



HUMAN RESOURCES
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Johnny Taylor's Five Steps to Courageous Leadership

During his energy-filled March 21, 2007 chapter meeting presentation, Johnny Taylor, JD, SPHR, wowed the audience at the Helmsley Hotel with his wisdom about and enthusiasm for HR leaders being courageous! Taylor recently served as the SHRM Chairman of the Board and is currently Senior Vice President of Human Resources for IAC/InterActiveCorp. Mr. Taylor has spent countless hours traveling around the country and all over the world talking to CEOs and business leaders on their perceptions of HR. He feels that to continue to transform the profession into a value-added function, HR people need to do five things



Johnny Taylor, Lorri Zelman and Barry Manus.

well. His recommendations are as follows:

1. HR people need to *know* HR, *what* HR is and what we, as HR professionals, *do*.
2. HR professionals have to *do* HR; we have to know what it is all about and then perform the necessary functions. We have an obligation to do HR well.

3. HR must be *assessed*. There is a tendency in HR to measure everything and then put it away. We need to start assessing and analyzing the data and HR initiatives.

4. The HR team must *align* itself with business leaders and the business team as alignment is a precursor for success. It is mandatory that HR customers be involved, which will then allow them to appreciate and value what we do.

5. HR leaders need to *have courage*. We must act on the courage of our convictions.

Throughout his travels, Taylor has observed that people think HR is not courageous enough. We have to change this misconception by taking risks and becoming more courageous! Let us show how smart we really are and start now!

— Marcella Granick
ACLU

**HR/NY Remembers
Sheldon Williams.
Tribute on Page 2.**

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PRESIDENT'S COLUMN

Focusing on Talent Acquisition: What's Hot...and What's Not



What is "hot" in HR? This is a question I am asked all the time. Last year, there seemed to be a significant focus on succession planning, predominantly driven by the pending workforce reduction crisis, which is literally 3 to 5 years away. While succession planning is still a critical area of focus, it is often viewed as an initiative included under the talent acquisition "umbrella," currently a key focus for HR leaders. The actual definition of talent acquisition can be broad, so I will elaborate.

When we look at the value the HR profession brings to the table from the perspective of senior management, it is the ability to

identify and address key talent issues within the organization. Companies that are transforming their HR function from reactive to proactive are doing this particularly well.

First, the HR team has gained the respect of senior leaders so they are willing and able to invest the appropriate ratio of time-to-dialogue on key business issues. These include the current workforce, future goals for the organization, the required skill sets and competencies to get them there, and the realistic skills-gap that currently exists. Second, once this is established, the outcome is fully integrated into a strategic

Continued on page 9

Early HR/NY Leader and Mentor Is Remembered

By John Sturges, SPHR

For decades, HR professionals, have been persuaded by HR/NY's volunteer leaders/mentors to get involved. For many, one such mentor was Sheldon Williams. Sheldon served as President of the Association on three separate occasions. He passed away on April 10th.

A lifetime supporter of HR as a complex and continuously evolving profession, Sheldon firmly held that membership in the Society for Human Resource Management (SHRM) was critical to any HR professional to keep current in the field. He believed that the development of the next generation of professionals is the obligation of senior HR practitioners and consultants—best achieved through volunteer leadership in the local SHRM chapter. For Sheldon, this was HR/NY (formerly SHRM's Metropolitan NY Chapter). He once told me “the profession had been good to me.” He saw volunteering as a way to give something back.

In 1952, when he was fresh out of college, he entered what was then the personnel and labor relations profession. Within a few years, he joined the American Society for Personnel Management (ASPA)—later renamed SHRM. He became a volunteer leader in the Metropolitan New York Chapter, was elected Chapter President in 1960, again in the late 1960s, and once more in the late 1970s. During his latter two terms, the chapter earned SHRM's Superior Merit Award. In 2005, SHRM recognized him for 50 years of membership.

As part of a volunteer leadership team comprised of then future and past presidents, Sheldon helped craft a winning proposal for the New York City chapter to host SHRM's National Conference in 1982 in the days when local chapters ran the national conference. He formed and led a steering committee comprised of the heads of HR for most major NYC-based corporations.

Later, with a team in which I took part, Sheldon envisioned and initiated the HR Professional of the Year Award, which has continued for more than two decades. Additionally, with three of us, he spirited and helped form the NY Human Resources

Executive Forum, a communications exchange of the heads of HR of many of the large NYC-based corporations. Until the mid-1990s, the forum was an extension of HR/NY and perhaps its first SIG. Former HR/NY President Peter Panken said: “Shel was one of the founders and greatest supporters of our Executive Forum and a great friend to us all. His wisdom, thoughtfulness and kindness will be missed.”

