



HRPI

newsletter

Human Resources Policy Institute

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Spring 2012 Meeting

The Human Resources Policy Institute held its Spring 2012 meeting at the Boston University School of Management. As companies rapidly evolve and face the challenges of growth and globalization, the theme of corresponding HR competencies and career development necessities was relevant for members. Members were provided with thought provoking research, competency frameworks, and advice from guest speakers, Dr. Jon Younger (RBL Group), Mr. Stephen Kinzer (Boston University), and Mr. William Swanson (Raytheon), together with perspectives from fellow members Mr. John Saunders (UPS), Ms. Lisa Kelly Croswell (Vertex Pharmaceuticals), Mr. Daniel Marsili (Colgate-Palmolive), Mr. Ted Hoff (IBM), and Mr. Dick Antoine (National Academy of Human Resources). Next, individuals at the beginning of their HR careers, Ms. Jenna Sezionale Basilicato (Liberty Mutual), Mr. Nate Ceres (IBM), Ms. Tiffany Lee (Google), and Ms. Dancy Tao (Colgate-Palmolive) provided their perspectives on their jobs and the HR function.

Discussion covered a wide spectrum of viewpoints around the evolving role of the HR function, necessary HR attributes, and how HR leadership prepares the next generation of talent. There was an overarching consensus among members that what has gotten the HR function here today may not get HR to where it needs to be in the future.

After member introductions, Professor Foulkes facilitated a roundtable discussion on (i) Healthcare for TCNs Working in Other Countries, (ii) Sabbatical Policies, (iii) Guidelines for Reporting Human Capital Metrics to Investors, (iv) Executive Compensation / Say on Pay, (v) Executive Compensation Consultants / Clients, (vi) Talent Issues with Emerging Markets, and (vii) Hiring the Disabled (DOL). There was debate on whether standard human capital metrics for investors can be seen as a positive step for HR in measuring progress, or if the metrics will generate more problems than they solve. Members seemed to agree that the new ISS tests that have recently passed may not correlate with what is required for long-term success. Although the method is not ideal, this is a reality with which HR needs to cope.

Dr. Jon Younger presented on the state of the HR profession and HR competencies for success. RBL Group's research finds that the evolution of HR has moved from administrative, to functional expertise, to strategy, to "outside-in." Based on 2011 RBL Group survey data, the six competencies needed in HR professionals are: Strategic Positioner, Credible Activist, Capability Builder, Change Champion, HR Innovator & Integrator, and Technology Proponent. Dr. Younger believes that HR is a business function that requires experience outside of HR and that competencies need to be improved on in order for the function to succeed in the future.

Three speakers anchored a response panel session on Dr. Younger's research—Mr. John Saunders, Ms. Lisa Kelly Croswell, and Mr. Daniel Marsili. Mr. Saunders shared insight into how RBL Group's study correlated to UPS with respect to knowing the business, having the necessary technology, and increasing mobility is needed for the HR function. Ms. Kelly Croswell shared three related actions she has been working on: having a digital director,



ABOVE: Fred Foulkes and Dick Antoine, HRPI Fellow.
BELOW: Dean Kenneth Freeman, at right, moderates a conversation with William Swanson, Raytheon's CEO.



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Financial Education for All

Beginning this year, all “colleagues” at Marsh must participate in a finance-education program titled, “Making a Financial Impact at Marsh”. The program consists of 27 video blogs featuring company executives who explain a variety of topics, including financial statements, investor strategy, the company’s scorecards, and the company’s growth formula. While such financial literacy programs are common in the financial services sector, using internal executives to promote the message and making the program mandatory make Marsh’s program noteworthy. The video blogs are three to seven minutes long and are available through Marsh University, the company’s education website. Participants can ask follow-up questions and offer comments.

The idea for the program came from the president of the company’s U.S./Canada division. During town hall meetings, he realized that a significant number of Marsh “colleagues” did not understand how a public company functions. The program is also linked to the company’s move to tie more employee compensation to the company’s net operating income and the need to rebuild client relationships following the recession. Educating colleagues on financial performance allows them to have more substantial conversations with clients.

