

NEWSLETTER

HUMAN RESOURCES POLICY INSTITUTE

AT BOSTON UNIVERSITY QUESTROM SCHOOL OF BUSINESS

HRPI Fall Meeting Summary

The Human Resources Policy Institute Fall 2020 meeting was held virtually on October 22 and 23. After welcoming remarks from HRPI Director Professor Fred K. Foulkes, Tim Burke, Senior Vice President for LRP Media Group and Publisher for HR Executive print and digital products, welcomed everyone to the 2020 HR Executive of the Year awards. He then introduced Elizabeth Clark, Executive Editor of HR Executive Magazine, to honor and recognize the winners.

The HR Honor Roll honorees are Jennifer Landis, Senior Vice President and CHRO, Black Hills Corporation and Michelle McGovern, Director of Human Resources and Operations, American College of Surgeons. Ms. Clarke then introduced the HR Executive of the Year, Ellyn Shook, Chief Leadership and Human Resources Officer at Accenture. Ms. Shook and Julie Sweet, CEO of Accenture, were interviewed by Ken Freeman, Dean Emeritus, Boston University Questrom School of Business. Their discussion addressed unanticipated aspects of the CHRO and CEO jobs respectively, and important lessons learned. They also answered questions about the importance of the relationship between the CEO and the CHRO in organizations; responded to what the future looks like for Accenture given the COVID-19 crisis, as well as questions on employee development spending and the future of diversity and inclusion efforts at the company. Finally, Ms. Shook shared information about her recently published research with the 2019 HR Executive of the Year winner, David Rodriguez, CHRO of Marriot, which highlights the importance of the C-suite responsibility for taking care of the whole human being with respect to employee well-being.

The following day, four HR Executives of the Year: Lisa Buckingham, Chief People, Place, and Brand Officer, Lincoln Financial Group; Diane Gherson, Former Chief Human Resources Officer, IBM; Ellyn Shook, Chief Leadership and Human Resources Officer, Accenture; and Tracy Keogh, Chief Human Resources Officer, HP; participated in a panel discussion moderated by Professor Foulkes. He opened the session with a few key takeaways from Thursday, including, every business is a people business, sometimes progress is better than perfection, the significance of shared values and trust, and the importance of the CEO actually asking for what he/she wants to be done. Then each panelist spoke, followed by questions from the audience.

Lisa Buckingham shared that it has been incredible to see the empathy and compassion of Lincoln employees. The company has been focused on ramping up communications and other fun touchpoints as well as emphasizing self-care. Finally, she noted the power of the HR community as they have served as lifelines for sharing of information.

Diane Gherson described several changes that have come about this year that she feels will be long-lasting. Top leadership is no longer helpless; there has been a democratization of the organization along with flattening hierarchies: increased autonomy and self-empowerment has driven bottom-up

change; the virtual workplace is here to stay and there is a new premium on learning and acquiring skills. Learning is no longer episodic; rather, it is happening all the time and is becoming a habit. Furthermore, two things have become discussable in the workplace for the first time: mental health and racism.

Ms. Shook shared what she sees it takes to be a leader in this new normal, encouraging leaders to ask themselves “how can I lead with my values while creating value for my stakeholders”? In the face of the health, economic, and societal crises we are living through today, compassion has emerged as a critical leadership characteristic. She predicted that inspirational leaders will make an impact not only in their business but will also exhibit compassion, humility, and courage.

The final panelist, Tracy Keogh, described what she sees as the three biggest challenges that HR leaders ought to be aware of going forward. The situation created by COVID-19 isn't going away anytime soon and the problem of burnout must be minimized while creating an environment that allows people to be productive. It is important to consider how we enable productivity, especially around collaboration. Finally, there will eventually be a return to work, albeit to a new normal. Companies need to think through strategies now and remember that whatever is offered to employees now cannot be taken away in the future.

Professor Foulkes then asked crowdsourced questions of the panelists on several topics, including approaches for virtual onboarding, expectations for if/when people will want to return to work physically and what companies are doing to help remote employees with school-aged children in remote learning.

Concluding the meeting Professor Foulkes thanked the panelists for their contributions to the meeting and members for their participation and attendance. He reminded HRPI members of two upcoming events, the HRPI Roundtable Discussion to be held on Tuesday, December 1, at 3pm EST. and the Spring HRPI meeting, scheduled May 6 and 7, 2021 and hosted by UKG (Ultimate Kronos Group).

HR NEWS

Microsoft Teams Debut “Virtual” Commute

Recognizing that as more employees now work from home and no longer have a commute to help them decompress, Microsoft Teams software is adding the ability to schedule a “virtual commute” to remind users that it is the end of the workday and suggest tasks to help people decompress and wind down after a day of conference calls.

