

# HRPI

## newsletter

### Human Resources Policy Institute

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UNIVERSITY

### HRPI Fall 2017 Meeting

The Human Resources Policy Institute held its fall 2017 meeting on October 26-27 at the Questrom School of Business. The meeting theme was "The Digital Revolution and the Implications for HR". Professor Fred Foulkes opened the meeting with welcome and introductions, followed by a roundtable discussion of "hot topics" for members and guests.

Following the roundtable discussion, the group heard from Professor N. Venkatraman, author of *The Digital Matrix*. He began his talk by highlighting the fact that organizations "cannot leave their digital strategy to those in IT because digitalization needs to be a core driver of the overall company strategy that is considered and developed by everyone." He noted that, historically, organizations develop a business strategy and then develop an IT/digital approach that mapped onto their strategy. He argued that this approach is no longer viable and that organizations need to consider their business and digital strategies in tandem. He also underscored the role HR will play in the digital age, specifically by determining what work will look like in the future. This shift, he posited, will allow HR to foster a new approach to leadership by engaging employees to think about what they are doing to support the organization today that will also help create the organization of the future.

Concluding the afternoon session, Dean Kenneth Freeman facilitated a conversation with, the 2017 HR Executive of the Year, Lisa Buckingham of Lincoln Financial and Dennis Glass, the company CEO. The HR Executive of the Year Awards Ceremony followed dinner. Ms. Buckingham was celebrated as HR Executive of the Year, along with Honor Roll Recipients, Karen May, Kraft Foods; Vivian Maza, Ultimate Software; and David Thaeler, Haskell.

Professor Foulkes opened the second day of the meeting by commenting on the announcement that CVS Health was initiating conversations about potentially acquiring Aetna, highlighting this discussion of strategic mergers as one reaction of companies facing the new realities of the digital age. He then introduced Blaine Hurst and Jaynane Calaway from Panera Bread and described the significant digital transformation recently undertaken at the company as a stellar example of how



**ABOVE:** The Digital Matrix: N. Venkatraman, David J. McGrath Jr. Professor in Management, Professor, Information Systems.

**MIDDLE:** The Dean's Speaker Series, A conversation with Lincoln Financial: Dennis R. Glass, President and CEO, Lincoln Financial Group, Lisa Buckingham, EVP and Chief Human Resources Officer, Lincoln Financial Group.

**BELOW:** Digital Transformation at Panera Bread: Blaine Hurst, President, Panera Bread. All photos by Sandy Keldsen.



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## Novel Employment Arrangements at Jolt

Career-development startup Jolt, is experimenting with “charterships”, an employment arrangement where employees will leave the job they were hired to do after two years. Employees can then either find a new internal role or leave to pursue opportunities elsewhere. New hires are expected to arrive with a list of things they want to learn on the job and the company will devote time and resources to help them meet these goals.

The arrangement hasn’t gone entirely as planned because many millennial employees have no fixed idea of where they want their career to lead. Furthermore, managers have struggled with two contradictory assignments—having employees do the work they were hired to do, while also preparing them for their next job. In response, Jolt now gives employees more time to craft their professional development plans and has hired career coaches to work with employees to prepare for future jobs.

“Take My Employees, Please”, *HRE Online*, September 17, 2017

## Mercer Tackles HR Challenges at Taco Bell

When turnover at Taco Bell reached pre-recession levels in 2015, Chief People Officer, Frank Tucker and his team enlisted the assistance of consultants from Mercer to help. Consultants studied more than 500 Taco Bell restaurants, with more than 20,000 employees, looking at what excited and frustrated employees, the impact of compensation on turnover, and strategies to retain employees.

Forty-seven percent of employees identified pay as a reason they would leave Taco Bell. In particular, many expressed frustrations at being scheduled only a few hours each week, which impacted take-home pay. In response, the company reevaluated staffing strategies for a core group of employees, considered essential to the smooth daily running of their restaurants. These employees considered Taco Bell as their primary employer, rather than a short-term opportunity and the company aimed to schedule these employees for at least 100 hours per month, even if that meant hours had to be shifted from those who were likely to be short-term employees.

