‘Unleash the Power of People’
Yum! CEO David Novak Leads by Saying ‘Thank You’

BY CHRISTINA FOLZ

You can’t go it alone if you want to accomplish great things, David Novak said at the Tuesday general session of the SHRM Annual Conference & Exposition. While that may sound obvious, it’s a lesson that many prominent business leaders, including legendary General Electric CEO Jack Welch, had to learn the hard way.

Fortunately, the 13,000 attendees who attended Novak’s talk don’t have to. The visionary CEO of Yum! Brands Inc., which operates over 40,000 KFC, Pizza Hut and Taco Bell restaurants in more than 125 countries and territories, shared some of the secrets to great leadership that have led to his astounding success. Key among them: “There’s no way you can get something done without taking people with you,” he said. “You have to believe this in your bones or you wouldn’t be in HR.”

With Novak at the helm, Yum! experienced double-digit growth for 10 consecutive years. He was named CEO of the Year by Chief Executive magazine in 2012, and he was one of Harvard Business Review’s “100 Best-Performing CEOs in the World.” He shares his leadership philosophy in Taking People with You: The Only Way to Make Big Things Happen (Penguin Group, 2012).

Be Fair, Be Consistent, Avoid Lawsuits

BY DORI MEINERT

Want to know how to avoid lawsuits against your organization?

Train your managers, employment law attorney Aaron Zandy, SPHR, told a packed room at his early morning session at the 2014 SHRM Annual Conference & Exposition on Tuesday.

“HR professionals don’t get companies sued. Managers get companies sued,” said Zandy, a trial lawyer with Ford & Harrison LLP who represents employers.

So, it’s critical to explain to managers why your company policies and procedures are important.

“Be fair. Be consistent. No surprises.” That’s what HR professionals should drill into managers and supervisors, he said.

He offered the following top 10 reasons companies get sued by employees and some possible solutions:

Failure to train managers. When a case goes to court, he said, “My HR professional is always my star witness. It’s the manager I’m always scared of. I’m never quite sure what they’re going to say.”

Typically, the manager at the center of an employee’s lawsuit is a bad manager who has been tolerated far too long, or a new manager who hasn’t received adequate training, Zandy said.

Teach them about the company’s equal employment opportunity and anti-harassment policies.

“Make sure they understand that harassment can take place inside and outside the workplace,” he said. And ensure they know they will be held to the same high standards when posting to Facebook or out at the local bar as they are at work.

Failure to document. HR professionals understand the need for documentation of each step in progressive discipline, but often managers don’t.

“Documentation shows fairness, and shows jurors and judges that the manager’s response wasn’t a knee-jerk reaction,” Zandy said.
Take Practical Steps to Avoid Lawsuits in California

10 Tips to Stay Compliant and Out of Court

BY JOANNE DESCHENAUX

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igitation in the Golden State of Cali-

fornia “is a cottage industry,” Jennifer Brown Shaw, an attorney with Shaw Valenza in Sacramento, Calif., told an audience of 2014 SHRM Annual Conference & Exposition attendees Monday at a concurrent ses-
tion called “How to Stay Out of the HR Hot Seat: 10 Ways to Get Your Company Suad in California.”

Most businesses in California will be sued for alleged employment law viola-
tions sooner or later but there are many preventive measures HR can take to limit their companies’ exposure to time-consuming litigation and high damages awards, Shaw told the audi-
ence, noting 17 major areas of concern. Here are her suggestions:

Follow best practices for hiring.

Most businesses in California will be

In addition, conduct a job analysis before trying to fill a position so that
everyone is “on the same page” as to what skills the company is looking for.

Keep your policies and procedures up-to-date.

The laws in California change every year, Shaw noted. That means you should review your hand-
books once a year. “A critical part of your job as an HR professional is to
make sure your policies are up-to-date and reflect what you actually do,” she said, noting that “when a company is audited by the state department of labor, the first thing the auditors do is look at the policies in your handbook.”

Train your leaders to be leaders.

Most of us are not born leaders, Shaw noted. She recommended that employ-
ees conduct management training for all people managers. “Give explanations for terminations. Don’t use at-will status as the reason. In the absence of an explanation, an employee may assume that there was an illegal reason for the termination (discrimination or retaliation, for example) and sue.”

Be careful about wage and hour compliance.

