



HRPI

newsletter

Human Resources Policy Institute

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LEFT: Mr. Marijn Dekkers, CEO of Thermo Fisher Scientific. **RIGHT:** Dr. Kathleen Foley Feldsteing, President of Economic Studies, Inc..

Fall 2008 Meeting

HRPI members and guests met at the Boston University School of Management on September 18-19, 2008, on the topic of "HR's Role in Facilitating Growth and Minimizing Risk." The meeting began with the membership roundtable discussion, covering topics such as internet technology, Employee Free Choice legislation, opportunities for retirees, and the credit crisis. This session was followed by a presentation from Mr. Marijn Dekkers, CEO of ThermoFisher Scientific. Mr. Dekkers spoke with HRPI members about his company's journey over the past decade. This journey included the complete reorganization of Thermo Electron from 23 separate, public companies into a single operating company, and a merger with Fisher Scientific to become Thermo Fisher Scientific. Mr. Dekkers shared with HRPI members how they managed the journey, the challenges and opportunities they encountered along the way, and the critical role of HR in the transformation process.



ABOVE: Panel discussion members Mr. Dick Antoine, Mr. John Butler, and HRPI Fellow Anne Szostak

That evening, members enjoyed a unique opportunity to attend an event honoring the 100th anniversary of the birth of Bette Davis. Hosted by the Bette Davis Foundation, together with the Howard Gotlieb Archival Research Center at Boston University, this event honored film legends Susan Sarandon and Lauren Bacall with achievement awards. Film critic Rex Reed shared his memories and impressions of Davis, Sarandon and Bacall and film clips from the work of all three actresses were shown. The event gave members not only an opportunity to learn about the impact of these three strong women but also to reflect on how the world has changed over the last century. Members also were able to see a different part of the Boston University campus.

On Friday morning, Dr. Kathleen Foley Feldstein, President of Economic Studies, Inc., shared with HRPI members her thoughts on how corporate governance has evolved over the past 30 years. She based her

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Balancing Employee Rights and Safety

Following a June 2008 Supreme Court ruling supporting the right to keep handguns at home, employers across the country are trying to determine how and when to allow weapons on company property. At the same time, employers need to balance the rights of employees with laws requiring them to provide a safe workplace. In Florida, one of nine states to pass legislation allowing people to bring guns to work, some major employers have claimed exemptions to the law. Walt Disney World Co. intends to continue with its “no guns” policy, claiming an exemption for employers who import or deal in explosive materials—the company uses fireworks nightly at its Florida theme parks. Three other companies in Florida—Universal Studios, the Jacksonville electric authority and a plant owned by Georgia-Pacific LLC—have also claimed to be gun-free due to a variety of exemptions.

“Florida firms fight to keep gun-free workplace”, *The Wall Street Journal*, August 18, 2008

Alternatives to Working From Home

Though the numbers of telecommuters continues to rise, some who have left the office behind discover that home is not always conducive to work. Catering to the need for an alternative workspace between the office, and home, co-working locations have sprung up around the country. According to www.co-working.pbwiki.com, there is at least one co-working location in more than 30 states.

These spaces, a cross between home, an office and an Internet café, have their unique personalities. Some provide a casual, drop-in space in a communal area, while others, in the concierge suite of hotels, have a more formal feel. At “Cubes and Crayons” in Menlo Park, California, most clients are women and drop-off childcare is provided.

“Working alone in a group”, *The New York Times*, June 26, 2008



Competition Leads to Drop in Insurance Claims

At Wesley Willows, a retirement community in Rockford, Illinois, the 290-person staff has lost 750 pounds a year and the company’s health insurance claims have dropped significantly. Both developments are due to a contest-style program designed to motivate employees to get healthy by pitting groups of employees against one another. Assisted by Tangerine Wellness, a firm that designs incentive-based wellness programs, the company spends \$20,000-\$30,000 annually on a program where employees earn \$3 for every one percent of body fat lost. Furthermore, at the end of each quarter, members of the winning team each receive \$50. Health insurance claims have dropped significantly since the program began and premiums increased by only 3 percent in 2008—the lowest increase in a decade. Employee turnover has also dropped, a development that the company attributes to a more collegial work environment.

