



# HRPI

newsletter

Human Resources Policy Institute

**Publisher:**

Fred K. Foulkes

**Editor:**

Maeve A. O'Connor

**Contributor:**

Amy Gannon

**Contents:**

HR News **2**

Recommended

Reading **2**

Reports and Studies **3**

Member News **4**

New Members  
& Representatives **5**

Boston University  
News **5**

Around the Globe **6**



## Fall 2009 Meeting

On October 15-16 members and guests of the Human Resources Policy Institute gathered at Boston University's School of Management to address the HR implications of social media. As individuals and organizations engage through social media technologies, it is becoming critical for HR professionals to understand how these technologies are shaping behavior, shifting norms, and presenting both opportunities and risks. During the meeting, attendees explored different forms of social media and addressed various questions about the technology. In general, it was agreed that, "It isn't about controlling [social media applications] anymore; it is about getting in the game."

The meeting began with an HRPI member roundtable discussion, moderated by Professor Foulkes. Following the Roundtable, Sean Corcoran from Forrester Research, shared his perspective on how social media is changing business. Social media technologies are transforming how individuals create and share knowledge. People are relying on each other – connecting through social media technologies – to get the information they want, when they want it. This means they are relying less and less on traditional institutions and traditional mechanisms for their information. Organizations need to recognize this and respond.

Rhonda Lowry, Vice President of Social Media Technologies for Turner Broadcasting System, Inc., shared her thoughts on how organizations might want to think about social media and its implications. The way in which we frame what social media is and what it does influences how we engage the issues. She suggested that social media, or "the real-time, disruptive human web," goes well beyond the simple adoption of new technologies. Through the use of social media, society is developing new behaviors. Social media is shaping, and is shaped by, how people are living their lives. People are living a portion of their lives online and organizations need to recognize that fact. Social media is a means of meeting basic human needs for connection.

Ms. Lowry suggested that as people begin to engage with social media, it is important to explore and address the fears they have about social media. When developing social media policies organizations need the



**ABOVE:** Moderator, Professor Fred K. Foulkes commences the roundtable discussion. **MIDDLE:** Dr. Andrew Bacevich, Professor of International Relations and History at Boston University. **BELOW:** Amy Gannon, Doctoral Candidate, poses with SMG undergraduate students.



*Meeting report continued on page 3*



## Bosses Uncomfortable with Social Networking at Work

A survey by OfficeTeam found that executives are growing uncomfortable with the idea of being “friended” by employees they manage or by their bosses. Telephone interviews with 150 randomly-selected executives, revealed that 48 percent are uncomfortable with being “friended” by employees, while 47 percent admitted to being uncomfortable when “friended” by their bosses.

“Will You Be My Friend?”, [www.hreonline.com](http://www.hreonline.com), October 25, 2009

## Changes in Healthcare Options at GE

At General Electric, salaried U.S. employees and retirees under 65 will no longer have the option of a traditional health insurance plan. Beginning in 2010, the company will offer only a number of consumer-directed health plans. All of the company plans will offer free preventative care, but for the first time, the company will have smokers pay an extra \$625 per year for insurance.

With deductibles that will run as high as \$4,000, it is estimated that the move could save the company approximately \$1 billion over the next ten years.

“Health Care: GE Gets Radical”, *BusinessWeek*, November 30, 2009

## Losey Research Award

At its Annual Conference and Exposition in New Orleans, The Society for Human Resource Management presented the Michael R. Losey Human Resource Research Award to Benjamin Schneider. Professor Schneider is a senior research fellow at Valtera Corporation in La Jolla, California and professor emeritus of psychology at the University of Maryland.

The award recognizes human resource researchers who advance the field of HR management, acknowledges significant research in the field, and helps fund and facilitate future research.

“Benjamin Schneider Receives \$50,000 Michael R. Losey Human Resource Research Award”, *SHRM Press Release*, June 30, 2009

## Consumer-Driven Health Plans Grow in Popularity

A 2009 United Benefit Advisors Health Plan Survey revealed that consumer-driven health plans (CDHPs) now cover slightly more employees than HMOs in the United States and have become the first choice for employee health coverage. In 2009, CDHPs grew at a rate of 33.9 percent. The plans, which have high deductibles, are typically offered along with a

health reimbursement account or a health savings account to which employers contribute. An employee can then use the funds in this account to pay costs that the health plan doesn’t cover. The survey found that, on average, employers contributed \$1,310 to these accounts for a single employee in 2009.

