of women's to men's pay began to rise in the late 1970s, surpassing 70 percent by 1990 (see bottom line of figure 1). After a pause in the mid-1990s, the gender pay ratio has begun to rise again, reaching more than 75 percent in 1997 (see top line of Figure 1).⁴ Although the size of the gender pay gap varies across countries, many industrial economies have seen a narrowing of the gap over the last two decades.⁵

Trends in the gender gap by demographic characteristics

Figure 2. Ratio of Female/Male Average Weekly Wages



In order to compare trends in the gender pay ratio across different demographic groups, a data series is needed that permits such disaggregation. Figure 2 shows the aggregate gender pay ratio in this data series, based on a

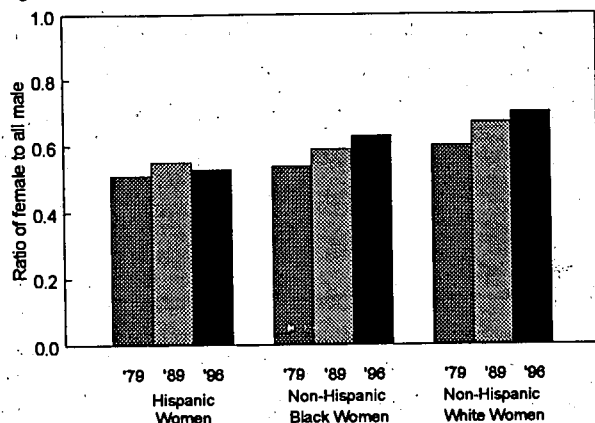
³Goldin, Claudia. 1990. *Understanding the Gender Gap*. New York: Oxford University Press.

⁴The data shown in the top line of the figure are ratios of median weekly wages for full-time workers aged 25 to 54, published quarterly by the Bureau of Labor Statistics since 1979. The bottom line shows the ratios of median weekly wages of full-time, year-round workers aged 25 to 54, calculated from the March Current Population Survey data files. Unfortunately, the former series is not available before 1979, and the latter series is not currently available after 1996.

⁵Waldfoegel, Jane. 1998. "Understanding the 'Family Gap' in Pay for Women with Children." *Journal of Economic Perspectives* 12(1):137-56.

slightly different group of workers.⁶ Although the level of the gender pay gap in Figure 2 is slightly different from that in Figure 1, the overall trends are similar.

Figure 3. Ratio of Female/Male Average Weekly Wages by Race and Ethnicity



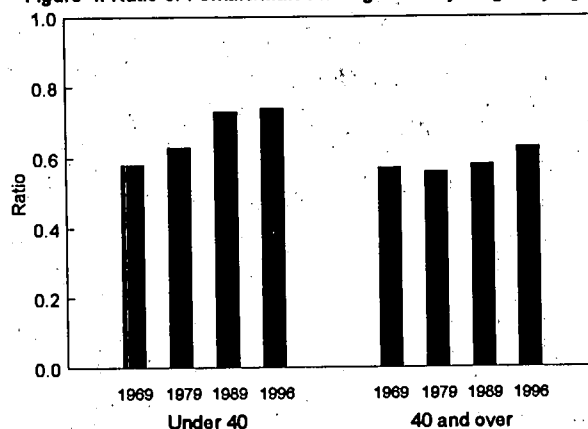
Source: March Current Population Survey, various years.

Figure 3 shows pay ratios for women workers by race and ethnicity, relative to all male workers. Relative to all male workers, wage gains have been faster for non-Hispanic black and non-Hispanic white women than for Hispanic women.

Women of all ages and education levels experienced gains in pay relative to their male counterparts. The gender gap varies little across education groups⁷ but is substantially smaller for younger women (see figure 4). This was not always the case. In 1969, the gender gap was similar for those under and over age 40. But the gap narrowed much faster for younger women. The larger gap among older women may be a generational effect, indicating that the current younger cohort of women has made choices more similar to those of men and/or is not facing as much discrimination as the cohort before them. Alternately, the gap for older women could reflect growing differences in accumulated work experience as women age or a "glass ceiling" effect by which women achieve smaller pay gains over time. Indeed, the bipartisan Federal Glass Ceiling Commission found that "in the private sector, equally qualified and similarly situated citizens are being denied equal access to advancement into senior-

gap was similar for those under and over age 40.

Figure 4. Ratio of Female/Male Average Weekly Wages by Age



Source: March Current Population Survey, various years.

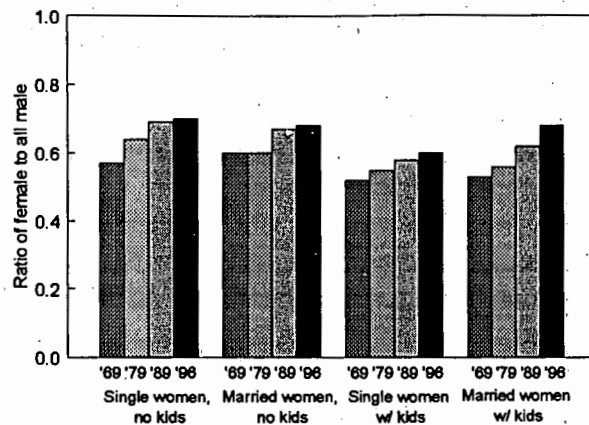
level management on the basis of gender, race, or ethnicity."⁸

⁶Data in figures 2 through 5 are based on tabulations from various years of the March Current Population Survey (Bureau of the Census). The data refer to full-time, year-round workers aged 25 to 64.

⁷Blau, Francine. 1998. "Trends in the Well-Being of American Women, 1970-1995." *Journal of Economic Literature* 36: 112-65.

⁸U.S. Department of Labor Glass Ceiling Commission. 1995. "Good for Business: Making Full Use of the Nation's Human Capital," March. Washington DC.

Figure 5. Ratio of Female/Male Average Weekly Wages by Family Status



Traditionally, women with children have had lower wages than childless women. However, gains in average pay have been greatest for married women with children (see figure 5). It is worth noting that this is also the group of women among whom labor force participation has increased the most since 1970. Although their pay relative to men has climbed, single mothers continue to have the lowest average rate of pay.

