

HRPI newsletter

Human Resources Policy Institute

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HRPI Fall 2015 Meeting

The Human Resources Policy Institute (HRPI) hosted its Fall 2015 meeting from October 29-30, 2015 at the Boston University Questrom School of Business. The theme for this meeting was the "Future of Work and Human Resources."

Following an informal lunch, HRPI Director Professor Fred Foulkes welcomed members and guests to the meeting and to Boston University. After brief introductions by attendees, the meeting began with a roundtable discussion on topics submitted by HRPI members. Topics of note included employee engagement, labor relations, compensation, and benefits and healthcare.

After a short recess, Dr. Marshall Van Alstyne, Professor of Information Systems and Dean's Research Fellow at the Boston University Questrom School of Business delivered a presentation on the fundamental changes taking place across industries, which is the topic of his forthcoming book, *Platform Revolution* (February 2016). Professor Van Alstyne asserted that the emergence of the "platform-based" company has strong implications for the field of human resources.

The meeting continued with the Dean's Speaker Series, which featured Questrom's Dean Kenneth Freeman in conversation with Hewlett-Packard Executives Jon Flaxman, Chris Hsu and Tracy Keogh. Titled "Unleashing Value in the Technology Space," the discussion focused on the recent split of the company into two individual firms - HP Inc. and Hewlett-Packard Enterprise - and the strategies and processes necessary to implement such change. The opening day concluded with the HR Executive of the Year Award Dinner, which included a cocktail reception and short program.

Friday morning began with a panel entitled, "Future of HR and Implications for HR Leaders." The Panel included Dr. Jeff Pon, CHRO and Strategy Officer at SHRM; Jill Smart, President of National Academy of Human Resources; and Eva Sage-Gavin, Former EVP of HR and Corporate Affairs at Gap Inc. Their presentation introduced a new initiative, CHREATE: The Global Consortium to Reimagine HR, Employment Alternatives, Talent and Enterprise. Founded in 2013 by a handful of HR leaders, CHREATE is an open-source collaboration reimagining HR. After a presentation, participants broke out into smaller groups to continue the discussion about the HR challenges their respective companies were facing.

Upon reconvening the larger group, Professor Foulkes continued the discussion and then adjourned the meeting with appreciation for members' attendance and participation. ■



ABOVE : Sallie Larsen, Managing Director and Chief Human Capital Officer, LPL Financial and HR Honor Roll winner, Marcia J. Avedon, Senior Vice President of Human Resources, Communications and Corporate Affairs, Ingersoll Rand and HR Honor Roll winner, Tracy Keogh, Chief Human Resources Officer, HP, Inc. and HR Executive of the Year, Michelle Link, Senior Vice President of HR, PRA Group Inc., HR Honor Roll winner and Joseph A. Bosch, Executive Vice President and Chief HR Officer, and DirecTV and HR Honor Roll winner.

BELOW : HRPI Director Fred Foulkes welcomes members and guests.



Target Employees Receive Free FitBit

In September 2015, Target announced that it will offer FitBit activity trackers for free to all U.S. employees. Employees will receive a basic, clip-on tracker, called a Zip. Alternatively, employees can receive the equivalent amount of money to put towards the more expensive band. Employees who opt into this program will be put into teams for a month-long contest where the team averaging the most steps gets to donate \$1 million to their choice of charity. Corporate services is one of FitBit's fastest-growing markets. The Target account ranks among the company's largest.

"Target Offers Fitbit Trackers to All U.S. Staff", *Investor's Business Daily*, September 27, 2015

Class of 2015 NAHR Fellows Installed

On November 5, The National Academy of Human Resources inducted its 2015 class of Fellows at its annual dinner in New York. The six new Fellows are: Mark Biegger, chief HR officer at Procter & Gamble; Laszlo Bock, Senior Vice President of People Operations at Google, Inc.; Joseph A. Bosch, former Executive Vice President and Chief HR Officer at DirecTV; Tracy Keogh, Chief HR Officer at HP Inc.; Alexander J. Ogg, Jr., Operating Partner at Blackstone Group; and Mary George Opperman, Vice President and Chief HR Officer at Cornell University. With the addition of this class, 163 individuals have been named Fellows in the academy.

