Summer 2011

HRPI newsletter

Human Resources Policy Institute

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Contents:

Spring 2011 Meeting

The Human Resources Policy Institute Spring 2011 meeting was held at the Boston University School of Management. The theme "HR Challenges in Developing and Emerging Markets" spoke to the challenges faced by member companies. Attendees were given a strategic perspective on emerging markets from guest speakers, Professor Tarun Khanna (Harvard Business School), Ted Hoff (HR Vice President, IBM) and seven other HR and business leaders.

ABOVE: (R to L) Chip Bergh, Judy Verhave, Sharon Simmons, and Dave Eaton. BELOW: Professor Fred Foulkes of Boston University's School of Management.

The meeting began with a presentation by Tarun Khanna on winning strategies in emerging markets. Professor Khanna's presentation focused on the opportunities in emerging markets, particularly around what he described as "institutional voids". Professor Khanna shared two examples from India—the innovative approach of Narayana Hospital and of Aspiring Minds. Professor Khanna chose the example of Narayana Hospital to illustrate how high quality and low cost surgery is possible and scalable with the right skill sets and mindset, developed in environments that call for it. He also described how the founders of Aspiring Minds, two IT entrepreneurs from MIT, sought to address an institutional void in India by creating an algorithm to provide a low cost solution for potential employers to identify talent. He noted that such examples illustrate how success in emerging markets is not a question of resources, but a question of mindset.

Professor Khanna responded to questions about Narayana Hospital and how such systems could be replicated in the US. The issue of institutional change was discussed and Professor Khanna noted that when there is a vested interest group, the best thing to do is not to confront it but to instead introduce competition at the margin, competition that provides better services.

A roundtable discussion on executive compensation, employee engagement, and lessons learned in disaster planning followed. On executive compensation, members discussed recent developments in say on pay, shareholder votes, and voting cycles. On employee engagement, members discussed the integration between engagement surveys and action planning, the design of engagement surveys, and the timing and implementation of engagement surveys. On disaster planning, members shared experiences and examples of best practices in response to recent crises in Japan and Egypt.

A panel session on developing leaders in emerging markets featured Chip Bergh (Group President, Procter & Gamble), Judy Verhave (EVP, BNY Mellon), Sharon Simmons (Managing Director, Pershing LLC), and Dave Eaton (Partner, Global Novations). Mr Bergh shared his experience leading Procter & Gamble's business in Asia and suggested strategies for members to consider as they grow businesses in emerging markets. Ms Verhave and Ms. Simmons discussed BNY Mellon's work in emerging markets and recruiting talent in India. Mr. Eaton provided concepts and frameworks to help members think about leverging diversity and how they can foster an inclusive climate to achieve their organization's global strategy.

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BOSTON UNIVERSITY

Boston University School of Management

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Flexible Options at Dow Chemical and Cisco

Addressing an aging workforce and the potential loss of seasoned workers' expertise, Dow Chemical added a new component to its flexibility options. Employees transitioning towards retirement can move to a part-time, telecommuting or job-sharing schedule with no loss of benefits and no increase in medical premiums.

At Cisco Systems, technology and flexibility have cut the company's travel costs by approximately two-thirds, and significantly reduced its real estate footprint. In mid-2010, approximately 90 percent of its worldwide employees were covered by telecommuting and flextime policies, as well as options for part-time and remote work. The company also adopted an "Off/On Ramp" program that allows employees to take a 12-24 month unpaid career break with Cisco paying for the employee's (and their family members') benefits during the first year.

"New guide spotlights flexible workplace successes", *www.shrm.org*, March 23, 2011

Catalyst Award Winners Honored

HRPI member company, **Kaiser Permanente**, McDonald's Corporation and Time Warner were honored with the 2011 Catalyst Awards which were presented during the annual Catalyst conference at the Waldorf–Astoria on March 29, 2011. **Kaiser Permanente** was recognized for their commitment to diversity as a core value of the organization; McDonald's Corporation was recognized for creating their Global Women's Initiative; while Time Warner's earned recognition for using a market-oriented business case, with inclusion as its foundation, to build a cohesive culture across all business divisions.