Building on the success of this first venture, Marsh is now preparing higher-level financial education modules to continue the theme of enhanced client contact.

“No Employee Left Behind”, *www.cfo.com*, April 15, 2012

Corporations Embrace Consulting in Developing Countries

A growing number of large corporations, including IBM, Dow Corning Corp., PepsiCo and Intel, are sending small teams of employees to developing countries to provide free consulting to non-profits and other small organizations. Along the way they hope to find potential new business opportunities in these emerging markets.

There are often more applicants than places for these prized assignments. Only five percent of applicants win spots in Intel’s Education Service Corps. Employees typically receive their salary during their assignments and stay in the country for two to four weeks.

Since beginning its Corporate Service Corps in 2008, IBM has sent 1,400 employees abroad, where assignments have included reforming

Kenya’s postal system and developing eco tourism ideas in Tanzania. The program has generated approximately \$5 million in new business for the company. The assignment also serves as a training ground for high-potential business leaders. A survey of IBM volunteers in 2009 showed that they have stayed with the company for longer than peers with similar performance and tenure.

“Doing Good To Do Well”, *The Wall Street Journal*, January 9, 2012



Mindfulness at Google

One of the most popular classes among the hundreds offered to Google employees at the company’s headquarters in Mountain View, California, is a class on mindfulness. Titled “Search Inside Yourself”, the class was created by software engineer Chade-Meng Tan, who has worked at Google since 2000. The class has been taken by more than 1,000 Google employees and is comprised of three steps: (i) attention training (ii) self-knowledge and self mastery, and (iii) the creation of useful mental habits.

“O.K, Google, Take a Deep Breath”, *The New York Times*, April 28, 2012

Best Practices in Financial Wellness

When MetLife’s 9th annual study of Employee Benefits Trends revealed that 58 percent of employers mentioned financial “illness” as playing a role in employee absenteeism and 78 percent reported that concerns regarding financial problems had a negative impact on productivity, the company decided to partner with the Boston College Center for Work & Family to examine how American Express and EMC address financial wellness issues with their employees.

American Express instituted the Smart Saving program to provide employees with financial education resources, as well as free, one-on-one financial counseling sessions. Since launching the Smart Saving program, the company has seen a 71 percent increase

in calls to the financial planning counseling service and an eight percent increase in 401(k) participation.

EMC developed WealthLine to increase employees’ financial knowledge, providing them with personalized, action-based tools to make the most of their compensation and benefits. During the recession, the company noted no scale back in 401(k) contributions among employees using WealthLink, compared with a seven percent decrease among non-users.

“MetLife White Paper Finds Employee Financial Wellness a Growing Global Concern for Employers”, *www.businesswire.com*, December 6, 2011

Maryland Prohibits Password Requests

On May 2, 2012 Maryland governor Martin O’Malley signed a bill prohibiting employers from requesting social media accounts of prospective and current employees. Maryland is the first state to pass such a law, which will take effect on October 1, 2012. California is among a number of states considering a similar prohibition and House and Senate Democrats have unveiled bills that would forbid employers from requiring job seekers or employees to provide social networking passwords as a condition of employment for any position except agency positions that require a security clearance.

“Maryland Enacts Country’s First Social Media Password Law”, *www.shrm.org*, May 3, 2012

“California May Ban Employers From Asking for Facebook Passwords”, *LERA Dialog Email*, May 11, 2012

PepsiCo Employees Treated at Johns Hopkins

PepsiCo employees now have the option to travel to Johns Hopkins Medical Center in Baltimore for cardiac and complex joint replacement surgery. The travel surgery benefit extends to the company’s domestic employees and their dependents—almost 250,000 people.

