The 2006
Hot Topics & Tough Issues HR Forum
Dilemmas, Demographics & Direction: The Current and Future State of HR

Optional Pre-Conference Workshop: July 17, 2006
Conference: July 18 - 19, 2006
Marriott Marquis Hotel
New York, NY

The Forum will address many of your organization’s current critical challenges including:

- Dilemmas, Demographics, and Direction of the HR Future State
- Managing Your Global Talent Pipeline
- Measuring ROI in HR: Fact, Fad or Fantasy
- Communicating HR’s Value Throughout the Organization
- Appreciating, Embracing, and Capitalizing On the Value of Diversity & Inclusion
- Can A Business Case Be Made for 50+ Workers?
- Building Team Resilience in an Era of Burgeoning Workload
- Ensuring Quality Hires and Avoiding Hiring Mishaps
- HR Outsourcing is Here to Stay: How To Make Sure It Delivers
- HR & Technology Cost Effective Solutions
- Current Legal Dilemmas
- Labor Management Partnerships
About The Conference Board
The Conference Board is the world’s leading business membership organization, with a global network of nearly 2000 enterprises in 61 countries.

The Conference Board creates and disseminates knowledge about management and the marketplace to help businesses strengthen their performance and better serve society.

Working as a global, independent membership organization in the public interest, we conduct research, convene conferences, make forecasts, assess trends, publish information and analysis, and bring executives together to learn from one another.

The Conference Board is a not-for-profit organization and holds 501(c)(3) tax-exempt status in the United States.

Why Our Meetings Are Different
The Conference Board provides executives from around the world with opportunities to share practical business experience. This focus on actual business experience, rather than theory, primarily from senior executives from major organizations, along with a superior level of networking with peers are the distinguishing features of Conference Board meetings.

The Conference Board’s meetings are rated as one of America’s leading speaking platforms for top management. More than 150 CEOs address the Board’s 12,000 meeting participants each year.

The Conference Board
845 Third Avenue
New York, NY 10022-6679
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www.conference-board.org
Dear Colleague:

According to recent surveys, the following questions have been identified as concerns for HR leaders, practitioners, and executives:

- How can we measure our value?
- What are we doing in our current state of planning for HR in the future state?
- How can we communicate HR’s value to the entire organization?
- What external and internal drivers are affecting our results?
- How can we integrate diverse and shifting demographics into our best practices?
- What is the business case for mature workers?
- How can we prepare for pandemics?
- What is HR’s role in innovation and growth and how can HR be improved through innovation?
- How is outsourcing being used successfully?
- What are we going to do to manage talent pipelines?
- How can we ameliorate and manage stress from burgeoning workloads?
- Why is HR’s role important in coaching success?

This practical forum will provide you with answers to these questions as well as options about how to manage and align your human capital, your technology, your processes, and your operations. See you on Broadway in July, 2006!

Sincerely,

Carole Weinstein
Conference Program Director
The Conference Board
Pre-Conference Seminar:

Monday, July 17, 2006
Registration: 12 noon - 1 pm

The Engagement Equation

Workshop: 1 - 5 pm*

A four-hour workshop filled with useful practices for heightening engagement in your firm!

“What do we do next?”

That’s the question many firms are asking as they review their data on employee engagement. It’s not as high as they’d like – and management increasingly recognizes the strong link from engagement to customer satisfaction and bottom line productivity. The pressure is on to raise the scores. But how?

It’s overly simplistic and often downright frustrating to say that the answer lies in finding “good” line managers. Aren’t there ways to help individual managers develop greater engagement within their groups? And what can the corporation overall do to create a climate that fosters employee engagement at every level?

This workshop is packed with ideas to take back to your company to tackle this critical issue. Based on years of extensive research on the changing workforce and the practices of leading-edge companies, Tamara Erickson will lead an exciting session filled with practical tips and provocative insights. She’ll be joined by special guest Karen Saunders, who’ll outline some of the lessons from Lucent’s journey toward employee engagement.

Facilitator
Tamara J. Erickson
President
The Concours Institute

Speaker
Karen Saunders
Director of Global Recruiting and Staffing
Lucent

* Workshop includes a 30 minute networking refreshment break.

To register today, call Customer Service at 212 339 0345
Tuesday, July 18, 2006

Registration and Continental Breakfast: 8 - 8:50 am

Welcome and Introduction: 8:50 - 9 am

**Dilemmas, Demographics & Direction: The Current and Future State of HR**

General Session A: 9 - 10 am

HR is currently examining itself in order to identify how it can bring more value to an enterprise and collaborate with business lines as a highly regarded player. This opening session will acquaint you with the key dilemmas, demographics, and direction that are driving HR to a new future state.