Sheldon deserved credit for mentoring (and often, recruiting into volunteer leadership) many past HR/NY Presidents, including Marian Beatty, Mike Brenner, Karl Gimber, John Lewison, Bob Lowe, Melodee Mahoney, Bob Nadel, Peter Panken and myself.

In business, Sheldon led the HR functions for a number of companies, including NL Industries (then National Lead Co.), before moving to Touche Ross, which later merged in 1989 with Deloitte Haskins and Sells to become Deloitte and Touche.

HR/NY Senior Advisor and former President Bob Nadel notes “I personally knew Sheldon as a mentor and friend. He takes credit for bringing me into the chapter. He wanted nothing in return and would take the proverbial shirt off his back to help the ‘younger and developing professional.’ You don’t meet a Sheldon Williams every day...”

Nadel says, “According to my old friend at Deloitte & Touche, Sheldon was a consultant whose practice in HR, Organization Development, Organization Change and Coaching was legendary. It extended into Deloitte when the firms merged. He was one of a small handful of Touche Ross partners whose practice externally with clients earned him a non-accounting partnership, rare in those days. He also was seen as a rare

organization expert who assisted the firm, its partners and its operating divisions by using him internally to foster the growth of the firm and its people. He earned his stripes at a time when accountants ruled over consultants, and his peer acceptance was of the highest quality, caliber and acceptance.”

• • •

Snapshots of a Man

In the field of HR, Sheldon Williams was legendary—a leader, a mentor, an innovator. Everyone affiliated with HR/NY who knew him will miss him. Although it is impossible to capture his 50+ years of service on the page, we share below a few glimpses into the man.

Record-Breaking Commitment

When Sheldon marked his 50th anniversary of membership in SHRM in 2004, he held the record for “longest continuous yearly dues-paying professional membership.” He stayed involved with HR/NY for more than 40 years.

Fulfilling a Need; Creating a Conference

Williams conceived and planned the 1983 National Conference hosted by the chapter. It drew a record-breaking 1,000 attendees, including the Mayor of NYC. Harvard professor Anthony Athos delivered the keynote. Williams called the conference his “favorite SHRM and HR/NY experience.”

On Why He Joined HR/NY

“I needed to learn about the profession...No one knew much about HR at that time. When I talked to anyone about personnel work, they didn’t know what I was talking about.”

On Certification

Among the first to be certified by the HR Certification Institute, an affiliate of SHRM, Sheldon insisted that his HR staffs be certified as well. He once noted that before certification, “who knew what your competencies were?” ■

**The Board of HR/NY
honored the memory of
Sheldon Williams
with a donation to his charity
of choice, the League for
the Hard of Hearing.**



Low-Cost Ideas Help Retain Talent

In her column this month, Lorri Zelman speaks of the importance of talent acquisition, one of the key issues facing HR professionals today. Equally important in my mind is retaining talent. Keeping valuable employees is essential for the long-term success of any organization; however, in today's competitive environment, the war for talent can prove to be formidable. There are many reasons employees choose to stay or to leave; we can only impact some of these decisions. One simple, low-cost but understated way we can impact employee decisions is to influence how they feel about their immediate supervisor.

As HR leaders, it is often our responsibility to set the tone, train supervisors and put tools and systems in place to help ensure a great employee experience. Sometimes, however, the little things get missed in the programs. Let's go back to the basics and look at some easy ways to make employees feel valued and appreciated as well as add fun to the day. While some of these ideas may seem simple at first, they can have a significant impact on the employee experience.

- Say "hi" or "good morning"
- Say "thank you"

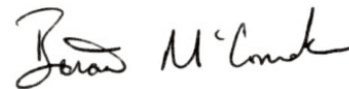
- Refer to employees by name
- Add a thank-you note to the employee's paycheck
- Give praise immediately
- Write a thank-you note by hand
- Give a "100 Grand" candy bar for a "grand" idea
- Give "M&Ms" for that "most magnificent" performance
- Provide "Life Savers" on the bad days for encouragement
- Bake cookies for your team or make them breakfast or pick up doughnuts
- Personally hand out paychecks to each member of your team along with a thank-you for a job well done
- Recognize achievements in front of the employee's peer group
- Mail a note of thanks to an employee's home address

Hopefully you will find some of these ideas helpful. Although they are basic, they can make a difference in how employees feel (without significant financial investment). You can get more ideas by reading *1001 Ways to Recognize Employees* by Bob Nelson. Remember to share all these ideas

with your managers. In my experience, I've found that managers value ideas that make an impact, and which they can implement quickly at little or no cost.

