

HRPI

newsletter
WINTER 2018-2019

Human Resources Policy Institute

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HRPI Fall 2018 Meeting

The HRPI Fall Meeting was held at the Questrom School of Business at Boston University on October 17-18. Following the new member orientation, registration, and lunch, Professor Fred Foulkes officially opened the meeting with welcoming remarks and invited participants to introduce themselves and share topics they would like to address during the HR Roundtable. He then asked HRPI Fellows Charlie Tharp and Jeff Hirsch to share updates from Washington on compensation, regulation, and employment/labor issues. Dr. Tharp mentioned some discussion regarding regulating share buy-backs. He noted that while pay ratio has really been a non-event this year, companies should be preparing their analysts to track how median pay changes over time. He also shared a bit about the UK law stating that if you have more than 250 employees in the UK, you are supposed to publish pay data in quartiles showing the difference in pay between men and women. Companies were required to give this data to the government, who then publishes it on a website.

Mr. Hirsch shared the findings of a Supreme Court case that ruled that requiring someone in the public sector to pay union agency fees violates first amendment rights. This may lead to companies opting out of agency fees which leads to an important question: if the unions lose out, what will they do? He also explained a new non-compete law in Massachusetts. With the new law, no nonexempt employee can be bound by a non-compete. Additionally, non-competes can only extend to one year. During the restricted period, the company must pay something like "garden leave" equal to 50% of their highest average salary in last two years (or other mutually agreeable situation). This new law does not affect any non-compete executed before this ruling—preexisting agreements are still in effect. This law does not impact non-solicitation or confidentiality agreements.

During the HR roundtable, Professor Foulkes moderated a lively and rich discussion on topics including, changes in performance management systems/performance without ratings; AI, automation, bots and decision making; and scaling analytics capabilities across the organization were discussed.

Introducing the first speaker, Professor Foulkes described how analytics are critical in matching up business strategy and people. Remarking on Professor Huselid's impressive citation count (a key measurement in academia), Professor Foulkes introduced Mark Huselid, Distinguished Professor of Workforce Analytics at



Professor Fred K. Foulkes, Director, HRPI.



Mark Huselid, Distinguished Professor of Workforce Analytics.



Professor Tim Hall, Professor Emeritus, Organizational Behavior Department, Boston University and Brian Cheng, Senior Manager, Talent Insights Team, LinkedIn. All photos by Tim Hall.



Changes to New York Harassment Laws

As part of 2018-19 budget bill, New York State enacted important changes to its laws on sexual harassment in the workplace. These new laws involve significant new obligations for employers in the state. Beginning October 9, 2018, all New York employers must implement a written sexual harassment prevention policy and conduct anti-harassment training annually. Employers can either use the model policy and training provided by the state or develop their own version.

"New York Targets Workplace Sexual Harassment", *Buck FYI*, November 13, 2018

At WalMart, Trucker Shortage Impacts Bottom Line

Coinciding with National Truck Driver Appreciation Week in September, WalMart launched a new campaign to attract and retain drivers that will extend to the end of 2018. The company is offering referral bonuses of up to \$1,500, shortening the onboarding process by more than a month and broadcasting ads focused on attracting truckers.

A scarcity of truckers, along with wage increases, expensive diesel and higher demand for freight have resulted in large increases in long-distance trucking costs this year. These increases have impacted WalMart's profit margins over the first three quarters of 2018. The company hires only experienced drivers, with at least 30 months of experience over the previous three years and new hires can earn more than \$85,000 annually with 21 paid vacation days. Two former CEOs began their careers in the transportation department. Current CEO Doug McMillon spent his first days on the job doing a ride-along in a WalMart truck.

"Help Wanted at WalMart, With \$86,000 Pay and \$1,500 Bounties For New Truckers", *LA Times*, September 12, 2018

Tackling Student Loan Debt

Student-loan debt in the United States is estimated to be \$1.5 trillion. Employers are beginning to realize the negative impact it can on employees and on the economy. Several companies, including, Aetna, Fidelity and PwC are addressing the issue by offering student-loan repayment or paydown as part of their compensation packages. The most recent development to address the issue is a new program from BenefitEd—Employee Choice. The program allows employees to determine how they want their matched contributions from employers to be used—either for

401k/403b contributions or student loan repayments or for a combination of the two.

