



May 2011

Columbus Compensation Association

www.columbuscomp.org
info@columbuscomp.org

Lunch Meeting Announcement

Program Topic

Key Trends in Executive Compensation

Presenter

Michael J. Halloran
Senior Partner, Mercer

Date

June 21, 2011

Location

Fawcett Center

Registration Deadline: Friday, June 17, 2011

INSIDE THIS ISSUE

- 1 Meeting Announcement
- 1 Program Overview
- 2 About the Speaker
- 2 Technology Update
- 2 Key HR Priorities Now through 2015
- 3 In the News
- 4 April Meeting Recap
- 4 Consulting Opportunities
- 5 WorldatWork Announcements
 - a) Sale on Courses
 - b) Scholarships Available
- 6 Get to Know Your CCA Board
- 7 Save the Date / Benefits of CCA
- 8 CCA Board Members
- 9 June Course Flyer

Schedule:

Registration and Meal	11:15 a.m. – 12:00 p.m.
Keynote Presentation	12:00 p.m. – 1:30 p.m.

Cost	Member	Non-Member	Student*
Meeting Keynote	\$30	\$40	\$10

- No meeting cost for those who prepaid membership & meeting package for 2011.
- If you register but don't attend, you are still responsible to pay the meeting cost.
- Please register online at <http://www.columbuscomp.org>

*The Columbus Compensation Association considers "Student Membership" as a discounted membership for a full-time college student who may not otherwise qualify for sponsorship by their own organization.

Program Overview

Executive pay continues to be in the headlines. Following a steep drop in compensation levels in 2008 through 2010 due to the global economic crisis, pay levels have rebounded in many sectors in 2010. At the same time, the influence of Dodd-Frank legislation has created challenges for many public companies, including the new advisory vote on Say on Pay. The presentation will cover trends in executive compensation levels, incentive plan design, and the influence of government regulations.

About the Speaker – Michael J. Halloran

Mike Halloran is a Senior Partner at Mercer and a leading practitioner in the Firm's Human Capital (HC) business. He is based in Dallas and is responsible for the Firm's HC group in that office. He has consulted on executive compensation and benefit issues for over 25 years, with a focus on linking executive compensation to business strategy and enhanced performance for shareholders, working with company management and board compensation committees. Key areas of focus include:

- Providing advice and direction to compensation committees on the levels, design, and administration of total compensation packages for executives.
- Strategizing with management teams on critical compensation issues, including the use of equity and design of total compensation programs.
- Designing executive incentive plans, with an emphasis on performance metrics and goal setting.

His clients include many major multinational companies (over 20 in the *Fortune* 200), located mainly in the US and in Europe. These clients include many leading companies in a wide variety of industries.

Mike joined Mercer in the fall of 2001 when his prior firm, SCA Consulting, was acquired by Mercer. At SCA, he was a Senior Partner with responsibility for the firm's Dallas office. Before moving to Dallas, he was the managing partner of the New York office.

Previously in his consulting career, Mike worked at Towers Perrin, where he was a Vice President and head of Towers Perrin's worldwide executive compensation practice, as well as the firm's overall compensation consulting practice for its Eastern Region. He also worked at Watson Wyatt, a major compensation and employee benefits consulting organization, where he directed the firm's executive compensation practice.

Mike received a BA degree in Mathematics from Northwestern University and an MBA degree from Northwestern's Kellogg School of Management, specializing in accounting and finance. He is a frequent speaker on executive compensation and is often quoted in publications such as *The Wall Street Journal*, *The New York Times*, and *Fortune* magazine. He has also been a guest lecturer at Northwestern's Kellogg School and SMU's Cox School of Business.

Technology Update

You may have seen some changes to our website (www.columbuscomp.org) as we announced at our last meeting. Each paid member should have already received a user id and password via email based on the primary email associated with the membership. This login will provide you access to a members only section where you can login and access features not available to the general public, such as:

- Online membership directory
- Past meeting materials, such as presentations or other materials provided by speakers
- Community Forums on a variety of topics

We encourage you to log on, change your password to one you'll remember, and validate your member information. If you have any changes to your contact information, you will be able to quickly and easily update your profile information, ensuring the accuracy of our membership directory. We are diligently working to add enhanced capabilities such as online payments for memberships and meetings in the near future. Please watch this space for exciting announcements of continued improvements to our website functionality!

