



Cornell University
ILR School
Institute for Compensation Studies



INSTITUTE FOR COMPENSATION STUDIES

Fall 2014-2015

ICS welcomes new Research Associates Enayati and Thomas

ICS is pleased to introduce to you our two new Research Associates, Hassan Enayati and Stephanie Thomas.

[Hassan](#) recently joined the Institute for Compensation Studies at Cornell ILR after earning his PhD in Economics from Michigan State University. This fall, he will be mentoring student research on projects addressing compensation and teaching labor economics in the Cornell University Department of Economics. Hassan is also working with Cornell's Employment and Disabilities Institute, where he collaborates on two externally-funded research projects examining employment and education outcomes for individuals with disabilities.



[Stephanie](#) brings to ICS a decade of experience analyzing workplace compensation, most recently as founder and lead of her consulting practice, Thomas Econometrics. Stephanie is utilizing her expertise in practice and academics to lead curriculum development for ICS' new professional education offerings on compensation.

Stephanie will also mentor student research this fall. Her academic training includes macroeconomics and labor economics, having earned her PhD from The New School for Social Research. She will be teaching labor economics in the spring semester.



ICS Launches Professional Workplace Programs

Our biggest undertaking this year has been to keep the learning going with professionals in the ILR alumni community and beyond by launching a four-course series on pay-for-performance.

Employers are always looking for ways to improve efficiency, grow employee engagement and retain top talent. And performance pay is increasingly viewed as a means to these ends.

"More companies are linking employees' performance on the job to their take-home pay, but not all employers are happy with the way their pay-for-performance is working for them," says Stephanie Thomas, who leads the development of our new ICS continuing education courses. "We believe these two-day courses, developed in collaboration with senior ILR faculty, can help HR and compensation practitioners better address a broad spectrum of pay for performance considerations."

We look forward to enticing you back to the classroom too!

For more information on the Institute's Performance Pay, Metrics and Practice Alignment advanced certificate, visit www.ilr.cornell.edu/ICS/professionals/Advanced-Certificate.html.

The Institute for Compensation Studies advanced certificate courses in Performance Pay, Metrics and Practice Alignment serve compensation practitioners, analysts, managers and experienced HR professionals and business partners.

Upcoming courses:

- ⇒ [Evaluating Performance-Based Compensation Programs: Tools and Techniques](#), November 13-14, 2014
- ⇒ [Executive, Key Talent and Superstar Pay for Performance](#), May 7-8, 2015
- ⇒ [Beyond Base Pay - Using Incentives to Drive Performance](#), June 8-9, 2015
- ⇒ [Optimizing Performance Pay and Managing Compensation Change](#), June 10-11, 2015

2013 Emerging Scholars Conference at Cornell's ILR King-Shaw Hall

In the world of compensation, there are academic conferences and there are conferences for practicing professionals. At the Institute for Compensation Studies, we wondered if we could get the best of both worlds. What if we convene a conference for rising academic scholars where they can discuss their research in a rigorous, cross-disciplinary manner, but that also engages research-minded practitioners in the discussion? And, our Emerging Scholars Conference was born.

On May 31st - June 1st, 2013, we held our first Emerging Scholars Conference at Cornell University's ILR School in Ithaca, NY. ICS welcomed some 15 new scholars from U.S. and international universities (having received their PhDs in the past five years) and a selected handful of compensation practitioners. Scholars represented a wide range of academic disciplines — sociology, economics, psychology, finance.

The conference was generously supported by World at Work, Cornell ILR School's Pierce Memorial Fund and Cornell University's Institute for the Social Sciences (ISS).

The next Emerging Scholars Conference is scheduled for this coming spring at Cornell's ILR School in Ithaca, NY. We are looking forward to another intellectually-stimulating two days that again advances scholarly research valuable to compensation practitioners and advancing the world of work.



[Read a brief synopsis of papers discussed.](#)

[View a video](#) about the conference including participants' reflections, and comment by Professor Kevin F. Hallock, ICS director.

ILR Combined Expertise Acknowledges 5th Anniversary of Lilly Ledbetter Fair Pay Restoration Act

The depth and breadth of ILR's workplace expertise is truly unique. ICS tapped that vast pool to produce the ILR Online Webcast, *Five Years after Ledbetter: ILR Perspectives*. The webcast explored what employers and workers need to know about equitable pay, and shed light on the challenges and opportunities for making further progress.