Winners of the 2015 NAHR Ram Charan HR Essay Contest were also recognized at the dinner. Suetta Miller, a masters student at Houston Baptist University and Brenda A. Barros-Rivera, a Ph.D. student at Texas A&M, won the top prize for their paper titled, "In the Game—A Contingency Framework of Public Policy".

"Six HR Leaders Inducted into NAHR" *HRE Daily*, November 6, 2015

Companies Expand Tuition Benefit to Families

In an effort to make its tuition benefit more relevant to veterans, Starbucks has announced that it will extend the benefit to a spouse or child, if the employee is a veteran. After conversations with military employees, the company realized that many veterans weren't using the benefit because they either had a college degree or planned to pay for college through the G.I. Bill. They did, however, express interest in having a family member

use the benefit. Now, Starbucks employees will be able to gift the tuition coverage for an online undergraduate degree at Arizona State University, to a spouse or child.

Starbucks also announced that it will begin a program to pay military reservists up to 80 hours of service per year and will grow its number of "military family stores"—cafes near military bases managed by veterans. The company also reported that it has hired more than 5,500 veterans and military spouses. The majority work in retail positions, while others are employed in supply chain management or at the company's roasting plants.

Fiat Chrysler, responding to dealer feedback, is also expanding its free tuition program, "Degrees@work" to include employees' spouses and children. The program is a partnership between the company's corporate division, Stayer University and locally-franchised dealerships. Employees who have worked for at least a month are eligible to take classes, either online or in-person. Dealerships pay a small monthly fee to participate and there is no out-of-pocket expense for employees.

"Starbucks Will Extend Tuition Benefit to a Veteran Employee's Family Member", *The Washington Post*, November 9, 2015 and "Chrysler Expands Free Tuition Program to Include Employees' Families" *Time*, November 23, 2015

New York City Adopts "Fair Chance" Act

In June 2015, New York City became the latest city to sign the "Fair Chance Act" into law, making it unlawful for an employer with more than four employees to inquire about an applicant's arrests or criminal convictions prior to making a conditional employment offer.

In November, President Obama directed the Office of Personnel Management to modify its rules to delay inquiries into criminal history for those applying for positions with the federal government.

"NYC Bans the Box", Now *+Next Employment Law Alert*, July 1, 2015 and "Rehabilitation and Reintegration for the Formerly Incarcerated", www.whitehouse.gov, November 3, 2015

Leave Changes for Silicon Valley Employees

During 2015, several Silicon Valley employers have made adjustments to leave policies to reflect the growing importance of gender equity and work family balance in the technology industry.

In August, Microsoft announced that it would offer 12 weeks of paid time off to all new parents. This, combined with the previously-available eight weeks of disability leave means that new mothers can now take off a total of 20 weeks of paid leave. Previously, the company had offered eight weeks of disability leave for mothers, plus 12 weeks of parental leave, of which four weeks were paid. The company also announced an increase to its 401K matching plan and added two additional paid holidays—Martin Luther King Day and President's Day—for employees in the U.S.

Facebook allows new parents four months of paid leave, along with \$4,000 in "baby cash." Employees at Google can take up to 18 weeks of paid leave, while Yahoo! offers new mothers who give birth 16 weeks of paid leave and up to eight weeks for parents who adopt, foster or have a child through surrogacy.

Only 12 percent of private-sector employers in the U.S. offer any access to paid family leave, according to the U.S. Department of Labor. President Obama has directed federal agencies to offer six weeks of paid leave to their employees when they become new parents, as part of his efforts to improve parental leave policies in the United States.

"Microsoft Boosts Paid Parent Leave for Mothers and Fathers", *Bloomberg News*, August 5, 2015

Parental Leave Sharing at Amazon

At Amazon, a new parental leave policy offers birth mothers up to 20 weeks of paid leave, including four weeks of pre-partum leave, 10 weeks of paid maternity leave and six weeks of paid parental leave. That six weeks of parental leave is also available to new fathers and other new parents who have been with the company for at least a year.

