

HRPI newsletter

Human Resources Policy Institute

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HRPI Spring 2015 Meeting

The Human Resources Policy Institute (HRPI) held its spring 2015 meeting on May 6-7, 2015 at the Boston Scientific corporate office in Marlborough, Massachusetts. The meeting's theme was "Strategic Human Resources Leadership During a Time of Transformation".

The meeting opened on May 6 with welcome remarks and introductions by Boston Scientific Senior Vice President of Human Resources Wendy Carruthers and HRPI Director Professor Fred Foulkes. HRPI Fellow Charles Tharp briefed members on the SEC's new proposed pay for performance rules. Fact sheet and policy brief handouts related to this SEC proposal were included in meeting folders for attendees.

Boston Scientific President and Chief Executive Officer Michael Mahoney provided members with a high-level corporate overview of Boston Scientific; company values and culture; and his leadership philosophy. Ms. Carruthers shared the HR implications in support of Mr. Mahoney's focus in transforming the business. Her presentation was followed by a leadership perspectives panel discussion on HR transformation. It featured three senior HR executives at Boston Scientific—Stephanie Pittman, Vice President, Human Resources and Global Operations; Gail Beauregard, Director, Global Benefits and Mobility; and Steve Rempe, Vice President, Global Talent Management. Following this discussion, HRPI members, fellows and guests took a tour of the Boston Scientific campus.

The day concluded with a reception and dinner at the Marlborough Country Club. The dinner speaker was Gurnek Bains, Co-Founder and Chairman of Young Samuel and Chambers. He discussed executive leadership development implications for companies due to globalization and cultural DNA findings from his new book, *Cultural DNA: The Psychology of Globalization*.

Thursday's meeting began with the HRPI roundtable discussion. Notable topics discussed included HR implications due to changing technology, performance management trends and shifts, and appropriate company HR spending.

Following the roundtable discussion, Boston Scientific Chief Financial Officer Dan Brennan and President, Urology and Women's Health, Karen Prange, led a panel discussion focused on investor perspectives, HR challenges within the Boston Scientific finance organization, and the HR implications of the company's recent acquisition of another company. The meeting concluded with a discussion on innovation and new HR thinking. ■



ABOVE : Michael Mahoney, CEO and President of Boston Scientific.
BELOW : Boston Scientific senior HR executives, Steve Rempe, Stephanie Pittman, and Gail Beauregard, lead a panel discussion on leadership perspectives.



College Education For All

Partners Healthcare recently began a new program to offer employees access to a free or almost free college education. Unlike the typical tuition reimbursement arrangement, where a few college classes would use up most of an employee's annual reimbursement, this new program offers a complete degree costing employees only a few hundred dollars.

Offered by College for America, an online program offered by Southern New Hampshire University, the program will cost approximately \$2,500 annually. The company will cover most of the cost, which is covered by the company's \$2,000 annual tuition reimbursement. The degree programs are adapted for working adults and focus on mastering workplace skills instead of on lectures and assignments. It is expected that candidates for an Associate's degree can complete their studies in less than three years.

Partners estimate that the program will offer thousands of staff the chance to earn associates or bachelor degrees. A pilot program, run in 2014, enrolled 43 Partners' employees and more than 750 employees have inquired about the program, the first of its kind to be approved for federal financial aid funding.

This move reflects a national trend, where college tuition benefits are becoming a frequently-requested workplace benefit. Starbucks and McDonalds both recently announced plans and partnerships to help employees fund and complete a college education. Fiat Chrysler has also joined this group, unveiling a plan that will offer 118,000 employees at their U.S. dealerships free college tuition. Tuition, as well as books and other expenses, will be offered as a benefit at no cost to employees, through Stayer University a private, for-profit university that offers entire bachelor degree programs online. To participate, the employee's dealership will pay a fee to Fiat Chrysler.

