

# HRPI



## newsletter

### Human Resources Policy Institute

#### Publisher:

Fred K. Foulkes

#### Editor:

Maeve A. O'Connor

#### Contributors:

Amy Gannon

Craig Simoneau

#### Contents:

HR News **2**

Member News **4**

New Members &  
Representatives **5**

Boston University  
News **5**

Recommended  
Readings **6**

Reports & Studies **6**

Around the Globe **7**

**BOSTON**  
UNIVERSITY



**LEFT:** Eileen Farrar (far right) makes a point. **RIGHT:** Friday's panel discussion on Health Care Policy included Ron Pollack (left), the Founding Executive Director of Families USA, Lauren Gilchrist (center) from Senator Kennedy's Office, and Dr. Paul Grundy (right), the Global Director of Healthcare Transformation at IBM Corporation.



**ABOVE:** Thursday evening dinner included FBI agent George Piro's discussion of his interrogation of Iraqi dictator, Saddam Hussein.

## Spring 2009 Meeting

The Human Resources Policy Institute held its Spring 2009 meeting in Washington, DC on May 14-15. Given the election and the various programs and proposals addressing the country's financial crisis, it was an appropriate time to get an "Inside the Beltway" perspective. HRPI members had the opportunity to learn from those working in Washington on key HR concerns, including health care, executive compensation and labor and employment relations.

Following the member roundtable discussion the group heard from Jeff McGuinness of the Human Resource Policy Association on the major HR policy issues organizations will be facing in the coming years. He suggested that the Employee Free Choice Act (EFCA), which is being considered by Congress, has lost much of its traction and will likely not pass. Focusing on health care reform, Mr. McGuinness noted that there is a real possibility of Congress putting forth legislation this year. It appears the legislation will create a government-run health insurance option that will run alongside the current employer-based system. The most difficult challenge impeding reform, he believes, is figuring out how to pay for it.

Over dinner on Thursday evening, members learned about the HR challenges facing the Federal Bureau of Investigation from Don Packham, Executive Assistant Director of the HR Branch. And, members had a unique opportunity of talking with George Piro, the FBI agent who spent nearly eight months interrogating the Iraqi dictator Saddam Hussein.

On Friday morning, a panel discussion on Health Care Policy in the Obama administration provided members with more information on upcoming legislation. The panel included Lauren Gilchrist from Senator Kennedy's Office, Dr. Paul Grundy, the Global Director of Healthcare Transformation at IBM Corporation, and Ron Pollack, the Founding Executive Director of Families USA. All agreed that health care reform was coming, but that it is still uncertain exactly what it will look like, or how it will be financed.

*Continued on page 4*

## Finance Professionals Turn to Teaching

In March 2009, the New Jersey State Legislature approved a pilot program titled, *Teachers to Teachers*, designed to turn unemployed finance professionals into math teachers in three months. Candidates, who are not required to have been math majors, will attend classes for free at Montclair State University. Within 48 hours of the program announcement, 200 people expressed interest in the program via email. Program administrators expect at least 100 people to apply for the first class of 25, among them, Wall Street executives, mortgage bankers, and financial analysts. The program is financed by a federal grant.

"Out of Work in Finance, They Turn to Teaching", *The New York Times*, May 10, 2009

## Benchmarking Healthcare Best Practices at the White House

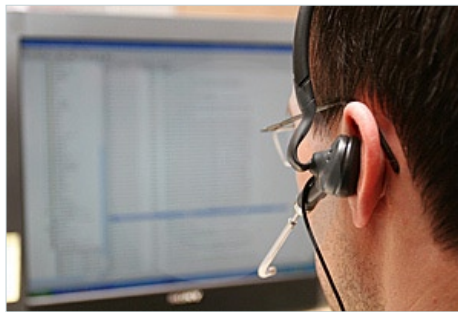
On May 12, 2009, President Obama held a roundtable discussion at the White House with CEOs of organizations that have found innovative ways to lower healthcare costs. Invited CEOs were from The Hotel Employees and Restaurant Employees International Union, Johnson & Johnson, Microsoft, Ohio Department of Health, Pitney Bowes, REI, and Safeway.

According to the White House, the President plans to have various Federal agencies examine successful employer wellness practices and explore the feasibility of developing similar plans for federal employees at their workplaces.

