September - October 2004

hrSPECTRUM

CAHRS Center for Advanced Human Resource Studies

Research Highlight

Diversity in Corporate America

As women and people of diverse ethnic backgrounds, lifestyles and generations comprise an increasing proportion of the U.S. workforce, companies have made diversity management a key business imperative. To increase and retain a heterogeneous workforce, these companies recruit, educate, train, develop and mentor these employees through a variety of new programs and initiatives. At some companies, employee participation, communication and community relations are also part of the diversity strategy. Other companies call these programs "inclusion."

A recent study by Cornell professor Quinetta M. Roberson has shed new light on the diversity/inclusion programs by:

- Exploring how major U.S. companies define diversity and/or inclusion as it relates to their companies
- Evaluating a scale to measure diversity and inclusion in organizations
- Proposing practical uses for the scale and directions for future research

"Given the emergence of a new rhetoric in the field of diversity, which replaces the term 'diversity' with the term 'inclusion', my goal was to disentangle the meanings of these terms," says Roberson. "More importantly, I explored the attributes and practices companies use to support diversity and inclusion in organizations."

Roberson initially elicited definitions of diversity and inclusion for the study by surveying HR officers at 51 major public companies about their diversity and inclusion practices. "We used four open-ended questions (define diversity, define inclusion, describe attributes of a diverse organization, describe attributes of an inclusive organization) to gain information on 30 overall attributes," says Roberson. "These included conventional diversity programs like affirmative action policies, representation of different demographic groups, respect for difference; as well as, items like 360-degree communications and participatory work systems that reflected the broader role of human resources in corporate strategy."

Based on these results, Roberson designed a survey instrument to measure the degree to which these attributes supported diversity and inclusion in organizations. The resulting 54-item questionnaire was sent to 1,020 diversity executives representing a cross-section of the American industry. Factor analysis of the respondents, who comprised 18.2% of those surveyed, showed that companies view diversity in two basic categories:

1. Outcomes from employee involvement, diversity in organizations and fair treatment
2. The representation of demographic diversity at all levels and outside of organizations, as well as, leader behaviors that represent a commitment to diversity.

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"My research confirms that top management's commitment to diversity is a key factor in a successful diversity or inclusion program," says Roberson.

Roberson cross-validated the scale through a large-scale national survey to general human resources professionals. A factor analysis of the resulting data indicated that most organizations view diversity according to five categories:

1. Fair treatment issues
2. Representation of diverse groups among stakeholders
3. Top management's support for diversity
4. Employee participation
5. Organizational outcomes

"The findings highlighted the importance of stakeholder diversity as well as fair treatment initiatives, which include equal opportunity and equitable systems for recognition, acknowledgment and reward," says Roberson.

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HR Company Profile

Johns Manville

Johns Manville (JM) is a leading manufacturer and marketer of premium-quality building and specialty construction products with approximately $2 billion in annual sales and 8,500 employees worldwide. With 43 manufacturing facilities in North American, Europe and China, the 146-year old Denver-based company is recognized for its ability to innovate and deliver solutions to its diverse and growing customer base.

In 2001, Johns Manville became part of the Berkshire Hathaway family of companies, and established plans to strengthen its leadership position in the building products industry through investment in organic and acquisitive growth opportunities. In 2004, JM established three strategic imperatives: make profitable growth happen now, relentlessly attack costs and follow through on our commitments. And JM is enjoying a series of successes in the market that reflect their commitment to these imperatives. For example, since 2002 the company has manufactured environmentally smart building insulation with a new binder that does not add formaldehyde into the indoor air environment in addition to eliminating 100 tons of formaldehyde emissions during manufacturing. This creates a safer environment for JM's employees and the community they are in, delivers a safer product to homeowners and is driving significant growth in market share and profitability for the company.