"Partners HealthCare Offers Low Cost Way to Earn Degree", www.bostonglobe.com, March 31, 2015 and "Chrysler to Offer Free College for All Dealership Employees" www.msnbc.com, May 4, 2015

Millenials Opt Out of Federal Workforce

The share of the federal workforce under the age of 30 dropped to seven percent in 2015, which is the lowest percentage in a decade, according to government statistics. The federal shutdown, furloughs and pay freezes

over the past few years have contributed to this decline. Furthermore, many prospective applicants report finding the hiring process mysterious and frustrating, as young candidates compete with older, more experienced individuals and military veterans.

"Millennials Exit the Federal Workforce As Government Jobs Lose Their Allure", *The Washington Post*, December 15, 2014

At Zappos, Employees Choose to Go or Stay

In March, 2015 employees at Zappos received an ultimatum from CEO Tony Hsieh. If they disliked the company's new management system—where there are no managers and job titles at the company anymore—they could opt to resign and receive a least three months' severance pay. On April 30, the date his offer expired, 210 of the company's 1,500 employees had accepted his offer.

A reason for the high number of resignations is unclear. For some, the chance of three months' pay for no work may have been too attractive to pass up, while others were likely uncomfortable with change to a self-organized and self-managed organization.

This offer is not the first of its kind that Zappos has made to employees. The company also offers \$2,000 to any new employee to resign if they feel they are not a good match with the company's culture.

"At Zappos, 210 Employees Decide To Leave Rather Than Work With 'No Bosses'", *The Washington Post*, May 8, 2015

Intel Commits To A Diverse Workforce

In January 2015, recognizing the importance of a diverse workforce to address the needs of an increasingly diverse market, Intel announced that it had allocated \$300 million over the next three years to improve the diversity of its workforce and make the technology field more attractive and hospitable to women and minorities.

At an update during the Rainbow PUSH Silicon Valley Tech 2020 Summit, Intel CEO Brian Krzanich reported that 41 percent of hires at Intel this year were diverse, compared with 32 percent last year. Seventeen percent of senior hires this year were underrepresented minorities and 33 percent were women, significant increases from 6 percent and 19 percent respectively in 2014.

Furthermore, he announced that the company will partner with Oakland Unified School District, committing \$5 million to work on

creating a computer science and engineering cluster for more than 2,400 students with the expectation that 600 will graduate during the next five years. Finally, he noted that Intel plans to spend \$1 billion with diverse-owned businesses by 2020.

"Intel Allocates \$300 Million for Workplace Diversity", *The New York Times*, January 6, 2015 and "Intel's Putting Its Money Where Its Mouth Is", *HRE Daily*, May 11, 2015

New President at the National Academy of Human Resources

Jill Smart, former Chief Human Resources at Accenture is the new President at the National Academy of Human Resources (NAHR). She succeeds HRPI Fellow Dick Antoine, who led the organization for six years. In this new role, Ms. Smart's priority will be to get perspectives on the organization and its future from NAHR Fellows and others in senior human resources roles.

"Jill Smart Succeeds Richard Antoine as NAHR President" *Human Resources Executive*, November 7, 2014

Zen Payroll Makes Employee Donations Easy

San Francisco-based payroll process startup ZenPayroll is helping employers more efficiently match donations made by their employees. For more than a year, the company has had a "giving option" for employees, allowing them to make donations from their paychecks. Now, once employees decide how much they want to donate and how frequently, the company's payroll administrator can turn on matching and set a limit on how much the company will donate for each employee per year.

"ZenPayroll Now Lets Companies Match Employees' Charitable Donations", www.venturebeat.com, December 16, 2014

Companies Hiring Individuals with Autism

Microsoft has announced that it plans to hire individuals with autism for positions at its headquarters in Redmond, Washington. The company will work with Specialisterne, a non-profit that provides employment supports for individuals who have autism and facilitates their employment at technology companies.

Announcing the initiative, Microsoft's corporate vice president of worldwide operations noted that "people with autism bring strengths we need at Microsoft, each

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Corporations More Engaged with Financial Education

American corporations today feel a sense of responsibility for the financial health of their employees. Recent research by Bank of America and Merrill Lynch found that most large corporations are providing financial education programs to employees. They are providing more retirement investment advice and employees are responding by enrolling in, or increasing contributions to 401(k) accounts and seeking out more advice from retirement education centers.

