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TEAM IN THE SPOTLIGHT — LIBRARY SERVICES ENTERS THE NEXT CENTURY

There is a whole lot more to the AICPA Library than a few dusty dictionaries. It is, as we strive to serve our members better, one of the most underutilized easy-access resources we possess. The members of the Library Services Team are a group of dynamic professionals who are building a service that CPAs will find vitally important to their practices during the next century. Of course, the AICPA's Library has quite a few books — over 31,000. They have catalogued over 86,000 pamphlets and subscribe to 900 periodicals. While the Institute's Library has archived materials of interest to the accounting profession since 1918, it is turning into high-tech information hub for CPAs and for us.

Karen Neloms, leader of the Library Services Team, sees the AICPA getting ready for the library of the future, one where "a lot more information will be available electronically. But we're not going to see the book disappear. And we will still need librarians to organize the information. We will still need skilled people."

Enter the Library by hitting the "return" key

Linda Pierce and Susan Bolmer maintain a library database that Team AICPA members can access through the Institute's

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WELCOME TO THE LIBRARY OF THE NEXT CENTURY

The Library Services Team has taken steps to make a lot of information accessible to users of the AICPA's Local Area Network. Once connected, users who are familiar with other computer applications should be able to learn these systems easily on their own. However, training is available upon request. Below are some tips on getting started.

- 1) To get connected to the CD-ROM Network (available later this Summer) and the Library Database:
Call Irene Taylor at extension 3305
- 2) To request training for use of the Library Database:
*Call Susan Bolmer at extension 3910
or Linda Pierce at extension 3919*
- 3) To request training for use of the CD-ROM Network:
Call Pat Meyer at extension 3917
- 4) To access the Library's electronic bulletin board:
 - a) *Log-on to cc:mail*
 - b) *Click on the icon for bulletin boards. A series of names should appear. Select "Library" and click twice.*
 - c) *Read any messages that appear the same way one would read messages from the "in box." These messages may be printed or forwarded, but they cannot be erased by anyone but members of the Library Services Team.*
- 5) For any other kind of research assistance:
Call the Library Help Desk at extension 7334.

Team in the Spotlight, *continued*

LAN. It consists of more than 100,000 entries of articles and full-length publications sorted by topic, author, and title. The system is menu-driven and is very easy to understand and use.

"It's basically an on-line card catalog," Pierce explains. "It is the electronic equivalent of the *Accountant's Index*, formerly published by the Library."

"In addition," says Neloms, "team members who are doing historical research can have librarians search another database containing 217,000 entries for literature of 1974 to 1988."

Also available through the LAN is the Electronic Library, a CD-ROM index of information which is overseen by Pat Meyer. Team AICPA can access a sizeable collection of reference materials through a network hook-up.

Meyer explains the advantage of this system, "Anybody on the LAN with Windows can access tax forms, for example, both State and Federal."

And that is just the beginning. Accessing the CD-ROM network will be like having a copy at one's desk of CCH information on pension and benefits, a variety of BNA publications on taxes, financial information from *Disclosure*, *Wilson's Business Abstracts*, and the most current issue of *Books in Print Plus*. The Electronic Library, unlike a stack of books, won't take up extra office space, and some of the search functions of the CD-ROMs make it easier to find a specific reference than it would be using a hard copy of the same material.

Meyer says that she can envision this information being particularly helpful to Member Segment Teams for research. The CD-ROM network should be operational some time before Fall, and while anyone reasonably comfortable with a Windows environment should feel right at home using CD-ROMs, Meyer promises that the Library Services Team is willing to provide training to anyone who would like some extra help getting started.

Also available through the LAN is the Library's electronic bulletin board, which is accessible through cc:mail. This bulletin board houses basic information about the AICPA's Library and about recent acquisitions it has made. See the side bar to this article for operating instructions.

Pierce hopes that Team AICPA "will take advantage of this information they can access at their own desks and can research at their own speed at whatever time is right for them."