“Companies win as workers lose pounds”, *The Wall Street Journal*, July 10, 2008

AMEX Offers Leadership Academy

American Express has launched a new program aimed at addressing the lack of well-trained managers in the nonprofit world. Twenty-four employees of nonprofits made up the first class of the company’s “Nonprofit Leadership Academy”. Other companies are also offering assistance to the nonprofit world. IBM Corporation has announced a partner-

ship with Bridgespan Group, a consultancy for nonprofits, to help employees facing retirement transition into nonprofit work. Bank of America also has a training program for nonprofit executives and the Gap Foundation plans to start one in the near future.

“Narrowing the nonprofit talent gap” *Business Week*, August 11, 2008

New Law Changes Disability Evaluation for ADA Purposes

On September 25, President Bush signed the new Americans with Disabilities Act Amendments Act of 2008 (ADAAA). The new law changes the way courts will evaluate whether a person is disabled for ADA purposes. In particular it broadens the definition of “disability”. Beginning in January 2009, coverage will apply to the “maximum extent” permitted under ADA and ADAAA.

Under the new law, the focus is to be on whether entities have “complied with their obligations” under ADA. Whether an individual has a disability or not should not be the subject of extensive analysis or investigation. In addition, the new law rejects consideration of “mitigating measures” such as medication, prosthetics, and hearing aids in assessing whether an individual is limited in a major life activity, though eyeglasses and contact lenses may be considered.

Finally, ADAAA expands prohibition based on an employer’s perception of a mental or physical impairment, even if that impairment is not a perceived or actual disability under ADA.

“President Bush signs significant expansion of Americans with Disabilities Act”, *Seyfarth Shaw Management Alert*, September 2008

Promoting Lifelong Learning

IBM Corporation recently launched its new learning initiative as part of its Global Citizen’s Portfolio—a collection of investments and programs to help employees enhance skills to become global leaders, professionals and citizens. Employees who have been with IBM for more than five years get a 50 percent match of up to \$1,000 contributed to use as they wish

for learning—even cooking or language lessons are covered.

Other companies offering similar plans or “lifelong learning accounts (LiLAs) include BJC Healthcare and CVS Caremark. BJC Healthcare offers a match of up to \$500 annually per employee in its LiLA program and 1,200 of the company’s 26,000 employees participate, compared with 50 when the program began in 2005. CVS Caremark recently launched a pilot program for 50 entry-level employees in Massachusetts. Employees who save up to \$500 to finance their education get another \$500 from both CVS and the state. Under this partnership, The Jewish Vocational Service—a non-profit organization—will educate workers about personal finances and help them pursue college.

“Smart accounts”, www.hreonline.com, June 6, 2008

Network Offers Discounted Rates

A new service, launched in early 2008 by Healthplace America, offers employers access to a network of hospitals that will offer discounted rates for procedures such as hip and knee replacements, heart bypass surgery and spine surgery. The network estimates that it can offer employers savings of 30-50 percent because the providers are paid upfront in cash based on fixed per-case rates. Employees can compare the company’s doctors and hospitals with local providers by logging onto a password-protected site. Workers who choose an in-network provider are assigned a care manager who gathers medical records, schedules appointments, makes travel arrangements and organizes post-procedure follow up. The network currently consists of 15 hospitals in San Diego, Austin, and Chicago. Expansion plans include adding hospitals on the East coast.

