MEETING SUMMARY

WEDNESDAY
Center Updates

BCCWF Staff
Brad and the BCCWF team reviewed the agenda for the meeting, shared the highlights since the last meeting, and discussed future plans for the Center.

Takeaways:
- Welcome New BCCWF team members: Victoria DiMillo, Member Relations Specialist and Tina Lawler McHugh, Senior Research Associate
- New Roundtable Members include: Columbia University, Unilever, and the US Office of Personnel Management (oversees federal government employees).
- BCCWF is embarking upon a new research study to evaluate the impact of expanded parental leave policies. We’ll be working with four member companies that offer gender neutral parental leave of 8 weeks or more, surveying their employees to collect information on their experiences with and perceptions of the parental leave.
- We have just published a new Executive Briefing on the topic of Exceptional Caregiving, generously sponsored by Northrop Grumman. This publication is an update to one of our first briefings and includes refreshed research, data, trends and best practices.
- BCCWF will be launching a new in-depth benchmarking survey on Eldercare before the end of this year, similar to the Child Care Benchmarking Study competed in early 2018.
- Save the Date: Spring Roundtable Meeting in Chicago: April 10 - 12, 2019
- BCWFA Meeting (Boston-area employer group) November 29 on Financial well-being. Your New England-based colleagues are welcome to join us. Registration info here.
- Check your mailbox for your invitation to the new, private BC Roundtable Member LinkedIn Group.

Impact of Sleep on Well-being and Productivity
Orfeu Buxton, Penn State University and Harvard School of Public Health
Professor Buxton reviewed his latest research on the impact of sleep on well-being and productivity. The presentation began with describing the cultural shift that has happened in the United States where it seems one has to decide between success or sleep.
Takeaways:

● Prof. Buxton discussed how it is in everyone’s interest to optimize sleep, health, and productivity, and how the three go hand-in-hand. He noted that on average, people get one minute less of sleep per year between the ages of 25 and 65, and then the amount of sleep per night increases after 65. He went on to discuss sleep disorders, and how they have become a public health issue. He also mentioned how sleep disorders are not equally distributed; minorities and low income-people are more affected.

● 30% of U.S. workers sleep less than 6 hours per night, although most adults need between 7 and 9 hours per night.

● Some consequences of poor sleep that were identified are poor attention/reaction time, memory issues, mood issues, difficulty with task completion, certain physical pains, weight gain, type 2 diabetes, and cardiovascular disease. These all result in an increased consumption of healthcare resources.

● He also discussed how if you go to sleep worried, you are more likely to wake up at every sound (for example, if you are worried about the safety of your neighborhood).

● Prof. Buxton identified supervisor support, manager openness and flexibility to work/family needs, and ergonomics as ways to support sleep in the workplace. He also discussed how presenteeism is related to insomnia, and if someone is unproductive at work it will result in costs to the employer.

Additional Resources:

● Presentation

● Advice About Sleep Deficiency in Midlife

● Other publications by Orfeu Buxton

THURSDAY
Welcome to Loomis Sayles & Parental Leave at Loomis Sayles
Loomis Sayles Executive & BC Roundtable Member Ivy Koch

Ivy Koch, VP, Benefits Manager at Loomis Sayles, welcomed Roundtable members and guests to One Financial Center in Downtown Boston and shared insights about the challenges and successes of Loomis Sayles’ Parental Leave and proposed Return to Work programs. Ivy highlighted the new gender-neutral Parental Leave policy, which went into effect on May 16, 2016 and provides 12 weeks at 100% pay. She also outlined Loomis’ proposed Return to Work program, including such aspects as HR/ third party coaching for managers and employees, mandatory manager meetings prior to and upon returning from leave, an infant transition program through Bright Horizons, and congratulatory Bump Boxes to demonstrate the firm’s support of parental leave.

