

2003

NEHRA
Professional
Development
Program
for Human
Resource
Professionals

"Lifelong learning
is an important
value and activity."

Marnee J. Walsh
President, NEHRA

NEHRA

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Northeast
Human Resources
Association

AFFILIATE OF



SOCIETY FOR
HUMAN
RESOURCE
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Message from the President

Dear Human Resources Professional,

The Board of Directors of the Northeast Human Resources Association (NEHRA) and Bentley College are pleased to present the 2003 NEHRA Professional Development Program, an exciting series of seminars that anticipates and addresses the needs of HR professionals in a very demanding environment. NEHRA's mission is to lead, advance, and influence the management of human resources. We believe this program will provide participants with the knowledge and skills required to do that effectively.

Three years ago, NEHRA adopted a competency model for HR professionals to use as a road map in acquiring the skills and knowledge required for success. This model, developed by Philip Sanborn of Management Solutions Inc., has been a successful blueprint in developing the requisite skills for HR professionals at all levels. This model suggests that HR professionals should possess competency in six key areas (described in detail on pages 4 & 5). The 2003 program builds on the model, particularly in the competency areas of Influence Management, Thinking Contribution, and Life-Long Learning.

Exciting new offerings include From Business Partner to Business Player with Dick Beatty, and the HR Scorecard: Linking People, Strategy and Performance with Mark Huselid. We have received a lot of input from past attendees and members of the HR community to put together seminars that are of the highest value to leading HR today. For example, there will be seminars focused on HR's Role in Business Ethics and Emotional Intelligence in the Workplace, major issues facing all of us.

Back by popular demand is the WorldatWork Compensation Fundamentals seminar. This much-acclaimed one-day overview of basic compensation issues provides an introduction to planning, administration and design of compensation programs, including legal compliance considerations. The following day, we will hold an additional WorldatWork seminar, Benefits Fundamentals. Another mainstay topic, the Employment Law Update, lead by Michael Brown of Seyfarth Shaw, will focus on current HR legal issues.

Lifelong learning is an important value and activity. We believe that the NEHRA/Bentley Professional Development Program is an outstanding opportunity for all of us to increase our knowledge and skills so that we can each lead, advance and influence the management of human resources. In the words of Eric Hoffer: "In a time of drastic change it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists."

We look forward to your participation.



Marnee J. Walsh
President

The Bentley-NEHRA Partnership

The goal of the NEHRA-Bentley College partnership is to provide human resources professionals with high-quality educational programs focused on contemporary topics in a variety of formats.

This partnership has created bridges between NEHRA's Professional Development Program and Bentley's Human Resources Management Program. A participant who attends three NEHRA seminars in 2003 can apply these as one elective course in the Bentley HR program, provided that attendance at the seminars is verified by NEHRA and documentation of knowledge acquired is provided by the participant. The selection of these seminars should not be redundant with a course chosen from the Bentley HR program. This option is open to both participants in Bentley's HR program and the NEHRA Professional Development Program.

In addition, attendance at the entire five-part Human Resources Roundtable Series in Spring 2003 can be applied as one elective seminar in the NEHRA certificate program, provided that attendance at each of the Bentley Roundtable Series presentations is verified by Bentley College.

We encourage you to take advantage of the various formats, exciting topics and knowledgeable faculty members who teach in both these programs by choosing the courses or seminars that best meet your professional and educational goals.



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About NEHRA

The Northeast Human Resources Association was founded in 1985 to address the needs and concerns of human resources professionals in the Northeast region. Our more than 4,000 members represent all industries and professional levels in organizations of every size and culture.

Among our most popular programs are regional breakfast meetings; our two-day HR Invention Convention, including a full-scale exposition; a quarterly member magazine, Insights; a website-based job hotline, networking opportunities, leadership experiences, legal advisory services, a members in transition program, special interest groups and our web site.

For additional information about NEHRA, please call (781) 235-2900 or visit us at www.nehra.com.

About Bentley

Since its founding in 1917, Bentley College has been committed to providing continuing professional education opportunities for adults. Recognized for its outstanding academic programs that integrate a diverse business curriculum with the arts and sciences, Bentley is an independent nonsectarian, coeducational institution.

Offered through its new Center for Human Resource Excellence, the Human Resources Management Program, established in 1978 as the first of its kind in the Boston area, is designed for individuals who want to begin a career in human resources or enhance their management knowledge and progress within the field. The Senior Human Resources Professional Development Program is designed for senior HR executives and managers.

Bentley offers ten Bachelor of Science degrees in all major business disciplines and five Bachelor of Arts degrees. The Bentley Graduate School of Business has nine Master of Science programs and 14 MBA concentrations. It also offers: the Information Age MBA, a full-time, two-year program integrating information technology, human relations skills and business; a Self-Paced MBA which emphasizes choice and flexibility to meet the needs of working professionals; and a One-Year MBA fast track program for those with an undergraduate business degree.

Today, Bentley is New England's largest institution of higher learning specializing in professional business education. Bentley College is accredited by the American Assembly of Collegiate Schools of Business and the New England Association of Schools and Colleges.

For more information about human resources management programs at Bentley College, call Dave Novak, Senior Program Director, at 781-891-2800.