"Initiatives at Kaiser Permanente, McDonald's Corporation, and Time Warner honored with the 2011 Catalyst Award", *www.catalyst.com*, March 29, 2011

Federal Agencies Set To Establish Telework Policies

Following the signing of the Telework Enhancement Act by President Obama in December 2010, more than a million federal employees could soon be eligible to telecommute. The law requires all federal agencies to establish telework policies within six months.

The law requires agencies to determine if their staff qualifies and notify those eligible for telework. Employees whose official duties require handling secure materials or involve an onsite activity that cannot be performed remotely are exempt, and employees under disciplinary review are also ineligible. Furthermore, the law requires each agency to appoint a telework managing officer that reports directly to the agency's head. Managers and employees must sign written telework agreements, outlining the expectations and requirements for telework and agree on how often the employee can work remotely.

According to the Office of Personnel Management (OPM), snowstorms that hit the Washington, DC area in early 2010 were a strong motivator to push the legislation forward. During these storms, the cost of lost productivity was estimated at $71 million per day. OPM estimates the cost of implementing the telework program to be $30 million over five years.

Currently, the Patent and Trademark office is a leader among federal agencies implementing telework policies. The agency has been able to consolidate 50,000 square feet of office space and avoid $1.5 million in rent because of telework.

"President signs federal employee telework legislation" *www.shrm.org*, December 10, 2010 and *www.lifemeetswork.com*, November 23, 2010

Innovative Partnership Addresses Skills' Shortage

Georgia Power has partnered with four local technical colleges, resulting in the hiring of 138 new line workers since 2005 and an increase in retention rate from 79 percent to 94 percent for these workers. The eight-week Electrical Line Worker Apprentice program is especially noteworthy as such skilled trade professionals rank among the most difficult to find, according to Manpower's annual talent shortage survey.

The four technical colleges (South Georgia Technical College, North Georgia Technical College, DeKalb Technical College and Okefenokee Technical College) use the utility's training curriculum in quarterly, eight-week courses. Students earn their CDL, do pre-employment screening, take a physical abilities test, and receive climbing training and 40 hours of on the job training. Former company line workers act as instructors and Georgia Power recruiters also see the students.

During the economic downturn, no new line workers were hired for 19 months. However, the company worked with the technical colleges so the training program could be applied to other positions in various companies. As a result, some graduates were hired by AT&T, cable companies and other line worker contracting firms in other states. Georgia Power also interviewed all 19 students that graduated during this time and gave them periodic updates on hiring prospects, while also tracking relevant work experience. Twelve of the 19 were subsequently hired by Georgia Power.

"An educational partnership supercharges recruiting", *www.shrm.org*, March 31, 2011

Doctors in Demand

The United States could face a shortage of as many as 150,000 doctors in the next 15 years, according to the Association of American Medical Colleges, with the greatest demand in the primary care area—internists, family physicians and pediatricians—who will have a larger role in coordinating patient care under the new federal healthcare law. There are currently 352,908 primary care physicians in the U.S., but the number of medical-school students opting to enter family medicine dropped by more than a quarter between 2002 and 2007.

"Medical schools can't keep up", *The Wall Street Journal*, April 12, 2010

Alternatives to Opting Out

When juggling work and family commitments becomes too much, professional women are increasingly turning to recruiting and placement companies that specialize in placing professionals in flexible and fulfilling work environments. Although many of these

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Gen Y Recruiting Strategies

Employers seeking to recruit members of Generation Y should closely examine their social media strategies, according to a recent survey conducted by Experience, Inc., of more than 8,000 university students from the class of 2011. More than 87 percent of respondents indicated that they will target their employer of choice and submit applications directly to them, up from 49 percent in 2010. Using the on-campus career service was also a popular choice with this generation, with 72 percent using this resource in 2011 compared with 43 percent in 2010. Twitter and Facebook, as well as newspaper advertisements and LinkedIn, did not feature as major resources for job searches.

