

HRPI

newsletter

Human Resources Policy Institute

HRPI Spring 2017 Meeting

The Human Resources Policy Institute (HRPI) held its Spring 2017 meeting from Thursday, May 11- Friday, May 12 at the Fidelity offices in Boston's Seaport District. Upon arrival, attendees were welcomed with an informal lunch.

The meeting officially began with opening remarks from HRPI Director Professor Fred Foulkes. Following his remarks, Professor Foulkes invited attendees' to introduce themselves to the larger group. After introductions were complete, Bill Ackerman, Head of Human Resources at Fidelity, welcomed HRPI to the Fidelity offices and thanked everyone for attending. Professor Foulkes then led a roundtable session where topics such as immigration policies, transgender policies and expected healthcare changes were discussed.

Next, Bill introduced Jeff Lagarce, Head of Fidelity Institutional, to provide the history of Fidelity to date and its current business model. After his remarks, Jeff introduced Jon Slote, Vice President of Fidelity Labs, and Sean Belka, Senior Vice President of Fidelity Labs. Jon and Sean provided an overview of Fidelity Labs and some of the current projects underway. Immediately following their remarks, Jon and Sean guided meeting attendees through a comprehensive and fascinating tour of the Labs.

Day one of the meeting concluded with a networking reception and dinner. Dinner included a presentation by JJ Johnson, Fidelity's Head of Public Affairs & Policy Group. He talked about what Fidelity knew about the Trump administration with respect to changes related to fiduciary roles, pensions, 401k plans, benefits, healthcare, etc. He also talked about Fidelity's employee volunteer program that supports students and families with the educational foundation to attain personal and financial wellbeing. He then responded to questions.

Friday morning began with an informal networking breakfast. Following breakfast, Bill Ackerman returned to the stage to introduce members of the HR Executive Team: Joe Nedder, Executive Vice President for Human Resources; Jennifer Hanson, Head of Associate Experience; Gene Rubenstein, Head of Human Resources/Payroll Service Delivery; and Erin DeRoche, Head of Compensation & People Analytics. Each member of the HR Executive Team provided a summary of their team's responsibilities and how they advance the larger HR strategy for Fidelity.

Upon the conclusion of their remarks, attendees were divided into three groups for three rounds of "HR Topic Dives." With thirty minutes allotted per round, attendees rotated among the following sessions: Attracting the Best People and Powering Their Growth, Rethinking the Associate Experience, and Using Analytics and Compensation to Optimize Your Workforce.

The meeting concluded with closing remarks from Professor Foulkes, who thanked Bill Ackerman and his colleagues at Fidelity for a wonderful two days. ■



ABOVE : JJ Johnson, Head of Public Affairs & Policy Group addressing attendees during the dinner reception on May 11.

BELOW : (L to R): Bill Ackerman, Head of Human Resources, and members of the HR Executive Team: Joe Nedder, Executive Vice President, Human Resources; Jennifer Hanson, Head of Associate Experience; Gene Rubenstein, Head of Human Resources / Payroll Service Delivery; Erin DeRoche, Head of Compensation & People Analytics addressing attendees on 5/12 during HR at Fidelity: Constantly Changing and Constantly Learning. *Photos by Kate Steir*



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Contents:

HR News **2**

Reports and Studies **3**

Work, Life, Family **3**

New Members **4**

Boston University
News **5**

Member News **6**

Recommended
Reading **6**

Around the Globe **7**



Catalyst Award Winners

Initiatives from 3M, BMO Financial Group and Rockwell Automation were winners of the 2017 Catalyst Award recognizing their efforts to help advance in women in business. 3M's global initiative, *I'm in. Accelerating Women's Leadership*, combines talent management and leadership development components. Globally, the initiative has accelerated progress for women at all levels of the company worldwide.

BMO Financial's initiative, titled, *Diversity and Inclusion Renewal for Sustainable Change*, aims to achieve equitable representation of women and men in senior leadership roles, as well as building a pipeline of women prepared to advance to senior roles. Between 2012 and 2016, the company achieved 40 percent female representation among senior leaders in the U.S. and Canada. In the same timeframe, women's representation increased from 7.7 percent to 31.3 percent among executive committee members and from 32.2 percent to 35.2 percent among managers overall.

