



**Innovative  
Solutions Today...**

FOR WHAT'S  
NEXT IN HR

**SHRM**®

SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

**63RD ANNUAL CONFERENCE & EXPOSITION  
JUNE 26-29, 2011**

LAS VEGAS CONVENTION CENTER  
LAS VEGAS, NV

# The SHRM 2011 Annual Conference & Exposition: Innovating the HR Industry

## SOLUTIONS FOR WHAT IS NEXT IN HR

In today's unpredictable market, **gaining an edge** is more important than it's ever been. With a slowly improving economy and a rapidly changing workforce, the role of HR has taken center stage in addressing our nation's most challenging workplace issues. As a result, HR professionals are viewed as the "people strategists" capable of aligning the workforce with the goals of the organization.

Stay **competitive**  
personally and  
professionally.

As a leading authority in HR, SHRM helps HR professionals maintain that edge and prepare them **for what's next**—from dealing with a boom in retirements, identifying the new skill sets workers and organizations need, to opportunities that will define a successful company in 20 years.

We know you need to stay ahead of these shifting trends, and that's why SHRM has created the very best educational programs available at its 2011 Annual Confer-

ence & Exhibition. SHRM's courses go beyond what others offer and feature **the largest number** of practitioners, business management and health care sessions in the industry. We'll provide interesting topics that highlight the opportunities and challenges for your organization and support it with content that is relevant, practical and applicable immediately. So join us for the 2011 Annual Conference and equip yourself to face the future of HR.

### WHAT IS SHRM?

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM Online at [www.shrm.org](http://www.shrm.org).



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## Keynote Speakers

GAME CHANGING  
TALENT ON  
DISPLAY

SHRM welcomes Sir Richard Branson, Michael J. Fox, Barry Rand and Tony Hsieh, four individuals who continue to innovate their professions and champion their causes. Prepare to be inspired.

See page

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## Hand Picked Sessions Just for You

200 WAYS TO  
UPGRADE YOUR  
CAREER

We know you face unique challenges. That's why we've provided suggested sessions relating to your area of expertise that offer solutions to your company's biggest problems.

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## Conference at a Glance

PLAN YOUR TIME  
TO BEST SUIT  
YOUR NEEDS

This year, SHRM has crafted a conference experience that incorporates the best of proven HR strategies with innovative ideas for creating the modern workplace.

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## SHRM Exposition

GET THE  
SOLUTIONS  
YOU NEED

Whether you are looking for solutions, providers or want to network with your peers, we have you covered. Opportunities abound at this year's exposition.

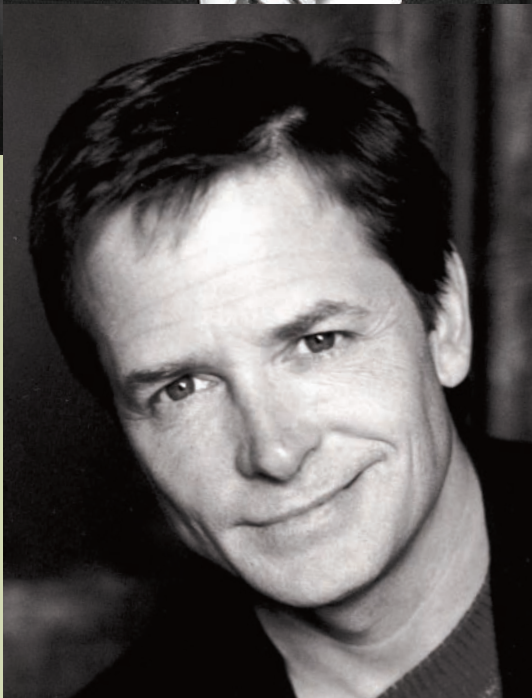
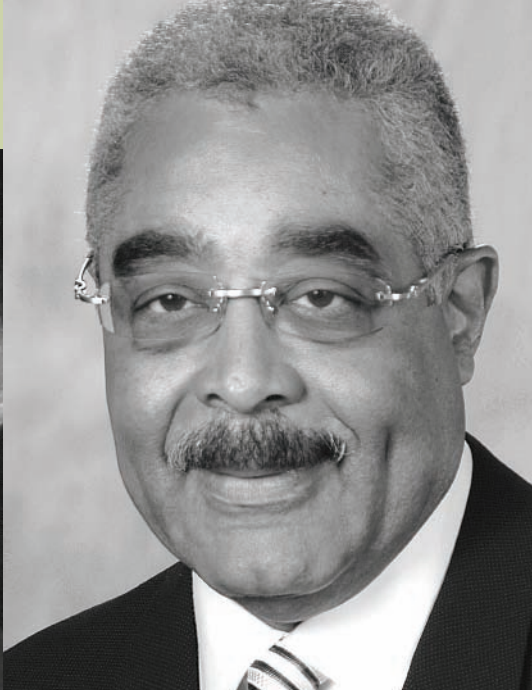


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Clockwise from top left:

Sir Richard Branson

Barry Rand

Tony Hsieh

Michael J. Fox

# KEYNOTE SPEAKERS

# LEARN FROM SOME OF THE MOST SUCCESSFUL PEOPLE IN THE WORLD

Gather with your colleagues to hear internationally renowned speakers and business leaders at this year's general sessions. The keynote presenters will deliver powerful messages on issues important to HR professionals' careers, organizations and lives. All general sessions will be held at the Las Vegas Convention Center.

## Sir Richard Branson

SUNDAY, JUNE 26  
2:30 p.m. – 4:00 p.m.

Sir Richard Charles Nicholas Branson is a British industrialist, best known for his Virgin brand of over 360 companies. Branson's first successful business venture was at age 16, when he published a magazine called *Student*. He followed this with an audio record mail-order business only to open up a chain of record stores, Virgin Records. Branson's Virgin brand grew rapidly during the 1980s—as he set up Virgin Atlantic Airways and expanded the Virgin Records music label.

## Barry Rand

MONDAY, JUNE 27  
8:30 a.m. – 9:45 a.m.

Addison Barry Rand is CEO of AARP, the world's largest nonprofit, nonpartisan membership organization dedicated to social change and helping people 50 and over to improve the quality of their lives. Rand is a dynamic leader and change agent who brings to AARP a proven track record of leading both multi-billion dollar businesses and smaller, private equity-driven businesses. He has served as Chairman and CEO of Avis Group Holdings, CEO of Equitant Ltd., and Executive Vice President, World-wide Operations at Xerox Corporation. He serves as Chairman of the Board of Trustees of Howard University.

## Tony Hsieh

TUESDAY, JUNE 28  
8:30 a.m. – 9:45 a.m.

Hsieh is the CEO of online shoe and clothing shop Zappos.com, Inc. He joined Zappos.com as an advisor and investor, and eventually became CEO, where he helped the company grow from almost no sales to over \$1 billion in gross merchandise sales annually, while simultaneously making *Fortune's* annual Best Companies to Work For list. In November 2009, Zappos.com, Inc. was acquired by Amazon.com in a deal valued at \$1.2 billion on the day of closing. Hsieh graduated from Harvard University with a BA in Computer Science. In June 2010, Hsieh published *New York Times* #1 bestseller *Delivering Happiness*, a book about his entrepreneurial endeavors.

## Michael J. Fox

WEDNESDAY, JUNE 29  
8:30 a.m. – 9:45 a.m.

Michael J. Fox is an Emmy-award-winning actor, author and advocate. He is well-known for his award-winning roles on the television series "Family Ties" and "Spin City," and as the star of the cult classic "Back to the Future" movie trilogy. In 1991 Fox was diagnosed with Parkinson's disease, and in 1998 he disclosed his condition to the public. He has since dedicated his life to research and advocacy for finding a Parkinson's disease cure through the Michael J. Fox Foundation.

Full bios and the updated speaker  
listing can be found at  
<http://annual.shrm.org/speakers>



# Masters Series

## RAISING THE BAR

The Masters Series are high-level, thought-provoking sessions designed specifically to challenge senior-level HR professionals with advanced business techniques. By attending these high-level sessions, you will gain the tools to harness innovation, discover successful practices, leverage cross cultural differences and build a high-performance organization.

Our Masters Series speakers are experts, innovators, trendsetters and pioneers who will provide you with the insight and knowledge you need to build effective strategies to power your organization forward. In addition, these two-hour sessions are all approved for recertification credits, and increase your overall recertification earnings from the Annual Conference.

For a full description of these speakers and their topics, visit <http://annual.shrm.org> and select **Sessions > Masters Series**. Masters Series sessions are included in your conference registration.



### Ann Rhoades

MONDAY, JUNE 27

1:45 p.m. – 3:45 p.m.

#### **People-Centric Cultures Pay Big Dividends: Lessons From Great Companies**

Ann Rhoades is a dynamic and visionary human resources executive with over 25 years experience in a variety of service-based industries. She held the position of vice president of the People Department for Southwest Airlines and executive vice president of Team Services for Promus Hotel Corporation and most recently, was the executive vice president of People for JetBlue Airways where she currently remains as a board member as well as president of People Ink, her Human Resources consulting company.

Rhoades will share her creative approach to developing cultures around fun, and her first-hand experiences in

launching successful start-up companies, blending post-merger cultures and creating a legacy of people-centric organizations. A self-described “rule breaker,” Rhoades is adamant about standing up for what she believes in, regardless of the consequences. Her candor around the mistakes she’s made and the lessons she’s learned is the driving force behind her desire to inspire organizations to:

**Build** sustainable cultures based on values unique to their environment;

**Select** and retain “A” players;

**Treat** employees “fairly,” not equally;

**Deliver** extraordinary customer-centric service;

**Break** the rules;

**Create** wealth for shareholders; and

**Go** from “good” to “great”!

*Sponsored by the SHRM Foundation*



**REGISTER  
NOW**



# Recertifying at Annual

## MAINTAIN YOUR COMPETITIVE ADVANTAGE

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RECERTIFY



Did you know that PHR-, SPHR- and GPHR-certified professionals receive recertification credits from the SHRM Annual Conference? Not only can you earn up to 14 recertification credits simply by attending concurrent sessions and a Super Sunday session (all included in your conference registration), but you can boost your credits further by attending the additional educational programs offered on Saturday and Sunday! And if you upgrade to the Premium Package, you can increase your recertification credit earning potential by up to 20 credits! By committing to maintaining your important HR credentials and increasing your recertification opportunity, you can get a jump on satisfying the 3-year, 60-credit recertification requirement—at one time, in one place.



### NOT CERTIFIED? NOW'S YOUR CHANCE!

Now more than ever, earning your SPHR, PHR, GPHR or California certification can give you an advantage over your peers and provide you with an invaluable opportunity to increase your value. Getting certified offers a number of important benefits, including:

**Distinguish** you among your peers.

**Highlight** your commitment to your career as an HR professional.

**Ensure** that your knowledge of HR topics and legislation is current and help protect your organization from risk.

**Open** doors to unlimited career opportunities and professional growth.

**Provide** you with the opportunity to join companies that are requiring certification for their employees and prefer candidates who are certified.

**Demonstrate** you have mastered the HR body of knowledge.

We are providing Certification Preparation courses in conjunction with this year's Annual Conference. Take advantage of the convenience, and sign up now! More information on the courses can be found on page 11, or online at <http://annual.shrm.org> under **Education**.

# Advanced Learning Opportunities

## GO AHEAD, BE AN HR OVERACHIEVER



### Preconference Workshops\*

These one-part workshops are among the most valuable sessions we offer. These sessions cover the most relevant topics of the year and help you build the skills and knowledge you need to power your career and organization forward. These intense workshops pack a lot of material into a short amount of time, so in just a few hours you can gain valuable knowledge to bring back to the office. **In addition, these sessions offer 4.0 hours of recertification credit for certified HR professionals.**

#### SATURDAY

1:00 p.m. – 5:00 p.m.

Session #701: **Workplace Retirement Education: One Size Fits All Is Extinct**

Session #702: **Step Out of the Ivory Tower: The Right Way to Develop a Strategic Plan**

Session #703: **Introductory Project Management for HR Professionals**

Session #704: **Performance Coaching for Greatness**

Session #705: **An Employer's Guide to Health Care Reform**

Session #706: **HR: Are You a Change Leader or Change Follower?**

#### SUNDAY

8:00 a.m. – Noon

Session #801: **The Recession's Over and I Quit**

Session #802: **Building Your Business Case Workshop**

Session #803: **Global HR 101: What Your CEO Expects from HR in a Globalizing Business**

Session #804: **Sherlock Holmes...or Inspector Clouseau? How to Conduct Effective Internal Investigations**

Session #805: **Social Media Bootcamp**

Session #806: **Intermediate Project Management for HR Professionals\*\***

Detailed information for the Preconference Workshops can be found at <http://annual.shrm.org>. Click **Education** and then **Preconference Sessions** for complete program descriptions.



\* Advanced registration and additional program fees are required for the preconference workshops.

\*\* It is recommended that you have previously taken "Introductory project Management for HR Professionals" before registering for this session.



# SHRM SEMINARS

Master the business knowledge you need to be a strategic leader in your organization. These courses are designed to help you increase your knowledge of business essentials; articulate how HR is a key component of a successful business plan; confidently discuss core business issues; and analyze financial statements.

SATURDAY, JUNE 25 – SUNDAY, JUNE 26, 2011

## **Human Capital Analytics: Using HR Metrics to Drive Business Results**

This program will help you bring unique and substantial value to your role and to your organization through a deeper understanding of human capital analytics.

## **HR Business Partners**

This workshop focuses on the primary skills that HR Business Partners need to perform effectively and be seen by line executives, managers and employees as adding value to the business. You learn more about how the business operates, how the HR organization adds value, how to use influence skills, how to implement a change management process and how to coach line managers.

## **Strategic Human Resources: Delivering Business Results**

An expert in HR provides insightful instruction on developing an HR Strategy using a combination of proven practices, comprehensive case studies and all-inclusive toolkits. Now is the time to demonstrate your results-driven mindset by seeking world-class knowledge and earning a professional certificate of achievement.

## **SHRM Essentials® of Human Resource Management**

This program offers a complete overview of the human resources roles and responsibilities, and covers real-life HR issues and current, vital topics. You will learn techniques for effectively handling daily HR and people management challenges.

## **Finance for Strategic HR Partners**

Focus on identifying financial terms and concepts, understanding and analyzing data, and recognizing patterns and opportunities in the financial arena. With this course, you'll gain valuable insight into your company's strategy and make your HR department an indispensable component of your organization.

## **HR Generalist**

In this popular seminar, you will get an overview of the HR generalist's core competencies in a variety of formats, including platform instruction, video, case studies and discussion groups. Each competency presented will provide you with the definition, roles and responsibilities of the HR generalist, the latest trends, useful metrics, and relevant employment laws.

## **The Diversity & Inclusion Strategic Leadership Program**

For those who are brand new to the field, or those who wish to begin a career in Diversity & Inclusion management, this one-day workshop will introduce new practitioners to the broad range of knowledge, tasks and competencies necessary to practice effectively in the twenty-first century.

*Note: Classes fill quickly. Be sure to register early.*

*Seminar registration fees include full conference registration.*

**Location for all seminars:**  
The Venetian Resort Hotel Casino  
3355 Las Vegas Blvd. South  
Las Vegas, Nev. 89109

Visit the Annual Conference website for full descriptions, schedules, and rates for all of the available SHRM Seminars.

<http://annual.shrm.org>



## EXECUTIVE EDUCATION PROGRAMS

SHRM's Executive Education programs offer a wide spectrum of courses that show you how to apply your skills and experience to be an effective and productive leader. We have partnered with renowned colleges and educational institutions nationwide to deliver timely topics that enhance your leadership skills and strategic outlook.

SATURDAY, JUNE 25, 8:00 a.m.–5:00 p.m. &  
SUNDAY, JUNE 26, 8:00 a.m.–12:15 p.m.

12 recertification hours —  
● Strategic Business Management



### Sustaining a Competitive Advantage Through a Culture of Excellence

*Presented in partnership with the Disney Institute*

Disney is a recognized leader in workforce management and is an employer of choice. It's no wonder the company's competitive advantage is its people. Participants in this session will learn how to fully engage and retain employees through proven and easily adaptable strategies. Examine the management philosophies and best practices of the largest single-site employer in the U.S.—the Walt Disney World Resort.

At Disney, working hard to ensure employee satisfaction is more than good management—it's smart business. This program provides leaders and managers with key insights for recruiting and training the best possible employees; building commitment and enthusiasm through communication and recognition; and designing a culture of excellence that puts people first.

### Leadership and Strategy for Extraordinary Outcomes

*Presented in partnership with UCLA*

OFFICE OF EXECUTIVE  
EDUCATION PROGRAMS

**UCLA**Anderson  
School of Management

Building on Jack Welch's insight that, "The role of a leader is to define a clear vision and inspire your people to invent their way there," UCLA Anderson Executive Education offers a powerful and highly applicable two-day program focusing on strategic thinking, expanding your personal leadership capabilities and developing a culture of innovation in your organization.

As a participant, you will complete The Birkman Method assessment to hone your understanding of the dynamics of leadership and your personal leadership style. A group exercise explores how to identify and overcome counterproductive stress behaviors. Work with the Birkman tool is interwoven with provocative sessions that deliver the strategic thinking and clarity of vision required to inspire your team and organization to work creatively with change and uncertainty.

Location for both programs:  
Encore at the Wynn Las Vegas  
3121 Las Vegas Blvd. South  
Las Vegas, Nev. 89109

The full Executive Education descriptions can be found at  
<http://annual.shrm.org> under **Education**.



# SHRM CERTIFICATION PREPARATION

Prepare for the PHR, SPHR, GPHR or California certification exam with the most widely-used tool available: The SHRM Learning System. These preparation courses employ the 2010 SHRM Learning System—a blended learning approach, which incorporates the full scope of the HR Certification Institute’s body of knowledge.

SATURDAY–SUNDAY, JUNE 25–26

## PHR/SPHR Certification Preparation Course

Through an instructor-led, cooperative group learning environment, this course features peer communication and in-depth discussions to build confidence in your breadth of knowledge to prepare for the PHR or SPHR certification exam. This educational session uses the SHRM Learning System—the #1 PHR and SPHR certification preparation program that consistently beats the national pass rate to supplement your learning experience.

## GPHR Certification Preparation Course

The SHRM GPHR Certification Preparation Course is a comprehensive four-day program, which highlights content that may appear on the GPHR certification exam. This intensive group learning environment is led by qualified instructors and employs the new and updated GPHR body of knowledge including legislation from six countries included in the SHRM Global Learning System.

## California Certification Preparation Course\*

Specifically designed with the California HR professional in mind, as well as the HR professional outside the state whose organization conducts business within the state, the PHR-CA/SPHR-CA certification preparation course will provide comprehensive information on California employment laws, rules and regulations relating to each key area, their impact on California employers, and the policies and practices necessary to ensure compliance with them.

*\*You must hold the PHR or SPHR certification designation to sit for the California Certification Examination.*

Certification preparation courses are not a substitute for the certification exam. For more information on registering for the exam, visit [www.hrci.org](http://www.hrci.org).

### Location for all Certification Preparation programs:

The Venetian Resort Hotel Casino  
3355 Las Vegas Blvd. South  
Las Vegas, Nev. 89109

**PLEASE NOTE:** Registrants who attend the certification preparation courses are not eligible to attend Saturday or Sunday pre-conference workshops because the certification preparation course programs and pre-conference workshop schedules overlap.

