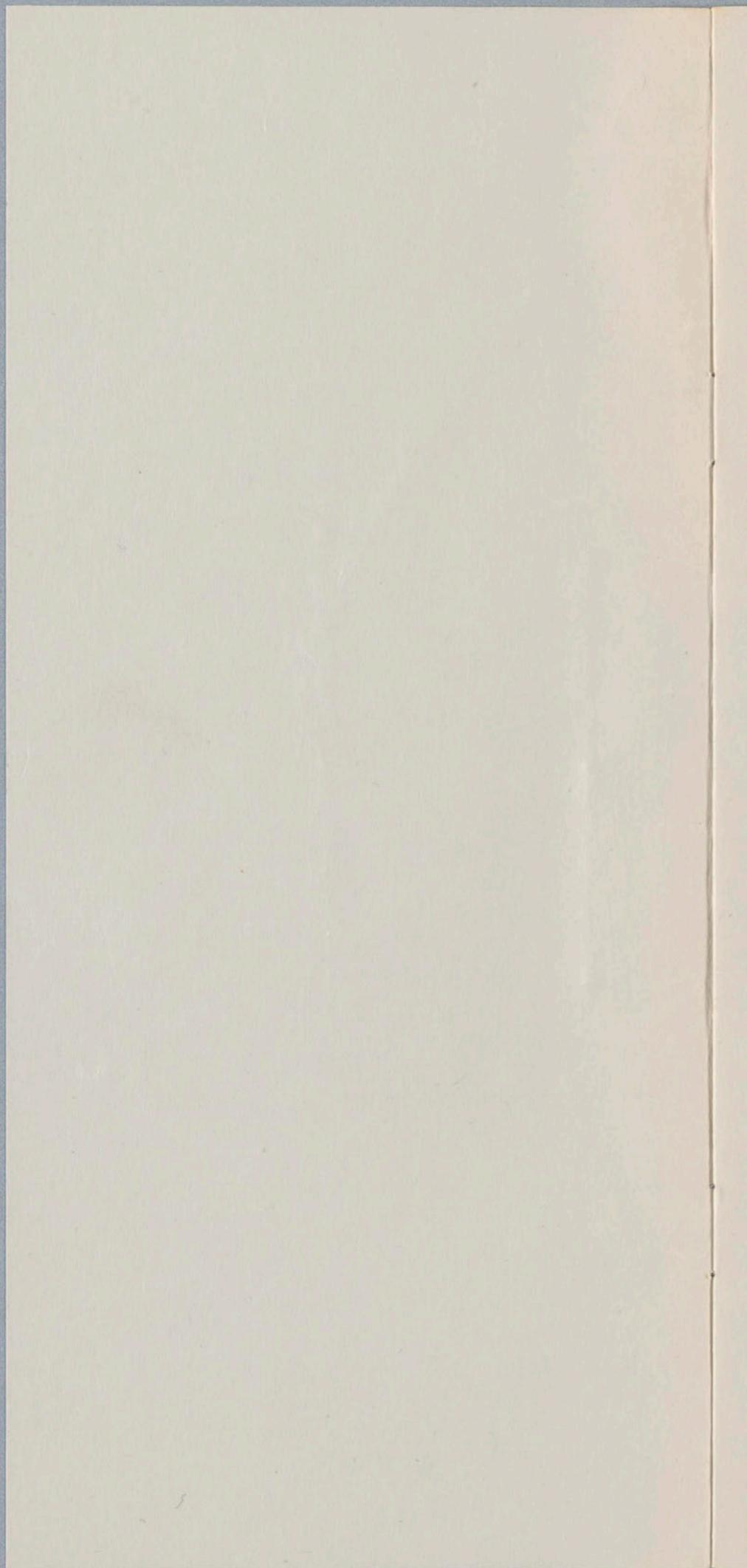


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Corporate Bro CBS, Inc. vice ombudsman and women's equity initiatives

1973

“THE
PERSON
WHO
SUCCEEDS
DECIDES
WHAT
SHE
WANTS
AND
GOES
AFTER
IT.”



REMARKS OF
ARTHUR R. TAYLOR, PRESIDENT, CBS INC.
AT THE
KENT PLACE SCHOOL
SUMMIT, NEW JERSEY, JUNE 1, 1974

The era of opportunity for women is upon us. This is an issue of great interest, concern and action for me personally as the father of three daughters, as President of CBS and simply as a human being. Within the sphere of business over which I have some control, namely my own company, we are working very hard to overcome and remove the obstacles historically set in the career paths of our talented women and to remedy the injustices of the past.

One great lesson my associates (some of whom are women) and I have learned is that the system which has favored men in the world of organizations is no accident. There are many societal and psychological causes for it. If we are to change it we must understand what its causes were.

To begin with, I should make clear my own set of assumptions. I am going to assume that all of you are either going to college or into some situation where you will want to learn to grow as people, develop skills and understanding in things such as problem solving, problem analysis, decision making and, most important, to understand reality.

I am going to assume that many of you will want to be *prepared* to enter careers, *with your eyes open, with your views upward*. I also assume that most of you are going to work. Forty-nine percent of our present labor force is women and this is growing annually.

I am going to assume that most of you who work will work in *organizations*, whether business, hospital, government or family; each is an organization.

Now let me also tell you some of the assumptions that have long been made about women that I am rejecting. I reject the assumption that you will work for only a few years and that you have little interest in a long-term career. I reject the assumption that you do not care about salary, that you do not need as much money as men do. I believe that you want to earn recognition, status and power. I do not believe women want to work only to help people. I reject the idea that women are unable to ask "What's in it for me?" I reject the idea that because you are women you do not belong in the management ranks of industry. Instead I am going to be talking to you today from my belief that women are full, complete people.

Please bear in mind throughout all this that I am not talking about the ideal world—the way the world should be. I am talking about the way the world is now and the reality of it. For this is the world you will enter. You must be able to understand and to cope with it the way it is now. If you are to become a part of it and perhaps one day even change it you will have to have the skills, the knowledge and the understanding of how to function in the world as it is now.

Let's just think through for a moment the following questions: What is an organization? Where did it come from? Where have men come from in terms of their socializations, their culture and the kinds of knowledge and skills which they developed in the process of growing up? Where have women come from? What kinds of knowledge and skills have they learned in their developmental period, the years which you have all just gone through—the years which many of you are still in?