Rockwell Automation was recognized for a culture change initiative, comprised of programs and strategies throughout all of the company's businesses and functions. Titled, *Culture of Inclusion Journey*, the initiative has impacted more than 8,000 employees in 100 locations and has contributed to advancing women in all of the company's businesses and functions. At the most senior level, women's representation doubled from 11.1 percent of CEO's direct reports to 25 percent and from 11.1 percent to 20 percent on the board of directors.

Winners presented their initiatives at the 2017 Catalyst Awards Conference and Dinner, held on March 8, 2017 at the New York Hilton Midtown.

"2017 Catalyst Award Honors Global Initiatives at 3M, BMO Financial Group and Rockwell Automation", www.catalyst.org, March 8, 2017

Dress Code Changes

Following external benchmark studies, Lincoln Financial Group has modified its dress code to include jeans on Fridays where appropriate. "Dress for Your Day" Fridays relaxes the company dress code and allows employees to wear jeans if their work day does not involve meetings that require traditional business attire.

"Business Attire Policy" *Lincoln Financial Group Press Release*, March 8, 2017

Google Message Board Highlights Bias Complaints

For most employees, bias complaints are addressed by the human resources department. At Google, employees have another option—submitting one's complaint to an employee-run message board that is curated into a weekly email.

Called, "Yes at Google", the message board is run by a group of employees across different areas of the company. It gathers anonymous submissions and communicates them across the company to employees who elect to receive the emails. It tracks allegations of unwelcome and inappropriate behavior at work with the aim of making the company more inclusive. Since it began in October 2016, more than 15,000 employees have subscribed.

"Google's Employee-Run Email Tracks Bias Complaints", *Bloomberg News*, May 23, 2017

Increasing Numbers Participate in NGLCC Certification

More than 900 US businesses now identify themselves as "LGBT certified" and participate in the National Gay & Lesbian Chamber of Commerce's (NGLCC) program to certify their business ownership as lesbian, gay or transgender. This is a significant increase from approximately 300 companies in 2012. The certification program, which began in 2004, is similar to the standards used to certify women-owned, veteran-owned and minority-owned companies. To qualify, a company must be 51 percent owned and controlled by an LGBT owner or owners.

According to the NGLCC, one third of Fortune 500 companies now include LGBT ownership as a priority in purchasing programs. Furthermore, beginning this year, to maintain a perfect score on the Human Rights Campaign Corporate Equality Index, companies will have to add LGBT owned companies into purchasing.

"LGBT-Certified Suppliers Jump as Big Companies Seek New Sources", *Bloomberg.com*, January 18, 2017

Gym Interviews

For some in the corporate world, the fitness interests of senior executives are carrying over from the gym to the workplace. Exercise classes and green smoothies are replacing golf outings and dinners for networking and hiring opportunities. At Health Warrior, Inc., a company that makes nutrition bars, the CFO interview began with an early-morning run

through Central Park, followed by pull-ups, push-ups and squats at the company gym. Another private equity executive meets prospective employees for weightlifting and cardiovascular workouts or at the boxing gym.

While these unusual interview locations are likely a side effect of the broader focus of corporations on health and wellness, they can also turn off prospective employees, who don't want to sweat with their prospective boss or be judged by their fitness level. A candidate at a Bay Area software company decided she no longer wanted the job after the CEO took her on an hour-long walking interview in business attire.

"Thanks For Your Job Application—Shall We Begin at the Squat Rack?" *The Wall Street Journal*, June 1, 2017

Dog Days in the Workplace

Although bringing dogs to work has been an option at many tech and entertainment companies for some years, the practice is increasing in popularity as more businesses attempt to foster creative and collaborative workplaces. Leasing agents are responding by adapting leases to accommodate business tenants with dogs. In some buildings, tenants who lease an entire floor receive "dog privileges". Tenants who share floors with other tenants can also bring dogs, provided the dogs do not bite, leave messes or bark continually. In some buildings, one elevator is designated as the "doggie elevator" so people who are allergic to or afraid of dogs can avoid riding with pets. Other rules include that dogs must keep quiet, intimidating breeds such as pit-bulls are not allowed and dogs must be leashed.