Of those surveyed, nearly two-thirds said that they expected to stay with their first employer for two to five years, but a quarter think they will stay for more than a decade. Company size was not a major consideration, but interesting and challenging work, as well as opportunities to advance, was a top consideration behind salary when choosing a workplace.

"Generation Y goes directly to source in job hunt", *www.shrm.org*, April 25, 2011

Retirement Realities

The 2011 *Retirement Confidence Survey* finds that Americans are recognizing the realities they face with respect to retirement and are more pessimistic about retirement than at any time in the last two decades. More than a quarter of respondents to the survey report that they are "not at all confident" about retirement, while only 13 percent say they are very confident about a comfortable retirement. The survey is conducted annually be the Employee Benefit Research Institute and Mathew Greenwald & Associates.

"Employee retirement confidence drops to a record low", *www.shrm.org*, March 18, 2011

Research Underlines Importance of Leadership Development

A study by A.T. Kearney and the Kelley School of Business at Indiana University underlines the importance of focusing on leadership development and creating an internal pool of qualified CEO candidates instead of opting to go outside the organization to fill the top position. The study of 36 companies, all of which promoted their CEOs from within, showed that these companies outperformed others on return on assets, equity and investment, revenue and earnings growth, earnings-per share growth and stock price appreciation. Companies identified in the study included Abbott Labs., Best Buy, Caterpillar, Colgate-Palmolive, DuPont, Exxon, FedEx, Microsoft and Nike.

"Managing leadership succession", *www.hreonline.com*, April 26, 2011

Even Unhappy Employees Are Reluctant to Move

According to a recent Accenture survey, only about 43 percent of professionals are satisfied with their jobs. However, the survey of 3,400 professionals in 29 countries found that 70 percent plan to stay with their current employers. This hesitation to change appears to be the result of the still-struggling job market and the uncertainty around what "new normal" really means. Furthermore, the tough times that the unemployed have had since the downturn—taking months to find jobs or accepting lower level jobs for less pay—have likely scared employed people from testing the jobs market, according to Ryan Johnson a vice president at WorldatWork

"Staying put," *www.hreonline.com*, April 14, 2011

Executive Retention and Alignment of Performance Goals Concern Directors

A new study by the National Association of Corporate Directors with Pearl Meyer & Partners reveals that corporate directors' biggest compensation concerns are selecting performance goals aligned with shareholder value creation and retaining executives with proven track records. The survey asked 176 corporate directors to rank seven important executive compensation issues in order of importance. Thirty-three percent of respondents ranked "the selection of performance goals that align with shareholder value creation" as their top issue, while 19 percent selected "the need to retain top-performing executives". Directors surveyed were most critical of their handling of the CEO succession process and their ability to retain top-performing executives. Almost 50 percent of those surveyed said their CEO succession planning needed revisions, and 30 percent noted the same for their executive retention plan.

"Alignment of performance goals with shareholder value top compensation challenge in 2011", *Business Wire*, May 4, 2011

Academic Study of Results Oriented Work Environment

Research by sociology professors Phyllis Moen and Erin Kelly at the University of Minnesota provides an academic study of ROWE or "results oriented work environment". Based on an eight month study of 775 employees at Best Buy's Minneapolis headquarters, the researchers found that ROWE decreased employee turnover by 45 percent. The study also found that employees on the plan were less likely to say they were planning to quit their jobs in the future. These improvements were seen even among employees suffering from job insecurity or home stress impacting their work day. Divisions at the company where ROWE was implemented later served as a control group. The research was published in the journal *Social Problems*.

"Getting results without face time", *The Wall Street Journal*, May 3, 2011

Comfort With Wellness Initiatives Increases

Several recent studies indicate a significant growth in the use and acceptance of wellness incentives. According to a survey of 147 organizations, conducted in late 2010 by Fidelity Investments and the National Business Group on Health, incentives provided by employers averaged $430 per employee, a 65 percent increase from $260 in 2009. Another comparison study of more than 9,000 employees, conducted by Towers Watson, found that most employees surveyed (67 percent in 2010, compared with 64 percent in 2008) are comfortable with health plans or employers reducing premiums for healthy works and those willing to manage their illnesses or lower their risks. This study also found that almost half of those surveyed would be comfortable if their health plan or insurer raised premiums for employees who are unwilling to manage their health risks.

