



Figuring Out Millennials

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They're loyal — to technology
and to their own ambitions.

They're smart.

And in accounting, they're women.

2011 Accounting MOVE Project Executive Report
May 2011



Figuring Out Millennials

What to make of millennials?

They're confident and assertive. They're loyal — to technology and to their own ambitions. They're smart. And in accounting, they're women.

Today's crop of accounting graduates is decisively female. They — and their male cohorts — expect to work for women leaders. They assume that both genders will have equal access to work-life programs, no questions asked.

Public accounting firms have about six years from the moment a millennial starts to show her how far she can go at that firm. In that six years, she is looking for evidence that other women at the firm have satisfying, resilient careers. While she is gaining technical mastery, she is observing how partners themselves — men and women — take advantage of career-pathing programs they officially endorse for others. She is parsing the life-work decisions made by women a few steps ahead, and wondering who she should talk with about her conclusions.

By adopting the recommendations and best practices in the *2011 Accounting MOVE Project Executive Report* (and in confidential reports to participating firms), the profession has a better chance of holding onto today's fresh talent.

This report expands on the 2010 narratives about how to best retain and advance women who are on the brink of partnership. It outlines current best practices for the MOVE factors — monetary equity, opportunity, vital work-life supports, and entrepreneurship — and shows how these factors grant a competitive advantage.

There are solid reasons for shareholders to invest in these best practices for the benefit of all women and all firms. Pay equity legislation continues to circulate in Congress, and the federal government has stepped up its audits of federal contractors. Firms must prove they pay equitably, or else. If today's generation of partners does not keep the succession pipeline filled, their retirement plans will be thrown into disarray. Millennials are gender-blind when it comes to work-life supports. Retaining young parents will soon pivot on which firm offers flexibility tied to career opportunities, for men and women. Finally, successful firms are already discovering that business development is a team sport ... and that diverse teams are a competitive advantage.

The Accounting MOVE Project creates common ground for the profession's leaders and women. Across America and across the world, stakeholders are demanding greater transparency from organizations. Clients, consumers, potential hires and employees all want and deserve to know how women fare at accounting firms.

The Accounting MOVE Project sets the standard for open, consistent reporting. This is the standard the profession needs to expand its authority as the bastion of honesty for American business. Every firm can measure itself against the MOVE Project benchmarks. Better yet, join the 2012 MOVE Project, which will formally launch in October at the 2011 Annual Conference for Women in Accounting, sponsored by the American Society of Women Accountants and the American Woman's Society of Certified Public Accountants.

The 2011 report of the Accounting MOVE Project is made possible by charter sponsor Moss Adams LLP and by Rothstein Kass & Company, P.C. Leaders at both firms provided invaluable guidance and insight into the profession's trends. We could not have asked for better collaborators.



2011 Key Findings and Recommendations

Millennials

- Millennials want to invest in their careers at firms — on their own terms.
- Male millennials expect women to be business leaders and change agents.
- Women millennials expect male peers to be equitably included in all development and work-life programs.

Partnership Pipeline

- Women have made incremental gains at the top level.
- Business development programs should be customized for all professional employees, including new associates.
- Business development programs should pay for themselves — right away.

Build on Transparency

- Open, clear reporting about the progress of a firm's women builds credibility.
- The “self deselection” dynamic is disarmed by open communication.
- Millennials expect honest dialogue about all MOVE topics, including compensation structures.

Small is Strong

- Women expect to gain partner-track skills more quickly at regional and local firms.
- Local and small regional firms should use association-sponsored programs as the nucleus for women's initiatives and business development programs.
- Some of the most powerful advancement and retention tools cost nothing.

Millennials:

Not Your Father's Kids

Interested in hiring Charnell Thweatt, honors accounting undergrad at Howard University and aspiring ASWA member?

Get in line.

She is set to return to her second year as an intern with PricewaterhouseCoopers. If they can keep her, they'll be lucky.

"Currently, my career plan is to start in public accounting but ultimately, I want to open my own firm, and a not-for-profit. I want public accounting to be my foundation," says Thweatt. "Having a good accounting foundation leads to having a successful venture." She already has a list of potential partners.

What is Thweatt looking for in her first job? Typical of her generation, the millennials, she expects intense challenges twinned with intense support. She expects a boss who doesn't make her ask permission to take advantage of flexible work options. She expects a mentor. Firms that don't have strong work-life and business development programs don't even make her short list.

"They want to know that what they do counts, and they can be impatient to get there," says ASWA president Vivian Moller, a CPA and CFO at Hoffman York, an ad agency that sees a steady stream of millennial interns and hires. "It's a conundrum. The millennials want you to invest in them, but they also don't want any hindrances to leaving after just a couple of years."

Already the Female Majority

Women are the majority of accounting graduates, according to Catalyst. Women currently comprise:

- 55.2% of bachelor's degree accounting grads
- 54.1% of master's degree accounting grads
- 32.6.% of Ph.D accounting grads

Unlike engineering, technology and hard sciences, accounting is not locked in a struggle to attract women. The profession has the exciting dilemma of figuring out how it can adapt fast

enough to the expectations of a generation that won't wait long for their elders to figure it out.

"Students want to know who is at the top of these companies and what is in it for them?" says Christina Danile, the AWSCPA's national director of student development and an audit senior manager at Rothstein Kass. In her interviews with graduating seniors and at campus recruiting events, she finds women accounting students keenly aware of the profession's pipeline problem — openly comparing advancement and work-life programs among firms.

"If you don't have a lot of women at the top, it doesn't matter what you do at the bottom," she says.

Equity: Assumed

Women's initiatives and work-life programs must be retooled to incorporate millennials' perceptions that women are already business leaders and that men take advantage of work-life programs as naturally as women do.

A 2010 study of millennial attitudes by advertising firm Euro RSCG found that:

- 47% of U.S. men, and 66% of U.S. women believe that "it will be women who lead change in the world."
- 27% of U.S. men, and 35% of U.S. women put a top priority on balancing work and life.
- 20% of U.S. men and 10% of U.S. women believe their jobs should include "being useful to society."
- 12% of U.S. men and 15% of U.S. women believe their jobs should include "personal fulfillment."

Key Points to Keep in Mind

- ***Millennials assume gender equity, women's workplace authority, and equal access to work-life balance.***

For baby boomers, who are the majority of partners at accounting firms, the lack of women leaders is the norm. But millennial men and women have the opposite frame of reference: they are surprised when there is not an equal number of women at each point in the pipeline. Firms that ignore this profound shift in point of view will find their credibility and clients eroding.

