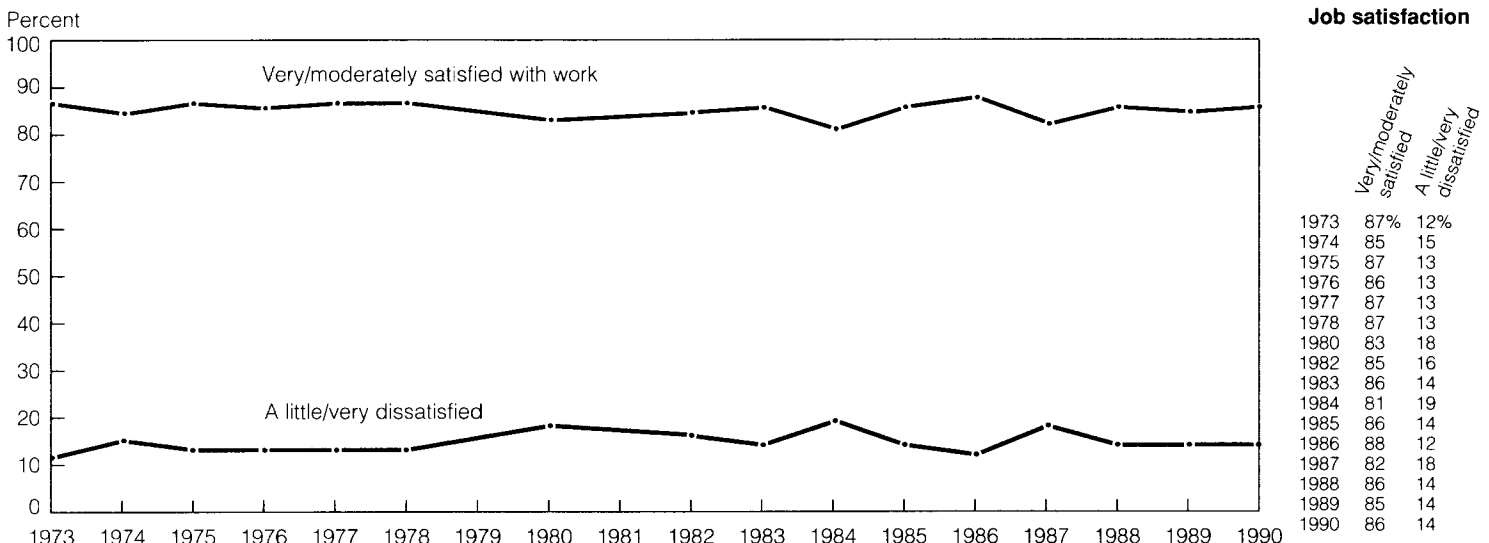


AMERICANS AT WORK

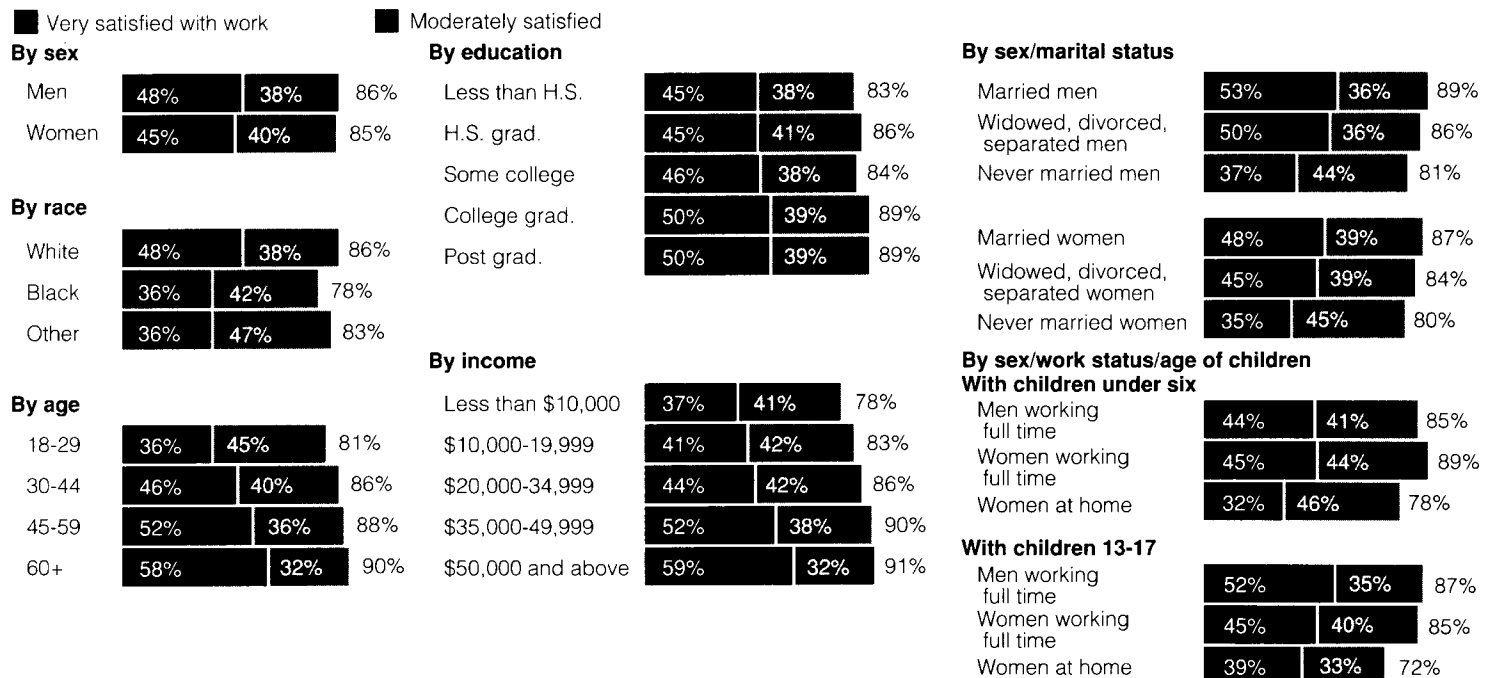
Satisfaction with work remains high and stable across groups. Not surprisingly, income is positively linked with high satisfaction, but so are being married and working outside the home.

Question: **On the whole, how satisfied are you with the work you do—would you say you are very satisfied, moderately satisfied, a little dissatisfied, or very dissatisfied?**



Note: Asked of those who are currently working, temporarily not at work, or keeping house.
Source: Surveys by the National Opinion Research Center, latest that of February-April, 1990.

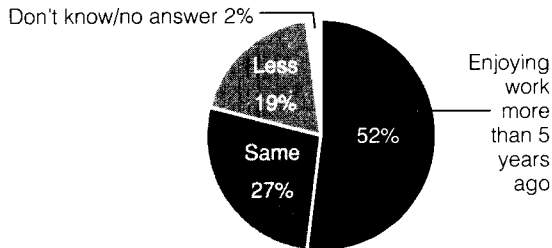
1989 selected groups



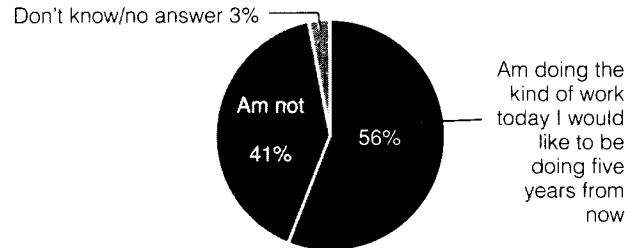
Source: Survey by the National Opinion Research Center, 1986-89 combined.

Faced with the possibility of a fresh start, many younger workers and those with shorter job tenures would do things differently. You can't pay us enough to endure some hardships, like a 12-14 hour work day, year-round.

Question: **Would you say that you are enjoying your work more, less, or about the same as you were five years ago?**



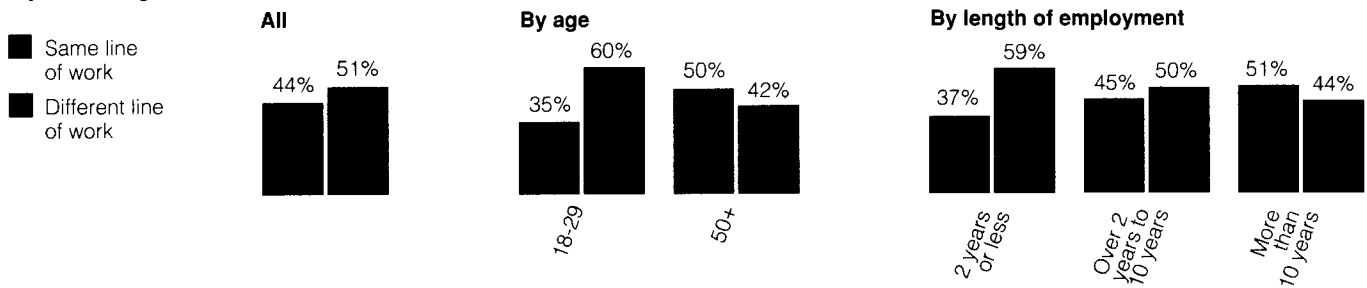
Question: **Are you doing the kind of work today you would like to be doing five years from now?**



Note: Sample=men and women ages 25-49 who are employed full time outside their homes.
Source: Survey by Research and Forecasts for Chivas Regal, October 7-19, 1988.