Basically organizations were founded, developed and invented by men who wanted to work in a structure with some sense of order. Those organizations developed, naturally, as places for men, cultures for men, places where men's hopes and dreams could become realities.

Why then is it difficult for women to fit into this structure?

Think back to what a girl and boy are learning as they grow up. The boy is playing football. He is learning the concept of win/lose. He is learning that it is sometimes advantageous to work with other people as a member of a team in order to create a situation in which he can then become a star. He learns plays—how his team can develop clever strategies to run the ball around the other team, always keeping in mind the objective of getting that ball to the goalpost.

All parents, mothers and fathers, want their son to become competent. When I say competent I mean having sufficient knowledge, skill, experience to be able to do something and to do it well. They want him to do well in school, to do well in sports, to do well at leadership activities. They want him to grow up to have a successful career if for no other reason than that in the future he will be able to be an independent, autonomous person regardless of how many other people he chooses to support or not support. He is encouraged to make decisions, to take the initiative, to make choices, to become able to compete in the world. His growing up in relation to competence is one consistent pattern of reinforcement, of support, of reward from parents if he does well, if he is successful and becomes skilled at something.

Now let's look at a girl. Little girls tend to grow up, until they are 10, 11, 12, pretty much like boys. They are achieving, they are developing certain competence, though perhaps not to the depth and extent as boys. They are playing with dolls rather than footballs. They are not learning strategy. They are not learning to play in win/lose situations. They are not learning teamwork—even though they are learning to master certain things and to be better and better at them.

Then they move into adolescence. They begin to learn that adulthood for women traditionally has not been primarily one of applying competence, of achieving success in an organization; rather they now must learn to be the person who will stay at home. They are taught they must sit and wait. They must be chosen rather than do the choosing. While the boys are learning to be aggressive, the girls are learning to be passive. Just think for a moment about who traditionally asks whom to dance.

Now there are several implications of this learning in adolescent years, because in the case of women it causes them to have to shift gears in midstream, in terms of who they are, where they are going and what is going to be most meaningful in their lives. There is a terrible tendency, for example, for girls during their high school years to feel that high performance is only acceptable in certain subject areas: the humanities, English, art, literature, history. Right then and there they begin to back off from other subjects such as mathematics, economics, government, because these subjects are directed toward preparation for careers, and professional lives and leadership, things which traditionally have been for men and not for women.

This means that girls usually do not, by the nature of the way they grow up and the things that are emphasized for them, innately develop the competitive skills that become so basic for a career, and for planning for and taking hold of management positions in an organizational setting.

I think all of you are very fortunate in many ways to have attended a women's school. The meaning of this is perhaps greater than you all realize now. Because you are women among women, you have been freer to achieve, freer to compete with each other and therefore to learn how to compete. You have been freer to take leadership positions because you were leaders of women. The importance of leadership

experiences for you cannot be overestimated.

When men enter organizations among other men there is a kind of understanding of why *they* are there, how men will behave with each other, how competition will be handled, the need to set goals, the need to work toward them, the need to develop relationships, the need to belong to teams with other people through which one can learn and develop skills.

If a woman enters that same organization she does so normally without any inkling of the kinds of things that she will find and the kinds of things that she must begin to do if she is to be successful in that setting. She has been conditioned previously to see herself as a helper of men, not as their colleague or as a leader. So if she entered the organization in the past, she tended to enter secretarial or other support positions. While the exceptional woman, out of sheer ability, rose from these jobs, she rarely progressed very far into management; for (to use the football analogy) since she had not learned to see herself as a quarterback, she had never really learned to play the game.

If you consider the implications of the way in which many of you have grown up—and I realize the generalities I have discussed may not be true for all of you—I hope you will see that there is a great need for you to begin to take more control over where you will be going in the years to come. If young men enter college with a different set of expectations than most young women, they may do some very different things with their educational years. Many of them will look on their educational years as a time to become more competent, to prepare for what will follow the college years. If a woman does not think ahead, she might not do this.

Some of you are asking, “Will I work full time and marry? Will I work full time and not marry? Will I work, then marry, and then return to work?” and many more versions of these questions, and the implications of each may be unclear. I understand that you may feel less

able therefore to choose a goal, a work goal, a career goal and to feel committed to it, and so I want to just take a minute to tell you why I think you must.

Think, for example, of two young women who go to college. Both during their college years have asked all of the questions that you have. They don't know if they will marry. They don't know if they will work. One is career oriented, with a major in management. The other is not. Both graduate and at that point both do look for a job. They go to the placement office at their college and they have interviews with companies. Right there the young woman who majored in management finds herself with many more job opportunities than the young woman who did not. Nevertheless, each of them obtains a position.

Now the first young woman decides, since she cannot predict the future, to look at the organization and the line of work she has now chosen and say to herself, "If I am still working five years from now, where would I like to be? What would I like to be doing?" She begins to plan a job sequence and the further training and education which she will need. She begins to decide which people in the company she ought to get to know, from whom she can begin to learn new things, to spread her vision of what goes on, to understand the nature of the business she's in. She seeks those people out.

The second young woman says, "I don't know where I will be five years from now. This is a nice job I have, so I will just do this. I will do it terribly well. I will learn it very well, and I will have a good experience while I am trying to find out where I am going. And if I am very good, someone will notice and it will all work out fine."

Now both approaches sound quite plausible, but one woman, through her own actions, has made a tremendous difference in her own life. The other has not. The years that each is working will be significantly different. And

what if five years from now both are still working? Who will have been better off? I hope that it is obvious that the young woman who decided to plan on it, regardless, is certainly better off.

The young woman who decided not to plan now finds, five years later, that she is still working and will probably continue to work as far as she can see into the future. What might she have done in the first five years if she had known that she would continue to work? How much better could she have prepared herself for the future? Whom might she have gotten to know? With whom might she have developed coaching—learning relationships that she did not? The other young woman has done all of that. Almost all *men* have done it automatically.