"Every Day is Bring Your Dog to Work Day at More LA Offices", www.latimes.com, March 10, 2017

Gap Insurance For Healthcare Expenses

As co-pays, co-insurance and deductibles make paying and budgeting for healthcare insurance increasingly difficult, the insurance industry is marketing "gap insurance"—supplemental, voluntary insurance that can provide extra coverage for hospital stays, accidents or treatment for acute illnesses. These policies can also help cover the cost of high deductibles or co-pays for treatment.

"Filling the Insurance Gap", *HRE Daily*, December 7, 2017

Continued on page 7

Tech Startups Still Lack Women at the Top

The Silicon Valley Bank's 2017 Women in Technology Leadership report reveals that technology startups in the United States have made little progress in increasing the number of women on their boards and in executive-level positions. The report notes that female executives in male-founded tech companies are more likely to lead the human resource function than any other leadership position, if they are among C-suite executives. Female executives at women-founded companies appear to fare better, and were more likely to be CEOs, COOs or Chief Technology Officers.

Seventy percent of U.S. respondents to the survey, on which the report is based, reported not having any women on their boards. More than half reported having no female executives. Globally, the data on women in leadership roles was similar, though Chinese startups reported significantly more female executives.

"Women at Tech Companies Still Struggle to Reach C-Suite", www.shrm.org, March 2017

Student Debt Worry

More than half of all young workers polled in a survey by American Student Assistance reported worrying about repaying student loans either all the time or often. More than 500 young employees and 450 HR managers responded to the survey. Fifty-five percent of the young employees would like to go to graduate school, but cannot afford more student debt, while 61 percent reported considering getting a second job to help pay off their loans. In addition, 54 percent of young employees reported putting off saving for retirement in favor of paying off student loans. Only 25 percent of HR professionals surveyed reported that their company offers any guidance or assistance in repaying student loans.

"Student Debt Still A Plague", *HRE Daily*, March 6, 2017

Job Listing Turn-Off

According to a study by Textito, which analyzed the language in 50 million job listings, for 14 of the fastest-growing job

areas, prospective male job applicants may be put off by the use of feminine language, which has been statistically shown to attract women and deter men. Job postings for home-health aides feature words such as "sympathetic", "care", "empathy"—all words that appeal to female candidates in an already female-dominated field. In contrast, job listings for cartographers—a fast-growing field that is male-dominated, feature words such as "manage", "forces", "exceptional" "proven" and "superior".

Textito also found that reworking job postings and using more gender-neutral language filled positions 14 days faster than posts with a masculine or feminine bias and also attracted a more diverse candidate pool.

"Job Listings That Are Too 'Feminine' For Men", *The New York Times*, January 16, 2017

Flexible Transitions

Almost 70 percent of self-employed workers anticipate a flexible transition to retirement. Forty-six percent of those surveyed as part of the Aegon Retirement Readiness Survey

Continued on page 7

Work, Life, Family

Concierge Services for Expectant Employees

When Fifth Third Bancorp discovered that employees who had taken maternity leave in the previous 12 months left the company at almost twice the rate of all women, the company decided to provide employees with a maternity concierge service.

This program is one of many that businesses maintain as they work to retain talent, including those who may feel overwhelmed by parenthood. Etsy offers parental-leave coaching, startup Gusto offers meal delivery and house cleaning, while Johnson & Johnston offers temperature-controlled delivery so that nursing mothers can ship home breast milk while on business travel.

"Companies Are Offering New Mothers More Perks Without Government Mandates", www.forbes.com, May 31, 2017

Attracting Mid-Career Professionals

"Returnships" are emerging as a recruitment tool for companies to attract mid-career professionals looking to return to the workforce. Similar in structure to internships, but focused on higher-level assignments.

