International Journal of Leadership Education 1(1): 65-92.

Proving Leo Durocher Wrong: Driving Work/Life Change at Ernst & Young

A case on the role of senior business leaders in driving work/life cultural change[1]

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Abstract. Describes initiatives at Ernst & Young, LLP (E&Y) in the late 1990's designed to transform the organization's culture to make it more supportive of life beyond work in order to attract and retain the best talent. CEO Phil Laskawy led the way, through his personal leadership and frequently stated position that "people issues" are his top priority. Laskawy created the Office for Retention (OFR) to improve opportunities for women and life balance for all employees. Its director, Deborah Holmes, reported directly to Laskaway. The OFR developed new approaches to addressing life balance challenges. Described here are two such prototypes and their innovative practices (e.g., revising the work week's structure, discussing work/life considerations with clients, restructuring consultant-client relationships, dialogue about work/life issues in account teams, etc.). Also described is E&Y's "Life Balance Matrix," which leveraged the firm's approach to knowledge management and information technology to create a dynamic repository for E&Y's life balance tools.

Keywords: leadership, work/life, human resources, gender equity, careers.

Executive Summary

Ernst & Young, LLP (E&Y), one of the "Big 5" accounting and consulting firms in the United States, has invested heavily over the last several years in the transformation of the organization and its culture to make it more supportive of life beyond work. The tight labor market for talented professionals in accounting and consulting has driven firms competing in these fields not only to create work environments that attract the best and the brightest, but also to ensure retention of existing employees.

Chairman and CEO Phil Laskawy led the way. He demonstrates tremendous support of life balance and other retention-related initiatives.

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1. This research was funded in part by a Sloan Foundation Grant #B1999-76. The authors wish to thank Deborah Holmes, her team in the Office of Retention, and the many other people at Ernst & Young who supported this study.

Through his personal leadership and frequently stated position that "people issues" are the top priority for the remainder of his tenure in office, he has personally advanced the cause of retention and life balance, and engaged other senior leaders to do the same.

Laskawy created the Office for Retention (OFR) to improve opportunities for women and life balance for both men and women. The OFR's director, Deborah Holmes, reports directly to the chairman. Since its inception, the OFR has worked with people at all levels of the firm to develop new approaches to addressing the life balance challenges. The OFR developed life balance prototypes in partnership with leaders and staff in several of the firm's practice areas and captured their best practices.

The case describes two of the main prototypes, including the innovative work/life practices tried in them (e.g., revising the structure of the work week, openly discussing work/life considerations with clients and restructuring the nature of the consultant-client relationship, requiring explicit dialogue about work/life issues in account teams, and more). The case also discusses E&Y's "Life Balance Matrix", created by the OFR by leveraging the firm's approach to knowledge management and information technology. The Life Balance Matrix is a Lotus Notes database that serves as a dynamic repository for E&Y's life balance tools.

The case discusses the OFR's partnering with E&Y's Consulting Services practice to implement the Life Balance Matrix on various accounts through the Account-Centric Retention Initiative (ACRI). The ACRI is an effort to bring to the account level a dedicated focus on continually retaining the best talent in the field.

1. Introduction

Ernst & Young LLP, with FY 1998 total revenues of $5.5 billion, is one of the "Big 5" (until recently known as the "Big 6") accounting and consulting firms in the United States. The firm employs 30,700 people in 87 locations throughout the country – in 39 states, Puerto Rico, and the District of Columbia.

The "Big 5" firms each work in much the same way.

> While the practice of [these] firms continues to be a business which essentially delivers services on an hourly fee basis, the firms are becoming increasingly diversified and complex in their service/product offerings and billing practices.
>
> "Emerson's 1998 Big Six Annual Report"

The varied services Ernst & Young offers its clients are reflected in the firm's four broad practices. Assurance and Advisory Business Services (AABS) comprises auditing and other traditional financial services with high-impact consulting services aimed at enabling clients to improve their finance functions. Tax Services comprises compliance and consulting functions related to corporate taxation. Corporate Finance provides a variety of value-added financial advisory services to client organizations. And Consulting Services helps companies solve mission-critical problems through such means as strategic advising, enterprise-wide process transformation, information technology, and competency development.

In Survey 1997, Ernst & Young's annual survey of its employees, management got an earful from the more than 17,000 people who responded. While the firm came out well in general on issues of employee satisfaction, one issue stood out: there were 3,071 written comments regarding "life balance", more than on any other topic. Clearly, there was tremendous concern throughout the firm regarding how to balance work and life beyond work. (Exhibit 1 includes the work/life balance questions from Survey 1997. Exhibit 2 presents an excerpt from the firm's response to the survey results.)

The survey confirmed what the firm's leadership already knew, namely that Ernst & Young employees were finding it difficult to balance the demands of work and home life. The survey also highlighted problems related to career opportunities, the absence of senior role models, and the lack of mentoring opportunities for women. Many women were leaving the firm because of these problems.

Within its industry, the retention problem is not unique to Ernst & Young. And it has implications.

> For fiscal 1998, the most significant constraint to growth will be limitations to being able to hire qualified staff. Every firm is currently resource constrained. … [T]he firms would have hired more people if they could have found them …
>
> Every firm seems to recognize the importance of maintaining high levels of profitability per partner as it relates to retaining and attracting top professionals. … [Q]uality of life issues [have begun] to take precedence over earnings.
>
> "Emerson's 1998 Big Six Annual Report"

Ernst & Young had already set out on the path of addressing these sorts of issues. Just the year before, in 1995, Chairman and CEO Phil Laskawy had created and then chaired the Diversity Task Force to address issues affecting the retention, development, and advancement of women in the firm. The task force commissioned a study by Catalyst, a national, not-for-profit organization that works on issues facing women in business, to study the situation and recommend a course of action. Deborah Holmes was the Catalyst team leader.

The Catalyst team took a hard look at Ernst & Young. They conducted focus groups with managers and senior managers. They interviewed principals and partners. They even spoke with high-performing people who had voluntarily left Ernst & Young. And they identified a number of issues concerning women in the firm and major issues of work/life balance affecting both women and men.

Catalyst confirmed the results of Survey 1997: that Ernst & Young employees – both women *and* men – were facing work pressures that affected their ability to achieve a healthy work/life balance.

In its report, Catalyst quoted a senior manager describing the retention problem.

> The majority of people I see leaving the firm do so because they have kids. Men are leaving for that reason, too, but they don't say it. When they leave, they don't say: "I just want to spend more time with my kids." What they say is: "I've got this great opportunity where I will be able to make more money without these horrendous hours."
>
> Ernst & Young Senior Manager

Rich Namerow, a partner responsible for a Healthcare Consulting account, stated his business case for dealing with the retention problem.

