



HRPI

newsletter

Human Resources Policy Institute

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Contents:

HR News **2**

Reports and Studies **3**

Member News **4**

Boston University
News **5**

Around the Globe **6**

Recommended
Reading **6**

New Members
& Representatives **7**



ABOVE: HRPI members during a question and answer session. **BELOW:** Steering Committee Members.



Spring 2010 Meeting

The Human Resources Policy Institute held its spring 2010 meeting at the corporate headquarters of Colgate-Palmolive in New York City. With the global economy in recovery from the financial crisis, the theme of "Leadership Development Challenges in a Re-set 'New Normal' Global Economy" spoke to the pressing challenges faced by members in their organizations. Members were given an inside perspective on leadership and leadership development from guest speakers and Mr. Ian Cook, Chairman, CEO, and President of the Colgate-Palmolive Company. Discussions ranged from the changing environment for leaders, challenges of US-China relations for HR, implications of healthcare reform, and best practices in global talent management and leadership development.

Following introductions, Professor Foulkes opened the meeting with a roundtable discussion. Dr. Peter Cairo (Former founding partner and senior consultant of Oliver Wyman Leadership Development) presented an overview of recent global trends on leadership and leadership development. Dr. Cairo elaborated on three global drivers that have implications for leadership today and for the future – increasing complexity,

diversity, and uncertainty. Dr. Cairo described a head, heart, guts model of leadership development and elaborated on nine critical skills needed for leadership.

Mr. Owen Nee (Counsel, Jones Day) and Mr. William Sheridan (Vice President, National Foreign Trade Council) spoke to members after dinner about the business challenges of US-China relations and its implications for HR. Mr. Nee and Mr. Sheridan engaged the members in a discussion on US-China relations. Mr. Nee addressed the issue from a historical perspective, with a focus on legal issues, while Mr. Sheridan focused on human resource issues.

Mr. Dallas Salisbury (President and CEO of the Employee Benefit Research Institute) presented an insider's perspective on the political environment in Washington and the implications of recent policy initiatives on HR. In particular, his presentation focused on healthcare and tax reform. According to Mr. Salisbury, the current administration in Washington is ideologically very pro free-market with numerous senior appointees held over from the Bush Administration and others brought in from Wall Street jobs or think tanks funded by Wall Street firms. Mr. Salisbury also predicted that the Bush tax cuts are likely to be extended except for tax rates on individuals earning more than \$200,000 and families earning more than \$250,000.

Mr. Salisbury discussed some of the HR implications of tax reform and noted that many other issues of importance to HR are in play, including: employment discrimination, executive compensation, fair labor standards act, immigration reform, labor unions, and leave. According to Mr. Salisbury, this year will be

Meeting report continued on page 4

Mentoring Mishaps

In an article co-authored with Professors Lillian Eby and Stacy McManus, Professor Dawn Chandler, a former HRPI research assistant, now at California Polytechnic State University, explores some negative aspects of a mentoring relationship. The article identifies a number of ways in which the mentoring relationship can go wrong—lack of general affinity between the mentor and protégé; neglect of protégés by the mentor; manipulation on the part of either the mentor or protégé; sabotage against mentors; and submissive or jealous protégés.

To minimize such problems, the authors suggest giving both the mentors and protégés appropriate support; having a backup plan in case a particular pairing doesn't work; recruiting mentors carefully and matching them with protégés who have similar interests; providing training and orientation for everyone; and recognizing that the mentoring relationship does eventually end.

"When Mentoring Goes Bad" *The Wall Street Journal*, May 24, 2010

Nursing Mothers to Get Breaks

An amendment to the Fair Labor Standards Act, contained within the health care reform legislation passed in March, requires most employers to provide nursing mothers break time to express milk during the first year of her child's life. Furthermore, the legislation requires that employers provide a place other than a bathroom that is "shielded from view" and "free from intrusion" to perform this task.

Employers are not required to pay employees for these breaks and employers with fewer than 50 employees may be exempted from the law if they can show that it would cause the employer undue hardship in terms of difficulty or expense. Some states already have legislation in place that requires employers to provide such breaks.