**Matthew Schuyler**
Executive Vice President, Human Resources
Capital One

**Measuring ROI in HR: Fact, Fad, or Fantasy?**

General Session B: 10 - 11 am

In many organizations, return on investment (ROI) – demonstrating the monetary value of large-scale and expensive program solutions – is being required and even demanded by senior executives. The human resources function has always been challenged to identify and then track the right metrics to both measure the direct and indirect impact and effectiveness of its own programs and initiatives. Setting the total human capital investment level is the fundamental and pivotal challenge for those who lead HR.

So how does today’s HR leader separate measurement facts from fads? Is straight-forward, bottom-line accountability for important HR projects merely a fantasy?

This session explores how the use of return on investment is becoming an increasingly critical tool within the human resources metrics mix. It will explore the leading edge HR metrics and their connections to ROI. The

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www.conference-board.org/hrhottopics.htm
challenges around ROI will be addressed, including discussions of several examples of how ROI is being used routinely to measure the success of a variety of HR programs and processes.

Dr. Jack Phillips will guide participants through the process of:

- Identifying the current HR measurement categories, including ROI and its role in the measurement mix
- Exploring three ways in which a value is placed on human capital
- Listing and discussing the steps to develop ROI
- Identifying the challenges of implementing ROI

Jack Phillips
Chairman
ROI Institute

Networking Refreshment Break: 11 - 11:30 am

Concurrent Sessions C1, C2 & C3: 11:30 am - 12:30 pm (Choose One)

**HR Communication At the Crossroads: An Engaging Proposition**

Concurrent Session C1: 11:30 am - 12:30 pm

HR Communications has traditionally focused on the practice of HR; i.e., “what does the function do, why does it exist, what are the programs and policies it administers, and what top 10 lists have we just qualified for?” However, with increasing challenges such as labor pools shrinking and competition for top talent intensifying, HR’s communications must take a broader and far more enlightened approach to communicating its value and engaging employees. This presentation will focus on the critical role that communications can play in leveraging an organizations identity, brand and culture to create an employee experience that enhances productivity, commitment, and retention.

Mark Misercola
Americas Region Director
Internal Communications
Deutsche Bank

Rebecca Reilly
Director
Deloitte Consulting

To register today, call Customer Service at 212 339 0345
Managing the Global Talent Pipeline

Concurrent Session C2: 11:30 am - 12:30 pm

This session will focus on the talent challenges and opportunities that Dell faces in a business that is rapidly growing outside the U.S. Dell will outline their strategy for acquiring, developing, assessing and aligning our talent to drive business results. They will also provide insights into other key mechanisms for building and sustaining a global talent pipeline including:

- Forecasting future global leadership needs
- Key success attributes of leaders across the globe
- Acquiring and developing executive leaders at the “Speed of Dell”
- CEO-level ownership of global talent

**Mike Summers**  
Vice President  
Global Talent Management  
Dell Inc.

**Laura Guenther**  
Senior Manager, Executive Development  
Dell Inc.

Can a Business Case Be Made for 50+ Workers?

Concurrent Session C3: 11:30 am - 12:30 pm

In today’s business environment, the most valuable capital a company possesses is its human capital. Employers who recognize that fact and are prepared to meet the workplace needs of their people stay ahead of the curve. Studies have shown that companies that invest in their human capital realize a return on investment through an increase in their market value. What has been missing until now is a thorough examination of the recruitment and retention of workers ages 50+ within a business case framework. AARP’s landmark study, The Business Case for Workers Age 50+: Planning for Tomorrow’s Talent Needs in Today’s Competitive Environment affirms that a case can be made for attracting and retaining these workers.

This session will show, through demonstrated documented best practices and case studies, how to develop and implement effective strategies for retaining and recruiting 50+ workers. These strategies will assist in meeting workforce needs in a changing global market.

**Deborah Russell**  
AARP

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www.conference-board.org/hrhottopics.htm
Dawn Malone  
Administrative Director, Work and Family Services  
Bon Secours Richmond Health System

Josie Huber  
Manager, Recruitment and Retention Strategy and Design  
Kelly Services, Inc

Roundtable Discussion Groups
Luncheon Session D: 12:30 - 1:45 pm

Reaching the Ideal HRO End-state: 
Focusing on the Retained HR Organization
General Session E: 1:45 - 3 pm

