

The HR Network

briefings for the informed professional

Listing of all Prior HR Network Topics and Speakers

The experts are not all on the dais. You're an expert too and we all want to hear from you! When asking pertinent questions or making comments about your own relevant experiences, we ask you to **state your name and affiliation so others can get to know you.**

THE MODERATOR

Kate Wendleton is President and Founder of The Five O'Clock Club, a national outplacement firm where every client gets one full year of outplacement—at affordable prices. She is the author of six books on career development and has appeared on the *Today Show*, CNN, CNBC, the *Early Show* and in the *New York Times*, *Wall Street Journal*, and other national press.



Kate Wendleton,
president,
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Club, the coaching-
based, national
outplacement firm



Recertification Credit Hours Awarded: 1.25

This program has been approved for 1.25 recertification credit hours toward PHR and SPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org.



Past Topics and the Names of All Presenters

2003

January 31, 2003: New Trends in Restrictive Covenants

HR executives and managers: Get both sides of the story

- Steven Mitchell Sack, Radio Host, is a practicing labor attorney with 22 years' experience. He is the author of 18 books on employment. He also hosts a national radio show and has made frequent appearances on radio and television shows.
- Pearl Zuchlewski represents individual employees. She is on the Executive Committee of the NYS Bar Association's Labor and Employment Law Section, co-chairs the Section's EEO Committee, and chairs the NASD's National Arbitration and Mediation Committee.
- Peter N. Hillman, of Chadbourne & Parke LLP, principally represents management in counseling, negotiating and, when necessary, litigating a wide-range of employment issues. He has extensive experience with restrictive covenants arising both from his role as head of the firm's employment practice, and as a general litigation partner. He is a frequent lecturer and author for publications such as Andrew's and Mealey's.

April 9, 2003: How to Manage Your Compensation in Difficult Times And Motivate Employees at All Levels

- Peter A. Lupo, is a member of the Performance, Measurement and Rewards Practice at Mercer, where he specializes in incentive plan design and total reward studies.
- Deborah Fuller, Director, Human Resources, Scholastic, Inc. Deborah currently manages a staff of generalists, recruiters and HR coordinators, all charged with supporting employees to ful-

fill Scholastic's mission--to instill lifelong learning in children.

- Jordan Vargas, Vice President Human Resources, Publishers Clearing House. Jordan joined PCH in March of 1999. Jordan has over 25 years of Human Resources experience with Fortune 1000 companies.

June 9, 2003: The Changing Role of Human Resources And How You Can Get More Power

- Eric Jacobson, a Marsh management consultant, has observed that HR has to interact - or even report to - the financial person more and more. Information is taking on a different dynamic. What is that CFO looking for?
- Steve Atamanchuk, VP, Human Resources for Sithe Energies, has experience turning the HR role from Personnel to a Business Partner, and he'll tell you how he did it.
- Wendy Murphy, Partner and Global HR Practice Head for Heidrick and Struggles, will tell you what companies say they are looking for when they are hiring today's HR exec.

September 8, 2003: Sarbanes-Oxley: and how it impacts HR in public, private and not-for-private organizations

- Peter N. Hillman, of Chadbourne & Parke LLP, has addressed the HR Network before on the subject of Restrictive Covenants. This lively speaker will tell you the Sarbanes-Oxley-related issues that you should address in your own firm -- whether or not you are covered by the Act. He is a frequent lecturer and author for publications such as Andrew's and Mealey's.
- William Henderson, SVP, Marsh, is an attorney and CPA and former federal prosecutor. Because of the impact of Sarbanes-Oxley, Bill expects people in

most companies to speak up more. You'll need more regulatory, compliance and legal help, and will see an increase in HR-related hotline complaints. He'll tell you what else to expect.

- Robert I. Harwood is a partner in the law firm of Wechsler Harwood LLP in New York. He specializes in the plaintiffs' securities class action field and has extensive experience prosecuting all types of directors and officer's liability claims. Definitely a man to listen to! Rob will tell you how plaintiffs' litigation strategy is developing in the aftermath of Sarbanes-Oxley.

December 5, 2003: Generational Issues in the Workplace

- Michael L. Dolfman, Ph.D. is Regional Commissioner of the Bureau of Labor Statistics (for NY, NJ and CT). He will tell us how the recession and the recovery have affected the prospects for older, younger, and middle-aged workers.
- Marian Stoltz-Loike, Ph.D. is the Chief Executive Officer of Senior Thinking, a consulting company focusing on the concerns of mature employees and their organizations. She'll tell you how to spread the word that your company embraces mature and younger workers alike.
- Dr. Deb Cohen, Ph.D., SPHR, is the Vice President of Knowledge Development for the Society for Human Resource Development. She's coming in from Virginia! and will make a case for a balanced workforce, with less emphasis on the older worker. She'll help you understand who your workforce is - not just by age, but by perspective.
- Deb Russell, Manager of the Economic Security/Work section of AARP, will cover two recent AARP studies on how long older workers expect to work beyond retirement and what are their workplace needs. She'll also tell you some company "best practices" for Workers Over 50 that speaks to the needs of multiple generations in the workplace.

2004

January 30, 2004

Trends That Affect HR, 2004

- Linda Barrington is Labor Economist, Research Director, and Special Assistant to the President of The Conference Board. Her recent publications include "Global Workforce Trends: Demographics and U.S./E.U. Productivity;" "Technology, Opportunities and Challenges of the New Economy: Global Position, Domestic Concerns;" "Workforce Diversity and Productivity: Analyzing Employer-Employee Data;" "Changing Demographics-Poverty Risk for Full-time Workers in the New American Economy."
- Samer Hamadeh is co-founder, president, & CEO of Vault Inc., which Newsweek says is the most comprehensive free site for employers. With the up-tick in the economy, employees will have power again, but Samer can advise HR how to avoid repeating the mistakes made in the 1999-2000 frenzied job market.
- Susan R. Meisinger, SPHR, is President and Chief Executive Officer of the Society for Human Resource Management, (SHRM). Sue's coming in from Virginia, and will tell us what SHRM sees as the competencies necessary for the HR profession in the future. She will also have a few words to say about the hot topic of outsourcing.

3/12/2004:

THE EFFECT OF 9/11 ON THE NEW YORK MARKET A closed-door meeting of the HR Network

- Dr. Michael Dolfman, the Head of Economic Analysis and Information for the U.S. Bureau of Labor Statistics has agreed to share the results of this study with the HR Network long before they are released to the media.
- Kathryn Wyld is President and CEO of the Partnership for New York City, the city's premier business leadership organization founded by David Rockefeller. Kathryn will comment on developments in the NYC economy since 9/11 and tell you how the economic development policies of the city have been reoriented in

response to the post-9/11 world.

- Bill Hartman, Senior Director, Cushman and Wakefield will present trends in the real estate marketplace downtown and mid-town (vacancy rates, asking prices). He will give you a flavor of real estate development ideas since 9/11, and prospects for the future.

5/7/2004:

Worklife Balance

Helping employees manage the details of their lives or not

- Michael F. McAllister, an expert in worklife balance issues and the Communication Unit Practice Leader for Mercer's South Unit, will tell you the latest trends.
- Patrick Wilkinson, Head of Human Resources and Managing Director for HSBC, Corporate Investment Banking and Markets, will speak against worklife balance benefits, which are highly sensitive to the economic cycle.
- Melanie Hughes, SVP of Global Human Resources for Doubleclick, has helped build an entrepreneurial and customer-focused culture by paying attention to worklife balance issues.