For some, these behaviors are second nature and are at the core of who they are. If you're someone for whom this does not come naturally, or if you have a manager who's not good at this type of behavior, here is another suggestion that may help. Make a note on your calendar (or on your task list) on a recurring basis with reminders such as: ask about an employee's weekend; praise an employee on a job well done; personally hand out checks. This approach uses a tool and system to ensure employees feel valued.

Keeping employees happy, engaged and energized can be challenging but the basics are a great place to start!



— Brian McComak, PHR
Editor, *Inside HR/NY*



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HRCI Launches California-Specific Certification

If you have ever worked for an East Coast firm with offices in California, it sometimes seems that the two worlds are further apart than 2,400 air miles. California has numerous, unique employment laws that organizations must follow.

The current Professional in Human Resources (PHR) and Senior Professional in Human Resources (SPHR) exams focus on laws passed by our Federal government, such as the Americans with Disabilities Act and the Fair Labor Standards Act. In order to address the widening differences between Federal and California-specific law, the Human Resource Certification Institute (HRCI) has developed the first state specific certification.

The exam covers four California-specific content areas:

- Employee and Labor Relations – 46%
- Compensation and Benefits – 26%
- Leave of Absence / Workers Compensation – 17%
- Health, Safety and Security – 11%

The exam is 125 multiple choice questions. Similar to the structure of the PHR/SPHR exams, 100 questions count towards your score. Twenty-five questions are pre-test questions tested for use in future exams. Test-takers, however, do not know which questions fall into which categories. Candidates have 2.25 hours to complete the exam.

The exam content is completely exclusive of material tested on

the PHR and SPHR exams. The content is an augmentation of the Federal law/PHR/SPHR body of knowledge. In fall 2007, a California-specific SHRM Learning System will be available.

In order to obtain this certification, candidates must first currently hold and maintain their PHR or SPHR status. After passing the California exam, the candidate's certification changes to PHR-CA or SPHR-CA. After receiving the designation, certified professionals must obtain 15 hours of California-specific recertification activities over a 3-year period. Individuals' recertification periods for the PHR/SPHR and California designations will be synched to minimize confusion.

The total exam fees are \$275 for SHRM members and \$325 for non-members. HRCI will offer the exam on 6/24/07 at the national SHRM conference in Las Vegas. Unlike the PHR and SPHR exams, candidates will receive a paper and pencil test. There are two separate versions of the exam, with no overlap. Starting in the fall testing window, computer-based testing will be available. The California exam testing window will parallel the GPHR testing window. For fall 2007, candidates can take the exam from 12/1/07 – 12/31/07.

For more information on this new certification, visit www.hrci.org/certification/CA and click on "At a Glance," or contact Jack Shein or Jennifer Loftus of the Certification Committee.

– Jennifer C. Loftus, SPHR, CCP, CBP, GRP
National Director, Astron Solutions

YOUR FOUNDATION @ WORK

May: Employee Engagement and Commitment

Employees who are engaged in their work and committed to their organizations give organizations crucial competitive advantages—including higher productivity and lower employee turnover. Organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. A new report from the SHRM Foundation on Employee Engagement and Commitment helps you to separate fact from hype regarding engagement. Learn the specific HR practices that will help you to increase employee engagement in your own organization. Visit <http://www.shrm.org/foundation/products.asp> to download your free report.

The SHRM Foundation: 40 Years of Advancing the HR Profession

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Workforce Readiness SIG

We are pleased to offer HR/NY members a great opportunity to help educate our future workforce on what it takes to be successful at work. The Work Readiness SIG has partnered with The Sanford I. Weill Institute at the High School of Economics & Finance to assist students in better preparing for the global workplace and college. The Weill Institute is a nonprofit organization that offers technical services and programs dedicated to financial education and literacy; social and business entrepreneurship, and real-life work/internship experiences.

The High School of Economics & Finance is a NYC public school with students of diverse backgrounds from all five boroughs. The Sanford I. Weill Institute has two major components: Wednesday Seminars; and Work Experience & Skills Development. These services provide a system to help students prepare for their lives and careers, increase academic achievement, and explore their curiosity.

