



HRPI

newsletter

Human Resources Policy Institute

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Fall 2011 Meeting

The Human Resources Policy Institute held its Fall 2011 meeting at the Boston University School of Management. With the rapidly evolving field of human resource technology, the theme of the impact of new technologies on work and the delivery of HR systems was a timely one for members. Members were given a strategic perspective on new HR technologies from guest speakers, Naomi Bloom (Bloom & Wallace), Jack Mollen (Executive Vice President, EMC), and Chris Newell (Boston University), together with practical insights from Karen Kelly (Blue Cross Blue Shield) and Kristen Robinson (Yahoo!).

Discussions covered a wide variety of HR solutions and practices, including the implications of new technologies for HR, such as cloud computing, mobile technology, open source apps, social media, and social network analysis. In addition, the topic of total compensation packages, social media and communications, and CEO succession were discussed in the roundtable discussion.

The meeting began with a presentation by Naomi Bloom on the role of technology in human resource management. She presented a framework to help HR leaders draw a clear and measurable line of sight from the goals of their organizations to HR strategy. Ms. Bloom also engaged members in a discussion on technological advances in human resource systems. She shared how the emergence of mobile technology and SaaS (Software as a Service) is fundamentally changing how HR interfaces with its stakeholders.

In the question and answer session, members were interested in the implications of cloud computing, employee communications with social media, and the role of apps in HR. Ms. Bloom emphasized that there is nothing that organizations want to do where technology is a barrier. She noted that cost is a barrier, but the availability of technology is not. She emphasized the importance of KSAOCs (Knowledge, Skills, Ability, and Other Related Characteristics) for identifying HR talent, particularly those with technology and pattern recognition skills.

Jack Mollen's presentation focused on the implications of cloud computing for human resource systems, in particular, the role that HR can play in developing mobile human resource applications. In the first part of his presentation, Mr. Mollen shared about how shifts in technology have shaped the way people work and interact. In the second part of his presentation, Mr. Mollen described the developments of an open architecture App store for human resources.

Mr. Mollen shared with members how EMC has convened a working group of senior HR executives and HRIS representatives from 16 companies to develop open source architecture for HR apps.

Over dinner, Professor Tyler Moore (Wellesley College) shared with members his research and perspectives on cyber warfare. He discussed global examples of cyber attacks in Estonia, the United States, Brazil, and Iran. He noted that while the media has focused on government agencies as victims of cyber attack, the infrastructure



ABOVE: Naomi Bloom presents on the role of technology. BELOW: Chris Newell



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Open-Ended Time Off Brings Challenges

As more companies transition to a workplace where employees are evaluated only on results, employees are also getting more control over their time off. Many of these companies have open ended time off policies, with varying results.

Netflix stopped tracking vacation in 2004. The company estimates that employees took between three and five weeks of vacation in 2011, though many employees keep in touch via email or phone even when away. At Pixability, a company that produces business videos, long stretches without a break can lead to more errors and lower quality of work, so employees are offered an additional two weeks of paid time off if they take off 10 consecutive work days. At Motley Fool, most employees take about four weeks off annually. In addition, the company also has a tradition that requires that employees be ready to take time off at short notice. Every month, the name of one employee is drawn from a hat. That person must take off two consecutive weeks during the following month and tell the entire company what they did with the time.

"Unlimited vacation, but can you take it?," The Wall Street Journal, July 20, 2011

Professor Sara Rynes Named Winner of the Losey Research Award

Professor Sara L. Rynes was recently named the winner of the 2011 Michael Losey Human Resources Research Award. Dr. Rynes is the John F. Murray Professor of Management and Organizations at the University of Iowa's Tippie College of Business. She is the first woman to win the award and is recognized for her research on employee recruitment.

"Sara Rynes Wins 2011 Losey Award for Research," www.shrm.org, October, 5, 2011

Social Media Background Checks—A New Reality?

While criminal background checks, credit reports and searches on Google and LinkedIn are often used to check the backgrounds of prospective employees, companies can now also do a social media background check. Start-up firm Social Intelligence will search the Internet for anything a prospective employee may have said or done online over the previous seven years.