About the NEHRA Competency Model

The NEHRA HR Competency Model can be a comprehensive and individual plan for HR practitioners who want to advance in their careers. Today's HR practitioners must develop proficiency in the following competency clusters to bring increasing value to themselves and to the organizations they support.

Business Management

Depth and breadth of relevant business knowledge

Sample topics

- Financial management
- Global economy/issues
- Project/program management
- Strategic planning/focus
- Industry/markets/products
- Customer focus
- Alliances/partnerships
- Planning/managing to achieve business objectives

Influence Management

Interpersonal and leadership skills and attitudes required to impact the achievement of goals

Sample Topics

- Negotiation skills
- Group management skills
- Adversity management skills
- Change management skills
- Presentation/marketing skills
- Coalition and network building
- Communication process skills
- Developing others
- Conflict resolution/management skills
- Decision making

Life-Long Learning

Identified core values, staying abreast of business/professional issues, trends and future directions.

Sample Topics

- Self-assessment/core values
- Life-long learning "road map"
- Professional/career development "action plan"
- "Architect/build" learning organization

Functional Proficiency

Depth and breadth of knowledge in functional areas

Sample Topics

- HR administration
- Legal compliance
- Employee relations
- Employment/assessment
- Benefits design/administration
- Compensation & performance management
- Diversity management
- Training & development
- Organization development/design/dynamics
- HR planning/strategic integration

Technology Proficiency

Literacy with business /information technology and its innovative application

Sample Topics

- HR information technology (HRIS)
- "Office" software skills
- PC/Internet/network literacy
- Deliver efficiencies via technology
- Translate HR to language of business

Thinking Contribution

Original thinking to achieve insight and assessment of situations impacting business decisions and actions

Sample Topics

- "Better-way driven"
- Diagnostic insight
- Mission-to-results impact
- Innovative/creativity challenge
- "Out-of-the-box" thinking
- Translate plans to action
- Proactive/forward/long-term perspective

The NEHRA HR Competency Model was developed by Philip Sanborn of Management Solutions, Inc.

2003 Schedule of Seminars

Date	Topic	Presenter	HR Competency	Page
Wednesday, January 22	HR's Role in the Ethics of Business: Rule and Values	Victor Pompa, <i>Pompa Compliance and Ethics Consulting</i>	Life-Long Learning	8
Thursday, February 13	Creating and Selling a Retention Plan That Works	Martha R. A. Fields, <i>Fields Associates, Inc.</i>	Functional Proficiency	9
Wednesday, March 12	Employment Law Spotlight on Physical and Mental Disabilities and Employee Leaves of Absence	Keith Wexelblatt, Esq., <i>Reebok International Ltd.</i>	Functional Proficiency	10
Wednesday, April 23	Compensation Fundamentals <i>An accredited WorldatWork seminar</i>	John A. Rubino, <i>Rubino Consulting Services</i>	Functional Proficiency	11
Thursday, April 24	Benefit Fundamentals <i>An accredited WorldatWork seminar</i>	Eileen Maraldo, <i>Time, Inc.</i>	Functional Proficiency	12
Thursday, May 29	From Business Partner to Business Player: The Evolving Role of HR Professionals	Richard W. Beatty, PhD, <i>Rutgers, The State University of New Jersey</i>	Life-Long Learning	13
Wednesday, June 18	Emotional Intelligence in the Workplace: Practical Applications for Improving Individual Performance	William H. Tredwell, <i>Hay Group</i>	Thinking Contribution	14
Thursday, July 17	Raising the Bar: Performance Management as a Critical Business Process	Lisa Zankman, <i>Zankman Burke Associates</i>	Influence Management	19
Thursday, September 18	Employment Law Update	Michael R. Brown, <i>Seyfarth Shaw</i>	Functional Proficiency	20
Thursday, October 23	The HR Scorecard: Linking People, Strategy & Performance	Mark Huselid, PhD, <i>Rutgers, The State University of New Jersey</i>	Business Management	21
Thursday, November 13	Diagnosing & Meeting Organizational Training Needs for the HR Professional	Alesia Wilson, <i>Fidelity Investments</i>	Functional Proficiency	22
Thursday, December 11	The Values/Culture Connection: HR's Role in Organizational Productivity	Peter McLoughlin, <i>McLoughlin Consulting</i> Carol Yamartino, <i>Millennium Pharmaceuticals</i>	Life-Long Learning	23

HR's Role in the Ethics of Business: Rule and Values

Wednesday, January 22, 2003

Victor Pompa, *Pompa Compliance and Ethics Consulting*

Who Should Attend

This seminar is designed for HR directors, supervisors, generalists and others who are responsible for ensuring their organization's ethical business practices. CEOs (Chief Ethics Officers) will also benefit by attending, especially if they join their HR counterparts.

Program Overview

HR professionals will learn how to identify and deal with potential ethical challenges within their organizations through discussion of current events, review of common ethical lapses, exposure to processes and tools for managing ethics and concentration on models of ethical decision making. They will begin the process of installing values-based decision-making, instead of mere compliance. This seminar will utilize principles of adult learning and will involve a variety of approaches including lecture, role-playing, small and large group discussion, and case studies.

