



**Boston University** Questrom School of Business  
Human Resources Policy Institute

## HRPI NEWSLETTER

### MEETING ANNOUNCEMENTS

#### [HRPI FALL MEETING](#), November 2 & 3, 2023

We look forward to welcoming [HRPI](#) members and guests to the HRPI fall meeting at Boston University Center for Computing and Data Sciences at 655 Commonwealth Avenue, one block from the Questrom School of Business. The meeting will feature an award ceremony and reception for the HR Executive of the Year, in partnership with HR Executive Magazine. The topic of the meeting is Generative AI: What CHROs need to know. Registration information will be sent to HRPI members in early September.

#### SAVE THE DATE FOR THE [HRPI SPRING 2024 MEETING](#)

The HRPI spring meeting will take place at Boston University Questrom School of Business on **May 2 & 3, 2024**.

### RECAP OF THE HRPI SPRING MEETING 2023

On May 3-4, the [Human Resources Policy Institute](#) welcomed members, Fellows, guests, students and distinguished speakers to the 2023 Spring Meeting. Presentation topics included; Human Capital Metrics: Trends in Disclosure and Status of SEC Rulemaking, CHRO Legal Risks, 21st Century Employment Policy in the Wake of the Pandemic and High Economic Uncertainty, and Diversity Initiatives. There was also a lively discussion of topics raised by attendees, including Generative AI, and Hybrid Work.

### NEW MEMBERS AND REPRESENTATIVES



**Amanda Devery** is Head of Total Rewards at Verily. In this role she is responsible for all aspects of Verily's global total rewards including executive compensation, broad based and sales compensation, global benefits, recognition programs, performance management and job architecture.

Prior to joining Verily, Ms. Devery held positions of increasing responsibility at Envista Holdings and Danaher Corporation. She holds a B.A. in Interpersonal and Organizational Communication

from George Mason University.



**Lisa DiPaolo** was appointed Executive Vice President and Chief Human Resources Officer at Karyopharm Therapeutics in September of 2022.

Prior to joining Karyopharm, Ms. DiPaolo served as Senior Vice President, Human Resources, at Ipsen where she led the Human Resources function for the North America business as well as global R&D and Business Development. During her tenure, she was responsible for building and leading compensation and benefits, talent management and talent acquisition globally. Previously, Ms. DiPaolo spent eight years at Biogen in several leadership roles including serving as Vice President, Global Therapeutic Operations, Global Medical and Executive search. Earlier in her career, she led North America Human Resources at Smiths Medical and prior to that, she spent a decade at Novartis in various leadership roles.

A graduate of Montclair State University, Ms. DiPaolo also holds a Masters of Human Resource Management from Rutgers University.



**Kevin Dooley** is the Chief Human Resources Officer of Q<sup>2</sup> Solutions, where he is responsible for ensuring that Q<sup>2</sup> Solutions human resources strategy is in line with the company's values and business strategy.

Prior to joining Q<sup>2</sup> Solutions, Mr. Dooley held a variety of leadership positions at Deutsche Bank, most recently leading the Human Resources function for 3,000 people. Before joining Deutsche Bank, he worked in the consumer products and manufacturing sectors with Colgate Palmolive and PepsiCo. He has lived and worked in London, Hong Kong, Singapore, and various cities in the U.S.

Mr. Dooley earned a Bachelor of Science in Behavioral Sciences from the New York Institute of Technology and a Master of Arts in Industrial

## MEMBER AND FELLOW NEWS



Former HRPI member and current HRPI Fellow Daniel Marsili became President of the National Academy of Human Resources (NAHR) on January 1, 2023. He succeeds HRPI Fellow Jill Smart who was president of the organization for eight years.

Mr. Marsili was part of the HR team at the Colgate-Palmolive Company from 1991 until 2020, serving as CHRO from 2005 until 2020. Prior to joining Colgate-Palmolive, he held HR positions at the Hyatt Corporation and the Pepsi-Cola Bottling Company. Mr. Marsilli was inducted as an NAHR Fellow in 2012 and was elected to the NAHR Board of Directors in 2019. He is also the former chair of the HRPI steering committee.