Earlier this year, healthcare provider, Mercy Health began using the Employee Choice program to attract and retain nurses in hard to fill roles, making monthly contributions towards outstanding student loan debt that qualified nurses might have, up to \$20,000. The company makes contributions monthly and the amount increases every year for the first five years and continue until the limit is reached.

"A Beacon Of Hope In The Student Loan Debt Crisis", *www.hrexecutive.com*, August 15, 2018 and "Mercy Health Offers Student Loan Repayment Program for Nurses in Hard to Fill Roles", *www.prweb.com*, October 2, 2018

More Women Directors for California Boards

In September 2018, California Governor Jerry Brown signed a bill that makes California the first state to require corporate boards of directors to include women. Under the new law, publicly traded corporations with headquarters in California must include at least one woman on their board by the end of 2019. By July 2021, there must be at least two women on boards with five members and three on boards with six or more members. Failure to comply will result in fines ranging from \$100,000 to \$300,000. Currently, there are 377 California-based companies on the Russell 3000 stock index, as well as hundreds of smaller companies, with all male boards.

"Gov. Jerry Brown Signs Bill Requiring California Corporate Boards To Include Women", *LA Times*, September 20, 2018

Executive On Loan

In February 2018, Charlotte-Mecklenburg Schools (CMS) partnered with Bank of America on an "executive-on-loan" program. The school system is "borrowing" bank executive Gerri Parker to serve as interim Chief Human Resources Officer. Ms. Parker, who is senior vice president, of business operations for global technology remains on the Bank payroll, but works full-time at CMS. The relationship is expected to continue until early 2019 when a new permanent CHRO will be identified.

"Why Bank of America is Loaning Out an HR Executive", *www.hrexecutive.com*, August 6, 2018

No Work History? No Problem at Gap, Inc.

Addressing their need to attract and retain employees in a tight retail market, Gap Inc. is attempting to diversify its employee base and

uncover underutilized talent by hiring staff with no employment history to work in their stores around the world. The company's "This Way Ahead" program aims to hire people aged 16-24, with no employment history and from lower-income neighborhoods in the U.S. and worldwide. They will be paid \$10 per hour or the minimum wage in their country or city. Those hired will be paired with a job coach and a buddy to support them as they learn routine job-related tasks.

"Gap Reaches Out To Low Income Workers", *www.hrexecutive.com*, August 16, 2018

Pilot Shortage Concern

A recent estimate by Boeing finds that airlines will need to recruit more than 600,000 pilots over the next twenty years to replace the significant numbers of pilots who plan to retire. Currently, a shortage of pilots is hitting regional airlines the hardest, where compensation is significantly lower than at major airlines. However, even the major airlines have had to cancel flights because no pilot was available to fly them.

In addition to outreach to high schools and universities, Delta Airlines is targeting the problem by reaching out to other airline staff, such as flight attendants and ticket agents to see if they are interested in becoming pilots. The airline will pay for flight school for interested employees, and current pilots will act as mentors, while these employees take an unpaid leave of absence for training. Upon graduating from flight school, these new pilots will be offered positions with one of Delta's regional carriers and be eligible for a pilot job with the main airline after several years of experience.

"Facing a Critical Pilot Shortage, Airlines Scramble to Hire New Pilots", *The Wall Street Journal*, August 8, 2018

Amazon Raises Minimum Wage

Amazon has increased its minimum wage to \$15 per hour for all full-time, part-time, temporary and seasonal employees in the United States. The announcement brings the company in line with competitors, including Target and Costco who are already on track to raise the minimum wage incrementally over the next few years.

More significantly, the company also announced that it will lobby in Washington, D.C., to raise the federal minimum wage to \$15 per hour.