Members enter the Library over the telephone line

Until the Library became the exclusive privilege of our members and staff, just under half the reading room users were non-members. "To be fair it must be noted," says Neloms, "that before June of 1995 five to six times more members accessed the Library by phone than in person."

"But since members pay the dues that keeps us open," explained Assistant Librarian Boris Musich, "we are now able to spend more of our time doing research for them. We get all kinds of calls."

Many of those calls come from CPAs from small firms, particularly those who need help with litigation questions or business valuation issues. Musich explains that a member called the other day to get information about how to value a hair salon. He was able to find the information the member needed and to get back to him rapidly.

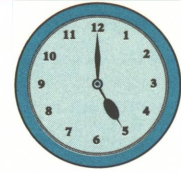
Neloms emphasizes, "[Team AICPA Members] can pick up the phone, too, and we can do all kinds of research for them. People should call us when they are starting a new project so that they don't have to reinvent the wheel. Since the move to Harborside, staff use of the Library's reading room has almost tripled, while total requests from staff are up 45 percent over the prior year."

One caveat added by Musich: "The only thing we won't find for them are the answers to *News & Views* trivia quizzes."

The number to call for research help at the Library is extension 7334.



FWA: WHY OUR WORK ARRANGEMENTS ARE BECOMING MORE FLEXIBLE



In May of this year, the White House presented what it called “Five Corporate Citizenship Challenges.” At the top of the list, President Clinton challenged businesses to show good citizenship toward their employees by creating family-friendly work places, which he defined as, “workplaces that allow workers to be both productive workers and caring and responsible family members.” The definition goes on to make a case for flexible work schedules, and it ends by saying that “Companies that recognize our broader obligations as . . . citizens off-the-job get more committed employees on-the-job.”

It is a coincidence that at the same time the White House was unveiling its challenge to businesses that the AICPA was readying a pilot program that would meet that challenge. However, both projects were in response to a common problem. When the President of the United States says that “People have to be able to succeed at home and at work for America to succeed,” the statistics bear him out: only 5 percent of Americans today live in a household where there is one person in the work force and another person who stays at home and takes care of domestic responsibilities. This creates a particularly difficult challenge for those people who are raising children or taking care of elderly relatives. According to *Time*, individuals who feel a lack of control over their work life have a 70% greater chance of dying of heart disease. This balancing act can make us ill, and it can make us less productive at work.

“The reason why we are beginning a Flexible Work Arrangement pilot program,” according to Susan Anderson of the Alignment Team and the Human Resources Team, “is that when people are having problems meeting their personal life obligations, they are less productive at work. The FWA pilot program provides some options to some people that help them take care of personal life issues during regular business hours without losing any productivity on the job.”

FWA is a privilege, not a right

In order to participate in the AICPA’s FWA pilot program, it’s not only the work arrangements which need to be flexible. Individuals who wish to participate need to be flexible as well. In order to be eligible for the FWA pilot program, a person must have been at the Institute for at least one full year, and he or she must meet the following criteria:

- ❖ He or she must be self-motivated and be someone who has demonstrated that he or she is dependable in accomplishing work assignments and meeting deadlines.
- ❖ He or she has an understanding of the operations of the AICPA
- ❖ He or she has a proven track record of good performance as reflected in past performance evaluations.
- ❖ He or she has a good working relationship with his or her supervisor and day-to-day work team.
- ❖ He or she communicates effectively with his or her day-to-day work team and positively resolves issues.

Beyond the issue of the individual’s eligibility is the issue of whether that individual’s job lends itself to a flexible work arrangement. If the person is applying for a compressed work week, will the activities of his or her job suffer because of this schedule? A person with a job highly focused on members or other individuals who call the Institute between nine and five every day might not have a position which would allow him or her to participate in a compressed work week. A person who is applying for part-time work arrangements needs to be able to rethink the dynamics of his or her job so that it can be divided into tasks that could either be accomplished during the amount of time that the person wants to work or given to others without being disruptive to the operations of the day-to-day

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Flexible Work Arrangements, *continued*

work team as a whole. In other words, if someone wants to work only 30 hours, for instance, he or she needs to determine which tasks can be accomplished in that amount of time and whether giving those five hours' worth of work to someone else to do would cause problems for the team. Ultimately, the Institute's priorities must come before individual needs.