You, as women, will always be better off if you begin to approach your lives, your education, your future work life with the expectation of having a career. Expect to be working and wanting to do well. Even expect the possibility that you will support other people, just as a man does. If that expectation does not turn out to be what happens, you will have lost nothing. But if it does turn out that you continue to work, you will have done many of the right things to prepare for success that would otherwise have been left out of your development.

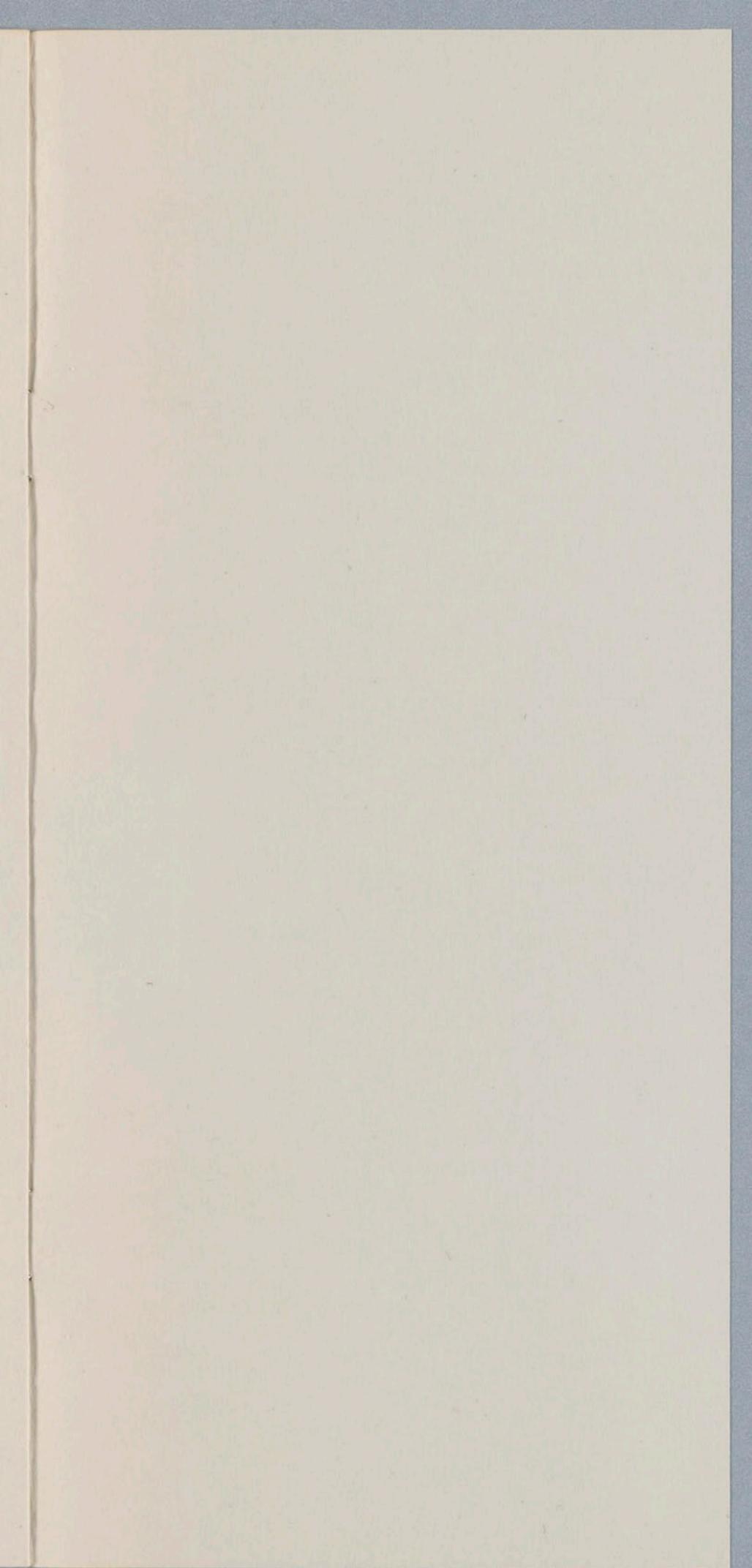
I want to encourage each of you today to begin to pick a goal for yourself. Don't become entangled in whether that is the only goal, or the most important goal—the one to which you want to commit your life. Life is constantly changing. Opportunities are constantly changing. I want to encourage you simply to pick what seems now to be a logical goal and begin to think how best to use the educational years ahead to prepare yourself to achieve that goal. You have nothing to lose by doing that and everything to lose by not doing it.

The greatest problem that I have seen women suffer from for years, in our society, is

that they have tended to let other people make decisions for them. They have tended to grow up feeling that what they deserve will be given to them. They have tended to grow up believing that rules and regulations and a formal system are the ways things really are. They have tended to grow up to have their lives defined by other people and by situations. I hope you will begin to realize that you have to turn that process around, for in the world of business and organizations it doesn't work that way. The person who succeeds decides what she wants and goes after it.

As full people, deserving full opportunities, wanting to live full lives, the first step for each of you is to make your decision to take charge of your own lives, to become the decision makers for yourselves. It is your decision to begin to plan your life and then to respond to other people and situations by *your* choice, by *your* judgment, by *your* control.

I believe in your future. I know, as the President of a large American corporation, that opportunities exist for women to do whatever they are capable of doing. I know that words such as equal opportunity, equal pay, equal access to jobs are real and are becoming more real every day. My concern for you is that you come to those opportunities with the ability to take advantage of them with your eyes open and your views upward. I cannot do that for you. No one else can do that for you. You have to begin to do it for yourself. You have to begin to say that I will approach or create a situation, a situation will not create me. Please take this thought with you today and remember it as you enter college, and as you make your decisions during those years, and as you begin to determine what you will do after. Please remember that we believe in you and wish you the very best of luck.



CBS INC.
51 WEST 52 STREET
NEW YORK
NEW YORK 10019

CBS

POLICY NOTES FROM
THE PRESIDENT

CBS
Ombuds

TO: The Organization
SUBJECT: CBS/WOMEN
DATE: February 13, 1973

What is CBS's attitude toward women? Are they rated co-equal with men as far as job opportunities are concerned -- pay, prerogatives and advancement?

CBS POLICY. Women and men have the same opportunities for employment and promotion within CBS; there is a single standard of qualification for employment, and for treatment after employment, for men and women.

