

## Research Highlight

# HR and Industry Dynamics

High-performance work practices like internal promotions, skill-based pay, profit sharing, job sharing and other high-performance work practices, can significantly enhance a company's productivity. However, new research by Cornell's Patrick Wright and University of Kansas' James Guthrie and Deepak Datta, shows that industry dynamics can dramatically alter the impact high-performance work practices have on the bottom line. Their hypothesis: the dynamics of a company's industry can significantly influence the impact of any high-performance work practices it has in place.

As markets and industries become more competitive, they increasingly demand speed, low costs, adaptability and innovation from their suppliers, according to Wright. "However, industry markets vary with respect to these characteristics," he says. "Buyers of chemicals are far more price and time sensitive than buyers of pharmaceuticals. That's why high-performance work systems are more important in certain industries, compared to others."

Their study analyzed 132 publicly held companies to determine the quantitative impact of high-performance work practices on bottom line company results. Their sample represented 54 durable and non-durable manufacturing categories, from lumber and paper products to consumer packaged goods, to pharmaceuticals and computer equipment.

Using regression analysis, the

researchers showed that three key factors — industry capital intensity, industry growth and industry product differentiation — determined how much high-performance work practices could affect bottom-line productivity of an individual company.

"High-performance work practices are most effective in industries where intellectual capital or intangible resources provide the foundation for strategic differentiation," says Wright. "Such industries include computers, process control instruments, medical instruments, pharmaceuticals, telecommunications apparatus, and other growing industries in which companies are innovating and creating differentiated brands."

However, high-performance work practices are also effective in commodity-type, cost driven industries such as lumber and paper products, petroleum and chemical products, for example. "Even in these industries, there is a payoff for implementing high-performance work practices, though not the same level of payoff that occurs in high-growth, differentiated industries," says Wright.

According to Guthrie, more than 50 percent of today's gross domestic product is based on intellectual assets and intangible people skills. "Even in the manufacturing sector, the relative value of intangible assets has increased dramatically. R&D, process and product design, marketing, technological innovations, supplier and customer relationships and workforce management account for a

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large portion of a company's value, and wealth is increasingly created by managing knowledge workers — not controlling physical and financial assets."

The growing importance of knowledge and increasing trend towards work suggest that companies are becoming storehouses of talents, capabilities, skills and ideas — intellectual capital — not physical and financial resources. The message for today's HR executives? High-performance work practices will assume increasing importance. 

For more information regarding this research please contact Patrick Wright via email: [pmw6@cornell.edu](mailto:pmw6@cornell.edu), or Tel: (607) 255-3429. This article references research from the CAHRS Working Paper #03-02, which can be found on our web site: <http://www.ilr.cornell.edu/cahrs/WPapers.html>.

*Up Close With...*

## Bill Maki, Weyerhaeuser Company

For Bill Maki, Director of Human Resources at Weyerhaeuser Company, a new corporate strategy has meant a new HR organization and strategy.

A major global producer of wood products, pulp, containerboard packaging and paper, Weyerhaeuser is one of the largest private owners of softwood timber. Headquartered in Federal Way, WA, the company employs about 60,000 people in 18 countries. With more than \$18 billion in annual revenues, the new Weyerhaeuser began taking form in February 2002, after acquiring Willamette Industries, which owns extensive timberlands and manufactures uncoated freesheet paper and corrugated packaging.

Industry consolidation and the costs of integrating Willamette, along with high North American wage and benefit levels, have compelled Weyerhaeuser to operate more resourcefully, streamline decision-making processes and deliver support services more efficiently.

“The kind of workplace Weyerhaeuser is creating focuses on speed, simplicity, and decisiveness,” says Maki, a 38-year veteran of Weyerhaeuser. “These will drive accountability and frugality, leading to a less cumbersome, more streamlined, more customer-focused organization and ways of doing things.”

It’s a major change from the decentralized approach that guided corporate strategy until recently, according to Maki. “In the mid-80s, Weyerhaeuser adopted a model of freestanding business units and challenged each of our 18 businesses to become leaders in their industries,” he says. “This model resulted in many of these businesses becoming number 1 or 2 in their industry but we ended up with many duplicate processes, multiple payroll, computer, email and voicemail systems, and many confused clients.”

To serve customers effectively, Weyerhaeuser needed to reorganize HR, finance and the company’s other support areas into unified organizations under the direction of a single leader, according to Maki.

