

FEATURES

7 From Zero to Hero in Five Easy Steps

By Deborah D. Hirsh, Los Angeles Unified School District (LAUSD)

This article describes how metrics and professional recruitment processes helped the United States' second largest urban school district transform itself from the employer of *last* resort to an employer of *first* resort. No longer the state of California's "problem child" with regards to teacher quality, the LAUSD is now the model district for all others to emulate. A full 98 percent of LAUSD's teachers now either possess a teaching credential or are NCLB qualified interns who possess demonstrated expertise in their subject areas. The author shares the five "easy" steps to creating and managing a successful recruitment program.

12 HR Optimization Through Shared Services: The State of Michigan's Experience

By James D. Farrell, State of Michigan

In answer to the legislature and the administration, the state of Michigan went about the combining of 18 different HR operations into one HR shared services center serving approximately 55,000 employees. The project got underway in 2003 and came to be known as HR Optimization. It was structured with one overall project manager and three leaders for each of the sub-areas of the project. Those included the consultant team, the state's IT team and the state's business team. The overall project manager had responsibility to ensure that the project was delivered on time and on budget. The project was completed on time and on budget, and is tracking to save the state about US\$24 million.

16 Creating a New Future for a Downsizing Organization

By Dr. Frank Benest, City of Palo Alto, California

In order to help create the new vital future for a downsized and restructured local government, executives must understand that the psychological impacts of downsizing seriously exacerbate the actual reductions in resources. Employees typically feel victimized, pessimistic, overwhelmed and resistant to any change or opportunities. An executive cannot manage an organization's way to a new more vital future. Rather, an executive must spend a lot of "face-time" with employees, exerting visible, confident, optimistic leadership, and then engaging employees in creating a new story and fulfilling it. Even in a downsizing local government, most of an organization's resources will be in people. People resources are the only "expandable" resources. Leadership – the ability to bring out the best in others through one's interpersonal, moral and even spiritual attributes – can expand people resources.

IHRIM Announces New HR Technology Evaluation Center: Product Provides Users with Easy-to-Access Reports and Capabilities of Major HR Technology Vendors

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5

In My Opinion

A Clarion Call to HR and OD Professionals
By Dean Robb, Ph.D., Robb Consulting, LLC

26

Private Eye

*New Challenges for Employers in Document and
Messaging Management*
By Jon Neiditz, Lord, Bissell & Brook LLP

28

Talking With

*Glenn A. Pettigrew, C.M.A., General Manager,
ADP Enterprise Payroll Services*

31

Function Focus

*Navigating the Organization Spider Web:
Succession Planning in the Public Sector*
By Trudy V. M. Gygi, WisdomNet, Inc.

32

Solutions for 10K or Less

Training Trends and Solutions for Small Organizations
By JoAnn Mills Laing, Information Strategies, Inc.

34

Inner Circle

*The Ins, Outs and Benefits of Consolidated Reporting for
Multinational Organizations*
By Bill Thomas, Ceridian

36

Next Gen Workplace

E-learning: From Level I to Level IV of Interactivity
By Mark A. Lange, Entelisys Technologies

38

Tech Notes

Managing Personnel Records in the Era of E-government
By Michelle Gaines, Port of Portland

40

Mixed Bag:

Aligning & Managing HR Service Delivery

*Medicare Part D: The Medicare Prescription Drug Improvement
and Modernization Act – A Guide for Employers and Retirees*
By Chris Cameron, Main Street Insurance

42

The Back Page

They Used to be Even Funnier
By Elliott Witkin, Ultimate Software

44

PAGE
22

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The Back Page

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