HRPI Spring 2018 Meeting

The Spring 2018 Human Resources Policy Institute meeting was held on May 17 and 18, hosted by P&G Gillette in Boston. The meeting topic was: “Strategic Talent Initiatives at P&G Gillette: A Live Case Study”. Professor Fred Foulkes welcomed attendees and led introductions, before turning the meeting over to Maria De Cordova of P&G, who welcomed everyone and shared some background on P&G and Gillette’s history. She noted that much of the company’s success, particularly with regard to employee loyalty, is owed to their PVPs: Purpose, Values, and Principles, an essential reason why people remain at P&G. Attendees then viewed a short video about P&G and the importance of asking “what if…”, another theme for the meeting.

The first roundtable of the meeting featured Joanna Neidermeyer, Senior Counsel, Global Antitrust & Trade, P&G. Ms. Neidermeyer addressed antitrust red flags for employment practices. Significantly, she clarified that an agreement does not mean there is a legal document; agreement can be implied, never has to be expressed, and can be as simple as a wink or nod.

Following Ms. Neidermeyer’s presentation, the group heard from Gary Coombe, President, Global Grooming, P&G, on business challenges. He stated the need for a new standard of leadership in response to business model disruption, noting that the grooming business has already seen the impact of companies such as Dollar Shave Club and Harry’s, where customers can buy consumer products. P&G faces such disruption on many vectors, raising the question, what are we going to do about it? Mr. Coombe asked the group to consider what that actually means in terms of execution and stated his belief that more than half the battle involves addressing models of leadership, culture, and talent development. He concluded his presentation with this message: “There is no limit to this business except the limitations of those who manage it.”

Next, Professor Foulkes moderated the HRPI membership roundtable, focused on topics of interest to attendees, including, GDPR regulations/subsequent impact on HR relative to employee data; new Massachusetts Equal Pay Act (MEPA); responses to showing CEO pay ratio and median salary for public companies and publicly-reported examples of sharing benefits of the tax cut with employees. A general discussion on several topics, including, employee versus contractor status, reimbursements for municipal taxes, and opioids and addiction assistance followed.
Free Lunch No Longer at Facebook

When Facebook’s latest campus opens later this year in Mountain View, California, one of the company’s most well-known perks, the company cafeteria will be missing. Under a 2014 agreement between the company and the city, the social network firm is prohibited from providing employees with free meals. Instead, the company can fully subsidize the cost of food bought by employees at local businesses. The city hopes that the ban will encourage Facebook employees to get out of their offices and into the community, supporting local businesses.

“Facebook Barred from Providing Free Lunch”, www.hrnews.namely.com, August 2, 2018

Massachusetts Enacts New Family and Medical Leave Policies

Massachusetts now provides the most generous paid family leave and medical leave in the country, following the signing into law of a bill in June 2018. A new Department of Family and Medical Leave within the Executive Office of Labor and Workforce Development will be responsible for establishing and administering the program, which is required to be finalized by July 2019, with the benefits beginning in 2021.

The new law will apply to employers with at least one employee working in the state. Paid medical leave benefits will be available for an employee’s own serious health conditions, while paid family leave benefits will be available for bonding with a child during the first year after birth or adoption; a qualifying emergency following a family member’s active duty or impending call to active duty; care of a family member who is injured in the line of duty; and care of a family member who has a serious health condition.

Employees will be entitled to up to 12 weeks of paid family leave and up to 20 weeks of paid medical leave for a medical condition in one benefit year, with a combined maximum of 26 weeks per year.

“Massachusetts Paid Family and Medical Leave on Tap”, Conduent FYI, July 25, 2018

The New Perfect Baby Shower Gift

Car seats and strollers no longer top the list of desirables for pregnant employees. Instead, co-workers are donating vacation time or paid time off to expectant colleagues, to extend maternity leave. In Nebraska, where state employees do not receive dedicated paid maternity leave, a maternity leave donation program, enacted in January 2018, allows new mothers who work for the state to receive donated time once they have used their own accrued sick time. Employees within an agency where a new mother works, receive an email that they can reply to and anonymously donate their paid time off. The recipient finds out during maternity leave how much additional time she has received.