"Employers Must Provide Breaks for Nursing Mothers Pursuant to New FLSA Amendment" *Nixon Peabody Employment Law Alert*, June 1, 2010

Retiree Opportunities at YourEncore

Retired scientists and engineers are registering with YourEncore, a Web-based service that connects them with companies in need of their expertise for special projects. Founded in 2003 when Procter & Gamble needed a way to draw on the expertise of their retired employees, the

company has grown by almost 50 percent in the past six years.

Companies pay membership and access fees that vary according to the size of the company and how it uses the service. They work with account managers to define projects and find the necessary expertise for each job. Pay depends on experience and on the company that is hiring. Retirees can be paid for an entire job or on a daily or hourly basis.

YourEncore also hosts an innovation community, a Web-based tool where companies can post problems confidentially and discuss potential solutions with experts who use the forum to showcase their skills.

"Retired But Still in the Game", *Bloomberg Businessweek*, April 25, 2010



First Lady Marks "Take Our Daughters and Sons to Work Day"

First Lady Michelle Obama marked "Take Our Daughters and Sons to Work Day" on April 22 by hosting an event for the children of Executive Office employees. Various Federal agencies also hosted events to mark the day. At the Department of the Interior, children of employees went on a hike in the District of Columbia; a tour of the treasurer's vault was part of the day's celebration at the Treasury Department and children of employees at the Department of State were offered the opportunity to shadow either their parent or another employee in their parent's office.

"Take Our Daughters and Sons to Work Day", *The Washington Post*, April 22, 2010

Catalyst Honors

Campbell Soup Company, Deloitte LLP, Royal Bank of Canada, and Telstra won the 2010 Catalyst Award for their initiatives that advance women in the workplace.

Campbell Soup Company was recognized for using employee engagement, sharing, and

innovation to develop a culture of inclusion; At Deloitte "The Women's Initiative Living the Lattice"; created change in the company culture and involved other organizations in the process; Royal Bank of Canada's program "Client First Transformation: Achieving Business Results and Cultural Revitalization Through Diversity" aims to embed diversity in the company's approach with employees, clients and communities; while Telstra's "Next Generation Gender Diversity: Accelerating Change for Woman Leaders" utilized an integrated approach to increase the number of women in senior and pipeline-level positions.

"Campbell Soup Company, Deloitte, Royal Bank of Canada, and Telstra Celebrated with the 2010 Catalyst Award" *www.catalyst.com*, March 24, 2010

Makeover for Federal Government Hiring Process

President Obama has instructed federal agencies to overhaul the hiring process for government workers. The changes are expected to speed up hiring and make the government more competitive with the private sector.

Currently, those interested in federal jobs apply through the website www.USAJobs.gov, which categorizes positions by location and type. Applicants write essays, known as KSAs, designed to assess knowledge, skills, and abilities. Once this essay is submitted, applicants wait for a response from the relevant agency, a step that can take months. Some candidates report never receiving a response to their application.

Under the new plan, announced on May 11, hiring time would be cut to approximately 80 days from the date a vacancy is announced to the hiring of a candidate. Currently this process can take up to 200 days. The KSA essay would be abolished and replaced by a resume and job application submission process. Furthermore, applicants would have to be informed of their status at four points in the process—upon receipt of the application; whether or not one is deemed qualified for the position; whether or not one is referred for interview; and when the individual is selected or not for the position. Furthermore, under the new proposal, managers would be more involved in the hiring process instead of leaving final approval to the agency's personnel office.

The changes are expected to take approximately six months to implement.

"Obama Wants Federal Agencies to Hit the Gas on Hiring", *The Washington Post*, May 11, 2010 ■

Health Issues Continue to Concern Employees

While employees with health issues have always worried about keeping their jobs, a new study from the American Psychiatric Association concludes that employees are more hesitant to seek help for mental health issues than they are for physical health problems. The researchers report that while 40 percent of respondents said that their employers were supportive of employees seeking care for health concerns, 76 percent of respondents felt their work status would be damaged by seeking help for drug addiction, 73 percent for alcoholism and 62 percent for depression while 55 percent believed they would be impacted for seeking treatment for a heart condition.

