

Mapping New Avenues for 21st-Century Working Families

Corporate Voices for Working Families

ANNUAL REPORT **2007**

**Corporate
Voices** 
for Working Families

Letter from the President and Founder

Dear Corporate Voices' Partners and Friends:

I'm delighted to have this opportunity to share with you our accomplishments during the past year as well as to provide perspective on our strategic plan and ongoing key initiatives.

A highlight has been the enthusiastic response and public recognition we have received for our inaugural Best of Congress award. In partnership with Working Mother Media, we have taken a significant step forward in recognizing members of Congress for their leadership in improving the quality of life for working families by partnering with business to create long-term solutions to workforce effectiveness issues.

In August we gained national attention with the announcement of the 24 Best of Congress recipients. The announcement coincided with the distribution of Working Mother magazine, which featured an article about the recipients and put the spotlight on legislative activities and best practices involving working families. I want to offer a sincere thank you to our friends and partners who helped to make this initial Best of Congress award such a resounding success through your sponsorship, encouragement and advice.

The road ahead for Corporate Voices includes mapping new directions for 21st-century working families — the theme of our 2008 Annual Meeting. This involves our continuing strategic emphasis on research, analysis, communication, partnerships and proactive legislative action. We continue to expand our relationships and work with research partners, including The Conference Board, Society for Human Resource Management, the American Society for Training and Development, and WFD Consulting.

Mapping new directions for 21st-century working families also involves expanding the cross-sector collaborative ventures and activities that have been keys to achieving credibility in the public policy arena.

For example, we have joined with several strategic partners in the Ready by 21 Challenge, an effort headed by the Forum for Youth Investment. The Ready by 21 Challenge is mapping new directions for states and communities to change the odds for young people to succeed in school and in life by changing the way they do business. As part of this national initiative, Corporate Voices has

joined with United Way of America, the National Conference of State Legislatures, the American Association of School Administrators, the National Collaboration for Youth (National Assembly) and America's Promise.

And in considering new directions for 21st-century working families, we have given careful review and thought to our strategic plan for the next three years. Our strategic plan reflects the fact that there is a solid link between a qualified workforce and the ability of businesses to compete in a global economy — and the factors influencing the talent pipeline begin at birth and extend throughout one's life. Consequently we are look-

Corporate Voices for Working Families is the leading national business membership organization representing the private sector on public policy issues involving working families. We aim to improve the lives of working families and the competitiveness of American businesses.

ing at our programs and initiatives within the framework of four interrelated areas that speak to business success and the lives of working families: workforce readiness, workforce flexibility, family economic stability and a mature workforce.

As we proceed with our key initiatives, our talented, dedicated staff has continued to meet the challenges and opportunities presented to our growing organization and to surpass the high expectations that we set for ourselves.

On behalf of the Board and staff of Corporate Voices for Working Families, I appreciate your continuing support. We cannot influence corporate and public policy without your active and ongoing involvement.

Donna Klein
President and Founder
Corporate Voices for Working Families

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Working Together for Working Families

Corporate Voices is the only national business membership organization representing the private sector voice in the dialogue on public policy issues involving working families.

To raise the visibility of these issues and to obtain bipartisan support, consensus and implementation, we engage an increasing number of collaborators — corporate partners, government relations experts, nonprofit organizations and government agencies — to achieve our mission.

Our 50 corporate partners are national leaders in developing and implementing family-friendly policies for their own workforces. Collectively these corporations employ more than 4 million individuals throughout all 50 states, and report annual net revenues of over \$1 trillion.

In addition to our corporate partners, we work with experts who have a distinguished track record of accomplishments in government relations and policymaking. More than 50 experts participate on our Task Forces, which act as advisory bodies, providing insights and perspectives to each of our program areas.

The Task Forces are made up of representatives of our partner companies and advocates who have agreed to lend their issue-area expertise. Additionally, many of our partner companies' government affairs representatives participate on our Legislative Committee, which advises Corporate Voices on legislative policies, vets potential political statements, and acts as our representatives on Capitol Hill, as needed.

This past year we expanded our network of strategic outreach partners by 164 percent to include 105 national community-based organizations, business coalitions and government agencies. These collaborations and relationships significantly increase our ability to reach working families as these organizations make our research and other materials available to millions of their constituents.

“Shaping public policy in a way that benefits working families and strengthens the competitiveness of our nation’s business community relies on collaboration on the part of organizations throughout the public and private sector. Corporate Voices for Working Families is a leader in gaining bipartisan support and consensus on key issues.”