A little less than a year after the launch of the new Weyerhaeuser, the company’s HR operations are centralized with approximately 450 employees. Around

half are as HR generalists; 25 to 30 percent serve in centers of expertise like compensation, benefits, labor relations, education and training, succession planning; and 10 to 15 percent are in transaction/call centers. HR’s objectives, which focus primarily on leveraging talent across the corporation and sharing resources company wide, align with corporate objectives instead of those of a specific business unit:

- Standardizing policies, processes and supporting information systems and tools.
- Creating centers of expertise that will leverage across company.
- Establishing an employee service center that will handle transactions company-wide.
- Leveraging and sharing HR services across geographic boundaries.

Following up on integrating a complex acquisition and rolling out a new HR organization and supporting a renewed corporate strategy, the HR group is now launching an enhanced set of priorities with company leaders. Some highlights:

**Building a pipeline of leadership talent.** Like many older manufacturing companies, Weyerhaeuser has many employees who will soon retire. HR is consulting with business leaders across the company to identify talent. “We have also launched a successful cross-organizational Leadership Institute and are accelerating our efforts at creating a diverse and inclusive workforce,” says Maki.

**Developing a performance driven culture.** In new plants where HR has installed high-performance work processes such as team based processes, small work groups, joint management of work activity, peer reviews, gain sharing/skill based pay, the results have been significant. “We have seen marked improvement in process reliability, safety and return on net assets,” says Maki.

**Aligning employee goals with manager goals.** “We now encourage people to be more accountable for their own work through a revitalized performance management process, which improves the way that individual employees tie their own goals with their manager’s goals,” says Maki. 



Bill Maki

*Weyerhaeuser, Inc., joined CAHRS in 1989; the ‘Up-Close With ...’ profiles feature interviews with leaders of CAHRS sponsors.*

# In The News

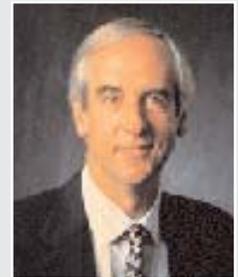


Jeffrey Lehman

## **New Cornell University President Jeffrey S. Lehman Welcomed by Hunter Rawlings** —

Our eleventh president is now Jeffrey S. Lehman. Former Dean of the University of Michigan Law School and national leader in higher education, Lehman will be the first Cornell alumnus to serve as president of this university. He received an undergraduate degree in mathematics from Cornell in 1977. He also holds advanced degrees in law and in public policy from the University of Michigan. Lehman is a native New Yorker. He was born in Bronxville and grew up in White Plains and Bethesda, Maryland. After completing his formal education, Lehman served as law clerk to Chief Judge Frank M. Coffin of the United States Court of Appeals for the First Circuit, and then as law clerk to Associate Justice John Paul Stevens of the Supreme Court. He was an associate in the Washington, D.C., law firm of Caplin & Drysdale before he

joined the Michigan faculty in 1987. Lehman has taught at the Yale Law School and at the University of Paris. He now serves as the president of the American Law Deans Association and as a trustee of the Skadden Fellowship Foundation. In 1995 The National Law Journal named him one of 40 "Rising Stars in the Law." Our previous Cornell University President, Hunter Rawlings served eight years. As tenth chief executive he oversaw the completion of a record-setting capital campaign, raised faculty salaries, smoothed relations between the town and the university, and expressed a new vision for undergraduate life on campus. Rawlings was chairman of the Association of American Universities until July 1, 2003, when he retired from the Cornell Presidency to become a full-time professor in Cornell's Department of Classics.



Hunter Rawlings



Pat Semanek

**Pat Semanek, PEWS Labor Management Consultant Moves On** — Pat's connection with Cornell and ILR spans more than 20 years. She has an undergraduate and graduate degree from Cornell, and worked at the Institute for Industry Studies in Buffalo before joining Programs for Employment and Workplace Systems (PEWS) in the ILR Extension Division, ten years ago. Pat's been a valuable contributor to the School and to the many organizations she's worked with on behalf of ILR. She left to accept a position as Senior Manager of Organizational Effectiveness for the Quaker Oats Company based in Cedar Rapids, Iowa. PEWS was founded in 1982 with a legislative mandate to save jobs and preserve New York's manufacturing base. Since then it has broadened its mission and services over the years. The ILR Extension Division has historically maintained a strong presence in the labor and management arenas, by connecting to major

constituents and by developing and delivering programs and services that respond to the needs of each group. The School also addresses a number of workplace issues that cut across labor and management. The core capacities of PEWS in organizational change, conflict, labor-management relations, etc., are still important areas for the School. ILR will begin to phase out PEWS in January 2004, and a new structure will be formed to deliver those services.