Goldman Sachs piloted an eight-week returnship program in 2008. Eleven participants worked at the company's New York City office in operations and IT and six received job offers. At J.P. Morgan, training sessions re-acclimate participants to the workplace and the company's culture. Participants also receive assignments that translate the experience into a full-time position. In the technology world many of those returning need to update skills before successfully returning to a paid position. GVS Labs in Silicon Valley has partnered with IBM to create a Reboot Career Accelerator—an eight week returnship program that provides training classes.

"Welcome Back to the Workforce, Mom and Dad", www.shrm.org, September 12, 2016

New Benefits at Facebook

Influenced by Chief Operating Officer Cheryl Sandberg's need for leave and flexibility following the death of her husband, Facebook announced in February 2017 that it would give employees up to 20 days of bereavement leave following the death of an immediate family member and 10 days for the passing of a member of one's extended family. The

company has also added up to six weeks of paid leave to care for a sick relative and three paid days so that employees can care for a relative during a short-term illness. This paid family leave can be taken every twelve months.

"Facebook Boosts Bereavement Leave", *HRE Daily*, February 9, 2017 and "Facebook Recognizes Everyone Needs Paid Time Off. Not Just Parents", www.huffingtonpost.com, February 7, 2017

Most Sought-After Benefit

According to employer review platform InHerSight, the most sought-after benefit by women is a generous paid-time off policy. The organization highlighted three companies—EY, LinkedIn and Dell for their progressive support of working mothers.

At EY, new parents are assigned a coach who helps them through all aspects of having a child, from how to hand off work responsibilities and notify clients, to benefit paperwork, to creating short and long term plans for successfully transitioning back to work. EY offices in the United States have dedicated lactation rooms and employee

Continued on page 7

New Members

Jean Philibert is Senior Vice President of Human Resources at Analog Devices. She joined the company in January 2016, having previously served as Senior Vice President and Chief People Officer at Kixeye, a gaming company based in San Francisco. Prior to her tenure at Kixeye, Ms. Philibert spent 15 years in a variety of senior human resources roles at EMC, including Vice President of HR for the Data Protection and Availability Division.



Ms. Philibert holds a Bachelor of Arts degree in French and Art History from the University of Iowa and a Master of Arts degree in Industrial Relations from Loyola University.

Laurie Bevier is Senior Human Resource Manager for GE Corporate. She is responsible for developing the company's global talent pipeline, functional learning programs, and corporate HR strategy. She also leads the company's global leadership development programs.

Prior to her current responsibilities, Ms. Bevier served as the Organization and Talent Development Leader for GE's Global Growth and Operations organization. She was responsible for developing the global talent pipeline from entry level to executive leadership in key growth markets. She is also the founder and Senior HR Sponsor for GE's Corporate Leadership Staff program (CLS), GE's leadership acceleration program. In November of 2012, her role expanded to include responsibility for all global leadership programs across GE.

Ms. Bevier began her career on GE's Human Resources Leadership Program (HRLP). Her first position after completing HRLP was as a Plant HR Generalist. She subsequently served as HR Manager for GE Healthcare Latin America team, and Director of HR Development for GE Capital. In 2002, she was named a leader in GE's Corporate Executive Development team working on executive slates and development programs across the company. She became the HR Leader for GE Sensing in May 2005, and assumed additional HR responsibilities for Inspection Technologies in April 2006 following the merger of these two businesses. Most recently, she served as senior HR leader for GE Security.

A graduate of Duke University, Ms. Bevier holds a master's degree in Management from the Kellogg School at Northwestern University.

Kevin Holland is Chief Human Resources Officer at GCP Applied Technologies Inc. He leads the company's global human resources organization and is responsible for developing people, hiring new talent, and creating leading-edge management programs to grow the company.

Mr. Holland joined GCP from BrightStar Corporation, a mobile technology services company, where he held the role of Senior Vice President and Chief Human Resource Officer. He previously held leadership roles at several major companies, including Chiquita Brands International, Molson Coors Brewing Company, and FedEx/Kinko's.

A graduate of the University of Rhode Island, Mr. Holland later served in the U. S. Army, achieving the rank of Captain.