**PROGRAM REGISTRATION FEES** cover all conference activities, including general sessions, luncheons, and admission to the SHRM Exposition as well as concurrent sessions that don’t overlap with your program schedule.

**REGISTER EARLY!** Advanced registration is required for all certification preparation courses. Registrations will be accepted until the class fills. There will be no waiting lists held for these programs. Classes fill quickly—early registration is strongly recommended.

Visit the Annual Conference website for full descriptions, schedules, and rates for all of the available Certification Preparation programs.

<http://annual.shrm.org>



# Concurrent Sessions

## 200 WAYS TO IMPROVE YOUR CAREER

From practical tips, to innovation in HR, to motivating people, the concurrent sessions at Annual are designed to teach and inspire the global HR community. We have hundreds of sessions delivered by skilled and experienced speakers. The following courses highlight the broad range of topics that will be available to you in the three and a half days you spend in Las Vegas. Plan out your sessions and take your SHRM Conference experience to the next level.

### MEGA SESSIONS:

**The 2011 Ultimate HR Booster Shot: Cases. Trends. Impacts.** p.18

**The New HR Business Model: Integrated Strategem®** p.25

**Leading Organizational Excellence by Avoiding the Top 10 HR Leadership Mistakes** p.38

**Engaged Leadership: The Leader Side of Employee Engagement** p.47

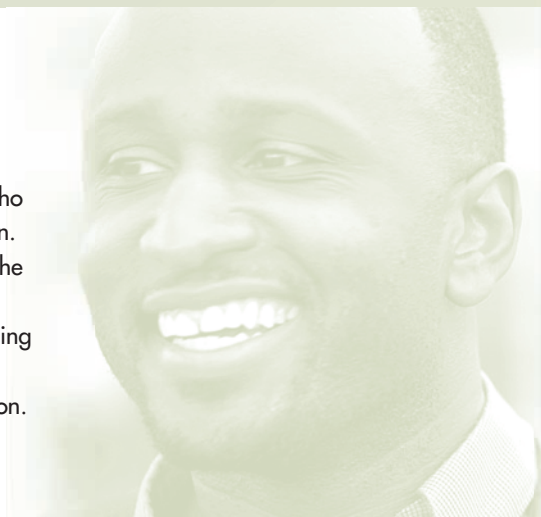
**Surviving and Thriving Organizational Change and Loving It** p.49

## ENGAGING MILITARY VETERANS

### Part of Your Talent Management Strategy

You are invited to attend SHRM's program specifically designed for HR professionals who want to learn more about how hiring military personnel can enhance your organization. With record numbers of military veterans transitioning out of military service and into the workplace, this program addresses how to capitalize on this talent pool. The program includes information on the benefits of hiring veteran talent, information on understanding how to translate military skills to the civilian workplace, and tips on making your workplace veteran-friendly. Please check the Annual Conference website for more information.

<http://annual.shrm.org>



# TAKE YOUR ORGANIZATION TO THE NEXT LEVEL

Whether you are seeking operational “how to” information to apply in the workplace, compliance information to double check your policies and practices, or strategically oriented topics that reaffirm HR’s value to your organization’s success, you will find educational sessions that meet your unique professional development needs. Sessions are arranged according to conference tracks and focus areas. Conference tracks denote general topic categories, while focus areas concentrate on specific knowledge areas that align to the HR body of knowledge.

## ■ **Employment Law & Legislation** p.14

Help protect your company from liability and avoid legal risk before it arises by staying current with the latest changes in labor legislation. We offer a broad range of sessions covering federal legislative compliance to HR issues specific to California. The focus areas for this track are:

**COMPLIANCE • CALIFORNIA-SPECIFIC HR • LEGISLATIVE UPDATE**

## ■ **Strategic Business Management** p.22

Learn how strategic planning can maximize employee performance and create business value. Learn how to support your business case, measure results and gain buy-in from your C-suite. The focus areas for this track are:

**STRATEGIC ALIGNMENT • BUSINESS COMPETENCIES • INNOVATION • MEASUREMENT**

*All sessions in this track count toward the 15 hours of strategic business management recertification credit for your SPHR designation.*

## ■ **Talent Management** p.28

Learn how to attract, recruit, manage and engage A-list employees who can move your organization forward. The focus areas for this track are:

**RECRUITING AND NEW MEDIA • COMMUNICATION STRATEGIES •  
ENGAGEMENT AND MORALE • WORKFORCE PLANNING**

## ■ **International HR** p.40

From managing diverse teams to communicating across the world to recruiting and cultivating foreign talent, you will learn how to leverage the strengths and overcome the challenges of an international workforce. The focus areas for this track are:

**GLOBAL COMPLIANCE • GLOBAL TALENT MANAGEMENT • CROSS-CULTURAL INSIGHTS**

*All sessions in this track count toward the 30 hours of international recertification credit for your GPHR designation.*

## ■ **Total Rewards** p.43

Total rewards packages can attract and retain top talent or drive it away. From plan design to cost containment, learn how to leverage total rewards to achieve superior organizational performance. The focus areas for this track are:

**EMPLOYEE BENEFITS • TOTAL COMPENSATION • HEALTH CARE • WELLNESS**

## ■ **Personal and Leadership Development** p.47

This track will give you the opportunity to learn leadership, skill development, career advancement, and more. The focus areas for this track are:

**LEADERSHIP • CAREER DEVELOPMENT • SKILL ENHANCEMENT**

# EMPLOYMENT LAW & LEGISLATION

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## Monday, June 27

7:00 a.m. – 8:15 a.m.

### The Interplay Between Reasonable Accommodations and Medical Leaves: Legal and Practical Implications

 Focus: Compliance

 Credits: General

Post ADA and FMLA amendments, employers face increasing issues relating to accommodations and leaves. This is especially true with the expansion of the definition of disabilities. This interactive session will address such questions as: what are the responsibilities and consideration of each party during accommodation discussions and when providing accommodations and medical leaves? The session will also include case study exercises and practical applications.

*Presenters: Susan W. Brecher, director, Human Capital Development, Legal Programs; and Judy Young, associate director, Training and Development, Cornell University, Industrial and Labor Relations, New York, N.Y.*

### How Will This Look in Court?


 Focus: Compliance

 Credits: General

This session provides a realistic glimpse into the litigation process using brief deposition vignettes in which an HR professional is cross-examined regarding a termination, harassment investigation, wage-hour practice and other issues that will teach you best practices to avoid litigation.

*Presenter: John Mark Polson, partner, Fisher & Phillips, LLP, Irvine, Calif.*

### The Top 10 Employment Cases of 2011

 Focus: Legislative Update


 Credits: General

The flood of employment cases continues to create uncertainty and concern over what to read first and what really matters. A legal life raft is here for you as we wade through murky waters. Through an engaging and enlightening discussion you will review the top 10 cases from the past year, what we can learn from the fact patterns and how they may practically be applied to the workplace.

*Presenter: Louis R. Lessig, esquire, partner, Brown & Connery, LLP, Westmont, N.J.*

10:45 a.m. – Noon

### Please Sue Me 2011


 Focus: Legislative Update

 Credits: General

This session blends employment practices, humor and the law to simplify and make practical the answers to some of today's toughest management issues. You will leave with a summary of the top 5 legal exposures for 2011; learn how to convince management at all levels to initiate safe HR procedures and get out of the "babysitting" business; and get sample preventive policies that limit your legal liability.

*Presenter: Hunter Lott, owner, PleaseSueMe.com, Rochester, Minn.*

### Employment Law Highlights for the Hospitality Industry


 Focus: Legislative Update

 Credits: General

Las Vegas is at the forefront of all aspects of the hospitality industry, so where better to showcase the changing laws relating to wage and hour, tip-pooling, meal breaks, discrimination and harassment that make managing the hospitality workforce so challenging. Particular attention will be given to the pitfalls facing managers of California workers.

*Presenters: Christine H. Long, partner, and Roberta S. Hayashi, partner, Berliner Cohen, San Jose, Calif.*

### Document, Document, Document

 Focus: Compliance

 Credits: General


This information-packed session focuses on delving deeper into bullet-proofing your documentation. Topics include preparing new, improved and continuous statements, tightening up your action plans and words to avoid. Walk away with tips and tools to improve your notetaking during coaching and counseling sessions, as well as investigation and hiring interviews.

*Presenter: Allison West, Esq., SPHR, principal, Employment Practices Specialists, Pacifica, Calif.*

The following pages highlight this year's concurrent session offerings and enable you to create a conference curriculum unique to your own needs. We have provided a comprehensive list of **nearly 200 concurrent session topics** from which to choose. Many sessions are repeated; the topics have been spread out over the entire three days of concurrent session programming so you can build your schedule to maximize the number of topics you wish to include.



### Employee Handbooks: Read 'Em and Weep?!

 **Focus:** Compliance

 **Credits:** General

This interactive session will help you compare and contrast the benefits of Employee Handbooks; review best practices and pitfalls to avoid in developing and updating them; and consider some of the latest legal interpretations. Additionally, this program will provide a checklist, practical tips and resources for enhancing employment policies and practices.

*Presenter: Christine V. Walters, MAS, JD, SPHR, independent consultant, FiveL Company, Westminster, Md.*

### Top 10 Ways to Violate California's Wage-Hour Laws

Repeated Tuesday at 4:00 p.m.

 **Focus:** California-Specific HR


 **Credits:** California


In reality, there are more than 10 ways to violate California's wage-hour laws. This session addresses the most tricky wage-hour laws, the differences between state and federal law, how to conduct a compliance audit, and the best approaches for remedying violations without encouraging a lawsuit.

*Presenter: Jennifer Brown Shaw, partner, Shaw Valenza, LLP, Sacramento, Calif.*

2:00 p.m. – 3:15 p.m.

### MEGA SESSION: Hit Send! 50 E-mail Traps that Make the Stand for Evidence


 **Focus:** Compliance

 **Credits:** General

Do you ever wonder if you should or shouldn't hit send? This highly interactive, skill-building session will immediately heighten your awareness of the 50 most common liability traps when it comes to turning electronic mail into evidence. This session immediately helps you to build the skills you need to create legally safe and effective business e-mails and strategic retention policies while avoiding individual and organization liability.

*Presenter: Mindy H. Chapman, Esq., president, Mindy Chapman & Associates, LLC, Chicago, Ill.*

### From the Files of the Bizarre: The Most Unusual Employment Law Cases


 **Focus:** Legislative Update

 **Credits:** General

On a daily basis, courts across the country issue employment-related decisions that involve either unusual facts or just absurd holdings. This special presentation will provide an informative and highly entertaining review of the most bizarre cases of the last several years and the lessons learned from these bizarre cases.

*Presenter: Joseph L. Beachboard, shareholder, Ogletree Deakins, Torrance, Calif.*

### ERISA Fiduciary Obligations: How to Project Yourself, Your Boss and the Company

 **Focus:** Compliance


 **Credits:** General

From 401(k) and pension plans to group health insurance programs, all of these arrangements involve special legal obligations under ERISA. With special legal obligations come special risks and liabilities for both employers and individuals involved in plan administration. This session will sort through the complexities and provide practical advice for you to protect yourselves, your bosses and the company.

*Presenter: Sheldon J. Blumling, partner, Fisher & Phillips, LLP, Irvine, Calif.*

### Wage and Hour Compliance: Avoiding Lawsuits and Liability

Repeated Tuesday at 10:45 a.m.

 **Focus:** Compliance

 **Credits:** General

This session will review common errors frequently made by employers regarding overtime pay, overtime exemptions, calculating overtime pay and capturing all "hours worked," and help you critically evaluate your payroll practices to better ensure that you do not run afoul of the federal overtime compensation rules.

*Presenter: Robert A. Boonin, attorney/shareholder, Butzel Long, Ann Arbor, Mich.*

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**Rolling the Dice on California** **Focus:** California-Specific HR **Credits:** California

By now almost everybody knows the significant additional cost and risk associated with operating in California. This session will highlight the major obstacles faced by California employers and provide an action plan for balancing the odds, and will provide a California-specific preventative action plan for HR professionals, focusing on wage and hour exposure and leaves of absence management.

**Presenter:** *Christopher Hoffman, regional managing partner, Fisher & Phillips, LLP, San Diego, Calif.*

4:00 p.m. – 5:15 p.m.

**Privacy Issues in the Workplace** **Focus:** Compliance **Credits:** General

The session will show you the origins of privacy, how privacy was extended to employment, and how privacy affects both an employee's right to privacy and the employer's right to protect its interests. We will examine a wide range of privacy issues, from an employer's interest in regulating off hours conduct to reviewing e-mails sent from a private account on a company computer.

**Presenter:** *Michael J. Childers, associate professor, Johnson & Wales University, Charlotte, N.C.*

**Same-Sex Marriage: We're Not in Iowa Anymore** **Focus:** Legislative Update **Credits:** General

As of March 2010, 2,020 same-sex couples were married in Iowa, and only 815 of those were Iowans. Regardless of whether your business operates in all 50 states or just one building, marriage and other issues relating to lesbian, gay, bisexual and transgender (LGBT) employees may impact your business soon, if not already. This session will update you on the relevant laws and regulations and provide you with specific insights and tools to be prepared.

**Presenter:** *Samir Luther, director, Presidential Appointments Project, Gay & Lesbian Leadership Institute, Washington, D.C.*

**Secrets of a Plaintiffs' Attorney** **Focus:** Compliance **Credits:** General


You will learn from an attorney who represents both employees and employers what makes some employers targets for legal claims and how some of them make things worse after the case is brought. Through real-life examples you will gain insight into how an organization's practices, policies, training and conduct (or lack thereof) can hurt or help in litigation of employment law disputes.

**Presenter:** *Whitney Warner, SPHR, founding partner, Moody & Warner, PC, Albuquerque, N.M.*

**The Real World of the FMLA** **Focus:** Compliance **Credits:** General

In this interactive, high-level session (that assumes a working knowledge of the act), attendees have the opportunity to apply their understanding of the FMLA to a series of unique, real-world scenarios, and learn how their decisions compare to those taken by other real-life HR departments.

**Presenter:** *Matthew S. Effland, Shareholder, Ogletree Deakins, Indianapolis, Ind.*

**Responding to EEOC Claims** **Focus:** Compliance **Credits:** General

Learn how to assess the risks from an EEOC charge, develop a strategy, and resolve the matter using the limited resources you have at hand. This session covers responding to the filed charge; investigating the facts; limiting the scope of the investigation; working with the government investigator; mediating the charge; avoiding litigation; and deciding when to settle and when not to settle.

**Presenter:** *Christine Zebrowski, owner, Overbrook Law, LLC, Washington, D.C.*

**Get Further with SHRM Membership**


Members of SHRM have the support of the largest HR association in the world and access to the most expansive HR library. SHRM's HR library consists of tools and resources that help you to easily handle your workplace responsibilities and enable you to stay updated with the latest trends and practices in HR. In addition to providing the best tools and resources, SHRM also offers world-class educational programs and conferences like the 2011 SHRM Annual Conference that SHRM members receive a registration discount on. Make sure you're getting access to SHRM's tools and resources and receiving the member rate on all SHRM programs and conferences by renewing your membership or joining today.

To renew your membership go to [www.shrm.org/renew](http://www.shrm.org/renew)

To become a new member go to [www.shrm.org/join](http://www.shrm.org/join)

### California: Avoid the Workplace Earthquakes—What California Employers Need to Know for 2011 and Beyond

Repeated Tuesday at 2:15 p.m.

 **Focus:** California-Specific HR

 **Credits:** California


This session will cover new cases and laws you need to know about as well as classic California problems, and will assist you in complying with California and federal law on workplace issues. We will conduct a review of these employee issues through an interactive format and give you practical suggestions to consider implementing at your organizations to minimize associated risks.

*Presenters: Jonathan A. Siegel, partner; and Cynthia Sandoval, of counsel, Jackson Lewis, LLP, Newport Beach, Calif.*

### Tuesday, June 28

7:00 a.m. – 8:15 a.m.


#### MEGA SESSION: **Everything You Ever Wanted to Know About Employment Law (But Didn't Want to Pay a Lawyer to Ask)**

 **Focus:** Legislative Update

 **Credits:** General

Mark Toth will tell you everything you ever wanted to know about employment law in this high-energy, interactive session. He will update you on all the latest developments and then tackle the world's toughest employment law questions in an entertaining and educational quiz show.  
*Presenter: Mark E. Toth, JD, SPHR, chief legal officer, Manpower Inc., Milwaukee, Wis.*

### Retaliation: Be Afraid—It's NOT Going Away


 **Focus:** Compliance


 **Credits:** General

Even though you fully comply with federal employment law requirements, you can still pay an employee or former employee thousands of dollars in damages. Attend this session and take away a comprehensive understanding of what may become one of the most expensive mistakes an employer can make: RETALIATION. In this interactive session, we define retaliation, review current case law (including the U.S. Supreme Court cases), identify risks, and detail how to minimize risk.

*Presenter: Dana M. Cotham, Esq., president and attorney at law, CBA Enterprises, Las Vegas, Nev.*

### Staying Afloat: What to Do When the Audit Waves Come Crashing


 **Focus:** Compliance

 **Credits:** General

When AA/EEO and HR professionals are faced with an OFCCP audit, it's hard for them not to feel like sinking. This session provides preparation and survival tips to keep your company above the audit waters. Attendees will learn how to achieve the most successful outcome possible when dealing with an audit. Best practices will be discussed, assisting administrators in staying afloat for what is often the reality of an OFCCP audit.

*Presenter: Kristyn Hurley, PHR, senior HR consultant, Berkshire Associates Inc., Columbia, Md.*

### The Harassment Quiz


 **Focus:** Compliance


 **Credits:** General

This highly interactive session will provide a practical overview of sexual and other forms of unlawful harassment. The session will emphasize the gray areas where people without bad intent sometimes get into trouble based on differences in perception. You will discuss the perennial problem of workplace dating as well as the new problem of social media and harassment, and address the affirmative obligations with which supervisors should be entrusted. Finally, special attention will be paid to how to make sure that your harassment prevention program does not create cement for the glass ceiling by creating a culture of avoidance.

*Presenter: Jonathan A. Segal, Esq., partner, Duane Morris, LLP, Philadelphia, Pa.*

### Federal Contractor & Subcontractor Compliance: No One Ever Told Me We Have to Do an Affirmative Action Plan!

 **Focus:** Compliance

 **Credits:** General

It is not uncommon for HR professionals to realize they are required to complete an affirmative action plan only after receiving an OFCCP audit letter. This session will iron out the details of affirmative action planning, who's required to complete a plan, and what it means to be a federal contractor or federal subcontractor. Attendees will also learn what their affirmative action obligations are and the basics of creating a compliant plan.

*Presenter: Michele Whitehead, PHR, manager of HR Services, Berkshire Associates, Inc., Columbia, Md.*



10:45 a.m. – Noon

**The Business Case for Breastfeeding: How to Implement Health Care Reform Laws on Work site Lactation Support**

 Focus: Compliance

 Credits: General

Supporting breastfeeding employees is pivotal to a company's family-friendly platform, with proven financial benefits to businesses. It's also the law. The U.S. Patient Protection and Affordable Care Act has specific provisions for worksite lactation programs. This session addresses the law, needs of breastfeeding employees, and practical strategies for implementing lactation support in any business.