Chris Haley

**Chris Haley, ILR Director of External Relations Moves On** — June 26, Haley and his family moved to Baltimore, where he accepted a position as Director of Institutional Advancement at Loyola Blakefield, a private school for grades 6-12, in Baltimore. He is an alumnus of this school, and this opportunity represents a new and exciting challenge for him. He has done a superb job in ILR, developing and completing our building campaign, strengthening our Faculty Excellence Fund, and working very effectively with alumni and donors outside and equally well with faculty, students and staff inside the School. His capacity to work collaboratively and productively, both outside and inside, is a noteworthy accomplishment of his time in ILR. He will be missed greatly. We appreciate his fine work over the last 3½ years.

# In The News Continued



Ed Lawler

**ILR Dean Receives Theory Award** — ILR Dean Ed Lawler, the Martin P. Catherwood Professor, recently received the 2003 Theory Paper Award from the theory section of the American Journal of Sociology. The award was for a paper entitled “An Affect Theory of Social Exchange,” that was published by the American Journal of Sociology in 2001. Lawler has co-written, edited, and co-edited 20 books and written numerous articles for professional journals, such as the American Sociological Review and the American Journal of Sociology; he is founding editor of *Advances in Group Processes*; served a 4-year term as editor of *Social Psychology Quarterly*; and since coming to the ILR School, has received two NSF grants. He is the recipient of the 2001 Cooley-Mead award for career accomplishments from the social psychology section of the American Sociological Association, and the 2001-2002 State University of New York Chancellor’s Award for Excellence in Scholarship.



Ronald Ehrenberg

**Ronald Ehrenberg Elected to National Academy of Education** — Dr. Ehrenberg is the only current Cornell faculty member in the National Academy of Education. The academy was founded in 1965 to promote scholarly inquiry and discussion about education in the United States and abroad. New members are elected by the academy’s membership based on outstanding scholarship and leadership in education; membership is limited to 150 individuals. Members include university presidents, such as Derek Bok and Richard Atkinson, as well as such leading scholars of education, such as Nobel Prize-winning economist Gary Becker, sociologist William Julius Wilson and psychologist Claude Steele. A labor economist in the ILR School for 28 years, Ehrenberg served as vice president for academic programs, planning and budgeting at Cornell in 1995-98. He serves as the Irving M. Ives Professor of ILR and Economics at Cornell and Director of the Cornell Higher Education Research Institute. Last year he was also awarded the General Mills Foundation Award by ILR for Exemplary Undergraduate Teaching.



Lee Dyer

**Lee Dyer Recognized for Career Achievement** — Lee Dyer, current Chair of the ILR School’s Human Resource Studies Department and former Director of CAHRS, is the 2003 winner of the Herbert Heneman Jr. Career Achievement Award. The award, which is given annually by the Human Resource Division of the Academy of Management, is based on “a clear record of excellence in research; the impact of the nominee’s research upon the science, teaching, and practice of human resource management; and the stature of the nominee relative to other scholars in the field of human resource management.” In announcing Dyer’s selection, the award committee noted his extensive record of scholarly publications, citing in particular his pioneering contributions to the emergence of human resource strategy as a legitimate and increasingly important domain of academic research. The committee also noted Dyer’s ongoing

leadership in the field by highlighting his roles in helping to found and nurture the development of the Human Resource Planning Society and, later, CAHRS, as well as his early induction as one of the few academic fellows in the National Academy of Human Resources. As a Heneman Career Award winner, Dyer follows in the footsteps of his long-time ILR and CAHRS colleague, George Milkovich, who garnered the honor in 1999.

**First “House” on West Campus Named for ILR’s Alice H. Cook** — Alice Hanson Cook (1903-1998) was one of the first scholars to study the plight of working women. The new West Campus Residential Initiative named the first house built after Cook, a noted professor of the ILR School. There was a groundbreaking ceremony on West Campus April 28, in a wonderful tribute to Alice and a great honor to ILR. Her research has influenced a wide range of feminist scholars, unionists, and leaders to increasingly recognize the need to focus on transforming working women’s issues into societal priorities through collective action, such as unionization.