So much discussion in recent years has been focused on whether companies should move down the HRO path, and whether this will really incur the promised cost-savings and benefits much lauded by providers and consultants alike. However, with 125 full-scope HRO contracts now up and running and analyst predictions revealing strong growth in excess of 20% over the medium term, the debate needs to move to the how rather than the why for many organizations. This session, hosted by noted industry analyst Phil Fersht, will focus on the following issues:

• How the day-to-day role of the HR practitioner going to be different once their company has outsourced HRO
• Ways the HR professional can use HRO as a driver to help their organizations improve HR practices, embrace new technologies, enable managers and staff to receive better training and align corporate ethics, values and culture more effectively
• How organizations considering HRO can develop a true picture of what their ideal HRO end-state should look like
• Determining the right balance of Transformation, HR Domain expertise and Operational skills today’s service providers need to deliver HR services effectively
• Measures HRO providers can (and should) take to help their clients achieve their ideal HR end-state
• Optimizing the role of sourcing advisors in the post-transactional phase of governing HRO contracts

To register today, call Customer Service at 
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Refreshment Break: 3 - 3:15 pm

Concurrent Sessions F1, F2, & F3: 3:15 - 4:15 pm (Choose One)

Building Team Resilience in an Era of Burgeoning Workload

Concurrent Session F1: 3:15 - 4:15 pm

Stress and the resilience to bounce back and retain high energy is an issue that affects individuals but to have impact, it is essential that it be addressed in the context of teams and the organization as a whole. Research and corporate experience demonstrate that managers and leaders who act to build resilience and ameliorate stress also increase team effectiveness. Equipping managers and business units to deal positively with stress and workload are an increasingly important part of the HR role.

This session will provide a brief overview of current research on resilience and stress, and include case examples of companies who have successfully taken a team approach to building resilience. It will also include tips on managing for resilience and tackling the growing issue of excessive workloads while meeting business demands.

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www.conference-board.org/hrhottopics.htm
HR Outsourcing is Here to Stay: How Do You Make Sure it Delivers?

Concurrent Session F2: 3:15 - 4:15 pm

Outsourcing is a solid part of the HR landscape and growing, but is it really delivering full value in reducing costs and increasing productivity? Depending on the survey, results are mixed. Outsourcing can be a valued part of your HR delivery strategy, if you make the best outsourcing decision and make sure it works.

In this session you will learn how to critically analyze success factors and lessons learned for ensuring that HR business process outsourcing delivers its full value in partnership, service and cost. Based on their own experience with negotiating and managing a successful major HRO deal, along with learnings from many others, Chris and Linda will share:

- Making the decision – what you need to know and do first, how to select a vendor and what to be sure is in your contract.
- Making it work – what it takes to govern the contract and manage issues and develop the partnership

Christine Morena  Linda Merritt
Vice President  HR Director
AT&T Human Resources  AT&T Human Resources

The Glass Ceiling across Continents: Global Implications for HR

Concurrent Session F3: 3:15 - 4:15 pm

Being a manager within a global work-place poses the challenge of identifying the glass ceiling as it appears across the varied cultures in which the organization works. While glass ceiling issues have commonalities around the world, culture-based differences abound. This session gives a cross-continent description and comparison of the structural and individual barriers to women’s promotion to top-level positions. It also highlights how Human Resources can be an effective partner in the strategic formulation and execution of diversity.

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212 339 0345
How Can you Ensure that the Right Person is in the Right Seat on the Bus

Concurrent Session G1: 4:15 - 5:15 pm

Michelin, the French tire maker has been a pioneer in many aspects. In addition to developing the radial tire, tires for the space shuttle and more recently PAX tires with run flat capability one area is in creating a behavioral selection system. Beginning in 1988, Michelin introduced structured behavioral interviewing for the selection of entry-level engineers. The success of the candidates hired provided a foundation to expand behavioral interviewing to all roles within Michelin from entry-level hourly employees through senior executives.

One of the direct impacts has been for Michelin to view behavioral interviewing as a business tool. Michelin has realized that as a result of the process, coupled with the values of the firm and the company reputation, they now have a turn over rate less than most companies in general and significantly less than companies in heavy manufacturing.