As part of this new plan, the company also announced a new "leave share" arrangement. Beginning in January 2016, employees can share unused paternal leave with a spouse or partner working elsewhere, who receives unpaid paternity leave. Up to six weeks of leave can be used in this way. When the Amazon employee returns to work, her spouse can use their unpaid leave, with Amazon picking up the cost. This benefit will be available to full-time salaried and hourly workers, as well as those working in fulfillment and customer service.

"In New Twist, Amazon to Let Employees Share Parental Leave Benefit With Their Spouses", *The Washington Post*, November 2, 2015

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HR Communication Falls Short of Employee Expectations

Research by Davis & Company, an employee communication firm, revealed that of the 1,000 employees surveyed, almost all employees reported reading HR communication. Only 30 percent were happy with the communication they received, while 50 percent of survey respondents reported being indifferent. The most frequent complaint noted was that HR communication is too complex and inconvenient. Of the 1,000 employees surveyed, those employees at companies with more than 10,000 employees reported the most frustration, with employees at satellite offices reporting more dissatisfaction than at those at corporate headquarters. Only 25 percent of those surveyed felt that HR communication prepared them to make decisions about compensation, while only 15 percent felt well informed about benefits.

"HR Communication Fails to Meet Employees' Needs, Says Survey", *www.blr.com*, November 9, 2015

New Survey Illuminates Millennial Outlook on Work, Life and Success

The Boston College Center for Work & Family recently surveyed more than 1,100 young adults (aged 22-25) to investigate their outlook on work, life and what constitutes success. The survey focused on how these young adults look for jobs, how young men and young women perceive success and what HR departments or companies can do to ensure career success, employee retention and satisfaction.

Career navigation skills were found to be very important for these young adults. Knowing career goals, what they had to offer employers

and how to articulate career goals were closely linked to job satisfaction, but were not usually taught by either universities or corporations.

Although Millennials have been characterized as lacking in loyalty, 60 percent of those surveyed for this study reported that they plan to stay at their jobs for some time, believing it to be the best strategy for advancement. The importance of "life over work" was emphasized by survey participants, the majority of whom felt that their lives outside work were much more important than any sense of identity they got from their careers. Only 20 percent agreed that they would be willing to pursue career goals at the expense of family time and personal lives.

Fifty-one percent of men surveyed said they would consider staying at home if their spouse's income could support the family, compared with 44 percent of women. Survey participants also underlined the importance of discussions of work/life goals with partners. Those that had these discussions regularly reported being more satisfied with their life choices. Similarly, support from a spouse or partner tended to have a positive impact on job satisfaction.

Finally, the study notes that managers seem to have a significant impact on Millennial's job satisfaction. Participants who felt that their managers cared about their well-being reported being more satisfied with their jobs than those who did not feel supported or felt that long hours were emphasized above everything else.

"How Millennials Navigate Their Careers: Young Adult Views on Work, Life and Success" *Boston College Center for Work and Family*, November 9, 2015

Rewards for High-Performers Only

Twenty-five percent of American companies emphasize rewards to high performers and give much less or nothing in raises or bonuses to average or poor performers, according to a study of 1,200 companies by Aon Hewett. Only 10 percent of companies reported giving equal raises spread across all employees, while the remaining companies fall in between, giving somewhat higher raises to top performers and less to others.

"The Mystery of the Vanishing Pay Raise" *The New York Times*, November 1, 2015

Unpaid Eldercare

According to a 2015 analysis of data from the American Time Use Survey, 16 percent of the U.S. population provided unpaid eldercare during 2013-2014. Most likely to provide eldercare were those aged 45-64 (23 percent) followed by those aged 65 and older.

"One Quarter of 45-64 year olds Provide Unpaid Eldercare", *The Center on Aging & Work at Boston College*, November 2, 2015

Study Reveals Disproportionate Use of Healthcare Benefits

A study of four large Texas companies (Waste Management, USAA, Whole Foods and Texas Instruments) that analyzed the health data of 100,000 employees across the companies, revealed that five percent of workers used 55 percent of their employer's total health care benefits budget, costing the companies approximately \$4.4 million. These employees typically visit doctors frequently, receive numerous prescriptions and carry multiple diagnoses.