*Presenter: Cathy Carothers, IBCLC, FILCA, co-director, Every Mother Inc., Sedona, Ariz.*

**Managing Multiple Leave Entitlements Simultaneously: Leave Stacking**


 Focus: Compliance

 Credits: General

With the explosion of FMLA, state FLA, ADA, and paid FLA leaves, leave stacking is unavoidable. For leave managers, administering one leave type was difficult; the situation becomes exponentially more complicated when multiple leave entitlements apply. This session will review differences between common leave entitlements, point out pitfalls to avoid to ensure compliance, and provide hints and tips on best practice strategies and tactics.

*Presenter: Linda D. Southard, president, Work & Well, Somerville, N.J.*

**2011 Employment Law Update: How to Protect Your Organization in a Time of Unprecedented Risk**

 Focus: Legislative Update

 Credits: General

In 2011, employers are continuing to fight through the after effects of the toughest economy in decades, deal with an explosion in EEO charges and employment lawsuits, and adjust to a more regulatory-focused administration in Washington. Keeping up on the trends is critical to protecting your organization in a time of unprecedented risk. Find out how to sift through the multitude of employment issues, and focus your compliance efforts for the second half of 2011.

*Presenter: Shanti Atkins, president and CEO, ELT, San Francisco, Calif.*

**Wage and Hour Compliance: Avoiding Lawsuits and Liability**

Repeated from Monday at 2:00 p.m.

 Focus: Compliance

 Credits: General

Please see page 15 for description.

**My Disability Made Me Do It!**

 Focus: Compliance


 Credits: General

A growing number of courts are holding that it is a violation of the Americans with Disabilities Act for an employer to discipline or terminate an employee for misconduct that is related to a disability. This session will examine this trend in the law and address when and how employers may lawfully discipline employees for disability-related workplace misconduct.

*Presenter: James J. McDonald, partner, Fisher & Phillips, LLP, Irvine, Calif.*

**California—The Golden State for Big HR Mistakes: What You Need to Know About Policies, Training and Key Statutes**

 Focus: California-Specific HR


 Credits: California


Having operations in the Golden State poses unique challenges for HR. Leaves of absence, sexual harassment training requirements, meal breaks, domestic partnerships, vacation accrual/payout and privacy issues are just some of the areas requiring special treatment. This session will give you the tools you need to comply with the many challenging workplace laws in California, including checklists and other resources.

*Presenter: Allison West, Esq., SPHR, principal, Employment Practices Specialists, Pacifica, Calif.*

2:15 p.m. – 3:30 p.m.

**MEGA SESSION: The 2011 Ultimate HR Booster Shot: Cases. Trends. Impact.**

 Focus: Legislative Update


 Credits: General

Do you need to instantly “immunize” yourself and your organization from liability today? Need to quickly acquire the “Best HR Skills” for 2011? Then you need a dose of this highly engaging and fast-paced bottom line employment law review. Learn the most crucial EEO cases, current HR best practices and EEOC news updates. Understand the impact they must have on your practical everyday decision dilemmas. Get vaccinated against the costly lessons other employers have learned regarding federal and state compliance laws.

*Presenter: Mindy H. Chapman, Esq., president, Mindy Chapman & Associates, LLC, Chicago, Ill.*

### **Faster, Cheaper and Less Stressful: Making the Most of Alternative Dispute Resolution**


 **Focus:** Compliance


 **Credits:** General

This session will provide you with information that will help you reduce the cost, time and stress spent resolving employment claims. You will learn how to use ADR effectively to address and resolve employment claims outside the court process; the benefits and pitfalls of ADR; and whether your organization should consider adopting an ADR program.

*Presenter: Christine Zebrowski, owner, Overbrook Law, LLC, Washington, D.C.*

### **Zero Tolerance: Assessment and Prevention of Workplace Violence**


 **Focus:** Compliance


 **Credits:** General

This session is a multi-disciplinary examination of managing threats in the workplace. Going beyond basic warning signs and risk factors, we will examine both legal and practical considerations, including the creation and training of a corporate Workplace Violence Prevention Team, disability law developments and “fitness-for-duty” examinations, best practices in identifying troubled employees, and the termination of dangerous individuals.

*Presenter: Glen E. Kraemer, managing partner — Santa Monica Office, Curiale Hirschfeld Kraemer, LLP, Santa Monica, Calif.*

### **Employee Handbooks: Making Every Word Count**


 **Focus:** Compliance


 **Credits:** General

Employee handbooks can be powerful tools for communicating policies to employees and supervisors and administering employee relations; however, they also can be a source of employment law liability. This presentation will offer helpful advice on deciding what to include in (and delete from) your employee handbook and will discuss new policies that you should consider adding or revising.

*Presenter: Allan H. Weitzman, JD, partner, Proskauer Rose, LLP, Boca Raton, Fla.*

### **Associational Discrimination: The New Risk in Employment Litigation**


 **Focus:** Legislative Update

 **Credits:** General

Recent cases have extended the scope of Title VII of the Civil Rights Act to cover associational discrimination, interpreting federal law to prevent discrimination and retaliation based on the employees’ association with another individual who comes within a protected classification or who has engaged in protected activity. This session will examine this trend by analyzing recent cases that established the associational discrimination doctrine and the pending case at the U.S. Supreme Court.

*Presenter: Joseph L. Beachboard, shareholder, Ogletree Deakins, Torrance, Calif.*

### **Hot Topics and New Developments in HR: A Federal Public Policy Update**

 **Focus:** Legislative Update

 **Credits:** General


The 112th Congress and the Obama administration have propelled important HR public policy issues to the forefront of activity in Washington. Key issues of focus include efforts to overhaul the nation’s employment-based immigration system, proposals to modify the recently enacted health care law, initiatives to require paid leave as well as proposals to limit the use of background checks in the employment process. Pending federal regulations on employment-related issues of interest to HR professionals will also be discussed.

*Presenter: Michael P. Aitken, director, Government Affairs, SHRM, Alexandria, Va.*

### **California: Avoid the Workplace Earthquakes—What California Employers Need to Know for 2011 and Beyond**

Repeated from Monday at 4:00 p.m.

 **Focus:** California-Specific HR

 **Credits:** California

Please see page 17 for description.



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4:00 p.m. – 5:15 p.m.

**The 17 Mistakes Made in Emergency Plans and How to Avoid & Correct Them** Focus: Compliance Credits: General

Emergency planning for your organization is subject to many federal, state and local laws, regulations and standards. Most who are tasked with creating and maintaining emergency plans are confused or overwhelmed regarding those standards. Learn what laws, regulations and standards apply to your emergency planning, training and exercises and the 17 mistakes organizations make in creating their plans. *Presenter: Bo Mitchell, CEM, CPP, president, 911 Consulting, Wilton, Conn.*

**Top 10 Ways to Violate California's Wage-Hour Laws**


Repeated from Monday at 10:45 a.m.

 Focus: California-Specific HR Credits: California

Please see page 15 for description.

**Wednesday, June 29**

10:00 a.m. – 11:15 a.m.

**Keeping the Heroes and Losing the Zeros: Hiring and Firing Laws and Flaws** Focus: Compliance Credits: General

Hiring and firing effectively and legally requires more than just culling through resumes and handing out pink slips. This session will help you understand your legal obligations under state and federal laws when making hiring and firing decisions, and to learn how to apply non-discriminatory interviewing strategies and protective termination practices.

*Presenters: Dennis D. Strazulo, attorney, Strazulo Fitzgerald, LLP, San Francisco, Calif.; and Maurice J. Fitzgerald, attorney, Strazulo Fitzgerald, LLP, Irvine, Calif.*

**My Space or Your Space: Workplace Privacy in the Age of Electronic Communication** Focus: Compliance Credits: General


This session analyzes the practical use and impact of social networking in the workplace. You will review steps employers can take in addressing the myriad of legal issues relating to electronic media, and will cover the common risks of internet searches, how you can use information from these sites in making employment decisions, and emerging trends and cases.

*Presenters: Chad P. Richter, partner, Jackson Lewis, LLP, Omaha, Neb; and Cynthia Sandoval, of counsel, Jackson Lewis, LLP, Newport Beach, Calif.*

**ERISA and Other "Myths": Debunking Benefit Plan Urban Legends** Focus: Compliance Credits: General


Myths and misinformation about the ERISA and Internal Revenue Code requirements for employee benefit plans are everywhere. And relying on this "common knowledge" can expose you to penalties and unexpected plan benefit liability. This session will expose some common and some not-so-common misconceptions about the legal requirements for employee benefit plans so you can make sure you haven't been misled by any of these "myths."

*Presenter: Antoinette Pilzner, member attorney, McDonald Hopkins, LLC, Bloomfield Hills, Mich.*

**Living with Mental Health Parity: Controlling the Rising Costs of the Chronically Ill** Focus: Compliance Credits: General

Approximately 35% of health care dollars are spent on the chronically ill. These conditions increase employer costs through higher insurance premiums and employee absenteeism. With mental health parity, more employees will have access to the care they need — but will the traditional silo approach help them get well? Learn some innovative strategies that overcome barriers to wellness using a unique holistic approach that addresses the entire spectrum of bio-psychosocial issues impacting an individual's health.

*Presenter: Sam Toney, M.D., chief medical officer (founder), Health Integrated, Inc., Tampa, Fla.*

**Performance Evaluations and Disciplinary Documentation Done Right — Defendants Exhibit 1/Done Wrong — Plaintiff's Exhibit 1** Focus: Compliance Credits: General

In today's employment environment, documentation is KING! Done properly, employee evaluations and disciplinary documentation serve both an important HR function and, as importantly, an evidentiary role in any trial or response to the EEOC. However, if they are not correctly done, then they become Plaintiff's Exhibit 1. This session will teach you how to get supervisors to accurately evaluate employees. Also, you will learn the six requirements for proper documentation of discipline. Getting these right is the key to a successful EEOC response or jury trial!

*Presenter: Leonard Court, attorney (director), Crowe & Dunlevy Law Firm, Oklahoma City, Okla.*

11:30 a.m. – 12:45 p.m.

### **Social Networking in the Workplace: Untangling the Web of Employer Risks, Employee Rights, and Management Best Practices**

🔴 Focus: Compliance

✅ Credits: General

Is employee use of social networking, blogging and other Web 2.0 tools adversely impacting your company's business objectives, or exposing you to risk? Take control of Web 2.0 in your workplace by defining the distinction between personal and professional use of social media, articulating permissible social media communications with respect to company business, and adopting policies for monitoring and disciplining employee social networking.

*Presenter: Melinda S. Riechert, Esq., partner, Morgan, Lewis & Bockius LLP, Palo Alto, Calif.*

### **Legal and Effective Reference Checking and Education Verification**

🔴 Focus: Compliance

✅ Credits: General

Verifying past employment and education, and obtaining reference checks, have become critical in these economic times. Falsifying or inflating employment and educational accomplishments has become a significant problem for employers, and legal limitations can create barriers for you when obtaining and giving past employment information. This session reviews legal, effective techniques for the reference checking process, and how to verify education and spot phony credentials.

*Presenter: Lester S. Rosen, attorney at law and CEO, Employment Screening Resources, Novato, Calif.*

### **A Best Company's Guide to Handling Harassment Allegations**

🔴 Focus: Compliance

✅ Credits: General

How do the HR departments at the best companies reduce their exposure to damaging and costly harassment charges? Prudent employers ensure that managers are well-trained to detect and respond to harassment claims. This program shows how the best companies train their managers and supervisory teams, including: How to spot harassment? How to respond effectively? Who to interview? What to document? What discipline to impose? Learn which practices work best, and which to avoid!

*Presenter: Gregory J. Hare, employment attorney, Ogletree Deakins, Atlanta, Ga.*

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## NEW FOR 2011

### **HR Practitioner Exchange—Hear from Other Senior HR Leaders About What's Next in HR**

This series of sessions will feature experienced HR professionals from some of the most innovative companies from different industries and sizes. These practitioners will share how the HR programs that they have implemented have impacted their workplace and business success. Look for more information on the SHRM Annual Conference website.

<http://annual.shrm.org>





# STRATEGIC MANAGEMENT

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## Monday, June 27

7:00 a.m. – 8:15 a.m.

### MEGA SESSION: **Building a Culture of Innovation from the Bottom Up**

🔴 Focus: Innovation

✅ Credits: Strategic Business Management

Success in any enterprise requires leaders with the vision to see when strategic changes are necessary, as well as the ability to drive those changes. Strategic vision at the top, however, is only the beginning. Two things are necessary to make innovation a way of doing business across the entire enterprise on a day to day basis: the development of innovation project leaders and an innovation process that these leaders can follow. This session will give you insight as to how you can develop your internal talent of today's project leaders and business analysts into tomorrow's innovation leaders.

*Presenter: Catherine T. Cassidy, CEO, Martin Training Associates, Carmel, N.Y.*

### **Strategic Relationship Management: The Breakthrough HR Competency**

🔴 Focus: Strategic Alignment

✅ Credits: Strategic Business Management

It's not enough for you to get the HR basics right; becoming a strategic business partner in your organization is also about knowing the right people and being able to establish and manage key relationships. This session will provide an examination of relationships and take away practical approaches for strategic relationship management.

*Presenters: Joe Gerstandt, speaker, author; and Jason Lauritsen, speaker, author, consultant, Talent Anarchy, Omaha, Neb.*

### **Empowering HR as a Strategic Business Partner: Developing and Implementing a Next Generation HR Strategy**

🔴 Focus: Strategic Alignment

✅ Credits: Strategic Business Management

The future of HR is strategic and technology-driven. But can HR make its case and gain executive support? Learn to speak the language of the business so HR can emerge as a strategic partner poised to increase revenue through higher engagement and retention, while creating a more connected and productive workforce.

*Presenter: Ethan Yarbrough, president and co-founder, Allyis, Kirkland, Wash.*

### **How to Measure Your Current State of Human Capital Management and Build Credibility**

🔴 Focus: Measurement

✅ Credits: Strategic Business Management

When you are proposing a project or business initiative, measuring the current state of operations is your first opportunity to demonstrate your objectivity and build your credibility. In this session, we will examine measurements, tools and templates that can be used to create an assessment that quantifies issues and risks, is supported by verifiable measurements that can be used to measure future ROI, and is supported by your stakeholders.

*Presenter: Kristie W. Evans, CEO/thought leader, HR Logistics LLC, Raleigh, N.C.*

10:45 a.m. – Noon

### MEGA SESSION: **10 Things Your CEO Will Never Tell You, But HR Needs to Know**

🔴 Focus: Strategic Alignment

✅ Credits: Strategic Business Management

CEOs sometimes assume that their executives know—or should know—what they are thinking. You will learn the 10 things your CEO will probably never say to you but that you need to know, gleaned from conversations with CEOs about their perceptions of HR, as well as from the speaker's own experiences as a CEO. You'll leave with an understanding of the actions HR executives should take based on this knowledge.

*Presenter: Susan R. Meisinger, SPHR, consultant, speaker, columnist, Fairfax Station, Va.*

### **Technology Meets HR: Selecting and Justifying the Right Solution**


🔴 Focus: Strategic Alignment


✅ Credits: Strategic Business Management

Technology can help free you from administrivia so you can focus on strategic goals. This session will show you a seven-step framework to select the right technical solution. Learn how to justify the investment to decision makers by writing an effective business case, analyze the structure of a business case, explore your needs to support HR, discover why technology is important to you as HR professionals, and learn to calculate the ROI to support your business case.

*Presenter: Joe Rotella, SPHR, chief technical officer, Delphia Consulting, LLC, Columbus, Ohio*

### Aligning Diversity and Inclusion to the HR Strategy — An Organizational Case

 Focus: Strategic Alignment


 Credits: Strategic Business Management


This session will offer practical approaches, strategies and lessons learned to help you integrate your diversity and inclusion strategy with your HR strategy. Learn how moving your diversity and inclusion plan from a simple program to a key component of your HR and business strategy can improve your bottom line.

*Presenter: Jeanetta Darno, associate vice president, Diversity and Inclusion, Nationwide Insurance, Columbus, Ohio*

2:00 p.m. – 3:15 p.m.

### Can't Live Without It: Securing Diversity Buy-in from Leadership


 Focus: Strategic Alignment


 Credits: Strategic Business Management

All too often individuals in organizations are charged with running diversity programs that have no support or recognition from leadership. Yet without top-down support, no program has a chance for success. This session focuses on a clear bottom-line, customizable approach for creating an organizationally-relevant case for diversity work. You will leave with a ready framework for securing leadership buy-in.

*Presenter: Sara Taylor, president, deepSEE Consulting, Oakdale, Minn.*

### The Changing Nature of Work: Five Global Trends Affecting Strategic Human Resources


 Focus: Innovation


 Credits: Strategic Business Management

Learn how most organization leaders around the world have realized that their competitive advantage is tied directly to their human capital and their talent acquisition and talent management strategies. In this exciting session, you will explore five significant global trends which impact how work is performed in organizations today and tomorrow, and how organization leaders need to rethink many of their HR strategies in light of these new realities.

*Presenter: Gary Kushner, SPHR, CBP, president and CEO, Kushner & Company, Portage, Mich.*

### Strategic Planning + Human Capital Planning = A Return on Workforce Success Story!

 Focus: Strategic Alignment

 Credits: Strategic Business Management


A VP of HR will discuss how her group has taken the lead in her organization's Human Capital Management planning to become a trusted partner and key advisor to the executive team. You will discover the next-generation methods used to quickly obtain feedback from all employees and to break through to new levels of consistency, productivity and strategic engagement.

*PE Presenters: Carol T. Stevens, partner, StratACHIEVE; and Jerolyn E. Jones, SPHR, vice president — Human Resources, Trelleborg Offshore U.S., Houston, Texas*

4:00 p.m. – 5:15 p.m.

### What Your CEO Wants to Know


 Focus: Strategic Alignment


 Credits: Strategic Business Management

An updated nationwide survey of CEOs will highlight how the relationship between CEOs and HR professionals has evolved over the last 5 years. Attendees walk away with insights on what CEOs consider to be must knows and don't cares, the most and least effective ways of getting their attention and what they expect as the economy continues to heal.

*Presenter: Matt Ferguson, CEO, CareerBuilder, Chicago, Ill.*

### Emerging Trends: Anticipating the Future of Work


 Focus: Workforce Planning

 Credits: Strategic Business Management

Today's emerging global economic, demographic and technological trends will have a significant impact on your organization's Human Capital Management Strategy. You must be aware of these issues and begin planning today to address the rapidly changing work environment. Knowledge of these issues, how to address them, and how to look for the next trend are all vital for you and your organization's future success.


*PE Presenter: John A. Greer, SPHR, chief human capital and strategy officer, Smart Financial Credit Union, Houston, Texas*

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**Applying Benchmarking Skills for HR Professionals** **Focus:** Measurement **Credits:** Strategic Business Management

How can you conduct an environmental and competitive scan to assess how you are performing against other organizations and best-in-class organizations both within and outside your industry? This session will provide a roadmap and the skills to conduct benchmarking for key HR processes, such as recruiting, workforce planning and leadership development.