Question: **If you were just starting out and could choose your life's work all over again, would you choose the same line of work you are doing now, or a different line of work?**

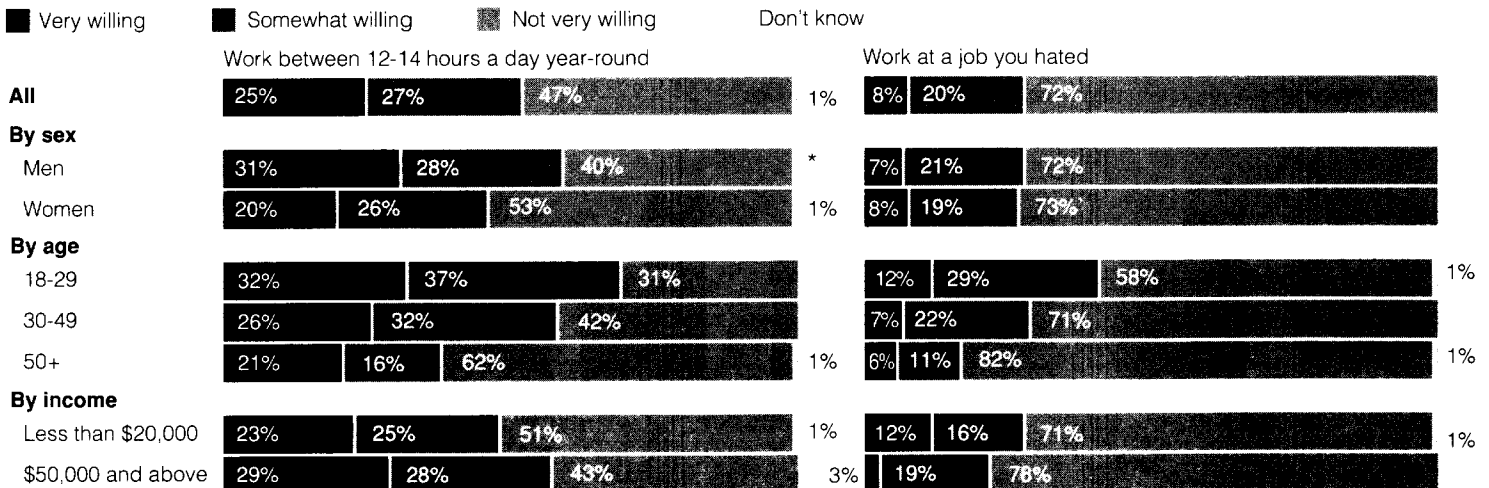
If just starting out, would choose...



Source: Survey by the Gallup Organization for Accountants On Call, May 2-15, 1988.

Question: **Think for a moment about some sacrifices you could make which would enable you to become rich. How willing would you be to do each of the following if it were guaranteed to make you rich?**

Would be willing to... if it were guaranteed to make you rich



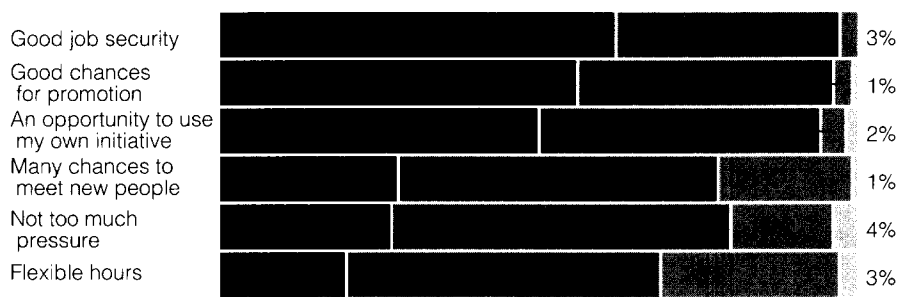
Note: * = less than 5%
Source: Survey by the Gallup Organization, May 17-20, 1990.

WHAT'S IMPORTANT AT WORK

Job security and upward mobility are high on our job wishlist—especially among younger workers and women. Solid majorities are content with the conditions and rewards of work.

Question: **I am going to read to you some aspects of a job that some people have said are important. For each, please tell me if you think it is essential, important but not essential, or not important in a job?**

■ Essential in job ■ Important but not essential ■ Not important ■ Don't know



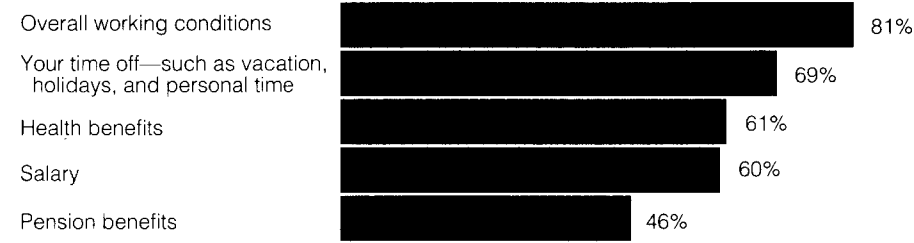
Essential in job, by selected groups

	By sex		By age		By length of employment		
	Men	Women	18-29	50+	2 years or less	Over 2 to 10 years	More than 10 years
Good job security	58%	65%	65%	58%	63%	62%	59%
Good chances for promotion	57	56	61	53	62	54	52
An opportunity to use my own initiative	54	47	48	47	56	52	53
Many chances to meet new people	28	29	31	31	32	22	27
Not too much pressure	29	25	29	25	27	29	28
Flexible hours	16	23	21	16	20	19	18

Source: Survey by the Gallup Organization for Accountants On Call, May 2-15, 1988.

Question: **Would you rate your... as excellent, good, only fair, or poor?**

Excellent/good

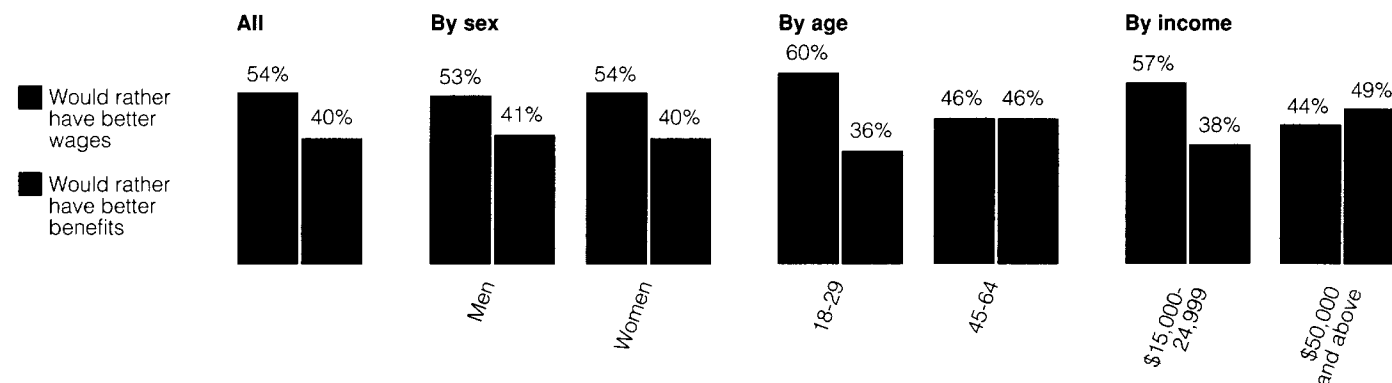


	By sex		By age		By income	
	Men	Women	18-29	45-64	\$7,500-14,999	\$50,000 and above
Overall working conditions	81%	82%	82%	82%	72%	92%
Your time off—such as vacation, holidays, and personal time	67	71	67	70	49	76
Health benefits	64	58	55	65	44	67
Salary	61	61	58	60	40	79
Pension benefits	46	43	42	50	29	52

Note: Asked of those employed full or part time.

Source: Survey by the Associated Press and Media General, July 7-16, 1989.

Question: **Which would you rather have—better wages or better benefits?**



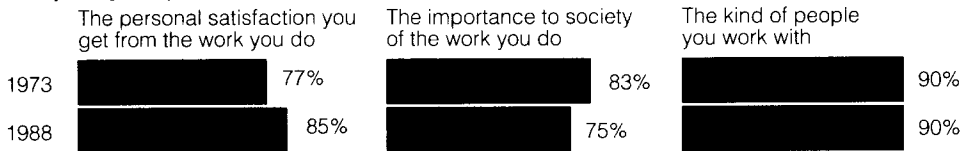
Note: Asked of those employed full or part time.