[“NAHR Announces New President-Daniel Marsili”](#), *NAHR Press Release*, January 10, 2023



### **Charles Tharp Discusses Workforce Management and Analytics**

On May 12, Professor Charles Tharp, Professor of the Practice, Management & Organizations Department, and Associate Director of the Human Resources Policy Institute, participated in a panel discussion titled “Workforce Management and Analytics in Practice: A View from Inside the Firm”, which was part of the Summit on Workforce Valuation and Performance at the University of Michigan’s Ross School of Business.

The panel discussion focused on providing attendees with an understanding of how companies approach workforce management and oversight, how those decisions are incorporated into a company’s operations and broader business strategy, the relationship between the key players in the firm on human capital issues, and some of the challenges they’re facing.



### **Constance Hadley's research on loneliness and remote work cited in the Boston Globe**

HRPI Fellow Connie Noonan Hadley was interviewed by the Boston Globe about her research on remote work. "Hadley was one of the researchers on a [2022 survey exploring loneliness and remote work](#), which found that 42 percent of workers who had the ability to work remotely reported feeling the most socially fulfilled when working from a "third space" — a locale that is not an office or home." Boston Globe Aug 13, 2023. [Read the article.](#)



### **Kenneth Freeman To Serve As Interim President**

Kenneth Freeman, dean emeritus and professor of the practice at Questrom School of Business, University vice president and associate provost, and HRPI Fellow has been appointed interim president at Boston University, effective August 1. He will hold this role until a permanent replacement for President Robert Brown, who stepped down on July 31, is hired. As the University's acting leader, Dean Freeman will hold all the powers of the president's office, and will provide leadership to deans, faculty, students, and other key stakeholders, while continuing initiatives underway at the University.

Prior to joining Boston University in 2010, Dean Freeman spent four decades working in private industry, including executive posts at Corning Incorporated, CEO of Quest Diagnostics, and a partner of the senior leadership team at the private equity firm Kohlberg Kravis Roberts & Co. He also served as chairman of the board of trustees at Bucknell University, his alma mater, and holds an MBA from Harvard Business School. [Read the article in BUToday.](#)

### **Accenture Showcases Mental Health Strategies**

HRPI member Accenture showcased their mental health strategies in a webinar titled “How Accenture is Reshaping Mental Health Support in the Workplace”. Accenture’s Global Mental Health Lead, Geetika Arara Bjojok, and Scott Domann, Chief People Officer at Calm, discussed strategies for optimizing mental health benefits and building programs to support mental health in the workplace.

### **Fidelity Invests in Education**

As part of a new program called “Invest in My Education”, Fidelity Investments has made a \$250 million commitment to help students attend college. Over the next five years the financial services company has pledged to help Black and Hispanic students and others from underserved backgrounds attend college. Most of the funding, approximately \$190 million, will be allocated to direct scholarships in order to minimize or eliminate college debt for young people enrolled in four-or two-year programs.

The program will begin this fall with 100 students in three cities where the company has large offices—Boston, Dallas/Fort Worth and Raleigh/Durham. The United Negro College Fund will administer the program and select scholarship recipients, while Fidelity employees will serve as mentors to students.

“Fidelity Pledges \$250 Million To Help Underserved Students Pay For College”, *The Boston Globe*, January 17, 2023

## **HR NEWS**

### **“Grandternity Leave” Helps Postpone Retirement**

Cisco, Mercer and HireVue are among a small number of companies offering “grandternity leave”—special paid time off for new grandparents, with the hope that older workers will postpone retirement or moving to another job. Employees aged 50 and over make up more than one third of the U.S. workforce.

At HireVue, employees have been entitled to a week-long grandternity leave since 2016 when the founder’s executive assistant wanted to take time off to spend her new grandchild. Since then, the company has formalized the benefit as a way to attract a more diverse workforce. Cisco began offering three-day time off to grandparents in 2017. At Cisco, more than 800 employees have used the benefit since the company began offering it in 2017.