“Forget the Traditional Office Pool to Buy a Co-worker Who is Expecting a Baby Car Seat or Stroller”, www.wtop.com, July 20, 2018

Paid Leave Eligibility Set to Expand in New York

In July 2018, the New York State legislature approved bills that would entitle employees to leave for both family bereavement and organ donation. The bill is expected to be signed into law by Governor Cuomo before the end of summer.

Provisions for bereavement leave define family members as children, grandchildren, parents, grandparents, spouses and domestic partners. Employers may ask for a death certificate before agreeing to the leave, but there is no specified timeframe for the use of the leave. Under the new legislation, organ donation would be classified as a “serious health condition” that would qualify for paid family leave benefits.

“New York Set to Expand Paid Leave Eligibility”, www.hrnews.namely.com, July 25, 2018

Competitive Job Market Brings Bad Behavior

As a competitive market gives job candidates more options, bad behavior is becoming more common, with more prospects “ghosting” jobs—not appearing for scheduled job interviews, accepting job offers but not showing up on the first day, or simply disappearing without notice from existing jobs. While this behavior has always been a concern in lower-paying jobs such as construction and truck driving, the practice is now more widespread across industries.

At VoiceNation, an Atlanta-based call center, almost half of the company’s monthly hires never appeared for work. Now, the company is addressing the issue by hiring more staff than they need with the expectation of some attrition, and shortening the time between jobs offers and start dates from two weeks to three days.

“Workers Are ‘Ghosting’ Interviews, Blowing Off Work In A Strong Job Market”, USA Today, July 19, 2018

Apprenticeship Training at Lowes

Lowes is partnering with Guild Education, an adult education company, to create “Track to the Trades”, a program that connects both full time and part-time employees with six months of experience at the company, with financial assistance for online pre-apprenticeship training in a variety of trades, from carpentry to appliance repair. Guild Education supports the students through self-paced online coursework and upon completion of the coursework, Lowes places students in apprenticeships at local companies to complete their certification.

A pilot program, with 140 students, began in four markets in March 2018. The program will launch across the country before the end of 2018. Already, new hires are reporting applying to the company because of the program.

“How Lowe’s Is Building a New Skilled-Trade Workforce”, www.hrexecutive.com, May 21, 2018

College Degree Opportunity for Walmart Employees

Walmart has announced that it will pay for employees to get college degrees in business or supply chain management, either online or on-site at one of three colleges—The University of Florida, Brandman University in California, and Bellevue University in Nebraska. Employees will be eligible for the benefit after being employed for 90 days. They will only have to contribute $1 per day toward their classes and will have no obligation to stay with the company after earning a degree.


New York Non-Profit Supports Returnships

Path Forward is a New York-based non-profit working with companies to support mid-career professionals returning to the workforce after an absence to care for a child or other family members. The non-profit grew out of data provider Return Path, a company that focused on returnships as a way to increase the number of women working for the company in technical roles. After successful guiding two returnship cohorts and helping several other companies introduce their own programs, the company spun off Path Forward in early 2016.

On the employer side, the organization helps managers look beyond biases that may negatively influence their impression of prospective employees returning to the workplace following an absence for caregiver-
Americans Taking More Vacation Time

According to the annual Project Time Off survey, U.S. employees took an average of 17.2 vacation days in 2017, the highest level over the past eight years. In spite of this increase, employees continue to leave paid time off unused each year. Research by Kimble Applications suggests that project deadlines are the main reason for vacation time going unused, along with fear of returning to too much work, post-vacation.

For those who do go on vacation, almost half admit to checking into work during time off, with 19 percent of those questioned reporting that they check in every day. More than a quarter of respondents noted that they are expected to be available for emergencies and nine percent reported that they are expected to check in regularly.

“Why 52 Percent of Americans Still Lose Vacation Time”, www.hrexecutive.com, May 17, 2018

Recruiting Turn Offs

Research from Stanford’s Graduate School of Business suggests that how technology companies recruit during on-campus information sessions may contribute to turning women away from STEM-related careers. Researchers found that recruiters focusing on very technical aspects of the job as well as referencing geek culture and high school coding classes made women feel excluded at college presentations. In addition, recruiting sessions were typically led by men, with female employees only participating to discuss company culture or set up post-session refreshments.