Gender gaps in fringe benefits

The male-female difference in wages is also visible in fringe benefits, which currently make up about 30 percent of total compensation. As with wages, some of this gap is related to differences between men and women in human capital and job characteristics, and some remains unexplained. Among younger workers, the gender gap in total compensation appears to be smaller than the gap in wages.⁹ Much of the female-male gap in pension coverage can be accounted for by differences in their labor market histories and is much smaller among younger workers. In addition, among those who have pensions, the gender gap in benefit levels is largely explained by gender differences in income.¹⁰ Therefore, lower wages, and hence lower lifetime earnings, result in lower pension benefits upon retirement. For some women, the lack of coverage or lower benefit levels may not be a problem, since they receive benefits through a spouse. For other women, lack of adequate health or pension benefits from their job is a serious problem. More research is needed to understand the impact of lower fringe benefit coverage on female employees.

III. EXPLAINING THE TRENDS IN THE GENDER GAP

In this section, we examine changes in the relative characteristics of female versus male workers and in the jobs in which they work, and relate these changes to the decline in the gender gap. The next section considers the role of discrimination.

The gender gap has declined both because gender differences in measured characteristics have narrowed, and because the "unexplained" difference in pay (which may be discrimination, as discussed below) has also fallen. Among the measured characteristics, the two most important factors contributing to a narrowing of the gender wage gap between 1970 and 1995 have been improvements in women's relative labor market experience and improvements in their relative

⁹Solberg, Eric and Teresa Laughlin. 1995. "The Gender Pay Gap, Fringe Benefits, and Occupational Crowding." *Industrial and Labor Relations Review*, 48(4): 692-708.

¹⁰Even, William and David Macpherson. 1994. "Gender Differences in Pensions," *Journal of Human Resources*, 29(2):555-587.

occupational status. Changes in unionism also benefitted women relative to men, but have played a smaller role. Although substantial, shifts in employment across industries have had relatively little effect on the gender pay gap. Increases in the returns to skill and increasing wage differences across occupations and industries -- particularly in the 1980s -- dampened women's relative wage gains, since women were disproportionately represented among the less-skilled and in lower-paying occupations.

The Role of Human Capital

Human capital, which includes education and labor market experience, is often viewed as the most important determinant of wages. An additional year of schooling is estimated to increase wages by 5 to 15 percent.¹¹ An additional 25 years of work experience increases wages by an estimated 80 percent.¹²

Differences in labor market experience between men and women are far greater than differences in their educational attainment. But in the 1980s, the difference between men and women workers in average labor market experience began to fall. The increase in women's relative experience by itself would have reduced the pay gap by about 3.5 percentage points over the 1980s. Still, as of the late 1980s, when such data were last analyzed, remaining differences in work experience between men and women were found to explain about one-third of the pay gap that existed at that time.¹³

The Role of Family Status and Children

The relationship between family status and pay is different for men and women. While married men, most of whom have children, typically earn more in the labor market than unmarried men, for women the relationship is reversed. Children are associated with lower wages for women but not for men, in part because children tend to reduce women's work experience and time with their employer.

The pay premium for married men appears to have shrunk during the 1970s and 1980s.¹⁴ However, trends in earnings differences between mothers and women without children are less

¹¹Council of Economic Advisers. 1996. "Promoting Economic Growth: Background Briefing Paper." July.

¹²Freeman, Richard and Lawrence Katz. 1994. "Rising Wage Inequality: The United States vs. Other Advanced Countries." In Richard Freeman, ed. *Working Under Different Rules*. New York: Russell Sage Foundation.

¹³Blau, Francine and Lawrence Kahn. 1997. "Swimming Upstream: Trends in the Gender Wage Differential in the 1980s." *Journal of Labor Economics* 15(1, Part 1): 1-42.

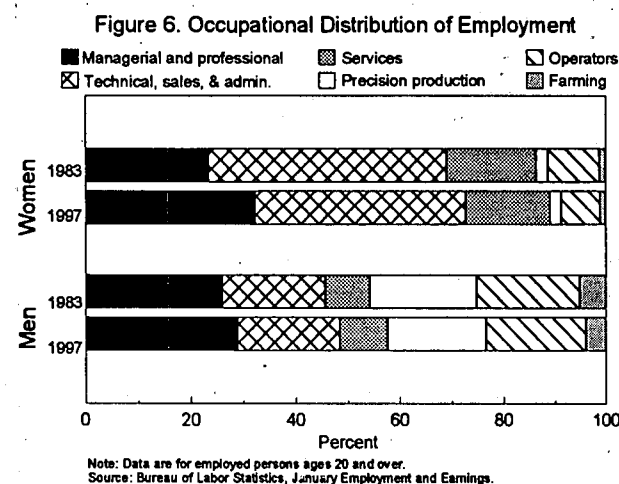
¹⁴Blackburn, McKinley and Sanders Korenman. 1994. "The Declining Marital Status Earnings Differential." *Journal of Population Economics* 7:247-70.

clear. Out of all women, gains in average pay over the last three decades have been greatest for married women with children (see Figure 5). But there is evidence that for younger women, the wage gains for mothers were much less than for non-mothers over the 1980s.¹⁵

The Role of Occupation

Men and women tend to work in different occupations. And wages differ substantially according to the gender composition of the occupation. In particular, men and women who work in predominantly female occupations earn less than comparable workers in other occupations.¹⁶

Figure 6 indicates how men's and women's occupational status have changed over time. Women have increasingly moved into traditionally male occupations. Between 1983 and 1997, the



proportion of employed women who worked in managerial and professional occupations increased from 23 to 32 percent, while the proportion of men in these occupations rose only from 26 to 29 percent.¹⁷ But women are still much more likely to work in service and clerical jobs than men, while men remain more likely to be in blue collar (craft, operator, and labor) jobs.

Occupational segregation by gender began to decline noticeably in the 1970s. Such changes may be due to integration of formerly male or female occupations or to increases in the total

employment share of occupations that have traditionally been more integrated. Movement of women into traditionally male occupations was the predominate cause of the decrease in occupational segregation in the 1970s and 1980s. In the 1980s, growth of overall employment in more integrated occupations was somewhat more important than it had been in the 1970s.¹⁸ The decline in occupational segregation alone in the 1980s would have reduced the gender gap by about three percentage points.¹⁹ Although occupational desegregation has continued in the 1990s, the rate of desegregation through the mid-1990s appears to have been somewhat slower than the

¹⁵Waldfoegel, *op. cit.*

¹⁶Blau, *op. cit.*

¹⁷ Data begin in 1983 due to a major change in the occupational classification system implemented in that year.