Make sure your employees are properly classified as exempt or nonexempt. Pay close attention to meal and rest break issues, which have trig-
gerated many lawsuits in recent years. Ensure EEO compliance. Training on sexual harassment prevention and other equal employment opportunity (EEO) requirements is mandated by

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utive (Family and Medical Leave Act and leave required under state laws) is exhausted, employers should view leave requests as a reasonable accommoda-
tion issue and engage in interactive dial-

lege with the employee.

Address technology issues.

Follow NLRB guidance on social

media “to engage in concerted activity,” with regard to workplace conditions.

Addition technology issues. Establish

and publicize clear policies regarding the use (and misuse) of technology—

that owned by the company and employees’ own devices.

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lege with the employee.
By Dana Wilkie

When a merger, a new computer system or a remodeled office becomes necessary, managers are often uncomfortable with the required change. For Millennials, whose parents taught them to arrange their calendars, that means they’re looking to managers for answers. “When Gen Xers and Boomers had a question at work, they were told to ‘figure it out,’” Karsh said. “Millennials love to ask questions.” That means answering questions such as, “What does it mean for me?” “How will it happen?” “How will it affect my job?”

Anger and resistance. The HR department’s job is to anticipate objections, have a plan and really listen and embrace the whole process, understanding that people need to know what’s happening. “Good, compassionate employers embrace this stuff,” Zandy said. “At the end of the day, managers need to make sure the employee understands what’s happening, and then they need to plan for the outcome.”

Failure to manage in person. Managers who fire off angry e-mail messages to their staff should understand that they might be called to the witness stand to explain their messages, he said. In this electronic age, many managers don’t recognize the importance of face-to-face communication or the need to show appreciation. “If they like you, they won’t see you. Happy employees don’t care.”

Failure to be thorough on performance evaluations. When managers want to fire someone, but their evaluations have been glowing, it’s hard to explain to a juror that evaluations were skewed. Zandy said.

Failure to handle conflicts. Managers are often uncomfortable with conflict and tend to ignore it, creating unhappy workers. Uproar from colleagues to call HR, the professional conflict-resolvers, because “unhappy employees don’t care.”

Failure to apply policies consistently. Enforce a policy for one employee, but not for another—and guess what? Your company will lose the court case every time.

Failure to follow up on complaints. When you’ve investigated an employee’s complaint and reached a decision, let the worker know how it turned out. Frequently, managers and HR professionals believe, wrongly, that the results are confidential. While certain details may need to be withheld, notifying the employee of the general outcome of their complaint shows you care, Zandy said.

Failure to pay fairly. Wage and hour lawsuits are on the rise. This is the only area of law that requires the employer to prove its managers didn’t do anything wrong, Zandy said. Managers need to know what could happen if the company faces a lawsuit or a U.S. Department of Labor scan.

Failure to administer leave. Currently, 33 states have proposed legislative changes to extend leave time, he said. More laws are being filed alleging technical violations of the federal Family and Medical Leave Act. It’s complicated stuff. Give managers just enough information so they know when to contact the HR team. “You need to tap into supervisors for mentoring and guidance,” Zandy said. “You need to tap into supervisors for mentoring and guidance.”

Failure to treat employees with dignity and respect. “Employees just want to be loved. Good, compassionate employers embrace this stuff,” Zandy said. “Sometimes it’s hard when you have two people.”

Failure to understand the language. “Failure to understand the language is giving you and a friend a chance to win the best seats in the house! Just drop by to visit us at Booth 51955 and we’ll scan your badge to enter your name.”

Be sure to make yourself at home, and ask us about our Auto and Home Voluntary Benefits Program, which offers your employees exclusive savings on quality insurance customized to their unique needs at no additional cost or administrative burden for you.
Use the ACA as a Catalyst for Change

BY STEPHEN MILLER, CEBS

Implementing the Affordable Care Act (ACA) can be the crisis that allows you to, at long last, transform your benefits strategy, said Karl James Ahlrichs, SPHR, a senior consultant with Indianapolis-based Gregory and Appel, during his session, “Using the ACA as a Catalyst to Move Organizational Culture Forward.” Tuesday at the 2014 SHRM Annual Conference & Exposition.

“It’s not important that you like the ACA, but that you implement it in ways that are beneficial to engage, productivity and profitability for your organization,” said Ahlrichs, a former SHRM Human Resource Professional of the Year for the state of Indiana. “We have to play the hand we’re dealt.”