Others, however, caution employers about using negative incentives or punishing employees who do not comply, pointing out that such tactics often send unhealthy behaviors underground.

"Wellness incentives on the rise", *www.hreonline.com*, April 14, 2011

New Members and Representatives

Jason Robart is the Senior Vice President of Organizational Effectiveness and Chief Human Resource Officer at Blue Cross Blue Shield of Massachusetts. His responsibilities include talent management, diversity, change management, and fostering a culture of continuous improvement.

Prior to joining Blue Cross Blue Shield of Massachusetts, Mr. Robart was an Executive Vice President at Health Dialog, an international health care analytics company where he worked with many of the largest Blues Plans in the country. In addition, Mr. Robart has extensive leadership experience in change management and the creation of high-performing organizations, including seven years as a principal at Mercer Human Resource Consulting; three years as a Vice President at Imagitas, a targeted marketing firm; and six years as Vice President and President at Ceridian Performance Partners, a national firm specializing in organizational effectiveness, work/life balance, diversity and workplace flexibility.

A graduate of Middlebury College, Mr. Robart serves on the Board of Directors of the Northeast Human Resource Association, and on a variety of committees for other non-profit organizations.

Stuart Dixon is Senior Vice President and Global Human Resources Operational Effectiveness at State Street. He is responsible for partnering effectively with GHR's vendor partner and for the overall management of the GHR transformation effort.

Prior to assuming his current responsibilities, Mr. Dixon was the senior human resources business partner supporting State Street Global Markets, the company's investment research and trading arm. He also served as head of HR for State Street's Edinburgh office and later headed HR for State Street in Europe.

Mr. Dixon joined State Street in 2003 as part of the acquisition of Deutsche Bank's global securities services business. Prior to serving as head of HR in Edinburgh for Deutsche Bank, he was involved with a number of integrations, including the mergers of The WM Company into Bankers Trust and Bankers Trust into Deutsche Bank. Previously, Mr. Dixon worked for 12 years with The Royal Bank of Scotland, holding a number of business line and HR positions, including HR manager for information technology.

A graduate of Stirling University in Scotland, Mr. Dixon holds a Masters in Human Resources from Strathclyde University. He is a member of the Chartered Institute of Bankers in Scotland, as well as a Fellow of the Chartered Institute of Personnel and Development.

Sara Wade joined Express Scripts in 2009 as Vice President of Compensation and Benefits, and was recently promoted to Executive Vice President and Chief Human Resource Officer. Prior to joining Express Scripts, Ms. Wade worked at Coca-Cola Enterprises, where she was Corporate Vice President of Total Rewards. She also served as Senior Vice President of Human Resources at Patriot Coal Corporation and Vice President of Compensation and Employee Services at Peabody Energy.

A graduate of the University of Illinois at Urbana–Champaign, Ms. Wade received an Executive MBA from the Olin School of Business at Washington University.

Mark Quigley is Senior Vice President of Integration Management at EMC Corporation as well as head of Human Resources for EMC's Information Infrastructure Products group. As head of integration management, Mr. Quigley is responsible for working with senior leaders across the company to ensure that EMC's acquisitions, new ventures and joint ventures are well structured, well executed and well integrated. In this capacity, he reports to the Executive Vice President and Chief Financial Officer.

Mr. Quigley's HR responsibilities involve oversight of HR, leadership development, acquisition integration and operational responsibilities for the division led by EMC President and Chief Operating Officer Pat Gelsinger. In this capacity, Mr. Quigley reports to the Executive Vice President of Human Resources.

