

HRPI

newsletter

Human Resources Policy Institute

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BOSTON
UNIVERSITY

Boston University School of Management

HRPI Fall 2014 Meeting

The Human Resources Policy Institute (HRPI) held its fall 2014 meeting on October 16-17, 2014 at Boston University School of Management. The meeting theme was "Learning and Development: Challenges and Solutions for the Decade Ahead".

The meeting opened with a round table discussion of topics submitted by HRPI members. Notable topics discussed included changes to NLRB regulations, responses to Ram Charan's recent article "It's Time to Split HR," and pay-related regulations.

David DeFilippo, Chief Learning Officer of BNY Mellon spoke extensively on BNY Mellon's 'BK University,' a centralized training and education model. His talk ranged from the idea's conception to metrics and impact.

Members then attended a session led by Professor Ken Freeman, Dean of the Boston University School of Management, as he interviewed John Steele, Senior Vice President of Human Resources and Dr. Tom Garthwaite, Clinical Services Group's COO, from Hospital Corporation of America (HCA). The day ended with the HR Executive of the Year ceremony and dinner. This year's winner was John Steele, head of HR at HCA.

Friday began with a panel of:

- Jill Smart, recently retired CHRO from Accenture. Accenture is a global management consulting, technology and outsourcing firm with 300K+ employees in 170 countries. Jill presented how Accenture designs and delivers training, education and development on global basis.
- Mike Pino, Digital Learning Strategist from General Electric, an industrial products conglomerate. Mike is the head of GE's global university and discusses GE's the design and impact of their digital learning endeavors.
- Elise Walton, Senior Partner from CLG, Inc. CLG is behaviorally-based management consulting firm that works at the intersection of academia and industry, implementing comprehensive (face-to-face to digital) learning and training solutions.

The Burdick award winner was presented to Bill Conaty, long-time head of HR at GE. Bill reflected on his 40-year HR career by sharing advice on leadership and key characteristics of successful HR leaders. ■



ABOVE : Members and guests chat during a meeting break.
BELOW : Mr. Bill Conaty, winner of the Burdick award, with Professor Fred Foulkes and Mr. Dan Marsili .



ABOVE : (L to R) Professor Fred Foulkes, Dan Marsili, Kerry Chandler, Judith Verhave, Jean Halloran, Dick Antoine, and Lindsay Hoag. All photos courtesy of BU Photo Services.

Volunteering and Community Service Important for Millennials

The Millennial Impact Report released this year by Achieve Consulting underlines the importance of community service and volunteerism among Millennials. Of the 1,514 at 300 companies surveyed, more than half said that a company's charitable work influenced their decision to accept a job offer. Thirty-nine percent reported that companies discussed the topic during interviews and more than half said this influenced their job choice.

The report also investigated how Millennials engage with their workplaces and what workplace initiatives are important for them. Ninety-four percent of those surveyed reported that they like using their skills to benefit a cause, 77 percent reported a preference for working with fellow employees on a service project instead of working alone, and 57 percent felt their employer should offer more companywide service days.

Although the report portrays Millennial employees as wanting to make a difference through their workplaces, it also reveals that participation in these volunteering activities fell the longer an employee was at a company, while employee financial contributions to charitable causes increased with length of tenure.

"Millennials' Desire to Do Good Defines Workplace Culture", www.shrm.org, July 7, 2014

Social Media Challenges

While 72 percent of organizations recently surveyed by the Human Capital Institute reported using social media for recruitment purposes, only 55 percent thought they were using it effectively. Some experts think that even this number is high, as they report seeing very few companies maximizing the impact of social media.

Steve Cadigan, a San Francisco-based consultant and former vice president at LinkedIn, suggests that companies need to recognize the potential for social media as a way to tell a company's story, as well as a

means to highlight their culture and values. Suggestions to improve the use of social media include posting videos on LinkedIn profiles as well adding "day in the life" and other company event clips to the company YouTube channel. Recruiters can also partner with marketing to enhance the company's brand through Twitter and Facebook posts.