The company, which sponsors its own self-funded medical plans, will waive deductibles and co-insurance for those electing to have surgery at Johns Hopkins. The company will also cover travel and lodging expenses for the patient and a companion. Johns Hopkins is offering the procedure as a “bundled” package that includes hospital and physician charges,

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Significant Obstacles in the European Workplace for Older Workers

A 2012 Eurobarometer survey examining active aging in the EU, finds that older workers face some significant obstacles in the workplace. Older workers reported feeling excluded from training opportunities and had few opportunities to reduce working hours gradually. However, they were generally perceived by survey respondents as more experienced. Respondents from Ireland tended to be most positive about the characteristics of older people in the workplace, while respondents from Slovenia were most negative.

The survey also revealed some disagreement regarding a different retirement age for men and women. The majority (81 percent) disagreed with the idea that the retirement age should be higher for women because they take career breaks to care for children or because they live longer. However, 62 percent also disagreed that the retirement age for women should be lower because women tended to be younger than their partners. Almost fifty percent of respondents agreed that women should be allowed to retire early to take care of grandchildren or other dependents.

Sixty percent of respondents saw no reason to change the retirement age in their country and most respondents also thought people should be allowed to work past the official retirement age if they wished. There was also strong support for the idea of combining part-time work with a partial pension.

The survey was based on responses from more than 31,000 individuals in the EU27 and Croatia, Macedonia, Iceland, Norway and Turkey, using face-to-face interviews with a questionnaire in the national language.

"Eurobarometer Survey Examines Active Ageing", www.eurofound.europa.eu, January 2012

Teamwork Not Always Best

Recent research by faculty at The Wharton School focused on the negative side of teamwork, revealing a tendency of group members to become more insular and less efficient as their work becomes more complex and becoming more likely than individuals working alone to dismiss outside input.

To test if collaboration increased or decreased the tendency to factor in outside information or judgments, the researchers, Jennifer Mueller and Julia Manson, recruited 252 people to work in pairs or alone to come up

with estimated answers to various questions. Once they came up with their answers, they were shown judgments produced by others participating and given the opportunity to change their answers. A financial incentive was provided for added motivation to produce accurate answers.

The researchers found that those working in pairs were less likely to change their answers. Participants working in pairs adjusted their estimated answers by 20 percent, compared with one third of participants working alone. While the responses of those working in teams were more accurate initially, they lost their advantage once both groups had a chance to revise their answers.

Two possible reasons were cited for the reluctance of teams to consider outside input—they may want to avoid "rocking the boat" or they may be more confident in their answers.

"The Dark Side of Teamwork", www.hreonline.com, April 18, 2012

Talent Programs Lacking

A survey by Deloitte of 376 senior leaders at large companies worldwide found that only 17 percent believe their organizations' talent programs are "world class across the board" and 83 percent believe they could be improved significantly. In the Asia-Pacific region, executives are seeing significant talent shortages in research and development, operations, and strategy. In the Americas, there are talent gaps in executive leadership and operations, while leaders in Europe and the Middle East have fewer concerns about talent shortages.

The top priority among the leaders surveyed was developing leaders and succession planning, while priorities to focus on in the future included performance management, talent assessment, and high-potential employee development.

"Execs Not Impressed With Their Companies' Talent Development", www.hreonline.com, January 6, 2012

Is Relocation Unnecessary for Global Leaders?

According to a recent study by the Corporate Executive Board, global leaders do not need to be based in-country to be effective. What matters most, according to this study, is the ability to influence others. While global leaders need basic multicultural skills, the ability to build productive relationships and inspire others is more important than knowing the

small details of doing business in various countries. Foreign assignments, the study noted, tend to reward short-term returns rather than long-term results.

Considering how expensive it is to relocate employees overseas, this research was good news for employers—and prospective global leaders, many of whom have no interest in relocating abroad. However, relocation experts caution that the needs of a specific market also need to be considered in deciding whether to relocate executives. While it may not be essential to place an executive in Europe, face time is important when growing a business in China, Korea or India.

Furthermore, many large corporations seem to disagree with the findings of this study. Executive search firms report that most clients request international experience when seeking executives or board members.

