

HRPI

newsletter

Human Resources Policy Institute

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HRPI Fall 2016 Meeting

The Human Resources Policy Institute (HRPI) hosted its fall 2016 meeting on October 27-28 at the Boston University Questrom School of Business. The meeting focused on the evolution of performance management across companies and industries, and highlighted three companies that recently transformed the way they assess their employees.

Following lunch, HRPI Director Professor Fred Foulkes welcomed members and guests to the meeting and to Boston University. After brief introductions by attendees, the meeting began with a roundtable discussion on topics submitted by HRPI members. Topics of note included talent attraction and retention; CEO pay ratios (calculation and communication); gender pay inequality; and corporate wellness programs.

After a short break, Jen Jaffe, former Vice President of Human Resources at DIRECTV, and Traci Schrah, former Manager of Organizational Development at DIRECTV, delivered a presentation on the development and implementation of DIRECTV's new performance management system, underscoring that there is no ideal system for every company. They said that it is essential to identify organizational needs; recognize that all employees, even the CEO, are involved in these changes; and from their experience, roll out of the new system through a series of pilots.

The meeting continued late into the afternoon with the Dean's Speaker Series, which featured Questrom's Dean Kenneth Freeman in conversation with Joseph Boardman, former CEO of Amtrak, and Barry Melnkovic, Executive Vice President and Chief Human Resources Officer at Amtrak. Titled "Exceeding Expectations in the 21st Century," the discussion focused on employee and labor relations, change management, safety, HR planning and how the company managed the transition to a new CEO. Mr. Melnkovic was 2016 HR Executive of the Year and he was honored at dinner that evening.

Friday morning began with the presentation of the Burdick Award to Dick Antoine, former Chief Human Resources Officer at P&G and former president of the National Academy of Human Resources. Mr. Antoine offered a few remarks upon receiving the award, namely seven pieces of advice and his framework for success for HR leaders.

The morning continued with a presentation by Karen Gaydon, Senior Vice President and Chief Human Resources Officer at Synaptics during which she focused on her company's new performance management system. In contrast to DIRECTV's methodology, Ms. Gaydon and her team instituted the new system with no pilot programs. She underscored her company's need for a system that supported aggressive growth in a fast-paced industry.



ABOVE : From left, 2016 HR Executive of the Year honorees Jennifer Martin, Barry Melnkovic, Tim Richmond and Jennifer Piscopink at the HR Executive of the Year dinner. (Not in the photo Mark Andrekovich.) *Photo by Michael J. O'Brien.*

BELOW : Presentation of the Burdick Award to Dick Antoine, former Chief Human Resources Officer at P&G and former president of the National Academy of Human Resources. From left, Daniel Marsili, Dick Antoine and Fred Foulkes. *Photo by Kerry Chandler.*



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Equal Pay Obligations in Massachusetts

On August 1, 2016 the Pay Equity Act was signed into law in Massachusetts. It will take effect on July 1, 2018. The Act makes it illegal for an employer to compensate employees at a lower rate than the rate paid to employees of a different gender. Comparable work is now defined as “work that is substantially similar in that it requires substantially similar skill, effort, and responsibility and is performed under similar working conditions”. Furthermore, it states that “a job title or job description alone shall not determine comparability”.

In addition to provisions related to equal pay requirements, the Act also addresses the disclosure of wage or salary information. It makes it illegal for an employer to require that employees refrain from discussing or disclosing information about wages and salary; screen job applicants based on their wages or salary; request or require a job applicant to disclose wage or salary history and prohibits the requesting of salary history of any prospective employee from a current or former employer unless the employee provides written consent and an employment offer, including compensation, has already been made.

“Massachusetts Adds Teeth to Equal Pay Obligations”, www.littler.com, July 28, 2016

Cloud Career Pathways Launched at Amazon

Companies may soon be using Amazon to find and recruit cloud engineers. AWS Educate, a division of Amazon, offers free, self-paced online courses and learning modules through the Cloud Career Pathways program. Students who complete the program can match with internships and job openings through the AWS job board that includes several employers, in addition to listing positions at Amazon. This service is expected to compete with LinkedIn’s recent acquisition, Lynda.com, to offer training in areas such as coding and other technologies.