Millennials, who have almost no social safety net, now hold the largest share of the workforce and must begin saving early if they are to retire. Furthermore, many high schools and college graduates do not have strong money management skills and often lose work time and productivity as they struggle to manage their finances. Companies are attempting to address this by providing more financial education in the form of seminars and retirement education centers, particularly during the annual fall re-enrollment period. Given the millennial generation's access to and interest in mobile technology, more companies are also making mobile financial education platforms a priority.

"The Surprising New Company Benefit That's Helping Americans Retire Richer" *Retirement Financial Education*, May 14, 2015

Veteran Recruiting on the Rise

Research by CareerBuilder found that 33 percent of employers are actively recruiting veterans over the next year, up from 27 percent in 2014 and 20 percent in 2011. In

addition, 31 percent of companies surveyed had hired a veteran who had recently returned from duty.

However, research by RAND Corporation found that companies need to continue to educate hiring managers on the value of hiring veteran employees, get to know veteran job candidates and make the most of federal resources, such as the Veterans Employment Center. Veterans, on the other hand, need to broaden their job searches beyond security and defense and be proactive in making military experience-civilian job connections.

"Veteran Hiring, Revisited", *www.hreonline.com*, November 10, 2014

Measuring Wellness ROI

For many years, companies have struggled with measuring return-on-investment from wellness programs. What should be measured? Decreases in medical costs? Lowered health risks for employees? Reduced absences and increased productivity? The results of a recent "Working Well" survey by Buck Consultants based on responses from almost 1,000 companies in 37 countries, indicates that better outcomes in productivity, absenteeism and safety are most important.

Sixty-five percent of those surveyed reported that wellness programs were important or very important for attracting and retaining employees. Even in countries where managing healthcare costs is not as crucial as it is in the U.S., companies with employees in various locations reported fewer and less expensive workers compensation claims in locations with high adoption rates for health and fitness programs. Similarly, companies that manage call centers noted that centers

with comprehensive health and productivity programs have better customer service outcomes.

"A New Trend in Wellness", *www.hreonline.com*, September 2014

The Challenges of Communicating Benefits Worldwide

A study of 150 HR professionals, by Thomsons Online Benefits, reveals that communicating benefits to employees across the world is a significant challenge for multinational employers. As companies expand into new markets and countries, they face complex challenges in administering and communicating benefits.

Fewer than half of those companies surveyed reported having a written global benefits strategy, while forty-one percent reported that they offer different benefits, depending on the country or region, while 49 percent reported that their approach to communicating and administering benefits varied by location.

Challenges mentioned by survey respondents included designing benefit programs to accommodate local legislation, taxes, exchange rates and convertibility, as well as cultural differences and employee expectations. These figures indicate a need to implement solutions that will demonstrate the value of benefits at a country and individual employee level as well as the importance of communicating about benefits in a variety of ways, including, company intranets, direct mail, electronic devices and social media.

"Multinationals Challenged with Communicating Benefits to Employees", *www.shrm.org*, July 9, 2014

Recommended Reading

Creativity, Inc., by Ed Catmull and Amy Wallace (Bantam/Random House, 2014)

Cross Cultural Competence, A Field Guide for Developing Global Leaders and Managers, by Simon L. Dolan and Kristine Martin Kawamulra (Emerald Group Publishing, 2015)

The Complete Guide to Executive Compensation, 3rd Edition, by Bruce Elig (McGraw-Hill, 2013)

A Bigger Prize: Why Competition Isn't Everything and How We Do Better, by Margaret Heffernan (Simon and Schuster, 2014)

The Innovators: How a Group of Hackers, Geniuses and Geeks Created the Digital Revolution, by Walter Isaacson (Simon Schuster, 2014)

The Good Jobs Strategy, by Dave Ulrich, William A. Schiemann, and Libby Sartain (HR Certification Institute, 2015)

The Shifts and Shocks: What We've Learned—and Still Have to Learn—from the Financial Crisis, by Martin Wolf (Allen Lane/Penguin Press, 2014)

New Members and Representatives

David Almeda is Chief People Officer at Kronos, a provider of global workforce management solutions. He is responsible for the company's human capital management strategy, including, talent acquisition and development; compensation and benefits; and employee engagement programs, to support the company's continued growth, innovation, and profitability.