"Unpacking Amazon's Minimum Wage Increase", *Human Resource Executive*, October 2, 2018

Starbucks to Provide Subsidized Care

Coffee retailer Starbucks has announced plans to provide employees with subsidized child and elder care. Partnering with Care.com, the company will create the "Care@Work" program that will provide U.S. company employees with 10 days of subsidized backup care, irrespective of how many hours worked. With the subsidy, in-home caregiving will cost employees only \$1 per hour and center-based childcare will cost \$15 daily. In addition, employees will receive free premium membership to Care.com, allowing them to access a database of care givers and care advisors.

"Will Backup Care Make Things Better for Starbucks?", *HRExecutive*, October 10, 2018

Leave Benefits Continue to be Competitive

Paid leave benefits continue to be in the news, as companies continue to review and revise their policies in order to remain competitive. General Mills is tripling the length of its maternity and parental leave and is introducing paid caregiver leave. In addition, the company will revamp its bereavement and short-term disability leave policies.

Birth mothers will now receive 18-20 weeks of paid leave. Fathers, partners and adoptive parents are now eligible for 12 weeks of leave, a significant increase from the previous allocation of two weeks. Employees caring for an immediate family member with a serious health issue can now avail of two weeks of paid leave and bereaved employees can take up to four weeks off after the death of an immediate family member. Finally, the company will improve its short-term disability benefit. Beginning in 2019, employees will be eligible for paid time off at 100 percent of their salary for eight weeks and a further 26 weeks at 65 percent of pay. All of these new and revised benefits apply to both salaried and non-union production employees in the United States.

Earlier in 2018, Walmart expanded its parental leave policies, giving both salaried and full-time hourly paid employees 10 weeks of paid maternity leave for birth mothers and six weeks of paid leave for other new parents. The company will also assist full time employees with adoption expenses up to \$5,000 per child.

"General Mills Boosts Paid Leave Benefits To Keep Up With Changing Workforce", *www.benefitnews.com*, August 29, 2018 and "Phased Maternity Leave Enhances Parental Benefits", *www.shrm.org*, September 26, 2018

Ramp Off, Ramp On...

Beginning in 2019, at pasta chain Noodles & Company, expectant mothers and mothers returning to work after maternity leave now have the option to phase out and phase back into their work roles while continuing to receive their full salary and benefits. In addition to six weeks of paid maternity leave, eligible new mothers will be able to work an 80 percent schedule during the four weeks prior to, and following maternity leave, while continuing to receive full pay. Assistant general managers and above, who work full time, can also avail themselves of this benefit.

At law firm Schiff-Hardin, a ramp up/ramp down policy reduces working hours for expectant parents by 20 percent for the month before and after parental leave, with no reduction in salary. Returning employees are also provided with a "mindful return" online course that assists parents at the firm with the transition back to work. Consulting firm PwC has also revised its family leave policies, increasing the amount of leave provided to eligible fathers from six to eight weeks. Furthermore, since July 1, 2018, parents with children born on April 1 or later can return to work at 60 percent of their regular, full-time schedule for a limited time, but will receive their full pay during this transition.

"Attractive Return to Work Programs And Why We Need Them", *www.hrexecutive.com*, July 17, 2018 and "Phased Maternity Leave Enhances Parental Benefits", *www.shrm.org*, September 26, 2018

New Requirements for Microsoft Partners.

In August 2018, Microsoft announced that it will begin requiring business partners and suppliers to offer paid family leave. The requirement applies to suppliers with more than 50 employees who do substantial work for the company. U.S. suppliers will be required to offer at least 12 weeks of paid parental leave at up to \$1,000 per week. This development builds on the company's requirement, announced in 2015, that it would require its U.S. suppliers to provide paid time off.