The Association suggests that supervisors and managers lead by example by taking care of their own mental and physical well-being; employees should be reassured about confidentiality, particularly for treatment of mental health issues; and employees should be discouraged from coming to work when ill.

"Scared of Stigma", www.hreonline.com, March 3, 2010

Identifying HR Competencies

Effective communication and the ability to think strategically are the two most important competencies for future HR leaders, according to a senior HR leadership competency poll conducted by the Society for Human Resource Management.

While leaders in all regions view the ability to think strategically and see "big picture" issues as more difficult to cultivate than communication skills, they agreed that the ability to think strategically is one that will increase in importance over the next five years.

The poll surveyed HR leaders in Canada, India, the Middle East, North Africa and the United States. While there was general agreement on the top two leadership competencies, other competencies identified varied in different parts of the world. In Canada, persuasiveness, ability to lead change, and credibility were the other top three competencies identified. In India the top three were business knowledge, HR knowledge, and leading change, while in the Middle East, HR knowledge, leading change, and business were ranked as the top three. Leaders in the United States identified HR knowledge, integrity and ethical behavior as the other top three competencies.

However, for global organizations, respondents in all countries and regions agreed on four of the five competencies they think are most needed—global intelligence and global mindset, cross-cultural intelligence, strategic thinking and effective communication.

"SHRM: Strategic Thinking, Communicating are Top HR Competencies", www.shrm.org, March 10, 2010

Census Data Shows More Work at Home

According to data from the U.S. Census Bureau the number of people working at home increased by nearly two million between 1995 and 2005. Among those working at home in 2005, approximately eight million did so exclusively. Thirty-two percent of those working at home worked in professional services, 12 percent worked in business and repair services and 10 percent were employed in finance, insurance, and real estate.

High-paying jobs were more likely to involve working from home for some or all of the working time. In 2005, 46 percent of those who said they worked from home earned at least \$75,000. However, these employees also claimed to work longer hours. Eleven percent claimed to work 11 or more hours in a typical day compared with only seven percent of those who worked in an office outside the home.

"Census Bureau Reports Home-Based Workers Number 11 Million in 2005" www.census.gov, January 25, 2010

Managing Millennials

According to a recent study by Accenture, the tech-savvy Millennial workforce presents an opportunity for companies to gain a competitive edge if they can adapt corporate policies to engage these employees.

Millennials in the Asia-Pacific region and in the Americas have the most favorable opinions about using technology in the workplace. Almost half of the Millennials surveyed in Europe feel that technology consumes too much time, compared with only 30 percent in Asia Pacific and 34 percent in the Americas.

Having state-of-the-art technology is a real competitive advantage when hiring younger employees, when one considers that more than one-third of the Millennial workers surveyed reported that having access to such technology is an important consideration when selecting an employer. However, the study does warn that companies must do a better job of outlining their policies with

respect to the use of social networking, text messaging and online collaboration at work, and must also do so in a language that is easily understood. Of the young workers surveyed, almost half (45 percent) said they used social-networking at work, one third said they didn't know if their employer had a policy about such use, and eleven percent said they did not understand the company's policy.

"The Challenge of Tech-Savvy Millennials" www.hreonline.com, March 16, 2010

Help With Retirement Savings Welcome

According to a recent national survey by financial firm ING, more than eight out of 10 respondents with an employer-provided defined contribution plan said they took an active role in managing their retirement savings, compared with only 53 percent of those without a worksite retirement savings plan. However, respondents indicated that more help would be welcome. Eighty-eight percent reported seeking a diversity of investment options within their plans; 83 percent specified that more education and tools to help employees better understand how to save would be welcome; and 76 percent requested an employer-sponsored workplace retirement plan, irrespective of the employer's size.