The Cloud Career Pathways program has four areas of specialization: cloud architect, software developer, operations’ support engineer and analytics/data specialist. Each area includes at least 30 hours of content to build core skills.

“Cultivating a “Cloud-Enabled Workforce,” <http://blog.hreonline.com/2016>, October 20, 2016

Gender Pay Review Commitment

Twenty-eight companies have signed a White House pledge undertaking to conduct an annual gender pay analysis with the goal of eliminating inequitable compensation. The companies, including Amazon, PepsiCo Inc., Dow Chemical Co., Cisco Systems, Inc., and Deloitte, have agreed to review how they hire and promote employees and will embed equal pay efforts in other workplace initiatives.

“Companies Pledge to Review Pay to Address Inequalities”, *The Wall Street Journal*, June 13, 2016

Opportunities for Employees with Autism on the Rise

With Autism Spectrum Disorders affecting one in every 68 people in the United States, companies are increasingly seeing that individuals with autism may be uniquely qualified to fill a range of positions that are repetitive and require meticulousness, as well as the ability to focus for long periods. SAP launched an “Autism at Work” program in 2013 with the goal of having one percent of the company’s workforce worldwide be comprised of employees with autism. The company currently has programs in nine locations in five countries. Hewlett Packard Enterprises spent a year developing its “Dandelion Program”, to provide job opportunities for individuals with autism and currently has 45 autistic employees working as analysts and software testers.

Outside of technology-focused employers, 12 percent of distribution center employees at Walgreens have a self-disclosed disability. Northwestern University has initiated “Project SEARCH”, a 10 week internship where young adults with autism learn to provide clerical support in offices. At AutonomyWorks, a small company in Illinois, all 20 associates have autism and successfully perform back-office digital advertising work for corporate clients.

Ernst & Young piloted the EY Neurodiversity Program in the company’s Philadelphia office during 2016. The program recruits and trains individuals with autism in the areas of data analysis, pattern recognition and attention to detail, skills that allow participants to work in streamlining the compilation and analysis of client data. EY worked with nonprofit Specialisterne to source program participants.

Applicants participated in a group problem-solving activity and interviews. They were then invited to participate in a four-week paid training program that focused on learning the basics of working in a corporate setting and introduced the EY culture and

business model. Training was also provided to EY staff and supervisors with respect to how to communicate effectively with these neurodiverse employees. Of the twenty applicants who completed the training, four were chosen by EY to join their account support services team. The success of the program in the Philadelphia office has led to requests for the program in other regions.

“Companies See High Return on Workers with Autism”, www.shrm.org, September 2016, “Companies Find Hiring Those On The Spectrum Has Vast Benefits”, www.disabilitycoop.com, June 17, 2016, and “Ernst & Young Pilots Program To Tap Into Autistic Talents”, www.workforce.com, October 24, 2016

Large Employers Move to Provide Autism Coverage

According to research by the National Business Group on Health, more than three quarters of 140 companies surveyed for their “Large Employers 2016 Health Plan Design Survey”, provide autism coverage in their health plans. Speech therapy, physical therapy and occupational therapy were most commonly covered, while more than 50 percent of companies surveyed reported also covering medication management. Thirty-six percent of those surveyed reported covering Applied Behavior Analysis (ABA) therapy.

“Advances in Autism Awareness”, www.hreonline.com, October 19, 2016

Apprenticeship Pledges

Hilton Worldwide has pledged to set up the first U.S. apprenticeship system in tourism and to launch 370 apprenticeship positions over the next five years, covering the areas of culinary arts and housekeeping. This pledge was made at a meeting of the Global Apprenticeships Network, a coalition of companies, employer organizations and international organizations working to promote quality apprenticeships worldwide.

The meeting also heard about apprenticeships being created in other sectors, including at IBM, where a three-year training program for business and technical specialists concludes with apprentices being considered for permanent employment and Samsung Tech Institutes, which provides training in software development and computer programming, as well as a two-year web designer training program.