Prior to joining Kronos, Mr. Almeda spent 16 years in various human resources functions at Staples. Most recently he was Vice President of Global Human Resources, supervising Vice Presidents of Human Resources for Staples' four primary business units. He also served as Vice President of Global HR Administration, Vice President of Worldwide HR Integration, and Vice President of European Strategy. Mr. Almeda has also held a management position with Hertz Corporation.

He earned a bachelor's degree in marketing, a master's degree in HR management, and a doctoral degree from The University of Pennsylvania's Wharton School/Graduate School of Education.

Jeff Chartier is Vice President-Chief Human Resources Officer at Sig Sauer. The company is a subsidiary of L&O Holdings which also owns Swiss Army, AG. L&O Holdings was founded in Germany in 1853. Sig Sauer manufactures firearms that are considered the weapons of choice for many of the premier global military, law enforcement and commercial users. The company's vision is to be recognized as the most innovative, customer-driven company in shooting sports, personal defense and law enforcement/military, and to deliver products of uncompromising quality.

In this role, Mr. Chartier provides strategic leadership of the human resources function. Previously, Mr. Chartier was Senior Human Resources Executive at M/A-Com Technology Solutions, where he was responsible for worldwide HR functions and oversaw the function through a successful IPO. He spent 10 years in roles of increasing responsibility at Tyco Electronics and M/A-Com and 10 years as Director, Human Resources at Arthur D. Little. Mr. Chartier began his career as compensation and benefits manager at Computervision.

A graduate of Springfield College, Mr. Chartier also holds a J.D. from The New England School of Law and studied executive leadership at the Center for Creative Leadership.

Michelle Graham is Corporate Vice President and Chief Human Resources Officer at PAREXEL, a leading global biopharmaceutical services organization. She is responsible for the global management of PAREXEL's human resources operations, as well as the talent acquisition; learning and development; and compensation, benefits, and HRIS centers of expertise. Additionally, she provides HR leadership for mergers and acquisitions and market expansion and is a member of the PAREXEL Executive Committee.



Prior to joining PAREXEL in January 2015, Ms. Graham held senior human resources positions in the healthcare, pharmaceutical, and medical device industries at companies including Bausch & Lomb, Bristol-Myers Squibb, GlaxoSmithKline, and Cigna-Intracorp.

Most recently she was Senior Vice President, Human Resources for Greatbatch, Inc., a medical device manufacturer.

Ms. Graham received her bachelor's degree in business and master's degree in labor and industrial relations from Michigan State University. She also holds a certificate in organizational development from the NTL Institute.

Dominique Grau is Senior Vice President of Human Resources for Agilent Technologies, a measurement instrument and life sciences company. He is responsible for Agilent's global human resource practices, policies and operations, which include leadership and talent development, total rewards, staffing and workforce planning.



Prior to this appointment, Mr. Grau was Agilent's Vice President of Worldwide Human Resources. He was responsible for directing global human resources strategies, which included management of Agilent's total rewards, staffing, regional human resources compliance and human resources administration.

Mr. Grau joined Agilent at its inception in 1999, as director of human resources information technologies. He has extensive experience in human resources, information technology and order fulfillment, extending back to when he joined Hewlett-Packard Co. in

1983. He has held international management positions in Switzerland, Italy and California and holds a degree in business administration from the University of Geneva, Switzerland.

Randa Newsome is Vice President of Human Resources and Global Security for defense contractor and industrial corporation, Raytheon Company. As Raytheon's top human resources officer, Ms. Newsome is responsible for providing worldwide direction for the company's human resource initiatives.



