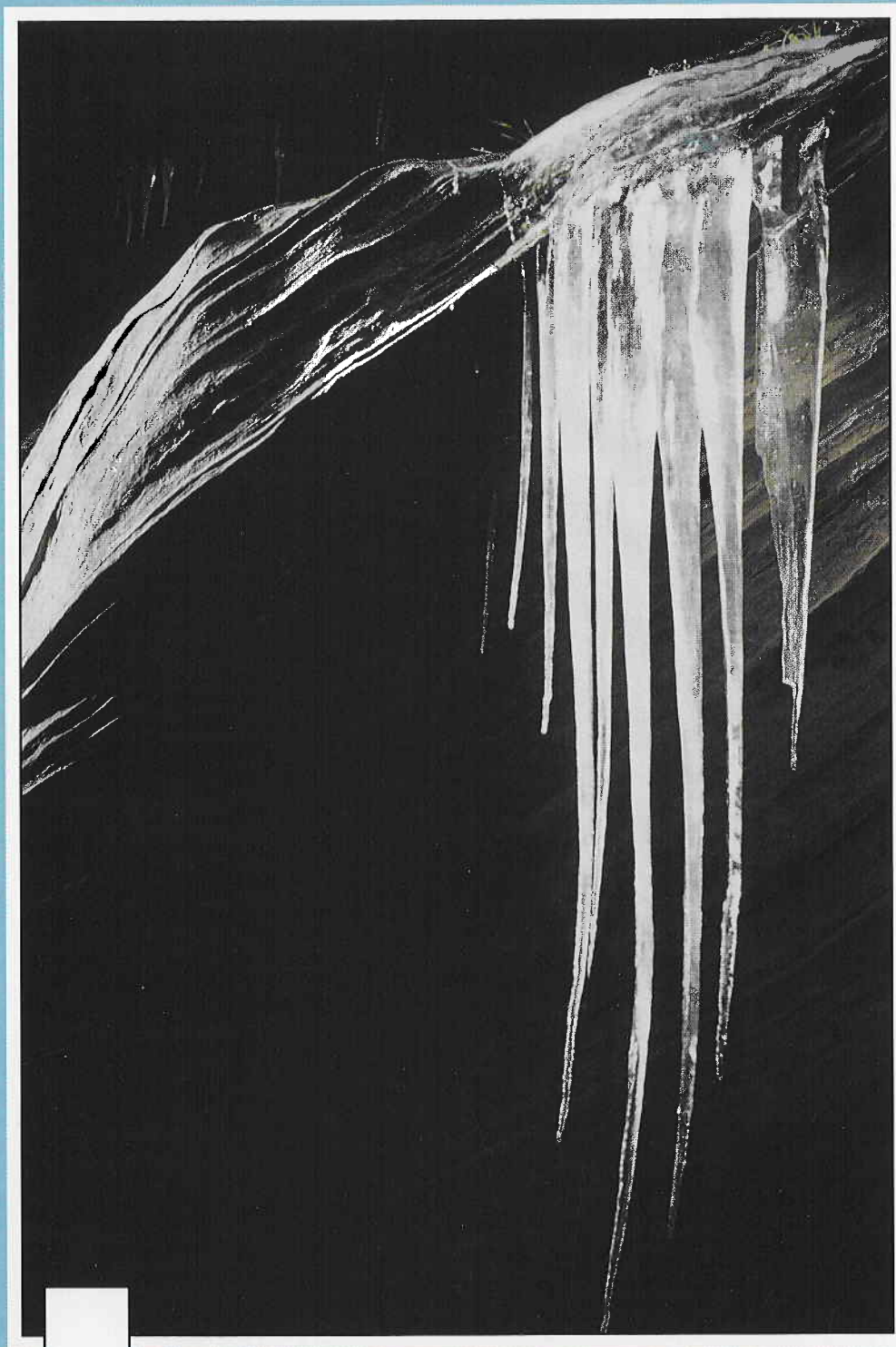


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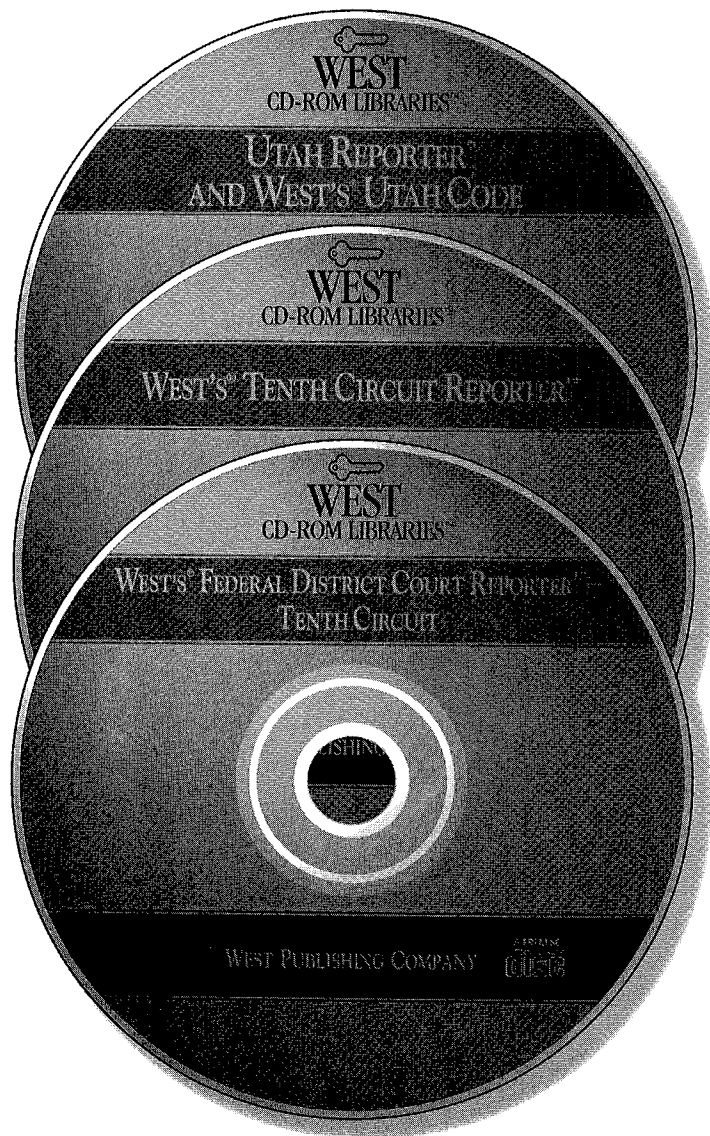


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COVER: Icicles in Zion National Park by Gordon J. Swenson, Salt Lake City, Utah.

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**BE IT RESOLVED: THE JURY SYSTEM
SHOULD BE REFORMED**

FEBRUARY 29, 1996

6:30 P.M.

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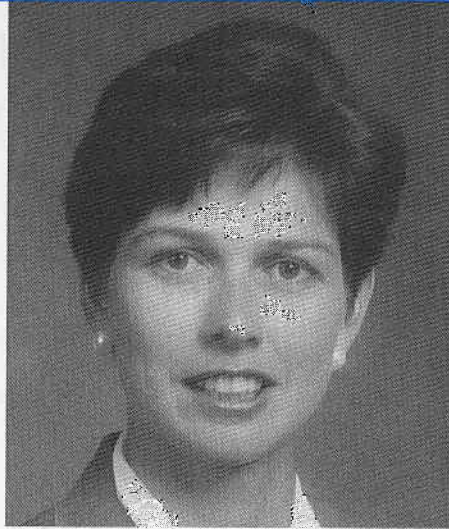
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Checklist for Improving the Workplace Environment (or Dissolving the Glass Ceiling)

By Charlotte L. Miller

In 1995 the Glass Ceiling Commission (established by the 1991 Civil Rights Act) issued its findings regarding the success of women and minorities in reaching top level positions. Most of us do not have the luxury of ordering the report and reviewing it or spending days and years in our own workplace with our coworkers analyzing the philosophical issues and educating ourselves about the advancement of women and minorities. In my workplace I spend a fair amount of time training supervisors on issues of managing employees hopefully helping them to learn how to avoid discrimination, violation of OSHA laws, FLSA laws, drug testing laws, etc. Usually I get one hour in a three day training session, so I don't often discuss burdens of proof, summary judgment motions, etc. Instead, I try to provide practical and simple information, and as a result I spend a lot of time writing checklists — a checklist for hiring, a checklist for evaluating, a checklist for firing, a checklist for interacting with an injured customer, a checklist for responding to theft, a checklist for signing a contract. After about 13 years of practicing

