



HRPI

newsletter

Human Resources Policy Institute

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Spring 2013 Meeting

The Human Resources Policy Institute held its spring 2013 meeting at the Boston University School of Management. With a growing business focus on big data and analytics, the theme of Strategic HR and HR Analytics addressed challenges faced by members in their respective organizations.

Members were given a strategic perspective on HR analytics from guest speakers, Ms. Naomi Bloom (Bloom & Wallace), Ms. Danielle Hair (HR Business Partner, Google Inc.), and Mr. Jonathan Ferrar (Vice President, IBM Corporation), together with practical insights from fellow members Mr. Michael Dunford (Covidien) and Mr. John Saunders (UPS).

Discussion covered a wide variety of HR issues and strategies including the capability-skill gap in hiring and developing analytic talent for HR and the role of analytics for workforce planning, employee engagement, and talent development. In addition, the topic of healthcare reform, 401K match payments, and the organization of internal and external communications were discussed in the member's roundtable discussion.

Following introductions and a roundtable discussion, the meeting began with a presentation by Ms. Naomi Bloom on key issues in HR analytics. Ms. Bloom presented how HR analytics can be used in organizations to achieve business results. In particular, Ms. Bloom's presentation centered around three key issues: (1) result-based metrics of interest to senior leadership, (2) how analytics can be embedded in HRM processes to drive results, and (3) how to organize analytics to ensure that they are presented to the right people and used effectively to drive results.

In the question and answer session with members, Ms. Bloom responded to several questions related to best practices in the use of HR analytics. The discussion centered on how to best address the capability-skill gap in HR analytics and how to be more strategic about the use of HR analytics to drive business performance.

A panel session on company experiences with HRM analytics was anchored by Mr. Michael Dunford (Senior Vice President, Covidien) and Mr. John Saunders (Vice President, UPS). Mr. Dunford provided a useful framework and a set of metrics to help members think about HR analytics for their organization. Mr. Saunders shared



TOP: Professor Fred Foulkes with Dr. William Overholt and Ms. Danielle Hair. **ABOVE:** Mr. Jonathan Ferrar, Vice President of IBM Corporation. **BELOW:** Mr. John Saunders, Vice President of UPS, talks with members.



New Perks at Apple

Having ignored the usual Silicon Valley perks for many years, Apple is taking some inspiration from Google about ways to keep employees happy. A new initiative called “Blue Sky”, similar to Google’s “20% Time” allows a small group of staff to spend a few weeks of company time on an engineering project that is personally appealing.

Under CEO Tim Cook, the company has also introduced corporate benefits such as discounts on Apple products for new employees and a charitable matching program. The company is also considering allowing employees to take sabbaticals.

“Apple Gives In To Employee Perks”, www.online.wsj.com, November 12, 2012

Unique Perks and Benefits

Several companies on Fortune’s “100 Best Companies to Work For” offer employees some unique perks and benefits. Qualcomm has a weekly farmers’ market at two locations. All employees can sign up for “veggie box subscriptions” and pick up the produce at the company headquarters. Hitachi Data Systems hosts a “Dog Day” during the summer, where employees bring their pets to a vendor fair that includes groomers, pet store owners, pet trainers and a pet talent show. At Google, spouses or domestic-partners of employees who die while employed by the company receive a check for half of the employee’s salary for 10 years, and acquire any vested stock benefits. Their children receive \$1,000 per month until age 19 and beyond if still a full-time student.

“Tough To Beat Employee Perks”, www.blogheronline.com, January 22, 2013

Work-Life Legacy Award

Brad Harrington, Executive Director at the Center for Work and Family at Boston College has been selected as a 2013 Work Life Legacy Award Honoree by the Families and Work Institute. The award celebrates individuals who have made significant contributions to the work life movement. Dr. Harrington was selected for his work at the Center for Work and Family, for his work on *Career Management and Work/Life Integration: Using Self-Assessment to Navigate Contemporary Careers* and his work on how men view fatherhood and careers.

Dr. Harrington received his DBA from Boston University’s School of Management.