Ms. Newsome has 20 years of experience in human resources, organizational performance management and security operations. She joined Raytheon in 2001 and was most recently Vice President for Raytheon's Integrated Defense Systems (IDS) business, overseeing all human resources and security operations for a global workforce of over 14,000. Prior to her role at IDS, she was Vice President of Human Resources and Security for the former Raytheon Technical Services Company and was also Director of Organization Performance and Talent Management for Raytheon Intelligence and Information Systems

A graduate of Florida State University, Ms. Newsome earned a master's degree in public administration with emphasis in human resources management from Valdosta State University

Susie Robinson joined pharmaceutical manufacturer Purdue Pharma as Vice President, Human Resources in September 2014. She previously served as the Head of Human Resources at Lumeris. She also held various HR leadership positions with Infogroup, Dow Jones, Wyeth (now Pfizer) and B. Braun, a privately-held, global pharmaceutical and medical device company.

Ms. Robinson has more than 17 years of global leadership experience in human capital management, talent development, and organizational and cultural transformation. She has a proven record of building company capabilities and executing strategic change initiatives.

Ms. Robinson holds a BA in Psychology from the California State University at Fullerton.

Amy Whitley is the Chief Diversity & Inclusion Officer and Vice President of Strategic Human Resources Programs for shipping and logistics company, United

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Questrom Gift to Boston University

Boston University Trustee Allen Questrom (Questrom '64) and his wife Kelli have given a \$50 million gift to the University, the largest in the University's history. The gift renames the School of Management the Questrom School of Business and will be used to endow 10 new faculty chairs at the School as well as allowing the University to begin planning the establishment of a new graduate program facility for the School.

"Record Gift Renames SMG Questrom School of Business", www.bu.edu/today, March 30, 2015

New Assistant Director at HRPI

Kate Steir joined Human Resources Policy Institute in February. Prior to join the Institute, she spent three years in human resources at The Ritz-Carlton Chicago (A Four Seasons Hotel) in coordinator, generalist and manager roles. She also spent three and a half years in operations at the hotel, and in real estate customer care.



Ms. Steir graduated from Miami University in Oxford, Ohio with a major in communication, and a minor in operational management. She is looking forward to enrolling in a graduate program at Boston University.



Boston University News

Research by Questrom School Professor Sheds Light on Productivity

Researchers, including Professor Erin Reid of the Organizational Behavior Department at the Questrom School of Business, studied a global consulting company, and discovered some illuminating differences in how men and women work at elite professional services firms.

At the global consulting company studied by the team, some employees were fully onboard with the company culture of long hours and were rewarded and successful. Others, who requested lighter workloads, less travel or flexible working hours, were penalized. However, the researchers also identified a third group, mostly male, who were able to gain the benefits of a reasonable schedule without explicitly requesting it. This was done by focusing on local clients, not discussing reasons for time spent away from work (it was assumed they were on client visits) or even agreeing as a group to cover each

other for more flexibility. This third group received strong performance reviews and was rewarded while managing a lighter workload.

Professor Reid's research also noted that women were more likely to make formal requests for flexibility, including requests for a reduced schedule following maternity leave and were disproportionately penalized. Men, observing the treatment of their female colleagues were then less likely to make such requests, instead achieving the same end through informal means.

"Why Some Men Pretend to Work 80-Hour Weeks", *Harvard Business Review*, April 28, 2015 and "The 24/7 Work Culture's Toll on Families and Gender Equality", *The New York Times*, May 28, 2015

Commencement Honors

Meredith Vieira received an honorary Doctor of Humane Letters and delivered the address at Boston University's 142nd Commencement ceremony on May 17. Other honorary degree recipients included BU trustee Allen Questrom (Questrom '64), philanthropist Kelli Questrom, and musician George Wein (CAS '50). Cornell William Brooks (STH '87), president and CEO of the NAACP received an honorary Doctor of Laws degree and delivered the Baccalaureate speech on Commencement morning.