7/30/2004:

Helping Your Company With Its Bottom Line

What employers are doing about Healthcare Costs

- Harry Spencer, VP, Global Benefits and HR Operations for Time Warner. Harry is a well-known speaker and is often quoted in the press. Time Warner has nine divisions, each with their own needs. Here's how they do it.
- Harry Glantz is SVP, Human Resources of Atari, Inc., a 700-person company. Earlier, Harry had been VP, Human Resources for Citibank's Quotron subsidiary and Director, Human Resources for Steinway Musical Properties, Inc. Here's what Harry is doing to help control costs at his firm.
- Dave Rahill is the head of the Health Care and Group Benefits practice at Mercer's Northeast Unit. Dave will tell you about Doctor Scorecards, a groundbreaking effort to use claims data provided by insurance carriers to measure how individual physicians are doing. The result will

be as simple as a Consumer Report or Zagat type of guide, ranking doctors as well as hospitals.

9/10/2004:

Legal Issues That Affect HR

- Andrew Lerner on Immigration Law - top 5 things for HR to consider when dealing with foreign employees - security, family issues, immigration policy procedures and processing. Andrew is Immigration Counsel for Pavia and Harcourt.
- Peter N. Hillman on Understanding and Complying with the FLSA Overtime Exemption Changes - Class action suits and DOL audits on company compliance with the FLSA have been dramatic in scope. Do the new regulations--the first major changes since 1938--clarify things? Make litigation less likely? What are the major "do's" and "don't's" for employers? How best and most efficiently can you ensure compliance? Peter is a frequent speaker at the HR Network and is the HR Practice Head at Chadbourne & Parke LLP
- Charles H. Kaplan on Reducing Legal Risks When Investigating Workplace Misconduct and Disciplining Problem Employees. Charlie will suggest how you can avoid discrimination, harassment, retaliation, whistleblower, defamation, unjust discharge, workplace tort, and other employee claims when investigating and disciplining workers for misconduct. Charlie is a partner in the New York office of the law firm of Thelen Reid & Priest LLP, where he heads the East Coast-based attorneys in the firm's national Labor and Employment Practice Group.

12/3/2004:

New Thinking about Diversity

- Joy Bunson, SVP, Organizational Development at JPMorganChase, is on the Corporate Diversity Council chaired by JPMorganChase CEO, William Harrison. Joy will tell us why Chase is known for its diversity programs and give you some ideas.
- Wanda Jackson, head of HR for the National Urban League, will speak about a new, extensive study that shows employees' attitudes about diversity programs and policies in their organizations. In fact, this

study was featured in Sunday's New York Times.

- Lenora Fulani, founder of the All Stars Project, will tell you how they help inner-city teenagers get into the world of work - with the help of HR people just like you. That positive work experience gets young people started on the right path.

2005

January 28, 2005:

The Current State of HR Outsourcing

What HR is doing and how it affects them.

- Dan Schreiber, Principal, AT Kearney. Dan will cover best practices and challenges, and where the market is. He will also report on a survey that Kearney conducted on HR outsourcing.
- Mike Downey, Managing Consultant for HR Outsourcing Solutions with Hewitt-Exult, will tell you the trends they see in their HR integrated outsourcing practice. Hewitt-Exult is the leader in business process outsourcing for the HR area.
- Mike Bryan, is Director of Employee Relations at Burns & Roe, a 1700-employee firm specializing in engineering and design. Mike will tell you his experience with outsourcing: the mistakes they've made, what worked, what didn't.
- A representative from Marsh-Mercer will tell you about their specific outsourcing services.

March 11, 2005:

Reducing Workers

Compensation Costs

A Human Resources Management Perspective

- Andy Foy, VP of HR for North America, Smiths Group. (with 50 companies in the U.S. including security detection equipment, aerospace manufacturing, medical products manufacturing, and specialty engineering). Andy will tell us how he harnessed division managers' energy to focus on the overall goals of the organization.

- Diane Wooley, Human Resources Manager for Times Microwave Systems, a member of the Smiths Group of companies and a divisional representative on the corporate steering committee, will tell us how she addressed workers comp locally in this highly decentralized company.

- John Morel, SVP and Senior Claims Consultant, Marsh, has over 14 years as a claims professional. He will give you the inside scoop on reducing claims and your workers compensation costs.

May 6, 2005:

HR Metrics

What your Board and CEO need.

- Jim Murray, head of Human Resources Decision Support at Merck and Co. Jim will tell you why Merck has such a department in HR, the kinds of projects they work on, and give you simple steps for implementing such a function in your own HR department, regardless of your size.
- Tony Politano, author of "Chief Performance Officer" and a consultant on performance measurement with Niveo, will tell you how to gather the data and then explain the data to both line clients and senior management. This is crucial because if you can't make your case, nothing happens.
- Jordan Vargas, Vice President of Human Resources for Publishers Clearing House, will tell you what he does so he can have those serious business conversation with the Board and the CEO. HR is a strategic business unit at his company, and he'll tell you how he made this happen.

July 8, 2005:

Hot Legal Issues That Affect Human Resources

- Conducting Internal Investigations (Roxane Marenberg, DLA Piper Rudnick) - How to make internal investigations bullet-proof to thwart claims and litigation. Roxane will provide a ½-inch handbook covering every situation you may face and how to handle it.
- Electronic Communications Policies (Claudia Cohen, Epstein Becker and Green) - How can you monitor electronic communications? Employees may have camera phones and use blackberries and instant messaging. Do you have a policy

on that? Courts require companies to keep their emails. Are you in compliance?

- Disability Discrimination (Dennis Lalli, Kauff McClain and McGuire) -- There are major differences between New York and Federal Law, and a clear understanding can help you reduce FMLA and other claims.

September 9, 2005:

Retaining High Potentials and High Performers

- Evelyn Rodstein, who has headed Leadership (corporate and division level) in 5 Fortune 100 companies in 5 different ways. She'll tell you the various techniques used, and the simple things you may be overlooking. Evelyn is currently a leadership consultant while looking for her next position the tri-state area.
- Jim Hinthorn, SVP, HR at F Schumacher & Co., a 1500-employee firm, will tell you how to retain high potentials "when you can't afford the very best:" how to retain people when you have a small budget, and broaden their experience when you can't send them to Harvard. Also: how to engage line managers in the process.
- Ellis Chase, a master executive coach for the Five O'Clock Club, has been with the Club since 1987! He has coached at the most senior levels in small as well as major organizations. The issues he has addressed range from the mobility of high potentials, team building, staffing, and corporate decision-making to resolving the problems senior executives may have. In addition, Ellis is great at Presentation Skills Training!

December 2, 2005:

Working with Your CFO

- Vivianna Guzman. Executive Vice President, Chief Financial Officer and Treasurer of the AMA, a not-for-profit with 800 direct employees and 2000 contractors. Vivianna is also responsible for all international operations (1/3 of the organization's staff). She will tell you how HR works closely with the top management team.
- Steven M. Looney, is Managing Director of Peale Davies & Co. Inc., a strategic advisory and consulting firm and is a director and member of the audit and

compensation committees of Sun Healthcare Group, a \$1 billion publicly-traded nursing home and related health-care services firm. He is the former CFO of Pinkerton Computer Consultants Inc., a Director and CFO of WH Industries Inc. (manufacturing), and General Counsel of A.G. Becker, Warburg Paribas Becker, an investment bank. Steve will tell us his experiences at these large firms.

- Frank Thoelen is CFO of JAD Corp. of America, a 100-person, \$30 million revenue firm, and also manages HR. He has been CFO for other small companies and is a former division head and practice leader for Arthur Anderson where he had extensive contact with the HR as well as the CFO functions in client companies.

2006

January 27, 2006:

Executive Compensation Issues

- Alan L. Sklover, Partner, Sklover & Associates, LLC, a law firm that represents and counsels executives on how to negotiate with their employers. Alan will tell you why today's executive compensation is not working.

- Diane Lerner, senior executive compensation consultant, Watson Wyatt will address "Negotiating Employment and Severance Contracts with Senior Executives." Diane will cover the dos and don'ts for executive employment contracts--how to avoid having the next Dick Grasso or Michael Ovitz situation.

- Jose Irizarry, Vice President, Worldwide Compensation Consulting and GMSA for American Express.