Despite — or perhaps because of — their famed impatience with the traditional learning curve and expectations for immediate and frequent promotions, millennials expect to work hard. They expect managers to invest time and effort giving them focused feedback, and millennials expect that their input will change firm culture.

Mentoring can be an eye-opening experience when senior leaders get to know women employees, says Melissa Randall, who manages the LIFE women's initiative at Rothstein Kass. (LIFE stands for Leadership, Inspiration, Family and Empowerment.) "When a situation is viewed from a woman's point of view, it offers fresh insight. And having a one-on-one discussion makes it easier for senior management to relate to the challenges our staff faces. Mentoring bridges the gap, providing both sides with equal 'buy-in' and making it possible for real change to happen."

Millennials are eager to rise to opportunities such as being mentored — but they have little tolerance for firms that don't recognize and reward their contributions. They will move on. A 2010 report by Johnson Controls about the global Gen Y workforce found that "Personal relationships at work, especially team and collaborative relationships, are especially important."

In a way, millennials' willingness to leave is on a continuum with the "self deselection" dynamic of Gen X and Boomer women accountants that is discussed in depth in the **O** section of this report. The same modes of open, frequent communication that retain mid-level women will also retain millennials.

Both the Euro RSCG and Johnson Controls studies found that millennial women put a higher premium on workplace flexibility than younger men. In a rare alignment of generational expectation and institutional excellence, the accounting profession is perfectly positioned to fulfill — even exceed — the expectation held by millennial women that they can achieve the work-life blend they desire through accounting careers.

"Millennials absolutely want that conversation," says Silvia Masini, chief human resources officer for Clifton Gunderson. "Men and women want to craft their career paths. Getting really candid about it isn't easy for everyone."

Unique Skills Appreciated

Kari Young is a senior accountant at Jones & Roth CPAs and Business Advisors in Eugene, Ore. She and her high-potential colleagues appreciate it when their unique skills are recognized. "I prefer to figure things out for myself and seek additional guidance when needed," she says.

The firm uses coaching to devise custom career paths that incorporate salary and bonus analyses, performance reviews, and flex-work solutions that keep firm goals top of mind. The integrated approach helps younger accountants like Young envision the rewards for developing a book of business. "Jones & Roth lets me play to my strengths in the work I am doing," says Young. "They see that I work hard and they are flexible with me as a new mom. The 'give and take' makes it healthy."

At some firms, first-generation women's initiatives were designed to provide a "safe place" for women to mentor each other and ask questions that might have been misinterpreted in a mixed-gender setting. This approach got women's issues on the agenda, but it is counter to the inclusive expectations of millennials. Because millennial men expect their female domestic partners to contribute equitably to the household income, equal pay is a family issue, not a feminist issue.

Likewise, flex work is necessary for both partners to pursue careers and nurture their families. According to Euro RSCG, millennial women expect millennial men to be mutually invested in their success.

The implications for programs are clear: for millennials, women's initiatives are really family-economic initiatives. Firms need to adjust accordingly, cultivating holistic messages, programs and practices that underscore the value of such programs to men and women, in their careers and for their households.

Some accounting firms have made progress in positioning flex work as an asset to all employees. Those that expand that message, and follow through with work-life innovations, will capture and keep the most talented millennials.

"During campus visits, many students ask about our women's program, and they tell us, 'we didn't see that with your competitors,'" says Sharon Gordon, CPA, a partner with J.H. Cohn and co-director of the J.H. Cohn Professional Women's Program.

• **Treat Millennials As They Want To Be Treated ... Not How You Wanted To Be Treated At That Age**

As a generation, millennials bring a number of strengths that can transform the accounting profession. Progressive firms are building on — not resisting — those qualities.

They are adept and confident with technology.

Millennials are taken aback when employers cling to outdated technology and patched-together solutions. They assume that employers who are serious about productivity will naturally use the latest, most efficient technology, from virtual collaboration tools to mobile devices. Millennials who don't have access to official versions of such technology will access shareware on their own and use it to achieve their personal work-life blend.

This could undermine firms' security priorities. In its report "Millennials at the Gates," Accenture asserts that 52% of millennials it surveyed listed state-of-the-art technology as an important consideration in choosing an employer.

Leverage millennials' affinity for technology:

- Integrate millennials into technology committees and teams.
- Ask millennials to test and make recommendations about new tech tools your firm is considering.
- Bridge new and traditional techniques to show millennials how their tech skills are relevant to their career advancement. For example, J.H. Cohn plans to bridge traditional networking with social networking by holding social media workshops about LinkedIn for its millennials.

Millennials are confident in mixed-generation groups and expect to get to know senior leaders from the start. What some read as presumption, others view as a jumpstart on essential business-development skill-building:

- Channel millennial ambition:

Top Five Career Complaints of Millennials

- 52% — Underpaid
- 36% — No opportunity for growth
- 35% — No opportunity for advancement
- 31% — Trapped in current position
- 24% — Burned out

Source: Accenture, "Reinvent Opportunity: Looking Through a New Lens," March 2011

- Include millennials from the start in client pitch meetings — and in the presentations.
- Create forums in which millennials can mix with firm employees at all levels.
- Design first-step leadership opportunities that pay off with millennial presence in front of firm leaders.

Still, even the most sterling interns and graduates need the advice and experience of supervisors. Tricia Duncan, CPA, career coach at Jones & Roth, CPAs and Business Advisors, says her greatest challenge is helping her young associates see the larger picture.

"It's about the firm, the client and the future, not just them and the tasks in front of them," she says. "When a partner makes a general statement in a meeting addressed to the group, the millennials are more likely to think the partner was singling them out directly. I redirect them back to the intention of the partner's statement and what it means for them personally based on their professional goals, work assignments and expectations at their level."

Millennials want to see how their contributions make a difference to clients, the firms, and their communities. Rote obedience is not a characteristic of this generation. They hunger to start new projects, introduce new services, and come up with better ways of doing business.

"Firms are increasingly concerned about their high potentials, anticipating the migration that will happen. The firms that are evolved are starting to pay attention to the high potential talent, and provide the experiences that they need. Along with that comes understanding and even leveraging the changing perspectives they have

about life and work," says Mary Bennett, principal of MLBennett Consulting, which specializes in advising accounting firms in advancing women and high potential talent development.

Make the most of millennials' expectations:

- Integrate millennials in cross-functional teams tackling marketing, communication, strategy, and practice-building projects.
- Cultivate business development skills from the first year, with programs, coaching and mentoring specifically calling out the skills required to advance to partner.
- Identify and encourage various career paths, along with realistic compensation expectations.