> If I lose a key player in the middle of an engagement, I lose revenue because my client is unhappy. You only need a few of these to feel the pain. This is a pragmatic, not an altruistic, issue.
>
> Rich Namerow, E&Y partner

However, while both men and women were affected by their inability to achieve a healthy work/life balance, these difficulties seemed to have a greater effect on the women at Ernst & Young. Women were choosing to leave the firm at greater rates than their male counterparts. Women may have felt the pressures of work/life balance differently than men, especially since women were far more likely to have spouses who also worked full-time outside the home. But more generally, women did not see partnership as a realistic career goal. These women felt excluded from the informal networks that put junior men in contact with male partners on a regular basis. While junior men interacted regularly with male partners, women at Ernst & Young saw fewer role models to emulate. In addition, many of the client-development activities traditionally accepted by the firm were more appealing to men than to women.

> A Boston [E&Y] senior manager had her expense report rejected after she took a client for a manicure. The problem: It wasn't for golf or one of the few other traditionally male diversions readily approved by the firm.
>
> "Accountants Have Lives, Too, You Know", *Business Week* (Feb. 23, 1998)

Catalyst drew this conclusion:

> To ensure continued delivery of outstanding client service, Ernst & Young must reduce turnover of valued, trained client service staff. This will require an understanding of work-life balance for all staff, as well as more support for users of the firm's reduced-work options. …
>
> Most people who feel the firm's goals are out of synch with their own personal and career goals perceive they must leave the firm, make personal sacrifices with which they are not comfortable, or pursue other options (e.g., reduced work) which too often are linked with second-class stature.
>
> "Improving Retention and Career Development of Women at Ernst &Young"

The task force recommended establishing a team to focus on improving the conditions identified by the Catalyst study, and Phil Laskawy created the Office for Retention in November 1996.

> It's pretty obvious that the first firm to crack the code – the firm that figures out how to work most effectively with women, how to make them feel connected, how to get them to stay with us, how to help them reach their fullest potential – is going to win in the long run.
>
> James S. Turley, E&Y Metro New York Area Managing Partner

Phil Laskawy has stated repeatedly that people issues are his number-one priority for the remainder of his tenure at Ernst & Young's helm. Asked what drives him to pursue these issues with such intensity and focus, Laskawy explains that when he was 10 years old he heard that Leo Durocher, the famed baseball curmudgeon, had said, "nice guys finish last".

> I've always had a commitment to believe that this shouldn't be the case. This is not about being a nice guy; it's about doing the right thing.
>
> Phil Laskawy, E&Y CEO

Creating the Office for Retention was part of Phil Laskawy's attempt to "do the right thing" by putting people issues at the forefront of the firm's concerns. Since its inception, the OFR has worked with people at all levels of Ernst & Young to develop new approaches to addressing the work/life balance challenges employees face. The initiatives speak to very real problems faced by the firm.

> The Office for Retention is a new function, reporting directly to Chairman Phil Laskawy, whose mission is to improve retention at Ernst & Young, especially among women. This function grew out of the work of Ernst & Young's Diversity Task Force … to address the concern that turnover among women is higher than men. Women comprise one-half of all new recruits, but are just 20 percent of the firm's population of partners, principals, and senior managers. Clearly, this "brain drain" is robbing E&Y of outstanding talent.
>
> From a January 9, 1997, Company Message to All E&Y Personnel

The Office for Retention is a unique group for Ernst & Young, charged with addressing the improvement of work/life balance for men and women in the firm. Phil Laskawy convinced the Catalyst team leader, Deborah Holmes, to come on board as the OFR's director. She reports directly to Laskawy and works closely with him to ensure his involvement in all OFR initiatives. As a sign of the importance of the function, OFR's offices are just down the hall from the CEO's office at E&Y's headquarters in New York City.

Since its formation, the OFR has grown to a staff of nine, including professionals with backgrounds in organizational change, organizational development, human resources strategy, women's issues, and strategic communications. The group has championed several work/life balance and women's initiatives throughout the firm. (Exhibit 3 reproduces a timeline of OFR and related E&Y activities from January 1996 to February 2000.)

> **Internal networking**: linking women across the firm's practice areas and creating the support structure so critical to employee satisfaction and career development.
>
> **External networking**: ensuring that women are used effectively in client development, and giving women an appropriate role as representatives of the firm to the business community.
>
> **Mentoring**: creating a culture in which the leaders of today understand their responsibility to help develop the firm's future women leaders.
>
> **Life balance**: exploring ways for all E&Y employees to contribute their best to the firm while achieving the appropriate balance between work life and personal life.
>
> From the "1998 Office for Retention Annual Report"

Women are a special focus of the Office for Retention. This is indicated in a letter from Phil Laskawy and Deborah Holmes addressed "to the people of Ernst & Young:"

> Women bring to the workplace a diversity of thought, perspective and experience that no firm can afford to disregard. That wealth of ideas and experience makes the work environment richer and enhances our

> relationships with our clients, reasons enough for Ernst & Young to dedicate so much attention to the challenge of woman's retention.
>
> The underlying issues that cause women to leave our firm – like access to leadership, appreciation for life balance, the availability of role models and mentors, the need for affiliation – are, of course, *people* issues. As we address these issues for women, we'll make Ernst & Young a better place to work for all our people.
>
> Clearly, Ernst & Young isn't the first firm to focus on retention. But *first* doesn't matter half as much as *best* does, and when the people of Ernst & Young set our minds to something, we do it better than anyone else. Already, we're ahead of the pack as the only professional services firm with a retention effort that reports directly to the chairman. And as far as we know, we're the only enterprise in the country – public or private – with a database of flexible workers and an on-line toolkit to help our people through the process of applying for a flexible work arrangement.
>
> So, here's our pledge: Ernst & Young is going to address the retention challenge more effectively than anyone else. And the benefits – to the people of Ernst & Young and everyone we touch – will be enormous.
>
> From the "1998 Office for Retention Annual Report"

Phil Laskawy has been involved in shaping a philosophy of work/life balance for Ernst & Young that drives a variety of initiatives to help employees. That philosophy is summed up in a company statement.