Brad Googins, Ph.D.
Executive Director, Center for Corporate Citizenship
Boston College

CORPORATE PARTNERS

- Abbott Laboratories
- Accenture
- Alcatel-Lucent
- Allstate Insurance Company
- Altria Group, Inc.
- AstraZeneca
- Bank of America
- Bank of New York Mellon
- Baxter Healthcare
- Booz Allen Hamilton
- Bright Horizons Family Solutions
- Ceridian
- Citi
- ConnectEDU
- CVS/Caremark
- Deloitte & Touche, LLP
- Discovery Communications
- Eli Lilly and Company
- Ernst & Young
- GlaxoSmithKline
- Goldman, Sachs & Co.
- Harris, Rothenberg International, LLC
- H. E. Butt Grocery Company
- Hewlett Packard
- IBM Corporation
- ICF International, Inc.
- Johnson & Johnson
- JPMorgan Chase
- Knowledge Learning Corporation
- KPMG
- Lehman Brothers
- LifeCare
- Marriott International, Inc.
- MassMutual Financial Group
- Merck & Co., Inc.
- Metropolitan Life Insurance Company
- Morgan Stanley
- Office Depot, Inc.
- Phoenix Companies, Inc.
- PNC Financial Services Group, Inc.
- Sodexo, Inc.
- Texas Instruments
- The TJX Companies, Inc.
- Wachovia
- WFD Consulting
- Work Options Group
- WorkSource Partners

FUNDING PARTNERS

- Alfred P. Sloan Foundation
- Altria Client Services
- The Annie E. Casey Foundation
- Baxter International
- Charles Stewart Mott Foundation
- CVS/pharmacy
- Ford Foundation
- The Hitachi Foundation
- IBM Corporation
- Marriott International, Inc.
- Merck & Co., Inc.
- W. K. Kellogg Foundation



Our Strategy

New Avenues for Improving the Lives of Working Families

Since Corporate Voices for Working Families started in 2001, we have dedicated our efforts and resources to improving the lives of all working families by developing and advancing innovative and sustainable policies that have bipartisan support through collaboration among the private sector, government and other stakeholders.

Today we remain committed to advancing public and private sector policy solutions that improve business outcomes, improve community outcomes and improve family outcomes.

The reality is that the interests of businesses, working families and communities intersect in a talent pipeline that requires a holistic approach to education — demands cross-sector collaboration to create and maintain the supports necessary for success — and begins for individuals in early childhood and ends at retirement.

Reflecting these intersecting interests of businesses, working families and communities, our strategy focuses on:

- **Workforce Readiness**
- **Workplace Flexibility**
- **Family Economic Stability**
- **Mature Workers**



Workforce Readiness

Our workforce readiness initiative is an active and growing body of work — now encompassing our initiatives from birth to early childhood education, afterschool and youth transition.

We have completed and communicated to key audiences our Workforce Readiness Principles and a comprehensive white paper, “Tomorrow’s Workforce: Ready or Not — It’s a Choice the Business Community Must Make Now.” Both articulate the point of view of our member companies on what young people need in order to make successful transitions to school, work and life. In those publications, we argue for a comprehensive and integrated system that provides opportunities for young people to develop the full set of necessary skills. Copies of both documents are available at www.cvworkingfamilies.org.

Our Principles underscore the importance of focusing on the development of both basic and applied skills (professionalism, communication, teamwork and critical thinking), as well as the critical role that afterschool and other youth development programs play in delivering those experiences. Finally, they highlight the importance of early work experience and other ways in which business can create opportunities for young people to develop key workforce skills. We are using these materials in our work with policymakers and strategic partners, and they will continue to inform our work in the coming year.

We have had a particular focus on workforce readiness issues in the disconnected youth populations — those young people ages 16 to 24 who are not in school and are not in the workforce.

In that work, we have engaged a number of our business partners to develop a model of alternative pathways to work for this population. We have identified key barriers — first and foremost a lack of workforce readiness skills — as well as key policy changes that would help build pathways for disconnected youth, like tax credits for employers to provide both pre-employment training/apprenticeships/internships/mentoring and tax credits for employers that hire from the disconnected youth population.

To encourage the business community to help young people develop key workforce readiness skills, we are preparing a guide that will help businesses design necessary programs and partnerships. The guide will include numerous case studies of partner companies’ successful practices and tools to help companies develop specific strategies that fit their needs and resources.

In addition, we are expanding our core workforce readiness body of research to document the corporate investment in training of new entrants that lack essential workforce readiness skills. Working collaboratively with the American Society of Training and Development, The Conference Board, and the Society for Human Resource Management, we are completing a survey to gather this previously unavailable data. We are working with our partners on a report that will include the key data points as well as case studies documenting innovative business practices to address the entry-level workforce readiness gap. We will also explore what, if any, implications the findings have for public policy initiatives.