**Presenters:** *Rachele C. Williams, SPHR, program manager, human capital management; and Neville Sokol, SPHR, senior advisor, Research Services, APQC, Houston, Texas*



**EBIT-Duh! Finance for the HR Professional** **Focus:** Business Competencies **Credits:** Strategic Business Management

For HR professionals to be perceived as true business partners, we need to be financially literate and know where we contribute to the bottom line. You will assess your knowledge of common financial terminology in a pretest, and get a detailed explanation of when, how and by whom the term is used in business. Terms will include: margin, gross profits, revenues, earnings, capitol investments, capitol expenditures, amortize, zero based budgeting and, of course, EBIT-DA. **Presenter:** *Clare Novak, president, Business Leadership Qualities, Chester Springs, Pa.*

**The New HR Imperative: Going Green in the Workplace** **Focus:** Innovation **Credits:** Strategic Business Management

Under the Obama Administration, the U.S. is asserting a leadership role in green initiatives throughout the world. What does this mean for your company? This session will detail how new federal and state mandates affect employment and how not going green can negatively impact recruiting and retention efforts. You will also get the top 20 low- to no-cost green initiatives that can be immediately adopted.

**PE Presenter:** *Valerie M. Grubb, principal, Val Grubb & Associates, Ltd., New York, N.Y.*



**Developing Business Literacy in Front-Line Managers** **Focus:** Business Competencies **Credits:** Strategic Business Management

EWI, a non-profit engineering consulting firm, wanted to build business literacy in its management team as a competitive distinction. HR was tasked with the challenge. Goals: create a curriculum to train 40 managers over the course of 9 months in one 4-hour session a month, develop insights into company and client business operations using internal resources. Learn how EWI met these objectives through a unique partnership with a local business college.

**PE Presenters:** *Mark A. Matson, SPHR, vice president, Human Resources and chief ethics officer, EWI, Columbus, Ohio; and Lynn Dailey, Moor chair of business & economics, Capital University Business Department, Bexley, Ohio*

**Tuesday, June 28**


7:00 a.m. – 8:15 a.m.


**Prescriptive Leadership Development: How Parkland Health Resolved Business Issues with Talent Solutions** **Focus:** Strategic Alignment **Credits:** Strategic Business Management

Parkland Health and Hospital System knew it had to reduce legal interventions, employee turnover and EEOC claims, so it instituted a program to evolve HR professionals into business partners and train leaders to engage their teams, manage employee relations issues and improve patient satisfaction. This session will share how it improved the credibility of HR by developing leaders, measuring initiatives and aligning with business units to keep employee relations issues from escalating to legal issues while helping you think proactively.

**PE Presenter:** *Candy Knowles, SPHR, FACHE, SVP/chief human resource officer, Parkland Health & Hospital System, Dallas, Texas*

### Leading a Flagship Organization: Sailing the Stormy HR Waters Since 9/11

 **Focus:** Strategic Alignment

 **Credits:** Strategic Business  
Management

In the years following 9/11 the Intelligence Community quickly embraced the need for creative approaches to acquire, retain and engage top quality talent. The National Security Agency (NSA) will share successes, lessons learned, and how HR has become a true strategic partner with senior leadership.

**PE Presenter:** *Kathy A. Hutson, director of Human Resources, National Security Agency, Fort Meade, Md.*


10:45 a.m. – Noon


### MEGA SESSION: **The New HR Business Model: Integrated Strategem®**

Corporate leaders are looking to HR for strategic and innovative solutions regarding the most valuable component of any organization: the people. This session provides you with the tools, theorems, templates, strategies and real-time approaches designed to transform your HR department into the true strategic partner your corporate leadership team desires, and is now insisting upon.

**Presenter:** *Grace A. Odums, strategy consultant, Elkins Park, Pa.*

### MEGA SESSION: **HR's Deep Dive: Mastering the Three Disciplines of Strategic Thinking**


 **Focus:** Strategic Alignment


 **Credits:** Strategic Business  
Management

A recent study conducted by *The Wall Street Journal* of HR and leadership-development executives showed that the #1 most-sought-after executive skill is strategic thinking. Unfortunately, 90% of directors and vice presidents have never had any education on strategic thinking. The session will help you understand and apply the three disciplines of strategic thinking framework, give you concepts and tools for immediate application, and help you build the foundation to excel at being true strategic partners for your business.

**Presenter:** *Rich Horwath, president, Strategic Thinking Institute, Barrington Hills, Ill.*

### MEGA SESSION: **You've Cost Cut and You've Downsized ... Now Build a Culture of Innovation Through Enhanced Creative Thinking**

 **Focus:** Innovation


 **Credits:** Strategic Business  
Management


Learn how leadership capability, emotional intelligence and employee engagement contribute to our ability to create new business opportunities. Becoming adept at using structured thinking processes and knowing how to implement new ideas completes a winning combination. The session will share the tools and techniques that top organizations use to develop new business opportunities and create cultures of innovation.

**Presenter:** *Patricia Harmon, principal, Exceed, Stamford, Conn.*

2:15 p.m. – 3:30 p.m.

### MEGA SESSION: **Strategic Planning for Maximizing Performance**

 **Focus:** Strategic Alignment

 **Credits:** Strategic Business  
Management


Strategic planning is an organization's process for deciding upon its direction, making decisions and allocating resources. It is the thinking part of the equation. Enterprise performance management is the organization's process for performing and measuring that performance. It is the doing part of the equation. The problem is that very often the two processes never connect. This presentation will show you how to connect these two processes in one iterative system.

**Presenter:** *Art Jackson, president and chief consultant, ENPM, Inc., Woodbridge, Va.*



**MEGA SESSION: HR Metrics—  
Training to Drive Sustainable  
Business Processes**


 **Focus:** Measurement


 **Credits:** Strategic Business  
Management

This presentation provides the knowledge and understanding to establish expectations and auditing procedures to drive measurable results throughout the organization. This interactive session addresses the basic foundations for HR training that can improve your organization's bottom-line. You will learn why some training fails, personal leadership implementation experiences, and successes and failures companies have experienced during the transition of management.

***Presenter:** Shane Yount, principal/author, Competitive Solutions, Inc., Alpharetta, Ga.*

**Navigating Workforce Strategy:  
A Five-Step Action Plan to Align  
Leadership with Business Priorities**

 **Focus:** Business Competencies


 **Credits:** Strategic Business  
Management


Workforce demands and compositions are shifting in response to economic, social and demographic trends. Talent assets need to be managed as aggressively as the fine-tuning applied to other organizational assets. This session will outlay a five-step plan to identify and align top workforce priorities with the supporting practices required to perform at optimum levels.

***Presenter:** Tony Santora, executive vice president, Right Management, Broadview Heights, Ohio*

4:00 p.m. – 5:15 p.m.

**MEGA SESSION: Strategically  
Aligning Human Resources,  
Diversity Management and  
Measurement Efforts for  
Business Performance and  
ROI Impact**


 **Focus:** Strategic Alignment


 **Credits:** Strategic Business  
Management

This informative session highlights U.S. and international case studies in strategic ROI measurement and management. It also highlights research and a ROI Performance Drivers Model which outlines critical components that are required to drive HR and diversity efforts to produce tangible financial and other business results.

***Presenter:** Dr. Edward E. Hubbard, president & CEO, Hubbard & Hubbard, Inc., St. George, Utah*

**Speaking to the Top of the House**


 **Focus:** Strategic Alignment


 **Credits:** Strategic Business  
Management

The ability to influence an executive audience is an essential requirement for today's leaders of all levels. Unfortunately, many are unable to effectively influence senior audiences to take action on their ideas. In this session, you will learn to immediately and confidently capture the C-suite's attention and come across as credible, authentic and engaging to deliver your ideas in ways that inspire them to take action.

***Presenter:** Loren Walsh, managing principal, Right Management, San Francisco, Calif.*

**Don't Be a Waiter ... Take YOUR  
Seat at the Table**

 **Focus:** Business Competencies

 **Credits:** Strategic Business  
Management

We will discuss topics such as HR being a profit center; the five elements of business; and the language of total business. You will walk away with simple concepts that will help you communicate in the language of the executive suite, and learn how to determine where HR fits in the total business picture of your company; how you can impact the bottom line in a positive manner; how you can take your seat; and how to positively impact the business at the table.


***PE Presenter:** Michael E. Brady, SPHR, director of Human Resources, Knight Oil Tools, Broussard, La.*

## Wednesday, June 29

10:00 a.m. – 11:15 a.m.

### Business Comes Alive! for HR Managers


 **Focus:** Business Competencies


 **Credits:** Strategic Business Management

Color Accounting™ is a new way of understanding financial information visually. Used by leading corporations, it makes business acumen truly accessible. When you understand the five simple concepts in the Color Accounting Framework, you will have the skills to sit confidently at the C-level table as a trusted business partner. And bonus: You'll even be able to show how training ROI is often four times higher than it appears.

*Presenter: Peter L. Frampton, CEO, Accounting Comes Alive, Washington, D.C.*

### Piecing Your Business Case Together with Market Analysis

 **Focus:** Business Competencies


 **Credits:** Strategic Business Management


A strong business case creates a compelling picture grounded in objective analysis, supported by stakeholders, and persuasively positioned. Once your research and market analysis are complete, piecing them together into a cohesive argument requires some thought and planning. This session brings the total picture together and considers how to position the project both in the written report and through any verbal presentation to create a positive reception to the need and leverage all of that hard work and analysis!

*Presenter: Kristie W. Evans, CEO/thought leader, HR Logistics LLC, Raleigh, N.C.*

11:30 a.m. – 12:45 p.m.

### Building Business Acumen®. Secrets, Formulas & Wisdom

 **Focus:** Business Competencies


 **Credits:** Strategic Business Management

This presentation focuses on three important leadership skills: 1) Gain personal credibility and buy-in for your initiatives by identifying and communicating how these initiatives impact your company's key performance measures. 2) Become more relevant in your role, and as a business leader, by aligning your strategies with your CEO's priorities. 3) Build on your employees' desire to contribute to the business by helping them understand the big picture and how what they do plays an important role in the success of the company.

*Presenter: Kevin R. Cope, president, & CEO, Acumen Learning, Orem, Utah*

### Using Metrics to Increase the Value of Your Human Capital


 **Focus:** Measurement


 **Credits:** Strategic Business Management

For you to be successful in developing and implementing a human capital metrics and analytics (HCM/A) program, you must adapt existing HR tools and techniques. This session presents a case study on the development/implementation of a real-world HCM/A program, demonstrating how to use existing HR processes and techniques to increase the value of existing human capital to increase the effectiveness of the recruitment/selection process.

*PE Presenter: John A. Greer, SPHR, chief human capital and strategy officer, Smart Financial Credit Union, Houston, Texas*

### Talent Alone Does Not Drive Performance


 **Focus:** Strategic Alignment


 **Credits:** Strategic Business Management

Even when organizations hire the best people, ineffective work processes and resources can cause high performance to slip to mediocre levels. The human performance improvement approach makes your organization's strategic objectives the key drivers for all decisions and activities. Learn how to use this approach as a platform for decision-making, aligning your talent management strategy directly to your mission and creating measureable results.

*Presenter: Dennis Mankin, senior director, Beacon Associates, Inc., Horse Shoe, N.C.*

### Increasing the Strategic Impact of HR: Growing Value While Shrinking Costs

 **Focus:** Strategic Alignment

 **Credits:** Strategic Business Management

In order for HR to support the value of the business, HR must improve its own value proposition. There must be clarity with stakeholders, thoughtful metrics and commitment to lean, effective service. Sharing research on how HR is perceived by stakeholders across hundreds of organizations, this session will demonstrate how to measure and optimize HR value by tackling both sides of the equation: service and cost.

*Presenter: Jerry H. Seibert, global director, Diagnostic Services, Metrus Group, Inc., Somerville, N.J.*


# TALENT MANAGEMENT


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## Monday, June 27

7:00 a.m. – 8:15 a.m.

### Breaking Down Corporate Silos to Transform the Talent Pipeline


 Focus: Communication Strategies

 Credits: General

Leading businesses are aligning internal divisions like Human Resources, Benefits, Training, Corporate Responsibility and Government Affairs to form an integrated strategy to address talent development and sustainability issues. Learn how businesses are aligning strategies, crossing corporate silos, and enabling HR to integrate disparate tactics into leveraged models to create a talent sustainability and work-ready pipeline.

*Presenter: John-Anthony Meza, vice president, Workforce Readiness and Business Engagement, Corporate Voices for Working Families, Washington, D.C.*

### Turning Your Social Strategy into a Referral Recruiting Strategy


 Focus: Recruiting & New Media


 Credits: General

Employers know referrals are the best source of top talent; they typically cost less and have better retention. Yet, despite lucrative incentives, employees are often unaware of open positions and making referrals isn't top-of-mind. This session will explore how you can socialize your referral programs to accelerate recruiting through innovative, automated solutions.

*Presenter: Anne Berkowitch, CEO, SelectMinds, New York, N.Y.*

### Call to Action: Employment of People with Disabilities


 Focus: Talent Management


 Credits: General

This session will provide strategies to integrate and improve disability employment resources, including the Schedule A and Veterans Hiring Authorities, recruiting pipelines and many other tools. You will understand how to plan for and create needed change at every level and bring about hiring and retention strategies that Americans with disabilities can believe in.

*Presenters: Dinah F.B. Cohen, director; and Derek Shields, program manager, Department of Defense Computer/Electronic Accommodations Program (CAP), Falls Church, Va.*

### Get Over the Drama and Get on with the Work: Resolving Conflict in the Workplace


 Focus: Communication Strategies

 Credits: General

You know that drama between employees is a common occurrence that steals time, money and focus from the work that needs to get done. What if you could intervene early so that your time could be spent on more productive matters? This session demonstrates five types of workplace drama and how to effectively intervene in each situation.

*Presenter: Diane Adalbert, president, Adalbert Consulting, Inc., Kirkland, Wash.*

### Crisis Communication

 Focus: Communication Strategies


 Credits: General

In an age of instant mass communication, the long-term survivability of a business entity is often dependent not on what crisis occurred or what caused it to occur, but on how information about the incident was communicated to various stakeholders. This presentation will enable and empower individuals in any organization to develop positive and effective communication with these key stakeholders during critical situations.

*Presenter: Jeff Lanza, president and CEO, Communication Dynamics, Mission, Kan.*

10:45 a.m. – Noon

### MEGA SESSION: Dealing with Negativity in the Workplace

 Focus: Communication Strategies

 Credits: General

Not only do problem employees perform poorly, they make it tough for everyone else to do their jobs, too. You'll learn why people have bad attitudes and explore ways to head off conflict and confront people about their bad attitudes. Armed with this information, you'll be on your way to finding win-win solutions that will have you and your colleagues working effectively—together. This session is guaranteed to make you laugh a lot, learn a lot, and leave outfitted with the means necessary to deal with negativity.


*Presenter: Steve Gilliland, best-selling author & speaker, Steve Gilliland, Inc., Mocksville, N.C.*


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### **Beyond Behavioral Interviewing: Asking the RIGHT Questions, Evaluating the Answers**


 **Focus:** Recruiting & New Media


 **Credits:** General

Using behavioral interviewing techniques greatly improves the outcomes of your selection process. But how do you know if you're asking the right questions? How do you know if the candidate has given a "good" answer? This session will give you the tools you need to assess cultural fit of your best candidates, and how to make sure the candidate you select is the candidate you really want.

*Presenter: Nancy L. Newell, SPHR, principal, nth degree consulting, Albuquerque, N.M.*

### **Succession Planning for the 21st Century: Future Trends & Practical Guidelines for Building the Talent Pipeline**


 **Focus:** Workforce Planning


 **Credits:** General

Most succession plans are irrelevant to today's business challenges. Demographic shifts, globalization, social media and economic uncertainty have changed the playing field and what's required of leaders. This session will discuss current pitfalls and future trends in succession planning and provide a practical guide to retool succession planning and leadership development for simplicity and success.

*Presenter: Amy Hirsh Robinson, principal, Interchange Group, Los Angeles, Calif.*

### **Social Media: The Reinvention of Recruitment**

 **Focus:** Recruiting & New Media


 **Credits:** General


Social media is revolutionary, and it's quickly reinventing how we approach business, communication and recruitment. The concept is simple but effective: giving people the power and tools to influence others. In this session, you'll see how leading organizations are leveraging this space to effectively reach and attract top talent, and discover unique tools and techniques to help you build a more powerful social recruitment strategy.

*Presenter: Matt Kaiser, vice president, NAS Recruitment Communications, San Diego, Calif.*

2:00 p.m. – 3:15 p.m.

### **Exit Interviews? Online Surveys? Stay Interviews Work Better!**


 **Focus:** Engagement & Morale


 **Credits:** General

Stay Interviews do three things other surveys do not: They bring information that can be used today, give insights for engaging and retaining individual employees including top performers, and they put managers in the solution seat. Exit surveys, on the other hand, are autopsies that seldom lead to improvements, and online surveys only provide average scores for groups without context. You will leave with a complete set of information to design and implement stay interviews.

*Presenter: Richard P. Finnegan, founder, Retention Institute, Longwood, Fla.*

### **Why Excellence? Transforming Performance of Entitled Employees**


 **Focus:** Engagement & Morale


 **Credits:** General

Cynics and the entitled are becoming more and more prevalent in the workplace. Many employees feel overworked and underappreciated. Unleashing the power of Why Excellence? will transform your employees' approach to their work and the results they deliver. This session will help you create a culture of performance for your "entitled" employees.

*Presenter: Lior Arussy, chief experience creator, Strativity Group, Rochelle Park, N.J.*

### **Strictly Business: What's Compliance and Inclusion Got to Do with Me?**

 **Focus:** Engagement & Morale

 **Credits:** General

In this interactive session, you will learn how to get employees to understand how complying with workplace requirements benefits your leaders, staff and business objectives, while minimizing risk. Additionally, you will identify simple behavioral rules that can have an immediate and measurable impact on compliance, inclusion and culture. You will view brief prerecorded scenarios and participate in trial simulations learning behavioral models and tools you can apply in your workplaces.

*Presenter: Stephen M. Paskoff, Esq., president and CEO, ELI, Inc., Atlanta, Ga.*



# The Premier in the V

The SHRM 2011 Annual Conference provides HR professionals from around the globe an unprecedented opportunity to learn, network, and engage with business leaders from across the industry. With over 200 sessions on such vital topics as the impact of the recent health care reform, proven strategic business management practices and leadership development, this is one conference you can't afford to miss.

## Conference At A Glance

	SATURDAY, JUNE 25	SUNDAY, JUNE 26
EARLY MORNING	<b>Registration &amp; SHRMStore</b> 7:30 a.m.—5:30 p.m. <b>Student Conference</b> 8:00 a.m.—5:00 p.m. <b>SHRM Seminar Series</b> 8:00 a.m.—6:00 p.m.	<b>Registration &amp; SHRMStore</b> 7:00 a.m.—7:00 p.m. <b>Preconference Workshops</b> 8:00 a.m.—Noon <b>SHRM Seminar Series</b> 8:00 a.m.—1:30 p.m.
MID-MORNING		<b>Conference Orientation</b> 11:00 a.m.—Noon
LUNCH		<b>Super Sunday Sessions</b> 12:30 p.m.—2:00 p.m.
MID-AFTERNOON	<b>Preconference Workshops</b> 1:00 p.m.—5:00 p.m.	<b>Opening General Session with Sir Richard Branson</b> 2:30 p.m.—4:00 p.m.
LATE AFTERNOON		<b>SHRM Exposition Grand Opening and Reception</b> 4:00 p.m.—7:00 p.m.
EVENING		

# HR Conference World

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CONFERENCE  
AT A GLANCE

This year, SHRM has crafted a conference experience that incorporates the best of proven HR strategies with innovative ideas for creating the modern American workplace. We've increased our emphasis on successful business practices to help you align your HR departments to your corporate strategies, and we've ensured that there is a health care session at every available timeslot so you can be confident that you're up-to-date on what you need to know. We've continued to include our popular global strategic management and California-specific sessions, allowing you a unique opportunity to learn and network.