> Life balance is achieved when people integrate their personal goal for a full life outside of work with their professional goal of delivering superb client service. Given today's workforce demographics and business environment, the challenges of balancing one's professional and personal lives are very different than in the past, and require new approaches.
>
> Creating a win-win work environment in which our people balance their professional and personal lives is crucial to retaining a highly qualified staff and providing superb client service. Our prototype experience and research have shown that, when people feel free to be innovative and creative as they integrate their professional and personal lives, commitment, morale, and retention improve. Consequently, the firm can avoid the high costs associated with employee turnover – recruiting, training, and assimilating new employees – and maintain consistency on our client-serving teams. Ultimately, the commitment and creativity generated by the emphasis on life balance can be leveraged to enhance client service, resulting in more balanced people, more satisfied clients, and a more profitable firm.
>
> From the Ernst & Young "Life Balance Matrix"

Once established, the Office for Retention set out to develop work/life balance, women's networking, and women's mentoring prototype programs –

in partnership with leaders and staff in several practice areas – to address the needs identified by Catalyst. These prototypes fall into four broad categories, identified by the OFR (see Exhibit 4 for additional detail on prototypes).

This case is concerned primarily with life balance prototypes. The Office of Retention ran two such prototypes: one in a Tax and AABS environment; another in a Consulting Services environment.

2. Tax and AABS Life Balance Prototype

Ernst & Young chose the San Jose and Palo Alto offices of Tax Services and AABS at which to initiate a prototype program to address issues of work/life balance. These offices seemed a perfect choice for the prototype: located in the heart of the Silicon Valley, they faced intense competition for talent. Also, the continuing turnover of male and female talent posed problems. And, the firm viewed the leadership in the office as right for the prototype.

Brad Herrmann, a partner in the office, was given responsibility for managing the entire prototype. Roger Dunbar, the area managing partner, took overall leadership responsibility for communicating about the prototype with E&Y staff. A self-described "different animal," Roger grew up in the Silicon Valley. He thinks and acts "outside the box," is charismatic, takes risks, and is very smart. "People initiatives flourish" in San Jose and Palo Alto, he believes, and he viewed the prototype as "an opportunity to help people see the future." That was the message Roger communicated to everyone.

Roger Dunbar's view of prototypes themselves reflects his outside-the-box thinking. He sees them as experiments from which to learn.

The eighteen-month prototype began in January 1997 with a meeting of senior professionals and representatives of the Office for Retention, who made the business case for addressing work/life balance. The prototype's goals were to reduce turnover and to begin to build a culture in the office that would promote better work/life balance and help make it possible.

The group that met in January 1997 brainstormed potential solutions to the retention problem, discussed barriers to those solutions, and then consolidated the discussion into seven distinct topic areas: Leaders as Role Models; Triage Clients and Management of Client Demands; Management Skills; Telecommuting; Evaluation Process; Professional Hires; and Administrative Support. Leaders for seven teams – corresponding to the seven topic areas – were identified and enlisted, each chosen for their concern about the issue, willingness to work on the prototype, and ability to energize team members to make something happen. Some 100 people served on the teams.

Over four months of meetings, the teams outlined an action plan with short- and long-term solutions to the retention problem. After briefing the entire Life Balance steering committee (including the Area Leadership Team and E&Y's vice-chairman for human resources), the team began to work on building detailed implementation plans. The solutions developed by the teams ran the gamut from major initiatives to small office "rules", such as the institution of casual dress in the office, everyday, and a new policy for checking voicemail over the weekends and during vacations.

On a larger scale, the offices decided to communicate Ernst & Young's work/life balance philosophy to clients. Partners committed to making themselves more available to employees. A telecommuting pilot was developed for thirty to forty employees. The "Peer Review" process was expanded to include additional levels and reviews that are more frequent.

This prototype didn't attempt to define clear objectives and set measures as a means to determine if and to what degree the prototype was successful. In Roger Dunbar's view, the prototype simply made sense and didn't need numerical data for validation. And he seems to be right: all participants interviewed two years later about the prototype concurred in the opinion that it was "successful". The prototype team found that internal and client demand could lead to "burnout" and hence to turnover. A utilization committee was established to oversee the deployment of employees, how many clients and how many partners they work with, and the number of hours they are working. With this information, the office has been able to identify potential life balance problems and address and resolve them before they become unmanageable.

To participants, the San Jose/Palo Alto prototype spurred an examination of processes in the offices that have a direct bearing on employees' sense of work/life balance. It underscored that one's success with work/life is very much integrated into all of Ernst & Young's people practices, policies, culture, and so on – in other words, it cannot be dealt with apart from the overall work picture.

Employees who were part of teams from the beginning of the prototype state that there is a noticeable difference at the San Jose and Palo Alto offices. They say it has become acceptable to discuss personal needs, family issues, and the impact they might have on one's ability to complete the work. Employees believe that Ernst & Young cares about work/life balance, and they feel comfortable that the firm recognizes that work may have a negative influence on that balance. The fact that E&Y would even identify this issue as critical to the business, and then attempt to address it, is considered significant.

As a result, people in the San Jose/Palo Alto offices state that they feel better about Ernst & Young as an employer. Still, given the client-service nature of E&Y's business and the fact that billable hours show how one has accomplished their work, there is lingering skepticism from some about the real ability to achieve "balance."

3. Consulting Services Life Balance Prototype

Whereas the Tax and AABS prototype focused on the San Jose/Palo Alto offices, the Consulting Services Life Balance Prototype was quite different in that it supported a group working on an engagement for a specific E&Y client – in this instance, Consulting Services employees working on an engagement with a Fortune 50 manufacturing client. Again, the Office for Retention provided guidance.

E&Y's turnover problem was resulting in the loss of some of its best people. The manufacturing client noticed that it was losing some of its best consultants. Employees were expressing their view that the firm didn't allow for communicating about issues not directly about work. People didn't feel comfortable asking, for instance, whether they could leave early on a given day for a child's birthday, or for some other family-related reason. In the Ernst & Young culture of old, the belief was that "if work is your life, you're balanced."

Nonetheless, consultants were burning out from the stress and long hours of the consulting engagement. Senior managers and partners were asking what they could do to help these employees do a good job, be happy, and stay with E&Y for the long term. What they were really asking was about the different ways they might structure the work. They created a steering committee to develop initiatives for the consultants, and – from a Life Balance Survey used at the initiation of the prototype and then through a series of discussions – picked out some things on which they could focus.

Several initiatives emerged. The heart of the effort was the life balance "contract". A new workweek schedule was developed, called the "3-4-5 workweek": three nights out of town, four days on site with the client (a minimum of forty hours), and the fifth day in the consultant's home office. In addition, midweek travel for work/life balance-related reasons, such as birthdays and anniversaries, was instituted. Consulting teams would meet to develop calendars for the engagement that incorporated these work/life balance dates. They would also meet on a daily basis to discuss project status, work/life needs, and whether those needs are being met.