New BMW Health Care Center Wins Praise from Employees

Responding to requests from employees and their families, BMW recently opened a 25,000 square foot health care center at the company’s manufacturing facility in South Carolina. The company contracts with Take Care Health Systems, a division of Walgreens, to operate the center. The onsite healthcare services have been well received by employees and their families who rank the benefit as one of the most important that the company provides. The center offers a holistic approach to health care, offering not only primary care, but also vision, dental care, labs and digital x-ray facilities. The center also has a full-service pharmacy, with private consultation rooms. Patients also benefit from the center’s fully-integrated patient database that easily cross-references prescriptions and treatments.

“BMW’s Health Center Offers Glimpse Into The Future”, www.shrm.org, March 5, 2013

Reluctant to Hire

Although the U.S. economy is slowly improving, many companies remain reluctant to hire, often keeping job applicants waiting weeks or months before making a hiring decision. Job openings have risen but vacancies are staying unfilled much longer, for an average of 23 days, compared to a low of 15 days in 2009. Data from Glassdoor.com shows that the average duration of the interview process at companies such as General Mills, Southwest Airlines and Starbucks has doubled since 2010.

Experts speculate as to the reasons for the slow pace. Some claim that the fear that the economy will decline again, leads to a more careful hiring process. Others believe that the hiring process is lengthy because so many candidates have been unemployed for long periods and hiring managers want to be sure their skills are current.

“With Positions To Fill, Employers Wait For Perfection”, www.nytimes.com, March 6, 2013

Google Restructures Maternity Benefits to Retain New Mothers

Some years ago, Google realized that women who had recently given birth were leaving the company at twice the rate of other employees. At the time, the company offered a standard maternity leave plan with 12 weeks of paid time off. New parents, who did not give birth but worked in the California office, were also offered seven weeks of paid leave.

In an effort to cut the attrition rate among new mothers, Google revised the company’s plan. New mothers now get five months off, with full pay and benefits. This time can be split up and used flexibly, taking some time before birth, returning part time for a while or saving some time to use when the baby was older. The company also extended the seven weeks of new parent leave to all employees worldwide.

With this new policy in place, the company’s attrition rate for new mothers dropped back to the average for the rest of the company. The policy change was also a cost-effective strategy because savings in recruitment costs offset the cost of the extra leave.

“Google Blunts Attrition, Becomes a Great Place to Work”, www.business-news.thestreet.com, January 21, 2013

Protections for Social Networking Speech

Labor regulators have advised employers to scale back policies that limit what employees can say online. They noted that workers have a right to discuss work conditions at the workplace or on Facebook, without fear of retribution and have declared blanket restrictions to be illegal. The agency has ordered the reinstatement of employees discharged for social media posts and have advised companies, including, Target, Costco and General Motors, to rewrite their social media policies.

“Even If It Enrages Your Boss, Social Net Speech is Protected”, www.nytimes.com, January 21, 2013

Agile Working at Unilever

Using a directive from CEO Paul Polman to double the company’s growth while cutting its environmental footprint in half, Unilever executives fundamentally changed the way employees did their jobs, adopting an “agile working” plan. Essentially a sophisticated flex-time program, the plan allows employees to work from home, connect with colleagues over Skype, teleconference early with colleagues in Europe and use one of the working pods at the company’s headquarters to catch up with colleagues.

To accommodate this change, the company has abandoned corner offices and cubicles and replaced them with small working pods, teleconference rooms, lockers and a coffee shop. By using sophisticated Telepresence video-conferencing technology, the company

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Popularity of Health Screenings on the Rise

Recent survey data reveals that more companies are following the same path as CVS Caremark, which requires employees to receive health screenings that measure weight, cholesterol, blood sugar and blood pressure or face fines.