Prior to assuming his current role, Mr. Quigley was Senior Vice President of Operations at RSA, the security division of EMC. There, he oversaw corporate development, operations, information technology, product security, and customer services. At EMC for 16 years, Mr. Quigley has also served as Senior Vice President and Chief Information Officer and as Senior Vice President, Global Customer Business Operations. He started his career at EMC as a sales and marketing controller.

Before joining EMC, Quigley served as controller for Digital Equipment Corporation in several departments, including its software distribution business, U.S. manufacturing operations, and the PC business group. He holds a B.S. in finance from Babson College.

Jack Mollen is Executive Vice President of Human Resources at EMC Corporation. Mr. Mollen joined EMC in 1999 and reports directly to the Chairman and CEO. He oversees talent development, executive compensation, employee health insurance, and diversity and inclusion.

In October 2006, Mr. Mollen was recognized as "HR Executive of the Year" by *Human Resource Executive* magazine, which cited his role in building "a modern, responsive, strategy-focused HR team that plays an integral role in executing business goals." In 2010, he was elected a Fellow of the National Academy of Human Resources, an organization that recognizes the highest levels of professional achievement and performance in the human resource field.

Prior to joining EMC in 1999, Mr. Mollen was Vice President of Human Resources for Citigroup's 80,000-person Global Operations and Technology organization. He played a key employee-integration role following the 1998 merger of Citicorp and Travelers Group, Inc. Before joining Citigroup, he held a number of positions with Harris Corp., where as Vice President of Administration he was responsible for IS, Quality, Engineering Services, Human Resources, Mergers and Acquisitions, Facilities and Security for the company's 12,000-person electronic systems sector.

A graduate of St. John Fisher College in Rochester, New York, Mr. Mollen holds a Master's degree in Labor Relations from St. Francis University. ■

Walking Campaign Engages Workforce in Healthier Behaviors at Kaiser Permanente

In January 2011, Kaiser Permanente launched KP Walk! a workforce wellness program designed to promote and support consistent walking for fun and better health. The campaign was created by the Healthy Workforce team, part of the national HR department.

KP Walk! encourages employees and physicians to walk 30 minutes a day for five days per week to maximize their health and well being. Walkers log into a website to track their minutes and visit virtual trails, receive prizes as milestones are reached, and communicate with fellow colleagues through a social networking capability called The Walking Wall. To date, nearly 17,500 employees are using KP Walk!

To also spread the word about the many benefits of walking to patients, members, and the communities it serves, Kaiser Permanente also created a public awareness campaign called Every Body Walk! (www.verybodywalk.org) designed to start a national conversation about significant health benefits of regular walking and encourage everybody to walk for fun and good health.

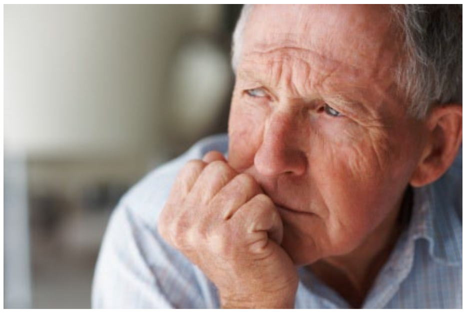
National Business Group on Health Awards for Kaiser Permanente

Kaiser Permanente received two Gold Awards from the National Business Group on Health: one for its Healthy Workforce initiative, which was launched across the Program in 2010 in partnership with the Coalition of Kaiser Permanente Unions; and one for the Northern California Region's "Live Well Be Well" wellness program.

Employee Surveys Dig Deeper at Agilent Technologies

Every six months, employees at Agilent Technologies are asked to complete an online questionnaire, asking ten specific work-related questions. More than 85 percent of employees typically respond anonymously and on a sliding scale to such questions as: "Are you getting the tools to do your job?", "Does your manager make timely decisions?", and "Is your manager customer oriented"? Managers get a report every six months and the answers help executives identify future leaders.

Launched in 2005 soon after Bill Sullivan became CEO, the surveys initially met with resistance from managers. Now managers are eager to highlight high scores and the



feedback from employees helps managers and employees set high expectations for their teams.