Central to the entire prototype was putting the E&Y initiatives into context for the client. The client was told what Ernst & Young was up to, and why: "This is how we can serve you best."

Key to the entire Consulting Services prototype was the role of senior leaders. Mark Hauser, the partner heading up E&Y's work for the manufacturing client, served as a role model; on occasion, he would fly home from the client site during the middle of the week, demonstrating that it was an acceptable thing to do. Partners encouraged discussions about work/life balance.

At the heart of the pilot was the contract – called the "Life Balance Operating Agreement".

> The Life Balance Operating Agreement is designed to surface career and life balance goals, determine engagement roles and processes, and assist individuals and project directors in assessing whether a person and the engagement are a "good fit," given their current life balance goals and the requirements of the project.
>
> From the "Procedures" Section of the Account-Centric Retention Initiative Life Balance Operating Agreement

This contract provided an "excuse" for discussing work/life issues and opened up the conversation for all staff. In fact, the discussion that follows completion of a contract is seen as more important than the contract itself. (Exhibit 5 presents excerpts from the Life Balance Operating Agreement form.)

Most participants have deemed the Consulting Services prototype successful. As one senior partner said, "Most of the time it was well received."

Before the work/life initiatives, the culture in the consulting engagement was "macho": consultants would brag about how many hours they worked. But the new attitude is different. It says, for example, that if you're not taking your vacation, you're not balancing – you're failing.

Bob Forbes, an engagement partner working on the client account, reported to the Office for Retention that the client was very interested in the Life Balance initiative because it helped retain and attract quality E&Y consultants for the engagement team. Some client managers, facing similar work/life balance challenges, even expressed interest in learning about E&Y's Life Balance tools for possible application on their internal teams.

4. The Life Balance Matrix

The prototypes played a crucial role in one of the OFR's most significant initiatives, the Life Balance Matrix. It was through the prototypes that many of the tools codified in the Life Balance Matrix were first created.

The Office for Retention leveraged the firm's approach to knowledge management and information technology to create the Life Balance Matrix, a Lotus Notes database that serves as a dynamic repository for Ernst & Young's work/life balance tools and best practices (Exhibit 6 presents a picture of the first electronic page of the matrix). Implementation of the Life Balance Matrix is aimed at fostering a culture at E&Y that recognizes and integrates into the engagement-planning and -management process the full spectrum of professional and personal needs of E&Y employees. According to the OFR, the specific intent of its implementation is to:

- Provide engagement team leaders with tools to improve the engagement-planning and -management process and extend the dialogue regarding life balance to include the client.

- Foster discussion and innovation among staff on how work is accomplished to enhance both their life balance and client service.

- Ultimately improve the firm's retention and profitability.

The Life Balance Matrix is organized by the type of implementation ("area/office" for those practices that typically serve clients by area or office, and "engagements" for those practices that typically serve clients with engagement teams) and by the timeframe of implementation ("quick hits" or "longer term"). The matrix includes the following sections:

- *Business Case* — provides the rational for the firm to focus on life balance

- *Business Challenges* — challenges and solution scenarios illustrating the integration of various tools to resolve team issues

- *Best Practice Tools* — a summary, discussion, current areas of application, sample tools, related best practices, and resource contact by type and time frame of implementation

- *Implementation* — provides roll out guidance and contact

- *Life Balance Contacts* — lists people throughout the firm working on life balance

- *Join Our Discussion* — a discussion database for people to share their experiences and ideas on life balance

- *Life Balance Factoids* — provides data points, research findings, and quotations concerning life balance

- *OFR Links* — to the OFR website and other OFR databases

- *Feedback* — allows users to provide feedback concerning the database

Rollout of the Life Balance Matrix in select Consulting Services (CS) accounts was one of the first steps.

The OFR's work goes well beyond the creation and maintenance of the Life Balance Matrix. The formalization of work/life policies has played a central role in the OFR's work. Ernst & Young has had Flexible Work Arrangements (FWA) since the 1980s. Now, there are three databases to support FWAs, each containing policies and procedures related to FWAs. The "FWA Database" also contains profiles of 500 E&Y employees currently on FWAs (of some 1,700 employees who take advantage of FWA). The "FWA Roadmap" helps people navigate the process of developing, negotiating, and implementing Flexible Work Arrangements. And the "FWA Toolkit" provides resources to the HR community to support FWAs. The evolution of FWA resources at Ernst & Young continues with the development of *Flexworks*, which integrates all firm FWA knowledge into a single intranet site.

The Office for Retention has spearheaded the creation of a Life Balance Steering Committee, which includes representatives of the OFR, the national Human Resources office, and all practice areas. The committee's mission is to improve communications concerning work/life balance issues throughout Ernst & Young, leverage work/life balance initiatives across practice areas, and develop and implement work/life balance policies.

5. Account-Centric Retention Initiative

Following a reorganization of Consulting Services in late 1998, members of the Office for Retention opened up a dialogue with Robert McIlhattan, the vice chairman and head of U.S. Consulting Services, and several of his leaders regarding a second wave of work/life balance prototypes. As a result of these discussions, Consulting Services and the OFR would partner to create an Account-Centric Retention Initiative (ACRI). This initiative would roll out the Life Balance Matrix in several accounts and provide dedicated OFR and Human Resources support to engagement-based "retention coaches," to serve as the team focal point for retention-related activities. The ultimate goal is to fine-tune the Life Balance Matrix on these accounts and then roll it out to a broader audience. (The Life Balance Matrix is being used in eleven Consulting Services accounts, as well as three Tax and AABS areas).

Nowell Rush, the director of human resources for U.S. Consulting Services, partnered with the Office for Retention to prepare a kickoff meeting in Chicago for the ACRI, which was held in March 1999.

> We're rolling out ACRI on a small basis first. Work-life balance is part of a larger initiative to get HR support down to the account level. The vision is to have retention coaches work with engagement teams to help develop leaders at all levels of the firm.
>
> Nowell Rush, Director of Human Resources, U.S. Consulting Services

Bob McIlhattan opened the Chicago meeting and stressed the backing of senior leadership in an effort to overcome initial resistance.

> The reality of partners' resistance was there. The first step in creating change is to put in your language. The OFR is a banner we can rally around.
>
> We need to create an environment to allow people to develop leadership in their whole lives. You don't walk in to the office and become a leader at 7:00 a.m.
>
> Robert McIlhattan, Vice Chair, U.S. Consulting Services

Rich Namerow – the partner who led the first work/life balance pilot on the Healthcare Consulting account – described his experiences with the life balance tools (some of which later evolved into the Life Balance Matrix), and explained to those present how improving consultant morale had led to greater effectiveness with the client, better results with the client, and reduced turnover. And Bob Forbes, the partner on the Consulting Services Life Balance Prototype engagement team, also addressed the kickoff meeting. He described the use of the Life Balance survey, and its integration into all engagements.