"Study: Over Half of Companies' Health Care Spending is on Five Percent of Workers" *The Houston Chronicle*, September 2, 2015 ■

Recommended Reading

Corporate Stewardship: Achieving Sustainable Effectiveness, by Susan Albers Mohrman and James O'Toole (Greenleaf, 2015)

Lead the Work: Navigating A World Beyond Employment, by John Boudreau, Ravin Jesuthasan and David Creelman (Jossey-Bass, 2015)

What Millennials Want from Work: How to Maximize Engagement in Today's Workforce, by Jennifer J. Deal and Alec Levenson (McGraw Hill Education, 2016)

What You Really Need to Lead, by Steven Kaplan (HBS Publishing, 2015)

Unfinished Business: Women Men Work Family, by Anne-Marie Slaughter (Penguin Random House, 2015)

Three, The Human Resource Emerging Executive, by Ian Ziskin (Jossey Bass, 2015)

New Members and Representatives

Kevin Harper is Senior Vice President of People Strategy and Operations at Wal-Mart Global People. Mr. Harper joined Wal-Mart as an hourly associate in 1981. He has served as Assistant Manager; Store



Manager; District Manager; Regional Personnel Manager; People Director, Merchandising and Marketing; and People Director for Specialty Groups and U.S. Operations. In 2003, he moved to the International Division where he served as Integration Director for the People Division. In April of 2005, he assumed the role of Vice President of Integration for Wal-Mart International in 2005 and in 2012, he became Senior Vice President of Integration and Formats for Wal-Mart International. In January 2013 He was promoted to his current role as Senior Vice President of People Strategy and Operations, Global People in 2013.

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



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

Millipore Corporation, BankBoston and Northrup.

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

David Schmit recently became the Vice President of Human Resources for the Dover Fluids Segment of Dover Corporation. This segment of the Corporation has almost \$2 billion in annual sales and 6,000 employees across six operating companies that design, engineer and produce various pumps and fluid-handling equipment across multiple industries. Mr. Schmit is responsible for providing strategic human resources leadership to the Dover Fluids team worldwide, as well as guiding, developing and driving organizational effectiveness.



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

Inorganic Chemicals, Inc. where he focused on Human Resources and Labor Relations. He earned a Master's degree in Labor & Industrial Relations and a Bachelor's degree in Political Science/Sociology from the University of Illinois at Urbana.

HRPI Steering Committee member **John Letcher** recently joined Cell Signaling Technology, Inc. as Senior Vice President, Global Human Resources.



Prior to Cell Signaling Technology, Inc., Mr. Letcher was Senior Vice President of Human Resources for PerkinElmer, Inc. He joined PerkinElmer in 1999 as Vice President of Human Resources for the Optoelectronics business unit and, in 2003 was named Vice President of Human Resources for the Life and Analytical Sciences business unit. In 2008, Mr. Letcher was named Vice President of Human Resources for PerkinElmer, Inc. He was named Senior Vice President of Human Resources in January 2010.

Previously, he served as Director of Human Resources of ABB Americas, Inc., the United States subsidiary of an international engineering company. Prior to that, Mr. Letcher held the positions of Business Controller in ABB Americas, Inc.'s US Power Generation Gas Turbine Power business; Vice President of Finance for General Ship Corporation and Senior Auditor for Arthur Andersen.

Mr. Letcher holds a Bachelor of Science degree in accounting and information technology from Boston College. ■

Member News

New App Supports Working Mothers at IBM

IBM Corporation recently launched a program that allows working mothers to easily ship home breast milk while traveling. While several companies will pay for the cost of shipping breastmilk back to an employee's child, this IBM initiative is the first that coordinates the program through an app that employees can download onto their smartphones. The nursing employee tells the app where she will be staying and the number of insulated packages she will need. The packages will be waiting for her at the hotel when she arrives and once filled, can be

shipped to home at the company's expense.

