

and the second lowest median pay. 70% of practitioners there are women, which this & other research suggest have not yet achieved parity -- thus can be expected to move to better situations. Similarly, second ranking Other Financial Service Organizations have 63.5% female practitioners.

TABLE 2: INDUSTRY COMPARISONS IN YEARS WITH EMPLOYER

Industries With Highest Percentage Of Practitioners Who Have Been With Same Employer 3 Years Or Less	Industries With Highest Percentage Of Practitioners Who Have Been With Same Employer 10 Or More Years
Travel/Tourism 76.4%	Government - Federal 57.1%
Other Fin'l Svc Org'ns 54.6%	Utilities 54.5%
Government/State 52.2%	Transportation 50.0%
Social/Nonprofit 47.5%	Banks 41.2%
Advertising Agencies 46.0%	Consumer Product Cos 38.2%

SMALL COMPANY WITH STRESSING WORK KEEPS EMPLOYEES & CLIENTS BY GIVING BENEFITS, POSITIVE REINFORCEMENT

Ding-A-Ling Communications, a Fort Lauderdale answering service, was experiencing work-force problems. Employees were

lasting average of 8 or 9 months. "There was no reason for them to stay," gen mgr Barbara Turner told prr. "It's a tedious, thankless job. We try to say 'thank you' to our employees all the time, and our clients are grateful for a job well done. But our clients' clients are not always appreciative. So it's high pressure, and its entry level." Most of the 120 employees were single mothers. With few skills, they took whatever opportunities came along. "The revolving door never slowed down."

Turner and owners Herman & Dorothy Shooster examined employees' needs. Herman Shooster: "We made a deliberate decision that we would have the best benefits package of any small business in the country." New benefits package includes:

"Now our people stay. We've really noticed a difference in our employees who were here thru the transition. Job performance is up, they feel good about themselves and their job, there is a sense of company loyalty. We get a lot of applications from people who say they're calling on us because of our great benefits."

1. 50% reimbursement for childcare. "We decided that peace of mind, coming to work knowing their children were well taken care of was most important to them," says Turner.

2. Better insurance package. "Most employees couldn't afford to carry their children on their insurance. We had paid 80% for our employees, so we decided to extend the plan to cover 80% for their kids as well. Before, we only had 9% of our personnel on the policy. Now, almost 100% subscribe. Those who do not are insured thru a spouse."

3. Profit sharing and pension plan.

"The results are that we still hire, but we retain a lot of people, too. They're happier about their jobs, and it shows."

WHAT'S YOUR ORGANIZATION PLANNING FOR EARTH DAY? ROOM FOR EVERYONE

April 22 celebration is truly that, viewed from the perspective of the original event in 1970.

Then most organizations acted as if there were no dangers in any of their practices, so saw environmentalism as an anti-business, unpatriotic fringe. Today, living with nature is part of the accepted ethic, growing stronger as each new bit of evidence comes in.

Chemical Manufacturers Ass'n, for instance, sees event as chance to show the strides industry has made. CMA's goal is to have all 1500 member-operated facilities "recognize environmental progress with a specific pledge to the community of improved performance & with a specific pledge to the community to deal with local concerns."

Farmers are joining in. Many will hold open houses to explain how & why modern agriculture functions. "The people who farm & ranch are environmentalists, and are in the best position to be environmentalists," says one Western rancher. Pat Batts, dpa, Farm Bureau Federation: "If agriculture doesn't do something about this, they're going to whip us in the court of public opinion -- the highest court in the land."

"We've got to have public relations," says another Farm Bureau exec. "Instead of waiting for something that comes out negative and reacting, we've got to bring out the positives first." Earth Day activities -- especially participative events, not rhetoric -- offer the opportunity.

Salience remains critical to success. "COOL IT!" is Nat'l Wildlife Federation's student organizing arm for Earth Day activities. COOL IT! Connection is "The Student Newsletter for Environmental Projects." Grocers will demonstrate concern with greater use of photodegradable\biodegradable plastic bags.

RED RIBBON PROJECT IS MADD'S ATTEMPT TO REINFORCE BEHAVIOR

This past holiday season marked the 4th year for Project Red Ribbon, an effort by Mothers Against Drunk

Drivers to remind motorists not to drink & drive. "The campaign runs from Thanksgiving thru New Year's," asst dir pa Tammy Weddel told prr. "It's a tough time for crashes & fatalities." Example: In '88, there were over 2,400 drunk driving deaths.

Sponsorship comes from a variety of organizations. "A lot approach us and ask how they can help." Examples: