



Cornell University
ILR School
Institute for Compensation Studies



INSTITUTE FOR COMPENSATION STUDIES

Spring 2015

Cornell University Names ICS Director Kevin F. Hallock to Lead ILR School

The Institute for Compensation Studies is delighted to congratulate Director Kevin F. Hallock on being named the Kenneth F. Kahn Dean of the ILR School. He will serve as the 11th dean of the School of Industrial and Labor Relations, beginning his five-year term February 1st.

In 2010, Kevin Hallock founded the [Institute for Compensation Studies \(ICS\)](#) to further ILR's mission of advancing the world of work through education, research, alumni engagement and public outreach focused on compensation broadly-defined. Under his direction, ICS has provided research mentorship to dozens of students annually, launched a [continuing education series](#) on pay for performance, created the Emerging Scholars Conference to encourage cross-disciplinary academics in their compensation research, and founded an Executives Forum network for corporate leads of total rewards.

"I am humbled and so pleased to serve as the next dean of the ILR School," said Hallock. "ILR is a remarkable institution and embodies the very best emphasis on teaching, research and outreach that are all hallmarks of this great university. I look forward to working with our extraordinary students, staff, faculty and alumni in advancing the world of work, and am enthusiastic to get to work as dean."



In the immediate term, [Lee Dyer](#), Professor of Human Resource Studies and Chairperson of the Department of Human Resource Studies, has agreed to serve as the interim director of the Institute. Lee Dyer has been a great contributor to many areas in the discipline of HR, including compensation, and we offer him a warm welcome onboard ICS.

For more see [Compensation expert Kevin Hallock named dean of ILR School](#)

Beth C. Florin Recipient of 2015 Alpern Award



The Institute for Compensation Studies is very pleased that ILR graduate, Beth Florin, will receive one of the school's highest honors on April 9, 2015 at the annual Groat & Alpern Awards celebration at the Pierre Hotel in New York City. The Jerome Alpern Award, named in honor of business and financial consultant Jerome Alpern '49, MBA '50, is given to recognize an ILR graduate with outstanding service and support to the ILR School, its students, and its alumni, combined with distinguished professional accomplishments.

Florin currently serves as Vice President on the ILR Alumni Association Board where she leads the membership committee; she is a member of the ILR Dean's Advisory Council; and she also participates on the Cornell University Council. In 2010, the Institute for Compensation Studies was honored by receiving its first alumnus gift from Beth. The Joseph R. Rich '80 Memorial Fund for Compensation Studies was created by Florin in honor of her late husband Joseph Rich. The fund helps underwrite ICS student community activities, including student research.

Florin '85 is a Managing Director at Pearl Meyer & Partners where she leads the survey and employee compensation practice areas and serves on the firm's Executive Committee. She was a co-founder of Executive Alliance, a technology industry compensation consultancy that was acquired by Pearl Meyer & Partners (at that time known as Clark Consulting) in 2001. Prior to that, Florin was a Senior Human Resource Consultant with William M. Mercer, Incorporated's High Tech Compensation Practice and held human resource positions at Data General Corporation.

For more on the creation of the Joseph R. Rich '80 Memorial Fund for Compensation Studies, see www.ilr.cornell.edu/news/first-ics-endowment-alumna-beth-florin-honor-late-husband-joe-rich

For the full 2015 Groat & Alpern Awards story, see www.ilr.cornell.edu/about-ilr/news/honorees-announced

Professional Continuing Studies Courses a Success

This past year, ICS successfully launched its Advanced Certificate in Performance Pay, Metrics and Practice Alignment, a series of intensive, two-day continuing education courses. The first two courses launched were *Beyond Base Pay - Using Incentives to Drive Performance* (June '14) and *Evaluating Performance-Based Compensation Programs: Tools and Techniques* (November '14).

The courses were well received and attracted HR and compensation practitioners from across the U.S., as well as the Caribbean and Norway. This June, we will launch the remaining two courses, *Executive, Key Talent and Superstar Pay for Performance* and *Optimizing Performance Pay and Managing Compensation Change*.

We designed the courses to bridge scholarship and practice, offering a balanced and engaging curriculum. The goal is to allow active professionals to benefit from the world-of-work expertise of ILR that is otherwise accessible just to degree-credit students in Ithaca. Instructors for each course include both experienced practitioners and ILR's resident or extension faculty.

