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Room 308

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TO: Ruby Shamer
ROOM: 2nd floor ^{WW} DATE: 10/15

☒ Per Your Request

☐ FYI

Comments:

From: Jaqueline Craig

EOP LIBRARIANS--YOUR INFORMATION PARTNERS

May 14, 1999

MEMORANDUM FOR BRUCE REED

**FROM: NICOLE RABNER
RUBY SHAMIR**

SUBJECT: "WORK AT HOME" STATISTICS

You asked us to verify the following quote by the President:

"When I became President in America, there were 3 million people making a living primarily out of their own home, for example. When I was reelected, there were 12 million. Now there are 20 million, in only two years." [4/25/99]

We cannot find a match for these figures in our research in part because the methods of data collection in this area employed by the various agencies and private companies are inconsistent. Each of these entities uses different definitions for people who make their living from home, making aggregating the various sets of numbers impossible (e.g. the definition of telecommuters ranges from people who telecommute once a month, to people who telecommute once a week).

The following statistics represent a range of the figures we could quote on the total number of people who make at least a portion of their income from the home, the number of people who own and operate home-based businesses, and the number of people who telecommute.

Note: The figures in each category can overlap because households, and workers can play one or more of these roles at once (for example: a worker can be a telecommuter who owns and runs a small home-based business on the weekends).

Overall Home-Based Income Earners

The March 1998 release of "Work at Home" statistics by the Bureau of Labor Statistics (BLS) reported that 21 million people "did some work at home" in 1997 for which they were directly or indirectly compensated, a 1.5 million increase from the 1991 figure of 19.5 million. In this report BLS noted that there was a marked increase in the number of wage and salary workers who reported direct compensation for their work at home from 1.9 million in 1991 to 3.6 million in 1997. This BLS Data comes out every six years, and is from a supplement to the Current Population Survey.

The International Data Corporation (IDC), a market research company that has conducted phone surveys since 1986, reports that the total number of home office households – which includes households of corporate after-hours workers, telecommuters, owners of home-based businesses, and other self employed people – has increased from 24.6 million in 1993 to 37.3 million in 1998. IDC projects that this figure will rise to 43.2 million by 2000.

CyberDialogue, a New York based research and consulting firm that has been tracking telecommuting rates for over a decade (also by phone), cites a slightly higher number for people who make some part of their income from the home because it additionally includes less frequent telecommuters and independent contractors. This data claims that the number of "home-workers" almost doubles from 28.7 million in 1993 to 54.6 million in 1998.

Home-Based Businesses

According to the BLS, 6.5 million of the 21 million wage and salary workers who did some work at home, were self-employed and more than 4.1 million self-employed workers were working in home-based businesses.

According to IDC there were 16.9 million income generating home-office households in 1993 and 22.2 million such households in 1998, with a projected increase to 26 million in 1999. This can include people who run a home-business full time or on the side, or those who may not identify themselves as home-business owners on their tax returns (potentially, so as not to be penalized for zoning and other violations).

CyberDialogue's data shows that 12.4 million people in 1993 were self-employed people who do any type of work at home for which they are compensated (telecommuters not included) including home-based business owners. In 1998 the figure was 19.6 million.

Telecommuters

According to a study by the U.S. Department of Transportation (DOT), in 1992 approximately 2 million people telecommuted, mostly from home (99% telecommuted from home). The study projected that by 2002, 7.5-15 million workers would telecommute from home and from telework centers. The DOT defined telecommuters as people who work from home or from a satellite telework center at least one day per week.

IDC defines telecommuters as those who telecommute at least three days per month. IDC estimates that there were 6.1 million telecommuters in 1993, 8.2 million telecommuters in 1996, and 9.9 million telecommuters in 1998. IDC also projects that there will be 11.7 million telecommuters in 2000.

CyberDialogue defines telecommuters as those who telecommute at least one day per month. According to CyberDialogue, there were 7.3 million telecommuters in 1993, 8.7 million telecommuters in 1996 and 15.7 million telecommuters in 1998.

Despite the discrepancies in the data, we can reliably make the following points:

- There has been a steady increase in the number of people who make a portion of their income from the home – whether as telecommuters, home based business owners, or others – and this figure continues to rise.

- This trend is promising in that it indicates greater flexibility in the corporate workplace, and reflects the expansion of technology into many more American homes. However, it also demonstrates another trend that has been gaining momentum: that the average workweek has lengthened considerably for people in a wide-range of professions – from managers to truck drivers – who are in their child-rearing years.

We have passed this information on to Paul Glastris and June Shih.

As we develop policies to address the needs of this growing population of workers, we might consider developing a reliable, uniform way of counting them year to year. We could, for example, insert questions in the Current Population Survey, a monthly Census Department survey of approximately 50,000 households, such as: Do you make any part of your income from work you do at home? Do you telecommute to your central office three times a month from home or from a telework center? These statistics would give us a better sense of the direction our policies could go.

Overall Work at Home Statistics

Every six years the Bureau of Labor Statistics (BLS) releases "Work At Home" Statistics which apply to people who telecommute approximately once a week, home-based business owners, and other self employed people. Because the data is measured every six years, the short term trend line is more difficult to determine. According to the BLS report released in March 1998, more than 21 million people did some work at home in May 1997. The BLS figures show:

- The number of people who did some work at home only grew by 1.5 million since 1991 -- however, of people specifically paid for the work they did at home (i.e. not just those who took their briefcases home) increased substantially. In 1991, only 1.9 million wage and salary workers who worked at home got paid for their work while in 1997, 3.6 million wage and salary workers got paid for their work at home.
- More than 70% of people who made a portion of their income from home were married-couple families, and over 9 million of those who did some work at home had children under 18.

Overall Work at Home Trends

The following CyberDialogue statistics show a year to year trend in people who make a living from home, however the BLS and CyberDialogue numbers cannot be aggregated because they use different definitions for people who made a portion of their income from home. The CyberDialogue count -- noticeably higher than BLS's -- includes once-a-month telecommuters, people (whether self-employed or working for a company) who bring work home after hours, independent contractors, and home-based business owners.

1990: 25.3 million
1991: 27.9 million
1992: 27.3 million
1993: 28.7 million
1994: 34.9 million
1995: 40.9 million
1996: 42.2 million
1997: 52.1 million
1998: 54.6 million

Therefore, according to CyberDialogue data, the number of people who make some part of their living from the home has more than doubled in this decade alone.

Home-Based Businesses

According to BLS, of the 21 million people who did some work at home in 1997, about 6.5 million were self-employed. More than 4.1 million self-employed workers were working in home-based businesses. The vast majority of these people -- 3.8 million -- were white.

According to a study produced by the Small Business Administration Office of Advocacy, age is not a factor for men entering business, while the likelihood of women becoming home-based

business owners increases with age. The study also noted that home-based businesswomen in their 20s earn substantially less than self-employed women in their 20s who work outside of the home. However, businessmen of the same age make almost the same income, regardless of their business location.

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1990: 11.2 million
1991: 11.6 million
1992: 12.1 million
1993: 12.4 million
1994: 14.2 million
1995: 15.6 million
1996: 16.4 million
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Therefore, according to CyberDialogue data, in the last decade the number of self employed people who do any type of work at home for which they are compensated has almost doubled.

Telecommuting

According to a study by the U.S. Department of Transportation, in 1992 approximately 2 million people telecommuted, mostly from home (99% telecommuted from home). The study projected that by 2002, 7.5-15 million workers would telecommute from home and from telework centers (a projected 50.3% would telecommute from telecommuting centers closer to home than the central office). The DOT defined telecommuting as people who work from home or from a satellite telework center at least one day a week. The study estimated that fuel emissions, time spent travelling, and gasoline costs would all sharply decline as a result of telecommuting.

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Therefore, we could reliably say that since the President took office the number of telecommuters has doubled. The rapid increase in telecommuters can be attributed in part to the decrease in cost of personal computers, and a more compelling reason to use them – the Internet. Between 1993 and 1997 the number of home-based business owners who were on-line increased roughly eight-fold.

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As we develop policies to address the needs of this growing population of workers, we might consider developing a reliable, uniform way of counting them year to year. We could, for example, insert questions in the Current Population Survey, a monthly Census Department survey of approximately 50,000 households, such as: Do you make any part of your income from work you do at home? Do you telecommute to your central office three times a month from home or from a telework center? These statistics would give us a better sense of the direction our policies could go.

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Draft October 14, 1999 – Tom Kalil

PRESIDENTIAL DIRECTIVE ON THE E-SOCIETY

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

The Internet and other information and communications technologies are changing the way we work, learn, communicate with each other, and do business. These technologies are shaping our economy and our society in the same way that the steam engine and electricity defined the Industrial Age.

In recent years, information technology has driven the U.S. economy, accounting for one-third of U.S. economic growth and generating jobs that pay almost 80 percent more than the private sector average. All businesses are scrambling to use the Internet to increase productivity, boost exports, cut the time required to develop new products, and forge closer relationships with customers and suppliers. By 2003, e-commerce in the U.S. alone could exceed \$1 trillion per year. For these reasons, my Administration has pursued a market-led approach to global electronic commerce, that relies whenever possible on private sector leadership and seeks to eliminate legal and regulatory barriers to e-commerce.

But the Internet has the potential to enhance citizenship as well as commerce. Unlike previous media, the Internet makes it much easier for individuals to be producers as well as consumers of information. Used creatively, the Internet and information technology more generally can be a powerful tool for tackling some of our toughest social challenges as well as fostering economic growth. Information technology can and is being used to make it easier for working adults to acquire new skills, increase access to healthcare in isolated rural communities, improve the quality of life for people with disabilities, and strengthen our democracy. Caregivers for people with Alzheimer's use the Internet to lend each other moral support. Workers in several high-tech companies are helping students improve their performance in math and science and go on to college by becoming "tele-mentors." A society that uses information technology to expand opportunity and improve the quality of life for all of its citizens is an "e-society."

Technology is not the answer to all of our problems. Indeed, it can often create new ones, such as the erosion of our personal privacy or access by children to inappropriate content. But the constructive uses of information technology deserve a more prominent place on the national agenda. This is particularly true given the increased adoption of computers and the Internet, the dramatic reduction in the cost of processing, transmitting and storing information, and the growing sophistication of Internet applications.

We have already made progress in harnessing the power of information technology to meet broad societal objectives. For example, the Administration has led a national effort to ensure that all of our children are technologically literate. Our strategy, which involves connecting every classroom to the Internet, increasing access to multimedia computers in the classroom, training teachers, and encouraging the development of high-quality educational software, has already delivered significant results.

However, we can and must do more. Accordingly, I am directing agencies to take specific actions that will promote the broader social benefits of the Information Revolution, and allow more Americans to enjoy the benefits of information technology.