“Apprenticeships: One Way to Create a Work-Ready Talent Pool”, www.shrm.org, October 24, 2016

Onsite Childcare Declines in Popularity

Once the most coveted perk for working families, the popularity of employer-sponsored on-site childcare facilities is declining, because these facilities are frequently too rigid to meet the needs of today's flexible workforce. According to the Society for Human Resource Management's 2016 Benefits Survey, only two percent of employers surveyed reported offering subsidized child care centers, down from nine percent in 1996. While this at-work child care solution works for a small subset of employees, they are expensive to operate and are less popular than a more flexible approach to benefits that meet the needs of a broader working community.

Cisco Systems has offered onsite childcare for many years and has increased capacity at their day care centers in India because of demand. However, their two centers in San Jose, typically operate at only 60-80 percent of capacity, with the remaining space used as a back-up child care facility. Nevertheless, the company plans to maintain this benefit and has made it part of a larger package that also includes back-up childcare, eldercare, and specialized medical benefits for dependents with autism, diabetes and behavioral issues.

"Onsite Child Care Ebbs as Flexible Benefits Flow", www.shrm.org, November 9, 2016

Gains for the "Gig" Economy

According to a recent survey by the Pew Research Center, eight percent of U.S. adults earned money in the past year by using digital platforms to take on a job or task. These digital platforms include, IT work, driving for ride hailing services, data entry tasks and shopping or delivery services. Among younger adults aged 18-29, 16 percent earned money in this way, compared with only four percent of those aged 50-65.

"The Gig Economy: Work, Online Selling and Home Sharing" *Pew Research Center*, November 2016

Interview Fun

Southwest Airlines, Sherwin Williams and Grant Thornton ranked as the most friendly and honest companies to interview with, according to Glassdoor's "Candidates' Choice" awards.

A candidate at Grant Thornton noted that the candidate reception at Grant Thornton, held the night prior to interviews, helped him meet the interviewers and establish a connection before the interview. Interviewers at Sherwin Williams were described as "down to earth and friendly", while a candidate interviewing at Southwest Airlines described taking selfies in a colorful room before interviewing.

"Job Seekers Ranks These Companies as Best Places to Interview" www.shrm.org, September 23, 2016

Core Benefits Continue To Impact Employee Satisfaction

Although cutting-edge benefits attract attention, improving three core benefits-- health care coverage, retirement plans and paid time off had the most impact on overall employee satisfaction with benefits, according to a recent study by Glassdoor Economic Research. While maternity/paternity leave and employee discounts appealed to a smaller subset of employees, they had little impact on overall employee satisfaction.

"Core Benefits Drive Satisfaction More Than Niche Offerings", www.shrm.org, June 8, 2016

Millennials Embrace Core Benefits

Willis Towers Watson's 2015-2016 Global Benefits Attitudes Survey reveals that core benefits (health care and retirement plans) are as important to Millennials as flexible work arrangements. Forty-eight percent of Millennials surveyed ranked pay and bonus above all other benefits and 59 percent reported a willingness to pay a higher amount for a guaranteed retirement benefit, up from 42 percent in 2009. In addition, twenty-seven percent of Millennials also indicated that they would allocate more than half of a benefits allowance to health care and retirement plans.

"At Open Enrollment, Millennials Value Financial Security and Workplace Flexibility" www.shrm.org, October 12, 2016 ■

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Shorter Workday Experiments

For approximately one year, nurses at a Gothenburg retirement home in Sweden worked a six hour day but earned their full salary, as part of an experiment by the Swedish government to see if a shorter workday could increase productivity.

The two year trial revealed that a shorter workday does, in fact, lead to greater productivity. The sixty-eight nurses who worked six hour days took half as much sick time as nurses in a control group working eight hour shifts. They were also far less likely to take time off in any two-week period, which led to greater continuity of care for their patients. In addition, the nurses reported being happier and having more energy, allowing them to be more engaged and active with the elderly patients. However, while the trial illustrated the many benefits of a

shorter working day, it also reveals a high cost. Seventeen new nursing positions were created to make up the lost time at a cost of approximately \$738,000 per year.