Source: Survey by the Associated Press and Media General, July 7-16, 1989.

Average job tenure suggests a pretty stable labor force. We value engaging work even more than higher salary.

Question: **Regardless of how satisfied you are overall with the kind of work you do, you may feel differently about various aspects of it. Here is a list of some of the things. Would you read down that list, and for each one, would you tell me whether you are completely satisfied with it, fairly well satisfied, not too satisfied, or not at all satisfied with it?**

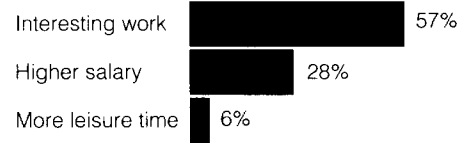
Completely/fairly well satisfied with...



Note: Selected categories shown. Asked of employed people.
Source: Survey by the Roper Organization (Roper Reports 88-10), latest that of October 29-November 5, 1988.

Question: **In thinking about work, what matters most to you—higher salary, more leisure time, or interesting work.**

Matters most...



Source: Survey by the CBS News/*New York Times*, June 26-29, 1989.

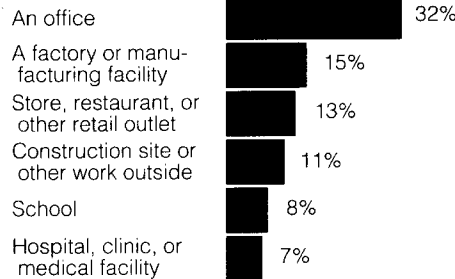
WORK EXPERIENCE

Question: **How many months or years have you been working for your current employer?**

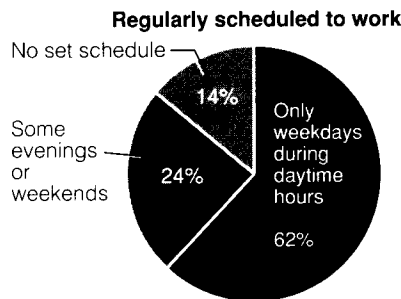
Length of current employment		
1 year or less	23%	
Over 1 year to 2 years	10	
Over 2 to 5 years	21	
Over 5 to 10 years	17	
Over 10 to 15 years	10	
Over 15 years	17	
Mean length of current employment		
All	7 years	9 months
By sex		
Men	8 years	6 months
Women	6 years	9 months
By age		
18-29	2 years	9 months
30-39	6 years	2 months
40-49	9 years	8 months
50+	15 years	10 months

Question: **Which of the following best describes the place where you work?**

Work in...



Question: **Are you regularly scheduled to work only weekdays during daytime hours, or are you regularly scheduled for some evening or weekend work?**

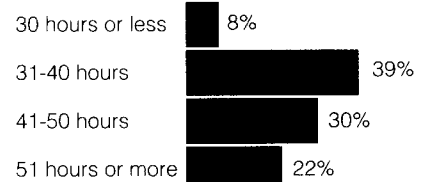


Note: Sample=adults employed full or part time.
Source: Survey by the Gallup Organization, July 18-21, 1989.

Question: **About how many hours per week do you work (at all jobs for pay)?**

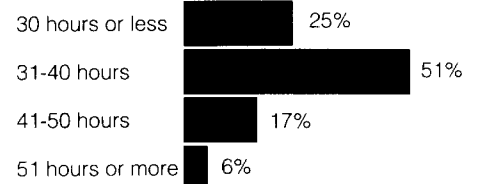
Men employed full or part time

Work...



Women employed full or part time

Work...

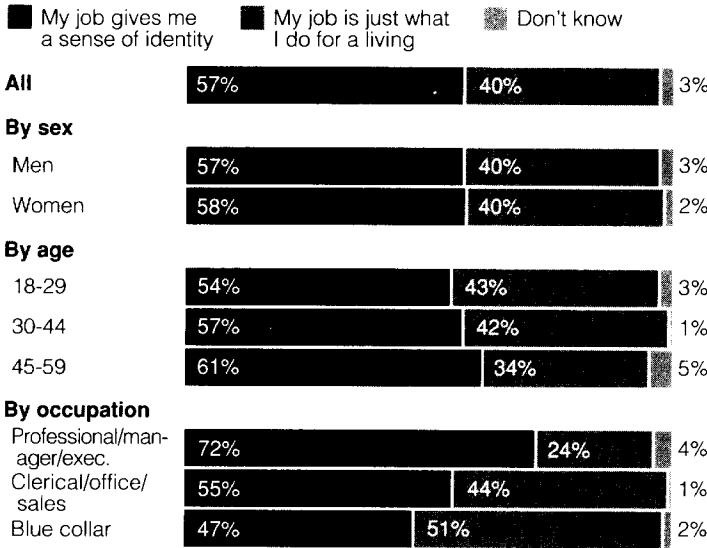


Source: Survey by the Gallup Organization for Accountants On Call, May 2-15, 1988.

Source: Survey by the Gallup Organization, December 18-21, 1989.

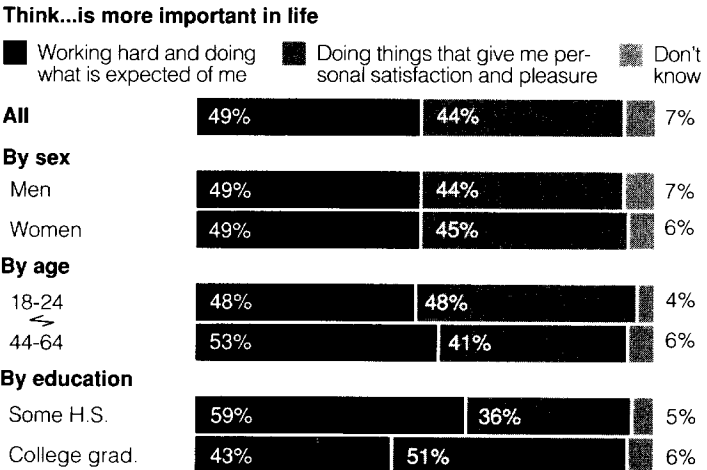
Our commitment to work is very strong—more than eight in ten are working equally hard or harder than they were five years ago. Yet, as the charts below show, work's hold on us is not exclusive.

Question: Here are two different ways of looking at your job. Some people get a sense of identity from their job. For other people, their job is just what they do for a living. Which of these best describes the way you usually feel about your job?



Note: Sample = adults employed full or part time. Source: Survey by the Gallup Organization, July 18-21, 1989.

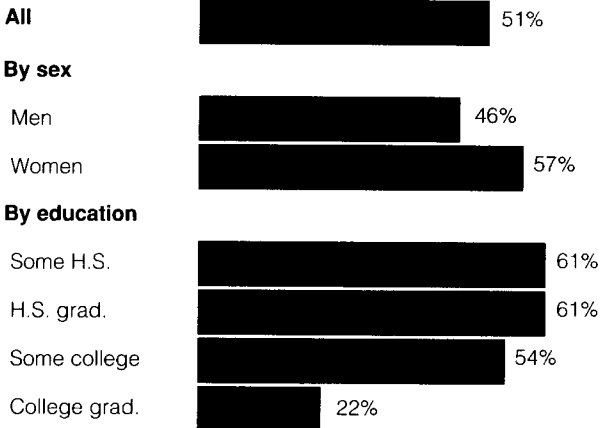
Question: Which do you think is more important in life: working hard and doing what is expected of you, or doing the things that give you personal satisfaction and pleasure?



Source: Survey the Los Angeles Times, December 16-20, 1989.

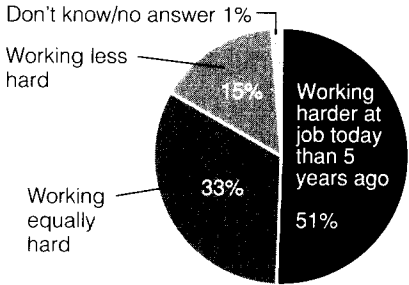
Question: Do you think of the work you do as a "job", or do you think of it as a "career"?

Think of work you do as a job (and not as a career)



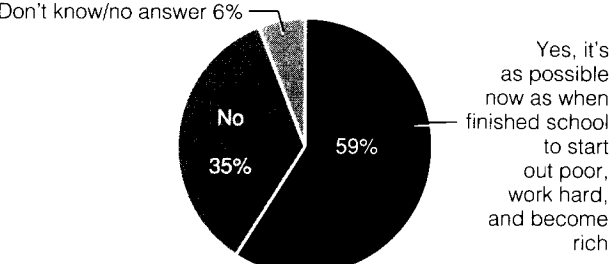
Source: Survey by the New York Times, June 20-25, 1989.

Question: Would you say that today, compared with five years ago, you are working harder, less hard, or equally hard at your job?



