‘Make Your Mess Your Message’
ABC’s Robin Roberts Motivates Conference Attendees

BY DORI MEINERT

Television anchor Robin Roberts has had more than her share of ups and downs in recent years.

She thought she had reached the pinnacle of her career when she became an anchor of ABC’s “Good Morning America” in 2002.

Five years later, she was battling breast cancer. She beat that only to learn in 2012 that she had a rare bone marrow disease.

“Those experiences, good and bad, have transformed my life,” Roberts told more than 13,000 attendees at the opening general session of the 2014 SHRM Annual Conference & Exposition on Sunday.

“Everybody’s got something,” she said. “The tragedy is not the suffering. The tragedy is we don’t take time to understand the purpose.”

Roberts said she hesitated at first to share her health issues with others. But her mother urged her to “make your mess your message.”

So she shared her experiences with the nation on television and in speaking engagements and most recently in a memoir she co-authored titled Everybody’s Got Something (Grand Central Publishing, 2014).

Roberts wanted to let people know that early detection can save their lives. She received a bone marrow transplant from her sister, and she has become an advocate of Be The Match, operated by the National Marrow Donor Program.

She wanted people to know that “We’re all a little bit stronger than we think we are.”

Marathon Victim Has New Outlook on Disabilities

BY DANA WILKIE

More than a year after she lost part of her left leg during the Boston Marathon bombings, Heather Abbott now promotes fair employment practices for people with disabilities in her job as HR compliance manager for Raytheon Inc.

“Never in a million years did I think I would become a person with a major physical disability at the age of 38,” Abbott told those attending Sunday’s opening general session at the 2014 SHRM Annual Conference & Exposition. “And because of what’s happened to me, I can’t help but view the importance of fairly employing people with disabilities—of making accommodations and flexible work arrangements—differently than I did when I was fully able-bodied.”

Abbott, now 39, a Newport, R.I., resident and longtime SHRM member, walked onstage at the Orange County Convention Center, in a smart black dress with a hemline at the knees, so gracefully that one might never know that an explosion in the 2013 bombings sent shrapnel through the lower part of her left leg. Days after the blast, surgeons amputated her severely injured foot and ankle.

Several of Abbott’s friends and colleagues, including her SHRM friends in Rhode Island, raised money to help cover medical bills for her expensive,
Jeopardized Jobs Present HR Challenge

BY DANA WILKIE

With technology performing, many of the jobs people once did, it will be up to HR professionals to sharpen the skills that only human beings can bring to a workplace, SHRM President and CEO Henry G. “Hank” Jackson said Sunday during the opening general session of SHRM’s Annual Conference & Exposition.

In fact, some research estimates that nearly half of all U.S. jobs will be replaced by machines or software in the next 10 to 20 years, and that 2 billion jobs worldwide will disappear by 2030, Jackson told attendees. “We’re the ones who can prepare workers for the jobs of the future—through training, through upskilling and re-skilling,” he said. “We’re the ones who can find that top-notch talent every business will need in the future. And we’re the ones who know how to build cultures that unleash our unique advantages as humans.”

Technology Can’t Do It All

Because of technology like that produced by San Francisco-based Uber—whose popular apps instantly connect users with drivers just minutes away, “what does it mean for the people who work as taxi dispatchers?” Jackson asked. “I believe that as a profession, HR must have a laser-like focus on people.”

That, Jackson said, means the HR leaders of the future will need to focus on things that people—not computers or machines—can do: imagine, create, build teams, lead and envision the big picture. “With robots taking on the more dangerous, routine work, people are freed up to do things like manage others,” he said.

Certifications for the Future

The demands of the future workplace, Jackson said, are one reason SHRM in 2015 will start offering a competency-based certification for HR professionals that identifies the skills needed to grow and succeed in HR careers. The skills fall under eight behavioral competencies and one technical, or functional, competency. SHRM will offer two certifications—SHRM Certified Professional (SHRM-CP) and SHRM Senior Certified Professional (SHRM-SCP). The certification exams will focus on behaviors and leadership and will also examine how professionals behave, and what leadership qualities they apply, under various scenarios.

While the new credential does not require giving up other existing certifications, Jackson wants it as the credential HR professionals will choose to have. “Today and well into the future, it won’t be ‘what you know,’” he said. “It’ll be ‘what you can do with what you know’.”

Elizabeth Arden

Runs Oracle HR Cloud

Elizabeth Arden

By William Bulkeley

In 2014, Oracle announced that it would release Oracle’s Cloud Human Capital Management solution. The software includes 267,000 custom applications and 150,000 business processes, and is used by companies such as McDonald’s and Walmart.

Oracle’s Cloud Human Capital Management solution includes everything from payroll to benefits management, and is available as a subscription service. The software is designed to make it easier for companies to keep up with regulatory changes and to help employees manage their careers.

Oracle’s Cloud Human Capital Management solution is available to businesses of all sizes, and can be customized to meet the needs of individual companies. The software is designed to improve productivity and reduce costs, and is supported by a team of experts who can help companies get up and running.

Oracle’s Cloud Human Capital Management solution is available in multiple languages, and is available on a variety of devices, including desktops, laptops, tablets, and smartphones. The software is designed to be easy to use, and can be accessed from anywhere, at any time.

Oracle’s Cloud Human Capital Management solution includes a variety of features, such as employee self-service, benefits management, and performance management. The software is designed to help companies improve productivity and reduce costs, and is supported by a team of experts who can help companies get up and running.

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DOL Hears HR Pros on Overtime Rules

BY ALLEN SMITH

The U.S. Department of Labor (DOL) held two listening sessions on Sunday at the SHRM Annual Conference & Exposition with SHRM officials and a pair of panels of members about the pending proposed rule on overtime exemptions.

The listening sessions were follow-ups to a listening session the DOL held with SHRM about the proposed rule on May 20.

In a memorandum signed March 13, 2014, President Barack Obama directed the DOL to “propose revisions to modernize and streamline the existing overtime regulations,” including the rules for white-collar exemptions. Speculation has been that the white-collar exemptions will be narrowed for white-collar exemptions. The proposed rule on May 20.

The listening sessions were follow-ups to a listening session the DOL held with SHRM about the proposed rule on overtime exemptions. The proposed rule, which is expected to be released in November of this year, not only will review employee’s primary duties to see if they truly match the different exemptions, but it is likely to raise the salary-basis test, which is $455 per week, to account for inflation.

Today's SHRM session was behind closed doors with a limited group of witnesses; however, at the May 20 session, Deb Horne, director of human resources for CAM Rescue Inc., noted that, in her experience, employees prefer to be considered exempt.

She has had six employees request to be classified as exempt after they were told their job required them to be classified as nonexempt. Attaining a professional exemption is often viewed as reflecting increased status, and removing that exemption can negatively affect employee engagement.

On the flip side, only nonexempt employees are eligible for overtime, and many employees want the additional pay that comes with the extra hours of work.

The proposed rule, which is expected to be released in November of this year, not only will review employee’s primary duties to see if they truly match the different exemptions, but it is likely to raise the salary-basis test, which is $455 per week, to account for inflation.

Tammey McCurchen and Matthew Lottis, both attorneys with Littler, will discuss the proposed rule at the DOL listening session the SHRM held with SHRM about the proposed rule on overtime exemptions.

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For more information about the DOL proposed rule, visit the SHRM website at www.shrm.org.
The federal government will guarantee workers' 401(k) accounts for retirement and health policy at the U.S. Treasury Department, in an interview with SHRM Conference Daily.

MyRA Basics

According to the Treasury Department:

- The federal government will guarantee the return of principal that employees contribute to their MyRAs. The accounts will have the same tax treatment as Roth individual retirement accounts (IRAs).
- Employees can pay taxes on their contributions before the money is deposited into their MyRA, but distributions during retirement are tax-free.
- The accounts will be open to workers with annual incomes up to $129,000 (individuals) or $191,000 (couples) whose employers choose to participate. Initial investments may be as low as $25, and payroll contributions as low as $5. Employees may opt to have some of their pay deposited in the accounts and then invested in U.S. government bonds.

Smart Stage Session on MyRAs

"MyRA: A Starter Account for Retirement Savings"

Time: Tuesday, 12:40-1 p.m.

Presenter: Kim Reese, director, U.S. Department of the Treasury, will share details on the voluntary program and answer questions about how to make MyRA accounts available to your employees at little to no cost.

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**Disney Motto: Treat Employees Like Customers**

**Explore the Inner Workings of the Magic Kingdom for HR Inspiration**

By Diana Velie

L___t's say you work at "The Happiest Place on Earth." What's your two-word employee mission? Well, predictably, it's "create happiness." While it may sound simple, creating an environment where more than 60,000 workers strive to do that each and every day is nothing short of a Herculean task for Walt Disney World's HR department. It requires teaching employees to go above and beyond, to prepare for the unexpected, to lead by example, and to always—always—make it look fun.

That means even when it's a muggy 97 degrees—it was Saturday—and some of the dancers in your 11 a.m. parade are clad in long-sleeved, polyester costumes and bounding atop a float to a rollicking show tune.

"You have to look at the people you work with every day," said Walt Kirk, a Disney facilitator for human programs who helped lead a two-day seminar at Walt Disney World for 75 participants from the SHRM Annual Conference & Exposition. "They are your internal customers. How I treat my customers—and how I treat my employees—I have to do both the same way."

For three HR employees here from Missouri-based Southeast Health, with four hospitals and nearly 3,000 employees, the hope was that the seminar—"An Inside Look at Disney's Culture of Excellence"—might help them change their employees' experience so that the employees might change their patients' experience.

"Our challenge is turnover," said Lincoln Scott, Southeast Health's vice president of HR. "Anybody surrounding the country who doesn't have a challenge with turnover, I want to talk to them. Disney has very happy, engaged people who are very serious about being service-oriented."

From left to right: Lincoln Scott, Danielle Alspaugh and Erin Pfeifer from Missouri-based Southeast Health's HR department attended "An Inside Look at Disney's Culture of Excellence" at Walt Disney World.

Carolyn Drucker, the lone person in charge of HR for Washington state-based Yakima Federal Savings, with 10 branches and 115 employees, attended in hopes of reimagining the "welcome home" culture her banks try to instill in workers. "When I think of Disney, I think of the same thing as our 'welcome home' program—so though [employees are] welcoming customers into our own personal homes," Drucker said.

Achieving the high engagement of employees one sees at a Disney park, seminar leaders said, requires adhering to some old-fashioned fundamentals, such as recruiting and training the best employees, building commitment and enthusiasm through communication and recognition, and designing a culture of excellence that pays people first.

That's probably why Kirklin picked up a discarded coffee cup—even though it's not technically his job—as he walked through the Magic Kingdom's front gates. And why Jeff Willard, another seminar leader and a Disney senior facilitator, ran around—and we mean ran—hunting up cars and when participants answered questions to his liking.

It's why one smiling backstage employee, who had other pressing tasks, held a door open for some 30 seminar participants.

Behind the scenes at the Magic Kingdom, employees roam an underground maze of halls known as the Utilidor that lies beneath the park. Besides providing access for everything from food supplies to maintenance, the tunnels are a crucible for hardworking employees. Here, safety and comfort are key. Embellished along walkways are messages to "always use the handrail" and to never test their buying—in seven or more languages.

Appreciation is demonstrated in part by displaying pictures of employees being celebrated for the "quality principle" that Disney values—safety, courtesy, efficiency and above (as in "ready for the stage."). Respect and equality are evident in that those on the payroll are "employees;" they’re "cast members;"—from custodial workers to stage performers. Pictures of Magic Kingdom executives are displayed prominently on tunnel walls with not just their titles but also their contact information.

From Canon into Action

A rhetorical but oft-repeated question from guests is "What time does the 3 p.m. parade start?" Cast members learn to respond not with sarcasm but with details on the hour and most shades.

When a parent asks when to find Mickey Mouse, cast members are careful around children to never insinuate that there’s more than one Mickey running the show.

And when one little girl tossed her Belle doll—of "Beauty and the Beast" fame—to a construction worker, cast members retrieved the muddied Belle, asked Disney's costume planning to stage performers to fix the hair and replace the clothes, and returned the doll to her owner in pristine condition.

**Workers Look to Employers for Help Managing Finances**

By Stephen Miller, Cebs

The impact of the recession and rapid economic recovery is causing lingering hardships for organizations as well as employees, according to a new SHRM survey report, *Financial Wellness in the Workplace.*

Workers are looking to their employers for help managing their overall financial wellness, according to the study, sponsored by the McGraw-Hill Federal Credit Union and held in December 2013 through January 2014.

HR professionals with the title of assistant director and above were asked about the impact of employees' financial challenges on the workplace and the types of financial education resources they provide to their employees. Almost one-quarter of respondents indicated that employees were experiencing more personal financial challenges compared with 12 months earlier, despite the recession's end. A potentially alarming finding was that 62 percent of HR professionals agreed or strongly agreed that employees were more likely to request a 401(k) or other defined contribution plan loan in the previous 12 months compared with previous years, and 44 percent agreed or strongly agreed that employees have been more likely to request a defined contribution savings plan hardship withdrawal.

Among respondents whose organizations offered financial education to employees, the services most frequently provided were:

- Retirement planning (79 percent of respondents).
- Access to an employee assistance program (75 percent).
- Financial investment planning (56 percent).
- Medical/health care cost planning (40 percent).
- Offer seminars during work hours led by trained in-house staff (25 percent).

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**Assessing Employee Needs**

Among HR professionals who indicated their organization provides financial education, 72 percent reported the financial education initiative has been somewhat or very effective in improving their employees’ financial wellness. However, 28 percent reported that financial education has been somewhat or very ineffective, indicating an opportunity for improvement.

Significantly, fewer than one out of five HR professionals (16 percent) from organizations that provide financial wellness programs indicated their organization has conducted an employee needs assessment (such as surveys or focus groups) to determine what financial education offerings would be the most beneficial to their employees. "These types of internal studies may help organizations identify the tools their employees would find the most useful, enabling them to use their financial education budget as effectively as possible," the report states.
4 Facts About Thomas Friedman

BY DANA WILKIE

Friedman is an internationally renowned author, reporter and columnist, recipient of three Pulitzer Prizes; and author of six best-selling books, among them From Beirut to Jerusalem (Farrar, Straus and Giroux, 1989) and The World Is Flat (Farrar, Straus and Giroux, 2005). The Wall Street Journal ranked Friedman as the second most influential business thinker in 2008, and U.S. News & World Report named him one of “America’s Best Leaders.” Friedman is a frequent guest on programs such as “Meet The Press,” “Morning Joe” and “Charlie Rose.” While a New York Times correspondent in Beirut in the early 1980s, Friedman covered the events that followed the Israeli invasion of Lebanon, including the massacre of Palestinians in Beirut refugee camps and the bombings of the U.S. Embassy and U.S. Marine Corps compound in Beirut. His book The Press,” “Morning Joe” and “Charlie Rose.” While a New York Times correspondent in Beirut in the early 1980s, Friedman covered the events that followed the Israeli invasion of Lebanon, including the massacre of Palestinians in Beirut refugee camps and the bombings of the U.S. Embassy and U.S. Marine Corps compound in Beirut. His book The.

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SHRM’s Global Strategy Yielding Results

BY EDY MAURIER

SHRM provides resources, global best practices and a network of valuable contacts to more than 9,380 members in over 170 countries, as well as to U.S.-based HR professionals practicing international HR. “SHRM works year-round to provide high-quality HR resources to strengthen the profession globally, and in the process is building a financially sustainable business,” said Howard Wallack, CHPR, HRMD, SHRM’s vice president for global business development. “We do this through partners who deliver SHRM programs in 37 countries around the world, through SHRM Forums in 11 countries that convene members regularly, and through the thousands of members outside the U.S. who access their member benefits to help in their work and in their communities.”

According to Bruce Dickson, SHRM’s senior vice president for professional development & strategic partnerships, who co-leads SHRM’s global operations with Achal Khanna, CEO of SHRM India, “Our efforts first and foremost have helped SHRM’s international members and HR practitioners become more professional, savvy and effective in their organizations wherever they may be around the globe. And our thought leadership efforts with the HR Competency Model, international HR standards development, academic initiative, and SHRM Foundation research have been extended internationally.”

Global Reach

As part of SHRM’s commitment to establish important two-way relationships, provide education and facilitate the advancement of HR, the Society has offices in China, India and United Arab Emirates, and is an active member and on the board of the North American Human Resource Management Association as well as the World Federation of People Management Associations.