“Microsoft Develops A ‘Virtual Commute’ For Remote Workers, Employee *Benefit News*, September 23, 2020

Email Chain Assists Boston-Area HR Leaders

In Boston, an unending email chain has been helping HR executives handle the every-changing world of work during a worldwide pandemic. The chain was started in March by an executive search consultant at Spencer Stuart and initially focused on the decisions of Biogen Inc., and Takeda Pharmaceuticals to close their offices because of coronavirus infections and asked other executives to share their plans. Now, more than six months after that first message to a few dozen executives, the chain now includes senior HR leaders at more than 170 companies, most headquartered in the Boston area. Participants receive an icebreaker email weekly and topics discussed range from diversity and inclusion to maintaining company culture in the virtual setting.

“How A Never-Ending Email Chain Is Helping Boston’s HR Chiefs”, *Boston Business Journal*, October 19, 2020

California Commits to Boardroom Diversity

In September 2020, California Governor Gavin Newsom signed into law a bill that will force large companies in the state to confirm their commitment to racial justice, by requiring more diverse boardrooms by the end of 2021. While there are similar laws based on gender, this is the first on race.

The bill states that publicly traded companies headquartered in California must have at least one board member from an underrepresented community (Black, African-American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian, Alaska Native or gay, lesbian, bisexual or transgender) by the end of 2021. The number increases to two or three, in 2022, depending on company size.

The conservative legal group Judicial Watch has filed a lawsuit challenging the new law.

“Landmark Bill In California Would Require Diversity In Corporate Boardrooms”, *USA Today*, August 31, 2020 and “California’s New Board Diversity Law Is Challenged”, *Reuters*, September 2020

Lactation Pods Arrive at Walmart

Walmart will add lactation pods to stores across the United States, that do not already have Mother’s Rooms for breastfeeding or pumping. These will provide nursing customers and staff with a safe space to breastfeed. Mamava pods are freestanding spaces, that were discovered by a Walmart associate while traveling. The pods are free to use and can be found, reserved and unlocked through the Mamava app.

“Walmart Will Add Breastfeeding Pods In 100 Stores For Nursing Moms—And The Idea Started With One Associate”, *CNN.com*, September 3, 2020

IRS Clarifies Leave Donation Program

In June, the IRS issued guidance clarifying how to treat cash payments made by employers under employee leave donation programs to support victims of the COVID-19 pandemic. Employees can elect to give up vacation, sick, or personal leave, and in exchange, their employer will make a cash donation to a charitable organization. Donations must be made to a charitable organization under Section 170(c) for the relief of victims of the COVID-19 pandemic in “affected geographic areas”, which include the 50 states, the District of Columbia and five US territories that were listed in the President’s major disaster declaration in March 2020.

Employees will not receive any income by donating leave. Donated leave will not be included in employees’ income, and the donor employees cannot take a charitable deduction for the donated leave. Employers must make the donations to a charity by December 31, 2020 and may claim a deduction for donations if the employer otherwise meets the rules for charitable deductions.

IRS Approves Vacation Leave Donations For COVID-19 Assistance”, *PWC Insights*, June 2020

National Academy of Human Resources Announces the Class of 2020

The National Academy of Human Resources has elected four new Fellows in the Class of 2020. The new Fellows are: Stephen Fry, Senior Vice President, Human Resources & Diversity, Eli Lilly; Tim Richmond, EVP & Chief Human Resources Officer, AbbVie; Carol Surface, Chief Human Resources Officer, Medtronic; and Johnny Taylor, President and Chief Executive Officer, Society for Human Resource Management. Dave Ulrich, Co-Founder/Partner at RBL Group and Rensis Likert Professor of Management, University of Michigan, Ross School of Business was elected a Distinguished Fellow.

The NAHR Annual Meeting and Installation of New Fellows Ceremony was held virtually November 5, 2020. The Class of 2020 will be formally inducted at the November 4, 2021 Annual Dinner along with the Class of 2021.

MEMBER COMPANY NEWS

Kronos Merger Update

The new company, created by the merger between Kronos and Ultimate Software will be known as Ultimate Kronos Group (UKG). A new tagline, “Our purpose is people” will accompany the new name. The company, which has approximately 1,800 employees in Massachusetts and Florida, will maintain two physical headquarters in Lowell, Massachusetts and Weston, Florida.