It also became clear that, with such high employee turnover, new employees were not receiving sufficient training in their first weeks

and months on the job. Further research revealed that inconsistent training had an impact on how long employees remained with the company. In addition to reviewing training practices, Mercer discouraged the practice of moving managers from highly successful restaurants to low-performing ones, to further assist with the retention of valued employees.

“Turnover Turnaround” *HRE Online*, September 6, 2017

## Snapplications at McDonald's

For four weeks during summer 2017, McDonald’s ran a video story campaign on Snapchat, titled, “Snapplications” as part of a push to hire 250,000 employees across the United States. Applications to the fast food chain rose 35 percent compared to the same time-period in 2016. Snapchat users viewed a 10-second video of a McDonald’s employee outlining why the company was a good place to work and were prompted to swipe up to the company careers site where they could view current vacancies nearby and complete an application.

The campaign was inspired by a similar successful campaign undertaken earlier in 2017 by McDonald’s in Australia. In the Australian version, Snapchat users could download a special lens, which showed them in a McDonald’s uniform. They could then send a snap to the company, explaining why they wanted a job at McDonald’s.

“Employers are Using Snapchat to Reach Generation Z”. *www.shrm.org*, July 25, 2017

## Wellness Initiatives at Humana

When health insurer Humana, Inc, introduced an employee wellness program in 2011, the program was intended to reward employees for taking steps to improve their well-being, such as working out more or having an annual health exam. Since then, however, the program has expanded to address other aspects of employee health. Employees are encouraged to use wearable devices to not only track exercise but also to address sleep patterns. The value of sleep habits is further reinforced by the inclusion of sleep-related articles and tips on the company’s intranet.

“Taking Sleep Seriously”, *www.hreonline.com*, September 6, 2017

## Destigmatizing “Mental Health” Days

Several large US employees are attempting to destigmatize mental illness and are encouraging employees to use mental-

health days for their original intent. Ernst & Young (EY) launched an initiative titled, “r u ok”, which encourages employees to check in with each other and offer support to anyone struggling. At American Express, the company’s employee assistance program offers on-site access to mental health professionals and free counseling, while Prudential Financial gives employees flexible work arrangements and access to mental health professionals.

Boston-based software company, HubSpot, Inc. is addressing the issues differently, offering all employees flexible hours and unlimited vacation, so nobody feels compelled to explain absences. The company also has meditation rooms and supports an employee-led group that promotes mindfulness and self-care.

“Some Companies Want You To Take A Mental Health Day”, *The Wall Street Journal*, August 15, 2017

## Glassdoor Candidates’ Choice Awards

Glassdoor’s 2017 Candidates’ Choice Awards for the best places to interview features three companies that are relatively unknown. Dignity Health, a San Francisco-based healthcare system topped the list, receiving a 93 percent “positive interview experience” score. Job candidates mentioned a “relaxed and friendly environment” during interviews. Horizon Media, a New-York-based media services agency was ranked second, with transparency and communication being noted as positives in the interview experience. Third-ranked Cadence Design Systems, a California-based IT company, was praised for a smooth and efficient recruitment process, though interviewees voiced concerns about multiple technical interviews and tardy hiring managers.

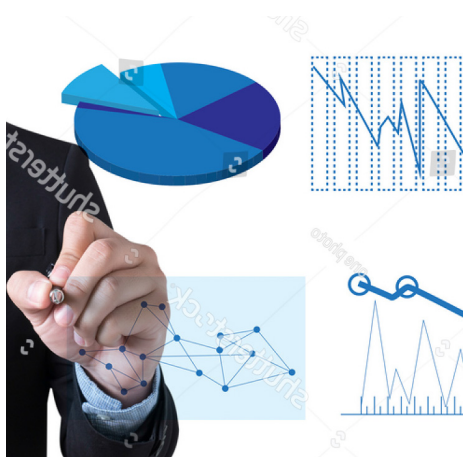
“Where’s The Best Place To Interview”, *HRE Online Blog*, August 17, 2017

## NAHR Class of 2017

The National Academy of Human Resources celebrated its twenty-fifth anniversary in November 2017 and installed the Academy’s Class of 2017 at the organization’s annual dinner, held in New York on November 2, 2017.