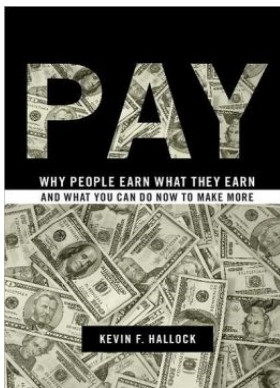
Contributors from across the ILR resident and outreach faculty included: Francine Blau, Frances Perkins Professor of Industrial and Labor Relations and Professor of Economics; Linda Barrington, Executive Director of the Institute for Compensation Studies; Esta Bigler, Esq., director of ILR's Labor and Employment Law Programs; Diane Burton, Associate Professor of Human Resource Studies; Ileen A. DeVault, Professor of Labor Relations, Law, and History, and Co-Chair of the Worker Institute's Equity at Work Initiative; Kevin F. Hallock, Donald C. Opatrny '74 Chair of the Department of Economics, Joseph R. Rich '80 Professor of Economics and of HR Studies, and Director, Institute for Compensation Studies; Beth Livingston, Assistant Professor of Human Resource Studies; and Stephanie Thomas, Research Associate, ICS.



This archived webcast is available at no charge at <http://youtu.be/BfwstuTfM0E?list=PLdvxLwoHBNn8eBvcFvNCpKrDBxt2CXNpP>

The ILR Online webcast series programs address a wide range of timely world-of-work issues and feature insight and the latest research from ILR.

PAY continues to bring insight to undergraduate and professional students



Pay: Why People Earn What They Earn and What You Can Do Now to Make More enters its third year in the classroom. Kevin F. Hallock, the Donald C. Opatrny '74 Chair of the Department of Economics, the Joseph R. Rich '80 Professor of Economics and HR Studies, and the founder and director of the Institute for Compensation Studies, says he wrote *PAY* because he saw a need for an accessible book that can "help people actually understand how organizations pay. Understanding how organizations in general pay will, in turn, lead to a more fundamental understanding of how an individual's own organization pays and gets things done."

In addition to it serving as the main text in the Cornell University course of the same name, *PAY* is used in HR-focused professional development workshops, including ICS' continuing education series, and in a range of college classes such as "Business Organization" at Barnard College, Columbia University.

Aligning with ICS' mission, *PAY* importantly brings value to those outside the ivory tower as well. President and CEO of WorldatWork, Anne Ruddy, described the book as a "truly refreshing read on the complicated and highly emotional world of pay." And Thomas A. Kochan, professor at MIT's Sloan School, says "We all - executives, HR professionals, employees, policy officials, academics, and citizens - need a primer on how and what people get paid so we can start a long overdue national debate over how and what people should get paid. So let the debate begin, with this book as its key reference point!"

ICS is thrilled to see *PAY* continuing to engage and educate organizations and individuals in the compensation conversation.

PAY was awarded the 2012 Richard A. Lester Award for Outstanding Book in Industrial Relations and Labor Economics from Princeton University. The Richard A. Lester Award is "presented to the book making the most original and important contribution toward understanding the problems of industrial relations, and the evolution of labor markets."

Sharing ICS Insights and Perspectives

This month,

- Director, Kevin F. Hallock, discusses the location of corporate headquarters, high-paying jobs and donations to charity in his monthly column, Research in the Real World, in *workspan*® the Magazine of WorldatWork®. www.ilr.cornell.edu/ICS/InsightsAndConvenings/loader.cfm?csModule=security/getfile&pageid=1061565
- Executive director, Linda Barrington, adds to the conversation on pay transparency in *HR Magazine*'s "Making Pay Public" (Vol. 59 No. 9). www.shrm.org/publications/hrmagazine/editorialcontent/2014/0914/pages/0914-salary-transparency.aspx
- Research associate, Stephanie R. Thomas, presents on executive pay at The Conference Board's 2014 Executive Compensation Conference (9/30/14) and the HR.com Virtual Conference Webcast "Optics of Executive Compensation" (9/9/14)

About the Institute for Compensation Studies

The Institute is an interdisciplinary center that [researches](#), [teaches](#), and [communicates](#) about monetary and non-monetary rewards from work, and how these rewards influence outcomes for individuals, companies, industries, and economies.

Aligned with over 60 [academic research fellows](#) around the globe, the Institute for Compensation Studies™ (ICS) at Cornell University's ILR School infuses the education, training and analysis we offer with innovative research and leading-edge insight.

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