"Obama Wants Skinnier Feds" *Yahoo! News*, May 12, 2009

## New Paid Leave Proposal for Federal Employees

A bill to provide four weeks of paid leave to federal employees after the birth or adoption of a child was introduced in the U.S. Senate in February 2009. Supporters say the measure, which the Congressional Budget Office estimates will cost \$850 million over five years, will boost the recruitment and retention



of younger workers and keep federal employees in line with the private sector, which has been providing this benefit for many years. Currently, federal employees are entitled to 12 weeks of unpaid leave under the Family Medical Leave Act, but many employees cannot afford to take unpaid leave and instead use sick or vacation time.

"Effort to Increase Parental Leave Benefits for Federal Workers", *The Washington Post*, February 2, 2009

## More Employees Enjoy Home Office Perks

As companies look to save money by cutting real-estate costs, home offices are becoming a business necessity. To encourage employees to embrace this trend, companies are reminding employees of the money they will save on gas, dry cleaning, and restaurant lunches, as well as offering free high speed Internet access, tech support at home, and free office furniture.

"Home Offices: The New Math", *Business Week*, March 9, 2009



## Laid-Off Employees Steered to the Blogosphere

At many large companies, laid-off employees or "alumni" are being directed to company-maintained alumni social networks. As on Facebook or LinkedIn, former employees can create a profile, friend lists, and share thoughts with former colleagues. Alumni sites also feature industry news, and sometimes, job advertisements. Some companies mix current employees and alumni, while others keep the two groups separate. All hope that when hiring starts again, they will have remained in touch with qualified staff who can be recruited back to the company.

"You're Fired-But Say in Touch", *Business Week*, May 4, 2009

## In Massachusetts, Grooming Policy Changes

In March 2009 the Massachusetts Supreme Judicial Court held that employers must show that accommodations to a challenged grooming policy would impose undue hardship on its business. As a result, employers are advised to engage in dialogue and attempt to find mutually agreeable solutions with employees requesting such an accommodation.

"Image-Related Grooming Policies May Run Afoul of Religious Discrimination Statute", [www.nixonpeabody.com](http://www.nixonpeabody.com), April 5, 2009

## Catalyst Honors

The 2009 Catalyst Awards Conference, titled *Driving Change, Inspiring Results*, was held on March 31 in New York. Initiatives by Baxter International Inc., CH2M HILL, Gibbons P.C. and KPMG LLP, winners of the 2009 Catalyst Award, were presented and Andrea Jung, Chairman and CEO of Avon Products, Inc. delivered the keynote address.

"Catalyst Awards Conference", [www.catalyst.org/incentives](http://www.catalyst.org/incentives) for Healthy Living

## Incentives for Healthy Living

A pilot program at Target Corporation aims to encourage employees to be healthier by offering them cash incentives. The program which is currently being offered to 4,000 em-

employees, is run in partnership with RedBrick Health and offers participants \$25 if they participate in a biometrics screening, fill out a health-risk assessment form, and register for the program online. Further cash incentives are offered for following the plan's recommendations and for visiting a physician annually for preventive care.

"Hard Cash for Healthy Living", [www.hreonline.com](http://www.hreonline.com), June 2, 2009

## Older Workers Less Impacted by the Economic Downturn

According to the Bureau of Labor Statistics, the number of people 55 and over with jobs rose nearly 900,000 from December 2007 through the end of 2008, compared with a loss of 2.9 million jobs for people aged 25-54. While companies know they must avoid age discrimination lawsuits, they are also aware that older workers can be among the most productive and knowledgeable. Some companies, such as Bay State Health, a health-care system in western Massachusetts, recruits older nurses to mentor younger colleagues in the operating room, while CVS Caremark targets baby boomers and older workers for their "expertise and experience" when hiring store staff.

"This Time, Old Hands Keep Their Jobs", *Business Week*, February 9, 2009

## Coverage for Mental Health Improves

Included in the recent financial-bailout package was legislation requiring employers and insurers to put mental health and substance-abuse coverage on par with physical health coverage. Officially called the "Paul Wellstone and Pete Domenici Mental Health Parity and Addiction Equity of 2008" the Act prohibits insurers from treating mental-health or substance-abuse issues any differently from other healthcare issues with respect to co-payments, deductibles, or hospitalizations.

However, only companies with 50 employees or more are covered by the new law and they can apply for a yearlong exemption if they can show that their total insurance costs rose

more than two percent in the first year as a result of the added mental healthcare coverage. Furthermore, not all insurance plans are covered by the legislation and those plans it does affect can pick the disorders that they will cover.