The 2017 Class Fellows are: Timothy J. Bartl, President & Chief Executive Officer, Center on Executive Compensation and Executive Vice President, General Counsel & Secretary,

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## Onboarding Challenges Persist

Approximately one third of new employees have had a poor onboarding experience and one fifth of respondents changed their mind about a new position before their start date, according to a global survey of 4,000 office workers by software company Webonboarding. More than one third of respondents reported not having a computer or laptop on their first day of work, while many said it took more than a month for them to settle into their new roles.

One in seven of those who began work on their appointed start date left the job within the first week, feeling a lack of support and guidance from their employer, while more than half said they did not receive full training. Worldwide, Australia had the highest percentage of employees who experienced challenges in the onboarding process, four of ten U.S. based employees reported problems, as did 34 percent of UK respondents.

"A Third Of New Starters Experience Poor Onboarding", *Personnel Today*, September 19, 2017

## Expatriate Mental Health Concerns

Mental health issues among expatriates, particularly depression and anxiety, rose significantly between 2014-16, according to a white paper on the topic by Aetna International. Claims rose the most in Europe (33 percent) but also rose significantly in the Middle East, Africa, the Americas and Southeast Asia. The research also revealed that only six percent of these expatriates were concerned about their mental health prior to moving to their new assignment.

Challenges of a new job, absence of preferred activities from home, loss of support networks, language difficulties and employment challenges for spouses

were noted as the top stress points, while expatriates without dependents noted that they had "trained themselves to be lonely".

Suggestions to mitigate this distress include giving expatriates access to gym facilities, providing lists of local activity groups to match with interests and offering a one-month, in country trial to help determine how employees will perform abroad. In addition, Aetna offers a program, titled "Touch Care" that provides counselors to reach out and offer therapy to expatriates with mental health issues or claims.

"Expatriate Mental Health: Breaking The Silence and Ending The Stigma", *www.aetnainternational.com*, 2017

## Dropping Domestic Partner Health Care Benefits

Research by the International Foundation of Employee Benefit Plans (IFEBC) reveals that many employers are remaining true to their intentions regarding dropping domestic partner health care benefits following the 2015 U.S. Supreme Court decision that legalized same-sex marriage throughout the country. Most companies are providing parity in workplace benefits for lesbian, gay, bisexual and transgender employees and do not differentiate between types of spouses.

From 2014-2016 the percentage of employers providing benefits to same-sex partners in legally recognized civil unions fell from 51 to 31 percent. Most states that had previously recognized civil unions stopped after the Supreme Court ruling, though not all couples with civil unions have married. The percentage of employers providing benefits to same-sex domestic partners fell from 59 percent to 48 percent. Existence of domestic partnerships could typically be established by employees, by attesting that they shared a common domestic life.

According to the IFEBC research, only employers with 10,000 or more employees were likely to continue offering health care benefits to same sex and opposite sex domestic partners. Seventy-seven percent of such employers surveyed reported continuing this benefit.

"Employers are Dropping Domestic Partner Health Care Benefits", *www.shrm.org*, August 18, 2017

## "Side Gigs" on the Rise

A 2017 CareerBuilder study reveals that almost one third of U.S. employees have a "side gig"—a job outside of their regular work hours. Although common throughout the workforce, the study finds that women are slightly more likely to work a second

job, as are African-American and Hispanic employees and those younger than 35. While side gigs are more common among lower-paid employees, one in four employees earning more than \$75,000 annually also hold side gigs, as do 19 percent of those earning more than \$100,000.

"The Rise of 'Side Gigs'", *www.hreonline.com*, August 10, 2017

## Disparity in Workplace Satisfaction

Compared with male colleagues, female employees are significantly less satisfied and engaged in the workplace, according to a recent survey by Mercer Sirota. The survey measured employee happiness by looking at three factors—achievement, camaraderie and equity—and found that 43 percent of women were satisfied with their organization's approach to performance-based pay, compared with 51 percent of men.

The research discussed three areas of significant divergence for working women: fair pay, defined career paths, and inclusive work environments. Furthermore, the research revealed that women had a focus on long term career development and collaboration not typically seen in men.