As agencies move forward to promote the "e-society" – they should be guided by the following considerations:

- Consistent with the Administration's e-commerce policy, agencies should adopt policies that will remove barriers to private sector investment in Internet applications.
- The goal is not solely or even primarily to identify federal actions that can broaden the benefits of information technology, but to explore partnerships with companies, state and local governments, non-profit organizations, foundations, professional societies, and universities.
- Agencies should explore innovative mechanisms for fostering a national discussion on the potential of the e-society, which will surely add to the agenda outlined below.
- Agencies should consider a wide range of policies to promote the e-society – including the elimination of legal and regulatory barriers to IT applications, support for pilot projects, the establishment of national goals, investment in research and development, promotion of open standards, support for training, and making the government a leading-edge user of information technology.
- Agencies should review the recommendations of the President's Information Technology Advisory Committee, particularly as they relate to the need to support research related to IT applications with broad societal benefits.

I direct the following agencies, working with other appropriate federal agencies, to take the following actions:

1. I direct the Secretary of Health and Human Services to identify additional steps that can be taken to promote tele-health applications, such as remote consultation for patients in under-served rural communities, reliable consumer health information, public health information systems, applications of IT that reduce paperwork and administrative costs, secure, computer-based patient records that preserve confidentiality, and clinical decision support systems.
2. I direct the Secretary of Education to support and encourage states and local communities to make it easier for parents to easily evaluate the performance of schools in their communities.
3. I direct the Secretary of Education to work with states and institutions of higher education to remove legal and regulatory barriers to high-quality distance learning. This will allow adults to learn at a time, place and pace that is convenient for them.

4. I direct the Secretary of Education to propose the next phase of the Administration's Educational Technology Initiative. Building on the Administration's success in connecting classrooms to the Internet, the updated strategy should address teacher training, the integration of technology in the curriculum, evaluation of technology, the market for educational software and content, the need for more multimedia computers in the classroom, and the need for investments in educational technology R&D that could revolutionize teaching and learning in the 21st century.
5. I direct the Secretaries of Housing and Urban Development and Health and Human Services to identify concrete ways in which the Internet and information technology can be used to increase opportunity for low-income families and communities. For example, telecommuting might make it easier to help people move from welfare-to-work by helping to address two of the biggest barriers – childcare and transportation.
6. I direct the Secretary of Education and the Director of the National Science Foundation to develop a research agenda for making the Internet and information technology more usable by persons with disabilities and the elderly. I direct the Secretary of Commerce to encourage the private sector to make Web content, software and development tools more accessible for people with disabilities by adopting the technical standards of the Web Accessibility Initiative.
7. I direct the Administrator of the Environmental Protection Agency to develop a national strategy for promoting environmental applications of information technology, including real-time environmental monitoring, expanded public access to environmental information, and databases that will help companies adopt manufacturing processes that will reduce pollution.
8. I direct the Secretary of Agriculture to identify additional services that can be delivered electronically to rural Americans, such as the results of federally-funded research at our nation's land-grant universities, and to develop the policies needed to ensure that rural communities are full participants in the digital economy.
9. I direct all Cabinet agencies to select at least one important policy area where they harness our "laboratories of democracy" by electronically collecting and disseminating best practices at the state and local level, and supporting "communities of practice" that can easily and effectively share knowledge and expertise. This effort shall be coordinated through the President's Management Council.
10. I direct the Secretary of Commerce to develop recommendations for strengthening our civil society by enhancing the capability of non-profit organizations to use information technology.
11. I direct the Secretary of Interior to identify additional steps we can take to expand our use of geospatial information to support decision-making on sustainable development and other important issues at the state and local level.

12. I direct the Director of the Federal Emergency Management Agency to partner with research universities and the private sector to apply advances in information technology to crisis management.

[Need concluding section here on process, e.g.:

- Report in X months
- Overall activity coordinated by X working group chaired by X]

E-Society: Putting People First in the Information Age

I. Introduction

In recent years, the public discussion of the impact of the Internet and information technology has focused on the digital economy and electronic commerce. That's because IT has accounted for 1/3 of economic growth in recent years, global e-commerce is projected to grow to \$1.4 - \$3.2 trillion by the year 2003, and e-business is transforming the way companies develop and market their products, interact with customers and suppliers, and train their employees. Given the importance of e-commerce and e-business, it is imperative that government and the private sector continue to work together to create the environment that will allow it to flourish.

But the Internet has the potential to enhance **citizenship** as well as **commerce**. Used creatively – the Internet and IT more generally can be a powerful tool for tackling some of our toughest **social** challenges as well as fostering **economic growth**. The Internet is more than a giant shopping mall that never closes.

As our ability to store, process and transmit information continues to accelerate – we will be limited not by technology but by our creativity in discovering new uses of information technology that improve our quality of life and allow all Americans to benefit from the Information Revolution. It is appropriate to applaud the entrepreneur that develops a killer ap or a new business model – and America's capital markets are the best in the world for rewarding innovation. But we should also support and honor the social entrepreneur that uses information technology to revitalize our democracy, or to empower a low-income urban or rural community.

Technology is not the answer to all of our problems. Indeed, it can often create new ones, such as the erosion of our personal privacy. But it can also be a powerful tool for empowering individuals and communities, and for meeting many of our most important national goals.

The potential benefits of information technology should continue to increase. This is true for a number of reasons:

- **The number of Americans who have access to computers and the Internet is continuing to increase.** As of August 1999, over 108 million Americans have access to the Internet. Roughly 50 percent of American households have a personal computer. (check). Although there is worrying evidence of a digital divide, significant reductions in the cost of PCs and the emergence of low-cost information appliances will make it possible for more lower-income households to afford some level of access to the Internet.
- **Our ability to store, process, and transmit information is continuing to improve at exponential rates.** The semiconductor industry is already developing the technology that will allow them to put billions of transistors on a single integrated circuit. Fiber optics

technology will eventually allow us to transmit all of the phone traffic on Mother's Day on a single strand of fiber. The deployment of broadband networks to homes and businesses will eventually put an end to the "World Wide Wait," and allow people to send and receive video and high-speed data. Over a period of decades, this exponential progress leads to startling changes. IBM built the first magnetic disk, which held 4.5 megabytes and cost \$40,000. Today's hard drives can hold 22 gigabytes and cost \$250 – a 788,000-fold reduction in cost!

- **Satellite and wireless systems will soon providers users with "anytime, anywhere" communication.**
- **The sophistication of Internet and IT applications is also increasing.** Earlier this decade, the Internet was used primarily to send and receive e-mail, download files, and log in to another computer connected to the Internet. Today, Internet companies have developed applications software such as digital signatures, cryptographic software for secure transactions, audio and video on-demand, groupware for collaboration, intelligent agents, foreign language translation software, search engines, and speech recognition. The dramatic increase in venture capital flowing into the Internet sector will ensure continued innovation in applications software.

During the last seven years, the Clinton-Gore Administration has worked hard to promote the social benefits of the Information Revolution. To give just one example, President Clinton and Vice President Gore have worked with the private sector, states, teachers, and hundreds of thousands of volunteers to provide all of our children access to educational technology. Their Educational Technology Initiative has set four goals that enjoy widespread support among educators, parents, and industry leaders: increasing the number of computers in the classroom; connecting every classroom to the Internet and other telecommunications services; training teachers to be as comfortable with a computer as they are with a chalkboard; and encouraging the development of high-quality educational software. Under their leadership, federal investment in educational technology has increased from \$23 million per year to \$3 billion per year.

As we enter the 21st century, however, it's appropriate to take stock of our current efforts as a Nation to make the most of the opportunities that are presented to us by new information technologies. We intend to begin a national conversation about how we want to use 21st century technology to advance our oldest values, such as democracy, opportunity, community. We should discuss:

- The short-term and long-term goals we want to set for ourselves as a nation in the Information Age;
- The most appropriate strategies for reaching these goals;
- The right partnerships to build between government, industry, non-profit organizations, and local communities; and
- Promising practices.

To summarize, the case for launching such an initiative is clear:

- The Internet and other information technologies will shape our society as well as our economy.
- The power, versatility and availability of IT is continuing to increase at a dramatic rate.
- Virtually every important goal that we have set for ourselves as a Nation can be advanced in some way by more adept and creative use of IT.
- Activities in this area can have an enormous "return on investment." One of the economic characteristics of software and digital content is that the marginal cost of dissemination is essentially zero. Social services that could be embodied as software could take advantage of these same economics.

II. **Building the E-society** [Note: This is in outline form]

1. **Ensuring that all of our children are technologically literate, and improving student performance in all academic subjects**

Benefits:

- Create new, powerful ways of teaching and learning that improve student performance in all academic subjects. Examples include: virtual field trips, participation in "community of learners" that extend beyond the four walls of the classroom, modeling and simulation software that allows students to engage in "learning by doing", access to digital libraries for primary research by students.
- Prepare our children for the high-tech workplace of the 21st century by ensuring that they are technologically literate.
- Make it easier for parents and teachers to communicate, and for parents to keep track of how their children are doing in school.
- Increase accountability by making it easier for parents to evaluate the performance of schools in their communities.

Accomplishments:

- Created an Educational Technology Initiative with four widely accepted national goals: increasing the number of computers in the classroom; connecting every classroom to the Internet and other telecommunications services; training teachers to be as comfortable

with a computer as they are with a chalkboard; and encouraging the development of high-quality educational software.

- As a result of increased federal, state and local investment, the number of classrooms connected to the Internet increased from 3 percent to 51 percent from 1994 to 1998, while the number of schools connected to the Internet increased from 35 percent to 89 percent. The ratio of students per computer declined from 19.2 in 1992 to 5.7 in 1999. The ratio of students per multimedia computer declined from 21.2 in 1997 to 9.8 in 1999.
- Increased investment in educational technologies programs such as the Technology Literacy Challenge Fund, which helps states and local communities meet all four goals, and Preparing Tomorrow's Teachers for Technology, which will help 400,000 new teachers use technology effectively in the classroom.
- Fought for the e-rate, which provides \$2.25 billion in discounts to connect schools and libraries.
- Supported grassroots, volunteer activities such as NetDay and U.S. TechCorps.
- Creation of Federal Resources for Educational Excellence (FREE).

Next steps:

- Continue efforts to **train both new and existing teachers** to use technology.
- Support state and local efforts to **reduce ratio of students to multimedia computers to 5:1** through continued support for Technology Literacy Challenge Fund.
- **Digital Library for Education:** The Administration will accelerate the development of a national library of text, images, sound recordings, and other materials available to every school-child and every American with access to the Internet. It will include: hundreds of thousands of America's historical and cultural artifacts that are now only accessible to scholars visiting archives; hundreds of thousands of books and images of paintings; and leading-edge material to help America's children meet high academic standards in math and science. The Administration will seek matching funds from the private sector and foundations.
- **Educational Technology R&D:** The Administration will increase support for educational technology R&D to improve the state-of-the-art. Examples of possible goals include the development of intelligent software that approaches the effectiveness of a one-on-one human tutor that can give immediate, tailored feedback.
- **School report cards:** Develop a tool-kit that helps every community that wants to develop local report cards that make it easy for parents to compare performance of local schools.