Note: Samples = men and women ages 25-49 who are employed full time outside their homes. Source: Survey Research and Forecasts for Chivas Regal, October 7-19, 1988.

Question: Do you think it's as possible now as it was when you finished school to start out poor in this country, work hard, and become rich?



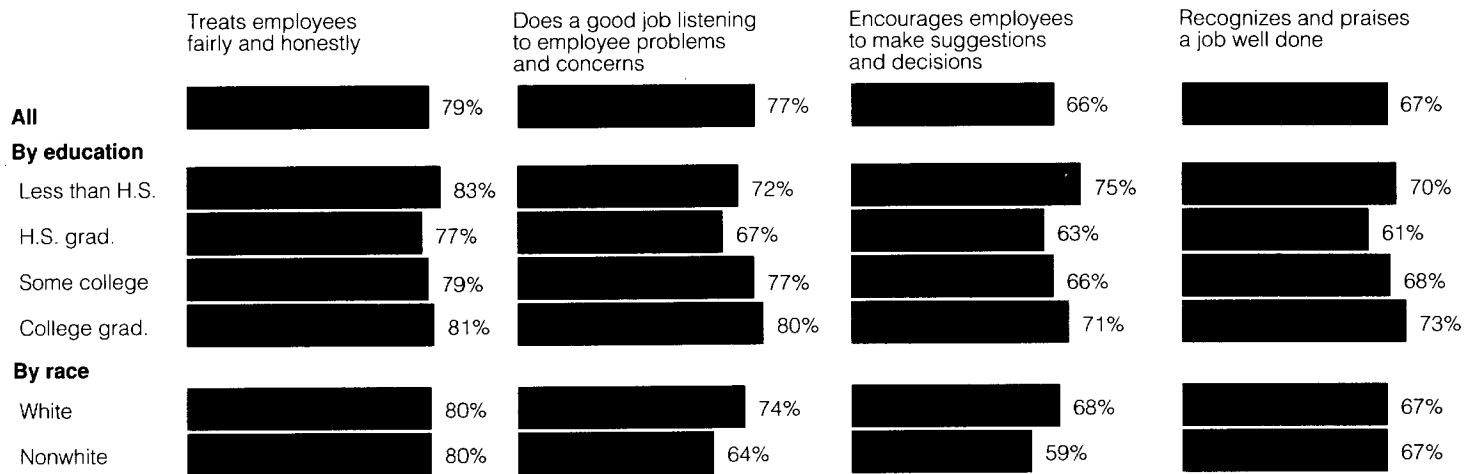
Note: Asked of registered voters. Source: Survey the CBS News/New York Times, July 31-August 3, 1988.

THE BOSS

The boss receives high marks for treatment of workers, but perceptions of flagging loyalty among employees and companies are pervasive.

Question: **How often would you say your current boss or supervisor... almost always, most of the time, occasionally, or hardly ever.**

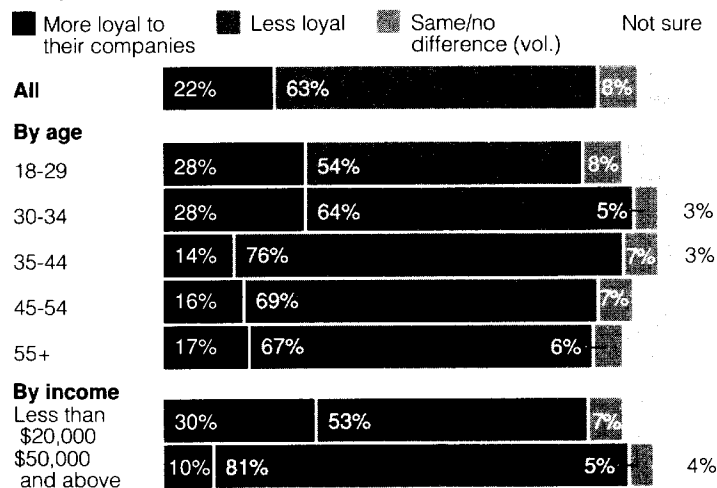
Almost always/most of the time, current boss or supervisor...



THE COMPANY

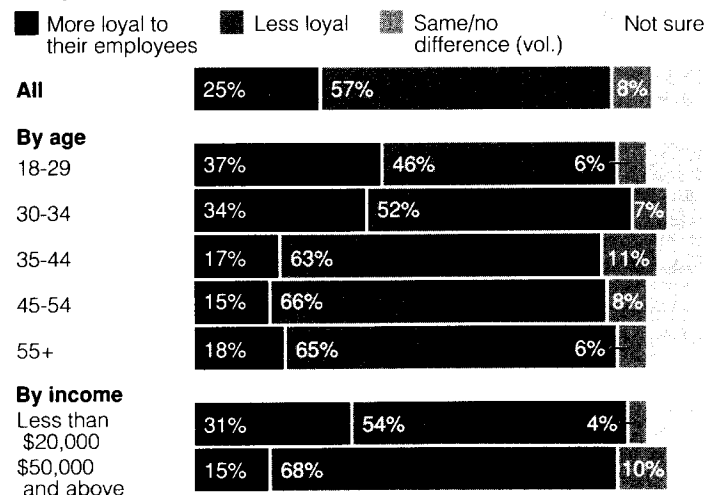
Question: **Compared to 10 years ago, do you think employees today are more loyal or less loyal to their companies?**

Compared to 10 years ago, employees today are...



Question: **Compared to 10 years ago, do you think companies today are more loyal or less loyal to their employees?**

Compared to 10 years ago, companies today are...



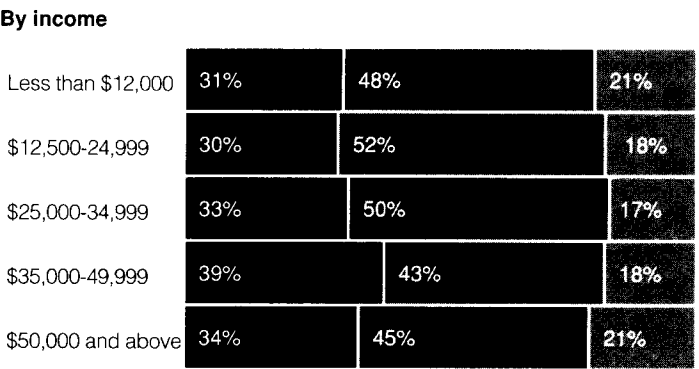
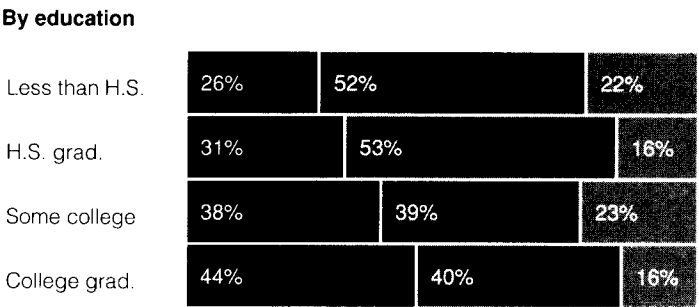
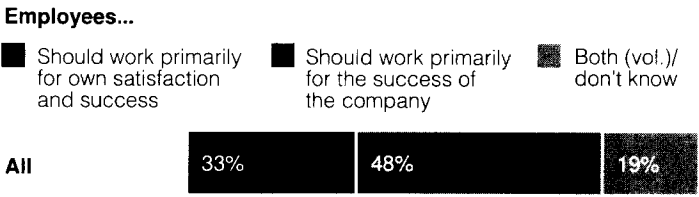
Note: Sample = employed adults.

Source: Survey by Yankelovich Clancy Shulman for Time and Cable News Network, August 28-29, 1989

EMPLOYEE RELATIONS

Educational attainment appears to color views about whether employees should be primarily committed to the company's success or their own.

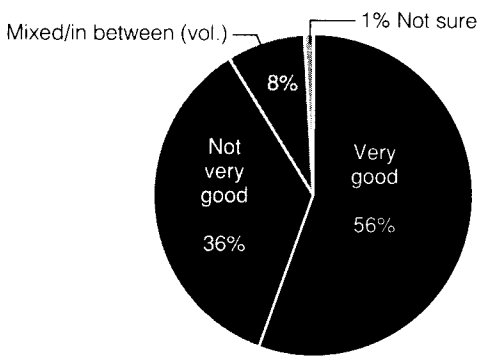
Question: Which of the following comes closer to your own opinion—employees should work primarily for their own satisfaction and success, or employees should work primarily for the success of the company or organization they work for?



Source: Survey by CBS News/New York Times, June 26-29, 1989

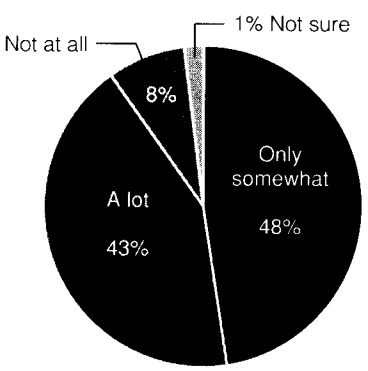
Question: How would you describe employee morale in the company where you work—as being very good or not very good?