- Gangadei Deonarine, Executive Director, Compensation & Benefits for Estee Lauder.

March 17, 2006:

Leadership and Organizational Politics

At the Highest Levels of the Organization

- Joel DeLuca, author of Political Savvy and a corporate consultant, will report on the latest academic research on the subject, tell you how you can use leadership development to deal effectively with organizational politics, and show how politics

blocks innovation but leadership can accelerate the innovation process. Joel will be coming in from Philadelphia and often consults in New York.

- Elise Walton, Ph.D., is a Partner with Mercer Delta Consulting. Dr. Walton consults at the CEO level, working primarily in the areas of change management, organization design, executive leadership and team building, and global strategy.

There have been major power shifts at the top of organizations, and senior executives with competing agendas are resorting to more overt conflict than ever before. It's critical for HR to clarify its own role in all of this. Elise holds a Ph.D. from Harvard Business School.

- Lisa Danels, Director, Leadership Development, Pfizer, has been leadership director at four companies. Hear from one of your own! Lisa will give you real-life examples from the corporate front and tell you how it is played out at various companies.

May 5, 2006:

HR Metrics

Advancing the Power of HR (for senior HR professionals only)

- Jean Ebersole, EVP, Human Resources, HSBC will tell you how they are moving from lagging to leading indicators and from dashboard to analytics! HSBC is making an evolution from Business Process Management to more predictive analytics: the better and right kind of hiring, how quickly someone can be productive, and so on.

- Warren Davis, head of HR at a number of small companies, knew the value of metrics even though the senior management didn't. Warren's message: Know your numbers better than anyone else and go beyond the numbers to the real issues. He'll tell you how he did it.

- Barbara Spitzer of Watson Wyatt, will help you quantify the value of HR and align HR to serve business objectives. You can measure your ROI and talk to line leaders about the value of HR in your organization.

July 7, 2006:

Hot Legal Issues That Affect Human Resources

- **The Role of HR in Discrimination**

Cases. (Bill Milani of Epstein, Becker & Green, PC). HR is more important than ever in determining the success or failure of discrimination cases (FMLA, disabilities, sex, race, and so on). HR personnel can make or break a case because of training, communication with management, investigations, documentation and testimony. Bill will cover best practices for HR.

- **Employee Benefits: The Liability for HR.** (Mark Brossman of Schulte Roth & Zabel LLP). In handling employee benefits (401K, pension plans, etc.), HR is often named as fiduciary and is therefore exposed to a lot of liability. Here's what HR can do to protect themselves.

- **Workplace Romance** (Mark Jacoby, Weil Gotshal & Manges LLP). One of the most delicate issues faced by employers is dealing with the widespread phenomenon of romance in the workplace. For HR professionals, it's all about minimizing risk for the organization.

September 8, 2006:

Termination Practices

What Works and What Doesn't

- Michael Lewis, Director of HR, Weil, Gotshal & Manges LLP, a firm of 1000 attorneys. Michael is like you: he handles people with dignity when letting them go. In addition, he is an attorney by training so he brings that perspective to his approach.

- Patty Bradley, Director, HR, Pharma Development, Novartis Pharmaceuticals Corporation, a division with 7000 employees. Patty has spoken at a previous HR Network event. Like many of you, she has become a "subject matter expert" on terminations.

- Alan L. Sklover, Partner, Sklover & Donath, LLC, a law firm that represents and counsels executives on how to negotiate with their employers. Alan will talk about mistakes companies make in the termination process that prompts senior executives to bring lawsuits. What can you do to keep your employer from getting sued?

December 1, 2006:

Intergenerational Issues in the Workplace

- Donna J. Dennis, Ph.D., an expert

on intergenerational issues, will discuss current studies on the multi-generational workforce. Her consulting firm, Leadership Solutions Consulting, LLC has attracted clients such as Lehman Brothers, British Petroleum, Becton Dickinson, KPMG, American Express, Boston Scientific, C.R. Bard, Inc., New York Public Library, and Princeton University, among others.

- Florence Stone, editorial director, AMA, author of 14 books
- Gene Boccialetti, Ph.D., Senior Executive Portfolio at the American Management Association will give you a management perspective on managing a multi-generational workforce.

2007

January 26, 2007:

How to be a player at the highest levels

What is expected? What do I do?

How do I do it?

(for senior HR only)

- Harry Glantz, Senior Vice President and General Manager, Human Resources Division, for ITOCHU International Inc., the \$3.5 billion North American subsidiary of a major worldwide Japanese corporation. After 25+ years experience in U.S. companies, with some of those years "at the table" with public companies and now a member of the Executive Committee of ITOCHU International, Harry will share with you his experience and the importance of understanding some important "C's" when you're at the table: Culture, Current Considerations, Communications, Climate, Customers, CEO, Confidence and, finally, one "P," Priorities.

- Bill Arlington is Senior Vice President, Human Resources for John Wiley & Sons, Inc., a \$1 billion (soon to be 1.5 billion) publicly traded (NYSE) publishing company. Bill has been a member of the Wiley Leadership Team for the past 15 years. He attends Compensation and Development Committee meetings and the Operations Review portion of all Board Meetings. Bill will share ideas on the variables that influence credibility for HR with outside directors, the CEO, and

Leadership Team colleagues.

- Peter Reichman from Russell Reynolds will tell you what companies are looking for when they hire top HR professionals, and what a person can do if he or she doesn't have the specific skills required. Peter is a member of the Corporate Officers Sector of Russell Reynolds. Prior to joining Russell Reynolds Associates, he had 20 years of human resources experiences including Executive Director of Human Resources at UBS Investment Bank, and HR positions at Time Inc., GE Capital and in the public sector.

March 16, 2007:

Hot Topics in Executive Compensation

What every HR professional should know!

- **Hot Topics in Executive Compensation at American Express.** Vyshali Mokadam, Vice President, Compensation Consulting, American Express
- **Five Things You Should Care About in Developing a Compensation Packages for Managers and Executives.** Marc Hodak, of Hodak Value Advisors, LLC, will give you advice on how to structure an effective compensation package. Marc's research shows that the way compensation is paid is more important than the amount paid.
- **How to Protect your Company and Your Executives since the passage of the 409A Deferred Compensation tax law.** Richard Schwartz, partner, Epstein, Becker and Green, will tell you the issues you need to consider. Deferred compensation is no longer part of the Wild West but is now highly regulated. If HR makes mistakes, your executives - the very people you want to keep happy -- could incur large penalties. Richard will tell you the next steps you should take.
- **An Overview of Compensation in the Volatile Financial Services Sector.** Edward O'Dowd, Managing Director, Human Resources, is in charge of all compensation and benefits for UBS in the Americas. There has been great play in the media about the generous Wall Street bonuses paid this year, and perhaps Edward could get a discussion going about that.

May 4, 2007:

Effective Talent Management and Retention Practices

- **Building a Foundation for Talent Management.** Presented by Ron Thomas, VP, Organizational Development, Martha Stewart Living Omnimedia, a publishing, TV and merchandising company. The Six Cornerstones of Effective Talent Management at Martha Stewart Find out what's really happening inside this exciting company.

- **Employee Career Architecture for KPMG Employees.** Joe Maiorano, Executive Director, Human Resources/Workplace Solutions, KPMG, will tell you how KPMG is developing a culture in which employee career development is pre-eminent. They not only build employees careers inside, they also help employees think about alternatives outside KPMG! The program innovations have included weekly radio shows on development topics.

- **Practical Tips for Developing and Retaining Great Management Talent When Talent is at a Premium.** Robert Rigby-Hall is SVP, Human Resources, Lexis-Nexis, a 12,500-person research and publishing company. Robert will tell you how Lexis-Nexis has created a business strategy and culture that is attractive to candidates. They have developed straightforward ways to supplement talent from outside and then manage it internally, ensuring that there is clear accountability between HR and line managers. Robert will tell you how they retain high performers, balancing financial and cultural levers.