Johns Manville's newly appointed CEO, Steve Hochhauser, has been actively working with JM's senior leaders and human resources & communications (HR&C) team to architect JM's vision and strategies. The company has developed a set of business unit strategic plans focused on delivering value to JM customers in several core industries and high-growth, global markets. These strategic plans are implemented through the company's two other core processes: operations planning and Organization and People Resource Review (OPRR), JM's people planning process.

JM's "Building Our Future … Together" theme represents employees' commitment to working collaboratively with their fellow employees, their customers and supplier partners. Steve Hochhauser says that "it all starts with our employees. And, by living our values, (people, passion, performance and protection), we strive to create an experience so powerful for our customers and employees that it drives sustainable competitive advantage and profitable growth."

Fred Lowe, the Vice President of Human Resources and Communications, shares that "this is an exciting time for JM and for the HR&C function. Our business strategy is all about building customer partnerships and delivering value. And our leaders understand the link between our employees' engagement, our customers' experiences and profitable growth. HR&C is a key enabler in making JM's strategy a reality. We are the stewards for the culture being built at JM." The HR&C function's goals in 2004 are

- to improve leadership capabilities across the company with a emphasis on change leadership,
- to develop an integrated talent management system to attract, develop, reward and retain high-performing employees who fit our culture,
- and to develop process excellence in, and across all, of our functions.

Steve Hardardt, Johns Manville's Organizational Effectiveness Leader adds, "the JM HR&C team is in the midst of an exciting transformation. Our business leaders look to us to truly be their business partners, to be change leaders and to continue our role as employee advocates." To meet these challenges, the HR&C team is using Six Sigma methodology to improve processes that touch employees, and outsourcing transactional processes such as payroll and benefits administration. "The decision to outsource provides several benefits," Hardardt points out. "It allows us to deliver better service levels to employees and to leverage cutting edge technologies. It also allows us to redeploy our HR&C resources to work that directly links to our business strategy."

Since the Berkshire Hathaway acquisition, the HR&C team has developed and launched several initiatives including OPRR, performance management, individual development planning and the first wave of learning programs focused on leadership development, team effectiveness and process improvement. Lowe comments "our priorities are clear and compelling and come directly from the voice of our customers, our employees and leaders. And as we have introduced these processes, the demand for HR services continues to grow."

The HR&C leadership team has also made the development of generalists and specialists within the function a priority. "We had to ensure our folks had the tools and skills to be successful. A competency model was created to shape personal development plans, career paths and assessment tools for candidates," says Hardardt. The first set of learning programs have been introduced, but Hardardt is quick to point out that "we are early in the journey. And we absolutely appreciate the resources and support we have received from CAHRS and our fellow sponsors. The opportunity to learn from best practices is accelerating our ability to contribute to JM's success." hr

To learn more about Johns Manville, you can access their Web site at www.jm.com or contact Steve Hardardt at 303-978-4301.

The Johns Manville, Inc. joined CAHRS in 2004; the 'Company Profile' series feature a Corporate HR view of new CAHRS sponsors.

Research Opportunity for Sponsors

E-HR Online Course

Many of our Sponsors are familiar with the Industrial and Labor Relations (ILR) Human Resources course known as "E-HR" or "Online Research and Reporting Methods for Executive Decision-Making" course, which CAHRS supports every year. CAHRS Sponsors are given this exclusive opportunity to interact with the students, and receive free custom research reports. This upcoming class will begin in January of 2005, and we are ready to begin accepting questions for the students to choose from.

This is a unique class in which students answer actual CAHRS Sponsor questions using skills they learn from Cornell's world-class information professionals at the ILR Catherwood Library. Sponsors receive up-to-the-minute research answers to current HR questions, and students get the opportunity to learn more about sponsor companies and to experience tackling real-world HR issues.

