

By Corbis-Bettmann, Reuters, file photo

Uniform: A 1950s workplace shows a consistent attire for men, wearing jackets, and women, in suits and dresses.

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Bottom-line impact

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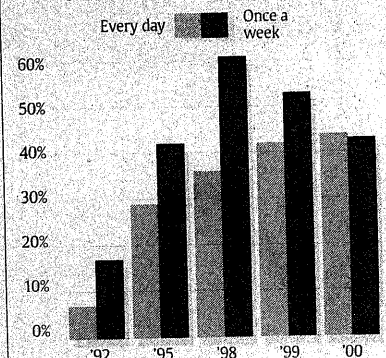
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Hanging up the suit

Percentage of Human Resources professionals who say their organizations allow casual dress:



Source: Society for Human Resource Management

By Sam Ward, USA TODAY

"I registered my rocks"

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I have what it to tame tech?

Being a computer geek isn't as hard as it looks.

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In most cases, the answer is yes! Section E

Geek Meter
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investors profit with IPOs

rection is creating profitable opportunity for individual investors usually shut out of the market. The average IPO starts for the stocks are one key. 1B. Industrial average soars 138.24 points. Nasdaq index climbs 66.78 to 3912.12; Treasury bond yield drops to 5.98%. 1, 4B. Internet 100 rises 0.75 to 151.18. 4B. S&P 500 is up 233 points, 1.4%, to 17,158.41; yen is 105.70 per dollar. Hong Kong's Hang Seng is up 79 points, 0.5%, to 16,058.

Down to the wire

Justices appeal to Supreme Court to quickly turn to Cuba; if the move fails, the boy comes as early as 4 p.m. Wednesday. 3A.

radar set for 25 airports

to prevent runway collisions will be installed at 25 airports, the FAA says; near-miss considered one of aviation's greatest dangers. 3A.

Biggest investment for most

in a strong economy and hot stock market, the biggest investment for most of their wealth tied up in their own company ownership gap remains. 4A.

ing leads to 25% of accidents

such as eating, drinking, talking on the phone more than a quarter of the 6.5 million accidents each year, a study shows today. 1B.

Debate: Miranda ruling

BY AP's opinion, "A reminder to focus on the symbolic crusades." 14A. The court, we are stuck with this piecemeal decision, deciding the rules after the fact," Kent says. 14A.

More fees coming to credit cards

Companies are adding costlier fees that are as much as foreign transaction fees and balance transfers. Card users who pay in full each month the fees are coming. 1B.

anknees focus on Sosa

Manager Juan Gonzalez rejects New York's offer to take a shot at Sammy Sosa. 1C. The Cubs' national team has become a soccer team and has the money to prove it. 1C.

n education guidelines proposed

ing to use a mouse to software troubleshooting. Students soon could get a new educational standard Monday at an education conference. Guidelines, too. 1D.

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Justices keep intact right to remain silent

By Joan Biskupic
USA TODAY

WASHINGTON — Police must keep warning suspects of their right to remain silent before interrogations begin, the Supreme Court said Monday in upholding its landmark *Miranda* ruling.

The 7-2 decision was a resounding rejection of an unprecedented challenge to the opinion from 1966 that is entrenched in law and popular culture.

"You have the right to remain silent. Anything you say can be used against you in a court of law," Chief Justice William Rehnquist said as he began announcing the judg-

ment, reciting part of the warning that has become known worldwide largely because of its use in television police dramas.

The conservative chief justice then emphatically declared that *Miranda vs. Arizona*, a ruling of the liberal Supreme Court led by Earl Warren more than three decades ago, is rooted in the Constitution and so is irreversible by Congress.

"*Miranda* has become embedded in routine police practice to the point where the warnings have become part of our national culture," Rehnquist said.

Justices Antonin Scalia and Clarence Thomas dissented. The case renewed a debate over whether

the *Miranda* mandate is so rigid that the guilty often go free if police neglect to read the warning.

Many legal analysts had predicted a closer vote. The case focused on whether Congress reversed *Miranda* with a law from 1968 that allows voluntary confessions to be used at trial, even when defendants had not been read their rights. The law has never been enforced, but was thrust from obscurity last year when an appeals court ruled that it superceded *Miranda*. Rehnquist, who often has favored law enforcement over defendants, was far from an obvious vote to support *Miranda*.

The suspense was heightened

are we ask you
you during questioning.
"If you cannot afford a lawyer, one
will be appointed for you before
questioning if you wish."
"If you decide to answer questions
now without a lawyer present, you
will still have the right to stop ques-
tioning at any time until you talk to a
lawyer."
"Do you understand what I have
read to you?"
"Having these rights in mind do you
wish to talk to me now?"

when Rehnquist said he would give the majority opinion. He made it clear that he backed *Miranda*, declaring that protecting suspects from self-incrimination is integral to American law and life.

