

## December luncheon looks at “Future of HR”

*“HR should not be defined by what it does but by what it delivers — results that enrich the organization’s value to customers, investors, and employees.”*

— David Ulrich

**W**hat does tomorrow hold for HR? HR/NY was pleased to have Benjamin Dattner, PhD, and Emily Rothenberg, MA, from Dattner Consulting, answer this question.

As we all know, the HR profession has been through many evolutions and continues to change. Dattner and Rothenberg walked attendees through the key trends in the field, the structure of HR departments, the role HR people play, and the competencies necessary for HR departments to be successful now and in the future.

HR professionals who use process consultation and other methods to empower clients to solve problems and make positive changes, know the business and can be assigned and leveraged across the company. Practitioners can focus on activities such as organization design, change management, workforce



**Benjamin Dattner and Emily Rothenberg**

planning, leadership, coaching, and partnering with business leadership.

HR may facilitate or remove itself and allow managers to take responsibility for processes such as performance management, promotions, career development, and compensation.

Companies can choose to outsource anywhere from one function to all functions. A company may use an outside provider to offer services to its employees, commonly

known as “outsourcing.” Services that tend to be outsourced are either high volume or repetitive-type tasks or activities. Based on a report by HR Department Benchmark Analysis TM Report (2003), the top five outsourced HR activities are payroll, training, benefits, retirement, and EAP. Some services can be provided more effectively by others and doing so allows the company’s HR department more time to stay focused on core and strategic activities.

The presenters identified five competencies that help HR professionals be effective:

- developing personal credibility
- having the ability to manage change
- developing the ability to manage culture
- delivering HR practices, and
- understanding the business.

The presentation also included benchmarking and recent case studies of companies that have transformed their HR function.

— Stephanie Strozak Takano, SPHR  
Chair, Newsletter Committee

## January breakfast offers annual legal update by “Asking the Experts”

**J**oel E. Cohen, Esq. and Todd K. Garvelink, Esq., two partners from the law firm McDermott, Will & Emery with expertise in the fields of Labor and Employment Practice and Employee Benefits, were the guest speakers at our Annual Legal Update breakfast meeting on January 15th. HR/NY members were asked to submit questions in advance but attendees also were able to ask impromptu questions. Program Moderator and member of the Midtown Programs Committee, Ronni Myers, created an interactive session with the panelists and the participants.

The Q&A session included questions about FLSA, the Sarbanes-Oxley Act, Employee Benefits and Recruitment. The speakers informed attendees of some of the new laws effective in 2004, as well as pending legislation.

### FLSA discussed

Numerous questions were about the FLSA. Various aspects of the Walmart case, which has been prominently featured in the news recently, were discussed. The speakers also informed us that exempt employees can now be suspended without pay for disciplinary infractions and not lose their exempt status. They also spoke about the potential complications of hiring an employee through a subcontractor. To minimize the exposure to a joint employer lawsuit, some suggestions were: consider hiring a supervisor from the subcontractor agency to deal with any issues that arise with the employee; and limit the time a temp works for you to 3 to 6 months.

Issues relating to the Sarbanes-Oxley Act also were discussed. While this law applies only to publicly held companies, not-for-profit companies now need to inform

employees when there will be a blackout period affecting their retirement plan funds. Not-for-profits also should prepare for stricter laws coming down the pike due to efforts of Elliot Spitzer, New York State Attorney General.

Cohen and Garvelink handled every topic with expertise as attendees in the jam-packed room posed many varied questions. The Q&A continued as our speakers stayed afterwards to answer any other pressing questions from audience members.

— Stephen Bandler,  
HR Generalist, NADAP

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March 2004 issue of *Inside HR/NY*  
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