- **Curriculum integration:** Allow states to use a percentage of the Technology Literacy Challenge Fund to support curriculum integration efforts, such as the identification of software and Internet resources that support state standards.
 - **Web-Based Education Commission:** President Clinton recently appointed some of the members of the Web-Based Education Commission. The Commission is charged with conducting a "thorough study to assess the educational software available in retail markets for secondary and postsecondary students who choose to use such software."
2. **Allowing adults to learn "anytime, anywhere"**

Benefits:

- Many adults would like to be able to upgrade their skills, but find it difficult to participate in traditional classroom-based instruction as they try to balance the competing demands of work and family. This is particularly true for Americans with disabilities and people who live in rural communities. Distance learning can allow working Americans to learn at a time, place and pace that is convenient for them.

Accomplishments

- Created the Learning Anytime Anywhere Partnership (LAAP) program, which has awarded 29 grants to support projects that expand access to high-quality distance learning.
- Won Congressional approval for authority for the Secretary of Education to waive certain provisions of the Higher Education Act that limit the eligibility of distance education students to receive financial assistance. Examples of waivers include: length of academic school year, ability for institutions that deliver more than 50 percent of their courses using distance learning to receive financial assistance, sharing of distance education courses among consortia members.
- President requested \$23 million in FY2000 to support use of technology for adult literacy, adult basic education, and English as a Second Language.
- President sent Executive Order to agencies directing them to make expanded use of technology to train federal employees. This will accelerate the development of a market for courseware.

Next steps

- Expand support for LAAP program.
- Address institutional and regulatory barriers to greater use of distance learning.

3. Strengthening our democracy

Benefits:

- Voters can easily find information on candidates, their positions on issues, the source of their campaign contributions, etc.
- Citizens can access information on legislation and Administration policies that was previously accessible only to Washington insiders.
- Electronic rulemaking broadens opportunities for informed participation.
- Geographical information systems allow citizens to “see and understand” information in a way that is not possible by looking at raw data.

Next steps

- By 2004 -- all publicly available federal government information should be online, and easy to search and find.
- The government should support 20 major experiments in deliberative democracy at the national, state and local level – to explore the role of the Internet in engaging citizens in decision-making.
- We should encourage states and local communities to share best practices in community development, crime prevention, and creating livable communities by creating “digital laboratories of democracy.”
- By 2004 – at least one state should experiment with secure, private electronic voting

4. Revitalizing our civil society

Benefits:

- The Internet and IT can make non-profit organizations more efficient and effective. Examples include:
 - “Faces of Adoption” – which uses the Web to increase adoption of hard-to-place children;
 - “Impact Online” – which makes it easier for people to volunteer in their community;

- Amnesty International has been able to use the Web to inform more people about human rights violations

Accomplishments

- Support for many innovative, non-profit applications of IT through the TIIAP program.

Next steps

- Work with the private sector and foundations to provide grants, awards and recognition for innovative non-profit applications of the Internet and IT.
- Targeted Americorps and/or loan forgiveness program to encourage young people with IT skills to work for a non-profit.
- Consider an increase in the TIIAP program.

5. Creating opportunity for all Americans

Accomplishments

- President created Community Technology Centers program – called for increase in funding from \$10 million to \$65 million.

Next steps

- Using computer-based training, we should give every teenager that wants it the skills they need to start their own business.
- By 2004 -- we should move another 500,000 people from welfare-to-work by connecting low-income communities with computers and high-speed Internet access – and allowing them to do jobs (call centers, data processing, Web page design) that can be outsourced from America's major companies.
- Low-income Americans who can't afford a computer should be within walking distance of a community technology center
- We should create tax incentives for telecommunications companies to increase their investment in low-income urban and rural communities
- We should challenge the private sector to increase the number of women and minorities in high-tech fields.

6. Improving the quality of life for people with disabilities

Benefits:

- Information technology can improve the quality of life and independence for people with disabilities if it is designed to be accessible.
- Accessible IT can make it much easier for Americans with disabilities to return to work.

Accomplishments:

- The Administration supported provisions in the Telecommunications Act of 1996 that require manufacturers of telecommunications equipment and providers of telecommunications services to ensure that their equipment and services are usable by people with disabilities. The FCC has recently issued regulations that implement this provision of the statute.
- The President has signed legislation that strengthens Section 508 of the Rehabilitation Act. The new Section 508 will require federal agencies to ensure that both employees and members of the public seeking government services “have access to and use of information and data” that is equivalent to people without disabilities. Strengthening Section 508 will encourage private sector companies that want to sell to the government to make their products more accessible to people with disabilities.
- The Administration supported and the President endorsed the Web Accessibility Initiative. The Web Accessibility Initiative is working to make the Web accessible for people with disabilities by making sure that the evolving Web standards are developed with accessibility concerns in mind, and developing guidelines for accessible Web sites and Web browsers.
- The Administration’s FY2000 budget included \$35 million to:
 - Make the government a model user of assistive technology to increase federal employment opportunities for people with disabilities;
 - Support state efforts to make assistive technology more widely available for people who can not afford it;
 - Work with industry to support consortia for accessible technology

Next steps

- Increase R&D in technologies that will make it easier for people with disabilities to use information technology and to participate in the workforce. Examples include:
 - Improved speech recognition technology or “eye-tracking” technology for people who can’t use a keyboard;
 - “Text-to-speech” or “dynamic braille” for people who are blind;

- Automatic captioning of multimedia or audio for people who are deaf;
- A device that recognizes American Sign Language and translates it to speech or text in real-time;
- Collaboration software that is so good that participants can't tell whether someone in their "virtual" group has a disability;
- The electronic equivalent of a "guide dog";
- "Tactile" access to graphical information for people who are blind or low vision;
- Graphical user interfaces or operating systems that are usable by people who are blind or low-vision; and
- Storing information so that it can be displayed in multiple formats, depending on the needs of the user.

7. Expanding access and improving the quality of health care through tele-health

Benefits:

- Reduce administrative costs.
- Allow consumers to make more informed decisions about their health-care needs using up-to-date, reliable consumer health information.
- Improve the quality of health care in underserved rural areas using telemedicine.
- Use clinical decision support systems to base medical care on most recent evidence (evidence-based care).
- Develop public health information systems to increase childhood immunization rates, respond rapidly to emerging infectious diseases.

Accomplishments

- Increased available of quality consumer health information with development of Healthfinder (an award-winning gateway to consumer health information developed by HHS) and the decision to make MedLine available to the public for free, which provides abstracts to 4300 biomedical journals.
- Support for telemedicine pilot projects through agencies such as the National Library of Medicine, the Defense Department, and the Rural Utility Service.

Next steps

- Issue medical privacy regulations, continue to seek more comprehensive legislation.
- Examine expanded Health Care Financing Agency (HCFA) reimbursement of telemedicine.
- Seek resolution of state licensure issue. In the last 4 years, 14 states have passed legislation restricting out-of-state telemedicine.
- Support for centers of excellence in IT applications of biomedical research, as called for NIH's proposed Biomedical Information Science and Technology Initiative (BISTI).

8. Protecting our environment

Benefits:

- Low-cost networked sensors could revolutionize the way we conduct environmental monitoring.
- On-line databases can help small and medium-sized companies adopt manufacturing processes that reduce pollution.
- Widespread availability of information like the Toxic Release Inventory encourages companies to reduce pollution, and
- Modeling and simulation and geospatial information systems can support better decision-making at the federal, state and local level.

Next steps

- Consider an EPA initiative to demonstrate advanced applications of the Internet and IT – such as real-time environmental monitoring to improve children's health.

9. Winning the war against crime

Benefits:

- Crime mapping allows law enforcement officials to target resources to crime "hotspots."
- Secure wireless networks allow law enforcement officials from different agencies to cooperate more effectively.
- Wireless access to criminal databases can allow law enforcement officials to more effectively arrest and convict criminals.

- Simulation-based training can better prepare law enforcement officials.

Next steps

???

10. Applications of IT for particular communities of interest

Benefits

- **Agriculture/rural:** Precision agriculture. “Death of distance” – telemedicine and distance learning.
- **Seniors:** telementors for students (K-Gray).

Next steps

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III. Tools for building the E-society

Below are just a few of the steps that government, industry, academia and non-profit organizations can take to promote the E-society.

1. Establish national goals

- Example: Connect every classroom to the Internet by the year 2000.

2. Eliminate legal or regulatory barriers

- Example: Develop a solution to the obstacles to telemedicine created by state licensure of medical professionals.

3. Support research and development

- Example: Invest in R&D that will make IT more usable by people with disabilities.

4. Support pilot projects with the goal of fostering innovative uses of IT

- Example: NTIA Telecommunications and Information Infrastructure Assistance Program.

5. Make the government a leading-edge user of IT to promote the application

- Example: Law enforcement use of crime mapping.
- 6. **Recognize and reward “best practices” – define “best practices”**
 - Example: NPR “Hammer” awards.
 - Private sector GII Awards.
 - CEO Forum “Star Chart” efforts on educational technology
- 7. **Sponsor evaluation**
 - Example: NSF-sponsored research on evaluation of educational technology.
- 8. **Support training, both for application developers and end-users**
 - Example: Department of Education program to train teachers to use technology.
 - Example: Kellogg Foundation support for graduate “Schools of Information.”
- 9. **Invest in widespread deployment**
 - Example: e-rate.
- 10. **Create forum for discussion, debate and consensus-building between stakeholders**
 - Example: Creation of National Information Infrastructure Advisory Committee.
- 11. **Support private-sector led standards**
 - Example: Government sponsorship of Web Mapping Testbed.

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HEADLINE: How We Work Now

HIGHLIGHT: They're freelancers and entrepreneurs, low-key bosses and border surfers of the global market-place. Some work for big corporations, some work only for No. 1. These savvy, self-directed folks are facing new challenges, forging their own paths -- and reaping surprising rewards.

BODY:

THE FREE AGENT

JAMES OXENDINE

Atlanta

Skill: He knows how to market his talents directly to the most interesting -- and the highest -- bidder. Lately his track record has kept his phone ringing.

Payoff: Great independence means you never have to say you're bored. He has no boss worries, a reasonable income and a home office with a view.

HIS FATHER WAS A NUCLEAR physicist who did high-altitude weather research for the U.S. government. His mother was a factory timekeeper who earned a graduate degree in counseling. James Oxendine, 49, aimed to be an achiever, too, as a kid growing up in Dayton, Ohio. He saw -- in his parents' lives and his own -- embodiments of Malcolm X's insistence on self-determination. Oxendine graduated magna cum laude from Ohio's Central State University, earned a law degree at Georgetown, then topped it off with a Ford Fellowship in political economy at Clark Atlanta University. After 20 years of working in the public and private sectors to revitalize minority neighborhoods and businesses, Oxendine thought his job managing a \$1 million urban-problem-solving program at the Martin Luther King Jr. Center had grown stale. He hungered to do, not to manage. So he boldly dubbed his community-development service The Oxendine Group and waited for the phone to ring. It didn't "Ego?" he says, when asked about the psychic impact of the change. "Oh, yeah, I remember that."

