

from the
to the

CLASSROOM BOARDROOM

2018 ALASKA STATE
HR CONFERENCE

SEPTEMBER 20-21, 2018
HILTON ANCHORAGE



DAY 1 — SEPTEMBER 20

ROOM	DILLINGHAM	KATMAI	KING SALMON	ILIAMNA
7:30 — 8:00 AM	REGISTRATION			
8:00 — 9:30 AM	BUILDING A STRONG TALENT ACQUISITION STRATEGY IN AK Mary Rydesky Transitions Management	401K PLAN TRENDS Mike Brown Gallagher Benefit Services	REGULATING OFF DUTY CONDUCT Renea Saade Littler	CONSEQUENTIAL CONVERSATIONS Steve Hinds Hindsight
9:30 — 10:00 AM	EXHIBIT HALL BREAK			
10:00 — 11:30 AM	OCCUPATIONAL FRAUD Andrea Jacobson AK State Troopers	THE TEN PAYROLL RULES HR PROFESSIONALS NEED TO KNOW Anne-Marie Walker Chenega Corporation	THE BERMUDA TRIANGLE: HR EDITION (ADA, WC, FMLA) S. Lynn Erwin Kempel, Huffman & Ellis, P.C.	BEYOND SWOT ANALYSIS: A REVIEW OF FOUR PLANNING MODELS  Scott Morrell, Rebar Leadership <i>Aspen/Spruce Room</i>
11:30 — 12:00 NN	LUNCH BREAK BALLROOM			
12:00 — 1:00 PM	LEADERSHIP SECRETS THAT WORK: FROM THE CLASSROOM TO THE BOARDROOM  Alex Kajitani, Kajitani Education			
1:00 — 1:30 PM	EXHIBIT HALL BREAK			
1:30 — 3:00 PM	STRATEGIC PLANNING FOR HR  Karen Kirk Synergistic Solutions	HIPPA: COMPLIANCE AND REQUIREMENTS Christopher K Bao, Esq. Marsh & McLennan Agency	BUILDING INCENTIVE COMPENSATION PROGRAMS THAT WORK, PART I Thomas Showalter Alera ConnectHR	TEACH, LEAD, REPEAT: ESSENTIAL SKILLS TO SUCCEED IN TODAY'S GLOBAL ECONOMY Alex Kajitani, Kajitani Education
3:00 — 3:30 PM	EXHIBIT HALL BREAK			
3:30 — 5:00 PM	THE FUTURE OF HR: PROMOTING BUSINESS SUCCESS IN A CHANGING GLOBAL WORKPLACE  Dianna Gould SHRM	TACKLE YOUR RISKS, BETTER YOUR BUSINESS Joshua Weinstein RISQ Consulting	WHY COMPLIANCE MATTERS IN BACKGROUND SCREENING Bryce Brewer Pinnacle Investigations	IS PERFORMANCE MANAGEMENT REALLY DEAD? Cecile Alper-Leroux Ultimate Software
5:00 — 6:30 PM	BUSINESS MIXER EXHIBITOR HALL			

DAY 2 — SEPTEMBER 21

ROOM	DILLINGHAM	KATMAI	KING SALMON	ILIAMNA
7:30 — 8:00 AM	REGISTRATION			
8:00 — 9:30 AM	COMMUNICATION, FOR A CHANGE  Blythe Campbell Blythe Campbell Communications	HEALTH & WELFARE PLANS: STRATEGIC PLANNING & DESIGN Courtney Touw Alliant Employee Benefits	PERSONNEL FILES, RECORD RETENTION AND TECHNOLOGY Renea Saade Littler	HOW TO SOLVE A MURDER Glen Klinkhart
9:30 — 10:00 AM	EXHIBIT HALL BREAK			
10:00 — 11:30 AM	HOW TO CONDUCT AN ORGANIZATIONAL RISK ASSESSMENT Robert Bridges The Tatitlek Corp.	THE BUSINESS CASE FOR A HEALTHY WORKPLACE  Dr. Richard Bunch WorkSaver Systems	PLEASE SUE ME: ALASKA EDITION Elizabeth Hodes & Kristal Leonard Davis Wright Tremaine	A ROADMAP TO RECRUITING AND RETAINING TOP VETERAN TALENT Carson Honeycutt UAA
11:30 — 12:00 NN	LUNCH BREAK BALLROOM			
12:00 — 1:00 PM	TOOLS, TECHNIQUES, AND TECHNOLOGIES FOR CREATING INCLUSIVE WORKPLACES Louis Orslene, Job Accommodation Network (JAN)			
1:00 — 1:30 PM	EXHIBIT HALL BREAK			
1:30 — 3:00 PM	STRATEGIC MANAGEMENT OR STRATEGIC LEADERSHIP? Dr. Dave Rambow & Shirley K Short Wayland Baptist University	DISCRIMINATION, HARASSMENT AND RETALIATION Sean Halloran Littler	BUILDING INCENTIVE COMPENSATION PROGRAMS THAT WORK, PART II Terry Allard & Jeff Albers The Wilson Agency	THE ENEMY IN THE MIRROR Dr. Richard Bunch WorkSaver Systems
3:00 — 3:30 PM	CLOSING SESSION			
3:30 — 5:00 PM	POWERFUL PURPOSE  Heather Kinzie, The Strive Group			