Many of you have submitted topical questions in the past, and worked with student teams as they learn the power of web-based research tools for HR professionals. For those of you who haven't, this class is an excellent opportunity for you and your colleagues to learn about new sources of information for your HR questions. This is an ever-changing course designed to develop key HR competencies and skills for researching and presenting information necessary for executive decision-making. Included is a comprehensive overview of primarily web-based resources available to HR executives. Emphasis is given to hands-on training in the newest and best techniques and methods for extracting conceptual frameworks, checklists, best practices, competitive intelligence, legal information, statistical data, academic research and more on topics of current interest to industry. Interviewing skills, report writing and presentation methods are imparted.

Among the newly acquired resources to be covered this year are:

- *SOCRATES (Social Corporate Ratings Monitor, published by KLD Research & Analytics, Inc.)* which has in-depth profiles on over 3,000 U.S. corporations, including every company on the Standard & Poor's, Russell 3000, and KLD's Domini 400 SocialSM Index, these profiles have narrative coverage of issues related to community, diversity, employee relations, environment, non-U.S. operations, products, alcohol, tobacco, gambling, nuclear power and military contracting, and also have social ratings evaluating each company's strengths and concerns, and provides data on the involvement of corporations in military contracting, charitable contributions, women and minority directors and managers, union representation, and superfund or hazardous waste sites;
- *The "International Human Resources"* section of the BNA Human Resources Library;
- *The Economic Research Institute Relocation Assessor and COL Survey* which now includes 189 countries;
- *'Freely Available Workplace Resources'* are available to you through our online research library tools.

Following five weeks of intense information instruction and hands-on experience, students will act as consultants in a combined classroom and workplace setting as they work on answering topics posed by CAHRS Sponsors, primarily Fortune 500 companies. These team-based assignments give students exposure to different companies, their cultures, and provide our executives with the research they need. hr

For more information about this course or submitting your HR question, please contact the course Lecturer Stuart Basefsky, ILR Catherwood Library Information Specialist, via 607-255-2703 or email smb6@cornell.edu .

We're READY !

We would like our Sponsors to begin submitting their HR questions to be researched and answered by our students. Questions submitted should not be something that requires an immediate answer. It is best to pose questions that can be answered in a few months. Students pick questions from a list of choices, and there is no guarantee that the company's question will get answered during the class. If there is a need to expedite your question, the Catherwood Library's Access Service is available to our Sponsors.

To submit a question for our upcoming Spring 2005 class, email your questions to vb25@cornell.edu.

If you are a member of a CAHRS sponsoring company, and have obtained your sponsor password, you can access past examples of student questions and reports at the CAHRS web site, through our Sponsorship Exclusives option, located on our web page.

CAHRS Executive Roundtables 2004

Sponsors and Students Together

HR Executives represented twenty Corporations in August at one of CAHRS most popular events. Once again there was a wait list for HR executives wanting the opportunity to interact with future HR professionals beginning their graduate studies at Cornell. Since 1997, the CAHRS Executive Roundtables have offered our sponsor company representatives and ILR Graduate and select Senior students an opportunity to come together to exchange questions and ideas about the field of HR, the most important issues facing individual companies, the skills needed by future HR professionals, and what companies look for in recruiting entry-level professionals. This year about eighty students attended our CAHRS Executive Roundtables session. When the executives were asked what they liked best about the event, answers included: "This is my chance to give back and share with students what I've learned over 27 years in the field," this is a "fantastic opportunity to influence a future generation of HR professionals," and "the students were as usual outstanding." The companies who participated in the 2004 event included: Aetna, Air Products & Chemicals, Altria Group, Citigroup, Corning, Eaton, First Data, GE Consumer and Industrial, Honeywell, IBM, Merck & Company, Microsoft, PNC Financial Services, Raytheon, Shell, Starbucks Coffee, StorageTek, Terex, Tyco International, and Xerox.