Employee morale in the company where I work is...



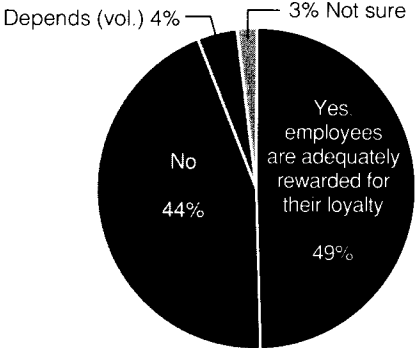
Question: How much do you personally trust your company to keep its promises to you and other employees?

Personally trust company to keep its promises to employees



Note: Sample = employed adults. Source: Survey by Yankelovich Clancy Shulman for Time and Cable News Network, August 28-29, 1989.

Question: Do you think employees at your company are adequately rewarded for their loyalty to the company or not?



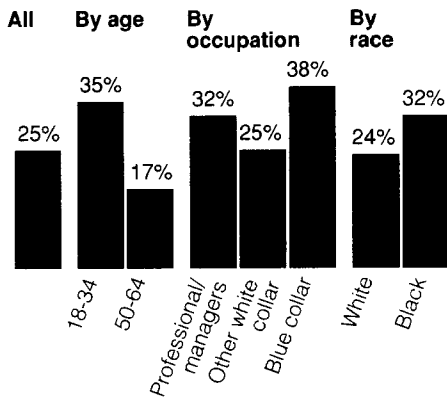
Note: Sample = employed adults. Source: Survey by Yankelovich Clancy Shulman for Time and Cable News Network, August 28-29, 1989.

DRUG POLICY

How would we deal with drug use in the workplace? Tolerantly, but not permissively. Nearly seven in ten favor drug testing at work. For a sizable majority, work passes the stress test.

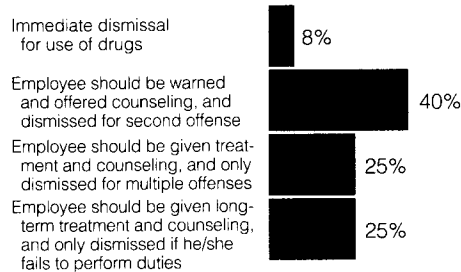
Question: **Do you personally know anyone at your place of work who has used drugs within the past year, excluding alcohol and caffeine?**

Yes, personally know someone from work who has used drugs in past year



Question: **There have been a number of suggestions as to what kind of drug policy businesses should adopt. Let me read you a list of four options for an employee who either tests positive or is found to be using drugs. Regardless of where you work or what kind of program your business has, which one would you favor?**

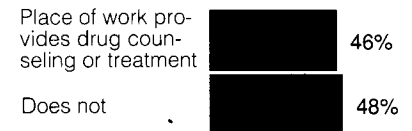
In the case that employee tests positive for drug use or is found to be using drugs, favor...



Question: **Would you favor or oppose drug testing of employees at your place of work?**



Question: **Does your place of work provide counseling or treatment for its employees to deal with drugs?**



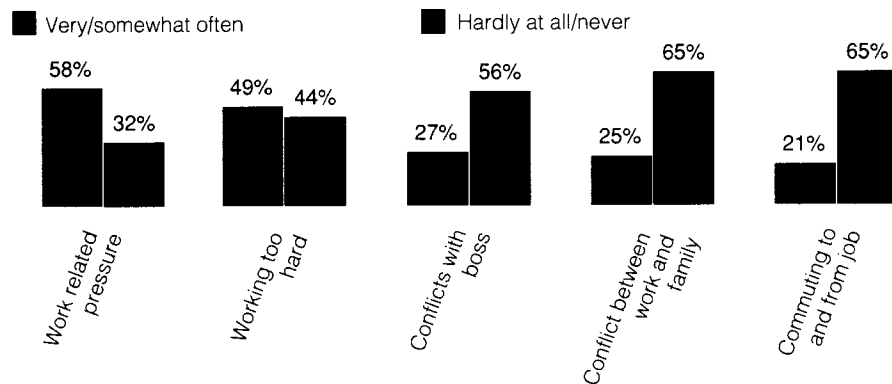
Note: Sample = registered voters employed outside the home.

Source: Survey by Hart-Teeter Research Companies for NBC News/Wall Street Journal, September 16-19, 1989.

STRESS TESTS

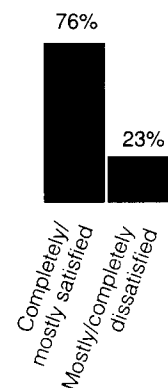
Question: **Everybody experiences stress at times. How often does... contribute to stress in your life. Would you say very often, somewhat often, hardly at all, or never?**

Contributes to stress in my life...



Question: **For each job characteristic listed below, please tell me how satisfied you are with your current job in this regard.**

Amount of pressure at your current job



Source: Survey by Research and Forecasts for Mitchum Anti-Perspirant and Deodorant, December 20, 1988-January 7, 1990.

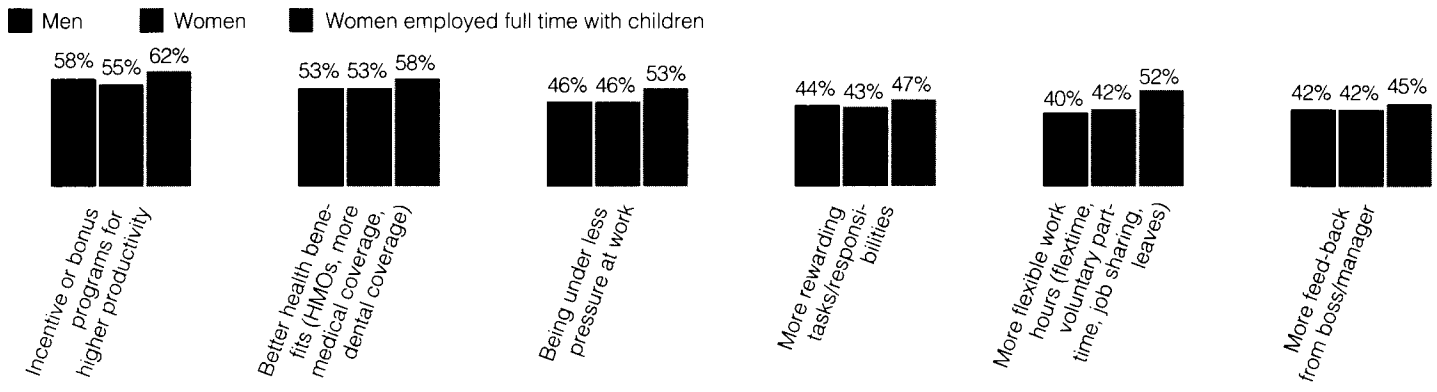
Source: Survey by the Gallup Organization, July 18-21, 1989.

WORK AND FAMILIES

Men and women agree on the job features that would enhance work satisfaction—but flexibility is especially popular among working mothers. Parents' needs meet with sympathy.

Question: **Regardless of how satisfied you are overall with your job, you may feel differently about some of these aspects of working. Would you read down that list, and for each one, tell me whether or not it would make you much more satisfied with your job, somewhat more satisfied, or whether it really wouldn't make a difference in your job satisfaction.**

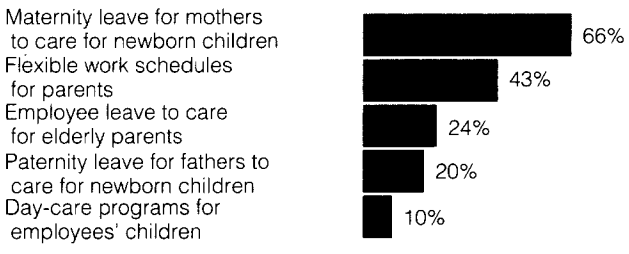
Would make me much more/somewhat more satisfied with my job



Source: Survey by the Roper Organization for Virginia Slims, July 22-August 12, 1989.

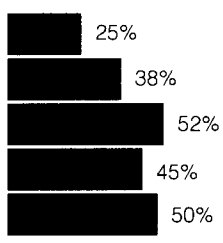
Question: **Which of these programs does your company presently have?**

Programs company presently has



Question: **Which of these programs do you think your company should have that it doesn't now have?**

Programs company should but doesn't have now



Note: Adds to more than 100% due to multiple responses.

Source: Survey by Yankelovich Clancy Shulman for Time and Cable News Network, August 28-29, 1989.