"Employers Should Do More to Promote Retirement Savings, Employees Say", www.shrm.org, May 2, 2010

Consider Relocation Assistance

As the overall U.S. workforce ages and more people are taking care of elderly parents or in-laws, companies will have to consider the needs of elderly relatives, along with those of spouses and children when making relocation offers and decisions. However, few companies appear to have addressed this issue. According to a 2008 survey by Worldwide ERC, a membership organization for the relocation industry, only 17 percent of U.S. companies offer any type of elder-care relocation assistance, mostly on a case-by-case basis.

"And Mother, Too", www.hreonline.com, April 6, 2010

More Actively Selecting Healthcare Benefits

An analysis of six million U.S. workers by Hewitt in 2009 reveals that nearly 45 percent of all employees chose their benefits actively

Continued on page 5

Speaking Engagements for HRPI Fellow

HRPI Fellow Lucinda Doran was an invited panelist for the New England Chapter of the National Association of Corporate Directors, where she spoke on "Outside Directors Inside the Family-Owned Business". She was also interviewed by DealMaker.org for an article on considerations for boards of family-owned or controlled businesses when contemplating or preparing for a sale, merger or acquisition, addressing financial as well as family dynamics issues.

Non-Profit Experiment for Former Panera CEO

Ron Shaich, executive chairman and former CEO of the Panera Bread Company, has converted a former Panera-owned restaurant into a non-profit restaurant called "Saint Louis Bread Company Cares Café". Instead of paying for one's meal at the Café, cashiers give customers a receipt detailing what the meal would have cost at a Panera Café and customers are asked to donate what they can. Donations will be used to train at risk youth and to support food programs. Shaich plans to open two more non-profit cafes in the next six months and to eventually expand the program into every community where Panera has a presence.

"Non-Profit Panera Café: Take What You Need, Pay What You Can", *USA Today*, May 17, 2010

IBM Personal Learning at IBM

Two years ago, I.B.M. Corporation began offering personal learning accounts. Employees may contribute up to \$1,000 to the account annually, which is matched by the company. The money can accumulate until the employee decides to use it for a course or courses of their choice. The only restriction is that employees must enroll and take classes at an accredited institution. Since the program began, more than 2,000 employees have taken classes on a range of subjects, including aerobic training, tax preparation, and Mandarin.

The Council for Adult and Experiential Learning is urging the nationwide adoption of such portable Lifelong Learning Accounts, which are controlled by the employees, with the costs matched by an employer in an interest-bearing account.

"Education on the Company's Dime", *The New York Times*, March 4, 2010

Diversity, Inc. Honors for Member Companies

HRPI member companies, IBM Corporation, Colgate Palmolive, Novartis Pharmaceuticals Corporation, and Procter & Gamble, were featured on the 2010 *DiversityInc.* Top 50 list.

"The 2010 DiversityInc. Top 50 List, www.diversityinc.com, Spring 2010

UNUM "Best Company" Recognition for UNUM

Over the past year UNUM received a number of "best company" honors, including, being named "Best Large Employer" in Maine; "Best Employer for Healthy Lifestyles"; and "Best Place to Work in Insurance". In addition, the company was named to *Newsweek's* list of "Greenest Companies in America" and featured on the "Best Employer in Tennessee" list of the third successive year. Most of these awards were the result of random employee surveys.

The company has an on-site gym for employees, as well as a walking track on the roof of its facility in Chattanooga. Employees can get flu shots and other health monitoring at the company's wellness clinics. *Newsweek* magazine listed UNUM number 52 among the top 500 greenest companies in the United States. The company was praised for voluntarily monitoring greenhouse gasses, recycling and energy efficiency measures and its green building policies, which include a \$20 million parking garage due to be completed this year that the company hopes will be certified by the U.S. Green Building Council.

"UNUM Among the Best" *Chattanooga Times Free Press*, November 1, 2009 ■

HRPI Spring 2010 Meeting | Continued from front page

the 46th consecutive year that healthcare costs have grown at GDP plus 2.5%. Things would be better if the US did not have a large aging population, but this is not the case, and the doubling of the over 65 population in the coming decades will drive Medicare and Medicaid costs much higher. He then described an 18-member fiscal commission that President Obama has appointed to address this growing spending projection and the increasing healthcare costs.

