

## FEATURES

### 7 Sound Portal Governance for an Effective Employee Portal

By Michael Rudnick, Watson Wyatt Worldwide

Moving toward a perfect employee portal isn't easy. By revising content, technology, design and development processes, companies can eliminate the competing priorities and chaotic workflow that have kept employee portals from attaining the same success as their external Internet brethren.

### 12 Change Management: Using the Right Techniques and Technologies to Ensure Success

By Bonnie Correll, The Cedar Group

Change management and communication have never been as important as they are now with the rising transformation of HR service delivery. Organizations are investing more in technology than ever before – but the investment will be useless if employees and managers don't take advantage of the functionality provided.

### 16 Power Your Knowledge with Web-Based Financial Calculators

By Bruce Harrington, MFS Investment Management

Designed both to help investors create new planning strategies, and to confirm existing plans, e-applications such as calculators have become popular tools for college savings, retirement planning, and applying appropriate asset allocation models. Planning calculators are not intended to replace investment advice from tax professionals or financial planners, but they are useful tools for the investor.

### 20 Onboarding Employees in the 21st Century

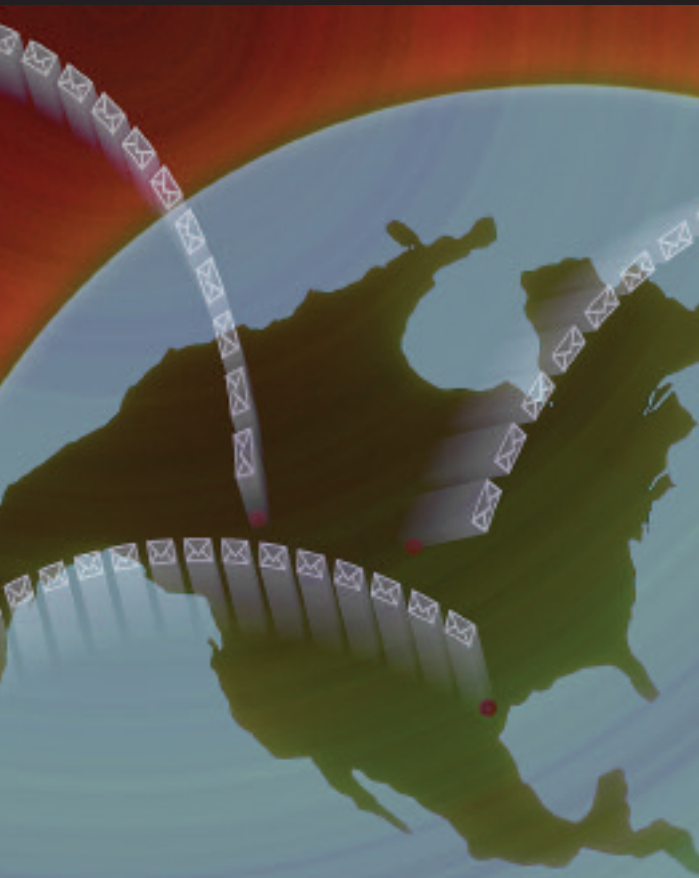
By Michael Beniaminovich, Towers Perrin

Historically, onboarding has been a lengthy and paper-intensive process, a necessary burden no one enjoyed. Through technology, employers are now viewing onboarding as an opportunity to reinforce an employee's decision to join the firm and engage them before they walk in the door – a significant opportunity to reduce costs, save time, and engage the new workforce.

### 24 Is it getting warm around here? Changing the perception of increased expectations keeps employees and employers out of "hot water."

By Bob Garner, Motivative and Communicative Concepts

The predominant change that many employees have been asked to accept in the past few years deals with putting in longer hours and taking on additional responsibilities. Getting employees to see the benefits of taking on more responsibility is not easy and neither is getting your company to understand that employees need encouragement and guidance, in addition to money.



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