The annual agenda includes lunch, the roundtable sessions, and a reception where students and executives are able to converse in a more informal setting. The executives are encouraged to set out information on their company, and students leave resumes for the executives to look over. Executives wishing to participate in the August 23, 2005 roundtables should respond quickly to the invitation that comes out in the spring as space is limited. hr

Laurie Siegel, Tyco International

Ken Murphy, Altria Group

Jim Williams, Honeywell

Bill Strusz, Xerox

Phil Webber, IBM

E. J. Meier, StorageTek

Jim Gould, Aetna

Matthew Brush, Corning

Mike Mead, Raytheon

Jim Mulski, Eaton

Lynn Minella, Air Products and Chemicals

Joe Ruocco, GE Consumer & Industrial

Bill Fitzpatrick, Shell

Kevin Barr, Terex

John Lucas, Microsoft

SK Group - HR Tradition

Their 5th Training from ILR CAHRS

Keeping tradition, the SK Group enrolled 28 Human Resource Managers from over 15 divisions in our Custom Executive Development Program for the 5th time this past August. Pamela Stepp, Managing Director CAHRS, and Johnson Graduate School of Management (JGSM) Faculty Member, organized the program in partnership with Kang Moo Lee, Senior Manager, SK Corporation.

SK Group's HR Managers, Wayne Cascio and CAHRS

The Korean Managers began the eight-day program with a morning site visit to Otis Elevator in Farmington, Connecticut. Otis Elevator Company, one of the two companies the SK Group selected for benchmarking, is a wholly owned subsidiary of United Technologies Corporation (UTC) and designs, produces and maintains elevators, escalators and moving walkways throughout the world. "Through the SK visit," said Paul M. Thomson, Otis Vice President, Human Resources, "a very good relationship was established between Otis' and SK's human resources management teams. It was a positive experience for the Otis HR team to share our practices and processes with the human resources professionals from the SK Group." Thomson opened the benchmarking session at Otis with an overview of both UTC and Otis, and he described Otis' global operations and the role of human resources in a company of 60,000 employees with operations in more than 200 countries and territories. Among the other Otis presenters were Joe Buda, Otis Director of HR Programs, and Otis HR Managers Heidi Sandling and Luis Pinel, who reviewed elements of the company's global leadership development activities.

Kang Moo Lee, SK Group, thanks Gerry Kells, Johnson & Johnson, for Best Practices discussion and exchange

The next day, the group arrived on campus to begin six days of classes taught by Cornell Professors in the new ILR Conference Center. The program presented an integrated strategic approach to the human resource elements essential for developing and implementing global HR policies at corporate and regional businesses. Topics included: trends in strategic HR management; leadership development and succession planning; exit management strategies; bottom line workplace management; strategic HR function; global industrial and labor relations and emerging trends; integrating service management, marketing, and HR practice; culture and HRM; strategic HR in a global context; training people for international careers; global reward strategies; and achieving strategic alignment in HRM. Nine faculty members shared their research insights and teaching expertise: from the ILR School's HR department, Professors Patrick Wright, Rose Batt, Lisa Nishii, George Milkovich, and Scott Snell; from Collective Bargaining, Labor Law and Labor History Professor Harry Katz; from Labor Economics Professor Gary Fields; from Cornell's JGSM Dr. Pamela Stepp and Professor Jan Katz; and from the University of Colorado, Denver, Management Professor Wayne Cascio.

After graduating from the course work the managers traveled to Princeton, New Jersey, for their second site visit hosted by Gerry Kells, Vice President of HR at Johnson & Johnson. During the session, J&J reviewed their best in class

international recruiting and development programs, reviewed by Gerry. Also covered was J&J's use of employee surveys which they entitle "the CREDO survey" based on the foundations found in J&J's CREDO. This was reviewed by Charley Corace, Director CREDO Survey and Organizational Analysis. Finally, J&J's process for integrating Talent Management into their strategic planning processes was reviewed by Kaye Foster-Cheek, Vice President, HR, Consumer. The session concluded with SK sharing their best practices with J&J.