"Though it may be a decade into their future, the time to talk with millennial women about achieving partner is before they take themselves off that track," says Tammy Young, managing director of human resources at Moss Adams. She and the firm's Forum_W Advisory Board have deliberately formulated elements of their women's initiative, to address a self-defeating behavior they call "future tripping" — women making premature decisions about their ability to advance to leadership roles based on conclusions about how their careers and personal lives might unfold.

"We tell them, 'have all the right facts before you make big decisions about your career,'" says Young. Forum_W integrates messages and role modeling intended to spark that dialogue with women associates.

- ***Millennial women are keenly aware of salary and pay equity trends.***

Twice as many millennial women as men cite "a competitive salary" as a driving consideration in finding the right job, (24% vs. 12%), according to research by advertising firm JWT. Echoing the Euro RSCG research, the same study found that only 7% of millennial women count "work life

balance" as the most important factor when job hunting, compared to 13% of millennial men.

These findings are cast in a new light by research conducted by Georgia Southern University on expectations of gender bias. Although only 13% of the millennial women surveyed by GSU thought that they, themselves, would encounter gender bias on the job, 45% believe that gender bias is a factor in the workplace.

Millennial women are keenly aware of salary trends and pay equity. Increasingly, public efforts by the Obama administration to enforce pay equity regulations on federal contractors and subcontractors will keep this issue in the forefront.

The pay-equity best practices outlined in the **M** section of this report are especially relevant to millennial women.

Address pay-equity concerns:

- Integrate transparency into compensation discussions, integrated with talent management.
- Adopt total-rewards compensation packages that show the full value of employment at your firm.
- Recast work-life programs as equally relevant for men and women.
- Clearly tie performance reviews with expectations for future career earnings.
- Celebrate and honor a wide variety of career paths and work-life arrangements.

Millennials expect more for themselves as well as for women further along in their careers. The issues that have affected women in accounting for years are even more critical now in light of the expectations of the incoming hires. Now, more than ever, the findings of the Accounting MOVE Report need to be implemented in order to increase the number of women partners, retain today's fresh talent, and enable firms to thrive for years to come.

2011 Accounting MOVE Project Statistical Summary

Still recovering from the 2007-2009 recession, most accounting firms experienced little growth in 2010. That rippled through the ranks, minimizing movement in the pipeline. Overall retention was steady — a rare upside of the recession was that women were reluctant to drop out of the workforce — so firms are well positioned for a significant number of promotions. The drop in proportion of women directors is due not to retention problems at firms that have continued to participate, but, rather, because of the different mix of firms this year.

One unexpected development is that the proportion of women partners and senior managers is diluted when regional firms acquire local firms, whose partner ranks are predominantly men. MOVE firms reported in 2011 that opportunities for promotion, especially to partner, were thin in the past 12 months because of flat revenues and acquisitions. The 2010 Inside Public Accounting Report found that women are 12.6% of partners at firms with \$5 million to \$10 million in annual billings and 12.1% of partners at firms with \$3 million to \$5 million in annual billings.

Women Employees and Managers As a Proportion of ALL Employees and Managers	MOVE CPA Firms 2011	MOVE CPA Firms 2010
% Women Full-Time U.S. Employees	51%	51%
% Women New Hires	49%	49%
% Women Associates	51%	48%
% Women Supervisors/Senior Staff	48%	51%
% Women Professionals	46%	46%
% Women Career Professionals	56%	53%
% Women Managers	46%	49%
% Women Senior Managers	38%	40%
% Women Directors	25%	34%
% Women Partners and Principals	17%	17%
% Women on Management Committee	17%	16%

Transparent public reporting of the status of women an emerging global best practice

- *The Gender Equality Project, in affiliation with the World Economic Forum, has made public reporting of the status of women one of its requirements for its certification process.*
- *The Australian Stock Exchange Corporate Governance Council is calling for publicly held companies to disclose gender statistics as part of their annual reports.*
- *Pressure is mounting in Europe for gender quotas for corporate boards, and in Britain for open reporting of the status of women at all but the smallest employers.*
- *Leading U.S. companies, such as Aetna, already publish diversity demographics on their web sites and in annual reports.*
- *Panelists and speakers at the Wall Street Journal's April 2010 "Women in the Economy" event repeatedly called for employers to publicly report their percentages of women in their leadership pipelines.*

Public accounting firms, which are in the business of accountability, should lead by example when it comes to reporting where women stand in their leadership pipelines.

What You Say Is What You Get: Why Transparency is Essential

Without exception, every accounting firm claims to value all its employees and to understand and address the particular barriers facing women professionals. A steady stream of news about women in accounting and work-life issues ensures that the topics of equity and advancement are always on employees' minds. And many partners believe that their organizations reward performance and that policies they adopt become firm practice.

Reality, however, only sometimes squares with what firms say and intend.

Women's own experiences do not sync with firms' public commitments to advancement. In a hyperlinked world, it is laughably easy to find out if a firm's promises are kept and if public relations triumphs are shams. Partners are often dismayed to discover that lofty policies do not automatically transform firm culture, especially when middle managers feel they are given conflicting priorities.

It is impossible to overestimate the importance of precise, consistent communication about a firm's intention and results in advancing women. From public reporting of the progress of women toward partnership to ongoing private conversations, communication changes culture. Changed cultures will dissolve stubborn barriers to the advancement of women.

Best practices include:

- **An annual report** that clearly outlines the current demographics of the firm and exactly how programs and initiatives are catalyzing change. Women — and millennials — see right through complicated designs and sweeping statements about the global economic importance of women. The standard is set by the Moss Adams Forum_W Annual Report. Its simple, straightforward format makes no excuses and clearly outlines the business case for advancing women at Moss Adams. In its Diversity Annual Report,

Plante & Moran showcases excerpts from client proposals requesting details about the firm's minority clients. Because it tracks those statistics and openly reports them, Plante & Moran can quickly respond — it counts 31 women-owned businesses and 106 minority-owned businesses as clients — and win additional clients. Last year, Plante & Moran fielded requests for diversity statistics in 15 proposals. The firm has published its annual report since 2003.