Agilent Technologies is featured in *The Talent Masters* by Ram Charan and Bill Conaty published in 2010.

"Follow the leaders: Agilent learns from its workers", *www.investors.com*, May 20, 2011

UNUM Group Donates to Storm Relief in Tennessee

UNUM Group has donated $100,000 to the United Way, Red Cross and Salvation Army in Tennessee to assist communities impacted by the severe April storms. The company also matched employee gifts. The company is a large employer in the Chattanooga area

"For companies, storm aid is part of identifying with public", *www.timesfreepress.com*, May 4, 2011

Recognition for MITRE from the American Psychological Association and *FORTUNE* Magazine

The American Psychological Association (APA) has recognized The MITRE Corporation with its 2011 Psychologically Healthy Workplace Award. One of eight North American employers to receive the award this year, MITRE won in the APA's Large Not-for-Profit category.

FORTUNE magazine has named The MITRE Corporation to its 2011 list of "100 Best Companies to Work For". This is the 10th consecutive year MITRE has been recognized as one of the country's top employers joining a small group of companies with this distinction.

HRPI Members Featured on Glassdoor.com List

Agilent Technologies, Biogen Idec, Colgate-Palmolive, and The MITRE Corporation, are featured among the top twenty companies for work-life balance, in a survey compiled by Glassdoor, a website known for offering insights into careers and companies. The list was based on survey results from more than 150,000 employees who work or have worked at more than 36,000 companies. Participants rated their satisfaction with their employer's support of balancing work and personal life, as well as management's support of taking time off when necessary.

The MITRE Corporation ranked highly for telecommuting and flexible scheduling, allowing employees to adjust hours around family schedules.

"Top 25 companies for work-life balance" *US News and World Report*, May 11, 2011

Diversity Recognition for HRPI Member Companies

IBM Corporation was ranked the number one company for Global Diversity by Diversity Inc. The company was recognized for its long history of standing up for human-rights values worldwide and its global talent development programs, particularly in the area of mentoring. Procter & Gamble was ranked number eight and recognized for its global employee resource groups, as well as global cross-cultural mentoring and efforts to include LGBT people and people with disabilities at many locations. Colgate Palmolive also featured on the top ten and was recognized for its global talent recruitment and development efforts as well as multicultural marketing.

Colgate-Palmolive was also rated the "top company for Latinos" by the same publication. The company earned this recognition for its strong talent development program for Latino managers. Furthermore, the company's Board of Directors is 20 percent Latino. Procter & Gamble, featured at number five on the list, was recognized for its Latino employee resource group which has been in existence for more than 10 years. The company also has a strong history of philanthropy to the Latino community.

Kaiser Permanente was ranked number one on the 2011 Diversity Inc. "Top 50 Companies for Diversity" list, reaching the top spot after first debuting on the publication's list in 2006. The company also ranked number one on Diversity MBA Magazine's "50 Out Front for Diversity Leadership: Best Places for Diverse Managers to Work" for 2011for the third consecutive year.

"The Diversity Inc. Top 10 companies for Latinos" *www.diversityinc.com*, March 28, 2011 and "The Diversity Inc. Top 10 companies for global diversity" *www.diversityinc.com*, May 9, 2011

UK Firms Discourage Social Media Use

A recent survey of UK companies found that 48 percent of companies surveyed have banned access to Facebook, while others actively discourage employees from using social media. The primary reason given was that they are considered a distraction in the workplace. In addition, companies banned access to protect both business and personal reputations from derogatory comments.

"Facebook banned by UK companies", *www.techwatch.co.uk*, May 14, 2011

Labor Mobility Concerns in Germany

There is growing concern in Germany that the first loosening of EU labor mobility regulations in 2003, which allowed German companies to hire temporary workers, has resulted in a large group of poorly paid employees who have little chance of obtaining permanent jobs. Labor unions, including IG Metall, are lobbying for legislative changes and raising the issue at contract talks.