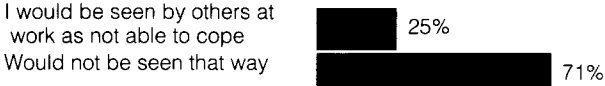
Question: **Do you feel that your employer makes adequate provisions for both the regular and emergency needs of working parents, or not?**

Employer makes adequate provisions for both the regular and emergency needs of working parents



Question: **If you were to (let it be known you need child care/take a parental leave of absence) do you think you would be seen by others at work as being not able to cope?**

If I took a parental leave of absence...



If I needed child care...



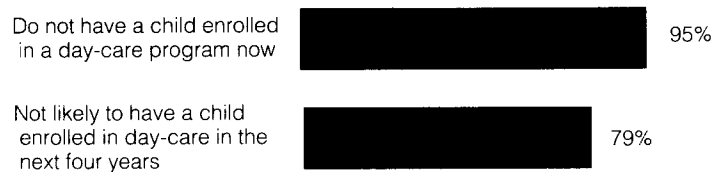
Note: Sample = parents of children ages six and under who are employed full or part time outside the home.

Source: Survey by Louis Harris and Associates for Philip Morris Companies, December 22, 1988-February 8, 1989.

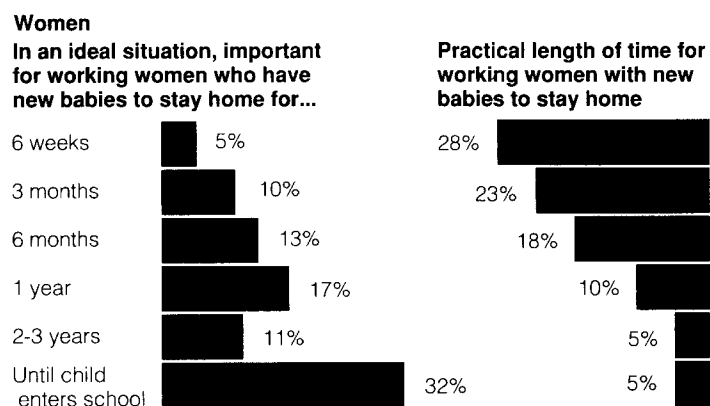
One in three think it's ideal (but not practical) for mothers to stay home until a child enters school. We tend to think children are in good hands, yet large numbers of employed women feel torn between job and family and yearn for a different role.

Question: **Do you have a child enrolled in a day-care program now?**

Question: **At any time in the next four years, are you likely to have a child enrolled in a day-care program?**



Question: **Thinking about working women who have new babies, in an ideal situation, how long is it particularly important for a woman to stay home? Considering most employee benefits and job situations, in general, how long do you think it is practical for working mothers to stay home with a new baby?**

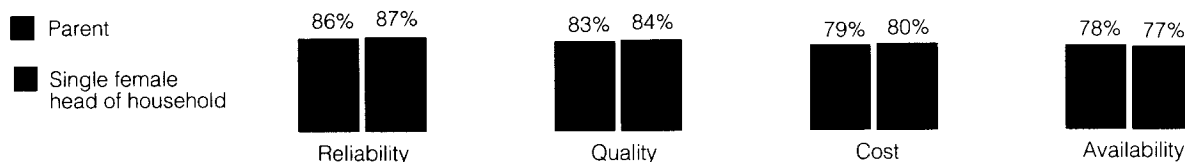


Source: Survey by CBS News/*New York Times*, February 2-5, 1989.

Source: Survey by the Roper Organization for Virginia Slims, July 22-August 12, 1989.

Question: **How satisfied are you with the (cost/availability/quality/reliability) of the child care you can get—very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?**

Very/somewhat satisfied with the... of the child care I can get

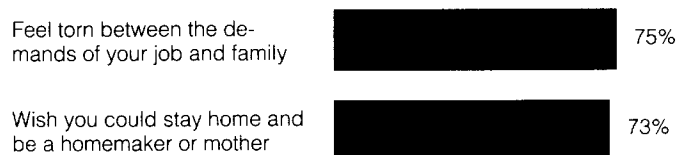


Note: Sample = parents of children ages six and under. Average amount spent on child care per month by type of household: Parents = \$190; single female head of household = \$212.
Source: Survey by Louis Harris and Associates for Philip Morris Companies, December 22, 1988-February 8, 1989.

Question: **How often do you feel torn between the demands of your job and the desire to spend more time with your family?**

Question: **How often do you wish you could stay home and be a homemaker or mother?**

Very often/sometimes...



Question: **How well (educated/cared for) are children in America today—very well, somewhat well, not very well, or not well at all?**

Children are very/somewhat well (dark bar) Not very/not well at all (light bar)



Note: Sample = women employed full or part time.
Source: Survey by Yankeivich Clancy Shulman for *Time* and Cable News Network, October 23-25, 1989.

Source: Survey by Louis Harris and Associates for Philip Morris Companies, December 22, 1988-February 8, 1989.

A solid majority embraces a traditional family ideal, but receptiveness to alternatives has grown. The price of success is high for men and women. Working mothers' burdens are detailed below.

Question: Which of the following would be the ideal family situation for children as far as you are concerned?

Ideal family

- Father has a job and the mother stays home and cares for the children
- Parents have jobs and both take care of the children when they are home



Note: By age in order shown above: 20-29 = 46%, 52%; 60+ = 81%, 14%. "A family in which the mother has a job and the father stays home..." not shown; All = 3%.
Source: Survey by the Gallup Organization, April 19-22, 1990.

Question: It is much better for everyone involved if the man is the achiever outside the home and the woman takes care of the home and the family. Do you strongly agree, agree, disagree, or strongly disagree with that statement?

Strongly agree/agree



Note: In a 1989 Gallup Organization Survey, 53% of men and 51% of women agreed with this response.
Source: Survey by the Los Angeles Times, latest that of March 3-10, 1989.

Question: Do you think that our society looks down on women who do not hold paid jobs?

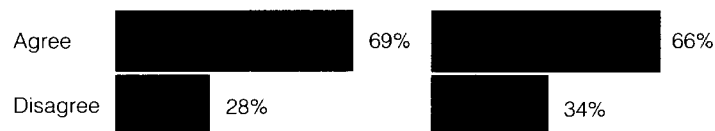
- Society looks down on women who do not hold paid jobs
- Does not
- Not sure



Source: Survey by Yankelovich Clancy Shulman for Time and Cable News Network, October 23-25, 1989.

Question: Now I am going to read several statements. As I read each one, please tell me whether you agree or disagree.

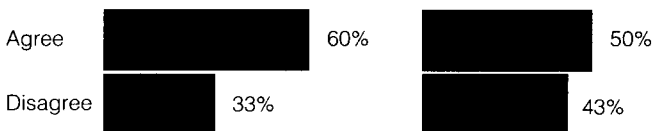
Women who have successful careers end up sacrificing too much of their family and personal life



Source: Survey by the Gallup Organization, December 18-21, 1989.

Question: Now I am going to read several statements. As I read each one, please tell me whether you agree or disagree.

Women get a greater sense of satisfaction from caring for their family than from a job well done at work

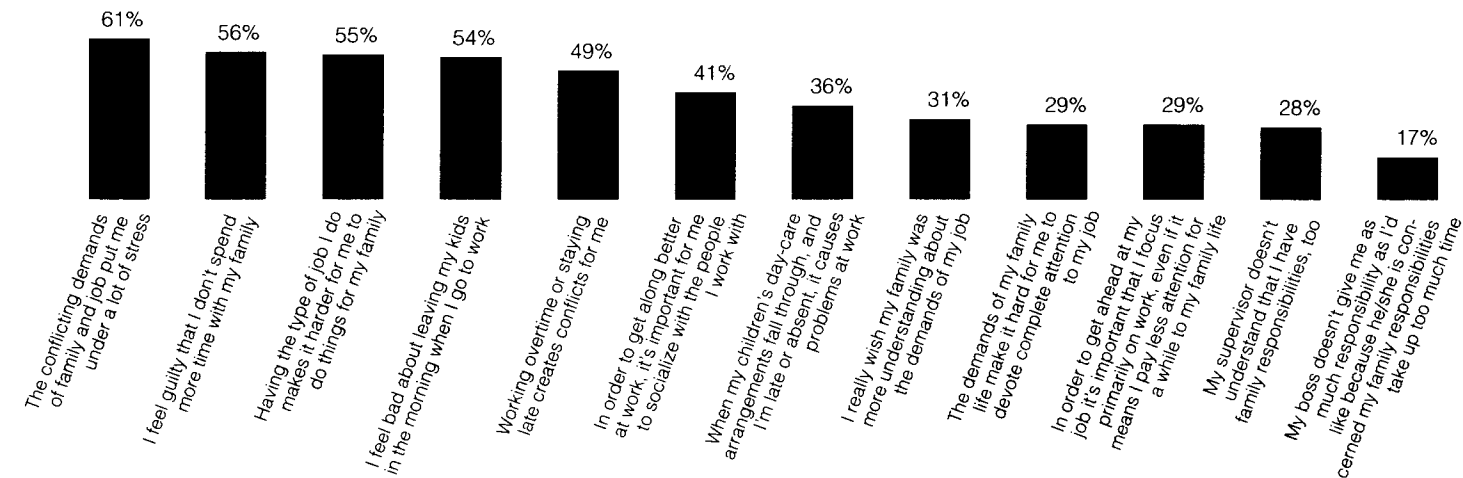


Source: Survey by the Gallup Organization, December 18-21, 1989.