Key HR Priorities Now through 2015 (www.shrm.org)

The Society for Human Resources Management has identified that the following priorities are important now and in the future. Are you prepared to help your organization with these priorities?

Top HR Priorities Now

1. Improving Leadership Development
2. Managing Talent
3. Delivering on Recruiting and Staffing
4. Managing Change and Cultural Transformation
5. Enhancing Employee Commitment

Top HR Priorities of the Future

1. Managing Talent
2. Improving Leadership Development
3. Managing Demographics
4. Delivering on Recruiting and Staffing
5. Managing Change and Cultural Transformation

In the News



Pay Range Adjustments Expected to Increase in 2011 (compensation.blr.com – 03/14/2011)

- The 2010 BenchmarkPro survey, comprised of nearly 4,000 employers reporting for almost 15,000 locations across the country, gathered information on pay range adjustments in 2010, as well as projected pay range adjustments in 2011.
- Projected pay range adjustments in 2011 range from 1.6% in the Southeast to 1.9% (South Central & West regions).

Did Employer Know He Worked Overtime (compensation.blr.com - 3/21/2011)

- A Florida janitor sued his former employer for unpaid overtime, but the employer argued that (a) the overtime wasn't covered by the Fair Labor Standards Act and (b) it didn't know he was working overtime because he never told management.
- The company argued they were not covered by FLSA because they were not engaged in commerce or the production of goods for commerce, but did not dispute that they met annual gross sales volume of at least \$500,000.
- The plaintiff argued that he notified his immediate supervisor he was working more than 40 hours and shared time sheets with his supervisor. These time sheets seem to be missing.
- The court denied summary judgment for the employer and ruled that the case must be presented to a jury. The case is scheduled to move forward (*Pareja v. Priority Care Service*, U.S. District Court for the Middle District of Florida).

Supreme Court: FLSA Anti-Retaliation Provision Applies to Oral Complaints (www.shrm.org – 03/22/2011)

- U.S. Supreme Court on March 22, 2011, held that the Fair Labor Standards Act anti-retaliation provision applies to oral complaints (*Kasten v. Saint-Gobain Performance Plastics Corp.*, No. 09-834).
- “To fall within the scope of the anti-retaliation provision, a complaint must be sufficiently clear and detailed for a reasonable employer to understand it, in light of both content and context, as an assertion of the rights protected by statute and a call for their protection,” the court stated, noting that an oral complaint can satisfy this standard.

SEC Proposes Rule for Compensation Committees, Consultants (www.shrm.org – 04/01/2011)

- SEC voted unanimously to issue a proposed rule intended to bolster independence of compensation committees at public companies by directing U.S. stock exchanges to meet certain standards regarding compensation committees and consultants.
- The standards proposed focus on committee member independence, committee authority and funding, advisor selection and increased conflict of interest disclosures. SEC is seeking public comments on the proposed rule through April 29, 2011.

BLR Survey: 1 in 3 Employers Provide Cash Incentive (www.blr.com – 4/19/2011)

- Approximately one-third of employers report that their organization supplements wages and salaries with cash incentives in the form of individual or team awards, spot bonuses, and similar payments, according to a recent survey of cash compensation practices by Business & Legal Reports (BLR).

Ohio GM Workers sue company, union for back pay

(<http://news.yahoo.com> – 05/2/2011)

- 28 workers at GM's Lordstown plant alleged that they were misclassified as temporary employees and lost pay and benefits to which they were entitled under collective bargaining agreements between GM and the union.
- The plaintiffs were employed as temporary workers in 2006 and terminated in 2007. They were rehired six months later. In June 2008, they were asked to sign a document classifying them as temporary workers and, in most cases, reducing their pay by more than 40%. They further argue that the union failed in its obligation to investigate the agreements and bring a grievance against the company for threatening to terminate those that did not sign the agreements.