For most organizations, the two largest parts of cash flow are payroll and health benefits. And both should be aligned with business strategy—and in particular, with the needs of the high performers the organization wants to attract and retain. “If you are 10 percent better than your competition at keeping your high performers, that’s a competitive advantage.” ACA implementation is “an opportunity to redesign your benefit program to better align it with where your high performers need and value,” Ahlrichs noted.

Instead of looking back at best practices, “look forward to ‘next practices’ by figuring out where things are headed and getting there first.”

For instance, “what high performers want is choice,” he observed. In the wake of the ACA, private health exchanges have come to the fore, “offering a range of ACA-compliant group plans and options that take the cafeteria-plan approach to a new level.”

Market the Message

Employees are using social media such as Yelp on their smartphones. Reach out to them in the media they use, “converting your messages through an array of channels to increase your chances of getting heard,” Ahlrichs said. For reaching Millennials, “that could be text and Twitter messages that link to a YouTube video. There’s more than Facebook.

Get on the channels your people are on.”

When using e-mail, make subject lines engaging to families.”

“Look forward to “next practices” by figuring out where things are headed and getting there first.”

In addition, “offer transparency tools, such as CarLight, that reveal the price and quality of local health care providers,” he suggested. “Focus your messages on actionable information about available coverage and choices, and the impact of those choices on personal finances.”

Wellness Opportunities

Wellness programs have been shown to improve health and increase productivity, but CFOs often don’t trust in the payback since it can take time to see long-term savings from these initiatives. Since “CFOs hate inefficiency and waste,” Ahlrichs advised learning the language of finance and “demonstrating productivity gains with metrics the CFO will value.”

To appeal to a CFO’s cost-consciousness, “propose conducting a dependent eligibility audit for your health benefits, and ask upfront to use part of the health care savings to fund your wellness initiatives” and to provide transparency tools.

“Focus on actionable information about available coverage and choices, and the impact of those choices on personal finances.”

Your bags are packed, your feet are tired and your ears are ringing from Tim McGraw. Before you go, the SHRM Foundation would like to thank our incredible donors, Give on the Go.

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Behold the Power of Word-of-Mouth

BY DORI MEINERT

The secret to getting your idea or program to catch on is to understand why people talk and share, author Jonah Berger told HR professionals attending Tuesday’s Masters Series session at the 2014 SHRM Annual Conference & Exposition. “It’s not random, it’s not luck,” Berger said. “There’s science behind it.”

To learn why things catch on, we must accept that “our intuition about how ideas spread might be wrong,” he told the audience.

For example, word-of-mouth generates twice the sales of advertising, according to a McKinsey & Co. study. That’s because people trust the recommendations of a friend over a message from an organization, he said. Just 7 percent of all word-of-mouth takes place online, he noted.

“Rather than chase the technology, we have to understand why people share in the first place,” he said. “The beauty of word-of-mouth is it doesn’t cost anything.”

Whether you’re trying to sell a product as mundane as a blender or trying to persuade employees to adopt a new initiative, six basic principles determine whether anything will take off, said Berger, an associate professor of marketing at the Wharton School at the University of Pennsylvania.


The six principles are:

- Social currency. You develop social currency by making people feel like insiders, as if they know something others don’t. For example, McDonald’s McRib sandwich wasn’t popular with customers until the fast-food chain took it off the market and released it for short periods only and only in certain cities. That inaccessibility created a buzz, generating a group of fans who tracked McRib availability on a website and sharing it with friends.

- Triggers. An ad for Google’s search engine would seem dull, except that Google showed a series of searches that outlined milestones in a person’s life and tugged at viewers’ heartstrings: “looking for jobs in Paris,” “how to improve French girls,” “churches in Paris” and ultimately “how to assemble a crib.”

- Public knowledge. The idea or product will only catch on if others know about it. “If we can’t see what others are doing, we can’t imitate it,” Berger said.

- Emotion. An ad for Kit Kat candy bars, for example, developed an ad campaign that associated Kit Kat bars with coffee, something that consumers use daily.

- Practical values. People share information that is useful. That explains why an 86-year-old man made a video about cars that went viral, Berger said.

- Stories. People don’t like to share facts, but they love to share stories, Berger said. People weren’t likely to share Subway’s claim to have five-nut under 5 grams of fat. But Subway’s ad campaign focusing on a man who lost more than 180 pounds eating nothing but Subway sandwiches was popular, he said.