“Survey: CDHPs Increasingly Favored Over HMOs”, [www.shrm.org](http://www.shrm.org), August 31, 2009

## Boeing Ends Open Tuition Reimbursement Policy

Boeing has announced that it will end its open policy of tuition reimbursement for employees but will continue to reimburse classes toward degrees that would be strategically useful for the company. Previously, the company covered classes on a wide variety of subjects from mortuary science to wine appreciation.

“Boeing Will Trim Its Tuition Program for Employees”, *The Chronicle of Higher Education*, September 2009

## No Discrimination for Genetic Conditions

Effective December 7, 2009, the Genetic Information Nondiscrimination Act (GINA) will prohibit employers from discriminating against individuals based on the genetic information they provide in health and wellness surveys. Health plans and employers will no longer be allowed to offer financial incentives (such as reduced healthcare premiums or cash awards) to employees who complete surveys that request genetic information.

“Historical Health Hindrance”, [www.hreonline.com](http://www.hreonline.com), November 24, 2009

## Army Uses Wiki Program to Update Manuals

Recognizing the utility of social-networking media, the Army used a 90-day “wiki” program, which invited 140,000 soldiers of all ranks to make real-time wiki updates to the Army’s tactics, techniques and procedures. Soldiers with ID access to the Army Intranet were able to contribute to field manuals on topics such as Army Unmanned Aircraft Systems and Cold Weather Operations. Like Wikipedia, comments appear immediately and are monitored. However, all comments had to be signed.

“Using Social Networks for Training”, [www.hreonline.com](http://www.hreonline.com), October 25, 2009 ■

## Recommended Reading

***Distracted: The Erosion of Attention and the Coming Dark Age***, by Maggie Jackson (Prometheus Books 2009)

***Pension Policy: The Search for Better Solutions***, by John Turner (Upjohn Institute, 2009)

***Reinventing Talent Management: How to Maximize Performance in the New Marketplace***, by William Schiemann (Wiley, 2009)

***Sustainable Prosperity in the New Economy? Business Organization and High-Tech Employment in the United States***, by William Lazonick (Upjohn Institute, 2009)

***What Next, Gen X? Keeping Up, Moving Ahead, and Getting the Career You Want*** by Tamara J. Erickson (Harvard Business Press, 2009)

## Problems with Virtual Teams

Using “virtual teams” can exacerbate common workplace relationship problems according to research by Provo-based consultancy VitalSmarts. An online survey of 608 people working on a virtual team looked at the frequency with which survey respondents encountered 14 common workplace problems and compared it to the frequency of the same problems for respondents working with an onsite team. Working remotely caused 243 percent more relationship problems than if colleagues were working together at the same location.

The results revealed that problems with remote colleagues were more difficult to resolve, tending to drag on for weeks, rather than being resolved within days, as was the case when all team members were in the same location.

“Long Distance Relationship Troubles”, [www.hreonline.com](http://www.hreonline.com), July 14, 2009

## Talent Management

According to a recent HRE Online survey, talent management is an important responsibility of HR leaders. Most respondents (86 percent) reported that they evaluate staff for performance and potential and communicate to them what is expected based on the com-

pany’s competency model. However, thirty two percent of respondents reported being unsure if they, as HR leaders, set retention goals for high performers and one quarter reported that they do not set goals for improving annual employee satisfaction ratings.

“Talent Champions?”, [www.hreonline.com](http://www.hreonline.com), November 19, 2009



## Women Supervisors Targeted

Women supervisors are more likely to be targeted by sexual harassers than women who are individual contributors, according to a study by sociologists at the University of Minnesota. Presenting their research at the American Sociological Association’s 2009 meeting, the researchers noted that women supervisors were 137 percent more likely to be sexu-

ally harassed than women who did not hold managerial roles. The study also found that feminine men are frequently the targets of sexual harassment, racial minorities are more likely to be harassed than Caucasians, and sexual harassment is greater in industries with a high proportion of male workers.

“Study: Women Supervisors Are More Likely to Be Harassed”, [www.hreonline.com](http://www.hreonline.com), October 25, 2009

## Smaller Increase in Health Benefit Costs

The average per-employee cost of health benefits rose 5.5 percent in 2009, the smallest annual increase in the past ten years, according to an analysis by Mercer based on responses from 2,914 employers in the public and private sectors. However, benefit cost growth still outpaced inflation.