Once a person has demonstrated his or her personal eligibility and the appropriateness of the proposed work arrangements to his or her job, he or she still needs to continue to be flexible. The FWA program is a privilege, not a right, and business goals still need to be achieved no matter what. In concrete terms, this means that anyone who participates in the program must get his or her work done and not disrupt the normal business activities of other members of his or her day-to-day work team. Arrangements should be made to provide back-ups for urgent work issues for each FWA participant on his or her day out of the office. It may mean coming in on one's day off to finish a project or attend a meeting.

If for any reason business goals are not being met, the Flexible Work Arrangement policy will be altered, or, if necessary, rescinded. This program is a pilot program, and it will run between July 29 and the end of the year. However, it is expected that the FWA will have no adverse effect on productivity. In fact, if the AICPA has results with FWA that are similar to the ones of other organizations that implement it, productivity very well may increase.

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Who to call in Human Resources with questions about FWA

Susan Anderson	extension 3352
Penny Donius	extension 3353
Christine Herbster	extension 3351
Kimberly Hines	extension 3350
Anne Rothkopf	extension 3357

NUTS AND BOLTS OF THE FWA PILOT PROGRAM

Below is a brief overview of some of the features of the Flexible Work Arrangement Pilot Program. For more details, refer to the FWA policy guide. Please feel free to contact the Human Resources Team with any questions about the pilot program.

Compressed Work Week

This allows people to work a full work week in less than five days or two full work weeks in less than ten days. There are three kinds of compressed work week schedules available:

- 1. 4-day work week.** A person works 35 hours in four days and takes a fifth day off. A sample schedule might mean a person works 9 a.m. to 7 p.m. three days a week, and work a fourth day 9 a.m. to 6 p.m. Of course, the person would have an hour lunch period as usual during that time.
- 2. 4½-day work week.** A person works 35 hours in four and a half days. A sample schedule might mean a person would be at the Institute from 9 a.m. to 6 p.m. three days a week, 9 a.m. to 5:30 p.m. one day a week, and from 1 p.m. to 5 p.m. on another day during the week.
- 3. 9/70 schedule.** A person works 70 hours in two weeks in 9 business days. In other words, a person might work 9 a.m. to 6 p.m. every day one week, work 9 a.m. to 6 p.m. on Monday and Tuesday of the next week, take Wednesday off, and work 9 a.m. to 5 p.m. on Thursday and Friday.

Part-Time Work Arrangements

This option allows certain Team AICPA members to work less than 35 hours per week **with reduced pay and benefits**. For more details, consult the FWA policy guide.

Flexible Work Arrangements, *continued*

The Human Resources and Alignment Teams expect that the FWA will reduce absenteeism and create opportunities to retain valuable employees who might otherwise need to leave the organization.

Managers need to be flexible, too

Managers need to approach the FWA pilot program with a can-do attitude, which is different than supposing that every request must be answered affirmatively. Each request, however, should be held to the same standards. The challenge of finding a team schedule where coverage is maintained and business goals are achieved requires negotiation. It would probably not work well at the Institute, for instance, to have all members of one day-to-day work team organize their time so that no one was in the office on Fridays. However, there are as many ways to negotiate an equitable work schedule as there are teams. On page 8 of the Flexible Work Arrangement policy guide are some hints which can help managers face the challenges presented by this pilot program.

Ultimately, if at the end of the year, a panel of participants and non-participants determine that this pilot program has done more harm than good, it will no longer exist. However, as the American home changes from a place with a full-time caretaker to a place where all adults work full-time elsewhere, the American workplace will necessarily change with it.



“People have to be able to succeed at home and at work for America to succeed.”

— Bill Clinton.

FOOD TRIVIA QUIZ

Not even the July heat can make Team AICPA members lose their appetites for good cooking, it would seem. Here are the answers to the food trivia quiz.