8th Circuit: Employees Were Ineligible for FLSA Tip Credit (www.shrm.org – 05/06/2011)

- Employees who spend more than 20 percent of a shift doing nontipped work are ineligible for the Fair Labor Standards Act (FLSA) tip credit, according to the 8th U.S. Circuit Court of Appeals.
- Applebee's International employees brought a lawsuit for underpayment of wages, claiming they should have been paid at federal minimum wage rather than the \$2.13 wage for tipped employees. Their theory was based on the amount of “side work” that they were required to perform during the week.
- The DOL's regulations recognize it is possible for an employee to be engaged in dual jobs, and states that if one of the dual jobs regularly produces tips while the other does not, the tip credit cannot be taken for hours spent performing untipped work.
- The court used the DOL's Wage and Hour Division *Field Operations Handbook* in pointing to the 20 percent rule. The handbook states that “where the facts indicate that specific employees are routinely assigned to maintenance, or that tipped employees spend a substantial amount of time (in excess of 20 percent) performing general preparation work or maintenance, no tip credit may be taken for the time spent in such duties.”

Have you read a good compensation news article? We'd love to hear from you! Send a note to info@columbuscomp.org with a link to the article or the location and title of the article. You may see it referenced in our next newsletter and/or in the Current News section of the website.

April Meeting Recap: Enabling, Engaging, & Rewarding Employees with Dr. Dow Scott, Loyola University - Chicago

On April 14th, Columbus Compensation Association sponsored Dr. Dow Scott, Professor of Human Resources at Loyola University - Chicago, who covered the topic of “Enabling, Engaging, & Rewarding Employees.” Dr. Scott began by asking about our own companies: How engaged are our employees? What are the reasons they are/are not engaged? This followed with a definition of what employee engagement is, why engagement has become more important, the impact of engagement in transforming motivation to productivity, and a business case for why you should both *engage* and *enable* your employees.

Some of the findings that Dr. Scott shared from his research done in conjunction with WorldatWork included:

- Some see compensation/reward systems as *eroding* engagement, rather than enhancing it.
- Efforts to engage employees through reward programs have been seen to create a more positive work culture and have resulted in better collaboration and relationships, but is viewed as less connected to absenteeism.
- As the economy continues to recover, more companies are concerned about their ability to retain key talent.
- Most companies have engagement metrics built into variable pay programs, have a specific definition of employee engagement, and explicitly include engagement in the organizational strategy. However, the numbers in the survey seem higher than what our local group responded and Dr. Scott’s past experience.
- While *conducting* surveys is important in fostering engagement ($r = .22$), *taking action* was perceived as more important ($r = .54$). If you do a survey and don’t follow up, it reduces engagement; therefore, you should think how you’ll respond before you survey your employees.
- Short term incentives are the tangible rewards that have the most impact on engagement, but intangible rewards and leadership have more impact on engagement than base pay, benefits, and incentives.
- While involving employees increases engagement, few companies involve their employees in the design, implementation, and evaluation of reward programs. Managers are slightly more involved, but still low involvement in these elements.

Dr. Scott left us with some recommendations on utilizing these findings to improve employee engagement at our companies based on the premise that high performance work environment require employees to have the *opportunity* to participate, the *information* to participate intelligently, and *good reason* to participate. He provided us with top ten list of priorities:

1. Make a business case for engaging employees
2. Measure and monitor engagement
3. Take action on survey results
4. Make everyone responsible for engagement
5. Connect people with the future
6. Go beyond comp and benefits to a total rewards mindset
7. Include employees and managers in reward design and launch
8. Tailor total rewards to workforce segmentation
9. Use engagement metrics in performance criteria
10. Communicate the value of what you have

To see a full copy of Dr. Scott’s presentation, please login to the member section of the [CCA website](#) and go to the “Presentation Materials” tab.