Programs pre-approved for HRCI's Business credit

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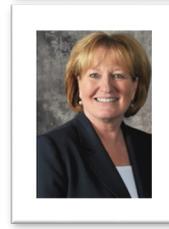
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MARY TESCH

Speakers

THANK YOU!

MESSAGE FROM THE DIRECTOR

Hello, and on behalf of the Alaska SHRM State Council, welcome to the 2018 Alaska State HR Conference!

Earlier this year, a new graduate asked me what I enjoyed most about working in Human Resources. I struggled to think of just one answer (every day it's something new!), but ultimately I came to the fact that work – and being at work – is a constant the world over. All of us who take on HR responsibilities, from entry-level interns, to those who operate HR departments of one for small businesses, to those who serve as HR executives in global corporations, have a unique opportunity to influence how work gets done, and how our neighbors and our community relate to their work. By being good at our jobs, we can help others be good at theirs.



And how can we be most effective in this pursuit? The best way is by ensuring that our ideas and our abilities are valued at the highest levels of our organizations. That's why I'm so excited about our theme for this year's conference – **From the Classroom to the Boardroom.**

At this conference you will join HR professionals and students from across our state in learning the tools, techniques, and talents that will help you position HR – and yourself - as a strategic and valuable asset within your organization. You will discover skills and information that can make you better at your job – and help your coworkers be better at theirs. And, through this learning, you will form connections and build your network so you can be ready for all the challenges of the future.

Because believe me, there are many challenges on the horizon. From new legislation and regulations to navigating societal changes reflected in our workforce, we all need to stay on top of the latest developments and how they impact us. The Alaska State HR Conference will leave you well-positioned to respond to these challenges, and will also provide the proof – over the two-day conference you can earn 14 SHRM and HRCI Credits to help you renew your certifications and highlight your dedication to being an exceptional HR professional.

Of course, all of this would not be possible without the hard work of our volunteer Conference Committee, the volunteer leaders from the SHRM State Council and our local SHRM Chapters, our wonderful speakers and our sponsors and exhibitors. Thank you to each and every one of them for making this year's conference a reality.

So, please enjoy the next two days. Learn as much as you can. During the breaks, think about how you can start applying what you've learned at your place of work. And remember – we have the ability to help our organizations truly excel in a world of increasing competition and confusion. It is opportunities like this conference that will make sure we succeed.

Thank you,

Benjamin C. Krisher, SHRM-CP, PHR

Wifi password: summertime



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GENERAL CONFERENCE INFORMATION

The Alaska SHRM State Council presents the 2018 Alaska State Human Resources Conference, **From the Classroom to the Board Room**. Thanks for joining us for two full days of events. Things to keep in mind:

- Please wear your conference badge at all times
- “Session Closed” signs will be displayed if capacity is reached in the break-out rooms
- We encourage you to dress in layers as room temperature may vary

RECERTIFICATION HOURS

This conference has been pre-approved for 14 SHRM and HRCI recertification credits (10 Business credits). The recertification documentation is included at the end of this program.

ATTEND THE 2020 ALASKA STATE HR CONFERENCE FOR FREE!!

Your conference bag includes an Exhibit Hall Incentive card. Visit the exhibit hall, learn more about the products and services offered and have your card stamped. When done, deposit the card in the box found at the registration table. The drawing will be held during the closing keynote session. Must be present to win!!

SPEAKER PRESENTATIONS

This conference is “green.” Presentations are available for download at <http://alaska.shrm.org/presentations>.

BUY A BOOK AND SUPPORT THE SHRM FOUNDATION



Business and HR books will be available for sale for \$5 and up. All proceeds benefit the SHRM Foundation.

The SHRM Foundation is a values-based charity organization whose mission is to champion workforce and workplace transformation by providing research-based HR solutions for challenging inclusion issues facing current and potential employees, scholarships to educate and develop HR professionals to make change happen and opportunities for HR professionals to make a difference in their local communities. The SHRM Foundation is a 501(c)(3) nonprofit organizational affiliate of the Society for Human Resource Management.