Through the Wednesday Seminars, students obtain current and practical knowl-

edge of economics, finance, communications, politics and life skills. In each 8-week module, approximately 25 different seminars are offered by external organizations. Executives and professionals from industry and educational organizations give one-and-a-half hours of instruction to students. These seminars provide opportunities to explore different careers.

Students also complete three work experiences before graduation—community service, an unpaid internship, and a paid internship through the Academy of Finance—to earn a Weill Institute diploma. The Institute prepares the students for their work experiences through skills development seminars, and places and supervises their work experiences. The work experiences give them the opportunity to apply knowledge and skills learned in the classroom. In addition, the internship helps students to develop adult relationships and learn from role models.

Please take this opportunity as an HR professional to influence the next generation of workers. We are seeking volunteers to

facilitate a Wednesday Seminar, and organizations to provide internship experiences. A few participating organizations are the March of Dimes, NYU Downtown Hospital, Smith Barney, and Deloitte and Touche.

To find out more, please contact Lynne Plavnick at lplavnick@voa-gny.org or Carol Karlin at Carol.Karlin@bovislendlease.com. We will schedule a follow-up meeting with the Weill Institute for all who are interested. We also need additional volunteer leaders for Workforce Readiness initiatives this Fall. If interested, please let Lynne or Carol know. ■

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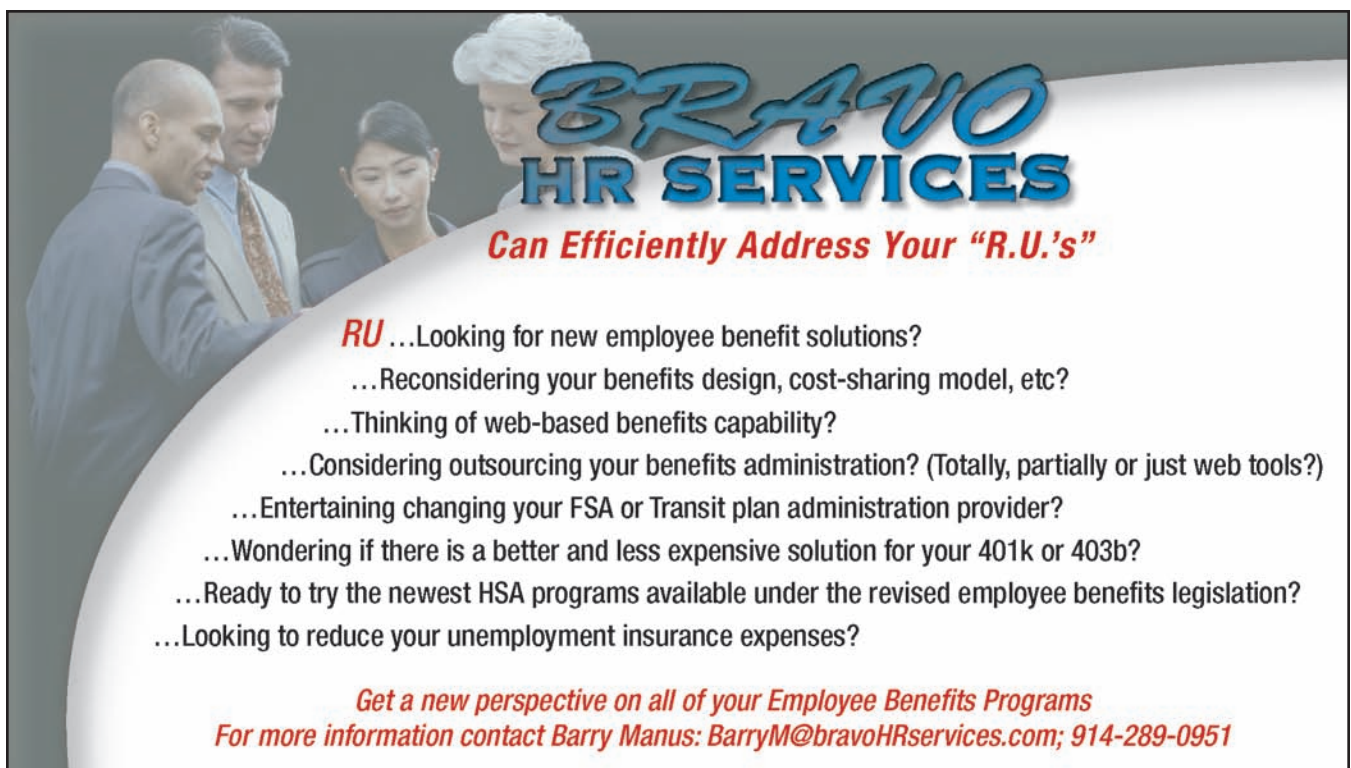
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New York State-Society for Human Resource Management's *Best Companies to Work for in New York* campaign aims to raise the bar among our state's employers and create the kind of workplace excellence and employee satisfaction that will attract talent for years to come. Formatted as a workplace analysis and competition, the winning companies will be chosen from companies that register for the two-part company assessment, including an employee satisfaction survey. Winners will be featured in a publication distributed statewide and honored at a special awards recognition event.