However, experts also caution about overusing LinkedIn and other social media platforms. As potential candidates are overwhelmed with mail and other communication from recruiters, their interest and response rate drops significantly.

"Social Media Storytelling", www.hreonline.com, August 25, 2014

In Silicon Valley, E-Bay is Tops for Diversity

Women make up 42 percent of staff and seven percent of the company's U.S. employees are black, according to E-Bay's diversity report, released in July 2014. Twenty-four percent of the company's technical staff is female, as well as 28 percent of the company's leadership team. In 2011, the company introduced Women's Initiative Network, which aims to attract women and engage them in planning long-term careers. E-Bay has also worked to recruit minorities through programs that target black and Hispanic employees, as well as gays, lesbians and veterans.

Women make up approximately 31 percent of employees at Facebook, while LinkedIn reports that 39 percent of its staff is female. That number stands at 37 percent at Yahoo and 40 percent at Pinterest.

"EBay's Workforce Is More Diverse Than Peers, Report Shows", www.bloomberg.com, July 31, 2014

Executives Value Flexibility

Workplace flexibility is no less important for executives than other employees, according to the 2014 BlueSteps Work-Life Balance Report, which finds that 81 percent of senior level executives say work/life balance is a critical factor in their decision to accept a new position, with executives valuing flex schedules and telecommuting most of all non-financial benefits.

While the subject is unlikely to come up in executive-level interviews, more companies are willing to allow executives to use mobile technology to enable them to stay in touch with the work while attending to other responsibilities. Furthermore, corporations

are more willing to make executive positions location neutral for the right candidate.

"Seeking Flexibility in the C-Suite", www.lrp.com, August 19, 2014

Insurance and Utility Companies Continue to Offer DB Plans

A new analysis by Towers Watson reveals that, although the number of Fortune 500 companies offering defined-benefit (DB) pension plans continues to drop, the number of companies that moved away from these plans last year was the lowest in 10 years and currently stands at 118. The analysis also showed that almost half of Fortune 500 companies that no longer provide DB plans to new employees still have active staff, who continue to accrue benefits.

More than half of the insurance (66 percent) and utility (59 percent) companies included in the analysis do still offer DB plans to new, salaried employees. Of the Fortune 500 companies still offering pension plans to new hires, only 34 companies still offer a traditional pension, while 84 provide a hybrid or cash-balance plan.

"A Few Industries Retaining DB Plans" HRE's The Leaderboard, September 5, 2014

Effective Wellness Policies Outlined

In September, the Bipartisan Policy Center's CEO Council on Health and Innovation outlined what executives consider to be the most effective wellness practices. Recommendations on the list included: health screenings, weight and nutrition management programs and stress reduction practices. However, the group also challenged business leaders to capture and share ideas, data and innovations on outcomes that would ultimately lead to a more evidence-based approach and drive long-term change. Currently, most of the research in this area is done by benefits providers, consultants and academics.

"CEOs Write Prescription for Health-Care Overhaul", www.cnn.com, September 16, 2014

More Companies Support "Bring In Your Parents" Day

Following the success of the first "Bring in Your Parents" day at LinkedIn, the company again welcomed parents of employees on November 6 and persuaded more than thirty other companies, including Virgin Group, SAP,

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Incentives to Take Time Off

While some perks offered by employers, such as catered meals, on-site dry cleaning and free housekeeping result in employees working longer, several companies have introduced policies and perks that incent people to take more time off.

At software company Evernote, employees who take a full week away from work are offered a \$1,000 stipend. Conference and media company TED shuts down for two weeks every summer and for a week between Christmas and New Year and also gives employees another week of vacation to use when they wish. Quirky, a consumer products maker whose business works on a quarterly cycle, closes for the first week of every new quarter to allow employees to recharge after the stressful end-of-quarter weeks.