The meeting concluded with a presentation and open discussion with Mr. Ian Cook (Chairman, CEO, and President of the Colgate-Palmolive Company). Mr. Cook outlined four strategic initiatives of the organization: focus on consumers, the profession and customers, effectiveness and efficiency in everything,



ABOVE: SHRM CEO Lon O'Neil speaks during member introductions.

innovation everywhere, and leadership. Mr. Cook also described how Colgate-Palmolive fosters and sustains innovation through its system of multimedia global training courses. The organization continually innovates with new approaches for global training through

its online virtual class network. Leaders at Colgate-Palmolive are actively involved in both teaching and learning.

Mr. Cook also shared with members information about the Colgate Leadership Forum, a forum for the top 300 leaders in the organization. The forum convenes in New York City and involves a combination of 360 degree feedback, action learning, executive coaching, and peer coaching. It involves Colgate-Palmolive leaders across functions and generations and provides leaders with an opportunity to reflect and recalibrate. The forum is centered on leadership required to deliver business strategy.

Before adjourning, HRPI members and guests met in small groups to discuss lessons learned and takeaways from the meeting. ■



Boston University News

Rankings Rise for Management Programs

Boston University's Graduate School of Management showed the largest upward movement of any school surveyed by *U.S. News and World Report* for its "America's Best Graduate Schools" feature. The School placed 31st overall, its highest placement since the magazine began producing a rankings list. The School of Management placed 35th in the part-time MBA category.

In 2010 *The Financial Times* ranked the School's MBA program 34th in the U.S. and 61st globally. In addition, the School's MBA employment rate (90 percent within three months of graduation) was tied for 4th best in the U.S.; and the percentage of international students (44%) was the 6th highest for a U.S. school. The School's doctoral program was ranked 43rd internationally.

The School's executive education program increased its standing significantly in *The Financial Times* 2010 Executive Education rankings, placing 6th nationally and 17th internationally. This represents the School's highest placement in the category since it began participating in 2002. In addition, the School was one of only 12 executive education programs in the U.S. to earn a spot on the newspaper's "Top 50" list for both custom and open programs.

"Boston University, School of Management Press Releases" www.bu.edu, Spring 2010

Lafley Fellow Completes Doctoral Work

Shen Yan, the first Lafley Fellow at the Human Resources Policy Institute successfully defended her doctoral thesis, titled, "Expatriates' Developmental Networks: A Person-Network Fit Perspective" in March.

Dr. Yan will be a post-doctoral student at the Institute for the next academic year and plans to work on a number of journal articles for both the academic and practitioner audi-

ences. She also intends to further explore how companies can facilitate building the developmental networks described in her doctoral work and use her research to help expatriates adapt more quickly by using the developmental approach.

New Dean at School of Management

Kenneth Freeman, former CEO and chairman of Quest Diagnostics, will join Boston University on August 1 and officially assume his role as Dean of the School of Management on September 1.

Mr. Freeman spent 23 years with Corning, rising to the position of Executive Vice President for Administration and Chief Diversity Officer. In 1995, he was made chairman and CEO of Corning Clinical Laboratories. Following the IPO of the division as Quest Diagnostics in 1997, he remained Chairman and CEO of the new company. In 2004 he joined the private equity firm of Kohlberg Kravis Roberts & Co. (KKR), where he is a partner. He is, in addition, currently an Executive in Residence at Columbia Business School. He has written on leadership, acquisitions, and growth management.

A graduate of Bucknell University, where he is completing a term as chairman of the Board of Trustees, Mr. Freeman earned his MBA with distinction from Harvard Business School in 1976.

Commencement at Boston University

U.S. Attorney General Eric H. Holder, Jr., delivered the 2010 Commencement address at Boston University's 137th Commencement exercises on May 16. He received an honorary Doctor of Laws degree from the University and also gave the School of Law's convocation address. At the School of Management, Bahaa Rafic Hariri was the Keynote Speaker at this year's Graduate School of Management Commencement ceremony.

