

## On Several Fronts

Lead employees into the heart of a company, and the profits will follow right along. So say corporations who gathered recently to share success secrets. The secrets ranged from offering sophisticated shareholder plans to sharing supper with new employees and their spouses or dates. Some companies encourage employees to participate in decision-making. One president of an auto assembly plant wears a typical worker's uniform, for example. In another, a bank president has visited all 175 branch offices. In still another, the employees own the company. What's common to all, however, is that employees feel they are working in the heart of the company and have won respect for their efforts.

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Aetna continues to do battle against rising health care costs. One effort is CHOICE, the plan that gives employees, participating through a group prepaid arrangement with their employer, the chance to retain their own physicians for primary care. CHOICE was offered last month in Santa Clara Valley, California. CHOICE is also available in Chicago and Washington, D.C. and will expand later this year in Tulsa and San Diego. In another cost-containment effort, Aetna's Individual Case Management (ICM) provides dramatic savings when it helps get patients out of hospitals and into alternative care settings.

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If you hate long hours, don't become the boss! A recent poll of 200 top managers reveals average work weeks of 65 hours. Eighty-eight percent carry work home on week nights, 70 percent on weekends. Even though many would think this is far too long a work week, the study also revealed that managers get more done at those times.

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Foster tells MAC:

## Institute will meet Aetna's business needs

With a pledge to "address business issues through education," the Aetna Institute for Corporate Education officially opened its doors last month.

The large brick and glass building across the street from the home office was christened during ceremonies for employees and the public. Almost 1,000 employees attended an open house on May 11, and a number of Connecticut dignitaries, including Gov. William O'Neill, welcomed the Institute to the community on May 14.

Already attending classes prior to the official openings were students from Aetna field offices, who moved into their new quarters on April 2. The Institute will be "home" now to virtually all field employees attending home office courses.

The Institute's role in the corporation was explained by its president, Badi Foster, at the May 15 Management/Employee Meeting sponsored by the Management Advisory Council (MAC).

"Our mission, simply put, is to address business issues through education," Foster explained to more than 40 employees from all divisions who were randomly selected by MAC to attend the meeting.

### Addressing business needs

Foster said the Institute's program will include formal classroom instruction for employees, as well as individualized, self-paced programs and management development.

Aetna's new educational center will rely on instructors from the Personal Financial Security and Commercial Insurance Divisions, as well as the corporation's experts in areas such as management education and college and community relations.



Badi Foster . . . addressing business issues

Foster also said that the Institute will pay special attention to field employees, whose success "depends, in part, on the timely delivery of education and training."

In order to train field employees and to reduce the cost of doing so, Foster said that the Institute will use several new techniques, such as interactive video, which allows for "live" questions and answers; self-paced learning programs; television docudramas and telepresentations.

Other special programs will be geared toward executives, Foster said, because the corporation's leaders must be able to cope with "the complexity of our business, the severity of competition and the rapidity of change." He called dealing with change a major challenge of today and said that the Institute hopes to help all employees deal with its "rapidity, persistence and pervasiveness" through education.

"Education and training will play an increasing role in developing the will and capacity to absorb and generate such change," he noted.

### Active community role

The Institute will play an active role in community affairs, in keeping with the company's commitment to corporate public involvement.

"Despite the severe business environment within which we operate, our corporation understands that the future of public education, particularly in Hartford, is a business issue which demands our attention," Foster said.

He cited, as an example, a Saturday Academy for 50 Hartford seventh-grade students and their parents or adults who are important to them as one example of the Institute's commitment. The program, which will focus on learning skills and those needed for better living, is scheduled to begin this fall. Foster described it as a joint venture of the Hartford School/Business Collaborative, the Hartford Board of Education and many private citizens who have volunteered their time and expertise

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## New plan allows partners to invest in real estate

A new investment vehicle allowing individuals—including employees and agents—to invest in commercial real estate is now being marketed by Aetna Financial Services, Inc. (AFSI).

Aetna Properties I Limited Partnership has registered with the Securities and Exchange Commission for the sale of up to \$50 million of limited partnership interests. Aetna Realty Investment I, Inc., a wholly-owned subsidiary of Aetna Life & Casualty Co., is the general partner responsible for acquiring and managing the properties owned by the limited partnership. The general partner will draw upon the experience of Aetna's Real Estate Investment Department.

Aetna Properties I plans to invest primarily in apartment complexes, office buildings and shopping centers. It will pool the assets of many investors to buy a portfolio of properties which might be too expensive for investors to purchase individually.

