



Boston University Questrom School of Business
Human Resources Policy Institute

HRPI NEWSLETTER

MEETING ANNOUNCEMENTS

HRPI FALL MEETING, OCTOBER 20 & 21, 2022

We look forward to welcoming HRPI members and guests to the HRPI fall meeting at Boston University Questrom School of Business. The meeting will feature a dinner and award ceremony for the HR Executive of the Year, in partnership with HR Executive Magazine. This meeting also features a keynote session, “Making the Hybrid Office Work” by George Colony, CEO, Forrester Research Inc, and Sarah LeRoy, CHRO, Forrester Research Inc.

SAVE THE DATE FOR THE HRPI SPRING MEETING

The HRPI spring meeting will take place at Boston University Questrom School of Business on **May 4 & 5, 2023**.

WELCOME TO NEW MEMBERS, FELLOWS, AND REPRESENTATIVES

New Representatives from New HRPI Member Companies



Amanda Bailey joined BU as the Vice President for Human Resources in August 2021. Prior to her role at BU, she served as the Vice President of Human Resources at Brown University and held the roles of Associate Vice President and Acting Chief of Staff at Morehouse College.

Ms. Bailey earned a bachelor's degree from Florida Atlantic University, a master's degree in Human Resources Management and Labor Relations from the University of Rhode Island, and she has an additional certification in labor relations in education.



Gina Fitzsimons is Senior Vice President & Chief Human Resources Officer at Hexcel. Prior to joining Hexcel in June 2019, Ms. Fitzsimons spent 10 years with Avon Products, Inc. where she held various roles, including Group Vice President, Global Total Rewards and Human Resources Business Partner. Earlier in her career, she held global compensation and business development roles at Reader's Digest and compensation positions at Citigroup. She began her career as a compensation consultant at GE Capital.

Ms. Fitzsimons has a degree in business management from Fairfield University and an MBA with a concentration in organizational behavior and human resources management from Baruch College at the City University of New York.



Michelle Graham joined Albireo in November 2019 as Chief Human Resources Officer. She joined Albireo from TESARO, Inc., where she served as Senior Vice President and Chief Human Resources Officer. In that role, she participated in strategic planning in order to scale the company, while maintaining a strong corporate culture. Ms. Graham also spent three years as Senior Vice President and Chief Human Resources Officer at Parexel International Corporation, a pharmaceutical services company with 20,000 global employees. Earlier in her career, she held senior human resources and organizational development leadership positions in the health and medicine industries, including at Integer, Bausch + Lomb and Bristol-Myers Squibb.

Ms. Graham holds a bachelor's degree in business administration and management and a master's degree in labor and industrial relations from Michigan State University.



Laurie Miller is Senior Vice President of Human Resources and Chief Human Resources Officer at Haemonetics. Since joining the company in 2016, she has held a variety of leadership roles within its Human Resources organization to help build the company's collaborative, performance-based culture, direct key employee-focused initiatives and create a strong workplace environment for teams worldwide. Her global talent management expertise has driven the company's commitment to excellence in training, benefits, recruitment, communications and more. Ms. Miller has more than 25 years of experience in talent management and organizational development, having held a variety of leadership positions with prominent organizations including Iron Mountain, Dunkin' Brands and Shawmut Design and Construction.

A graduate of Westfield State College, Ms. Miller holds a Master of Science, Management from Emmanuel College.



Susan Podlogar is MetLife's chief human resources officer. She joined MetLife in July 2017 and oversees its global Human Resources strategies and practices with the goal of attracting, developing and retaining a purpose-driven workforce. In addition, she is an Executive Vice President and a member of the Executive Leadership Team. Ms. Podlogar was instrumental in establishing a Workforce of the Future Development Fund to prepare employees for future work needs. She also championed the signing of the Catalyst CEO Champions for Change Pledge—a commitment to advance diversity, inclusion and gender equality in the workplace. Prior to joining MetLife, Ms. Podlogar served as the global vice president of Human Resources for Johnson & Johnson (J&J) and held other position of increasing responsibility during her 16 years with J&J.