"Global Leaders With the Right Stuff", www.hreonline.com, April 18, 2012

"Don't Unpack That Suitcase", [The Wall Street Journal](http://TheWallStreetJournal.com), May 9, 2012

Benefits of Paid Family Leave

A study, commissioned by the National Partnership for Women and Families, and supported by the Rockefeller Foundation, concludes that offering paid family leave to employees leads to positive economic outcomes for working families and businesses.

The study, conducted by the Center for Women and Work at Rutgers, found that women who use paid leave are much more likely to be working nine to 12 months after a child's birth, than those who do not take any leave. It also finds that women who take paid leave are 39 percent less likely to receive public assistance and food stamps in the year following a birth than those who do not take any leave.

"Rutgers Study Finds Paid Family Leave Leads to Positive Economic Outcomes", www.news.rutgers.edu, January 19, 2012

Older Jobseekers Search Longer

According to an analysis of statistics from the Bureau of Labor Statistics, one year is now the average length of unemployment for jobseekers aged 55 and over. At the start of the recession in 2007, the average length of unemployment for older job seekers was 20 weeks.

"One Year is the Average Length of Unemployment for Older Jobseekers", [The Sloan Center on Aging and Work at Boston College](http://TheSloanCenteronAgingandWorkatBostonCollege.com), May 7, 2012 ■

New Members and Fellow

Otha T. ("Skip") Spriggs

is Senior Vice President, Global Human Resources, and Chief Human Resources Officer for Boston Scientific Corporation. He is responsible for global human resource planning and services to all Boston Scientific businesses and functions, as well as corporate recruiting, compensation and benefits, policies, training and leadership development. He also oversees the development and execution of an enterprise-wide diversity and inclusion strategy. In addition, he serves as President of the Boston Scientific Foundation.



Mr. Spriggs previously served as Vice President of Human Resources for Catalent Pharma Solution's oral technologies division, where he also was the Chief Diversity Officer and as President of Integrated People Solutions. He has also held leadership roles at Cigna Corporation and executive-level human resources positions at Home Depot, Levi Strauss & Company and United Parcel Service (UPS).

A member of the HR Advisory Board at the University of South Carolina's Moore School of Business, Mr. Spriggs was, in 2008, named one of the top 100 most influential African-Americans in corporate America by *Savoy Magazine*. He is a graduate of Towson State University.

Melanie Foley is Senior Vice President, Manager of Corporate Human Resources and Administration at Liberty Mutual. Ms. Foley joined the company in 1996. She was appointed Vice President, Manager of Direct Marketing and Direct Response Call Centers in 2005. She became Executive Vice President, General Manager of Personal Markets in 2009. In this role, she was responsible for affinity marketing and direct marketing operations, customer service and all distribution channel management.

Ms. Foley holds a BS in Marketing from Boston College and an MBA from Bentley University.

Tom Dziki is a Senior Vice President and Chief Human Resource and Sustainability Officer at United Natural Foods, Inc. (UNFI). He previously served as the Vice President of Sustainable Development. Under his leadership, UNFI has

installed two large-scale solar power arrays, opened three Gold LEED® certified distribution centers and organized "Green Teams" around the country.

A registered architect and LEED® AP, Mr. Dziki joined UNFI in 2002.

Naomi Bloom is an HRPI Fellow. She is Managing Partner at Bloom & Wallace, and a thought leader in the HR technology industry. She has acted as a change agent and HRM delivery systems strategist and coach, as an advisor on business strategy and product and service design to several generations of HRM software vendors and HR outsourcing providers, and as a provider of competitive insight and due diligence for the investment community.



Ms. Bloom has been a general session speaker at the annual HR Technology Conference since 1989 as well as a speaker in many other international forums. She is the author of *Human Resource Management and Information Technology: Achieving a Strategic Partnership*, published in 1984. In 1995, her contributions to the industry were recognized with IHRIM's Summit Award. She was recently named one of the "Most Powerful HR Technology Experts" by the editors of *Human Resource Executive* magazine. Active on Twitter @InFullBloomUS, Ms. Bloom is also a popular blogger at <http://InFullBloom.us>. She received an MBA from Boston University.