In the United Kingdom, Saga, a company that sells vacations, insurance and other products aimed at people 50 and over, recently began offering five days of grandternity leave to its employees. Thirty-two people have already availed of the benefit. In Australia and New Zealand, where thirty percent of Mercer’s workforce is over 50, the company has instituted one day of paid grandparent

leave and is considering offering the benefit more widely.

“The New Way To Keep Older Workers From Quitting: Grandternity Leave”, *The Wall Street Journal*, June 27, 2023

### **Booz Allen Addresses Talent Sourcing with MilTech**

Consulting company Booz Allen has a unique talent-sourcing issue. The company needs skilled tech workers, with four-year degrees, who can get security clearances necessary to support the U.S. government, one of the company’s largest clients. The company is working with “Hiring Our Heroes” whose initiative, MilTech, helps the company to identify and recruit military personnel with clearances who are about to retire. The organization then creates a plan for these veterans to upskill or retrain in order to join Booz Allen.

“Booz Allen’s Upskilling Effort”, *CHRO Daily*, July 14, 2023

### **Minnesota Employees Win Right to Refuse Meetings**

Since August 1, employers in Minnesota can no longer take any action against employees who refuse to attend employer-sponsored meetings that discuss religious or political matters. “Political matters” are defined by law as those that discuss matters related to elections for political office; political parties; proposals to change legislation; proposals to change regulations; proposals to change public policy; and the decision to join or support any political party or political, civic, community, fraternal or labor organizations.

“Minnesota Bans Captive Audience Meetings”, *SHRM’s HR Week--The Week Ahead in HR*, July 31, 2023

### **National Academy of Human Resources News**

The National Academy of Human Resources (NAHR) installed its thirty-first class of Fellows, on November 10, 2022. The new Fellows are: Tim Hourigan, Chief Human Resources Officer, The Home Depot; Deborah Caplan, EVP, Human Resources and Corporate Services, NextEra Energy, Inc.; and Kathleen Hogan, EVP, Chief Human Resources Officer, Microsoft.

The Academy also recognized ADP, Alight, Deloitte, and Korn Ferry International, the four organizations that served as Grand Sponsors for this year’s annual dinner and installation ceremony.

The NAHR Foundation and the Fellows of the Academy held the twenty-second and twenty-third Chief Human Resources Officer (CHRO) Academies in June 2023. By invitation only, these programs offer first-time HR executives an opportunity to meet with Academy Fellows and other experts and develop individualized plans to maximize their contributions in their new role. Both Professors Foulkes and Tharp taught in the program as did HRPI Fellow Dick

Antoine.

“National Academy of Human Resources Announces the Class of 2022. Three New Fellows are Installed”, *NAHR Press Release*, November 10, 2022

### **How to Build a Talent Pipeline**

According to PepsiCo’s CHRO Ronald Schellekens, the company needs to hire 2,000 graduates annually to build a strong talent pipeline, and then systemically invest in management and leadership training for these hires. This approach to internal career growth has earned the company the reputation of being a “talent academy”, with Fortune 500 CEOs from companies such as Target, Dick’s Sporting Goods, and Ulta all having previously worked at PepsiCo.

“Why PepsiCo Hires 2,000 New Grads Every Year Regardless Of Economic Conditions”, *CHRO Daily*, May 8, 2023

### **Temporary Workers in New Jersey Win Compensation Equity**

Beginning August 5, temporary workers in New Jersey benefit from the Temporary Workers’ Bill of Rights that was signed into law in February 2023. Under this law, employers are required to pay temporary workers the same average compensation and benefits (or the cash equivalent) that they pay to regular employees.

“Certain Provisions of New Jersey Temporary Workers’ Bill of Rights Take Effect”, *SHRM’s HR Week--The Week Ahead in HR*, July 31, 2023

### **Gender Neutral Parental Leave**

According to research by JUST Capital more U.S. companies are offering gender neutral paid parental leave for employees, instead of maternity and paternity leave. Their analysis of policies from more than 900 companies in the Russell 1000 index found that nine percent of companies offer at least 12 weeks off for all new parents, regardless of their gender or caregiving role, up from six percent a year earlier. Sixteen percent of companies analyzed offer parity, but less than 12 weeks off.