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Companies rethink casual clothes

Dressing down brings slacking off, some CEOs say

By Stephanie Armour
USA TODAY

Don't throw away those blazers and skirts just yet: The natty dress standards that once pervaded Corporate America are making a comeback.

Concerned that laissez-faire policies on casual dress undermine professionalism, many employers are asking workers to dress up instead of down. They're cracking down on a trend that some believe has hurt the corporate image, encouraged slacking off and fostered environments ripe for sexual harassment.

The number of companies permitting casual attire has declined for the first time since 1992, although a lopsided majority still allows casual dress, based on a Society for Human Resource Management poll. In 1998, 97% of companies allowed staffers to dress casually either every day or once a week. This year, that number dropped to 87%.

In a survey of 1,000 companies by Jackson Lewis, a law firm based in White Plains, N.Y., employers were asked whether they had noticed an increase in absenteeism and tardiness after instituting a casual dress policy. Nearly half said yes, and 30% reported a rise in flirtatious behavior.

In a poll taken in May by the staffing service firm Accountemps, based in Menlo Park, Calif., about 40% of managers said they believed that workers appear too casual on relaxed-attire days.

"In the last year, many companies are really tightening the hatches in terms of how people are dressing. They're doing a full circle," says Ann Marie Sabath, author of *Beyond Business Casual: What to Wear to Work if You Want to Get Ahead*. "Business casual is a fad. When the econo-

Cover story

By Bill Perry,
Gannett News Service

Please see COVER STORY next page ▶

Genetic map is hailed as 'new power'

Fruits of historic achievement could be seen in 5 years

By Tim Friend
USA TODAY

WASHINGTON — In a historic breakthrough, scientists from two competing projects to create a human genetic blueprint declared Monday that the job was essentially complete and that new medicines could be developed from it within five to seven years.

Scientists say the achievement will turn out to be one of the greatest contributions to science in the 21st century.

J. Craig Venter of Celera Genomics in Rockville, Md., and Francis Collins, leader of the international publicly funded Human Genome Project, shared the spotlight in a ceremony at the White House Monday morning after two years of often-bitter rivalry.

In honoring the two, President Clinton said that man's genetic code will give medical science "an entirely new power to heal" by attacking disease "at its roots."

"Our children may know cancer only as a constellation of stars" instead of a leading cause of death, Clinton said.

Information from the genetic code should never be used to discriminate against people, cause the loss of life or be used to invade a person's privacy, he said. Congress is working on legislation to protect Americans' genetic privacy.

The truce between the competing projects left both smiling and promising to publish their scientific findings simultaneously later this year.

If they do, the public would likely benefit even more quickly from new gene-based drugs that target their most fundamental causes. Pharmaceutical companies intend to mine the data from both projects to develop medicines for diseases such as Alzheimer's, cancer and disorders.

"The only race we're interested in today is the race, and we want them to be the winners," Collins said.

The genetic code consists of the 3.15 billion letters that make up the instructions for all human genes. The genes among individuals vary by only about 1%, but those are crucial to understanding how people respond to drugs and why they are susceptible to different diseases.

The Human Genome Project database that contains the genetic code is available to all scientists and companies. A consortium of drug companies is searching for those variations, which are called SNPs (single nucleotide polymorphisms).

Celera's pharmaceutical company custom pay for use of the genetic code contained in Celera's private database, also are searching for SNPs.

"What we've done today is draw a bright line in the sand," Venter says. "In 10 or 20 years, it will be clear how the medicine changed."

\$1.87 trillion surplus predicted

Clinton, Republicans differ on how to use windfall

By Laurence McQuillan
USA TODAY

WASHINGTON — President Clinton said Monday that the projected federal surplus during the next decade would be more than \$1 trillion higher than ex-

Surplus soars

The White House said Monday that the budget surplus over the next 10 years is forecast to be \$1 trillion more than estimated four months ago.

Texas, said he "would not be interested in a raw deal where American families get just a few more pennies in tax relief and President Clinton gets a trillion-dollar blank check for more government spending."

Clinton announced a revised

Employers find a new wrinkle in casual dress

Continued from 1A

my is good, people loosen up. Now we're tightening up. We're at the beginning of going back to formality. To be sure, the casual dress trend is so deeply entrenched in workplaces around the USA that it's hardly expected to vanish. In a poll by human resources firm Ceridian Employer Services, based in Minneapolis, 80% of companies cited casual dress as the most popular perk, beating flexible scheduling and on-site childcare. Proponents say a more permissive attire policy breaks down hierarchical barriers, provides a more creative environment and boosts morale.

Has it gone too far?

Casual dress has been adopted with such zeal that many firms have embraced it without conducting research on bottom-line results. In just over a decade, dress standards that had endured for generations have vanished. Many employers are starting to wonder if the trend has gone too far.

It's the casualization of America, says Vincent Rua, president and CEO of Christopher's Men's Stores in Albany, N.Y. "I believe it's having a detrimental effect in society as a whole. When I went to school, teachers wore ties. There was a different level of respect. Our whole mission is to get Corporate America to re-evaluate the casual trend."