Other companies are discouraging sending emails at all hours, setting time limits for sending emails or even silencing servers at the end of the workday. Overseas, Dutch design firm Heldergeroent lifts desks to the ceiling and clears out all other furniture at 6 p.m. every day, freeing the space to be used in the evening for community dances, receptions or as a yoga space.

“Five Clever Ways Companies are Helping Employees Fight Burnout”, *The Washington Post*, September 30, 2014

Silicon Valley Interns Top Earnings Rankings

According to Glassdoor, an online career website, Silicon Valley tech firms pay their interns more than any other sector in the United States. Top of the list is cyber security

firm Palantir Technologies, paying interns, on average, \$7,000 per month, while Twitter, LinkedIn, Facebook, eBay, Google and Apple all pay more than \$5,000, not including perks such as free food and housing.

Interns are typically assigned to collaborative teams and most companies try to keep work hours reasonable. The most popular misconception about Silicon Valley interns is that they are all computer scientists from elite universities. Instead, most large tech firms have outreach programs to help diversify candidates and they also provide many opportunities for non-technical students.

“Silicon Valley’s Interns Enjoy Perk-Filled Summer”, *www.ap.com*, June 8, 2014

Retiree Support

IBM Corporation’s “Transition to Teaching” program is one of several corporate-sponsored programs that help retirees smoothly transition to a new role, whether that is a volunteer project or a second career. Since education is the largest single area where employees at IBM volunteer, the program reimburses up to \$15,000 of expenses for employees to become certified as teachers. Participants can work with their managers to use class work in their daily jobs and the company provides networking assistance to help employees get initial interviews with schools.

Several companies have adopted programs to assist prospective retirees. At Intel, a pilot program pays the tuition at UCLA Extension for retiring employees to go back to school for certificate programs has been well received. The company also has a small-business incubator that offers mentoring and planning

advice for retirees who are prospective entrepreneurs.

The Encore Career Fellowship, a program that pays a one-year, \$25,000 stipend to help retirees transition to careers with non-profits is also a very popular choice. Two-hundred retiring employees from Intel have already participated and the company expects this number to increase annually. Employees from Hewlett-Packard and Goldman Sachs, among others, have also successfully participated in the Encore Career Fellowship.

“One Career Wrapping and Finding That Next Role”, *The Boston Globe*, September 26, 2014

Car Charging Stations on the Rise

The number of companies offering charging stations for electric cars is small, but growing. Insurer MassMutual has installed 19 charging stations at its campus in Springfield, Massachusetts, and has the infrastructure to support 400 additional stations in the future. At *The Standard* in Portland, Oregon, employees can use one of three electric-vehicle charging stations in the company’s parking garage.

According to the annual benefits survey, conducted by The Society for Human Resource Management, four percent of employers surveyed currently offer charging stations to employees and another one percent plan to offer the benefit within the next year. Federal and state incentives are helping move this trend forward. In Georgia, the state is designing incentives to encourage employers to install charging stations—Coca-Cola already has 85 such spots. The U.S.

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Recommended Reading

Executive Remuneration and Employee Performance-Related Pay: A Transatlantic Perspective, by Tito Boeri, Claudio Lucifora and Kevin D. Murphy (Oxford University Press, 2013)

Law and Fair Work in China, by Sean Cooney, Sarah Biddulph and Ying Zhu (Routledge, 2013)

The Great Escape: Health, Wealth and the Origins of Inequality, by Angus Deaton (Princeton University Press, 2013)

Leading the Life You Want: Skills for Integrating Work and Life, by Stew Friedman (Harvard Business, 2014)

Strategic Relationships at Work: Creating Your Circle of Mentors, Sponsors, and Peers for Success in Business and Life, by Kathy Kram and Wendy Murphy (McGraw Hill, 2014)

Co-operative Workplace Dispute Resolution: Organizational Structure, Ownership, and Ideology, by Elizabeth A. Hoffman (Gower Publishing, 2012)

Get Up! Why Your Chair is Killing You and What You Can Do About It, by James A. Levine (Palgrave Macmillan, 2014)

Steering Committee Changes

Two members of the HRPI Steering Committee, John Saunders of UPS, and long-time member and former committee chair, Jean Halloran of Agilent Technologies, retired recently. Following a nomination process, Judith Verhave, Executive Vice President, Global Head and John Letcher, Senior Vice President of Human Resources for PerkinElmer, Inc. accepted the Institute's invitation to join the Steering Committee.