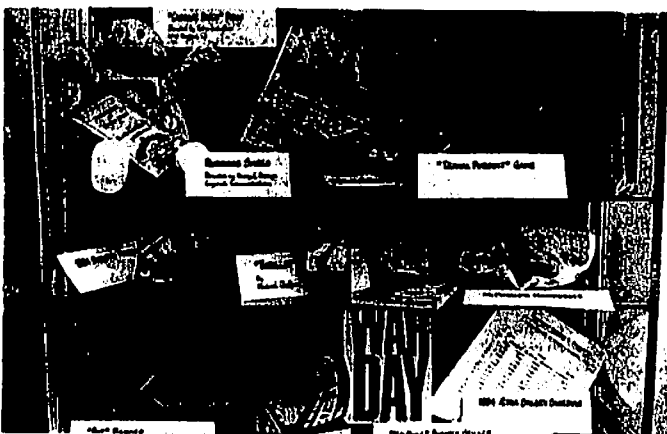
The public offering price per unit of Aetna Properties I is \$1,000, with a minimum purchase of \$5,000. Employees may, however, purchase units at 9 percent below the public offering price. This lowers the minimum purchase price to \$4,550, which is \$910 per unit.

Units may only be sold to investors who have either:

- a net worth, exclusive of home, home furnishings and automobiles, of at least \$30,000 and an annual income of at least \$30,000.
- a net worth (determined with the same exclusions) of at least \$75,000, with no annual income requirement. (Residents of New York, Illinois, Maine, New Hampshire, Pennsylvania and South Carolina must comply with somewhat different requirements.)

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## Time capsule captures the spirit of life in 1984



On display . . . The contents of Aetna Institute's time capsule

BY BRIAN BENSCHOTER

You might say that the Aetna Institute for Corporate Education, which formally opened its new facility across the street from the main home office complex on May 12, is a "sign of our times." It shows our commitment to developing our human resources. It's a statement on 1984 at Aetna. But buried in that building's courtyard is a time capsule containing other signs of our times: "1984 . . . LIFE IN THESE UNITED STATES!"

The capsule, which will be opened in 25 years, contains items that were suggested by employees throughout the country. More than 600 entries were submitted in a contest announced in the March issue of this publication.

Winning a \$1,000 savings bond for the top entry, Kristi Kenholz, Small Business Market, Standard Risk, EBD, HO, suggested a pair of running shoes, symbolic of our leisure and increased concern for our health. For those more prone to experience "Big Mac attacks" than juggling, Debbie Grigoraitis, Experience

Rating, EBD, HO, proposed a McDonald's hamburger. Debbie was among the 10 runner up winners who received \$100 savings bonds.

If you aren't into eating and running, the other winning entries might be of interest: You might enjoy playing a game of "Trivial Pursuit" (Lynne Gannon, CID, Portland, Maine), or skimming through the TV Guide (Judith McShea, Administration, PFSD, Metrc New York) to see what's on the tube. You could listen to your Thriller tape (Margaret Mussoni, ISO, Corporate Administration, HO) or possibly just cuddle up with your Cabbage Patch Doll (Frederick Lenz, Law, LC&PA).

Other winning entries dealt with current events: memorabilia from the 1984 Olympics (Carrie S. Johnson, Claims, EBD, Orange, Calif.), campaign materials from the major presidential candidates (Dathan B. Williams, CAR Unit, CID, Wheeling), and a "no-nuke" bumper sticker (Lisa Fitzmaurice, Marketing, EBD, Tampa).

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# JUST BETWEEN US

Aetna employees with questions have some excellent resources at their disposal. Supervisors and managers are the best source, particularly for answers to job-related questions. The *Personnel Policies and Programs* manual and the employee handbooks, *Working With You* and *Your Second Paycheck*, offer information on Aetna's pay and benefits programs, personnel policies and development opportunities.

"Just Between Us" is a service provided by Employee Communications to employees who, after checking these resources, still have questions.

To use this service, send your questions to *Aetnasphere*, Employee Communications, DA05, HO. Some questions and answers are published in this column; all are answered personally and confidentially. Please be sure to sign your question and include your Aetna address. — Editor

## Posting affected until jobs program complete

Q—We've been told that the company's "jobs for Aetna people" program will mean giving job posting preference to employees whose jobs have been eliminated. When will this process be completed? When will employees whose jobs aren't being eliminated get the same consideration when applying for a job through the open posting system?

A—Throughout the company, managers and employees are seeking ways to improve productivity and profitability. The result is that less essential functions are being eliminated. As you note, people affected by these eliminations are considered for open positions first. When a position is posted, it means there are no affected employees whose qualifications match the open job. This process will continue as long as there are employees who need to be reassigned because of changing business conditions. (Source: Recruiting, Corporate Personnel)

## PP&P guidelines allow time off for appointment

Q—According to the *Personnel Policies & Programs* manual, personal time off can be granted for appointments which can't be made outside of normal business hours. I recently had an appointment with a surgeon whose only office hours are from noon to 2 p.m. My supervisor said our office doesn't allow time off for doctor's appointments, so I had to use 1/2 vacation day to go to the doctor. I'm not in trouble because of my attendance. Why wasn't I allowed personal time for this?

