

# hr SPECTRUM

Center for Advanced Human Resource Studies

## Research Highlight

# Improving Rotational Development Programs

Given today's hypercompetitive global market, companies need to develop and retain high potential managers who can maneuver in a changing world and ultimately fill top-tier jobs. In-house talent provides several advantages: lower compensation costs, better assimilation to organizational culture, and an established employee track record. Organizations are increasingly implementing accelerated rotational development programs as a way to attract, retain and develop high potential talent in their companies.

Accelerated rotational development programs enable talented managers to maximize their contribution to the organization, according to Karina Li Ming Kuok and Bradford S. Bell of Cornell's ILR School. In a new research paper, the two scholars provide guidelines for companies interested in designing, managing and evaluating the effectiveness of rotational programs, which are used by many organizations to groom high-potential management talent.

Rotational development programs assign individuals who have upper-level managerial potential to work in a series of accelerated and challenging assignments in various departments, business units or geographical locations. "Rotation training allows high-potential management

candidates to quickly make their talents available to the organization," say Kuok and Bell.

At the same time, rotational programs attract talent to companies. "Organizations can use accelerated rotational development programs to attract, develop and retain high potentials to fill their HR leadership pipeline," say Kuok and Bell. High-potential individuals are often drawn by: opportunities for rapid promotion, exposure to senior leadership, broader strategic focus and knowledge of different business units.

However, accelerated rotational development programs can be tricky to implement and maintain. The authors' research, which involved a comprehensive search of published materials as well as phone interviews with rotation program managers at 16 companies, provides guidelines for companies interested in designing, managing and evaluating the effectiveness of rotational programs. "If carefully designed and managed well, a rotational program can enable organizations to train and develop HR leadership of tomorrow," say Kuok and Bell.

The research showed that organizations typically run multiple rotation programs to develop leadership bench strength in finance, engineering, marketing, information

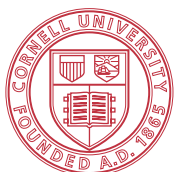
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and operations management, and human resources. These programs aim to groom future managers and executives, socialize them into the organization's culture, build technical cross-functional skills, and develop agile employees who can be staffed anywhere they are needed.

According to the research, several elements are critical to the success of an accelerated rotational development program:

- Assessment of the business need for the program as well as clear alignment with organizational strategy.
- Clear criteria for selecting participants.
- Definitive duration and type of rotational assignments. Varied assignments, exposure to different business and other activities are all critical.
- Assignment of mentors, peer buddies and assignment supervisors to help program participants cope with demanding assignments.



Cornell University

*Up-Close with ...*

## Tom Weidenkopf of Honeywell

A diversified technology and manufacturing company with operations in nearly 100 countries, Honeywell has four business segments: Aerospace, Automation and Control Solutions, Transportation Systems, and Specialty Materials. Headquartered in Morristown, NJ, Honeywell generates \$27 billion in annual revenues and has 110,000 employees worldwide. It is one of the 30 stocks that make up the Dow Jones Industrial Average.



**Tom Weidenkopf**

Under the leadership of Chairman and CEO Dave Cote, Honeywell is focusing on Five Initiatives: Growth, Productivity, Cash, People, and the Enablers, DigitalWorks and Six Sigma. Tom Weidenkopf, Senior Vice President, Human Resources and Communications, supports Honeywell's corporate initiatives through his leadership of nine global HR centers of excellence that drive consistent practices in compensation and benefits, organizational talent development, learning, and other business-critical areas. Weidenkopf, who joined the company in 1995, also directs the activities of HR executives in each of the company's global business segments.

"Since Dave Cote's arrival in 2002, we've rebuilt our HR leadership team and moved aggressively to help Honeywell achieve its objectives, but there's more left to do," Weidenkopf says. Weidenkopf's top priorities include the following:

**Differentiate Through World-Class Talent:** In 2003, Honeywell introduced a set of 12 Behaviors that are the basis of the company's performance assessment system. The company also redesigned its executive compensation programs. Last year, Weidenkopf oversaw the integration of the company's performance assessment and compensation systems so all employees see the connection between what they achieve and how they are rewarded. "We are reinforcing Honeywell's Five Initiatives and 12 Behaviors through strategies that enable us to motivate and reward the most talented employees," Weidenkopf says.