Judith Verhave is an Executive Vice President and Global Head of Compensation and Benefits for BNY Mellon. She is responsible for the design and delivery of compensation and benefits for BNY Mellon's global workforce. She is also responsible for board of director's support and corporate governance in addition to global mobility. She is a member of BNY Mellon's operating committee.



Ms. Verhave joined BNY Mellon in February, 2008 from Fidelity Investments where she was an Executive Vice President and was responsible for the delivery of HR services including compensation, benefits (health, welfare and retirement), work/life programs and expatriate services for Fidelity's 40,000+ employees. She was also actively involved in Fidelity's Research Institute where she played a key role in developing Fidelity's health care policy expertise. Prior to assuming this role, she was a Senior Vice President for Human Resources responsible for Fidelity's global investment business. She was a member of the Senior HR Leadership Group. In addition, she spent several years supporting the development of Fidelity's retail business in Japan.

Before joining Fidelity in 1989, Ms. Verhave was Vice President of Human Resources for DDS, a start up health care company. She also spent time as a consultant and research associate for Braxton Associates, a strategy consulting firm. She holds a BA from Carleton College.

John Letcher is Senior Vice President of Human Resources for PerkinElmer, Inc. He



joined PerkinElmer in 1999 as Vice President of Human Resources for the optoelectronics business unit and in 2003 was named Vice President of Human Resources for the life and analytical sciences business unit. In 2008, Mr. Letcher was named Vice President of Human Resources for PerkinElmer, Inc. He was named Senior Vice President of Human Resources in January 2010.

Previously, he served as Director of Human Resources for ABB Americas, Inc., the United States subsidiary of an international engineering company. Prior to that, Mr. Letcher was business controller at ABB Americas, Inc.'s US Power generation gas turbine power business; Vice President of Finance for General Ship Corporation and Senior Auditor for Arthur Andersen. He holds a Bachelor of Science degree in accounting and information technology from Boston College.

Joseph Cabral is the Chief Human Resources Officer for Cleveland Clinic, a nonprofit multispecialty, academic medical center that integrates clinical and hospital care with research and education. The organization has an annual operating budget of more than \$6 billion and a workforce comprised of more than 42,000 employees.



With more than 19 years of experience developing and executing strategies that enhance cultural and organizational change, Mr. Cabral has spent the past ten years driving the health system's business objectives, vision and values forward in all aspects of talent management and human resources operations in order to achieve the organization's goals.

Prior to joining Cleveland Clinic, Mr. Cabral served as the CHRO for North Shore LIJ Health System. He has also held HR leadership roles at New York Presbyterian Hospital and Children's Hospital in Boston. Mr. Cabral has been cited by *Time Magazine*, *Business Week*, *The Wall Street Journal*, *New York Times*, *Forbes* and other industry publications for his expertise in "Best Practices" in human resources.

Mr. Cabral holds an MS in Quality Systems Management. He has taught as an adjunct professor in Human Resources Management at the University of Massachusetts. He also

served as a Baldrige Examiner and as a trustee for one of the largest Taft-Hartley Pension Plans in the country. In 2014, he received the CHRO of the Year Award from HRO Today.

Kerry Chandler will join Under Armour as Chief Human Resources Officer in January 2015. She previously served as Global Head of Human Resources at Christie's and was the Executive Vice President of Human Resources for the National Basketball Association. She also held senior executive roles at Hong Kong Disneyland and ESPN.



Ms. Chandler earned a degree in public administration from Lincoln University and a master's degree in human resource management from Washington University in St. Louis as well as a master's degree in management from McGill University in Montreal.

