

HRPI

newsletter

Human Resources Policy Institute

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BOSTON
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HRPI Spring Meeting

CVS Health hosted the Human Resources Policy Institute's Spring 2016 meeting on May 5-6 in Woonsocket, Rhode Island. Following welcoming remarks, host Lisa Bisaccia, Executive Vice President and Chief Human Resources Officer, introduced CEO Larry Merlo, who gave the group an overview of the company's transition from a retail company to a healthcare company. He shared his thoughts on leadership and the importance of teamwork, high expectations, lead/do, digging deep and learning from mistakes. He also discussed the company's goal of creating a smoke-free generation before responding to questions.

After introductions, HRPI Director Professor Fred Foulkes moderated a lively roundtable discussion focused on topics submitted by members. Topics discussed included executive compensation, employee engagement and benefits, workplace safety, talent management and veterans in the workforce.

Following a reception and dinner, members heard from Helena Foulkes, Executive Vice President, CVS Health and President, CVS/Pharmacy.

Sessions on Friday began with a panel discussion titled "How HR Implements the Vision", a broad overview of how CVS operates. Formerly, the company's vision and mission were not differentiated from other healthcare companies, and didn't connect well to all of the stakeholders. A cross-sectional team was assembled to think about a mission and vision relevant to all stakeholders, both external and internal. CVS became a purpose-driven organization. All employees relate to the company's mission statement "helping people on their path to better health".

Purpose is also applied to every HR practice. Jon Fliss, Senior Vice President, Compensation and Benefits discussed how the organization helps colleagues and their family progress on their path to better health. Of 240,000 colleagues, 140,000 are benefit-eligible and 100,000 have enrolled, including a high percentage of those that work in retail stores and distribution centers who have limited access to technology. The company relies on leadership in stores and on an informal network of benefit ambassadors to help these colleagues make coverage decisions. Between 2012 and 2016 the company transitioned from a traditional PPO model to a full replacement CDHP with HSA model. Employees that make less get a higher HSA contribution from the company and more than 50% of medications processed under plan are provided at no cost.

Mark Griffin, Senior Vice President, Human Resources connected the company's purpose to talent acquisition by helping company leaders hire great people. Their priority is to ensure recruiters are the most engaged colleagues in the company because they are selling jobs to candidates. He noted that CVS hires approximately 100,000 employees each year and is the largest employer of nurse practitioners in the nation.



ABOVE: CEO Larry Merlo addresses the group.

BELOW: Judy Sansone, SVP Merchandising, leads a tour.



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Career Triangle Helps Michelin Employees Develop Skills

At Michelin, a “career triangle” system has helped employees develop new skills and explore new professional interests. The “triangle” consists of the employee, his or her supervisor and the employee’s career manager. Managers and individual employees meet regularly to talk about the employee’s current role and the skills that he or she would like to develop and use at Michelin in the future. The company relies on its internal job postings to allow employees to search for new job and career options that fit with an employee’s goals and interests. Employees are also encouraged to network with other employees within the company who have pursued similar paths.

From these conversations, employees learn about expectations, how they are performing in their current positions and how they can improve. Managers also gain insights into their performance and how they can better develop as leaders.

This approach has created a positive culture of contributions at the company, which has had an employee retention rate of almost 97 percent annually since 2009. Furthermore, 75 percent of current managers have been promoted internally and more than 50 percent of employees currently employed in manufacturing began as hourly paid or production employees.

“The Michelin Method”, www.hreonline.com, March 7, 2016

New Degree Option for JetBlue Employees

JetBlue has announced a new employer-sponsored college degree program.

Employees who already have at least fifteen college credits, can earn a bachelor’s degree for \$3,500 or less. Employees who sign up are assigned to a success coach, who is trained and employed by JetBlue. These coaches, along with the airline, help employees construct a path to a degree awarded by Thomas Edison State University, an online public university located in New Jersey.