"Microsoft Will Start Requiring Partners And Suppliers to Offer Paid Family Leave And It Will Help Cover The Costs" *www.cnn.com*, August 30, 2018 ■

HRPI RESEARCH

The Human Resources Policy Institute (HRPI) at Boston University is now accepting proposals for HRPI Research Awards. Ranging from \$2,500 to \$10,000 and open to all BU faculty and doctoral candidates, these grants support relevant, real-world research on topics that impact modern HR-related challenges. The next deadline for proposal submission is Friday, December 21, 2018.

Possible research topics include, but are not limited to, diversity & inclusion, gender & inequality, HR analytics, intersections between HR and AI, worker mobility, compensation, and developments in employment relationships. Award decisions are based on importance and relevance of research, clarity and appropriateness of research design, feasibility to complete the project within a reasonable timeline, and appropriateness of the budget for successful completion of the project.

www.bu.edu/hrpi/research/research-awards.

NEW MEMBERS



Evan Apfelbaum was recently named HRPI research director. Evan Apfelbaum is an Associate Professor at the Questrom School of Business at Boston University. Prior to joining BU, he was the W. Maurice Young (1961) Career

Development Professor and an Associate Professor of Work and Organization Studies at the MIT Sloan School of Management and the Team and Group Research Fellow at the Kellogg School of Management at Northwestern University. He received his B.S. in Psychology and Music from Union College and Ph.D. in Social Psychology from Tufts University.

Dr. Apfelbaum's research has been featured in leading academic journals, including *The Journal of Personality and Social Psychology*, *Psychological Science*, and *Proceedings of the National Academy of Sciences*. He has been recognized by the Gordon Allport Intergroup Relations Prize and was the recipient of the James H. Ferry Jr. Grant for Innovation in Research, an Early Researcher Award from the American Psychological Association, among other research and teaching awards. He was also named one of the Top 40 Business Professors Under 40 by Poets & Quants.



Dennis Berger is Executive Vice President and Chief Human Resource Officer at AutoNation. Mr. Berger is a member of the Executive Committee and is responsible for overseeing all human resources and benefits functions.

Mr. Berger has over 20 years of human resources leadership experience. His expertise includes organizational effectiveness and executive compensation, as well as implementing diverse change efforts. Most recently, Mr. Berger served as Senior Vice President and Chief Co-Worker Services Officer at CDW, a leading multi-brand technology solutions corporation. At CDW, his role included all aspects of CDW's human capital plan, overseeing talent acquisition, employment branding and training and leadership development. He also previously held leadership positions at Pepsi-Cola and GTE Corporation.

Mr. Berger holds an MBA from the John M. Olin School of Business at Washington University in St. Louis, and a BBA degree from Northeastern University in Boston.



Dean Emeritus **Kenneth Freeman** was named a HRPI Fellow by the HRPI Steering Committee at the Fall 2018 meeting. He joined Boston University as the Allen Questrom Professor and Dean of Boston University Questrom School of Business

in 2010 after almost forty years in industry. He served in that capacity for eight years. Under his leadership, the Questrom School of Business transformed its undergraduate and MBA curricula, with a focus on ethics and global citizenship, as well as sectors that are dramatically impacting the world economy; health and life sciences, digital technology, sustainability and social enterprise.

Dean Freeman began his career at Corning Inc. in 1972. He joined Corning Clinical Laboratories in 1995, and the company was spun off from Corning as Quest Diagnostics Incorporated soon thereafter. He led the turnaround of Quest Diagnostics as Chairman and CEO through 2004. He joined Kohlberg Kravis Roberts & Co., in 2005 and served as a managing director and partner until his appointment as Dean at Boston University.

The lead director of Laureate Education, Dean Freeman is also a director of the Center for Higher Ambition Leadership and a member of the AACSB Business Practices Council. He received an MBA with distinction from Harvard Business School, and a BSBA, summa cum laude, Phi Beta Kappa, from Bucknell University. He served as a trustee of Bucknell University for seventeen years, serving as Chair from 2009 through 2018.

Dean Freeman is the second former Dean to be named an HRPI Fellow. The first was the late Henry M. Morgan.