*Phil Dankert*

**Phil Dankert Wins Chancellor's Award for Excellence in Librarianship** — This SUNY award is given in recognition of his outstanding service to the Cornell University Library System and to Catherwood Library. Phil arrived at Cornell on July 1, 1963 to begin his career in the Acquisitions Department of Olin Library. In July 1968 he transferred to the Catherwood Library as Reference Librarian. Subsequent positions have included Assistant to the Librarian and Acquisitions Librarian. As the Collection Development Librarian Phil has been selecting material in the ILR field since 1970. For many years he compiled the "Recent Publications" section of the Industrial and Labor Relations Review and the Library Acquisitions List. From 1976-1995 he was consultant and project coordinator to Microfilm Corporation of America/UniversityMicrofilms of America for the filming of American Labor Unions, Constitutions, Proceedings, Officers' Reports and Supplementary Documents. He has served on many Cornell University Library committees and for years has been an active member of the Committee of Industrial Relations Librarians. It has been roughly estimated that during this long tenure Phil has been responsible for the selection of more than 50% of what presently is housed in the Catherwood Library collections.

**Society for HR Management HR Regional Games at Cornell** — This past spring, there were 10 teams, and about 40 volunteers from across the state and Cornell who came and helped with the games. The teams came from colleges across the Northeast and over 35 HR practitioners participated, serving in different roles as judges and scorekeepers. While we did not win this year, our team made a great showing. Christopher Collins, faculty advisor for the team, noted, "I can say, as sophomores and juniors our team more than held their own against the other teams that were mostly comprised of seniors." Everyone walked away impressed with our facility and the school as a whole. I hope this experience will help them prepare for another run at the national championship next year. As well as recognizing the team members, Stephen Horowitz, Allein Sabel, and Alicia Horbaczewski, I want to also note the contributions of two other ILR students — Maggie Lorenc, worked an unbelievable amount of hours planning for and executing all of the events associated with the games. She also used her experience, as part of last year's winning team, to help train this year's team. Also, Micky Candia, a 2nd-year MILR, spent a great deal of time coaching and training the team. A team from Penn State won the event by beating the team from Cornell in the finals. Overall, hosting the Region 1 HR Games was a great success. The regional games are scheduled once a year around April. The national games are held at the National SHRM Conference in July.



*Rose Batt*

**Rose Batt Wins the 2002 Scholarly Achievement Award** — The Human Resources Scholarly Achievement Award is given for the most significant publication in human resources. Her Academy of Management Journal (AMJ) article "Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth," was published last year. Professor Batt is a distinguished scholar and rising star in the areas of industrial relations and human resource studies. She is co-author of a well-known book, "The New American Workplace" (1994), which examines high-performance work systems cross nationally, and she is conducting a major study of the telecommunications industry with grant support from the Sloan Foundation. Rosemary is Associate Professor of Human Resource Studies for ILR. She received her BA from Cornell University and her Ph.D. from the Sloan School of Management, Massachusetts Institute of Technology. Her research interests include strategic human resource management, service sector productivity and competitiveness, work organization and teams, and labor market analysis. She has written extensively on service management strategies and the restructuring of the telecommunications services industry. Rose has a unique blend of interests, which enables her to integrate ideas from diverse fields and break new ground in her research. She knew and benefited directly from close contact with Professor Alice Cook and was appointed the Alice Cook Professor of Women and Work for a five-year term.

*John Boudreau Ends His Term as CAHRS Director*

## CAHRS Change of Leadership

John Boudreau announced his decision to end his term as Director of CAHRS, effective August 25, 2003. He has also accepted a one-year appointment at the University of Southern California (USC), in Los Angeles, which begins in September 2003. John will be Visiting Professor at the Marshall School of Business, and Visiting Research Director at the Center for Effective Organizations, to work with Ed Lawler III, Sue Mohrman and the other USC faculty and students on collaborative research, teaching and executive development. He will take a one-year leave of absence from Cornell. He will continue his ongoing research and executive development projects at Cornell and CAHRS in the coming year, but will not teach his "Strategic HR Metrics" class or his other E-HR classes at Cornell next year.

You can continue to contact Professor Boudreau at his Cornell e-mail address [jwb6@cornell.edu](mailto:jwb6@cornell.edu) or through his other Cornell contact numbers. At USC, you can contact Professor Boudreau through the Center for Effective Organizations at 213-740-9814. 



*From John Boudreau*

Dear colleagues:

It is with great anticipation that I look ahead to a new chapter in my career, as I end my seven-year term as CAHRS Director and move to the University of Southern California in September.