Takeaways:

● The average amount of leave taken by fathers in the first 6 months of the program was 8.5 weeks. Key factors that influenced this unexpectedly high uptake included:
  ○ An email from the CEO affirming the importance of fathers taking leave and demonstrating his support for the program
  ○ Support from peers/ fellow employees
  ○ Support from managers.
Some challenges they faced in implementing this new policy included:

- A lack of employee understanding that turned into resentment towards fathers taking leave
- An initial lack of planning by fathers in advance of leave, which contributed to resentment
- The difficulty managers faced in trying to balance leave requests with demanding business needs
- The lack of effective and productive conversation between manager and employee and employee and peers

The typical trends in leave-taking, as observed by Loomis Sayles, are as follows:

- Fathers will take 6 weeks at birth/adoption and 6 weeks three months later
- Mothers usually take full leave upfront

Additional Resources:

- Presentation

Emerging Trends in Recruiting and Engaging Employees with Disabilities

Nadine Vogel, Springboard Consulting

Nadine Vogel, CEO of Springboard Consulting, shared trends and best practices for recruiting, engaging, and retaining persons with disabilities, placing emphasis on the emerging areas of Neurodiversity and Mental Health. Through real-life experiences and scenarios, Nadine enumerated inclusive behaviors and solutions

Takeaways:

- Disabilities are unique, and should not be lumped into one ERG. Disabilities are also often invisible.
- It is important to ensure that your website is accessible for all people. There are two main ways to assess the accessibility of your career portal/website:
  - You can administer an Accessibility Audit, but these are time-consuming and tedious.
  - Alternately, you can utilize a Usability Study, in which you videotape the process of a person with disabilities as they try to submit a resume through your website. This highlights shortcomings and oversights in the process and has become best practice.
- Every college has a Disability Resource/Services Office. This is a great starting point for employers to recruit students with disabilities from college campuses.
- If a candidate reveals they have a disability in an interview, the proper response is to ask if you can provide anything for the candidate for that interview only. The EOC states that this information should be shared only on a need-to-know basis. Because the candidate has not yet been offered a job, you are not required to disclose this information to the hiring manager.
  - The best way to train talent acquisition team is through roleplay of real scenarios.

Additional Resources:

- C4DI Pledge
- Supporting Employees with Disabilities
Member Best Practices on Neurodiversity and Mental Health  
*Lori Golden (EY) and Craig Kramer (Johnson & Johnson)*

Lori Golden, EY Abilities Strategy Leader, shared information on the firm’s Abilities Resource Groups, which create educational materials and help implement accessibility in digital groups and processes. She also shared insight about the ways in which EY leverages the talents of a neurodiverse workforce. She discussed EY’s neurodiversity initiative and its Centers of Excellence. Currently, EY has COE’s in Philadelphia and Dallas, both of which are staffed with professionals who specialize in this area. EY is in the process of opening a 3rd and 4th center, and have seen incredible business outcomes, as well as increased excitement among new recruits, as a result of these initiatives.

**Takeaways:**

- Hiring people on the autism spectrum fills an immediate talent need. Differences help drive innovation, and EY values individuals who think differently, as their different cognitive and processing mindsets will allow them to see things that others do not.
  - Many individuals with autism are adept at technology and numbers. Thus, this initiative began not only as a diversity issue, but also as a result of the firm’s need for STEM talent.
- EY took several steps to ensure the successful implementation of this program.
  - Permanent seating in low traffic, low noise, and controlled sensory environments was required.
  - Managers were carefully selected and trained. EY found that the most effective training is very customized and is labor intensive.
  - Employees with autism are given a buddy with whom to socialize, eat lunch, etc. They also have access to a job coach. Overall, they are given an ecosystem of support that facilitates a soft landing into the firm.
- The centers are viewed as an entry point, and most of the individuals will eventually move out of the centers and into other areas of the company. One of the original hires is about to become a full time data scientist.

Craig Kramer, Mental Health Ambassador and Chair, Global Campaign for Mental Health, discussed Johnson & Johnson’s commitment to employees and patients around mental health. Sharing his own personal experiences, he noted that mental illness affects 1 in 4, and that nearly everyone is impacted by it in some way. He helped form a mental health employee resource group, which quickly became the fastest growing ERG at J&J. Mental health diplomats at J&J are trained to tell their stories, bridge context, and share a constructive message. In many ways, openness around mental health has become a recruiting tool for J&J.