You can turn other people into advocates for your idea or product, they will spread your message for you, he said.

iPhone, into the blender and showed off its abilities. The series received more than 200 million views.

Triggers. Another way to gain popularity is to associate your product or idea with something else that will keep it top-of-mind, Berger said. The makers of Kit Kat candy bars, for example, developed an ad campaign that associated Kit Kat bars with coffee, something that consumers use daily.

Emotion. An ad for Google’s search engine would seem dull, except that Google showed a series of searches that outlined milestones in a person’s life and tugged at viewers’ heartstrings: “looking for jobs in Paris,” “how to improve French girls,” “churches in Paris” and ultimately “how to assemble a crib.”

“When we care, we share,” Berger said.

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How do you determine if a restaurant is any good? Berger said.

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.

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**Daily Planner**

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<thead>
<tr>
<th>TIME</th>
<th>EVENT</th>
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<tr>
<td>7 a.m.-1:30 p.m.</td>
<td>Information Booth</td>
<td>Connection Zone—OCCC Hall B1</td>
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<tr>
<td>7 a.m.-2 p.m.</td>
<td>Luggage Check</td>
<td>OCCC Lobby A Level 1</td>
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<tr>
<td>8-11 a.m.</td>
<td>SHRM Certification Lounge</td>
<td>OCCC Hall A/B Lobby</td>
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<td>8 a.m.-noon</td>
<td>Attendee Registration</td>
<td>OCCC Hall A Level 1</td>
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<td>8:30-9:45 a.m.</td>
<td>Closing General Session—Laura Bush</td>
<td>OCCC Hall A</td>
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<td>10-11:15 a.m.</td>
<td>Concurrent Sessions</td>
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<tr>
<td>11:30 a.m.-12:45 p.m.</td>
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**4 Facts About Laura Bush**

**BY KATHY GURCHIK**

Former First Lady Laura Bush is the closing keynote speaker for the 2014 SHRM Annual Conference & Exhibition today at 8:30 a.m. Bush has championed key issues in the fields of health care, education and human rights. Author of the best-selling memoir, *Spokes from the Heart*, she founded both the Texas Book Festival and the National Book Festival in Washington, D.C.

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Visit our website at www.accuratebackground.com/shrm
SHRM Membership Has Its Privileges

BY ALIAH D. WRIGHT

I have been attending the SHRM [Annual] Conference and the SHRM Annual Conference several times, a staffing conference, and a state council directors’ summit. I volunteer in my state (Oregon) and in my region because of the great people I have been fortunate to meet while volunteering,” she said. “They are so knowledgeable and so much fun to be around. We have such a great time working toward the betterment of the HR profession as well as promoting HR to our young professionals and students.”

Kasmar is also president of the Northwest Human Resource Management Association, a SHRM affiliate that serves HR professionals in Alaska, Washington and Oregon. She works as a classification manager for the Oregon Department of Corrections Human Resources Office.

“Because of my involvement in SHRM and the people I have been fortunate enough to meet through SHRM, I am able to learn and share so many wonderful ideas with my colleagues at work,” Surely said. “SHRM is an available resource … not just the people, but the website, the magazine, the available conferences, trainings, webinars, the e-mails. There is so much! It’s very nice to know it’s all there if and when I need it.”

Kasmar, who is president of the Lake Washington Human Resource Association, a SHRM chapter based in Bellevue, Wash., isn’t alone in how she feels about being a member.

“I value so many things from my SHRM membership,” says Lisa Surely, a SHRM member for 15 years. “The things I have gained from my membership have been great, but I value the people and the experiences the most.”

Surely has attended the SHRM Leadership Conference and the SHRM Annual Conference several times, a staffing conference, and a state council directors’ summit. “I volunteer in my state (Oregon) and in my region because of the great people I have been fortunate to meet while volunteering,” she said. “They are so knowledgeable and so much fun to be around. We have such a great time working toward the betterment of the HR profession as well as promoting HR to our young professionals and students.”

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When asked what she hoped to get out of the conference personally and professionally this year, Ruth Alstadt, SPHR, said, “This year I hope to continue to gather great practices around the HR profession, and … I’d like to bring back at least one thing of value for my company and one thing of value for my state council.”

Alstadt added, “SHRM has helped me do my job through connecting with a local chapter and establishing a network of HR professionals whom I can go to with questions and to learn best practices,” she said. “That was especially important in my past jobs as an HR Department of One.”