“More U.S. Employees Give Equal Paid Parent Leave” *Bloomberg via Human Times*, May 5, 2023

### **Innovations at Chobani**

Yogurt company Chobani has partnered with childcare provider WeeCare to offer all employees, regardless of position, a \$1,200 stipend that can be used for childcare within the WeeCare network or to pay their own babysitter. Because the company hires many refugees, the company also provides ESL classes to employees and provides managers with various language programs to better communicate with their staff.

“Chobani Hired Hundreds Of Refugees At Its Plants. Average Tenure Now Exceeds Industry Average”, *CHRO Daily*, July 7, 2023

## **NYC Employers Regulate Automation and AI**

Since July, employers in New York City have had to regulate the use of automation and artificial intelligence in hiring decisions. A new law, NYC144, requires employers that use technologies such as chatbot interviewing tools and resume scanners that search for keyword matches, to audit them annually for possible racial and gender bias. This information must then be published on company websites.

Companies that hire residents of New York City will have to publish impact ratios, as well as a notice that they are using these tools. Job applicants will be able to request an alternative to this screening and companies will be liable for penalties of up to \$1,500 daily if they fail to comply. However, employees and job applicants cannot sue companies based on these impact ratios alone, but they can use the information as potential evidence in discrimination cases.

“New York City Starts To Regulate AI Used In Hiring Tools”, *The Wall Street Journal*, July 5, 2023

## **No Layoffs at Lincoln Electric**

Lincoln Electric, a producer of welding equipment and supplies, has managed to avoid layoffs over the past 70 years. The company has achieved this by having production employees agree to let Lincoln increase or decrease the typical 40-hour workweek within certain limits, depending on customer demand. Employees are paid by piecework instead of hourly and receive a year-end bonus that reflects the individual employee’s performance. In return, the company pledges not to lay off employees because of lack of business.

“How Lincoln Electric Became The Land Of No Layoffs”, *CHRO Daily*, July 24, 2023

## **REPORTS AND STUDIES**

### **The Job Hunt Continues**

According to PwC’s “Global Workforce Hopes and Fears” survey, released in June 2023, a significant number of employees are still interested in better job opportunities, despite the slowing economy and fewer opportunities.

Twenty-six percent of survey respondents reported that they will likely change jobs in the next year, an increase from 19 percent of respondents in 2022. Among Gen Zers and millennials, the percentages are even higher—35 percent and 31 percent respectively. Motivators for such job changes include, rising personal expenses, career growth opportunities and work-life balance.



“Over One Third Of Gen Z and Millennial Employees Say They’ll Seek New Jobs In The Coming Year”, *PwC’s Global Workforce Hopes and Fears Survey*, June 21, 2023

### **Wellness Incentives Return**

A recent survey from Fidelity Investments and Business Group on Health revealed a continued focus on employee wellness with employers reporting that they will return on-site programs such as meditation classes and yoga, that were taken away during the pandemic.

Employers also report planning to drive well-being through financial incentives and lifestyle spending accounts—an employer-funded post-tax account that give employees a fixed amount to spend on wellness. Furthermore, 73 percent of employers reported offering financial rewards for well-being actions in 2023, compared to 68 percent in 2022. Over 50 percent of employers plan to deliver incentives in the form of gift cards, while 40 percent of employers plan to use health reimbursements and health savings accounts to deliver the funds.

Mental health has been recognized by employers as a key focus. Eighty-two percent of employers reported planning to focus on social connectedness, an increase from 70 percent in 2022. Seventy-nine percent intend to focus on community up from 67 percent in 2022.

“Employers View Workforce Well-Being As Key To Strategy”, *Plansponsor*, May 17, 2023

### **Census Data Shows Shifts in Remote Work**

An analysis of census migration data by Upshot reveals the impact of the recent rise in and shifting nature of remote work. Pre-pandemic, the few Americans who worked from home seemed relatively settled, but during the pandemic, this population became more likely to move than other workers. This mobility was driven both by remote workers seeing new housing in their current area, as well as a significant wave of remote workers moving across the country to work remotely in a new place.

In the case of the San Francisco metro area, approximately 20,000 remote workers moved away from the city in the two years prior to the pandemic. During 2020 and 2021, that figure increased to 110,000. Pre-pandemic, about 40,000 remote workers moved out of New York. During the pandemic years, 200,000 left.

