

EOP SUCCESS FACTORS

Major Factors in EOP Success

I. Plan Structure -- The EOP's comprehensive, flexible provisions and its adaptability to meet a variety of corporate and individual employee needs.

- A. Broad Participant Eligibility
- B. KimEd Account
- C. FamEd Account
- D. Advance Payment Provision
- E. Educational Leave Options (KimEd and Extended)
- F. Broad Activity Eligibility (non-job-related and cultural activities)
- G. Coverage of Expenses other than Tuition
- H. No Grade Requirement or Proof of Course Completion

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II. Plan Administration -- Three levels of EOP Administration assure that eligible employees receive information and advisement about the benefit, about educational opportunities, and receive assistance in utilizing the plan.

- A. EOP Committee
- B. Plan Administration
- C. Unit Coordinators

III. Corporate Environment -- The strong support of the EOP by top management creates an atmosphere at Kimberly-Clark conducive to employee participation in the plan. In the words of one EOP Unit Coordinator "It seems like management here is truly concerned with all of the employees. Trust in the employee is central to the EOP".

Additional EOP Success Factors

● Cooperation of Local Educational Institutions

In the Neenah area, and in Wisconsin in general, efforts on the part of local education institutions to create options in course location, scheduling, and content have certainly contributed to increased participation of adult workers in educational activities under the EOP.

Kimberly-Clark's development of positive working relationships with these institutions may have encouraged their willingness to expand offerings.

● Social Atmosphere

Kimberly-Clark employees are used to participating in Kimberly-Clark sponsored events and to socializing with other employees in a variety of situations outside of the office. The EOP fits in with the company's generally strong, positive internal image of a socially conscious employer.

● Eligible Employee Pool

The pool of Kimberly-Clark employees eligible for participation in the EOP includes a large number of research and development and professional employees. As discussed earlier in this report, these types of employees would be more likely to participate in additional educational activities than would blue-collar, hourly employees.

have been from mid-level managers in the personnel or education and training departments of other firms. In the opinions of EOP administrators, it would take strong commitment on the part of top management in order to "pull off" any education plan with a level of complexity similar to the EOP's.

According to a member of the initial EOP design team,

There is no way to show the bottom-line relationship and it is difficult to communicate the plan's positive effect on Kimberly-Clark workers to other companies. In order for other corporations to catch on and adopt some or all of the provisions of the plan, it's my guess that the personal testimony of top executives of Kimberly-Clark might carry more weight than anything else.

It was generally agreed by Kimberly-Clark managers that a concern for employee development would likely be a major factor behind a company's decision to develop a plan similar to the EOP. Another motivating factor might be a requirement for a highly trained and technically up-to-date workforce. Fear of knowledge obsolescence among employees might spur other companies to at least try this type of plan in their research divisions and build employee eligibility from there if it seemed to work.

Kimberly-Clark's EOP is not the "perfect" tuition aid plan. For example, although the EOP does provide educational leave, Kimberly-Clark has chosen not to emphasize flexible work scheduling or more on-site courses to achieve greater EOP participation. There are some indications that these adjustments might have a positive impact on certain groups of workers (primarily hourly employees on shift work).

Also, working parents have difficulty in taking advantage of the EOP to pursue further education. Coverage of child care expenses and promotion of flexible scheduling options could encourage participation from this group. The company does not seem to be exploring structural solutions to

these types of problems. It has concentrated instead on providing the most flexible plan possible (in terms of provisions) within the confines of a traditionally scheduled working environment.

Although action in these areas might encourage even higher participation rates than the EOP currently enjoys, these factors apparently are not the deciding factors in plan use, at least for a large proportion of employees.

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EXAMPLES OF EMPLOYEES' SELF-DEVELOPMENT PLANS*

1. Stay abreast of current developments in data processing management by attending an appropriate seminar. I expect this to update my knowledge in application systems as well as operations, software, data administration, etc. Take voice lessons (singing). I am a member and officer of a local barbershop chorus.
2. I plan to take educational courses that are directly related to the following areas:
 1. Immediate job responsibilities
 2. Future job responsibilities
 3. Personal growth

Examples of courses that fulfill my educational objectives are:

1. "Drucker on Management", an audio/cassette course offered by AMA COM. (American Management Association)
 2. "Computer Performance Evaluation: People, Hardware, User Satisfaction". This is a 3-day seminar sponsored by AMA.
 3. "Memory Made Easy", an audio/cassette course offered by AMA COM.
 4. "Finance and Accounting for Non-financial Managers" an audio/cassette course offered by AMA COM.
3. Increase professional competence as an accountant and broaden management capabilities through participation in MBA program at Univ. of Wisconsin/Oshkosh, and thru home reading program of subject matter related to my job function. MBA program began with classes in Fall, 1975. Home reading will be built around personal library of professional publications and reference sources in accounting management, communications, economics and reporting.
 4. Keep updated with new trends and procedures in the airline reservations industry as to fares, ticketing, billing, etc. Visit Travelpower and also attend a seminar pertaining to new fares construction, ticketing, etc., concerning air travel. Keep updated with new trends in the household moving industry. Continue to meet with household moving company personnel and attend a seminar pertaining to household moving. Keep updated with new trends and procedures pertaining to Immigration and Naturalization legislation. Attend seminar relative to immigration and naturalization.

* These examples are taken verbatim from employee self-development plans. Each numbered item is a complete self-development plan for the year as submitted by a Kimberly-Clark employee.

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