"How New Law Boosts Coverage of Mental Care", *The Wall Street Journal*, October 16, 2008

## New Incentives at Cisco

HR leaders at Cisco are looking at incentives to move employees towards choosing greener company cars and preventative healthcare options. The company is consulting with third party providers about which company car schemes would offer the greenest options and which healthcare programs would best help employees manage their own health at work.

"Staff Incentives at Cisco Aims to Boost Green Credentials", [www.PersonnelToday.com](http://www.PersonnelToday.com), February 18, 2009

## New Ideas for Recharging

As job cuts rise, some newly unemployed in-



dividuals are taking a "gap year" to recharge, explore new career options, or reinvigorate current roles. Some have used the time to explore interests such as stone masonry, archaeology, and traditional Eastern medicine, while others have used skills gained during a gap year to transition to new careers.

"Gap Years' Aren't Just for Students", *The New York Times*, January 25, 2009

## Popularity of Blogs on the Increase

As the blogosphere becomes a popular and powerful forum, several large companies are responding by creating senior-level jobs to influence what is said about their business on social networking sites. At Ford Motor

Company, PepsiCo, and Dell, new high-level positions with titles such as "Director of Social Media", "Head of Communities", and "Vice President of Experiential Marketing" manage such communications.

Dell created the position of Vice-President of Communities and Conversations in 2007. The team is now comprised of 45 people, working on issues such as "blog resolution"-finding unhappy customers and trying to appease them; overseeing the company's Twitter accounts and Facebook pages; and managing IdeaStorm, the company's forum for customer feedback.

"The New Corporate Firefighters", *The Financial Times*, January 22, 2009

## New Contract at Blue Cross Blue Shield of Massachusetts

Blue Cross Blue Shield of Massachusetts (BCBSMA) is expanding its Alternative Quality Contract (AQC), a new, performance-based provider contract, with the goal of slowing annual employer premium increases to the rate of inflation by 2013. Four doctors groups—Tufts Medical Center, Mount Auburn Hospital, Hampden County Physician Associates and Signature Healthcare—have joined the AQC, covering 88,000 members and more than 1,300 physicians. More provider groups are expected to join. The AQC has a payment per patient and a separate bonus structure that is based on improved patient outcomes.

"Blue Cross Expands Its Quality Contract Network", *The Boston Business Journal*, April 3-9, 2009

## No Career Change for MBAs

In the current economy, few MBAs have been able to leverage their new skills to change careers—often the reason they decided to get an MBA. Career changers are being hit hardest in the current market, where employers are emphasizing previous experience. So, many graduating with MBAs in 2009 are heading back to their previous careers, or new positions with a previous employer.

"With Jobs Tight, MBAs Head for Home", *The Wall Street Journal*, April 21, 2009



## IBM Participates in New Healthcare Model Test

In Arizona, United Healthcare Group is testing the “medical home” healthcare model, with encouragement from IBM Corporation, one of the state’s largest employers. The model provides a “home base” for patients where primary care doctors can work to improve care, prevent unnecessary ER visits, and reduce hospitalizations. Seven doctors’ groups with 7,000 patients have agreed to participate in the model and Medicare and Medicaid beneficiaries covered by United Healthcare will participate along with IBM employees and others.

Doctors will continue to be paid for the services they perform, but they will also receive a management fee for overseeing patients’ care and will be eligible for bonuses based on keeping patients happy, following established treatment guidelines, and having patients avoid hospital stays. The experiment is scheduled to run until the end of 2011.

“United and IBM Test Health Care Plan”, *The New York Times*, February 7, 2009

## Social Computing Guidelines at IBM

In 2005, with hundreds of employees’ blogging in their free time, IBM developed “social computing guidelines” that today cover employee activity on sites such as Facebook and Twitter. The guidelines encourage employees to be upfront about their identities, consider that they are personally responsible for what they publish, stay away from controversial topics not related to their work at IBM, and think carefully before hitting the “send” button.

“Managing the Tweets”, *Business Week*, June 1, 2009

## City of Alexandria Recognizes SHRM

The Society For Human Resource Management (SHRM) was recently recognized by the City of Alexandria for its’ exemplary commuter benefits program. SHRM provides 70 employees with the full subsidy allowed under IRS regulations through WMATA’s Smart Benefits

program, and accommodates alternate work schedules for all employees by implementing compressed workweeks and flextime options. The organization also has a telework program, with some staff using this option four days per week, and a number of staff working from locations in Florida, North Carolina, and Washington State. Bicyclists are also accommodated, and the organization offers a free shuttle to the nearest Metro.