Students can receive credit for skills learned on the job and can study online using courses from Sophia, StraighterLine.com and Study.com. These courses lead to credit recommendations from the American Council of Education which are then accepted by Thomas Edison State University.

400 employees have signed up for the initial program. The company plans to enroll approximately 1,000 employees annually.

“New Employee Degree Program from JetBlue”, www.insidehighered.com, April 19, 2016

All Inclusive Leadership Program Impact at Kimberly-Clark

At Kimberly-Clark, an all-inclusive leadership program has had a positive impact.

In 2011, the company partnered with Harvard Business School to offer Harvard ManageMentor, an online leadership development program, to all employees. Initially, the program was purchased for 400 of the company’s 46,000 employees. Within a few months, the company expanded the program to include 2,000 employees, eventually purchasing a company-wide license. Approximately 16,000 employees have completed many of the courses, though only 5,000 are currently in leadership roles.

According to employee-engagement surveys, conducted in 2011, 2013 and 2015, there

continues to be a strong link between the company’s ability to develop and empower staff to perform their jobs and employee engagement scores.

“Mass Appeal”, www.hreonline.com, March 7, 2016

New Surgery Option for Lowe’s Employees

A new program available to Lowe’s employees offers certain major surgeries at well-regarded hospitals for free. The company pays a flat rate for a specific procedure, usually orthopedic surgeries, from hospitals selected for their quality. The hospital, in turn, handles all treatment, including the surgery, physical therapy and any complications within a specific time frame for a set price. The program is optional and employees can still choose to use a local surgeon and pay out of pocket for what insurance doesn’t cover.

Pacific Group on Health negotiates prices with the hospitals for Lowe’s and other large employers and can negotiate rates 20-30 percent lower than companies previously paid. Complete responsibility for care incents the hospital to be careful and thorough.

Initial challenges for the program included coordinating patient medical records and follow up challenges with out of town doctors. However, these have been easily overcome with better communication opportunities. Lowes also reports savings from avoiding surgeries that were likely unnecessary, with more patients incited to try less invasive options initially or make lifestyle changes before moving to a surgical option.

Medicare is also beginning to use a similar, bundled rate model for hip and knee replacements in some metro areas, which has been positively received.

“Lowes Negotiates Flat Fees for Surgery with Select Hospitals”, www.npr.org, April 21, 2016

Shareholders Vote in New Anti-Discrimination Protections

Fifty-four percent of shareholders in trucking company J.B. Hunt Transport Services voted in favor of a proposal to protect lesbian, gay and transgender employees from discrimination in the company’s employment policies. The proposal was put forward by Trillium Asset Management, which owns approximately 172,000 shares in J.B. Hunt. The company’s board of directors, having recommended shareholders vote against the proposal, will now reconsider that decision.

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Positive Impact of Corporate Citizenship

According to the 2015 Community Involvement Study, conducted by the Center for Corporate Citizenship at Boston College, 90 percent of companies that measure the connection between volunteer participation and employee engagement have found a positive correlation between the scores. In addition, when deciding between two job offers, researchers discovered that 72 percent of applicants opt for a socially responsible company that actively supports charitable causes.

"More Companies Seeing the Fruits of Their Investment Initiatives", *Richmond Times-Dispatch*, December 26, 2015

Health Guidance Gains Support

As millennials begin to comprise larger

shares of the workforce, a new study from Aon Hewitt reveals that they are becoming increasingly tolerant of health guidance from employers. Fifty-six percent of millennials surveyed agreed that employers should direct participants to facilities or providers for the most appropriate care or cost, compared with 40 percent of other generations. Almost one-third of millennials reported supporting employers imposing consequences for less than healthy conditions, compared with 21 percent of Gen X and 14 percent of baby boomer employees.