The company will compile a portfolio of all positive honors and accolades, along with negative information that meets specific criteria, including online evidence of racist remarks; references to drugs; sexually explicit photos, texts, or video; displays of weapons or bombs; and clear examples of violent activity. While the service is alarming to privacy advocates, who claim the information found may not be relevant to job performance, the company has been deemed to be in compliance with the Fair Credit Reporting Act. The company claims that the service reduces the risk that a company will confuse a job candidate with someone else of the same name, or reveal information that is not legally allowed for background check purposes.

"Social media history becomes a new job hurdle," The New York Times, July 21, 2011



Pick Your Own Device

At Kraft Foods, the I.T. department no longer chooses computers for employees to use at work. Instead, the department distributes stipends to employees who purchase the computer they want. Employees can also bring their mobile phones or iPads from home to use at work. The company's "bring your own laptop" policy started in 2009 and approximately 800 employees have received a stipend to purchase a computer. Employees who want a laptop that costs more than their stipend can pay the difference themselves. However, executives who deal with confidential information, employees who use laptops to operate production equipment, and some factory workers are not eligible for the program.

One downside of the program is that the company stipend doesn't cover some equipment employees want. In addition, employees must resolve any technical issues on their own time and at their own expense.

"More offices let workers choose their own devices," The New York Times, September 23, 2011

Connecticut to Require Employer Funded Paid Sick Leave for Service Workers

Beginning in January 2012, employers with more than 50 employees in Connecticut must provide up to 40 hours of paid sick leave to "service workers," a category that includes individuals that work in service capacities at hospitals, restaurants and schools. Workers must receive one hour of paid sick leave for every 40 hours worked, at a pay rate equal to either the normal hourly wage or the statutory minimum wage rate—whichever is higher. Employees may use this paid sick leave after completing 680 hours of employment and must have worked an average of at least 10 hours per week for the most recent quarter. The law allows employees to use the leave for their own illness or injury or to care for an ill or injured spouse or child.

"Connecticut becomes the first state to require employer funded paid sick leave for 'service workers,'" Nixon Peabody Employment Law Alert, June 24, 2011

Gender Guidance

In May 2011, the Office of Personnel Management (OPM) issued a memo reaffirming the federal government's commitment to protecting the rights of transgender workers and those in transition. Although the OPM is not the first organization to issue such guidance, it is, with more than 2 million employees, one of the largest. The guidance does not require federal agencies to do anything but does remind agencies that their policies should be reviewed to ensure that they are non-discriminatory.

The memo also clarifies the meaning of terms such as gender identity and gender transition and also outlines how managers and supervisors should address issues such as privacy, dress and appearance and non-gender conformity.

"OPM offers guidance on transgender workers," www.hreonline.com, July 17, 2011

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Telework Downturn

For the first time since it began tracking telework initiatives in 2003, HR association WorldatWork reported that the number of people working at home or remotely declined between 2008 and 2010. The decline was most significant among contract workers, whose numbers declined from 16.8 million in 2008 to under 10 million in 2010.

Considering the high levels of unemployment in recent years, and the resulting anxiety among employees, the result is not surprising. The assumption that manager face time means job security still holds true at many companies. Furthermore, few managers report receiving training on how to manage employees working remotely. The same study found that only 21 percent of employers train managers on how to implement and support flexible work arrangements while only 17 percent train workers on how to be successful as an employee with a flexible work arrangement.

"Telework 2011: A WorldatWork special report," www.worldatwork.org, September 2011



Immigrant Qualifications Rise

Challenging the perception that most immigrant workers are poorly educated, an analysis of U.S. Census Bureau data by The Bookings Institution reveals that there are more working-age immigrants with bachelor's degrees than there are immigrants without a high-school diploma. The report reveals that, over the past ten years, the number of low-skilled immigrants in the United States dropped, while the number of skilled immigrants increased.

The study also shows regional differences in low and high skilled workers. Highly skilled workers cluster in coastal regions and in older, industrial areas, while low skilled workers are more likely to reside in the states bordering Mexico and the southeast.

Focusing on the largest metro areas in the U.S., researchers found that immigrants with low skills are more likely to be employed than Americans with the same level of skill though their incomes tended to be lower. However, highly-skilled immigrants were slightly less likely to be employed than high-skilled natives.