Equating productivity with quality of care is difficult to translate to white-collar jobs. However, Amazon is piloting a program of teams comprised entirely of part-time employees, who will work core hours of 10:00 a.m. to 2:00 p.m., Monday through Thursday, with flex hours throughout the week. They will be paid 75 percent of what full-time employees earn, but will receive the same benefits as full-time employees.

Although Amazon already has employees working a part-time schedule, this pilot program is noteworthy in that all team employees, including managers, will work part-time. Current employees wanting to move to a part-time team must apply for a transfer from their current position. With teams comprised entirely of part-timers, the company anticipates being able to monitor

the productivity of the employees and determine whether they are more productive per hour working 30 hours per week, compared with those working 40 hours.

"The Six-Hour Workday Works in Europe, What About America?", www.bloomberg.com, May 10, 2016, "In Sweden, Happiness in a Shorter Workday Can't Overcome the Cost", *The New York Times*, January 6, 2017, "Amazon Explores 30-Hour Workweek", www.shrm.org, September 15, 2016 and "Amazon Pilots 30-Hour Workweek", *San Francisco Chronicle*, August 30, 2016

Deloitte Expands Caregiving Benefits

Recognizing that caregiving responsibilities aren't limited to new parents, professional services firm Deloitte unveiled a new policy in September 2016 that offers employees up to 16 weeks of fully paid leave for a range of caregiving duties, including maternity and paternity leave, eldercare, and caring for other

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New Members and Representatives

Chris Peck is Vice President of Corporate Human Resources at UPS. He is responsible for all aspects of the company's global leadership and talent strategy for over 430,000 employees.

Mr. Peck has spent three decades at UPS, working in operations, HR and global strategy development. He has worked in multiple U.S. line operations and has completed HR assignments in New Jersey, California, Indiana and Virginia. He also worked in Belgium, serving as Vice President of Human Resources & Labor for the company's Europe, Middle East & Africa region. During his tenure in Belgium, he oversaw the acquisition and integration of two large domestic transportation companies in the UK and Poland, as well as the European business integration of prior acquisitions. He also completed an assignment in the company's Corporate Strategy group. In 2011 he assumed senior HR leadership for the company's largest operating region worldwide, based in New York City. He moved to his current position in Atlanta in 2014.

Mr. Peck has served for 22 years in the US Air Force and National Guard. He received his BA in Economics from Rutgers University and his MBA from Saint Mary's College. He holds professional certifications as Senior Professional in HR (SPHR) and Global Professional in HR (GPHR) from HRCI.

Jyoti Rai is Vice President and Chief of Staff for Human Resources at American Express. She serves as a senior advisor to the Chief Human Resources Officer and is a key member of the Global Human Resources leadership team. She manages employee development, communications and operational risk for more than 600 employees across 140 international markets.

She joined American Express in 1999, after spending five years working as a Human Resource consultant. In her most recent role as the Head of Market HR for India, she led the India business organization transformation, worked on strengthening leadership capacity and built a pipeline of women leaders for the market. She focused on collaborating with the businesses she worked with to create enhanced opportunities for revenue growth as well as retaining and developing premium talent.

Ms. Rai earned a bachelor's degree with honors in physics from the University of Delhi, a master's degree in personnel management from the University of Pune and a global executive master's in HR leadership from Rutgers. She is a member of the National HRD Network and the Indian School of Business

Center for Executive Education Alumni Network.

Marc Reuss is Executive Vice President of Human Resources at ConvaTec. He recently joined the company from Novartis, where he was Global Head of Human Resources at the Vaccines and Diagnostics division and at Sandoz.



At Sandoz, he led an HR organization of 350 professionals who developed and implemented a comprehensive HR strategy for 27,000 employees in 130 countries. Prior to Novartis, Mr. Reuss worked at Boston Scientific, Millipore Corporation, BankBoston and Northrup.

A graduate of Potsdam College, Mr. Reuss holds a Masters in Human Resource Management from Emmanuel College.