A—The *Personnel Policies & Programs* manual does have guidelines that allow personal time off for doctor's appointments. Supervisors have some discretion in allowing any excusable absence, however. The employee handbook *Working With You* states, on Page 20, that: "Your performance, attendance and the effect your absence will have on the department determines whether or not the supervisor grants your request." We suggest that you ask your supervisor for the specific reason your request wasn't accepted. You may also want to discuss the issue with your personnel coordinator and/or divisional personnel consultant. (Source: Employee Relations/Equal Opportunity, Corporate Personnel)

## Lump sum program studied for all employees

Q—Aetna now allows employees in job classes above 26 to take their salary increases in lump sums. Is there any chance employees in lower job classes will be able to take advantage of this program?

A—Before administrative employees were placed on annual review, systems constraints precluded expansion of the Lump Sum Increase Program (LSIP). Now, however, extending the program to all employees is under evaluation. Corporate Personnel is determining what additional costs would be incurred; how higher turnover rates at the administrative level would affect the program; and what systems changes are involved.

Proper communication of the LSIP would also be critical. It's important that employees understand exactly how the program works and that while a lump sum may appear to be beneficial, it can also reduce the normal take-home pay an employee is accustomed to receiving.

We expect to reach a decision on our study in 1984. (Source: Compensation, Corporate Personnel)

## Affirmative action taken seriously at Aetna

Q—I am aware of Aetna's stated stand concerning equal opportunity. But is it all rhetoric? Does Aetna actually have any programs or affirmative action plans to enhance opportunities for qualified employees and eliminate staffing imbalances which do exist?

A—Aetna's equal opportunity and affirmative action commitments and responsibilities are taken very seriously. Every year, each division in the company develops plans for achieving a balance among male, female, minority and minority employees. These "staff plans" become part of the division's business plans for the year. Staff plans are monitored by the division and by Employee Relations/Equal Opportunity in Corporate Personnel to make sure that the company, through its divisions, achieves and maintains a workforce that is representative of the numbers of males, females, minorities and non-minorities in the outside labor force.

As an Aetna employee, you have access to two major resources for equal opportunity/affirmative action information. Chapter 17 of the *Personnel Policies & Programs* manual outlines the company's approach to equal opportunity, describes what groups of employees the policy affects, and describes steps that are taken to comply with both federal affirmative action regulations and Aetna's equal opportunity/affirmative action policy which, in many instances, exceeds federal requirements.

Also, your division's or office's affirmative action plan is available to you for review. These documents describe what your division and office are doing to meet the affirmative action objectives they set each year. You can request a review of the affirmative action plan from your supervisor or your equal opportunity coordinator.

Should you have any further question about the company's equal opportunity/affirmative action policy, contact your supervisor or the equal opportunity coordinator in your office. (Source: Employee Relations/Equal Opportunity, Corporate Personnel)

## Aetnasphere

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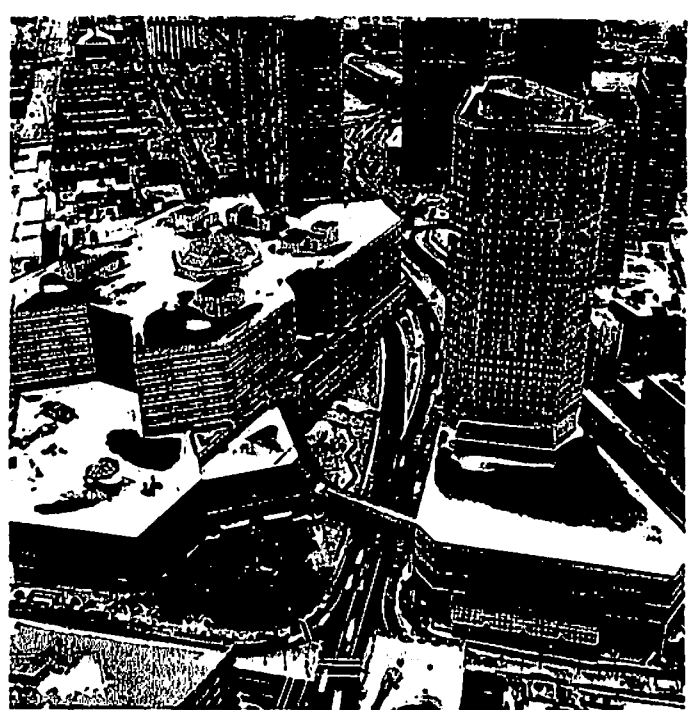
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## Copley Place nears completion

Nearing completion in Boston's Back Bay section is Copley Place, pictured above, a major real estate development orchestrated by Urban Investment of Chicago — an Aetna subsidiary. Built on more than nine acres of land and air rights over the Massachusetts Turnpike, Copley Place is the largest private real estate development in Boston's history.