Small and large companies used different strategies to keep costs down in 2009. Small companies tended to move employees into consumer-directed health plans and raised deductibles on PPOs while large employees focused more on using programs and policies to improve the health of their employees.

“Employers Hold the Line on Health Benefit Cost Increases”, [www.shrm.org](http://www.shrm.org), November 24, 2009 ■

## HRPI Fall 2009 Meeting | Continued from front page

golden triangle of policy, guidelines to explicate the policy, and training to foster dialogue around these issues.

Shwen Gwee, Lead, New Media Communications at Vertex Pharmaceuticals, shared his perspective on how social media is changing the landscape and how organizations can begin to think about engaging in this new world. He noted that it is no longer about pushing content to end-users. It is about engaging people in multi-way dialogue. Rather than organizations pushing specific content to people, people are now publishing their own content and getting what they need from each other, when they need it. This activity is creating a much higher level of social engagement and is disrupting traditional, hierarchical relationships. It is interactive, has norms of informality, and is about technology empowering people and facilitating interaction.

From his perspective, social media is not just about a technological change it is a cultural



**ABOVE:** Orrie Dinstein, the Chief Privacy Leader and Senior IP Counsel fo GE Capital talks about risks.

shift too. If organizations want to shape how people perceive them, then they will need to engage people through social media. If organizations continue to rely on traditional models of influence they will be missing out.

On Friday morning, meeting participants heard from Orrie Dinstein, the Chief Privacy Leader and Senior IP Counsel for GE Capital. He talked about some of the potential risks that social media technologies present

for companies and how they might want to think about managing those risks. While there are many ways that organizations can benefit from the use of social media, there are also several areas of concern, including issues around intellectual property, branding, securities regulations, privacy rights, as well as others. He also noted that the views expressed were his own and did not necessarily reflect the views or opinions of the General Electric Company or its leaders.

Later in the session, China Gorman shared her experiences using social media technologies in her role as Chief Global Member Engagement Officer for the Society of Human Resource Management to promote her organization and contribute to the HR discourse. When she began exploring HR blogs she found a group of thoughtful, competent HR professionals who were blogging about HR issues in meaningful and substantive ways.

*Continued on page 6*



## No Copayments for Primary Care at IBM

IBM Corporation plans to stop requiring \$20 co-payments by employees when they visit primary-care physicians. The change will apply to approximately 80 percent of the company's workforce who are enrolled in self-insured plans. The change does not apply to employees enrolled in HMOs.

The change is expected to save the company money by motivating staff to see primary care doctors faster so that potential problems can be diagnosed and treated at an early stage, thus saving on visits to specialists and emergency rooms. According to J. Randall MacDonald, Senior Vice President for Human Resources at IBM, the emphasis on primary care is part of the company's overall "wellness" strategy that aims to keep healthcare costs low by preventing illness. To this end, Mr. MacDonald noted that the company spent \$79 million on "wellness" programs between 2004 and 2007, which led to savings of \$191 million. Wellness programs include payments of up to \$300 per year to employees for taking exercise programs or enrolling their children in online weight-monitoring programs.

"IBM to Drop Co-Pay For Primary Care Visits", *The Wall Street Journal*, October 29, 2009

## Diversity Honors for Novartis

For the fourth successive year, Diversity Inc. has recognized Novartis as one of the top 50 companies for diversity in the United States.

"Diversity Inc. Recognizes Novartis" *Company Announcement*, November 2009



## UNUM Recognized for Lifestyle Innovations

UNUM received the 2009 "Best Employers for Health Lifestyles" Gold Award from the National Business Group on Health. The company aims to be the main source of information and resources to support the efficient and effective use of healthcare by employees. To help meet this goal, the company offers Health Resource Centers, that provide health coaching and wellness services, at four campuses. It also provides employees with a health assessment tool and a personal health record, which produce

a personalized and confidential health report that can be shared with doctors.

In addition, employees are educated about the company's benefit programs and the importance of good nutrition and physical activity; company cafeterias offer healthy food choices; on-site fitness facilities are offered at four company sites and a 24-hour health information hotline is available, as is an employee assistance program with information on a variety of health-related issues.