David Schmit is Vice President of Human Resources for the Dover Fluids Segment of Dover Corporation. This segment of the Corporation has almost \$2 billion in annual sales and 6,000 employees



across six operating companies that design, engineer and produce various pumps and fluid-handling equipment across multiple industries. Mr. Schmit is responsible for providing strategic human resources leadership to the Dover Fluids team worldwide, as well as guiding, developing and driving organizational effectiveness.

Mr. Schmit has spent 25 years working in HR in various industries, including chemical manufacturing, printing operations and fast-moving consumer goods. Most recently, he led the human resources function for Avery Dennison's Retail Branding & Information Solutions Group with over 20,000 employees and contractors in 50 countries. He also worked at PepsiAmericas, Inc. where he served as the Vice President of Human Resources-International and led Pepsi's Central/Eastern European Human Resources function. He also served as Director of Employee Relations Corporate Headquarters at R.R. Donnelley. Mr. Schmit began his career at Millennium Inorganic Chemicals, Inc. where he focused on Human Resources and Labor Relations.

He holds a Master's degree in Labor & Industrial Relations and a Bachelor's degree in Political Science/Sociology from the University of Illinois at Urbana.

Tom Fleming is the Vice President of Human Resources for IBM Global Markets. He is responsible for the policies, practices and programs affecting over 40 thousand sellers globally. In this role, he develops leaders; sellers with industry and sales expertise to deliver differentiated client value; and an engaging, culture. In addition, he is responsible for IBM's HR partners around the world, ensuring they are aligned with, supporting and enabling management's business strategies across all lines of business.

Prior to assuming his current responsibilities, Mr. Fleming spent 10 years leading the HR team in support of IBM's Software Group, a highly heterogeneous unit, characterized by over 100 acquisitions and aggressive hiring. He was responsible for creating a common culture and value proposition that was competitive in the software industry.

At IBM for more than 30 years, Mr. Fleming has worked as an HR generalist in the sales, services, research and development, and manufacturing segments of IBM's business. He has also held specialist roles in compensation, business development, talent, and recruitment in various leadership capacities.

Mr. Fleming is a graduate of Cornell University's School of Industrial and Labor Relations.

Jaynanne Calaway-Habeck

is the Vice President of Human Resources at Panera Bread. She has held several leadership roles in the Panera organization in the areas of Total Rewards and Shared Services, Retail Human Resources, Organizational Development and Culture, Processes and Communications and HR Projects. She is an expert in people and cultural strategy and her leadership and knowledge drive continued success in leading Panera's key initiatives.



Ms. Calaway-Habeck holds a Bachelor's degree in Economics & International Studies from Illinois Wesleyan University, and a Master's degree in Human Resources & Industrial Relations from the University of Illinois at Urbana-Champaign. ■



Boston University News

Rankings Update

The Questrom School of Business undergraduate program increased its rank one place to 38th overall in the 2017 *U.S. News and World Report* Best Colleges ranking, which is based on ratings by deans and senior faculty at schools across the country. Boston University's rank also increased two places, to 39th, in the "national universities" category. In addition, the University maintained its standing in the publication's assessment of global universities, while the pool of universities in this category expanded by one third.

Boston University graduates were also ranked among the most employable worldwide, according to a report published by *Times Higher Education*. Boston University ranked 11th in the world and 7th in the United States. The rankings were determined by a two-part process, which first surveyed management-level recruiters both locally and internationally, and then asked more than

3,000 managing directors of international companies to vote for a maximum of 10 local and international universities that had been identified by the first survey.

"Boston University and Questrom School of Business Rise in New US News and World Report Ranking", www.bu.edu/questrom, October 23, 2016, "University is 39th in U.S. News Global Rankings", www.bu.edu/today, October 26, 2016 and "BU Grads Ranked Among the World's Most Employable", www.bu.edu/today, November 21, 2016

Task Force Charged with Climate Action Plan Development

Robert Brown, President of Boston University, announced in 2016 the creation of a Climate Action Plan Task Force, charged with developing a Climate Action Plan that will become part of the University's Strategic Plan. Chaired by Anthony Janetos, Frederick S. Pardee Professor of Earth & Environment and Director of the Pardee Center for the Study of the Longer Range Future, the Task Force is

comprised of 18 faculty, staff and students. It will develop the plan under five guidelines. The focus will be on ways to operationally mitigate the University's impact on global warming; make recommendations regarding relevant research; make recommendations for educational programs that prepare all students to face the challenges of climate change; review the financial implications of these recommendations; and engage the University community in preparing a Climate Action Plan as well as reaching out to other institutions and the City of Boston to explore potential shared solutions.