"Meredith Vieira Chosen as 2015 Commencement Speaker", *BU Today*, May 1, 2015 ■

New Members and Representatives

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Parcel Services (UPS). She oversees the administration of the company's diversity and inclusion strategies, ensuring UPS leverages the unique perspectives of a diverse workforce. She also serves as Vice President overseeing strategic human resources programs. During her 31 years at UPS, Ms. Whitley has held positions of increasing responsibility in operations, human resources, airline and supply chain solutions. She created the Women's Leadership Development Program at UPS, which led to the successful expansion of Business Resource Groups at the company that unite UPS employees globally by providing development opportunities and ways to make a positive impact in the community.

A New York native, Ms. Whitley holds a Bachelor of Business Administration Degree from Pace University. ■

Member News

Recognition for H-P VP

HRPI member Tracy Keogh, Executive Vice President of Human Resources at Hewlett-Packard Company, has been named one of the "Most Powerful Women in HR" by *Human Resource Executive Magazine*.



"Most Powerful Women in HR", *Human Resource Executive*, March 9, 2015

Telecommuting Leaders

HRPI member companies CVS Caremark, EMC, IBM, McKesson Corporation and

UnitedHealth Group were named to the annual "Top 100 Companies to Watch for Telecommuting and Remote Jobs" list, released by online recruiter FlexJobs in January. FlexJobs noted a 26 percent increase in the number of jobs posted on its website over the past year, with companies such as Amazon, Convergys, First Data and Kaplan posting the largest number of jobs.

"Work From Home: The Top 100 Companies Offering Telecommuting Jobs in 2015", www.forbes.com, January 21, 2015 ■

individual is different, some have amazing ability to retain information, think at a level and depth and excel at math or code." Companies also now have an incentive to employ people with Autism as it helps them comply with Labor Department rules that mandates companies with federal contracts to increase their hiring of people with disabilities to seven percent of total staff. Other technology companies, including Freddie Mac, HP Australia and SAP have also announced plans to hire people with Autism.

Startup software testing company, Ultra Testing, has recognized that many individuals with Autism excel at repetitive tasks, recognizing patterns and finding bugs in software. Approximately eighty percent of their workforce has an autism spectrum disorder and most work from home. When a team from Ultra worked to find bugs for the company that manages the Webby Awards, honoring internet excellence, they found five to 10 times more bugs that the company itself discovered.

"Microsoft Recruiting Employees with Autism", www.disabilitycoop.com, April 7, 2015 and "Autistic Coders Get Jobs as Microsoft, SAP Woo Software Sleuths", www.bloomberg.com, June 2, 2015

"Ban the Box" Reaches More States

On April 3, Virginia joined several states, including Georgia and Nebraska, as well as the District of Columbia and Baltimore to "Ban the Box", removing questions about criminal history from applications for state government jobs. Now, government agencies can only conduct criminal background checks on an individual after finding him or her otherwise qualified for the position.

Research has found that 60-75 percent of individuals released from jail are unemployed and this is frequently cited as a major reason for reoffending and returning to prison.

"Virginia 'Bans the Box'", [Thinkprogress](http://Thinkprogress.com), April 3, 2015

U.S Department of Labor Supports Prerelease Programs for Inmates

The U.S. Department of Labor has allocated \$27 million to fund its Training to Work-Adult Re-entry grant to help thousands of inmates become productive citizens on their release. Approximately 20 grants will be awarded to provide training and employment services for individuals who participate in state or local work-release programs that link and coordinate education and training for soon-

to-be released inmates. It is hoped that these credentials will help these individuals find work and give employers the ability to fill needs in a variety of sectors and industries.

This grant follows a pilot project initiated in 2014—"Link to Employment Activities Prerelease" that puts job centers in local jails, where they can access job placement services and preparation to increase their chances of getting work on release.

"Putting Pre-Release Prisoners to Work", HRE Daily, February 9, 2015 and "More in the Coffer to Help Prisoners Find Jobs", www.hreonline.com, April 6, 2015

New York City Council Prohibits Use of Credit History

New York City Council has passed a bill that, when it is signed into law, will prohibit employers from requesting or using a person's consumer credit history for employment purposes. The law will go into effect 120 days after it is signed by Mayor Bill de Blasio. However, a number of business areas are exempt from the bill and employers will be allowed to request or receive one's credit history in response to a subpoena, court order or law enforcement investigation.