This is the policy. And like all policies its efficacy lies in the manner in which it is accepted and executed. Fiat is one thing, application quite another. The attitude of CBS management is that the employment and advancement of women deserves the fullest measure of attention and determination to post results that speak for themselves.

We believe corporately that we have the right policy and the right attitude. But what we also need is the help of everyone working together toward an accelerated achievement of our goal.

We live in changing times, and one of the most important changes must be in the degree to which women look upon themselves as fully franchised, fully utilized and fully compensated. Since CBS was founded in the late 1920's, the number of women pursuing careers outside the home has grown tremendously. More women than ever before are obtaining the training and education to qualify for responsible positions and career advancement. CBS wants qualified career-minded women to know there are opportunities with the Company; our goal is to maintain effective procedures to attract and retain qualified women employees in every unit of the Company. Toward these ends progress has been made -- considerable progress, in some areas. But we must accomplish much more -- and much faster -- than in the past.

PRESENT OPPORTUNITIES FOR WOMEN. Training programs to qualify for advancement are encouraged by CBS; they are available within the Company and outside it. Our Supervisory Management Course, which prepares employees for higher positions, is being expanded. Women in growing numbers are taking part in the CBS Educational Assistance Program, which provides financial aid for employees to take outside courses that can be of assistance to them in their careers at CBS. Every current and future training program in which CBS participates is to be open to qualified persons regardless of sex.

The recent revision of the CBS Career Inventory System will provide management with an even clearer and more accessible record of every CBS employee's qualifications regardless of sex, thereby assisting the Company's efforts to promote from within. As an interim measure, all vacancies in the first four levels of executive positions in New York and Los Angeles are posted in the particular department as well as being included in centralized listings of all such positions at each activity and in New York. The purpose is to enable qualified employees to be aware of available opportunities.

Operating and staff executives are asked to give our placement and management development offices two weeks to search for qualified candidates without regard to sex to fill managerial, professional and craft positions.

CBS is also conducting specially directed recruiting efforts designed to attract qualified women to responsible and rewarding positions with the Company. We are seeking to make known as widely as possible that, as all our newspaper and magazine advertisements for management, professional and craft positions say, "male and female applicants from all races are desired." CBS has an active program of executive recruitment at women's colleges, as well as at co-educational colleges and universities, with the goal of recruiting the best possible women candidates for career opportunities at CBS. This involves stressing our interest in the employment of women in higher level jobs at all sources of recruitment including visits to college placement offices, talks with students and dealings with employment agencies, executive recruiters and labor unions.

One of the best sources of new employees is referral by current employees. CBS welcomes such referrals of qualified applicants, and encourages members of the CBS staff to make recommendations of women they feel meet the Company's job requirements, particularly for managerial, professional and craft positions.

ENCOURAGEMENT BY EXAMPLE. The Company's interest in using to the fullest the talents and skills of its women employees is reflected in their careers at CBS. There are more than 1,100 women with the Company in executive, professional, technical, sales and craft positions, and the figure is growing. Women at CBS have achieved notable success in such fields as corporate finance, law and broadcast programming.

Further testifying to the career opportunities for women at CBS is the number of women executives with principal responsibilities for recruitment, job training and career advancement with the Company. The Company's Director of Executive Placement in New York is a woman, as are the Director of Salary Grade and Union Placement in New York and the Directors of Personnel in Los Angeles, Chicago and several other locations.

COUNSELING FOR WOMEN. In order to provide a working and responsive apparatus to deal with the gripes, the hopes and the aspirations of women employees, a woman counselor is being appointed in each CBS group to work with the group Management Development Executive. The first such counselor has already been appointed in the CBS/Broadcast Group and appointments in the other groups are being made with announcement in the near future. We think this can be most productive in terms of career development.

PROGRESS AND THE FUTURE. There has been a substantial increase in both the number and the proportion of women pursuing professional careers with CBS in recent years. At year-end 1964, 8 percent of CBS corporate and divisional officials and managers and 10 percent of its professional staff employees were women. At year-end 1972, both figures had about doubled -- to more than 14 and almost 23 percent respectively.

To be sure, this is forward movement. But further progress and faster progress are essential.

ARTHUR R. TAYLOR





CBS Inc.
51 West 52 Street
New York, New York 10019
(212) 765-4321

Keep

EMPLOYMENT MANAGEMENT ASSOCIATION

Remarks by SHELDON M. WOOL

Vice President, Development, CBS Inc.

The Waldorf-Astoria, New York, April 24, 1975

I consider myself doubly privileged to be a guest at this notable occasion and also to have the honor of accepting, on behalf of William S. Paley and Arthur R. Taylor and all our colleagues at CBS, the signal award of the Employment Management Association.

We are proud to have been chosen for this award. While it recognizes the importance of management leadership in a sensitive and difficult area of human relations, we regard it as particularly important because it also speaks to the skill and the dedication of the very women and minorities to whom and for whom our efforts have been addressed. Without their outstanding contributions, we could not succeed.

We welcome your citation as recognition of the fact that it is up to all of American business to meet the challenge of fair and equitable women's and minority employment and to meet that challenge on a voluntary basis, not simply as a grudging concession to government regulation. Our own efforts in this field are but one element in the broader goal of increasing the pride and the satisfaction of all our thousands of employees in their association with CBS. The improvement of their cumulative well being remains a constant goal.

Indeed, it seems increasingly that this must be the goal of business generally. At CBS we see the need to explore, and perhaps to redefine,

the way the employee relates to the corporation, and the way the corporation relates to the employee. The corporation is one of our few institutions that is working -- even working well -- but it is faced with the paradox that at the same time public opinion polls reveal an alarming trend toward declining confidence in it. I think perhaps confidence is not declining in the efficiency of business, so much as in its ability to successfully manage change. In the past, it has been the traditional role of the religious, philanthropic and educational institutions of our society to seek answers to the problems of societal change. But these religious, philanthropic and educational institutions have themselves been subject increasingly to stress and strain as never before. So perhaps for the first time, it is the individual corporation, and the system of which it is a part, which may well become the model for private institutions in demonstrating a strength and potential for change. That, I believe, is one reason that demand grows daily for corporations to assume a larger role in the purposes of our society.