July 13, 2007:

Hot Legal Issues That Affect Human Resources

- **Domestic Violence and Bullying in the Workplace.** (J. Michael Riordan of Greenberg Traurig). Perpetrators of domestic violence come to the workplace searching for the intended victim, causing disruption, loss of productivity and worse. Workplace bullying (bosses and co-workers who abuse others) is becoming more politicized and legislative efforts are taking place at the state level to combat it - the often highly-productive boss or co-worker who abuses others. Mike will tell you what

the law is, how the workplace is regulated concerning these issues, and the liability of the employer.

- **Whistleblower Complaints and The New Employee Retaliation Claim.** (Charles H. Kaplan of Lowenstein Sandler). Whistleblower Complaints - Sarbanes-Oxley is the most well known of a panoply of federal, state, and local laws that protect employees who "blow the whistle" on alleged unlawful conduct by their employers. Workers who complain about safety and health violations, financial fraud, insurance scams, government contracting abuses, employment discrimination, and other purported unlawful conduct by their companies are all protected by laws that prohibit retaliation. We will discuss how management can best respond to a whistleblower's complaints and defeat false claims.

- **Current Immigration Trends.** (Andrew R. Lerner of Paparelli & Partners LLP). Proper immigration planning can be critical to a company's brand name and its ability to compete in the international marketplace. Andrew will cover current immigration trends and the steps HR can take to protect and develop their company's use of foreign talent within the United States. You will learn:

- How to structure your foreign-worker hiring strategy to gain maximum benefits with minimum risk;
- How to select the best work visa category for your company's and candidate's unique situation; and
- How to continue recruiting even when immigration quotas are full.

September 7, 2007:

Termination Update: Best and Worst Practices

Hear both sides of the story. Hear best practices from the HR side and worst practices from an employment attorney who represents fired executives. Our survey of human resources executives and displaced employees shows quite surprising results. For example, HR assumes the employee will recommend the company to a friend who is looking for a job even if the employee was handled poorly during the exit process. The employees say the opposite. Learn from our esteemed panelists and from each other.

- Lindsey Cotter, Director, Human Resources, and Robert Defendorf, Human Resources Manager at Scholastic Publishing, a company of 10,000 employees. Lindsey and Robert will tell you how Scholastic handles people with dignity when letting them go. Most former Scholastic employees are sad, but not angry about leaving – a sign of being treated very well.

- Denise Kaback, Director, Human Resources, Schulte Roth & Zabel, LLP. Denise has plenty of advice to give you, having been through this more times than she likes to remember. It's never gets easy, but it can get better. Denise will give you concrete examples of how she treats employees with dignity on their way out.

- Alan L. Sklover, Partner, Sklover & Donath, LLC, a law firm that represents and counsels executives on how to negotiate with their employers. Alan will talk about some of the bad practices he sees when people are being let go that prompts senior executives to bring lawsuits. And he will tell you what departed employees are telling him as an attorney. Hear the other side of the story!

December 7, 2007:

Create the Vision: What Companies Have Learned about Moving Ahead!

Experience a top training team that has worked with Google since 2001 and many other fast moving, ambitious growth companies! What are some of the secrets they use to move managers and teams to the next level?

2008

February 8, 2008: Linking Your Organization's Changing Business Strategy and Human Resources Management

Your organization's business strategy changes continually and each organization faces specific challenges that HR must address. How can you possibly stay in step? How can you cope when your organization is undergoing major directional change? Learn from this team and also hear what your colleagues in the audience have to say. Many of the organizations we meet with

are all in the same boat. It's almost impossible to keep up, so what can you do?

- Barbara Kurka, SVP, HR, Katz Media Group, Inc., an organization of 1350 employees. Barbara will talk about the often-missing step that makes it possible to align HR management with your company's business strategy. With 10 divisions, each operating independently, insuring strategy alignment is a challenge at best. Clearly defining the standards for employee behavior, and then using them, has proven to be the key to insuring that HR and the divisions align their day-to-day work with the business strategy.

- Scott McElhone, SVP, Human Resources at HBO, will discuss HR's role in removing systemic barriers between an organization's leadership and effective execution of strategy. HR must be viewed as adding value or will itself be perceived as a barrier or unnecessary contributor. The key is translating HR objectives into actionable business language leaders can't afford to ignore.

- Christina Murphy is Director, Talent Management, NA for Cognizant Technology Solutions Corp., an organization of over 50,000 employees, where Tina is responsible for talent management in the US and Canada. Cognizant has a highly mobile and global workplace working on client engagements both onshore and offshore therefore; succession planning and retention are a challenge. Tina will also address cultural diversity's positive and challenging points in a global business community.

- Jordan Vargas is SVP, Human Resources and Call Center Operations at Hanover Direct. Jordan has worked at many companies and can address how to handle an organization making a change in the core business model. As Jordan says, "How do you change the tire on the car while the car is still moving?" The organization may need different product sources, different marketing techniques, different workflow processes – and new skill sets for employees. What do you do when you don't know how the company will work in the future? After all, you don't know what will work until you test it.

March 14, 2008**Mental Health and Productivity in the Workplace**

HR is on the front line of mental health issues. How can you recognize a mental health problem and what should you do? Mental health conditions affect HR, fellow employees and the organization's bottom line. Absence and disability losses constituted 29% of the total health and productivity related expenditures for physical health conditions, and 47% for all of the mental health conditions examined in a study of 375,000 employees. (*Journal of Occupational & Environmental Medicine*. 45(1):5-14, January 2003.) Our panelists will address the savings associated with the treatment of mental illnesses, how you can make better use of EAPs, Timothy's Law, and other mental health-related topics.

- Fran Furman is the Head of EAP at St. Vincent's, which services 2000 employees and over 15 companies on contract. Fran will tell you how to recognize mental health issues, give you some guidelines on handling the person, and help you make better use of an EAP. After all, what the employee tells you is the problem is not necessarily the problem. Fran will tell you how to make EAP visible to all employees and accessible to senior execs as well. Fran finds that she may make 20 or 30 phone calls to find the right therapist for a person.
- Jeffrey P. Kahn, M.D., Clinical Associate Professor of Psychiatry, Cornell, CEO of WorkPsych Associates, and Co-Editor of "Mental Health and Productivity in the Workplace: A Handbook for Organizations and Clinicians" (John Wiley & Sons). Using case studies, Dr. Kahn will talk about how diagnosing the underlying causes of employee distress is more helpful, faster, and cost-beneficial. In the same way, a formal "Root Cause Analysis" can improve the employer bottom line by improving organizational productivity and mental health, and by reducing disability and general medical costs.
- Vera Oziransky, the advocacy associate at NAMI-NYC Metro, will provide an update on the benefits covered under Timothy's Law, which has recently become effective in New York State. She will tell you how to educate your employees, make

sure they are accessing services, and provide you with flyers that you can make available to all employees.

May 2, 2008**Talent Management: Developing a Leadership Bench in Good Times and Bad**

When a company is tightening its belt and not focusing on leadership development, what can you do to bring it to the forefront? On the other hand, when you do have leadership buy-in, what should you focus on? How can you gain traction? And when you have the traction, how can you capitalize on it? Renee and Tara have seen the "good times" and the "bad times" with respect to Leadership Development. They will tell you what they have experienced and how they have managed these unique situations. The conversation will focus on their current organization; however, between them they have worked for over a dozen companies in HR roles. Bill will cover the extensive research on the subject.

- William (Bill) Pasmore, PhD, has been the Organizational Practice Leader for the Center for Creative Leadership since he joined the company in January 2008. Prior to that, Bill had served since 1997 with Oliver Wyman Delta, where he headed the global research practice. Bill will cover CCL's new talent sustainability model, reveal the results of research on executive education regarding the talent development / leadership pipeline, and tell you CCL's latest stance on leadership development and the bottom line.
- Renee Russell is Executive Director of Global Talent Development at Avon Products Inc. where she is building the next generation executive committee. She will tell you how she gained traction and buy-in following Avon's 2006 delayering and turnaround process. Renee has been in HR leadership positions at Cendant, Prudential, Blue Cross Blue Shield of North Carolina and TRW.
- Tara Stevens is currently VP/HR, Consumer Media Group, Dow Jones & Company. She has also held leadership positions with the Miami Dolphins, Time-Warner Books, Time Warner, Inc., Newsday, Mastercard International, and the Washington Post.