**Takeaways:**

- Mental illness affects 1 in 4 people, and nearly everyone has either struggled with it or has a loved one who has. It is important to destigmatize mental illness.
  - This is a global problem, and is manifested differently in each culture. For instance, it is more highly stigmatized in African/ African American and Asian/ Asian American cultures.
• Early childhood screenings can help catch mental illness early. 50% of mental illnesses start in childhood, but often are not caught until much later. Like any illness, if you don’t treat it early, it only gets worse.
• It is important to get support from management and to appropriately train management around the issue of mental health.
  ○ Oftentimes, issues at work that lead to performance issues are attributed to things other than mental illness. The subsequent stressful performance review only exacerbates the problem. Thus, it is very important to do trainings and be sure to find the root cause of the issue.
• When it comes to mental health, it is very hard to get healthcare. Those who seek help must often contend with in network vs. out of network difficulties, and a lack of available providers.
• The One Mind at Work Initiative, which Johnson & Johnson is a participant and sponsor of, is tackling the problem of transforming mental health on a global scale. They held their second annual International conference in September 2018.

Additional Resources:
• A Neurodiverse world is a better working world
• How EY built nerodiversity into its teams and jumpstarted innovation
• Hiring Autistic Workers- CBS
• My First Two Years as J&J’s Global Mental Health Ambassador
• It’s time for companies to start talking about mental health
• Mental Health in the Workplace: BCCWF Information Summary

Kanter Award – Top Takeaways
Shelley MacDermid Wadsworth, Purdue University Center for Families
BCCWF Fellow Professor Wadsworth reviewed three of the top articles nominated for the 2018 Rosabeth Moss Kanter Award for Excellence in Work-Family Research. She offered practical applications of the findings for employers to consider incorporating into their workplaces.

Takeaways:
• “You are a helpful co-worker, but do you support your spouse? A resource-based work-family model of helping and support provision”, Katrina Jia Lin, Remus Ilies, Helen Pluut, & Su-Ying Pan
  ○ The authors found that helping behaviors at work will generate positive affect and support provision only for workers with prosocial orientations. Helping behaviors at work deplete time regardless of prosocial orientation, thus causing those employees to spend less time with their families and provide less emotional support for their spouses at home. This research cautions employers against over-promoting “organizational citizenship” behaviors, as they may have unforeseen implications on life at home. It is important to minimize the burden of the help provision.
• “Hour-glass ceilings: Work-hour thresholds, gendered health inequities”, Huong Dinh, Lyndall Strazdins, & Jennifer Welsh
The authors found that too few or too many hours are bad for mental health, and that the “tipping point” is generally about 39 hours. They found that the tipping point for women is 5 hours lower than for men, especially when caregiving responsibilities are considered. This empirical evidence supports efforts to manage and mitigate overwork.

- “Invisible families, invisible conflicts: Examining the added layer of work-family conflict for employees with LGB families”, Katina Sawyer, Christian Thoroughgood, & Jamie Ladge
  - The authors identified certain stigma-based work-family conflicts. These include: practices at work that suppress family-related information and identity management, and psychological strains for employees in stigmatized families, such as depersonalization and hypervigilance. This research provides insight into things that employers do or don’t do that make a difference for stigmatized families and detail about the specific challenges these families face. This information can be applied to creating a more inclusive, less stressful environment for all employees.

- Professor MacDermid briefly introduced the 2018 Kanter Award Winner: “The interplay of work and family trajectories over the life course: Germany and the United States in comparison” - by Silke Aisenbrey & Anette Fasang. The award was presented to Prof. Aisenbrey at the meeting.

**Additional Resources:**
- [Rosabeth Moss Kanter Award 2018 Highlights](#)

**2018 Rosabeth Moss Kanter Award Winner**

**Silke Aisenbrey, Yeshiva University**

Professor Aisenbrey shared her award-winning research on the interplay of work and family trajectories over the life course, comparing the US and Germany. She utilized sequence analysis to identify patterns over the lifetime of an employee, effectively creating a “movie” of a life instead of a “photograph” of one point in time. Importantly, her findings suggest that while there is no ideal length of time for paid leave based on current research, anything longer than 3 months begins to negatively impact a woman’s career.