A *Benefits USA 2012/2013* survey by Compdata Surveys found that 34 percent of U.S. employers that offer wellness programs either provide insurance discounts for employees who participate or penalize those who do not take action. The survey, using data collected from more than 4,500 benefit plans, also revealed that 28 percent of employers now make medical premium contributions for employees that participate in wellness plans, compared with 16.7 percent in 2009. Twenty-eight percent of employers reported making contributions to health savings accounts and gift cards were offered by 42 percent of employers. Tobacco cessation programs and flu shots were provided by companies as wellness options by 62 percent and 90 percent of respondents, respectively.

Data from an Aon Hewitt survey of almost 800 large and mid-size U.S. organizations showed that 83 percent of employers surveyed offer incentives to employees for participation in wellness-improvement programs, such as completing a risk assessment and undergoing a biometric screening. Monetary incentives of between \$50 and \$500 were offered by 64 percent of employers, while 18 percent offered incentives of more than \$500.

"More Employers Link Premiums To Wellness", www.shrm.org, April 24, 2013

Retirement Postponed

According to a report released in February by The Conference Board, almost two thirds of Americans surveyed, between the ages of 45 and 60, say they plan to postpone retirement. This represents a significant increase from two years ago, when 42 percent of respondents expected to put off retirement. The report claims that the increase is a result of financial losses, layoffs and income stagnation. While the economy has stabilized, many of those surveyed drew on their savings during the recession and are facing an uncertain future with social security. In addition, this age group is less likely to receive employer-sponsored health insurance in retirement.

"Americans Rip-Up Retirement Plans", www.online.wsj.com, January 31, 2013

Electronic Distribution Assists Affordable Care Act Compliance

To comply with The Affordable Care Act, employers must now provide a separate summary for each health plan option a company offers. According to a recent survey by HighRoads, most companies are using electronic distribution to inform employees. Of employers surveyed, 86 percent of respondents reported using electronic distribution methods, 41 percent reported also distributing paper copies, while only 14 percent used hard copy distribution only.

More than half the survey respondents reported producing more than 10 separate summaries; more than 25 percent reported producing between 25 and 100 summaries, while six percent produced more than 100 summaries. Employers expressed frustration with keeping the content within the prescribed guidelines and coordinating the required material with other enrollment documentation.

"HighRoads Data Shows Employers Embracing Tech To Distribute Summaries Of Benefits And Coverage", www.newsroom.highroads.com, April 28, 2013

Same Sex Benefits Expand

Research from Mercer and Aon Hewitt finds that a growing number of companies are offering same-sex domestic partner benefits to employees. A survey of 1,300 companies by Aon Hewitt found that 71 percent of companies surveyed offer same sex, domestic partner benefits. In 2007, only 19 percent of companies surveyed offered this benefit.

Mercer's most recent study found that larger companies are more likely to offer same sex benefits. Among employers with 500-999 employees, 36 percent reported offering health coverage to same-sex domestic partners, while this figure increased to 75 percent for employers with 20,000 or more employees.

"Employers Aren't Waiting On The Supreme Court", http://blog.hreonline.com, April 1, 2013

Survey Sheds New Light on Use of Flexible Work Benefits

While the common perception is that women are more likely to use flexible work benefits, a recent survey of more than 1,000 working adults by the American Psychological Association reveals that 38 percent of women use flexible work arrangements, compared with 42 percent of men. More men reported using flexible options for elder care and child care and were also more likely than women

to take advantage of other perks offered by employers, such as discounts as fitness services or dry cleaning.

One third of those surveyed reported that work interfering with personal or family time impacts their level of work stress and one in four reported that job demands interfere with their ability to fulfill responsibilities at home.

"Who Uses Out of Office Benefits More?", www.hreonline.com, April 8, 2013

Employees Lack Understanding of Healthcare Plans

As U.S. businesses continue to offer more health plans with high deductibles, the government predicts that consumer out-of-pocket health care expenses will average more than \$3,000 per household in 2014, compared with \$2,500 in 2009.

However, a survey by Aflac in January 2013 revealed that 55 percent of workers surveyed have done nothing to prepare for this move to cost shifting and High Deductible Health Plans. Sixty-two percent of workers surveyed believed that their medical costs would increase, but only 23 percent were saving for these increases. Almost half of those surveyed (46 percent) reported having less than \$1,000 available to use for out-of-pocket expenses associated with an unexpected illness or accident. Twenty five percent said they had less than \$500 available to use in this case.