Kevin M. Butler is a Senior Vice President at Delphi, Human Resource Management & Global Business Services. He is responsible for oversight of human resources as well as global business services worldwide including IT, corporate affairs &



marketing, sales administration as well as optimization initiatives for the company's sales, general and administrative activities. Mr. Butler also serves as the executive champion for Delphi's Personnel Task Team and Officer Point of Contact for Harley Davidson.

Mr. Butler began his career in the General Motors (GM) Chevrolet Motor Division. He held various positions, including, production supervisor, plant personnel manager, manager of executive compensation and director of human resources. He became director of GM Health Care Plans in 1991 and was promoted to General Director of GM's health care initiatives staff in February 1995.

He joined Delphi in 1997 as General Director of Human Resources and held positions of increasing responsibility until becoming Vice President Human Resource Management & Global Business Systems in November 2009.

Mr. Butler earned a bachelor's degree and master's degree in psychology from the University of Notre Dame.

Debra S. Alexander

is Vice President, Total Rewards and Talent Management at Delphi Automotive. She has held this position since 2004 and is responsible for the overall development and implementation of executive compensation programs and progression and succession processes for leaders. Additionally, she has overall responsibility for the International Services Group.



Ms. Alexander joined General Motors Corporation in 1984 as a salaried-employee-in-training for the GM Personnel Administration and Development corporate staff. She has had assignments in compensation and benefits, labor relations, and policy and resource planning. In 1993, she was promoted to Director of Human Resources Management in Mexico City. Ms. Alexander joined the Packard organization as the Director of Salaried Personnel Administration in 1996.

At Delphi Corporate Headquarters since 2001, she led the implementation of the U.S. salaried and hourly SAP HR systems. In 2002, she assumed responsibility for compensation, payroll and HR systems, a position she held until her current assignment.

Ms. Alexander holds a bachelor's degree in political science and a master's degree in management, both from Purdue University. ■

Leadership Development at Raytheon

To attract and develop the next generation of leaders, Raytheon has developed a Leadership Development Program focused on building a foundation of leadership competencies and functional expertise. The Program provides development and networking opportunities for new, high potential millennial employees. With a variety of six month rotations, participants develop skills, expand their business networks and experience many aspects of Raytheon businesses.

In addition, the company provides YESnet: Young Employee's Success Network, as a place for employees to be with others of their own age who share interests. Members can participate in activities outside of work, volunteer together and partner with other Raytheon organizations on projects. The company has found YESnet to be especially useful for young employees in small locations who do not have many peer colleagues.

"Creating Tomorrow's Leaders: The Expanding Roles of Millennials in the Workplace", Boston College Center for Work & Family, Executive Briefing Series, 2011-2012

Board Appointment for Lucinda Doran

HRPI Fellow Lucinda Doran recently joined the Board of Trustees of Harvard Vanguard Medical Associates, a non-profit, multi-specialty medi-

cal group practice providing care to almost 495,000 adult and pediatric patients in eastern Massachusetts. Harvard Vanguard is an affiliate of Atrius Health, an alliance of six leading non-profit community-based medical groups in Massachusetts.

EMC Leverages Social Media for Employee Dialog

In 2008, as it became apparent that the IT market would not escape the global recession, EMC looked to engage employees in the cost reduction process, using their recently-introduced social media discussion tool—EMC One.

When EMC's senior management decided to change the company's leave policy, specifying that employees who had leftover leave from one year needed to use it by March of the following year, there was much discussion on EMC One. Many employees questioned the fairness of this decision and posts raised fears of company-wide layoffs. Others began posting on the topic of "Constructive Ideas to Save Money"; suggesting possibilities such as incentives for early retirement, unpaid holiday week shutdowns, and four-day weeks.

The discussion lasted almost two years and generated more than 300 ideas, with senior executives also participating in the discussion. In 2008, when the company announced a five percent pay cut for all employees and five days of paid holiday for the year, responses were almost all positive. EMC saved millions of

dollars through the implementation of various ideas generated in the forum and the feeling of participation among employees helped boost company morale significantly.