An HR professional for 14 years, Alstadt credits her participation in volunteer leadership activities through SHRM with helping her land a position at Boeing, where she works as an HR generalist specializing in culture and leadership.
Avi Robinson
BY ROY MAURER

Avi Robinson is vice president of HR for Keter Plastic Ltd., one of the world’s largest multidivisional plastics export companies. Established in 1948, Keter is headquartered in Israel with 1,500 employees—4,000 worldwide—and operations in 90 countries. Robinson is a senior management member of the Israeli Society for Human Resources Management.

Since coming onboard at Keter, Robinson has transformed the role of HR at the company, changing its structure, communications, technology and relationship with strategic business units. He’ll share how he demonstrated the value of—and need for—HR at Keter during his 10 a.m. session today in Room W104.

Robinson recently answered a few questions for SHRM Conference Daily:

Why did you take on the task of transforming the HR function at Keter?
When I came to Keter, there was nothing in HR. I call it the “HR-less organization” in my presentation. I built it from scratch. I had to build HR DNA and a new culture. The task to build HR in an international organization from scratch seemed very challenging, and I was thrilled to take it on. I thought that if I succeeded, it would make a great story to present at a professional HR conference. Here we are.

What kinds of challenges did you encounter leading the change?
Building trust and dealing with resistance to change measures. Getting people to understand the value HR brings to the organization. I explained to the executives how I can give them value by implementing HR processes like performance evaluation and how to give employees motivation and feedback in order to engage them. I showed them how to hire the best people and how to train and develop talent in order to retain them in the organization.

Financial Stress Hinders Productivity
BY STEPHEN MILLER, CEBS

Thirty-seven percent of HR professionals say employees at their organization have missed work because of a financial emergency in the last 12 months. However, only a quarter of organizations offer their employees financial literacy training for basic budgeting, according to the results of a new survey by SHRM that was conducted in collaboration with Elevate, a financial services firm.

Half of all HR professionals rated the overall financial health of employees at their organization as just “fair” in the SHRM/Elevate Employee Financial Stress Survey, which polled a randomly selected sample of SHRM’s membership in May and June 2014.

Pay Advances and Loan Products
A majority of HR professionals (53 percent) report that their employees have asked for a pay advance in the last year, while 47 percent say workers have approached a manager or supervisor for personal financial advice in the last 12 months.

However, just 18 percent of respondents provide pay advances, while 19 percent make available access to loan products from a third-party provider through the workplace.

A majority (55 percent) of those that offer pay advances feel that doing so has a positive impact on employees’ ability to manage their financial difficulties.
By Dana Wilkie

Chaz Bono, the only child of singing duo Sonny & Cher who made headlines for undergoing gender transition from female to male, will be a keynote speaker at the 2014 SHRM Diversity & Inclusion Conference & Exposition. The conference, to be held Oct. 13-15 at the Sheraton New Orleans, will also feature remarks from entrepreneur and social activist Shira Shahed and from Shari Slate, Cisco’s senior director of inclusion strategy.


“At Entertainment Tonight” in June 2009 featured a segment on Bono's gender transition. In addition, a documentary on Bono's experiences, “Becoming Chaz,” was screened at the 2011 Sundance Film Festival and later made its television debut on OWN: Oprah Winfrey Network.

Bono’s insights into transgender inclusion in the workplace will carry over into the event’s concurrent sessions, including one titled “Navigating Transgender Employees Through the Challenges of Workplace and Insurance.” During the session, Joe Solomonese, former president of the Human Rights Campaign of the United States, will explore common misunderstandings and mismanagement of transgender issues at work, in part by using company case studies.

Other sessions will include:
• “What About the White Guys? How to Build Engagement and Inclusive Behaviors in White Male Leaders,” Bill Proulxman, COO and co-founder of White Men as Full Diversity Partners, which advises companies on diversity practices, will discuss the assumptions and behaviors that can prevent white men from leading diversity and inclusion efforts.
• “When Generations Collide—Crucial Conversations for the Multigenerational Workforce,” Best-selling author David Maxfield, vice president of research at corporate training company VitalSmarts, will teach strategies for candidly and respectfully resolving multigenerational issues at work. Starting with the premise that workforce demographics now span as many as four vastly different generations, Maxfield will discuss new research showing that one in three people waste five or more hours each week on conflicts between different generations, costing companies in productivity, efficiency and work quality.
• “Around the World in 80 Minutes.” This session will examine the importance of cultural awareness for employees who travel abroad on business.
• “Bias Against the Unemployed: Impact on Diversity and Organizational Capacity,” This session will explore unemployment bias and offer recommendations for reducing the legal and other risks associated with such bias. Recent research will be presented that shows that bias toward the unemployed can be strongest among HR professionals, regardless of the reason for the unemployment. The session will also examine whether HR selection methods and staffing practices are among the reasons that a disproportionately large number of unemployed candidates are minorities.