Raising Professional Competency in China

SHRM China held its first HR Summit for high-level HR leaders in Beijing in November 2013. The theme of the event was HR’s contribution to business success, and topics covered included the bright prospects for HR as a profession in China, HR strategies in a global world, business immigration policy and practice, and HR as business partners in both multinational and local companies. SHRM China’s second HR Summit is scheduled for Beijing on Sept. 23, with the theme “HR Innovation, Transformation, and the Future.”

Expanding a Partnership Network in India

SHRM India is maintaining fruitful collaborations with India’s National HRD Network, the Bangladesh Society for Human Resource Management and the Sri Lankan Association of Human Resource Professionals to serve the needs of HR professionals in South Asia.

Back home, SHRM India is gearing up to hold its third annual conference Sept. 23-26 in Gurgaon. More than 600 attendees are expected, in addition to leading international and Indian speakers and 30 organizations represented in the exposition.

Developing Program Exclusive to Mexico

In February, SHRM formalized a partnership agreement with the Asociacion Mexicana en Direccion de Recursos Humanos (AMEDIRH), Mexico’s largest HR organization, to develop and deliver the HR Management Program in September.

The 128-hour program will focus on helping practitioners develop strategic and business expertise and will be exclusive to Mexico. The partnership agreement is the first of its kind for SHRM and has the potential to be a model for future collaborations with other organizations globally.

Increasing Awareness in the Middle East

SHRM signed a memorandum of understanding with United Arab Emirates’ Federal Authority for Government Human Resources to explore potential cooperation as a knowledge partner. The signing took place in April, shortly after SHRM President and CEO Henry G. “Hank” Jackson delivered a keynote address to approximately 100 HR professionals and business leaders, primarily from the government sector.

It can be a struggle to stay ahead of today’s talent gap—not to mention tomorrow’s. Visit us in booth #755 to discover how to build a more engaged workforce. We can help you foster a culture of continuous learning within your organization by providing flexible, tailored higher education and training solutions.

Bob Kelleher

Bob Kelleher, author of Louder Than Words: 10 Practical Employer Engagement Steps that Drive Results (RKB Publishing, 2010) and Creativity: A Novel for Evolving Leaders (RKBPublishing, 2012), is a Mega Sounselor speaker at 4:15-3 p.m. today and 2:15-3:30 p.m. Tuesday.

Kelleher recently answered some questions about engagement and the workplace for SHRM Conference Daily.

Much of your work and presentations deal with leadership. What do you think is the most important measure of how engaged or disengaged an employer’s workforce is?

Bob Kelleher

I believe the best metric in an employer engagement survey. Employee engagement surveys measure engagement, not satisfaction. I suggest that organizations conduct employee engagement surveys to gauge their organizational pulse.

Over the years, I have conducted employment surveys for many companies, large and small, and have learned that you need benchmarks, both internal and external.

You also need to make sure your leadership team is committed to listening and acting on feedback. If you ask your employees what they think and then do nothing with the results, you will foster cynicism and skepticism. In fact, you will be worse off than if you did not conduct a survey in the first place.

What is the relationship between engagement and innovation?

Disengaged employees lead to complacency, while engaged employees are vested in the company’s success. Disengaged employees lead to complacency, while engaged employees are vested in the company’s success. If they’re going to retain this generation. They are firms with a “must-have” for the Millennials. It is still in demand, so it is important for firms to develop new work categories and classifications to encourage talented Boomers to remain employees... albeit at reduced hours and stress levels.

As for the Millennials, they’re coming fast and furious. Some experts predict that they will be the dominant workforce demographic by the end of 2015. Job rotation used to be a “nice-to-have.” I believe firms will have to make job rotation a “must-have” if they’re going to retain this generation. They are not interested in “cubicle-to-cubicle” employment, and they have an attention span that is more about breadth than depth. They don’t read newspapers, they are technology-dependent and grow up with hundreds of television stations. Music, Zuckerman made it when he was in his 20s, and they can, too.
Masters Series Begins Today with Two Sessions

BY BILL LEONARD

The Masters Series at the 2014 SHRM Annual Conference & Exposition kicks off today with two sessions. The in-depth presentations are open to all conference attendees and will be held in the Chapman Theatre (Room W230) of the Orange County Convention Center.

Masters Series presentations tend to be popular and typically draw large crowds, so attendees should arrive early to get a good seat. The SHRM Foundation sponsors the Masters Series. Please note that cameras and recording devices are prohibited during the presentations.

Today's first session, at 10:10 a.m.-12:15 p.m., features American Reed II, the Whitney M. Young Jr. professor of marketing at the Wharton School of the University of Pennsylvania. His presentation will focus on the HR implications of creating identity and brand loyalty for companies.

Olivia Fox Cabane will present the second Masters Series session of the day at 1:45-3:45 p.m. Cabane, a best-selling author and the director of innovative programs at Stanford University’s StartX Program, is set to discuss the science of charisma and the keys to leadership at Stanford University’s StartX Program.

The Charisma Myth: How Anyone Can Master the Art and Science of Personal Magnetism (Fergun Books, 2012), at the SHRMStore immediately following her presentation.

4 Facts About Reed

Of note:

• Reed calls himself an “identity theorist” and has focused his research on the role consumers’ self-concepts play in guiding buying decisions.

• He is a native of Atlanta, and earned his Ph.D. from the University of Florida and his master’s and bachelor’s degrees from Georgia State University.

• Reed describes himself as a “fitness enthusiast” who enjoys weight training and bicycling. He often takes his “beloved bicycle,” a Trek Madone 5.5, on long journeys “to become one with nature” and “to dance on those pedals in a most imperious way.”

• Reed is a musician and drummer for Brand Ineq-uity, a rock’n’roll band whose members are all professors at the Wharton School. The band has gained a national following and has performed in well-known music venues such as Blue Chicago.

4 Facts About Cabane

Of note:

• Cabane has been a lecturer at Stanford, Yale, Harvard, the Massachusetts Institute of Technology and the Marine Corps War College.

• Cabane earned a law degree from the University of Paris, and has dual citizenship in France and the United States. She speaks four languages fluently.

• She was the youngest person ever to be appointed foreign trade advisor for the French government.

• When Cabane taught at the University of California-Berkeley, her course was so popular that university staff had to stand guard and make sure that only students registered for the course were allowed into the lecture hall.

SHRM VP Moved from Information to HR Transformation

BY BILL LEONARD

Deb Keary, SPHR, faces the daunting task of recruiting her own successor. Keary will retire as SHRM’s vice president of human resources on Aug. 1 after working for the Society for 25 years. She spent most of her career as director of the SHRM Information Center—now the HR Knowledge Center—and was named to lead SHRM’s HR department in 2006.

Keary was ready for the switch eight years ago because she was eager to implement some of her ideas and perform some “hands-on HR work.”

“For years in the Information Center, I had been giving advice and suggestions on how things should be done,” Keary said. “I thought maybe it was time for me to see that knowledge and help shape SHRM’s HR practices.”

As the head of HR for the world’s leading HR management association, Keary knew she would be under a microscope, but she enjoyed the challenge and swore to make SHRM an employer of choice and model workplace. Her hard work paid off. In 2013, Washingtonian magazine named SHRM one of the best places to work in the Washington, D.C., area. Keary gives credit to the hard work and dedication of the SHRM staff, saying there is no way she could do it on her own.

“It’s been a total team effort, and I have come to think of SHRM as my second family,” she said. “I think it’s really important to have that kind of camaraderie, because we spend so much time together here. SHRM has been such a wonderful place to work, and I am really proud that I have had a small hand in helping to shape SHRM’s corporate culture and in making the Society a very successful and sustai-nable organization.

Space and time don’t allow for a complete listing of Keary’s contributions to the Society. However, a recent initiative to change SHRM’s HR department to a business partner model could cement a positive and lasting legacy for Keary. Under the business partner model, members of the HR staff work within individual business units. Instead of one HR professional handling recruiting and another managing employee relations for the whole organization, one HR manager is responsible for handling all the HR-related needs of each division.

“The business partner model aligns better with the business needs of each operational division,” Keary said. “In turn, the HR staff better understands the business needs and issues of each division.”

According to Keary, many top U.S. employers are moving toward the business partner model, and she thought it was time for SHRM to join the trend. The changeover was completed on May 1.

“When people asked me what changes they would see, I would tell them ‘very little,’ ” she said. “The HR staff was ready to do this, and everyone was completely on board with the idea. It really was a fairly painless process, and I’m very proud of what the HR department has accomplished.”
Naowarat Burmungan

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**Extend Your Education with SHRM Seminars**

**SHRM Conference Daily Staff**

SHRM is offering several seminars during the Annual Conference. Held at the Hyatt Regency Orlando, the seminars cover a range of topics, including recruitment, compensation and developing senior leadership potential.

"Employee Development" is a two-day program that examines how employee development falls under 21st-century talent management umbrella, how to integrate it into the organization; how to develop individuals, career potential, and leader potential; and how to build a training program from the ground up.

"Compensation Essentials" examines how to determinate structure that's internally equitable and externally competitive.

"Business Management for HR: Understanding Business Operations" explores the skills needed to analyze and interpret reports and metrics for key stakeholders, to implement effective strategies, and to win buy-in from the organization's key stakeholders.

"Organizational Development Effectiveness" uses case studies and practice sessions to discuss core philosophy of the "3 B's" —benefits to the country, benefits to the company —with the organization.

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By ROY MAUER

**Naowarat Burmungan** is senior vice president of the CP Leadership Group, which is part of the Chao Polich Kong Group — one of Asia’s largest conglomerates.

The CP Group, based in Bangkok, is one of Thailand’s largest global firms with offices in 20 countries on four continents and 300,000 employees worldwide. It had revenues of $39 billion.

Burmungan was recently assigned to institutionalize the CP Leadership Institute.

Learn how the CP Group transformed from a regional to a global operation by focusing on corporate culture and core philosophy when Burmungan was doing "Developing Global Talent & Leaders At The CP Group" Monday at 4 p.m. in Room W104.

She recently answered a few questions for SHRM Conference Daily.

**How did global expansion from a primarily Asia-focused operation to a global one lead to a change in corporate culture?**

Our behaviors changed to create customer value — through good, quality and innovation in the HR function — changing the brand and changing the culture.

Our leaders needed to be transformational leaders more than transactional and to be strategic and partners at a global level.

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**The Job Market: What You Need to Know**

By JOSEPH CODRIS

P in the years since the Great Recession, most positive reports about the labor market have been followed quickly by discouraging news. Job creation is improving, yet millions of people remain out of work. Unemployment claims have fallen dramatically, but there is still a ways to go before we can exult for work is largely back, yet now because they have faith in their prospects. The core of the problem is that the job market is as segmented as ever, with only 1 in 5 occupations being hiring for positions in human resources at the start of 2014, and yet nearly 4 in 5 HR professionals and they could confident they could land another job if they needed to. According to SHRM’s first HR Jobs Pulse Survey Report.