June 20, 2008**Onboarding Its Impact on Productivity, Alignment and Engagement**

Research indicates that new hires decide how long they will stay with a company within the first 30 to 90 days of employment. Therefore, organizations are re-evaluating their onboarding process to better engage employees from day one. According to a survey by HR software company Vurv Technology, sponsored by Workforce.com: "Getting people acclimated to their new jobs, and bolstering the odds they won't jump ship, are the top concerns of organizations for 2008. Nearly 40 percent of companies cited "mastering the onboarding process" as a primary area of focus, with nearly the same percentage devoted to "executing a successful retention strategy." If retention is key for most companies, getting people started out on the right foot may be an important key to the retention process.

- Joy Kosta, Senior Director of Talent Communities for the Human Capital Institute, has moderated HCI's Comprehensive Onboarding e-learning track and webcast series, interacting with thought leaders and corporate practitioners for whom onboarding is a tactical catalyst in their talent management. She will share her insights into companies' strategic actions that make their onboarding best in class, key performance indicators of comprehensive onboarding, and the implications for the onboarding socialization of multi-generational talent. The Human Capital Institute (HCI) is a global network of more than 115,000 members in 40 countries committed to shaping the world's new talent economy.
- Mila Baker, VP, HR of Sourcemia (former), and also formerly with J&J and Pfizer. Onboarding is Mila's passion, preparing candidates for coming in: from the end of the negotiation to navigating the first thirty days. Mila focuses primarily on the most senior levels, such as prepping someone for the Executive Committee, the corporate office, or the next tier down. Even the way the negotiation is handled can hurt the dynamics of what executives may face 30 days prior to and 30 days after starting new jobs.
- Ron Thomas, former VP,

Organizational Development, Martha Stewart Living Omnimedia, (currently HR Strategy Consultant and The Five O'Clock Club HR Hero of the Year for 2007). Ron is currently developing an Onboarding Model for a client in the media and entertainment industry. At Martha Stewart, Ron transformed the orientation process to the current OnBoarding Program. The mission behind the program was "The whole cycle of employment, from recruiting, to hiring and orienting, through developing and career transitions." Ron will talk about building the foundation for onboarding, the manager's and company's roles, onboarding metrics, and how onboarding fits into the scheme for talent management. Ron will travel to China this fall as part of a US-China HR Executive Exchange.

September 5, 2008
Best and Worst Termination Practices: An Update

Over time, HR professionals learn what works and what doesn't work with regard to terminations. Hear HR executives tell what they've done well and what they have learned not to do. And you will also hear from an employment attorney who represents fired executives: He'll tell you how to avoid having your former employees use his services!

Our survey of human resources executives and displaced employees shows quite surprising results. For example,

- HR assumes the employee will recommend the company to a friend who is looking for a job even if the employee was handled poorly during the exit process. The employees say the opposite. 69% of workers said they would not recommend the organization to fellow job seekers because of the way they were handled during the termination process.
- In the exit interview, job performance was covered 94% of the time. But 82% of the time employees were not given any positive feedback about their performance. In fact, only 11% of long-term employees-people who had worked at the company for over five to 20 years-received a positive word.

Learn from our esteemed panelists and from each other. Your "Termination" panel includes:

- Jill Connors, Director, Human Resources with over 25 years at White & Case. Jill has handled both individual and group terminations, including department and office closings. She will tell you what she has learned from her 25 years of experience, including mistakes she made early on. Thank you, Jill.
- David Schwartz - former head of HR for investment banking at Goldman Sachs in Europe will give you the details of a successful downsizing he handled, reducing a team of 600 bankers by 20% over a period of one year. Even though quite a number were in protected classes, there were no lawsuits.
- Alan L. Sklover, Partner, Sklover & Donath, LLC, a law firm that represents and counsels executives on how to negotiate with their employers. Alan will talk about some of the bad termination practices he sees that prompt senior executives to bring lawsuits. And he will tell you what departed employees are telling him as an attorney. Hear the other side of the story!

December 5, 2008
HR'S ROLE IN CORPORATE SOCIAL RESPONSIBILITY: An Often Missed Opportunity

HR professionals miss a key opportunity when they are not central to the social responsibility decision-making process, in all of its aspects. Ultimately, the desire to attract and retain talent is a main driver of traditional corporate social responsibility efforts. Therefore, it makes good business sense for HR to be actively involved in the corporate social responsibility process and partner with other strategic leaders in the organization.

But it goes further than that. HR is in charge of who gets hired. And labor, in most companies, makes up the lion's share of the corporate budget. By not getting involved in "doing what's right" with regard to labor, HR leaders are missing another opportunity to raise their profile and influence company strategy regarding non-traditional labor policies.

Engaging the entire labor force is critical to the success of any company's Corporate Social Responsibility effort; ambitious HR professionals and executives who are out of the CSR loop are missing the opportunity to have a tremendous

impact."

- "Responsibility" panel includes:
- Carolyn Cavicchio, Senior Research Associate for Global Corporate Citizenship in The Conference Board's new Center on Corporate Citizenship and Sustainability. Carolyn will cover the findings from recent Conference Board research on corporate citizenship and sustainability and its intersection with HR.
 - Ellen Flamholz, Director of HR at ABC Carpet and Home will cover the plusses and minuses of working in an organization dedicated to corporate social responsibility. For example, this stance may attract more recruits, but are they the most competent people for the job despite their allegiance to the vision? If they are competent, but not green, will the Director of Social Responsibility approve their hire? Are proposed HR programs "green enough, so to speak?"
 - Jeff Cohen, Vice President, Labor Relations, Mount Sinai Medical Center believes in doing the right thing. For example, instead of the typical notice that "We're an equal opportunity employer," Mount Sinai says "We foster diversity" - a much stronger stance. They have also developed protocols which support the hiring of applicants with criminal convictions provided there is no nexus to the job.
 - Tani Mills is the Chief Program Officer from The Center for Employment Opportunities, which provides job readiness, employment opportunities and placement services for ex-offenders, parolees and ex-convicts, to name just one category of often-shunned individuals. Just as companies had to go the extra mile to hire diverse populations, it takes effort to hire ex-felons. Although some companies are restricted by statute from hiring ex-felons, 70% of private-sector employers refuse to hire ex-felons! Most HR professionals simply don't want to ruffle any feathers. Yet, 1 out of every 100 Americans has been or is in the penal system. Are we part of the recidivism solution or part of the problem?

2009

January 23, 2009

Talent & Impact - How HR Is Even More Important During Difficult Times (for senior HR only)

These difficult times are an opportunity for HR to be an even stronger strategic partner to the organization. Strong leaders remember that times of crisis are opportunities to make significant changes in talent upgrades, reorganizations/streamlining:

- Reorganizations (change organization structures and the way things have "always been" to create more effective/efficient organizations; broaden roles)
- Motivating (create cultures that supports risk taking, try new things and reward breakthrough behaviors; make compensation recommendations that support/reward business achievements - i.e., Now is not the time to eliminate all bonuses, if possible)
- Talent upgrade (capture talent that otherwise wouldn't be available in the market, move people into stretch roles, swap out low performers, and so on)

HR can come to the fore and be a more powerful player in a market like this. Many employees are hunkering down, becoming disengaged and hoping their jobs are safe. But HR can be true partners to business leaders and bring tools that can deliver true impact and can help to motivate those who are still in roles to become a stronger part of the on-going organization. Employers who hire correctly and get their people to pull together to move the organization forward are the ones most likely to survive the downturn and thrive once the economy gets back on its feet.