Program Outline

Topics covered will include:

- Practical business ethics in the workplace
- Ethics, Compliance, Values
- The Roles of human resources
- Ethics Programs: models and practices
- Applying ethical reasoning in business decisions
- Practical guidance for effective human resources – Ethics Office working relationships: issues, processes and tools

At the end of the workshop, participants will be able to:

- Have a basic understanding of ethics in the workplace and its impact on productivity
- Identify the key concerns and challenges of current corporate ethical situations, using examples and case studies
- Understand how to be effective when ethical issues occur
- Develop a plan to identify and deal with potential ethical dilemmas. Begin installing a system that encourages ethical conduct based upon their organization's core values

Creating and Selling a Retention Plan That Works

Thursday, February 13, 2003

Martha R. A. Fields, *Fields Associates, Inc.*

Who Should Attend

This seminar is designed for human resource professionals, line managers, and small business owners who are responsible for employee retention.

Program Overview

Today, most senior executives acknowledge that talented, committed people are their organization's key competitive advantage. Enticing the candidate to join your organization is only half the battle. Whether your company employs highly skilled business critical talent that is costly to replace in a labor with a skills shortage, has high turnover in general, or has recently downsized, merged or reorganized, this program will be of interest to you. At this seminar you will begin the development of a comprehensive retention plan that will earn the respect of your clients and make a tangible contribution to the bottom line. This seminar will utilize a variety of approaches including discussion, illustration, lecture, initial action plan development, and small group activities to gain a deeper understanding of how managers and human resources professionals affect retention.

Program Outline

At the end of the workshop participants will be able to:

- Understand the components and how to start development of a comprehensive retention plan
- Describe the role HR plays in retention and what HR and managers need to know and do
- Develop the business case by understanding the hidden cost of turnover and how much it is really costing the company
- Identify essential employee demographics needed to conduct labor forecasting
- Sell a retention program to their organization utilizing real data and a well articulated retention plan
- Describe the root causes of why employees leave a company and why they stay
- Describe the critical role managers/leaders play in retention
- Name a number of simple and cost effective employee appreciation techniques
- Understand some best, interesting, and radical retention practices utilized by top organizations

Employment Law Spotlight: Physical and Mental Disabilities and Employee Leaves of Absence

Wednesday, March 12, 2003

Keith Wexelblatt, Esq., *Reebok International Ltd*

Who Should Attend

This seminar is designed for mid to senior level HR professionals, line managers, business owners and training and development professionals.

Program Overview

This Employment Law Seminar will be a highly interactive discussion aimed at striking a balance between compliance with the law and meeting the demands of the business. A panel consisting of employment lawyers and human resources professionals will provide an overview of the myriad of state and federal laws and regulations that apply to physical and mental disabilities and employee leaves of absence. Participants will break into small groups to discuss a series of complex hypotheticals and case studies illustrating many of the thorny issues that HR practitioners and line managers confront on a regular basis. The group and panel will then reconvene to compare notes, and there will be ample time for questions and answers from the program participants. In addition, we will have a movie screening of "What About Bob," a highly entertaining and thought-provoking film written and produced by the Labor, Employment and Benefits Group of Robinson & Cole. We will follow the film with a discussion, including a review of current legal developments on the ADA, FMLA and workers' compensation fronts, as well as practical tips for battling this three-headed monster in your own business.

Program Outline

At the end of the workshop participants will be able to:

- Determine which of the "alphabet soup" of state and federal laws and regulations may apply to an issue confronting them
- Understand the interplay between the FMLA, ADA, military leave, workers' compensation laws, and state laws governing leaves of absence
- Distinguish between lawful and unlawful hiring practices and pre-employment inquiries about an applicant's health and physical or mental capabilities
- Participate in the "interactive process" of identifying with an employee and his or her health care provider a "reasonable accommodation" enabling the performance of essential job functions
- Understand and administer unemployment compensation, severance programs, absence control and fitness-for-duty policies, and the vesting and termination of stock options and other equity arrangements
- Tackle some of the "thorniest issues" that arise when employees suffer from physical or mental impairments, including striking the balance between safety and employees' privacy rights

Compensation Fundamentals *An accredited WorldatWork seminar*

Wednesday, April 23, 2003

John A. Rubino, *Rubino Consulting Services*

Who Should Attend

This seminar is designed for HR professionals with no prior compensation experience. Line managers and supervisors, HR financial and payroll personnel, small-business owners, entrepreneurs, and members of job-evaluation and compensation committees can all benefit from this seminar.

Program Overview

The focus of this seminar is on the characteristics and impact of the major elements of a compensation system and the design and development techniques utilized to achieve an optimal system. It provides an overview of basic compensation design and decision-making considerations. You'll receive an introduction to planning, administration, and design of compensation programs, including legal compliance fundamentals.