"Millennials and Wellness", *www.hreonline.com*, March 29, 2016

Recession's Impact Still Felt

A recent survey by CareerBuilder reveals that the consequences of the 2008 recession and a tight job market are still being felt for jobseekers. According to more than 2,000

managers surveyed, almost a third reported increasing their educational requirements. Twenty-five percent reported hiring people with master's degrees for positions that previously would have required a bachelor's degree and 37 percent said that they are now hiring employees with bachelor's degrees for jobs that were previously held by employees with a high school diploma.

Sixty percent of survey respondents cited skill requirements as the reason for needing a more qualified workforce. Information technology, healthcare, sales and financial services all reported needing a more educated workforce. However, 60 percent of respondents also reported that a tight job market has allowed them to hire college graduates for jobs previously held by high school graduates.

"Raising The Bar", *www.hreonline.com*, March 30, 2016 ■

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Majority support for such proposals that address environmental and social topics is unusual, though proposals for LGBT-friendly workplace policies have received high levels of support. J.B. Hunt's major competitors, UPS and FedEx, prohibit discrimination based on sexual orientation or gender identity.

"J.B. Hunt Majority Backs LGBT Protection", *Bloomberg News*, April 21, 2016

Reducing the Workweek

While a five day workweek has been the norm in the United States for almost 100 years, several small companies in knowledge industries have successfully opted for a reduced work week. Online education company, Treehouse, offers a 4-day, 32 hour work week, with salaries comparable to competitor companies where employees work five days. The company has very high employee retention rates and has grown significantly. At elMejorTrato.com, a search engine firm, employees take Friday off year round, while the company continues to grow.

"America's Fantasy of a Four-Day Workweek", *The Atlantic*, June 23, 2015

Websites Evaluate Women-Friendly Environments

Two new crowdsourcing websites, Fairygodboss and InHerSight, aim to make it easier for job seekers to evaluate whether a company goes beyond rhetoric and is truly a women-friendly environment. Respondents

can submit detailed reviews of their company and anonymously rate their employers on several factors, including, flexible work hours, family leave policies and female representation in company leadership. On Fairygodboss, users have posted 19,000 reviews on more than 7,000 companies.

"Appealing to Women", *www.hreonline.com*, March 2016

New Shareholders at Chobani

In April, employees at Chobani, a yogurt company headquartered in upstate New York received an ownership stake in the company. The founder, Hamdi Ulukaya announced that he would give employees shares in the company worth up to 10 percent of the company, currently considered to be worth several billion dollars, when it goes public or is sold.

All employees received information on how many shares they were to receive. Employees with longer service received a larger stake. The shares can be sold if the company goes public or is sold. Employees can retain their shares when they leave or retire, or the company will buy them back.

"At Chobani, Now It's Not Just the Yogurt That's Rich", *The New York Times*, April 26, 2016

Vermont Approves Paid Sick Leave

In March 2016, Vermont joined Connecticut, California, Massachusetts and Oregon as the only states to pass statewide paid sick leave laws. Vermont PSL goes into effect on January 1, 2017 for employees with six

employees or more. Smaller companies will have to comply by 2018.

Vermont PSL defines "employer" broadly, but defines "employee" more restrictively. To be considered an employee, one must work for a company for an average of at least 18 hours per week during any given year. It also contains exclusions that include individuals employed by the federal government, those employed for 20 weeks or fewer in a 12 month period, jobs scheduled to last 20 weeks or fewer, individuals under 18 and people who work on per diem basis. Covered employees accrue one hour of earned sick time for every 52 hours worked. During of the first year of the law, employers must allow employees to accrue at least 24 hours of earned sick time. In the following years, the cap increases to 40 hours per 12 month period.

"If Pain, Yes Gain—Part XVIII: Vermont Becomes Fifth State to Enact Sick Leave Law", *www.seyfarth.com*, March 17, 2016

Paid to Go

Online retailer Adore Me has decided to hand out \$10,000 checks to employees leaving the company. Unlike other companies that pay unhappy employees to quit, Adore Me only awards this "leaving bonus" to select employees. The company claims to award the money to "anyone that has put in a lot of hard work and effort at Adore Me".