¹⁸Blau, *op. cit.*

¹⁹Blau and Kahn, *op. cit.*

rate during the 1970s and 1980s.²⁰

The Role of Unions

Union membership is estimated to boost wages of union members relative to non-union members by 10 to 20 percent.²¹ Men have traditionally been more likely to be union members than women, which helped increase the gender pay gap. The decline over the last 25 years in the fraction of the workforce that is unionized has raised women's relative pay as fewer men receive union wages. In addition, the share of unionized workers who are female has increased as unions have declined less (or even grown) in certain public sector and service-related occupations that have a greater share of female workers.²² These female union members have benefitted from higher union wages. But, overall, the decline of unions has had a relatively small role in the declining gender pay gap; by itself, it would have caused the gender pay gap to decline by about one percentage point over the 1980s.

The Role of Industry

Differences in wages across industries are substantial and persistent. For example, wages for similar workers are 37 percent higher than average in the petroleum industry but about 17 percent lower than average in retail trade.²³ Recent shifts in employment across industries (notably, the decline in the relative employment share of blue-collar jobs, where women are under-represented) have benefitted women relative to men.²⁴ However, the industry shifts had relatively little effect on the gender gap in the 1980s.²⁵

The Role of Changes in the Wage Structure

Trends in the above factors have boosted women's wages relative to men's. However, two major trends have worked to widen the gender gap: increases in the pay premium associated with higher

²⁰Wootton, Barbara, 1997. "Gender differences in occupational employment." *Bureau of Labor Statistics, Monthly Labor Review*, April, pp.15-24.

²¹Freeman, Richard and James Medoff. 1981. "The Impact of Collective Bargaining: Illusion or Reality?" in *U.S. Industrial Relations 1950-1980: A Critical Assessment*, IRRA.

²²Blau and Kahn, *op. cit.* See also Even, William and David Macpherson. 1993. "The Decline of Private Sector Unionism and the Gender Wage Gap." *Journal of Human Resources* 28(2):279-96.

²³Krueger, Alan and Lawrence Summers. 1988. "Efficiency Wages and the Inter-Industry Wage Structure." *Econometrica* 56(2): 259-93.

²⁴O'Neill, June and Solomon Polachek, 1993. "Why the Gender Gap in Wages Narrowed in the 1980s." *Journal of Labor Economics* 11(1): 205-228.

²⁵Blau and Kahn, *op cit.*

"skills" (i.e., higher levels of education and labor market experience) and increased pay differences across industries and occupations.²⁶ This has served to widen the gender gap because female workers continue to have less labor market experience, on average, than male workers, and are, on average, in lower-paying occupations. The rising wage inequality and increasing economic returns to skills slowed women's progress during the 1980s and alone would have *increased* the gender pay gap by about four to six percentage points.²⁷

The Role of Policy

A number of policies in the 1960s targeted gender discrimination in the labor market. The Equal Pay Act of 1963 proscribes gender-based pay discrimination among employees within the same establishment who do "substantially equal" work.²⁸ Title VII of the 1964 Civil Rights Act (and subsequent amendments) proscribes employment discrimination on the basis of sex in a broader set of categories, including hiring, promotion, and other conditions of employment. Executive Order 11246 (issued in 1965 and amended in 1967 to include sex) requires that non-exempt federal contractors and subcontractors take affirmative action in employment.

Few studies have examined the effects of these policies on the gender pay gap. One difficulty in making such an assessment is that these policy changes took place at a time of enormous changes in gender roles and expectations. Isolating the effects of a single policy change from these broader social and economic changes is difficult. One study estimated the effects of affirmative action on hiring by comparing hiring in firms that are Federal contractors to those that are not (and therefore are not subject to affirmative action provisions). Employment of women increased somewhat faster in contractor firms.²⁹ Although no such studies of the effect of policies on the gender pay ratio exist, it is clear that a role for these policy changes cannot be ruled out in both the increase in the gender pay ratio and the other changes that have served to increase the gender pay ratio.

²⁶Blau, *op. cit.*

²⁷Blau and Kahn, *op. cit.*

²⁸*Schultz v. Wheaton Glass Co. op cit.* The Equal Pay Act, 29 U.S.C. § 206(d) (1), makes it illegal to pay men and women employed in the same establishment different wages for "equal work on jobs the performance of which requires equal skill, effort, and responsibility and which are performed under similar working conditions."

²⁹Leonard, Jonathan. 1984. "The Impact of Affirmative Action on Employment," *Journal of Labor Economics*, October, 2, 439-463.

IV. DISCRIMINATION

What is gender discrimination in the labor force?

Gender discrimination may take a variety of forms, from practices that reduce the chances that a woman is hired to differences in pay for men and women who work side by side doing the same tasks equally well. There are a variety of theories about how and why women face discrimination in the labor market. An employer may dislike female employees or underestimate their abilities; customers may dislike female employees or underestimate their abilities; or male co-workers may resist working with women. These attitudes may not be directed toward all workers but may only focus on women in higher status occupations. For instance, male employees may not object to having women work for them but may object when women are their superiors. In addition, employers may engage in what is called "statistical discrimination," meaning that they assume an individual woman has the average characteristics of all women. For example, because women on average have higher turnover rates than men, an employer may assume that a given female job candidate is more likely to leave the firm than a similar male candidate. Statistical discrimination, like other forms of discrimination, is illegal. An employer is required to base hiring or pay decisions on specific information about an individual, not on presumptions based on gender.