“Community Spotlight”, *LocalMotion*, April-June 2009

## HRPI Fellow Selected as President of NAHR

HRPI Fellow Richard (Dick) Antoine has been selected as the new President of the National Academy of Human Resources (NAHR) and President of the NAHR Foundation. Mr. Antoine was elected a fellow in 2004 and served as Global HR officer at Procter & Gamble from 1998 until his retirement in 2008.

NAHR President Announcement, February 16, 2009

## UNUM Employees Give Back

During the first two weeks of March 2009 UNUM conducted a series of activities across the entire company to give back to those less fortunate in their communities. Employees collected 12 tons of food and monetary con-

tributions of \$7,500 and the company made corporate financial contributions to various organizations at major locations.

## IBM Convenes Smart Technology “Jam”

On April 21, 2009 IBM convened a 72-hour global online conversation, called a “Jam”. Students, faculty, IBM business leaders and technologists, and industry partners participated to talk about how technology and business can help build a smarter planet with respect to smart cities, smart carbon and water management, smart grid, smart healthcare, skills, and education.

## HRPI Spring 2008 Meeting

*Continued from front page*

Following the panel discussion, members heard from Dr. Charles Tharp and Timothy Bartl from the Center for Executive Compensation at the Human Resources Policy Association. They shared a public policy perspective on executive compensation in the current volatile environment. They suggested that TARP is driving the legislative and regulatory agenda and has greatly expanded the Treasury Department’s role in the enforcement and review of executive compensation. TARP rules may be expanded to all financial institutions, not just those receiving funds and it may also serve as a blueprint for future regulation, as the administration begins looking at the government contracting process. One issue the TARP legislation tries to address is excessive risk in incentive plans. The Center has developed an 8-step checklist for organizations to use as they evaluate the risk in their compensation plans.

Also on Friday morning, Damon Silvers, the Associate General Counsel for the AFL-CIO, shared his perspective on labor relations issues. He suggested that the country has been through a 30-year experiment in deregulation in the labor market and that this experience included some painful lessons. He indicated that organized labor’s agenda is currently focused on maintaining the right to organize and collectively bargain, addressing the health care crisis, and creating jobs. ■





## Boston University News

### School of Management Moves Up

In January 2009 *The Financial Times* rated BU School of Management's MBA program among the top thirty MBA programs in the United States, up twenty places from 2008. The School's "Value for Money" ranking increased 13% while the "Alumni Salary" rank improved more than 7 percent. Scores for aims achieved, job placement success, percentages of women students, international faculty, international students, and faculty with doctorates were also upgraded. The School also improved its international ranking by 27 spots.

*Business Week's* specialty rankings placed the BU undergraduate program 2<sup>nd</sup> in the Boston area and in the top 30 nationally.

"Boston University School of Management jumps 20 spots nationally, 27 globally in Financial Times Ranking," Boston University Press Release, January 26, 2009 and "Business Week puts BU undergrad program 2<sup>nd</sup> in Boston area, top 20 nationally, in accounting and corporate strategy", Boston University Press Release, April 27, 2009

### MBA Students Assist Non-Profits

For the ninth year, teams of School of Management MBA students and faculty reached out to the Boston-area non-profit community to help solve specific business challenges for these organizations. Sixty MBA candidates met with 15 non-profit organizations, and provided them with expertise in marketing, finance and technology.

"Boston University Link Day MBAs Provide Solutions for Ailing Nonprofits", Boston University Press Release, February 7, 2009

## New Members and Representatives

**Stuart Grief** is Executive Vice President of Human Resources at Fidelity Investments. Prior to assuming his current responsibilities, Mr. Grief was Executive Vice President, responsible for strategy, finance, and planning, for Fidelity Shared Services. In this role, he led several key functional areas, including, developing the overall strategic direction for Fidelity's Shared Services organization; establishing priorities for the Fidelity Consulting Group; supervising the integration of financial and strategic planning, supported by the Shared Services CFO; and overseeing the design, development and implementation of multi-year strategic plans. Additionally, Mr. Grief was responsible for Fidelity Real Estate Company.



Prior to joining Fidelity, Mr. Grief was Vice President, Strategy and Business Development at Textron, Inc. He was a partner and managing director at The Boston Consulting Group before joining Textron.