HR generalists or those seeking work at a large company usually have good chances of landing employment. The majority (70 percent) of respondents to the Pulse Survey said their organization was hiring for HR generalist positions, and more than 62 percent of companies with 25,000-plus employees were looking for HR professionals. The Pulse Survey also showed that HR professionals said they would pursue a new job in 2014. More than one-third (37 percent) of respondents to the Pulse Survey and there was some likelihood that they would start a new job as the next 12 months (22 percent said “likely,” and 15 percent said “very likely”). Among respondents likely to look for new jobs, the vast majority (94 percent) indicated that they would stay in the HR profession.

National hiring trends have been mixed in 2014, depending on the sector. Job creation increased significantly in two out of the first four months of 2014, when compared with the previous year, according to SHRM’s Leading Indicators of National Economic Activity. However, job growth varied for two out of four sectors in the service sector, the Leisure and Hospitality sector.

Federal data also reveal a story of varying success for the job market. The number of people who have been unemployed long term (27 weeks or more) remained at 3.7 million during the first quarter of 2014, according to the Bureau of Labor Statistics (BLS). These individuals represented more than one-third of the unemployed, but their numbers had fallen by more than 800,000 from the previous year. In addition, millions of workers are relying on part-time work as their principal income source, according to BLS. In March, 7.4 million people were working part time because their hours had been cut back or because they could not find full-time work.

Most economists blame slow job growth on constraints due to structural flaws, which are structural issues with the U.S. labor force. SHRM’s ongoing survey series on the post-recession economy shows that many companies continue to struggle to find properly skilled candidates for their open positions.
2013 Excel Chapter and State Council Awards

S HRM recognizes chapters and state councils with Excel Awards. The award is given at four levels—Platinum, Gold, Silver, and Bronze—each of which builds on a prescribed set of requirements and accomplishments set out in the SHRM Alliance Program for Excellence (SHAPE). SHAPE is a planning and reporting tool that outlines the minimum requirements for chapters and state councils to remain in good standing with SHRM on an annual basis. Each award level denotes increasing activities and initiatives completed by the SHRM chapters and councils.

Congratulations to the 2013 Excel Award winners!

BY JOHN SCORZA

Companies appear to be rebounding, albeit sluggishly, as the post-recession economy continues to trend upward. From the trade eye toward a brighter future, many companies are planning to hire new employees and enhancing their recruiting processes. According to the Human Capital Database from SHRM, "Organizations are downsizing some of their workforce sales and research, human capital & workforce analytics, with SHRM. "As a result, perhaps they are lifting policies that had been in place during the economic downturn, such as hiring freezes or salary-increase freezes.”

Across all industries and company sizes, corporate revenue has been uneven. After rising from an average of $551 million in 2012 to $285 million in 2012, revenue fell back to about $235 million in 2013. Similarly, net income before taxes was $48 million in 2013, down from $55 million in 2012.

Despite buoyant revenue figures, many companies are confident about future income. A full 60 percent expect revenue to increase in the coming year. Only 12 percent expect revenue to decline.

Many companies are planning to hire more workers. Thirty-three percent of organizations expect to increase hiring in the coming year. Only 13 percent expect decreased hiring. But employees appear to be less optimistic than just a few years ago. In 2011, 22 percent of organizations expected to increase their hiring activity for 2012.

The new outlook for HR professionals appears to be fairly robust. The average HR department was made up of roughly nineteen staff in 2013. That’s down from about 11 in 2012 but up from just seven in 2011. Administrative staff and recruiting position numbers are among the HR positions organizations most expect to add in the coming year.

HR budgets increased. From 2012 to 2013, average HR expenses rose from $853,000 to $1 million.
The authors’ strategies to isolate the HR contribution and validate its value-added business operation.

Now, more than ever, HR professionals are focused on proving their operation’s contribution to organizational success. The processes Human Resource Manager, Director of Human Resources, T-Mobile, USA and Adjunct Faculty in Human Resources, Friends University Jim Black, Corporate Senior Vice President for Innovation, Victor Buzachero, where it always belonged … first-line managers … and gives them —Sarah King | Executive Vice President, Human Resources | Wyndham Vacation Holding managers accountable for doing so. Retention has become such a burning issue for so many Finnegan moves the lever for engagement and retention to...
Congratulations to the following 122 SHRM student chapters for winning merit awards for outstanding chapter programming and participation.

2013-14 Student Chapter Merit Award Winners

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SUP
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Conference On Demand
2014

2014

the registration area
Add On Demand at
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SHRM helps me create a VALUE CHAIN.
Each employee contributes to our organization’s output. I rely on SHRM for tools, templates and guidelines that strengthen our infrastructure and rally team members around company goals. IT engages hearts and minds. My SHRM membership helps me build enthusiasm and set strategy.
Alec Levenson

Alec Levenson, senior research scientist at the Center for Effective Organizations at the Marshall School of Business at the University of Southern California, wrote the new SHRM-published book, Employee Surveys That Work: Design, Use and Organizational Impact. It is available in the SHRMStore at the Annual Conference or online. Levenson recently answered some questions about the book for SHRM Conference Daily.

**Why did you write Employee Surveys That Work?**

Employee surveys are everywhere, yet most approaches are far from best practice. Too much emphasis is put on the value of measuring engagement. Consultants will benchmarking without ensuring value added. Surveys are done just for the sake of measurement. I wrote the book to help HR and business executives use surveys for maximum insights, value added and action-taking—all with a goal of improving productivity, profitability and engagement.