Question: Here are some statements which people have made about work. For each one, would you tell me whether you yourself feel that way strongly, to a certain extent, or whether you don't feel that way at all. If it doesn't apply, just say so.

Women employed full time with children

Feel strongly/to a certain extent responses combined



Source: Survey by the Roper Organization for Virginia Slims, July 22-August 12, 1989

THE DEMOGRAPHICS OF WORK

U.S. joblessness will flutter with economic conditions, but the underlying trend is toward tight labor. Meanwhile, the composition of the workforce is changing: older people are working less, women more (though when they have young children much less than is often claimed).

Job Market Indicators

U.S. overall unemployment rate

July 1990 5.4%

Areas with an unemployment rate of 4 percent or less, May 1990

States 12
Metropolitan areas (out of 269) 77

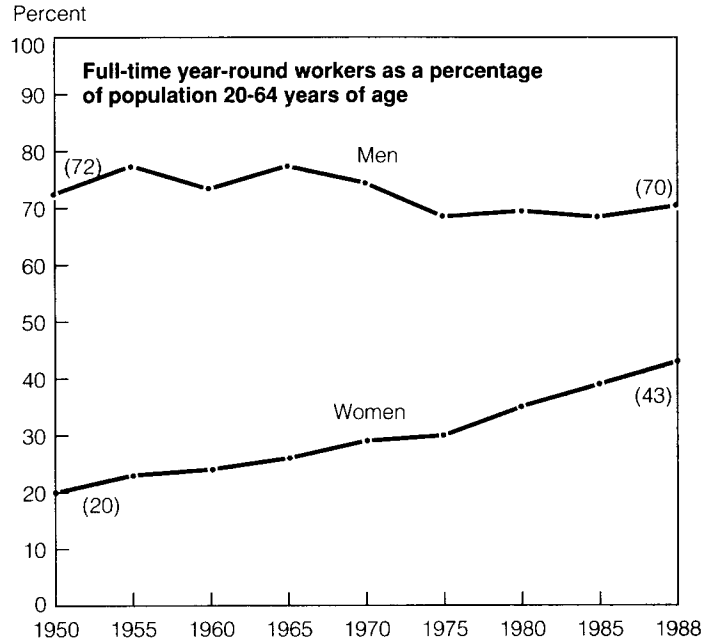
Index of help wanted advertising (1967 = 100)

1960 56
1970 93
1980 128
1989 150

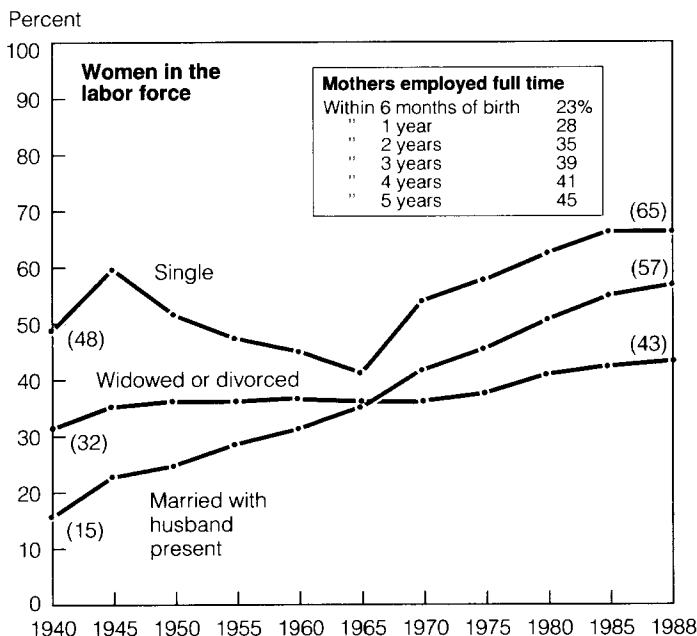
Percentage of all workers holding more than one job

1980 4.9%
1985 5.4
1989 6.2

Source: U.S. Bureau of Labor Statistics and The Conference Board Index of Help Wanted Advertising (Copyright), The Conference Board.

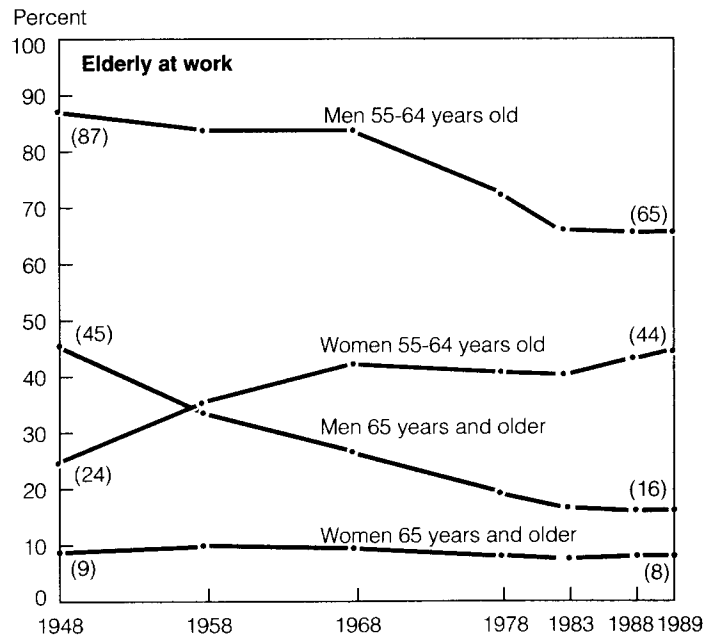


Source: U.S. Bureau of Labor Statistics and the U.S. Bureau of the Census.



Note: Boxed figures are editor's calculations from U.S. Bureau of the Census data for women with first births between 1976-80.

Source: U.S. Bureau of Labor Statistics.

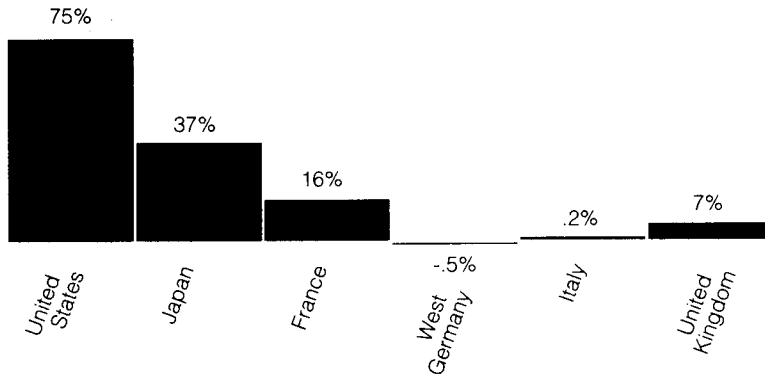


Source: U.S. Bureau of Labor Statistics.

Compared to other industrial nations, U.S. labor patterns are exceptional in several areas. Our economy generates far more jobs. Our work rates are high and, untypically, rising. We are relying less on public sector employment. Our youth are more likely to mix significant amounts of work with their studies.

Job creation 1960-88

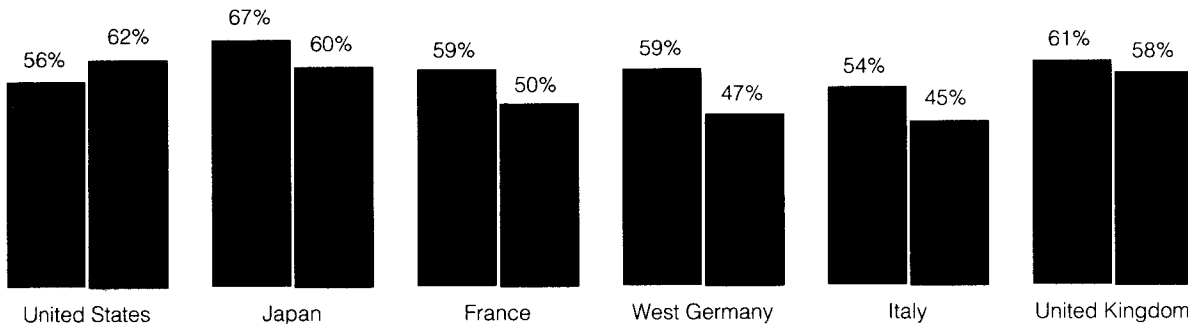
(Percent change in number of persons employed)



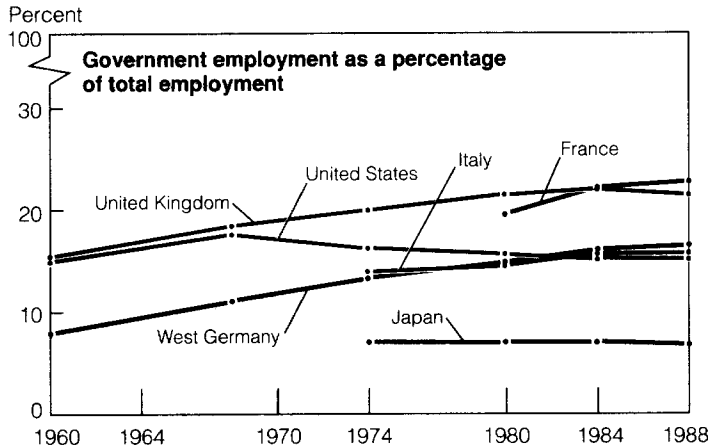
Source: Editor's calculations based on U.S. Bureau of Labor Statistics data.