New Role for Jean Halloran

Jean Halloran, former Senior Vice President, Human Resources at Agilent Technologies has been appointed to the board of directors of Keysight Technologies, the electronics measurement products company that comprises almost half of Agilent. Her appointment was effective once the Keysight spinoff from Agilent was completed. Ms. Halloran retired from Agilent on October 31, 2014. She led the HR function since the company's formation in 1999.



HRPI Fellow Retires from the National Academy of Human Resources

HRPI Fellow **Dick Antoine** will retire from his duties as President of the National Academy of Human Resources (NAHR) and the NAHR Foundation on February 1, 2015 after six-year tenure. He will be succeeded by Jill Smart, recently retired CHRO from Accenture. ■



HRPI Research Director Joins Cheung Kon Graduate Business School as Visiting Professor

Professor Aimin Yan recently began a two year term as visiting professor at Cheung Kon Graduate Business School (CKGSB). During his leave of absence, Professor Lloyd Baird, Chairman of the Organizational Behavior department, will serve as HRPI research director.

New Appointment for HRPI Research Assistant

Former HRPI research assistant, Jeffrey Yip recently accepted a position as assistant professor at Claremont Graduate University in California.

Yawkey Foundation Donates \$10 Million to BU

The Boston University Center for Student Services will be named the Yawkey Center for the former Red Sox owners and philanthropists, the late Tom and Jean Yawkey. Their Foundation has given \$10 million to the University to support a new nonprofit internship program. The program will allow 80-100 sophomores and juniors to partner with local nonprofits for paid internships, funded through the Yawkey endowment, beginning in 2016.

"An Esteemed Name for BU's Center for Student Services", *BU Today*, September 18, 2014

SMG Professor Joins U.S. Department of Labor

In May 2014, School of Management Professor David Weil, an expert in labor market policy and industrial and labor relations, was sworn in as administrator of the U.S. Department of Labor's Wage and Hour Division. In this role, he is responsible for overseeing the enforcement of laws to protect workers and ensuring that American workers are appropriately compensated for



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the work they do. The division also enforces the Fair Labor Standards Act and oversees compliance with the Family and Medical Leave Act, as well as some provisions of the Consumer Credit Protection Act and worker protections provided in a number of immigration-related statutes.

"SMG Prof Confirmed for Department of Labor Position", *www.bu.edu/today*, July 8, 2014

"Best Colleges" Ranking for SMG

The School of Management's undergraduate business program placed 39th overall in *U.S. News & World Report's* ranking of undergraduate business schools. The ranking was determined by a survey of deans and senior faculty at each undergraduate business program accredited by the Association to Advance Collegiate Schools of Business (AACSB) during spring 2014. This list will be part of the 2015 *U.S. News & World Report's* "Best Colleges" rankings.

"BU's Undergraduate Business Program Secures Top 40 Spot on U.S. News List", *www.bu.edu*, September 9, 2014

LOT Club Competes in Human Capital Case Competition

In October, the Leadership and Organizational Transformation (LOT) club, supported by Professors Fred Foulkes and Tim Hall and HRPI Assistant Director Lindsay Hoag, sent a team to Nashville, TN to compete in the 8th annual Human Capital Case Competition sponsored by Deloitte and GE. The BU team of Nour Itani (2015), Will McGahan (2016), Noga Nevel (2015), Britt Wedenoja

(2016) and Scott Weinreb (2015), competed against some of the top MBA programs in the country, including Cornell (three-time defending champion), Yale, Columbia, Duke, Emory, UCLA, Vanderbilt, Michigan, University of Texas, Purdue and Georgetown.

While the team did not dethrone Cornell they had opportunities to network with more than 30 representatives from Deloitte's Human Capital Practice and GE's HR Leadership Program. The team received positive feedback on team dynamics, creativity and presentation style, as well as an invitation from GE to visit in Norwalk, Connecticut.