The Five O'Clock Club presents a team of informative and lively experts and innovative thinkers on this important topic. Your panel includes:

- Jennifer Suarez - Senior Vice President, Workforce Development -- CBS - Jennifer heads Workforce Development for CBS and, among other things, is responsible for Recruiting, Performance Management and Learning &

Development for the organization. She is asked to take a strategic, yet operational view of the workforce and to "get the right people into the right roles in right timing for strategy execution."

- Jeff Summer, Principal, Price Waterhouse Cooper's Human Capital practice. He is the U.S. Human Capital Industry leader for Financial Services and the global leader for Talent Management services. For two years, Jeff served as the director of Human Resources (HR) for the Deloitte U.S. Firms. In this role, he was asked to build the foundation for the next generation People Strategy, Talent Management and HR Effectiveness.
- Ken Goldstein, Labor Economist, The Conference Board. A decade ago, we were discussing the change from 500k/week initial unemployment claims down to 300k and yet the problem for business was not where are the jobs but where are the people. Look where we are now: Despite 500k unemployment claims, employers still worry about finding enough skilled help over the next decade. Ken will address the outlook for labor in various industries in the New York area.

March 13, 2009 Getting the Best from a Multicultural Workforce In Difficult Times

Top companies have realized for some time the importance of creating a workforce as broad and diversified as the customer base they serve. In addition, the global economy demands a workforce that may operate in many parts of the globe.

Especially in tough economic times, when organizations are struggling to meet their quarterly goals and prepare for the future, HR needs to think strategically about initiatives such as diversity programs and talent development. Will your organization be ready when the economy rebounds? Will you be able to compete in this increasingly global marketplace? How can you leverage cross-cultural teamwork and collaboration to increase an organization's success?

Our panelists will share their experiences about how to make that happen, whether the employees are state-side or abroad. The Five O'Clock Club presents a team of informative and lively experts with

in-depth experience on this important topic. Your panel includes:

- Maritza Diaz is SVP, HR, for BBVA, one of Spain's top banks. In the U.S., Maritza is in charge of a workforce of 220 employees representing 33 nationalities. There is a huge difference in style between Spaniards, Spanish-Americans and Latin Americans. But Maritza is also working with Chinese, Indians and Russians, a Chinese Brazilian, a Japanese Peruvian, among others. What are the obstacles she faces? What are the legal implications of behaviors that are acceptable in other countries but not acceptable here? How can she help advance the role of women in the company, as well as those employees who are not Spanish?
- Dr. Christina Murphy is the Director of Staff Development at Realogy (Century 21), Christina will draw on her experiences working for global companies to identify the cost-cutting strategies that have worked and those that have failed, as well as ways to strengthen your own skill set to aid your company in the recovery process. Think about what 2009 will bring for Strategic HR initiatives in your own organization, such as diversity programs and talent development. What impact will those decisions have on the organization's future?
- Dr. Mary Anne Walsh, Cross-cultural consultant and senior Five O'Clock Club coach, deals with the human challenges of a multicultural workplace and the development of leaders who possess global mindsets for building optimal business relationships. Mary Anne will describe cross-cultural learning solutions that have enabled employees to optimize cultural differences. She will present the most important lessons she's learned over 10 years of coaching international clients. These insights will have implications for HR managers as they look for new ways to leverage global talent to create "hot spots" of innovation and productivity.
- Sherazade Langlade, is Manager of Employer Partnerships, Upwardly Global, a national organization that helps U.S.-based employers maximize the emerging global skilled talent pool. Today's economic environment is the perfect time to consider professional-level immigrant talent. Sherazade will tell you how to recognize

and broaden your cultural mindset to make your company's hiring process more inclusive of diverse candidates. She will also present retention strategies, ways to leverage diversity, and management techniques for promoting inclusivity. Upwardly Global has partnered with more than 100 employers, ranging from Fortune 100's to small enterprises and has successfully placed more than 400 skilled immigrants (representing over 90 countries) into professional careers.

38th breakfast:

May 1, 2009

Developing Executives and Preventing Derailment

Given declining markets, fierce competition and a complex business environment, executives are under more pressure than ever to perform, and HR is under pressure to help them develop and prevent their derailment. Executive development has changed both subtly and dramatically over the last decade. It involves not only what we do for executives but how we do it and a greater emphasis on global leadership. In this seminar, The Five O'Clock Club presents a team of informative and lively experts with in-depth experience on this important topic. Your panel includes:

- Craig Chappelow, Senior Manager, Assessment and Development Resources Center for Creative Leadership. CCL is known for its long-term and in-depth research into executive derailment. Craig will present the latest research on executive derailment and how to spot trouble signs in leaders to prevent executives from derailing.
- Joyce Dudley, president and founder of Dudley Hamilton Associates (DHA), a change management and organization development firm that has been working with corporations, not-for-profits and faith-based organization, both in the US and around the globe for over 25 years. Joyce will provide practical insights on the following three questions:
 1. What is the added importance of Executive Development in this climate and global economy?
 2. What are some of the emerging trends?
 3. What are the most salient keys for HR in ensuring a robust and ready bench of

talent?

- Etty Burk, Ph.D., Chief Learning & Talent Officer and Vice President, Human Resources for Continuum Health Partners, Inc. Etty will tell you how executives (including HR) can develop themselves and prevent their own derailment, and how you and other executives can help younger leaders develop behaviors that will lead to more success later.

39th breakfast:

June 12, 2009

How New Obama Rulings, Laws and Enforcements are Affecting HR

The collapse of the economy at the end of 2008 is one of the most important issues of our time and has resulted in the passage of historic bailout and stimulus legislation. Obama's pro-labor push may help the economy but it also has a big impact on HR and represents a significant change in fundamental labor law.

Areas affected include a reform of the nation's unemployment insurance system, an automatic workplace pension system, changes in COBRA, whistleblower protection, limits on executive compensation, increasing the rights of workers (Lilly Ledbetter Fair Pay Act of 2009), limitations on H-1B visa programs, among other areas. Additional labor and employment legislation is likely to strengthen the overall rights of employees and the standing of unions (through the Employee Free Choice Act as well as the Re-empowerment of Skilled and Professional Employees and Construction Tradeworkers Act).

Time will not allow us to address every issue in detail. However, you do not want to miss what this informative, prestigious and diverse panel has to say. Our team includes:

- Douglas Weiner, a former U.S. Department of Labor prosecutor and Senior Trial Counsel for EpsteinBeckerGreen's Labor and Employment Practice. Doug will tell you the red flags he's seen in pay practices and how you can avoid trouble. Doug will also address the new Whistleblower legislation as well as the prevailing wage rate requirements of the ARRA and will mention

NYS's new Article 23-A, Section 753, the Licensure and Employment of Persons Previously Convicted of One or More Criminal Offenses.

- Mitchell H. Rubinstein is an Adjunct Professor of Law at St. John's University School of Law and at New York Law School. He is also a union lawyer who has been practicing labor and employment law for over 23 years. Prof. Rubinstein will discuss the impact of the 2009 economic stimulus on labor and employment law, which will result in fundamental social change similar to President Roosevelt's New Deal.

Prof. Rubinstein will also discuss legislation that is likely to be enacted in the 111th Congress such as The Employee Free Choice Act, the Re-empowerment of Skilled and Professional Employees and Construction Tradeworkers Act ("RESPECT"), The Equal Remedies Act, Employment Non-Discrimination Act ("ENDA"), and The Healthy Workforce Act of 2009, H.R. 1897, 111th Cong. (1st Sess. 2009).

- Kathleen M. McKenna, a partner in Proskauer Rose's Labor & Employment Law Department, was included in 2008's Top 100 SuperLawyers, a peer-ranked guide to the top legal practitioners in the New York metropolitan area. Kathleen has a formidable track record for success in major employment matters, with extensive experience litigating employment disputes of all types, including defending employers against claims alleging all forms of discrimination, sexual harassment, retaliation, wrongful discharge, wages and hour claims and breach of contract. Her clients include major multi-national businesses, such as television networks, pharmaceutical companies, international retailers and law firms.