"IBM Will Make it Easy for New Moms to Ship Home Breast Milk for Free While Traveling" *The Washington Post*, July 13, 2015

P&G Leads the Way

Corporate alumni networks are acknowledged as an important way for firms to keep in touch with ex-employees in the hope they will turn into important brand ambassadors, clients and recruiters. Procter & Gamble's alumni network was set up in 2001 and is now a 37,000 person network, run by 16 volunteers. It pays for itself through fundraising and it helps company alumni stay in touch socially,

to connect professionally and to come together for philanthropic purposes. It runs conferences, social events and has a strong online presence.

At Linklaters, a law firm, some staff perks, including free tickets to exhibitions and staff sports clubs, are also open to alumni. Smaller companies have effectively used Facebook and LinkedIn to build networks and stay in touch.

"Set Up An Alumni Network and Reconnect with Valuable Assets" *Financial Times*, December 6, 2015

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Fred K. Foulkes Scholarship Awarded to Questrom MBA Candidate

Claire Albert was the recipient of the Fred K. Foulkes Scholarship for Academic Excellence, presented during the 2015 North East Human Resources Association Conference. Ms. Albert graduated magna cum laude from Northwestern, and worked for the Inter Faith Youth Core in Chicago before beginning graduate school. She is currently an MBA student, concentrating in leadership and organizational transformation, at Boston University's Questrom School of Business. The award was presented by Professor Foulkes.

"Congratulations to This Year's Winners of NEHRA's Annual Awards of Excellence", *NEHRA Press Release*, September 18, 2015

BU Dining Services Meets Sustainability Goal Early

In 2014, Boston University's Dining Services set a goal of sourcing 20 percent of its food from sustainable sources by 2018. It met that goal in just one year, according to the University's 2015 Sustainability Report. To comply, food products must come from a 250 mile radius. Alternatively, if not from a local, independently owned farm or company, then they must be from a third-party certified business.

The University's dining services organizes field trips and cooking demonstrations that emphasize sustainability, throughout the year. They also host a weekly farmers' market and a farm share program that gives



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the campus community opportunities to buy local produce in summer and fall. The University dining halls also all now certified by the Green Restaurant Association.

"BU Dining Services Reaches a Goal, Ahead of Schedule" www.bu.edu/today, October 27, 2015

New Visiting Professor at Questrom School

Dr. Howard Thomas has joined the Questrom School of Management as the inaugural Ahmass Fakahany Distinguished Visiting Professor. During his tenure, he will work on expanding and enhancing the School's Global Education programs. He will be working with business schools worldwide, particularly in emerging economies, to build on findings from the "Business Education Jam", a global event that crowdsourced ideas from thousands of participants on how to improve business education worldwide.

"Howard Thomas, Ph.D. named Boston University Questrom School of Business Visiting Professor", www.bu.edu, July 27th, 2015

Rankings Rise Again

Boston University moved up one place from 42 to 41 in *U.S. News & World Report's* annual rankings. The school was also named to the

lists of "high school counselors' top picks", "foreign student factor", and "best colleges for veterans". This ranking puts BU in a six way tie with Rensselaer Polytechnic Institute, Tulane University, University of California, Davis, the University of Illinois at Urbana Champaign and the University of Wisconsin-Madison.

The report noted the University's "highly ranked graduate schools" and cited the School of Medicine, for having the "nation's first combined cancer research and teaching laboratory".

"BU Ranks in Top 50 Universities Nationwide" www.bu.edu/today, September 18, 2015

New Boston University Trustees Begin Terms

Four new members of the Boston University Board of Trustees began their terms in September. They add to the Board's expertise in the areas of law, health, leadership development and business. Ryan Roth Gallo (LAW '99) is a lawyer and previously served as an ex officio member as chair of the Board of Overseers; Sharon G. Ryan (SAR'70) is a retired occupational therapist and has previously served on the Board of Overseers and Carol Fulp, is president and CEO of The Partnership, Inc. William Bloom (CGS '82, Questrom '84) principal of Jamacha, a private investment company, moves from vice chair, to chair of the Board of the Board of Overseers and assumes the ex officio position on the Board of Trustees.