“Millennials Prefer Office to Remote Work”, www.hrexecutive.com, May 8, 2018

Increasing Healthcare Costs Impact Retirement Savings

According to EBRI’s Health & Workplace Benefits Survey, 26 percent of workers that reported cost increases in their health care plans, decreased their contributions to retirement plans and 43 percent reported decreasing contributions to other savings plans.

“One in Four Decreased Their Retirement Plan Contributions When The Cost of Their Health Care Plans Increased”, The Center for Aging and Work at Boston College, February 6, 2018

Payscale Adopts “Independence Week” Holiday

While midweek holidays, such as July 4 in 2018, can pose productivity challenges for some companies, PayScale, a provider of cloud compensation services, addressed the issue by instituting “Independence Week”. These five days of mandatory paid time off for all 450 employees, at the company, in addition to the unlimited PTO already provided to staff, are part of the company’s effort to “assist employees in leading full and balanced lives”, according to company CEO Mike Metzger.

“How PayScale is Celebrating ‘Independence Week’”, www.hrexecutive.com, July 2, 2018

Dissatisfaction with Inclusion and Diversity Efforts

A survey by Randstad US focused on perceptions and experiences of women and men as they relate to gender equity, as well as diversity and inclusion. A majority of employees (78 percent) reported that a workplace where people are treated equally, regardless of age, race or sexual orientation, is important to them. However more than 50 percent of those surveyed said that their employers could improve their efforts in this area.

“Men and Women Agree: Employers Must Do More”, www.hrexecutive.com, March 13, 2018

HSA Accounts Misunderstood

Although health savings accounts (HSA) for those with high-deductible health plans have been available since 2004, recent research by the LIMRA Secure Retirement Institute and the Insured Retirement Institute found that most Americans still lack the knowledge to use these accounts most effectively.

In particular, many people seem unaware of the utility of these accounts as a tax-exempt vehicle for funding healthcare costs in retirement. Although approximately 17 million Americans had HSA eligible health insurance plans in 2014, less than 14 million had opened an HSA. Of those who did have an account, the average balance was found to be $2,900—significantly lower than the $3,350 allowed for individuals and $6,900 allowed for families. In addition, only 6 percent of HSA assets were in investment accounts, implying that most people view these accounts like bank accounts rather than investments to build on for the future.

“HSAs and Health Retirements”, www.hrexecutive.com, April 30, 2018

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related duties. For employees, Path Forward helps returners recognize the value and application of skills acquired while not working in the traditional sense.

Beginning in September 2018, Path Forward will work with California-based Walmart Labs, the technology division of Walmart, Inc., to support the company’s initial cohort of “returnships”. Up to thirty people will be offered 16-week paid returnships in the areas of software engineering and product management and provided with mentors and experienced managers to assist them navigate their return to work.

“‘Returnships’ Make Re-joining the Workforce a Reality”, www.hrexecutive.com, July 3, 2018

Massachusetts Expands Ban-the-Box Laws

A recently-signed criminal reform bill that will change some aspects of Massachusetts’ Ban-the-Box law, first enacted almost ten years ago. The amendment reduces the five-year period for inquiring about misdemeanors to three. Employers cannot ask about a misdemeanor conviction or an incarceration from a conviction that occurred more than three years prior to the date of the employment application unless the applicant was convicted of another crime during the intervening three years. Furthermore, employers cannot ask about a criminal record that has been expunged.

“Another Change to Massachusetts’ Ban-the-Box Law”, Seyfarth Shaw One Minute Memo, April 30, 2018
Christina Hall is Vice President of Global Talent at LinkedIn. She leads the teams responsible for hiring, developing, and rewarding top talent, including all benefits and employee experience programs. Ms. Hall joined the company in 2013 to lead global compensation and HR M&A. Prior to joining LinkedIn, she led the compensation team at Facebook during the company’s 2012 IPO.

Before joining Facebook Ms. Hall worked for six years at Intuit, where she held several senior positions in legal and HR, culminating in leading the total rewards organization. She is also an attorney and began her career practicing law in the areas of executive compensation and employee benefits.