The unexplained portion of the gender gap

Although the gender gap has narrowed since the late 1970s, at 25 percent it is still substantial (see figure 1). And as late as the 1980s, the date of the most recent detailed longitudinal study, a gender pay differential of about 12 percent remained unexplained even after adjustments for gender differences in education, labor market experience, broad occupational and industrial distributions, and union status. According to this study, the gender pay gap ratio in 1988 was 72 percent. Women's lower full-time experience explained roughly one-third of the pay gap, and gender differences in industry, occupation, and union status explained about 28 percent of the pay gap. This left about a 12 percentage point pay gap unexplained. This unexplained differential, after adjustments, declined by half over the 1980s, from about 22 percentage points to about 12 percentage points. This decline alone would have reduced the gender gap by about 10 percentage points.³⁰

The unexplained portion of the pay gap is often interpreted as the result of discrimination. In this view, once differences between men and women in the relevant determinants of wages are taken into account, any remaining difference in pay must be due to discrimination. But this explanation may be too simplistic. To the extent that discrimination affects women's educational, job, and family choices, the "unexplained" differential will understate the true effect of discrimination. And, to the extent that an analyst cannot adequately measure all the determinants of wages using available data, there may be significant unmeasured labor market skills that differ between men and women. For instance, if women's labor market experience is less likely to be continuous (for example, due to childbearing), then just controlling for years of work may not fully control for the differential effects of experience on male and female wages. In this case, the "unexplained"

³⁰Blau and Kahn, *op. cit.*

differential will overstate the true effect of discrimination, because it includes the effect of relevant unmeasured factors that influence the relative productivity of male and female employees.

The decline in the "unexplained" portion of the pay gap over the 1980s could either be due to a relative improvement in women's unmeasured labor market skills or a decline in discrimination. Both explanations are plausible. Women's unmeasured skills may have improved relative to men's over the 1980s. (For instance, women have entered elite private universities -- many of which were closed to women before the mid-1970s -- at an increasing rate in recent decades, perhaps increasing the quality of their schooling.) But reductions in discrimination may also have played a role in reducing the "unexplained" difference between men's and women's wages. For example, as women increased their commitment to the labor force and improved their job skills, statistical discrimination against them may have diminished. In addition, reduced discrimination could also have contributed to the decline in the *explained* portion of the pay gap if earlier anti-discrimination efforts encouraged women to invest more in labor market skills and to move into traditionally male occupations.

Studies of gender pay discrimination

Gender pay discrimination under the Equal Pay Act is said to occur when male and female workers employed in the same establishment receive different pay for "substantially equal" work.³¹ A small but growing area of research attempts to collect direct evidence on gender pay discrimination in the labor market in two ways. While none of these studies alone is definitive, taken together they present compelling evidence of the continued existence of gender discrimination in the labor market.

First, a handful of studies have examined whether female workers earn less than comparable male workers within the same establishments and narrowly defined occupational categories. Although evidence is mixed, some studies find substantial pay differences between men and women working in the same narrowly defined occupations and establishments. One recent and thorough study of this kind takes advantage of a unique data set that matches workers in the 1990 Census to information on the establishments in which they work, using the U.S. Census Bureau Standard Statistical Establishment List. Unlike previous studies of this type, the data include workers from all sectors of the economy. The study decomposes the gender gap into a part that is the result of the concentration of women in particular occupations, industries, establishments, and "jobs" (an occupation within an establishment) and a portion due to differences in pay between men and women working in industries, occupations, establishments, and jobs with a similar percentage of female workers. The authors find that a substantial portion -- at least one-quarter -- of the pay gap is the result of differences in pay between men and women working in similar jobs and establishments.³²

³¹*Schultz v. Wheaton Glass Co., op cit.*

³²Bayard, Kimberly, Judith Hellerstein, David Neumark, and Kenneth Troske. 1998. "New Evidence on Sex Segregation and Sex Differences in Wages from Matched Employee-

Second, an even smaller set of studies attempts to measure productivity of female and male workers directly to determine whether gender pay differences can be directly linked to productivity differences. This approach is rarely implemented because it requires information on wages and a reliable (and non-gender-biased) measure of productivity such as physical output per hour or sales. But a recent study of this sort found that pay differences between comparable women and men are too large to be explained by productivity differences: Using a large linked employer-employee data set, it concluded that "at the margin" women were 85 to 96 percent as productive as men but were paid only 66 to 68 percent as much as men.³³

Finally, studies of discrimination in hiring offer additional, albeit indirect, evidence related to the gender pay gap. For example, the introduction of "screens" to conceal the identity of candidates from juries in auditions for symphony orchestras markedly increased female musicians' chances of success in such competitions and raised their odds of being hired.³⁴ An audit study -- in which male and female candidates submitted essentially identical resumes for restaurant jobs -- found that female applicants were less likely than their matched male counterparts to be interviewed or hired as wait-staff in high-price restaurants (this was not true in low-price restaurants).³⁵ There is some informal evidence that earnings tend to be higher in high-price restaurants; therefore this difference in hiring could contribute to gender differences in pay.

V. CONCLUSION

There is both good news and bad news with regard to gender pay differences. The bad news is that there remains a significant differential between women's and men's pay. On average, women earn about 75 percent of what men earn. Even after controlling for differences in skills and job characteristics, women still earn less than men. While there are a variety of interpretations of this remaining "unexplained" differential, one plausible interpretation is that gender wage discrimination continues to be present in the labor market. This interpretation is buttressed by other more direct studies of pay discrimination, which also show continuing gender differences in pay that are not explained by productivity or job differences.

Employer Data." Paper prepared for the U.S. Bureau of the Census' International Symposium on Linked Employer-Employee Data, Washington DC, April.

³³Hellerstein, Judith, David Neumark, and Kenneth Troske. 1996. "Wages, Productivity and Worker Characteristics." National Bureau of Economic Research Working Paper 5626. June.

³⁴Goldin, Claudia and Cecilia Rouse. 1997. "Orchestrating Impartiality: The Impact of 'Blind' Auditions on Female Musicians." National Bureau of Economic Research Working Paper No. 5903. January.

³⁵Neumark, David, Roy Bank and Kyle Van Nort. 1996. Sex Discrimination in Restaurant Hiring: An Audit Study. *Quarterly Journal of Economics*, August.

The good news is that these differences have decreased in recent decades. This is true not only for the "raw" gap in average female/male pay, which has decreased from about 40 percent to about 25 percent over the past two decades, but it is also true for the "unexplained" difference in female/male pay once factors that affect pay are controlled for. This suggests both that women's skills and job choices are becoming more similar to those of men, and that discrimination may be lessening as well.