Consulting Opportunities

From time to time, CCA is contacted by local companies looking for compensation consultants for short- and/or long-term projects they may have. CCA has compiled a small list which we provide as a courtesy; however, we do not warranty the list. It is the company’s responsibility to reach out directly to the consultants listed and determine who they will use. If you know of someone we should include on this list, or you would like to be included on the list, please send us a note to info@columbuscomp.org and provide us your name, your company name (if applicable to your consulting), best methods to reach you, and any brief information about your specialties which we can include on this list.

WorldatWork Announcements

SAVE!

Buy a Traditional Classroom Certification Course & Get a 60-Day E-Learning Course for ½ Price



WorldatWork has just announced a new special **offer available through June 30, 2011**. As part of the Columbus Compensation Association, you are encouraged to participate.

The value of education and job knowledge has never been more important than now. WorldatWork Courses and Self-Paced E-learning Courses allow you to gain the knowledge you need to get ahead while helping you stretch your training budget. For all HR practitioners, now is the time to take advantage of education and certification to position yourself for future success, even in these difficult times. And if you've already taken one or more certification preparation courses through our association or directly from WorldatWork, you should be thinking about getting your professional certification this year. Certification will unlock your future success by demonstrating your strategic value to your organization.

Please visit the WorldatWork Web site directly to register for your course and self-paced course at a significant savings and to find out all details of this offer: www.worldatwork.org/specialoffers

Terms and Conditions

Offer expires on June 30, 2011. The promo code is PRMED211A. The Offer allows the purchase of one Traditional Classroom Certification Preparation Course with exam and get a second Self-Paced E-Learning Certification Preparation or Self-Paced E-Learning Certification – Green option for ½ price. Offer includes both WorldatWork hosted hotel courses and Local Network Full-Service courses as a first item purchase. The discounted second item must be a 60-day Self-Paced Certification Preparation Course. Offer can be used multiple times. Courses must be completed by Dec. 31, 2011, no exceptions. Offer available through June 30, 2011. Not valid on prior educational purchases. Cannot be combined with another special offer. Cancellations will be charged the current rate. No refunds. Both products must be purchased at the same time.

WorldatWork to Continue Offering HR Professional Scholarships

WorldatWork has announced it will continue its scholarship program for HR professionals around the world. The program was launched in January 2010 to help HR practitioners obtain designations as Certified Compensation Professionals, Certified Benefits Professionals, Global Remuneration Professionals, or Work-Life Certified Professionals.

A one-year scholarship package includes free WorldatWork Premier membership, access to e-learning courses and materials, and all related exam fees. Nearly 50 scholarships have been awarded to reward practitioners in various countries since the program launched last year.

“With the current state of the economy, we feel a responsibility to give back to the profession and help our colleagues retool,” said Anne C. Ruddy, CCP, president of WorldatWork. “Making the commitment to invest in professional development will surely help job seekers in a very competitive marketplace. For rewards professionals, it’s an ideal time to pick up new skills, fine tune existing knowledge, and develop new competencies.”

WorldatWork scholars may take any certification preparation courses offered under the new WorldatWork e-learning platform. This new modular-based format is self-paced and allows trainees to: a) skip and select content areas as needed, (b) pick up where they left off, and (c) go directly to specific sections of content for review before testing. Exams can be applied toward a WorldatWork designation.

Scholarship applicants must submit a 200-word essay describing the importance of certification to their HR career as well as an explanation of financial need. They must provide a letter of reference from their current supervisor, or if unemployed, their last supervisor or HR colleague, recommending the individual and the need for scholarship consideration. They also must have performed an HR practitioner role for at least two years. For a complete list of eligibility criteria, visit www.worldatwork.org/scholarship.

Applications for a WorldatWork scholarship are accepted on an ongoing basis year-round. Scholarships are open to both WorldatWork members and non-members practicing HR anywhere in the world.

To apply, visit www.worldatwork.org/scholarship.

Get to Know Your Board - Spotlight on: Maureen Koblentz, Vice President of Programming



Maureen Koblentz has been a member of the Columbus Compensation Association for approximately nine years. She currently holds the Vice President of Programming role. According to the CCA Bylaws, the VP Programming is responsible for the following duties: “Develop and arrange for informative programming related to current trends in compensation, benefits, and total rewards. Plan presentations for general membership meetings and special events.” Maureen finds topics and speakers for the meetings and makes any arrangements with them. Maureen introduces the speakers before each meeting, providing an overview of their background. This is Maureen’s first board position, but her second term. We asked Maureen some questions to get to know her better.