The 804-room, 36-story Westin hotel, rising from its triangular podium base (at right), was the first element of Copley Place to open in August 1983. Anchored by a three-level Neiman-Marcus specialty department store (left foreground), The Shopping Galleries of Copley Place include space for 100 shops, boutiques and restaurants on two levels. Four interconnected seven-story office buildings rise above the retail area with 845,000 square feet of leasable space. They surround a 90-foot-wide skylight capping a central atrium that extends to the retail galleries below.

Behind the office towers is the 1,139-room, 38-story Marriott hotel. Accessible from The Shopping Galleries, the Marriott is Boston's tallest hotel, boasts New England's largest grand ballroom and has the largest permanent hotel-based exhibition facility in the city.

Tenants of the retail area, which opened Feb. 13, include Tiffany & Co., Louis Vuitton, Polo/Ralph Lauren, Saint Laurent Rive Gauche, Gucci, Jaeger and Charles Jourdan — all making their Boston debut.

Among the major tenants of the office area are International Business Machines Corp.; Shawmut Bank of Boston; Bain & Co., an international management consulting firm; and Aetna, which will occupy 112,000 square feet of Four Copley Place this month.

Copley Place also includes a residential complex of 100 apartments opening later this year, a nine-screen cinema complex and enclosed parking for 1,432 vehicles.

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## That's the way it was in '84

If none of these entries interest you, here is one that Evelyn Martinez, ERD, New Orleans, thought would interest Aetna employees as much 25 years from now as it does today: the company's 1984 salary schedule. Also included in the capsule was a "BIT" banger, a foam hammer used to punish uncooperative CRTs. According to Clyde Fitch, Agency Development and Marketing, CID, HO, who submitted the idea, such a tool could be obsolete in 2009. "Computers may work without having to hit them!"

Many of the winning entries were submitted by more than one employee. For example, Michael Jackson's *Thriller* album was submitted by 25 people; and Evelyn's idea for including the salary schedule was suggested by 19 others. These entries were placed in a box and the prize winner drawn.

### Choosing items no easy task

Deciding which items would be included in the capsule was no easy task. One judge, Bob Nolan, Corporate Communications, LC&PA, explained, "We wanted more than just items that would be outdated in 25 years. We looked for items that would tell people about our culture, our entertainment and our concerns for the future."

Among the entries that didn't win, were many Aetna-related items such as the HO cafeteria menu; company rate manuals, stocks and bonds; a home office communications directory; a Personnel, Policies, & Programs manual; an employee I.D. card; and policy brochures. Many more suggested tools used in our work which may soon become outdated: telephones, calculators, pencils, paper, diskettes.

Several people suggested popular literature ranging from diet books and Jane Fonda's exercise workout book to the bestsellers *In Search of Excellence* and *Megatrends*. Other popular ideas included the "Aetna, I'm glad I met ya" and Wendy's now-famous "Where's the beef?" slogans.

Fannie Lager, a retiree from the Marketing Department, New York, offered a sampling of the many pieces of sculpture she had produced since retiring. Fannie will be 97 when the capsule is opened, while Stephanie Kassenbaum will just be turning 32. Stephanie's father, Peter Kassenbaum, Claims, PFSD, Metro New York sent in a crayon drawing the 7-year-old artist completed on a recent visit to her dad's office.

(Brian Benachoter is a summer intern in Corporate Communications.)

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# Aetna Institute opens!

Other community programs will take place at the Institute as time goes on, Foster added.

In response to questions from employees who attended the MAC meeting, he also made the following points:

- The Institute will play a critical role in helping employees maintain a corporate identity, now that the company has become more division-oriented. "This is neutral turf," Foster explained. "We will reinforce the notion of what it is to work for Aetna Life & Casualty," as opposed to just one division.

- The Institute will try to provide a continuum of education for employees, from the time they're hired. "It was once thought that when you become a vice president, you don't

need any more education," Foster noted. "But that's not true." He also cited the need for more education for people in middle-level jobs.

- The problem of what to do with good technicians who make bad managers will be addressed by the Institute staff. Foster acknowledged that not all employees are management material simply because they do well at technical jobs.

- The Institute will try to work out an arrangement with area colleges, and with other colleges near field offices, which would enable employees to transfer up to 15 academic credits earned at Aetna.

P.E.B.



John H. Filer (right), Aetna chairman, offers official greetings at Institute's grand opening



A bright bouquet of balloons sets the mood for opening celebrations in the Institute lobby



The first field employees to use the Institute's new dormitory move into their quarters



At the employee open house, a young family inspects the contents of the Institute's time capsule (See story on Page 1)



Russell Burton (left), a director on the Institute's staff, and manager Rick Edwards slice a celebration cake after months of hard work.