**What will HR professionals get out of your book?**

The book provides concrete, practical guidance on a) improving employee survey strategy, goals and objectives; b) improving employee survey design and delivery; and c) analyzing, interpreting and taking action from the results. Specific topics and insights include how engagement really impacts performance, the risks of companywide vs. more-targeted surveys, the importance of developing and testing causal models, stakeholder engagement for maximum action-taking and impact, measurement at the individual job or group or process level, and linkage analysis.

**2013 Alfred P. Sloan Award Winners Promote Workplace Flexibility**

**BY SHRM CONFERENCE DAILY STAFF**

Nearly 300 U.S. organizations won the 2013 Alfred P. Sloan Award for Excellence in Workplace Flexi-
tiveness and Flexibility, also known as the When Work Works award.

The annual award, which dates to 2005, is part of the When Work Works flexible-workplace initiative to single out organizations that have created exemplary environments that support business initiatives and employees’ need for flexibility. When Work Works is the result of a partnership between SHRM and the Families and Work Institute (FWI).

Past recipients have included organizations with as few as 10 employees and as many as 240,000. Honorees are located in more than 250 communities across the United States. The annual recognition program uses a methodology based on employee surveys. Winners of the 2013 award have been announced in the SHRM Conference Daily.

**Workplace flexibility also is the theme of the following concurrent sessions:**

- **“Harnessing Flexibility for High Performance and Well-Being.”** Monday, 10:45 a.m.-room, W314. Presenter: Carol Aitken, CEO and founder of Flex+Strategy Group/WorkLifeFit Inc.
- **“Executive Exchange: Abandoning Face Time and Hours for a Result Focus.”** Monday, 2:31-5 p.m., occupation, W307. Presenter: Delma Emerson, chief of staff, Ryan LLC.
- **“Ask the Expert: It’s All About the People.”** Monday, 4-5 p.m., room W315. Presenter: Doug Coniam, New York Time best-selling author and founder of Coniam Leadership.

**Drive Business Success with Workplace Flexibility**

- **“SHRM and the HR profession have the potential to be the most influential voice in formulating employment laws and policies,” said Mike Aitken, SHRM’s vice president of government affairs. “The A-Team is a great way for HR practitioners to become part of this growing influence and make a real difference.”**

A-Team members of the SHRM Young Professionals Advisory Council (YPAC) are leading SHRM’s efforts to ensure that this year’s SHRM Annual Conference & Expo is the best ever.

“I am really excited to be in Orlando and have the opportunity to connect with many professionals (HR professionals age 30 and under) and student members as I learn more about the work of Zipple, PBB, a member of the YPAC. “I believe that it’s very important to be involved with SHRM and have a voice in helping shape the direction and future of our profession.”

**Zipple, PBB, a member of the YPAC**

**Young Professionals Advisory Council Gets Involved at the Annual Conference**

More information about the YPAC is available at www.shrm.org/com-munity/ypp. LinkedIn and Facebook pages dedicated to SHRM HR Young Professionals. Zipple added that the YPAC is encouraging young HR professionals to tweet about their experiences at the SHRM Annual Conference.

**Members of the YPAC also have volunteered to work in the SHRM Bloggers Lounge and the conference press room. The volunteer work offers great opportunities to network and raise awareness of the YPAC.**

“The more people understand what we do and are doing and try and achieve, then the more positive impact we will have on SHRM and the HR management profession,” Zipple said.

**Zipple, PBB, a member of the YPAC**

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BY CHRISTINA FOLZ

Graduation is a bittersweet experience marked by goodbyes, but it also signals exciting new opportunities. Indeed, the very word “commencement” means “beginning,” said Nancy Woolever, SPHR, at a Student & Faculty Conference general session Saturday. “It’s a time to think of commencement as a start to the next phase of your life,” she said. Woolever is the director of academic initiatives at SHRM.

With that idea in mind, Woolever and SHRM U.S. field services director Scott Ferrin, SPHR, advised students on how to get ready, get set and go on their journey of transformation from college to career. Their talk came at the end of a day of dynamic student programming that brought together HR students from across the country and around the world.

Get Ready

As students look toward life after graduation, Woolever underscored the importance of internships. While less than 10 percent of universities with an HR degree program require an internship to graduate, about half of HR students complete at least one, according to SHRM data. “Every time we conduct this research we find out that students are increasingly taking more internships,” Woolever said.

Across all job types, roughly seven out of 10 internships lead to an offer. “This is why we have focused so much on internships,” said Woolever. She noted that SHRM has a partnership with internships.com to help students and employers connect for internships at no cost to either party.

Transform

Both Ferrin and Woolever encouraged students to master nine competencies that are part of SHRM’s new certification—ethical practice, communication, consultation, critical evaluation, global and cultural effectiveness, relationship management, leadership and navigation, HR expertise, and business acumen.

“Think of yourself as starting on the journey towards total competence as an HR professional,” Woolever said.

Most importantly, students seeking a job should be enthusiastic and engaged. “Most people go to work for what they get, but the best people go to work for what they can become,” Ferrin said. “They seek to learn and grow at more than twice the rate of all other types of jobs.” Ferrin said. “We’re excited about where we’re at from an HR jobs perspective.”

He advised students to list SHRM membership on their resumes to demonstrate career commitment to HR, and to build their network through a professional SHRM chapter.

Get Set

The next step is to review available opportunities in the job market, said Ferrin. Fortunately, the U.S. economy is slowly recovering; roughly 217,000 jobs were created in May 2014, he said. And the news is even better for HR professionals. “HR jobs are expected to grow at more than twice the rate of all other types of jobs,” Ferrin said. “We’re excited about where we’re at from an HR jobs perspective.”