Oxendine works alone, but he's got plenty of company. By some estimates 25 million Americans are now flying solo. "Not long ago people would disguise that they were working from home; now they're celebrating it," says Daniel Pink, a former White House speechwriter who's writing a book called "Free Agent Nation." "This is a legitimate way to work -- it isn't some poor laid-off slob struggling to find his way back to the corporate bosom."

Some of the attractions live up to the fantasy. Oxendine's office is his living room, bathed in soft licks of jazz from his stereo and featuring a cheerful view of a park on the edge of downtown Atlanta. But after two and a half years on his own, Oxendine has some advice for anyone who thinks the transition to self-employment will be easy. "Children or other folks out there listening: don't try this at home."

Oxendine's adventure began in June 1996 with some important assets. He had \$25,000 in liquid savings and a couple of verbal commitments from clients that planned to use his services as a lecturer, mediator and bridge builder among banks, bureaucrats and community-development groups. Those contracts never came through. So he dipped into his savings to meet expenses. That was his biggest mistake -- today he wishes he'd used that \$25,000 as collateral for a small-business loan. His biggest adjustment: irregular income. His humblest moment: a friend offered to buy his lunch because, she said, "you don't have a job."

Three lean months from the start, Spartanburg, S.C., hired him to help with a neighborhood-revitalization project. In 1997 he landed a string of Atlanta jobs. In 1998 clients started calling Oxendine instead of the reverse. His income, he says, has gone from "minuscule in '96 to minimal in '97 to measurable in '98." He's still making less than before, and he's nearly exhausted his nonretirement savings, "but now people know what I have to sell," he says. His biggest gain: a new sense of personal accomplishment. At The Oxendine Group, the return of the ego could be only a few contracts away.

DANIEL PEDERSEN

THE NOMAD

MICHELLE BREINER
Sunnyvale, Calif.

Skill: She knows how to spot the next trend and find a job at a company poised to exploit it. She's attuned to the world of start-ups and venture capital, too.

Payoff: Her mobility gives her great contacts and broad skills. She works hard today, but stays equally focused on preparing for new challenges tomorrow.

IT'S TEMPTING TO VIEW MICHELLE Breiner as a cliché of the New Economy. Yes, she has her own Web site; no, she probably won't take a job unless the pay includes stock options. At 30, she's already worked in five industries, from CD-ROM development to Web-page design to e-commerce. Today she's creative director at the Internet Shopping Network, an online auction site. But don't bet on finding her there in five years. Talent migrates quickly today, drawn by bigger challenges.

Many of the pejorative stereotypes about her generation -- as ruthless, disloyal job-hoppers -- are wildly overblown. But it's clear that folks under 30 are leading the wave of Americans who are changing their notions of what constitutes a career. Skill-building is in; ladder-climbing through the ranks at a company is out. Says Bo Rinaldi, an agent for programmers: "Modern-day workers want to contribute, they want to deliver something rather than simply building [seniority]."

In Breiner's case, the roots of her restlessness are clear. She was raised in Silicon Valley by an entrepreneur father whose career advice was simple: "You have to be prepared to look for opportunities, to keep your eyes open," says Sheldon Breiner. Opportunities took Michelle from Virgin Records in London to game-maker 3DO and then, after a stint as a freelance Web designer, to her current post six months ago. In each case she jumped ship when she saw a new technology (like the Internet) ready to bloom. "[Older people] might find it insulting that we move around so much," she says. "But every company benefits from my being there -- whether I'm there three years or 20 -- and I leave no challenge unmet."

Navigating this terrain takes a new code of ethics. Breiner has never left a job in less than a year. When she needs a new challenge, she attempts to find it with her current employer, and she leaves only when that's not possible. And pay raises aren't a prime motivation to jump: it's better to seek big challenges, she says, and let big payoffs follow naturally. Above all, she won't patronize her bosses by pretending all her dreams lie in the bigger office down the hall. Where will Breiner be in five years? "Possibly running or starting a company," she says. "I'm guessing it will involve a technology that's not here yet." Her eyes are open. She'll know it when she sees it.

DANIEL MCGINN

THE ORGANIZATION WOMAN

PATTY BARTEN
Libertyville, Ill.

Skill: After 20 years of solving one company's problems, she knows how to get things done and can make her employer's far-flung operations work together.

Payoff: She has clout that dwarfs any title, and she can reinvent her job and chase new challenges without having to prove herself all over again.

HE ARRIVED AT 8 EVERY MORNING and rarely left before retirement. William Whyte's "Organization Man" was a corporate today whose loyalty bordered on cowardice. Job hop? Never! Why would he breach what amounted to a lifetime employment contract? He faded by the 1990s, when the bond between company and employee all but disintegrated. Now workers were free to bolt to the highest bidder, notching their resumes at every job switch.

How, then, to explain Patty Barten? She is 46 and has worked for Motorola near Chicago since 1978. But she wasn't just racking up seniority. Instead, she behaved more like an in-house freelancer, focusing less on the titles she collected than on how much she learned at each new task. "Gain experiences," Barten says, "and guess what? You get promoted!" She advanced from the grunt work of industrial engineering (factory designs, time-and-motion studies) to running five plants that built cellular-phone systems. Her Motorola biography vaguely says she's now a vice president. But because her duties change so rapidly, it doesn't even try to say vice president of what. Her current job: coordinating Motorola divisions worldwide to meet special needs of major customers.

Digging in at one company has paid Barten rich dividends. She wants to remain an influential player. "I don't see how you do that in choppy little increments" at a series of companies, she says. As a known commodity, she can route her ideas to anyone at Motorola -- and usually get results. And she can periodically reinvent herself without having to prove to a new employer that she can handle more responsibility.

There are more Patty Bartens than career experts admit. Last year economists at the Chicago Fed reported that one third of male workers 35 to 44 hadn't changed jobs in a decade. But like Barten, the successful ones will have to take an entrepreneurial approach to their corporate careers. And by the way, Barten has heard from lots of headhunters over the years. She just figures that companies are most influenced by the employees they trust.

JOHN MCCORMICK

THE GLOBALIST

ANNE LARLARB
Phuket, Thailand

Skill: The consummate networker, she scouts opportunities in advance but can also improvise when things don't go as planned. Ability to sleep on sofas a plus.

Payoff: One minute she's hobnobbing and soaking up the arts scene in London, the next she's on a plane headed to the sunny beaches of Thailand.

WHEN ANNE LARLARB ARRIVED in London two years ago, she had no idea where she'd end up. A designer fresh out of the Yale School of Drama, Larlarb decided not to follow the rest of her classmates to New York, where theater hopefuls from around the world scramble for the same jobs. "I decided that life is too short to not try to break in [somewhere else]," says Larlarb, 27. So, she packed up and moved -- and, since then, she has moved and moved and moved. Now in Phuket, Thailand, where she's apprenticing in the art workshop for a major motion picture, Larlarb says, "I consider my home my suitcase and my little laptop. My e-mail address is my only address to speak of."

About 3.3 million Americans live overseas, a number that the State Department estimates has quadrupled over the last 30 years. The expatriate of years past has typically been the government worker or the relocated employee of a multinational firm. Larlarb is one of a new breed of global worker, someone who's kludged together a life out of going anywhere for an interesting job.

Luck has played a huge role in Larlarb's successful globetrotting so far. She moved to London on a student visa, without a job. After two months of odd work, a chance introduction through a friend turned into a job assisting a famous set designer. Another introduction turned into her job in Thailand, where she's logging 14-hour days and living out of three suitcases at a hotel. In between, Larlarb squeezed in monthlong theater gigs in Louisville, Ky., and New

York. She now believes that the more she travels the more marketable she is. "People see that I can adapt to different situations," she says.

Such a life comes at a price. Larlarb has boxes of possessions all over the place, managing money is a nightmare, marriage is out for now and hanging on to friendships is a matter of vigilant e-mail and phone calls. But it's worth it. The exposure to new cultures, she says, has been invaluable research for her design work. As she pages through her journal, Larlarb has just one word: "Wow!"

JENNIFER TANAKA

THE RETREAD

DAVID EVANS

Warren, Mich.

Skill: While others bellyache about retraining, he relishes technological change and learning. His self-improvement streak guarantees he'll never be obsolete.

Payoff: He's found a niche helping his peers adapt to the wired world and reminding younger workers that computer skills are only one facet of the job.

IF YOU REMOVE ALL THE LATE-MODEL cars from the parking lots, it's easy to imagine the General Motors Tech Center in the 1960s: populated by crew-cut engineers, the buildings filled with the smell of the clay used to mold car designs. David Evans remembers those days well. A 30-year GM veteran, he recalls how a dozen designers would hunch over a single blueprint in large, open studios. Today the Tech Center is a different place, cubicled, wired and aglow with computers. Like most companies, GM has entered the Information Age -- and brought workers like Evans along for the ride.

For many of his colleagues, it's been an arduous journey. It's one thing to become adept at Microsoft Word; it's another to learn five different computer-aided design packages, as Evans has. Compounding the pressure: Evans, a "portfolio manager" who helps GM make sure Buicks don't look too much like Oldsmobiles, is 48 and working at a company that's wildly overstaffed. But Evans isn't sweating it. Like the classic cars GM was building when he signed on, he's been overhauled and retuned.

What sets Evans apart from others hit by big workplace changes is his enthusiasm for technology, his commitment to self-improvement and his healthy sense of perspective. On his 45-minute commute Evans listens to business audiotapes; at night he pursues a master's degree in system engineering, even though he's 20 years older than most classmates. Each time GM upgrades its computers, he heads to training classes, knowing he'll be asking more questions than younger workers. He's unfazed, because he understands the value he and other old-timers offer. "I have kids here who can really make a computer fly, but they don't have the years of experience making a car go down the road," Evans says. Today he's found a role helping reluctant workers get accustomed to designing cars using 3-D computer images -- and reminding younger staffers to occasionally power down the computer and return to pen-and-paper drawing. Says Evans: "I'm a technologist, but I think the best computers we have are the ones between our ears."

DANIEL MCGINN

THE CYBER PLUMBER

JOVCE HUCKABY

San Jose, Calif.

Skill: She can peer at the innards of high-tech contraptions to fix problems, and keeps studying to stay abreast of rapid technological change.

Payoff: The freedom of unsupervised work at white-collar wages, and job security in a world with more high-tech equipment than ever.

FIVE YEARS AGO JOYCE HUCKABY'S life wasn't working out. A single mother with three children, she wound up on welfare, in a shelter for the homeless, worried that the world was passing her by. Then Huckaby enrolled in the technical school at Heald College, an 18-month program that arms students with the latest high-tech expertise. Today she has a home for her kids and a \$30,000-a-year job repairing the increasingly complex machines that are used to diagnose and fix cars. "Shops pay \$20,000 for a piece of equipment and don't open the manuals," she says. "That's job security."