Deborah Butters is Senior Vice President, Chief Human Resource Officer at Perkin Elmer. She joined the company in July 2016. Prior to joining the company, she served as Head of North America Human Resources at IBM, where she led all aspects of the Human Resource function. During her 17 year career there, she helped shape the company's HR programs and practices, including leading its enterprise-wide, people transformation strategy to optimize employee engagement and business performance. Ms. Butters worked at Lotus Development for eight years prior to the company's acquisition by IBM.



Ms. Butters holds a Bachelor of Science degree from The University of Bath and a diploma in Human Resources from London University.

Brad Harrington, a new HRPI Fellow, is the Executive Director of the Boston College Center for Work and Family (CWF) and an associate research professor in the Carroll School of Management. CWF is the country's leading university based center that assists employers in their efforts to improve the lives of working people and their families.



Prior to joining Boston College, Dr. Harrington was an executive with HewlettPackard for 20 years, serving in business unit and global leadership roles in the US and Europe. Dr.

Harrington's work has always focused on fostering more democratic leadership in organizations and helping people find greater meaning in their lives and their work. His recent research on fatherhood has garnered international media attention.

Dr. Harrington is a graduate of Stonehill College and has completed graduate studies in Psychology, human resources, and organizational behavior at Boston College and Boston University.

Francis Hyatt is Executive Vice President of Enterprise Talent and HR Services for Liberty Mutual Group. In this capacity, he is responsible for the strategy and development of company practices including, talent management, learning and development, talent mobility, assessment, performance management, coaching, global total rewards, executive compensation, global mobility, continuous improvement, employee relations, employee programs and HR services.



Mr. Hyatt joined Liberty Mutual in 1991. He holds a juris doctorate from Suffolk University Law School and a Bachelor of Science degree in business from Bentley University.

Karen Gaydon joined Synaptics in December 2012 and serves as Senior Vice President of Human Resources. Ms. Gaydon is responsible for the design and implementation of HR strategies and processes that drive the company's business objectives and the culture. She also oversees corporate marketing and communications, charitable activities, and healthy-workplace initiatives.



Prior to joining Synaptics, Ms. Gaydon held multiple senior HR leadership positions at Hewlett Packard, where she was most recently a member of the Executive Human Resources Council, reporting to the Human Resources Executive Vice President. Her background also includes vice president roles in several business units across the U.S. and Europe. Ms. Gaydon has extensive experience leading organizational transformations, driving large-scale global change and growth, delivering mergers and acquisitions, and building world-class human resources teams.



Boston University News

Sustainability Commitment Continues

Boston University's commitment to a more sustainable community has earned the University recognition from two organizations. SaveOnEnergy, an online marketplace that helps consumers use gas and electricity responsibly, ranked the BU as the 25th most sustainable college in the United States, taking into account the walkability of the campus, the proximity of the University to farmers markets and parks, as well as the availability of green jobs in the area.

BU was also included in the *Princeton Review Guide to 361 Green Colleges, 2016*, determined by campus policies, sustainability-related

academic opportunities and information provided by the University to the Sustainability, Tracking, Assessment and Rating System.

"Going Green Earns Plaudits for BU" *BU Today*, February 13, 2017

Commencement Celebrations

Bonnie Hammer, chair of NBC Universal Cable Entertainment, delivered Boston University's 144th Commencement Address on May 21, advising graduates to write their own life story. Mario Molina, a chemist and winner of the 1995 Nobel Prize in Chemistry, delivered the Baccalaureate Address at Marsh Chapel, encouraging graduates to pursue their future work with passion.

Both received honorary degrees, as did Robert Knox, (CAS'74, Questrom '75, and Hon'17), a private investment management executive, philanthropist, and former Chair of BU's Board of Trustees; Jeanne Knox, philanthropist, volunteer, and founder of the BU Parents Program; as well as baseball star, David "Big Papi" Ortiz.

Mr. Knox was also the speaker at the Questrom School of Business Convocation on May 19.

University Press Release, May 2017

Class of 2021 Most Select

The Boston University Class of 2021 will be the University's most select ever, with just 25 percent of 60,815 applicants admitted. Students admitted average in the top seven percent of their high school class, with an average GPA of 3.8 and SAT of 1452. Seventy-six percent of those admitted were in the top 10 percent of their high school class.

