

# contents

## Features

### COVER STORY

#### 40 The Tethered Generation ▶

Attached to technology at a young, impressionable age, millennials bring challenges—and their parents—to the workplace. *Kathryn Tyler*

### TECHNOLOGY

#### 48 The Best of Times ▶

Software for producing efficient employee schedules performs best when workers' preferences are considered. *Eric Krell*

### RETENTION

#### 54 Leveraging Long Tenure ▶

Long-tenured employees' leadership can benefit your organization. *Kathryn Tyler*

## Special Report on Training

### 62 To Make Changes, Manage Them ▶

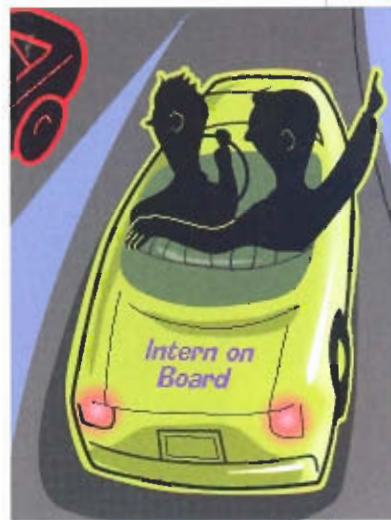
As change accelerates, it becomes increasingly important to include employees in the overall change management process. *Nancy Hatch Woodward*

### 68 Quick Studies ▶

Employers are finding that the money they spend on training interns is a sound investment in the workforce of the future. *Jean Thilmany*



40



68

## HR Agendas

### HR TECHNOLOGY

#### 77 Exploring Retirement ▶

Technology-based solutions help ease employees' psychological transition from work to retirement. *Donna M. Owens*

### COMPENSATION & BENEFITS

#### 85 Long-Term Planning ▶

The market for long-term-care coverage is expanding. *Peter Weaver*



# Columns

## FROM THE PRESIDENT

### 10 Creativity and Innovation: Key Drivers for Success

A rewarding challenge for HR is encouraging management practices that support creativity and innovative thinking. *Susan Meisinger*

## HR SOLUTIONS

### 33 Taxing Expats, Poaching Talent, E-Newsletters ▶

*Lisa Orudorff, Regan Halvorsen and Anne St. Martin*

## MANAGEMENT TOOLS

### 101 Avoid Pre-Emptive Strikes

Be open and honest when deciphering complaints from an employee and his manager. *Paul Fulcone*

## LEGAL TRENDS

### 111 Jerks at Work ▶

Pains in the neck may reap top results, but at an intolerable cost. *Jathan Janove*

## FUTURE FOCUS

### 136 Seeds of Discontent ▶

Young people's rising expectations aren't being fulfilled in the workplace. *Jennifer Schramm*

33



136



# Special Section

## 127 Awards & Incentives Buyers' Guide

### 12 Executive Briefing

Finding Chinese executives proves difficult; pros and cons of acquisitions vs. building from within; executive pay packages continue growing fatter; more.

### 21 HR News ▶

Paid leave part of Democrats' workplace reform proposals; abusive bosses abound; more.

### 93 HR Technology ▶

HR technology is giving HR the means to evaluate the quality of hires.

### 107 Court Report ▶

Employers may request more information to verify lawful status; \$200,000 age discrimination verdict reinstated; more.

### 119 Inside SHRM ▶

Employment Law and Global conferences wrap-up; special expertise panels; more.

### 123 What's New ▶

Online health care resources; HR outsourcing center; employee leave and absence management software; more.

### 131 HR Jobs

### Books in Brief ▶

Books in Brief is online this month. See [www.shrm.org/hrmagazine/07May](http://www.shrm.org/hrmagazine/07May) for summaries of *The Top Performer's Guide to Change*, *Transforming Performance Measurement*, *Talent IQ*, *70: The New 50* and *What Got You Here Won't Get You There*.

HR Magazine (ISSN 1047-3449) is published monthly by the Society for Human Resource Management, 1800 Duke St., Alexandria, VA 22314, (703) 948-3440, to further the professional aims of the Society and the human resource management profession. Members of the Society receive HR Magazine as part of their annual dues of \$160, \$55 of which is allocated for the subscription to HR Magazine, which is non-refundable thereafter. Nonmember subscriptions are available from the Circulation Department at the following rates: Domestic (U.S. and its territories)—\$70 per year; Canada—\$90 per year; International (via airmail)—\$125 per year. Published articles do not necessarily represent the views of the magazine or the Society. © Society for Human Resource Management 2007. Periodicals postage paid at Alexandria, VA 22314 and additional mailing offices. POSTMASTER: Send address changes to HR Magazine, Circulation Department, 1800 Duke St., Alexandria, VA 22314. Publications Mail Agreement No. 40041558. Return Undeliverable Canadian Addresses to Circulation Dept. or DFGM, 6960-2 Walker Road, Windsor, ON N9A 6L3.