Gene
Until... a teacher ^[trained] who can help ^{has the training}
not only how to use but to learn + explore w/ it
think more creativity

Grads:

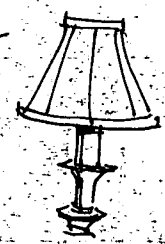
Dr. Dorothy Height
Rep.
Sen.

FL - context
VP - talk to Eli
- personal stories

Mrs. Gore - come long way
further to go

Find state stats to tie back locally
- perhaps state by state workforce #s
due 1:10 pm tomorrow

CEA report today



POTUS - reports
push for leg.

USA Today
Nexis - max, radio

Equal Pay

Jeff -- I attended a meeting on Friday for the Equal Pay Event on Wednesday. Here is what I learned:

2:30pm Rose Garden

Purpose: to commemorate the 35th Anniv. of the Equal Pay Act, signed by one of your heroes. POTUS will announce a CEA study which shows the current disparity.

PROGRAM:

- 1) HRC (who will set the scene, talk about the history -- no announcements)
- 2) Member of Congress (Gephardt or DeLauro)
- 3) Senator (either a woman or Sen. Kennedy)
- 4) Mrs. Gore
- 5) VP (the personal angle-- will talk about his daughter, mother and share letters that women have written in about their work experience)
- 6) Dorothy Height (was present at the signing) *honored by her presence here today*
- 7) POTUS

Three announcements

1. CEA Study (enclosed)
2. Labor Dept. study (to be mentioned, but statistics should be drawn from the CEA schedule)
3. Reiterate the call for legislation

Tom Freedman of Domestic Policy is the person to talk w/ on this. 6-5587 This speech should be into POTUS by his phone and office time at 1:00 on Tuesday. (Per MW's new procedure memo).

ABOUT the People Common Cause

Government of, by, and for the people

Dorothy Height

*A lifelong advocate for the rights and welfare
of African-American women and families.*

Dorothy Height, who has presided over the National Council of Negro Women (NCNW) for nearly 30 years, is one of the nation's leading voices on behalf of African-American women and families.



During the peak years of the civil rights movement, Height was often the only woman included in top strategy sessions, working shoulder-to-shoulder with Martin Luther King Jr., Roy Wilkins and other leaders. Known for her ability to foster unity and heal divisions, her counsel has been sought by many U.S. Presidents, from Eisenhower to Clinton.

In the tradition of NCNW's founder, Mary McLeod Bethune, who said to "leave no one behind," Height, now 84, continues to devote her energies to organizing and educating at the grassroots, especially in troubled communities. A coalition of service organizations reaching four million African-American women, NCNW trains volunteer community workers to organize at the local level, sponsoring day care centers, promoting reproductive health efforts, helping teens stay focused on school, and leading countless other activities. "Part of our whole job is to help people influence their own lives," she says.

For many years Height worked simultaneously at the YWCA, where she began in 1937 as a volunteer and eventually became the first director of its Center for Racial Justice.

In 1986, under her leadership, NCNW began the Black Family Reunion, which has grown to be an important annual tradition in a number of cities. Drawing together tens of thousands of African Americans, from the homeless to the famous, the reunion celebrates the historic strengths and traditional values of the black family.

"The Black Family Reunion generates what I call community energy to deal with problems," Height says. "It far exceeded anything we could have dreamed. It was as if people had been

waiting for something positive like this."

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WOMEN

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Height, Dorothy

(1912-), civil and women's rights activist

Dorothy Irene Height was born on March 24, 1912, in Richmond, Virginia, and raised in Rankin, Pennsylvania. A 1933 graduate of New York University (with both bachelor's and master's degrees in educational psychology), Height was involved in social service for some six decades, four of them as president of the National Council of Negro Women (NCNW), an umbrella organization that comprises civic, church, educational, labor, community, and professional groups. Her involvement with the Young Women's Christian Association (YWCA) facilities for black women, dating to the 1930s, led to her advocacy of improved conditions for black domestic workers, to her election to national office within the YWCA, and to her involvement with that organization's integration policy. In 1957 she became the fourth president of the NCNW, which she steered through the civil rights struggles of the 1960s by organizing voter registration in the South, voter education in the North, and scholarship programs for student civil rights workers. In the 1970s she helped the NCNW win grants to provide vocational training and assist women in opening businesses. Height subsequently used her position to call on the black community to make itself more independent, placing special emphasis in the 1990s on drawing young people into the organization to join in the war against drugs, illiteracy, and unemployment. She has also served as a social services expert on local, state, and federal governmental committees concerned with women's issues. Before retiring in 1996, she helped secure funding for a national headquarters for the NCNW in the historic Sears House in Washington, D.C., where the organization also housed its Dorothy I. Height Leadership Institute. Among the numerous honors bestowed upon her are the Presidential Medal of Freedom (1994).

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THE
NATIONAL
WOMEN'S
HALL OF FAME



Dorothy Height 1912-

It is said of Dorothy Height that her lifetime of achievement measures the liberation of Black America, the advance of women's rights and a determined effort to lift the poor and the powerless. Height began her



career as a staff member of the YWCA in New York City, becoming director of the Center for Racial Justice. She became a volunteer with the National Council of Negro Women, when she worked with NCNW founder Mary McLeod Bethune. When Bethune died, Height became president, a position she continues to hold. NCNW, an organization of national organizations and community sections with outreach to four million women, develops model national and international community-based programs, sent scores of women to help in the Freedom Schools of the civil rights movement, and spearheaded voter registration drives.

Height's collaborative leadership style brings together people of different cultures for mutual benefit. Since 1986, her belief in the importance of

strong families has been the primary energy behind the Black Family Reunion Celebration in which almost 10 million have participated.

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Lifestyle

A tenacious mentor among black women

Dorothy Height has lived to do all she can.

By Maida Odom
INQUIRER STAFF WRITER

WASHINGTON -- The time is 1963, and Dorothy Height already is a venerable, articulate leader. She is standing in the front row -- among honorees and speakers -- at the historic civil rights march on Washington. Yet she never steps forward to address the crowd. And the mass media, for the most part, doesn't even notice her.