Mr. Grief received a Bachelor of Arts degree in economics and computer science from Brandeis University and a Master of Science degree in management from the MIT Sloan School of Management.

**Judith Verhave** is the Global Head of Compensation and Benefits for The Bank of New York Mellon. In this role she is responsible for the design and delivery of global compensation and benefits, including executive compensation; Board of Director's support and corporate governance; health care, retirement, work/life programs; and expatriate and relocation services for The Bank of New York Mellon's 45,000 employees.



Ms. Verhave joined The Bank of New York Mellon in February 2008 from Fidelity Investments where she was an Executive Vice President responsible for corporate compensation and benefits. Prior to assuming this role, she was responsible for human resources supporting Fidelity's global investment business and a member of the Senior HR Leadership Group.

Prior to joining Fidelity Investments in 1989, Ms. Verhave was Vice President of Human Resources for DDS, a health care company and also worked as a consultant and research associate for Braxton Associates.

A graduate of Carleton College in Northfield, Minnesota, Ms. Verhave is a member of the Executive Steering Committee for Dana Farber Cancer Institute and serves on the boards of the International Personnel Association and Celebrity Series of Boston.

## HRPI Faculty in the News

### HRPI Faculty Member Named to Shipley Chair of Management

Professor Kathy Kram was recently named the first holder of the Shipley Chair of Management at Boston University's School of Management.

"Kathy Kram Named to New Shipley Professorship", School of Management Press Release, April 1, 2009

### Advice for the Unemployed

Douglas (Tim) Hall was interviewed for a *Boston Globe* article titled "For now, laid off and loving it". Professor Hall commented that temporary unemployment might benefit workaholics who can benefit from a break from the spiral of increasingly hard work.

"Douglas (Tim) Hall Tells *The Boston Globe* Why Losing Your Job Can Actually be a Win", Boston University Press Release, February 23, 2009

## Cutback in Working Time Preferred to Job Losses

According to a survey of more than 2,100 London professionals by GRS consultancy, 52.2 percent would reduce their weekly working hours rather than see co-workers lose their jobs. At consulting company KPMG, 80 percent of staff backed a plan to reduce working hours to save jobs.

"Half of City Workers Would Take Cut to Save a Colleague's Job", [www.personneltoday.com](http://www.personneltoday.com), February 18, 2009

## Generational Technology Gap

A survey by LexisNexis has found a large disparity in the way baby boomers and younger generations, particularly Gen Y, view technology in the workplace. The "Technology Gap Survey" found that two thirds of baby boomers think PDAs contribute to a decline in proper workplace etiquette and think the use of laptops during in-person meetings is distracting. Less than half Gen Y workers agree. Furthermore, while more than one third of Gen Y employees surveyed think it is efficient to use laptops or PDAs during meetings, only 17 percent of baby boomers agreed.

In addition, the survey found that younger employees are more comfortable discussing workplace topics online-40 percent of Gen Y employees surveyed thought it acceptable, while only 28 percent of baby boomers agreed. Sixty three percent of Gen Y workers reported accessing social networking sites from work, compared to only 14 percent of baby boomers.

"Bridging the Generational Techno-Divide", [www.hreonline.com](http://www.hreonline.com), May 27, 2009

## Employment Gratitude

According to surveys by Modern Survey and Towers Perrin, employees who still have jobs are feeling very grateful and are willing to work harder to see their company be successful. A March 2009 poll by Modern Survey revealed that 58 percent of 1,000 employees polled are willing to go "above and beyond" for the good of their company, an increase of six percent from six months earlier. Towers Perrin's survey, conducted in December 2008, found that 76 percent of 469 employees surveyed

said they were personally motivated to see their company succeed, increasing from 69 percent four months earlier.

"Going Above and Beyond", April 24, 2009

## Bullies Beware

About 37 percent of American workers, reported that they have been bullied at work, according to an online survey of more than 7,000 people by The Workplace Bullying Institute. The survey revealed that bullying is four times more prevalent than illegal forms of harassment, such as sexual harass-

ment or age discrimination. The survey also found that 72 percent of bullies are bosses, that women are targeted more frequently, and that only three percent of workers who experience bullying file lawsuits.

However, a jury decision in an Indiana Supreme Court case, where a hospital technician who was bullied by a supervising surgeon was awarded \$325,000 for assault, has lawyers questioning whether plaintiffs now have more reason to pursue workplace-bullying complaints.