New York, San Francisco, Washington, and Los Angeles saw the most workers leaving, while Austin, Denver, Dallas and Nashville saw an influx of remote workers.

“The Places Most Affected By Remote Workers’ Moves Around The Country”, *The New York Times*, June 17, 2023

## **AROUND THE GLOBE**

### **Hybrid Working Rises in Ireland**

According to a study by BNP Paribas Real Estate, Irish workers are moving to hybrid working at a faster rate than in any other country in the EU. A quarter of respondents now work from home most of the time, compared to seven percent of respondents in 2019. The Netherlands currently has the highest percentage of its workforce working remotely, at more than half, but remote working is increasing more rapidly in Ireland.

“Remote Working: A Quarter Of Ireland’s Workers Now Operate From Home Most Of The Time”, *The Irish Times*, August 8, 2023

### **New Neonatal Leave at Marks & Spencer**

UK retailer Marks & Spencer has introduced a Neonatal Leave Policy that makes up to 12 weeks of paid leave available to any employee whose baby requires specialist neonatal care. The impetus for this new leave policy came from employees who had very premature babies and used up all their maternity leave while their baby was in hospital, leaving them with very little time to spend with them at home before returning to work.

“M&S Adds Family Support For Colleagues With Launch Of Industry-Leading Neonatal Leave”, *Marks & Spencer Press Release*, May 22, 2023

### **U.K. Childcare Costs Impact Work and Education**

Childcare costs in the United Kingdom are forcing one in four parents to give up their job or drop out of education, according to a study by global children’s charity Theirworld. More than 7,000 parents from the UK, Brazil, India, The Netherlands, Nigeria, Turkey and the United States, with children under seven were questioned for the study.

Researchers found that 23 percent of UK-parents had left jobs or dropped out of college to avoid childcare costs, compared with 17 percent in Brazil, 16 percent in Turkey and 13 percent in Nigeria. Seventy four percent of parents in the UK said it was difficult to pay for childcare, compared with 52 percent in India, 57 percent in The Netherlands and 59 percent in Nigeria.

“Childcare Costs Force One In Four UK Parents To Quit Work Or Education”, *PA Media*, April 2023

### **Norwegian Government Mandates Gender Quotas**

Norway’s government has proposed a bill that would mandate large and mid-

size private Norwegian companies to have boards comprised of at least 40 percent women. Currently, the proportion of women on boards of private companies is approximately 20 percent and industry minister Jan Christian Vestre feels the number is rising too slowly.

In 2005, the country introduced a 40 percent gender quota for the boards of publicly traded companies, which started an international push to have more women on boards. The current proposal is supported by the main Norwegian employer group.

“Norway Proposes Boardroom Gender Quota”, *Reuters*, June 21, 2023

### **Immigration Reform Addresses Labor Shortage in Germany**

Germany recently passed a new law that makes it easier for skilled workers from outside of the European Union to immigrate. The country hopes this new law will help to address a nationwide labor shortage. In 2022, the labor ministry reported almost two million job vacancies.

The new law offers three pathways for foreign workers to enter the country, including an “opportunity card” for people who do not have a job offer but have the potential to find work. This card follows a points-based system that considers a person’s qualifications, language skills, professional experience, age and connection to Germany.

“Germany To Pass Immigration Reform Law This Week”, *Reuters*, June 2023

### **Career Support for Refugees**

Hilton Hotels, Amazon, Adecco and Microsoft are among the companies promising to offer work or career support to refugees in Europe. Globally, 110,000 million have been forcibly displaced from their countries and the European Commission has raised concerns about the number of refugees unable to find work.

Amazon, Hilton and Marriott have committed to hire more than 13,000 Ukrainians and other refugees over the next three years, while staffing agency Adecco, as well as Accenture and Microsoft will help train 86,000 people.