"Immigrant skills on the rise," www.hre.com, July 18, 2011

Succession Struggle

A study of Fortune 500 companies by Cornell University professor Patrick Wright, finds that HR leaders are doing a better job developing CEO and CFO successors internally than they are with grooming their own successors in the HR department. His research found that only thirty-six percent of Chief Human Resource Officers were internal hires, compared with fifty-four percent of Chief Financial Officers and sixty-five percent of Chief Executive Officers.

Commenting on his findings, Professor Wright noted that one potential reason for this difference may be the unwillingness of HR executives to risk giving potential successors the exposure required to be considered for the top job. Other HR executives, commenting on the study, noted that the confidential nature of the contact between a top HR executive and a CEO (performance and compensation issues) might make it difficult to include high-potential direct reports and cited the wide variance in terms of skill set and expectations for an HR leader, compared with fairly standard expectations in the area of finance.

"HR's struggle to find successors," www.hreonline.com, October 11, 2011 ■

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Flexibility Important in Retaining Older Employees

Half of the business executives and benefit administrators surveyed for the Bank of America Merrill Lynch Workplace Benefits Report say that they are offering flexible or customized work schedules to retain older employees. Forty-five percent of businesses report offering the same schedules to attract younger employees.

"Businesses leveraging flex for recruitment and retention," *Sloan Center Fact of the Week*, August 8, 2011

Attracting "Boomerang" Employees

As technology and professional-services companies struggle to find qualified employees, alumni networks are providing another way to recruit, develop clients, and improve branding. Networks are often password-protected and include message boards, executive blogs, and

profiles of prominent alumni as well as internal and external job postings. Some companies also organize activities for alumni that double as recruiting events. Former employees are attractive hires because they allow companies to avoid recruiters and the large number of resumes that a job posting typically generates. In addition, "boomerang" employees have good retention rates because they have seen and experienced less attractive options.

The Corporate Executive Board (CEB) has doubled its rehire rate to 10 percent since unveiling the CEB Alumni Network in 2009, although the site does not have a job-search function.

"Boomerang Employees," *The Wall Street Journal*, October 24, 2011

Building a Workforce

While the jobless rate in the US remains high, graduates with technical skills are in short supply. SAS Institute, Inc. has worked to increase the number of students graduating with the skills it needs by helping create a master's degree program in analytics at

North Carolina State University. The company provided funding and curriculum guidance and some SAS employees serve on the executive board overseeing the program. The company also has a global internship program with up to 300 college interns working at the company.

Addressing the same issue, Chesapeake Energy has opted to focus on military veterans because of their character, values, and ethics. The company hires veterans as engineers and business analysts and then provides them with extensive training to fill positions at the company.

"Problems and solutions," *The Wall Street Journal*, October 24, 2011

Major Organizations and Businesses Support DOMA Challenge

More than 70 corporations and organizations, including Starbucks and Microsoft, have signed on to an amicus brief in support of a

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New Members and Representatives

NEW STEERING COMMITTEE MEMBER

Richard (Dick) Antoine recently joined the HRPI Steering Committee. He is President of AO Consulting, a human resources consulting firm that works with CEOs and Chief HR Officers on leadership, talent development, and HR Strategy. Mr. Antoine retired from Procter & Gamble in early 2008 after 38 years at the company, including the last 10 as Global HR Officer.



ABOVE: HRPI Fellow Dick Antoine at the HRPI Fall 2011 meeting.

Mr. Antoine is President of the National Academy of Human Resources and serves on the Boards of the University of Wisconsin Foundation and IRC. He holds a degree in chemical engineering from the University of Wisconsin and an MBA from the University of Chicago.

NEW MEMBER COMPANY

Tracy Keogh is Executive Vice President, Human Resources at HP. She has worldwide responsibility for the company's strategic human resources activities, including workforce development and organization effectiveness, benefits and compensation, staffing, global inclusion and diversity, and HR processes and information management.



Prior to joining HP, Ms. Keogh was the Senior Vice President of Human Resources at Hewitt Associates where she created an award-winning virtual learning and development network, implemented a disciplined global succession planning process, and designed a comprehensive and successful employee engagement program.

Ms. Keogh has also held the top HR job at Bloomberg LP and at Analog Devices.

A graduate of Smith College, Ms. Keogh holds an MBA from the Harvard School of Business.

NEW REPRESENTATIVES

Ted Hoff is HR Vice President, Global Sales and Sales Incentives at the IBM Corporation. Previously he was Vice President of the Center for Learning and Development at IBM.