The group's leader Mr. Kang Moo Lee remarked that, "Through the CAHRS SK HR Seminar this year, we gained insights in regard to the strategic role of HR in our highly competitive global business environment. Above all, the in-depth discussions on the advanced HR theories and best practices with the world-famous professors of Cornell were greatly useful for us. I am confident that this program is a great opportunity for our HR people to enhance their competencies in HR." Another of the participants, Mr. Kyeong Nam Lee said, "First of all, I'd like to say many thanks to professors' kindness and passionate lectures during my visit to Cornell University. On the whole, the program was well organized by CAHRS, Otis and J&J when we visited for benchmarking, which impressed us a lot for their best practices and hospitality. This seminar gave me a good opportunity to study some HR-related issues globally, which was helpful especially in understanding 'strategic HRM' and 'Leadership Development'." Mr. Chang Hyo Hong affirmed, "This seminar was very impressive to me. The HR job is not easy to accomplish, but I'm certain there is a solution which is appropriate to any business situation. I learned aligning HR with our business strategy could be the solution. In addition, many practical cases discussed in the seminar gave me great implication about my HR job." hr

CAHRS Research Network

Building Functional Excellence Study

This summer, researchers Scott Snell, Patrick Wright, and John Haggerty began conducting an in-depth study seeking to understand the concept of 'HR Functional Excellence.' The study consists of a two phase process involving four working groups of HR professionals in the U.S. and Europe. The three U.S. working groups met for their first phase, two east coast groups, June 15th and August 18th in NYC, and a west coast group, August 19th, at Gap HQ in San Francisco. The European group met October 22, at Shell HQ in London. The groups ranged between 13 and 15 participants and included CAHRS Sponsors along with Cornell HR Professors.

John Haggerty CAHRS graduate assistant, Robert Neeleman, Eaton, David Burrell, BAT, Randall Bradford, Merck, and Jennifer Cable, Shell, attendees at the London HR Functional Excellence meeting

The first phase aims at understanding (a) how firms are defining Functional Excellence, (b) the levers or dimensions that they are managing to create it, and (c) the drivers and obstacles to attaining it. While not yet complete, the research seems to indicate that, while differences exist, HR functions predominantly define excellence in terms of having a positive impact on the business. In order to achieve this, the functions seem to be managing the skills/competencies of their HR professionals, the structure of HR work and the HR function, the systems and processes that touch employees and leaders throughout the organization, the HR information technology system, the shared values of the HR community, and the basic operating model of the function, including decisions about governance such as centralization/decentralization and standardization/customization of HR programs and processes. Finally, while visionary HR leaders seem to drive most of these efforts, largely as a means of attracting and retaining top HR talent, the major obstacle seems to be prioritization within the function that devotes virtually all time and effort to delivering in the business - at the expense of investing in building the capability of the function itself.

A number of interesting questions and dilemmas have emerged from this process, and these issues will serve as the focus for the second phase of the study to begin after the New Year. hr

Starbucks Executive Briefing

CAHRS Sponsors and Cornell HR faculty traveled to Starbucks Headquarters in Seattle, Washington, this October for CAHRS first West Coast Executive Briefing. Typical of Starbucks culture the event was opened by Scott McMartin, Director of Coffee, for a lesson in coffee tasting using one of Starbucks newest coffees. Executive Vice President, Partner Resources, David Pace, welcomed the group and explained that everyone at Starbucks is referred to as a partner and that he heads Partner Resources.

Dave Pace, Starbucks

Key leaders presented, including President Jim Donald who compared and contrasted his experiences in senior positions at WalMart and Starbucks. Next, Paula Radloff, Vice President, Global Staffing, spoke about global staffing in a hyper-growth (hiring 250 partners a day) environment, and compensation expert Senior Vice President, Chet Kuchinad, covered healthcare, stock and pay. The participants found the health benefits for all partners particularly interesting. During a working lunch Sue Meek, Vice President Corporate Social Responsibility, informed the group how Starbucks began as a corporate socially responsible company and continues the responsibility today. Keeping the pipeline filled was explained by Mike Stafford, Vice President, Partner Development, and there was a special visit by David Olsen, Senior Vice President of Leadership Development, (the third person hired at Starbucks) who explained his role instilling leadership from the heart into the Starbucks culture. May Snowden, Vice President of Diversity, enthusiastically talked about what she has accomplished after one year at Starbucks and plans for the future.

