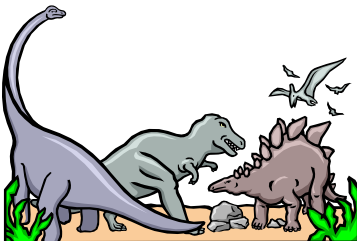




News & Events

- Karen Vujtech and Lenore Erickson are facilitating Human Resource Certification Exam Preparation Courses through the Society of Human Resource Professionals (SHRP) of Chicago this Fall.
- The Lean Manufacturing Conference will be held in Chicago in October of this year; Bob Fulton will speak about Gainsharing.
- See you at the HRMAC Summit on October 23rd.
- The SHRM 2008 Conference will be held in Chicago June 22-25; Go to www.shrp.org and click on the "Volunteer SHRM 2008" link to volunteer at the conference.



HR's Dinosaurs

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By John Sullivan

Why do we still have HR generalists? I have met thousands of them in both large and small corporations and unfortunately have found most to be little more than hand-holding, silo-building, no-change agents who serve as barriers to HR having a measurable business impact. They view HR as an "art", basing decisions on emotions rather than management science.

Now, don't get me wrong. For the most part they are genuinely nice people, but they do more damage within an HR organization than any negative article about HR could ever do. Corporations that have studied the actual impact of generalists almost immediately cut their number by half, opting instead for Web-based information systems and call centers that

leverage corporate-wide technology for greater consistency and improved quality of content, which is authored by true subject-matter specialists. Some of the reasons why you should cut back or consider eliminating the generalist job altogether include:

They build silos. Generalists are gatekeepers and fierce defenders of their turf. Their almost universal mantra is "But you don't understand—we are different" out here in Omaha, Costa Mesa or the advanced-widget division of XYZ Corp. International generalists have elevated this "we are different" excuse to an art form. Why?

Mostly because as long as their region or business unit remains a mystery, they have both job security and a strong club to beat back any headquarters-initiated change. Generalists

are not powerful by themselves. They learn how to wield power by limiting information and access to their general managers on any matter related to HR that counters their own perception.

They resist measurement. If you look within your firm, you'll find that your generalists have no output or results metrics of any kind. They resist corporate-wide HR metrics and technology because once those are instituted, they'll no longer be allowed to hide in their well-protected enclaves.

They rely on relationships. The business world runs on quantifiable results. Even places like ...

Read the full article:

www.workforce.com/archive/article/24/83/78.php?ht=dinosaurs%20dinosaurs

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2008 Salary Increase Projections

By Bob Fulton & Karen Vujtech

For most of you, it is time once again to engage in that perennial compensation activity called "salary increase budget projections" so that your Finance team can properly budget salary and merit increases for fiscal 2008. As a service to you, we are providing

a summary of salary increase projections, shown in three tables on page 2. The data is supplied by WorldatWork, Mercer Human Resource Consulting, and the Economic Research Institute and is preliminary survey information compiled from these organizations' recent budget surveys.

Mercer's survey was released this last week, as was ERI's; WorldatWork will release their survey results later this month.

Table 1 provides a summary of total increase budgets by employee type. Total increase budgets typically include merit increases and other budgeted compensation changes such as



2008 Salary Increase Projections *(continued from page 1)*

promotions and market adjustments. Therefore, the merit portion may be about 0.2 to 0.5% less than these totals. Table 2 is an estimate of salary structure (range/midpoint) increases. Finally, Table 3 provides projections by type of increase (general, merit, other and total). This information can confidently be used by your Finance team to set preliminary salary budgets for 2008.

As you can see from the data, merit spending is generally trending flat or only slightly higher for 2008. Our analysis indicates that merit (only) budgets will remain in the 3.4% to 3.8% range for most industries and most employees (other than executives) for 2008.

Healthcare will again be an exception, with merit spending equal to or exceeding 3.8%.

While this data is preliminary, we believe that this accurately reflects what is occurring in today's marketplace. Our clients and other contacts are indicating some increased competition for specific types of positions and competencies (particularly analyst and nursing and selected allied health positions); however, this does not seem to be translating into overall market pressure for increased merit or salary adjustment budgets. Instead, more and more companies are focusing on variable pay, and, rewarding only high performers with larger base pay increases;

the bulk of employees under this scenario receive "market-based" or "competitive" raises that are slightly below the average projections.