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 Spring 2015 courses:

- ⇒ [Beyond Base Pay - Using Incentives to Drive Performance](#), May 7-8, 2015
- ⇒ [Executive, Key Talent and Superstar Pay for Performance](#), June 8-9, 2015
- ⇒ [Optimizing Performance Pay and Managing Compensation Change](#), June 10-11, 2015

Private Equity at Work Book-Signing and Discussion

On December 10, 2014, ILR alumni and special guests of the Institute for Compensation Studies and The Worker Institute gathered for a book-signing and discussion with the authors of *Private Equity at Work: When Wall Street Manages Main Street*, a new book by [Professor Rosemary Batt](#), ICS Fellow and Alice Cook Professor of Women and Work in ILR's HR Studies Department, and co-author [Eileen Appelbaum](#).



Private Equity at Work illuminates how private equity operates in this new economy. Lively conversation addressed not only issues related to the changing social contract in the U.S., but how publicly held companies may be looking to the private equity “playbook” for new practices to adopt.



Appelbaum and Batt tell us that “It is time to end the fiction that private equity firms and investment funds they sponsor are simply financial firms that passively invest in businesses and to address the reality that they are employers that actively manage the companies they acquire.” Between 2000 and 2012, private equity invested over \$3.4 trillion in about 18,300 leveraged buyouts of companies employing roughly 7.5 million people.

Comments were provided by Joshua Cherry-Seto, ILR '97 and Chief Financial Officer at Blue Wolf Capital Partners LLC, and Steven Berkenfeld, ILR '81 and Managing Director in the Investment Banking Division of Barclays. ICS Executive Director Linda Barrington moderated the event.

For the full ILR News story, see www.ilr.cornell.edu/about-ilr/news/analyzing-private-equity

Research Students at ICS

As part of the Institute's core mission, ICS continues to support students in compensation-related research projects, enhancing the learning experiences of Cornell students at all stages of their programs. During fall 2014, under the leadership of Stephanie Thomas and Hassan Enayati, ICS engaged nine undergraduate and MILR research students in ILR and the College of Arts and Science.

- Hanna Blunden (ILR '16), in a collaborative project between ICS and the Employment and Disability Institute, investigated the prevalence of pet-friendly workplace policies, including service and support animals, in Fortune 100 companies. Hanna's work supported a joint effort between the ILR School and the Veterinary School in the development of a grant to further study this topic.
- Christine Gabrellian (ILR '15) examined the salary structure of New York State judges, a project done in collaboration with the New York State Judicial Commission.
- Soojung Lee (MILR '15) and Shu Miao (MILR '16) reviewed research on the ways in which performance pay can be used to increase employee retention and maintain pay fairness within the organization.
- Kristen Lovely (ILR '18) conducted a review of the psychology literature on the impact of employer practices on the labor market outcomes for individuals with mental illness.
- Nicolas Lozano (ILR '16) focused on extending Professor Kevin Hallock's multi-decade and growing dataset of salaries at the University of Illinois.
- Michael Major (ILR '17) worked as a research assistant to Professor Diane Burton on her research of compensation practices within faith-based nonprofit organizations.
- Theresa Ra (ILR '17) supports the Technology and Employment Initiative and ICS' Quarterly Commentary on the Employment Cost Index.
- Carly Villa (ILR '17) worked as a research assistant to Professor Ilene DeVault on an historical survey of compensation in the logging industry.
- Wenhai Yang (A&S '15) examined mental health and the labor market from an economics perspective. This work has led him to pursue a senior honors thesis studying the impact of school starting age on adult mental health outcomes.

Sharing ICS Insights and Perspectives

Most recently,

- Director, Kevin F. Hallock, discusses “kitchen [pay] conundrum” in the Boston Globe “Why do people earn what they earn? Sometimes the answer is simple supply and demand. But often it’s something much stranger.” www.bostonglobe.com/magazine/2014/10/30/why-people-earn-what-they-earn/PAHbjmYnoD1fcfjduUCWjl/story.html
- Executive Director, Linda Barrington, provides insight on the labor market indicators beyond the unemployment rate in NPR “Beyond The Unemployment Rate: Look At These 5 Labor Indicators.” www.npr.org/2014/11/07/362351935/forget-the-unemployment-rate-look-at-these-5-economic-indicators?utm_campaign=storyshare&utm_source=twitter.com&utm_medium=social
- Research Associate and Program Director, Stephanie R. Thomas, discusses transferrable job skills in 2015 in Time’s Money “The 5 Best Jobs You’ve Never Heard Of.” <http://time.com/money/3661833/new-job-titles-2015/>
- Executive Director, Linda Barrington, discussed the gender pay gap with Shartia Brantley on the syndicated new show Women of Power (See segment “Closing the Gender Pay Gap,” November 16, 2014). www.womenofpower.com/videos#topofthevideoanchor

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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