6. Bringing the Issue to the Forefront

Several themes emerged from the two prototypes and from Ernst & Young's overall efforts in the work/life balance arena. In the Consulting Services Prototype, the most important outcome of the initiatives has been that it brought the issue to the forefront. People take the question of work/life balance more seriously than ever before. The issue of retention has come to the forefront, and there's widespread recognition that work/life balance issues are key to retention.

Among the E&Y consultants working on the manufacturing engagement, the actual prototype seems less important than the new attitude that it is not only legitimate to talk about work/life issues, but that it is necessary for the health and proper functioning of the team.

Both prototypes taught that client involvement is central. Although the Tax and AABS Prototype didn't involve clients directly, participants determined that – because they work in a client-driven service industry – figuring out how to involve the client in the change process (or even as the catalyst for change) will make the change "take" more quickly and be sustained. Clients get what they want.

The role of senior leadership has emerged as a central factor. Bob McIlhattan has personally been involved in the planning and development of the Account-Centric Retention Initiative to improve work/life balance and retention on engagement teams. And the OFR routinely provides practice area leaders with updates concerning work/life balance and retention-related initiatives in all practice areas. Additionally, the OFR practice area specialists maintain an ongoing dialogue with area leaders concerning OFR initiatives. (Exhibit 7 presents a list of selected press stories about the work of the OFR and E&Y's initiatives.)

One senior executive puts things this way.

> By setting a goal of being the "employer of choice," we've started a process of discovery. It's causing us to look at everything differently – how we mentor our people, assign them to projects, prepare them for career advancement, even how we work with them to set expectations about the way they balance work and personal life. We don't know exactly where it will lead us, but we can be sure it'll be good for our people, for our clients, and for the firm.
>
> Richard S. Bobrow, Senior Vice Chair, AABS and Tax Services

Phil Laskawy, Ernst & Young's CEO, is quite visible in the firm's work/life balance initiatives. He chairs the Gender Equity Task Force (formerly the Diversity Task Force), which supports the efforts of the OFR and brings together senior leaders from across practice areas to champion work/life balance initiatives. He includes work/life balance or other retention-related issues in his periodic firmwide voice mails. He also meets frequently with Deborah Holmes, the OFR director, to address a variety of retention-related issues, and they attend leadership meetings to discuss these issues with senior firm leaders. Many at E&Y point to Laskawy's involvement as the most important critical success factor for the work of the Office for Retention.

> Seven times over the last two decades there's been a focus on women's issues, and this is the first time we're seeing real change. Why? We now believe it's a real business imperative. And Phil has made it a personal priority.
>
> Jim Freer, Area Managing Partner, Pacific Southwest

> My goal is not to convince a lot of 58-year-olds to change, but to have an organization in the future that accepts balance, that it's the right thing to do.
>
> Not all are following my lead, so we need to keep pushing along. Getting buy-in is a key dilemma. If we had done it the old way – giving a lot of speeches – it wouldn't have worked. The initiative has been driven through a prototype approach.
>
> We try and we learn. We have enough champions now.
>
> Phil Laskawy, E&Y CEO

The chairman's commitment and sense of purpose is recognized throughout Ernst & Young. Employees believe that he fully values and supports the work/life balance efforts (see Exhibit 8 for sample messages to the Office for Retention from Ernst & Young employees). What he says, how he says it, and the frequency with which he communicates to employees about work/life balance makes a tremendous difference in the firm. He has taken a "leap of faith," believing that the effort to transform Ernst & Young will enable the firm to hold on to its best people.

Phil Laskawy and other key E&Y leaders have made it clear that despite all their efforts, a question lingers. Will it all work?

> We've not seen it *not* work. But at the end of the day, will we still be the best and have this kind of work environment?
>
> Phil Laskawy, E&Y CEO

Nevertheless, the senior leadership of Ernst & Young – particularly Phil Laskawy – presses on with a series of initiatives devoted to changing the culture of the firm. Laskawy knows that the work won't be done in the brief time before his retirement, but that it will be carried on by his successor. He has stated that he expects the fruits of his labor to be born well into the future. As the "1998 Office for Retention Annual Report" states: "there must be a change in culture" if the "people of Ernst & Young are to make the environment more inviting…"

> It's just short of two years since the OFR came into existence. In that time, we have seen the commitment of people at all levels of the firm to get this work done. Our chairman, Phil Laskawy, says that when the people of Ernst & Young set their minds to something, they do it better than anyone else. We believe him.
>
> We must be realistic: culture change does not happen overnight. Work to alter ingrained patterns of behavior is often slow and incremental. But our experiences over the past two years is of women leaders eager to be role models for junior women, of male leaders committed to opening their circle to women, of people in all lines of business excited about rethinking the way work is accomplished so that personal needs are met as effectively as client needs. If that experience is any indication, we *will* accomplish our goals, and we'll do it better than anyone else.
>
> The OFR team has appreciated every call, every e-mail we've received about our work. We think of the people who have communicated with us – to help, to commend, to criticize – as our advance guard for change, our friends, our conscience, our network.

We urge you to become part of that network – to declare your commitment, volunteer your services, tell us when we're off the mark, suggest new ways of leveraging our accomplishments to sustain the momentum for change.

From the "1998 Office for Retention Annual Report"

Exhibit 1: Survey 1997 Questions on Work/Life Balance

Ernst & Young is interested in how its people are balancing the various demands placed upon them both on and off the job. Responses to the following series of questions will provide a firm profile of family responsibilities and travel demands, as well as views on how well people at Ernst & Young feel they can manage their various roles.

69. Which of the following best describes your status?

- ❑ **1. Living with spouse or partner who works full-time for pay**
- ❑ **2. Living with spouse or partner who works part-time for pay**
- ❑ **3. Living with spouse or partner who does not work for pay**
- ❑ **4. Single, separated, divorced, or widowed**

70. Do you have any dependents?

- ❑ **1. No**
- ❑ **2. Both child (ren) and dependent adult (s)**
- ❑ **3. Child (ren) only**
- ❑ **4. Dependent adult (s) only**

71. On average, over the past year, how often have your work assignments required that you travel away from home, so that you have to spend nights away?