Ms. Podlogar earned an MBA from the University of South Florida, summa cum laude, with concentrations in Finance and Management, and a Bachelor of Science degree from the University of Wisconsin-Parkside, also summa cum laude, with a double major in Labor and Industrial Relations and Business Administration.



Jennifer Reilly is Senior Vice President, Chief Human Resources Officer at MKS Instruments, a global provider of instruments, subsystems and process control solutions that measure, monitor, deliver, analyze, power and control critical parameters of advanced manufacturing processes to improve process performance and productivity.

Prior to joining the company in 2019, she served as the Vice President of Human Resources for the Danaher Life Sciences Platform, a \$6.5 billion division of the Danaher Corporation. She also served as Vice President of Human Resources and Communications for Danaher's Radiometer Operating Company, based in Copenhagen, Denmark. Ms. Reilly also spent almost 20 years in the CPG/Food industry with both the Hershey Company and General Mills in various roles of increasing responsibility within Human Resources.

Ms. Reilly holds a Master of Arts degree in Human Resources/Industrial Relations from the University of Minnesota, and a Bachelor of Arts degree from Saint Olaf College.



Kelly Schick joined C4 Therapeutics as Chief People Officer in January 2021. Prior to joining C4 Therapeutics, Ms. Schick served as AMAG's Senior Vice President, Chief Human Resources Officer and Head of Corporate Engagement for several years. Prior to AMAG, Ms. Schick served as Head of Global Talent for Bristol-Myers Squibb (BMS) where she had responsibility for global talent management, talent acquisition, learning and development, organization effectiveness and diversity and inclusion for the company's global manufacturing division. Prior to joining BMS, Ms. Schick held a series of HR business

partner roles of increasing responsibility supporting the research and development organization for Merck and Company, Inc.

Ms. Schick holds a Bachelor of Arts in psychology from Boston University and a Master of Arts in human resources and labor relations from the Curtis L. Carlson School of Management at the University of Minnesota.

New HRPI Member Companies:

We are pleased to note that each of the following member representatives were HRPI members at a former employer

David Schmidt, Chief Human Resource Officer, Astec Industries

Kerry Chandler, Chief People Officer, Bombas

Barbara Amone, Chief Human Resource Officer, Centerbridge Partners

Kevin Close, Vice President, Total Rewards, Intel

Sherri Kottmann, Chief People Officer, Quickbase

New Representatives from HRPI Member Companies

Ty Breland, EVP and Chief Human Resources Officer, Marriott International

Matt Brown, Global Head of Workforce Analytics, Johnson & Johnson

Lauren Creutz, VP Talent Management, CVS Health

Kimberly Bors, SVP, Chief Human Resource Officer, Dover Corporation

Cara Hume, Chief Human Resource Officer, Arrowstreet Capital

Jim Link, Chief Human Resource Officer, SHRM

Jackie Lewis, Senior Vice President, Talent Strategy, Suffolk Construction

Nicolina Marzicola, Global Head of HR Operations, HP

AP Merry, Sr HR Leader- Corp Finance and Digital Technology, GE

Sandra O'Sullivan, Chief People Officer, Curriculum Associates

Lisa Reilly, Chief People Office, PTC

Pat Wadors, Chief People Officer, UKG

New HRPI Fellows

Lisa Buckingham, Retired CHRO, Lincoln Financial, HRPI Fellow

David Rodriguez, Retired CHRO, Marriott, HRPI Fellow

Connie Hadley, Senior Lecturer, Boston University, HRPI Fellow

HRPI SPRING MEETING 2022

On May 5-6 the Human Resources Policy Institute welcomed members, fellows, guests, students and distinguished speakers to the 2022 Spring Meeting. This was the first in-person meeting since Fall 2019. Topics discussed included; HR Metrics Disclosures, Questrom Graduates in HR, Hot Issues in Compensation, and Making the Hybrid Office Work. There was also a lively discussion of topics raised by attendees, including, post-Covid engagement, Ukraine and blue-collar recruiting. Attendees also received an update on HRPI research and executive education from Professors Tharp and Apfelbaum. The 2022 Fall meeting will take place on October 20-21 in Boston and will include the HR Executive of the Year dinner and award ceremony.