“Kronos Rebrands After Merger With Ultimate Software”, *Boston Business Journal*, Summer 2020

Vertex Pharmaceuticals Shines on Human Resources Corporate Equality Index

Vertex Pharmaceuticals commitment to prioritizing a positive and inclusive work environment for all employees earned the company a perfect score on the Human Rights Corporate Equality Index in 2020, the first year that the company applied. In 2016, the company launched its PRIDE employee resource network and began sponsoring a banner at the Boston Pride Parade. In 2019 the company donated almost \$100,000 to LGBT community initiatives, including, Fenway Health and the Human Rights Campaign.

The company’s LGBTQ affinity group has 300 members globally and includes members of the LGBTQ community and their allies. Among other initiatives, the group worked with facilities to draft plans and build a gender-neutral restroom at the corporate headquarters. When onboarding each new hire, the company has included discussion with the new employee to outline the company’s views on inclusion. The company also launched a mentorship program in 2020 where an LGBTQ+ employee talks with senior company leaders over a number of months to help them develop a stronger understanding of diverse work experiences and opportunities for growth.

“LGBT Corporate Ally: Vertex Prioritizes Mentorship In The LGBTQ Community”, *Boston Business Journal*, August 13, 2020

Vertex Foundation Supports BU Center for Antiracist Research

The Vertex Foundation, the charitable giving part of Vertex Pharmaceuticals, Inc., announced in June 2020 that the Foundation will donate \$1.5 million over three years to support the new Boston University Center for Antiracist Research, led by Ibram X. Kendi, a leading scholar of racism. The gift will support research and data collection to identify innovative policies that may help reduce or eliminate racial disparities, including health disparities, in the United States. The donation will also support an annual public symposium on a topic related to antiracism.

“Vertex Foundation Gives \$1.5 Million To New BU Center For Antiracist Research”, *BU Today*, June 25, 2020

HRPI Steering Committee Chair Keynotes at Virtual HR Technology Conference

Lisa Buckingham, Executive Vice President and Chief People, Place and Brand Officer at Lincoln Financial and HRPI Steering Committee chair was the keynote speaker at the Human Resource

Executive Virtual HR Technology Conference. She discussed how HR can leverage technology without sacrificing people-focused HR and shared the company's multi-year digital journey and how it is enabling the company to provide meaningful workforce support throughout the pandemic.

"Meet The HR Tech Keynote Speakers: Lisa Buckingham", *www.hrexecutive.com*, October 1, 2020

AROUND THE GLOBE

Germany Moves to Preserve Jobs at Coronavirus Crisis Continues

In August 2020, the German government extended the "Kurzarbeit" program to the end of 2021. The program, which was initially anticipated to run for 12 months has kept millions of Germans from losing their jobs as the coronavirus crisis continues. The funding of approximately 10 billion Euros will come from next year's federal budget, in addition to the 1.3 trillion Euros already made available to support the economy during the pandemic. Approximately 5.6 million people were receiving benefits in July, compared with 7 million in May. Germany previously used the mass compensation program to help the country survive the financial crisis more than a decade ago.

"Germany Earmarks \$12 Billion More To Extend Crisis Job Support", *Bloomberg LP*, August 26, 2020

New Workweek at Mizuho Financial

Mizuho Financial Group, which employs approximately 45,000 staff, will begin allowing employees to adopt a three- or four-day workweek in December 2020. No reason is needed to accept a shorter workweek, though the company expects it to be popular with staff considering graduate school or taking care of children or elderly parents. Salaries for staff availing of this abbreviated schedule will be adjusted accordingly.

"Japanese Banking Group Mizuho To Allow 3-Day Workweek", *The Japan News*, October 7, 2020

Hootsuite Terminates Contract With ICE

Vancouver-based tech company Hootsuite is terminating a contract with U.S. Immigration and Customs Enforcement after "broad emotional and passionate" reaction from staff. CEO Tom Keiser did not share specifics of staff concerns but noted that the issues created division within the company, which led to his decision to terminate the contract.

"Canadian Tech Firm Hootsuite Ends Contract With ICE After Staff Backlash", *The Canadian Press*, September 24, 2020

BU NEWS

New Undergraduate Concentration in Data Analytics

The Questrom School of Business at Boston University has announced a new undergraduate concentration in Business Analytics, focusing on making decisions using data and connecting data science to business decisions. Students in this concentration will gain expertise in Python, Excel and Tableau—tools currently used extensively in business applications as well as foundational knowledge of how data can inform business decisions. Courses in concentration will be offered for the first time in the Spring 2021 semester.