- ❑ **1. Not required to travel**
- ❑ **2. 1 to 3 days a month**
- ❑ **3. 4 to 10 days a month**
- ❑ **4. 11 to 15 days a month**
- ❑ **5. More than 15 days a month**

	Agree	Tend to Agree	?	Disagree	Tend to Disagree
72. I am often bothered by excessive pressure at work……	**1**	**2**	**3**	**4**	**5**
73. The people to whom I report are considerate of my life outside of work……	**1**	**2**	**3**	**4**	**5**
74. I think my workload is excessive……	**1**	**2**	**3**	**4**	**5**
75. I am able to take vacations/holidays without interruption from the office or pressure to complete work……	**1**	**2**	**3**	**4**	**5**
76. The amount of overnight travel required by my position is manageable……	**1**	**2**	**3**	**4**	**5**
77. The demands of my work seriously interfere with my private life……	**1**	**2**	**3**	**4**	**5**
78. In my opinion, having a Flexible Work Arrangement: (Please answer *each* item)					
a. Is an effective way of helping people balance work and family responsibilities……	**1**	**2**	**3**	**4**	**5**
b. Is supported by those in management positions……	**1**	**2**	**3**	**4**	**5**
c. Does not disproportionately impact one's opportunities for advancement in the firm……	**1**	**2**	**3**	**4**	**5**
d. Does not disproportionately impact one's compensation……	**1**	**2**	**3**	**4**	**5**

Exhibit 2 : Excerpts from “Taking Action - A Progress Report distributed to E&Y employees after the Survey 1997 results were tallied

LIFE BALANCE

You said

⌫ *The firm needs more emphasis on life balance.*

⌫ *Flexible work arrangements should be encouraged and supported locally.*

⌫ *You need time off without work interruptions.*

We heard you

⌫ An internal consultant is working exclusively on developing an overall strategy for work-life benefits to identify new initiatives and maximize the effectiveness of the many programs already in progress around E&Y.

⌫ Pilot projects addressing life balance issues are underway in AABS, Tax, and Consulting. At the Consulting Services Life Balance Prototype account, one idea being piloted is a “team message board.” It is a simple way for team members to take one another’s personal obligations into account and support each other’s life-balance needs. The Pacific South West Area has established guidelines for voice mail and other issues related to life-balance.

⌫ Concierge services are now available in 23 Consulting offices, with 10 more to come. In Indianapolis, all practices have access to concierge services.

⌫ Recently we sent you more information about programs that can help with life balance issues —the E&Y Assistance Program and the Family Resource Service. Through these programs, you soon will have access to additional services through an 800 telephone number or the Internet.

⌫ Over 1,400 of our people currently have Flexible Work Arrangements (FWAs). This year, 134 of these individuals were promoted, including 36 senior managers and one partner.

⌫ In addition to the two existing databases that support and encourage FWAs, we are developing new tools and training for the human resources community to support the successes of FWAs. Also, Area FWA specialists and coordinators are being designated in all practice units.

⌫ New business rules standardize the procedures for applying for FWAs, and enhancements have been made to our Human Resource Management System to better accommodate these arrangements.

⌫ In Los Angeles, new offices are being built and old ones restructured to reduce commuting time and improve the work experience. These constellation offices are closer to our people’s homes and client locations, away from downtown L.A. In certain practices, a constellation office may also be a department home base, or designated for a specific practice group.

⌫ The firm is reviewing time reporting issues in AABS and Tax and will issue a joint policy.

⌫ Many locations provide direct subsidies to pay for child care and reimburse child-care costs incurred while working late or overtime during busy season.

⌫ A number of E&Y locations have a lactation program or provide privacy rooms to support women through their nursing experience.

⌫ People who coordinate staffing and lead engagement offices will have access to a Lotus Notes-based Life Balance Matrix. It will distill what we have learned from Office for Retention prototypes and from best practices throughout the firm.

Exhibit 3: OFR Timeline

(Sources: "1998 Office for Retention Annual Report"; "1999 Office for Retention Annual Review"; OFR quarterly reports)

1996

January
- Gender Equity Task Force retains Catalyst

May
- Catalyst presents the findings from its study to the Gender Equity Task Force.

October
- First annual Ernst & Young Partners Conference.
- Ernst & Young's Office for Retention (OFR) established with three employees.

November
- Holmes presents to 1,500 Ernst & Young partners at their meeting (held every three years).

1997

January
- OFR adds fourth team member to work on Flexible Work Arrangements Database.
- The OFR internal networking prototype is launched in the Mid-Atlantic area.
- The OFR life balance prototype is launched in the San Jose/Palo Alto area.

March
- OFR adds fifth team member to work on women's mentoring prototype in Upper Midwest.

April
- Eight San Jose/Palo Alto life balance solution teams present their research, goals, and recommendations to Vice Chair of HR Tom Hough, Regional Managing Partner David Reed, and members of the prototype steering committee for approval.
- The women's mentoring prototype is launched in the Upper Midwest region.
- Flexible Work arrangements (FWA) Database is launched. Receives 7,000 "hits" in the first month.

May
- The external networking prototype is launched in the New England area.

June
- OFR expands to six to add statistical analysis and research capabilities.

July
- In San Jose/Palo Alto, based on work in the life balance prototype, comprehensive evaluation sessions are held for staff and seniors, manager promotions are announced early, and performance bell curve is eliminated.

August
- First Women's Forum is launched in the Mid-Atlantic area to rave reviews. Over forty professional women attend. Topic is *Becoming a Partner at Ernst & Young*.

September
- OFR launches its Internet site.
- Casual dress is implemented throughout the Pacific Northwest area.
- Two-day management skills education for more effective personal and team management is offered for all managers in the Pacific Northwest area.

October
- The entire Consulting Services Life Balance Prototype engagement team receives a survey on life balance issues.

November
- A new utilization committee, to manage employee workload and ensure deployment by skill sets, is fully functioning for AABS in San Jose/Palo Alto.
- Second Women's Forum is held in Mid-Atlantic area. Topic (*Charting Your Early Career Path at Ernst & Young*) is so popular that the session is over-subscribed in two hours, and a second session must be scheduled. More than 80 women attend the two sessions.
- Denver office establishes its women's leadership group with a dinner meeting. Subsequent events (held quarterly)

have included top women executives from outside the firm sharing their keys to success.

December
- One hundred twenty women partners attend the second annual Ernst & Young Women Partners Conference.
- The first annual Rosemarie Meschi Award is presented to Ernst & Young Chairman and CEO Phil Laskawy.
- A survey of participants in the women's mentoring prototype yields overwhelmingly positive results.
- An area-wide policy recommending freedom from e-mail and voice-mail during vacation goes into effect in San Jose/Palo Alto.
- FWA Roadmap is launched.