- **Internal communication** that maps numerous paths to partner and shows exactly how various firm programs combine for career success. The Accounting MOVE Project has been a catalyst for openly discussing the self-deselection dynamic that undermines the accounting careers of many women. Women who have deselected themselves say that a key factor is a communications vacuum. When they don't see the kind of future they envision for themselves modeled by anyone at the firm — men and women — they transfer their hope to a career outside public accounting. Clear, consistent communication combats self-deselection.
- **Coaching** that occurs regularly, year-round. Relationships with mentors, managers and coaches must provide consistent feedback and affirmation of incremental steps essential to gaining traction in the partnership pipeline. Life circumstances and family factors change often. Frequent “reality checks” keep managers aware of what resources can be deployed to keep a woman progressing in her career before she is tempted to start fresh with a different employer.
- **Consistency** throughout economic cycles. “Even in a tough economy the firm has maintained its focus on Forum_W. It continues to gain momentum with a commitment from leadership and a robust business process that keeps our efforts on track. From the beginning, our people said, ‘show us that the firm is serious about this.’ We are delivering on that challenge,” says Tammy Young of Moss Adams.

The MOVE Factors

The Accounting MOVE report pivots on the four factors proven to advance women in business:

- M** *Money: Practices that ensure that women are paid equitably.*
- O** *Opportunity: Advancement, leadership development and the pipeline.*
- V** *Vital supports for work-life: Including flexible work arrangements, telecommuting, wellness, and other programs and amenities that offset caregiving and other responsibilities typically unique to women.*
- E** *Entrepreneurship: For the accounting profession, this translates to gaining and retaining clients.*

The Accounting MOVE Project surveyed and interviewed 25 firms about the use and effectiveness of their MOVE programs, practices and cultures.

Money: Practices that ensure that women are paid equitably.

Key findings:

- Firm leaders assume that equal pay policies result in equal pay practices.
- Pay decisions are reviewed by partners, but are rarely audited.

Key recommendations:

- Analyze pay by office and level as well as firm-wide.
- Provide human resources coaches to help managers scrutinize their own methods of deciding compensation.
- Cross-analyze compensation with developmental assignments to ensure that women have opportunities to step up in experience and pay.

Rewarding Results

Equal pay is more easily said than done. Every firm genuinely believes that it makes equitable pay decisions.

Yet, few follow through with comprehensive audits that actually line up the compensation of male and female employees, controlled for experience and productivity, to ensure there are no gender inequities.

One firm that does precisely that is Clifton Gunderson. It goes beyond the standard techniques of analyzing pay by hours, performance and level, and parses by those factors plus gender. The firm is in the midst of integrating its compensation system with its professional development model to ensure that incremental professional development is rewarded. The CG compensation team also scrutinizes bonuses to ensure that they aligned with actual business results.

Transparency works. Jones & Roth recently integrated compensation and performance reviews.

“Shareholders and managers had expressed concern that team members were not advancing,” says career coach Tricia Duncan. “By including mentors in the process, we have a new set of people accountable and focused on developing our team. Mentors know the results of the review process will have a financial effect on their mentees and help the process by setting clear goals, gathering timely feedback and working with the mentee to move forward.”

Employees get a midyear review and rankings that show needed improvements, including projected salary and bonus impact. Then, the year-end statement is distributed with the bonus. Pay is tied directly to performance, related to metrics gleaned from three separate committees that include the career coach, supervisors, mentors and co-workers.

Not only does the new program help managers to contextualize pay for millennials; the process also allowed them to find and adjust some regional pay inequities.

“The committee process has helped the entire firm clarify expectations at each level. The meetings enable us to talk about general areas of concern, qualifications for advancement and succession planning. Everyone has benefited from being on the same page: the firm, the employee and the supervisors,” reports Duncan.

Pay Gap = Credibility Gap

Indications are that women in accounting fall behind in pay just as do women in other industries. They start out equal or nearly so with male novices; start to slide behind as they progress; then see their compensation plummet when they trade funds for flexibility.

A 2010 report by the U.K.'s Chartered Institute of Management Accountants found that women fell behind after six years on the job. By the time CIMA members had two decades in the profession, they were making a third less than men with equivalent tenure.

Inevitably, a credibility gap has opened. In a study conducted by the Mergis Group in 2010, respondents were asked if men and women were equally compensated for their accounting and

Paternalism Pays

The pay gap narrows at workplaces whose male chief executives have daughters, according to a study released in February by David Gaddis Ross of the Columbia Business School and two additional academics. They found in a study of Danish companies that equity was greater at workplaces where male chief executives had daughters. The birth of a first daughter to a male CEO resulted in a 0.8% decrease in the wage gap at that company, and when that daughter was also a first child, the wage gap shrank by 2.8%.

Of particular relevance to local accounting firms, this dynamic was strongest at firms with 10 to 50 employees.

The authors of the study postulate that when male leaders are invested in the economic success of daughters, they generalize those expectations to all women who report to them. This finding should shake complacency from male firm leaders who do not believe it is necessary to audit for pay equity.

finance work; 52% of men agreed, but only 19% of women agreed.

As noted in the 2010 Accounting MOVE Project executive report, women often concentrate on technical mastery in their first few years as public accountants. They often assume that their work will “speak for itself.” Meanwhile, male colleagues tend to pursue business development skills early on, thus positioning themselves as high-potential.

The self deselection dynamic discussed below in the **O** section plays into pay, too. A March 2011 study by Accenture confirmed a cultural barrier first identified by researchers at Carnegie-Mellon University: women hesitate to self-promote, especially when it comes to money. In the Accenture survey of over 3,500 business managers around the world, 44% of women reported having asked for a raise, compared with 48% of men; 28% of women had asked for a promotion, compared with 39% of men.

While women certainly need to assert their claim to pay for performance, firms must not underestimate the cultural barriers that can block even high-achieving women from advocating for competitive compensation.

Opportunity: Advancement, leadership development and the pipeline.

Key findings:

- Succession planning is undermined by the lack of women in the partnership pipeline.
- Self deselection is an open secret that undermines many advancement programs.

Key recommendations:

- Frame the advancement of women in terms of fiduciary responsibility.
- Neutralize self deselection with frequent, frank conversations.
- Build women's initiatives by office — and track results accordingly.

Business Sense

"This isn't just for the women. It's for the firm," says Camille Asaro, a Rothstein Kass partner, of the firm's accelerating success at equipping rising women with business development skills. "You need women who are comfortable to sit at the table with you, otherwise you're not going to win that business."

The business case for advancing women is indisputable — and laid out in some detail in the 2010 Accounting MOVE Report. As the fallout from the 2007-2009 recession continues to reverberate, many partners and shareholders are realizing that their own financial future depends not just on what they own now, but on who can buy in to what they have built.