“Data Analytics Concentration Open House” *Undergraduate Programs News*, October 17, 2020

\$10 Million Gift for the Center for Antiracist Research

Six weeks after being launched at Boston University by Ibram X. Kendi, the Center for Antiracist Research received a \$10 million donation from Start Small, the charitable initiative founded by Jack Dorsey, cofounder and CEO of Twitter and Square. \$9 Million will go to the center’s endowment an \$1 Million will be available for immediate use, to help with staff hiring and to fund research and policy teams assigned to study Covid-19 racial disparities.

Professor Kendi joined the BU faculty from American University, as the Andrew W. Mellon Professor in the Humanities, an endowed chair previously held only by Nobel Laureate Eli Wiesel (Hon.’74). He is the author of five books and is a major contributor to the national conversation on fighting systemic racism.

“Jack Dorsey, Twitter and Square Cofounder, Donates \$10 Million To BU Center For Antiracist Research”, *www.butoday.com*, August 20, 2020

Honors for Questrom MBA Student

Airian Williams, an MBA candidate at the Questrom School of Business has been awarded the Fred Foulkes Scholarship for Academic Excellence, awarded by the Northeast Human Resources Association (NEHRA). Mr. Williams will join IBM upon completion of his MBA.

NEW MEMBERS, NEW FELLOWS AND A PROMOTION



Kevin Dooley is the Chief Human Resources Officer of Q² Solutions. Prior to joining Q² Solutions, Mr. Dooley held a variety of leadership positions at Deutsche Bank, most recently leading their Human Resources function supporting 3,000 people. Prior to his time at Deutsche Bank, Mr. Dooley worked in the consumer products and manufacturing sectors with Colgate Palmolive and PepsiCo.

Mr. Dooley has more than 20 years of experience in HR, communications, employer branding and marketing. He has lived and worked in London, Hong Kong, Singapore, and various cities in the US, and has a strong understanding of international perspectives related to leading and managing businesses. He earned a Bachelor of Science in

Behavioral Sciences from the New York Institute of Technology and a Master of Arts in Industrial Organizational Psychology from Hofstra University.



Dan Manea is Senior Vice President and Chief Human Resources Officer at Insulet. He assumed this role in May 2020. He has extensive cross-cultural, functional, and geographical experience.

Mr. Manea joined Insulet from Novartis, where he served in various senior human resources positions, including Global Head of HR for Novartis Oncology. Most recently, he was the Country People & Organization Head for Novartis, U.S. Prior to joining Novartis, Mr. Manea held positions in HR at Eli Lilly across Europe, the U.S., and Middle East.

He has broad expertise in talent acquisition, talent development, total rewards, organizational design and strategic planning. Throughout his career, he has focused on building empowered, high-performing teams. Mr. Manea is a medical doctor and practiced medicine for several years in his native Romania. He earned a Master of Business Administration from Washington State University and the Romanian Academy of Economic Studies.



Steve Ratner is Vice President of Human Resources for Raytheon Missiles & Defense, a business of Raytheon Technologies. He is responsible for recruitment, retention and professional development for a 30,000-employee business that specializes in air and missile defense systems, precision weapons, radars, command and control systems and advanced defense technologies.

Mr. Ratner has more than 20 years of human resources leadership experience. Most recently he was Vice President of Human Resources and Security at Raytheon Integrated Defense Systems, prior to Raytheon Company's merger with United Technologies Corporation in 2020. He has held numerous leadership positions in the field, developing expertise in areas including HR strategy, compensation and labor relations.

A graduate of the company's Human Resources Leadership Development Program. He also received the 2018 Distinguished Alumni Award from the University of Illinois School of Labor and Employment Relations for his enduring contributions to the field of HR and support for the school's program and community. He holds a master's degree in human resources and industrial relations from the University of Illinois at Urbana-Champaign and a bachelor's degree in psychology from the University of Florida.



Ellyn Shook, Chief Leadership & Human Resources Officer at Accenture. In this role, she is responsible for helping the 505,000 people of Accenture succeed both professionally and personally. Her global team of HR experts is re-imagining leadership and talent practices to create the most truly human work environment. Ms. Shook is a member of Accenture's Global Management Committee. She is a strong advocate for diversity and equality, and Accenture has been widely recognized externally as an employer of choice and for its equality efforts.

Before being named chief human resources officer in 2014, Ms. Shook was Senior Managing Director—Human Resources, and led Accenture's Human Resources Centers of Expertise and the Human Resources Business Partner Organization. She was also responsible for the design of Accenture's talent architecture, as well as the company's total rewards, talent supply chain and talent development programs.

Between 2004 and 2011, Ms. Shook was the global human resources lead for career and performance management, total rewards, employee engagement, and mergers and acquisitions.

