



HUMAN RESOURCES
ASSOCIATION
OF NEW YORK

Inside HR/NY

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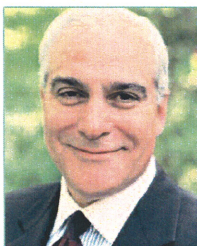
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December 2005

Go to the boardroom, make a difference!

The October 20th, 2005 Chapter Meeting, held at NYU, featured two distinguished guest speakers: Stuart R. Levine, Chairman and CEO of Stuart Levine & Associates LLC; and Elaine Weinstein, Senior Vice President and Chief Diversity Officer, Human Resources, Keyspan. The presentation and the Q&A session that followed were riveting. When it was over, I could hear people commenting, "It should have been longer!" The audience stayed around to speak with the presenters and purchase Levine's book, *The Six Fundamentals of Success: The Rules for Getting It Right for Yourself and Your Organization*.

Weinstein delved into the crux of the discussion: HR is transitioning and any HR professional who wants to achieve the



Stuart Levine



Elaine Weinstein

proverbial "seat at the table," must be a business expert. The presenters illuminated this point with an example of large-scale outsourcing. If all of the HR functions were to be handed over to an external agent, what would the value of HR be to the company? Levine and Weinstein cautioned the audience to be prepared not only to answer this question, but also to be ready and able to

communicate and prove that succession planning is of instrumental significance to the growth and performance of the business. Levine gave further insight into the changing trends in the HR profession and urged listeners not to overlook or dismiss them.

"The 3 Musts"

Both Levine and Weinstein maintained that in order to achieve a seat at the table, one *must* develop particular skills that will elicit the respect and confidence of the senior team. This, in turn, will convince them that HR belongs in the 'C' Suite. It is vital that HR does their homework and the following:

1. *Know the business!* Understand the model and the industry, and understand the

Continued on page 3

IN THIS ISSUE

Interview: Susan Farwell	2
Your foundation at work	3
Now we're at the table	4
Operation Backpack	5
Editor's desk	6
Committee corner	8
New members	8
Committee chairs	9

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PRESIDENT'S COLUMN

Top 10 HR New Year's Resolutions

It is hard to believe that the holidays are already upon us. Soon it will be time to ring in 2006! There is nothing like the New York City lights and energy this time of the year. Visitors from all over the world come to our great city. As the month draws to a close, it gets more and more difficult to focus on all the work that remains to be done.

It is actually a great time to sit back and reflect on your accomplishments over the past year and plan ahead with New Year's resolutions! It is so easy to promise to follow a diet or to implement an exercise regimen. When I was just starting out in my career, I worked at a health club on weekends. I can recall sitting back with the staff, getting a



kick out of the new members who jumped on the holiday discounts after January 1st and then stopped coming by March! The real challenge is to find a resolution that will stick!

Each year, I aspire to set realistic, attainable goals for my personal and professional life. For 2006, I vow to be more patient. So, when I walk in the door at 7:30 p.m. after a 12-hour work day and my husband asks, "What's for dinner," I will resist the urge to smack him. When trying to accomplish five things at once at work and someone needs an immediate answer to a fairly insignificant request, I will take a deep breath and/or a

Continued on page 5

YOUR FOUNDATION @ WORK

December: Graduate programs directory

Thinking about getting your master's degree? The SHRM Foundation can help. The Foundation has compiled the first-ever comprehensive directory of master's degree programs in human resource management, HRD, I/O psychology and more. Visit www.shrm.org/foundation/directory to view profiles of more than 114 HR-related master's degree programs across North America. The directory provides information on programs of study, location, curriculum, tuition, student demographics and more. Full-

time, part-time, online and distance learning programs are included. Access to the online directory is free to SHRM members and the printed version, **Graduate Programs in Human Resource Management**, is available for purchase from the SHRMStore by calling 1-800-444-5006.

The SHRM Foundation: *Investing in Your Future as an HR Leader*

GO TO THE BOARDROOM

Continued from page 1

purpose of the company or organization. Be unquestioningly conversant about where you are making money and what will make profits soar; where you are losing money and how to stop the financial hemorrhaging. Can you hold your own in a conversation about asset acquisition? Bluntly put, the alternative is to be viewed as a paper-pusher. Part of knowing your business involves a clear understanding of the competition: Who is the employer of choice; what packages are being offered to their employees?

2. *Know the culture of the company.* Who are the key players? What will future roles and responsibilities look like? Who will be filling them? Know the vision, mission and direction of the company — what is on the CEO's dashboard?

3. *Become a trusted confidant of the senior team.* Earn the CEO's trust everyday! Becoming a trusted advisor requires devotion, time and attention to people. Be genuine and diligent.

In addition to the three "musts" listed above, it is important to develop credibility, emotional intelligence and courage. The latter enhances influence and increases the level of trust from the senior team, provided it is based on sound and credible information.

Once HR has earned a place in the boardroom, there is an opportunity to educate those there about succession planning and other critical HR issues. Levine advises that there is no such thing as a casual discussion; the boardroom is considered airtight. What is said in that room among the group is sacred. Should the code of ethics be violated, HR will not be invited back. It is

critical to be very delicate in approach, asking questions first and highlighting the positive while gently presenting ideas about areas for improvement. The goal is to be right 100% of the time.

Learn the language

Once at the table, it is necessary to learn the language of the boardroom; demonstrate knowledge of the fundamentals of all aspects of the business. Explain how HR fits into the overall picture — discuss the correlation between profitability and employee turnover. Know the HR metrics and couch the data within a strong message. Answer questions immediately and intelligibly about the costs of employee turnover quarter-by-quarter. Highlight how the stock numbers are influenced by employee turnover — is this an employer to stay with or to leave? If the latter, how can HR be the change agent and turn this around? What does the exit data tell regionally and globally? What about recruitment of top talent and the acquisition of new customers/clients? Become intimately familiar with the annual report and get in on those quarterly calls...get the necessary information.

In response to a question about joining a company in a senior position, Levine recommends doing the following during the first 90 days:

1. Listen to the CEO to determine the specific needs of the organization.
 2. Learn as much as possible about the company or organization.
 3. Find out what they expect from you.
 4. Study the senior team to see how unified it is.
 5. Provide some analysis to the CEO after all of the above are complete.
- If you missed this informative and

insightful presentation, you can find the guidance and sound advice provided by purchasing a copy of *The Six Fundamentals of Success*. In addition, see the article, *Now that we're at the table, what are we going to say?* by Dr. Dennis Garritan, on page 4.

Our thanks to NYU for hosting this meeting!

— Marcella A. Granick, ACLU
Newsletter Committee

Save The Date

April 11, 2006

Annual Spotlight Program

Chip Madera is coming to HR/NY! Chip's dynamic style and stimulating content will ensure a motivational presentation on leadership. A real pick-me-up after dinner and networking!

Source the Best Tech Candidates at Dice.com

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