Program Outline

Topics covered will include:

The Compensation Component of Total Rewards

- Definition of total rewards
- Total rewards model
- Why the total rewards approach?
- The total rewards design process
- Compensation
- Elements of compensation
- Objectives of compensation
- Compensation goals and tools

Legal/Regulatory Environment

- Pay and legal issues — How much do you know?
- Fair Labor Standards Act
- Equal Pay Act
- Title VII – Civil Rights Act
- Other statutes and regulations

Internal Equity

- Terminology
- Job analysis
- Job documentation
- Job description format
- Job family grid
- Uses of job information
- Job evaluation

External Competitiveness & Pay Structures

- Job pricing
- Relevant labor markets
- Types of compensation information available
- WorldatWork survey highlights
- Sources of survey data
- Data analysis
- Determining market position
- Developing a base pay policy line
- Organization response to market data
- Pay range design issues
- Maintaining pay structures

Base Pay Determination

- Alternative pay determination methods
- What do you pay for?
- Person-based pay
- Job-based pay
- Merit pay
- Characteristics of a sound performance appraisal system
- Alternatives to base pay
- Effective compensation strategies

Benefits Fundamentals

An accredited WorldatWork seminar

Thursday April 24, 2003

Eileen Maraldo, *Time, Inc.*

Who Should Attend

This seminar is designed for HR professionals new to the employee benefits field, as well as those who want an overview of benefits as part of a total rewards strategy. Employees, employers, HR managers and emerging professionals alike will find the material offered in this seminar valuable.

Program Overview

This basic-level, one-day seminar has been developed by leading consultants and practitioners and provides an examination of employee benefits programs in private-sector settings. Closely attuned to today's benefits issues and challenges, the seminar is an excellent preparation for achievement in this field. You'll gain a solid foundation in all aspects of employee benefits. You'll review historical and governmental influences on employee benefits plans.

Program Outline

Topics covered will include:

Influences on Employee Benefits

- Total rewards concept
- Influences on employee benefits
- Employee benefits plan objectives

Government Regulation of Benefits Plans

- The legislative process
- Government influence on employee benefits plans
- ERISA regulations
- Social Security
- Medicare
- State programs, including unemployment and workers' compensation

Health and Welfare Plans

- Medical plans and other health care benefits
- Disability income
- Survivor benefits
- Flexible benefits
- Applicability of ERISA provisions
- Funding approaches

Retirement Plans

- Evolution of retirement plans
- Retirement income sources
- Defined benefit vs. defined contribution plans
- Applicability of ERISA provisions

Pay for Time Not Worked and The Work Experience

- Pay for time not worked
- FMLA
- USERRA
- Severance allowances
- The work experience

Administering and Communicating Employee Benefits

- Components of benefits administration
- Legally required benefits communication
- Events-centered communication
- Effective modes of communication

From Business Partner to Business Player: The Evolving Role of HR Professionals

Thursday, May 29, 2003

Richard W. Beatty, PhD,

Rutgers, The State University of New Jersey

Who Should Attend

This seminar is designed for HR generalists at any stage of their career, as well as functional specialists who wish to expand their understanding of how HR must evolve in order to add value to firms.

Program Overview

Over the last decade the business partner role has emerged as a complement to traditional HR administrative work. Based upon his recent article with Dave Ulrich in the Human Resources Management Journal (*From Partners to Players: Extending the HR Playing Field*) and extensive consulting experience, Dick Beatty will take HR professionals beyond the partner role to that of a "player" who is "in the game, on the field, making a difference" through their HR work. It will stress the emerging roles for administrative expertise, employee advocacy, strategy execution, and cultural change, including specific change tools to be used by the HR function for each of these roles. This seminar will blend lecture and group discussion.

Program Outline

Topics covered will include:

- The components of early, midlevel and career-level HR roles
- What other firms are doing in building HR competency models
- Six questions that HR must ask of every business unit leader
- Building a model of change for the first decade of the new millennium
- Identifying the focus of change, given your firm's competitive strategy
- Developing HR's change tool kit
- Leveraging success "above the line" in becoming an HR champion

At the end of the workshop participants will be able to:

- Understand why HR's role must evolve to meet the strategic challenges created by a turbulent environment, understand the factors that are creating this shift, and how HR can respond and demonstrate value on the Business Scorecard
- Understand the six interdependent roles (coach, architect, builder, facilitator, leader, and conscience) that HR must play in order to leverage its value to the firm's workforce—and ultimately to the firm's economic success
- Understand the underlying concepts and actions to help to make these six roles a reality in your career

Emotional Intelligence in the Workplace: Practical Applications for Improving Individual Performance

Wednesday, June 18, 2003

William H. Tredwell, *Hay Group*

Who Should Attend

This seminar is designed for human resources professionals who support leaders, supervisors and individual contributors on professional development and organizational effectiveness issues.

Program Overview

This session will focus on identifying the underlying Emotional Intelligence (EI) issues that impact workplace performance and learning how to build greater EI in the workplace. Through a mix of lecture, discussion, and experiential activities, participants will learn what EI is, how EI can be built and organizational practices that support its growth. Participants will engage in EI building activities that they can then implement in their organizations as described in the 2002 best-selling book *Primal Leadership* by Goldman et. al.

Program Outline

At the end of the workshop participants will be able to:

- Understand the basics of EI, including the science behind it
- Explore how EI permeates and impacts relationships of all kinds in the workplace, including relationships between manager and employee, relationships between co-workers and relationships between organizations and their customers
- Understand the EI competencies and the role they play in personal and organizational effectiveness
- Identify the barriers to EI effectiveness, both personal and organizational
- Understand proven processes for developing EI in individuals to increase their personal and organizational effectiveness. These processes will include 360 degree feedback, and alignment of competency development to performance management and succession planning

Professional Development Certificate Program

A NEHRA member can earn a certificate in human resources by completing seven seminars within two years of beginning the program. Registrants must be present for the entire day to receive credit for the seminar. By joining this program and registering for seven seminars, you can save up to \$530!