"Social Media Engages Employees", www.ft.com, April 9, 2012

Diversity Honors

HRPI member companies Colgate-Palmolive, IBM Corporation, and Procter & Gamble were ranked among the "Top 50 Companies for Diversity" by *Diversity Inc.*

"The Diversity Inc. Top 50 Companies for Diversity", www.diversityinc.com, April 2012

Bright Horizons Helps Keep ESPN on Track

When an unexpected October snowstorm hit Connecticut in 2011, schools were closed and power was out. Nevertheless, ESPN employees were able to report for work, thanks to the company's back-up childcare arrangements with Bright Horizons. While the benefit was put in place in 2004 to help balance family arrangements with sports coverage, 24 hours a day, seven days a week, the company has also found that the arrangement can stave off absenteeism and alleviate stress among employees. The company estimates that the arrangement has saved ESPN 1,048 workdays since 2004.

"Game Changer", Solutions at Work, December 6, 2011 ■

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as well as some pre-operative testing. This reimbursement model differs significantly from the standard "fee for service" practice.

To be eligible for the program, patients must be approved in advance for surgery and be well enough to travel.

"PepsiCo Agreement Makes a Splash", Hopkins Medicine, Winter 2012

Motivating Millennials

On average, PricewaterhouseCoopers hires 3,000 graduates at university campuses every year and wants new Millennial employees to have a positive experience at the firm. To this end, the company has taken steps to gain insights into what motivates them and what they like and dislike about the organization.

The firm created staff advisory councils comprised of Millennial employees, to give these employees an opportunity to talk about their work environment and to discuss solutions to issues that arise in the workplace. Flexibility and transparency were identified as key concerns. As a result, the company is redesigning office space to accommodate flexible work arrangements and has introduced new mobile platforms to make working remotely easy. The company also offers to employees in their ninth year, who have been promoted to senior manager positions, a four-week, paid sabbatical. Addressing transparency at the firm, senior partners shared the company's business strategy for the upcoming year with all employees and are disclosing more information about total rewards and compensation.

"How One Company Reaches Out to Millennials", www.hreonline.com, January 3, 2012

Cell Phones Banned

Following a recommendation of the National Transportation Safety Board, Owens Corning decided to ban employees from using their cell phones while driving. The company now encourages building in extra time for stops on business trips and avoids scheduling teleconferences at peak driving times such as Monday morning. Conference rooms at the company have signs to remind employees to ask conference call participants if they are in a place where they can talk safely.

Ten states and the District of Columbia currently prohibit the use of hand held phones while driving.

"Companies Move to Ban Cell Phones While Driving", www.bendbulletin.com, May 30, 2012

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New Family Care Leave Act for German Employees

Under Germany's new Family Care Leave Act, employees may reduce their working

hours for up to 24 months to care for a family member. The law does not create a right to this leave—the employee and employer must create a written agreement before the employee can take advantage of the leave.

At the maximum, an employee may reduce his or her hours by 15 hours per week and receive 75 percent of pay for the 24 months. When the employee returns to full-time work, he or she will continue to receive 75 percent pay until their original balance is restored. Employers can finance this compensation through interest-free loans from the German government.

Employees are protected from dismissal from the date they inform their employer that they intend to take this leave, through their leave, and in the post-leave period.

"Germany Expands Options for Family Care Leave", www.shrm.org, January 26, 2012

Bulgaria and Romania Protest Labor Restrictions

While Italy and Iceland recently lifted labor restrictions for Bulgarian and Romanian workers, eight EU states have not yet removed their labor market restrictions. Austria, Belgium, Luxembourg, Malta, the Netherlands, and France have not announced plans to open up their labor markets and the U.K. and Ireland intend to keep restrictions in place until the end of 2013. The move has been criticized by the governments of both Bulgaria and Romania.

"Eastern Europe - Bulgaria and Romania Want Labour Restrictions Lifted", www.staffingindustry.com, April 9, 2012

New Canadian Advisory Council to Promote Women Directors

The Canadian government has announced the creation of a new advisory council of business leaders to promote women on corporate boards of directors. While the details of the council have yet to be made public, the aim is to work with the private sector to link corporations to a network of women with professional skills and experience.