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How to Make HR a True Business Partner

BY STEPHEN MILLER, CEBS

A “HR business partner” is a strategic contributor who understands and plays a role in achieving the vision, mission, goals and results of the organization, explained Louisville-based consultant Sandy Allgeier, SPHR, at the start of her seminar, “HR Business Partners: A Consulting Skills Model,” on Saturday at the SHRM Annual Conference & Exposition.

Allgeier, who has more than 25 years of experience as a corporate HR professional at KFC, Providian and Atria Assisted Living, compared HR business partners to internal consultants who work with line managers and executives, helping them to better manage their people and teams, thereby improving business performance.

This requires a shift in HR’s perspective of itself. Often, HR professionals become consumed by everyday tactical HR (such as payroll and leave management). This function matters for more than 60 years.

This will necessitate becoming connected with finance—“Make the CFO your best friend,” as one seminar participant advised. Allgeier acknowledged what’s often seen as a natural tension between the finance department, charged with controlling spending, and HR’s role managing staffing and providing a rewards mix and organizational culture that will attract, retain and engage talent. Nevertheless, she advised building a relationship that recognizes HR and finance are on the same team.

“You should know what the top three issues are for your company and its business units,” she instructed. To ensure your organization’s competitors, she said, along with their (and your own company’s) strengths, weaknesses, opportunities and threats. This entails being conversant with factors driving costs and revenue, and tracking other metrics that managers value, such as cost per hire, turnover costs and the return on investment of training. And it requires that HR professionals learn how to produce written business cases.

“A top mistake internal consultants make is waiting to meet with key managers until they have a specific need. Or deciding what line management needs and putting activities in place—and then talking to the line manager,” Allgeier said.

Instead, “Look for indications that something is being considered and bring an HR perspective and information to the right people.”

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SHRM’s HR Competency Model

The competency model, and the resources developed based on the model, provide the foundation for talent management throughout the HR life cycle.

With this model you will be able to leverage your technical and behavioral knowledge and skill, while you are provided with insight into the key behaviors needed for success and proficiency at all career levels.

The SHRM HR Competency Model was created for HR professionals:

Learn more at shrm.org/hrcompetencies/
annual2014.
Will They Be Ready to Lead When You’re Ready to Leave?

BY THERESA MINTON EVERSOLE

Succession plans can be as intimidating to make as wills and funeral arrangements. No, really. Compliance leaders have a very hard time addressing the issue emotionally and an even harder time talking practically about who might take over for them when they’re gone.

"Succession planning really forces us to think about the future," said workforce consultant Amy Hirsh Robinson during her session, "21st Century Succession Planning," held Sunday during SHRM’s Annual Conference & Exposition. This draws out leaders’ “fear of being replaced, becoming obsolete and even their own fear of their mortality. So before you push forward, you have to address the inherent fears associated with it."

And there is clear value to effective succession planning, said Hirsh Robinson, principal of the Los Angeles-based consultancy Interchange Group. Among the benefits of a well-defined plan:

• Reducing costs and risk and uncertainty.
• Building agile workforces adaptive to change.
• Creating competitive advantage.
• Ensuring the success of your organization and its future leaders, she said, by answering the following questions:

  What roles are critical to my organization now?
  Building agile workforces adaptive to change.
  - Creating competitive advantage.
  - Ensuring the success of your organization and its future leaders.

First, assess the company’s succession planning situation, she said, by answering the following questions:

• Who are the stakeholders?
• What are the hopes and fears of those stakeholders regarding succession planning?
• What issues must get addressed through the success planning process?
• What issues must get addressed through the success planning process?

Next, Hirsh Robinson said to reflect on the organization’s strategies and goals, and complete a SWOT (strengths, weaknesses, opportunities, threats) analysis of the current succession plan and career development practices, to identify what may help or hinder the planning.

Key questions to answer include:

• What roles are critical to my organization now?
• What roles will not be critical to my organization in the future?
• What roles have the highest turn-over? The longest learning curves?

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Key questions to answer include:

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Finally, she said organizations then need to come up with a plan for tracking their talent development.

“We have to train, coach and mentor current and future leaders, she said, to ensure they are capable of adapting quickly to rapid change, making decisions without having all the information they might want, and keeping up with demographic shifts in the workforce in order to communicate with these different audiences effectively.

Perry Leads SHRM’s Publishing and Media

Jessica Perry became SHRM’s new senior vice president for publishing and media on June 9. She steps into the role vacated by Gary Ruben, who retired in May after 12 years at the helm of SHRM’s Publications Division.

Before joining SHRM, Perry served as vice president and general manager of the Washington, D.C.-based National Journal, which provides nonpartisan, in-depth analysis on national legislation, politics and trends shaping the U.S. There she oversaw digital strategy and operations, including a website relaunch. Perry’s background also includes leading product operations at Condé Nast Digital and business development and leadership roles at Yahoo and Dow Jones.

She has bachelor’s and master’s degrees in journalism from Northwestern University, sits on the advisory board of Mailer Librarian, and has been an advisor to Broadcast Interactive Media. SHRM and the National Journal have worked together on various projects in recent years. SHRM sponsored the publication’s “Compare the Candidates” series during the 2012 U.S. presidential campaign and a pre-election webcast looking at the likely impact of the election results on Congress and the executive branch.

In 2011, SHRM underwrote a policy summit meeting held by the National Journal with then-Secretary of Labor Hilda Solis on the importance of coordinating education with employer needs, and in 2010 was one of the sponsors of a National Journal poll to determine what the electorate expected of its congressional representatives.

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