More than ever, business should be facing up to this demand, not with reluctance, but with the enthusiasm of new challenge. The past record of free enterprise in this country has been needlessly strewn with government regulations spawned by industry neglect. As the demands relate to equal opportunity, the question is simply whether we, as business leaders, are going to provide, on our own, some reasonably acceptable solutions for dealing with the complex human strains that are bound to arise, or are we going to wait for the coldly mathematical solutions which will inevitably be handed to us by government regulations.

I suggest that a voluntary approach to providing a truly equal employment environment must begin with the simple and well tested technique of improving communication through dialogue. Two years ago at CBS we sought to create and expand just such a continuing dialogue. It has been a magnificent experience. We know now that by opening the doors of our minds, by encouraging the dialogue that leads to mutual learning, we have unleashed enormous new creative energies and seen the growth of a new sense of purpose, an enthusiasm and an eagerness for rising to opportunity on the part of women and minorities at CBS.

The mutual learning process continues. For more than a year we have been conducting seminars -- Career Planning Seminars for Women, designed to help them identify their strengths, realistically appraise and remedy their weaknesses and their needs, evaluate and respond to specific opportunities within the Company, and take control of their own careers. We have been conducting seminars for men too, to explore the validity of their assumptions about women, to provide the insights that help prepare male management for giving full consideration to women for advanced job opportunities.

CBS has established special opportunities for advanced degree study in business specifically designed for minority and women employees to provide the kind of long-range educational qualifications that make senior management responsibilities clearly more attainable. At each step we have taken pains to try to keep all our employees informed about what we are trying to do. We have reported to our employees about their complaints and our reactions. For example, just a couple of months ago, a special issue

of our employee publication, Columbine, tackled the question, "What Progress Women at CBS?" and the answer, written by an outside free-lance reporter expert in the women's movement, was a frankly mixed one. But the fact that it was frankly reported, that the Company was not interested in glossing over the problem spots, was the best illustration of what I hope is the underlying premise of our efforts.

The willingness to confront problems together, to try to solve them together, the desire to do better is thus the key. We are living in a time when facelessness can no longer be a way of life. We are living in a time when success or failure is not measurable merely by a statistic on a chart, or a percentage.

People have discovered their right to be recognized as individuals, to have their aspirations known and dealt with, to have their grievances heard, and to enjoy a greater measure of satisfaction by allowing their abilities and energies to be used. Business, if the CBS experience to date is any criterion, has learned that it is the beneficiary, not the victim, of vigorous expansion of business opportunities for those who until recently did not have that many opportunities.

The citation presented to CBS by the Employment Management Association today in your National Service Award speaks of "corporate good citizenship." We are tremendously gratified to hear that description of our efforts. But, no less importantly, because of the unleashing of creative energies, to which I have referred, it has also been "corporate good business."

The fact that I could point today to a number of valued senior CBS executives, women and minority employees, for whom the last several years

have meant expanding opportunities and greater stature is meaningful. It is meaningful too that our Company is stronger today because it has a greater breadth of outlook as a result of the women's and minority voices now in a position to be better heard.

I have spoken of a mutuality of interest between the corporation and its employees. This mutuality is expressed in our belief that a corporation has a continuing duty to seek to improve the life situation of those who have invested their work in it, and of the larger community as well. The corporation, we believe, also must seek to know its employees better and to prepare them to make their investment in the corporation more meaningful and more productive. Above all, both the corporation and its employees must strive together to make each day a prelude to a better tomorrow.

As I said earlier, this comes from a voluntary opening of dialogue, a willingness as a matter of business judgment, not government mandate, to accept the idea of change and to retain the particular values of our own initiative. If such a concept of the responsible exercise of freedom is to succeed, the Employment Management Association will not have enough citations to go around.

We hope for and we look forward to being joined by hundreds of business corporations in voluntary advancement of the principles for which you do CBS honor here today. That will be the greatest reward of all.



CBS Inc.
51 West 52 Street
New York, New York 10019
(212) 765-4321

April 24, 1975

CBS HONORED FOR PERSONNEL POLICIES FOR WOMEN AND MINORITIES

Employment Management Association Presents National Service Award to CBS Inc.

CBS Inc. has received the National Service Award of the Employment Management Association, a non-profit national association of employment and personnel executives, for its "far-ranging and multi-faceted effort to expand the opportunities and encourage the aspirations" of women and minorities. The Award was presented today at a luncheon at the Association's annual spring conference at the Waldorf-Astoria in New York and accepted by Sheldon M. Wool, CBS Vice President, Development, on behalf of the Company.

Noting that CBS efforts "to meet the challenge of fair and equitable women's and minority employment, and to meet that challenge on a voluntary basis" are "but one element in the broader goal of increasing the pride and the satisfaction of all our thousands of employees in their association with CBS," Mr. Wool said that "The past record of free enterprise in this country has been needlessly strewn with government regulations spawned by industry neglect."

He said that CBS was stronger as a result of a voluntary opening of dialogue with its employees, "a willingness as a matter of business judgment, not government mandate, to accept the idea of change and to retain the particular values of our own initiative." He said that CBS "has a greater breadth of outlook as a result of the women's and minority voices now in a position to be better heard" in the company.

The full text of the citation, presented by President Norman Skelton of the Employment Management Association, is as follows:

"At a time when more and more Americans recognize that the Bicentennial of our nation is a reassertion of the principles of equality and cooperation,

the Employment Management Association's National Service Award recognizes the need for sensitive and enlightened leadership in the American business community. Under the leadership of Chairman William S. Paley and President Arthur R. Taylor, CBS has led the way with a far-ranging and multi-faceted effort to expand the opportunities and encourage the aspirations of those whom the nation for so long overlooked until recent years. CBS's innovative, imaginative and outstanding personnel policies for women and minorities include not only a large and growing program of job notice postings and career path tracking, but also special postgraduate scholarships for both women and minorities, internship attachments for on-the-job training, special recruitment efforts and, above all, recognition by the company's principal operating executives that they and their employee constituencies can learn together. To this end, a women's steering committee, for example, has met in frank and friendly discussions with senior management, and the company has reported with equal frankness to all its employees on what has emerged from such meetings. For this consistent and conscientious effort, and for the achievements that have already resulted, but above all for the expression and implementation of corporate good citizenship, the National Service Award of the Employment Management Association for 1975 is presented to CBS Inc."