Good jobs for folks who skip college are fading fast. As the economy changes, the best opportunities will be in technical niches like the one Huckaby has found opening the cabinets of today's high-tech equipment and -- unlike the rest of us -- making sense of what's inside. Think of these people as the blue-collar workers of the Information Age, who are thriving in new jobs that provide a ticket to middle-class life. Huckaby's alma mater, the private, San Jose-based Heald, is one of about 1,000 such vocational schools around the country that offer technical degrees; in five years, enrollment in its \$17,000 "applied science" program has doubled. Top graduates, who start the program with just a high-school diploma, typically win job offers from companies like Intel, IBM or Pacific Bell.

Inspired by her parents, who run an automotive repair shop, Huckaby took a slightly different route: she fixes high-tech car-repair equipment like vehicle aligners, brake tuners and smog-testing machines. On a typical day she's at a Chrysler dealership on San Jose's sprawling Automall strip, replacing a faulty circuit board in an emissions testing unit. Later she's at a school, fixing equipment used to teach students in a shop class. Huckaby's office is her white company van, filled with brain-numbing guide-books. "If I want to punish my children, I read them my operation manuals," she says. But it's no joke: half her job is keeping up with technological change.

Huckaby likes the fact that she's not tethered to a desk, gets her hands dirty (literally) and regularly solves problems that could derail many small businesses. "People rely on us for their well-being," she says. "We're the medics of metal."

BRAD STONE

THE NEW AGE BOSS

JOHN RIEBER
Los Angeles, Calif.

Skill: He manages to give workers freedom to maneuver while keeping control under deadline pressure, and knows how to hang on to valuable employees.

Payoff: An expanding job title and responsibilities -- and a track record that allows him to dream up new projects for himself and those who work for him.

IT'S NOT YOUR FATHER'S STAFF MEETING. John Rieber, vice president of programming at E! Entertainment Television, leads the weekly gathering for the 20 staffers of a travel show called "Wild On." Everyone is invited, even the temp. And Rieber, 42, goads the mostly Gen-X group not by old-style command and critique, but by praise and gentle suggestion. One problem under discussion: how to keep late-night viewers from tuning out in mid-episode. Rather than lecture, Rieber shows a clip from a Halloween-in-Key-West segment in which the host attended a costume ball as the Bride of Frankenstein. The bit is cute, it doubled ratings in the second half hour and -- Rieber's big point -- it was improvised on scene. Scripts are fine, he says, "but if you see something better, do it."

Rieber doesn't follow the old script for bosses, either. As the executive presiding over live programming and four news, talk and entertainment shows at E!, he oversees a staff of about 400, from producers and directors down to green production assistants. Good staffers are hard to come by, expensive to train and worth keeping happy. Preventing defections is a key goal for today's bosses; to achieve it, Rieber fosters camaraderie and gives lots of freedom. "He lets you run the show your way, but he's very focused," says Ed Zarcoff, news director of E! News. When disagreements happen, Rieber asserts himself gently. "I try to do it in a way where they know they were heard and they weren't penalized."

E! pays less than comparable jobs at broadcast networks, but it's growing more quickly, so Rieber can hold out the chance of advancement. Drew Fessenden, executive producer of the show "Fashion Emergency," started at E! logging tape in the video library nine years ago. When subordinates ask about promotions, Rieber hands the challenge back to the job-seeker. "Look around," he'll say. "Tell me what would keep you satisfied." Another technique: he de-emphasizes hierarchy, which is why temps attend staff meetings. "Anybody can have a good idea," he says. All they need is a boss who knows how to listen.

ANDREW MURR

THE NICHE FINDER

MARY NAYLOR

Washington, D.C.

Skill: Being able to spot a new niche market emerging from recent trends -- then building, marketing and managing a company to capitalize on it.

Payoff: Getting into a growing industry early. By the time it started to boom, she had already staked out a place and built the infrastructure to grow with it.

IT'S THE BANE OF EVERY CAR OWNER: standing in line at the motor-vehicles bureau. For Washington, D.C., lawyer Paul McQuade, the chore couldn't have come at a worse time: Christmas just days away, a business trip to Florida looming . . . and a broken headlight to fix before his car would pass inspection. So McQuade called Mary Naylor's firm, Capitol Concierge. The next morning an employee picked up the car at his office garage, bought the necessary parts, took it in for repair and then brought it to an inspection center. By 5 p.m. the car was back in the garage. "Going through my mail in the cab to the airport the next day, I opened up the bill, saw \$260 and thought 'What a bargain'," McQuade says. "I bought my whole day back."

There's a new precious commodity in the 1990s: time. According to a survey by the Families and Work Institute, the average workweek is now 44 hours, up from 40.5 in 1977. The result: less time for everything. No wonder Entrepreneur magazine rates "concierge services" -- basically a paid version of the well-connected fixer in hotels -- one of the hot businesses of 1999. That's great news for Naylor, who spotted the trend more than a decade ago. "With dual-income house-holds, no one's in the home anymore," says Naylor. "I saw a market there."

Back in 1987, Naylor, now 35, borrowed \$2,000 and started knocking on doors. The pitch: she would pick up dry-cleaning, wait at home for the cable guy, shop for gifts or plan a dinner party. "The hardest part was trying to sell people on a new idea," Naylor says. "Everyone said, 'Sounds great, but I don't want to be the guinea pig.'" She focused on building managers hoping to impress tenants, and companies looking to attract and keep top talent, figuring that they could offer her services as a perk. Today she has 105 employees working in 80 residential and office buildings around Washington, D.C., revenues of \$6 million and blue-chip clients like MasterCard.

For folks who can find the right niche, opportunities will always abound. Whether they're personal trainers or dog-walkers or they offer the A-to-Z assistance Naylor's staff provides, service businesses will continue to boom as hours grow more precious. "I give people their weekends back," Naylor says. "Time to read to the kids or sit down around the dinner table." And she can even arrange for help with the dishes.

ALISHA DAVIS

THE WORKER-IN-WAITING

KRISTEN BENSON

Lisle, Ill.

Skill: She has the smarts not to choose her track too quickly. And she's figured out that college should be much more than four years of career training.

Payoff: Resisting the current mania for careerism keeps all her options open. She'll be ready not just for a job when she gets out of school, but for a lifelong career.

FOR YOUNG PEOPLE JUST STARTING to plan their careers, a hot job market can worsen the panic attacks. In today's money-nuts culture, the pressure to make perfect decision is landing especially hard on high-school seniors applying to colleges. Many worry that a classic liberal-arts education will leave them unemployable, especially if the job market cools. High-schoolers dump these anxieties on teachers like Linda Brown of Benet Academy, a topflight Benedictine prep school outside Chicago. Armed with common sense and Kleenex, Brown helps students face their fears: Will there still be jobs? Will anybody want me?

Deciding what to make of college is difficult for Kristen Benson, one of Benet's top seniors. Early on, she wanted to become a doctor. Now the prospects of teaching or doing biological research also tug at her heart. But several college application forms urged her to select a primary area of study before she's even admitted. "They ask you to check one box when you want to check five or six," says Kristen, 18, whose interests range from the Latin Club to the tennis team. "I don't know what I want for a career. Is that wrong?"

Maybe it's smart. Some students make early career choices they come to regret. Brown sees a backlash, with several of those who grew to dislike what they'd chosen now counseling younger students to take their time. "What you get from a liberal-arts education," Brown says, "is doors." Kristen is applying to schools like Georgetown, Princeton and Northwestern, where she can later migrate from an all-purpose curriculum to a professional track. In her view, she's educating herself for all the jobs she'll ever hold -- not just the first.

JOHN MCCORMICK

GRAPHIC: Picture 1, HOME SWEET OFFICE: Soloist Oxendine helps neighborhoods, banks and bureaucrats all get along, ANN STATES -- SABA; Picture 2, HERE TODAY . . . Brelner Isn't afraid to leave a Job in order to find new challenges, WILLIAM MERCER MCLEOD; Picture 3, TIME-ZONE TRAVELER Larlarb e-mailing friends from this month's job in Phuket, Thailand, PETER CHARLESWORTH -- SABA; Picture 4, BACK TO SCHOOL Technology-lover and avid learner Evans at his latest workstation, ADAM WEISS; Picture 5, NEW-COLLAR WORKER Huckaby fixing an emissions-testing machine at a dealership, JAMES D. WILSON; Picture 6, MISTER MOTIVATOR Keeping staffers smiling is one of E! boss Relber's key goals, NICOLE ROSENTHAL; Picture 7, AT YOUR SERVICE Naylor proves there's room for someone with a smart idea, MICHAEL J. N. BOWLES

LANGUAGE: ENGLISH

LOAD-DATE: February 3, 1999



Attachment B

Overview: February 1997 Contingent Work Survey

I. General

Census Bureau staff conducted the February 1997 Contingent Work Survey as a supplement to that month's Current Population Survey (CPS). The CPS is a monthly labor force survey conducted in approximately 59,000 households across the Nation. Attachment__ contains a copy of the labor force questions asked each month as part of the basic CPS questions. Attachment__ is a copy of the February 1997 Contingent Work questionnaire.

Attachment__ comprises a description of the CPS entitled "Overview--Current Population Survey." A description of the February 1997 Contingent Work Survey follows.

II. Data Collection

Census Bureau staff conducted interviews during the period of February 16-22, 1997. This was a proxy-response supplement; that is, a single respondent could provide answers for all eligible household members, provided the respondent him/herself was a household member 15 years of age or older. We asked the supplement of each household member age 15 and older:

- who had a job during reference week and worked for pay or profit, or
- who did not have a job during reference week but looked for work during the last year and was available for work during reference week.

We did not ask the supplement of unpaid family workers and persons not looking for work (this includes persons not in the labor force and unemployed persons on layoff who are not looking for work).

Interviewers received a 3-hour self-study that contained exercises on the basic labor force questions, item-by-item instructions for the supplement, supplement exercises, and practice interviews.

III. Data Processing

The data processing involved a consistency edit of all supplement items. The consistency edit mainly ensured that the entries within an individual record followed the correct skip patterns; items with missing entries were assigned values, if appropriate.

The data processing also involved the full allocation, by demographic characteristics, of missing earnings data.

The values and universe for each variable are defined in the supplement record layout found in Attachment__.

IV. February 1997 CPS/Contingent Work Computer File

A. CPS Labor Force Data

The February 1997 CPS file contains 134,378 records. The first 814 characters contain the labor force data for each record. Attachment__ contains the CPS Basic Items record layout, which includes the variable name, character size, location on the record, universe, and the possible values of each basic CPS variable included on the file.

The variable PRPERTYP (located in positions 161-162 on the CPS Basic Items Record Layout) determines the type of person as follows:

PRPERTYP

1 = Child household member (0-14 years old)

2 = Adult civilian household member (15+ years old)

3 = Adult Armed Forces household member (15+ years old)

The variable HRINTSTA (located in positions 57-58 on the CPS Basic Items Record Layout) determines the interview status of the household:

HRINTSTA

1 = Interview

2 = Type A Noninterview (These records represent households that were eligible for the February 1997 CPS interview, but were not interviewed because no one was home, household members were temporarily absent, etc.)

3 = Type B Noninterview (These records represent sample addresses determined to be ineligible for the CPS by virtue of being vacant, demolished, nonresidential, etc.)