"Launch of Climate Action Plan Task Force", via email, October 31, 2016

Leadership at Health Innovation Institute Announced

Jonathan Woodson, a former assistant secretary for health affairs with the Department of Defense has been named to lead the Institute for Health System Innovation and Policy, a new initiative charged with expanding health system research initiatives across the Boston University Charles River and Medical Campuses. Based at the Questrom School of Business Dr. Woodson joins the faculty as Larz Anderson Professor in Management and Professor of the Practice. He reports jointly to the Dean at Questrom and to the Vice President and Associate Provost for Research. He also holds appointments at the School of Medicine and the School of Public Health.

"Former DOD Official Heads New BU Health Innovation Institute", www.bu.edu/today, September 20, 2016 ■

Recommended Reading

Emerging Indian Multinationals: Strategic Players in a Multipolar World, by M. Thite, A Wildinson & P. Budhwar (editors), New Delhi, Oxford University Press, 2016

Social Media in Employee Selection and Recruitment: Theory, Practice and Current Challenges, by Richard N. Landers and Gordon Schmidt (editors), Springer, 2016

View from the Top, by Richard L. Antoine, Elizabeth "Libby" Sartain, Dave Ulrich and Patrick M. Wright (editors), SHRM, 2016



HRPI Fall Meeting | Continued from page 1

Concluding the meeting, Erica Bank, Performance Leader at Deloitte, delivered the final presentation, sharing the change process that took place at Deloitte, resulting in a new performance management system. Ms. Bank noted that Deloitte was in search of a system that enabled a "strengths-based culture," as Deloitte employees have the opportunity to play to their strengths every day. She concluded her presentation by sharing the design and rollout of the new system through a series of pilots.

Following this final presentation, Professor Foulkes led a brief wrap up conversation and adjourned the meeting, expressing appreciation for members' attendance and participation. ■

Reimagining GE

GE is working on reinventing itself into a leading center of digital innovation. This shift of focus has necessitated a change in the company's talent acquisition function in order to attract software engineers and computer scientists.

According to Steve Knox, head of global talent, acquisition, strategy and operations at GE, the company has hired an "employee experience leader" to transform the company's recruiting practices to a more candidate-focused approach, as well as paying close attention to how their hires are performing after they are hired.

Other areas that have been overhauled include the company's applicant tracking system, which has been replaced by a mobile-enabled system that sends out updates to candidates daily as well as the company's job descriptions that now include short videos describing what the hiring manager is looking for in candidates, a change that has been especially useful in attracting diverse candidates to the company.

"Transforming Talent Acquisition", *HRE Daily*, October 27, 2016

Deborah Butters Featured at Executive Conference

HRPI representative Deborah Butters, Senior Vice President and Chief Human Resources Officer at Perkin Elmer will be a featured speaker at the HR People + Strategy Annual Conference in April 2017. HR People +

Strategy is the Executive Network of the Society for Human Resource Management.

"HR People + Strategy Annual Conference", *www.shrm.org*, October 25, 2016

Erliden Award Winner

David Almeda, Chief People Officer at Kronos, was chosen by the Northeast Human Resources Association as the winner of the 2016 John D. Erliden Award.

"NEHRA 2016 Erliden Winner Chosen" *NEHRA Press Release*, June, 2016

P&G CEO to Chair Catalyst Awards Dinner

Catalyst has announced that its 2017 Catalyst Awards Conference and dinner will be held on March 8, International Women's Day. The theme will be "Leadership Refined" and will celebrate leaders and corporate programs that work to accelerate progress for women in the workplace. This is the 30th anniversary of Catalyst awarding corporate initiatives. The organization has recognized 85 initiatives at 79 organizations around the world.