The full text of Mr. Wool's acceptance remarks is attached.

CBS MEMORANDUM

FROM: Joint Women's Steering Committee
TO: CBS WOMEN
DATE: September 11, 1974

Re: July 11, 1974 Meeting with Arthur Taylor

One year had passed since the first women's meeting with Arthur Taylor, and we felt it was time to assess the progress made during that year and to think toward the future.

The Joint Steering Committee prepared a formal presentation and sent it to Mr. Taylor a week before the scheduled meeting.

On July 11 twenty-nine members from the Steering Committees of the four New York women's groups met with Mr. Taylor, some of his corporate staff and the Group Presidents.*

The meeting ran approximately two hours and included Mr. Taylor's verbal response to the various issues in our presentation, remarks by each of the Group Presidents, and a lengthy question and answer period. The topics discussed ranged from the very specific, such as setting a commencement date for the new maternity benefits plan to the more general, such as the mutual trust necessary between the women and management so that CBS can, in reality, be in the vanguard of women's advancement. Attached is a copy of our presentation which has been annotated by Arthur Taylor's staff to denote his replies to specific points.

Our presentation included an Addendum of precedent setting legal decisions in the area of women's rights as well as brief fact sheet of the laws covering equal employment. For the sake of brevity we have not included that Addendum. Anyone who wishes to see it, however, can obtain a copy from any of the Steering Committee members.

Each of the New York women's groups will schedule a general meeting in the near future to provide more detailed information about the meeting.

CBS WOMEN
September 11, 1974
Page 2

*In attendance from Management:

Arthur Taylor
Sheldon Wool
Kathryn Pelgrift
Drew Brinckerhoff
Joan Showalter
Gilroye Griffin, Jr.
John Schneider
Goddard Lieberman
John Backe
John Phillips

In attendance from the Steering Committees:

Jean Abounader	Mary Frances Lichak
Evian Auchmoody	Julie Michaels
Phyllis Bosworth	Alberta Parks
Angela Burn	Judith Parris
Sandra Carson	Lily Poskus
Sheila Clark	Susan Quigg
Cathy Egan	Rosalind Sackoff
Claudia Flynn	Lyn Seifert
Roxanne Garduno	Mary Ann Shea
Monica Jansen	Joan Stewart
Patricia Kearney	Susan Sueyres
Lillian Langen	Mary Gay Taylor
Chin Mahieu	Priscilla Toumey
Judith Hole	Louise Waller
	Patricia Yancovitz

CBS WOMEN'S JOINT STEERING COMMITTEE

PRESENTATION TO ARTHUR TAYLOR

July 11, 1974

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INTRODUCTION

Anniversary dates generally cause people to look back and evaluate; to look ahead and anticipate. It has been a year since our initial meeting, and it is time to assess our progress and to plan for the future.

During the last year American corporations have moved forward on women's issues, primarily by force of law. But CBS has chosen to move forward voluntarily.

Since our first meetings with you, top management and the various women's committees have made significant progress. Three Directors of Women's Programs have been working full time, and the reorganization of Personnel has enabled the Corporation to attack sex discrimination in a systematic manner. Job postings through Level 9 and the expansion of the Career Inventory System have spurred internal recruiting and have contributed to the marked increase in promotions of women. A unique approach to internal training programs is being implemented, and some jobs are being examined and restructured to create career paths for women. Seminars for career planning and for consciousness-raising are being given to men and women at various levels.

But most important, a dialogue has begun at CBS. Women have organized to identify their mutual goals and discuss means of achieving them. An elected Women's Advisory Council meets with top management on a regular basis. Many women have met directly with CBS Group Presidents and, in some instances, with divisional management. These are beginnings.

An atmosphere for change has been created; yet it is a rarified atmosphere. For most women, the personification of the CBS attitude toward women is the immediate supervisor. In too many cases that supervisor does not understand or actively resists contemporary ideas about women in business. There are still places at CBS where a woman must notify her supervisor when she goes to the ladies' room; where secretaries are treated more like "office wives" than employees. There is still an insignificant number of women vice-presidents; and there are still far too many women whose jobs do not use even a portion of their skills.

In the next year top management must be more responsible in communicating and enforcing CBS policies to middle- and first-level supervisors and managers, for it is these people who will have to implement the CBS "action program for women"¹ on the operational level. If hand-holding is necessary, then hand-holding must be done. If money is the most effective incentive, then bonuses and salary increases must be tied in part to the concrete implementation of corporate policy. In order to understand why old policies and practices regarding women are outmoded, managers who have not already attended awareness sessions must be required to do so.

¹Arthur Taylor, CBS Response to Women's Group Presentation, August 17, 1973

Managers and supervisors should be encouraged to talk to the women in their divisions and departments. More important, they should be encouraged to listen. Who understands the problems of women in a particular department better than the women in that department? Might not those women be the very best source of ideas for action programs in that department?

For the past year top management has been listening to a few women. Now it is time for line management to begin listening to rank-and-file women. After all, almost two out of every five workers in America are women. Fifty percent of women between the ages of eighteen and sixty-four work; 66 percent of women in the labor force work out of economic necessity; 42 percent of all mothers work outside the home. The average number of years worked by single women is 45; by women with children is 25.² Contrary to popular myth women are, and have been, an integral and stable part of the labor force. As workers we are concerned about salaries, promotions, medical plans, pensions, maternity benefits, and insurance. As women workers we are concerned about sex discrimination.

During the last decade, a body of law has evolved which prohibits discrimination against women in the labor force. Various statutes, revisions, amendments and executive orders have become the basis for a long list of successful actions filed against corporations. The settlements have included back pay, training programs, educational trust funds for women, and affirmative action plans to help meet numerical goals and timetables. The cost of the settlement for the steel industry could exceed \$80 million. The cost at AT&T has been upwards of \$65 million; at the Bank of California, \$60 million. We still believe that it is not in the best interest of either CBS or the women of CBS to have a lawsuit filed. Yet, without the assistance or knowledge of any of the women's groups, an individual employee can file a lawsuit on her own behalf; the Equal Employment Opportunity Commission (EEOC) or other government agencies can file such lawsuits; independent organizations can file against companies--the recent Supreme Court ruling on class actions notwithstanding.