As a result of participating in this session you will understand that Behavioral Interviewing is:

- A proven methodology for ensuring that the right person is on the bus and in the right seat,
- A process that is easy to teach to line managers and embraced by them once they realize the link to the business objectives,
- Is successful because it is founded on relevant facts that allow for meaningful and fair hiring decisions, and
- The best means of ensuring that the interview is conducted according to the legal requirements and if taken to court is defendable

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Appreciating, Embracing and Capitalizing on the Power of Diversity & Inclusion

Concurrent Session G2: 4:15 - 5:15 pm

Diversity and inclusion are at the top of most companies’ strategies as hot topics and tough issues. This session will provide you with a case example of how Medtronic has recognized the importance of this as an organizational HR strategy. Primary content will include the power of diversity as a movement from compliance to strategy, the business case as a driver, the necessity to create an inclusive environment to overcome obstacles of exclusion and to reap rewards from the fruit of labor. Your learning outcomes will be a greater understanding of the following:

- The difference between Affirmative Action and Diversity
- Why Diversity is important
- Diversity initiative vs. Inclusion strategy
- Challenges of change
- Overcoming resistance
- What YOU can accomplish in 1 year

Jim McDermid
Vice President, Human Resources
Medtronic Sofamor Danek

Michelle Miller
Vice President & Senior Counsel
Employment Law & Workplace Relations
Medtronic World Headquarters Corporate

Networking Reception: 5:30 - 7 pm

To register today, call Customer Service at 212 339 0345
Wednesday, July 19, 2006

Continental Breakfast: 8 - 8:45 am

Best HR Practices of Most Admired Companies

General Session H: 8:45 - 9:45 am

This panel will present several case examples of how HR is becoming more strategic.

Concurrent Sessions I1, I2 & I3: 9:45 - 10:45 am (Choose One)

Current Legal Dilemmas, SOX & Other Tough Issues

Concurrent Session I1: 9:45 - 10:45 am

This session will enable you to learn about updates to employment laws and how you can be proactive in your compliance and communication. Sarbanes-Oxley will be analyzed in terms of its implications for your business. You will also have the opportunity to put your issues on the table and get advice on how to solve them.

Donna Marks
Associate General Counsel
Employee Relations
HSBC North America

“Collaborating for Innovation”

Concurrent Session I2: 9:45 - 10:45 am

Whether you are struggling with ways to increase productivity or manage performance, recognize employee contributions or innovate employee engagement, the just-released Global CEO Study 2006, IBM conducted face-to-face interviews with over 750 CEO’s to learn how they are successfully driving innovation through their organizations can help. The Study reveals distinct patterns of success – the actions and enablers needed to help ensure a strong financial return from your innovation efforts. For HR organizations, the Study findings suggest practical ways to encourage the type of collaboration that enables successful innovation.

Register Online

www.conference-board.org/hrhottopics.htm
Whether you’re innovating in the products and services arena, pursuing business and enterprise model innovations, or innovating your operations, the Global CEO Study 2006 is sure to prove insightful.

Charlie Goldwasser  
Americas Leader  
Organization Change Strategy  
IBM Business Consulting Services

Establishing Values-Based Leadership on a Global Platform

Concurrent Session I3: 9:45 - 10:45 am

Sponsored by: Cognizant

How does one create and motivate a unified leadership team across a rapidly-growing, globally-based business model? Stephanie Kelly, Vice President of HR at Cognizant, will describe how Cognizant has grown from 14,000 to 26,000 employees in the past 18 months while maintaining its industry-leading levels of customer and employee satisfaction. Ms. Kelly will investigate the challenges of defining and implementing a powerful leadership program which is effective across North America, Europe and Asia in a hyper-growth and ever-evolving environment.

Stephanie Kelly  
Vice President of Human Resources  
Cognizant

Refreshment Break: 10:45 - 11 am

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Labor/Management Partnerships

Today, more than ever, organizations need to tap into and utilize the talents and skills of all their workers in order to survive and thrive. In too many companies rifts exist between management and unions and a culture of us vs. them is pervasive. The culture needs to evolve into a “we” environment where the relationship between labor and management is maximized in order to achieve common strategic goals.

At this session, you will learn how a leading medical center established a Labor/Management Committee whose purpose is to identify and undertake improvement projects that address the needs of patients, staff and providers. The content will include how:

• Committee members participated in Interest Based Problem Solving training and tackled several thorny issues such as workforce flexibility and containing the use of sick time
• A Strategic Planning Committee identified improvement areas in two departments. A successful major training initiative in teamwork and communication skills resulted in stronger worker commitment to hospital goals and increased cooperation between key departments
• A Breakthrough Project focusing on reducing patient waiting time began in a Specialty Clinic area. As a result of this work, more efficient processes have been put in place and patient wait time has significantly improved

Come hear the lessons learned and how this partnership has improved morale and refocused the workforce on achieving strategic goals. There will be time for attendees to develop a personal action plan for “back home” application.