"Bullies Beware", *The Boston Business Journal*, August 15-21, 2008

## Recommended Reading

***Capital with Chinese Characteristics: Entrepreneurship and the State*** by Hashing Huang, (Cambridge University Press, 2008)

***Driving Results Through Social Networks: How Top Organizations Leverage Networks for Performance Growth*** by Robert Cross and Robert J. Thomas (Wiley, 2009)

***Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*** by William H. Mackey, Benjamin Schneider, Karen M. Barbara and Scott A. Young (Wiley-Blackwell, 2009)

***Groundswell: Winning in a World Transformed by Social Technologies*** by Charlene Li and Josh Bernoff (Harvard Business Press, 2008)

***Grown Up Digital: How the Net Generation is Changing Your World*** by Don Tapscott (McGraw-Hill, 2008)

***How To Say It: Negotiating To Win: Key Words, Phrases, And Strategies To Close The Deal And Build Lasting Relationships*** by Jim Henning (Prentice Hall Press, 2008)

***Human Resource Information Systems: Basics, Applications And Future Directions*** by M. J. Kavanagh and Mohan Thite (eds.) (Sage, 2009)

***India's Global Powerhouses: How They Are Taking On The World*** by Nirmalya Kumar with Pradipta Mohapatra and Suj Chandrasekhar (Harvard Business Press, 2009)

***Real Leaders, Real Schools Stories of Success Against Enormous Odds*** by Gerald C. Leader and Amy F. Stern (Harvard Education Press, 2008)

***The Leadership Code: Five Rules to Lead By*** by David Ulrich, Norm Smallwood and Kete Sweetman (Harvard Business Press, 2009)

***The New Age of Innovation: Driving Co-Created Value Through Global Networks*** by C.K. Prahalad and M. S. Krishnan (McGraw-Hill, 2009)

***The Trillion-Dollar Meltdown: Easy Money, High Rollers, and the Great Credit Crash*** by Charles R. Morris (Public Affairs, 2008)





## Employment for Older Women a Challenge in the EU

Though increasing female employment rates and retaining older workers are targets of the European Employment Strategy, recent research has shown employment rates for men and women still differ significantly across the European Union. Women are still more likely to work part time and women, both old and young, still earn less than their male counterparts. Furthermore, women tend to retire earlier than men, a factor that impacts pension provisions.

"Keeping Older Women in Employment" [www.eurofound.europa.eu](http://www.eurofound.europa.eu), February 2009

## Free Time on Friday at Kellogg

A flexible work plan at Kellogg's U.K. offices means that most employees will be able to take off Friday afternoons throughout the summer. Beginning May 9, employees will be able to leave for home at 1 p.m., provided they have completed a full week's work.

In 2008, seven out of 10 employees availed themselves of "summer hours" and four in five reported it made them happier in their job.

"Kellogg's Staff Take Friday Afternoons Off", [www.personneltoday.com](http://www.personneltoday.com), May 13, 2009

## Work for Free

To help the company weather the current recession, British Airways has asked 40,000 employees to volunteer for four weeks of unpaid work. Willie Walsh, the airline's chief executive, has opted not to receive his salary while working in July, as has the CFO. Employees are also being asked to consider temporary or permanent part-time work or to think about taking a period of unpaid leave.

"British Airways asks Staff to Work for Free for a Month", [www.personneltoday.com](http://www.personneltoday.com), June 18, 2009

## European Day of Solidarity and Cooperation Between the Generations

April 29, 2009 was the first European Day of Solidarity and Cooperation between the Generations, a day dedicated to raising awareness of the need to promote intergenerational solidarity throughout Europe. To mark the occa-

sion, Eurofound (formerly the European Foundation for Working and Living) launched a special website that brings together research, data, and recommendations on issues related to the employment of older people and active ageing issues, as well as the solidarity between generations. The website may be viewed at [www.eurofound.europa.eu](http://www.eurofound.europa.eu).

"Reassessing the Role of Older People in Europe", Eurofound Press Release, April 29, 2009

## Nurses Urged to Set Example

In the United Kingdom, overweight National Health Service (NHS) nurses are being urged to lose weight to set example and to motivate the public to do the same. Currently, 700,000 NHS staff members are thought to be overweight and obese. Programs will be developed in the next year to help NHS staff achieve and maintain a healthy weight.