CCA: Why did you get involved with the CCA Board and what have you gained from your participation?

M.K.: I was asked to join the Board by a few of the existing Board members and thought it sounded like an interesting opportunity. By participating on the Board, I have been able to network with the other Board members as well as CCA members on a more regular basis. I have also learned a little bit about the different roles of the other Board members and have gotten to know a lot of the speakers we have had present at our meetings.

CCA: Please tell us a bit of your employment background and/or career highlights.

M.K.: I started my HR career in Recruiting at Nationwide Insurance and after two years moved into Compensation. I worked primarily on variable / sales compensation at Nationwide for about six years. I moved to OSU Medical Center about three years ago. My current role at OSUMC is Compensation Manager.

CCA: What certifications do you hold? How have they been useful in your career?

M.K.: I am working towards my CCP – I have two more courses left! Through the CCP courses, I have learned (or brushed up on) useful information related to everyday Compensation practice. I’ve also gotten to meet others in the Compensation field from both Central Ohio and beyond. I also have my Master’s in Business Administration from OSU.

CCA: In what ways do you see yourself as a strategic partner within your organization?

M.K.: The Medical Center is continually changing and expanding (especially with the current construction and expected addition of 6,000 full-time jobs over the next several years). We work hard to be at the table early on in discussions about expanding the organization, creating new jobs, etc, so that we are in the best position to attract and retain top talent.

CCA: How do you see the compensation profession changing or evolving in the next 5 years?

M.K.: I think we are going to continue to see more focus on regulation from Washington – especially in terms of executive compensation. I also think that employers are going to keep getting more and more creative and innovative when it comes to total rewards and work/life balance. I can see programs such as ROWE (Results Only Work Environment) at Gap, Inc. becoming more commonplace in Corporate America as companies fight to attract and retain top talent.

CCA: Finally, is there anything else you would like to share about yourself or your family (hobbies, unique personal tidbits, etc)?

M.K.: I have lived in Columbus almost my whole life. I went away for college (Purdue) and then came right back. Most of my family lives here and I really love this city. I’m, of course, a Buckeye and Blue Jackets fan and enjoy going to games when I have the opportunity. I also enjoy reading, being active (especially outside when the weather is nice!), and spending time with friends.

Members – Want to Get Involved? Here’s how you can help Maureen:

- Provide feedback to her on topics that you would like to hear and have presented at our meetings.
- Let her know if you have heard an exceptional speaker at conferences/workshops/other association meetings that would be a good fit for a CCA Meeting.

For other ways to get involved with your association, please go CCA website [Volunteer Information](#) page, contact us at info@columbuscomp.org, or reach out to any member of the CCA Board. Information on the focus for each of the Board positions is contained in the Bylaws on the CCA website.

Save the Date – Upcoming Meetings & Courses

Meetings:

2011 Meeting Calendar: Please mark your calendar to attend the following meetings.	
September 21, 2011	Breakfast Meeting
November 15, 2011	Breakfast Meeting

*All meetings held at the Fawcett Center.

CCA Sponsored Courses:

Date	Course
June 6 & 7, 2011	C17: Market Pricing: Conducting a Competitive Pay Analysis (see attached flyer)
August 8 & 9, 2011	T4: Strategic Communication in Total Rewards
October 17 & 18, 2011	C2: Job Analysis, Documentation, and Evaluation

*All courses held at the Quest Business Center. Register at www.worldatwork.org/register/cca.