"Commencement 2010" www.bu.edu, May 2010 ■

for 2010 instead of defaulting to the same coverage as the previous year. Their analysis shows an overall increase in the percentage of employees using online decision support tools to compare healthcare insurance options and make decisions. Use of Hewitt's "People like Me" tool increased from eight percent in 2009 to 26 percent in 2010.

However, in spite of this increased engagement, few employees chose to change their health insurance plans. Enrollment in most plans remained the same, with enrollment in HMOs decreasing slightly while point of service and indemnity plans showed slight enrollment increases.

One area of change was in spending accounts linked to consumer-directed health plans. Hewitt's research shows that enrollment in health-savings accounts have risen over the past five years from five percent in 2005 to 14 percent in 2010. Enrollment in flexible spending accounts has remained consistent.

"More Employees Take Active Role in Selecting Health Benefits", www.shrm.org, April 1, 2010

Women Still Seeking Parity

A 2010 report by Catalyst reveals that women's salaries and job levels lag behind those of their male peers as soon as they leave business school and this gap never closes. The organization surveyed more than 4,000 alumni of MBA programs at 26 leading business schools who graduated between 1996 and 2007. After taking experience, industry, and region into consideration, the report found that women started out at lower levels than men and were paid, on average, \$4,600 less in their first post-MBA position. Only in cases where women began their post-MBA career at mid-management level or above did they achieve parity with men. Parenthood and level of ambition did not fully explain the results as the findings held even when looking at men and women without children and those who aspired to senior leadership roles.

Another report published in 2009 by the Institute for Women's Policy Research revealed that men out earn women in almost every occupation where data is available, even in administrative and teaching positions traditionally held by women.

"Woman Still Playing Catch-Up, Report Finds", www.shrm.org, February 22, 2010 ■



Multinationals Lack Global Health Strategy

Only 26 percent of multinationals have a global health strategy in place according to a recent study by Towers Watson

and a similar percentage are looking to have an appropriate strategy in place by 2012. Researchers concluded that historically, “lifestyle” diseases, such as heart disease, hypertension, and diabetes, were not common outside the U.S. but as U.S. companies expand their offshore efforts they are feeling more of the burden of managing these conditions worldwide.

The survey also found that companies manage, on average, 25 health plans globally, contrary to the perception that private healthcare is found only in the United States. In some countries researchers found it is used to supplement the public healthcare system or to fill in a gap in the public system.

“Multinationals Face an Unhealthy Contradiction”, www.hreonline.com, May 11, 2010

In China, New Rules for Foreign Compliance

In China, the State Administration for Industry and Commerce (SAIC) has instituted new

rules for representative offices of foreign companies (ROs) in Shanghai. ROs may now sponsor a maximum of four foreign representatives and the registration certificates for ROs must be renewed annually. While these restrictions are currently being implemented only in Shanghai, they will be implemented throughout China later in 2010. They do not apply to representative offices of law firms.

“China Changes Rules Governing Representative Offices” *Seyfarth Shaw One Minute Memo*, January 2010

U.K. Flextime Workers Happier and More Productive

According to researchers at Cranfield School of Management in the UK, employees with flexible schedules tend to be happier and more productive workers. The researchers surveyed more than 2,000 employees at three multi-national companies and found that employees that work remotely at least one day per week and those who have reduced weekly office hours, reported higher job satisfaction, lower stress, and were more loyal to the company than those who did not have flexible hours.

Following a smaller number of in-depth interviews with “flex-workers” it was discovered that these workers tended to be more productive, work more intensely, and work longer hours than their office-bound counterparts. Researchers speculate that this develop-

ment is based on the employees desire to maintain a balance between themselves and their employer. Since the employer has added a benefit that they appreciate, employees are motivated to keep an equal balance in the relationship by working harder in return.