MEMBER COMPANIES, FELLOWS, AND FACULTY IN THE NEWS

HRPI Members Welcome MBA Class of 2022

Three HRPI members welcomed the Boston University, Questrom School of Business 2022 new MBA class in a panel discussion on ethics and leadership. The event took place during MBA orientation on August 31, 2022. The HRPI members on the panel were: David Almeda, Dennis Berger, and Lisa Buckingham.



Pictured from left to right: Professors Nina Mažar and Dave Epstein. HRPI members: Dave Almeda, Dennis Berger, Professor Charlie Tharp, Professor Evan Apfelbaum, and Lisa Buckingham

HRPI Fellow Moderates HR Tech Panel

HRPI Fellow Lisa Buckingham moderated the closing panel discussion at the HR Technology Conference in Las Vegas on September 16. Titled “**Meet the CHRO of the Future . . .a Technology Expert**”, the discussion featured two CHROs and an industry expert on the future role of the CHRO and how technology will impact the role.

“Meet the CHRO of the Future”, www.hrexecutive.com, July 26, 2022

HRPI Representative Speaks on Talent Wars

HRPI Member Stephanie Franklin, SVP, Chief Human Resources Officer at Vertex spoke about the war for talent as a panelist at the Boston Business Journal's “Biotech in Boston” conference on August 4.

Vertex Partners with Care to Provide Caregiving Services

Vertex recently contracted with Care.com to provide family caregiving services. During the first nine months of the Care program, almost 500 Vertex employees found background-checked childcare, pet care and housekeepers. More than 160 employees contacted a Care specialist and employees missed 110 fewer days of

work because they were able to access backup care.

“Case Study: Backup Care Helps Reduce Missed Work”, www.care.com, July 28, 2022

HRPI Director in the News

HRPI Director [Fred Foulkes](#) was recently quoted in a *Wall Street Journal* article, regarding the risks associated with transitioning to private markets as regulators seek greater transparency. Companies choose to go private to lessen external pressures, gain the ability to invest in different areas and exert more influence over a small number of shareholders. Professor Foulkes elaborated, noting that “when private equity buys a public company, the people who were directors with the company, their life with the company ends”. The size of board committees often shrinks, when a company is taken private, as do the regulations around filing requirements, such as quarterly earnings reports that are present in public companies.

[“Taking A Company Private Brings New Risks, Responsibilities for Directors”](#), *The Wall Street Journal*, June 9, 2022

Associate Director Discusses Stock Buyback Concerns

[Charles Tharp](#), Associate Director, HRPI and Professor of the Practice at Questrom was quoted in a recent article concerning the push by labor unions at major US airlines to spend money on hiring and salaries instead of stock buybacks. The current prohibition on airlines buying back their own shares as a condition of federal pandemic aid ends on September 30. Unions worry the buybacks will come back as airlines return to profitability after large losses in 2020 and 2021.

Dr. Tharp noted that raising employee compensation and stock buybacks are separate decisions, noting that if airlines believe they need to raise compensation

to be competitive, they will do so, regardless of their decision on share buybacks.

“Airlines Pushed By Labor Unions To Spend Money on Hiring Rather Than On Stock Buybacks”, www.marketwatch.com, August 22, 2022

HRPI Fellow and Questrom Faculty Member Receives Beckhard Memorial Prize

[Constance Hadley](#), HRPI Fellow and Senior Lecturer at the Questrom School of Business and Professor Mark Mortensen, Associate Professor of Organizational Behavior at INSEAD, were awarded The 2022 Richard Beckhard Memorial Prize for their article, published in the winter 2021 *MIT Sloan Management Review*, titled, [“Are Your Team Members Lonely?”](#)

In the article, the authors point out that workplace teams have traditionally been relatively stable, with long-lasting group member roles underpinned by close working relationships. In today’s organizations, teams have not only become ever present in our work lives but have also grown in number and scope and become more flexible, less stable, and more time-pressed. The result is that we are often “alone together” in the organization.