"UNUM Named One of the Best Employers for Health Lifestyles; Among 63 Companies Recognized Nationally for A Healthy Workplace", *UNUM News Release*, June 24, 2009



## Human Resource Executive Magazine Recognition for Michael Ferdinandi

CVS Caremark representative Michael Ferdinandi was named to the *Human Resource Executive Magazine* honor roll in October 2009. During his ten-year tenure at the company, Mr. Ferdinandi instituted the Emerging Leaders Program, a management training program that ensures a consistent company ethos at all levels, from pharmacy services to customer service. He also outsourced transactional services previously provided by HR and refocused the function on managing talent, employee engagement, and recruitment.

In November 2009, Mr. Ferdinandi announced his intention to retire from CVS Caremark in the first quarter of 2010.

"Honoring the Winners", *www.hreonline.com*, October 25, 2009

## New Five Year Plan for SHRM

In September 2009, the Society for Human Resource Management unveiled a new five-year plan, focusing on three areas of development: attracting and engaging senior HR executives; developing more research; and increasing membership in emerging markets.

Senior HR executives are an area of interest for the organization because they drive the policy agenda for companies and define the standard for the profession. The organization wants to shift the focus of its research to look at how HR departments should respond to the economic crisis and how to do business in an

increasingly global business environment. In addition, the organization plans to expand its advisory and advocacy roles. Its focus on emerging markets specifically targets India and China because these countries are emerging global leaders and many SHRM members operate in these regions. Finally, the strategic plan aims to ensure that the organization continues to be financially sustainable and ready to support members.

"SHRM Rolls Out Five-Year Plan", *www.hreonline.com*, October 25, 2009



## Honors for ThermoFisher Compensation Director

Demetris Papadopoulos, HR director of European compensation and benefits at ThermoFisher Scientific was named a 2009 HR Rising Star by Human Resource Executive Magazine. Interviewed in the magazine, Mr. Papadopoulos credits Steve Sheehan, Senior Vice President of Human Resources at the company and an HRPI Steering Committee member, with playing a significant role in the development of his HR knowledge and experience.

"Demetris Papadopoulos: The Power of Mentoring", *www.hreonline.com*, July 8, 2009

## BusinessWeek Recognition for IBM and Raytheon

HRPI member companies, IBM Corporation and Raytheon, were featured on the BusinessWeek list of the best places to launch a career.

"The Top 50", *BusinessWeek*, September 14, 2009

## J. Randall MacDonald Named to Delphi Board

In November 2009, J. Randall MacDonald, Senior Vice President for Human Resources at IBM was named to the board of directors of Delphi Automotive LLP.

"Delphi Names Directors; No Board Seat for CEO", *The Wall Street Journal*, November 4, 2009

## The MITRE Corporation Recognized as a "Great Place to Work"

*Washingtonian* magazine has named The MITRE Corporation a "Great Place to Work". The Magazine's biannual survey ranks DC area

*Continued on page 7*

**Jae Lynn Rangel** is Senior Vice President of Human Resources at Alliance Data Systems, Inc. She assumed her current responsibilities in September 2009.

Prior to joining the company, Ms. Rangel was Vice President of Human Resources for Travelocity, where she held several HR leadership positions including Vice President of Global Compensation and Rewards. Her early career experiences in human resources included HR consulting, and management of a national compensation survey practice for Thobe Group, Inc., an HR consulting firm specializing in telecommunications.

A graduate of the University of Georgia, Ms. Rangel holds an MBA in financial services and a master of management in human resources from the University of Dallas. She is a Certified Compensation Professional and a Senior Professional in Human Resources.

**Alliance Data Systems, Inc.** produces data-driven and transaction-based marketing and customer loyalty solutions.

**Michael P. Dunford** is Senior Vice President of Human Resources at Covidien. He is responsible for Covidien's global human resources strategies, practices and programs. Mr. Dunford joined Tyco Healthcare in 1999, holding a variety of HR leadership positions.



Mr. Dunford is a retired Marine Corps Reserve Officer, a certified compensation professional, and holds a bachelor's degree from Boston College and a master's degree in HR Management from Lesley University.

**Covidien** is a large global healthcare company and a leading manufacturer of medical devices and supplies, diagnostic imaging agents, and pharmaceuticals.

**Lynley A. Kees** is Vice President of Human Resources, Global Headquarters, at Hilton Worldwide. She joined the company in June 2009.

Prior to joining Hilton Worldwide Ms. Kees was a principal partner with an executive search firm based in Bethesda, MD. Prior to her executive search experience, she was Vice President of Human Resources for EYA, a real estate development and homebuilding company.