Michelle Graham is Senior Vice President, Chief Human Resources Officer at TESARO. In this role, she oversees the company's global people strategy, including how the company attracts, engages and develops talent. She is assisting

the transition of TESARO into its next phase of growth, including implementing policies and programs that support associates around the world.

Prior to joining TEASRO, Ms. Graham served as the Chief Human Resources Officer at PAREXEL and held senior human resource positions at Integer and Bausch & Lomb. Earlier in her career, Ms. Graham worked at Bristol-Myers Squibb, GlaxoSmithKline and Cigna-Intracorp.

Ms. Graham received her bachelor's degree in business and a master of labor and industrial relations from Michigan State University.



Cheryl H. Johnson is Chief Human Resources Officer of Caterpillar Inc. She manages all aspects of human resources including talent acquisition and management, learning and development, diversity and inclusion, compensation and

benefits, as well as shared services and employee and labor relations.

Prior to joining Caterpillar in 2017, Ms. Johnson spent 20 years at Textron, ultimately serving as a member of its executive leadership team. She was responsible for leading Textron's worldwide human resources function as well as corporate communications, corporate real estate, community affairs and the company's aviation department.

Ms. Johnson's early career encompassed multi-functional experience in human resources, marketing and sales, and finance within several industries and diverse business models including Rockford, Illinois Public Schools, IBM and Hamilton Sundstrand, a United Technologies company.

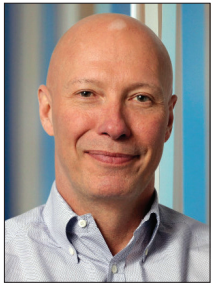
A board member of the HR Policy Association, Ms. Johnson holds a bachelor of science in operations management and an MBA from Northern Illinois University.



Piyush Mathur is Global Head of Workforce Analytics at Johnson & Johnson. Mr. Mathur spent most of his career running different Nielsen businesses in Asia, Middle East, Africa and US and established the company's Global People Analytics

function at their global headquarters. He is passionate about unlocking the potential of talent and has developed and provided strategic direction to the company and prepared their workforce for the future.

He joined Johnson and Johnson in 2017 to lead their Global Workforce Analytics function. In this role he is developing strategies to create better business outcomes through better people decisions and is beginning several projects with predictive analytics.

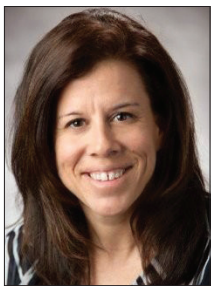


Marc Reuss is Executive Vice President and Chief Human Resources Officer for Excelitas Technologies Corporation. He is responsible for developing the company's global human resources strategy and leading

core initiatives that attract, engage, retain and develop a strong global team to support Excelitas' future growth.

Prior to joining Excelitas, Mr. Reuss served as Executive Vice President and Chief Human Resources Officer at ConvaTec Group, in London. He has also held leadership roles at Novartis, Sandoz and Boston Scientific after beginning his career at several aerospace, financial services, and high technology companies.

Mr. Reuss holds a bachelor of arts degree in psychology from Potsdam College in New York and a master's degree in human resources from Emmanuel College in Boston.



Kerry Tehan is Vice President, Human Resources at Lydall. She leads the Company's global human resource, benefits and compensation teams. Prior to joining Lydall in January 2016, Ms. Tehan was the Vice President, Human Resources at

Medtronic where she supported manufacturing operations for over 20,000 employees in 42 plants, worldwide. Her focus included the delivery of comprehensive succession planning, performance management, competency assessment and development planning.

Ms. Tehan holds a B.S. in business administration from Worcester State College, and a master's degree in human resource management from Framingham State College. ■



BOSTON UNIVERSITY NEWS

BU Acknowledged for Innovation

For the first time, Boston University was named one of the most innovative national universities in the *US News & World Report* "Best Colleges" rankings, published in September 2018. BU placed 28th of the 36 universities on the list. This ranking reflects the University's focus, in recent years, on growing innovative programs, including, The BU Hub; Innovate@BU, a cross-campus program that supports creative problem solving and hands-on problem solving; the Johnson & Johnson Innovation Lung Cancer Center; and the Kilachand Center for Integrated Life Sciences and Engineering.