"Women's Workplace Engagement Gap", *HRE Daily*, October 18, 2017

## Millennials Drive Changing Volunteer Programs

Corporate volunteer programs are changing, with a new focus on employees donating professional expertise. Driven, in part, by Millennial interest in social causes and their desire to give back in ways that are personal to them, more than one million hours of pro-bono work were performed in 2016, according to a survey by CECF, a non-profit consulting firm that helps companies to do good.

At Prudential Financial, teams of employees have the opportunity to work on 10-week consulting projects that benefit one of the company's non-profit partners in Newark, NJ. In 2016, 125 employees participated. At Wells-Fargo, employees can work with the Grameen Foundation's "Bankers without Borders" program, helping microfinance organizations that try to address poverty issues outside of the United States. Since 2009, General Mills employees have donated more than 50,000 hours of expertise to food companies in Africa, through "Partners in Food Solutions", a non-profit that helps improve food security, nutrition and economic development in Africa.

"A Different Kind of Volunteering", *The Wall Street Journal*, September 2017 ■



# New Members and Representatives

**Lisa Buckingham** is Executive Vice President and Chief Human Resources Officer, Head of Brand and Enterprise Communications at Lincoln Financial Group. She is



responsible for all human resources practices and policies for the organization. In addition, she oversees the corporation's brand and enterprise communications, consumer insights and corporate social responsibility activities.

Ms. Buckingham has more than 30 years of experience in all aspects of human resources management. Her professional areas of focus include organizational development, total rewards strategies, change management and talent management. In October 2017, she was named HR Executive of the Year by HR Executive Magazine.

She serves on the Board of Directors of the HR Policy Association and the new American Health Policy Institute. She also serves as Membership Chair, and is an Executive Committee member of the Peer Round Table for CHROs and chairs the Lincoln Foundation. Ms. Buckingham earned a bachelor's degree from Georgetown University.

**Kathy Gillis** is Senior Vice President, Human Resources at United Site Services (USS). She has spent 30 years crafting and implementing innovative, enterprise-wide, human capital strategies with direct impact on short and

long-term business goals. Her HR expertise spans the entire employee lifecycle from onboarding (recruiting and retention) to total rewards (compensation, benefits, and recognition), to talent management (employee relations, labor relations, training and development).

Prior to joining USS in July 2017, Ms. Gillis held leadership roles at Advanced Auto Parts, Clean Harbors, and Cox Communications. She holds a B.A. in Psychology and Business Administration from Westfield State University.

**Stephanie Franklin** is the Senior Vice President and Chief Human Resources Officer (CHRO) at Vertex. She oversees all global aspects of human resources, including, Talent Acquisition, Total Rewards, Global Organization & Leadership Development, HR Business Partners, Engagement and Diversity & Inclusion.



Prior to joining Vertex in August of 2017, Ms. Franklin was SVP, Global Human Resources at Nuance Communications where she was responsible for the HR Business Partner & Global HR Operations functions, Talent & Organizational Development and M&A. She also served as Vice President of Talent & Integrated HR Solutions at Blue Cross Blue Shield of Massachusetts and spent twelve years at Procter & Gamble.

Ms. Franklin is graduate of Western Kentucky University, with a B.A. in Psychology and M.A. in Corporate and Organizational Communications. She is a Board Member and President of the Human Resources Leadership Forum (HRLF), and serves as Board Chair of the Boston-Manchester March of Dimes. She was the co-founder and leader of the Procter & Gamble Boston Women's Network, a senior mentor for the Women Unlimited Leadership Development Program, and Vice Chair of the United Way of Massachusetts Bay Healthy Childhood Development Initiative.

**Art Wood** is Senior Vice President and Chief Human Resources Officer at Cabot Corporation. Prior to joining Cabot in 2017, Mr. Wood worked for Thermo Fisher Scientific as group Vice President of Human Resources, Specialty Diagnostics Group. During his tenure at Thermo Fisher Scientific, he held several senior human resources leadership roles of increasing responsibility, overseeing large teams of HR professionals globally. In addition to his tenure at Thermo Fisher Scientific, Mr. Wood has led strategic HR organizations at large, multinational corporations including Progress Software and Sun Microsystems



Mr. Wood holds an M.B.A. from the University of Colorado Denver and a B.A. from the University of Maryland. ■

## HR News | Continued from page 4

HR Policy Association; Peter M. Fasolo, Executive Vice President & Chief Human Resources Officer, Johnson & Johnson; Donna Morris, Executive Vice President, Customer and Employee Experience, Adobe Systems, Inc.; Christine M. Pambianchi, Senior Vice President, Human Resources, Corning, Inc. In addition, the Academy recognized Korn Ferry, the Society for Human Resource Management and Workday as Grand Sponsors of the 2017 annual dinner and installation ceremony.