While many compensation experts have reservations about this effort, Adore Me views the benefit as no different to generous

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New Members and Representatives

Deena Baker-Nel is the Vice President of Human Resources for the Retail Branding and Information Solutions (RBIS) division of Avery Dennison Corporation. Appointed to this position in August 2015, she serves as the HR business partner to the head of the RBIS division and leads the global HR function, providing strategic Human Resources leadership worldwide.



Prior to assuming her current responsibilities, Ms. Baker-Nel held a number of positions at Avery Dennison, including Vice President of Human Resources for the Apparel Solutions and RFID organizations. She began her career at Avery Dennison in 2006 in the corporate office as Director of Global Mobility before serving as HR business partner to the corporation's CFO and General Counsel.

Prior to joining Avery Dennison, Ms. Baker-Nel held various human resources-related positions in the banking, legal, and consulting industries, including at UBS and Deloitte. She holds a bachelor's degree in psychology from Ohio University and a master's degree in counseling from West Virginia University.

Danielle Benedict was appointed Senior Vice President Human Resources at United Natural Foods (UNFI) in April of 2016. Previously, she was National Vice President, Human Resources. Her responsibilities include organizational development, talent management, total rewards, diversity, engagement, M&A and employee relations.

Ms. Benedict joined UNFI from Clean Harbors Environmental Services, where she served in various roles, including Vice President of Leadership Development and Vice President of Compensation & Benefits. Prior to Clean Harbors she worked for Dunkin' Brands for seven years in various HR functions. Danielle holds a business degree from Emmanuel College and is a Certified Compensation Professional (CCP).

Joseph Cabral is the Chief Human Resources Officer (CHRO) for Partners HealthCare, one of the largest charitable diversified health care services organizations in the United States.



With more than 19 years of experience developing and executing strategies that enhance cultural and organizational change,

Mr. Cabral has spent more than a decade driving business objectives, vision and values forward in all aspects of talent management and HR.

Prior to joining to Partners HealthCare, Mr. Cabral served as the CHRO for Cleveland Clinic, a global health organization. Previously, he was CHRO for North Shore LIJ Health System. He also held HR leadership roles at New York Presbyterian Hospital and Children's Hospital Boston.

Mr. Cabral holds an MS in Quality Systems Management, has taught as an adjunct professor at the University of Massachusetts and has also served as a Baldrige Examiner as well as a trustee for one of the largest Taft-Hartley Pension Plans in the country. Mr. Cabral received the CHRO of the Year Award from HRO Today in 2014.

Maria Alejandra De Cordova Lazo is Global Grooming HR Director at Procter & Gamble, where she has worked for 25 years. She recently assumed this role after a variety of assignments across Latin America, North American and globally. She has supported many functions, including manufacturing (unionized environment), sales, supply chain, marketing, market research, finance and accounting. She is an expert in talent management and strategy and has developed succession plans for executives, managers and technicians.



A native of Venezuela, Ms. De Cordova Lazo holds a Bachelor of Industrial Relations from Andres Bello Catholic University.

Kem Danner is the head of Human Resources and Senior Vice President for State Street Global Advisors (SSGA) and is a member of the SSGA Executive Management Group (EMG).



Ms. Danner joined the company this year after over 17 years at Bank of America. Most recently she was Head of Diversity and Inclusion for several business units and was responsible for designing and executing a sustainable diversity and inclusion strategy for these business units. She also held various roles within Global Human Resources at Bank of America, including Senior HR Business Partner during and after the Bank of America Merrill Lynch merger in the Global Markets

& Banking business, head of HR for Global Markets Technology & Operations, as well as head of Human Resources for Merrill Lynch Wealth Management.

She began her career in 1997 at Bank of America in the Management Associate Program. She worked in various business roles in the Retail, Preferred & Small Business including the launch of the company's Online Banking & Bill Pay initiatives prior to joining the bank's Global Human Resources division. Ms. Danner worked on several company mergers at Bank of America, including a merger-related assignment in Europe.