1998
January
- Cleveland creates AABS/Tax steering committee for women's issues, including women's professional network.
- OFR Director Holmes is named to the *Crain's New York Business* "40 Under Forty" list.
- *Wall Street Journal* profiles Flexible Work Arrangements Database.

February
- *Business Week* publishes article focusing on the San Jose/Palo Alto life balance prototype.

April
- The Upper Midwest steering committee endorses firmwide introduction of the Women's ACCESS Program, successor to the women's mentoring prototype.
- Cleveland MC, P&OD, and CBK hold their first professional women's networking event.

May
- St. Louis MC launches professional women's network.
- OFR adds seventh member to handle firmwide rollout of life balance initiatives.
- Extended OFR team meeting held with members of steering committees from all OFR prototypes.
- Five internal networking solution teams present research, goals, and recommended solutions to area leadership and the prototype steering committee.
- Atlanta MC group holds its second women's networking retreat.

July
- FWA Database and Roadmap profiled on *All Things Considered*, a nationally syndicated program on National Public Radio.
- OFR adds eighth team member to increase firmwide awareness of women's initiatives.

August
- OFR discusses plans for firmwide introduction of Women's ACCESS Program and Life Balance Matrix to a meeting of Area leaders in AABS, Tax, and Management Consulting.

September
- Senior leadership in Tax and AABS approves rollout of Women's ACCESS Program to those practices.
- OFR announces finalists for the 1998 Rosemarie Meschi Award.

November
- Consulting Services establishes an Office of Diversity and Life Balance.
- Telework pilot begins in Pacific North West AABS/Tax Area
- Women partners at Ernst & Young number more than 200 for the first time.
- Women's PLAN, our executive development program for women, announced at the Women's Leadership Conference.

1999
January
- Professional Women's Network Database launched to support women's networking groups and forums firmwide.
- *Fortune* magazine names Ernst & Young one of the 100 best companies to work for in America, and cites the Office for Retention and its work to foster mentoring and networking for women and life balance for all E&Y people.
- Women's PLAN, our executive development program for women, launched with 27 women, each of whom is assigned a Management Committee mentor

February
- Life Balance Matrix launched.
- Firmwide telework guidelines prepared for presentation to the Management Committee.

March
- Account-Centric Retention Initiative launched in several consulting engagements.

April
- The third annual Rosemarie Meschi Award process launched with a call for nominations from Phil Laskawy to all Ernst & Young people and distribution of a booklet profiling the 36 finalists from the 1998 award.

May
- Nominations for Rosemarie Meschi Awards increase by 74 percent over the previous year.

June
- A Women's ACCESS prototype begins in the Consulting Services West Area.

August
- Links to external women's professional networking groups added to Professional Women's Networks Database.

September
- Ernst & Young is awarded *Business & Health* magazine's first annual Productivity Plus Award.
- Telework pilot ends.

October
- Large-scale trials of the Life Balance Matrix launched in three AABS/Tax areas.
- Representatives from the women's networking groups firmwide form a national steering committee.
- *Working Mother* magazine places Ernst & Young on its list of the best companies for working mothers for the third time.

November
- We reach 20 women's networking groups firmwide.
- The fourth annual Women's Leadership Conference is held in Orlando, Florida. Thirty male leaders join 375 women partners and principals from the North American firm and from EYI firms across the globe.
- Women comprise 10 percent of the partner population in the firm, up 5 percentage points in five years.
- The women in PLAN gather to network and discuss development opportunities specific to professional women in the firm.
- Winners of the third annual Rosemarie Meschi Award process announced.

December
- Women's ACCESS launched in all 12 AABS/Tax areas.
- The Gulf Coast AABS/Tax Area holds its first annual meeting for all women in the area.

2000

January
- *Fortune* magazine places Ernst & Young on its list of the 100 best companies to work for in America for the second consecutive year.

February
- The Women's ACCESS Database is launched to support leaders and colleagues with discussion topics, program guidelines, and a discussion area.

Exhibit 4: Office for Retention Prototypes (adapted from the OFR website)

Mentoring

The Upper Midwest prototype was designed to create a mentoring culture in which the leaders of today understand that part of their line responsibility includes developing women to be among the leaders of tomorrow.

A Steering Committee chartered three solution teams to design mentoring approaches tailored to the needs of women at different levels in the organization:

- Pairs — a traditional one-on-one relationship, where female managers and senior managers were paired individually with partners
- "Quints" — where three female seniors met with partner and senior manager as a group, and where cross-functional relationships were encouraged
- Circles — where 8 to 10 female staff met with a manager, senior manager, and partner to discuss career issues selected by the group

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Internal Networking

The Mid-Atlantic prototype looked at communication, decision-making, and teamwork to find ways to ensure that women were included in the formal and informal business processes that surround key business decisions and business opportunities.

In addition to the steering committee, there were five solution teams working on the Mid-Atlantic prototype, focusing on the following issues:

- Holding individuals in leadership positions responsible for networking opportunities
- 360 degree assessment
- Information sharing — gender differences in communications
- Career planning for women
- Women's forum series

External Networking

The New England prototype focused on external networking: creating strategies and approaches for ensuring that the firm's women were represented as leaders and experts in the local business community, and for enhancing the external networking and relationship-building efforts of both women and men.

The Steering Committee chartered four solution teams to design external networking approaches tailored to the needs of women and men at Senior level and above:

- Focused networking
- New networking ideas
- Toolkit development
- Communication strategy

Life Balance 1

The San Jose/Palo Alto prototype focused on life balance, seeking to develop ways that all AABS and Tax personnel — partners as well as employees, men as well as women, people who work full-time as well as those on alternative schedules — could achieve their optimum balance between work and personal life. Prototype participants explored more innovative and effective ways to lead, perform, and evaluate work to allow for greater individual flexibility in how time was spent both within and outside the workplace.

Life Balance 2

The Consulting Services Life Balance Prototype explored ways that both men and women in Consulting Services could continue to deliver the outstanding quality of service to which our clients have become accustomed, while also enjoying a full life outside work.

In its initial meeting, the steering committee chartered four solution teams to explore specific areas related to life balance:

- Engagement Planning, Staffing, and Management — how can we incorporate principles that recognize the importance of life balance into how we run our engagements?
- Travel — given that travel is a fact of life in consulting, what steps can we take to minimize potential negative impact on our people's personal lives?
- Rewards and Recognition — what can we do to show people that we value their total contribution to the firm and the community?
- Leaders as Role Models — how can we make our leaders more aware of the life balance issues faced by the people they manage, and encourage these leaders to model behavior reflecting the importance of a balanced life?

An in-depth survey was conducted to provide a clearer understanding of the life balance challenges faced by team members. This was followed by the joint development of "life balance agreements" between team members and their project managers to provide a framework for working together on the engagement.