“Traveling for care—in the U.S.” *The New York Times*, September 10, 2008

San Francisco Healthcare Program Upheld in Federal Court

On September 30, a federal appeals panel upheld San Francisco’s citywide healthcare program that requires for-profit employers with

20 employees or more and non-profits with more than 50 employees to offer health insurance, set aside funds in a health reimbursement account or pay a fee to the city’s Healthy San Francisco program. The panel was ruling on an appeal brought by a restaurant association and found that the fees charged do not violate federal laws regulating employee benefit programs.

“Federal court upholds San Francisco healthcare program”, *Labor and Employment Relations Association Listserv*, October 1, 2008



Expanding Role for Workplace Coaches

Expanding what was once an executive-level, career-focused perk, workplace coaches have expanded their services to encompass a range of issues in employees’ lives from work-life balance advice to maternity leave coaching to counseling on wellness issues. MITRE Corporation has an on-site counselor twice weekly at its two major US locations, while accounting firm RSM McGladrey’s employees have unlimited access to a coach by telephone.

“Workplace trainers apply a tailored, personal approach in helping employees face health, lifestyle issues”, *The Boston Globe*, August 10, 2008

Work Whenever, Wherever, at Best Buy

As the cost of driving to work remains high, Best Buy is expanding its “Results-Only Work Environment” (ROWE) program, a flexible work option currently being used by about

3,000 employees at the company’s headquarters. The program, based on 13 guideposts, allows employees to do their jobs whenever and wherever they want to work—only the employees’ results matter. Each employee has goals developed with their manager that are intended to be the basis for deciding if the employee is delivering the necessary results. About 80 percent of employees at the company’s headquarters participate in the program.

In addition to saving on commuting costs, the program has given the company a competitive edge in attracting and retaining employees, particularly job-hopping Gen Y employees and baby boomers scaling back on time and costs. In a survey conducted by the University of Minnesota, employees who have adopted the ROWE reported fewer work-family conflicts, greater job satisfaction, and fewer distractions. They also got more sleep and felt more energized while working but work about the same number of hours as non-ROWE employees.

“Work as a whenever, wherever proposition”, *Investors Business Daily*, September 8, 2008

High Tech Alternatives to Travel

As economic considerations continue to impact business travel, companies are looking to technology to replace face-to-face meetings. At Accenture, 13 videoconferencing rooms in offices worldwide utilize telepresence technology that provides a very lifelike experience for meetings that would previously have required travel. In May 2008, the company reported that its consultants used virtual meetings to avoid 240 international trips and 120 domestic trips.

Cisco Systems, a supplier of telepresence technology, calculates that it is avoiding \$100 million in annual travel costs and reducing its greenhouse gas emissions from air travel by 10 percent through this use of this technology, while HP, another supplier of the technology, reports that air travel at offices with telepresence rooms is down 25 percent.

“As travel costs rise, more meetings go virtual” www.nytimes.com, July 25, 2008

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HR Honors for Randy MacDonald



J. Randall (Randy) MacDonald, Senior Vice President, Human Resources, at **IBM Corporation** was named 2008 HR Executive of the Year by Human Resource Executive magazine.

Institute Director Speaks on Election's Impact

HRPI director, Fred K. Foulkes, was interviewed by Human Resource Executive magazine for an article on the impact of the presidential election on HR executives. He discussed the expected legislation that could impact a variety of HR issues, including union organizing, ergonomics and the Employee Free Choice Act (EFCA). Referring specifically to EFCA,

Professor Foulkes noted that today's HR leaders have had little experience in dealing with unions and predicted that companies will have a difficult time responding to dozens of organizing drives throughout the country.

"Human Resource Executive magazine asks Fred Foulkes about presidential race's impact on HR and the future of the Employee Free Choice Act", www.bu.edu, September 1, 2008

Diversity Honors for Bright Horizons Family Solutions

Bright Horizons Family Solutions was named to Diversity INC's top 50 named Fortune 100 companies for the 9th time.