Ms. Danner attended the University of North Carolina at Chapel Hill for undergraduate and graduate studies.

Danroy "Dan" T. Henry is Chief Human Resources Officer at Bright Horizons.

His business career spans over twenty years with leading consumer products, retail and service companies. In addition to his human resources roles at Pepsi and Reebok International, his executive roles with Staples, Blinds To Go Superstores, and Fleet Boston Financial have encompassed human resources, call center, retail store operations and retail banking. Mr. Henry is also a board member at Limeade, Inc.



Linda McHugh was named Chief Human Resource Officer at the Cleveland Clinic. Previously she served as Executive Administrator for Cleveland Clinic and the Office of the CEO. She has also served as the Assistant Secretary for the Board of Trustees and Directors, as well as serving on over 20 Institution-wide committees.

Ms. McHugh began her career at Cleveland Clinic as a Medical Technologist in microbiology. She later held administrative positions of increasing responsibility in several specialties and was involved in the recruitment and integration of physician practices in the region through the Division of Surgery. Prior to her position as Executive Administrator, Ms. McHugh helped to manage and nationally expand the Cardiac Surgery affiliate program model.

She holds a MBA from The Weatherhead School of Management at Case Western Reserve University and a Bachelor of Science degree in medical technology from Bowling Green State University. ■

143rd Commencement at Boston University

Former CBS chairman Nina Tassler (CFA '79) was the Commencement speaker at Boston University's 143rd Commencement on May 15. She received a Doctor of Humane Letters. Others receiving honorary degrees included Peace Corps director Carrie Hessler-Radelet; U.S. Secretary of Energy Ernest Moniz and motivational speaker and former BU hockey player Travis Roy. Ms. Hessler-Radelet delivered the Baccalaureate speech at Marsh Chapel.

"Nina Tassler Is Commencement Speaker", www.bu.edu/today, May 2016

New Master of Science in Management Studies Program Attracts Interest

Poets & Quants, an online news site covering business school undergraduate and graduate degrees, named the Master of Science in Management Studies at the Questrom School of Business on its list of "The Most Innovative Business School Ideas of 2015". Launched in fall 2015, the MSMS admits students with scientific or mathematical backgrounds to a free-form program that replaces formal classes, tests and syllabi with a focus on real-life problem solving with real companies. sessions with each student.

"Poets & Quants Spotlights Questrom's MSMS, Features It On 'Most Innovative' List", www.bu.edu/questrom, January 15, 2016

Sustainability Expert Joins Questrom School of Business

Dr. Peter Fox-Penner, an expert in energy policy, sustainability and business strategy



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joined the Questrom School of Business on January 1, 2016. His role will be to expand education programs in sustainability, including the creation of a University-wide Institute for Sustainable Energy.

Dr. Fox-Penner holds a Ph.D. in economics from the University of Chicago.

"Energy Expert Peter Fox-Penner Joins Boston University Questrom School of Business", www.bu.edu, December 14, 2015

Outstanding Questrom Faculty Recognized

Professors Carey Morewedge and Erin Reid were named to Poets & Quants' "2016 Honor Roll: The 40 Under 40 Most Outstanding MBA Professors", a list that focuses on identifying rising faculty worldwide. Professor Morewedge is an Associate Professor of Marketing, while Professor Reid is an Assistant Professor of Organizational Behavior and Peter Paul Career Development Professor.

"Two Questrom Faculty Named to Poets & Quants. '40 Under 40 Most Outstanding MBA Professors'", www.bu.edu/questrom, April 22, 2016

Global Experiences for Questrom Undergraduates

A new course at the Questrom School of Business takes students to Beijing and

Hong Kong during spring break. The course, titled, *Global Management Experience*, allows students to view the global business world, in addition to gaining insights into Chinese culture and how it influences business practices. During the trip, students met with business leaders, toured companies and connected with local BU alumni.