40th breakfast:

September 11, 2009

Looking at All Sides of the Termination Process

This too shall pass. The economic downturn continues to look worse than expected and HR is feeling the stress. Yes, some organizations are holding their own in these bad times. But others have experienced their first downsizing ever, are going through their third or fourth round of

downsizings, or find that they were able to stave off layoffs until now. It's time to take another look at the termination process and also hear about some of the shocking things that angry former employees have been doing. But this can't last forever, so hang in there.

Over the years, HR Practitioners have seen and heard the best and worst practices with regard to terminations. We've all heard the "can you believe it" horror stories of terminations gone wrong, as well as tips on how to conduct terminations well. Join us to hear HR executives relay their experiences of terminations from "both sides of the desk":

- HR people conducting termination discussions and coaching managers on terminations
- HR people who have been laid off themselves and
- How those experiences being laid-off have impacted how they handle terminations.
- Ideas on how to structure your termination process to minimize the "pain" involved for all parties.

In addition, more lawsuits are being filed. How can you avoid having your former employees take this path? What are the recent (and shocking) trends in this area?

While we're at it: Are your managers using our "Say a Kind Word" philosophy? (A pdf is attached.) It costs you nothing but does so much for your organization's reputation, as well as for the mental health and optimism of those you let go. They always remember how they were treated during that termination meeting. A reminder of our survey results:

- HR assumes the employee will recommend the company to a friend who is looking for a job even if the employee was handled poorly during the exit process. The employees say the opposite. 69% of workers said they would not recommend the organization to fellow job seekers because of the way they were handled during the termination process.
- In the exit interview, job performance was covered 94% of the time. But 82% of the time employees were not given any positive feedback about their performance. In fact, only 11% of long-term employees-people who had worked at the company for over five to 20 years-received a positive word.

Finally, remember where you should be in the organization. The CFO may name the numbers, but the CHRO names the people:

- those who are targeted to stay and lead the charge,
 - the new hires needed to support the organization's new direction, and
 - those who no longer fit with the direction the organization is taking.
- The CHRO then gets them to perform well together and build leaders and careers. Labor is an organization's most important asset and HR is in charge of labor. At this time of transition, what could be more important than HR and how it leads the organization at this time? Step up to the plate and influence the decisions that are being made. And get ready for the recovery that is sure to follow.

Learn from our esteemed panelists and from each other. Your "Termination" panel includes:

- Stacey M. Jerrold, MBA, SPHR is recognized as a formidable leader in the field of Human Resources. She is known for "turning potential into performance." Stacey offers a passion for supporting individuals and teams to achieve their greatest potential. With two decades of experience, Stacey has grown in executive-level leadership roles for national and global corporations, providing expertise in business improvement that leverages human capital and increases revenue.

From 2003 to 2008, Stacey served as Senior Vice President, Head of Human Resources and Administrative Services for ING Clarion, a leading real estate investment management company. She gained extensive international experience while serving Deutsche Bank from 1999 to 2003 as Director/Global Chief Administrative Officer. Prior to that position, she held the title of Vice President and Chief of Staff at Bankers Trust Company. Stacey's diverse background spans financial and retail sectors, with several years leading teams as Operations Executive for Lord & Taylor. Stacey is a Certified Business Coach and is also a member of The Five O'Clock Club Guild of Career Coaches.

- Stacey Fried is the Vice President of Human Resources for TNS Media, which measures how well marketing influences and engages customers and all media. Prior

to joining TNS Media in May 2008, Stacey held several HR positions, mainly in the Financial Services and Consulting Industries, and has worked at the Securities Industry and Financial Markets Association (SIFMA), Proxicom/Dimension Data, Accenture, TD Bank and Citibank. Stacey has 25 years of experience in the field, and her expertise includes Employee Relations, Counseling, Coaching, Communications, Integration (mergers and acquisitions), International HR Matters and Training. She earned a BS and an MSILR degree from Cornell University and holds a Certificate in Career Coaching from the NYU's School of Continuing and Professional Studies

Stacey is especially skilled (and passionate about) managing staffing reductions and the impact they have on the organization and the people, having experienced layoffs from both sides of the desk.

- Alan L. Sklover, Partner, Sklover, Donath & Felber, LLC., a law firm that represents and counsels executives on how to negotiate with their employers. These days, Alan's firm is seeing far more lawsuits. He will return to the HR Network to tell us the tsunami-trend he is seeing this year in bad termination practices that prompts senior executives to bring lawsuits. He is outraged by what he is seeing and the impact it is having on former employees. You will be shocked and perhaps frightened to hear the tactics former employees are using to get back at their employers, such as appeals to large investors, involvement of the press and/or bloggers, and so on. This is your opportunity to hear the other side of the story and find out what former employees are doing. Alan will also address the best use of True Resolution Procedures, involving non-binding Open Door and Mediations.

41st breakfast:

December 4, 2009

**Compensation Trends, Issues and Innovative Thinking
Executive Compensation,
Employee Benefits including
401(k)s, and other Issues**

Compensation represents the largest of all expenses in most organizations, and it is in turmoil.

- The Federal government's statements are inconsistent and have resulted in much uncertainty. Executive Compensation is a global issue, including who is an executive, CERP implications, and long and short-term incentives.

- While some employers are reducing hiring and merit budgets, freezing salaries, decreasing bonuses and pay, passing on of benefit costs, and - gasp -- cutting out 401k contributions – they should also remain concerned about holding on to their most talented employees when the economy recovers.

- With decreasing revenues, sales compensation structures are being revised, such as the trend away from a revenue basis to a profit basis.

- And then there are the changes in 401(k) and other plans Companies are cutting their match, and the IRS is providing guidance.

What's an HR professional to do in the midst of such high stakes and turmoil?

There is enormous demand for a true understanding of the trends and issues. Gather ideas for designing new strategies and implementing creative compensation programs. Drive immediate results while providing for long-term sustainability in this complex environment.

Attend this seminar and reduce your compensation turmoil. Our prestigious panel will tell you what they are seeing and the advice they give to their client companies:

- Joan Disler is a partner with the law firm Epstein Becker and Green. Her expertise is in the qualified and welfare plan areas, and she will speak about Current Issues in Employee Benefits. She will also address current issues in 401K plans. Companies are cutting their match, and there is recent IRS guidance about 401K plans.

- Steven E. Gross is a worldwide partner at Mercer and leader of its broad-based performance and rewards group. He is responsible for directing Mercer's activities in the design and implementation of innovative compensation programs that align with business needs. Steve will address how today's dramatically – perhaps permanently – changed environment offers organizations the perfect opportunity to examine human capital strategies that previously went unquestioned and re-set the talent and rewards baseline to meet tomorrow's business objectives. He will use Mercer data and

client work experiences to help you make difficult compensation decisions for 2010 that best allocate scarce reward investments and address talent and employee engagement issues.

- Paul Dorf is the Managing Director of Compensation Resources, Inc. and directs consulting services in all areas of executive compensation, short and long-term incentives, sales compensation, performance management programs, and salary administration programs. He is the former head of the Executive Compensation Consulting Practices for major accounting and actuarial/benefit consulting firms, including KPMG, Deloitte Touche (formerly Touche Ross), and PricewaterhouseCoopers (formerly Kwasha Lipton). Paul will cover the executive compensation area, the important issues and where it's heading. Executive Compensation is a global issue, including who is an executive, CERP implications, and long and short-term incentives.

Beginning in 2010, businesses with fewer than 500 employees will be able to offer their employees a new kind of retirement plan. Dubbed the DB(k), this option features a blended plan which promises the best of a traditional (defined benefit) pension and a 401(k) (defined contribution) plan. If you are interested in this topic, please ask about it during the Q&A and perhaps one of our panelists can address it.