Prior to joining IBM, Mr. Hoff was president of Leadership Development Inc., a management education and business consulting firm he founded in 1998. Prior to that, he was a partner in The Center for Executive Development, based in Cambridge, Massachusetts. He was also a member of the Harvard Business School faculty, teaching marketing and conducting research in strategy, marketing, and sales leadership. Hoff authored several Harvard Business Review articles, case studies and a textbook on marketing analysis.



A Phi Beta Kappa graduate of the Georgetown University School of Foreign Service, Mr. Hoff received his MBA from Harvard Business School, graduating as a Baker Scholar

Liz Dunlap is Senior Vice President & Chief People Officer at Panera Bread.

Prior to joining the company, Ms. Dunlap was the Chief HR Officer for Christie's in New York City, where she led a global team in support of operations in 30 countries. At Campbell Soup Company, Ms. Dunlap was head of HR for their Away From Home division then became the global HR lead for Godiva Chocolatier. She has also held HR leadership positions at Sizzler Restaurants and Disney Consumer Products.

Ms. Dunlap earned a degree in psychology from the University of California - Los Angeles.

Tracy Curry is senior director of Human Resources at Hilton Worldwide. In this role she oversees various global HR projects and manages initiatives focused on HR policies, processes, and procedures. At the corporate office of Hilton Worldwide, she has held a variety of positions including senior HR business partner, director of benefits, and director of project management. In addition, she has also held various HR positions at the property level and worked in internal audit for Intercontinental Hotels. Ms. Curry is a graduate of the Cornell University School of Hotel Administration. ■



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challenge to the federal Defense of Marriage Act (DOMA), arguing that the Act carries significant administrative costs, impacts their ability to hire and retain talent, and impacts employers' ability to promote diversity in the workplace. The organizations filed the brief on November 3 in the case of *Commonwealth of Massachusetts vs. U.S. Department of Health and Human Services*, one of two consolidated cases from Massachusetts.

By defining marriage as between a man and woman, DOMA bans the federal government from treating same sex marriages as legal or granting same sex couples federal benefits so

that same sex couples, married in states where same sex marriage is legal, are not eligible for benefits such as filing joint federal tax returns, Social Security or immigration-law benefits. There are more than a dozen cases throughout the U.S. challenging DOMA. The consolidated Massachusetts cases are the first to reach the federal appellate level.

"Microsoft, Starbucks, among 70 major organizations supporting challenge of DOMA," *The Seattle Times*, November 4, 2011

Flexibility at all Levels

At Marriott International, flexible scheduling benefits extend to the company's 90,000 hourly employees, earning the company a

spot on *Working Mother* magazine's 2011 list of "Best Companies for Hourly Workers." The company offers several flexible options for hourly employees, including a cross-training program that allows workers in one unit to be trained in another work unit so they have more opportunities to work a variety of schedules. Other offerings include online scheduling, compressed work weeks, shift-swapping and work at home positions that provide employees with some flexibility and have helped the company lower its employee turnover rate. A recent employee survey of hourly employees at the company revealed that flexibility is a major reason for staying with the company.

"Balancing work/life by the hour," *www.hreonline.com*, July 17, 2011 ■

Procter & Gamble Supports Inclusion Practices

In August 2011, Procter & Gamble opened a packaging facility in Maine where at least thirty percent of the employees are people with physical or developmental disabilities. These employees work beside typical employees, earn the same amount of money, and are held to the same standard of work. The facility is expected to employ sixty people when fully staffed.

"Inclusive employment model gaining steam," *www.disabilitycoop.com*, August 4, 2011

HRPI Members Surveyed on Natural Disaster Aid

HRPI surveyed its member companies about whether they offer financial or non-financial assistance to employees affected by some natural disaster.

Member companies that replied reported that they assist employees in several ways.

Some member companies provide additional time off, directed employee donations, a limited housing allowance, or temporary housing. Other companies have created Employee Relief Funds that help colleagues in times of financial hardship including natural disasters and home catastrophes, personal or medical emergencies, funeral expenses and travel as a result of a death in the family and other designated events. Some company employee relief funds allow employees to contribute to this fund through paycheck deduction throughout the year or directly during a time of crisis.