"New York City Expected to Ban Employers From Requesting or Using Credit Histories", Nixon Peabody LLP Employment Law Alert, April 29, 2015

Massachusetts Offers Unpaid Paternity Leave

Since April of this year, employers in Massachusetts with six or more employees are required to provide unpaid paternity leave to male employees who have completed their probationary period.

The legislation is part of a larger national movement to expand family-friendly employee leave benefits. Currently, only 12 percent of employers offer paid paternity leave to employees, according to the SHRM 2014 Employee Benefit Survey. However, when asked by a Boston College Center for Work & Family survey about the importance of paid paternity leave when considering a new job, 89 percent of dads surveyed indicated that it was "important" while 60 percent of those respondents considered it "very" or "extremely" important.

"New Leave Laws for New Dads", www.hreonline.com, April 6, 2015

New Paternal Leave Policies at J&J

Johnson & Johnson recently announced significant changes to the company's parental

leave policy. A new upgrade gives all new parents—maternal, parental and adoptive—the ability to take an additional eight weeks of paid leave during the child's first year.

This is in addition to the company's current leave policies that give women who have given birth up to 17 weeks of leave. The new benefit, which is retroactive for employees who became parents on or after May 2014, does not need to be taken consecutively and allows parents to have some flexibility during the busy first year of a child's life.

"J&J and the 21st Century Working Family", Johnson & Johnson Press Release, April 29, 2015

Salaries on the Rise

Over the next three years, all staff at credit card processor Gravity Payments, including clerks, customer service representatives and salesmen, will see their salaries rise to a minimum of \$70,000. This plan, the brainchild of the company's CEO, Dan Price, was influenced by his reading of some research on happiness by Angus Deaton and Daniel Kahneman, which showed that for low-wage employees, the extra money made a difference. Mr. Price plans to keep his own salary low until the company earns back the profit it had before the new salary structure was put in place.

"Owner of a Credit Card Processor Is Setting a New Minimum Wage: \$70,000 a Year", www.newyorktimes.com, April 13, 2015

LinkedIn and Facebook Announce Joint Mentoring Program

In February 2015, Facebook COO Sheryl Sandberg and LinkedIn CEO Jeffrey Weiner announced a joint mentoring and support program at colleges, in an effort to get more women involved in studying technology and as future employees at these companies. At Facebook, 15 percent of employees working in tech jobs are women, while at LinkedIn, the percentage of women in the field stands at 17 percent. Overall, the percentage of women majoring in computer science programs peaked in 1985 at 35 percent and is now at 17 percent. The companies intend to focus on peer groups and mentoring processes already established by Sandberg's "Lean In" Circles.

"Facebook and LinkedIn Join Forces to Help Women in Tech", www.inc.com, February 9, 2015 ■



German Executives Rethink Boardrooms

German executives are criticizing legislation, which if passed, will compel some of the country's largest publicly-

traded companies to choose women when filling vacant supervisory board seats. Currently, only six percent of management board positions and 22 percent of supervisory board seats are held by women at DAX companies. Germany lags behind Belgium, Denmark and The Netherlands in this regard. Norway, Finland and France have the highest proportion of woman on such boards in Europe.

German companies impacted by the proposed new rules will need to add approximately 170 women to reach the 30 percent target in 2016. Smaller companies will have to set their own targets and publish plans describing how they plan to achieve these goals.

Seeking German Women for Boardrooms as Quotas Near, *www.bloomberg.com*, January 28, 2015

Work-Life Balance Still A Challenge for U.K. Employees

Although the U.K. employment rate hit a record high at the end of 2014, many individuals are unhappy with their work-life balance, according to data gathered by Investec Private Banking. Their research found that 25 percent of professionals working in finance, law, teaching and healthcare are unhappy with their work-life balance. In London, 22 percent of those surveyed reported being unhappy with the amount of time taken up by work. However, 64 percent admitted to enjoying working in the city, although 28 percent believe their family and friends view them as "workaholics".