“Employees With Flex Time Put In More Hours”, www.discoverynews.com, March 23, 2010

More Flextime in Europe

Fifty-six percent of companies in Europe offer some kind of flextime arrangements. Overtime is used to handle workload peaks in more than two thirds of companies, particularly in Germany, the Netherlands, the Nordic Countries, France, Ireland, and the United Kingdom, according to the 2009 workplace survey conducted by the Eurofound.

Fixed-term contracts are widely used throughout Europe, with 54 percent of companies surveyed reporting at least one employee on a fixed term contract in the last year.

Three-quarters of companies surveyed reported having a systematic way of measuring the need for further job training. However, not all employees have equal access to training. Three out of four businesses reported having a system in place for checking the training needs of permanent, skilled or highly skilled employees, only one in two businesses reported having the same system in place for low-skilled or unskilled employees.

“Flexible Working Arrangements Widespread Across Europe”, www.staffingindustry.com, March 8, 2010

Bayer Sells Staffing Agency

German chemical company Bayer has decided to sell its in-house staffing agency, Job@ctiveGmbH to Hanfried Personaldienstleistungen GmbH, where it will operate under its own brand. This follows news that a German drugstore chain hired staff from an in-house staffing agency to undercut negotiated minimum wages. The incident highlighted the malpractice of German companies in using in-house staffing agencies to hire lower-paid workers. As a result, the reputation of the temporary staffing sector, particular in-house agencies, has suffered. Job@active has offices in Leverkusen, Berlin and Frankfurt.

“Chemical Giant Bayer Sells In-House Staffing Agency”, www.staffingindustryonline.com, February 16, 2010 ■

Recommended Reading

Balancing Work and Family: A Practical Guide to Help Organizations Meet the Global Workforce Challenge by Nuria Chinchilla, Mireia Las Heras and Aline D. Masuda (HRD Press, 2010)

Employees First, Customers Second: Turning Conventional Management Upside Down by Vineet Nayar (Harvard Business Press, 2010)

Global Challenges in Responsible Business by CB Bhattacharya, N.C. Smith, D. Vogel and D. Levine (Cambridge University Press, 2010)

Still Broken: Understanding the U.S. Healthcare System by Stephen Davidson (Stanford University Press, 2010)

The Art of Choosing by Sheena Iyengar (Twelve, 2010)

The Violence Volcano by David Van Fleet and Ella W. Van Fleet (Information Age Publishing, 2010)

Understanding China's Labor and Employment Laws by Ronald Brown (Cambridge University Press, 2010)

Working in the Shadows by Gabriel Thompson (Nation Books, 2010)

Elizabeth Bolgiano is Senior Vice President, Human Resources at **Thermo Fisher Corporation**. She joined the company in April 2010.



Ms. Bolgiano began her career with Bristol-Myers Squibb, where she spent 15 years, moving between specialist and generalist roles. Her assignments included supporting sales and marketing, corporate R&D, and an international assignment covering markets outside the U.S. and Europe.

Immediately prior to joining Thermo Fisher, Ms. Bolgiano was head of HR for Smith and Nephew, a \$3.8 billion company headquartered in London that makes knee and joint replacements. She worked with the CEO and the Board, with various businesses, with the HR staff and on administrative and special projects.

Ms. Bolgiano graduated Phi Beta Kappa from Cornell University, where she also received her MBA.

E. Paul Warner is Vice President for Human Resources at **Waters Corporation**. He is responsible for directing the company's global HR policies and programs, leadership and talent development, staffing, as well as driving compensation programs, education, and organizational development.

Mr. Warner joined Waters in 1994. He held a number of positions in human resources, including supporting the Americas business; the Global Marketing, Chemistry Business Unit; Research and Development; and Global Operations. In 2002 he was promoted to Vice President, Human Resources.

A graduate of the University of Massachusetts, Mr. Warner received an advanced degree from Bentley University. He has also received certification from the Center for Creative Leadership, the Lockheed High Potential Leadership Institute, and the University of Michigan.