Instead of directly assisting an employee, other companies have made it their practice to use resources as a good corporate citizen to provide to bonafide and qualified non-profits who provide direct resources to impacted communities. The thinking is that organizations such as the Red Cross and others are better equipped than the company to direct the use of funds.

Bright Horizons Joins Trick or Treat for UNICEF

Bright Horizons joined the "Trick or Treat for UNICEF" campaign for the first time this year as a promotional supporter. The company distributed "Trick or Treat for UNICEF" boxes to families at its early education and preschool programs. To date, the campaign has raised over \$164 million for UNICEF's programs.

Panera Bread Name Philanthropic Business of the Year

In September, Panera Bread was named "Philanthropic Business of the Year" by the StayClassy organization. The company won the award for its work on Panera Cares. The award included a \$10,000 prize that will go to the Panera Bread Foundation.

J. Randall MacDonald Named NAHR Distinguished Fellow

J. Randall MacDonald, Senior Vice President, Human Resources at IBM Corporation was named a Distinguished Fellow of the National Academy of Human Resources. The award is the human resource profession's highest honor for outstanding achievement. A Fellow of the Academy since 1998, Mr. MacDonald was elected to the Academy's Board of Directors in 2000, and serves as its Vice Chair.



ABOVE: J. Randall MacDonald Senior Vice President, Human Resources of IBM Corporation.

New CEO for SHRM

Hank Jackson is the new President and Chief Executive Officer at the Society for Human Resource Management (SHRM). Mr. Jackson previously served as Chief Global Finance and Business Affairs Officer at SHRM and as Senior Vice President, Chief Financial Officer and Treasurer at Howard University.

Raytheon Donation Focuses on Building Interest in Engineering

Raytheon has contributed \$1 million to the Boston Museum of Science initiative focused on fostering young students' interest in engineering. The funding will expand *Engineering is Elementary*, a program that brings engineering and technology lessons into classrooms throughout the United States. In addition, it is expected that the funding will establish a number of teacher training centers throughout the country. In the past

eight years, the program has reached more than 27,000 teachers and approximately two million students.

"Raytheon gives \$1m to cultivate engineers," *www.boston.com*, October 5, 2011

HR Study Update

A number of HRPI member companies are participating in an HR Competency Study (HRCS), led by Professors David Ulrich, Wayne Brockbank and Jon Younger. The study has had more than 14,000 respondents and an analysis of the data collected began in mid-October. Individuals and companies participating will receive two reports and will be invited to attend feedback conferences. The study leaders are planning to write two books as well as several articles from this research project. One book will focus on the future of HR, while the other will look at the geographic results and the trends and competencies in the different areas of the world. Jon Younger will speak about the results at the HRPI Spring 2012 meeting.

Bright Horizons Partners with "Let's Move" Campaign

In June 2011, Bright Horizons became the first child care and early education organization to sign on to the Partnership for a Healthier America and the First Lady's "Let's Move" campaign. The company's child care curriculum, including their *Well Aware* and *Movement Matters* programs, include activities focused on healthy habits and general well-being.

"Michelle Obama and Bright Horizons Team Up," *Bright Horizons Press Release*, June 9, 2011

"Top Places to Work" Honors

Several HRPI member companies were recently named to The Boston Globe's "Top Places to Work in Massachusetts" employee survey. Bright Horizons, MITRE Corporation, Vertex Pharmaceuticals, and EMC Corporation featured in the top 25 "Best Large Company" category defined as companies with more than 1,000 employees, while UNUM was among the top 25 in the "Best Medium-Sized Company" category, defined as companies with 250-999 employees.

This fourth annual survey recognizes outstanding employers in Massachusetts and is based on employee opinions about company strategy, managers, career prospects, working conditions, and compensation and benefits.

"Top Places to Work," *www.boston.com*, November 6, 2011 ■



UK Introduces Induction Program

The General Medical Council (GMC) in the UK plans to introduce an induction program for doctors who are

new to the UK. The program will help ensure that these doctors gain an understanding of the ethical and professional standards they will be expected to meet. Proposals for the program will go to the GMC by the end of 2011.

Approximately 12,000 doctors from around the world begin work in the UK for the first time every year. Of the 239,270 doctors on the UK medical register in 2010, 66,000 completed their medical undergraduate training elsewhere.