42nd breakfast:

January 22nd, 2010 Business Acumen and the Changing Role of HR (for senior HR only)

Great change means great opportunity. These are exciting times for HR. Now that the economy is on the verge of recovery, HR can determine what needs to be done, drive the required change, and make sure everyone from the most junior staff to Board members have bought into the new direction, understand why it's important and know what to do.

Many leading-edge human resources executives are true business partners reporting to a CEO and working closely with the Board. However, according to a recent survey (Accord Management Systems, Thousand Oaks, CA), five hundred CEOs indicated their disappointment in the HR departments because, in their opinion, HR rarely brings a strategic initiative to the "C-Suite".

But HR is in the best position to initiate strategy because HR is in charge of people. Selecting the right talent for the right positions moves the company in the right direction. People are a company's largest expense. Convincing others on the management team to do the right thing regarding people is HR's job. HR should not be the last to know, but should be initiating moves, as many HR people are.

Our panelists will address why the opportunity exists and the steps that still need to be taken. Come away inspired and prodded by the informative, prestigious and diverse panel. Our team includes:

- Diana Lee, former Senior Vice President, MTV Networks/Viacom, has the perspective that a golden opportunity exists for HR because of the recent failures of businesses and organizations. The near onset of a global depression is forcing businesses to look inwardly and become more reflective. What went wrong? What can be done better? The climate is ripe for HR leaders to take a more activist role in the company. Not only should HR press on with its agenda in talent management, leadership development, diversity and inclusion, etc. but also look at new opportunities where it traditionally has not been involved. How can HR expertise in job design and staffing help with the make up and effectiveness of Boards of Directors? Diana discusses this in addition to how HR can get in their own way while trying to accomplish this work.

- Marc Hodak is the founder of Hodak Value Advisors, LLC. Mr. Hodak has advised dozens of companies, public and private, on value-based management. Marc argues that, most corporations, despite their lip service to the contrary, have given up on HR as a genuine source of competitive advantage. The CEO typically looks to the chief of marketing or sales, top deal makers, or the CFO for strategic initiatives. HR is relegated to finding ways of achieving strategic goals at a minimum cost, or as a place to cut costs when things get tight. It doesn't have to be that way. HR can drive investment in communicating the link between activities and the value-creation results that the CEO and board hold dear. HR can develop pay structures that drive teamwork, and give the firm a competitive advantage. But to become a genuine strategic partner, HR will need to learn the language of value creation. Marc will demon-

strate how "best practice" in HR is often just a code for common practice, and how to adopt and instill an 'owners mindset' that enables HR executives to champion experiments in value creation for their organizations.

- Marsha Haygood is president of StepWise Associates. She is a motivational speaker and a certified coach with The Five O'Clock Club. She is also author of the forthcoming book, "The Little Black Book of Success: Laws of leadership for Black Women." We all remember that Fast Company article (July 2005), "Why I Hate HR." Yes, HR is often thought of as the department that sits on the sidelines waiting to be invited to the table, and then offers "feel good" measures rather than strategies when they are asked. HR professionals need to work continually to change the perception of HR. Marsha will present strategies that can be used to demonstrate alignment with the overall business strategy of the organization. It's time to move out of your comfort zone and Marsha will show you how to do it!

Five O'Clock Club Outplacement The Ethical Choice

Often imitated; Never successfully



Our Mantra

**“We always do what is in the best interests
of the job hunter”
– while saving money for HR.**

The Five O'Clock Club Advantage – for Human Resources

**Shows fairness and concern
for those being let go.**

Gives employees the support they need.

- **Immediate engagement**
 - Employee contacted *within ½ hour* of our receiving the assignment.
 - Employee focuses on the future. Better job search.
 - Private coach makes courtesy phone call *before sundown that day!*
 - We FEDEX books, CDs and other materials *that day.*
- **Low overhead**

Lowest prices for you.
- **Monthly reporting** with a human touch.

No computer-generated reports.
- **Materials for managers**

To help with the exit process.
- **HR Network breakfasts**

To help you with *your* career.

The Five O'Clock Club Advantage – for Employees

- **A research-based, high-impact methodology:**
 - Average professional, manager or executive has a new job or is in the negotiating stage in just 10 to 12 weeks!
 - Yet all programs are for one year or more (costing less than a 3-month program at other firms).
 - **Provides downside protection to employees:**
 - Can work at a consulting assignment for months and still use our services.
 - Get help with challenges in a new job—for months.
 - **If they lose their new job, they can come back to us.**
 - Time can be put on hold to return to school, do consulting work or handle personal issues. Up to two years.
- No one else offers this!**
- **The only research-based program:**
 - 25 years of research: Who gets the best jobs and how.
 - Powerful assessment process with private coach:
 - **58% decide to change careers** (industries / fields).
 - Try new field while still working with us.
 - The best materials (books, CDs, etc.) on the market.
 - The best coaches are attracted to us:
 - Work intensively with clients over long period.
 - Paid handsomely – but only for time spent with your employees.
 - A customer service department:
 - To keep you informed.
 - To keep your employees engaged in the process.

**We don't declare “success”
– or push job hunters out the door –
when a person simply decides to try a new field,
lands a consulting assignment,
or returns to school!
The emphasis is on *career development*,
not just job search.**

- **Weekly small-group strategy sessions:**
 - Individual strategic analysis in a group of their peers with a senior coach.
 - Healthy environment:

Half of the attendees are employed!
 - Meet with the same small group every week.
 - They get jobs faster and at higher rates of pay.
 - Provides accountability, innovation and camaraderie.

**All breakfasts are held at the Elebash Recital Hall at 34th and Fifth (enter on Fifth)
(the former B. Altman Building)**

**Enter on Fifth. It's on the first floor, immediately
to your left, part of the CUNY Graduate Center.**

**It is diagonally across from the Empire State Building,
and is convenient to all major transportation routes.**

**Grand Central Terminal, Pennsylvania Station, the midtown PATH,
and all major New York City subway and bus lines are within easy walking distance.**

7:45 a.m. — 8:15 a.m.: Registration; Continental breakfast; Socialize with your peers

8:15 a.m. — 9:30 a.m. — The Program

**Remember, there is no charge, but attendance is restricted to HR officers
from corporate or not-for-profit organizations. No vendors are allowed.**

Observe Five O'Clock Club Coaching in Action

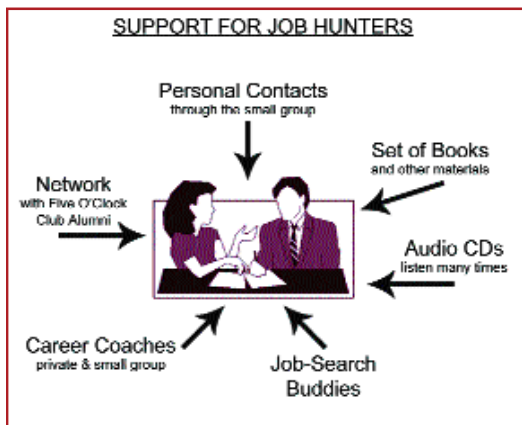
What HR Executives Say

"This thing works. I saw a structured, yet nurturing, environment where individuals searching for jobs are able to position themselves for success over the long term. I saw 'accountability' in a non-intimidating environment."

-- Employee Relations Officer, financial services organization

"Wow! I was immediately struck by the electric atmosphere and people's commitment to following the program. The overall environment fosters sharing and mutual learning: A very interesting approach."

-- Head of Human Resources, major law firm



**Attend a Five O'Clock Club outplacement coaching session in person. You'll feel the excitement and see how we're different!
And you'll see why more companies are selecting the Five O'Clock Club as their outplacement provider.**

**Just call David Madison (212-286-4500)
if you wish to observe the Five O'Clock Club in action!**

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c/o The Five O'Clock Club
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212-286-4500**

Fax: 212-286-9571

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