Furthermore, the survey revealed that consumers know little about tax-advantaged health care savings. Thirty-two percent of respondents identified themselves as "not very knowledgeable" or "not at all knowledgeable" about health savings accounts; 49 percent said they were "not very knowledgeable" or "not at all knowledgeable" about health reimbursement accounts; and 25 percent claimed to be "not very knowledgeable" or "not at all knowledgeable" about flexible spending accounts.

"Workers Unprepared for Higher Healthcare Costs", www.shrm.org, April 29, 2013 ■



Carole De Mayo is Vice President and Chief Human Resources Officer at Sealed Air. Prior to joining Sealed Air, Ms. De Mayo was Executive Vice President, Human Resources at Aptuit Inc., a privately held, integrated services company providing drug development and discovery solutions to the pharmaceutical and biotech industry. Ms. De Mayo has also served as the Vice President of Human Resources at Henry Schein Inc., a Fortune 500 distributor of global healthcare products and services to office-based practitioners. Earlier in her career, she was Senior Vice President of Global Human Resources for Symbol Technologies.

With 25 years of HR experience, Ms. De Mayo is an expert in process improvement and program design, with an emphasis on measurement through internal and external benchmarking. In addition, she has developed and implemented company-wide systems and reward programs that ensure alignment with business strategy and performance.

Ms. De Mayo is a graduate of St. Joseph's University in Philadelphia.

Frank Reid III is Senior Vice President, Human Resources, North America at Elsevier. Mr. Reid is responsible for the HR function in North America supporting more than 5,000 employees in health sciences, IT, operations and scientific/technology. His responsibilities include creating a new HR organization that is customer-focused, implementing and leading a change initiative within the businesses and staff functions and working closely with the CEO on talent development and placement.



Previously, he worked at Thomson Corporation as Senior Vice President of Human Resources. He was responsible for building a successful and effective HR team for domestic and international businesses with revenue of \$4 billion. Mr. Reid has also held executive level HR positions with companies in the information services, software services and financial services industries.

Mr. Reid holds a B.A. in economics from Morehouse College.

Greg Humenesky has rejoined the Human Resources Policy Institute. He is Executive Vice President of Human Resources at Pier 1 Imports. He is responsible for the leadership and strategy that guides the company's employee relations and employment branding efforts, including human resources and community relations.



Prior to joining Pier 1, Mr. Humenesky served as the Senior Vice President of Human Resources at Zale Corporation. He supervised human resources, community affairs and corporate communications for Zale Corporation's six business units: Zales Jewelers, Zales Fine Jewelry Outlet, Gordon's Jewelers, Bailey Banks & Biddle Fine Jewelers, Peoples Jewelers, Mappins Jewelers and Piercing Pagoda. Mr. Humenesky spent 21 years with the human resources department at Macy's, where he served as Senior Vice President of Human Resources and Labor Relations for seven years.

A graduate of Queens College of The City University of New York, Mr. Humenesky has served on the Advisory Board for the Texas A&M Center for Retailing Studies, the Board of Governors for the University of North Texas Center for Retailing and Hospitality Management and the Advisory Board for the Tate Lecture Series at Southern Methodist University

Varun Bhatia is Chief Human Resources Officer and Senior Vice President, Levi Strauss & Co. Mr. Bhatia is responsible for the company's leadership and talent development, focused on developing global infrastructures and programs that make Levi Strauss & Co. a great place to work. He is also a member of the company's worldwide leadership team, which sets the global direction for the company.



Prior to joining Levi Strauss & Co. Mr. Bhatia served as Vice President of Human Resources of the Asia Pacific division at Kraft Foods. He has more than 25 years of experience at several consumer goods companies known for their leadership and talent development, including Kraft Foods, Gillette and Procter & Gamble. Mr. Bhatia has worked in India, Singapore, the United Kingdom and the U.S. in country, regional and global HR roles, implementing programs to support the needs of the business and enhance employee engagement.