**Enable Growth and Globalization:** HR has helped the

company grow in emerging markets such as China, India and Eastern Europe, and has built capability to deliver staffing, compensation and benefits, and labor relations programs in these markets. Also, between 2002 and 2004, HR integrated 21 acquisitions, transitioned three divestitures and staffed new Honeywell technology centers in India, China and the Czech Republic.

**Strengthen Employee Engagement and Productivity:** In 2003, HR surveyed employees to pinpoint their

engagement level. As a result, Honeywell has reinvigorated its learning programs in support of leadership development and growth. Honeywell also rolled out Honeywell Hometown Solutions, a community relations program that works with strategic partners to rebuild homes, keep children safe, and educate teachers and students in science and math. Other upcoming HR priorities include the redesign of non-executive compensation programs and introduction of a Honeywell Operating System to drive productivity and safety across the company's global operations.

**Drive Standardized, Six Sigma Processes and Systems:** During the past year, HR has used Six Sigma tools to plan and execute global compensation planning, 360-degree feedback, data standardization and a global employee engagement survey process. "Honeywell's business leaders look to HR to be business partners, change leaders and employee advocates, so it's appropriate that we become well-versed in the same tools they consistently use to achieve results," Weidenkopf says.

**Build a World-Class HR Function:** During the past few years, Honeywell has aligned its HR function, introduced new talent and adopted contemporary practices. "As we've made progress, the demand for HR services continues to grow," Weidenkopf says. "Our priorities are clear and compelling: support Honeywell's key business priorities and continue to strengthen and standardize HR processes." 

Honeywell, Inc. joined CAHRS in 1993, the 'Up-Close With ...' profiles feature interviews with leaders of CAHRS sponsors.

## HR Company Profile

# Anglo American PLC

A casual conversation with Russell King about his company's HR function does not reflect the enormity of either his business or its challenges. As Executive Vice President of Group HR and Business Development for Anglo American PLC, he is part of the senior team of a global mining and natural resources company with operations in 65 countries, 143,000 permanent employees in managed companies, and a further 66,000 in associates.

Russell discusses the challenges of operating in far-flung countries with significant social challenges the way some of us might chat about simple performance management systems. But it is clear from the programs he outlines that Anglo American has a passionate commitment to people at all levels and an HR function that operates at a strategic level some companies only dream of.

Russell works with the senior leaders of this global company to manage the people issues in eight distinct businesses. He is responsible for all aspects of HR across the Anglo American group.

"We are fundamentally a decentralized company and each unit has its own HR director reporting to the chief executive of that business," Russell says. He is a member of the executive management board. "HR is very much a strategic business partner sitting at the center of the company as part of the top team."


For such a large organization, HR is very lean. Russell directs four functional leaders and there are typically six to eight HR professionals per business. The unique requirements of each country require varying staff beyond that to manage specific needs. "In some areas within South Africa for instance, HR is involved in running things like local education and health care efforts."

Indeed, operating in a country with challenges such as HIV/AIDS presents unique challenges. While

many company's mission statements purport to have an impact on the communities in which they operate, Anglo American gives this goal new meaning. For example, it runs the largest free anti-viral therapy operation in South Africa and is very involved in other community engagement projects such as small business start-ups and improving educational achievement. "We believe passionately that South Africa has a bright future and we want to play our part in that."

At the other end of the spectrum, HR's priorities are talent management processes and reward systems. Both these programs are relatively new to the company, having been instituted since Russell joined three and a half years ago. "We have gone from pretty much zero to something that works fairly well and is thoroughly supported by the senior team. Indeed it is the enthusiastic support of the senior team that distinguishes Anglo from other companies."

The talent management system is based on a competency framework agreed upon by the senior team. From that flows a formal evaluation, ranking and succession planning process that is now a regular part of the strategic planning cycle. "Twice a year our senior team is formally involved in discussion about our talent pool. They are very supportive."

To accomplish these diverse goals, Anglo needs HR professionals who understand business strategy, can operate well at the senior level and have effective consulting skills. "We have a particular interest now in improving organizational development and job design skills among our HR team," says Russell. So, not only is this global HR function concerned about the welfare of its diverse workforce and development of its top leaders, but it is engaged in increasing the competency of its HR professionals as well. 

