

contents



Features

COVER STORY

34 **Are You Too Family Friendly?** ▶

Demographic shifts force employers to re-evaluate the fairness of their benefits and policies for single and childless workers.

Susan J. Wells

EMPLOYMENT LAW

40 **Rate of Return** ▶

Returning an injured or ill worker to a job should not be done too soon or too late.

Allen Smith

34

Special Report on HR Technology

47 **Counting on Collaboration** ▶

Organizations that rely on collaboration to help their enterprises and their employees succeed are getting help from technology.

Bill Roberts

57 **How Deep Can You Probe?** ▶

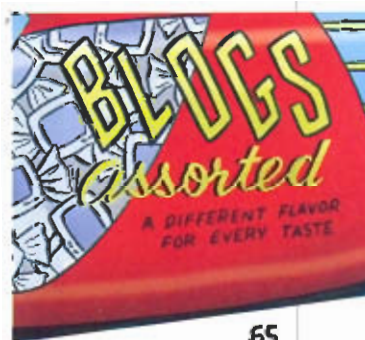
Many employers are going online to conduct background checks of job candidates. But how trustworthy is the information that businesses find?

Rita Zeidner

Blogging for Talent ▶

65 Blogs may help applicants really get to know your company.

Judi Hasson



65

71

HR Agendas

EMPLOYMENT & STAFFING

71 **Filling Spots at the Top** ▶

These tips can help you choose an executive search firm best-suited to your company's needs. *Betty Sosuin*

DIVERSITY

77 **Cross-Cultural Connections** ▶

Mentoring programs that cross cultures expose employees at all levels to new ideas and perspectives. *Kathryn Tyler*

▶ Additional information available online at www.shrm.org.

▶ Video available at www.shrm.org/hrmagazine.

Columns

FROM THE PRESIDENT

8 **Job Satisfaction: A Key to Engagement and Retention** ▶

HR professionals who take the time to understand employees' preferences can develop more-effective policies and programs. *Susan Meisinger*

HR SOLUTIONS

31 **Comp Rules, Board Meetings, Company Statements** ▶

Vicki Neal, Angela Stone and Liz Petersen

MANAGEMENT TOOLS

91 **Speak To Inspire**

How leaders can communicate vision to drive business results.

Suzanne Bates

LEGAL TRENDS

103 **Workplace Reality, Federal Expectations** ▶

Former EEOC Chair Cari Dominguez reflects on what she might have done differently as an HR professional had she known then what she knows now. *Cari M. Dominguez*

FUTURE FOCUS

120 **Wage Gap Reversals** ▶

Well-educated, well-paid young women in major cities could alter the male-female earnings equation. *Jennifer Schramm*



103

Special Section

116 **Workplace Diversity Showcase**

10 **Executive Briefing**

Company revenues outpace executive pay; mimicry can help in negotiations; dangerous hobbies entice many CEOs; more.

19 **From Readers**

Asian stereotypes; Sarbanes-Oxley Act's effect on corporate ethics.

21 **HR News** ▶

Judge blocks immigration enforcement regulations; controversial withdrawal leaves open EEOC seat; studies say ADA makes businesses better; more.

85 **HR Technology** ▶

Employee engagement surveys can be useful as long as there's follow-up action soon afterward.

99 **Court Report** ▶

Granting FMLA leave did not show an employee was regarded as disabled; ADEA award; more.

111 **Inside SHRM** ▶

Annual Conference preview; new SHRM certification executive director; more.

115 **What's New**

Compensation designer; online pharmacy service; more.

117 **HR Jobs**

Books in Brief

Books in Brief is online this month. See www.shrm.org/hrmagazine/07October for summaries of *The Essential Guide to Workplace Investigations*, *Engaged Leadership*, *Change Management Masterclass* and *Surrounded by Geniuses*.