A Liberal Senator, Céline Hervieux-Payette, tabled a private member's bill calling for quotas for women on boards in Canada, but it has not received support from the Conservative government, which does not favor quotas.

A recent Catalyst study found that women account for 14.5 percent of directors at Canada's largest 500 companies and for 10.3 percent of directors on the boards of publicly-traded companies. Forty-six percent of publicly-traded companies reported having no women on their boards.

"Tories to Create Advisory Council to Promote Women as Corporate Directors", The Globe and Mail, March 29, 2012

German Government Considers Leave for Grandparents

The German government is considering providing legally protected leave time for grandparents who want to provide primary care for grandchildren. More than one-third of German families rely on grandparents for childcare.

The proposed leave would be similar to what parents receive—three years to be taken between the birth of a child and its eighth birthday, with financial support for part of that time. While grandparents would not be reimbursed by the state, they would be guaranteed their right to return to their old jobs after their time off.

Critics charge that the proposal is a way for states to avoid their responsibility for providing childcare. Places are supposed to be guaranteed for children between three and six, but demand typically outweighs supply.

"Grannies or Nannies? Germany Considers Family Leave for Grandparents", www.abcnews.com, April 1, 2012

U.K. Initiatives to End Discrimination in Employment

In the United Kingdom, 100 major businesses have signed on to a government initiative to try to end discrimination in employment. The Business Compact, which has been signed by many U.S. companies, including Accenture, Barclays, Coca-Cola, IBM, Hewlett-Packard, and McDonalds, asks businesses to "open their doors to people from all walks of life, regardless of their background."

"Equalizing Opportunity", www.hreonline.com, April 4, 2012 ■

HRPI Spring 2012 Meeting

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having recruiters involved in workforce planning, and determining the capabilities needed within the organization. Mr. Marsili walked members through the expectations that his CEO had of the HR function in 2005 and 2012. Three of Mr. Marsili's concerns centered around an increasing need to have technology skills, change management capabilities, and how to balance the gender shift with increasing mobility.

During dinner, Mr. Stephen Kinzer a visiting professor at Boston University discussed his recent book *Reset: Iran, Turkey, and America's Future*.

The following morning, Dean Kenneth Freeman of Boston University's School of Management moderated a conversation with Mr. William Swanson, Raytheon's CEO. Mr. Swanson believes that the important qualities of a leader are confidence, dedication, integrity, love, and the ability to tell a senior executive what they need to hear. The question and answer session covered his thoughts on career planning, mentorships, expectations of the senior HR leadership function, maintaining the corporate culture, the integration of social media with business, choosing leaders, the things that keep him up at night, and Raytheon's role in the education system.

Mr. Dick Antoine and Mr. Ted Hoff each presented the steps that their corporations have taken in identifying and developing future HR leaders. Mr. Antoine walked members through a recent NAHR survey that summarized what is needed from a CHRO, what CEOs look for in an HR executive, the value of a having business line experience, and how HR leaders should be developed. Mr. Ted Hoff presented IBM's approach in building HR's capability, scaling mentoring, and setting leadership development priorities, which are vitality, capability, leadership, and accountability.

The HRPI meeting concluded with a panel of "rising stars" in HR. The panelists shared their perspectives on the ideal length of assignments, educational aspirations, mentors, ideal managers, characteristics that stand out in HR leaders, and their desires for future employers. ■

SMG Technology Makes the News

School of Management faculty members Professor Venkat Ventakraman and Executive-in-Residence Rick Swanborg were featured in a *Financial Times* article about technology and its impact on classroom teaching. In the article, they discuss how technology is allowing industry professionals to participate in classroom and case study discussions from remote locations. In addition, Professors now guide students and guest speakers through debates and discussions rather than lecturing at every session. Mr. Swanborg noted that he now spends very little time lecturing. Instead, he records presentations for students to view later on their phones or computers. Classroom time is spent with guest speakers and interactive simulations made possible by technology.