Steven Jarrett Elected to SHRM Board of Directors

Steven A. Jarrett, Senior Vice President, Human Resources for FINRA, the Financial Industry Regulatory Authority, was elected to the

Board of Directors of the Society for Human Resource Management.

New SHRM President and CEO

Laurence (Lon) O'Neil has been selected as President and Chief Executive Officer of the Society for Human Resource Management (SHRM). He assumed his new responsibilities on October 1. Prior to joining SHRM, Mr. O'Neil held leadership roles at Kaiser Permanente, Heidrick & Struggles, and Bank of America.

HRPI Member Companies Among Best Places to Launch A Career



HRPI member companies **IBM Corporation** and **Raytheon** are featured on the Business Week list of the top 50

places to launch a career.

"The best places to launch a career", *Business Week*, September 15, 2008

Around the Globe



EU Pays to Retrain Auto Workers

The European Union will provide 10.5 million Euros to help

retrain Spanish workers who lost their jobs when car parts company Delphi Corporation moved to Morocco, where employment costs are lower. The money will come from a special fund established to help victims of globalization and will be used to pay for programs to

get the workers back in the labor market as quickly as possible.

"EU to give 10.5 million Euro to retrain Spanish car workers hurt by globalization", *Associated Press Worldstream*, July 24, 2008

Training First for UK Employers

UK employers have been warned that they will not be allowed bring in workers from outside the European Union unless they demonstrate efforts to train UK workers. According to David Metcalfe, the chair of the Migration Advisory Committee, training programs will be reviewed when assessing whether there is sufficient demand for a skill to merit bringing in migrant workers. If there is not sufficient evidence of training taking place, the case for bringing in workers from abroad will be significantly weaker.

"Organizations must train UK staff before bringing in migrant workers", www.personneltoday.com, October 29, 2008

Recommended Reading

Retire Retirement: Career Strategies for the Boomer Generation, by Tamara Erickson, (Harvard Business Press, 2008)

Education and Training in Europe, by Giorgio Brunello, Pietro Garibaldi, and Etienne Wasmer (eds.) (Oxford University Press, 2007)

Redefining Retirement: How Will Boomers Fare? by Brigette C. Madrian, Olivia S. Mitchell, and Beth J. Soldo (eds.), (Oxford University Press, 2008)

What Workers Say: Employee Voice in the Anglo-American Workplace, by Richard B. Freeman, Peter Boxall, and Peter Haynes, (eds.) (ILR Press/Cornell University Press 2007)

Hot, Flat, and Crowded: Why We Need a Green Revolution—and How It Can Renew America, by Thomas L. Friedman, (Farrar, Straus and Giroux, 2008)

Executive MBA Rankings Rise

Boston University's Executive MBA was ranked number one in New England for the 8th consecutive year by the Financial Times 2008 Executive MBA survey. Overall, the School of Management was ranked 23rd in the U.S., 11 places higher than its 2007 ranking.

"Executive MBA Ranked #1 in New England for 8th Consecutive Year by Financial Times", www.bu.edu

Donor Recognizes School of Management Faculty

University Trustee Richard Shipley recently announced that the Shipley Foundation would donate almost \$3 million to Boston University's School of Management. \$2.5 million will establish a permanently endowed professorship and \$300,000 will support the Shipley Fund for Excellence, an endowment for use at the discretion of the dean.

Mr. Shipley graduated from the School of Management in 1968 and received his graduate degree from the School in 1972.

"Trustee Shipley Gives \$2.8 million to SMG", www.bu.edu



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reflections on her experiences as a director on 10 company boards and five non-profit boards, primarily serving on audit committees.

During a panel discussion, members heard from HRPI Fellow Anne Szostak, President and CEO of Szostak Partners, who shared her experiences with mergers and acquisitions during her 31-year career with FleetBank. Mr. Dick Antoine, former Global Human Resources Officer at Procter & Gamble,

Lisa Kelly-Croswell is Senior Vice President, Human Resources at Vertex, a global biotechnology company focused on the discovery and development of breakthrough small molecule drugs for serious diseases.