The program is the only one of its kind endorsed by NYS-SHRM. At the July 2007 NYS-SHRM Annual Conference at the Turning Stone Resort and Casino, a special breakout session will provide information about the competition and ways to create a great place to work. Deadline for registration in the Best Companies program is **September 21, 2007**. For more information or to register, visit www.BestCompaniesNY.com.



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Anne Hunt: Staying Informed and Passing It Along

"Often, people don't understand exactly what I do for a living," says Anne Hunt, one of five National Account Executives for the Chicago Tribune and the Los Angeles Times. "I sell recruitment advertising space to national employers, which are based in the northeast or that work with northeastern ad agencies," she explains. She performs this job with a positive attitude, which is why her clients respond in kind.

"I'm always interested in broadening my learning and the Association keeps me informed and current."

– Anne Hunt

Hunt's services benefit employers who want to use print and online venues to recruit for local openings in the Chicago and Los Angeles markets. She also helps national companies fill positions when employees relocate out of the Los Angeles and Chicago areas.

Hunt has been in this line of work since

1996, the same year that she joined HR/NY. "I had just joined the newspaper side of the business and wanted to know what my customers needed. I also needed to network. The Staffing SIG was looking for volunteers so I expressed an interest," she explains. "The SIG was dedicated to catering to the interests of HR practitioners. We planned quarterly seminars and got volunteer speakers and exhibitors to participate." Now Hunt serves as co-chair of the Staffing SIG, which is chaired by Charles LaManna.

"Because HR/NY has so many active committees and SIGs, the Staffing SIG currently focuses on planning two seminars a year," Hunt explains. She says for her the greatest benefit of membership is being able to stay current on the issues HR faces so I can speak intelligently to my customers.

"I'm always interested in broadening my learning and the Association keeps me informed and current. And staying current helps me to better relate to my customers. I can offer solutions to help solve their staffing issues." "I appreciate that HR/NY

strictly prohibits direct solicitation of vendors," says Hunt. "The thing I really like about the organization is that there are many great ways for providers to get involved and meet people. It has been a great experience!"

When not at work, Hunt spends time running, reading memoirs and fiction and "being outside as much as I can."

– Linda Simone

A New Addition to the Team

We proudly welcome the newest member of the HR/NY family!

On March 21, 2007

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Tune In to "CEO Exchange"



PBS

More than half of the PBS affiliates in the top 25 markets will air the SHRM signature television program, *CEO Exchange*. The program provides opportunities to network with prominent business leaders and to showcase the value of the HR profession.

In New York, the program is scheduled to air on WNET on May 5, 2007 at 1:30 pm. Be sure to check local public television

listings to confirm broadcast dates and times in your area and tune in. Information is available at www.shrm.org/ceoexchange.

thirteen
WNET NEW YORK

PRESIDENT'S MESSAGE

Continued from page 1

staffing initiative. This includes incorporating the acquisition of external talent to fill existing gaps, as well as addressing development needs through succession planning, career development and training development initiatives to prepare for the future.

A strong talent acquisition team also spends significant time identifying creative sourcing strategies to uncover the secret hiding places for top talent. In this information age, the resources are limitless and organizations that seek out talent creatively, using non-traditional approaches to identifying talent, are ahead of the curve. These organizations also are targeting and developing key strategic alliances with organizations within the community, which will enhance their internal diversity initiatives. Although described as such, this is not a step-by-step process. It is fluid with all parts moving simultaneously.

Key areas of focus within talent acquisition are branding and "employer of choice" initiatives. Organizations that do these well are asking themselves what they offer and are finding ways to distinguish themselves from the competition. As we learned at our Staffing SIG seminar on Branding in February 2007, organizations that brand

their products or services well externally, do not always translate those efforts into building the appropriate employee culture and/or internal environment. How does an organization figure out the correct messages and images to portray? What means are used as communications vehicles to get this done? These are all questions to be addressed as part of any branding exercise.