Mike Stafford and Dave Olsen (third person hired at Starbucks)

Major Cohen, Starbucks Coffee Expert

We experienced an atypical coffee break by visiting the coffee tasting room and roaster, and sampled yet another new coffee with Coffee Expert Major Cohen. "Balancing Advocacy and Business Partnership as HR leaders," was presented by Christine Deputy, Vice President, Partner Resources, and Pam Harkins, Vice President, Corporate Supply Chain and Corporate Partner Resources, ended the formal presentations.

In closing Dave Pace fielded numerous questions indicating the day long engagement of the audience. Thanks to Dave Pace and his energetic staff the Cornell faculty and CAHRS sponsors were treated as professionals and customers. We lived the Starbucks mission during our visit and will be reminded of the experience when we visit a Starbucks store.

The Starbucks mission statement follows 'six guiding principles' to help them measure the appropriateness of their decisions: provide a great work environment and treat each other with respect and dignity; embrace diversity as an essential component in the way we do business; apply the highest standards of excellence to the purchasing, roasting and fresh delivery of our coffee; develop enthusiastically satisfied customers all of the time; contribute positively to our communities and our environment, and recognize that profitability is essential to our future success.

For more information about this briefing, or if you are interested in hosting a CAHRS Executive Briefing, contact Pamela Stepp, pls8@cornell.edu, 607-255-5347.

In The News

Randy MacDonald

Randy MacDonald Receives AOM Distinguished Executive Award — J. Randall McDonald, was recognized for "significant contributions to the field of Human Resources." As IBM's Senior Vice President of Human Resources, he received the first-ever Distinguished Human Resource Executive Award from the Academy of Management (AOM). The AOM is a professional association for scholars dedicated to research and education on organizational management. The HR Division, whose members consist of both academics and practitioners, is committed to advancing the effectiveness of HR practices. The Award honors executives who have distinguished themselves throughout their careers in the field of HR management. The award is co-sponsored by the Society for Human Resource Management and among the criteria for selection is: supporting research in the field of HR, collaborating with professional organizations, academic institutions and other businesses to advance continuous learning in HR, and being respected by the broader HR community for leadership in HR practices. The award was presented to Randy at the 2004 AOM meeting in New Orleans on August 9, 2004. MacDonald joined IBM in August 2000 as Senior Vice President, HR. In this position he is responsible for the HR practices and policies of the organization and reports to President and Chief Executive Officer, Sam Palmisano. Prior to joining IBM, Randy was the Executive Vice President of HR and Administration for GTE (now Verizon Communications.) He was with GTE for 17 years holding positions of increasing responsibility. Before joining GTE, he held human resources positions at Ingersoll-Rand Company and Sterling Drug, Inc. He serves on the Board of Directors of Covance, formerly known as Corning Pharmaceutical Services, is a member of Cornell University's CAHRS being Chair of its Executive Board; and serves on the Cowdrick Group; the Personnel Roundtable; and is Board of Director Vice Chairman for the HR Policy Association. In 1998, he was named a Fellow of the National Academy of Human Resources, the HR profession's highest honor for outstanding achievement, and was elected to the Academy's Board of Directors in 2000. MacDonald has a B.S. degree in Political Science and a Master's degree in Industrial Relations from St. Francis College in Pennsylvania, and is a member of its Board of Trustees.