*Anglo American PLC joined CAHRS in 2005, the 'Company Profile' series feature a Corporate HR view of new CAHRS sponsors.*

SAVE THE DATE

## CAHRS Spring Sponsor Meeting

May 11-12, 2005 • Ithaca, NY

### Building Human Resources Functional Excellence

#### A G E N D A

##### WEDNESDAY, May 11, 2005

**6:00 - 7:00pm - Reception**  
Statler Hotel - Rowe Room

**7:00 - 9:00pm - Dinner**  
Statler Hotel - Taylor A & B

##### THURSDAY, May 12, 2005

**7:30 - 8:00am - Continental Breakfast**  
Statler Hotel - Conference Foyer outside of Amphitheater

**8:00 - 8:15am - Welcome and Introductions**  
Statler Hotel - Amphitheater  
Pamela Stepp - Managing Director, Cornell CAHRS  
Patrick Wright - Director, Cornell CAHRS  
Scott Snell - Director, Executive Education,  
Cornell CAHRS

**8:15 - 8:45am - "Building HR Functional Excellence:  
What, How, and Why?"**  
Patrick Wright - Director, Cornell CAHRS  
Scott Snell - Director, Executive Education,  
Cornell CAHRS

**8:45 - 9:45am - Keynote Address:  
"World Class HR at GE"**  
William J. Conaty - Senior Vice President,  
Corporate HR, General Electric

**9:45 - 10:15am - Break**

**10:15 - 11:00am - "Improving HR Business Processes"**  
Bill Strusz - Director Lean Six Sigma, Xerox

**11:00 - 11:45am - Speaker TBA**

**11:45 - 12:45pm - Lunch**  
Statler Hotel - Taylor A & B

**12:45 - 1:15pm - "Building HR Competencies:  
Who, How, and Why?"**

Patrick Wright - Director, Cornell CAHRS  
Scott Snell - Director, Executive Education,  
Cornell CAHRS

**1:15 - 1:45pm - "Competency Models -  
Are They Enough?"**  
Rick Brown - Head Global HR Functional  
Excellence, Shell

**1:45 - 2:15pm - "An Exhaustive Overview and  
Integration of Competency Models"**  
John Haggerty - Verizon Research Assistant,  
Cornell CAHRS

**2:15 - 2:45pm - "How to Build the Competencies"**  
Bob Calamai - Director, HR Resources and  
Development, IBM

**2:45 - 3:15pm - "Effectiveness of  
HR Rotational Programs"**  
Brad Bell - Assistant Professor, Cornell CAHRS

**3:15 - 3:45pm - Break**

**3:45 - 4:45pm - Breakout Sessions**  
Statler Hotel - Columbia, Pennsylvania, Harvard,  
and Dartmouth Rooms

**4:45 - 5:00pm - Program Wrap-Up**  
Pamela Stepp - Managing Director, Cornell CAHRS  
Patrick Wright - Director, Cornell CAHRS  
Scott Snell - Director, Executive Education,  
Cornell CAHRS

**5:30 - 7:00pm - Reception**  
Statler Hotel - Rowe Room

An on-line registration form and logistics can be found on the CAHRS web site at  
[www.ilr.cornell.edu/cahrs/Spring2005.html](http://www.ilr.cornell.edu/cahrs/Spring2005.html)

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## SAVE THE DATE

**CAHRS International Spring Sponsor Meeting**

May 23-24, 2005 • Budapest, Hungary

**Cost and Benefits of Business in Eastern & Central Europe  
and Implications for HR****A G E N D A****MONDAY, May 23, 2005****12.00 - 13.00 - Welcome Lunch***Hotel Inter-Continental Budapest - Panorama I***13.00 - Welcome and Introductions***Hotel Inter-Continental Budapest - Duna Boardroom*

Pamela Stepp - Managing Director, Cornell CAHRS

Patrick Wright - Director, Cornell CAHRS

Scott Snell - Director, Executive Education, Cornell CAHRS

**13.30 - 14.30 - "Managing Total Cost of Employment in an  
Uncertain World"**

Patrick Wright - Director, Cornell CAHRS

**14.30 - 15.15 - "Competitiveness of the Hungarian  
Labour Force"**Gábor Cizmár, Minister, Ministry of Employment and Labour,  
Hungary**15.15 - 15.30 - Break****15.30 - 16.15 - "Experience Transitioning Work  
from Western to Eastern Europe"**