Jeffrey Murphy
Director, Organizational Learning
Lutheran Health Care

Samuel Sierra
Union Representative
Lutheran Health Care

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www.conference-board.org/hrhottopics.htm
HR & External Coaches: Partnering For Success

Concurrent Session J2: 11 am - 12 noon

Executive Coaching has grown in popularity as an important tool for Leadership Development. It provides leaders with candid feedback and can assist executives in meeting business objectives. But when you use external coaches in leadership development, how do you increase the likelihood of achieving successful coaching outcomes? What can you do to create better partnerships between HR, the Coach, the Client and the Boss? In this session, the presenters will discuss how to implement practical processes that contribute to the success of coaching engagements. In this session you will learn:

- How to achieve mutually agreed-upon goals for the coaching engagement
- What the key steps are in the coaching process
- How to insure that the coaching stays on track
- What the roles of the Coach, Client, Boss and HR Professional are
- How these key roles team with each other to achieve successful coaching outcomes and improved organizational performance

Anna Marie Valerio, Ph.D.           Meghan Henson
President                           Director, Corporate Human Resources
Executive Leadership                PepsiCo, Inc.
Strategies, LLC                     

Deborah Butters
Director, Human Resources
Information Management
IBM Software Group

Gender Identity In The Workplace: An Inclusive Tough Issue

Concurrent Session J3: 11 am - 12 noon

Gender identity in the workplace, sometimes referred to as transgendered people at work, is fast becoming a diversity/inclusion issue for organizations of all kinds. Many companies are grappling with whether or not they should expand their diversity policies to include gender identity, and if so, what language to use. They also are uncertain as to jurisdictional or state law, if any, that applies to gender identity and if
such law or ordinance affects them in any aspect of their operation. And many are being asked to go beyond policy inclusion and to provide substantive information about gender identity and how it manifests at work. In this session, you will hear from an expert in the over-all policy and education aspects and from a senior corporate diversity leader who has led the way for his company to make important strides in this area. He’ll tell you why and how.

Bryan Gingrich  Liz Winfeld  
Senior Director, Diversity President  
Sodexho, Inc. Common Ground

How We Finally Put It All Together: The Future of HR

General Session K: 12 noon - 1 pm

Today’s dilemmas, demographic changes and business directions offer a real opportunity for the HR function to be strategic, transformational and demonstrate competitive value for the enterprise. At the same time, however, HR professionals still experience conflict around their role and expectations.

In this session, a panel of global HR executives will seed a frank discussion of the ways in which the HR function will achieve its tremendous business changing potential:

• Practicing results-based human resources  
• Speaking a language the business can understand and relate to  
• Being the best businessperson at the table  
• Beyond ROI: Achieving trusted advisor status  
• Winning the new “War for Talent:” Surviving the passing of the Baby Boomers  
• Managing the transition from productivity to sustainable value  
• Making “global” a way of life  
• Always asking “What’s next?”

Greg Waldron Janet Clardy  
Chief Talent Officer Vice President, Human Resources  
Porter Novelli Korn/Ferry International

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www.conference-board.org/hrhottopics.htm
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**Registration Information**

**Hot Topics & Tough Issues HR Forum**

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Call Customer Service at 212 339 0345  
8 am to 6 pm ET Monday through Friday

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Complete the registration form and fax to:  
212 836 9740

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Complete the registration form and mail to:  
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**Cancellation Policy**  
Full refund until three weeks before the meeting. $250 administration fee up to two weeks before the meeting. No refund later than two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

**Team Discounts per person**  
For a team of two or more registering from the same company at the same time, take another $100 off each person’s registration.

**Hotel Accommodations**  
Fees do not include hotel accommodations. For reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board’s Hot Topics & Tough Issues HR Forum.  
Marriott Marquis Hotel  
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Hotel Reservations Cut-off Date: Tuesday, June 20, 2006

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For more than 80 years, The Conference Board has been providing senior executives worldwide with opportunities to share practical business experience. If for any reason you are not satisfied with this conference, please let us know. We will immediately credit your attendance to another conference of your choice, or, if you prefer, promptly refund 100% of your registration fee.
Conference: Hot Topics & Tough Issues HR Forum
Dilemmas, Demographics, & Direction:
The Current and Future State of HR
July 18 - 19, 2006

Pre-Conference Workshop
July 17, 2006,
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New York, NY

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Please select your preferred Concurrent Sessions.

**Tuesday, July 18, 2006**
- □ C1 or □ C2 or □ C3 choose one
- □ F1 or □ F2 or □ F3 choose one
- □ G1 or □ G2 choose one

**Wednesday, July 19, 2006**
- □ I1 or □ I2 or □ I3 choose one
- □ J1 or □ J2 or □ J3 choose one

**Pre-Conference Workshop (B36007-2)**
- Conference Board Associates ...........................................$495
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