Approximately 20 percent of admitted students are underrepresented minorities—seven percent African American, 12 percent Hispanic or Latino and 1 percent Native American. Admitted students come from all 50 states and 113 countries.

"BU Admissions More Selective Than Ever", www.bu.edu/today, March 28, 2017 ■

New Members | Continued from previous page

Ms. Gaydon was born in England and earned a Higher National Certificate in Business Administration from the University of the South West, England, with a concentration in human resources. She earned a Bachelor of Science degree in Organizational Behavior from the University of San Francisco, along with several professional human resources certifications.

Aaron Olson is Global Head of HR at Aon Hewitt. He is an executive, consultant and author with over twenty years of experience in the fields of leadership, strategy and human capital.



As the Global Head of HR for Aon Hewitt, Mr. Olson is responsible for the talent strategy and HR delivery supporting

the firm's Health, Talent and Retirement services. He is also responsible for Aon's firm wide approach to talent management. His team manages executive development and succession, workforce development, diversity and employee engagement for Aon's 72,000 colleagues around the world.

Mr. Olson has worked with a wide range of organizations on the topics of leadership and human capital strategy, including engagements with top companies such as Apple, GE, The North Face, Hilton, BMO Harris and Merck. As an academic and author, Mr. Olson has lectured for more than a decade at leading universities, including Northwestern University and University of Chicago. His book, *Leading with Strategic Thinking*, was published in April 2015.

Fatima Penrose is Managing Director and Director of Human Resources at Wellington Management Company. She is the director of Human Resources globally, and is responsible for overseeing the leadership and execution of human resource strategies, policies, practices,

programs, and systems that attract, retain, and develop a professional workforce. She is also secretary of the firm's Compensation Committee.

Prior to joining Wellington in 2006, Ms. Penrose worked at Fidelity Investments where she provided Human Resources support, including executive staffing, to a variety of groups within the investment organization. She has also served as the regional human resources manager at United Technologies/Otis Elevator Company



A graduate of Mount Holyoke College, Ms. Penrose received her MBA from the Kellogg School of Business at Northwestern University. ■

General Electric Supports Opioid Epidemic Solutions

General Electric is providing \$20,000 in funding to two teams that emerged from the company's opioid hackathon held in September 2016. The event, also sponsored by Massachusetts General Hospital, brought together more than 200 individuals interested in working to develop a solution to the epidemic.

GEM Boxes, a startup that plans to offer an emergency box containing opioid overdose reversal drug Narcan in remotely activated boxes, similar to those currently containing defibrillators received a grant of \$10,000. Non-profit We Are Allies, founded by a group of medical experts, pharmacists, designers and individuals in recovery, also received support. Aiming to fight the stigma of addiction, staff and volunteers at We Are Allies carry Narcan in highly visible cases intended to attract attention and reduce the stigma of addictions. They are also encouraged to teach others about addiction as a chronic illness, not a character flaw.

In addition to these startups, GE also joined a broader initiative with Partners HealthCare, which plans to give \$50 million from a variety of sources to fund opioid treatment programs.

"GE Helps Fuel Two Startups To Combat Drug Overdoses", *Boston Business Journal*, April 18, 2017

Joining the Race and Gender Conversation

HRPI member company, Procter & Gamble is among the companies that have joined The CEO Action for Diversity & Inclusion™. Inspired by an email from an employee, following the killing of five police officers in Dallas in 2016, Tim Ryan, the chairman of PricewaterhouseCoopers enlisted fellow CEOs to create a new initiative to encourage more meaningful discussions about race and

gender in the workplace. This new initiative, is now comprised of 150 executives, including the CEOs from Procter & Gamble, New York Life, Accenture and the Boston Consulting Group, and is committed to encouraging their employees to discuss these sensitive topics.

The group is sponsoring a website, www.ceoaction.com, with numerous examples of effective efforts on these topics, including flexible work practices and gender equality programs. In fall 2017, the group plans to hold a CEO Action for Diversity & Inclusion™ Summit to discuss best practices and develop additional commitments and welcome new members.