The conference will also address the importance of cultural awareness for employees who travel abroad on business

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The target audience for this conference is HR professionals with eight to 12 years of experience who hold titles such as HR manager, senior specialist or HR generalist.

LEAD(HR) Conference Debuting This Fall

BY ALIYA D. WRIGHT

The Emerging LEAD(HR) Conference is a new SHRM conference launching this year. Taking place Sept. 29-30 in Las Vegas at the Wynn Hotel, the conference will serve midlevel HR professionals interested in taking on leadership roles.

“IT IS FOR the aspiring, midcareer person who is looking at moving on as having a high potential for a leadership position, or who self-identifies as such,” said Lisa Block, SHRM’s vice president of meetings and conferences.

Adored Larry Klute, SHRM’s director of conference programming and development, the conference “is built around our competency model, with the focus on three competencies this year: business acumen and relationship management. All of our other conferences are about the HR expertise.”

The target audience for this conference is HR midlevel managers with eight to 12 years of experience who hold titles such as HR manager, senior specialist or HR generalist at small, midsize and large companies.

“This is the first conference for which we’ve been seeing as a true career pathway,” Klute said. “It really is about their professional development and how HR drives the human capital strategy and the impact they have on the bottom line.”

Conference organizers say they hope to enhance the conference learning experience by employing more interactive and experiential learning tools.

Great speakers, of course, are also on the bill.

The featured keynote speaker is leadership expert Patrick Lencioni, founder and president of The Table Group, a consulting firm focusing on teamwork, clarity and employee engagement.

The author of 10 best-selling books with more than 3 million copies sold, including *The Five Dysfunctions of a Team* (Jossey-Bass, 2002), and his latest, *The Advantage: Why Organizational Health Trumps Everything Else on Business* (Jossey-Bass, 2013), Lencioni frequently speaks to Fortune 500 companies, the military, nonprofits, professional sports organizations and churches.

Ann Rhoades—founding executive vice president of people for JetBlue Airways, as well as PRES (Person Responsible for Extraordinary Service) and founder of PeopleFirst—will also keynote.

Described on her website as “a dynamic and visionary human resources executive with more than 15 years of experience in a variety of service-based industries,” Rhoades is also the best-selling author of *Build on What You Love.*

Learn more about LEAD(HR) at http://conferences.shrm.org.
Patti and Jack Phillips, the CEO and president, respectively, of the ROI Institute in Birmingham, Ala., see authors of the new SHRM published book, Measuring ROI in Employee Relations and Compliance: Case Studies in Diversity and Inclusion, Engagement, Compliance, and Flexible Working Arrangements. The book follows their popular Proving the Value of HR: How and Why to Measure ROI (2nd ed.), which SHRM published in 2012. Both books are available at the SHRMStore at the Annual Conference & Exposition.

The Phillipses recently answered a few questions for SHRM Conference Daily.

What is the new book about?

This is the first book in a series of five which focuses on measuring ROI in a variety of different HR functions. Each book in the series has a chapter on how ROI is measured and is capped off with six to eight case studies showing how it is done. This first book focuses on key areas with studies in diversity and inclusion, engagement, compliance, controlling absences, and flexible-work arrangements. Each case study explains why the program was subjected to ROI and detailed information on how the ROI study was planned and executed. Results are presented step-by-step as reaction, learning, application, impact, and ROI data are collected, analyzed, and communicated to the proper audience. Each case study has enough detail for it to be replicated.

What will HR professionals get out of the book?

In today’s climate, there is a tremendous focus on ensuring that the HR function is connected to the business. These case studies show how it is being accomplished in a proven approach. It provides insight into the different issues, challenges and opportunities along the way. It also shows the benefits of developing this type of data, as the data are used to drive improvements and changes. An ROI analysis will help HR professionals secure management support and involvement and increase executive program commitment and resources. The book also helps change the perception of HR from a “necessary” function to a function that drives business results. Implementing ROI can make a radical and dramatic shift in the HR function, from a cost center to an important value-added center.