HR NEWS

Diverse Slate Hiring Policy Returns at Wells Fargo

After a two-month suspension, Wells Fargo has reinstated their hiring policy requiring recruiters to interview a diverse slate of candidates for positions at the company. The policy was suspended following a *New York Times* report that interviews were often fake and took place even when positions had already been promised to other candidates. Since the revelation, the company has reviewed hiring practices and provided recruiters and hiring managers with additional

training. The company now expects 50% diversity in both interviewees and interviewers.

[“Wells Fargo Reinstates Diverse Slate Hiring Policy. Following June Pause”](#), *US News and World Report*, August 1, 2022

National Academy of Human Resources Installs Five New Fellows

In November 2021, The National Academy of Human Resources (NAHR) installed its thirtieth class of fellows. The class included HRPI member Kerry Chandler, CHRO at Endeavor, (now at Bombas); Ellyn Shook, Chief Leadership and Human Resources Officer, Accenture; Rhonda Morris, CHRO at Chevron; Perry Stuckey, CHRO at Eastman Chemical Company; and Michael O’Hare, CHRO at Estee Lauder.

“National Academy of Human Resources Installs Five New Fellows”, *NAHR Press Release*, November 2021

EY Funds Help Employees to Return to the Office

Like many employers, EY struggled to get employees to return to the office after several years working from home. Although surveys found that many employees wanted to be in the office part-time, those employees were not appearing. After drilling deeper and asking employees about this reluctance., they found that employees had several issues. Some didn’t know what to do about childcare or pet care; others were concerned about the cost of driving, with soaring gas prices; and some also didn’t want to use public transport with Covid infection still a concern.

EY decided to remove these impediments in February 2022 by instituting “EY Way of Work Transition Fund” that covered all commuting costs, dependent care costs and pet care costs for U.S. workers. All U.S. based employees were able to ask for reimbursements without limitation. The benefit was very positively

received by employees and was highlighted when recruiting new staff. When the program closed on June 30 this year, 29,500 employees had availed of the benefit, with reimbursements totaling \$22 million.

In particular, pet care reimbursements were very popular. The company reimbursed approximately \$600,000 in out-of-pocket costs associated with pet care, including doggie day care and dog walking services.

“Inside EY’s \$22 Million Strategy To Get Workers Back Into The Office”, www.hrexecutive.com, July 25, 2022

Mid-Year Raises Help Retention

In an effort to address inflation and retain employees in a competitive labor market, some large employers, including Exxon Mobil, PricewaterhouseCoopers LLC, T Rowe, and Microsoft, are raising salaries or giving special bonuses mid-year. These initiatives come even as concern mounts about an economic slowdown and companies such as Netflix lay off employees. Some employers still feel these incentives are necessary to reward performance, match compensation at rival companies and address the fact that employees are paying more for daily living expenses.

“[Bosses Offer Midyear Raises to Retain Employees As Inflation Takes Toll](#)”, *The Wall Street Journal*, July 5, 2022

Aon Appoints First Chief Wellbeing Officer

Aon Consulting recently hired Rachel Fellows as the company’s first Chief Wellbeing Officer. In this role, she will address wellbeing for all 50,000 employees, as well as helping the company’s employer clients build wellbeing programs that address every-changing employee needs. Employee wellbeing has been under scrutiny over the past two years as data consistently shows Americans feel their overall health has declined. Ms. Fellows noted that she

intends to focus on data-driven strategies to not only measure how employees are doing and feeling emotionally, but also how to direct them to the best specialized help.

“Meet Aon’s First Chief Wellbeing Officer”, www.hrexecutive.com, June 17. 2022

Bank of America Assists With Electric Vehicle Purchases

Beginning in July 2022, Bank of America is offering employees, who have been with the company for more than three years and earn less than \$250,000, a one-time, \$4,000 reimbursement on an electric vehicle. This is in addition to salary increases of up to seven percent.

In January 2021 the company gave most employees special compensation in the form of restricted stock units and pledged to pay employees at least \$25 per hour by 2025. Bank of America vendors are required to offer a minimum wage of \$15 per hour.