"National Academy of Human Resources Announces the Class of 2017", *NAHR Press Release*, November 7, 2017

### Post-Hurricane Support at TJX Companies

Following the significant damage from Hurricane Maria in Puerto Rico, TJX

Companies, the parent company of TJ Maxx, Marshalls and HomeGoods, continued to pay company employees on the island, although many of their 29 stores remain closed due to hurricane damage.

"Marshalls, TJ Maxx Still Paying Workers of Closed PR Stores", *NBC 4 Washington*, November 2, 2017

### Creative Spirit Grows Employment Opportunities

Several leaders at New York advertising agencies are collaborating to form a non-profit, Creative Spirit, to develop and grow employment opportunities for individuals with intellectual and developmental disabilities in advertising, media, marketing and technology.

Led by Laurel Rossi, chief marketing officer at Rauxa, a New-York-based marketing agency, Creative Spirit launched a series of activities at Advertising Week where the initial campaign was unveiled. The organization

already has more than 50 employers, seeking to offer supported positions to individuals with disabilities.

"Nonprofit Wants to Create 130K Jobs for People With Disabilities", *Disability Scoop*, September 27, 2017

### Puzzles and Hiring

Jaguar Land Rover plans to hire 5,000 people, including 1,000 electronics and software engineers. Candidates are asked to download an app, containing a series of puzzles that test for the specific engineering skills it needs. Traditional applications will also be considered, but those who complete the app puzzles will be fast-tracked in the hiring process.

"Want to Work for Jaguar Land Rover? Start Playing Phone Games", *The New York Times*, June 19, 2017 ■



## Boston University News

### New Integrated Life Sciences and Engineering Center

In September 2017, Boston University opened a new Center for Integrated Life Sciences and Engineering. At the dedication ceremony, BU president, Robert A. Brown, announced that University Trustee Rajen Kilachand (Questrom MBA'74, Hon.'14) made a \$115 million gift to the University for research on topics at the intersection of life sciences and engineering. His gift, which is the largest in BU history, has established a \$100 million endowment to support this area of research. The Center has been named the Rajen Kilachand Center for Integrated Life Sciences & Engineering.

"Largest Gift in Boston University History",  
Boston University Press Release, September 14, 2017

### Financial Aid Changes

For the 2017-18 academic year, Boston University wiped out all loan funds for students eligible for a Pell Grant. With this one change in financial aid policy, the University increased the proportion of first-year students who qualify for the federal grant to 18.2 percent from 14.6 in the 2016-17. Although funded by a gift, the move also highlights a deliberate effort by the university to use the University's endowment to move to this higher percentage of Pell Grants.

"Boston University Financial Aid Change Yields Sizable Increase in Pell-Eligible Students",  
Inside Higher Ed, September 7, 2017 ■

## HRPI Fall Meeting | Continued from page 1

larger companies can remain competitive in a rapidly changing business environment.

Mr. Hurst began the session by clarifying that the transformation was, "always about enhancing the experience for the guest through the use of technology". Two central challenges facing customers drove the recent adoption of digital technology by Panera: long lines at lunch and average, undifferentiated food. A small, agile team developed Panera 2.0, "an integrated, improved guest experience utilizing technology and operational integrity that reduces guest friction". The result? A 29 percent increase in gross sales through their digital platform and an improved customer experience.

Ms. Calaway described the human resource needs to make Panera 2.0 a reality, noting that the company needed thousands of new employees, with the appropriate competencies to lead the complex service delivery approach, to staff the initiative.