Self-interest brings a surgical focus to the chronic difficulty of retaining women in the partnership pipeline. When partners realize that the future of the firm, and their own retirement, depends upon having enough qualified partners to take over, the fog clears from previously vague notions of gender equality.

"Baby boomers are retiring, leaving a significant leadership gap that will need to be filled by up-and-coming professionals. Women, now entering the industry at an unprecedented rate, will play a significant role in rebuilding the industry, making it increasingly important that firms have in place the programs and tools needed to keep them engaged and help them advance," says Carolyn D'Anna, CPA, partner, J.H. Cohn human resources managing director, and co-director of the J.H. Cohn Professional Women's Program.

Consensus is crystallizing around the notion that women's initiatives are most successful when they deliver business results in the short term. Firms are bolstering the metrics they use to

"It's not an initiative. It's an evolution. It has to be part of your everyday world."

— Camille Asaro, partner, Rothstein Kass

measure the results of their women's initiatives, from the new clients gained through the Rothstein Kass Rainmakers Roundtable (covered in more detail in the **E** section) to the 50% bump in retention captured by Clifton Gunderson's Project:Life program (explained in the **V** section).

At J.H. Cohn, partner Sharon Gordon says the women's program focuses on growth, which includes business development and building relationships with centers of influence. Because of its efforts in this area, over its five-year history the Professional Women's Program has converted some skeptics to cheerleaders. Gordon says: "Now, we're taking our efforts to the next phase and tracking the results of business development."

When "You Know It When You See It," All You See Is What You Know

Despite the traction that women are gaining, the default process at many firms is to choose new partners based on "I know it when I see it" factors rather than a three-dimensional understanding of a candidate's contributions.

Women know this, and are skeptical that their contributions will be recognized, especially if they are utilizing flex arrangements. Industrywide, there is a credibility gap about opportunities for advancement. In a study conducted by the Mergis Group in 2010, respondents were asked if there was a glass ceiling. In the finance industry, 54%

of men and 67% of women said yes. The same study found that more than twice as many women as men agree that women in accounting and finance face a different set of career challenges than do men.

It takes a concentrated, concerted push to

Most Important Factors to Career Satisfaction for Women in Accounting and Finance

1. Being challenged
2. Compensation
3. Flexibility

Source: Mergis Group "Women & Men in Accounting and Finance Careers," October 2010

dislodge the status quo. The most persuasive advocates are within the power circle.

"There's a moral reason for doing what we do, but that won't sell. It's the business argument,"

says Todd Mitchell, a shareholder with Elliott Davis and leader of the firm's women's initiative. "If there is a business reason for supporting a women's initiative, and you as an owner in a firm are against it, then you are violating your fiduciary duty to your firm. And I said so to my shareholders: 'Are we really losing out on having the best and brightest talent? Are we losing out by not having diversified voices provide guidance and management?' It's clear that the answer is yes."

After considerable soul-searching — even sacrificing the golf outing that is a tradition of the annual shareholder's meeting — Elliott Davis leadership launched its women's initiative in September 2005 when only one of 32 shareholders was a female. In January 2007, the firm named three additional women shareholders — women who had been technically and professionally qualified to become shareholders for years, but had never been officially proposed to become a shareholder because of self deselection from the shareholder process.

For advancement, business development and work-life programs to orchestrate genuine change in firm practices and culture, partners have to be committed at every level — up to and including personal accountability, says Chris McCoy, head of human resources for Plante & Moran.

"You can't just say, 'this is what we're about' and have a group hug," says McCoy. "Through the

performance management processes, and through team and partner systems, partners have to be in an environment where they have to do it."

Self Deselection: The Insidious Power of the Unsaid

It wasn't entirely the fault of the Elliott Davis leadership that several women were chronically passed by as shareholder candidates. The women dismissed themselves. It took several face-to-face conversations with Mitchell and several other male partners to persuade them that they would gain more than they would lose.

Self deselection undermines many of the best-intentioned, best-planned, even best-resourced women's initiatives in the accounting profession. When women talk themselves out of their ambition and quietly release their commitment to career advancement, they have already made the decision to leave. When they do, firm leaders are dismayed to see their high-potential investments take their skills and acumen to industry or to government.

In interviews with partners and principals at firms of all sizes, leaders confess that they are perplexed by this "trend that has no name." Some partners are comfortable with self deselection, throwing all the responsibility back on women for asserting their choices (when women often perceive far fewer choices at the firm than partners are willing to admit).

"We hire smart, motivated women, and if they decide to plateau at the senior manager level, that's their decision," said a principal at one small regional firm. "We trust their judgment. It's up to them."

Like many local firms, this firm has no women partners or principals. At this and other firms, the default position is that the firm has a long history of recognizing and rewarding success, and if women choose to not define themselves in those terms of success, that has nothing to do with the firm's culture, or with the women's decisions.

The self-deselection dilemma is not unique to accounting. A March 2011 study by Accenture, that included 3,500 business managers around the world, found that 50% more men than women aspire to the C-suite (14% of women and 22% of men). The same study found that 28% of women, and 39% of men, have ever asked for a

promotion. Sheryl Sandberg, COO of Facebook, called out the self deselection dynamic in a November 2010 speech in which she challenged women to “raise their hands” and ask for promotions and career-building assignments.

The assumptions that frame self deselection go both ways, so they must be unilaterally dismantled. Both partners and women must be ruthless in recognizing cultural barriers and in stripping away assumptions.

Clifton Gunderson has tackled this topic head-on. WIN@CG (Women’s Initiative Now) is organized around the goal of developing more women leaders, recognizing there are multiple definitions of professional success. While many women tap into confidence with ease, others are more hesitant. When hesitation intersects with a firm culture that appears to only reward traditional definitions of success, self deselection is likely to kick in.

One component of WIN@CG is designed to position rising women leaders to identify and overcome any tendency to hold back — and thus undermine their own career advancement.

“In a professional capacity, you might be in a room of seasoned male partners and wonder, ‘Is my idea good enough to raise?’” says Silvia Masini of Clifton Gunderson. “The other component is ‘do I have the courage to say to my manager, you know, I’m disengaging. I’m not sure what I want my career path to be, or I do know, but I’m not sure you will support it, or I know what I want but it will be in a nontraditional way.’”

Masini believes that self deselection is a way to avoid uncomfortable conversations that may challenge the firm’s career path culture. If so, the key to neutralizing self deselection is to make those conversations bearable — actually routine— so that adjustments can be made along the way. Clifton Gunderson’s intention “is to be very explicit about the conversation,” says Masini. “We want to put clarity around these messages so that the firm’s culture supports the advancement of women and that each woman’s career path can be unique.”