Over the last 7 years I was privileged to build upon the fine work of Lee Dyer, Vlado Pucik, Al Brault, Dick Jacobs, George Milkovich, Dave Lipsky and others, who had already made CAHRS the leading institution of its kind. I was also privileged to work with a superb staff, including Renae Broderick, Pam Stepp, Victoria Bond, Michelle Eastman, Kim Sharpsteen and Jo Hagin. Bruce Carswell has been a generous and invaluable mentor, colleague and partner to all of us at CAHRS. It is their very hard work, and the unique contributions of the students and faculty at Cornell, that deserve the credit for CAHRS advancements.

We can be pleased with the increased diversity of the CAHRS Board, the significantly greater contribution of CAHRS to the education of our students, the emergence of web-based capability, the development of several new executive education initiatives, the growth in both the number of sponsors and their activity, the improved financial base, and the increasing global recognition of CAHRS as a leading and unique partnership. CAHRS has and will continue to face significant challenges both within and outside Cornell and the ILR School, but there are many more great opportunities, and I am optimistic about CAHRS' future. I hope to continue to play an active and significant role in CAHRS, at the discretion of the ILR School Dean and the CAHRS leadership team, Pat Wright, Scott Snell and Pam Stepp.

I am excited to begin a one-year visiting appointment at the Marshall School of Business, University of Southern California, commencing in September 2003, and look forward to working with Ed Lawler III, Sue Mohrman and the other USC faculty and students on collaborative research, teaching and executive development. I will continue with my ongoing research and executive development projects at Cornell and CAHRS.

Serving as CAHRS Director has been exhilarating and rewarding, and has enriched me much more than I could ever have enriched CAHRS. My thanks to all of you who so generously gave me your time, energy, advice and counsel, and I look forward to continued collaboration with you in the coming year, and beyond.

Cheers,

John Boudreau  
Director, CAHRS

## CAHRS Spring Meeting

May 24-25, 2004 • Lausanne, Switzerland

### HR & SUSTAINABILITY

In recent years, strategies for sustainable development have broadened from an exclusive focus on environmental issues to also include economic, political, and social concerns. Top organizations view these not as alternatives or tradeoffs to their economic goals, but as blended into an integrated approach for the long-term viability in the regions where they operate. HR leaders are taking up their unique roles in these areas and contributing to the thinking, planning, and implementing of sustainability strategies.

The importance and scope of these issues give CAHRS a unique opportunity for our meeting in Lausanne, Switzerland May 24-25, 2003. This meeting will highlight the role HR plays in bringing the intent of sustainability to the real operating world of employees. We will discuss issues related to the principles underlying sustainability, how these are manifested in organizational and regional policies, how HR processes and programs can be adapted for such requirements, and the like. These are big questions going through rapid evolution.

While Europe has been working on this for some time, and the U.S. is coming up to speed rapidly, we still have much to learn from one another. Fortunately, Lausanne offers a special setting for this kind of exchange given its beauty and proximity to Geneva. This area is the seat of major NGOs as well as the Center for Social Responsibility/Sustainable Development. It also is the headquarters for a number of leading global firms.

### SAVE THE DATE

## CAHRS Fall Meeting

November 12-13, 2003

Global Sourcing and Domestic

Competitiveness: HR Issues and Responses

### MEETING INFORMATION

A debate is escalating as more companies outsource overseas. Those who favor offshoring say it allows companies to compete globally while those opposed say it means exporting work and jobs during a high level of unemployment in the U.S. Amidst the controversy over costs and jobs HR leaders will struggle with the people issues of the decisions to off shore as well as where and how.

CAHRS invites you to Cornell for our Fall Meeting November 12-13, 2003 to explore present and future costs of offshoring, impact of the locations culture, language, laws, customer and training needs. Cornell University Professors and CAHRS Sponsor Companies will present and discuss present and future offshore business models.

An online registration form and preliminary agenda can be found on our web site at <http://www.ilr.cornell.edu/cahrs/Fall03.html>

Please check back for continued updates.

*Inquiries, please contact:*

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## Executive Development Program

May 26-27, 2004 • Lausanne, Switzerland

### HR LEADERSHIP: THE NEXT PARADIGM

This highly focused program offers middle and upper-level human resource executives an opportunity to move beyond business partnerships to be business leaders. It focuses on the critical tools they need to impact the strategic direction of their firms, not just react to business issues. Key topics include establishing your firms model for value creation; integrating your business models and core competencies; mapping the architecture of human capital; aligning people, processes, and systems as a foundation for strategy formation; linking human resource metrics and business drivers; and driving organizational capability and agility.