"US News Lists BU Among Most Innovative Universities", www.bu.edu/today, September 10, 2018

Data Center Plans Announced

In October 2018 Boston University President, Robert A. Brown, announced plans to build a new 17-floor tower on Commonwealth Avenue, to house a new BU Data Sciences Center. When complete, this new building will gather the mathematics, statistics and computer science departments under one roof and acknowledge the leading role of data science for all majors. From the academic year 2006-07 to 2016-17, the University saw a twenty-three percent increase in teaching credit hours for math and statistics, reflecting an increased interest in these subjects among nonmajors who understand the importance of data in the working world.

This new building, to be designed by KPMB, a Toronto-based architectural firm, will comprise of a four-story base, topped by 13, slightly off-center floors, resembling a stack of books. The University anticipates construction to get underway by Fall 2019 and take approximately 24 months to complete.

"BU To Build Data Sciences Center", *Bostonia*, Fall 2018

New Data Science Fellows

In November 2018, the Office of the Provost at Boston University announced the appointment of six new Data Science Faculty Fellows. Since the program was launched in 2017, the Data Science Faculty Fellows

program brings together faculty members with expertise beyond traditional boundaries in Computer Science, Statistics, and Electrical & Computer Engineering. Their expertise enables them to make advances across the entire academic landscape. In addition, they play a leading role in steering the Data Science Initiative and help to build on BU's vision for research and education in this area.

This year's Data Science Faculty Fellows are: Margrit Betke, Professor of Computer Science, College of Arts & Sciences; Christine Cheng, Assistant Professor of Biology, College of Arts & Sciences; Erik Kolaczyk, Professor of Mathematics & Statistics, College of Arts & Sciences; Elaine Nsoesie, Assistant Professor of Global Health, School of Public Health; Francesco Orabona, Assistant Professor of Electrical & Computer Engineering, College of Engineering; Yannis Paschalidis, Professor of Electrical & Computer Engineering, Biomedical Engineering, and Systems Engineering.

"Appointment of Six New Data Science Faculty Fellows at Boston University", *University Press Release*, November 2018

New Dean at Questrom School of Business

Susan Fournier, Questrom Professor in Management and Professor of Marketing, became dean of the Questrom School of Business in August 2018. An expert on brand marketing, Professor Fournier is the school's first woman dean. She succeeds Kenneth Freeman, who served as dean from 2010-2018.

Dean Fournier intends to further the academic reputation of the Questrom School, while increasing the School's focus on targeted master's degrees in healthcare, social impact and digital specialties. She also plans to increase interdisciplinary work between departments and with other schools at the University.

"Meet Questrom's New Dean", *Bostonia*, Fall 2018

Welcome Class of 2022

Members of the Boston University Class of 2022 were selected from the largest applicant

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HRPI Members Installed as NAHR Fellows



The National Academy of Human Resources (NAHR) installed its twenty-seventh class of Fellows and one Honored Organization, an honor considered the most prestigious in the field of human resources, on November 8, 2018.

The NAHR Class of 2018 consists of: Lisa Bettinger-Buckingham, Executive Vice President, Chief People, Place & Brand Officer, Lincoln Financial Group; Diane Gherson, Chief Human Resources Officer, IBM Corporation; both of whom are HRPI members, as well as Angela S. Lalor, Senior Vice President, Human Resources Danaher Corporation and Dermot O'Brien Chief Transformation Officer ADP. Riegel & Emory Human Resource Research Center, Darla Moore School of Business, University of South Carolina was named an Honored Organization.

Since its founding in 1992, only 172 individuals have been elected Fellows of the National Academy of Human Resources, and 14 individuals have been further honored as Distinguished Fellows. Additionally, 12 organizations have been inducted as Honored Organizations for their contribution to the HR profession.