*Schedule subject to change. Visit the web site for the most up-to-date schedule.*

## MONDAY, JUNE 27

<b>Registration &amp; SHRMStore</b>	6:30 a.m.—5:30 p.m.
<b>Concurrent Sessions</b>	7:00 a.m.—8:15 a.m.
<b>General Session with Barry Rand &amp; Speaker to be Announced</b>	8:30 a.m.—9:45 a.m.
<b>SHRM Exposition Open</b>	9:30 a.m.—4:00 p.m.
<b>Concurrent Sessions</b>	10:45 a.m.—Noon
<b>Lunch in the SHRM Exposition</b>	Noon—1:30 p.m.
Exposition remains open until 4:00 p.m.	
<b>Masters Series</b>	1:45 p.m.—3:45 p.m.
<b>Concurrent Sessions</b>	2:00 p.m.—3:15 p.m.
<b>Refreshment Break in the SHRM Exposition</b>	3:15 p.m.—4:00 p.m.
<b>Concurrent Sessions</b>	4:00 p.m.—5:15 p.m.
<b>Open Evening—Enjoy Las Vegas!</b>	

## TUESDAY, JUNE 28


<b>Registration &amp; SHRMStore</b>	6:30 a.m.—5:30 p.m.
<b>Concurrent Sessions</b>	7:00 a.m.—8:15 a.m.
<b>General Session with Tony Hsieh</b>	8:30 a.m.—9:45 a.m.
<b>SHRM Exposition Open</b>	9:30 a.m.—2:00 p.m.
<b>Concurrent Sessions</b>	10:45 a.m.—Noon
<b>Lunch in the SHRM Exposition</b>	Noon—1:30 p.m.
<b>Grand Prize Drawing in the SHRM Exposition</b>	1:15 p.m.
<b>SHRM Exposition Closes</b>	2:00 p.m.
<b>Masters Series</b>	2:15 p.m.—4:15 p.m.
<b>Concurrent Sessions</b>	2:15 p.m.—3:30 p.m.
<b>Concurrent Sessions</b>	4:00 p.m.—5:15 p.m.
<b>Tuesday Night Show</b>	8:00 p.m.

## WEDNESDAY, JUNE 29

<b>Registration</b>	8:00 a.m.—Noon
<b>SHRMStore</b>	8:00 a.m.—1:30 p.m.
<b>Closing General Session with Michael J. Fox</b>	8:30 a.m.—9:45 a.m.
<b>Masters Series</b>	10:00 a.m.—Noon
<b>Concurrent Sessions</b>	10:00 a.m.—11:15 a.m.
<b>Concurrent Sessions</b>	11:30 a.m.—12:45 p.m.
<b>Conference Concludes</b>	12:45 p.m.

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### Why Y?: Plugging in to a Generational Powerhouse


 **Focus:** Recruiting & New Media

 **Credits:** General

Born between 1980-2000, conservative estimates number Generation Y at 75 million, with only approximately 10% in the current workforce. This presentation focuses on both easing employer anxieties about understanding this generation's unique approach to work and understanding how stereotypical issues with Gen Y can actually be viewed as strengths and applied to successful strategies for recruiting and retaining this diverse, ever-increasing base.

*Presenter: Aaron Kesher, principal consultant, deepSEE Consulting, Oakdale, Minn.*

### I Know My Website Stinks—How Do I Fix It?


 **Focus:** Recruiting & New Media


 **Credits:** General

A company's corporate website is a powerful recruiting tool. Unfortunately, many websites are not designed with the candidate experience in mind. This session will illustrate how leading-edge organizations are developing sites that are intuitive, experiential and, most importantly, help filter the right candidates in and the wrong candidates out.

*Presenter: Matt V. Adam, E.V.P. & chief talent strategist, NAS Recruitment Communications, Cincinnati, Ohio*

### The Changing Face of Today's Workforce: Managing the Mobile Movement

 **Focus:** Workforce Planning


 **Credits:** General

More mobile devices, reliable broadband and an increased number of employees traveling, working offsite, from home or halfway across the world means managers must ensure these untethered workers are productive from any location. Such workers have the same pressures as their deskbound colleagues to comply with existing policies, approval requirements and processes. This session will help you gain an understanding of the unique needs of these workers and provide a more productive and compliant environment.

*Presenter: Morn Swart, vice president, CyberShift Inc., Parsippany, N.J.*

4:00 p.m. – 5:15 p.m.

### MEGA SESSION: Bring It On!: How to Create a Resilient Workforce with a "Warrior Spirit"


 **Focus:** Engagement & Morale


 **Credits:** General

Southwest Airlines calls it the Warrior Spirit. It's that "can do," "bring it on!" attitude that melds a cheerful response to difficulties with a fierce determination to overcome challenges. In this program, you will learn the critical, "must do" practices that lead to a more resilient "bring it on!" workforce. You will learn the "secret sauce" behind companies like Southwest Airlines that enjoy that kind of workforce.

*Presenter: David A. Lee, principal, HumanNature@Work, Saco, Maine*

### MEGA SESSION: SHAZAM!! Energizing HR


 **Focus:** Engagement & Morale


 **Credits:** Strategic Business Management

HR is responsible for motivating and keeping our workforce energized but . . . who is keeping HR energized? We all struggle to keep motivation and energy going while faced with many cost reduction efforts and a push to produce more. This session will open your mind, energize you and provide you with tools to re-excite you and your organization, providing you with seven steps to jumpstart a positive organizational culture to re-engage the workforce.

*PE Presenter: Jill A. Kopanis, SPHR, corporate director of Human Resources, Dynamic Dies, Inc., Holland, Ohio*

### **Trust: How to Earn It, Keep It, and Use It to Deliver Results for You and Your Organization**


 **Focus:** Engagement & Morale


 **Credits:** General

Trust is the core ingredient in all successful relationships, and successful relationships are the critical factor in building a workplace that is actively engaged to deliver results. When trust is present, people are accountable, share information, honor commitments and learn from mistakes. When it's not, everything and everyone suffers. This session will share seven strategies you can implement immediately to earn and maintain trust in your working relationships and across your organization.

***Presenter:** Randy G. Pennington, president, Pennington Performance Group, Addison, Texas*

### **Strategic Selection Based on Emotional Intelligence**

 **Focus:** Recruiting & New Media

 **Credits:** General


This learning session dives into the landscape of the labor market today and provides strategies to identify top talent quickly. You will receive a simple yet powerful tool for quickly identifying the emotional intelligence skills most important for each job, along with the technique for revealing truthful information about the candidate's experience, tips on how to avoid common interviewing pitfalls, and techniques for using an advanced interviewing and selection process.


***Presenter:** Jen Shirkani, CEO, Penumbra Group, Bedford, N.H.*

## **Tuesday, June 28**

7:00 a.m. – 8:15 a.m.

### **MEGA SESSION: The Great Workplace: How To Build It, How To Keep It And Why It Matters**


 **Focus:** Engagement & Morale


 **Credits:** Strategic Business Management

Drawing upon lessons from 25 years of studying the best companies to work for, you will examine a clear framework for understanding the essential components of a great place to work. In addition, we will explore the HR practices that these organizations use to create work environments that leverage the talent and creativity of their people, a practical model for implementing these changes, and current trends and issues in *Fortune's* 100 Best Places to Work.

***Presenter:** Michael Burchell, vice president, Great Place to Work Institute, San Francisco, Calif.*

### **MEGA SESSION: Yogi Berra, Change Consultant!**


 **Focus:** Communication Strategies

 **Credits:** Strategic Business Management

Join Scott Franklin as he discusses the elements of a successful organizational change. Organizations often miss a key element when implementing a change: linking the desired business results with the necessary behavior changes. The speaker will guide you through the three pivotal questions to ask when creating a change plan and explain how to proceed once you have identified the answers.

***Presenter:** Scott Franklin, principal consultant, Life Cycle Engineering, Charleston, S.C.*

### **Addressing the Global Talent Mismatch: Engaging an Aging Workforce and Driving Improved Business Results**


 **Focus:** Engagement & Morale


 **Credits:** General

Despite continued labor market growth, 31% of employers indicate difficulty in filling positions. This session will teach you career development techniques to align your talent strategy with the business strategy; build a workforce that creates competitive advantage; fuel productivity; performance and retention; and offer employees more choice and opportunity.

***Presenter:** Melvin Scales, senior vice president, Global Solutions, Right Management, Winston-Salem, N.C.*

### **Onboarding Your Hourly Workforce**

 **Focus:** Engagement & Morale


 **Credits:** General

HR practitioners understand the importance of effective onboarding programs, but many practitioners do not modify programs for hourly employees. This session focuses on the onboarding needs of the hourly workforce and shows you how onboarding programs can be designed for hourly workers, leading to increased engagement, retention and performance.

***Presenter:** Autumn Krauss, Assessment Scientist, Kronos Incorporated, Beaverton, Ore.*




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**The True Truth on Trust—How to Give It, Get It and Grow It** **Focus:** Engagement & Morale **Credits:** General

The ultimate role of HR is to build trust! Trust is eroding and people want it but are stingy to give it. Lay-offs, corporate scandals, turbulent markets and a growing sense of loss and fear are taking their toll on people and business. In this session we learn how to recover, restore and reclaim trust in your organization.



*Presenter: Richard Fagerlin, president, Peak Solutions, Inc., Fort Collins, Colo.*

**An Innovative Approach to Workforce Development: Increasing Employment Trends within the U.S. Army Reserve** **Focus:** Workforce Planning **Credits:** General

The Census has found that over 1.2 million people employed in the United States are from the Armed Forces. The U.S. Army Reserve's Employer Partnership Office (EPO) links Army Reserve Soldiers with business for future employment opportunities within the business sector. This program demonstrates the positive return on investment for Army Reserve personnel vis-à-vis cost-sharing and improving the predictability of deployment.


*Presenter: Leslie Purser, brigadier general, Weber Shandwick, Washington, D.C.*

10:45 a.m. – Noon

**Peak Performance: Strategies for Performance Improvement at Every Level!** **Focus:** Engagement & Morale **Credits:** General


Performance improvement can be a key differentiator in your organization's ability to compete. This interactive session takes a new look at performance improvement and provides ready-to-implement strategies for employees at every level of the performance meter including tips for rewarding top performers, ways to motivate poor and mid-level performers and new ideas for virtual team members and other special situations.

*Presenter: Laura C. Ford, SPHR, principal partner, New Avenues, Inc., Moline, Ill.*

**So, Tell Me About a Time When; Use Talent-based Interviews to Hire the Right Employees** **Focus:** Recruiting & New Media **Credits:** General


Talent-based interviewing is a powerful way to assess employee fit. This program introduces the Talent Matrix, how to host a talent-based interview and how to phrase and deliver effective talent-based interview questions. You will learn to master this process and share it with your entire organization to significantly improve the quality of the talent in your workplace.

*Presenter: Jay Forte, president, Humanetrics, LLC, Fort Lauderdale, Fla.*

**Managing People You Can't See** **Focus:** Engagement & Morale **Credits:** General

The workplace is changing. Teams are scattered. Telecommuting is on the rise. And contractors fill out the new lean workforce. In this session, you'll learn how to build a strong, dispersed work team, improve communications and maximize employee performance. We'll also review technology solutions and virtual team agreements. Full of practical tips and advice, this session is perfect for beginners and experts alike.

*Presenter: Kyra Cavanaugh, president, Life Meets Work, Park Ridge, Ill.*

**Here Today or Gone Tomorrow: Proven Ways to Attract, Engage and Retain Your Workforce** **Focus:** Engagement and Morale **Credits:** General


Recent surveys show upwards of 50% of the workforce plan on quitting as the economy improves. Successful organizations realize employee retention is critical to sustaining their leadership and growth in the marketplace. In this session, you will learn five key strategies that drive job satisfaction and employee engagement leading to high employee retention.


*Presenter: Gregory P. Smith, president and lead navigator, Chart Your Course International, Conyers, Ga.*

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### **RecruitCONSULT! Elevate Recruiting to True Consulting**


 **Focus:** Recruiting & New Media

 **Credits:** General

Evolve your recruiting responsibilities into consulting opportunities! Using the RecruitCONSULT philosophy, you will learn the concept of contracting with the business and leveraging solid consulting skills to enhance recruiting relationships. Using some of the best skills used by outside search firms, we'll discuss the tools and resources you'll need to take it up a notch and transform yourself into a recruiting expert consultant.

*Presenter: Jeremy M. Eskenazi, SPHR, managing principal, Riviera Advisors, Inc., Long Beach, Calif.*

### **The Future of HR Is Social**

 **Focus:** Recruiting & New Media


 **Credits:** General


Is Social Media all that it's cracked up to be? Although many operational functions are embracing social media, human resources is left wondering how and if they should participate. Laurie Ruettimann, SPHR will discuss the future of HR and social media and incorporate findings from multiple and comprehensive studies of new media tools and technologies.

*Presenter: Laurie Ruettimann, SPHR, founder, Punk Rock HR, Raleigh, N.C.*


2:15 p.m. – 3:30 p.m.

### **MEGA SESSION: Fostering a Culture of Innovation at Google**


 **Focus:** Engagement & Morale


 **Credits:** General

Over the past decade, Google has embedded innovation into everything we do. By providing employees access to information and giving them the freedom to move quickly, Google has built a culture that allows and encourages every employee, team and office to be innovative. Google has continued its growth through a series of new product developments, acquisitions, and partnerships. This session will share our three guiding principles for innovation and will show how they can be applicable for your organization.

 *Presenter: Shannon Deegan, director, People Operations, Google, Mountain View, Calif.*

### **11 Steps to Integrate Social Media into Your Organization**


 **Focus:** Recruiting & New Media


 **Credits:** General

In this session, you will explore an eleven-step plan to successfully supplement your existing employee communication plan with social media initiatives, learn about measuring successful social networking campaigns, discover effective web governance guidelines for incorporating social media into overall communication plans, and take a look at the metrics of social marketing.

*Presenter: Joe Rotella, SPHR, chief technical officer, Delphia Consulting, Columbus, Ohio*

### **Great Minds DO NOT Think Alike! Putting Cognitive Diversity to Work for Your Organization**


 **Focus:** Engagement & Morale

 **Credits:** General

For many organizations, innovation is becoming the biggest and best opportunity for competitive advantage. This timely update for the diversity and inclusion conversation gives participants a framework for understanding what cognitive diversity is, how it drives better outcomes and how to capture its value.

*Presenter: Joe Gerstandt, speaker, joegerstandt.com, Omaha, Neb.*

### **How the Multiple Mini-Interview Has Become the Better Predictor for Future Job Performance**

 **Focus:** Recruiting & New Media


 **Credits:** General


The Multiple Mini-Interview (MMI) predicts future performance twice as strongly as gold standard traditional interviews. Based upon ten years of research at McMaster University, you will learn how institutions with large applicant numbers for high stakes positions can enhance predictive validity for better future employee performance out to five years by using this method.

*Presenters: Harold Isaiah Reiter, MD, MEd, FRCPC, DABR, admissions chair, Michael G. DeGroote School of Medicine; and Kelly Dore, educational researcher, Obstetrics and Gynecology, McMaster University, Hamilton, Ontario, Canada*

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### **Not Getting the Most ROI from Your Employee Survey? Transform Your Survey into a Strategic Tool to Drive Change**


 Focus: Engagement & Morale


 Credits: General

Most *Fortune* 100 companies have an employee survey — these surveys range from boring non-events to strategic tools used to measure and change the business. With HR budgets under continuous scrutiny, it's important to demonstrate that the employee survey is a critical business tool. This session will teach you how to transform your survey into a strategic tool, which captures the employee voice and creates real and lasting change.

**PE** *Presenter: Michelle A. Donovan, manager, Google, Mountain View, Calif.*

### **The \$33.6 Billion Solution: Recapturing Caregiver Productivity**


 Focus: Engagement & Morale


 Credits: General

If your company is losing productivity due to absenteeism, presenteeism, tardiness and other caregiver issues, this session can help. Based on a national study of employed caregivers, this session will offer practical suggestions for recapturing lost productivity by ranking caregiver concerns, designing meaningful programs, encouraging program utilization, securing C-suite endorsement and bringing caregiving out of the closet.

*Presenter: Laurel Kennedy, principal, Age Lessons, LLC, Chicago, Ill.*

### **Managing the Older Worker: How to Prepare for the New Organizational Order**

 Focus: Workforce Planning


 Credits: General

The fact that the workforce is aging in the U.S. and especially abroad is well-known. This session will make the case for hiring and retaining older workers and describe how younger supervisors should best manage them. This session will draw on the military's partnership models between older sergeants and younger 1st lieutenants and other approaches to develop an approach that acknowledges the expertise of experienced workers and engages their unique interests.

*Presenter: Peter Cappelli, George W. Taylor professor of management, director — Center for Human Resources, The Wharton School, University of Pennsylvania, Philadelphia, Pa.*

4:00 p.m. – 5:15 p.m.

### **Exhausted, Confused and Ticked Off — Hope for a New Beginning When Change Has Done You In!**


 Focus: Engagement & Morale

**No Credit Awarded**

Change is rampant in our world today, both in our personal and our professional lives. For people to move forward both in their professional and personal lives, they must learn to let go of the old ways and adjust to new ways of work and life. This session will include a control inventory and a customized action plan to use in managing any change in your life and will provide new coping techniques to help you gain more control and perform at higher levels.

*Presenter: Barbara Glanz, CSP, president, Barbara Glanz Communications, Inc., Sarasota, Fla.*

### **Team Building at the Top: Lessons from the Front — Building High Performance Senior Teams**


 Focus: Engagement & Morale

 Credits: General

With the tightening of organizational resources, senior team effectiveness is more crucial than ever. As employees scrutinize their senior leaders and look to the top for hidden cues about organizational health, senior teams can easily fall into dysfunctional traps. This session will explore how executive teams are different from other teams, core issues involved in teamwork at the top, why senior teams can be tough to work with, and what the team builder needs to be successful.

*Presenter: Steve Phillips, CEO/consultant, Phillips Associates, Malibu, Calif.*

### **Transgender 101: What You Need to Know about Gender Identity in the Workplace**


 Focus: Engagement & Morale


 Credits: General

This session will examine the transgender experience by exploring gender itself as a culture, and applying cultural competence techniques to allow you to be more fluent in what can sometimes seem a difficult or controversial issue to address. You will learn how to make your organizations more inclusive of gender-diverse people, and will review best practices of organizations who lead on this and other diversity issues.


*Presenter: Allyson Robinson, associate director of Diversity, Human Rights Campaign, Washington, D.C.*

### How to Sleep at Night (RIP) When a RIF Is the Only Answer


 **Focus:** Communication Strategies


 **Credits:** Strategic Business Management

Because of the sensitive nature of a reduction in workforce, it is important to handle the process of separating staff with dignity and respect. This session will give you practical guidelines and resources and tips for planning and implementing an effective Reduction In Force (RIF) and still get a thank you at the end. This session will focus on a practitioner's experience of downsizing at several corporations including Staples and Hickory Farms.