"Four New Members Join Board of Trustees", www.bu.edu/today, September 18, 2015 ■

Member News | Continued from previous page

HRPI Member Speaks at Boston University

On October 29, Tracy Keogh, Chief Human Resources at HP, Inc., along with Jon Flaxman, COO of HP, Inc. and Chris Hsu, Head of Global Corporate Services at Hewlett Packard Enterprise, participated in a discussion at the Boston University Questrom School of Business with Dean Ken Freeman, on "Unleashing Value in the Technology Space".

"Unleashing Value in the Technology Space" www.bu.edu, October 2015

IBM and P&G Support LGBT Efforts Worldwide

IBM and P&G are among a dozen corporations that have joined a new Human Rights Campaign-led group to advocate for LGBT rights in the workplace outside of the United States and Western Europe

"Companies Form Group to Push for LGBT Rights Globally", *Associated Press*

Colgate Palmolive Recognize Hispanic Leaders

On December 1, Colgate Palmolive partnered with the Y to recognize Hispanic leaders in industry with an inaugural Hispanic Achievers

Reception and supporting the Y Scholars program.

"Hispanic Achievers in Industry" *Colgate Palmolive Communication*, October 4, 2015

Tracy Keogh in the News

Chief Human Resources Officer at H-P, Tracy Keogh was recently recognized as *HRE's* HR Executive of the Year for her contributions to reimagining the HR function at Hewlett-Packard, and the key role she is playing in the large-scale overhaul currently underway at the organization. Ms. Keogh was also installed as a Fellow of the National Academy of Human Resources at the annual meeting and dinner in New York City in November. ■

New Maternity Leave Programs at Nestle

Global food and beverage company Nestle will more than double its paid and unpaid maternity leave for employees worldwide on January 1, 2016. The policy also applies to male employees and adoptive parents who serve as primary caregivers of newborns. New mothers will be able to take off up to 26 weeks, including 14 weeks of paid leave and 12 weeks of unpaid leave. New mothers will also have the option of extending their maternity leave up to six months and new fathers can take one week of paid paternity leave and another week of unpaid leave.

The company will also offer flexible working arrangements and guaranteed access to breastfeeding rooms during work hours in offices and sites that employ more than 50 people.

"Nestle Launches Global Maternity Protection Policy" *HRE Daily*, July 6, 2015

Dress Code Relaxed for Wal-Mart Employees

As the U.S. economy improves, companies continue to look for new ways to retain employees. At Wal-Mart, this has meant relaxing employee dress codes. Employees can now, in addition to khaki or black pants, wear black or khaki denim pants, while those in physically demanding positions can wear jeans and t-shirts. In addition, the company plans to add "associate engagement" days when staff can wear sport jerseys. Other changes at the company include adjusting the temperature in stores and changing the piped music.

Other companies are also relaxing some policies to attract millennial age employees, allowing "appropriate" visible tattoos and more jewelry and piercings.

"Companies Ease Up A Bit on Worker Dress Codes" *The Washington Post*, June 8, 2015

Gender Transitions Support Diversity

Focusing on the continuing need to recruit and retain employees that value a diverse workforce, American companies are adding insurance benefits for employees who want to transition to another gender. The benefit is a relatively inexpensive way to illustrate a commitment to a diverse workforce, as only one in 10,000-20,000 employees typically uses the coverage each year.

Over 400 firms of approximately 780 surveyed by the Human Rights Campaign now cover related procedures, including, hormone therapy and sex-reassignment surgeries. The figure has more than doubled since 2012.

"Sex Reassignment is the Latest Company Benefit in Equality Push", *www.bloomberg.net*, September 21, 2015

How Does Your Garden Grow?

At the Indianapolis campus of subscription service Angie's List, employees maintain a garden, orchard and hens to boost the company's commitment to wellness. Members of the Angie's List Garden Club pay a \$30 annual fee that covers all equipment and supplies necessary to tend the raised beds and fruit trees. Later in the growing season, they share crops of carrots, kale, corn, squash, zucchini, herbs and melon.