"National Academy of Human Resources Announces the Class of 2018" *NAHR Press Release*, November 2018 ■

HRPI Fall Meeting | Continued from page 1

Northeastern University.

Professor Huselid began his presentation with the acknowledgement that new workforce realities are driving both our need for and our capability to leverage workforce analytics. The key driving force is digital disruption. He shared a few examples to demonstrate the effects of digital disruption: the world's largest taxi company owns no taxis (Uber); the largest accommodations provider owns no real estate (Airbnb); and the largest phone companies own no telecommunications infrastructure (Skype). These changes introduce new realities for the labor market and force us to think about our workforce as investment opportunities. Specifically, companies can think about where to invest and receive disproportionate amounts of returns. Professor Huselid also described how the opportunity for inquiry has changed with the advent of big data and workforce analytics. Workforce analytics, when used appropriately, can help influence relationships and create disproportionate amounts of returns.

The remainder of his discussion centered on the following key advice regarding workforce analytics: If you are going to do this right, use evidenced based analytics to drive decision-making, you have to do these three things: ask the right questions, do the right analyses and influence the right decisions.

Following Professor Huselid's presentation and the discussion, there was a panel discussion on reimagining work through AI & analytics, featuring Diane Gherson and Jon Iwata of IBM and moderated by Professor Venkatraman, David J. McGrath Jr. Professor in Management, Professor, Information Systems.

After cocktails and dinner, the group celebrated Diane Gherson, this year's winner of the HR



Presentation of the W. E. Burdick Award to Mirian Graddick-Weir, EVP of HR at Merck. Pictured from left to right, Marcel Rindisbacher, Daniel Marsili, Mirian Graddick-Weir, Fred Foulkes. Photo Credit: Jeff Hirsch

Executive of the Year, along with Honor Roll Recipients David Almeda, Kronos, Inc.; Kevin Silva, Voya Financial; Gale V. King, Nationwide; and David Kozel, PVH Corp.

Friday morning's session began with a presentation of the W.E. Burdick Award, named for Walt Burdick, a long time HR leader of IBM. This award is given to individuals who have consistently excelled in their career, have worked to advance the HR profession not only at their company but in professional organizations as well, and have demonstrated notable leadership, strong character, and integrity. This year's recipient was Mirian Graddick-Weir, Chief Human Resources Officer at Merck & Company, Inc.

After a brief refreshment break, Professor Huselid introduced the members of the HR analytics panel: Brian Cheng, Senior Manager, Talent Insights Team, LinkedIn; John Callery, Managing Director, Global Workforce Strategy, BNY Mellon; Piyush Mathur, Head of Workforce Analytics, Johnson & Johnson; and Tom Stachura, VP, Talent Solutions and

Continued on next page

BU News | Continued from page 5

pool in the history of the University, with a six percent increase over last year. Twenty-two percent of applicants, were admitted, with an average SAT score 1421 and an average ACT score of 31. The Class of 2022 is also one of the most racially diverse—more than 17 percent are underrepresented minority—students and is also geographically diverse, with students from 67 countries and all states except Montana and South Dakota.

"Class of 2022 By The Numbers", www.bu.edu/

today, September 18, 2018

Academy of Management Honors for Organizational Behavior Professor

Karen Golden-Biddle, Questrom Professor in Management and Chair of the Organization Behavior Department was inducted as a Fellow of the Academy of Management at its 78th annual meeting in August 2018. Professor Golden-Biddle is an expert on organizational change and qualitative methodology. She joined the BU faculty in

2007 and has also taught at the University of Alberta and Emory University.

Questrom Professor Inducted Into Academy of Management", www.bu.edu/today, August 27, 2018

New General Education Curriculum Unveiled

In September 2018, Boston University unveiled the BU Hub, a new general education curriculum, created to ensure that all undergraduates develop six key capacities: philosophical, aesthetic, and historical



Private Sector to Promote More Diversity

In Ireland, fourteen private-sector companies are coming together to promote more diverse work environments. The

“Open Doors” programme is intended to help marginalized groups gain access to workplaces through training and employment experiences. Acknowledging the importance of employment as a key determinant of a good way of life, drinks giant Diageo has committed €1 million to increase the reach of the program over three years.