ILR Conference Center Grand Opening Celebration — On October 15th ILR held its grand opening ceremony to celebrate the completion of the renovated ILR Conference Center and Extension and Research Buildings. The event consisted of an all-day open house, a ribbon cutting ceremony, reception and dinner. At 4:45 p.m., Cornell University President Jeffrey Lehman '77', and ILR Dean Edward Lawler cut the red ribbon that marked the official grand reopening of the renovated buildings. The $21.7 million renovation project was funded by the State University of New York Construction Fund and through gifts from alumni and friends. The complex houses a diverse group of educational and outreach programs. The programs aid workers with disabilities; train U.S. community college leaders; educate labor, management and governmental groups; and research seminal workplace issues. Such diverse efforts reflect the ILR School's extension and outreach land-grant mission to educate and train working people. "The school was organized to put the different perspectives of labor and management under one roof," Lawler says. "Our extension division now serves 30,000 clients a year." The facility contains the only dedicated conference center on campus. Most recently, the refurbished conference center hosted CAHRS Sponsor SK Group's HR management education seminar, senior staff from Goldman Sachs, members of the Communication Workers of America, the advisory board of Cornell's Life Sciences Initiative and scholars discussing labor issues in cities shaped by the global economy. The conference center now includes nine state-of-the-art instructional rooms, including an innovatively designed 32-seat amphitheater. The project was designed by HBFR and Associates' architects Herb Beckhard and Frank Richlan.

Photography by Monroe Payne

Cornell President Jeffery Lehman and ILR Dean Ed Lawler cut the ribbon

CAHRS EVENTS CALENDAR

2004 - 2005

Starbucks Executive Briefing ..... October 7, 2004 Seattle, WA

Shell Module I Executive Training Program ..... October 18 - 22, 2004 Hague, Netherlands

Shell HR Functional Excellence Network Meeting ..... October 22, 2004 London

American Express Module III-INSEAD ..... October 24 - 27, 2004 France
Custom Executive Training Program

CAHRS Fall Sponsor Meeting ..... November 10 - 11, 2004 Ithaca, NY

CAHRS Spring Sponsor Meeting ..... May 11 - 12, 2005 Ithaca, NY

CAHRS European Spring Sponsor Meeting ..... May 23 - 24 , 2005 Budapest, Hungary

ILR Orientation and CAHRS Executive Roundtables ..... August 23, 2005 Ithaca, NY

CAHRS Fall Sponsor Meeting ..... November 2 - 3, 2005 Ithaca, NY

Other ILR Events

ILR Conference on Global Unionism ..... September 23 - 24, 2004 NYC

ILR Executive Education:
HR Strategy: Creating Competitive ..... September 26 - October 1, 2004 Ithaca, NY
Advantage for People

ILR Conference Center Opening ..... October 15 -16, 2004 Ithaca, NY

ILR Executive Education:
Managing for Impact ..... November 4 - 5, 2004 Arlington, VA

Global Labor and Employment Challenges ..... November 18 - 19, 2004 New York, NY

HR Leadership:
The Next Paradigm ..... February 24 - 25, 2005 Florida

Managing for Impact ..... April 7 - 8, 2005 New York, NY

HR Transformation:
Partnering to Achieve Functional Excellence ..... May 1 - 6, 2005 Ithaca, NY

HR Strategy ..... September 25 - 30, 2005 Ithaca, NY

For more information, contact Jo Hagin at 607/255-9358 or email: jap7@cornell.edu, or visit our website at: http://www.ilr.cornell.edu/cahrs/Calendar.html

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CORNELL

Diversity in Corporate America

Continued from Page One

The bottom line, according to Roberson, is that by understanding its current approach to diversity management an organization can better identify strategies for creating a more diverse and inclusive organization. Further, the scale examined in this study can be used as a tool for assessing perceptions of diversity and linking it to unit-level outcomes and performance. hr

For more information regarding this research please contact Quinetta Roberson via email: qmr3@cornell.edu, or Tel: (607)255-4454. This article references research from the CAHRS Working Paper #04-05, which can be found on our web site: www.ilr.cornell.edu/depts/cahrs/paper.html .

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