Patrick Cogy - President and CEO, GECIS Europe

**16.15 - 17.00 - "EU Enlargement: Opportunities  
and Challenges"**

Tony Marchak - Vice President, HR, IBM

**17.00 - 17.40 - "IBM's Global Human Capital Survey"**Mary Sue Rogers - Global and EMEA Leader, IBM Business  
Consulting Services, Human Capital Management Practice**18.00 - 19.00 - Reception***Hotel Inter-Continental Budapest - Pre-Function Area***19.00 - 21.00 - Dinner***Hotel Inter-Continental Budapest - Panorama I***TUESDAY, May 24, 2005****8.00 - Welcome***Hotel Inter-Continental Budapest - Duna Boardroom*

Pamela Stepp - Managing Director, Cornell CAHRS

Patrick Wright - Director, Cornell CAHRS

Scott Snell - Director, Executive Education, Cornell CAHRS

**8.15 - 9.45 - Panel Discussion - "HR Challenges in Central  
and Eastern Europe: Early Bird Versus Late Arrivals"**

Facilitator - Chris Collins, Assistant Professor, Cornell CAHRS

Mary Humiston - VP, HR Europe, Middle East &amp; Africa, Honeywell

Artur Czynczyk - HR Director, Honeywell

Mark Reid - Senior VP, HR Solutions, Diageo plc

Marcia Fish - HR Director, GE Consumer

**9.45 - 10.00 - Break****10.00 - 11.00 - "Shared Services in Hungary"**

Introduction - John Haggerty, Graduate Student, Cornell CAHRS

Béla Forgó - Deputy Country Manager &amp; CFO Hungary,

Deputy General Manager KÖFÉM, ALCOA

**11.00 - 11.45 - "Pitfalls and Promises of Transition:  
Understanding Managerial Social Capital in  
Emerging Economies"**Wendi Adair - Assistant Professor, Johnson School of  
Management, Cornell University**11.45 - 12.45 - Lunch***Hotel Inter-Continental Budapest - Panorama I***12.45 - 14.15 - Panel Discussion - "Will Business Continue  
Moving East to Bulgaria, Ukraine or Russia?"**Facilitator - Quinetta Roberson, Assistant Professor,  
Cornell CAHRS

Paul Jarrell - VP, HR, ALCOA Europe

Kelly Race - HR Director, The Gillette Company

Grigor Gradev - Senior Research Officer, European Trade  
Union Institute**14.15 - 15.15 - "Delighting the Central and Eastern  
European Consumer and Implications for HR Strategy"**

Tim Massa - Associate Director, The Procter &amp; Gamble Company

**15.15 - 15.30 - Break****15.30 - 17.00 - Panel Discussion - "Building the Talent Pipeline"**

Facilitator - Brad Bell, Assistant Professor, Cornell CAHRS

Lubica Bajzikova - Professor, Faculty of Management, Comenius  
UniversityVlado Dimorski - Professor, Faculty of Economics,  
University of LjubljanaSteve McGrory - Vice President, Human Resources Europe,  
Lucent Technologies**17.00 - 17.20 - Wrap Up**

Pamela Stepp - Managing Director, Cornell CAHRS

Patrick Wright - Director, Cornell CAHRS

Scott Snell - Director, Executive Education, Cornell CAHRS

**18.00 - 19.00 - Closing Reception - Sponsored by GE and CAHRS  
Cafe & Lounge Spoon****An on-line registration form and logistics can be found on the CAHRS web site at  
[www.ilr.cornell.edu/cahrs/Spring05Intl.html](http://www.ilr.cornell.edu/cahrs/Spring05Intl.html)**

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# Former Finance Executive Encourages Others to Lead Community Colleges

Two years ago, Dr. Stewart Sutin became the seventh president of the Community College of Allegheny County. Like most presidents, he brings to this position extensive leadership experience, a commitment to economic development, teaching, and community service. What sets him apart is that he acquired these credentials in the private sector. Prior to his presidency, Sutin was Senior Vice President and International Department Head for Mellon Financial Corporation. He was responsible for the organization's global strategy, identifying strategic partners, negotiating joint ventures, and marketing products and services to financial institutions around the world. Previously, he was president of Bank of Boston International and Assistant Manager for the Latin American division of J.P. Morgan Chase.