"150 Executives Commit to Fostering Diversity and Inclusion", *The New York Times*, June 12, 2017

Wal-Mart Offers Differential Pay for Military Assignments

Effective June 2017, Wal-Mart has expanded its military leave of absence policy and offer differential pay to all eligible employees who are on military assignments lasting more than three days. The differential pay will cover the entire duration of military leave, including basic training, for employees who earn more working for Wal-Mart than their military salary.

The company also announced that it will give a \$100,000 grant to the Tragedy Assistance Program for Survivors, a group that helps families grieving the loss of a loved one who served in the military.

"Wal-Mart Expands Military Leave-Of-Absence Policy", www.startribune.com, May 23, 2017

Kronos on the Move

Almost half of Kronos' Massachusetts employees have now moved into the company's new space at CrossPoint towers in Lowell. Seven of the 15 floors that the company will occupy are already built. The move is

expected to be complete by October 2017. The new space includes a floor with ping pong tables, a barista, space for pop-up restaurants and a lounge area called "The Park".

The company plans to only fill each floor to 80 percent of capacity, in anticipation of future growth.

"Inside Kronos' Brand New 500,000 Square-Foot Headquarters in Lowell", www.bizjournals.com, April 19, 2017

HRPI Fellow Gives Google Talk

In December 2016, HRPI Fellow Brad Harrington gave a Google Talk on the changing roles of fathers at the Google corporate offices in Cambridge, MA.

Pension Freeze at UPS

United Parcel Service (UPS) plans to freeze pensions for some non-union employees, beginning on January 1, 2023. The change is part of the company's attempt to reduce expenses and address a long-term pension funding shortfall. In December 2016, UPS was \$7 billion short of the \$25.3 billion needed to pay future benefits for employees in that plan.

Affected workers will stop accruing pension benefits in January 2023 and will only receive what they have accrued up to that point. Instead, UPS will contribute between 5-8% of employee salaries into 401K accounts that employees will manage. Employees that retire before 2023 will be unaffected by these changes.

Employees impacted by this change are primarily in managerial or administrative positions. UPS drivers, who are covered by the International Brotherhood of Teamsters union, have retirement benefits covered by a contract that does not expire until July 2018.

"UPS Will Freeze Pensions of Thousands of Nonunion Employees", *The Washington Post*, June 28, 2017 ■

Recommended Reading

Machine, Platform, Crowd: Harnessing our Digital Future by Andrew McAfee and Erik Brynjolfsson, W. W. Norton & Company; 2017

The Leadership Gap: What Gets Between You and Your Greatness, by Lolly Daskal, Portfolio, 2017

The Magnetic Leader: How Irresistible Leaders Attract Employees, Customers, and Profits, by Roberta Chinsky-Matuson, Routledge, 2017

One Mission, by Chris Fussell and C.W. Goodyear, Portfolio 2017

Truth at Work: The Science of Delivering Tough Messages, by Mark Murphy, McGraw Hill Publishing, 2017

The Digital Matrix; New Rules for Business Transformation Through Technology, by Venkat Venkatraman, LifeTree Media, 2017

The Captain Class, by Sam Walker, Random House, 2017



Dress Code Bias

According to a report by the British Parliament, some U.K. employers have not treated women equally in the workplace, requiring female employees to wear high heels,

dye their hair and wear revealing clothes. The report was a response to a petition, signed by more than 150,000 people, calling for a law that would ban organizations and businesses from requiring women to wear high heels at work. The parliamentary investigators received complaints from hundreds of women who claimed to be subject to sexist dress codes in the workplace. The petition was started by a woman who was sent home from her job as a temporary receptionist because she refused to wear shoes with two-inch heels.

"Discriminatory Dress Codes in the U.K.", *HRE Daily*, January 26, 2017

More Flexibility for High Earners

High-earning parents in the United Kingdom are considerably more likely to have the ability to work flexibly than those in lower paying positions. Research by the Working Families charity, that surveyed more than 1,000 parents, revealed that those who earn more than £70,000 are 47 percent more likely to be able to work flexibly than those earning between £10,000 and £40,000.