The garden club was started in 2009 by the company's wellness director. Employees can earn fitness points that translate into gift cards for local stores, by tending the gardens, as well as by working out in the company's wellness center.

Other companies incent employees to eat healthier foods by discounting healthy items in their cafeterias and vending machines. At Paychex, the price difference between bottled water and soda has risen to 15 percent over the past five years. Sales of bottled soda have dropped by eight percent while bottled water purchases have increased by 17 percent over the past year. Sales of turkey burgers increased by 68 percent during this time, while sales of hamburgers decreased by 25 percent.

At Google, cafeterias offer smaller plates to reduce portion size and use a color coded system to help distinguish between health and less healthy foods.

"Food for Thought", *www.hreonline.com*, November 3, 2015

"Firm Forty" Policy Gains Popularity

United Shore Financial Services, Bamboo HR and myHR Partner, Inc., were recently profiled in the *Wall Street Journal* for their "Firm 40" policy, where everyone leaves the office at 6:00 p.m. and no work is expected on weekends or in the evening. The policy is based on the belief that working more than 40 hours does not lead to greater productivity and is likely counterproductive. However, such companies do expect that work hours are kept strictly for work.

"The Work Day's Over-We Mean It", *HRE Daily*, October 15, 2015

How Corporate Benefits Must Evolve

In July 2015, a group of experts from academia, healthcare and corporate America met for a roundtable discussion in New York organized by The Global Wellness Institute. The meeting produced a number of conclusions on the direction corporate wellness initiatives should take. The group agreed that "Technology-Enabling 24/7 Work is 'Killing Us'" and that companies need to be proactive in instituting policies that help employees to define when it is reasonable to disconnect from work. The group also advised that remote workers should not suffer because of loneliness or lack of peer support, suggesting that workplaces move towards "total workforce solutions" that include families, spouses and communities. Giving more of a priority to mental health was also emphasized, to address issues related to stress, burnout and emotional well-being.

"How Wellness Must Evolve", *HRE Daily*, August 13, 2015

Diversity Efforts Continue at Intel

Continuing efforts to diversify its workforce, Intel has announced that it will double its referral bonus for employees who refer prospective employees that help the company move closer to meeting its diversity goals. Employees who refer a woman, an underrepresented minority or a veteran who is ultimately hired will earn \$4,000.

According to the company's most recent report on its U.S. workforce, three quarters of its employees are male, 55 percent are white and 32 percent are Asian. Only eight percent of employees are Hispanic, while four percent are African-American. In January 2015, the company committed \$300 million to diversify at all levels of its workforce.

"Intel Will Double Bonus to Employees Who Refer Women, Minorities and Veterans", *The Oregonian*, July 29, 2015

The Latest Perk: Loan Repayment Benefit for Graduates

Beginning in July 2016, graduates joining PricewaterhouseCoopers (PwC) will receive \$1,200 per year from the company to help pay off student loan debt. The program is being offered to all of the company's employees at the associate and senior associate level. Because of privacy laws, the company does not know how many of these employees have student loans, but government data indicates that almost 71 percent of recent college graduates have student debt.



Working Conditions Update

The findings of the Sixth European Working Conditions Survey give some insights into the diversity and complex nature of the issues that

challenge European policymakers working to improve work policies in Europe. Progress was noted in several areas, including a high proportion of workers (58 percent) reporting that their manager is supportive most or all of the time, and 71 percent reporting that they receive support from their colleagues most or all of the time. In addition, 58 percent of those surveyed report being satisfied with their working time. One third of employees reported working in a “high involvement organization” and two thirds of those surveyed agreed that their organization motivates them to perform at their best.

Nevertheless, significant differences, specific to various groups of workers, remain. Men report more paid working hours, but the total number of working hours (paid work in main and second jobs, commutes and

unpaid work) is higher for women. Workers in small companies report being less frequently informed about health and safety risks at work. Young workers are more likely to work in intense work environments, do shift work, and be subject to more job insecurity, while workers over 50 reported less prospects for career advancement and training.