Earlier in her career, she was head of global compensation, responsible for designing and implementing new executive compensation and equity programs—including equity grants at the time of the company’s IPO in 2001. She also led human resources for the company’s New York office for five years. She joined Accenture in 1988 and became a partner in 2003. She holds a Bachelor of Science degree from Purdue University.

Ms. Shook was named the 2020 HR Executive of the Year by HR Executive Magazine.



Ted Childs was recently appointed an HRPI Fellow. Mr. Childs retired from IBM in 2006 after a distinguished 39-year career as a member of their corporate Human Resources team. Upon retiring, he founded Ted Childs®, LLC. to serve as a global “Strategic Diversity Advisor” to Senior Management and a client’s Workforce Diversity team.

At IBM, Mr. Childs had executive responsibility for global workforce diversity programs and policies. In addition, he served as Executive Assistant to Dr. Benjamin L. Hooks, Executive Director of the NAACP, on an IBM Social Service Leave from March 1982 to September 1983.

Ted is a member of the Executive Leadership Council (ELC); The Families and Work Institute Board of Directors, and was installed as a Fellow in The National Academy of Human Resources in 2001.

Mr. Childs is a graduate of West Virginia State University, a past member and president of the University’s Foundation, and a life member of the West Virginia State University National Alumni Association.



Longtime HRPI steering committee chairperson **Daniel Marsili**, was recently appointed an HRPI Fellow. Daniel is retired Chief Human Resources Officer of Colgate-Palmolive. He was with Colgate for 30 years and led Global Human Resources for 15 of those years.

He also is a co-chair of the Gartner CHRO Global Leadership Board and in 2012 was inducted into the National Academy of Human Resources as a Fellow. In 2017 he was invited to join the Board of Directors of Miracle Foundation, an international non-profit organization that brings life-changing care to orphaned and vulnerable children around the world, with a focus on the orphaned children of India.

Daniel holds a bachelor’s degree from the University of Massachusetts at Amherst’s Isenberg School of Business and a JD from Loyola University School of Law.



Longtime HRPI member **Deena Baker-Nel** was recently promoted to Chief Human Resources officer at Avery Dennison. In this role, she oversees the development and execution of a global human resources strategy, in support of the company’s overall strategic direction. She also oversees the company’s corporate social responsibility and communications functions.

Ms. Baker-Nel has more than 25 years of global human resources experience, 14 of which have been with Avery Dennison. She has served in leadership roles at the corporate office as well as in two of the

company's largest businesses. Most recently she served as Vice President, Global Human Resources, Label and Graphic Materials, based in The Netherlands.

She earned a bachelor's degree in psychology from Ohio University and master's degree in counseling from West Virginia University.

RECOMMENDED READING

The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth, by Amy C. Edmondson (Wiley, November 2018)

Overload: How Good Jobs Went Bad and What We Can Do about It, by Erin L. Kelly and Phyllis Moen (Princeton University Press, March 2020)

Race, Work and Leadership: New Perspectives on the Black Experience, by Lauran Morgan Roberts, Anthony J. Mayo, et al. (Harvard Business School Review Press September 2019)

Deep Work: Rules for Focused Success in a Distracted World by Cal Newport (Grand Central Publishing, January 2016)

The Double X Economy: The Epic Potential of Women's Empowerment by Linda Scott (Farrar, Straus and Giroux, July 2020)

Good Guys: How Men Can Be Better Allies for Women in the Workplace by David Smith and Brad Johnson (Harvard Business Review Press, October 2020)

A World Without Work by Daniel Susskind (Metropolitan Books, January 2020)

The Future of Work and Employment by Adrian Wilkinson and Michael Barry (Edward Elgar Publishing, January 2020)

Accenture
Alexion
Aon Corporation
APTIV
Avery Dennison
Biogen
Boston Scientific
Caterpillar Inc.
Cell Signaling Technology
Colgate-Palmolive Company
Curriculum Associates
CVS Health
DentaQuest
Dover Corporation
Endeavor
Excelitas Technologies
Fidelity Investments
Forrester
GE
Hexcel Corporation
HP, Inc.
IBM
Insulet

Ipsen
Johnson & Johnson
Liberty Mutual Insurance
Lincoln Financial Group
Manulife
Marriott
Mass. General Brigham
PerkinElmer
Procter & Gamble
Q2 Solutions
Raytheon Missiles and Defense
SHRM
Sig Sauer
Suffolk Construction
Textron, Inc.
TJX
UKG
UNFI
UnitedHealth Group
UNUM
UPS
Vertex
Waters Corporation