POLICY WORK

We are in a particularly opportune moment to make substantial progress in policy work relating to new pathways for disconnected young people. Corporate Voices has been providing input on a set of proposals to create career opportunities for out-of-school youth. This work is in collaboration with our partners at the Community Service Society of New York and is in response to inquiries made by the House Ways and Means Committee, which has jurisdiction over the tax code. Congressman Rangel is deeply concerned about the disconnected youth population and, given his role in Congress, is interested in exploring tax policies that will incentivize business to provide greater opportunities to these young people.

As the legislative process unfolds, it will be critical to educate leaders throughout the business community about this proposal so that a broad coalition of businesses enthusiastically supports the proposals and, ultimately, uses the tax credits. We will work with Corporate Voices member companies to build support across our membership. We will also work with our long-time partners — The Conference Board, the American Society for Training and Development, The Business Roundtable, the U.S. Chamber of Commerce, and the Society for Human Resource Management — to build a strong coalition of business support.

Workplace Flexibility

Our low-wage flexibility project has uncovered great examples of workplace flexibility policies and corporate best practices for lower-wage employees. The study involved in-depth research involving five Fortune 500 companies. Preliminary results were presented at the WorldatWork Conference and the completed study will be released later this fall.

Also, Corporate Voices for Working Families conducted a survey that provided senior-level insights that will help shape continuing initiatives involving workplace flexibility. The Alfred P. Sloan Foundation sponsored the survey, which we conducted in conjunction with Harris Interactive.

The goal of this research was to gain insight into the views of senior-level executives regarding why flexible work strategies are used and what kind of an effect they can have on companies' productivity.

Corporate Voices believes that to achieve further acceptance of workplace flexibility as a key management tool, and to better frame the national dialogue around this issue, a clear, concise message that resonates with key executive corporate decision makers must be developed. The following provides the highlights of this research:

- Respondents reported an overwhelmingly positive experience with flexible work strategies.
- More than 75 percent of the business executives interviewed define flexible work strategies as an alternate time or location arrangement; for instance, a nonstandard 40-hour workweek or working from home.
- The respondents, by a ratio of 9 to 1, report that flexible work strategies have a positive effect on helping organizations reach business goals.
- However, in practice, the respondents said that the primary reason that their organization provided flexibility was to help employees achieve a better balance between work and family — and that various accommodations were made available to some employees on a case-by-case basis.
- From the standpoint of their organizations, those interviewed said flexible work strategies are not recognized as the most important contributor to attracting and retaining qualified employees or the most effective option for driving business results.
- Very few of the businesses represented in the survey offer flexible work strategies as a recruiting tool; none view flexibility as a way to save money.



In addition, the Sloan Foundation is supporting the development and release of a second-edition Business Impact of Flexibility: An Imperative for Expansion. We will collaborate with WFD Consulting on this follow-up work, which will include a new appendix reflecting our current research.

Family Economic Stability

We are continuing to work with businesses and other organizations to help create a better understanding about the public and private sector resources that increase job opportunities, improve financial stability, build assets and enhance productivity involving lower-wage employees. The overall goal is to help strengthen lower-wage working families, create working conditions that are more conducive to their success and promote economic self-sufficiency.

Our Earned Income Tax Credit (EITC) toolkit, now called “Employer Guide to Benefits Your Employees Have Earned,” continues to be one of our most important and successful projects. This employers’ guide continues to use the Earned Income Tax Credit as a platform to urge employers to act as intermediaries between their eligible employees and a host of social support services, including the child care tax credit, energy assistance programs, SCHIP and food stamps.

In addition to distributing the employers’ guide electronically and in hard copy to all our corporate partners and strategic outreach partners, we gave each member of Congress a copy. The House Ways and Means Subcommittee on Oversight also requested additional copies for committee work. Our testimony to this subcommittee resulted in a “Dear Colleague” letter from Rep. Charles Rangel (D-NY) that cited Corporate Voices as the key reference source for Congressmen interested in business and EITC.

We will continue to look for opportunities to increase the distribution and value of our next “Employer Guide to Benefits Your Employees Have Earned.” Part of this initiative is to continue to encourage members of Congress to distribute the toolkit to their constituents and broaden the awareness of EITC and other benefits to businesses in their states. At the present time, a conservative estimate is that 10 million working families have access to the information provided in our employers’ guide.

Building on this work, we are engaged with Abbott Nutrition in a project encouraging low-wage employers to adopt workplace lactation programs. We are preparing a toolkit for employers as a guide to best practices involving workplace lactation, and we’ll distribute it to the wider business community.

We are also working with Johnson & Johnson to help that company promote its Access to Wellness program, which provides information about free and discounted pharmaceuticals.



Best of Congress Award

Corporate Voices for Working Families and Working Mother Media successfully put the spotlight on the Best of Congress — highlighting Congressional leadership on working family issues.

Fifty senators and representatives submitted detailed applications to compete for this award, and 24 senators and representatives were honored during this year's inaugural recognition.