Ms. Kees has also worked extensively in the hospitality industry within both corporate and property environments. At Marriott and an affiliate company, she gained extensive experience in recruitment and retention and de-

*Continued on page 7*



## Boston University News

### HRPI Researchers Featured in *The Wall Street Journal*

Former HRPI research assistant Dawn Chandler, now an associate professor of management at California Polytechnic State University, San Luis Obispo, coauthored an article with HRPI faculty members Kathy Kram and Tim Hall that appeared in *The Wall Street Journal*. Building on an earlier article, written by Professor Kram and Professor Monica Higgins, that proposed a team of mentors drawn from all areas of one's professional and personal life, the article outlines the traits of "relationally savvy" individuals.

Among the traits identified were the ability to initiate and maintain contact with people who can support their development; recognizing and seeking out potential mentors; working to get a mentoring relationship started; shar-

ing information willingly; being personable and having a positive attitude.

"How to Be a Smart Protégé" *The Wall Street Journal*, August 17, 2009

### India's Human Resource Minister Meets with BU President

In October 2009, India's minister of human resource development visited Boston University and met with President Robert A. Brown and other senior administrators to discuss the possibility of Boston University building at least one campus in India. This was the first time an Indian minister of state visited the United States to discuss partnerships in higher education.

"BU Enters Talks for a Campus in India", *BU Today*, October 29, 2009

### Rankings Rise for BU MBA Program

*BusinessWeek's* 2009 ranking of part-time MBA programs placed the Boston University School of Management program #22 in the country and #1 in Boston. The magazine considers three measures in determining the rankings: student satisfaction, academic quality, and post MBA experiences. In its ranking of top Executive MBA programs, the maga-

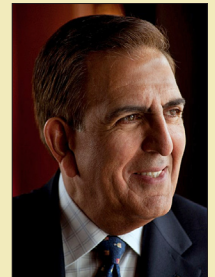
zine ranked Boston University's program #1 in New England, 18th in the U.S. and 23rd internationally. *The Economist* magazine ranked Boston University's MBA program 21st in the United States and 40th internationally

*Boston University School of Management Press Releases*, October-December, 2009

### School of Management Dean to Retire

Louis E. Lataif, Allen Questrom Professor and Dean of Boston University's School of Management, has announced his intention to retire in June 2010. During his 19-year tenure, the longest at the school over the past seven decades, he oversaw the funding, design, and construction of the Rafik B. Hariri building and led the transformation of the School's curriculum, which now includes an emphasis on cross-functional and team learning, as well as an MS.MBA program.

"Louis E. Lataif, Dean of the School of Management, to Retire this Year", *Boston University Press Release*, September 22, 2009 ■





## Inter-company Exchange in Germany

In Germany's Ruhr region, the area's employer organization (Arbeitgeber Ruhr) and the metal workers union (IG Metal) have signed an agreement that allows employers to exchange staff. The agreement covers 350 companies that employ 70,000 people in the area. Participation is voluntary for employees and workers will not be forced to work for another company. The approval of Work Councils at the respective companies is also required.

The German Association of Temporary Employment Agencies is skeptical that the exchange system will work because the agreement overestimates the geographical flexibility of most workers and the agreement does not address travel expenses.

"Western European Daily News", [www.staffingindustry.com](http://www.staffingindustry.com), December 18, 2009

## Working Time in Europe

Significant differences with respect to working time continue to exist between the former EU15 Member States and the majority of the new EU Member States (NMS12) according to a September 2009 *Eurofound* report, which looked at working time agreements set by collective bargaining. The longest working weeks are found in Romania, the Czech Republic, and Latvia. The shortest are in France, Belgium, and Ireland. The report also found a significant variation in the number of paid vacation days for European workers. Although the average was 25.2 vacation days, workers in Sweden had 33 vacation days while those in Estonia had only twenty.

"Stark Differences in Working Time", *Eurofound News*, September 2009

## Balancing Work and Life More Challenging for Expatriates

According to the 2007 Expatriate Work/Life Balance Survey by ORC Worldwide, 65 percent of expatriates find balancing the demands of home and work life challenging. The survey found that expatriates, on average, work 13 hours more than their home country counter-

parts and frequently have to deal with late-night phone calls, text messages, and emails as well as travel demands and language and cultural differences. In addition, expatriates sometimes find themselves unable to participate in activities that were relaxing in their home environment and are without a support network of friends and extended family. Only 21 percent of respondents reported that their organization had either a formal or informal policy for addressing expatriate work/life balance.