“First Findings: Sixth European Working Conditions Survey”, Eurofound, November 2015

Sharing Brings Windfall for Employees

When co-founder and CEO Nevzat Aydin of Yemeksepeti, a Turkish food delivery company, sold the company for \$589 million to German-based Delivery Hero he opted to share his wealth with his employees. \$27 million from the sale was divided among 114 of his employees. Each received, on average, \$237,000. When Mr. Aydin made the decision, he considered how long each employee had worked for the company (a minimum of two years), the individual’s job performance, and their future potential with the company.

“Best Boss Ever Rewards Employees With \$200,000 Bonuses After Buyout” www.entrepreneur.com, July 29, 2015

Employment Woes Continue for Europeans

The economic crisis continues to pose problems for European economies, according to The Developments in Working Life in Europe 2014 Review, published recently by Eurofound. In the area of collective bargaining, Portugal, the Netherlands and Romania have seen a decline, while governments in Germany, France and Estonia promoted collective bargaining efforts.

There were some favorable developments noted, including increases to the statutory minimum wages and collectively agreed wages. However, minimum wages remained unchanged in some member states because of low inflation. Moves toward a more flexible labor market were evident with a small increase in fixed term contracts, casual work and involuntary part-time work, as well as some evidence of an increase in self-employment because no other employment opportunities were available.

Workplace innovations were few in 2014, coming mainly from countries with long traditions of employee involvement and an employee-centered work organization history.

“Developments in Working Life Annual Review Shows a Europe in Flux”, <http://bit.ly/EurWork2014>, November 6, 2015 ■

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PwC will work with Boston-based startup Gradifi to have the loan-repayment contribution deposited directly to the employee’s student loan account. The contribution will be taxed as additional income, so employees will receive approximately \$900 after taxes.

Fidelity Investments has also announced that it will launch a student loan assistance program early in 2016, contributing \$10,000 to pay federal loans of employees. Financial firm Natixis Global Asset Management will contribute the same amount for employees who have worked for the company for at least five years.

Companies considering adding the benefit include Mass Mutual Life Insurance Company and Bright Horizons Family Solutions.

PwC to Start Giving Employees \$1,200 A Year in Student Loan Debt Assistance” *USA Today*, September 22, 2015, “College Crunched”, www.hreonline.com, October 8, 2015 and “More Firms Adding Student Loan Repayment as Benefit” *The Boston Globe*, December 8, 2015

Internships Revisited

Employers are adjusting their view of internships, no longer regarding their interns as errand runners and coffee makers. Companies are utilizing these programs to build relationships with college students, get fresh new ideas from the upcoming generation and to scout out new talent.

At Owens Corning, participation in the company internship program frequently leads to a place on the company’s Leadership Development Program. The company develops relationships with interested colleges and faculty, particularly in areas where the company has facilities. At selected schools, corporate leaders provide hypothetical teaching cases that student teams work on over a semester, meeting regularly with company leaders. Executives get to know many students and identify some prospective interns.

Once hired, interns are given responsibility for a piece of a project, as part of a staff team. They are also assigned a mentor, who helps with supervision and orientation. After completing their internships, graduating students with an interest in, and aptitude

for, an area where the company has staffing needs, are often recruited.

For other companies, internship programs have a different purpose. At Squarespace, a New York-based tech company, internships are viewed as a way for college students to have a positive experience with the company, understand the culture, and view the company favorably as a prospective employer.

During the company’s “Initial Commit” program, interns spend a week at a beachfront property in the Hamptons, while also meeting and getting to know company employees and leaders. They can ask questions in an informal setting and staff have the opportunity to learn about interns’ interests before assigning them to a project team.

Once interns are assigned, team leaders assume responsibility for staffing them on worthwhile projects. Interns meet with their mentors throughout the summer, to help problem solve and to get feedback on the internship program as well as getting ideas to improve the program.

“High-Octane Internships”, www.hreonline.com, November 3, 2015 ■



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