Temporary labor has helped Germany drop its unemployment rate to just above seven percent from almost 12 percent in 2005. Randstad Holding, a temporary employment placement firm, reports creating 50,000 jobs in Germany over the past two years and the use of temporary workers allowed companies like BMW to reduce quickly its workforce in 2009 when sales plunged, thus allowing the company to remain profitable.

However, concern about temporary labor focuses on the fact that temporary workers earn, on average, 20 percent less than permanent employees, and only 10 percent of temporary assignments led to permanent jobs. Since May 1, 2011, when the last restrictions on labor mobility ended, workers from all EU member countries, including those in Eastern Europe, can legally work in Germany. However, the imposition of a minimum wage (7.80 Euros in western Germany and 6.90 Euros in the east) for temporary workers may make the prospect of bussing in Slovaks or Romanians to work cheaply in Germany a less attractive prospect for agencies.

"Temp workers in Germany dismay unions", *The New York Times*, April 19, 2011

Working Longer in Europe

A new *Foundation Focus* study conducted as part of the European Working Conditions Survey in 2010, found that the 59% percent of workers surveyed think they will be able to do their current job at age 60. However, there is a significant difference in opinion between countries, with over 70% of workers in the Netherlands and Germany feeling able to continue their work at this age, compared with only 26 percent in Slovenia. These percentages closely correspond with the actual percentage of older workers in the respective workforces.

In addition, the survey found that work-related stress is increasing as a result of complex decision-making and the conflicting demands on people in both their working and non-working lives.

"Working longer requires better working", *www.eurofound.europa.eu*, March 15, 2011 ■

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positions are contract jobs with no benefits, little long-term job security, and fewer opportunities for advancement, they appeal to working mothers over "mommy track" jobs because they offer the ability to do meaningful, challenging, professional work while taking control of their schedules.

"Movement to keep moms working is remaking the workplace", *www.washingtonpost.com*, May 7, 2011

First Chief Sustainability Officer at Coke

On July 1, 2011, Beatriz Perez will become the Chief Sustainability Officer (CSO) at Coca-Cola North America. Her role will be to integrate Coca-Cola's sustainability initiatives in water, climate protection, packaging and recycling. The Office of Sustainability will create and oversee Coca-Cola's integrated global sustainability strategy, set goals and commitments, assess and drive scaled investments and steward and track all global partnerships and key sustainability projects.

Previously, the company had been criticized for draining the aquifers in India and a lack of initiative on bottle recycling and integration of recycled plastics. The company's new plastic bottle recycling plant in Spartanburg, S.C. will produce 100 million pounds of recycled PET plastic each year and the company has achieved about 95 percent recycling rates at its North American and European facilities. Coke also maintains the largest hybrid truck fleet in North America.

"Coke appoints first sustainability officer", *www.SustainableBusiness.com*, May 24, 2011 ■

Recommended Reading

The Corner Office: Indispensable and Unexpected Lessons From CEOs on How to Lead and Succeed by Adam Bryant, (Times Books, 2011)

Red Families v Blue Families: Legal Polarization and the Creation of Culture by Naomi Cahn and June Carbone (Oxford University Press, 2010)

Addressing the Gaps in Senior Executive Development by K. Bunker, D.T. Hall and K. Kram (eds.), (Jossey-Bass 2010)

Socialnomics: How Social Media Transforms the Way We Live and Do Business by Eric Qualman (Wiley, 2009)

Boston University News

Record Applications for the Class of 2015

Boston University received a record 41,760 applications for the class of 2015, making it the most competitive year ever for the University. After last year's freshmen selected BU at a higher rate than anticipated, the University admitted ten percent fewer students this year with the goal of having 4,000 freshmen enroll in the fall. Accepted students are, on average, in the top nine percent of their high school class, have SAT scores of 1993, and an A- GPA. Students in the University Honors College rank in the top 3 percent of their class and their average SAT score is 2184.

Students were admitted from all 50 states, the District of Columbia, Puerto Rico, Guam and the U.S. Virgin Islands as well as from 107 countries worldwide.