The second presentation of the morning featured Paul Davies, Employee Experience Leader at GE, who described that company's digital transformation. He noted that GE has been managing and navigating change for 125 years. The company is continuing to augment its Predix platform with new and different capabilities and has established a center of digital excellence in the Bay Area. For HR, identifying people who not only understood software development but also had an understanding of the industrial equipment itself was challenging.

GE also decided to reincorporate digital technologies and IT that had previously been outsourced. In addition, the company established Chief Digital Officers (CDOs) that report dually to the division CEO and the company CDO, to ensure the alignment of digital strategy within, and across, all business planning and development. He shared a significant structural change that happened during this time—the establishment of a separate talent acquisition organization for GE Digital, that uses agile recruitment techniques and offers compensation packages aligned to the software industry.

The final session featured a panel discussion—"Voices of Experience of Critical HR Issues" which featured Anthony Abbatiello, Principal, Human Capital, Deloitte Consulting; Joanna Daly, Vice President of Talent, IBM; Regis Mulot, Executive Vice President and Chief Human Resources Officer, Staples; and Steve Steckler, Head of Transformation Management and HR M&A Integration, Merck KGaA. The discussion focused on lessons learned and the need to continue building a digital mindset.

Concluding the meeting, Professor Foulkes thanked everyone for attending and announced that the spring 2018 meeting would be hosted by member company P&G at Gillette Headquarters in Boston on May 17-18, 2018. ■

## Recommended Reading

**Private Government:**  
**How Employers Rule Our Lives**  
**(and Why We Don't Talk about It),**  
by Elizabeth Anderson, Princeton  
University Press, 2017

**iGen: Why Today's Super-**  
**Connected Kids Are Growing Up**  
**Less Rebellious, More Tolerant,**  
**Less Happy—and Completely**  
**Unprepared for Adulthood—**  
**And What That Means for the**  
**Rest of Us,** by Jean M. Twenge, Atria Books, 2017

**The 100 Year Life: Living and Working in an Age of Longevity,** by Lynda Gratton and Andrew Scott, Bloomsbury, 2017

**Great at Work: How Top Performers Do Less, Work Better and Achieve More,** by Morten Hansen, Simon and Schuster, 2018





## Kronos Adds European Board

The Workforce Institute at Kronos expanded its global focus in 2017 by adding a European board of advisors. Chaired by Claire Richardson, Senior Director of Professional Services at Kronos, board members include: Roland Axten, Workforce Management Expert, Inter-IKEA; Bruce Daisley, Vice President, Europe, Twitter; Professor Julia Hobsbawm, OBE; and Simon Porter, Vice President, NGA Human Resources.

The board launch was marked by a panel debate on October 10 in London. Board members and industry leaders debated the positive and negative aspects of technology in our lives.

"Announcing Workforce Institute 10th Anniversary and European Launch", *The Workforce Institute at Kronos Press Release*, October 4, 2017

## SHRM CHRO Nominated to OPM

Jeff Pon, CHRO and Strategy Officer at the Society for Human Resource Management was nominated by President Trump to head the Office of Personnel Management, overseeing HR policies for all federal government employees.

Prior to joining the Society for Human Resources Management, Dr. Pon was the President and COO of Futures Inc., a company that helps find good-fit jobs for returning military, veterans, and their families. Dr. Pon earned his Doctorate in Philosophy and Master of Science Degree in Industrial Organizational Psychology from the California School of Professional Psychology. He holds an undergraduate degree in Psychology and Human Factors from the University of Southern California.

"Trump Nominates HR Veteran For OPM", *HRE Daily*, October 12, 2017



## Building Apps for Career Development

As GE repositions itself as a tech-focused company hiring software engineers and other digitally inclined professionals, the company's HR team is responding by building several analytics-based applications to assist these digital-natives in developing their careers, identifying high potential individuals and matching employees with relevant training and development opportunities.

The apps focus on six important areas of talent management: career and succession planning; training; high-potential employee identification; networks; retention and cultural change. Most developed is the career and succession planning tool, which utilizes historical data on the movement of GE employees and their job positions to help identify new opportunities for staff company-wide.