Ms. Kelly-Croswell has more than 17 years of experience in a wide range of global and domestic human resources leadership roles. Prior to joining Vertex in 2006 she was Vice President of Human Resources at Nitromed, Inc. a biopharmaceutical firm in Lexington, Massachusetts. She also served as Senior Vice President of Healthcare and Service Operations at CIGNA, where she led the human resources function supporting a 20,000-employee, \$15B business unit and worked in various HR roles at Monsanto Company and Frito-Lay, Inc.

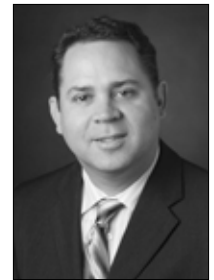
While at Monsanto Ms. Kelly-Croswell was based for a time in Singapore, where she led HR for Southeast Asia with responsibility for integrated businesses in Thailand, Vietnam, Malaysia, the Philippines and Indonesia. She also led HR strategy for manufacturing across Asia Pacific.

Ms. Kelly-Croswell holds a B.S. in finance and an M.A. in labor and industrial relations from the University of Illinois at Urbana-Champaign.



Rich Greenwood is Senior Human Resources manager at CSX Transportation. In this role he is responsible for overseeing HR activities for over 35,000 employees, including operations, finance, technology, public affairs and legal. Prior to joining CSX, Mr. Greenwood was a Six Sigma Black Belt at The Home Depot.

A graduate of Virginia Commonwealth University, Mr. Greenwood earned an MBA from the University of Georgia.



Kathi S. Child recently rejoined the Institute as Wal Mart as Senior Vice President, Human Resources. She was previously Senior Vice President, Human Resources for Family Dollar Stores, Inc. and also served Senior Vice President and Director of Human Resources at J.C. Penney, Inc.

Jed Norden is also rejoining the Institute as Senior Vice President, Human Resources, at ServiceMaster. Previously he was Executive Vice President of Human Resources for Retail Ventures Inc. and was the Corporate Senior Vice President of Human Resources for PayLess Shoe-Source, Inc. for 17 years.

Dick Antoine, who retired in 2007 from his position as Global Human Resources Officer at Procter & Gamble, continues his involvement with the Institute as a Fellow.

described what he thinks are the three key responsibilities for the HR function in managing change and growth: coaching the CEO, facilitating the talent management process, and upholding the organizational values. Mr. John Butler, Executive Vice President and Chief Human Resources Officer for Textron, spoke about his experiences restructuring the company's legacy costs to reduce risk and

embedding a talent management system into the business strategy process. Finally, Mr. Lawrence Costello, former Senior Vice President of Human Resources at Trane, Inc. (formerly American Standard Company), shared his thoughts on how his company was able to transform the human resource function and build businesses with world class leadership talent. ■

Internal Use of Social Networking Sites On the Rise

Though many companies are curbing their use externally, the internal use of social networking sites is on the rise. Some companies view them as a way to improve productivity and communication among employees. According to market research firm The Aberdeen Group, hundreds of firms worldwide—including Saturn and Smart Car—are using internal social networks. Employee-only sites within websites such as Facebook.com and LinkedIn allow large companies with offices around the world to communicate internally and solicit ideas from employees. They cut down on email and instant messages and allow people to choose when and what they read without being intrusive.

"Social networks go to work" *USA Today*, October 8, 2008

Popularity of Onsite Health Services Grows

According to a recent survey by Hewitt Associates, onsite employee health services are used frequently by employees and are the best method of achieving their intended results when compared with other programs aimed at improving employee health and productivity. The survey, of 248 large and mid-size companies, found that while only 19 percent of companies offered medical clinics on site and 11 percent offered on site pharmacies, a quarter of employees used these clinics when they were available and 50 percent used the pharmacies. Of the companies offering these services, 81 percent reported being satisfied with the results the clinics achieved and 95 percent with satisfied with the pharmacy service.