"Class of 2015: Smaller but smarter", *www.bu.edu* (from *BU Today*), April 20, 2011

City Year Scholarships for GSM Program

Boston University's Graduate School of Management is offering scholarships to City Year staff members and corps member alumni to attend the School's MBA program in Public and Non-Profit Management. City Year is a youth service organization that operates in US cities as part of AmeriCorps. The "give a year Partnership" offers a minimum $25,000 scholarship toward the two-year Public and Non-Profit MBA. Three scholarships per year will be awarded to City Year alumni who have at least one year of

service and/or City Year staff members who have been employed for at least two years. The program also allows an application fee waiver for all City Year corps members, staff, and alumni, applying to the Graduate School of Management, irrespective of program choice.

The City Year organization employs several School of Management and other Boston University graduates, including Chuck Gordon (MBA'91), the organization's Senior Vice President and Chief Development Officer.

"BU offers City Year scholarship", *www.bu.edu*, January 18, 2011

School of Management Continues to Rise in Rankings

Boston University School of Management retained its #34 position in the rankings released by *U.S. News and World Report* in March 2011. The Professional Evening MBA program was again ranked #1 in Boston and the program's rank nationally improved to #32. The School's Health Sector Management program rose to #11 overall, a jump of six positions since the last healthcare management ranking in 2007.

"Boston University Part-Time MBA #1 in Boston, Health Sector MBA Ranked #11 Overall by US News", *www.bu.edu*, March 18, 2011

Post-Doctoral Fellow Accepts Position at the University of Victoria

Yan Shen, Post Doctoral Associate at the Human Resources Policy Institute has accepted a position as Assistant Professor at the University of Victoria's School of Business.

During her year as a Post Doctoral Associate, she co-authored a paper with Richard D. Cotton and Reut Livne-Tarandach titled "On becoming extraordinary: The content and structure of the developmental networks of major league baseball hall of famers". The paper was published in the Academy of Management Journal (2011, Vol. 54 No 1, pp15-46).

Former News Anchor Addresses BU Grads

Katie Couric was the Commencement speaker at Boston University's 2011 Commencement Exercises on May 22. She received an honorary Doctor of Humane Letters from the University. Other honorary degree recipients included Victoria Reggie Kennedy, Jacques Pépin, Frank Stella, Nina Totenberg (COM '65) and Ahmed Zewail.

"Graduation a lifelong process, Couric tells class of 2011", *www.bu.edu/today*, May 22, 2011

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Over dinner, Ambassador Charles Stith from Boston University shared his personal experience as the former US Ambassador to Tanzania, speaking on a broad range of challenges and opportunities facing the African continent. Ambassador Stith discussed the role of the informal economy in Africa and encouraged members to consider Africa as it is today as a resource and talent rich continent, and to its future, as a growing market of middle class consumers.

Ted Hoff, HR Vice President, IBM shared with members how IBM is developing employees globally and focused his presentation on IBM's work in emerging markets. IBM has many employees located in growth markets.

Mr. Hoff noted that talent planning at IBM begins by identifying the demand and then looking into at its current pipeline to consider the extent it should build, borrow, or buy talent. The third piece is a disciplined process of placement. This involves a leadership team discussion of where talent should be placed and ensured that there is a continual movement of talent. Growth in the emerging market is an impetus for scaling this approach.

A second panel session on leading emerging markets was anchored by Juan Pablo Zamorano, Vice President and General Manager, Colgate Palmolive, Kristin Oliver, Senior Vice President, Wal-Mart, and Robert Stack, Visiting Professor, Henley Business School. Mr. Zamorano shared lessons learned from his time as General Manager with Colgate Palmolive in China. Ms. Oliver described Wal-Mart's expansion in the emerging markets of Brazil, India, and China. Mr. Stack provided wide ranging perspectives on the context for recruiting and developing talent in emerging markets.

Following a question and answer session, HRPI members and guests met in small groups to discuss lessons learned.

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Alliance Data Systems, Inc.
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Biogen Idec, Inc.
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Save the Date:
HRPI Fall Meeting, October 13-14, 2011