"Finding Balance Abroad", [www.hreonline.com](http://www.hreonline.com), October 25, 2009

## Flexible Work Arrangements on the Rise in the United Kingdom

Flexible work arrangements are on the rise in the United Kingdom, according to research by the Eclipse Group, published in their journal, *IRS Employment Review*. A survey of 111 employers showed that various types of flexible arrangements were significantly more available in 2009 than they were five years ago.

According to the 2009 survey, the option to work at home is being offered by 65 percent of employers surveyed, compared with 36 percent in 2004. Job-sharing opportunities have increased from being offered by 48 percent of respondents in 2004 to now being offered by 61 percent. Part-time hours remain the most common flexible arrangement, available at 96 percent of organizations surveyed.

"Flexible Working Options Are on the Increase", [www.personneltoday.com](http://www.personneltoday.com), July 8, 2009

## International Assignments Can Delay Advancement

A new study of 1,001 CEOs in the U.S. and Europe revealed that taking too many international assignments can delay advancement. CEOs are typically appointed to their position 25 years after beginning their careers, but those who took international assignments were appointed, on average, two years later than their peers who did not work abroad.

The study, conducted by researchers at IE School of Business in Spain, was presented at the Academy of Management meeting in August 2009. The most significant problem they found with international assignments is that they frequently represent a move to the periphery of the organization—placing an expatriate far away from the resources and

information available at corporate headquarters. Another issue that impacted career advancement was that relocations were undertaken too late in careers and involved having to move to another company following an international assignment. Based on their research, study authors advise taking an international assignment early in one's career and not switching companies upon return.

The data in this study contradicts what companies have traditionally said about expatriate assignments, indicating a disconnect between the rhetoric around international assignments and the reality.

"Delaying Advancement", [www.hreonline.com](http://www.hreonline.com), October 25, 2009 ■

---

## HRPI Fall 2009 Meeting

Continued from page 6

Eventually, she got to know some of the bloggers and invited them to participate in the national SHRM conference. A few have become her social media coaches.

She noted that her web presence has changed perceptions of the organization. SHRM developed its own social networking site for members because it was concerned that much of the conversation around HR issues was no longer happening within the bounds of the organization. By creating the opportunity for the dialogue to occur within SHRM, it offers the organization the opportunity to engage and have more influence on the conversation.

Meeting participants also had the opportunity to talk with three Boston University School of Management undergraduate students about social media. Their presentations generated a lively discussion in which the students shared what it means to be a Facebook friend, how they decide what content to include on their Facebook page and other sites, how they think about privacy, and the processes they use to learn about organizations as they search for jobs.

Following dinner on Thursday evening, members and guests heard from Dr. Andrew Bacevich, Professor of International Relations and History at Boston University, about the current situation in Afghanistan, General McChrystal's request for more U.S. troops, and the implications of President Obama's response. ■

## New Members | Continued from page 5

veloped and implemented human resources programs for all company employees across multiple brands. She also coordinated human resource efforts in the acquisition and divestiture of multiple properties, facilitated corporate strategic planning, and directed payroll functions.

A graduate of Lehigh University, Ms. Kees received a master's degree from the University of South Carolina.

**Hilton Worldwide** is a leading global hospitality company, spanning the lodging sector from luxurious full-service hotels and resorts to extended-stay suites and mid-priced hotels. The company includes more than 3,300 hotels in 77 countries and manages the Hilton HHonors® reward program.

**Lisa Bender** is Vice President and Chief Human Resources Officer for The MITRE Corporation. In this role, Dr. Bender is responsible for strategic planning and direction of human resources for more than 6,700 MITRE employees at 66 sites worldwide.



While at MITRE, Dr. Bender has guided new practices in executive compensation, organization research, performance management, branding, the design of the human resources function, and a mindset change regarding how "time" is viewed, including new flexible work arrangements. Prior to joining MITRE, Dr. Bender held various human resources and organization development positions, including a job sharing position as the manager of corporate organization development at Digital Equipment Corporation.

A graduate of City College of New York, Dr. Bender earned a doctorate in social and organizational psychology from the State University of New York at Buffalo and completed post-doctorate studies in clinical psychology.