Prior to leaving, students researched and gave class presentations on the companies and leaders they were going to visit. While in Beijing, they visited the local offices of Microsoft and Pfizer and toured a facility making cloisonné vases. They also visited a state-owned Chinese oil company where they observed the formalities that often accompany traditional Chinese business meetings.

Following the trip, students wrote a paper on topics such as China's housing market and the effect of globalization on manufacturing. They also participated in a "lessons learned" debriefing session.

"Getting a Taste for Global Business", www.bu.edu/today, April 6, 2016

HRPI Director in the News

HRPI Director Fred Foulkes was quoted recently in a Boston Globe article discussing diversity. He noted that it is now unusual to see a white male head of diversity at major U.S. corporations whereas it was more common in the 1990s. He also commented that executives need appropriate training to address unconscious biases and that, for diversity initiatives to make a difference, the CEO has to also care about and take a stand that is visible to others in the company.

"There's More to Diversity Than Being Different", *The Boston Globe*, June 3, 2016 ■

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Ellen Lopresti, Senior Director, of Talent Management, focused on executive talent, pipelining of talent and the competency model for management. She explained that the talent review process is tied to strategy and purpose and noted their focus on "developing from within" as the primary source of future talent.

Chief Diversity Officer and Vice President of Human Resources David Casey shared his work on workforce initiatives, primarily in the retail pharmacies, and focused on how CVS gets talent into stores. He noted that his team is evolving to look beyond entry-level positions and at the middle skills gap.

Strategic Partnerships and Sharing Culture were discussed by Keith Christensen, Vice President of Human Resources & Shared Services. He noted that the company is strategic about connections to ensure purpose of company is realized and that the company brings in physicians and pharmacists to present to out-source vendor partners to align culture.

Eileen Howard Boone, Senior Vice President of Philanthropy & Corporate Social Responsibility discussed how the company lives its purpose, how it has a positive social and economic impact and operates in an environmentally sustainable way.

Following a tour of the CVS Retail Lab during which the CVS senior merchant team demonstrated how store offerings and set-up align to the preferences and attributes of identified consumer segments, members and guests heard from KJ Payette, Carolyn Wiesenbahn, and Tom Christian, the leadership of the Retail HR team. They discussed employee engagement in the retail environment, empowering colleagues to provide caring service and career path planning.

Adjourning the meeting, Professor Foulkes thanked Lisa Bisaccia and the entire CVS team and noted that the company was a living case study of an impressive success story. ■

"Healthiest Company" Honors for Gillette

HRPI member company Procter & Gamble's Boston-based Gillette was named the large company "healthiest employer" by the Boston Business Journal. The company was recognized for its on-site medical center serving approximately 100 people every week, as well as for the on-campus, 6,000 square-foot fitness center that offers 25 classes. The company also has a "boot camp" area and a yoga studio. The company, in addition, various wellness programs under the "P&G Vibrant Living" initiative, including health assessments, biometric screenings, health coaching, a nursing hotline, a company Harbor Walk, "lunch 'n learn" sessions and various health and fitness challenges.

Other HRPI member companies named as large company runners up included EMC Corporation, Fidelity, Hewlett Packard Enterprise, State Street and Blue Cross Blue Shield of Massachusetts.

"Healthiest Employers for 2016" *The Boston Business Journal*, April 1, 2016

IBM Joins Health Transformation Alliance

IBM Corporation and American Express are among twenty large companies that have formed the Health Transformation Alliance, to use their collective data and market share to influence the cost of employee healthcare benefits. The alliance will cover approximately four million people and participants plan to share information about healthcare spending and outcomes. They hope that findings help change how they contract for healthcare and can perhaps lead to forming a purchasing cooperative to negotiate lower prices or change relationships with insurers. The Alliance hopes to begin a pilot project, targeting prescription medication costs, in 2017.