CIA Chefs Bring Authentic Asian Cooking to BU

Chefs from the Culinary Institute of America visited Boston University in August, where they instructed chefs from the University's Dining Service as part of an intensive, five-day, Asian Cuisine Academy. The goal was to develop a series of authentic Asian dishes to roll out to students over the fall semester. At the end of the course, chefs presented sixteen new dishes from China, Japan, Malaysia, Singapore, Thailand and Vietnam to a group of Asian international students who were generally enthusiastic about the authenticity and flavor of the new offerings.

"Dining Services to Add Authentic Asian Dishes" *www.bu.edu/today*, September 3, 2014 ■

Reports and studies | Continued from page 2

British Airways, and Leo Burnett to do the same. Google and Northwestern Mutual have adopted similar programs.

With Millennials now part of the working world for some years, companies are starting to view their helicopter parents as an asset

rather than a burden. With parental approval of a company come more connections, engagement and loyalty. In a recent interview, PepsiCo CEO Indra Nooyi, stated that she writes to parents of the senior leaders on her executive team and has even enlisted the help of parents when recruiting at least one high-potential candidate.

At Northwestern Mutual, the success of the "Family and Parents Night" has been important in turning some parents into mentors for the company's interns and young staff.

"Companies Let Workers Bring In Parents", *The Washington Post*, November 1, 2014 ■

Mobile Recruiting a Win for UPS

UPS is using social and mobile media to help recruit entry-level workers for their busy holiday season. The company recruits almost three-quarters of its annual hires between October and December each year. In 2009 it hired 19 employees using social and mobile media. Last year more than 24,000 candidates were hired using these methods after the application process was made mobile-friendly in 2012. The company expects to hire more than 30,000 individuals using these tools this year.

Using a mobile strategy made applying for these jobs possible for minority and low-income candidates who often do not have access to a personal computer, but can access websites via a smartphone. The company's recruitment videos are available on mobile devices, as are the company's "day in the life" segments that feature some of the company's more common jobs, along with descriptions of company culture and clips of senior leaders talking about how they got started with the company.

"Social and Mobile Recruiting Deliver for UPS", www.shrm.org, September 3, 2014

Boston Scientific Unveils New Campus

At the new Boston Scientific campus in Marlborough, Massachusetts, "huddle"

rooms near hallways allow for informal meetings, meeting spaces have software for presentations and the teleconference room is set up so even international participants feel like they are attending meetings in person. The campus also has a free gym, sports facilities, daycare, a hair salon, and cafeteria technology that allows staff to purchase food using a thumbprint

CEO Michael Mahoney hopes that the new campus, with technology to facilitate global collaboration, reflects the company's global outlook. The new campus has allowed the company to bring an additional 800 employees to headquarters, including corporate functions that were previously located in Natick, Massachusetts.

The Spring 2015 HRPI meeting will be held at the new campus in May.

"Boston Scientific Unveils Its New Headquarters in Marlborough", *Boston Business Journal*, July 2, 2014.

Edge4Vets Helps Veterans Transition to Civilian Employment

Seeing another talent pool to draw on for open positions at Covidien, HRPI member Mike Dunford drew on his military experience to initiate a pilot program of Edge4Vets. This New York-based program helps veterans take skills learned in the military and translate them into the civilian employment market. A pilot program began in Boston in 2013.

During summer 2014, four life sciences companies from the Boston area—Covidien, Vertex Pharmaceuticals, Fresenius Medical Care and Thermo Fisher Scientific—sent HR professionals to mentor veterans at the program. While they answered questions and provided feedback on interview skills, they also connected with veterans who were potential candidates for positions and internships at their respective companies.

Edge4Vets currently operates at U Mass Lowell, though veterans do not need to be attending the university or even be students, to participate in the program. It is anticipated that sessions will grow to 50 veterans and mentors by the end of 2014 and expand to reach veterans across Massachusetts.