Ms. Hall earned a BA in History and Political Science from Stanford University, and received her JD from the University of California, Hastings College of Law.

Maria McGee is Chief Human Resources Officer at The MENTOR Network. She oversees all aspects of the organization’s human resources function, including talent recruitment, learning and development, human capital systems, total rewards, and employee relations. She provides strategic direction to meet The Network’s goals, through a comprehensive talent management strategy that attracts, engages and retains qualified employees. She focuses on providing integrated solutions in process and efficiency to support the workforce and fulfill the mission of the organization.

Ms. McGee joined The Network more than 25 years ago and has been involved in many aspects of human resource strategy and support since then. During her career at The Network, she has led a variety of innovative large-scale projects and played a key role in the transition of transactional activities to The Network’s HR Service Center. She holds a BS from St. Michael's College in Vermont.

Joseph Cabral recently joined Press Ganey, a provider of patient experience measurement, performance analytics and strategic advisory solutions for health care organizations, as Chief Human Resources Officer and President, Workforce Solutions. Prior to joining Press Ganey, Mr. Cabral was Chief Human Resources Officer for Partners HealthCare.

Mr. Cabral has also served as Chief Human Resources Officer for Cleveland Clinic, and for Northwell Health, which received the SHRM/SIOP Award under his leadership. He has also held human resources leadership roles at New York Presbyterian Hospital and Children’s Hospital Boston. He has 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 Chief Human Resources Officer of the Year Award from HRO Today.

On Friday morning, the meeting began with a virtual presentation by Ann Schulte, P&G’s Chief Learning Officer, who shared her experience crafting business leaders at P&G. Recognizing the relationship with one’s manager as the biggest driver (70%) of employee engagement, P&G focused on crafting and celebrating great leaders with the #GreatManagersMatter campaign. Maria De Cordova explained how P&G has developed platforms to fast track and enable business leaders. Critical to this process is defining the “must have” capability domains to win – those key mastery domains that are critical for success – and developing succession plans in those areas.

After a short break, attendees toured the impressive P&G Gillette Boston facility. Then, during cocktails and hors d’oeuvres, attendees were able to explore P&G’s affinity groups on display at the Diversity and Inclusion Expo. Following dinner, guests heard from Ted Childs, Principal, Ted Childs LLC, Former Chief D&I Officer, IBM, who shared stories of the struggles he faced throughout his career, and how those struggles were both shaped by and a result of the evolution of diversity in America.

Following the membership roundtable, four members of the P&G HR team described key programs that address areas of recruiting, retaining, and developing top talent at P&G. Heather Reis, Senior HR Manager, discussed P&G’s development program for top talent early career managers: BOLT (Bold Outstanding Leaders of Tomorrow) and described some key aspects of the program. Ratul Ghosh, HR Head, Global Grooming discussed the importance of recruiting programs that leverage diversity. He noted that diversity for P&G goes beyond race and nationality, extending to diversity in education, gender, and neurology and he described a pilot program underway where P&G will partner with organizations that support autistic individuals, to explore untapped potential of those with autism.

Arun Menon, Senior HR Leader, South Boston Manufacturing, P&G, continued the conversation around diversity recruiting for the manufacturing side of the business. He described the apprenticeship program designed for young technically educated young people from Boston, in the hope of hiring them on full time upon completion. Monya Fiore, Senior HR Manager, World Shaving Headquarters, P&G Gillette, spoke about the challenges of attracting and retaining talent in high cost locations such as Boston and how the company previously struggled with a combination of high attrition and low satisfaction and discovered that relevant comparison cities matter. She explained how revamping COL allocation procedures led to increased satisfaction, while at the same time saving the company money.

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Boston University News

moved up in the latest U.S. News & World Report Rankings. The School of Medicine advanced eight places to 26th in the medical research category, out of 124 medical schools reviewed. The Questrom School of Business moved up two places to 42nd of 127 graduate schools ranked and the school’s part-time MBA program moved up 10 places to 32nd. The School of Education, the School of Social Work and the School of Law also moved up in the rankings, with the School of Law highly ranked for healthcare, tax and intellectual property law. The School of Public Health was ranked 10th and the occupational therapy program at Sargent College was rated the best in the United States.