According to Sutin, "I made this transition because I wanted to make a direct contribution to the economic vitality of my community. There have been many challenges in leading a large, public institution of higher education, but they are far outweighed by the rewards. Community colleges are the most vital segment of higher education. The opportunities to make a difference in the lives of individuals and their families are immediate and profound."


Sutin's transition is fairly unusual in the world of community colleges, but may become more common in response to an impending leadership crisis. Close to 50% of the current community college presidents are expected to retire by 2007. The senior administrators who had previously filled these vacancies are leaving from their current positions at similar rates. Community college scholar George Vaughan recommends that governing boards recruit presidents

from the ranks of business and political leaders, career-changing military personnel, and other people with high level leadership experience. Nat Sutton,

Managing Partner of Education and Not-for-Profit Management at Heidrich and Struggles, adds that in a competitive environment community colleges must find the best talent available. "The critical ability to articulate a vision and translate the big picture into doable actions may come from outside the academy."

Sutin, in collaboration with the Institute for Community College Development at Cornell (ICCD), is eager

to encourage individuals from the private sector to explore a transition like his own. In October 2005, ICCD will offer a program at Cornell to help corporate leaders appreciate the rewards and challenges of community college leadership. Sutin and others who have successfully adapted to the academic culture will share their experiences with potential career changers.

The program is intended for potential CEOs, CFOs, and senior managers in HR and IT. It will emphasize the transferable skills private sector leaders already possess, and identify the skills they need to be effective in the public arena. Case studies will address the challenges of private fundraising, building board, community and legislative relationships, conducting business in open meetings, and collective bargaining. Search firms will assist participants in understanding the process community colleges use, and will provide advice on building a competitive resume. 

*For information about the program contact Barbara Viniar, Executive Director, ICCD, 607-255-9259 or visit [www.iccd.cornell.edu](http://www.iccd.cornell.edu).*



Stewart Sutin

## In The News



Allan Lentini

**Allan Lentini Receives George Peter Dedicated Service Award** - On Monday, April 11, Cornell's Office of Human Resources presented this award to Allan, Director, ILR Finance and Administrative Operations. The George Peter Award for Dedicated Service (GPADS), formerly known as the Dedicated Service Award, is awarded to Cornell staff members who consistently demonstrate a high degree of excellence in the performance of their duties and who prove their willingness to extend themselves to help others and go above and beyond the normal expectations of their job responsibilities. The Award is presented quarterly to individuals through the Communications Committee of the Employee Assembly (EA). This honor is the longest running and most prestigious university-wide peer-nominated award.

Three nomination letters are required, four were received for Allan. The GPADS committee evaluates nominees and selects the top three choices, then submits its recommendations to an "ad-hoc awards committee" composed of an Employee Assembly member, the Communications Committee Chair, an EA Committee member, the PawPrint editor, the employee-elected trustee, and the last recipient of the award. Allan has served Cornell for 30 years in 6 positions. Most of these as the Chief Administrative Officer of Colleges and other academic operating units including: Architecture Art and Planning; Hotel Administration; the University Library System; and currently the School of Industrial and Labor Relations. In addition, he has served as the lead staff support for the University's SVP and Interim Director of University Human Resources. Lentini's main areas of responsibility in ILR include the offices of Fiscal Operations and Budget Planning; Human Resources; School Facilities; Capital Construction Projects; and the ILR Conference Center. Allan and his spouse of 37 years, Denise, have three sons and each has an ILR Degree.



Jaap Paauwe

**New ILR Visiting Fellow Jaap Paauwe** - Dr. Jaap Paauwe is Professor of Business and Organization at the Rotterdam School of Economics, Erasmus University Rotterdam, Netherlands. He will be here from March 20 until August 31, 2005. His interests include: HR management, industrial relations, organizational change, institutional theory, new organizational forms and corporate strategy. Together with ILR and CAHRS, Cambridge University and INSEAD, the Erasmus University team headed by Dr. Paauwe is involved in an international research project among internationally operating companies. The project tries to establish and benchmark HR functional excellence in multinational companies around the globe. Twenty in-depth case studies and a global survey will be carried out. Professor