Other commonly offered health programs, including health/behavior modification programs and education and support programs had low participation rates and low levels of satisfaction. While 73 percent of companies surveyed offered a nurse line, only 7 percent of employees reported using the program and only 45 percent of users were happy with the service.

"Hewitt survey reveals which health programs most utilized by employees, most valued by employers", *Business Wire*, September 11, 2008

"High Performing" Companies Pay Less for Healthcare

A survey of 321 large U.S. employers revealed that high-performing companies will pay, on average, 14 percent less in annual healthcare premiums in 2009, compared to low performing companies. The difference means savings of \$15 million for a high-performing company with 10,000 employees. High performing companies were ranked on how well they say they are manage employee costs, purchase healthcare services and enhance employee engagement, according to professional services firm Towers Perrin, who conducted the survey.

"Containing healthcare costs", www.hreonline.com, October 29, 2008



Hot Cities for Relocation

More than two-thirds of recent college graduates would relocate for a job and 70 percent would move overseas for an employer, according to the 2008 Hot Cities survey. Among the cities mentioned as most desirable for relocation were New York, Washington, D.C., Chicago, San Francisco, Seattle, Atlanta, Boston, and Charlotte.

"Recruiters look beyond backyard to find generation Y", www.shrm.org

Participation in Retirement Plans Rises

According to a recent Employee Benefit Research Institute (EBRI) study, the percentage of employees participating in an employment-based retirement plan increased in 2007 for the first time since 1998. The percentage of all workers participating in an employment-based retirement plan increased from 39.7 percent in 2006 to 41.5 percent in 2007, while

the percentage of full-time, full-year wage and salary workers ages 21-64 increased from 52.7 percent in 2006 to 55.3 percent in 2007.

"New research from EBRI: workers' participation in retirement plans showed a significant increase in 2007, first since 1998", *PR Newswire*, October 9, 2008

Pay For Performance Doesn't Always Work

Two European studies suggest that linking pay to performance doesn't always work for women and minorities. Researchers from the UK and the Netherlands studied bonuses paid to 96 pairs of executive-level men and women in the UK with similar experience. They found that women were rewarded less for improved results. When poorly performing companies began doing well, men's bonuses rose an average of 263 percent compared with 4 percent for women. In the U.S., an MIT study of nearly 9,000 personnel files of non-managerial workers at a U.S. technology company found unequal merit pay given to employees with identical performance ratings, though the gap was small—minority workers were given raises 0.5% lower than those given to white males.

"Merit pay? Not exactly", *Business Week*, September 22, 2008

Understanding Benefits

Although nine out of 10 employers think that it is important for their employees to understand their benefits, most employees do not, in fact, understand their company's offerings. Colonial Life & Accident Insurance Company surveyed more than 650 HR managers and benefits administrators about the benefits they provide and how much employees understand. More than 90 percent of respondents thought it was important to their business for employees to understand their benefits but only 21 percent thought their employees had a good understanding of what is provided. Nearly 5 percent thought their employees knew nothing about their benefits.

"Survey finds benefits communication gap between employer and employees", *PR Newswire*, September 25, 2008

Use of Social Networking Sites Brings Privacy Concerns

As the popularity of social networking sites such as Facebook, MySpace and LinkedIn rise, companies are drafting guidelines to address their use in the workplace. Twenty-two percent of 200 firms surveyed by Challenger, Gray & Christmas have banned the use of such sites in the workplace and most employers surveyed expressed concern about confidential business information being posted on social networking sites.