- 1** Anyone who eats Indian food is likely to have had a dish where one of the ingredients is *ghee*, not to be confused with glee. What is *ghee*?

Ghee is a kind of clarified butter, often used for frying foods at a higher temperature than regular butter could withstand without burning. It's not what the cardiologist ordered, but it is delicious.

- 2** Many fans of Italian food like pasta dishes in *puttanesca* sauce. What does “*puttanesca*” mean in Italian?

It means “whore-like.” The legend goes that, like other people who work outside the home full-time, the prostitutes of Naples didn't have a lot of time to cook. They tossed a little of everything together at the last minute when it was time to eat. Today puttanesca sauce is prepared with tomatoes, garlic, capers, olives and anchovies and no longer casts aspersions on the professional life of the person who prepares it.

- 3** Where does *chop suey* come from?
- The United States of America. Chop suey was invented by Chinese-American immigrants when they arrived here en masse during the Nineteenth Century. It is not a traditional element of Chinese cuisine, no more than are fortune cookies.***

- 4** In French cuisine, what does a dish usually contain if its name includes the phrase “*a la Lyonnaise*?” (Martha Stewart probably would have to look this one up.)

Lyon is the city the French consider the capital of fine food. It is also a place where the best onions are said to grow. French chefs often call their dishes “Lyon-style” when onions are a primary ingredient because they believe their customers will think recipes from Lyon will taste good. Marketing knows no borders.

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Food Trivia Quiz, *continued*



- 5** Many African-Americans celebrate the feast of *Kwaanza*. What does the word “*Kwaanza*” mean in Swahili?

It means “first fruits of the harvest,” which definitely implies that a good meal is part of the fun.

- 6** Thai cuisine includes a noodle dish called *pad thai*. Apart from noodles, what are the main ingredients of this dish?

Apart from noodles, this dish includes shrimp, turnips, bean sprouts and egg. No lily pads from Thailand, however.

- 7** According to Emily Post, at a state dinner, who should sit closer to the president, the vice president or the secretary of state? (Maybe Hillary should ask Eleanor this one.)

Hillary wouldn't have to consult anyone to know that the vice president should sit closer to the president at a state dinner than the secretary of state, as should the chief justice of the U.S. Supreme Court, the speaker of the House, and any former presidents of the United States in attendance. Remember this etiquette hint the next time Newt Gingrich stops by for dinner.

- 8** Apart a bartender's skills and a devil-may-care attitude, what does one need to make a tequila sunrise?

Try tequila, orange juice, grenadine, and some people even include a dash of another alcohol for good measure. Fiesta music is optional.

- 9** What kind of root do Polynesians use to make *poi*?

King Kamehameha wouldn't have been caught dead at a luau without poi, which comes from taro roots. Poi is a bland, starchy paste which is an acquired taste for most mainlanders. But with a lei around one's neck, a plate of mahi mahi with pineapple sauce on one's lap, and the roar of the Pacific in one's ears, how bad could it be?

Team AICPA Anniversaries

Congratulations to the following Team AICPA members who recently celebrated various anniversaries with the Institute:

Len Green
Member Programs18th

Lauren Moran
Marketing Services15th

Nick Fiore
Tax Adviser14th

Laura Richards
President & CEO11th

Shirley Twillman
Public Relations/Communications11th

Ronald Dunn
Distribution Services9th

Paul Geoghan
General Counsel & Secretary9th

Linda Huntley
Practice Monitoring9th

Christopher Pinnock
Materials Assembly & Distribution8th

Elizabeth Delvalle
Library Services6th

Myrna Giarrantino
Graphic Design Services6th

Orlando Ross
General Accounting6th

Michael Doyle
Production & Editorial Services5th

Elizabeth Harney
Meetings & Travel5th

Lennox Muckett
Information Operations5th

Grant Weisbrot
Graphic Design Services5th

- 10** What is the main ingredient in the sauce of *mole poblano*? Hint: Not mole.

Moles are Mexican stews, often of poultry, and the sauce for mole poblano includes chilis, sesame or pumpkin seeds, nuts, and chocolate. Don't knock it without trying it.