The Catalyst Awards Dinner will take place on the evening of March 8 and will be chaired by David S. Taylor, Chairman, President and CEO, The Procter and Gamble Company.

"Annual Catalyst Awards Conference and Dinner March 8 on 2017 International Women's Day with Dinner Chair David S. Taylor, CEO, The Procter and Gamble Company", *Catalyst News*, December 16, 2016

CVS Health Focuses on Retaining Mature Staff

In an effort to retain mature workers, CVS Health developed the "Talent is Ageless" program to recruit and retain employees aged 50 or older, a demographic that comprises 24 percent of the company's workforce. The initiative partners with the American Society on Aging, Experience Works, AARP, National Council on Aging and the Senior Community Service Employment program.

The program helps mature workers stay employed by incorporating simple modifications, including alternative work arrangements that take advantage of telecommuting, flextime, job sharing and compressed work weeks. Since the mid-2000s the company has been running a successful "snowbirds" program that allows pharmacists, who are often closer in age to their customers and who spend winters in Florida and other Southern states, the opportunity to temporarily work at a CVS pharmacy near their winter home.

"Betting on Older Workers", *www.hreonline.com*, September 14, 2016 and "Talent is Ageless", *www.cvs.com*

"Most Admired" Honors for Member Companies

Two HRPI member companies (Colgate Palmolive and Novartis) were featured on Fortune's list of "Most Admired for HR", published in December 2016

"Most Admired for HR" *Fortune*, December 2016

In Memoriam

In September 2016, HRPI lost one of its founding members and former Steering Committee member, J. Randall (Randy) MacDonald. Randy retired from his position as Senior Vice President of Human Resources for IBM in 2013.



Randy MacDonald (center) with Fred K. Foulkes and Kenneth W. Freeman after receiving the W.E. Burdick Award during the Fall 2012 HRPI meeting

In addition to his support of and contributions to HRPI, Randy was a Distinguished Fellow of the National Academy of Human Resources, a member of Cornell University's Center for Advanced Human Resources Study, past chairman of the HR Policy Association's board of directors and a trustee of Bucknell University. He was named HRE's 2008 HR Executive of the Year.

Quoted in *hreonline.com*, Fred Foulkes, the founder and director of the Human Resources Policy Institute called MacDonald "an icon" of the HR world:

"Randy was a star for 3 CEOs of IBM. He was a recognized leader not only at IBM also but to the many other organizations that he generously gave his time and

talent to, including: NAHR, HRP, Cornell, Boston University, PRT and Bucknell University, among others."

He also noted that Randy's passion for sharing his HR wisdom had not waned during retirement. "Just last month, I had a question that I thought Randy would have good perspectives on, and, as I predicted, he gave me some very good advice." He also noted that despite his long career of working in the C-suite, Randy never lost his connection with line workers. "His father was a union man and he never forgot where he came from. He was equally comfortable talking to a second-shift janitor as he was a board member or CEO. He was truly a remarkable person." ■



Switching Off

French workers marked the beginning of 2017 with a new law allowing employees to ignore work-related emails outside of office hours. The “right to disconnect” law compels companies

with more than 50 employees to begin planning policies that will limit work-related technology outside of the office. It is hoped that the legislation will help address work-related stress. Compliance with the law is currently on a voluntary basis, as there are not yet any penalties for violations.

“French Employees Can Legally Ignore Work Emails Outside of Office Hours”, *The Washington Post*, January 1, 2017

Women Underrepresented in Senior Roles at Irish Universities

Although men and women are equally represented in academic positions at third-level institutions in Ireland, women are significantly underrepresented in senior roles, according to a report on gender equality at Irish third-level institutions by an expert group commissioned by the country’s Higher Education Authority. While fifty percent of lecturers at Irish universities are women, only 19 per cent of professors are women. Furthermore, since the establishment of the

first Irish university more than 400 years ago, a woman has never been appointed president at any institution.