"Businesses set social boundaries for networking sites", *Boston Business Journal*, July 25-31, 2008

Uninsured Immigrants on the Rise

While native-born Americans still dominate the uninsured population in this country, immigrants account for 55 percent of the increase in the uninsured population over a 12-year-period ending in 2006, according to a study by the Employee Benefit Research Institute (EBRI). The study reports that in 1994 immigrants accounted for 18.8 percent of the uninsured population while in 2006 they accounted for 26.6 percent. Native-born Americans dropped as a percentage of the uninsured from 81.2 percent in 1994 to 73.4 percent in 2006.

"New research from EBRI", August 6, 2008

Opting Out

A study conducted at the University of California at Berkeley found that women with MBAs are more likely to opt out of the workforce than women with M.D.s or law degrees. The study followed almost 1,000 women who got such Harvard degrees from 1988 to 1991 and found that 28 percent of MBA graduates were full-time mothers 15 years later compared with 21 percent of lawyers and 6 percent of M.D.s.

"The stay at home MBA", *Business Week*, September 8, 2008

Telecommuting Remains an Attractive Option

According to a recent "World at Work" survey, the number of companies offering the option of telecommuting has increased significantly over the past year from 30 percent of those



surveyed to 42 percent. The survey cites the combination of ever-rising gas prices, cutting-edge technology, and the desire for increased work-life flexibility as some of the reasons for the increase.

"World at Work survey finds telework on the rise in U.S. and Canada", *Business Wire*, August 28, 2008

Exploring Motivation for Going Green

A survey of 755 U.S. workers revealed that 22 percent of those surveyed believe that companies engage in environmental initiatives to get good publicity while a further 14 percent said companies are trying to be politically correct. Approximately 24 percent of respondents said companies "go green" to save money and 13 percent noted energy savings as the reason. Only 17 percent of those surveyed said companies are motivated by a desire to be "socially responsible".

"Uneasy being green", www.hreonline.com, October 28, 2008

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Opportunities for Immigrants

With public hostility to immigrants on the rise, some businesses are countering criticisms of immigrants by highlighting their contributions to society and offering them opportunities to improve their English language proficiency.

At Marriott International, thousands of foreign-born employees participate for free in the "Thirst for Knowledge" program that simulates conversations in day-to-day life as well as in the workplace. At Miller & Long, a construction firm in Washington, D.C., employees are offered 65 free classes in topics ranging from English to job safety and financial skills.

The company plans to expand its offerings to include seminars on gangs and substance abuse.

"Companies take lead in assimilation efforts", *The Washington Post*, August 9, 2008

Traveling for Surgery

Maine supermarket chain Hannaford Bros. Co., is encouraging employees to travel for some medical care and procedures. In January 2008, the company announced that it would offer employees the option of getting hip and knee replacements in Singapore, where a hip replacement costs about \$9,000 compared with approximately \$43,000 in the U.S. When this became known, the company was able to negotiate a reduced price for hip, knee and spine surgery with a hospital closer to home, in Boston.

The company is self-insured and pays the medical claims of its 9,000 covered employees out of its own funds. Employees typically pay some of the cost of surgery under its health plan. However, starting in 2009, if an employee chooses to go to the Boston hospital for these specific procedures, the company will pay the entire cost, saving the employee about \$3,000. A travel allowance for the patient and a companion will also be provided.

"Traveling for care—in the U.S." *The New York Times*, September 10, 2008

D.C. Requires Sick Leave

Following San Francisco's lead, the District of Columbia has become the second municipality to require employers to provide paid leave to employees. Effective November 13, 2008, the Accrued Sick and Safe Leave Act (ASSLA) requires all employers to provide paid sick leave to eligible employees working in the District of Columbia for absences related to physical or mental illness, preventive medical care or family care. Additionally, the Act requires employers to provide paid "safe" leave for absences related to domestic violence, sexual abuse or stalking. All D.C. employers are covered by the act, regardless of size though some may receive a "hardship" exemption.

"District of Columbia: Mandated paid leave to go into effect", www.shrm.org

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Verigy

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**Save The Date: Spring 2009 Meeting,
May 14-15 in Washington, DC**