Cost

NEHRA Members: \$2,200.⁰⁰

Continuing Education Unit (CEUs)

Course participants are eligible to receive 0.6 Continuing Education Units (CEUs) through Bentley College for the successful completion of each seminar. To do so, a verification form, available at each seminar, must be completed and returned to the Bentley College Program Director.

NEHRA and Bentley College Professional Development Program Registration Form

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PLEASE USE ONE FORM PER REGISTRANT.
PLEASE COMPLETE IN FULL OR ATTACH YOUR BUSINESS CARD.
YOU MAY COPY THIS FORM FOR ADDITIONAL REGISTRANTS.

Full Name: _____ Nickname: _____

Title: _____

Company: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: (_____) _____ Fax: (_____) _____

E-mail: _____

Please circle the rate for seminar(s) you wish to attend and complete payment information on the next page.


Seminar	Date	Member	Non-Member	Certificate Program Pre-paid
HR's Role in the Ethics of Business: Rule and Values	Jan. 22	\$ 390	\$ 450	<input type="checkbox"/>
Creating and Selling a Retention Plan That Works	Feb. 13	\$ 390	\$ 450	<input type="checkbox"/>
Employment Law Spotlight on Physical and Mental Disabilities and Employee Leaves of Absence	Mar. 12	\$ 390	\$ 450	<input type="checkbox"/>
Compensation Fundamentals <i>An accredited WorldatWork seminar</i>	Apr. 23	\$ 390	\$ 450	<input type="checkbox"/>
Benefit Fundamentals <i>An accredited WorldatWork seminar</i>	Apr. 24	\$ 390	\$ 450	<input type="checkbox"/>
From Business Partner to Business Player: The Evolving Role of HR Professionals	May 29	\$ 390	\$ 450	<input type="checkbox"/>
Emotional Intelligence in the Workplace: Practical Applications for Improving Individual Performance	Jun. 18	\$ 390	\$ 450	<input type="checkbox"/>
Raising the Bar: Performance Management as a Critical Business Process	Jul. 17	\$ 390	\$ 450	<input type="checkbox"/>
Employment Law Update	Sep. 18	\$ 390	\$ 450	<input type="checkbox"/>
The HR Scorecard: Linking People, Strategy & Performance	Oct. 23	\$ 390	\$ 450	<input type="checkbox"/>
Diagnosing & Meeting Organizational Training Needs for the HR Professional	Nov. 13	\$ 390	\$ 450	<input type="checkbox"/>
The Values/Culture Connection: HR's Role in Organizational Productivity	Dec. 11	\$ 390	\$ 450	<input type="checkbox"/>
Professional Development Certification Program Payment <i>Check the seven seminars that you wish to attend</i>		\$ 2,200*	\$ 2,940	
Annual NEHRA membership dues		\$ 145	\$ 175	

* To earn a certificate in human resources you must complete seven seminars within two years of beginning the program. Registrants must be present for the entire day to receive credit for the seminar.

** Rate applies to NEHRA members who are also SHRM members. SHRM ID# required _____

PAYMENT METHOD

REGISTRATION WILL NOT BE PROCESSED WITHOUT PAYMENT.

I have enclosed check # _____ in the amount of \$ _____ made payable to NEHRA.
I authorize NEHRA to charge \$ _____ to my: MasterCard VISA Amex 



Print name as it appears on card ▼ _____

Exp. _____ / _____ / _____ Signature ▲ _____
month / year

Your credit card receipt will be mailed to you after the transaction has been processed.

Fax/mail this form and payment to:
Fax: 781.237.8745

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Register online at www.nehra.com/events

Questions? Call: 781.235.2900 or e-mail: events@nehra.com

SPECIAL ACCOMMODATIONS: If you are in need of special accommodations, please contact NEHRA at 781.235.2900 or e-mail events@nehra.com

Cancellation Policies: If you are unable to attend a seminar for which you are registered, please notify the NEHRA office in writing at least two weeks in advance. Cancellations received within two weeks of the seminar are subject to a \$100 cancellation fee; those received within 72 hours of the event are subject to a \$150 cancellation fee. Seminar "no shows" do not receive a refund. Certificate Program enrollees may enroll in another seminar to replace the one which was cancelled. However, they are subject to the cancellation fees described above. Non-Certificate Program enrollees may enroll in another seminar, send a replacement, or receive a refund, subject to the cancellation policies described above.

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Raising the Bar: Performance Management as a Critical Business Process

Thursday, July 17, 2003

Lisa Zankman, *Zankman Burke Associates*

Who Should Attend

This seminar is designed for human resources generalists/ managers and line managers responsible for assessing and managing performance.

Program Overview

Performance management is one of a manager's most important tools for coaching, developing, and rewarding employees. It has crucial strategic implications for aligning individual goals with department and corporate goals. And yet, it is often a process that is dreaded by both managers and employees. This workshop will provide a framework for managing an effective performance management process that delivers business results for managers, employees and the organization. This course will use a variety of methods including presentation, role-play, and small group discussion.