4 = Type C Noninterview (See explanation for Type B above.)

By combining the values of PRPERTYP (1-3) and HRINTSTA (2-4), the number of records can be determined.

The values of PRPERTYP are:

Unweighted Counts

1 = Child 27,688

2 = Adult civilian, 15+ 93,279

3 = Adult, Armed Forces 457

The values of HRINTSTA are:

2 = Type A Noninterview 3,722

3 = Type B Noninterview 8,853

4 = Type C Noninterview 379

B. February 1997 Contingent Work Supplement Data

The February supplement data are in locations 815-1257

(See Attachment __.)

C. Tallying the February 1997 Contingent Work Supplement File

The February 1997 supplement universe consists of each household member age 15 and older:

- who had a job during reference week and worked for pay or profit, or
- who did not have a job during reference week but looked for work during the last year and was available for work during reference week.

The variable PRSUPTYP (located in positions 1244-1245 on the supplement record layout) determines the supplement interview status of each person:

PRSUPTYP

1 = Interview

2 = Noninterview

D. Weighting

Use the supplement weight (PWSUPWGT in location 1246-1255) for tallying individuals on the file.

E. Unweighted Counts

Attachment__ is a tally listing of unweighted counts from selected supplement items. Use these totals to ensure that the file is being accessed properly.

F. Special Recodes

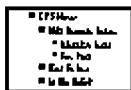
The major goal of the Contingent Work Supplement was to produce estimates of the number of workers in contingent jobs; that is, jobs which are structured to last only a limited period of time. The supplement also helped develop three alternative estimates to assess the impact of different assumptions about which factors constitute contingent employment. (See recodes PRCONDF1, PRCONDF2, and PRCONDF3 in Attachment).

The narrowest estimate (PRCONDF1) includes only wage and salary workers who had been in their jobs for 1 year or less and expected their jobs to last for an additional year or less. The middle estimate (PRCONDF2) added the self-employed and independent contractors who were in a similar situation. In the third and broadest estimate (PRCONDF3), the limitation on how long workers had held their jobs and expected to remain in them was dropped for wage and salary workers; thus, this estimate includes almost any worker who believed his or her job was temporary or not expected to continue.

The supplement also produced estimates of the number of workers in several alternative employment arrangements, including those working as independent contractors and on-call workers, as well as those working through temporary help agencies or contract companies. (See recodes PRIC, PRCALL, PRTMPAGC, and PRCNTRCT in Attachment).

G. Data Contact

For questions regarding the February 1997 Contingent Work data, call Tom Nardone at the Bureau of Labor Statistics on 202-606-6378.



CPS Contingent Worker Supplement 1997 Public Use File Page



CPS Main Page

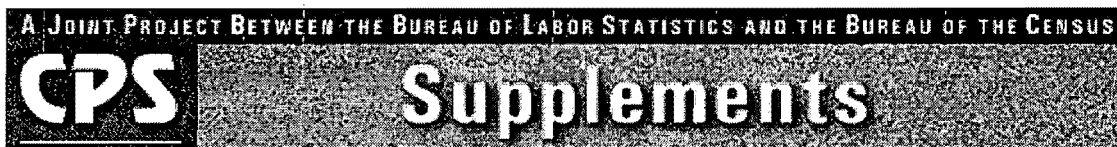
Source: U.S. Census Bureau

Author: Francina McDaniel-Census/DSD/CPSB

Contact: (cpshelp@info.census.gov) CPS Help-Census/DSD/CPSB

Last revised: September 16, 1998

URL: <http://www.bls.census.gov/cps/contwkr/1997/suppovrw.htm>



A. Background

This summary report provides a brief history of the Contingent Work Supplement (CWS) to the February 1995 Current Population Survey (CPS). The CWS was the first survey ever to collect information directly from workers on whether they held "contingent" jobs; that is, jobs which were structured to last only a limited period of time.

B. Sponsor and Supplement Periodicity

The Bureau of Labor Statistics (BLS) sponsored this supplement. Pending funding availability, BLS expects this to be a recurring (every two years) supplement in THE CPS. The main points of contact for this supplement were Tom Nardone and Anne Polivka of BLS, and Maria Reed and Francina McDaniel of Census.

C. OMB Clearance

The OMB Clearance Number for this supplement is 1220-0153 and the clearance is effective through January 1996. Since this was a reimbursable supplement, the sponsor prepared the clearance request with our input and submitted it to OMB.

D. Supplement Purpose and Content

The purpose of the supplement was to obtain information (never previously collected) about the "contingent" workforce. For each worker, the supplement collected information about the following characteristics:

Expectation of continuing employment

Satisfaction with their current employment arrangement

Current job history

Transition into the current employment arrangement

Search for other employment

Employee benefits

Earnings (if not collected as part of basic CPS)

BLS' intent was to use the supplement data to develop several alternative estimates of the size of the "contingent" workforce and to analyze the characteristics of workers in contingent employment arrangements. Five employment arrangements, which are not mutually exclusive, were specifically identified by the questionnaire. These were:

Temporary work arranged through the employer directly

Temporary work arranged through an agency

Independent contracting/Independent consulting/Freelancing

Employment with firms that provide employees or services under contract

On-call work

See **Attachment 1** for a copy of the supplement questionnaire.

E. Universe

The supplement was asked of each household member age 15 and older who:

had a job during reference week and worked for pay or profit, or

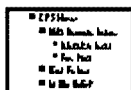
did not have a job during reference week but looked for work during the last year and was available for work.

The supplement was not asked of unpaid family workers and persons not looking for work (this includes persons not in the labor force and unemployed persons on layoff who are not looking for work).

F. Self or Proxy Response

This was a proxy response supplement. The sponsor inquired about a self-response only supplement, but decided to allow proxy responses due to the added cost involved.

Although a proxy response was acceptable, a self response was preferred. Interviewers were instructed to interview the sample person if he/she were available. There were no callbacks allowed.



Contingent Workers and Alternative Employment Page



CPS Main Page

Source: CPS Main

Author: Francia McDaniel-Census/DSD/CPSB

Contact: (cpshelp@info.census.gov) CPS Help-Census/DSD/CPSB

Last revised: August 29, 1997

URL: <http://www.bls.census.gov/cps/contwkr/cwdes.htm>

A JOINT PROJECT BETWEEN THE BUREAU OF LABOR STATISTICS AND THE BUREAU OF THE CENSUS

CPS Supplements

July 11, 1997

MEMORANDUM FOR Aileen Bennett

CPSPB

From: Francia McDaniel

CPS

Subject: February 1997 Supplement Weighting Procedures **(REVISED*)**

Use the following procedures for weighting the February 1997 Contingent Work Supplement file:

I. Set interview status using the following criteria:

HRINTSTA = 1 CPS basic interview

and

PEAGE = 16+ Person at least 16 years old

and

PRPERTYP = 2 Current civilian household member

II. Set the values for the supplement flag (SUPTYP) as follows:

1 = Eligible Met criteria for supplement interview

2 = Not eligible Did not meet criteria for supplement interview

III. The reweighting matrix is defined as follows:

EM: 1 = Employed (PEMLR=1, 2) and (COW=1-7)

2 = Unemployed (PEMLR=4)

3 = Unemployed (PEMLR=3) and (LAYLK=1)

4 = Disabled (PEMLR=5,6,7) and (WNTJOB=1) and (DISC=1,2)

Exceptions: **If EM = 3, then EM = 2**

AGE: 1 = <25

2 = 25 - 54

3 = 55+

Exceptions: **If (RACE = 1) and (EM = 2) and (AGE = 3) then AGE = 2.**

If (RACE = 1) and (EM = 4) then AGE = 1

SEX: 1 = Male

2 = Female

RACE: 1 = Black

2 = Nonblack

Use edited values for the demographic variables.

IV. Steps to follow:

1. Tally all eligible records (SUPTYP=1) into the matrix using the final CPS weight divided by 10,000.

Display unit and weighted tallies for each cell.

2. Tally control numbers from external file (CONTROLS.DAT) into the matrix.

Display tallies for each cell.

3. Divide the weighted values in each cell in (2) by the weighted value in the corresponding cell in (1).

Display the resulting factor (round to four places) for each cell.

4. Apply the appropriate factor (as determined by the cell definition) to the final CPS weight of each supplement eligible record (SUPTYP=1). The resulting weight (PWSUPWGT) should be rounded to four implied decimal places.

Display the unit and weighted tallies for each cell using PWSUPWGT.

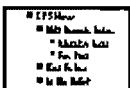
cc:

L. Flores (DSD)

F. McDaniel

February 1997 Supplement File

NOTE: REVISIONS TO THE ORIGINAL SPECS ARE IN BOLD -- THEY WERE NOTED BY THE PROGRAMMER AS WHAT WAS ACTUALLY DONE IN THE PROGRAM FOR 1997.



CPS Contingent Worker Supplement 1997 Sampling and Weighting Page



CPS Main Page

Source: CPS Main

Author: Francina McDaniel-Census/DSD/CPSB

Contact: (cpshelp@info.census.gov) CPS Help-Census/DSD/CPSB

Last revised: October 02, 1998

URL: <http://www.bls.census.gov/cps/contwkr/1997/swgting.htm>

? t 14/9/3

14/9/3 (Item 3 from file: 13)

DIALOG(R) File 13:BAMP

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01131252

02078916

(THIS IS THE FULLTEXT)

Younger Workers Fear No Boundaries

(Employees younger than 40 years of age are more likely to enjoy the benefits of "boundaryless work," such as telecommuting, flexible time, and virtual teams).

Workforce, v 78, n 8, p 28.

August 1999.

DOCUMENT TYPE: Journal ISSN: 0031-5745 (United States)

LANGUAGE: English RECORD TYPE: Fulltext

WORD COUNT: 238

TEXT:

Workers under the age of 40 are twice as likely as their older counterparts to see fewer problems and more benefits in boundaryless work arrangements, according to a national research study by Minneapolis-based Ceridian Employer Services, a provider of outsourced and in-house HRMS, payroll and tax-filing solutions.

The study surveyed senior executives, HR managers, boundaryless workers and their direct managers. "Boundaryless workforce" was defined as work arrangements that include one of the following practices: telecommuting, virtual teams, flexible time and pay plans, and temporary, project-based professionals.

"With 91 percent of companies using some form of boundaryless work practice and most planning on increasing their usage in the future, it's clear that boundaryless work is here to stay," says Robert Digby, senior vice president of marketing for Ceridian Employer Services. "The study shows that the successful use of these arrangements depends on the technology tools that are put in place, and the overall planning related to the effort."

These results are one of several findings identified in Ceridian's research, which include:

- * Half the respondents said boundaryless work arrangements are successful in attracting workers.
- * Workers between the ages 30 to 39 are almost twice as likely as other age groups to say boundaryless work arrangements contribute to greater job satisfaction.
- * Approximately half the respondents said boundaryless work arrangements increase productivity.

Source: Minneapolis; Minnesota-based Ceridian Employer Services, a provider of outsourced and in-house HRMS, payroll and tax-filing solutions.