Mr. Bhatia holds an undergraduate degree from Shri Ram College of Commerce and a Masters of Business Administration from XLRI Jamshedpur. He has attended executive development programs at the London Business School and Harvard Business School.

Wendy Carruthers is Senior Vice President of Human Resources for Boston Scientific Corporation and a member of the company's executive committee. She oversees the company's human resources activities globally, including HR operations and services, total rewards, talent management, and diversity and inclusion.



Before her current role, Ms. Carruthers served Vice President of Global Talent Management for Boston Scientific, responsible for all aspects of global talent management. She has worked at Boston Scientific for eight years and has also served as Vice President of Human Resources for the company's Europe, Middle East and Africa (EMEA) region, based in Paris.

Before to joining Boston Scientific, Ms. Carruthers was Vice President of Human Resources, Europe for Cable & Wireless. She also worked in human resources for Diageo, a food and beverage company, and Tesco, a U.K. supermarket chain.

A native of Great Britain, Ms. Carruthers has lived and worked in the U.K., France, Italy, Australia and the United States. She holds a B.A. First Class Honors Degree in Modern Languages and is a graduate member of the Chartered Institute of Personnel and Development. ■

“Top Companies for Executive Women” Honors

Three HRPI member companies were featured on the National Association of Female Executives “Top 50 Companies for Executive Women” list. In the top ten, IBM Corporation was acknowledged for appointing their first female CEO and having more than 12,000 women in their executive pipeline. Procter & Gamble, which offers flexible scheduling, mentoring and job training for women, was also featured. Colgate Palmolive was acknowledged for Global Leadership 2030, a 12 month initiative where executive-level women work on solutions to business issues and how to improve the company’s bottom line.

“The 10 Best Companies For Women in 2013”, www.forbes.com, February 8, 2013

Panera Bread on FORTUNE list



For the first time, Panera Bread has been included on the list of FORTUNE’s “Most Admired Companies” in the food service category. The company received highest rankings in the categories of innovation, social responsibility, and quality of products and services.

“Panera Bread Makes FORTUNE’s World’s Most Admired Companies 2013 List”, *Panera Bread Release*, March 14, 2013

Lucinda Doran Joins Daly and Co.



Photo: Jaymes Leavitt

HRPI Fellow, Dr. Lucinda Doran, joined Daly and Co., Inc. as Senior Vice President, Board Services. Daly and Company is a 40 year old retained search and consulting firm specializing

in Board Search, Board Education and Board Evaluation. Dr. Doran was hired to build the firm’s Board Services business and expand its Board Search practice with an emphasis on women and diversity for small cap, private and significant nonprofit organizations. The firm publishes *The Directors Letter*, a nationally distributed bi-weekly newsletter for boards, pro-

duces the *Boardroom* Video Series on current and important board topics and co-founded *Board Leaders*, a board education organization for experienced corporate directors.

“Panera Cares” Opens in Boston

Panera Bread opened the fifth “Panera Cares” café in Boston in December 2012, following successes in St. Louis, Dearborn, Portland, and Chicago. Instead of paying for food at the café, customers are encouraged to leave a donation. These non-profit restaurants bring in 70-75 percent of the retail value of food served, with 60 percent of customers giving the suggested donation, 20 percent giving more, and 20 percent leaving nothing or less than suggested.

To keep costs down, baked goods and take home bread are sourced from other Panera Stores. However, bagels are freshly baked every day, as is bread for sandwiches. Panera vendors also contribute to the effort, supplying free furniture and lighting, as well as cameras and coffee. Panera’s corporate operations contribute the remaining necessary funds.

The concept came about during the recession, when Panera founder Ron Shaich saw a TV program about a café that fed everyone for whatever price they could afford. This inspired him to find a way for the company to target “food insecurity” in a meaningful way.