“US News Rankings: BU Grad Schools Among Nation’s Best”, www.bu.edu/butoday, March 20, 2018

More Data Science for BU Engineering Students

Reflecting the growing importance of data science in addition to demand for an interdisciplinary approach in the engineering world, Boston University is requiring that all students in the undergraduate engineering program take courses in data science and learn the application of relevant tools and techniques to multidisciplinary technologies. The new curriculum will include a linear algebra course, a probability, statistics and data science for engineers course, and three, 400-level electives in machine learning. Courses on smart and connected systems along with introductory robotics classes will be offered to students in all engineering majors.

Furthermore, as a means to build connections between coursework and work experience, freshmen engineering students will design and build a product, either physical or software, as a component of required components of two courses—introduction to programming and introduction to engineering modules.

“All University Commencement” BU Press Release, May 3, 2018

New Alliance with J&J to Address Lung Cancer Research

At a faculty meeting in June 2018, Boston University and Johnson & Johnson Innovation discussed a newly-announced alliance that will work to develop solutions that prevent, intercept, and cure lung cancer. As part of this effort, the alliance team will be seeking proposals from BU faculty that can impact the prevention, early detection, or treatment of this disease.

Boston University Update, May 2018

Rankings Update

Several graduate schools at Boston University

Time Theft from Traditional Work: Medical Professionals’ Use of Time for Crowdsourcing

The digital revolution changes the way of work dramatically. The prevalence of crowdsourcing platforms allows people to work anytime anywhere, creating a new challenge for offline organizations as their employees can behave like a time thief and steal their office hours to work for an independent platform. In my research, I explore how and why these time thieves behave under the interplay between online platforms and traditional organizations, by studying medical professionals’ digital careers in the Chinese healthcare crowdsourcing industry, also known as “mobile doctors.”

First, by analyzing approximately 240-hour observations and 43 interviews with Chinese physicians, I identify a key issue in this new career — time conflict between crowdsourcing and traditional work. The findings show that physicians respond to time conflict differently, including time theft, which I define as full-time employees’ use of scheduled work hours to work for a secondary job, typically through digital technology (e.g., digital platforms, emails, and social media mobile applications). Second, by analyzing archival data of 4,034 doctors’ 3.1 million time records on a Chinese healthcare platform across half a year, I show that time theft for crowdsourcing is related to traditional work context, including a hospital’s ability to control boundaries and peer influence. Finally, I further explore why such seemingly costly and deviant time theft is adopted by mobile doctors via interview data. The findings reveal that medical professionals assume the extra burden of working for a crowdsourcing platform to answer unfulfilled occupational callings and to add meaning to their work.

These findings contribute to a better understanding of the shifting nature of work and careers in this new world of work. They yield the following suggestions for managing crowdsourcing in traditional organizations.

Crowdsourcing is said to be advantageous because it can bring mass intelligence and lower the human capital cost. However, my findings show that it may steal time from offline organizations, which presents HRM challenges in the digital era. To deal with such challenges, organizations should examine the motivation behind their employees’ time theft.

Traditional organizations who embrace crowdsourcing should leverage the advantages of it not just by outsourcing tasks to the crowd but potentially harnessing the power of the gig economy by allowing employees to partake, especially those with available time and energy.

Crowdsourcing, if used effectively, could be a complement of traditional work for traditional organizations to motivate employees beyond money and promotion.
Diversity Recognition for Member Companies

HPRI member companies Procter & Gamble, Colgate Palmolive and CVS Health have been named to DiversityInc’s 2018 Top 50 Companies for Diversity list.

While Procter & Gamble and Colgate Palmolive have had a long-standing presence on the list, CVS moved up 10 places in the ranking in this, the company’s second year on this list. This was, in part, due to the company’s commitment to hiring and promoting more women and minorities to leadership roles throughout the company as well as the company’s efforts to expand diversity in its supply chain.