"Job-Hunting Veterans Get A Boost at UMass Lowell", *The Boston Globe*, August 24, 2014

UPS Ranked Among Most Generous

UPS was ranked the third most generous company in the United States by *The Chronicle of Philanthropy*. The company gave away \$54.5 million, or 5.6 percent of its profits in the 2013 fiscal year. The company also supports initiatives related to its employees' expertise, including a program called "Road Code" that teaches teen drivers the same safety techniques that UPS drivers learn.

"America's Most Generous Companies", www.forbes.com, July 15, 2014 ■

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Department of Energy is also getting involved, with the "Workplace Charging Challenge" which aims to increase tenfold the number of employers offering charging stations in the next five years.

"Charging Up", www.lrp.com, July 28, 2014

New NAHR Fellows Installed

On November 6, the National Academy of Human Resources installed three new Fellows at its annual dinner in New York. William S. Allen, Chief Human Resources Officer at Macy's Inc.; David A. Rodriguez, executive vice president and chief human resources officer, Marriott International; and Daniel V. Yager, president and general counsel at the HR Policy Association, were added to the elite group of current and former HR practitioners and thought leaders. The SHRM Foundation

was named NAHR Honored Organization in recognition of "unique and lasting contributions to the human resources field".

"A Most Notable 2014 Class of NAHR Fellows", www.hreonline.com, November 7, 2014 and NAHR Press Release, November 7, 2014

New Domestic Violence Leave Law in Massachusetts

In Massachusetts, Governor Deval Patrick signed An Act Relative to Domestic Violence (ARDV) into law on August 8, 2014. The ARDV allows for 15 days of unpaid leave every 12 months for victims of domestic violence, sexual assault, kidnapping, and/or stalking. Certain family members may also be covered and the time may be used for purposes directly related to the abuse, including seeking legal or medical services, counseling or accessing victim's services. ARDV applies to all employers with 50 or more employees.

An employee may use the leave for themselves or because of abuse of a covered family member, including, a spouse, child, parent, grandparent or sibling. Before taking the leave, employees must have used all other paid time off. The time is not necessarily paid, but employees have the right to return to the same or an equivalent position once the leave has ended. Furthermore, an employer cannot discipline an employee for unauthorized absences if the employee provides documentation, within 30 days of the last absence, supporting the need for ARDV.

"Massachusetts Employers Must Post Notice: Domestic Violence Victims Entitled to Leave", www.seyfarthshaw.com, August 20, 2014

Reporting Health Metrics

A commission, comprised of public health experts, insurers and business leaders

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Dutch Labor Laws Change

In the Netherlands, several labor laws governing employment contracts, termination and unemployment benefits will change significantly over the next two years.

Probationary periods in employment contracts lasting six months or less and non-complete clauses in temporary contracts finishing on or after January 1, 2015 will be restricted, unless necessary because of compelling business interests. In addition, employers will be required to notify contracted employees, with tenure of six months or more, of whether the contract will be extended and under what conditions. This written notice is to be given at least one month before the contract ends. If an employer is late informing the employee, they must pay the employee one day's gross salary for every day the notice is late.

Currently, temporary contracts may be extended twice for a total of three successive contracts, provided the total duration of the contracts is no more than three years. Beginning on July 1, 2015, employees with fixed-term contracts will be entitled to permanent employment after two years of successive contracts.

In 2016, Dutch dismissal laws will change. Dismissal for economic or business reasons

or due to a long-term disability will go through the Employee Insurance Agency, while termination for performance reasons will go through the court system. Employees with at least two years of service will be entitled to severance pay on dismissal, though this will not be payable if an employee is terminated for serious misconduct, resignation, retirement or if employment ends by mutual agreement. Severance will be accrued at a rate of 16.5 % of monthly pay for every six months of employment for the first 10 years of service and at the rate of 25 % of monthly pay for each six month period of service beyond 10 years, to a maximum statutory benefit of 75,000 Euro or one year's gross annual pay.

The duration of Dutch unemployment benefits will also gradually decrease from 38 months to 24 months between 2016 and 2019.