Ratio of workers to adult population

■ 1960 ■ 1988



Source: U.S. Bureau of Labor Statistics.



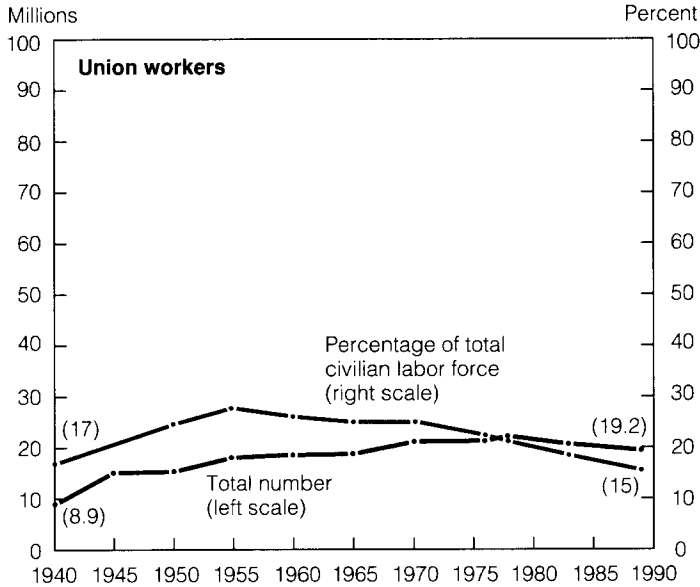
Percentage of U.S. teenagers (16-19) in the labor force while they are also attending school 44%

Average number of hours they worked during a school week 18 hours

Source: Organization for Economic Cooperation and Development.

Source: U.S. Bureau of Labor Statistics.

The influence of labor unions is waning. A large and rapid improvement in the skill level of the work force (which correlates with a shift from blue to white collar employment) is one reason. Better working conditions are another.

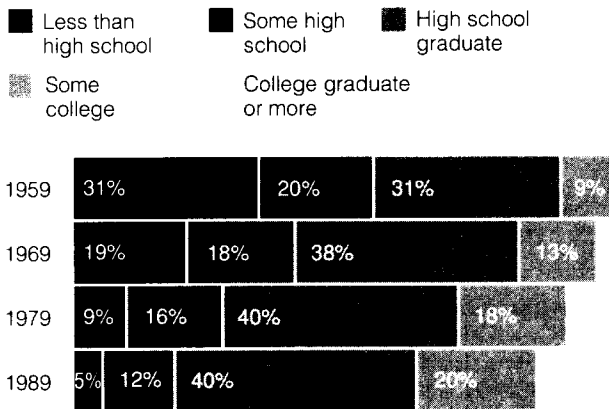


Source: Editor's calculations based on data from the U.S. Bureau of Labor Statistics and U.S. Bureau of the Census.

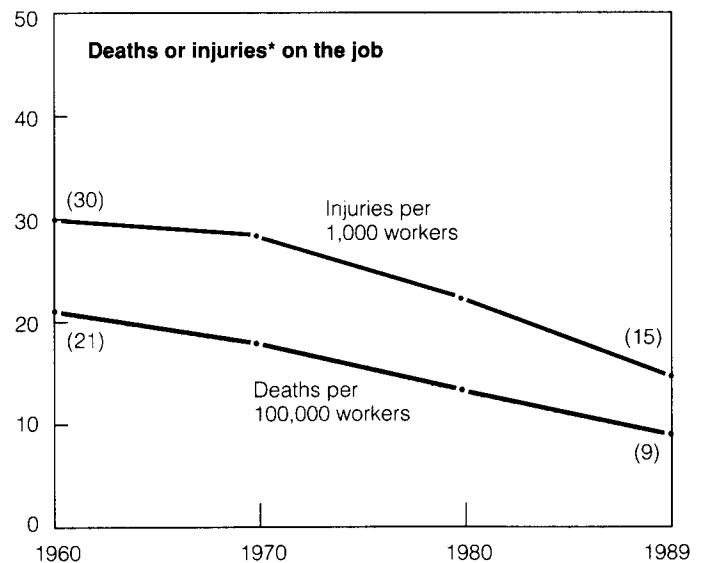


Note: Per 1,000 nonagricultural employees, annual average for 5 year period
Source: Editor's calculations from U.S. Bureau of Labor Statistics data. Last figure for West Germany is for 1985-87 only.

Educational attainment of the U.S. labor force



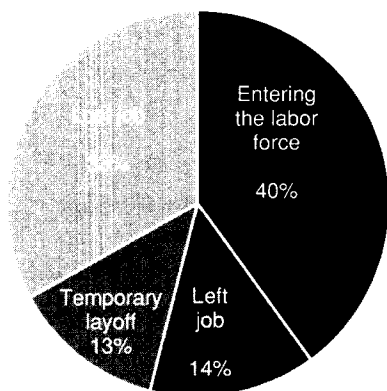
Source: U.S. Bureau of Labor Statistics.



Note: * Injuries that cause some impairment for one day or more beyond the date of the accident.
Source: Editor's calculations from data published in Accident Facts, National Safety Council.

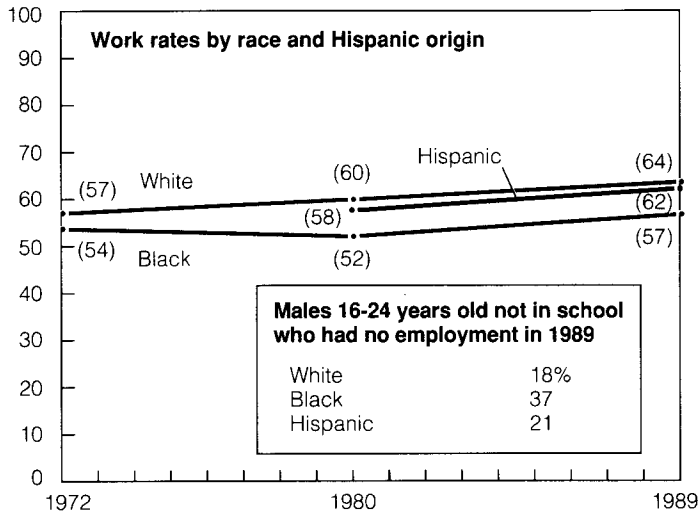
Economic insecurity remains closely linked to non-work. Minorities did well in the job market during the 1980s, but a core group with little attachment to the workforce remains at risk.

Reasons for unemployment



Source: U.S. Bureau of Labor Statistics, May 1990 data.

Percent



Note: Workers as a percentage of the adult population group.
Source: U.S. Bureau of Labor Statistics.

Work Among the Homeless

Period since last steady job

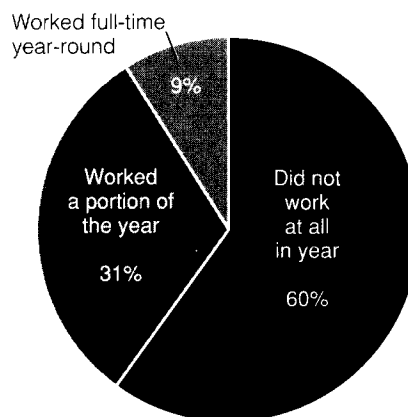
Median 40.0 months
Mean 54.9 months

Recent employment

None during the last month 61%
Some during the last month 39
Currently holding a steady job 4

Portion of total income derived from work or trade 29%

Annual work experience of adults in poverty households, 1988



Source: U.S. Bureau of the Census.

U.S. Poverty Rates by Work Experience, 1988

Among persons with no work in the year	22%
" who worked a portion of the year	6
" who worked full-time year-round	2

Source: U.S. Bureau of the Census.

Note: "Steady job" is defined as full-time employment with a duration of three months or more. Data based on a sample of 722 homeless persons in Chicago.
Source: "The Urban Homeless: Estimating Composition and Size." Peter H. Rossi, et al., *Science*, March 1987.