Program Outline

At the end of the workshop participants will be able to:

- Understand performance management as an important tool for measuring performance, setting departmental and individual goals, developing skills and knowledge, and providing the basis for feedback and coaching
- See performance management as part of a process of employee development rather than a just form used on an annual basis
- Set goals that align with larger corporate/department objectives. Practice writing S.M.A.R.T (Specific. Measurable. Achievable. Realistic. Time Bound) goals
- Learn a simple coaching model and practice giving feedback that can have a positive impact on ineffective behaviors
- Understand the manager, employee and HR role in performance management
- Explore alternative forms of performance management tools and processes

Employment Law Update

Thursday, September 18, 2003

Michael R. Brown, Esq., *Seyfarth Shaw*

Who Should Attend

This seminar is designed for all levels of HR practitioners interested in exploring selected employment law issues and their practical implications.

Program Overview

It is imperative that human resources professionals be aware of the very latest legal developments and how such developments affect their companies.

In this annual session Mike Brown will lead Seyfarth Shaw employment law experts through updates of the current "hot topics" in labor and employment law. The discussion will focus on the practical meaning to the HR practitioner of these new developments and will provide advice on how to cope with them.

A more detailed outline will be available to HR practitioners as the seminar approaches and the topics of interest are more clearly focused.

The HR Scorecard: Linking People, Strategy & Performance

Thursday, October 23, 2003

Mark Huselid, PhD,
Rutgers, The State University of New Jersey

Who Should Attend

This seminar is designed for HR generalists at any stage of their career, as well as functional specialists who wish to expand their understanding of how HR adds value to an organization.

Program Overview

Based on his new book, *The HR Scorecard: Linking People, Strategy & Performance* (with Brian Becker and Dave Ulrich), Mark Huselid will describe how human resources organizations can develop systems to help measure and evaluate their effectiveness. Since what gets measured gets managed, if HR is to be managed as a strategic asset, firms must be able to measure their strategic contribution. This includes the HR function, the broader HR system as it is implemented by line managers, and employee strategic performance. This seminar will blend presentation of research data from an ongoing study of over 3,000 firms with practical examples of how to apply the concepts and tools of the HR Scorecard.

Program Outline

At the end of the workshop participants will be able to:

- Understand the HR Scorecard's seven-step model and how to begin applying it in their own organization. The seven steps are:
 1. Clearly define your firm's business strategy
 2. Build a business case for HR as a strategic asset
 3. Create a strategy map, showing the processes through which HR creates value in your firm
 4. Identify the HR deliverables required to succeed in your strategy map
 5. Align your firm's HR architecture with the required deliverables
 6. Design the strategic measurement system (create an HR Scorecard)
 7. Implement management by measurement

Diagnosing & Meeting Organizational Training Needs for the HR Professional

Thursday, November 13, 2003

Alesia Wilson, *Fidelity Investments*

Who Should Attend

This seminar is designed for: HR professionals with little or no exposure to training and development, HR professionals whose organizations have no formal training organization, functional managers whose responsibilities include identifying and addressing solutions for training issues, and training personnel with limited resources who are being asked to outsource a portion of the organization's training activities.

Program Overview

This course will use a variety of methods (presentation, exercise, role-play, and small group discussion) to examine a series of key issues that face any individual who must address training needs directly or through partnership with external vendors. Topics will include:

- Making the business case for training
- Analyzing performance gaps and training needs through rapid assessment methods
- Utilizing Subject Matter Experts (SME's)
- Evaluation methods
- Identifying and selecting external vendors
- Critical Success Factors for training that makes a difference
- Measuring the impact of training as a return on investment

Program Outline

By the end of the workshop participants will be able to:

- Proactively identify potential organizational needs for training
- Determine what other solutions may be necessary besides training
- Anticipate problematic training requests and reframe these requests to create win-win training solutions
- Pin-point performance expectations and their relationship to proposed training content
- Develop assessment methods that provide rapid and accurate data for training designs
- Understand the values and potential limitations of subject matter experts
- List four methods of evaluation and determine what level of evaluation data is required by the client
- Perform a cost-benefit analysis on proposed training
- Identify the range of potential services offered by external vendors
- Apply relevant criteria in determining whether to utilize and select external training vendors

The Values/Culture Connection: HR's Role in Organizational Productivity

Thursday, December 11, 2003

Peter McLoughlin, *McLoughlin Consulting*

Carol Yamartino, *Millennium Pharmaceuticals*

Who Should Attend

This seminar is designed for HR supervisors, generalists, line managers, business owners and training and development professionals who are responsible for promoting productive work environments.

Program Overview

This seminar will utilize a variety of approaches including discussion, illustration, lecture, role-play, and panel discussions for participants to gain a deeper understanding of how human resources professionals and HR initiatives affect a company's productivity and specifically how values interact with company culture. In addition to presentation and discussion of key concepts and practices, the program will include a panel discussion with HR professionals from several companies.