The article also highlighted the School of Management's studio classroom, refitted with expensive new software that is used extensively by students in the MBA program.

"A New Digital Reality Enters the MBA Classroom", *Financial Times*, February 13, 2012

Google at BU

Eric E. Schmidt, executive chairman at Google, gave the 139th Commencement address at Boston University on May 20. He also received an honorary Doctor of Science degree. Other honorary degree recipients included aeronautical engineer and retired chairman and CEO of Lockheed Martin Corporation Norman Augustine, Navy Captain Thomas Kelly, actor Leonard



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Nimooy, and Judge Sandra Lynch (LAW'71). Judge Lynch also gave the Baccalaureate speech on Commencement morning.

"Google's Schmidt Is Commencement Speaker", www.bu.edu, May 3, 2012

Volunteer Day of Service at Boston University

On April 14, 2012, almost 5,000 people participated in Boston University's Day of Service. Volunteers worked at volunteer sites worldwide. Some joined pre-established groups, while others worked independently and logged their hours online. Organizers also built in a time cushion for those unable to volunteer on the day, so that hours volunteered the week before and the week after April 14 also counted toward the grand total.

"Global Day of Service", www.bu.edu, April 2012

Honors for Professor James Rebitzer

Professor James Rebitzer's paper "Unhealthy Insurance Markets: Search Frictions and the

Cost and Quality of Health Insurance" has received the 2012 Ken Arrow Award for Best Paper in Health Economics from the International Health Economics Association.

Professor Rebitzer is Professor of Economics and Public Policy; Everett W. Lord Distinguished Faculty Scholar and Chair of the Markets, Public Policy & Law Department at Boston University School of Management. The winning paper was coauthored with professors from Case Western Reserve and Carnegie Mellon.

"Rebitzer Shares 2012 Best Health Economics Paper Award", www.management.bu.edu, May 8, 2012

School of Management Rankings Rise Again

Published in late March, The Boston University School of Management jumped 13 places to number 18 in the latest *Bloomberg Businessweek* rankings of undergraduate business schools. The School scored well for having a high percentage of students with internships, for the number of hours spent in the classroom and for the required Core program.

To determine the rankings, the magazine surveyed students, polled more than 250 employers on the quality of graduates, curriculum, and career services. It also looked at the number of graduates entering top MBA programs and at the starting salaries of graduates.

"SMG Among Top U.S. Undergrad Business Schools", www.bu.edu/bostonia, April 28, 2012 ■

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Group Approach to Rising Healthcare Costs

Negotiators for Kaiser Permanente and a group of unions led by the United Healthcare Workers Union recently signed a contract with an unusual incentive for employees to help tackle rising healthcare costs. The contract sets out modest fitness goals for employees—a five percent improvement in body mass, cholesterol, blood pressure, and smoking cessation rates by 2016 and provides a financial incentive for the employees, as a group, if they meet this target. By basing the reward

on the group's progress, the company hopes to motivate participants to stay committed to better eating and exercise habits for longer.

"Healthcare Workers Union and Kaiser Permanente Are Trying a Novel Approach to Tackle Rising Costs", www.latimes.com/health, May 28, 2012

Partners HealthCare Promotes Daily Activity for Children

In February 2012, Partners HealthCare announced that their activity program, "Partners Step It Up" will be offered to elementary school students at six Boston public schools. The program incorporates technology, educational feedback, and a team foot race to help make children more aware

of the importance of daily activity and good health. Participating students are provided with wireless pedometers that clip onto sneakers and measure the number of steps and minutes of activity of each student.

The program was unveiled during a visit to Boston by Kathleen Sebelius, U.S. Health and Human Services Secretary. During her visit, she visited an elementary school, met with students and teachers and participated in an "exercise burst".

"Partners HealthCare Expands Partners Step It Up Program to Six Boston Public Elementary Schools to Help Students Live Active, Healthy Lives", www.connected-health.org, February 29, 2012 ■

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