“Open Doors Scheme Promotes Greater Workplace Diversity”, *The Irish Times*, September 27, 2018

Paid to Sleep in Japan

As “sleep debt” becomes a national focus in Japan, a small, Tokyo-based company called Crazy, is rewarding employees that get more sleep. It will pay staff a bonus if they sleep longer at night. If they can continue to sleep at least six hours each weekday night, employees can earn an additional \$550 annually. Staff at Crazy who participate will have their sleep habits monitored by an app that pulls data from sensors embedding in employees’ mattresses.

Several producers of medical devices in Japan have also begun to view the country’s “sleep debt” issue as a business opportunity. Hitachi, among others, has been working on devices that will track employees physical activity and sleep and deliver the results to employers.

“How Much Should You Get Paid To Sleep”, *Fast Forward*, November 2018 ■

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Workforce Analytics, IBM. The panel discussed the state of analytics in their respective companies, accomplishments, challenges and lessons in the analytics area at these companies, as well as addressing the question, where do we go next? After each of the panelists shared their company’s experience with workforce analytics, Mark Huselid moderated a question and answer session with HRPI members and guests.

Concluding the meeting, Professor Foulkes referenced a few key takeaways. First, insights without action (or outcomes, as Tom Stachura added) equal overhead. He also acknowledged that there seems to be much opportunity for growth in workforce analytics. To that end, he shared that some colleagues at Questrom are in the beginning stages of designing a one-year Master in Analytics degree. ■

RECOMMENDED READING

Back to Human by Dan Scwabel, Hachette Book Group Inc.

Brotopia, by Emily Chang, Penguin Publishing

Capitalism in America, by Alan Greenspan and Adrian Wooldridge, Penguin Publishing

Crashed: How a Decade of Financial Crises Changed the World by Adam Tooze, Viking (US); Allen Lane (UK)

Fifty Million Rising: The New Generation of Working Women Transforming the Muslim World, by Saadia Zahidi, Nation Books

Gigged: The End of the Job and the Future of Work, by Sarah Kessler, St. Martin’s Press



Human + Machine: Reimagining Work in the Age of AI, by Paul Daugherty and Jim Wilson, Harvard Business Review Press

New Power: How Power Works in Our Hyperconnected World—And How to Make it Work for You by Henry Timms and Jeremy Heimans, Doubleday

Peer Coaching at Work: Principles and Practices, by Polly Parker, Douglas T. Hall, Kathy E. Kram and Ilene C. Wasserman, Stanford Business Books

Powerful: Building A Culture of Freedom and Responsibility, by Peggy McCord, Silicon Guild

The Billionaire Raj: A Journey Through India’s New Gilded Age, by James Crabtree, Tim Dugans Books

The Value of Everything, by Mariana Mazzucato, Hachette Book Group

interpretation; scientific and social inquiry; quantitative reasoning; as well as critical thinking, collaboration and research skills.

Students can choose from more than 500 courses to fulfill units in each of the six capacities. Twenty-six units will be required to graduate, with many courses accounting for more than one unit. It is expected that the courses will be completed over the course of four years of undergraduate study.

“The BU Hub: FAQs Answered”, www.bu.edu/ today, November 5, 2018 ■



Human Resources Policy Institute
Boston University Questrom School of Business
595 Commonwealth Avenue
Boston, MA 02215

**SAVE THE DATE: Spring 2019 Meeting, May 9 & 10
at member company Vertex Pharmaceuticals.**

Overnight accommodations can be made at the Envoy Hotel.

HRPI Steering Committee

Mr. Richard Antoine
Principal
AO CONSULTING, INC.

Professor Fred K. Foulkes
Director, Human Resources Policy Institute
BOSTON UNIVERSITY

Professor Tim Hall
Professor Emeritus in Management
BOSTON UNIVERSITY

Professor Evan Apfelbaum
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