"Companies Form New Alliance to Target Healthcare Costs", *The Wall Street Journal*, February 4, 2016

Boston Area Member Companies Join "100 Percent Talent Compact"

Boston-area member companies Blue Cross Blue Shield of Massachusetts, Bright Horizons, EMC Corporation, Iron Mountain, Partners Healthcare, Raytheon and State Street, are among approximately 110 area employers that have joined the city's "100% Talent Compact". The Northeast Human Resources Association (NEHRA) is also participating. Companies signing on agree to share information on salaries, broken down by gender, race, job category, and length of employment. The data will be used to measure the wage gap and to propose solutions. Companies will also share ideas at what will become an annual conference, scheduled for October this year.

In Boston, white women make 83 cents for every dollar earned by men. Nationwide, this figure is 78 cents per dollar.

"More Boston Business Join Drive To End Gender Wage Gap", *The Boston Globe*, March 27, 2016. ■

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parental leave policies or top-tier healthcare benefits. Furthermore, the company claims that employees don't want to leave a company that treats them so well and those that do leave may one day return or perhaps tell friends about the company.

"Thanks for Quitting, Here's \$10,000. Come Back Soon", *www.bloomberg.com*, December 28, 2015

New York Adopts Paid Family Leave Program

On April 4, New York joined California, New Jersey and Rhode Island, in requiring employers to provide paid family leave to eligible employees through the states' disability insurance programs. New York's program is regarded as the most comprehensive to date and offers more benefits than other states.

Beginning in 2018, employers will be required to provide paid family leave and job protection to all eligible employees. By 2021, employees will be eligible for up to 12 weeks of family leave in a one-year period.

Unlike FMLA, the New York family leave law applies to all private employees, regardless of size. Public employees are not covered, but can choose to opt into the program if they wish. Full and part-time employees who have worked for a covered employer for at least six months consecutively will be eligible for the

new benefit.

The program will be phased in over three years. In 2018, employees will be eligible for eight weeks of leave at 50 percent of the employee's average weekly wage, up to 50 percent of the New York state average weekly wage. By 2019 this will rise to 12 weeks at 67 percent.

"New York Adopts Paid Family Leave", *For Your Information*, April 26, 2016

Pet Grieving Time

Several companies now allow employees mourning the death of a pet to take time off to grieve. Software company VM Ware and Maxwell Health give employees flexible days off, managers at Kimpton Hotels and Restaurants are allowed to grant employees up to three days away from work, while Trupanion, a pet insurance company, gives employees a paid pet bereavement day.

"Some Companies Letting Employees Take Off Work After Pet Dies", *www.cbsnews.com*, March 14, 2016

Ford Motor Company Supports Autism Training Program

On June 1, 2016, Ford Motor Company announced that it will work with the Autism Alliance of Michigan on a pilot program to give individuals with Autism an opportunity for work experience with a training program at the company funded by the Alliance.

FordInclusiveWorks began on June 1, with five positions in product development. This very structured environment requires focus and attention to detail, which tend to be strengths for many individuals with Autism. Program participants may be eligible to apply for positions at the company in the future.

"Ford Announces Job Training Program for People With Autism", *www.dailymetrolife.com*, May 26, 2016

College Graduates Enjoy Strong Hiring Market

Seniors graduating in 2016 are facing a job market that is the best in years, according to the National Association of Colleges and Employers. They estimate that employers will hire 11 percent more graduates in 2016 than they did from the Class of 2015. This is in line with government statistics that show U.S. unemployment at its lowest level in eight years.

According to Kiplinger, majors with the top hiring opportunities and most lucrative starting salaries, include computer science, finance, economics, statistics, physics, nursing, engineering and management information systems.

"Best Job Market in Years Awaits Graduates", *www.bu.edu/today*, February 6, 2016 ■



New Living Wage for U.K. Employees

On April 1, 2016, a national living wage came into force in the UK which means that employers are now required to pay employees aged 25 or older,

at least GBP 7.20 (approximately 9.02 Euro). This rate, however, is still lower than what the Living Wage Foundation estimates is necessary to cover basic living costs. Those under 25 will still receive the lower-rate national minimum wage.