Lisa Bisaccia was appointed Senior Vice President and Chief Human Resources Officer at **CVS Caremark** in January 2010. Previously, she served as Vice President, Human Resources. She joined CVS Caremark in 2004 and has led several major human resource initiatives, including, enhancing compensation

practices, restructuring HR processing functions, and managing HR support for the retail business.

Prior to joining CVS Caremark, Ms. Bisaccia was head of compensation and benefits at FleetBoston Financial and was a consultant in the banking, health care and not-for profit areas.

A graduate of Trinity College in Hartford, Ms. Bisaccia earned her MBA from the University of Connecticut.

John Letcher is Senior Vice President of Human Resources at **PerkinElmer, Inc.** He joined PerkinElmer in 1999 as Vice President of Human Resources for the Optoelectronics business unit and, in 2003, was named Vice President of Human Resources for the Life and Analytical Sciences business unit. In 2008, Mr. Letcher was named Vice President of Human Resources for PerkinElmer, Inc. He was named Senior Vice President of Human Resources in January 2010.

Previously, he served as Director of Human Resources at ABB Americas, Inc., the United States subsidiary of an international engineering company. Prior to that, Mr. Letcher was the business controller at ABB Americas, Inc.'s US Power Generation Gas Turbine Power business. He also served as Vice President of Finance for General Ship Corporation and was a senior auditor for Arthur Anderson.

Mr. Letcher holds a Bachelor of Science degree in accounting and information technology from Boston College.

Vinitaa Jayson is Head of Human Resources for the Boston-based Global Male Grooming Business at **Procter & Gamble**. Ms. Jayson has 15 years of human resource experience with Procter & Gamble, spanning roles in India, the Philippines and at corporate headquarters in Cincinnati. She succeeds Purushothaman Balaji who has been appointed Head of Human Resources, North America at P&G.

Steven Baert is Vice President of Human Resources for North America at **Novartis Pharmaceuticals Corporation**. He leads and manages HR operations for General Medicines in the U.S. and Canada.

Previously, Mr. Baert was Head of HR for Emerging Growth Markets, including, China, Russia, India, Turkey, Thailand, Korea, Australia, and New Zealand. Mr. Baert has also served as Head of HR for Global Functions. While in

this position he designed and implemented a global talent strategy and career path model that Novartis adopted as the standard for career pathing and competency management.

Prior to joining Novartis, Mr. Baert held several HR positions with Bristol-Myers Squibb and Unilever.

A native of Belgium, Mr. Baert received a Master of Law degree from Katholieke Universiteit Leuven and an MBA from the Vlerick School for Management.

Charles Tharp is a new HRPI fellow. He is the Executive Vice President for Policy at the **Center on Executive Compensation** and is responsible for setting overall policy positions and research initiatives undertaken by the Center.



Dr. Tharp has over 25 years of corporate experience, including key human resource positions with General Electric, PepsiCo, Pillsbury, CIGNA and Bristol-Myers Squibb, where he served as Senior Vice President of Human Resources. Most recently he served as the interim Executive Vice President of Human Resources for Saks, Incorporated. Dr. Tharp has held teaching appointments at Cornell University and Rutgers University and has taught graduate-level courses in executive compensation and HR leadership.

He holds a PhD in Labor and Industrial Relations from Michigan State University, a JD from the Quinnipiac School of Law, a Masters in Economics from Wayne State University and a BA from Hope College where he was Phi Beta Kappa and a Baker Scholar. In 1998, Dr. Tharp was elected a Fellow of the National Academy of Human Resources. ■



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COLGATE-PALMOLIVE COMPANY

Mr. Zoltan Csirma
Senior Vice President, Human Resources
GENZYME CORPORATION

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

Ms. Kristen Robinson
Vice President, Human Resources
VERIGY

HRPI Member Companies

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Analog Devices, Inc.
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Vertex Pharmaceuticals
Wal-Mart
Watts Water Technologies, Inc.
Waters Corporation



Human Resources Policy Institute

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Save the Dates:
Fall 2010 Meeting, October 21 & 22
Spring 2011 Meeting, May 12 & 13