Paauwe is involved in research cooperation and exchange relationships with: King's College/London University, Cornell University, London School of Economics, Judge Institute of Management/ Cambridge University and Cranfield School of Management. He has written and co-authored books on human resource management and published numerous papers on HRM, industrial relations and organizational change. His latest book was published last year, 2004, with Oxford University Press under the title: "*HRM and Performance: Achieving Long Term Viability.*" Paauwe emphasizes a more balanced and multi-dimensional approach to performance, based on both institutional theory and resource based view and making a plea for combining economic rationality with demands in the areas of fairness and legitimacy; in this way avoiding the single-mindedness of bottom-line financial performance. Jaap earned his PhD, from Erasmus University, and before joining the university he worked for the trade union movement as Head of CNV Research Department, 1983-1988, and a Dutch based multinational company SHV, 1980-1983. In 1991 he was Academic Visitor at the London School of Economics, and in 1996 he was Visiting Professor at Templeton College, Oxford University. His faculty sponsor is Patrick Wright.

*ILR Executive Education*

## Record Enrollment for "HR Impact"

ILR's Executive Education offered its course "Managing for Impact: HR Metrics & Firm Performance," held April 7 - 8, 2005, with HR executives from all over the U.S. and participants from Germany. Participants included executives from these 35 companies:

- Advertising.com
- Aisin
- Automotive Casting
- American Power Conversion
- Bastian Material Handling
- BNP Paribas
- Canadian Pacific Railway
- Cellular One
- CFE
- Concentra
- Deutsche Post Global Mail
- Double Star
- Draft
- DSD Communications
- EADS Deutschland
- Hillwood
- Horizon Blue Cross/Shield NJ
- HSBC Bank
- IntraLinks
- Jennison Associates,
- Matson Navigation Company
- Metropolitan Museum
- Mott Corp.
- Nastech Pharm.
- Nielsen Media Research Intl.
- Omron Healthcare
- Peerless Instruments




*Professor Scott Snell engages participants at the "HR Impact" program in New York.*



- Roush Enterprises
- SHRM
- SSM Healthcare
- Style Crest
- SYGMA Network
- Visa
- Wabash National
- Williams-Sonoma
- World Wrestling Entertainment

Professors Scott Snell and Patrick Wright led the sessions that highlighted strategies and business models for HR metrics best

practices. The two-day program was held at Cornell's ILR Office of Management Programs in New York City. One of our more popular programs, Managing for Impact is offered once in the fall and again in the spring. 

*To learn about the dates for upcoming programs, log on to the Executive Education web site at: [www.ilr.cornell.edu/execed](http://www.ilr.cornell.edu/execed), or contact Mary Adie at 607-255-6075, or via email [mea36@cornell.edu](mailto:mea36@cornell.edu).*



*Stephen Adler, ILR Class '62*

## President of Israeli National Labor Court Visits ILR

In Spring '05 the school was delighted to welcome back to campus Judge Stephen Adler, ILR '62 and President of the Israeli National Labor Court, as a Distinguished Visiting Fellow. Professor Harry Katz was his Sponsor during his time here. Stephen is one of the leading figures in Israeli labor law and labor relations, his



*Judge Stephen Adler, President of the Israeli National Labor Court, ILR Class of '62.*


judgments are well thought of and he has a significant role in shaping Israeli social policy. He is also among the top two highest ranking former Americans in the Israeli government.

Judge Adler spent time doing research in our world renowned Martin P. Catherwood Library, and took time to talk to ILR professors and students discussing some of his most interesting cases. Recently, he has been involved with negotiations between Israel's Finance Minister Biniamin Netanyahu and Histadrut Chairman Amir Peretz regarding their pension system. He has many publications, in English and Hebrew, including some of his most recent: co-editor, "Work, Stress and Disability in the New Millennium," special issue of the *International Journal of Law and Psychiatry*, volume 22, issues 5&6, December 1999; co-author of article in this issue: *Workers' Compensation and Psychiatric Injury Definition*; and *Achieving Social Security Rights: A Comparative Study of Workers' Compensation in the United States, Germany and Israel*, book III of the International Congress on Legal

Medial Aspects of Workers' Compensation, *Medizinisch-rechtliche Aspekte von Arbeitsunfällen*, HVBG, 1999.