The relationships and self-promotion that comes naturally to many men must be translated to skill building for women at the manager and director level. As those skills are acquired, firm leaders should be discussing with women the women’s assumptions about advancement: what is

Top Five Factors Cited by Women for Near-term Success in Accounting

- 50% Expertise in accounting skills
- 37% Experience in accounting and finance
- 31% Relationship building and professional network
- 29% Industry knowledge
- 26% Management skills

Source: Mergis Group "Women & Men in Accounting and Finance Careers," October 2010

required for technical ability, professional development, and business development skills.

The power of the individual conversation cannot be overestimated. In projects that Wilson-Taylor has completed for other industries, employers have repeatedly found that confidential, one-on-one conversations are the single most powerful tool for calibrating career expectations and tailoring career paths accordingly.

Firm leaders must not underestimate the power of responsive listening, which signals both that the conversation is worth having and the woman worth retaining. Ideally, such conversations start in the first year and occur consistently, especially when a major life event looms.

Mentors, Advocates and Sponsors

The past year has seen a lively discussion among advocates for working woman about the strategic roles of mentors, advocates and sponsors. This discussion parallels an emerging awareness among public accountants that mentoring models need to be more flexible and that women need sponsors and advocates as they navigate the partner track.

Melissa Hooley, a partner with Denver firm Anton Collins Mitchell LLP, says she found it surprising that her work would not speak for itself and automatically result in rising to partner: “My husband is also in the accounting profession. I’ve watched over the years as he got promoted before I did, a lot of times. I think there were two reasons.

"I put my head down, worked hard and hoped that people would notice. My husband, who is also in accounting, told everybody how hard he was working and how he deserved to get a raise. I always used to laugh, because when promotions

and raises came out, he would get both, which he attributed to telling the partners that he deserved it. And, he had advocates to back him up and tell them how wonderful he was," she says. "I've noticed that women don't have advocates.

"There's always that discussion: 'is she expecting a raise or promotion this year?' If somebody (in a meeting) says, 'yes, she is,' that might be the last thing that tips the scale. If nobody says anything, you might wait a year.

"I watched this over the years, and I saw that I'm good, and I deserve these things. That's when things started to happen for me. When I joined ACM in 2003, I approached it differently. As I had regular meetings with the office partner, I went in armed with the things I had done well, my accomplishments, and with what I wanted. And I was very clear on that. He was then an advocate with the other partners."

Career Advisors: Translating Ambition to Action

Behind every successful athlete, there is a high-impact coach. At Moss Adams that coach comes in the form of a Career Advisor. "The Career Advisor helps connect the dots between their advisee's multiple projects and assignments to provide a consistent message about their performance and future with the firm," says Tammy Young, managing director of human resources. "We want to have open and honest discussions about the decisions people make about their careers."

In spring 2010, Moss Adams launched a full-day, intensive workshop for Career Advisors to sharpen their skills on how to engage in meaningful performance and career conversations. Career Advisors are part of the equation to help women understand what's ahead of them and what's required. Accounting careers move forward on many simultaneous tracks and it can be difficult for associates to see how those tracks converge to advance to the next level.

The Career Advisor workshop equips managers and partners to tackle complicated conversations so every employee understands not only where they are, but where they are headed. The workshop has noticeably shifted the Moss Adams culture. "There is a whole new level of confidence in the organization to engage in meaningful career conversations," says Young.

Career Advisors are focused on the leadership development of their advisees, including involvement in Forum_W, the Moss Adams women's initiative. Also, performance on client engagements, technical competence, and professional development are considered as part of the performance assessment. With a comprehensive view on an advisee's performance and trajectory, Career Advisors are equipped to guide them on how to move to the next level.

Career Advisors are only one side of the equation. Associates participate in a six-hour workshop that guides them on taking ownership of their career and what it takes to succeed at the firm. Advisees walk away with a clear understanding about what it means to be proactive about seeking feedback from their supervisors and how to build strong relationships with their Career Advisors to help them navigate their careers.

Dialogue with Career Advisors is especially helpful for women at the senior associate and manager levels because that's often when women start to privately wonder how to take the next step in their careers. "We want our people to have a line of sight," says Young. "It's about helping them manage their careers in a thoughtful way instead of letting their careers happen to them."

Vital supports for work-life, including flexible work arrangements, telecommuting, wellness, and other programs and amenities that offset caregiving and other responsibilities typically unique to women.

Women also are attracted to accounting because they perceive that it offers numerous career options: at firms, at corporations of all sizes — as consultants, and for solo practice or small-firm ownership.

Key findings:

- Flexibility is believed to be the “silver bullet.”
- Program effectiveness is not measured.
- Programs are skewed to childrearing.

Key recommendations:

- A “toolbox” of options is better than a “silver bullet.”
- Firms must show how career paths blend advancement and work-life options.
- Partners lead by open example.
- Discrete affinity groups for working moms and working parents should be distinct from women’s initiatives.

What Women Want

Like many — even most — accounting firms, Baker Tilly Virchow Krause LLP has a well-rounded work-life program. Employees work flex hours. They telecommute. Extra supports for family and personal life materialize during the busy season.

Like many accounting firms, Baker Tilly leadership was dismayed to realize that its best efforts were not retaining women as they had hoped. Simply put, there was a disconnect between the firm’s work-life programs and the development and retention of its high-potential women.

“These women have options. We can’t assume they will stay here,” says principal Kimberly S. Herlitzka.

Unlike most firms, Baker Tilly has engineered a solution. Its new women’s initiative — Growth and Retention of Women (GROW) focuses on the entire pipeline of women at the firm to ensure that no one is overlooked, says Herlitzka. Like many of this year’s MOVE firms, Baker Tilly has found that the one-on-one conversation is the closest thing to a silver bullet.

GROW equips managers to open and continue those conversations so that women are considered for stretch assignments and that “we are not making assumptions about what each woman wants but we are actually having those conversations,” says Herlitzka.

The accounting profession has rightly reaped kudos for its innovations in flex work, telecommuting and leveraging technology to rise to the challenge of busy season. Most firms cast these programs as gender-neutral work-life tools equally appealing and accessible to both genders and to employees at all life and career stages.

In reality, though, women continue to benefit the most, and when firms showcase how employees make the most of work-life programs, those employees are usually working mothers.