Traditionally, HR departments provided value by being visible and being there to "pick up the pieces" and fix the day-to-day personnel issues. Many organizations still exist in this capacity and have well-respected HR functions, as the HR leaders are incredibly knowledgeable, available and responsive. However, the nature of the HR function is shifting and for the employers that want to move from an organization where employees go to a "job," to one where employees enjoy going to work so they can contribute to their careers, this change needs to take place. In organizations that have the lowest levels of turnover and the highest retention statistics, we often see a common thread. These organizations are not just reacting to the problems of the day, but are diving in head-first to form key relationships with management to anticipate the challenges within the business. Only then

can they proactively implement the appropriate HR solutions to solve those issues.

Coming full circle, the key issues facing most organizations right now are centered around recruitment and retention, which must be addressed both externally looking at the current workforce and economic trends, as well as internally looking at the HR initiatives in place to support solving business problems. The definition of talent acquisition in every organization can be different as this is a concept still under development. Typically, it incorporates some or all of the basic principles mentioned here. And the good news? There is no one perfect solution out there. This allows our profession to think and act independently to understand the needs of our own organization and implement creative solutions to these issues.

How do you get started? How do you ensure that what you are doing makes sense? Come to an HR/NY program or event and build your network. The broader your resources, the more effective you will be.

Until next time...

— Lorri Zelman
President, HR/NY

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SAVE THE DATE

May 8

Not-For-Profit SIG: "Developing the Leader as Coach".

Speaker: Robyn McLeod, Chatsworth Consulting Group.
8:30-9:00am, Breakfast & Networking; 9:00-11:00am,
Program. Location: Volunteers of America, 340 W. 85th
Street (between West End Avenue and Riverside Drive).
Approved for 2.0 recertification credits. For more informa-
tion or to register, please email lpavnick@voa-gny.org . +

Reminder: Free Job Postings!

Take advantage of this great HR/NY member benefit. Considering a summer intern? Post job descriptions free! Now is the time to do it! Potential interns are checking our website regularly, so don't delay!

May 16

Chapter Meeting: "Wellness with Worth: Design Strategies to Save Money," presented by the Benefits SIG. Speaker: Darren Hodgdon, SVP, Health Support. 8:00-8:30am, Networking & Registration; 8:30-10:00am, Breakfast and Presentation. Location: New York University, 15 Barclay Street, Public Assembly Room, 4th Floor. **Approved for 1.0 recertification credit.** For information or to register, please visit www.HRNY.org.

May 24

Special Seminar: "Secrets of Effective Negotiating," presented by the Career Planning & Professional Development Committee. Speaker: Susan Onaitis, President, Global Learning Link. 8:00-8:30am, Registration & Continental Breakfast; 8:30-10:00am, Presentation. Location: The Yale Club, 50 Vanderbilt Avenue (between 44th and 45th Streets). **Approved for 1.5 recertification credits.** For more information or to register please visit www.HRNY.org.



+ denotes a free event. Please visit our website www.HRNY.org and click on "Events" for more information or to register.

Save the Date – Programming Calendar

Here are the dates for the remaining events for the HR/NY program year.

| JUNE | | | | | | |
|------|----|----|----|----|----|----|
| S | M | T | W | T | F | S |
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |
| | | | | | | |

- 6** Networking
- 13** Career Planning & Professional Development
- 14** Compensation
- 21** Chapter Meeting: Employee Relations/Labor Relations-Helmsley
- 26** International

Thank You, Finlay Fine Jewelry!

HR/NY is grateful to Finlay Fine Jewelry for their donation of a raffle prize at the Courageous Leadership event with Johnny Taylor on March 21, 2007.

Sons and Daughters Scholarship

SHRM is currently promoting the Sons and Daughters Scholarship Program!

Twenty-four (24) scholarships of \$1,500 each are awarded annually to help finance higher education for the children of SHRM members. Each award is for either the first or second year of study at a four-year college or university.

The application deadline is May 15, 2007.

More information, including the scholarship application form, is available on the SHRM website at www.shrm.org/sons&daughters

Submit to *Inside HR/NY*

We welcome your submissions! To contribute to future issues, please e-mail articles of 500 words or less (as a Microsoft Word attachment – not a PDF) to **Brian McComak** bmccomak@alicart.com.

Please put "Newsletter Submission" in subject line of the e-mail. And please adhere to copy deadlines and word count. **Copy deadline for the June 2007 issue is May 4.**