Adler grew up in Flatbush, New York, and after high school he headed to Cornell where ILR Professor Alice Cook arranged for him to work two summers with District 65 of the

Retail, Wholesale and Department Store Workers. After graduating from ILR he went on to Columbia Law School and served as a legal assistant to Jack Sheinkman '49, then general counsel for the Amalgamated Clothing Workers Union. Steve later worked as an attorney with the National Labor Relations Board in Washington and Los Angeles, and then moved to Israel with wife Ruth and young son.

It wasn't long before he had three simultaneous jobs: a law clerk with the Israeli Labor Ministry, the director of research and development with the newly formed Labor Court and a teaching assistant at Tel Aviv University's Labor Studies Department. After being admitted to the Israeli Bar, Steve worked for several years as a private attorney, and then, was appointed a judge of the Labor Court in 1976. He began as a judge in the trial court, then was appointed the Chief Judge of the largest trial court, in Tel Aviv, and afterwards was appointed to the appeals court, The National Labor Court, where he now serves as president. 

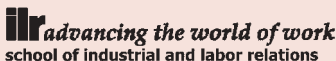
# CAHRS EVENTS CALENDAR 2005

CAHRS Building HR Functional Excellence Study Session . . . . .	March 23, 2005	Amsterdam, Netherlands
CAHRS Spring Sponsor Meeting . . . . .	May 11 - 12, 2005	Ithaca, NY
Building HR Functional Excellence		
CAHRS European Spring Sponsor Meeting: Cost and Benefits . . . . .	May 23 - 24, 2005	Budapest, Hungary
of Business in Eastern Europe and HR Implications		
ILR Orientation and CAHRS Executive Roundtables . . . . .	August 23, 2005	Ithaca, NY
CAHRS Executive Briefing Profiling TYCO . . . . .	October 24, 2005	Philadelphia, PA
CAHRS Fall Sponsor Meeting . . . . .	November 9 - 10, 2005	Ithaca, NY

## Other ILR Events

American Express Custom Programs:		
Strategic Leadership . . . . .	March 2 - 3, 2005	New York, NY
HR and Leadership Decision Making . . . . .	March 9 - 10, 2005	New York, NY
Managing for Impact: HR Metrics & Firm Performance . . . . .	April 7 - 8, 2005	New York, NY
Shell Custom Program Strategic HR Learning . . . . .	May 15 - 20, 2005	London, UK
HR Strategy: Creating Competitive Advantage Through People . . . . .	September 25 - 30, 2005	Ithaca, NY
American Express Custom Programs:		
Strategic Leadership . . . . .	June 1 - 2, 2005	New York, NY
Costing HR . . . . .	June 8 - 9, 2005	New York, NY
HR & Bottom Line . . . . .	July 19 - 20, 2005	New York, NY
Global HR . . . . .	September 15 - 16, 2005	New York, NY
HR Strategy: Creating Competitive Advantage Through People . . . . .	September 25 - 30, 2005	Ithaca, NY
American Express Custom Program: Leading Globally . . . . .	October 4 - 5, 2005	Fontainebleau, France
Managing for Impact: HR Metrics and Firm Performance . . . . .	November 3 - 4, 2005	Arlington, VA
American Express Custom Program: HR Execution . . . . .	November 9 - 10, 2005	New York, NY

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




## Improving Rotational Development Programs

Continued from Page One

• Establishment of evaluation criteria to ensure the program is on track in achieving long-term corporate objectives.

“Although all 16 companies had very different models, the main themes were the same,” say Kuok and Bell. “Leadership and line manager buy-in are critical to the success of the program, careful selection of assignment supervisors help shape the associate’s experience, and talent retention is key to the program’s sustainable success.” However, differences in opinion on assignment duration, types of assignment, mentoring structure and budget

allocation suggest a need for future research in this area, according to the authors. “Research should examine how assignment duration influences learning as well as career progress,” say Kuok and Bell. Research should also compare different program designs, such as those that provide consistent rotational assignments to all associates and those that provide more tailored rotational experiences. “The findings from this research will help companies enhance their HR rotational programs and build an HR leadership pipeline for the future,” say Kuok and Bell. 



hrSPECTRUM is published by the Center for Advanced Human Resource Studies, School of Industrial and Labor Relations, Cornell University, Ithaca, New York 14853-3901  
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