“CVS Health Recognized by DiversityInc as Top 50 Company for Diversity For Second Year in a Row”, www.cvshealth.com/newsroom, May 2, 2018 and “The Results are In…DiversityInc’s 2018 Top 50 Companies for Diversity”, www.diversityinc.com, May 2018

Talent-Spotting Training Yields Results at P&G

At Procter and Gamble, more than 800 interviewers have been trained to interview and assess top talent and candidates who might be a good fit for a position other than the one for which they are interviewing. Known as the “silver medalist” strategy, training interviewers to recognize these potential employees allows companies to keep high-quality, strong candidates, who are already familiar with and interested in the company, engaged until a suitable position for them opens up within the organization.

“If You Build It, They May Stick Around”, www.hrexecutive.com, March 22, 2018

CVS Launches Software to Increase Access to Cheaper Drugs

CVS Health has launched a new software tool that will assist doctors and pharmacists in comparing the cost of drugs and ultimately make prescription drugs cheaper. Using the CVS Pharmacy Rx Savings Finder, medical staff can access prescription data and insurance plan information in real time, and access manufacturer coupons, similar formularies and out of pocket costs.

According to the company, trials showed that prescribers with access to the software within an electronic health record switched the patient’s drug to one covered by insurance 85 percent of the time. If a drug was already covered, doctors switched patients to a cheaper alternative 30 percent of the time, saving, on average, $75 per prescription.

“CVS Health Launches Program to Match Patients with Cheaper Drugs”, The Boston Business Journal, April 12, 2018

Fortune 500 Recognition

Several HRPI member companies feature on this year’s Fortune 500 list. CVS Health, GE, IBM, Procter & Gamble, UPS, Hewlett Packard, Liberty Mutual and American Express all ranked in the top 100 companies, while GE, IBM, Procter & Gamble, Colgate Palmolive and TeXtron are recognized for featuring on every Fortune 500 list since 1955.

Member companies Kronos and American Express were named to the Fortune 100 Best Companies to Work For list.

At Kronos, CEO Aron Ain won praise for communication (he has a regular video blog) and recognition. The company also provides flexible work arrangements, unlimited PTO, and assistance with student-loans. At American Express, employees reported that the company understands that “employees are the company’s most vital asset,” and women represent about 57% of its workforce. In addition, the company provides an impressive list of perks including yoga on campus, matching charitable donations, and tuition assistance.


Recommended Reading

**HR on Purpose: Delivering Deliberate People Passion** by Steve Brown, Society For Human Resource Management; June 2017

**The Power of Stay Interviews for Retention and Engagement** by Richard P. Finnegan, Society For Human Resource Management; June 2018

**Thank You for Being Late** by Thomas L. Friedman, Picador, October 2017

**The Motivation Myth: How High Achievers Really Set Themselves Up to Win** by Jeff Haden, Public Affairs, January 2018

**How Women Rise** by Sally Helgesen and Marshall Goldsmith, Hachette Books, April 2018

**Adaptive Markets** by Andrew W. Lo, Princeton University Press, May 2017

**Move Fast and Break Things** by Jonathan Taplin, Little, Brown and Company, April 2017

**Driver of the Driverless Car** by Vivek Wadhwa and Alex Salkever, Berret-Koehler Publishers, Inc., April 2017

**You Can’t Google It! The Compelling Case for Cross-Generational Conversations at Work** by Phyllis Weiss Haserot, Morgan James Publishing, November 2017
PricewaterhouseCoopers (PwC) revealed a 6.8 percent pay gap. The organization has also pledged to have 50 percent of on-air staff be female by the same date. Although the PwC review found no gender bias by the BBC, it did note several issues, including a more significant pay gap of 12.6 percent among lower profile presenters and reporters. The organization also plans to introduce a £320,000 cap on salaries for presenters, editors and correspondents.

“BBC To Close Gender Pay Gap by 2020”, Personnel Today, January 30, 2018

Joy Ambassadors Promote Global Skills Exchange

To ensure that all employees at Mondelez, a global chocolate supplier, understand the cocoa to chocolate process, starting with farmers in Ghana harvesting cocoa beans, the company’s leadership team designed a program that pairs company employees with farming communities in developing countries to share knowledge and expertise. Known as “Joy Ambassadors” employees take part in a two-week skills exchange program where Mondelez employees travel to cocoa-farming communities that are supported by Cocoa Life, a fair-trade organization that helps to stabilize the supply of cocoa and improve the lives of cocoa farmers and the communities where they live.