It couldn't happen today -- a civil rights event with no women speaking on the program -- but those were different times and Height, now 85, understood those times when women could be the "backbone" -- but not the voice -- of the movement.

"If you're in a group that's [made up of] Roy Wilkins, A. Phillip Randolph and Martin Luther King, you don't elbow yourself [in]," said Height, who retired as president and CEO of the National Council of Negro Women in December after 40 years on the job.

"Fortunately, the men were very respectful and we worked on strategies together," she remembered during an interview at an NCNW tea party and hat auction in Washington last month. "There was no competitiveness. I felt myself up here," Height said, lifting an arm.

"We worked together; we had differences. Many times I could connect them when they could not deal with themselves.

"People in women's groups are always asking me, 'How did it seem?' " said Height. "Well, at many times the press ignored me as if I weren't there. But I still held my ground."

"I learned," said Height, "if you don't know what your goals are, anybody can step over you. I found myself in a situation in which we had very strong leadership."

Under Height, who is now chairwoman and president emerita of the NCNW, the organization grew from a group of mostly volunteer workers to a staff of 54 people in the United States, and staffed offices in Egypt, Senegal and Zimbabwe. A new national office building is on Pennsylvania Avenue between the Capitol and the White House.

The NCNW, which represents about four million women through its 250 chapters and 38 affiliated organizations, now will be led by Jane Smith, a

former administrator at the Carter Center in Atlanta.

Besides an enlarged staff and the new headquarters, Height's tenure likely will be remembered mostly for the initiation of the popular Black Family Reunions -- spring and summer festivals with workshops, forums and booths where people can get and distribute information about educational opportunities and health and civic issues.

"The idea," said Height, "grew out of a Bill Moyers documentary: *The Vanishing Black Family*. After we saw that in 1986 we were really deeply concerned because it really was not about the family, it was about teenage pregnancy and this image of the young boy, Timothy, who went through the community and impregnated all these girls. He did all these things and became kind of a hero, people talked about him as if he was some kind of hero.

"And we thought, 'We need to do something.' But our publicist told us, 'We cannot answer the media . . .'

"But we took the idea that Dr. King had: He said, 'Put people into action in their own behalf.' And so we started off with the idea if we did something like a family picnic where people all come together, but also stress certain values. We looked at our traditional values, historic strengths and we tried to lift them up."

Has she been surprised by the reunions' success?

"Like anything else, you hope and you work at it. But it really has become a national movement," Height said. "We've had over 14 million people [attend] in eight different cities. And people come from all over and more people are having their own family reunions.

"Through the Black Family Reunion, we are trying to get the sense of community like the old extended family. Young people today grow up in a very different time from the one in which I grew up," she said referring to her childhood in Rankin, Pa., near Pittsburgh, where her family moved when she was 4.

"You do not have that sense of extended family in the community, in which everybody cared about every child. So many of our children today are growing up in a society that's overridden with drugs, and violence and living in bad conditions," said Height, who never married and has no children.

"There are so many of our young people who are not only making it in school but doing well, and Mrs. Bethune in her legacy said, 'I leave you a responsibility to our young people,' and I think we have to look at that responsibility in some new ways."

Mrs. Bethune -- Mary McLeod Bethune -- the founder and former president of the NCNW, died in 1955, but Height still speaks of her often and with great reverence.

Height, a social worker by training, met Bethune and Eleanor Roosevelt on the same day -- Nov. 7, 1937. Height, who was at that time working at a YWCA in Harlem, was selected to escort the first lady to a meeting with Bethune. "She was a magnificent human being, she was very deeply spiritual but also very practical -- politically very astute," Height said.

"I think Mrs. Bethune was a great woman of vision; she saw possibilities and she saw what needed to be done," said Height, noting Bethune founded a four-year accredited college in 1923 -- Bethune Cookman College in Daytona Beach, Fla., -- prior to establishing the NCNW in 1935.

"You had to avoid having a sense of awe; as you worked with her you came to know she had a great sense of humor," said Height, who joined the NCNW as a volunteer executive beginning in 1942.

Seminary student Sheila McNeil, a guest at the tea honoring Height, said she had recently finished a research paper on Bethune that helped her better understand Height's career.

"I discovered some of the legacy that she [Bethune] passed on to Dr. Height. One of the things that kept coming up in my mind was, 'Why did she stay at the council [NCNW] so long?' said McNeil, an associate pastor at Metropolitan Wesley A.M.E. Zion Church in Washington.

"For sisters back then, there was this thing about character and longevity and doing all you could. A tenacity was there in terms of all that they have done. That has really helped inspire me," said McNeil, whose sentiments were echoed by others who have watched Height's career.

"She's been our mentor, our teacher, our example," said Pat Gibson, director of marketing for the NCNW. "Dr. Height is an incredible leader and an example for all women."

In the March issue of Essence magazine, U.S. Secretary of Labor Alexis Herman credited Height with encouraging her to come to Washington and accept a post in the Carter administration as head of the Department of Labor's Women's Bureau.

Height also sat behind Herman, offering support at the secretary's confirmation hearing.

Examining her leadership over four decades, Height described the changes she'd seen.

"You have to bear in mind that in 1957, the nation was deeply segregated. It was in that year we passed our first civil rights act, which established the Fair Employment Practices Commission, which worked against job discrimination. So many doors were closed to women although we were highly trained and many had all the credentials, but there were just very few jobs.

"It has greatly improved because of not only the Civil Rights Act [of 1964] and the civil rights movement but also the work of the women's movement."

One of the benefits of longevity is that "you see the development, you see the progress," Height said. "The tragedy is the progress also reminds us of how long some of the people waited to move forward, and it sort of lays bare so much that yet has to be done."

"The first two resolutions I wrote for the NCNW had to do with child labor and minimum wage. And so many years later I'm still working on issues related to children and related to economic issues and wages. I mean, it's different but at the bottom it's the same issues.

"What we focus on now is education, health and the broad area of family life. We have put a great deal of stress on trying to do more with parents, family."

Height's successor, Jane Smith, who ran the Atlanta Project, a neighborhood improvement program at the Carter Center, says the NCNW's future lies with playing a key role in "the democratization of America."