Exhibit 5: Account-Centric Retention Initiative Life Balancing Operating Agreement (excerpts)

ACCOUNT-CENTRIC RETENTION INITIATIVE

LIFE BALANCE OPERATING AGREEMENT

Overview

The Life Balance Operating Agreement is used by engagement teams to facilitate discussion and understanding of life balance issues and project requirements among team members and their leaders; to help team members articulate their life balance goals; and to ensure team members understand project requirements. Life Balance success on an engagement is defined as each team member meeting or exceeding his/her individual life balance goals as identified in the agreement process. It is also understood that overall engagement success incorporates not only life balance success, but also success in meeting or exceeding other project objectives such as on-time delivery of deliverables, exceeding the needs and service expectations of the client, and engagement profitability.

Procedures

During the implementation of the Account-Centric Retention Initiative, the start-up phase of a new engagement, or the assimilation of a new team member, each engagement team member develops his/her engagement life balance criteria and initiates the development of the Life Balance Operating Agreement. It is to be completed by all team members who are projected to spend at least 160 hours on an engagement. Typically, team members will develop an agreement with their project director, who will in turn develop an agreement with the engagement partner. Agreements will be revisited as part of the existing engagement review process or when there is significant change in client expectations or an engagement team member's life situation.

The Life Balance Operating Agreement is designed to surface career and life balance goals, determine engagement roles and processes, and assist individuals and project directors in assessing whether a person and the engagement are a "good fit," given their life balance current life balance goals and the requirements of the project.

Additionally, the Life Balance Operating Agreement is used to:

- Document the life balance agreement between the engagement team members and engagement leaders
- Identify the scope, boundaries, and time frames of team activities
- Describe expectations of each engagement team member for the engagement
- Set clear project expectations for each engagement team member
- Designate feedback interventions
- Communicate mutual understanding of the agreement
- Seek "win-win" solutions for both the engagement team member and the project director

Exhibit 6: Life Balance Matrix

Life Balance Matrix

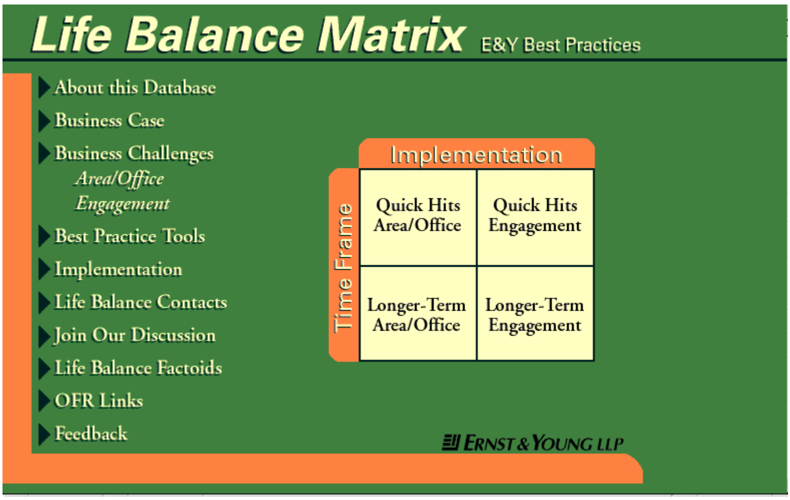

Exhibit 7: Media Attention for Work-Life Balance at Ernst & Young (selections)

- "The 100 Best Companies to Work for in America" — *Fortune*, January 10, 2000
- "100 Best Companies for Working Mothers: Fourteenth Annual Survey of Family-Friendly Companies" — *Working Mother*, October 1999
- "Commitment" — *Sky* magazine, September 1999
- "And the winner is …" — *Business & Health*, August 1999
- "Hearing Them Roar" — *Human Resource Executive*, June 4, 1999
- "The 100 Best Companies to Work for in America" — *Fortune*, January 11, 1999
- "The New Loyalty: Grasp It. Earn It. Keep It." — *Workforce*, November 1998
- "Employers help workers handle balancing act: Large, even small companies compete on more than salary, get family-friendlier" — *Crain's New York Business*, October 5-11, 1998
- "100 Best Companies for Working Mothers: Thirteenth Annual Survey of Family-Friendly Companies" — *Working Mother*, October 1998
- "Can't survive on work alone: To stop the exodus of talented employees, Ernst & Young is injecting a healthy balance between job and home into its high-powered corporate culture" — *Business & Health*, September 1998; "Productivity Plus" column
- "Families are their business" — *New York Daily News*, June 14, 1998
- "Flex Times Lets Good Employees Stay Put" — *Newsday*, March 22, 1998; "Money & Careers" column
- "On the Mommy Track: Flexible schedules offer healthy balance for employees, boost productivity and loyalty for area companies" — *Dallas Business Journal*, March 20-26, 1998
- "Accountants Have Lives, Too, You Know" — *Business Week*, February 23, 1998; "Social Issues: Work and Family" section
- "Accounting Firms Battle to Be Known As Best Workplaces" — *The Wall Street Journal*, January 21, 1998; "Work & Family" column
- "Flexibility can be a turning point for employee turnover" — *The Boston Globe*, November 25, 1997; "Workplace Issues" column
- "Flexible schedule no longer leads to a dead end for many workers" — *The Dallas Morning News*, November 19, 1997; "Career Strategies" column
- "New Jersey Father Keeping Career on Track" — *The Christian Science Monitor*, October 27, 1997; "Work and Money" column

Exhibit 8: Sample calls and emails received from E&Y employees by the Office for Retention

From a senior vice president (May 1998):

“One of my old buddies at Coopers & Lybrand is now at E&Y in Atlanta, and he tells me that it is clear to him that E&Y is ‘head and shoulders above all other Big 6 accounting firms in walking the talk’.”

From a woman thanking E&Y for the Mid-Atlantic privacy room (July 1998):

“Although I am long past the nursing-mother stage, I am incredibly grateful to E&Y for this room for nursing mothers in the firm. It is yet another example of how considerate of working mothers the firm is.”

From a woman who works in E&Y's Chicago office (October 1998):

“Thank you for the back-up childcare facility in Chicago. It’s a warm and friendly place where my 2-year-old son looks forward to going everyday. I appreciate E&Y’s generosity and am really glad to be here.”

From a senior manager in the Consulting Services High-Growth Middle Market Practice (November 1999):

I nearly left E&Y because of life-balance issues. I’m so excited to see the 1999 Annual Review. Please let me know if I can assist in any new initiatives the OFR is planning in my area.”