We are happy to work with you on an individual basis to help you interpret this data for purposes of planning and to develop a realistic budget for your organization. We can also assist you with innovative and effective ways of rewarding top talent and managing turnover among high-demand positions. Please give one of us a call or visit www.WalkerAlliance.com for more information.

Table 1: Projected Salary Increase Budget Detail by Employee Level						
<i>Includes Merit plus Other increases such as promotions and market adjustments</i>						
Survey Source	Projected Total Pay Increases - 2008			Actual Total Pay Increases - 2007		
	Executive	Exempt	Non-Exempt	Executive	Exempt	Non-Exempt
WorldatWork Budget Survey 07/08	4.0%	3.9%	3.8%	4.1%	3.9%	3.8%
Mercer 2007/2008 US Comp Planning	3.9%	3.8%	3.7%	4.1%	3.8%	3.7%
ERI Salary Increase Survey 2008	4.3%	4.2%	4.0%	4.2%	4.1%	3.9%
Compdata Survey (Merit Only)		3.6%			3.7%	
Hewitt Associates (est)		3.8%			3.8%	

Sources: WorldatWork Salary Budget Survey for 2007/2008 ERI Salary Increase Survey for 2008
Mercer HR Consulting Compensation Survey for 2008 CompData Surveys, Hewitt Associates Press Releases

Table 2: Projected Salary Structure Increases by Employee Level						
<i>Includes only adjustments to salary range midpoints or bands</i>						
Survey Source	Projected Structure Increases - 2008			Actual Structure Increases - 2007		
	Executive	Exempt	Non-Exempt	Executive	Exempt	Non-Exempt
ERI Salary Increase Survey 2008	2.7%	2.7%	2.5%	2.8%	2.7%	2.5%
Mercer 2007/2008 US Comp Planning	2.9%	2.8%	2.8%	3.1%	3.0%	2.9%

Sources: Mercer HR Consulting Compensation Survey for 2008
ERI Salary Increase Survey for 2008

Table 3: Projected Salary Increase Budget Detail by Type of Increase			
WorldatWork Budget Survey 2007/2008	Projected	Actual	Projected
	2008	2007	2007
General Increase/COLA	2.9%	2.7%	3.1%
Merit Increase	3.7%	3.6%	3.6%
Other Increase	1.1%	1.2%	1.1%
Total Increase	3.9%	3.9%	3.9%

Source: WorldatWork Salary Budget Survey for 2007/2008



Successful Leadership Transitions

By Lenore Erickson

Chris just got promoted to a new leadership role. The organization took a lot of time and effort selecting Chris. The succession plan was reviewed, key leadership met to discuss the viable candidates, and numerous internal and external candidates were interviewed. The organization felt that it selected the best candidate, Chris, for this important position.

There was much optimism that

Chris would be successful. Everybody told Chris to “let me know if I can help.” Chris knew that her new boss was very supportive. However, there was no formal process to ensure that Chris would have the best chance at success. So Chris put together her own plan for managing her transition to her new leadership role. What exactly did Chris do? She used the checklist below to get started.

Use this checklist to create your

own plan as you move into a new leadership role. Or use the checklist as a starting point to develop a system or process at your organization to ensure new leaders have the best chance of success.

The Walker Alliance can assist you with your personal leadership transition or help you develop leadership transition strategies for your organization. Please contact one of us or visit www.WalkerAlliance.com for more information.

Leadership Transition Checklist

- Enjoy the moment. Reflect on why you are in the role. Why did they select you? Was it your technical skills, management skills, negotiation skills, relevant experience, etc.
- What is the business environment? Will you need to move quickly as in a turnaround situation? Or it is a stable environment?
- Get to know people one on one. Develop interview questionnaires to learn what they want and need. Understand their styles.
- Get to know your boss. What are his or her expectations? How does he or she like to communicate?
- Get to know your peers and other key people outside your group. They can make or break your career.
- Understand your staff. What have they accomplished? What do they want and need from you?
- Watch and Listen
- Learn more about your organization – go beyond your function or division. What does the trade say about your organization?
- Understand your business’s competitors.
- Complete a self-assessment. Analyze your skills and abilities. What are you really good at? What skills will you need in your staff? Best leaders surround themselves with strong staff – people who fill in their gaps.
- Develop a plan. What do you want to accomplish during your first 90 days on the job?

How do you ensure your success? By planning and working towards it.

“Far and away the best prize that life offers is the chance to work hard at work worth doing.”

Theodore Roosevelt

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