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COMPANY DEPARTMENT NAME: Human Resources

CONCEPT TERMS: Human Resources; Corporate culture; Demographics;

Telecommuting; Trends; Workforce planning

GEOGRAPHIC NAMES: United States (USA)

?

? t 14/9/1

14/9/1 (Item 1 from file: 13)

DIALOG(R) File 13:BAMP

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01135025

02117089

(THIS IS THE FULLTEXT)

Future Trends in Human Resources

(Article discusses some of the trends that can be expected in HR in the future; global competition for business and jobs and career change as a way of life are two)

Article Author(s): McMorrow, John

HRFocus, v 76, n 9, p 7-9

September 1999

DOCUMENT TYPE: Newsletter ISSN: 1059-6038 (United States)

LANGUAGE: English RECORD TYPE: Fulltext; Abstract

WORD COUNT: 2518

ABSTRACT:

Presented are several trends in human resources that are predicted to emerge in the future. It is expected that the competition for jobs would become global, with the number of people considering to work overseas increasing. More and more people would also decide to change jobs. This trend bolsters the concept of employment portability and the notion that a career does not mean holding just one job and staying with just one company. Outsourcing would also become a part of companies' lives. Indeed, companies are passing on some of their functions to third-party service providers, resulting in lay-offs. As a response however, some of the laid-off employees apply to become a part of third-party service provider's roster of temporary employees or join companies that offer contingent employees. Continuous learning would become a buzz word in human resources. This particular trend is fueled by people's desire for career advancement and to hold other jobs. Article discusses other emerging trends in human resources.

TEXT:

What are the most important trends and developments likely to affect businesses and their employees in the next ten years? As the pace of change accelerates through the next century, this question is looming larger in the minds of corporate and human resources leaders. How will the workplace change? What will be the new role of training and human resources? Will technology play a bigger role in the development of people? And how will all these issues affect individual careers?

These were among the issues addressed in a recent panel discussion conducted by Talent Alliance, a nonprofit, virtual network (www.talentalliance.org) dedicated to helping people build the skills they'll need in their careers.

According to John McMorrow, president and CEO of Talent Alliance, employees need support through a whole range of career events. Some are traditional milestones, like starting a new job, being promoted, or preparing for retirement. Others are new workplace events stemming from mergers, acquisitions and downsizing. "When we think of careers, we must think more broadly," said McMorrow. "While we should always be attentive to traditional career milestones, we also must focus on the realities of how people work now."

To understand the changing nature of careers and how human resources will evolve over the next few years, Talent Alliance assembled a blue-ribbon panel of human resources executives, leading academics, and representatives from strategic HR and training consulting firms. During the panel discussion, some key areas of consideration emerged, including global competition, outsourcing, training and education, the growth of technology

and quality-of-life issues.

GLOBAL COMPETITION FOR BUSINESS AND JOBS

"Global competition will have a profound impact on businesses," said Michael Campion, professor of management at Purdue University. In a similar vein, Kerry Bunker, senior program associate at the Center for Creative Leadership, noted that the globalization of both the marketplace and the workforce presents great challenges and opportunities.

photos omitted

"It is imperative," said Bunker, "that the U.S. treat its people as a national resource if we are to continue to strive and thrive in a world that is becoming smaller and more competitive at an exponential rate."

Clearly, competition for jobs will also become global. With products produced around the world, and with the ability of technology to link managers together from dozens of countries, people in Indiana may be working with people in India, and employees in Dublin, Ireland, may be competing for jobs with employees in Dublin, Ohio. According to Joel Krauss, managing principal of Chicago-based OmniTech Consulting Group, Inc., "We're going to see an increase in people moving to another country as part of a career change."

And they better be prepared. Independent marketing and change management consultant Brenda Smith noted that global business skills, a global mindset and second-language proficiency will be key ingredients for success in an increasingly global workplace. Panel experts agreed that part of the solution to employee globalization is more emphasis on training and development, and on career planning that has an international focus.

CAREER CHANGE AS A WAY OF LIFE

The increasing incidence of career change is reinforcing the concept of job portability. Today, workers know that a career can be composed of more than one job or company. OmniTech's Krauss said that increasing numbers of people are making mid-life career changes and learning to adjust to workplaces with no lifetime employment guarantee. His perspective was echoed by Jeff Hunter, president of e-business solutions provider DataMain, who pointed to the erosion of the implied goodfaith contract between employer and employee. Hunter called this "the most significant single issue in workforce management and development over the next ten years." Career change will become the rule rather than the exception, and as a result, career development will, out of necessity, become a continuous, lifelong process.

THE RISE OF OUTSOURCING: OPPORTUNITIES AND CHALLENGES

The growing importance of career development also stems from other significant changes underway in many corporations. One is an increasing level of outsourcing, as more companies transfer internal operations to outside service providers who can do the job better and more efficiently. In response to this demand, outsourcing companies of all sizes have sprung up. At the same time, downsized or otherwise at-risk employees are increasingly finding employment with the outsourcing firms that replaced them, or are joining the growing contingent workforce selling its services back to larger businesses.

Seth Grimes, principal at Internet consulting firm Alta Plant, sees the move toward a contractual and ad-hoc workforce, and away from traditional, long-term employer-employee relationships, as a positive development. "Employers will increasingly become customers for contractual employees," said Grimes.

Will this trend increase in the future, or will the more traditional employment relationship return? Our panel suggested that both forms of work are here to stay, with the flexible, contingent workforce becoming increasingly important.

"Perhaps one of the benefits of outsourcing is that it focuses the business on its true core competencies," noted Harold Burlingame, executive vice president of AT&T. He believes that it's critical for HR professionals to understand not only what they're good at, but also which functions they should retain close control of, and which can be outsourced. "We no longer can do everything," said Burlingame. "In determining what should be outsourced and what should be retained, our value is in helping the business make the right choices."

CONTINUOUS LEARNING: THE KEY TO CAREER SUCCESS

As people change jobs more frequently, as they work across geographic and cultural boundaries, and as many become associated more with a single profession than a single company, continuous learning will take center stage. Talent Alliance member companies have increasingly pointed out the need to obtain employees with new skill sets. But in today's economy there simply are not enough educated new hires to go around. Some members of the panel said that the problem lies with the source of young, new workers--the schools. "Where's a growing gap between the skill needs of industry and what the public education system can provide," says Brian Lynch of Armstrong World Industries.

If there simply isn't enough high-quality workers to meet the needs of global businesses, then more emphasis must be placed on continuous learning and retraining of existing workers. "The issue is not only how to hire people with fundamentally different skill sets," argued Gary Lewis, project manager at DuPont, "but how to retrain the existing workforce."

Today, educational institutions--from community colleges to prestigious universities--are retooling to meet the needs of business. Education is also booming in the private sector, as organizations make alliances with commercial-education service providers. Moreover, providers of education are delivering more of their programs in corporate customers' classrooms, conference rooms and cafeterias--wherever there is need.

Jim Smither, professor of management development at LaSalle University, said there is a shift away from traditional classroom-based education. He pointed to new hybrid universities, such as the University of Phoenix, which is a for-profit, non-campus institution, as harbingers of things to come. Smither likened the change in education to what has occurred in healthcare. "Just as managed care has transformed the way medical practice is delivered," said Smither, "so will for-profit, distance learning transform the way education is delivered."

The panel saw several implications stemming from the changing nature of education. First, education will no longer be separated from daily life, and more and more people will try to fit it into their daily schedules, at work and at home. Education delivery will quickly become a 24-hour, seven-day-a-week service. But an important issue is whether employers will allow time for learning, either "on the clock" or through time away from work. Another concern is whether companies will continue to pay for education. The Talent panel suggested that companies will support education, knowing they will receive a return on their investment.

Does this mean that traditional education will become a memory? "I don't think so," noted Allison Rossett, professor of educational technology at San Diego State University. The problem, she said, is that not all employees are suited for the independent learning delivered by innovative programs. She suggested that people become successful learners by developing skills related to "learning how to learn." Both independent

learning and traditional classroom education will be important to employers and employees, and will complement each other.

Whatever the form of education delivery, the Talent panel stressed that continuous learning is key to a successful career. As mergers and acquisitions, downsizing and other events radically change the corporate landscape over the next few years, employees will have to keep their skills and knowledge razor sharp to remain competitive in their careers. As corporations compete for high-quality people, education will emerge as both a necessity and an employee benefit. "New hires will begin seeking opportunities to advance their capabilities," noted Marc Rosenberg, senior consultant with OmniTech Consulting Group, Inc. Rosenberg believes that employees understand the value of knowledge. "They will expect their employers to help them stay on the cutting edge," he said. "Otherwise, they'll go someplace else." DataMain's Jeff Hunter agreed, noting that in the future, the law of supply and demand for highly educated employees will dominate recruiting efforts.

THE EXPLOSIVE GROWTH OF TECHNOLOGY-BASED LEARNING

Because more demands are being put on employees, investment in education is increasing. Corporate spending on training is up 26% over the last five years, according to the latest survey done by Training Magazine (October 1998). And technology, along with non-traditional institutions, will radically change the way education is delivered. Programs like Duke University's executive MBA program and Penn State University's World Campus, conducted largely over the Internet, will become even more attractive. In the private sector, hundreds of companies are now selling online. From IT to sales training, the Internet--and intranet--is becoming a dominant force in corporate learning.

Walter Tornow, senior fellow at the Center for Creative Leadership, believes that technology will continue to be used for both performance improvement and communications. Many on the Talent panel noted that the Internet is more than a learning or HR tool; it is the lifeblood of business and "the primary vehicle for commerce and data exchange." In addition, the Internet has dramatically changed the economic model of education delivery, since it makes education available to anyone with a computer, at any time and at any location. And the Internet is cost-effective since it uses a fraction of the business's infrastructure. For these reasons, the panel noted, the World Wide Web will not wither away like so many previous technological innovations.

ARE WE READY FOR "INSTANT KNOWLEDGE"?

What happens when technology enables greater access to greater amounts of information, and when workers increasingly need that information, and need it quicker, to do their jobs? Will they be capable of handling the information glut? Do we fully understand the implications of a much faster, more informed work environment, and will businesses suffer when too much information becomes contradictory or clogs the system? David Jones, professor of management development at LaSalle University, thinks these issues could create huge problems in the future. "The ability to sort through large amounts of immediate information may become one of the new managerial skills," he said. HR professionals certainly will need this new skill. According to Stacy Napper, vice president of HR operations at GTE, "We will probably be most affected by the need for immediate, just-in-time information, data, trends and services."

The panel saw great challenges ahead if the potential of technology is to be realized. "Simply managing these emerging and evolving technologies will be a big task," noted Manuel London, professor of management and director of the Center for Human Resource Management at the State University of New York at Stony Brook. "The changes in technology, combined with the rapidly changing economic scene, make continuous learning, employee involvement and commitment all the more challenging," he said.