 **Presenter:** Sheri A. Caldwell, HR director, University of Toledo Physicians, Toledo, Ohio

### Strategic Talent Deployment to Create a Talent Pipeline


 **Focus:** Workforce Planning

 **Credits:** General

Succession planning is a process for creating talent pools from which individuals are deployed to support the ongoing needs of the business. But more than immediate business needs must be considered. Succession planning must address the strategic deployment of talent into developmental roles to build a talent pipeline. This session presents research-supported science to optimize talent deployment in your organization.

**Presenter:** Kim E. Ruyle, SPHR, vice president, Research & Development, Korn/Ferry Leadership and Talent Consulting, Minneapolis, Minn.

### Keeping Up with the Current State of Recruiting: Exploring the Latest Trends, Tools and Techniques

 **Focus:** Recruiting & New Media


 **Credits:** General


With more recruiting channels than ever before in a quickly changing landscape, many HR executives are finding it difficult to keep pace. Add competing priorities that extend beyond talent acquisition and increased pressure to lower cost and improve quality and time-to-fill, and organizations are finding it increasingly difficult to do it on their own. This session will show you how future trends become today's best practices.

**Presenter:** Jamie Minier, president, The RightThing, Findlay, Ohio

### Leadership at the Next Level: A Case Study in How One Fast-Growing, Award-Winning Company Develops and Retains Its Best and Brightest Gen X and Millennial Leaders

Repeated Wednesday at 11:30 a.m.

 **Focus:** Engagement & Morale

 **Credits:** General

AIT Laboratories, a nationally-recognized premiere testing and research lab known for superior customer service and quality in testing, has received numerous awards including Best Places to Work in Indiana three consecutive years. Attend this session and learn how one of the nation's leading forensic, toxicology, and pain compliance labs designed and implemented an integrated leadership program to develop and retain a primarily Gen X and Millennial group of leaders.

**Presenter:** Rose Arant, leadership training and development specialist, AIT Laboratories, Indianapolis, Ind.

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**Wednesday, June 29**

10:00 a.m. – 11:15 a.m.

**MEGA SESSION: The Orange Revolution: How One Great Team Can Change Everything** **Focus:** Engagement & Morale **Credits:** General


Drawing on research from leading teams at Zappos, Pepsi Bottling Company, Texas Roadhouse, Apple and others, the Orange Revolution shows how true teamwork produces results. Discover how to tap into the power within any group of individuals. This must-see presentation introduces the simple steps to inspiring an Orange Revolution through prescriptive, outcome-based applications that can be implemented immediately.

*Presenter: Chester Elton, senior VP, Carrot Culture Group, Summit, N.J.*

**Leading, Managing, and Working Effectively in the Virtual Organization** **Focus:** Engagement & Morale **Credits:** General

This session will heighten your awareness and understanding of the additional skills and competencies required to successfully lead and/or participate in a virtual organization. You will be given tools, techniques, strategies and best practices in order to excel within the virtual organization.



*Presenter: John G. Schieman, vice president, Global Programs, Global Dynamics Inc., Randolph, N.J.*

**10 Lessons for More Effective Talent Management** **Focus:** Recruiting & New Media **Credits:** General

This session will highlight key lessons that enable you to engage more strategically, and to make critical improvements to your talent management practices. Recent research spanning 2000+ organizations identifies current practices which are broken or no longer relevant, and emerging practices which will lead to significant business impact.



*Presenter: William A. Schieman, Ph.D., CEO, Metrus Group, Inc., Somerville, N.J.*

11:30 a.m. – 12:45 p.m.

**MEGA SESSION: Leading Organizational Excellence by Avoiding the Top 10 HR Leadership Mistakes** **Focus:** Engagement & Morale **Credits:** General


To reach new heights of organizational success, comprehensive HR strategies must be an integral element of the company's vision. HR leadership is critical to the success of this vision becoming the organization's mission. This session details the Top 10 HR leadership mistakes that can cause irreparable damage to HR's credibility and integrity thus quickly derailing any career and the organization's strategic initiatives. Through true life experiences, we will discuss the consequences of questionable HR leadership decisions.

**PE** *Presenter: Jack F. Smalley, SPHR, director, HR Learning and Development, Express Employment Professionals, Oklahoma City, Okla.*

**MEGA SESSION: Building a WOW! Recognition Culture** **Focus:** Engagement and Morale **Credits:** General

Developing a culture of recognition is more important than ever in a challenging economy—not only to bolster flagging spirits, but as a strategic means to maintain productivity, profitability and retention of key employees. This session demonstrates the key findings on how recognition strategies impact business goals, and provides real-world examples and practical strategies for implementing or enhancing a recognition initiative.

*Presenter: Mike Byam, managing partner, Terryberry Company, Grand Rapids, Mich.*


**Strategies for Preventing Institutional Brain Drain** **Focus:** Engagement & Morale **Credits:** General


Institutional brain drain is a huge risk today. Years of wisdom will evaporate with the coming tsunami of baby boomer retirements compounded by Gen X and Gen Y workers changing jobs as the economy rebounds. This session will highlight strategies for mitigating this risk by first understanding what makes a person an expert on the job, and then by showing how to leverage that wisdom.

*Presenter: Deb Peluso, president/CEO, The Change Collaborative, Columbus, Ohio*

**Leadership at the Next Level:  
A Case Study in How One  
Fast-Growing, Award-Winning  
Company Develops and Retains  
Its Best and Brightest Gen X and  
Millennial Leaders**

Repeated from Tuesday at 4:00 p.m.


 **Focus:** Engagement & Morale

 **Credits:** General

Please see page 37 for description.

**Mobile Workforce Risks and  
Rewards**


 **Focus:** Workforce Planning

 **Credits:** Strategic Business  
Management

The mobile workforce is now the norm, not the exception. The benefits can be significant in terms of productivity and effectiveness. However, rising costs and risks have emerged with the explosive growth of the mobile workforce. Many companies are not aware if the money they are spending on employee mobility is benefitting them. This session will provide a roadmap for developing a mobile workforce strategy and measuring its success.

***Presenter:** Greg Harper, president,  
Runzheimer International, Water-  
ford, Wis.*

**Executing an Integrated Talent  
Management Strategy**

 **Focus:** Recruiting & New Media

 **Credits:** General

In this session, you will learn how to leverage an integrated talent management strategy using people, systems and technology. The value of an integrated approach truly is greater than the sum of its parts. In a recovering economy the importance of HR adding value to the enterprise, attracting and retaining talent and being strategic has never been more critical.

***PE Presenter:** Robert Christopher  
Mellwig, SPHR, senior vice president,  
Human Resources, **Destination  
Hotels & Resorts**, Englewood, Colo.*

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The SHRM 63rd Annual Conference has been pre-approved by the HR Certification Institute for recertification credit hours for PHR, GPHR and SPHR recertification. The HR Certification Institute awards recertification credits on an hour-for-hour basis for all educational sessions attended, not including breaks, meals and exhibit hall time. For more information about PHR, GPHR and SPHR recertification, please visit the HR Certification Institute website at [www.hrci.org/recertification](http://www.hrci.org/recertification).

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# INTERNATIONAL HR


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## Monday, June 27

7:00 a.m. – 8:15 a.m.

### The Global Mindset: Mapping Global Competencies to Leadership Development Initiatives

 **Focus:** Global Talent Management

 **Credits:** International

This session will focus on how best-in-class multinationals respond to the rapid changes caused by volatility of global markets by continuously assessing global competencies, and designing development interventions to accelerate their leaders' execution skills. A case study will be presented, illustrating the flexible and responsive linkages between assessment, global talent management, and executive development.

**Presenters:** Karen Sorine Cvitkovich, managing director, Global Talent Development, *Aperian Global*, Boston, Mass.; and Terry Hogan, director, Citi Executive Development, Citi, New York, N.Y.

10:45 a.m. – Noon

### Cross-Border Employee Benefit Strategies

 **Focus:** Global Talent Management


 **Credits:** International

If you have global travelers, expatriates, third country nationals or inpatriates, this presentation will provide (1) a comprehensive review of issues companies face in providing compliant and effective benefits to these employees; (2) the pros and cons of typical strategies and (3) guidance for the development or enhancement of a competitive cross-border benefit strategy. You will learn to develop a compliant, competitive and comprehensive employee benefit program for employees working outside of their home countries.

**Presenter:** Pamela S. Enright, SPHR, vice president, director of International Benefit Services, *Lockton Companies, LLC*, Kansas City, Mo.

### Avoiding the Pitfalls of H-1Bs and Green Cards: What You Need to Know Before You Sponsor

 **Focus:** Global Compliance

 **Credits:** International

What do you need to know before you sponsor your new hire for an H-1B and/or a green card? Recently, government agencies have been applying increasing scrutiny to employer-sponsored petitions. This trend has made the sponsorship process more difficult. In this session, you will learn how to spot issues before they become problems and enhance your chances of filing successful petitions.


**Presenter:** Gali Schaham Gordon, attorney, *Law Office of Gali Schaham Gordon*, San Francisco, Calif.

2:00 p.m. – 3:15 p.m.

### How to Hunt Like a Headhunter for the Global Talent You Wish You Had

Repeated Tuesday at 10:45 a.m.


 **Focus:** Global Talent Management


 **Credits:** International

In today's competitive marketplace, an innovative and dynamic recruiting strategy is the key to success. You will learn specific steps to actively source and identify top talent in your space globally. Using tried and true methodologies, in conjunction with readily available technologies, learn the tricks of the trade for finding candidates your competitors wish they had.

**Presenters:** Jim Dyak, SPHR, owner; and Jennifer Brock, manager, *Executive Search, Human Resource Dimensions*, Atlanta, Ga.

### East Meets West: Are We Ready for an Asia Century?

 **Focus:** Cross-Cultural Insights

 **Credits:** International


The population of China and India continue to grow. Technological and economic powers have pushed these two countries to the leadership forefront and helped forge the Asia Century. Are China and India ready to take the leadership role? Is the West ready to follow their leadership or at least share leadership with them? This session will explore Eastern and Western cultural differences, help you understand the need for a realistic business strategy to be put in place in preparation for this shift.

**Presenter:** Celia Young, global organizational development consultant, *Celia Young & Associates*, San Clemente, Calif.

4:00 p.m. – 5:15 p.m.

### Managing Cost and Risk in Today's Global Mobility Program


 **Focus:** Global Talent Management


 **Credits:** International

Today's business drivers have led to dramatic changes in the profile of employees administered under global mobility programs, the policies directed towards those employees, as well as the professionals charged with managing these programs and policies. This session will review the current causes of excess cost and risk in global mobility programs and will offer alternatives for mitigating both, providing the opportunity to achieve the less costly/risky global mobility program all employers seek.

**Presenter:** Peter J. Dolan, SPHR, GPHR, partner, *KPMG, LLP*, Detroit, Mich.

### Key Labor Laws in India: Structure and Working

 **Focus:** Cross-Cultural Insights

 **Credits:** International

India has some 60 pieces of federal labor legislation, which sometimes discourages MNCs to invest in India. This presentation deals with the structure and working of some of the key Indian labor laws including Contract Labor Act; Industrial Disputes Act; Trade Unions Act; Factories Act; and Employee Compensation Act. This session will also focus on how to overcome the difficult aspects of the law.

**Presenter:** *Debi S. Saini, GPHR, professor, Management Development Institute, Gurugon, Haryana, India*

### The Accent Challenge—Use the Expertise without Losing the Customer

 **Focus:** Global Talent Management

 **Credits:** International


As we recruit internationally to fill specific niches, contract internationally for outsourced services, or hire from ethnically diverse pools, the communication conflict that accompanies varied accents and communication styles becomes a customer service and efficiency barrier. This session will discuss training and development strategies for communication and intelligibility, including setting performance guidelines and maintaining appropriate anti-discrimination practices.


**Presenter:** *Lori G. O'Hara, CCC-SLP, speech pathologist/owner, Communicology Central, Santa Rosa, Calif.*

## Tuesday, June 28

7:00 a.m. – 8:15 a.m.

### Fulfilling American Dreams with Local Talent: Solutions for Foreign Multinationals in the U.S.

 **Focus:** Global Talent Management

 **Credits:** International

Based on the best practices of talent development and corporate branding of successful multinationals, this session will provide solutions to fulfill foreign multinationals' American dreams by building a hybrid culture and developing fusion leaders. This interactive session will provide HR partners of foreign multinationals with benchmarking tools and practices to build a global corporate brand and win local talent.


**Presenter:** *Eun Y. Kim, president, CEO International, Austin, Texas*

10:45 a.m. – Noon

### How to Hunt Like a Headhunter for the Global Talent You Wish You Had

Repeated from Monday at 2:00 p.m.


 **Focus:** Global Talent Management

 **Credits:** International

Please see page 40 for description.

### Taxation of Multinational Executives: Expatriation and Pre-Immigration Planning

 **Focus:** Global Compliance


 **Credits:** International

Get up-to-date with the most recent changes in both income tax and estate and gift tax that impact those multinational executives emigrating to the U.S. and those expatriating from the U.S. The recent exit tax is explored, as well as the estate and gift tax provisions directed at beneficiaries of expatriates. Planning opportunities to minimize the impact of the new taxes and pre-immigration planning to avoid transfer tax once in the U.S. are discussed.

**Presenter:** *Paula M. Jones, attorney, Reed Smith, LLP, Philadelphia, Pa.*

### 10 Global Trends HR Must Get Right

 **Focus:** Global Talent Management

 **Credits:** International &

Strategic Business Management



This session will help you understand the trends in HR which have global implications, as well as how they relate to companies' business results. The global financial crisis of 2009 and 2010 is over... finally. But, things have changed — especially in the workforce. In this session, you'll learn about the 10 trends shaping HR... and why you must get them right! Some of the trends that will be discussed include the implications of HR operating in a cross-border environment as well as the changing requirements of HR from a business perspective.

**Presenter:** *Lance Jensen Richards, SPHR, GPHR, senior director & global practice leader, HR Consulting, Kelly Services, Inc, Singapore*





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2:15 p.m. – 3:30 p.m.

**Japanese HR Management 101: Understanding the “Japanese Way” of People Management** **Focus:** Cross-Cultural Insights **Credits:** International

This session will give participants an opportunity to better understand the enigma that surrounds the practice of Japanese HR management from historical, cultural, legal, and contemporary perspectives. Topics include the four pillars of Japanese HR management, a comparison of Japanese HRM and western HRM, and recent and future trends that may lead toward a convergence of HR practices.



**Presenter:** Jun Kabigting, MBA/MSIE, chief community officer/managing director, *The Japan HR Society*, Tokyo, Japan

**Development and Implementation of a Successful Orientation Program for Self-Initiating Expatriate Employees** **Focus:** Global Talent Management **Credits:** International

Many employees today are choosing to seek employment outside of their home country and are being hired directly by foreign organizations. A properly constructed orientation program is critical in helping these employees adjust to their new work and cultural environments and should begin before they arrive in-country. This session will discuss the components and processes to be included in a successful two-part orientation program.



**PE Presenter:** Adrienne A. Reynolds, manager, Human Resources, *Khalifa University of Science, Technology & Research*, Abu Dhabi, United Arab Emirates

4:00 p.m. – 5:15 p.m.

**Immigration Best Practices for the Human Resource Professional** **Focus:** Global Compliance **Credits:** International

Learn to navigate the immigration maze to hire and retain key global talent, to develop and implement fair and consistent immigration-related policies and procedures, and to keep your company in compliance with all immigration laws and regulations. Topics will include data management, managing immigration vendors, communications and policies, nonimmigrant issues, green card issues and I-9 issues.

**Presenter:** Paige Taylor, partner, *Corporate Immigration Attorney, Berry Appleman & Leiden, LLP*, Dallas, Texas

**The Human Factor in International Virtual Teams** **Focus:** Global Talent Management **Credits:** International

In the 21st Century we must face the reality that we are no longer isolated within our own neighborhood, our own culture, our own country or our own world-view. In this global environment, international virtual teams are often the future of how business gets done. These teams can be fragile and are prone to inefficiency and conflict if not developed carefully. This session will outline a four-step model for building effective virtual teams up front to prevent HR challenges later.

**Presenter:** Mark Allen, Ph.D., senior consultant, *The Kiely Group*, Los Angeles, Calif.


**Wednesday, June 29**

10:00 a.m.–11:15 a.m.

**Structured Mentoring: A Critical Component of a Global Talent Management Strategy** **Focus:** Global Talent Management  **Credits:** International & Strategic Business Management

To remain successful in competitive international markets, corporations must build and retain a skilled, global, multi-cultural workforce through multi-faceted talent management strategies that align training, mentoring, and coaching initiatives with cutting-edge practices such as social and mobile learning. Structured mentoring forms the foundation of a well-designed Talent Management Program as it binds together varied critical initiatives. It is through successful structured mentoring that organizations are able to excel and differentiate themselves from the competition. This session will enable you to create a successful structured mentoring program.

**Presenter:** Meta Rousseau, Ph.D., *Learning Processes & Standards, Baker Hughes*, The Woodlands, Texas

**A Global HR: Diversity to the Next Level** **Focus:** Global Talent Management **Credits:** International

Many U.S.-based professionals perceive diversity from a US-centric point of view, and haven't yet benefited much from the considerable research, experience and insights in multicultural competency from an international viewpoint. This matters to all HR practitioners as the world shrinks in an ongoing process of growing interdependence. Building on your diversity awareness, this session strengthens our professional effectiveness by experientially increasing our cultural self-awareness and placing it within a multicultural context.


**Presenter:** Enrique J. Zaldivar, principal, *Inspired-Inc.*, Comus, Md.

# TOTAL REWARDS

**Monday, June 27**

7:00 a.m. – 8:15 a.m.

## Seven Questions to Ask When Evaluating Compensation Surveys


 **Focus:** Total Compensation


 **Credits:** General

Low quality data sources report untrustworthy pay rates that result in costly turnover and hurt profitability. When evaluating sources, you should ask compensation data providers a series of questions including “What quality assurance routines are employed on submissions? Do you hold job matching meetings?” and “Are custom reports available?” This session will also answer questions that arise during the selection process such as “Are free online sources trustworthy?”

*Presenter: Rebecca M. Toman, senior account manager, Pearl Meyer & Partners, Southborough, Mass.*

## Morphing of Employment-Based Retirement Plans — BLS Data Speaks

 **Focus:** Employee Benefits


 **Credits:** General


The Bureau of Labor Statistics annual survey of employee benefits has tracked retirement plan changes over 30 years. Recent data point to continued plan changes. New data on automatic enrollment, frozen plans, Roth 401(k)s, and plans with no employer contributions help define where retirement plans are today. This session will show you how your plan stacks up against these latest trends.

*Presenter: William J. Wiatrowski, associate commissioner, U.S. Bureau of Labor Statistics, Washington, D.C.*

10:45 a.m. – Noon

## Aligning Your Compensation Strategy with Business Priorities


 **Focus:** Total Compensation

 **Credits:** Strategic Business Management

Compensation is your single biggest cost as a company. Making sure those dollars have big, bottom line impact is critical. This session covers the basics of leading the organization through the process of creating a compensation philosophy that will support the organization’s mission. We’ll talk about designing compensation initiatives that will support business priorities and how to prepare the business impact analysis.