“Panera Cares Café in Boston, Will Let You Pay Full Price, More Than That, Or Less if You Can’t Afford The Food”, www.boston.com, December 25, 2012

Yahoo To Upgrade Family Leave Benefits

YAHOO! Yahoo! recently became the latest Silicon Valley company to upgrade family leave benefits. Under the new policy, mothers can take 16 weeks of paid leave with benefits and new fathers can take eight weeks. If adopting a child, both parents receive eight weeks of leave. In addition, the company will give new parents \$500 to spend on house cleaning, groceries and babysitters, and will provide them with some Yahoo-branded gifts.

“After Work-From-Home Ban, Yahoo Expands Maternity, Paternity Leave”, www.nbc.com, May 1, 2013


Covidien, Vertex Pharmaceuticals and Other Life Science Firms Partner To Find Jobs for Veterans

Human Resources executives from Biogen Idec, Covidien, Fresenius Medical Care, Pfizer and Vertex Pharmaceuticals recently held a focus group with Boston-area veterans as well as state and federal officials to strategize on ways to prepare veterans for jobs in life sciences. The group is partnering with Edge4Vets, a career development program at Fordham University and the Massachusetts Department of Veterans’ Services.

Led by Michael Dunford, a former reserve officer in the Marine Corps and now Senior Vice President of Human Resources at Covidien, the group will pilot three workshops in June. Twenty to 25 veterans will participate. All veterans who participate in the pilot program will be guaranteed interviews at participating companies. If successful, the program could grow and include more companies.

“Covidien, Others Join Together To Find Jobs For Vets”, *Boston Business Journal*, May 15, 2013

New Hiring Programs Target Veterans

Walmart  On Memorial Day, Wal-Mart unveiled a new program that promises a job to every veteran who wants one, provided they have left the military with an honorable discharge within the past year. The company believes the program will lead to hiring more than 100,000 people over the next five years. The company does not guarantee that every job will be full time, but the company is confident it can find a part-time position for any veteran who wants one. Safeway has also made a commitment to giving veterans a job and plans to hire 1,000 in 2013. The company already has more than 200 veterans working at the company, many as store managers.

The unemployment rate for veterans remains above that for non-veterans. At the end of 2012, the unemployment rate for veterans was just under 10 percent, compared with 7.9 percent for non-veterans.

“Wal-Mart Plans to Hire Any Veteran Who Wants a Job”, www.nytimes.com, January 14, 2013 and “Safeway Among Corporations Committing to Giving Veterans a Job”, www.komonews.com, December 24, 2012 ■



European Crisis Reveals Jobs Disparity

Four years after the beginning of social and economic upheaval in Europe, there are, according to Eurofound's second annual European Jobs Monitor report, five million fewer people at work in the 27 EU member states. The report found that job losses have been sharpest in mid-paying jobs, while jobs at both ends of the wage scale have been less affected.

New employment opportunities have come primarily from knowledge-intensive sectors such as IT, consulting, healthcare and education, though demand for low-paying positions, such as domestic help and personal care assistants has also increased.

Most impacted by the crises has been the "shrinking middle". Construction and manufacturing jobs suffered significant losses. Since these sectors predominantly employ males, the impact of the crisis has been felt more acutely by them. The recession has accelerated the "catch-up" process of women in the workforce because women are over-represented in sectors such as health and education, while they are underrepresented in the declining construction and manufacturing sectors.

"A Polarising Crisis: Higher Paid Jobs Prove Most Resilient", www.eurofound.europa.eu, March 15, 2013

Most U.K. Employers Allow Workplace Flexibility

A survey of UK employers by XpertHR shows that most employers surveyed allow employees some flexibility in the workplace. Seventy-nine percent of respondents reported granting more than 75 percent of requests for workplace flexibility from employees. Forty-eight percent reported that up to 20 percent of their staff work flexibly. Most employers said they consider requests from all employees, while 21 percent said they consider them only from employees who have a legal right to request this accommodation.

The most common arrangement requested, according to the survey, is part-time hours, but flextime and variable start and finish times are also requested. Employers mentioned that they have experienced several difficulties in implementing flexible working policies, including complex scheduling, difficulty arranging meetings, resentment from other employees and communication difficulties.