"We find ourselves at the new millennium where we are thinking in terms of diversity -- no longer black and white. We want to maintain a leadership position within the human rights and civil rights movement. We want to see to it that the strategy for this goal and this new millennium involves the leadership of African American women."

Height has no doubt that African American women will play a leading role in the next century.

"If we were not a strong community we would have been gone long ago. Women, black women are the backbone of everything in our community," she said. "I often say that, 'Black women are women who seldom do what they want to do, but always do what they have to do.'"

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Dorothy Irene Height



Additional contact information coming soon.

Bio

Dorothy Height's distinguished service and contributions to the world have earned her over fifty awards and honors from local, state, and national organizations as well as the federal government. In 1965, she received the John F. Kennedy Memorial Award from the National Council of Jewish Women. In 1964, she was awarded the Myrtle Wreath of Achievement by Hadassah. For her contributions in interfaith, interracial, and ecumenical movements for over thirty years she was awarded the Ministerial Interfaith Association Award in 1969. In 1968, she received the Lovejoy Award, the highest recognition by the Grand Lodge, 1.13.P.O. Elks of the World for outstanding contribution to human relations. In 1974, Ladies Home journal named her 'Woman of the Year' in recognition for her work for human rights; and the Congressional Black Caucus presented her with the William L. Dawson Award for decades of public service to people of color and particularly women.

Working closely with Dr. Martin Luther King, Jr., Roy Wilkins, Whitney Young, A. Phillip Randolph and others, Height participated in virtually all major civil and human rights events in the 1960's. For her tireless efforts on behalf of the less fortunate, President Ronald Reagan presented her the Citizens Medal Award for distinguished service in 1989, the year she also received the Franklin Delano Roosevelt Freedom Medal from the Franklin and Eleanor Roosevelt Institute. Her awards also include the 1987 Essence Award; the Stellar Award for 1990; the Camille Cosby World of Children Award in 1990, the 1989 Caring Award by the Caring Institute; and the Olender Foundation's Generous Heart Award in 1990.

She also received the Springam Medal from the NAACP in July 1993 and was inducted into the 'National Women's Hall of Fame' in October 1993. President Bill Clinton presented her with the Presidential Medal of Freedom Award in August 1994.

Dr. Height received her masters degree from New York University, and has received over twenty-four honorary degrees from such institutions as Spelman College, Lincoln University, Central State University, and Princeton University.



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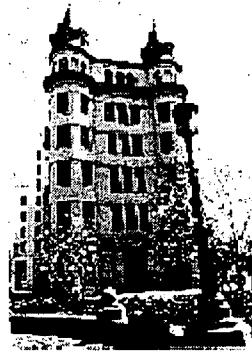


photo by Betty Kleckley Stradford

National Council of Negro Women, Inc. World Wide Web

COMMITMENT, UNITY, SELF RELIANCE



***Dr. Dorothy I. Height
CEO/President***

photo by Deborah "Da Bush"

□ What is the *National Council of Negro, Inc. (NCNW)*

Founded in 1935 by noted educator and human rights activist Mary McLeod Bethune, the National Council of Negro Women is the nation's broadest based organization of African American women. A non-profit voluntary service organization with 34 national affiliated constituency based organizations and 250 community based sections, NCNW has an outreach to over four million women.

□ The Mission

The mission of the National Council of Negro Women is to advance opportunities and the quality of life for African American women, their families and communities.

□ **The Message**

Consistent with our founder's vision, NCNW serves as a national "organization of organizations" to extend the collective power and leadership of African American women.

□ **The Method**

NCNW translates its philosophy into research, advocacy, public education, and national and community based services and programs in the U.S. and Africa.

□ **How can you take part in the *Plan for the Future*?**

BECOME A MEMBER

GROW WITH US



photo by Betty Kleckley Stradford

Write to: NCNW, Inc.

633 Pennsylvania Ave., N.W.

Washington, D.C. 20004

Contact: Membership Department (202) 383-9135

POTUS - medal of Freedom 8/8/94

Dorothy Height is one of the world's most tireless and accomplished advocates of civil rights, the rights of women and the health and stability of family and community life. From the days when she helped Eleanor Roosevelt to organize the World Youth Conference in 1938, she has remained engaged in the public arena for 60 years and more. As a leader of the National Council of Negro Women and the Young Women's Christian Association, she's been a powerful voice for equal opportunity here and in developing nations around the world. In recent years, her Black Family Reunion celebrations have reminded our society that self help and self reliance within loving, extended families are the dominant cultural traditions of the African American community.

June 5, 1998

6-8-98

MEMORANDUM FOR THE PRESIDENT

FROM: MICHAEL WALDMAN *MW*
SUBJECT: SPEECHES IN THE UPCOMING WEEK

This memorandum lays out the themes of the speeches that will be coming up in the next week, as well as what we *hope* will be the headline. Please let us know if you have any concerns or guidance.

5/8 **UN Special Session on Drugs**

Goal: "President takes fight against drugs to UN"

This speech to the UN (approximately 10 minutes) will focus on both sides of the counternarcotics fight -- demand at home and supply. It will discuss our success to date in reducing demand at home, as well as highlighting the success that supplier-countries have had (with our help) in cutting off the flow of drugs. It will include several initiatives, most prominent of which will be a proposal to extend the anti-drug education campaign, extending the public service advertisements with a 5 year, \$2 billion initiative.

5/9 **Korean State Visit -- press conference opening statement**

Goal: "President praises Korean democracy"

The opening statement will stress how democracy has strengthened Korea as it has faced economic difficulty. It will refer to the need to pass IMF funding to help stabilize the world economy and secure America's prosperity. *NOTE:* We expect the Q&A, rather than the statement, to be the most newsworthy part of the press conference.

Signing of the highway bill

Goal: "President signs highway bill"

This statement will praise the highway bill for its support of rebuilding our infrastructure, and its support for welfare reform and the environment. It will note that this bill is a compromise, which includes more investment than we had sought, but that in all it maintains fiscal discipline and is good for America. *NOTE:* We expect this to receive only regional press coverage.