Firms are realizing that work-life programs must be consciously and consistently connected to advancement and business development efforts to develop a culture that retains women.

Work-life programs *have* changed many aspects of firm culture. That change will plateau unless firms reset their ambitions to integrate work-life with advancement.

Women in academia face an early career path similar to that of women in accounting: several years of intense immersion in the subject is a prerequisite to moving on to tenure track, similar to the experience of associates who aspire to get on the partner track.

A decade ago at the Massachusetts Institute of Technology, women were completely shut out of all leadership positions and were scarcely present as tenured professors. A concerted effort — funded by substantial foundation grants — launched a model program. Winning practices included stopping the tenure clock to accommodate childbearing; adding on-campus day care; and subsidizing child care for work-related travel — programs analogous to some found at accounting firms.

It worked, to some degree: Women are now equitably represented at many levels of MIT leadership. Progress has been slower in retaining women in tenure track positions. MIT found out what accounting firms have also learned: logistical problems are easily solved. When logistics cease to be major barriers, organizations must come to grips with pervasive cultural factors.

At MIT, academics with young children don't have bandwidth to take on lucrative, reputation-building private contracts on top of their academic and family workloads — similar to the business-development challenges faced by working mothers at accounting firms. Personal leadership development emerges as a missing link. Organization leaders realize that retention (through work-life) and advancement (making retention worthwhile) must spiral in concert.

Reality Check

MOVE firms are tackling these shifting dynamics head-on.

At Plante & Moran, PTA stands for "Personal Tightrope Action." The program recognizes that staff and partners at all levels constantly deal with work-life balance issues. One aspect of the committee pivots around one-on-one relationships in which an employee who has recently navigated a significant life transition coaches an employee about to enter that transition.

Initially, PTA was designed for parents and was widely used to help new parents on staff find their way back to work-life balance, explains Beth

Bialy, a partner who has been on the PTA committee for 15 years.

The PTA mission has long since expanded from its original role. Among its successes are the implementation of nontraditional developmental tracks for rising managers. PTA champions in each office are managers personally experiencing work-life decisions.

"That keeps it relevant," says Bialy. "Those of us who have been around awhile can remember back to how it was when we were in their shoes, but it's better to get it from those that are living it today."

The champions highlight relevant PTA strategy committee initiatives and, in turn, roll employee input back to the committee. Involvement as champions and committee members is folded into those employees' performance evaluations under "special project contribution" category.

J.H. Cohn has long supported employees' need for flexibility. Still, employees were reluctant to latch on to flex work as a year-round habit. Worse, says partner Carolyn D'Anna, women were leaving because they thought they couldn't access that flexibility. J.H. Cohn has moved into place a halo of programs and communications efforts intended to neutralize the subtle cultural barriers to accessing flex work. J.H. Cohn management makes a conscious effort to model and talk about the importance of flexible working, says senior manager Jill Harris.

"When top management reinforces the message that the Firm provides flexibility for the staff, it gives everyone the courage to negotiate, to say, 'I can't come in tomorrow, but how about I take this home and work on it from there,'" Harris says.

Clifton Gunderson is an old hand at work-life programs: its Project LIFE started in 1999 — led by now-CEO Krista McMasters — and within a few years, trimmed turnover by half.

Clifton doesn't rest on its laurels, though. Chief human resources officer Silvia Masini is pressing for deeper change: from flex-work arrangements to a flex-work culture. "It's more than someone working from home," she says. "It's about the effect on the team, and the support for that individual. We have to ensure that managers are comfortable enabling that flexible work arrangement."

The firm's women's initiative, WIN@CG, bridges Project LIFE to Clifton Gunderson's retention and advancement goals. Part of that success means parsing the mixed feelings women sometimes have when they ask for, and get, alternative work arrangements. It also means training work teams in communicating and coordinating so that members don't make erroneous assumptions about co-workers' work-life schedules. Clifton Gunderson's internal studies have found that flex-working employees are focused on productivity and efficiency.

Quantifying that has gone a long way toward winning buy-in from managers and project leaders.

Since starting her family three years ago, Baker Tilly senior manager Ann Blakely has worked a compressed week — a full workload in four long

days. The arrangement has kept her on track for partnership, she believes, because her billable hours remained the same. In fact, she has been promoted twice, with both promotions coinciding with her maternity leaves.

Despite her momentum and her affinity for client relationships, Blakely says she had to break through her own comfort zone to strike the right tone when reminding clients and co-workers about her four-day week. She has learned not to apologize for an arrangement that helps both the firm and herself.

"You have to own it, and be your own best advocate," she says. "And it's a selling point to clients. They like to find out they're dealing with a progressive firm that treats its employees well."

“There isn’t a one-size-fits-all solution. If there was, every firm would have implemented it by now.”

— Heather Acker, CPA, Partner, Baker Tilly Virchow Krause, LLP

Entrepreneurship: For the accounting profession, this translates to gaining and retaining clients. It also means supporting women- and minority-owned businesses.

Key findings:

- Firms lose money and clients when they fail to leverage women’s unique abilities in networking and recruiting clients.
- Firms do not leverage widely recognized differences in women’s sales and communications skills.
- Millennials crave business development experience and are frustrated when they must postpone development of those skills.

Key recommendations:

- Recast women’s initiatives as a tool for immediate business development and a long term strategic talent development.
- Concentrate business development training at the rising manager and senior manager level, with the goals of growing the client base, retaining women and cultivating talent.
- Craft multi-generational networking events in tandem with personal development skill workshops to engage millennials and women at every career stage.

New Strategies Emerging

Plante & Moran, like many firms, is revamping its growth strategies as the economy heals. Doing so is a chance to try new tactics with a renewed sense of urgency to recapture headroom to promote the next crop of partners, says Chris McCoy, human resource director for Plante & Moran.

“As the firm focuses on growth for the future and expansion of our client base, it’s very important to have an effective strategy in place for the successful attraction, retention, development, and promotion of women to partnership,” McCoy says. “As women make up a significant portion of our staff, we must ensure they comprise a significant portion of our pipeline of future partners as well.”

This newfound urgency is propelling firms to make the most of women’s unique strengths in building relationships that draw in new clients. “Women and men network differently. They build their business acumen and skills differently,” says McCoy. “And that looks different business to business, office to office. We need to be more intentional in equipping our partners to not have a one-size-fits-all program.”

Women tend to take a holistic approach to networking, pulling from a range of relationships from personal, civic and professional activities.