"Netherlands Law Impacts Contract Employment, Dismissal", www.shrm.org, September 9, 2014

Europe Still Struggling to Deliver

Eurofound's fifth annual yearbook, *Living and Working in Europe*, based on research and statistics from 2013, reveals that Europe is still struggling to deliver improved working and living conditions for all citizens, although there are signs that the European labor market

is beginning to stabilize.

Unemployment stabilized in 2013, though it remained high at 10.7 percent. More significantly, significant differences in rates persisted across the Member States, with rates as high as 28 percent in Greece and 24 percent in Spain, while in Austria, Germany and Luxembourg, rates remained at 5-6 percent. High job losses continue in the manufacturing and construction sectors, while the highest job growth is reported in high-skilled service activities such as healthcare.

The 2013 labor market analysis shows that middle-paying jobs, hardest hit during the crisis, continue to be lost and are not outweighed by gains in higher paying sectors. Men continue to be hardest hit by this decline. The employment of women has grown and they are taking a larger share of the higher paying jobs. The report also noted that there are seven and a half million young people not working, which results in the loss of approximately 163 billion Euro in welfare transfers, as well as lost income and taxes.

"Europe is Still Struggling to Deliver Improved Living and Working Conditions for All", *Eurofound Yearbook 2013: Living and Working in Europe*, July 14, 2014 ■

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suggests that companies should report their health metrics in their annual reports by 2025, just as they currently report financial earnings and sustainability efforts. The commission's report, funded by the Vitality Institute, also suggests that Fortune 500 companies include workplace health as part of their organizational strategies.

Commission chair William Rosenzweig noted that they hoped the report would highlight the issue and help HR professionals argue that keeping people healthy at work will yield significant return on investment in terms of loyalty and reduced healthcare costs.

"Companies Urged to Report Employee Health Status", *HR Magazine*, August 2014

More States Adopt Paid Sick Leave Laws

When California enacted the California Healthy Workplaces, Healthy Families Act of 2014, it followed Connecticut in requiring that employers provide employees with paid sick leave. New Jersey and Massachusetts

are considering similar legislation and eleven municipalities, including San Francisco, Newark and Washington, DC, have paid sick leave laws.

In the absence of a national leave program, these various laws create a challenge for employers to determine how leave and attendance laws interact with each other. For example, does time off under a paid sick leave law run concurrently with time off under other leave and attendance laws or is it layered on top of these laws?

"Paid Sick Leave Laws Are Here and Growing: What Do Multi-State Companies Need to Do To Comply?" www.jacksonlewis.com, September 25, 2014

2014 Losey Award for University of South Carolina Professor

Professor Patrick Wright of the University of South Carolina received the 2014 Michael R. Losey Human Resource Research Award. The award recognizes HR academics or experts whose research significantly advances the field of HR management.

Dr. Wright holds the Thomas C. Vandiver bicentennial chair in the Darla Moore School of Business at the University of South Carolina. He has conducted research on a many strategic human resource issues and has authored more than 60 research articles, 20 book chapters and co-authored four books.

He founded the Center for Executive Succession, the first research center aimed at exploring and addressing C-suite succession planning. Mr. Wright has been named one of the 20 "Most Influential International Thought Leaders in HR" by HRM Magazine for the past three years.

Formerly professor of strategic human resource studies at the ILR School at Cornell University, Dr. Wright also served as a professor at Texas A&M and the University of Notre Dame. He holds a Master of Business Administration from Michigan State University and a Bachelor of Arts in psychology from Wheaton College.

"University of South Carolina Professor Patrick Wright Wins SHRM HR Research Award, *SHRM Press Release*, November 21, 2014 ■



Human Resources Policy Institute
Boston University School of Management
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Save the Dates!

**Spring 2015 Meeting, May 6-7
at Boston Scientific**

**Fall 2015 Meeting, October 29-30
at Boston University School of
Management**

HRPI Steering Committee

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

Ms. Kerry Chandler
Global Head of Human Resources
UNDER ARMOUR

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

Professor Tim Hall
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