5/10 **Equal Pay event**

Goal: "President prods Congress to pass equal pay law"

This speech will mark the 35th Anniversary of the Equal Pay Act, signed by President

Kennedy. Family incomes are now rising, which has helped lift the incomes of both men and women. You will release a new CEA study showing that while the pay gap between women and men has shrunk over the years, it is still too large. You will call on Congress to pass legislation, introduced by Sen. Daschle, that strengthens the Equal Pay Act by increasing penalties for pay discrimination, and takes other steps.

5/11 **Foreign policy speech**

Goal: "Clinton answers China critics; says policy advances America's interests, security"

Events of recent weeks make plain that as we enter the 21st Century, America's relationship with Asia will be increasingly important [*Indonesia, India/Pakistan, stability on Korean peninsula*]. We are seeing more than ever that in all these areas, the relationship between the United States and China is a key to stability, peace and security. The President's policy of engagement -- and the trip to China -- are advancing the national interest, producing results in areas that matter to Americans: stability in Asia ... combating international crime ... protecting the environment ... preventing the spread of weapons of mass destruction ... improved human rights. America faces a choice: we can lead and work with China in the many areas important to our national interest, or we can go fools errand and try to isolate one quarter of the world's population.

5/12 **Oceans Conference**

Goal: "President bans offshore oil drilling in California, calls for action to save oceans"

The Oceans Conference in Monterey, where you will appear with the Vice President, will be an opportunity to broadly discuss efforts to protect the environment. To pass the Earth on to future generations, we must act now, in this moment of prosperity, to safeguard our natural treasures. The most newsworthy policy announcement will be a ban on offshore oil drilling along the California Coast.

5/13 **Portland State University Commencement Address**

"The New Immigration: Building One America in the 21st Century"

Radio address (same topic)

The central theme of the Portland State Address will be immigration -- how it is essential to the American experience, how it has shaped our values and our culture, and how it can continue to strengthen and enrich our nation to this day. We are in the midst of the greatest wave of immigrants since the turn of the last century. This new wave of immigrants, just as previous waves did before, once again raises fundamental questions -- Is this immigration a good thing? And as our people become more ethnically and culturally diverse, what does it mean to be an American?

First, the speech will make a forceful case for why the new immigration is good for

Why
Dependent
Speech
This seems
like a waste
unless there's
nothing else
to do

America -- as immigrants renew our cities, start new businesses, refresh our culture. It will make a strong case against the anti-immigrant backlash.

Second, at the same time, it will argue that to maintain a strong nation in the face of unprecedented demographic change, we must all redouble our commitment to our shared values and ideals -- America's 'civic religion' -- which has helped absorb every generation of immigrants. Immigrants must open themselves to the culture they find here, recognizing that fully participating in the broader community of their country of choice is not at odds with respect to the country of birth. And native-born Americans should treat the new immigrants as we would have wanted our grandparents to be treated.

47638

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WASHINGTON

1/2 sent on Cal

1) 35th ann. - Lab Rept here (guide)

2) we support leg to strengthen
^{here's what}
Daschle - DeLauro
(VP endorsed)

3) CEA rept

~~gap has shrunk~~

98 → 75% over 20 yrs

of remaining gap - portion due
to discrim.
- though we can't

a) shows dram improv

b) more to do → challenge of balancing work
75% - factors beyond discrim
but rept shows discrim. exists.
main reasons for this - ^{incl} competing dem of work + family
but one reason cont: discrim (glass ceiling)

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WASHINGTON

Chelsea?

I want my daughter
Dream of ~~us~~ we want our daughters
to inherit
— world my daughters —

- will hit glass ceiling?

↓ discrim →

Choices they'll make based on
for better ed., etc.

Leg

Make this like an initial endorse.
(two Gore has already)
I am pleased to personally endorse

* [Equal pay for equal work
way to hedge "comparable worth"

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. note	Phone Number. [partial] (1 page)	c. 05/1998	P6/b(6)

COLLECTION:

Clinton Presidential Records
Speechwriting
Jeff Shesol
OA/Box Number: 19942

FOLDER TITLE:

Equal Pay Anniversary 6/10/98 [2]

2006-0467-F
vz202

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.

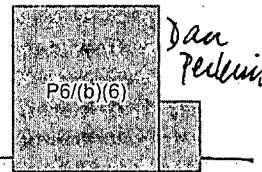
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

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]

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[001]

Equal Pay Act 1963

guaranteed equal pay for equal work
(but excluded employees not covered by
Fair Labor Stds Act ; no prov for enforce.)
-some effect

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WASHINGTON

Strong econ / rising income ~~is~~ lift ♂ + ♀

* Avoid the zero sum game

But we have more to do. Bill:

- tightens penalties

Focus on CEA report

Call ^{Dr.} Janet Yellen or whoever at CEA 55042

Larry Stein ⁶⁶⁰¹⁴ - Dir. Leg. Affs.

Karen Tranter ⁶⁶⁷⁴⁷ - Labor person for Podesta

Gene Spelling

Broderick Johnson 66620

Joyce

- exp at Barnard

- choices I have to make - balance home + family



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WASHINGTON

~~Betty Berman 55014 (Beverly?)~~

Betty Blank ⁵⁵⁰³⁶ ~~55107~~ rm 418

Gray Finkelstein ⁵⁵ 55147

Don 2:45
Lewis Mon

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Comp worth
Chelsea - our daughters
Pres Kennedy

Equal pay [not: ...for equal work]

Refer to stories

Have made progress - narrowed gap

Blank

Tom 4:30
Friedman

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Ach:-
Robin
Wells
OPL - F's office
Andrew

CEA report

in 35 yrs, subst. progress.

But CEA, w/ DOL history, shows long way to go

at every level

particularly minority &

(*) stat on how much & have lost in 35 yrs.
NEC —

We have made sub. progress

lot of evil

Some is improve in jobs, skills, ed.

But some gap not explained by " " "

+ some evidence

Shame on Amer. that we haven't solved

should be pol issue — should be issue of kind

of country we want to be

consequences for whole families Kelly

[& whose mother died — daughter still working
on bill & Cong. Edna Kelly

& buys same bread as man — same cost

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Lab — min & hit harder
rept ~~men of labs make more \$~~
— what kinds of work & are doing
some ref to glass ceiling rept.
CFA — younger & are doing better

Take longer to get equal pay
than man to moon

Business

Release Lab rept shows 35-yr
how & occupations changed