"Majority Of Employees Agree To Flexible Working Requests", www.personneltoday.com, April 23, 2013

Maternity Leave Discrimination

A recent survey of 1,000 women by U.K. research firm OnePoll revealed that one in seven women surveyed had lost their jobs while on maternity leave. Forty percent of survey respondents said their jobs had changed when they returned from leave and more than ten percent reported having been replaced by

the person who covered their maternity leave. According to law firm Slater & Gordon, many companies opt to settle discrimination claims out of court, accompanying settlements with confidentiality clauses.

Maternity Action, a group that provides advice to women who feel they have been discriminated against, reports that calls to their helpline have doubled year over year for the past three years and their information sheets have been downloaded 397,000 times.

"One In Seven Women Are Made Redundant After Maternity Leave", www.guardian.co.uk, March 9, 2013 ■

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eliminated the need for 38,200 flights and 113,507 tons of carbon monoxide and cut travel costs by more than \$50 million. The program also helps the company keep working mothers on the job and makes it easier to employ workers with disabilities.

The program met with some resistance. Some senior managers, who equated performance with hours at the office, were skeptical until they established metrics to ensure their staffs were productive. In Asia, access to an office workspace is more important as some employees live in small apartments that are not easily set up for working at home.

"Unleashing The Workforce", www.hreonline.com, November 8, 2012 ■

Recommended Reading

Becoming the Evidence-Based Manager: Making the Science of Management Work for You CD Audio Book, by Gary P. Latham, (SHRM, 2011)

Conquering the Chaos: Win in India, Win Everywhere, by Ravi Venkatesan, (Harvard Business Review Press, 2013)

Corporate Responsibility: The American Experience, by Archie B. Carroll Kenneth J. Lipartito, James E. Post, Patricia H. Werhane, Kenneth E. Goodpaster, (Cambridge University Press 2012)

Give and Take: A Revolutionary Approach to Success, by Adam M. Grant, (Viking 2013)

Global Dexterity: How To Adapt your Behavior Across Cultures Without Losing Yourself in the Process, by Andy Molinsky, (Harvard Business Review Press, 2013)

How Will You Measure Your Life? by Clayton M. Christensen, James Allworth and Karen Dillon, (Harvard Business Review Press, 2012)

What it Takes: Seven Secrets of Success from the World's Greatest Professional Firms, by Charles D. Ellis, (Wiley, 2013)

Winning Without Losing: 66 Strategies for Succeeding in Business While Living a Happy and Balanced Life, by Martin Bjergegaard and Jordan Milne, (Profile Books, 2013)

11 Rules for Creating Value in the Social Era, by Nilofer Merchant, (Harvard Business Review Press, 2012)



Boston University News

Teach for America Founder Speaker at BU Commencement

Wendy Kopp, the founder and board chair of Teach for America, was the speaker at Boston University's commencement ceremony on May 19. She received an honorary Doctor of Humane Letters degree from the University. Other honorary degree recipients included actor Morgan Freeman, MIT professor and chemical engineer Robert Langer, and United Methodist Church Bishop Peter D. Weaver. Boston Mayor Thomas Menino was honored with a Boston University Medallion.

"Teach For America's Wendy Kopp Is Commencement Speaker", www.bu.edu/today, May 2013

Honors for School of Management Programs

Seven masters programs at Boston University's School of Management have been ranked among the top 25 globally by Eduniversal Best Masters Ranking. The Health Sector Management and Public and Nonprofit programs were ranked third in their categories and the International MBA program placed ninth globally. The School's Executive MBA program placed sixteenth. The rankings were based on three criteria: the program's reputation among international HR professionals, starting salary of recent graduates and student satisfaction.

The undergraduate program at the School of Management was ranked twenty-third overall in the 2013 *Bloomberg Businessweek's* ranking of U.S. undergraduate programs. The school placed among the top 25 schools in four of five ranking categories. The survey results are based on student survey results, recruiter survey feedback, academic quality measures, MBA feeder rank, and starting salaries of graduates.