The research also found that the majority of working parents put in at least five additional unpaid hours at work each week. More than half of those surveyed said work interfered with their ability to see their children in the evening and their ability to attend school events and oversee homework.

"High Earners More Likely To Work Flexibly, Says Working Families", *www.personneltoday.com*, October 5, 2016

EU Gender Employment Gap

Recent research by the Eurofound reveals that women's employment rates in almost all EU Member States remain lower than those of men and suggests that raising the participation of women is crucial to achieving the Europe 2020 target of an overall employment rate of at least 75 percent by 2020.

"The Gender Employment Gap: Challenges and Solutions", *Eurofound Report*, 2017 ■

Work, Life, Family | Continued from page 3

resource groups for new moms, new parents and parents of children with disabilities. Parents can also access back up child care, breast pumps and travel kits for nursing mothers. Every parent, who is the primary caregiver, is offered 16 weeks of paid time off, regardless how a baby arrives and the company provides \$25,000 in reproductive coverage, unlimited sick time and flexible paid time off.

LinkedIn has rolled out a "Family First" program that aims to cover the lifecycle of a working parent's experience, from getting pregnant to college planning. Employees at LinkedIn also get 16 weeks of maternity leave with four additional weeks to transition back to full-time work, \$20,000 for surrogacy costs, \$5,000 in adoption assistance and a leave of absence contractor to assist with all paperwork and administrative issues. Post-baby perks include backup daycare support, child care referrals and a \$2,000 child care expense credit. The company also offers six

weeks of paid family leave so employees can take care of sick family members.

Although Dell offers only 12 weeks of paid leave, the company earns praise from employees for helping employees create realistic transition plans and promoting a culture of flexibility, autonomy and trust. New mothers get check ins from other working mothers while on maternity leave, working remotely while transitioning back to work is a possibility and a flexible schedule allows parents to participate school and sports events with their children.

Dell aims to have 50 percent of its workforce working remotely by 2020. In addition to vacation time, the company also offers 10 "personal business allowance" days that can be taken for teacher conferences, sick child care and medical visits.

"Three Companies Earning High Marks For Their Parental Leave Policies", *Fast Company*, January 5, 2017 ■

HR News | Continued from page 2

Health Transformation Alliance Gets to Work

The Health Transformation Alliance, formed last year by almost 40 U.S. companies has announced its first plan aimed at lowering health-care spending costs at member companies. The Alliance intends to use group contracts to buy prescription drugs through units of CVS Health and UnitedHealth Group; create specialized doctor networks and use IBM software to analyze health-care data. Companies will be able to compare alliance-negotiated prices with their existing prescription drug contracts before committing to the alliance deal. If at least 20 members participate, the alliance estimates a combined savings of \$600 million over three years, or 14-15 percent of total drug spending for employers.

In 2018, the Alliance intends to contract with doctors and health care providers in several metropolitan areas to provide care for employees with diabetes, back pain or needing hip and knee replacements. The contracts, to be negotiated and administered by Cigna and UnitedHealth, will be structured to pay doctors based on how well they meet targets such as quick recovery times, rather than for each procedure and test they perform.

"Health Costs Get a Rethink", *The Wall Street Journal*, March 8, 2017 ■

Reports and Studies | Continued from page 3

anticipate transitioning to part time work or temporary contracts, while 23 percent expect to continue as they currently do. Thirty-two percent of self-employed workers reported that they expect to stop working completely.

"7 in 10 Self Employed Workers Envision a Flexible Transition to Retirement", *Fact of the Week, The Center on Aging and Work*, February 13, 2017

Vacation? Not Worth It

A recent survey by CareerBuilder of more than 3,000 U.S. employees, revealed that 33 percent have not taken or don't plan to take a vacation this year. Of those respondents who plan to take vacation, 3 in 10 say they will stay connected to work while away, 31 percent say they will check work email and 18 percent reported that they would "check in" with work at least once during their time away.

Thirty-six percent of those surveyed reported coming back from vacation to so much extra work that they wished they had never left, a further 18 percent of those taking vacation said it resulted in more stress over work.

"No Break For The Burned Out", *HRE Daily*, May 25, 2017 ■



Human Resources Policy Institute

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