Local Network Partner Sponsored Courses:

Sponsor	Location	Date	Course
Bluegrass Compensation Association (www.bluegrasscomp.com)	Lexington, KY	July 19-20	C12: Variable Pay
Compensation & Benefits Professionals of Indiana (www.cbpi.org)	Indianapolis, IN	Oct. 17-18	C17: Market Pricing
Greater Cincinnati Compensation & Benefits Association (www.gccba.com)	Cincinnati, OH	Oct. 10-12	T2: Accounting & Finance
Louisville Compensation Association (www.loucomp.net)	Louisville, KY	Oct. 6-7	C17: Market Pricing
Penjerdel Employee Benefits Association (www.peba.org)	Philadelphia, PA	June 15-16	B1: Benefits Regulatory Environments
		June 15-16	T4: Strategic Communication
		July 20-21	T3: Quantitative Methods
		Sept. 14-15	B3: Health & Welfare Plans
		Sept. 14-15	C17: Market Pricing
		Oct. 12-13	T1: Total Rewards
		Nov. 9-10	T2: Accounting & Finance
Western Pennsylvania Total Compensation Group (www.wptca.org)	Pittsburgh, PA	Aug. 8-9	C4: Base Pay Administration
		Nov. 7-8	T3: Quantitative Methods

*CCA members are eligible for discounted rates with our Local Network Partners.

Benefits of CCA Membership

CCA Membership Benefits include:

- Discounted WorldatWork Courses held in Central Ohio
- Discounted Meeting & Seminar Fees
- Discounted Meeting & Seminar Fees at Local Network Partner Associations in our region
- Individual Membership that transfers with the Member
- Excellent networking opportunities
- Membership Directory
- Member Newsletters
- Enhancement of Professional Knowledge & Skills
- Complimentary Job Postings on the CCA Website

2011 CCA Board Members

<p>PRESIDENT Michael Kalan, CCP Compensation Consultant Ohio State University Medical Center Department: HR Shared Services 660 Ackerman Rd. PO Box 183100 Columbus, OH 43218-3100 614-293-7996 office Michael.Kalan@osumc.edu</p>	<p>PAST PRESIDENT Julie Hurley, CCP Sr Human Resources Consultant Cardinal Health 7000 Cardinal Place Dublin, OH 43017 614-553-4407 office 614-652-8356 fax Julie.Hurley@cardinalhealth.com</p>
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Watch for Your Next CCA Newsletter in mid-July

A major purpose of the Columbus Compensation Association (CCA) is to enhance and promote the total compensation profession. If you are interested in providing content for the newsletter or feedback, please contact info@columbuscomp.org. Deadline for content for submission is **July 1, 2011**

REGISTER TODAY!



Market Pricing

Conducting a Competitive Pay Analysis

CERTIFICATION EXAM: C17/GR17*

Avoiding Analysis Paralysis

This course will provide a consistent and effective methodology for market-pricing benchmark jobs within an organization. Participants will have an opportunity to develop their data utilization skills through classroom practicum exercises.

- Review common compensation strategies, base pay structure design, and the establishment and use of a job worth hierarchy.
- Discuss how market pricing can support an organization's business strategy.
- Discover data sources, data collection options, salary survey formats and use of job matching.
- Learn how the data from salary surveys can help you develop the market rate for benchmark jobs.
- Discuss the use of statistical analysis tools and aging, blending, weighting and slotting data.
- Learn how to handle exceptions or special situations.
- Find out how to communicate market pricing to upper management and your organization.

REGISTER TODAY!

DATE

LOCATION (CITY, STATE)

SPONSORED BY

TO REGISTER, CONTACT

WHO SHOULD ATTEND This course is designed for compensation and HR professionals with an interest in/or responsibility for identifying competitive rates of pay, job evaluation and compensation program development.

WHAT YOU WILL LEARN

- Total Rewards and the Compensation Function
- Market Pricing and Business Strategy
- Survey Data
- Collecting Survey Data
- Utilizing Survey Data
- National Plastics and Rubber Manufacturing — A Case Study
- Exceptions and Special Situations
- Communication

CREDITS

- CCP: Required
- GRP: Required
- Recertification: 2 course, .5 Exam
- CEUs: 1.5 Course, .3 Exam
- PHR/SPHR/GPHR Recertification Hours: 16 (Traditional Classroom); 14 (Instructor-Led Live Online)

For more information visit
www.worldatwork.org/education