“Bank of America Hands Out Pay Hikes, EV Perks To U.S. Employees”, *Reuters.com*, May 24, 2022

Housing Offers to Attract and Retain Employees

In an attempt to attract and retain employees, companies are developing their own housing near company operations. Walt Disney has set aside 80 acres near Disney World in Florida to build 1,300 homes, some of which will be used by employees. JBS USA Holdings, a meat processing company, is developing new homes and selling or renting them to employees. Indiana-based Cook Group recently surveyed employees asking if they were in the market to purchase a home. When more than 150 employees responded that they were struggling to find an affordable property in the area, the company decided to develop homes, where the mortgage would be less than \$1,000 per month and affordable for all company employees. The company acted as the general contractor and then hired subcontractors to construct homes that cost less than \$200,000 to buy

“In Battle for Workers, Companies Build Homes”, www.wsj.com, May 22, 2022

KPMG Canada Employees Free to Roam

At KPMG Canada, partners and permanent employees can “roam” for two months, thanks to a new remote work policy announced in May 2022. Employees can work from any Canadian province, as well as The Bahamas, Brazil, Croatia, Mexico, Cayman Islands and Bermuda. EU citizens can also work from France and U.S. citizens are eligible to work from Florida. Employees are still expected to be available during Canadian home office hours.

This new program builds on the previously-announced extra paid days off in July and August, making every weekend in those months a long weekend. Consulting firm PwC has also recently adjusted policies so that staff have the option to work from abroad for 20 days annually. The company also announced that it will close down its offices for a week in December and a week in July, as part of the company’s investment in employee well-being.

“KPMG Canada Lets Works ‘roam’ For Two Months With New Remote Work Program”, www.consulting.ca/news, May 19, 2022

Unlimited PTO Grows in Popularity

Research from Glassdoor and software firm iSolved found that unlimited PTO policies are growing in popularity with both employers and employees. Unlimited PTO ranked third among unique benefit offerings after a four-day week and a matching 401k plan.

Researchers speculate that burnout and work-related stress are fueling a need for flexibility in the workplace.

“Number Of The Day: Unlimited PTO”, www.hrexecutive.com, July 15, 2022

Companies Embrace Gen Z Employees

The continuing labor shortage has led several companies to target Gen Z employees—those born in the late 1990s and early 2000s and known for their energy and creativity. Legoland New York gives master builders wide latitude to create Lego people with disabilities, of different races, religions and nationalities. The company also now allows employees to have piercings, tattoos and colored hair.

Sage Hospitality which operates hundreds of hotels and restaurants, estimates that approximately 20 percent of employees are Gen Z. To retain these employees, the company is piloting a four-day work week at some locations for cooks, housekeepers and front desk staff—the positions that are hardest to fill. At the company’s headquarters, employees can work from home one day per week and bring dogs to work one day.

At discount prescription provide GoodRx, full remote work is the norm and employees are able to access an office desk anywhere they want to travel in the U.S. The company also provides free financial advisers to all employees. “Gen Z Knows What It Wants From Employers. And Employers Want Them”, *The New York Times*, July 31, 2022

Massachusetts Governor Signs CROWN Act

On July 26, 2022, Massachusetts joined 17 other states by passing a version of the Creating A Respectful and Open World for Natural Hair Act (CROWN) that bans discrimination in the workplace, schools and places of public accommodation, based on race-related hair hairstyles. The Act goes into effect on October 24, 2022 and the Massachusetts Commission Against Discrimination will be responsible for enforcing protections in the workplace.

“Massachusetts Governor Signs CROWN Act Prohibiting Discrimination Based on Hairstyle”, *Seyfarth Legal Update*, July 27, 2022

Degrees Remain Essential for Many Jobs

Although there are many unfilled positions in technology and healthcare, a college degree remains a must for prospective candidates, according to a new Employability Report by Cengage Group. Sixty-two percent of employers surveyed believe a degree is essential for their candidates, although less than 40 percent of all adults have a bachelor's degree but may have the skills to do the job via other qualifications and credentials.