**The MITRE Corporation** is a not-for-profit organization that provides systems engineering, research and development, and information technology support to the government. It operates federally funded research and develop-

ment centers for the Department of Defense, the Federal Aviation Administration, the Internal Revenue Service and Department of Veterans Affairs, and the Department of Homeland Security.

**Marc B. Reuss** is Global Head, Human Resources, for Novartis Vaccines and Diagnostics. He joined Novartis from Boston Scientific where he was Vice President, Human Resources, International and led a 90-person HR organization that supported 4,000 employees in Europe, Japan, Asia-Pacific, and Latin America.

Before joining Boston Scientific, Mr. Reuss was a human resources manager at Millipore, and also worked at Northrop Corporation and BankBoston.

A graduate of Potsdam College, Mr. Reuss also holds a master's degree in human resources management from Emmanuel College.

**The Novartis Vaccines and Diagnostics Division** is a leader in providing products to fight more than 20 vaccine-preventable viral and bacterial diseases.

**Rebecca Fine** is Senior Vice President and Chief People Officer at Panera Bread. Ms. Fine joined Panera Bread in August 2004. Prior to joining Panera, Ms. Fine was Chief People Officer for Seed Restaurant Group, operator of Fazoli's Italian Restaurants and had also held various positions for both Shoney's Inc. and Hardee's Food Systems, Inc.



Ms. Fine a member of the Society for Human Resource Management (SHRM), the Women's Foodservice Forum and the American Society for Training & Development (ASTD). She attended the University of Missouri.

**Panera Bread** owns and franchises 1,362 bakery-cafes as of September 29, 2009, under the Panera Bread, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 40 states and in Canada. Among these locations, 575 are Company-owned and 787 are Franchise-operated. The company's retail products include fresh baked goods, soups, salads, custom roasted coffees, and other complementary products. ■

## Member News | Continued from page 4

companies on measures such as pay, benefits, flexibility, and development opportunities. The MITRE Corporation was specifically cited for work-life balance, growth and learning opportunities, and efforts to respect and recognize employees. The company was also named one of the "Top Places to Work in Massachusetts" by The Boston Globe and has been selected by *Computerworld* as a "Best Place to Work in IT" for the fifth successive year.

"MITRE Named A Great Place to Work by Washingtonian Magazine", *Company News Release*, October 23, 2009, "MITRE Named to Boston Globe's List of Top Places to Work", *Company Press Release*, November 9, 2009

"Computerworld Names MITRE a "Best Place to Work in IT" for the Fifth Year in a Row", *Company News Release*, June 25, 2009

## Optimas Award for Bright Horizons Family Solutions

In 2005, Bright Horizons Family Solutions needed to address an impending teacher shortage and keep pace with more stringent accreditation standards in the day care industry. With the company's growth projected at five percent annually, the company opted to boost training and education opportunities for current employees, most of whom were woman with high school diplomas, rather than look outside the company for more qualified teachers.

The company established an online child development associate program that gives staff the training to pass the certification test and become certified child development associates. In addition to online training modules, the program includes group conference calls with other students and teachers, writing assignments and blog contributions. Eighty-six percent of those enrolled in the program have become certified and complete the program within 18 months. Those who complete the program and pass the certification test also receive a ten percent raise and many are promoted to supervisory positions. The company won the 2009 Optimas Award for innovation from *Workforce Management* magazine for the program.

"2009 Winner for Innovation" *Workforce Management*, December 14, 2009 ■

## HRPI Steering Committee

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

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

Professor Tim Hall  
Morton H. and Charlotte Friedman Professor in  
Management  
BOSTON UNIVERSITY

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

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

Mr. Stephen Sheehan  
Senior Vice President, Human Resources  
THERMO FISHER SCIENTIFIC

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

Ms. Kristen Robinson  
Vice President, Human Resources  
VERIGY

## 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

Hilton Worldwide

IBM Corporation

Iron Mountain

JohnsonDiversey, Inc.

Kaiser Foundation Health Plan

McKesson Corporation

Millipore

Mitre

National Basketball Association

Novartis

Panera Bread

Perkin Elmer, Inc.

Procter & Gamble

Purdue Pharma L.P.

Raytheon Company

Sealed Air Corporation

Tandus

Textron, Inc.

The Bank of New York Mellon

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 Dates: Spring 2010 Meeting**  
**May 13 & 14, in New York City.**  
**Hosted by Colgate-Palmolive Company.**

**Fall 2010 Meeting**  
**October 21 & 22**