We know it will cost money, a lot of money, to effect the needed changes in attitudes and policies. It will cost less money if CBS acts voluntarily than if the government steps in. We care about CBS and its future, and we want to precede the law before the law precedes us.

There are at least two major areas to which CBS must direct its attention in the coming months. One of them will help CBS precede the law; the other may well put CBS in the vanguard of social responsibility. The first is the establishment of a long-range plan including specific goals and target dates for reaching those goals. The second is the establishment of a model maternity benefits plan.

²Women's Bureau, Department of Labor, U.S. Federal Government

LONG-RANGE PLAN

In our presentation last year, we argued that the only effective means of measuring the progress of women's advancement was for CBS to establish a realistic Affirmative Action Plan with numerical goals and timetables. You disagreed, contending that setting such goals usually resulted in a good deal of ill will and, further, that setting them would impede internal promotion.

During the intervening months, our initial impression that you are acting in good faith on women's issues has been reaffirmed. Yet we believe that progress cannot be measured in a vacuum. There must be some specific aims.

We agree with your frequently-stated hope that CBS is to be the national leader in providing equal opportunity for women. But how can this opportunity be accurately measured? Merely to reaffirm that "progress is being made" is not enough. The only valid means of measuring progress is to establish long-range targets with specific interim short-range goals. Because of the communication established during the last year between CBS and the women, we do not believe that setting these goals will create ill will or impede internal advancement.

Background research is needed to provide a framework for setting goals and timetables. The procedures by which to accumulate and assess the required information follow.

This outline is based on a twelve-month schedule, so that by July 1, 1975 CBS can perfect its Long-range Plan for Women with specific goals and timetables.

I. Statistical Basis for Numerical Goals and TimetablesA. Analysis of current employee status to be completed by October 1974 and to include:

1. An inventory of current CBS employee skills including those of exempt and non-exempt personnel (by level), union and talent. If the data in the Career Inventory System are free of cultural bias, then CIS could provide the basis for the analysis.
2. An analysis by sex, age, education, experience and job category of the labor force at large for each CBS location. (This information may already exist at the Department of Labor or EEOC.)

CBS REPLY:

CBS agrees that more research needs to be done and will see that it is undertaken.

- B. Forecast of labor conditions, to be completed by January 1975, and to include:
1. Short- and long-range estimates on the economic, social, technological and governmental changes expected to affect the business climate in general and CBS in particular.
 2. Analysis of potential impact of CBS's diversification plans on the current employee profile.
 3. Estimate of human resource needs based on completion of the above forecasts.

CBS REPLY:

Because of uncertain economic situations, no forecasts can be drawn.

- C. Comparative analyses to be completed by April 1975 and to include:
1. Percentage of women in current CBS job categories versus the percentage of women in the same job categories in the external labor market at each CBS location.
 2. Variance between current CBS employee skills and estimated future skills demanded.

The result of this entire analysis will constitute the formulation of a statistical basis for setting realistic numerical goals and timetables.

CBS REPLY:

CBS believes that it would be wrong to establish numerical goals and timetables as a means of determining our progress. The Company also believes they are unnecessary in light of the progress we have made without them. In CBS' view, setting numerical targets, which will take on the aura of quotas, would result in a change in the atmosphere we now have of working together. This does not mean that management will not have goals, but simply that these goals will not be made public. This also does not mean that information as to our progress will not be forthcoming. Statistics or whatever other information is appropriate will be provided so that the women of the Company can measure the progress we are making in concrete terms. It should be noted that while the Company has profit plans and budgets, these are not made public.

The publishing of goals and timetables in CBS' opinion would begin an insidious process. The setting of targets creates a pressure to meet them which is a corrosive element. Coersion is implied. This is not in line with the Company's philosophy. CBS believes that an atmosphere of coersion would undo all the progress that we believe the awareness sessions are making in terms of creating a construc-

tive attitude in which to accomplish our mutual ends. The Company's goal is to develop our own talented and creative people. CBS believes public targets will work against that, and recruitment rather than development will become the means of achieving the posted goal.

If at the end of a period of time the women of CBS feel that the progress made under our present system is not sufficient, we'll sit down and talk to each other and determine what's wrong. Hard numerical and statistical goals will be used by the least altruistic among us to create an adversary atmosphere rather than the atmosphere of mutual goodwill and trust which we are trying to establish.

II. Immediate Action

A. Creation of a receptive climate, to include:

1. Revised policy note on women from Arthur Taylor, establishing CBS's expectations of line management and management's subsequent accountability.

CBS REPLY:

CBS will set expectations of line management and a procedure of accountability.

2. Mandatory awareness sessions for all levels of CBS management.

CBS REPLY:

CBS will continue to encourage and urge managers to attend awareness sessions. "Mandatory" is the wrong word and the wrong concept, because it will result in resistance rather than awareness.

3. Establishment of separate budget codes, by Group, to account for the cost of transitional programs.

CBS REPLY:

CBS believes that separate budget codes will not achieve anything. Most departments are by definition committed to a profit objective which they must make regardless of obstacles. The cost of programs to ensure the advancement of women and minorities should be considered no different than any other normal operating expense, and must therefore be integrated into the regular budget.

B. Clarification of priorities and accountability, to include:

1. Holding division presidents responsible for monitoring (quarterly) progress and performance of line managers in achieving set objectives.

CBS REPLY:

See response to A1.

2. Relating the Executive Incentive Plan and salary increases to quarterly progress reports from executives.

CBS REPLY:
See response to A1.

3. Making progress on this issue a criterion for salary increases for lower-level managers.

CBS REPLY:
See response to A1.

III. Continuation and expansion of established programs, to include:

- A. Identification of high-potential women, in order to accelerate their training and promotion.

CBS REPLY:
Already implemented - but must be refined.

- B. Identification and restructuring of deadend jobs to create career paths for women.

CBS REPLY:
CBS has completed necessary research in some units and restructuring has resulted. Work continues. Entire Company will ultimately be studied. Employees must be aware, however, that some jobs in every company will always be deadend jobs. If a person is unhappy he or she should leave that job.