"Health employers welcome planned inductions for overseas doctors," www.personneltoday.com, September 16, 2011

Differences in Paid Time Off Remain

Significant differences remain between EU member states with respect to time off from work when annual leave and public holidays are combined. Workers in Germany and Denmark have 40 days off per year, while workers in Romania have only 27 days off according to Eurofound's annual update on working time for 2010.

The update also found some gender differences in working time. Across Europe, men work more hours than women. In the EU15, men work, on average, 2.3 hours more per week than female counterparts, while in the New Member States they work 1.5 hours more. In Estonia, Greece and Sweden, men work at least three hours more per week.

Overall, the average working week for full-time employees was longer than the average normal collectively agreed working week in almost all EU member states in 2010. Within the EU27, the average agreed working week was 38 hours in 2010. In the new member states, the working week remained at 39.7 hours.

"Striking differences in annual leave across EU," *Eurofound News*, September 2011 and "European workers spend more time at work," *Eurofound Press Release*, July 27, 2011

Foreign Workers Struggle in Europe

A recent study by Eurofound, looking at the employment and working conditions of nationals with a foreign background or different ethnicity within the EU, found that these employees are more likely to work part time, or hold temporary employment contracts. The study also found that in some countries, these workers are more likely to work undesirable shifts.

"Workers from foreign backgrounds face disadvantage," www.eurofound.eu, September 2011

Absenteeism Linked to Stress

A survey conducted jointly by the Chartered Institute of Personnel and Development and corporate healthcare provider Simply Health, identified stress as the number one cause of long-term employee absence among salaried employees in the United Kingdom. Based on data from almost 600 on-line questionnaires, the number of non-manual employees reporting stress as the most common cause of absence rose to 33 percent of respondents, up from 25 percent in 2010. Among manual workers, stress accounted for one-fifth of sick leave lasting four weeks or more, the same percentage as chronic medical conditions.

"Stress now top cause of long-term sickness absence," www.personneltoday.com, October 6, 2011

Are Gender Quotas the Answer?

In late October, thirty companies on Germany's DAX stock index pledged to increase the number of women in management positions. For some German politicians, this move is not enough. Labor minister Ursula von der Leyden has suggested that Germany needs legally binding quotas to address the gender imbalance prevalent in German business. Among German DAX companies, the percentage of women in leadership positions is 3.7 percent, compared with more than 15 percent at comparable companies worldwide.

"A German idea to break the corporate glass ceiling: gender quotas," www.theatlantic.com, November 1, 2011 ■

Recommended Reading

Careers Around the World: Individual and Contextual Perspectives, Jon P. Briscoe, Douglas T. Hall, and Wolfgang Mayrhofer, Editors, (Routledge, 2011)

Careers In Context by Douglas T. Hall with Jon P. Briscoe and Wolfgang Mayrhofer (Routledge, 2011)

Knowledge Management in Theory and Practice by Kimiz Dalkir (MIT Press, 2011)

Managing Leadership Transitions for Nonprofits by Barry Dym, Susan Egmont and Laura Watkins (FT Press, 2011)

NLRA Rights in the Nonunion Workplace by Kenneth Lopatka (BNA Books, 2010)

Offshoring Strategies: Evolving Captive Center Models by Ilan Oshri (MIT Press, 2011)

Redesigning Leadership by John Maeda with Becky Bermont (MIT Press, 2011)

The End of Diversity As We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed by Martin Davidson, (BK Business, 2011)

Distinguished Faculty Scholar Award for Organizational Behavior Faculty Member

Karen Golden-Biddle, Everett W. Lord Distinguished Faculty Scholar in Organizational Behavior, has been awarded the Boston University School of Management's 2011 Distinguished Mentor Award. The award, given by the PhD School of Management Association, recognizes a faculty member who has supported the School's doctoral programs and students by providing mentorship, guidance and engagement. Professor Golden-Biddle also serves as Senior Associate Dean at the School of Management.

"Karen Golden-Biddle Honored with 2011 Distinguished Mentor Award," www.bu.edu, September 21, 2011

Evergreen Program Enables Intergenerational Exchange

The Evergreen program at Boston University allows adults aged 58 and older to return to school for personal enrichment and enables a lively exchange of intergenerational ideas in the University's classrooms. Over the past thirty years, the program has enrolled thousands of students auditing classes or taking special seminars. Evergreen students register at the Lifelong Learning office, pay a small fee and receive a special student card. They are expected to take part in



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classroom discussions and complete all reading assignments for the course but are not required to take exams or write papers.