The training app, that will help employees use training opportunities for career advancement, is in the prototype stage. It will connect with the company's existing performance development app that provides employees with feedback from managers. Other apps being built include one that uses "outcomes" data (salary increases, promotions, bonuses, for example) to identify high potential employees; another that will help employees identify others within the company they can approach for help or advice on work-related challenges. A talent retention app aims to predict, within a six month window, when managers and employees within a particular function are likely to leave the company, help identify the circumstances that prompted the departure, and prompt managers to intervene in these cases.

Finally, the company is in the beginning stages of work on a "cultural change" app that would help identify factors within the organizational structure that might impact GE's ability to be an agile, customer-focused business. This app could, for example, compare how employees in large teams feel about the company, compared with those on smaller teams.

"GE Is Reinventing Talent Management", *www.blog.hreonline.com*, September 14, 2017

## Bright Horizons Joins World Bank Discussion

In October 2017, Bright Horizons President Stephen Kramer, joined public and private sector leaders in Washington, DC to participate in a discussion about childcare around the world. The gathering was

prompted by the release of a report on the topic by The World Bank Group's IFC, titled, "Tackling Childcare: The Business Case for Employer Supported Child Care". The expert panel concluded that quality early education is an equalizer for children that will benefit the workforce of today and that of tomorrow.

"Bright Horizons Joins Global Forum on Childcare", *www.brighthorizons.com*, October 12, 2017

## Rethinking Telecommuting at IBM

During 2017, approximately 5,000 IBM employees who previously telecommuted, moved back to offices as part of the company's plan to develop a new and agile work culture. The company built and renovated offices throughout the United States to create "agile" or flexible hubs where multidisciplinary employee teams of developers, marketers and sales professionals can work collectively on the same product.

Of the telecommuters targeted for this change, approximately half had 90 days to find another job, either remote or on-site, at IBM, while the remainder had to relocate within 18 months to an agile hub.

According to company vice president, Carrie Altieri, the move is delivering results, with agile teams cutting the rollout time for cloud-based software by 30 percent compared to similar rollouts and agile recruiting teams cutting the hiring process from 85 to 45 days and increasing satisfaction among the hiring managers with whom they worked.

"Rethinking Telework", *HRE Online*, December 11, 2017

## Vertex Establishes Foundation

Vertex Pharmaceuticals established The Vertex Foundation, a 501(c)3 organization that will be a long-term source of charitable giving. The company has made a 10-year, \$500 million corporate giving commitment. Funding focus areas will include, the cystic fibrosis (CF) patient community; increased access to the company's medicines; science, technology, engineering, arts and math (STEAM) education for underserved populations and young women; support for young physicians and scientists; and health and wellness in local communities. In addition, The Vertex Foundation will also support a new dollar-for-dollar matching gift program, for employees.

The company also announced that it will extend its collaboration with Boston Public Schools for a further 10 years, allowing

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## Extra Vacation for Non-Smokers

Japanese marketing company Piala, Inc. introduced new paid leave in September 2017 to address complaints from non-smoking employees

that they were working more than colleagues that smoked. The company's offices are located on the 29th floor of a Tokyo office block and non-smokers claimed that smoking breaks last at least 15 minutes. In response to a message in the company suggestion box, non-smokers will now receive an additional six vacation days annually.

"Japanese Firm Gives Non-Smokers Extra Six Days Holiday to Compensate for Cigarette Breaks", *The Independent*, November 2, 2017

## Profit Sharing at Superdry

In September 2017 founders of fashion brand Superdry launched a bonus plan that will potentially share a fifth of their share price gains with the company's 4,500 employees. Founders Julian Dunkerton and James Holder will share their share price gains if and when the company stock price hits £18-per-share, transferring 20 percent of all gains to the new program. The program will run until September 2020.

If the share price rises £5 above that target, staff would share a £30 million bonus, translating to a £2,000 bonus for the company's store staff and junior corporate staff. Store managers would be on track to receive between £28,000 and £75,000; while executives would receive at least £300,000

"Superdry's Cofounders to Share Wealth With 4,500 Employees", *The Guardian*, September 13, 2017

## U.K. Pay Gap

In October 2017 UK charity, Young Women's Trust, launched a digital campaign to highlight the fact that more than a million-young people in the UK are paid up to £3.45 an hour less for doing the same job as older employees. Annually, the loss can amount to more than £6,000. Legally, employers can pay workers aged 18-20 £5.60 per hour and those aged 21-24 £7.05, both amounts below the national living wage of £7.50. Advocates for extending the national living wage to workers under 25 note that public transport, rent and utilities cost the same regardless of age.