*Presenter: Stacey R. Carroll, SPHR, director of Customer Service & Education, PayScale, Seattle, Wash.*

## Employee Benefits: Just How Competitive Is Your Company?


 **Focus:** Employee Benefits

 **Credits:** General

Employee benefits are consistently ranked among the top reason that employees stay with a company. This interactive session will give you 10 strategies that will help you better manage your employee benefits so that you can remain competitive, and recruit and retain the best talent. Find out the facts from new SHRM research that reveal what companies are doing and plan to do regarding employee benefits.

*Presenter: Mark Schmit, Ph.D., director, Research, SHRM, Alexandria, Va.*

## Preparing a Strategy for the Next Phase of Health Care Reform


 **Focus:** Health Care


 **Credits:** General

We’ve spent the last year getting a handle on what’s in store for our plans/workplaces under the Patient Protection and Affordable Care Act and implementing the first phase of requirements. This session will look at the next phase of employer requirements and will help with the critical factors for developing a successful implementation and employee communication plan.

*Presenter: Penny C. Wofford, partner, Ford & Harrison, LLP, Spartanburg, S.C.*

## Why Your Organization Needs a Health Care Strategy

 **Focus:** Health Care

 **Credits:** Strategic Business Management


Last year saw the passage of landmark legislation of major historical importance to the country, business organizations of all types, HR professionals and individual employees and their families. This legislation is leading to major reforms in health care coverage in the United States, and it is imperative that you as HR leaders look to the strategy your organization will take on providing health care coverage to your employees. This session will discuss what you need to know now as you make these decisions.

*Presenter: Gary Kushner, SPHR, CBP, president and CEO, Kushner & Company, Portage, Mich.*

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2:00 p.m. – 3:15 p.m.

**10 Things You Should Be Doing in Compensation** Focus: Total Compensation Credits: General

In this session, we will cover the top ten processes or actions that you should be doing to help your organization grow and to keep up with the changing legal environments within compensation. This session will send you back to your office with an annual compensation calendar and some step-by-step example practices.

**PE Presenter:** *Timothy N. Tanis, SPHR, GPHR, manager, Compbear-sation & HRIS, Build-A-Bear Workshop, Saint Louis, Mo.*

4:00 p.m. – 5:15 p.m.



**Pharmacy Benefits Strategies for Lowering Prescription Drug Costs** Focus: Employee Benefits Credits: General

Health care spending continues to rise at an unprecedented rate and spending for prescription drugs has more than quadrupled in the last 15 years. As health care costs continue to rise, you will need to consider implementing new pharmacy benefits strategies to control health care costs during these troubling economic times. This session will help you implement strategies to maintain or lower prescription drug costs.

**Presenters:** *Gregory Madsen, principal; and Michael Staab, president, Innovative Rx Strategies, LLC, Deerfield, Ill.*


**Tuesday, June 28**

7:00 a.m. – 8:15 a.m.

**What Each Generation Wants and Needs from Benefits: Tailoring Programs to Maximize Retention and Productivity** Focus: Employee Benefits Credits: General

No one expects a 23-year-old Gen Y and a 55-year-old Boomer to share the same tastes in music or clothing, so why would they want the same things from their workplace benefits? This session offers a fresh and original take on why employee benefits should be recalibrated to satisfy the hearts and minds of each of the four generations in the workforce, and how to do it without adding complexity and cost.


**Presenter:** *Ronald S. Leopold, MD, MBA, MPH, vice president and national medical director, U.S. Business, MetLife, New York, N.Y.*

**Lighten Up! Daily Strategies to a Lighter, Healthier Workplace** Focus: Wellness Credits: General

With almost 70% of American employees being overweight or obese, companies are losing billions of dollars every year putting band-aids on conditions that are all linked to or caused by obesity. The session will provide you with a simple, 10-step process that will help companies across the country reduce the skyrocketing health care expenditures associated with obesity.


**Presenter:** *Adam Bordes, author, speaker, health strategist, LifeSource Wellness Center, Nashville, Tenn.*

10:45 a.m. – Noon

**Communicating About Compensation with Employees & Leaders** Focus: Total Compensation Credits: General

HR and business leaders face daunting challenges when communicating about compensation. This session will discuss best practices for disclosing compensation data; how to engage your executive colleagues in creating and disseminating of your compensation strategy; how to find (and fix) the weaknesses in your compensation and communication plans before your employees find them for you.


**Presenter:** *Stacey R. Carroll, M.B.A., SPHR, director of Customer Service & Education, PayScale, Seattle, Wash.*

**Employee Benefits for Domestic Partners and Same-Sex Married Couples: Best Practices for Employers** Focus: Employee Benefits Credits: General

This session will provide you with the best practices for employing and retaining lesbian, gay, bisexual, and transgender employees. You will get an analysis of the issues employers should consider in employing and retaining LGBT employees and the business case for employing a diverse workforce, plus a discussion of the types of benefits and policies employers need in order to provide equal treatment of LGBT employees.

**Presenter:** *Todd A. Solomon, partner, McDermott Will & Emery, LLP, Chicago, Ill.*

### Creating a High ROI with Your Employee Wellness Program

 Focus: Wellness


 Credits: General

Most organizations now have an employee wellness program in place (or are about to do so). But is it working? This program will provide you with seven key strategies to making certain you create a high ROI/high engagement program without having to invest more than one hour/month of your own time.

**Presenter:** Brad Cooper, MSPT, MBA, ATC, MTC, chief executive officer, U.S. Corporate Wellness, Inc., Littleton, Colo.

2:15 p.m. – 3:30 p.m.

### Employee Engagement: Your Tool for Tackling Health Care Costs


 Focus: Health Care

 Credits: General

This session will review the various triggers that drive health care and insurance costs and cover the major communication and engagement strategies that companies use to reduce this trend. Case studies include wellness, employee engagement and communication, benefit plan design and consumerism, as well as successful benefit incentive programs.

**Presenter:** Jane Cooper, president & CEO, Patient Care, Milwaukee, Wis.

### Why CFOs Hate Health Insurance Reform, and “Next Practices” for Fixing the Problem

 Focus: Health Care

 Credits: Strategic Business


Management

In this advanced strategy session, we examine the evolving world of health insurance through the eyes of the CFO and review four specific areas of financial concern. With those concerns defined, we shift to “next step” strategies to get in front of those issues with proactive revenue-neutral tactics. We will use concepts that CFOs know and respect: accountability, valid metrics, feedback loops and fiscal responsibility.

**Presenter:** Karl Ablrichs, SPHR, senior consultant, Gregory and Appel, Carmel, Ind.

4:00 p.m. – 5:15 p.m.

### Addressing Pain Before Pain Becomes a Claim


 Focus: Employee Benefits

 Credits: General

This session will help you decrease liability for your company, while increasing employee health and morale by showing you how to find a solution for employees’ pain before the pain raises to a claim. Many workplace injuries can be addressed early through 4 components: biophysics, ergonomics, education and awareness.

**Presenter:** Trent C. Shuford, CEO, InjuryFree, Woodinville, Wash.

### Have Traditional Wellness Programs Failed Us? ... The Future of Wellness


 Focus: Wellness

 Credits: General

Employers know the painful, costly truths about insurance and wellness: employees are proficient at producing disease which directly contributes to unsustainable healthcare cost trends. You’ll learn cutting-edge wellness strategies that prevent or reduce insurance costs; the dangers and risks of metabolic syndrome; clinical wellness strategies that measurably reverse disease risks; and real life employer case studies.

**PE Presenters:** Wally H. Goma, president, Trajectory Health, Dallas, Texas; and Lynda F. Jeppesen, SPHR, senior VP, Human Resources, Larry H. Miller Group of Companies, Sandy, Utah

### Self-Funded Health Plans: Managing Rising Employee Benefits Costs in Light of Health Care Reform

 Focus: Health Care

 Credits: General


With new health care provisions in place, employers are beginning to feel the impact of these financial strains. As health care costs continue to trend upwards, there are solutions that employers can put into practice to insulate the self-funded plan from these very high cost claims. In this session, you will learn about the incidence of these high cost claims, as well as specific remedies available to self-funded employers.

**Presenter:** Sam H. Fleet, president, AmWINS Group Benefits, Warwick, R.I.



**Wednesday, June 29**


10:00 a.m. – 11:15 a.m.

**The Challenge of Disease and Health Management: What Really Works? What's the Right Metric?** Focus: Employee Benefits Credits: General

This session provides information on measurement and evaluation metrics for corporate health management programs. Some Health Management Opportunities will be discussed such as where the opportunities for health management programming are; what information guides program design; and how to get started.

**Presenters:** Shirley A. Musich, senior director; and Ronald J. Ozminkowski, vice president, Research and Development, *Ingenix*, Ann Arbor, Mich.

11:30 a.m. – 12:45 p.m.

**Are We Really Communicating? "Selling" the Total Rewards Program Successfully** Focus: Total Compensation Credits: General

Everyone agrees that communicating effectively with employees is a must for successfully implementing the total rewards program and for motivating employees. However, many organizations just don't get it right. This session will explore the reasons why and, most importantly, present a proven methodology for effectively managing the communication process.

**Presenter:** John A. Rubino, CCP, CBP, GRP, WLCP, president, *Rubino Consulting Services*, Pound Ridge, N.Y.

**RESOURCES TO COMPLEMENT YOUR CONFERENCE EXPERIENCE****CONFERENCE PRESENTATIONS**

Information is your most valuable resource! Concurrent session PowerPoint presentations will be accessible online so that you can download the sessions you would like to attend ahead of time! Prior to arriving onsite, each full conference attendee will receive information via e-mail about how to access this website. The site includes important information about SHRM's services and products as well as live links to the SHRM website—your window into the HR world.

**SESSION RECORDINGS**


Can't decide which concurrent session to attend? Audio recordings of most concurrent sessions are available for purchase at the conference. Look for a special announcement in the conference update and the onsite program about SHRM's audio recording partner and the types of recordings available for purchase.

# PERSONAL & LEADERSHIP DEVELOPMENT

## Monday, June 27

7:00 a.m. – 8:15 a.m.



### MEGA SESSION: **10 Ways to Stand Out in a Crowd**

 **Focus:** Career Development  
**No Credit Awarded**

In a world where change happens at the click of a mouse, one thing is certain: your job will never look the same or be the same. To stand out from the crowd, you need a plan for success, different from any plan you've ever had before. You will learn how to out-think old ideas and out-shine past performance. Gain skills to re-connect with reality, re-think your choices, re-assert your value, re-assess your expectations, re-engage your strengths, re-define your relationships, re-examine your leadership opportunities, re-balance your life, re-evaluate your performance and re-invent your future.

***Presenter:** Jean Gatz, CSP, keynote speaker and author, **STAND OUT Presentations**, Baton Rouge, La.*



### MEGA SESSION: **Strategic Leadership Development Takes Flight: The American Airlines Story**

 **Focus:** Leadership  
 **Credits:** Strategic Business Management

You will learn American Airlines strategic approach to leadership development and the key components of engaging key leaders to reinforce the development experience; delivering relevant and personalized content; creating a sustainable experience; and the deliberate alignment with business objectives and talent management efforts. You will learn fundamental guiding principles and practical methods for implementing a successful relevant leadership development program.

***Presenter:** Denise Lynn, vice president, Leadership Planning & Performance, American Airlines, Inc., Fort Worth, Texas.*

### MEGA SESSION: **Engaged Leadership: The Leader Side of Employee Engagement**

 **Focus:** Leadership  
 **Credits:** Strategic Business Management



During great times, employee engagement is needed to help an organization thrive. During tough times, employee engagement is required to help an organization survive. With only one in four employees engaged on the job, the key to success lies in the ability to lead disengaged employees. In this session, we will discuss the responsibility leaders have to build a culture to overcome employee disengagement.

***Presenter:** Clint Swindall, CSP, president & CEO, Verbalocity, Inc., San Antonio, Texas*

10:45 a.m. – Noon

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### MEGA SESSION: **Disney's Approach to Leadership Excellence**

 **Focus:** Leadership  
 **Credits:** Strategic Business Management

Learn about leading people through change from a world-class company that was founded on innovation. Gain insight into proven Disney strategies and methods for improving business results through exceptional leadership. Throughout this program, you learn the details of the Disney Leadership Excellence Model and how to adapt it to improve results within your own organization.

***Presenter:** Scott Milligan, SPHR, business program consultant, Disney Institute, Lake Buena Vista, Fla.*


### MEGA SESSION: **How to Give a Butt-Kicking Presentation**

 **Focus:** Skill Development  
 **Credits:** General

Whether you're giving a sales presentation, running a meeting, talking to a group of five or a group of five thousand, this session will show you the secrets of giving a butt-kicking presentation! Topics include how to conquer fear, ways to get the full attention of your audience, how to perfect your delivery, and how to move your audience to action.

***Presenter:** Kimberly Alyn, best-selling author, professional speaker, founder, Kimberly Alyn, Inc., San Luis Obispo, Calif.*



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**Nine Minutes On Monday —  
The Quick and Easy Way to Turn  
Managers into Leaders** **Focus:** Leadership **Credits:** General

How do you lead effectively when you barely have enough time to get your own work done? Nine Minutes on Monday is a simple tool to help keep your leadership priorities in front of you. It provides a blueprint for you, taking much of the stress out of leadership. By following the Nine Minutes on Monday formula, you will see an increase in your influence, a greater loyalty in your staff, and higher morale among your team.


*Presenter: James Robbins, president, The Robbins Group, Victoria, British Columbia, Canada*

2:00 p.m. – 3:15 p.m.

**MEGA SESSION: Leadership  
GPS Growth, Performance,  
Sustainment** **Focus:** Leadership **Credits:** Strategic Business  
Management

What is your organizational direction? Are you ready to emphasize growth over survival? Are you ready to demonstrate to your organizational leaders that they are vital and valuable? Are you ready to re-calibrate your organizational GPS? This lively, interactive session addresses the basic foundations for leadership training that can actually improve your bottom-line.


*Presenter: Shane Yount, principal/author, Competitive Solutions, Inc., Alpharetta, Ga.*

**Spreading Contagious  
Enthusiasm™—Creating  
Workplace of Passion, Purpose  
and Productivity!** **Focus:** Leadership **Credits:** General

In order for an organization to be “first class,” it must have a great product or service, people who have the desire and skills to serve the customers well, and a culture that encourages and supports that spirit of service. The most important persons in creating that culture are the leaders. This session will whack leader’s thinking, give them a personal sense of mission of their importance as service leaders, and share many no-cost or low-cost ideas for how to create a service culture.

*Presenter: Barbara Glanz, CSP, president, Barbara Glanz Communications, Inc., Sarasota, Fla.*

4:00 p.m. – 5:15 p.m.


**The Value of HR Certification  
Around the World** **Focus:** Career Development**No Credit Awarded**

This session will begin by exploring how the value of HR certification varies around the world and examine what different nations, companies and employees require from HR certification and how they measure it. Participants will emerge from the session with an understanding of where HR certification holds most value, how to extract the maximum value from their own qualifications and certifications, and how to communicate this value to others.

*Presenters: Members of the HR Certification Institute staff, Alexandria, Va.*

**Tuesday, June 28**


7:00 a.m. – 8:15 a.m.

**The Five Hidden Forces that  
Prevent Leadership Growth** **Focus:** Leadership **Credits:** Strategic Business  
Management

Many leadership development frameworks explain the process of leadership growth, but they rarely articulate the forces that prevent a leader’s development and what a leader can do about them. This session will familiarize participants with the five forces, their influence on their leadership development and actions they can take to counteract them.

*Presenter: Frank V. Nunez, organizational change consultant, Corona, Calif.*


10:45 a.m. – Noon


**MEGA SESSION: Making a  
Difference™** **Focus:** Career Development **Credits:** General

In his down-to-earth, humorous style, the presenter shares fresh perspectives and practical strategies to help you become strategic partners, administrative experts and employee champions. He gives you personal antidotes and useful tools to meet and defeat the challenges at work and what it takes to perform better and more consistently as a human resource professional. This session will demonstrate what it takes to be an influential person and accentuate human capital.

*Presenter: Steve Gilliland, best-selling author & speaker, Steve Gilliland, Inc., Mocksville, N.C.*

### **Women Are Always Right, Men Are Never Wrong**

 **Focus:** Skill Development


 **Credits:** General


This session is a hilarious look at gender differences in the workplace, along with practical tips to reduce stress and increase productivity wherever men and women work together. In a very practical and fun session, you'll delve into the differences between the genders and how these manifest themselves in the way we communicate, solve problems and manage stress at work.

**Presenters:** *James Robbins, president, The Robbins Group; and Kelly Robbins, president, Spark Fitness, Victoria, BC, Canada*

4:00 p.m. – 5:15 p.m.

### **MEGA SESSION: Pressure Cooker Confidence: How to Lead When the Heat Is On**


 **Focus:** Leadership


 **Credits:** General

This session will enable you to say “I can, I will, I expect, and I did it” when the pressure is on. Built around his dramatic life or death flight with engines blown off the left wing during a night combat mission in Desert Storm, the presenter introduces five principles of Pressure Cooker Confidence. Learn why hard work you do beforehand matters more than the work you do when the pressure is on.

**Presenter:** *Kevin Sweeney, lt. colonel (ret.), Kevin Sweeney Speakers, Southlake, Texas*

### **MEGA SESSION: How to Inspire People to Achieve More\***

 **Focus:** Leadership

 **Credits:** General


You can't motivate people—motivation is intrinsic and people have to be self-motivated. But what you can do is inspire people to be self-motivated and facilitate an environment where self-motivation can flourish. This fast, fun, and humorous session dispels many misconceptions about motivating employees. You will discuss why systematic rewards are not effective, how to facilitate input, what effective feedback looks like, how you might be demotivating people, where purpose and passion play a role, why laughter needs to fill the building, and the leadership style that is most likely to inspire people to achieve more.


**Presenter:** *Kimberly Alyn, best-selling author, professional speaker, founder, Kimberly Alyn, Inc., San Luis Obispo, Calif.*

## **Wednesday, June 29**

10:00 a.m. – 11:15 a.m.

### **MEGA SESSION: Surviving and Thriving Organizational Change and Loving It!**

 **Focus:** Leadership

 **Credits:** Strategic Business Management

Every member of your organization is affected by today's accelerated pace of change. Some of your team members become disengaged, merely trying to survive, while others thrive, seeing every change as an opportunity to learn, grow and improve your organization. Based on extensive research of over 250 organizations and 100,000 employees, this session will provide you with the knowledge of what the best-of-the-best leaders do differently to successfully lead change.


**Presenter:** *Peter Barron Stark, CSP, president, Peter Barron Stark Companies, San Diego, Calif.*


**REGISTER NOW**

Make your plans now to be a part of the world's largest HR conference. Register online at <http://annual.shrm.org> or use the registration form on the inside back cover.

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**MEGA SESSION: Developing World Famous Leaders—the World Famous San Diego Zoo Way!**

 **Focus:** Leadership

 **Credits:** Strategic Business Management

Through leadership development, commitment to engagement, and efficient talent management, learn how a 90-year world famous institution took matters into its own hands and shook things up...with world famous results. Leave with a blueprint to get buy-in to your leadership initiative; develop world-class leaders; implement a talent management strategy and establish a highly engaged workforce, committed to applying discretionary effort and producing extraordinary results.