In *Bloomberg Businessweek* ranking of specific undergraduate program subject areas, the School placed in the top 10 in four categories: the Finance program was ranked seventh; Operations Management was ranked eighth; as was the Business Law program.

The program in Corporate Strategy ranked seventh in the nation. These rankings are student-driven, based on a survey of seniors that asks questions regarding the curriculum content and student experience.

"Eduniversal Ranks Seven BU School of Management Programs Among Top 25 Globally", www.management.bu.edu, January 11, 2013 and Various Boston University School of Management Press Releases

Boston University School of Hospitality Administration Wins Marriott Grant

The Boston University School of Hospitality Administration has been awarded a grant of \$1 million by The J. Willard and Alice S. Marriott Foundation. This gift, the third from the Foundation since 2002, will help create a career services center at the School. The Marriott Center will provide resources and gathering space for students, faculty and industry professionals.

"Marriott Foundation Gives \$1 Million to School of Hospitality Administration", www.bu.edu/today, May 9, 2013

Boston University Receives Greenovate Boston Award

Boston University was one of 13 businesses and nonprofit organizations that received a "Greenovate Boston" award from Mayor Thomas Menino at a ceremony hosted recently on the BU campus. The award recognized the University's commitment to eco-friendly practices that have dramatically changed how the University uses energy and water, reduces waste, and expands. According to Boston's chief of environment and energy Brian Swett, since 2005, Boston University has reduced greenhouse gas emissions by 15 percent, energy consumption by 9 percent, and water use by 10 percent. Boston University has two, LEED gold-certified buildings and these sustainable building projects have saved enough energy to power almost 2,000 homes.

"BU Earns 'Greenovate' Boston Award", www.bu.edu/today, June 19, 2013 ■

HRPI Fall 2012 Meeting

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his experience leading UPS's HR function and suggested strategies for members to consider as they integrate HR analytics within their organization.

Over dinner, Dr. William Overholt, Senior Research Fellow at the Harvard Kennedy School of Government, shared with members his experience and perspectives on the rise of China. He spoke on a broad range of social and political issues related to leadership and economic transitions in China. This was followed by a question and answer session with members on the topic of China's current social climate, political reform, business practices, and the issue of cyber-security.



ABOVE: Ms. Danielle Hair

Ms. Danielle Hair (HR Business Partner, Google) shared with members the use of HR analytics at Google. She talked about the significance of the data-driven approach and culture at Google and how it relates to the use of HR analytics. She spoke

with members about the three part framework of Google's culture – mission, transparency, and voice. Ms. Hair explained how the people operations function at Google plays a crucial role in sustaining the company's culture. It is not a conventional HR organization, with HR organized by three key roles: HR Mavens, Business Buffs, and Data Geeks. Ms. Hair concluded her presentation with findings from Project Oxygen, a study of effective managers at Google.

Mr. Jonathan Ferrar (Vice President, IBM Corporation) concluded the meeting with a presentation and discussion on how IBM is using predictive analytics to drive business solutions. He presented a variety of data and case studies of how analytics are critical to HR operations and workforce effectiveness. Studies conducted by IBM found that predictive analytics can be used to predict important workforce issues such as attrition and country-specific employment risks. In addition, Mr. Ferrar presented a consumer insight tool developed by IBM that can be used to obtain real time feedback from what employees are saying on social media. ■



Human Resources Policy Institute

Boston University School of Management
595 Commonwealth Avenue
Boston, MA 02215

Save the Date!

**HRPI Fall 2013 Meeting
October 10-11, 2013
in Boston**

HRPI Steering Committee

Ms. Jean Halloran
Senior Vice President, Human Resources
AGILENT TECHNOLOGIES, INC.

Mr. Richard Antoine
Principal
AO CONSULTING, INC.
President
NATIONAL ACADEMY OF HUMAN RESOURCES

Professor Fred K. Foulkes
Director, Human Resources Policy Institute
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Professor Tim Hall
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