On the two-week trip, “Joy Ambassadors” learn to understand better the challenges and opportunities presented by supporting a sustainable cocoa supply, while sharing their business expertise with farmers who are often running their own businesses for the first time.

“A Skills-Exchange Program Devoted to Sustainability”, www.hrexecutive.com, June 28, 2018

New Training Opportunity at UK Retailer

UK retailer Marks & Spencer is offering data skills training to 1,000 staff members, in order to address a deficit in digital skills within the company. Staff from every function, from store managers to merchandisers will be invited to enroll in an 18-month long Data Fellowship program, developed and managed by Decoded, a digital skills training provider. Apprentices will learn programming languages and develop expertise around machine learning. Upon completion, employees will receive a Data Analytics qualification from the British Computing Society.

“M&S Establishes Data Academy to Develop Digital Skills”, Personnel Today, July 30, 2018

Closing the Gender Gap at PWC

As part of a strategy to close the gender gap at accountancy firm PricewaterhouseCoopers UK practice, the company will no longer permit shortlists of job candidates for any positions in the UK to consist only of men. Currently, women make up 48 percent of the company’s workforce but are paid 43.8 percent less than men, including at the partnership level, when bonuses are included.

The company also plans to end all male interview panels and review the selection criteria for career defining roles. In addition, PwC has also instituted a “returnship” program, which allows prospective employees who have taken time out of the workforce to undertake six months of paid work experience. In the future, the company has announced that “progression coaches” will be hired to work with women and minorities to assist them with career development.

“Gender Pay Gap: PwC Bans Male-Only Candidate Shortlists”, Personnel Today, June 4, 2018

Working Time in Ireland

A business executive who was required to respond to emails outside of her work hours was awarded €7,500 by Ireland’s Labor Court. The court ruled that her employer, Kepak Convenience Foods, was in breach of the Organization of Working Time Act by expecting her to respond immediately to emails received after midnight and before 8:00 a.m. Under the Act, employees are entitled to an uninterrupted 11 hour break between finishing work and beginning work the following day.

“Executive Awarded €7500 For Having to Deal with Late Night Emails”, The Irish Times, August 2, 2018

UK Non-Profit Leaders Predominantly Male

Research by Green Park, a UK-based executive search firm, finds that the majority of leadership positions at British charities are held by white males. More than a third of the largest 100 charities have no ethnic diversity in their leadership teams, only eight percent of senior positions (6 percent at the CEO and CFO levels) at these charities are held by ethnic minorities. These organizations do not fare much better in the area of gender diversity. Women occupy 27.5 percent of chair, CEO and CFO positions and 41 percent of senior management positions overall. Men occupy more than three-quarters of the chair positions. The top charities for employing women were in health, mental health and NGOs.

“Report Reveals Charities’ Lack of Ethnic and Gender Diversity”, Personnel Today, June 6, 2018

2020 Gender Diversity Concerns

Two reports, one from Cranfield University, the other from consultancy group, The Pipeline, find that there has been little improvement over the past three years in addressing gender diversity at the largest companies in the UK, raising concerns that the 2020 target of having 33 percent of FTSE 350 organizations executive committee members and their direct reports be women may not be met.

According to the Cranfield report, 22 companies in the FTSE 100 have at least one female executive, the same number as in 2015, while the number of female executive directors edged up slightly to 29 percent. All FTSE 100 companies reported having at least one female director. However, when researchers looked at the FTSE 250 organizations, 29 reported having female directors, a decrease from the 37 reported in 2017. The number of women in executive directorship roles also fell, from 38 to 30.

Suggestions for improving gender diversity included considering function heads, such as HR directors or communications directors for board roles and also making the issue a CEO priority. Beverage company Diageo topped the list for boardroom gender diversity. Fifty-five percent of its board is female. The company has six woman directors.

“Gender Diversity in FTSE Boardrooms is Stalling”, Personnel Today, July 18, 2018

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“Gender Diversity in FTSE Boardrooms is Stalling”, Personnel Today, July 18, 2018
Save the Date:
Fall 2018 Meeting, October 18 & 19
Boston University,
Questrom School of Business