Among the measures recommended by the expert group are: mandatory gender quotas for academic promotion, where the proportion of women and men to be recruited is based on the proportion of genders at the level immediately below; public funding to be linked the institutions’ efforts in tackling gender inequality; all candidates appointed by university presidents should show evidence of leadership in advancing gender equality; every third level institution should appoint a vice-president for equality, who would be a member of the executive management team; and decision making bodies at all colleges should be gender balanced.

Institutions could face having public funding withheld if they fail to introduce gender quotas to increase the number of women in senior positions.

“Universities Face Funding Cuts If They Fail To Promote More Women”, *The Irish Times*, June 28, 2016

Labor Force Participation Around the Globe

A 2016 analysis of International Labor Organization data reveals significant differences in labor force participations for older workers. In 2010, more than 50 percent of African men and 30 percent of African

women aged over 65 were in the workforce, compared with less than 10 percent of men and less than five percent of women working in Europe during that same year.

“In Africa, 50% Of Men Age 65+ Are In The Labor Force, Compared To 10% In Europe”, *The Center on Aging and Work at Boston College*, August 29, 2016

Eurofound Launches New Multiannual Program

The European Foundation for the Improvement of Living and Working Conditions, has launched a new, multiannual program that will focus on six areas of intervention to conduct activities and research to further promote more positive progress in the field of living and working conditions within the European Union.

The areas of focus will be: Working conditions and sustainable work; Industrial relations; Labour market change; Quality of life and public services; The digital age: Opportunities and challenges for work and employment and the Monitoring convergence in the European Union

Through the framework of these six areas Eurofound will examine how living and working conditions can be improved through public policies and legislation, the intervention of the social partners, and workplace practices.

“Toward Upward Convergence”, www.eurofound.europa.eu, December 20, 2016 ■

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sick family members, including, spouses, domestic partners, parents, stepparents, children or siblings. The company is following guidelines similar to FMLA requiring the leave to be used for conditions that impact the relative for at least three consecutive days.

This policy comes in response to results of an earlier survey by Deloitte of a thousand employees at other companies that found 88 percent of respondents wanted a leave policy that covered a broader range than the typically-offered paternal leave. According to the AARP, almost 17 percent of adults in the United States provide unpaid care of an adult relative.

“Deloitte to Offer Paid Leave for Elder Caregiving”, *The Wall Street Journal*, September 8, 2016

Kantor Award Winners

The 2016 Rosabeth Moss Kanter Award for Excellence in Work-Family Research

was awarded to Markus Gangl and Andrea Ziefle from Goethe University, Frankfurt am Main, Germany for an article titled, “The Making of a good Woman: Extended Parental Leave Entitlements and Mothers’ Work Commitment in Germany”, which was published in the *American Journal of Sociology*.

“2016 Kanter Winner Announced”, www.bc.edu/centers/cwf, October/November 2016

Gender Equality Commitment

In early December 2016, the chief executives of more than two dozen companies, including, Bank of America, LinkedIn and Newmount Mining Corp. signed a pledge to speed up women’s progress up the corporate ladder. This commitment is the starting point for “Paradigm for Parity”, a new organization targeting gender equality in upper management at American companies by 2030.

“CEOs’ New Vow: Advancing More Women At Work”, *The Wall Street Journal*, December 6, 2016

2016 NAHR Fellows Inducted

On November 4, five new fellows of the National Academy of Human Resources were inducted at an event held at the Waldorf Astoria in New York City. Honored at the event were Benito Cachinero-Sanchez, Senior Vice President for Human Resources at E.I. du Pont de Nemours & Co.; Michael D’Ambrose, Senior Vice President and CHRO of Archer Daniels Midland Co.; Boris Groysberg, a professor at Harvard Business School whose research focuses on human capital management; Mark Huselid, professor at Northeastern University and Susan Schmitt, Senior Vice President of Human Resources at Rockwell Automation. Mirian Graddick-Weir, Executive Vice President of Human Resources at Merck & Co. was elevated to the rank of Distinguished Fellow.

“New Honors for Six Leaders in HR”, www.blog.hreonline.com, November 4, 2016 ■



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Save the Date!

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