He and other retailers in the men's tailored clothing industry are banding together to push Dress-up Thursdays, a promotional program that will kick off this fall in an effort to get employees back into more proper attire. Sales have been hurt by the casual-dress trend. While casual apparel is showing robust growth, marketing research firm NPD Group reports that units sold of men's tailored apparel dropped 5% in 1999. But already, some employers are reverting to more formal dress or passing stricter rules about what is allowed. Others are holding fast to formal standards — suits, skirts and ties — despite unprecedented pressure to follow the current fashion wave.

For example: ▶ The Chicago Board of Trade requires those on the floor to adhere to certain dress standards. Men, for example, must wear shirts with a collar and a tie. Last year, staff members were given a memo outlining what clothing is banned, including T-shirts and jeans. After experimenting in 1999 with casual dress, the Chicago office of executive search firm Korn/Ferry International returned to business attire.

▶ Employees at Pollak Advertising Agency in Edison, N.J., dress in business attire — no jeans, T-shirts, or overly casual attire.

"There are always clients coming in and out, and investors," spokeswoman Alison Pollak says. "You never know who will come in the door."

▶ At the Pittsburgh offices of Federated Investors, a traditional dress code requires women to wear skirts, nylons and dress shoes. Men must don suits and ties. "We do have other locations that are business casual. Here we have clients visiting on a regular basis," says Rebecca Taylor at the mutual fund firm. "It's presenting Federated in a professional image."

Some employers remain torn. Michael Kempner, CEO of MWV Group, a public-relations firm in East Rutherford, N.J., has gone business casual but wonders if he should go back.

"I would like to change it," Kempner says. "It's gone from business casual to sloppy dress. Everyone's doing it, and it's not special anymore. There's something about putting on a suit and tie. You feel like a professional."

Employees spruce up

Some of the backlash is coming from employees themselves.

At the Internet start-up Invigo, the dress standard is simple: Almost anything goes. Jeans, splashy T-shirts, shorts and clunky flip-flops are allowed.

But lately, the engineering department has started bucking the trend. On Fridays, staffers are dressing up instead of down.

"There's definitely a change going on," says Matthew Palmer, CEO of the Redwood City, Calif., provider of information technology services. "After going to the extreme of dressing casual, people are finding more of a happy medium. In Silicon Valley, you have all these guys who are really geeky who now have made all this money. They can afford the Armani suit."

And despite a casual dress code that allows workers to dress down — even donning jeans on Fridays — staffers at NovaCare Rehabilitation have recently started showing up in spiffier attire.

"We're seeing people in the Regis Philbin look, the gray shirt, gray tie and gray suit. They're doing it on their own initiative," says Ray Pennacchia, senior vice president of marketing at the provider of physical rehabilitation and occupational health services in King of Prussia, Pa. "People want to dress professionally. It's swung back. They're realizing that if they come prepared and dressed for the work day, they're more prepared for work."

And there have been problems with casual dress. Case in point: When Development Counselors International adopted casual dress a few years ago, some employees came in gym clothes. A committee was formed to put standards into place, including a requirement for basic "foundation garments," such as underwear.

"It was clear that not everyone had the same definition of casual," says Rob DeRocker, an executive vice president at the New York marketing firm specializing in economic development. "The workplace has become more like home, and you walk around barefoot in your home. But these things are parabolic. At some point, it goes back to more formal."

Casual dress has legal risks

Even some employees grouse that it's gone too far. Says Kim Merkin, a sales representative in Fremont, Calif., for Exhibitgroup/Citispur, which designs trade-show exhibits: "One guy comes in and he'll wear sweat pants. I don't want to see that."

It's those abuses that have labor lawyers warning employers to be on guard. Inappropriate clothing — sweats, tight pants, revealing T-shirts — can cause an assortment of legal hassles.

For starters, many lawyers and employers believe relaxed clothing leads to a more relaxed work environment. If it gets too casual, they say, rules about proper behavior can be forgotten. Jokes, comments and flirting can foster an environment in which sexual harassment might occur.

"We are advising our clients that they need to monitor their employees' behavior," says Kathryn Russo, an employment lawyer on Long Island, N.Y., with Jackson Lewis. "When people start dressing more informally, many of our clients feel there is an increase in more informal behavior like flirting and dating."

At the same time, employers can find themselves in a legal bind if they don't have standards dictating what type of casual attire is prohibited. If an employee wears clothing that a boss feels is too tight, that work-



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er might feel unfairly singled out or discriminated against if told to dress differently.

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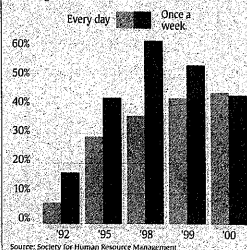
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Hanging up the suit

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By Sara Ward, USA TODAY

"I registered my rocks"

www.auctionjeweler.com



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