Several panel members also saw differences in employee demographics as a key challenge to using the new technology. "People need training on how to reach this medium," says Mark Mehler, co-author of CareerXRoads, the 1999 directory of the 500 best job, resume and career management sites on the Web. "Older employees must know how to use a computer; that training is critical," he noted.

Don Kuhn, executive director of UNICON (The International University Consortium for Executive Education), pointed to "the division between those who are computer literate and those who are not" as a major problem area where more must be done.

Organizations also fall into the two categories: technology-capable and the technology-weak. Creating opportunities that allow organizations to develop technological skills may become a public-policy issue in the future. Quinn Mills, professor of business administration at Harvard University, advocates business-government partnerships at the local and regional level to promote infrastructure. "If you don't have the infrastructure, everything else must wait until you do," pointed out Marc Rosenberg of OmniTech Consulting.

The benefits that come from partnerships are not limited to technology. "In most of the companies I know, HR executives are looking to form partnerships," said AT&T's Harold Burlingame. He noted that companies can come together, despite the competitive nature of business, to create valuable joint services that benefit everyone. "The smart use of technology can make partnerships work even better--this was the basis for the formation of Talent Alliance itself," he said.

QUALITY OF LIFE: AN ENDURING TREND

The Talent panel concluded its discussion by focusing on an issue that has always been at the heart of human resources, and probably will always be: quality of life. "There's an increasing interest in people finding meaning in their lives and in their work," noted Don Kuhn of UNICON. "People are no longer content with income and acquisition alone, but are looking for personal satisfaction." Virtual offices, flex time, increased mobility and other innovative work arrangements are indicative of a renewed sense of balance that people seek between work and family, and productive time vs. leisure time. In addition, the changing nature of business and the end of the so-called "psychological relationship" between employer and employee has created a vacuum in the lives of many people. According to Kerry Bunker, of the Center for Creative Leadership, this has created "an enormous threat to our view of meaningful work." He observed that: "While the capacity to communicate has reached new heights, the potential to connect at a human level is being dramatically undermined. Finding a way to balance these two trends will be key to leading people through change and transition."

Perhaps it was fitting that the panel discussion ended on the most "human" aspects of human resources: communications, connections and balance. The experts agreed that despite the transformations in business, the emergence of a highly technological and global workplace and new views of the very nature of employment, the dominant HR concerns for the future are much the same as they were in the past: to help people cope with change, successfully find their place in the world of work, and build lifelong careers that are productive and satisfying.

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Interim Executives: Rx for a Changing Business World

(Hiring interim executives, which is becoming a trend, is an effective resource HR professionals can use to lead change)

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ABSTRACT:

Human Resources (HR) professionals who want to ensure that their companies survive the continuously changing business environment should consider contracting interim executives. Interim executives are seasoned professionals who have decided not be tied to one organization. They chose to leave their permanent corporate jobs and focus on helping growing companies become successful. Typically, interim executives offer hands-on expertise in HR, finance, marketing, sales, general management and other primary executive functions. Interim executives can be an advantage to companies in many ways. For one, they can take the place of a permanent executive if he/she decides to take a leave of absence. Interim executives can also be trusted with special projects during hectic times. They are also capable of implementing new strategies and mentoring other executives and employees who have the potential to handle executive roles. Meanwhile, when selecting interim executives, HR professionals are advised to see if the interim executives they are considering have qualities that are compatible with their companies' corporate culture. Once they have identified the right interim executive, they should clarify to him/her their companies' expectations. HR professionals should also give the interim executive a primary point of contact, such as one HR professional or a senior executive who can orient the interim executive to the company's corporate culture and everyday operations.

TEXT:

As time marches toward the beginning of a new century, organizational change is inevitable. A few of the changes and challenges facing business leaders today include: expansion and diversification of businesses; growth through mergers and acquisitions; learning to take advantage of new sales opportunities with e-commerce; developing new products and services to achieve global competitiveness; and developing and restructuring their organizations.

For HR professionals, the ability to lead and manage change is essential to job and career success. Other than your current executive management team, who will lead your organization's continued growth and success in the year 2000 and beyond? The market demands rapid, frequent change. One effective resource HR professionals can use to lead and manage change is hiring the interim executive, a creative and flexible solution that is increasingly becoming a trend.

FREELANCE EXECUTIVE TALENT

Interim executives are professionals with a wealth of experience who have decided not to tie themselves to one organization. In mid-career, they choose to leave their permanent corporate jobs in pursuit of something more exciting--the opportunity to use their knowledge and experience to help growing companies evolve to the next level.

These executives offer hands-on expertise in human resources, finance, marketing, sales, general management and other key executive functions. They can be found across the United States, around the world, in large corporations and in small businesses. Organizations that want to maximize their human resource capital are increasingly using this flexible resource to help grow their businesses.

Whether change creates an emergency situation or is planned in advance, interim executives provide senior-level talent with distinct expertise to quickly address critical issues. Hiring an interim executive offers companies the freedom to access a resource with specialized experience on an as-needed basis. This strategy avoids the benefits costs and other expenses associated with hiring an executive permanently for what may only be a finite-term need.

The flexibility of opting for an interim executive is especially beneficial when a position needs leadership immediately, but due to the many changes an organization may be considering, such as a potential merger or divestiture, the person may not be needed for the long term.

EXPERIENCED, PRAGMATIC WITH A PROVEN TRACK RECORD

Since the massive restructurings and downsizings of the early 1990s, organizations have found that the loss of middle management is resulting in a deficit of experienced leadership. In order for companies with many talented junior professionals to continue to grow, they need seasoned expertise with classical management discipline and experience to guide the organization.

Unlike many management consultants who typically focus on analyzing situations and writing reports, interim executives are proven practitioners with specific hands-on experience. They have worked on the frontlines within organizations, not just consulted for them. Directly accountable to management, interim executives can help effect change from the inside by designing and implementing strategy and action plans.

Another advantage in using this temporary resource is choice. As when hiring for a permanent position, organizations get to interview and select an interim executive. But the difference becomes obvious when contrasting the typical management consultant's hiring procedure. Often a fresh MBA is assigned to a company from a management consulting firm, and the company has little say in the decision.

STEERING THE ORGANIZATIONAL SHIP

Interim executives can steer organizations through many changes, opportunities and challenges by fulfilling various needs.

* **Caretaker.** Organizations can access needed expertise in a caretaker role when an executive takes extended leave or an unexpected vacancy occurs. An interim executive is invaluable in a caretaker scenario, such as when a CEO abruptly resigns or a CFO goes on maternity leave or other leave covered by the FMLA (Family Medical Leave Act). In one case, the vice president of HR at an IT company announced her resignation during a critical high-growth period in the company's development. In need of immediate, continued leadership, the firm hired an interim HR executive to hold the fort while it searched for a permanent vice president. Within two weeks, someone with more than 15 years of HR leadership experience filled the vacancy. Knowing that the company's HR function was under control, management conducted a thorough search and then continued to retain the interim executive to transition the permanent professional that was hired.

* **Accomplishing special projects.** For special or stressful times within an organization, such as crisis management, crunch periods, major systems projects, or IPOs, interim executives can offer a number of advantages. By accessing this talent pool for a limited time, your company can benefit

from skilled expertise in specific areas for an allotted time period, usually the time it takes to accomplish the project.

In one case, management of a growing IT company wanted to take its business to the next level and recognized its need for a corporate communications executive to jump-start the firm's public relations operation. An interim executive with 20 years' experience in corporate communications and marketing was hired for the position. The temporary executive successfully began an inhouse media and corporate relations department that enhanced the company's image and drew media attention to the firm's capabilities and successes.

* Implementing new strategy. When a growing telecommunications firm decided to change its strategy for going global, management decided to hire an interim executive to expand and manage its multi-billion dollar treasury department. This executive's mandate was to grow corporate funding from \$1.6 billion to \$5 billion. Serving for 18 months, an interim treasurer with 16 years' experience in global banking, investment portfolio management and capital planning successfully secured the capital before transitioning responsibilities to company treasury executives.

* Mentoring. When an executive or an internal candidate for an executive role has the background and compatibility for a position, but not the required depth of management experience to advance the position, an interim executive can share extensive insight and provide support. Take the case of the founder and president of a struggling manufacturing firm who hired an interim COO to turn around his company when a permanent executive could not fit budget constraints. With 15 years' experience in operations, the interim executive established operations infrastructure and trained the president to effectively control costs while enhancing the manufacturing process with technology improvements.

TEST-DRIVING AN EXECUTIVE APPOINTMENT

Compatibility and corporate cultural fit have never been more important than today. Rapidly shifting market forces can make unsuccessful executive appointments particularly costly in lost productivity. In some situations, "test-driving" a professional executive relationship by using an interim executive can help ensure an effective long-term investment for both the organization and the executive.

In one case, a publicly traded software developer found it had recently hired a CFO whose management style was ineffective in leading the staff through the Asian financial crisis. In anticipation of the CFO's termination, management sought a turnaround specialist to serve as a temporary financial executive, hoping to avoid further damage to its stock. The chosen interim executive brought 30 years' experience in finance and senior management roles within IT, commercial banking and investment institutions. After having served as a consultant for the previous six years and then serving in the interim capacity for just a month, he and the company decided his leadership was a good fit, and he was permanently hired as the CFO.

CLARIFYING EXPECTATIONS

After selecting an interim executive, meet with them to discuss expectations. Specific project tasks, responsibilities that the position entails, appropriate authority levels and your company's measurements of success should all be addressed.

In addition, you need to clarify whether the executive will participate in the same activities as the permanent corporate staff, such as regular business meetings and offsite strategic planning sessions. Responsibilities and the authority of the executive hired need to be discussed with other staff members. This helps foster acceptance for the newly hired person

within the organization. It also helps avoid the potential tensions and resentments that can arise due to ambiguities in the interim executive's role.

MAXIMIZING EFFECTIVENESS

By their very nature, interim executives come to work ready to hit the ground running. To maximize their effectiveness however, a primary point of contact such as an HR professional or another senior executive can help ensure a quick and smooth transition into the new position. This person can help orient the interim executive into the firm's corporate culture and day-to-day procedures.

This point of contact can also serve as a mediator on an as-needed basis should a project require more resources, or if staff compatibility issues threaten the interim executive's success. You may also want to meet with the interim executive search firm occasionally to discuss the project's progress and address any other concerns.

The effective use and management of interim executives is one of the most powerful tools available today for HR professionals and the organizations they represent.

PAUL R. DINTE is president of Dinte Resources, Inc., based in McLean, Va.. The firm specializes in executive search and interim executive placements.

FINDING INTERIM TALENT

With limited time dedicated to recruiting in today's tight job market, an executive search firm can help you find the right interim executive. When choosing an executive search firm, keep in mind the following:

1. Does the firm have experience luring high-quality, senior-level executives to interim assignments in your particular industry?
2. Does the firm ask the right questions when trying to learn about your organization? Does it thoroughly diagnose your company's unique requirements and objectives?
3. What process and methodology will the firm use to identify appropriate candidates and follow through on the assignment of that individual?
4. Can the firm provide client references, and do the references confirm the firm's quality of service and delivery?

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