For more information, contact ILR Executive Education at 607-255-6075

or visit us at: [www.ilr.cornell.edu/execed/](http://www.ilr.cornell.edu/execed/)

CAHRS and SHRM members: \$2,250; nonmember: \$2,550.  
Program fee includes instructional materials and some meals.

*CAHRS Executive Briefing*

## Diversity and Competitive Advantage at Shell

“Making the most of people-personnel strategies for a demanding world” were the words used by Sir Philip Watts, Chairman of the Committee of Managing Directors, Royal Dutch Shell to welcome participants at the CAHRS Executive Briefing in London in June. The impact of diversity on competitive advantage at Shell was woven throughout Watts’ presentation. “I would be surprised if any other commercial organization enjoys the cultural diversity we have among Shell people. And I have no doubt that we gain greatly from it — shared values that bind us.”

John Hofmeister, Director of HR and CAHRS Advisory Board Chair Elect, and Rick Brown, Head of Global HR Functional Excellence at Shell, organized the briefing by preparing a view of HR at Shell. Participants had the opportunity to interact with Shell HR leaders, Cornell and London Business School faculty and CAHRS sponsors in five different booths including Oil Products, Exploration and Production, Learning, Talent



*Left to Right: Ron Schellekens, Shell International Petroleum Co., John Hofmeister, Shell International BV, and Sir Philip Watts, Shell International, Ltd.*

and Diversity, and Shared Services.

CAHRS’ first overseas Executive Briefing was highly attended by sponsors from Europe and the U.S., and the evaluations were outstanding. CAHRS sponsors appreciated the openness of the Shell leaders and the opportunity to interact in the small informal groups. The booths allowed participants to ask questions and share some of the issues that they are facing in their

companies. Comments were made that the American participants learned pertinent information such as how to introduce shared services and diversity programs into the European environment in a non-American way.

Praise for John Hofmeister and his staff has been overwhelming. None of us will forget the Shell hospitality especially the spectacular view and exquisite dinner at the Shell London Headquarters. This educational and professional meeting hosted by Shell created many requests for similar briefings again in the UK or mainland Europe. 

*If you are interested in hosting a CAHRS Executive Briefing, contact Pamela Stepp, pls8@cornell.edu, 607-255-9358.*



*Left to Right: Brad Bell, CAHRS, Cornell University, Chris Hamer, Corning, Inc., Lee Patterson, Shell People Services, and Larry Kelleher, FPL Group.*



*Sir Philip Watts, Chairman, Shell International, Ltd., and Govert Boeles, Shell International BV*



*Jan Schaapsmeeders, Shell International BV, Interactive Booth on Talent & Diversity*



*Left to Right: Sir Philip Watts, Shell International, Ltd., John Hofmeister, Shell International BV, Rich Lang, Sun Microsystems, Paul Harrison, Sun Microsystems, Jochen Tritschler, Sun Microsystems, and Pamela Stepp, CAHRS, Cornell University*

## CAHRS EVENTS CALENDAR

2003

- CAHRS Sponsor Executive Roundtables . . . . . August 26, 2003 Ithaca, NY  
for the ILR Student Orientation
- CAHRS Fall Sponsor Meeting 2003 . . . . . November 12-13, 2003 Ithaca, NY  
Global Sourcing and Domestic Competitiveness:  
HR Issues and Responses
- CAHRS Spring Sponsor Meeting 2004 . . . . . May 24-25, 2004 Lausanne, Switzerland  
HR and Sustainability

### Other ILR Events

- HR Strategy: . . . . . September 28 - October 3, 2003 Ithaca, NY  
Creating Competitive Advantage through People
- Global Labor and Employment Challenges . . . . . October 9-10, 2003 New York, NY
- Managing for Impact . . . . . November 3-4, 2003 Arlington, VA  
HR Metrics and Firm Performance
- HR Leadership: The Next Paradigm . . . . . February 19-20, 204 Boca Raton, FL
- Managing for Impact . . . . . April 15-16, 2004 New York, NY  
HR Metrics and Firm Performance
- HR Execution: Delivering World Class HR Solutions . . . . . May 2-7, 2004 Ithaca, NY
- HR Leadership: The Next Paradigm . . . . . May 26-27, 2004 Lausanne, Switzerland
- International Human Resource Executive . . . . . June 13-16, 2004 New York, NY  
Development Program
- HR Strategy: . . . . . September 26 - October 1, 2004 Ithaca, NY  
Creating Competitive Advantage through People

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

 **advancing the world of work**  
school of industrial and labor relations



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