“Amazon, Hilton and Pepsi To Hire Thousands Of Refugees In Europe”, *BBC*, June 2023

## **BOSTON UNIVERSITY NEWS**

### **Center for Computing and Data Sciences Opens**

At Boston University, the much-anticipated Center for Computing and Data Sciences opened in January 2023. After three years of construction, the

building, located at 665 Commonwealth Avenue, is 100 percent fossil fuel-free, heated and cooled by 31 geothermal wells, and is one of the greenest buildings in New England.

The building is designed to promote interdisciplinary work with much space for collaboration. There are public spaces on the lower floors, including a grand staircase; the middle floors contain classrooms and labs for the math, statistics and computer science departments; while flexible spaces on the upper floors are occupied by the Rafik B. Hariri Institute for Computing and Computational Science and Engineering, faculty offices and the BU SPARK entrepreneur incubator.

“BU Unveils Dramatic, Fossil Fuel-Free Center for Computing and Data Sciences”, *BU Today*, December 2022

### **Commencement 2023**

Warner Bros. Discovery CEO David Zaslav (LAW '85) was the 2023 Commencement speaker at Boston University. He urged graduates to pursue their passion and make time for important relationships in their lives. His speech was not without controversy, with protests by supporters of the ongoing Hollywood writers' strike, where Mr. Zaslav's plays a leading role in the contract negotiations. Mr. Zaslav was awarded an honorary Doctor of Laws degree.

Other honorary degree recipients included Supreme Court Justice Ketanji Brown Jackson, RNA biology researcher Drew Weissman (CAMED'87, GRS'87), BU trustee emeritus Stephen R. Karp, (CAS'63) and musician and philanthropist Pamela Wood Avedisian.

“Warner Bros. Discover CEP David Zaslav Tells BU Graduates To Pursue Their Passion Amidst Protests Over Hollywood Writers Strike”, *BU Today*, May 2023

### **RECOMMENDED READING**

*When Women Lead: What They Achieve, Why They Succeed, and How We Can Learn from Them*, by Julia Boorstin, (Simon and Schuster, October 2022)

*The Experience Mindset: Changing the Way You Think About Growth* by Tiffani Bova and Tom Peters, (Portfolio, June 2023)

*Leading in a Non-Linear World: Building Wellbeing, Strategic and Innovation Mindsets for the Future*, by Jean Gomes, (Wiley, November, 2022)

*Happier Hour: How to Beat Distraction, Expand Your Time, and Focus on What Matters Most*, by Cassie Holmes, (Gallery Books, September 2022)

*Carry Strong: An Empowered Approach to Navigating Pregnancy and Work*, by Stephanie Kramer, (Penguin Life, May 2023)

*The Empathy Advantage: Leading the Empowered Workforce*, by Heather E. McGowan and Chris Shipley, (Wiley, March, 2023)

*Digitizing Talent: Creative Strategies for the Digital Recruiting Age*, by Jessica Miller-Merrell, (SHRM, January 2023)

*Break the Rules!: The Six Counter-Conventional Mindsets of Entrepreneurs That Can Help Anyone Change the World*, by John Mullins, (Wiley 2023)

*Tomorrowmind: Thriving at Work with Resilience, Creativity, and Connection—Now and in an Uncertain Future*, by Gabriella Rosen Kellerman and Martin Seligman, (Atria Books, January 2023)

## **HRPI MEMBER COMPANIES**

Accenture	IBM
Adams Street Partners	Instacart
Amex Global Business Travel	Insulet
APTIV	Intel
Arrowstreet Capital	IPSEN Pharma
Astec Industries	Johnson & Johnson
Avery Dennison	Karyopharm Therapeutics
Biogen	Marriott
Boston Medical Center	MetLife
Boston Scientific	MKS Instruments
Boston University	Procter & Gamble
C4 Therapeutics	PTC
Caterpillar Inc.	Quickbase
Cell Signaling Technology	Q2 Solutions
Centerbridge	SHRM
Commonwealth Financial Network	Sig Sauer
Curriculum Associates	Sun Life
CVS Health	Textron, Inc.
Envista	TJX
Excelitas Technologies	UNFI
Fidelity Investments	UnitedHealth Group
GE	UNUM
Great Hill Partners	UPS
Haemonetics	Verily
Hexcel Corporation	Vertex
HP, Inc.	