"Under 25s Earn Less For Doing The Same Work, Argues Charity", *Personnel Today*, October 11, 2017

## Working Time Gap Persists Among EU Member States

The latest data from Eurofound shows that a large difference in working time remains among the 28 EU Member States. The difference is particularly marked between those "older" 15 EU member states and the 13 members that have joined since 2004. When comparing annual leave entitlements, there is a gap of 2.5 working weeks between the most and least generous arrangements.

"Trend Of Converging Working Time Across 28 EU Member States Has Stalled", *www.eurofound.europa.eu*, August 17, 2017

## Poverty in the European Union

One in ten workers in the European Union is at risk of poverty and 13 percent cannot afford basic household goods, according to a new Eurofound report, titled "In-Work Poverty in the EU". Although levels of in-work poverty increased during between 2007 and 2014, most EU member states did not address the issue. There is also a strong connection between work contract types and in-work poverty. Only five percent of full-time workers qualified as working poor, while 29 percent of involuntary part-time workers and 25 percent of self-employed workers qualified.

"Increasing Numbers of Working Poor in Post-Crisis Europe", *Eurofound Report*, October 2017

## U.K. Gender Pay Gap

In June 2017, the Department of Education in the United Kingdom was the first government department to publish its gender pay gap figures, revealing that the difference in average salaries for men and women is 5.3 percent and its median gap is 5.9 percent. These figures compare favorably to the UK gender pay gap, which is 18.1 percent. The department employs 5,430 civil servants, more than half of whom are female.

All U.K. public-sector employers must report their gender pay gap data by March 30, 2018. The deadline for private sector employees is April 4, 2018. Of the private-sector employers that have reported, financial services company Virgin Money reported a mean gender pay gap of 32.5 percent and consulting firm PricewaterhouseCoopers where the mean gap was 33.1 percent.

"Department of Education Is First Government Department To Publish Gender Pay Gap", *Personnel Today*, June 28, 2017 ■

## Member News | Continued from previous page

students access to Vertex's learning lab, mentoring and internship opportunities with company scientists and full scholarships each year to the University of Massachusetts.

"Vertex Announces 10-Year, \$500 Million Corporate Giving Commitment" *Vertex Press Release*, October 17, 2017

## New CEO at the Society for Human Resource Management

Following the retirement of Hank Jackson as CEO at the Society for Human Resource Management (SHRM), the organization has named Johnny C. Taylor Jr. as the new president and CEO. Mr. Taylor assumed his new responsibilities in November 2017.

Prior to joining SHRM, Mr. Taylor was president and CEO of the Thurgood Marshall College Fund. He served as the SHRM board chair in 2005 and 2006.

"SHRM Names Taylor To Post", *HRE Daily*, June 1, 2017

## Kronos Employees Rate Supervisors

Employees at Kronos, Inc. have the opportunity to rate their supervisors on more than a dozen metrics twice a year. Since the initial survey, conducted in July 2016, the company has found that managers' scores are a strong indicator of how likely their direct reports were to remain at or leave the company. As low-scoring managers improved their performance through team discussions and coaching, so did a desire to remain at the company among their staff. Among managers in the bottom quarter following the first survey, almost half improved their rating in subsequent surveys.

"This Company Lets Employees Rate Their Bosses Twice a Year", *The Wall Street Journal*, January 3, 2018

## Latest Fatherhood Research

HRPI Fellow Brad Harrington collaborated with colleagues at Boston College and Stonehill College to release the latest report in their fatherhood research series. Titled, "The New Dad: The Career-Caregiving Conflict", the study describes three types of fathers (Egalitarian, Conflicted, and Traditional) across three generations (Millennials, Generation X and Baby-boomers) and looks at how each type of father is faring in the areas of job and career satisfaction and caregiving arrangements.

"BCCWF Releases New Report in Fatherhood Research Series", *BC Press Release*, June 2017 ■



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