This award is based on three measures:

- A rigorous examination of the voting records and legislative support for working families.
- Detailed information submitted by applicants regarding work/life policies for their own staff.
- In-depth review of all applications by our prestigious bipartisan Steering Award Committee co-chaired by Ted Childs, Founder and Principal of Ted Childs, LLC; and Jane Swift, Founder and Principal of WNP Consulting, LLC; and former Governor of Massachusetts. Also on the steering committee reviewing applications are Patricia Kempthorne, Founder and Executive Director of the Twiga Foundation; and Pat Schroeder, President and CEO of the Association of American Publishers and former congresswoman from Colorado.

Following the announcement in August about the award and recipients—which gained national news coverage and was featured in Working Mother magazine—Corporate Voices and Working Mother Media hosted a recognition breakfast in September at the Sewall-Belmont House in Washington, D.C.

We began working on the Best of Congress award in 2006 and plans are already underway for the recognition in 2010.



“The Best of Congress recognition is an important step in putting the spotlight squarely on the members of Congress who demonstrate a commitment to working families. Corporate Voices for Working Families should be congratulated for taking the initiative to launch this recognition — which increases the visibility of working family issues among members of Congress and the public in general.”

Ted Childs
Founder and Principal of Ted Childs, LLC
Co-chair, Best of Congress Steering Committee

RESEARCH & PUBLICATIONS 2006–2008

WORKFORCE READINESS

1. Tomorrow's Workforce: Ready or Not — It's a Choice the Business Community Must Make Now (July 08)
2. Workforce Readiness Principles (July 08)
3. Workforce Readiness Principles Executive Summary (July 08)
4. June 2007 Stakeholders Strategy Meeting Report (December 07)
5. Business Leadership: Supporting Youth Development and the Talent Pipeline (February 07)
6. Are They Really Ready to Work? Employer's Attitudes Toward Entry Level Workers' Skills (October 06)
7. Are They Really Ready to Work Executive Summary (October 06)
8. Are They Really Ready to Work Report Card (October 06)
9. Community to Business Afterschool Toolkit (October 06)
10. Business to Community Afterschool Toolkit (September 06)
11. Why Business Cares About Afterschool (July 06)
12. Corporate Investments in Afterschool (May 06)

WORKPLACE FLEXIBILITY

1. Flexible Work Strategies: Attitudes & Experiences (March 08)
2. Workplace Flexibility for Lower-Wage Workers (October 06)

FAMILY ECONOMIC STABILITY

1. 2007 Earned Income Tax Credit Toolkit (December 07)
2. 2006 Earned Income Tax Credit Toolkit (December 06)
3. Workplace Flexibility for Lower-Wage Workers (October 06)

MATURE WORKFORCE

1. The Real Talent Debate: Will Aging Boomers Deplete the Workforce? (December 06)

FINANCIAL STATEMENTS

2007

2006

ASSETS

CURRENT ASSETS

Cash in Bank	954,433	494,575
Unconditional Promises to Give	40,000	410,000
Prepaid Expenses		11,201
Total Current Assets	994,433	915,776

PROPERTY AND EQUIPMENT

Furniture and Equipment	36,225	28,255
Total Property and Equipment	36,225	28,255
Less: Accumulated Depreciation	-17,905	-10,732
Net Property And Equipment	18,320	17,523

OTHER ASSETS

Investment — Deferred Compensation Plan	60,382	43,218
Security Deposit	7,610	7,610
Total Other Assets	67,992	50,828

TOTAL ASSETS

1,080,745

984,127

FINANCIAL STATEMENTS

	2007	2006
LIABILITIES		
CURRENT LIABILITIES		
Accounts Payable	87,304	46,629
Accrued Expenses	3,117	-212
Deferred Revenue	15,000	27,500
Total Current Liabilities	105,421	73,917
OTHER LIABILITIES		
Deferred Compensation Plan	60,382	43,218
TOTAL LIABILITIES	165,803	117,135
COMMITMENT		
	—	—
NET ASSETS		
Unrestricted	352,442	171,992
Temporarily Restricted	562,500	695,000
TOTAL NET ASSETS	914,942	866,992
Total Liabilities and Net Assets	\$1,080,745	\$984,127

BOARD OF TRUSTEES

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President and Founder
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Working Families

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ABOUT CORPORATE VOICES FOR WORKING FAMILIES

Corporate Voices for Working Families is the leading national business membership organization representing the private and public sectors on public policy issues involving working families. A nonprofit, nonpartisan organization, we improve the lives of working families by developing policies that reflect collaboration among the private sector, government and other stakeholders. To create this bipartisan support, we facilitate research in several areas that spotlight the intersecting interests of business, community and families: workforce readiness, family economic stability and flexibility in the workplace. Collectively our 50 partner companies, with annual net revenues of more than \$1 trillion, employ more than 4 million individuals throughout all 50 states.

STAFF

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