In Ireland, the minimum wage was raised by 0.50 Euro on January 1 for the first time since 2007, raising the hourly rate to 9:15 Euro.

"Wage Rise", <http://bit.ly/UKLWage> and <http://bit.ly/IEWageRise>, April 2016

Long Work Hours for Europeans

Long working hours continue to be a reality for many European workers, according to 2015 statistics from The European Foundation for Working and Living. One in four male employees reported working more than the standard 40 hours, as did one in ten females

Among those self-employed who employ others, the numbers are significantly higher. Of this group, 62 percent of males and 41 percent of females reported working more than 48 hours per week. For those who are self-employed who work alone, 38 percent

of men and 27 percent of women reported working more than 48 hours.

Working outside of the traditional 9 to 5 weekday has also become part of working life. One-third of all employees reported working 10 hours or more per day at least once per month, more than half reported working at least one Saturday monthly and approximately a fifth do shift and night work.

"Working Time Clashes With Work-Life Balance for Many Workers", *Eurofound*, November 30, 2015

Retention of Female Executives Continues to Challenge European Companies

Although European companies are hiring more women into the executive ranks, they are not addressing their retention or cultivating future female leaders, according to a report by Mercer. Women currently make up approximately 21 percent of executives at 138 large European companies. That figure may rise to 33 percent by 2025 if current hiring and promotion rates are sustained. However, the Mercer report noted that these gains may be undone because companies have failed to put in place strategies to help support and develop women in less senior roles.

The Mercer report found that female employees are promoted from the most-junior positions at one third the rate of male colleagues at the same companies and that women are a minority at all levels above support staff.

"'Quick Fix' Won't Help Europe's Companies Add More Women", *Bloomberg News*, December 4, 2015

French Employees Disconnect

The French government has approved a measure that will allow employees to disconnect from work emails outside of working hours. For the first time, French companies that employ more than 50 people will have to draw up a charter of good conduct, setting out hours, typically in the evening and at the weekend, when employees are not supposed to access email.

While many employers and employees agree that the issue of permanent connectivity needs to be addressed, concerns have been expressed about how the law will impact French competitiveness, particularly in the software development world where developers work around the clock to facilitate the global workforce.

"The Plan to Ban Emails Out of Hours", *BBC News*, May 11, 2016

Paternity Leave Arrives in Ireland

Beginning in September this year, fathers in Ireland will be able to apply for two weeks' paid paternity leave following the birth of a child. They will be paid 230 Euro per week, the same amount as maternity benefit.

Ireland has been behind the majority of European countries in not having such paid leave. Previously, new fathers used annual leave time, but this could be granted or not, at an employer's discretion. Fathers will be able to take the leave anytime within 26 weeks of a birth.

"Two Weeks of Paid Paternity Leave to Be Made Law" *The Irish Times*, January 26, 2016 ■

Recommended Reading

Inequality: What Can Be Done? by Anthony B. Atkinson, Harvard University Press, 2015

The Politics of Work-Family Policies: Comparing Japan, France, Germany and the United States, by Patricia Boling, Cambridge University Press, 2015

Non-Standard Employment in Post Industrial Labour Markets: An Occupational Perspective, edited by Werner Eichhorst and Paul Marx, Elgar Publishing, 2015

Voice and Involvement at Work: Experience with Non-Union Representation by Paul J. Gollan, Bruce E. Kaufman, Daphne Taras, and Adrian Wilkinson (Editors), Routledge, 2015

The Three Box Solution: A Strategy for Leading Innovation by Vijay Govindarajan, HBR Press, April 2016

Labour, Employment and Economic Growth in India, by K.V. Ramaswamy, Cambridge University Press, 2015

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

The Diversity Advantage: Fixing Gender Inequality in the Workplace by Ruchika Tulshyan, Forbes Media, October 2015



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Save the Date!

**Fall 2016 Meeting, October 27-28
at Boston University
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