Program Outline

At the end of the workshop participants will be able to:

- Articulate how values influence corporate culture
- Assess how company values align with HR approaches and services
- Describe several methods for making values come alive in their own environment
- Identify how to surface the values of the leadership that are real...not just espoused
- Describe whether and how values contribute to competitive advantage (specific examples will be provided of the connection between values and productivity)
- Cite the experience of companies that have embedded values (good/bad stories)
- Describe methods for getting everyone on the same page
- Develop a practical plan to improve effectiveness of practices back at work

Presenters

Richard W. Beatty, PhD, is a professor in the Department of Human Resource Management School of Management and Labor Relations, Rutgers, the State University of New Jersey. Results of his work have been published in such journals as the Journal of Applied Psychology, Personnel Psychology, Academy of Management, Journal of Management, Organizational Dynamics, and Sloan Management Review. His books include: Personnel Management: An Experiential Skill Building Approach, Performance Appraisal: Assessing Human Behavior at Work, and The Productivity Sourcebook. He is the past-president of the Society for Human Resource Management Foundation, associate editor of Human Resource Management, and served on the editorial board of the Academy of Management Review and Human Resource Planning. He twice received the outstanding article award from the Human Resource Planning Society and received the best book award from the Society of Human Resource Management.

Michael R. Brown, Esq., is a partner in the Boston office of Seyfarth Shaw where he concentrates in labor and employment law representing the interests of management. For more than thirty-five years, he has represented both union and non-union employers in various industries including manufacturing, hospitality, communications, transportation, entertainment, education, health care and banking. His areas of practice include collective bargaining, union prevention, agency and appellate court litigation and general labor and employment counseling. He is an adjunct professor of labor law at Suffolk University School of Law; a member of the Michael R. Brown faculty at Bentley College, Division of Continuing Education; and chapter editor of the Developing Labor Law published by the Bureau of National Affairs. He is Legal Advisor to the Northeast Human Resources Association and a Fellow of the College of Labor and Employment Lawyers. Michael also offers his services as an impartial mediator/arbitrator in employment disputes. He is a graduate of the Harvard Law School's basic and advanced mediation workshops.

Martha R.A. Fields has more than 25 years of experience in management and is a nationally recognized expert and leader in the field of human resources management. She is the chairman, CEO and founder of Fields Associates, Inc., a Massachusetts-based international, management and consulting firm that specializes in connecting human resources management to business strategies. Martha has been quoted in FORTUNE, Kiplinger, The New York Times and The Boston Globe. She is a frequent keynote speaker and author of the popular book, Indispensable Employees: How to Hire Them, How to Keep Them. Her next book is entitled, How to Be a cMVP (corporate Most Valuable Player). Her client list includes Fortune 500 companies, ivy league schools, and major for and not for profit organizations. Martha holds a degree from Boston University in sociology and hispanic studies.

Presenters

Mark Huselid, PhD, is a professor in the Department of Human Resource Management, School of Management and Labor Relations, Rutgers, The State University of New Jersey. He focuses on the linkages between human resource management systems, corporate strategy, and firm performance. He was recently the recipient of the Society for Human Resource Management's Yoder-Heneman Scholarly Achievement Award, the Academy of Management's Scholarly Achievement Award in Human Resource Management, the Best Paper award from the Academy of Management Journal, and the Academy of Management's Best Paper award in human resources management. Huselid's new book (with Brian Becker and Dave Ulrich) The HR Scorecard: Linking People, Strategy, and Performance published in 2001 by the Harvard Business School Press.

Eileen Maraldo, CEBS, CCP, is director of benefits for Time, Inc, the publishing division of the Time Warner conglomerate. She handles all design, communications, and administration for the employees of Time, Inc. Eileen received her MS in HR from Cornell University/Baruch College. She is past president of the New York Chapter of the International Society of Certified Employee Benefits Specialists, and is a faculty member for WorldatWork (formerly the American Compensation Association).

Peter McLoughlin works with companies on a wide range of organizational effectiveness issues. Before starting his own consulting practice, Peter created the learning and organization development function at Millennium Pharmaceuticals and led multiple initiatives for six years, building systems for performance, development, internal communication, and post-merger integration. Previously, Peter held a variety of roles in OD and HR at DuPont-Merck Pharmaceuticals, DuPont, and New England Nuclear Research Products. He also has experience in college teaching and administration.

Victor Pompa is an innovative compliance and business ethics practitioner with expertise in management and consulting. He has a record of success in investigations; writing and implementing compliance policies and procedures; developing codes of conduct and ethics education. Among his many accomplishments, Victor established the worldwide ethics office in a FORTUNE 500 corporation (Digital Equipment Corporation). He implemented the helpline, wrote the code of business conduct, personally resolved more than 500 ethics issues, and developed ethics education and communications. The program was recognized as a benchmark standard for ethics practices. He was Chairman of the Professional Development Committee for the Ethics Officer Association (EOA), where he created standard job description and skills profile for ethics officers. Victor was also named a Kallman Executive Fellow at the Center for Business Ethics, Bentley College, and is a member of its executive committee.