"Overweight NHS Nurses Must Set Example, says DoH", [www.personneltoday.com](http://www.personneltoday.com), April 7, 2009



## U.K. Incentives for Social Work Training

In the United Kingdom, the government plans to offer graduates £20,000 to take up a career in social work. The pilot "national management training program" will offer 20 recent graduates from any discipline a £20,000 stipend while taking the course. The program will cost £745,000 to run. Currently, in the UK, one in nine social care positions is vacant and 72 percent of social workers report feeling close to burnout.

"Graduates Offered £20K to Train as Social Work Managers", [www.personneltoday.com](http://www.personneltoday.com), May 5, 2009

## Pension Glitch for Expats

Differences among laws and regulations in various countries frequently mean that expats lose some pension benefits. As a result, some highly qualified senior executives are turning down international assignments. To address the issue, some companies are redesigning their plans for different levels of employees, providing senior level, top-performers with a premium program while abroad, while providing more limited programs for lower ranking mobile employees.

"Fixing Expat Benefits", [www.hreonline.com](http://www.hreonline.com), April 7, 2009

## Incentives for Cost-Cutting Ideas

In the United Kingdom, National Health Service (NHS) Staff will be offered significant financial incentives if their cost cutting suggestions are adopted. Twenty million pounds have been reserved to reward staff, who come up with ways the NHS can find savings of £2.3 billion this year. Prizes of up to £5 million will be awarded over the next few years for the best ideas. Many of the prizes are likely to be awarded for medical science and technology innovations but all employees are being encouraged to get involved.

"NHS Staff Offered Millions of Pounds for Cost-Cutting Ideas", [www.personneltoday.com](http://www.personneltoday.com), April 29, 2009

## Use it or Lose it

The Japanese government is considering penalizing companies whose workers don't take their allotted annual leave. The proposal under consideration would treat vacation time as pay and require businesses to hold cash reserves equal to their employees accumulated vacation time. According to travel website Expedia, 92 percent of Japanese workers do not use up their vacation time, using, on average, only seven of their 15 days each year.

"Take a Break, or Else", *Business Week*, May 11, 2009

## HRPI Steering Committee

**Ms. Jean Halloran** (Chair),  
Senior Vice President, Human Resources,  
AGILENT TECHNOLOGIES, INC.

**Mr. Daniel Marsili**, Vice President,  
Global Human Resources,  
COLGATE-PALMOLIVE COMPANY

**Mr. Zoltan Csimma**, Senior Vice President,  
Human Resources,  
GENZYME CORPORATION

**Professor Fred K. Foulkes**,  
Director, Human Resources Policy Institute,  
BOSTON UNIVERSITY

**Professor Tim Hall**  
Morton H. and Charlotte Friedman Professor in  
Management  
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**Mr. Stephen Sheehan**, Senior Vice President,  
Human Resources,  
THERMO FISHER SCIENTIFIC

**Ms. Eileen C. Farrar**, Senior Vice President,  
Corporate Human Resources,  
UNUM

## HRPI Member Companies

Agilent Technologies, Inc.

Alliance Data Systems, Inc.

Analog Devices, Inc.

Best Buy Co., Inc.

Biogen Idec, Inc.

Blue Cross/Blue Shield  
of Massachusetts

Bright Horizons Family Solutions

Cleveland Clinic

Colgate-Palmolive Company

Collective Brands

Covidien

CSX Transportation

CVS Caremark

Express Scripts

Fidelity Investments

Financial Industry  
Regulatory Authority

Genzyme Corporation

Hewitt Associates

Hexcel Corporation

IBM Corporation

JohnsonDiversey, Inc.

Kaiser Foundation Health Plan

McKesson Corporation

Millipore

National Basketball Association

Novartis Pharmaceuticals

Nstar Electric & Gas

Perkin Elmer, Inc.

Procter & Gamble

Purdue Pharma L.P.

Raytheon Company

Sealed Air Corporation

Textron, Inc.

The Bank of New York Mellon

The MITRE Corporation

The Service Master Company

The Society For Human  
Resource Management

Thermo Fisher Scientific

Turner Broadcasting System, Inc.

United Parcel Service (UPS)

UNUM

Verigy

Vertex Pharmaceuticals

Wal-Mart

Watts Water Technologies, Inc.



## Human Resources Policy Institute

Boston University School of Management

595 Commonwealth Avenue

Boston, MA 02215

**Save The Date: October 15-16**  
**HRPI Fall 2009 Meeting in Boston**