Contents

Features

COVER STORY

44 Putting Forecasting in Focus 🔼 🖭

Assessing your organization's future workforce needs can help your company succeed despite market uncertainties. Carolyn Hirschman

BENEFITS

50 Going the Distance for Health Savings 🔼

Could overseas travel for lower-cost surgeries become an option in employer-sponsored health plans? *Betty Liddick*

BENEFITS

56 Slicing Workers' Comp Drug Costs 🔼

Even within workers' compensation mandates, employers find ways to cut pharmaceutical costs. *Elizabeth Agnvall*

Special Report on Outsourcing

$63\,$ Introduction: Consider Your Options

Adrienne Fox

64 Throwing the Switch 🔼

When changing tracks to a new outsourcing provider, take these steps to ensure a smooth process. *Susan Ladika*

72 Backing Up 🔼

There's a lot to do when bringing an outsourced HR function back in-house. What you need to know before making a move. *Eric Krell*

$80\,$ Coupling Financial Advice to Your Retirement Plan 🔼

Exercise fiduciary responsibility in choosing investment advisers. Carolyn Hirschman

HR Agendas

International Commuters

Without clear, consistent HR policies, employees who commute between countries can run up the hill and expose the company to risk. *Martha J. Frasc*

EMPLOYMENT & STAFFING

99 Lights, Camera ... Interview! 🕨

Videoconferencing technology offers a fast, inexpensive—though not perfect—way to interview applicants. *Matt Bolch*



Video available at www.shrm.org/hrmagazine.

44



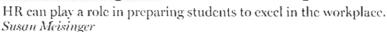
64



Columns

FROM THE PRESIDENT

🚺 Education Gap Threatens U.S. Competitiveness 🕨



FROM THE EDITORS

Workforce planning; medical tourism

Desda Moss: Terence F. Shea

HR SOLUTIONS

41 COBRA, Evasive Poor Performers, Illegal Workers 📔

Deb Levine, Amy Maingault and Diane Lacy

MANAGEMENT TOOLS

111 The Remote Connection

More managers are being asked to lead long-distance. Take these steps to make the arrangement successful. Marjorie Derven

LEGAL TRENDS

119 Waivers—A Valuable Friend 🕨

The statute-of-limitations waiver is an underused tool for shielding employers from stale state employment law claims. Judith Ann Moldover

Research Quarterly:

Leveraging Employee Engagement for Competitive Advantage

(after page 96)



152 Managing Change 🕨

As change accelerates, HR's contribution will include safeguarding organizational values. Jennifer Schramm

Special Sections

136 Global Forum Showcase

138 Employment & Staffing Buyers' Guide

14 Executive Briefing

America's Top Women in Business list released; companies may want to encourage cultural misfits to leave; enthusiasm wanes quickly for most new hires; more.

25 HR News

111

Blowing whistle on Navy recruitment proves costly; states weather storm of health care legislation; deadlines for pension statements loom; immigration will be hot issue in states; more.

105 HR Technology

HR professionals are using workforce analytics to get the facts that can transform their organizations. Learn what they are doing and how analytics can help you, too.

116 Court Report

Employee with five-year break in employment was FMLAeligible; Kentucky State Parks' dress code enforced; more.

127 Inside SHRM

Annual Conference preview; town hall meetings; more.

131 Books in Brief

The Carrot Principle, Speed Lead; more.

134 What's New

Health savings account product; web-based employment law resource; intelligence and personality test; more.

150 HR Jobs

152