Presenters

John A. Rubino is president of Rubino Consulting Services. His areas of expertise are the design and implementation of corporate values/objectives and their links to human resources strategies, performance-driven incentive plans, sales compensation programs, performance management systems, team dynamics, leadership skills, motivational training and human resources communications programs. Prior to forming his own consulting company, John was senior manager of human resources consulting services for Ernst & Young, LLP. He serves as a course developer and leader for programs offered by the American Compensation Association and American Management Association, and is the author of two books; *Developing Compensation Programs* and *Communicating Compensation Programs*. John is a certified compensation professional (CCP), and holds a BA from Wagner College and an MBA from the Lubin Graduate School of Business, Pace University.

Bill Tredwell is managing director of Hay Resources Direct and a senior consultant at the Hay Group. He is a member of the leadership team in Hay's Boston office. In his consulting practice, Bill helps clients address strategic human resources issues. He consults on topics that include leadership and team effectiveness, organizational design, selection and development, and the implementation of human resources programs and systems. Since 1998 when Hay partnered with psychologists and authors Daniel Goleman, Annie McKee and Richard Boyatzis (authors of the 2002 best-seller *Primal Leadership*), Bill has taken a leading role in helping clients increase emotional intelligence in their organizations. Bill joined McBer and Company (now part of the Hay Group) in 1983 after working in the financial services industry. He holds a B.A. in history from Carleton College and an MBA with Honors from Boston University, with a concentration in organizational behavior.

Keith Wexelblatt, Esq., is employment and litigation counsel for Reebok International Ltd. Keith has been with Reebok International Ltd. since April 1998. He has responsibility for all employment law and human resources counseling across all brands of Reebok (including corporate HR policies, immigration and executive compensation) and manages outside counsel on employment and general litigation cases in the United States. He also acts as the company's stock option administrator and handles corporate disclosures for executive transactions. Prior to joining Reebok, Keith worked as an associate in the labor & employment departments of two large Boston law firms: Mintz, Levin, Cohn, Ferris, Glovsky & Popeo and Choate Hall & Stewart. Keith obtained his law degree from the Duke University School of Law and graduated from Brown University.

Presenters

Alesia Wilson is the manager of management development at Fidelity Investments. Previously, she was the manager of training and development for Deaconess Hospital, responsible for conducting needs assessment and curriculum development that enhanced management and staff performance. Her role also included internal consulting to departments and facilitating meetings to develop specialized training programs to meet organizational needs. Wilson was also a training and development specialist at the Federal Reserve Bank of Boston and State Street Bank and Trust. Wilson received an MS in training and development from Lesley College and a BA in psychology from the University of Illinois.

Carol Yamartino has 20 years of HR experience in the healthcare and biotechnology industry. She has held positions in compensation, merger and acquisition integration, line HR partnership and most recently in learning and development. Carol has worked with a number of companies including Collaborative Research (now Genome Therapeutics), Whitehead Institute and for the last seven years Millennium Pharmaceuticals.

Lisa Zankman is president of Zankman Burke Associates. Prior to establishing a consulting practice in 2002, Lisa had been a senior human resources practitioner for over 20 years at the vice president level in a wide variety of industries, including retail, financial services, call centers, manufacturing, advertising and direct marketing, academia and not-for-profits. As a senior human resources practitioner, She has developed programs and practices to integrate with and support company strategy, culture and values. Working with senior management teams and key contributors, she has specialized in developing performance management systems, recruiting strategies, and management development and coaching programs to maximize the effectiveness of managers and identify and nurture emerging talent within the organization. Lisa holds a Bachelor of Arts degree from Simmons College and earned a Master of Business Administration with High Honors from Boston University.

2003 Professional Development Committee

Without the diligent work of committee members, programs like the Professional Development seminars could not be possible. NEHRA extends its sincere gratitude to the members of the 2003 Professional Development Committee.

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Nancy Marshall

Melinda Milberg

Tim Morrison

Dave Novak

Dena Paris

Valerie Samuels

Mark Scully

Linda Towbridge

Important Information

Registration

Registration for individual seminars is \$390 for NEHRA members and \$450 for non-members.

NEHRA Membership

Membership in NEHRA is open to human resources professionals and individuals who provide products and services to the human resources community. Annual dues are \$145 for members of the Society for Human Resource management and \$175 for all others.

To register for a professional development seminar or to become a NEHRA member, please complete the registration form in the center of this booklet. Or you can register online at www.nehra.com.

For additional information, please contact the NEHRA office at 781-235-2900.

Facilities

Seminars are generally held at Bentley College in the LaCava Campus Center, Suite 325, Waltham, MA. Continental breakfast is served from 8:30am to 9:00am; seminars begin promptly at 9:00am and conclude at 4:00pm. Lunch is provided.

Directions are sent with registration confirmation letters. If you would like door-to-door directions please visit NEHRA's website at www.nehra.com/directions.

Cancellation Policies

If you are unable to attend a seminar for which you are registered, please notify the NEHRA office in writing at least two weeks in advance or as soon as possible. Cancellations received within two weeks of the seminar are subject to a \$100 cancellation fee; those received within 72 hours of the event are subject to a \$150 cancellation fee. Seminar "no shows" do not receive a refund.

Professional Development Certificate Program enrollees may enroll in another seminar to replace the one that was cancelled. However, they are subject to the cancellation fees described above. Non-certificate program enrollees may enroll in another seminar, send a replacement, or receive a refund, subject to the cancellation policies described above.