law, I might be able to create a checklist for any legal question. (Some of you may remember that two years ago my Bar Commissioner's report was a checklist on how lawyers can be more customer oriented.) So, I thought I would try to provide some practical advice to members of the Bar — in the checklist approach — on how to help dissolve the glass ceiling (dissolving is a slower process than breaking — so I believe it more accurately describes the actual process — it is also less violent).

I require my managers to learn the following rule: **"Not everything that is stupid is against the law."** There are many events that occur in the workplace that do not rise to the level of "discrimination" as legally defined, but there are many events that detract from cooperation among co-workers, morale, and therefore productivity. When events interfere with productivity, they also interfere with the bottom line, whether the events are discriminatory or not. The same is true with regard to dissolving the glass ceiling. Behavior in a work place may not be legally actionable as "discrimination" but may create perceptions that women and

minorities are not appropriate for upper level positions. Behavior needs to be viewed more from a human resources, interpersonal communication perspective than through the legal elements necessary to prove discrimination. Behaviors that are not illegal may be unwanted because they interfere with productivity.

The following checklist is for senior people in workplace — like law firms, corporations, governmental agencies — and is mostly common sense in helping to create and maintain a positive, cohesive, nurturing and productive workplace. Therefore, those of you who do not believe there is a glass ceiling can do these things too without giving up any philosophical position, and get some benefit.

INCLUDE WOMEN AND MINORITIES IN INFORMAL FUNCTIONS

Much of the building of rapport, developing mentor relationships, and creating trust and interest among colleagues is begun or is nurtured in social settings — lunch, golf, traveling (sometimes as part of work), even Bar activities. Make sure that