"Welcoming evergreen auditors," September 2, 2011

Boston University Celebrates Largest Gift

Dubai-based entrepreneur Rajen Kilachand has pledged \$25million, the largest gift in Boston University's history, to support the Honors College at Boston University. The college will be renamed the "Arvind and Chandan Nandlal Kilachand Honors College" in honor of Mr. Kilachand's parents. Mr. Kilachand is chair and president of the Dodsai Group that holds interests in engineering, mining, trading, and hospitality businesses. He serves on the University's Board of Trustees.

"\$25 Million gift largest in BU history," www.bu.edu, October 2, 2011

Academy of Management Honors Professor Kathy Kram

HRPI faculty member and Professor of Organizational Behavior, Kathy Kram, was honored with the 2011 Everett Cherrington Hughes Award from the Academy of Management at their annual meeting in August. Considered the premier award in the Careers Division, it recognizes scholarship which has made a significant contribution to linking careers theory with the area of organization studies.

"Kathy Kram honored by Academy of Management," www.bu.edu, September 15, 2011 ■



ABOVE: Kathy Kram, HRPI faculty member and Professor of Organizational Behavior.

HRPI Spring 2011 Meeting | Continued from front page

in the private sector are more vulnerable to attacks. Professor Moore discussed how cyber security involves both a combination of attack and defense role, and it is often hard to verify the source and intentions of actors behind attacks.

The second day of the meeting began with a membership roundtable discussion, facilitated by Professor Foulkes. Topics discussed included total compensation packages, New York State's law on same sex marriage, the role of internal communications, succession planning for CEOs and board members, community involvement to develop and retain Millennial talent, and staffing and leadership development in China. The discussions were broad ranging and on total compensation packages, members discussed

long term incentive plans, performance based equity rewards, and changes in 401K plans. The succession planning discussion focused on planning for CEOs and board members and members also discussed proxy disclosures on succession planning and strategies to recruit diverse board members. On community involvement, members shared a variety of initiatives on community involvement used to engage millennial talent in the community, and as a form of leadership development.

Following the roundtable discussion, Chris Newell shared three organizational experiences with members and used these experiences to describe trends and perspectives on global work, from the viewpoint of a psychologist. Dr. Newell concluded his presentation by sharing

his experience as Chief Collaboration Officer at Keane where he applied social network tools to enhance the organization's effectiveness in global work.

A panel session on member experiences with technology and work was anchored by two speakers from HRPI member companies—Karen Kelly and Kristen Robinson. Ms. Kelly shared an overview of the e-Working program at Blue Cross Blue Shield—how it was developed, obstacles, and how they were overcome while Ms. Robinson presented members with an overview of technology tools that Yahoo! is using to drive engagement. Following a lively discussion generated by their presentation, the meeting adjourned. ■

HRPI Steering Committee

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

Mr. Richard Antoine
Principal
AO CONSULTING, LLC.
President
NATIONAL ACADEMY OF HUMAN RESOURCES

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 (Chair)
Senior Vice President, Global Human Resources
COLGATE-PALMOLIVE COMPANY

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

Ms. Kristen Robinson
Senior Vice President, Global HR Programs, Rewards
and Operations
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CSX Transportation

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Delphi
Diversey, Inc.
EMC
Express Scripts
Fidelity Investments
Hasbro
Hexcel Corporation
Hilton Worldwide
HP
IBM Corporation
Iron Mountain
Kaiser Foundation Health Plan

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McKesson Corporation
Mitre Corporation
National Basketball Association
Panera Bread
PerkinElmer, Inc.
Procter & Gamble
Purdue Pharma L.P.
Raytheon Company
Sandoz International, GmbH
Sealed Air Corporation
Service Master Company
State Street Corporation

Tandus Flooring
Textron, Inc.
The Society for Human Resource
Management
Turner Broadcasting System, Inc.
United Natural Foods (UNFI)
UNUM
UPS
Vertex Pharmaceuticals
Wal-Mart
Waters Corporation
Yahoo!



Human Resources Policy Institute

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Save the Dates
Spring Meeting: May 10-11, 2012
Fall Meeting: October 18-19, 2012