Her Vision Becomes Reality

Kim Rice cycled through several stints at Big Four firms before forming R&M Consulting LLC in 2007. The Chicago-based boutique firm, majority-owned by Rice, specializes in tax, internal audit and IT audit.

Rice kept coming up with ideas for new lines of business that just didn’t square with the linear career path she perceived at the big firms. “If you don’t see any examples of someone like you, it’s hard to envision yourself in that role,” she says. “I knew that if I really wanted to do the things I wanted to do, I would have to start my own company.”

Now with 30 employees, Rice has found a way to add value to big firms after all: They refer specialty work to R&M, boosting their business with a woman-owned firm that has a rising profile in the Chicago business community.

When exposed to ongoing business development training and workshops, women can quickly accelerate their skill and confidence to leverage their networks and gain new clients.

Moss Adams hits directly on the importance of meaningful relationships, robust networks and effective business development in its “Boot Camp.” This long standing leadership development program for senior managers who are on the verge of becoming partner infuses transparency on the last steps to partnership.

"It's about owning your career and understanding the expectations," says Tammy Young of Moss Adams. "We can provide clarity that helps them understand the challenges, the risks and the impact you can have as a partner."

Successful women partners innovate. Tracy Indomenico, a manager with Mahoney Sabol, a three-office Connecticut firm, has spent her entire eleven-year career at local firms.

"We go to networking events and we are surrounded by middle-aged men," she says. "I don't always have a lot in common with middle-aged men, which sometimes makes networking a challenge."

Mahoney Sabol took the lead to address that dynamic by banding together with several other local firms to jointly sponsor a women's networking event in 2009 at a women's basketball game. Mahoney netted one client immediately from the event. An encore event is in the works.

MOVE firm innovations include:

- In 2010, Moss Adams approached the Washington (State) Society of Certified Public Accountants, about cosponsoring the first Women's Leadership Summit to be held in June 2011. This complements the firm's ongoing support of the California Society of Certified Public Accountants Women's Leadership Forum.
- Moss Adams has included community service in Forum_W as an outlet to satisfy their women's altruistic needs. The firm is

Rainmakers Roundtable

The Rothstein Kass Rainmakers Roundtable profiled in the 2010 Accounting MOVE Report sparked discussion across the accounting profession.

The program structures several cycles of networking practice and training, enabling Rothstein Kass women managers to gain skills and confidence internally before participating in a large networking event with potential clients. The coach-and-challenge cycle has accelerated the progress of Rothstein Kass women in the leadership pipeline.

Rainmakers Roundtable pays for itself while it prepares women to actively affect our bottom line — only does it generate revenue, it also creates long-term business relationships, and is a vital component in retaining women.

Now, Rothstein Kass is expanding this winning formula to all female staff members that want to be part of such an innovative opportunity. A modified version of Rainmakers Roundtable concentrates on personal branding and understanding the dynamics of internal and external networking, explains Melissa Randall, LIFE manager for the firm. The same coach-challenge cycle is applied to personal projects, such as making a personal business case and creating a networking strategy for upcoming events.

the founding sponsor of InfluenceHer, a program to help girls make positive life choices, run by the Boys and Girls Club of King County. Through this program the firm's women have made an impact on the community and expanded their network to include philanthropists and civic leaders.

- Plante & Moran has cultivated multicultural teams for engaging Japanese, Arab-American and, as of this year, Indian business communities. Since its launch in 2005, the firm's Japanese Business Services practice has grown from one staffer to 20; it bills \$7 million annually.

A strengthened outlook for growth is intersecting with a renewed determination to advance women. Public accounting firms gaining traction with the MOVE factors are already reaping business results: new clients, fresh referrals, and an expanded sphere of influence. As millennials graduate with high expectations for their careers in accounting, they are looking to join firms whose cultures and commitment are flexibly aligned with lifelong professional growth for all employees. MOVE meets women and millennials where it counts: in the daily decisions that add up to substantive change.

Methodology

Twenty-five accounting firms completed an in-depth survey between December 2010 and March 2011.

Of the 25 participating firms, six are in the Top 25 and 15 are in the Top 100 of the Inside Public Accounting 2009 Top 100 Firms List, published in August 2010 by The Platt Group.

Firms provided supplemental data and materials explaining their programs intended to advance women. Interviews were conducted with firm partners, human resources directors, and women managers, accounting academics and consultants, and with women at all stages of their careers in public accounting.

All quotes cited to anonymous sources represent the views of at least two interviewees.

Accelerate Progress By Joining Ongoing Association Programs

Firms can amplify their efforts to advance women by customizing the ongoing efforts sponsored by accounting associations.

The American Society of Women Accountants (ASWA) and American Woman's Society of Certified Public Accountants (AWSCPA) cosponsor the Accounting MOVE Project. Their ongoing chapter programs can serve as the nucleus for programs, especially if firms collaborate on enhancements, such as partner-track business development programs.

“Actively seeking opportunities for mentorship and leadership development is crucial for women seeking advancement,” said ASWA National President-elect Monika Miles, CEO, Labhart Miles Consulting Group, Inc. “To be effective leaders, we need to broaden our vision beyond the daily demands of our jobs, and participate in professional organizations like ASWA that foster our unique abilities. For example, women tend to take a longer view — the right mentorship can develop that trait into the ability to identify growth opportunities for clients.”

Channels for involvement include:

- Joining the associations as corporate members, which positions women employees to take leadership roles in regional and national conferences, where they can meet similarly situated women.
- Using the associations' online and internal communication channels to identify candidates for virtual mentoring and/or coaching
- The ASWA and AWSCPA offer numerous professional development programs at their 2011 Annual Conference for Women in Accounting, to be held October 24-26 in Charlotte, N.C. Details are at www.aswa.org and www.awscpa.org.
- The AICPA also offers packaged programs through its [Women's Initiatives Executive Committee](#).

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Historic Data Comparison

Women as % of employees	MOVE 2011	MOVE 2010	Rosenberg Study - Small Firms	Inside Accounting 2010	Catalyst	GAO 2010 - Women in professional and business services	Ernst & Young	Deloitte	KPMG	PWC
All employees	51%	51%				45%	50%	44%	48%	48%
All accountants and auditors					62%					
Supervisors/senior staff	48%	51%								
Managers	48%	49%				38%	44%	36%	38%	39%
Senior managers	38%	40%								
Directors	25%	34%								
Partners	17%	17%	15%	15% (equity partners)	23%		17%	18%	19%	17%
Principals	NA	27%								
Management committee	17%	16%								

From publicly available sources.
Sources available upon request.