**PE Presenters:** *Sandy Asch, principal, Alliance for Organizational Excellence, LLC; and Tim Mulligan, chief human resources officer, Zoological Society of San Diego, San Diego, Calif.*


**Recertification: It's Easier than You Think!**

 **Focus:** Career Development  
**No Credit Awarded**

Has it been a few years since you became certified? Not sure what activities count? Then this session is for you! You worked hard to earn your certification. Now make sure you don't lose it—recertify! If you currently hold a PHR, SPHR or GPHR, learn how to earn recertification credits through a variety of professional development activities, many of which you may already be doing. Don't let these valuable activities go to waste. Get the credit you deserve and recertify!

**PE Presenter:** *Grey Scott, SPHR, HR content manager, HR Certification Institute, Alexandria, Va.*

**Rebooting After Job Loss**

 **Focus:** Career Development  
**No Credit Awarded**

A significant life event you do not choose, job loss can rip apart well-being and flatten you for months, or even years. Addressing job loss as both loss and growth can reignite career prosperity. Explore three stages of job loss and how to build a transition bridge to your future. Discover five self-sabotaging behaviors you may not know are holding you back and translate real-world tips into actions for yourself or others to rebuild careers.

**PE Presenter:** *Nan S. Russell, president, MountainWorks Communications (former vice president, QVC), Whitefish, Mont.*

11:30 a.m. – 12:45 p.m.

**MEGA SESSION: Ripped from the Headlines — HR Implications in the News**


 **Focus:** Career Development

 **Credits:** General

The vast majority of news reports have HR implications. Headlines about whistle-blowers, workplace suicides, TV shows and unbelievable blog postings abound—each a source of possible learning for HR professionals. You will have the chance to identify how current stories touch HR and what HR's action could or should be. Identifying new issues/opportunities, understanding the implications for our organizations, and broadening HR perspectives are all part of this interactive and energetic session.

**Presenter:** *Judy Clark, SPHR, president, HR Answers, Inc., Tualatin, Ore.*

**Developing Energized Leadership with Effective Talent Management**

 **Focus:** Leadership

 **Credits:** General

To ensure you are developing the quality of leadership your organization needs internally you must also ensure the development resources you are offering are resulting in improvements in both goals and competencies. Learn how an effective talent management process links together all competencies, goal management and targeted development to maximize the leadership potential of an organization.

**PE Presenter:** *Melanie Rydalch, SPHR, regional human resources manager, Basic American Foods, Walnut Creek, Calif.*



# Super Sunday Sessions

## GET A HEAD START ON LEARNING

Thousands of attendees show up on Sunday to take advantage of additional learning opportunities. So get a head start on the conference and join us for a Super Sunday Session. These popular sessions highlight topics such as leadership, the benefits of diversity and talent management. Super Sunday sessions are included in your conference registration and give you another opportunity to increase your recertification credits.

### **Speak To Be Heard! Communicating with Impact and Influence**

SESSION #901

Learn to communicate with impact and influence to build relationships, motivate teams and increase productivity.

*Presenter: Stacey L. Hanke, communication gurn, author and speaker, Chicago, Ill.*

### **Performance Maximizing Leadership: Getting Folks to Show Up with Their A-Game**

SESSION #902

Increase your impact as a leader, heighten your awareness of the impact of increased leadership skill on your personal and professional life, and help inspire others for success.

*Presenter: Art Jackson, president and chief consultant, ENPM, Inc., Woodbridge, Va.*

### **Business Networking Made Easy\***

SESSION #903

Learn how to be successful at networking while you're at the conference.

*Presenter: Sarah T. Michel, CSP, networking maven, Perfecting Connecting, Colorado Springs, Colo.*

\* Please note that this session is for personal development and does not count for recertification credit as the content is not tied to the HR Certification Institute's body of knowledge.

Visit the Annual Conference website for full descriptions, schedules, and rates for all of the available Super Sunday sessions.

<http://annual.shrm.org>



# Premium Package Upgrade

## NEVER MISS A CONFERENCE SESSION AND EARN UP TO 20 ADDITIONAL CREDITS

The Annual Conference is a huge experience, with 200 sessions from practitioners, business leaders and high-level strategists. Determining which sessions to go to can be overwhelming, and you may end up missing sessions that you were hoping to attend. But with the Premium Package Upgrade, you never have to worry about that!

The Premium Package includes unlimited, 24/7 on demand, online access for 90 days to all educational sessions\*, which can be viewed at your convenience, anytime, anywhere. This upgrade also includes:

- Up to 20 additional PHR/SPHR/GPHR webcast recertification credits.

- Access to a Personal Pre-Conference Consultant, ideal for first-time attendees.
- A \$25.00 gift certificate to be used toward ANY book or accessory at the Conference SHRMStore that is \$25.00 or higher.

By upgrading to the Premium Package, you have the freedom to focus on learning and networking without wondering what you will be missing.

*\*Some sessions may be excluded due to audiovisual problems and/or speakers not providing permission to include their sessions in this package.*

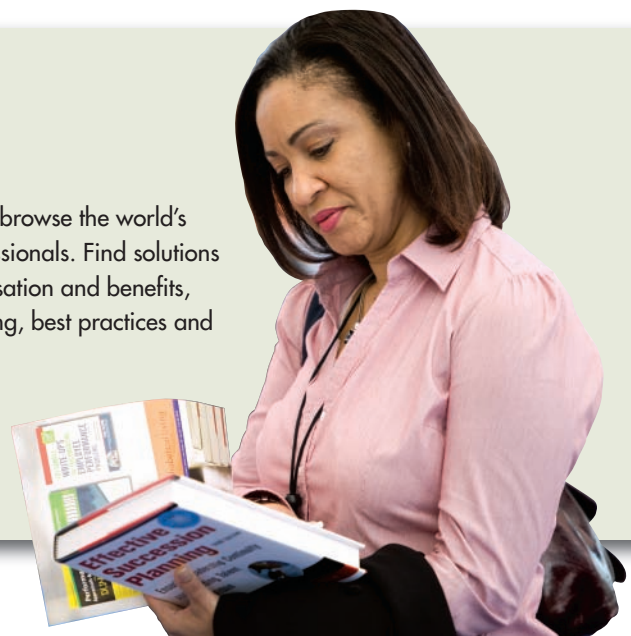
## SHRMSTORE®

### Find the Tools Needed to Succeed

While at the conference, or any time online, stop by the SHRMStore to browse the world's largest collection of books, videos, DVDs and accessories for HR professionals. Find solutions in subject areas including legal compliance, HR management, compensation and benefits, global HR, outsourcing, diversity, affirmative action, recruitment, training, best practices and much more.

Members and nonmembers alike can order SHRMStore products. But SHRM members save an average of 10% off nonmember prices.

[www.shrmstore.shrm.org](http://www.shrmstore.shrm.org)



# Networking Opportunities

## LEARN, SHARE AND DISCUSS

The SHRM Annual Conference gives you boundless opportunities to connect with your colleagues who have traveled from more than 140 countries to take part in the premier HR conference in the world. Gain insight from face-to-face interactions and exchanges with HR professionals tackling the same challenges you do. From idea-sharing with peers to Q&A with prominent business leaders, networking at the Annual Conference can play an important role in building your successful HR career. Below are a few suggested networking options to enhance your conference experience.

### **Conference Orientation**

SHRM's conference orientation session on Sunday provides a great opportunity for you to network, meet the colleagues you'll be spending the next few days with, and get tips on how to maximize your conference experience.

### **Global Networking Lounge**

The Global Networking Lounge is a special gathering place for attendees from outside the United States and for those interested in hearing from their colleagues practicing HR around the world. Come and get an early start in your conference experience by participating in the Saturday educational program, participate in scheduled activities including an international reception, educational table topic lunches and opportunities for establishing valuable contacts all over the globe.

### **"Meet to Eat" Program**

There's no reason for your networking opportunities to stop simply because the concurrent sessions have concluded for the day. Each night, we provide a "Meet to Eat" service that matches you with your fellow attendees and makes reservations for your group at a local Las Vegas restaurant. This is a wonderful opportunity for you to make new friends, have a great dinner and continue the momentum from the conference by discussing all that you've learned.

Stay tuned for more **"Meet To"** options!

### **Stay Connected**

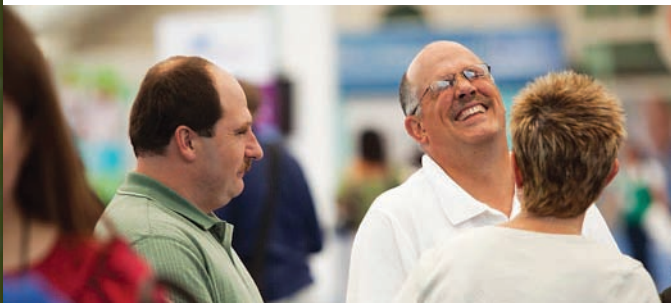
We are providing a broad array of social media tools to help you stay linked to your peers and get the most of your networking before, during and after the Annual Conference! Go to SHRM's own social networking tool, SHRM Connect, and join the 2011 Annual Conference & Exposition group to get connected now!



# SHRM Exposition

## IT'S AN AMAZING EXPERIENCE

Attending the Annual Conference wouldn't be complete without a visit to the exposition, the bustling hall encapsulates the spirit of SHRM and the industry at large. Between the events, games, prizes, demonstrations and surprises at each and every booth you are guaranteed to have an extraordinary experience.



The Annual Conference Exposition is where more than 12,000 conference attendees converge with 1,275 sponsored booths in an explosion of color, lights, sounds, music, products, services and genuine excitement.

Come browse the aisles, watch demonstrations and learn firsthand how these products and services can help you and your organization achieve your goals. This bustling hub of activity will be a huge component of the Annual Conference and will serve as the place to be before and after sessions.

## Sponsors

*An up-to-date list of sponsors can be found at <http://annual.shrm.org>.*

SHRM greatly appreciates the generous support of our conference sponsors!



# Online Conference Planner

## BUILD YOUR CONFERENCE EXPERIENCE

The 2011 Annual Conference Planner is an intuitive and useful online tool that will help you maximize your time at our event. Select the sessions, networking events, keynotes and exposition hall time that are most important to you and create your own personal conference calendar.

Visit the planner online at <http://annual.shrm.org> under **Sessions**.

The screenshot displays the SHRM 2011 Annual Conference & Exposition website. The header includes the SHRM logo, the event title, location (Las Vegas, NV), venue (Las Vegas Convention Center), and dates (June 26-29, 2011). A search bar is present. The main navigation bar lists: Sunday, Monday, Tuesday, Wednesday, Conference Home, Planner Home, My Itinerary, Registration, and Brochure Download. The left sidebar shows a calendar for June 2011 with the 27th highlighted, and a list of popular search terms including 'general session', 'law', 'diversity', 'hr', 'california', 'military', and 'certification'. The main content area is titled 'Tuesday, June 28, 2011' and lists several sessions under the 'Early Morning' category, each with a title and time slot (7:00 AM - 8:15 AM).

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ONLINE  
CONFERENCE  
PLANNER

## ANNUAL STUDENT CONFERENCE

### Prepare to Be the Next Generation of HR Leaders

Learn from current industry leaders while expanding your personal network at the 2011 Annual Student Conference. Join more than 300 other SHRM student members and chapter advisors from the U.S., Puerto Rico and Guam as they converge in Las Vegas for this unique experience. Student registration rates are available.

For more information visit [www.shrm.org/students](http://www.shrm.org/students).





# Hotel & Travel

## VIVA LAS VEGAS!

The Annual Conference is always an adventure, but in 2011 it will be in fabulous Las Vegas, Nevada, making it even more exciting! Imagine attending morning sessions and networking at the bustling Exposition Hall, then heading out for a night on the town with new friends and peers. With the fine dining, the fascinating history and the incredible shows, you won't know where to begin. So get in early and don't miss out on all the action Las Vegas has to offer.

### Getting There

Traveling to Las Vegas is easy! McCarran International Airport has direct flights from most U.S. cities, as well as several from Canada and Europe, and inexpensive tickets can be found via many major online travel service sites. Ground transportation to and from major attractions and hotels in Vegas is readily available. Las Vegas is also served by Greyhound, and is a popular road trip destination.

International visitors should check <http://travel.state.gov/visa> for the most current information regarding the visas and regulations for travel to the U.S.

### Hotel Accommodations

SHRM has secured blocks of rooms at many Las Vegas hotels within a range of budgets and tastes. You can make your reservations online at <http://annual.shrm.org> or call the Wyndham Jade/SHRM Housing Bureau directly:

#### Wyndham Jade/SHRM Housing Bureau

Monday – Friday, 8:00 a.m. – 6:00 p.m. EST  
(888) 241-8396 (U.S.), or  
(972) 349-7473 (International)  
Fax: (888) 241-8404 (U.S.) or  
+1 (972) 349-7715 (International).

It is recommended that you plan ahead and make your reservations early. Full descriptions of all SHRM conference hotels, and tips and tricks for booking your hotels, will be available on the Annual Conference & Exposition website at <http://annual.shrm.org>.

*Reservations made online will result in the immediate confirmation of your housing arrangements. Please do not contact the hotels directly. Questions and concerns during your booking process should be directed to the Wyndham Jade/SHRM Housing Bureau at the numbers listed above.*

## DON'T FORGET THE FUN!

### Tuesday Night Show: Cap It Off With a Great Show

Who will take the stage in 2011 is still a secret, but one thing is for certain: You can be sure they will blow you away. Last year Hall & Oates rocked the crowd with some of their classic hits, and in 2009 we were all treated with a stellar performance by rock and roll queen Sheryl Crow.

The Tuesday night show is always very popular and is a great way to cap off the second day of the conference. This is an opportunity for attendees to unwind and enjoy each other's company in a fun and entertaining environment.

One ticket will be included in the registration packet so be sure to join us for the fun!





- 1 Aria Resort & Casino  
\$159 s/d
- 2 Bellagio Resort & Casino  
\$149 s/d (Sun-Thurs);  
\$199 s/d (Fri-Sat)
- 3 Cosmopolitan Resort & Casino  
\$129 s/d (Sun-Thurs);  
\$179 s/d (Fri-Sat)
- 4 **SOLD OUT**  
Courtyard Las Vegas  
Convention Center  
\$109 s/d
- 5 **SOLD OUT**  
Embassy Suites  
Convention Center  
\$115 single; \$130  
double
- 6 Encore at the Wynn  
Las Vegas  
\$149 s/d (Sun-Thurs);  
\$199 s/d (Fri-Sat)
- 7 **SOLD OUT**  
Hilton Grand  
Vacations Club  
\$135 one bedroom  
suite
- 8 Hilton Las Vegas  
\$105 s/d
- 9 **SOLD OUT**  
Marriott Las Vegas  
\$117 s/d
- 10 Mirage Resort & Casino  
\$120 s/d  
(Sun-Thurs);  
\$150 s/d (Fri-Sat)
- 11 The Palazzo at the  
Venetian Las Vegas  
\$139 s/d  
(Sun-Thurs);  
\$189 s/d (Fri-Sat)
- 12 The Renaissance Las  
Vegas Hotel  
\$119 single; \$129  
double
- 13 **SOLD OUT**  
Residence Inn Las  
Vegas Convention  
Center  
\$114 s/d
- 14 SpringHill Suites Las  
Vegas Convention  
Center  
\$117 s/d
- 15 Treasure Island Hotel  
& Casino  
\$99 s/d (Sun-Thurs);  
\$129 s/d (Fri-Sat)
- 16 The Venetian Las  
Vegas  
\$139 s/d  
(Sun-Thurs);  
\$189 s/d (Fri-Sat)
- 17 **SOLD OUT**  
Wynn Las Vegas  
\$139 s/d (Sun-Thurs);  
\$189 s/d (Fri-Sat)

# Discount Packages

## THE ONE HR CONFERENCE YOU CAN'T AFFORD TO MISS

SHRM recognizes that attending the Annual Conference can be a considerable investment for your organization. We provide a number of discount group rates that allow you to maximize your training and development plans while managing your bottom line.

### Corporate Savings Available!

Learn to deliver the bottom-line results organizations strive for through the SHRM Annual Conference, the single most important HR event of the year. Send a team of HR professionals to achieve significant savings on group registration rates and optimize your professional development budget.

Come hear messages from the most sought-after and respected thought leaders while participating in educational opportunities that broaden your team's talents, knowledge base and strategies.

Together, your team will learn ways to develop consistent practices in objectives and make HR a driving force behind your organizational strategies.

For more information, please contact [corporatediscounts@shrm.org](mailto:corporatediscounts@shrm.org).

### International Delegation Discounts Available!

With increased international content and special activities planned for our non-U.S. attendees, the SHRM Annual Conference is an excellent educational choice for HR professionals from around the world. Whether you're interested in hearing more about cross-border HR responsibilities, or are eager to explore U.S. best practices and bring them home, this conference provides all of our attendees with a global, expansive approach to real HR leadership.

Save money on registration by forming a delegation and bringing together multiple HR professionals from your communities.

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For more information on international discounts, please e-mail Rosaura Barrera at [rosaura.barrera@shrm.org](mailto:rosaura.barrera@shrm.org).

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## 63RD ANNUAL CONFERENCE & EXPOSITION June 26–29, 2011 Las Vegas, NV

### NO TELEPHONE REGISTRATIONS WILL BE ACCEPTED.

Print clearly. Use one form for each registrant.

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Is this your ☐ home or ☐ business address? The address listed above will be encoded on your smart card and is the address that your conference materials will be mailed to.

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### FULL CONFERENCE REGISTRATION PRICES

	1/15/11 – 4/15/11	4/16/11 – 5/27/11	After 5/27/11
Member	\$1,295	\$1,400	\$1,525
Join Now!	\$1,460	\$1,565	\$1,690
Nonmember	\$1,710	\$1,815	\$1,940

#### ☐ REGISTER FOR THE ANNUAL CONFERENCE ONLY

The registration fee includes general sessions and lunch-  
eons, admission to the SHRM Exposition, educational  
concurrent sessions, one ticket to the Tuesday night  
show, and online access to conference presentations.

TOTAL DUE \$ \_\_\_\_\_

OR

#### ☐ REGISTER FOR ADDITIONAL CONFERENCE ACTIVITIES

Please note that some conference activities require  
additional fees. Select your additional activities in  
the column on the right, calculate your full confer-  
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\*SHRM Seminars, SHRM Certification Preparation Courses  
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☐ 1 Workshop

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☐ Sun, June 26 ☐ Mon, June 27 ☐ Tues, June 28

First \_\_\_\_\_ Last \_\_\_\_\_

**Guest Program:** All guest registrants must be registered by a full  
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badge):

First \_\_\_\_\_ Last \_\_\_\_\_

Number of Guests \_\_\_\_\_ x \$295 = \_\_\_\_\_

**Tuesday Night Show:** One ticket is included in the Full confer-  
ence registration fee. Additional tickets are \$80.

Total number of additional tickets \_\_\_\_\_ x \$80 = \_\_\_\_\_

**Cancellation Policy:** A cancellation must be in writing and faxed  
to (703) 535-6491 or e-mailed to [shrm@shrm.org](mailto:shrm@shrm.org). Cancellations will  
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received from January 1 through May 27, 2011. Cancellations  
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transfers his or her registration to a nonmember, the nonmember must  
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☐ 250–499 ☐ 500–999 ☐ 1,000–2,499 ☐ 2,500–4,999

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Job Function: ☐ Director ☐ Manager

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