- C. Expansion of attachment/internship/on-the-job training programs.

CBS REPLY:
CBS agrees and will implement.

- D. Continuation and expansion of career planning and awareness sessions for all women at all CBS locations.

CBS REPLY:
Being done.

- E. Expansion of educational assistance.

CBS REPLY:
Over 40 percent of CBS' total educational assistance now going to women. Looking into further expansion of existing program, but very costly.

- F. Publication and distribution of information regarding careers at CBS.

CBS REPLY:

CBS agrees and such a publication will begin in the late fall.

- G. Acceleration of research into union apprenticeships for women in order to establish them by January 1975.

CBS REPLY:

Research work on this issue is about 60% completed and a report should be forthcoming.

The achievement of these short-term objectives (analyses and forecasts, the creation of a receptive climate, and incentives for both managers and women) will provide the necessary foundation for the establishment of CBS' long-range plan for women (of at least five years) including numerical goals and timetables.

MATERNITY BENEFITSI. Philosophy

How does CBS address itself to the core issue of biological differences between men and women? Should women be given, or denied, special treatment because of their unique capacity to bear children? Regardless of popular assumptions about motherhood, pregnancy, abortion, etc., or of the many myths that still surround them, only one thing is relevant: for job-related purposes neither a woman incapacitated by pregnancy nor an employee incapacitated by a broken leg or an appendectomy, can earn his or her living for whatever length of time it takes to recover. CBS recognizes the need to grant temporary disability pay to employees incapable of earning their livings for non-pregnancy-related reasons, including gender-linked illnesses like hysterectomies and prostatectomies.

We feel CBS must recognize that to refuse, or even to resist, moving forward on this unique issue of disability relating to pregnancy is a manifestation of sexism at its most subtle and insidious. CBS in effect would be saying yes, for job-related purposes (and that is the only context we mean) women are different; yes, CBS really does consider its women employees a "transient" population, whereas its men employees make up the permanent population; yes, women must choose between a career and a family, while it is assumed that men will have both.

Regardless of court decisions, and even if CBS is never legally forced to establish a forward-looking maternity policy, it should. By doing so it would recognize that any manifestation of sex roles has no place in the business world. CBS would truly assume its place in the vanguard of equal opportunity for women.

II. Action PlanA. To be effected immediately:

1. Allow women with pregnancy-related disabilities (including abortion and miscarriage) to use their sick days for the purpose of recuperation.

CBS REPLY:

CBS management prefers not to have rigid sick day policy at all, but in departments where there is a strict policy, pregnancy related illnesses will be treated as any other illness. If there is a problem with a specific supervisor or manager regarding this new concept women always have the recourse of contacting Personnel.

2. Equalize the percentage of coverage for pregnancy-related hospitalization and all other hospitalization. (Currently, CBS pays 70% of the former and 80% of the latter.)

CBS REPLY:

CBS agrees with women's philosophy but too costly. Such a policy would not only affect women employees but also wives of male employees. CBS cannot commit itself at this time, but will continue to look at the request in the future.

3. Update the "dependent coverage" provision to reflect new social mores and legal precedents. Specifically, neither executive nor labor grade women should have to take out dependent coverage to protect themselves financially against the possibility of abortion or miscarriage, since a fetus is not a dependent.

CBS REPLY:

This has been implemented as of July 11, 1974. Only exception might be a married female employee who is already covered by husband's policy. Such integration of benefits is standard insurance procedure. (Policy memo from Drew Brinckerhoff to the Organization distributed August 5.)

4. Extended unpaid leave to six months for the purpose of child-rearing, such leave to be available to mothers or fathers, natural or adoptive.

CBS REPLY:

CBS agrees and this policy is effective as of July 11, 1974. It will be treated as personal leave and does not have to be taken directly following childbirth.

B. To be effected by October 1974:

1. An intensive survey and analysis of companies whose paid-leave policies do include pregnancy-related temporary disabilities.
2. A similar survey of insurance companies to determine which might offer the most reasonable plan to CBS.
3. A thorough analysis of the number of women employees at CBS who took time off during the last year because of pregnancy-related disabilities, and the aggregate time these employees were absent from work, figuring what it would have cost CBS if this time were paid leave. Compare that figure to the cost

of other benefits, including holidays and coffee breaks which CBS grants its employees.³

CBS REPLY:

Already done.

C. To be effected by January 1975, a completely new maternity benefits plan including:

1. Removal of all maternity benefits from dependent coverage and placement under regular medical coverage.

CBS REPLY:

Already covered by sections A1 and A3.

2. A minimum of six weeks disability leave (postpartum) at full salary.

CBS REPLY:

CBS agrees it will treat absences for childbirth as it treats absences for other temporary disabilities (see above-mentioned Brinckerhoff memorandum). CBS is studying the policies for all absences related to disabilities currently existing at its various locations to determine if any changes should be made.

3. Additional disability leave in the event of complications, the amount of which should be directly proportional to number of years a woman has been at CBS.

CBS REPLY:

See C2 above.

4. The extension of unpaid child-rearing leave to one year, available to mothers or fathers, natural or adoptive. Unpaid leave should not be restricted to the period immediately after paid temporary disability leave.

CBS REPLY:

CBS does not agree with this point because jobs cannot be kept open for one year.

³One study based on Chamber of Commerce employee benefit statistics concluded that to grant women paid disability leave would add to the cost of a company's benefit package no more than a paid additional holiday or one additional ten-minute coffee break for each employee (Womanpower Newsletter, p. 6 analysis of April 13, 1974, G. E. decision)

CONCLUSION

We have noted that during the past year CBS has made some significant beginning steps toward the elimination of sex discrimination in its employment policies and practices and we have recommended action for the coming year. Ultimately, we wish to erase every vestige of sex discrimination so that CBS will be a place where women can plan careers and know they will be able to advance and to support themselves and their families. CBS will no longer designate, overtly, or covertly, by sex the role any employee is to play in the organization.

CBS REPLY:

The senior management of CBS, Inc., is totally committed to and in complete accord with this sentiment although there may be disagreement as to the best means to achieve the stated goal. CBS is committed to the advancement of women not for public relations reasons, not because of legal pressure, not for self-aggrandizement, but because it is the right thing to do.



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