**Takeaways:**
The main findings of Dr. Aisenbrey’s work are as follows:
- Paid parental leave is on the rise in the US (per SHRM). In academia, the average number of weeks for parental leave is 11.6. In industry, the average number of weeks for parental leave is 8.6
- Access to parental leave in the US is class-specific.
  - Only 45% are eligible for FMLA (unpaid family leave)
    - In companies with 50+ employees, the employee must work 1250 hours in the previous year
  - 86% of people have no access to paid parental leave from their organization, which is primarily available to white collar workers
• Gender-neutral policies don’t always have gender neutral consequences. The research found that in academia, men used a year off to continue to promote their careers while women used it to take care of the child.
• There is a “safety net” of parental leave in Germany, which enables single women to have a stable mid-level career. In the US, there is no safety net for already disadvantaged minorities. This lack of safety net has consequences:
  ○ Motherhood wage penalties differ by country.
    • In Germany, the penalty is 20% per child. In the US, it is only 8% per child.
  ○ Women in the US return to work much faster, due to the lack of safety net
    • In the US, 40% of women never leave and 75% return after 6 months.
    • In Germany, 30% of women return after 12 months and 30% are still out after 8 years.
• Country influence
  ○ National policies vary
  ○ The presence of the “safety net” reduces attachment to labor force.
• Household influence
  ○ Families are smaller now and fatherhood involvement is increasing, but household labor and gendered dynamics are stubborn.
  ○ Motherhood penalty and fatherhood premium are not equally distributed across socioeconomic lines.
• According to Dr. Aisenbrey and her findings, US parental leave policy should be redesigned as such:
  ○ The US should implement short parental leave (ideally 3 months) that is accessible to all, regardless of gender or class. Moms and dads should not take their leave at the same time. The state must step up to help, as we cannot continue to rely on employers.

Additional Resources:
• 2018 Rosabeth Moss Kanter Award Winner Presentation

Boundaries Between Home and Work in the Digital Age
Nancy Rothbard, University of Pennsylvania
Professor Rothbard shared recent research on the impact of social media and personal digital branding on the boundaries between home and work. In today’s world, the boundaries between the professional and the personal are blurred as social media feeds increasingly reflect pictures and posts from overlapping audiences. These overlapping audiences can include work colleagues, high school friends, neighbors, classmates, family, college friends, and more. Some employees may choose to enforce stronger boundaries through segmentation, or a strict separation of the personal from the professional. It is important to consider boundary control and the implications of blurring the lines between work and home. Professor Rothbard indicated that technology is contributing to all of us becoming “unintended integrators,” with blurred boundaries, whether that is our preference or not.
Takeaways:
● Interactions on online social networks dramatically differ from those offline
  ○ Online interactions entail open disclosure to broader audiences.
  ○ Paper trails: once you post something, it doesn't go away, and that information is persistent in time. You never know when or where it might resurface.
  ○ Our connections have the ability to share information about us.
● Once you post about something, anyone can see it.
  ○ Invisible audiences: people who don’t comment or like, but see everything.
  ○ It is important to consider your boundary/privacy settings online.
  ○ What is posted with innocent intent can have negative implications in the workplace.
● Four online boundary control strategies
  ○ Open: open access, fully authentic, less active management of boundaries
  ○ Audience: exclude professional contacts from personal social networks
  ○ Content: manage the content that is disclosed (flattering posts, politically correct comments)
  ○ Custom: customize content based on contacts, monitor which friends can access different content
● There is sensitivity around invitations and acceptances/declines of invitations on social media platforms. This is especially true between bosses and subordinates. Male bosses whose invitations were rejected by subordinates were most sensitive, more frequently indicating that they would not be willing to work with that person in the future.

Additional Resources:
● Boundaries Between Home and Work in the Digital Age

FRIDAY
Spotlight on Member Diversity Metrics and Stories
Mary Fox (FM Global) and John Patton (Eli Lilly)
Mary Fox, AVP, Diversity and Inclusion Manager at FM Global, shared the company’s approach to attracting and retaining women in STEM. Mary focused on FM Global’s relationship with the Society of Women Engineers (SWE) and the company’s development of a female engineer ambassador group. Select female engineers from FM Global’s groups around the world are brought together as a cohort for meetings several times a year, undergo specialized training and professional development, and are integrated into the company’s recruitment process for future female professionals.

Takeaways:
● FM Global’s female engineer hiring has increased to 48%. Female promotion rates and the number of women moving into management roles have also increased.
● The company’s female engineer ambassador group is mutually beneficial for both the ambassadors and the company itself:
  ○ Ambassadors: The ambassadors are given unique opportunities for growth and visibility within the company. They are able to take charge of recruiting
females into the company and speak directly with FM Global’s executive leadership about their experiences and ideas for improving the company’s environment.

○ **FM Global:** In addition to the positive downstream effects on retention, professional development, engagement, and recruiting, FM Global is actively working to implement solutions, such as maternity leave, flexibility programs, and stronger anti-harassment programs, based on the group’s feedback.