Researchers highlighted the fact that managers are being handcuffed by their own degree requirements and seldom tell candidates that a degree isn't necessary for a position. Furthermore, the study noted that many recent graduates, especially in technology fields, won't apply for entry-level jobs because they don't feel qualified. Cengage Group CEO, Michael Hansen, cautions that this "outdated mindset and degree stigma is not only widening the labor gap; it's costing businesses time and money and turning away potential talent". "Most Employers Still Require College Degrees, But For How Much Longer?", www.hrexecutive.com, July 26, 2022

BOSTON UNIVERSITY NEWS

2022 Boston University Commencement

The 149th Boston University Commencement was held on May 22, 2022.

Journalist Robert Woodward delivered the Commencement Address.

Massachusetts Secretary of Health and Human Services and BU graduate, Marylou Sudders, delivered the Baccalaureate Address at Marsh Chapel. Both received honorary degrees, as did human rights advocate Gay J. McDougall, and Richard Shipley, president of the Shipley Foundation, BU Trustee Emeritus and alum.

Questrom Faculty Research Published in *Nature*

Nature recently published the results of a study co-lead by Raviv Murciano-Goroff, Assistant Professor of Strategy and Innovation at the Questrom School of Business. The study examines the lack of credit women receive for their projects in science and found that men tend to receive more credit for the contributions across all scientific fields and at all stages of their careers. The gap is most prevalent in the early stages of women's careers.

Women Are Credited Less In Science Than Are Men, *Insights@Questrom*, June 2022

Trustee Emeritus Donates \$8 Million

Trustee emeritus Richard Shipley (Questrom '68, '72) recently donated \$8 million to Boston University to help expand digital learning as outlined in the 2030 Strategic Plan. The gift will help fund the Shipley Center for Digital Learning & Innovation, which will be associated with the BU Center for Teaching & Learning.

"\$8 Million Gift From Alum Richard Shipley Will Expand Technology's Role In Residential Education", *Bostonia*, Spring-Summer 2022

New Robotics Lab Available by 2023

By summer 2023, BU undergraduates and master's students will be able to explore robotics in a new College of Engineering lab, the Robotics and Autonomous Systems Teaching and Innovation Center (RASTIC), an \$8.8 million, 2000 square foot facility. This new facility will be funded by the University and the Massachusetts Technology Collaborative, a public agency that supports the technology sector in the state. RASTIC will allow BU to more than quadruple the number of students it admits to its master's in robotics degree program.

"BU To Open New Robotics Lab to Foster More Student Innovators", *BU Today*, May 4, 2022

RECOMMENDED READING

Not Working, Where Have All The Good Jobs Gone, by David G. Blanchford, (Princeton University Press)

The Long Game: How to Be a Long-Term Thinker in a Short-Term World, by Dorie Clark, (Harvard Business School Press)

Beyond Collaboration Overload: How to Work Smarter, Get Ahead, and Restore Your Well-Being, by Rob Cross, (Harvard Business School Press)

Measure What Matters, by John Doerr, (Penguin Group LLC)

The Trifecta of Trust, by Joe Folkman, (River Grove Books)

The Technology Trap: Capital Labor, and Power In The Age of Automation, by Carl Benedikt Frey, (Princeton University Press)

Deep Purpose, by Ranjay Gulati, (Harper Business)

One the Clock, What Low-Wage Work Did to Me and How it Drives America Insane, by Emily Guendelsberger, (Little Brown Company)

Our Fair Share: How One Small Change Can Create A More Equitable American Economy, by Brian C. Johnson, (Princeton University Press)

Humbitious: The Power of Low-Ego, High-Drive Leadership by Amer Kaissi, (Page Two Press)

Making the Cut: Hiring Decisions, Bias, and the Consequences of Nonstandard, Mismatched and Precarious Employment, by David Pedulla, (Princeton University Press)

The Power of Fun: How to Feel Alive Again, by Catherine Price, (The Dial Press)

The Crux: How Leaders Become Strategists, by Richard P. Rumelt, (Public Affairs)

