# Features 5 n.w. 2548~

**COVER STORY** 

### 40 Blind Investment

How do analysts measure the value of a company? Not the way they should, which would take into account the value of people. Robert 7. Grossman

#### **LABOR RELATIONS**

### $48\,$ Good-Faith Bargaining $\,$ Negotiating a new labor agreement takes

knowledge of the business, preparation and professional courtesy. Kathryn Tyler

#### TRAINING & DEVELOPMENT

### $54\,$ Head of the Class

With a customized executive education program, Hasbro is developing its future and current leaders. Ann Pomeroy

#### BENEFITS

### 60 Exams for Health Plans

Regular checkups can help keep health plans financially fit. Carolyn Hirschman

#### INTERVIEW

# 66 Courageous HR Leadership

The 2005-06 board chair of the Society for Human Resource Management explains his vision of the aggressive role HR should play. Bill Leonard

# **HR Agendas**

### **COMPENSATION & BENEFITS**

 $73\,$  Philosophizing Compensation  $\,$   $\,$ Protect the integrity of your pay program by implementing an organizationwide pay strategy. Charlotte Garvey

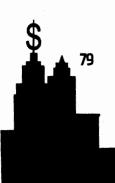
### CAREER DEVELOPMENT $79\,$ Zero In on the Numbers $\, lacktriangle$

Don't skip over budget reports; study them for guidance in crafting next year's spending and for clues to problems developing this year. Susan Ladika









## Columns

#### FROM THE PRESIDENT

### 1() HR Resolutions for the New Year

It's time to weigh your professional skills and get them in shape. Susan Meisinger

#### FROM THE EDITORS

12 Wall Street's view of HR; examining health plans; HR Magazine is 50

Patrick Mirza, Terence F. Shea, Leon Rubis



 $37\,$  Recognition, Overseas Duty, Risky Surfing lacksquare

Anne St. Martin, Linda K. Anguish and Deb Levine

### MANAGEMENT TOOLS

 $87\,$  On Communicating Well

A primer on communication skills—five keys to success. Joelle Jay

97 The Jury's Still Out—Way Out ■

Requiring employees to sign jury trial waivers as a condition of employment helps reduce risk of unreasonably high verdicts. Chad Shultz

#### **FUTURE FOCUS**

128 Background Checking

With its costs falling and its necessity rising, background checking will become an increasingly effective tool for HR. Jennifer Schramm

# Special Sections

111 Relocation Buyers' Guide

115 Yellow Pages

#### 14 Executive Briefing

Finance executives seek Sarbanes-Oxley support; companies often overlook internal expertise; more.

#### 23 From Readers

97

Time off is only one type of benefit; outsourcing unemployment insurance; more.

#### 27 HR News(

Workplace issues a priority for Bush's second term; Treasury regs may give boost to phased retirement; IRS fixes definition of worker's 'dependents'; Sarbanes-Oxley compliance costs rising; more.

#### 83 HR Technology

Workplace kiosks monitor employee health status, from heart rates to lung health.

#### 93 Court Report

Beware 'equal opportunity' harassment; no 'rest period' under USERRA; failure to check background supports negligent hiring claim.

#### 101 Inside SHRM

Pinnacle Awards; Marty Walsh retires.

#### 104 Books in Brief

Weirdos in the Workplace; more.

#### 107 What's New

FSA debit card; team evaluation tool; training programs; more.

#### 126 HR Jobs















