What are the other books in the Measuring ROI series?

This year, we: • Measuring ROI in Performance, Compensation, and Rewards Systems. • Measuring ROI in Health, Safety, and Wellness. • Measuring ROI in Learning, Development, and Change. • Measuring ROI in Recruiting, Selection, and Retention. When combined with SHRM’s Proving the Value of HR book, they make a must-have library on ROI in human resources.
Social Media Transparency Can Transform Recruiting

BY ALLAN D. WRIGHT

Embrace transparency—even if it’s scary. That’s what Will Staney, head talent warrior at Glassdoor, told attendees of the 2014 SHRM Annual Conference & Exposition during his packed Monday session, “How Social Media Has Transformed Talent Acquisition.”

Glassdoor began six years ago as a review site for job candidates and within the last few years started its foray into the job recruitment market. The site, which allows people to review—amongst their companies, now helps recruiters find jobs and recruiters find talent. Companies shouldn’t be fearful of the things their employees may say about them, Staney maintains; rather, they should embrace it. That’s because the feedback “allows you to understand your culture. And although sometimes it’s hard to hear the truth, it allows you to improve your culture,” he said.

In addition to addressing social media transparency, Staney went over the evolution of: • Sourcer talent. • Employer branding and talent attraction. • Candidate experience and engagement. • Recruiting technology. • Recruiting analytics and metrics.

From job boards and applications to social recruiting and referrals, recruiting has grown exponentially: • • •

“Social is referrals; it’s word-of-mouth on steroids,” he said. “Social is what Will Staney, head talent warrior at Glassdoor. used to do so have changed over the last decade, explained Staney, who added that the 96 percent of the online population is on at least one social network and most of them are increasingly reaching those networks from mobile devices.

“In the pre-Web era—the dark ages—there was one place where you posted a job: the good, old newspaper,” he said. “I call it the dark ages because both sides were in the dark. You didn’t know much about them, and they didn’t know much about you.”

Companies then began using careers sites, he said, with long descriptions of what companies were like as employers. Recruiters used resume databases to find talent but didn’t have much information before investing time in interviewing candidates.

Today, the idea of community online gives us “living social profiles, and candidates have the ability to see what it’s like to work at companies,” Staney said. “Candidates are fragmented and exist in different pockets throughout the Web. You have to continually keep up with technology, think strategically and think like marketers. The role of recruiting has changed.” He said 47 percent of workers today were born after 1980—they don’t know what it was like before the Internet. By 2025, 75 percent of the workforce will be from the social media generation.

“If your company isn’t doing anything now to match their expectations,” it will eventually fall behind mainstream business practices, Staney said. “These people really see social media use as business tools as much as personal tools. Those two worlds are blending. It’s hard to see the difference between personal life and professional life.”

“I think rather than making sourcers and recruiters obsolete, it makes them more important,” he continued. “The role is changing. Recruiters have to be marketers, technology evangelists and detectives.” They also have to be advocates for the adoption of careers sites that use responsive design.

“Did you know 90 percent of candidates now are searching your jobs from mobile devices? Are they able to find them?” he asked. “As for embracing transparency in the age where the social Web is relevant, he encouraged HR not to be afraid of addressing online criticisms on Glassdoor and other social networking sites.

“Rather than be afraid of what people may say about your company online, go to the social media site where the comments are being made and engage people in conversation about what’s being said.”

“We give people the opportunity to respond to negative or positive comments on Glassdoor,” he said. “And you can respond and turn a negative comment and turn it into something that has more-positive reviews. That’s the value of a two-way conversation.”

“Relationship Management The ability to manage interactions to provide service and support to the organization Consultation The ability to provide guidance to organizational stakeholders Leadership & Navigation The ability to direct and contribute to initiatives and processes within the organization Communication The ability to effectively exchange with stakeholders Global & Cultural Effectiveness The ability to value and consider the perspectives and backgrounds of all parties Ethical Practice The ability to support and uphold the values of the organization while mitigating risk Business Acumen The ability to understand and apply information to contribute to the organization’s strategic plan Critical Evaluation The ability to interpret information to make business decisions and recommendations

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