The researchers speculate that priorities may be part of the problem. Work enjoyment was the priority for 41 percent of employees surveyed, followed by salary (23 percent) with only 16 percent picking work-life balance as the most important consideration when choosing a job. Another factor likely impacting the situation are the increasing demands placed on employees with

advancements in technology that make it more difficult to "switch off" when out of the office. Nevertheless, U.K. professionals remain optimistic about their situation improving, with a third confident that their situation will improve over the next five years.

"A Quarter of U.K. Professionals Are Unhappy with Their Work-Life Balance, Survey Finds", *The Independent*, February 26, 2015

Eurofound Research Targets Paternity Leave

According to a new report from Eurofound, leave from work following the birth of a child tends to be associated with mothers, while less attention is paid to the fathers' situation. The report found that while the amount of leave taken by fathers is increasing in most Member States, it is still relatively low. Compensation, flexibility and the availability of information about leave, as well as the feeling of potential isolation from the labor market while on leave, were all mentioned as important factors in the slow uptake of this benefit. Additionally, while all EU Member States have some form of parental leave, systems vary significantly across member states, particularly in terms of compensation and length of leave.

"Promoting Uptake of Parental and Paternity Leave Among Fathers in the European Union", *www.eurofound.eu*, Spring 2015

Vodafone Rethinks Maternity Leave Policy

In March 2015, Vodafone Group announced the setting of a global minimum for its maternity leave policy. By the end of 2015, its 30 operating companies worldwide will be required to offer a minimum of 16 weeks paid maternity leave. Furthermore, for the first six months after returning from leave, new mothers at Vodafone will be able to work 30 hours while earning their full salary. The new benefit is aimed at assisting women with the transition back to full-time work without it impacting their earnings or career development.

With this new policy, Vodafone hopes to retain young, female talent. In the past, 65 percent of women who decided to leave the company after maternity leave did so within the first year. However, in Italy, Portugal and Romania, where mandates are in place to help women transition back to the workplace after giving birth, the company's retention rates were significantly higher. This realization led senior directors to suggest this new company-wide policy.

Both of these programs will apply to full-time, female employees in the United States, where until now, women received 60 percent of their pay for 12 weeks as a maternity benefit and there was no provision for transitioning back to work on full pay at reduced hours.

"An Unusual New Policy for Working Mothers", *The Washington Post*, March 6, 2015

Globetrotting Employees Embrace Co-Working Centers

A new option is emerging for those who want a vacation, but need to remain connected to work. Co-working centers are a spin-off from co-working spaces, which offer a work environment on a temporary basis. Co-working centers provide a place to sleep, explore and socialize with like-minded colleagues in locations all over the world in addition to offering an office workspace.

These centers appeal to those who enjoy being part of a community of shared ideas and can travel and work a non-traditional schedule. Popular destinations with co-working facilities include Gran Canaria in the Canary Islands, Europe and Bali.

"Co-Working on Vacation: A Desk in Paradise", *The New York Times*, January 19, 2015

Shared Parental Leave Gains Popularity

Almost half of fathers who participated in a recent government survey of more than 4,000 working adults in the UK wished that shared parental leave had been available when they started a family. Twenty-nine percent of fathers surveyed said they would have taken shared leave if it had been available, while 17 percent said they "probably" would have taken it.

A 2014 survey found that less than one in ten fathers took more than their legally mandated paternity leave of two weeks and only 37 percent felt that their employer supported that choice. When questioned about time taken for this recent government survey, the mean response was 13.7 days and most reported taking between one and two weeks. When questioned about how much leave fathers would ideally be able to take, the mean response was 31.5 days, though one in seven respondents felt fathers should be entitled to one to three months of leave.

"Two-Thirds of Fathers Open to Taking Shared Parental Leave", *Personnel Today*, March 17, 2015 ■



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