- The female engineer ambassador group model functions as a pilot program on which programs for other underrepresented groups, such as black engineers, will be modeled.

John Patton, Manager, Global Diversity at Eli Lilly, shared Lilly’s Minority Employee Journeys, an element of the company’s overarching people strategy and part of the company’s recent designation of diversity as a business objective. The Minority Employee Journeys is a multifaceted program designed to better understand and make visible the experiences of minority employees through quantitative and qualitative research, storytelling, and solution-building sessions.

**Takeaways:**
- Lilly’s Minority Employee Journeys built on the experiences of minority employees in all business groups and at all employment levels, from machine operators to vice presidents. Roughly 4,000 people across Eli Lilly participated in some way, many of whom became involved through one of Lilly’s employee resource groups.
- Lilly took a holistic approach to research by employing one-on-one interviews, surveys, online focus groups, conversations with management, and journaling.
- Solution-building sessions, at which both participants and executives were present, were intensely collaborative and consisted of two days of innovation labs, chat rooms, brainstorming periods, and conversations with external thought leaders. They closed with a brave circle, in which employees who participated in the study could stand up and tell their stories in relation to the question: “What does Lilly need to stop doing in order to promote __?”
- Lilly communicates the Minority Employee Journeys via the development and distribution of videos, in which actors tell actual stories shared by Lilly employees, and a traveling physical display that is moved around the organization.

**Additional Resources:**
- *FM Global Gender Diversity in STEM* - Mary Fox
- *Lilly Minority Employee Journeys* - John Patton

**#MeToo and Workplace Culture**

*Leigh Gilmore, Wellesley College*

Professor Gilmore reviewed research and trends related to sexual harassment and sexual assault, focusing on how the #MeToo movement has brought these issues to the forefront in society and our workplaces over the last year. In particular, Professor Gilmore emphasized the importance of visual representations of the #MeToo movement, the way in which #MeToo exposes and forces a reckoning with deep-seated power structures in our society, and the specific language that can be used to understand the #MeToo phenomena.
and the impulses it encapsulates. The conditions under which survivor testimony is discounted and disbelieved are rooted in the confluence of custom, law, and cultural environment, as well as long-standing tenets of protecting powerful men and the elite, the application of collective and historical notions about sexual violence to the individual survivor, and the "he said, she said" equivalence standard that emerged forcefully in the midst of Anita Hill’s testimony.

**Takeaways**

- 81% of women and 43% of men report having experienced some form of sexual harm in their lifetime, but it is telling that the sheer scale of the issue has not been enough to disrupt the pattern and existing discourse.
- #MeToo is a “decidedly multiple” movement that is not owned, led, or institutionalized by any particular individual or group. The term “me too” was first introduced by a grassroots organization founded by activist Tarana Burke in 2006.
- #MeToo is at once feminist, anti-racist, and intersectional and must be understood as such. It has exposed the vulnerability of women and girls, especially women of color and indigenous women, in virtually every space and fuses elements from other activist contexts, such as Black Lives Matter, Time’s Up, #SayHerName, and "Hands Up, Don’t Shoot.”
- We are asked to uphold the “Adequate Witness Standard.” Upon hearing a story of violence, we should refrain from applying our own language to the survivor’s testimony and allow the story to "get where it needs to be” to receive justice and healing.
- Professor Gilmore explained several terms developed by scholar Kate Manne, all of which describe learned behavior, that can be used to better understand the emergence of the #MeToo movement:
  - **Testimonial Quieting** - an audience fails to identify a speaker as a knower
  - **Testimonial Smothering** - truncating of one’s own testimony in order to insure that the testimony contains only content for which one’s audience demonstrates testimonial competence
  - **Himpathy** - inappropriate and disproportionate sympathy powerful men often enjoy in cases of sexual assault, intimate partner violence, homicide, and so on.

**Additional Resources**

- [Presentation](#)
- [Sexual Harassment: A Severe and Pervasive Problem](#)

**What’s Next for #MeToo Member Discussion**

Roundtable members engaged in a discussion about the impact of the #MeToo movement on their workplaces. Members were encouraged to bring their own experiences and workplace approaches so that all present could learn from one another in a confidential environment and consider what our organizations can do going forward.

**Additional Resources:**

[The #MeToo Movement and the Workplace: Supplemental Information](#)