A WORD FROM THE CHAIRS

Welcome to the 2018 Alaska State HR Conference!!

This year's event is the 9th of its kind in Alaska and made possible with your ongoing support. For the fourth consecutive time, the conference is **SOLD OUT!!**

Our keynote speakers are first class! Alex Kajitani, a nationally recognized educator also known as *The Rappin' Mathematician* will inspire and engage you! Lou Orslene, from the Job Accommodation Network will put a face to an organization so valuable to all of us in HR. And closing out the event, Alaska's own, Heather Kinzie!



We are proud to present an incredible slate of speakers, all subject matter experts representing the various facets of HR. These speakers will provide you with ideas and tools to make you more effective in your roles, so you can go *From the Classroom to the Boardroom!*

Events like this are not possible without our volunteers. A special thanks to the Conference Committee, who works tirelessly for 18 months to make this conference happen. Event volunteers are an integral part of the conference, as they provide the support needed to ensure a great event.

We encourage you to visit the Exhibit Hall and say hello to your current providers or learn about the services that they provide. Make sure that your Exhibit Hall card gets stamped by each vendor, and be eligible to win a conference registration for the 2020 Alaska State HR Conference!

Finally, we'd like to thank each of you for attending our conference and bringing your expertise to our gathering. You, as organization leaders, have the vision, the knowledge, the wherewithal and the experience to help us continue advancing the profession. You are truly our greatest asset, and we could not accomplish what we do without your support and leadership. Throughout this conference, we ask you to stay engaged, keep us proactive and help us shape the future of HR in Alaska.

Respectfully,

Patty Hickok

Nancy Miller

<https://annual.shrm.org/>

SHRM19 in
LAS VEGAS
June 23-26, 2019

The largest and best HR conference in the world.

REGISTER FOR 2019 NOW

The banner features a background image of a city skyline at dusk, with a prominent tower. The text is overlaid on a dark blue background.

DAY 1 SESSIONS & SPEAKERS

BUILDING A STRONG TALENT ACQUISITION STRATEGY IN ALASKA

THURSDAY, SEPTEMBER 20 | 8:00 - 9:30 AM | DILLINGHAM

Many companies are coming to terms with the fact that recruitment and staffing has been changing quite rapidly for the past several years. The way we attract, source, recruit and hire can really differentiate one company from the next. Building and executing an employer brand strategy is part of the equation, however do your leaders really know what talent acquisition looks like these days? Through two case studies, participants will learn to define talent acquisition and its metrics for organization leaders, understand how to build and execute an employer brand strategy, and create an improved candidate experience.



MARY RYDESKY

Transitions Management

As a professional manager of training & an educator, Mary Rydesky combines practical experience with MBA theory. Her background in HR, IT services, and administration of learning management has centered on one theme: HR functions and especially training, must have a measurable impact on behavior to be worth its time and cost. She serves on the board of the AK Statewide Trainers & Developers, and is a member of the Association for Training & Development. She heads Transition Management and holds a BA in Communications, Arts, & Education, a Masters in Library and Information Science, and an MBA. Mary has recently resumed doctoral studies in HR Management.

401K PLAN TRENDS

THURSDAY, SEPTEMBER 20 | 8:00 - 9:30 AM | KATMAI

Explore a multitude of timely issues confronting retirement plan sponsors, including the latest DOL regulations, fiduciary best practices, revenue sharing, participant and investment menu challenges. Ample time will be allotted for discussion and questions.



MIKE BROWN

Gallagher Benefit Services

Michael joined A.J. Gallagher in 2018 upon the acquisition of his firm, ClearPoint Financial. Previously, he built successful retirement practices at two national investment firms, dating back to 1993. While at Morgan Stanley, he was a Corporate Client Group Director of 401(k) Plans and was instrumental in expanding the firm's qualified plan consulting resources. He has been recognized as one of the most influential retirement plan advisors and ClearPoint Financial has received multiple recognitions from Plan Sponsor publications. He earned a Bachelor of Arts degree in Business Administration from UAA.

REGULATING OFF-DUTY CONDUCT-HOW FAR CAN YOU GO?

THURSDAY, SEPTEMBER 20 | 8:00 - 9:30 AM | KING SALMON

Thanks in large part to social media, now more than ever employers are aware of what their employees are doing after hours. Can and should employers discipline employees for unsavory off-duty conduct and what are the ramifications for doing so? Do employees have any right to a private life outside of the office and, if so, how do they go about protecting those rights?



RENEA SAADE

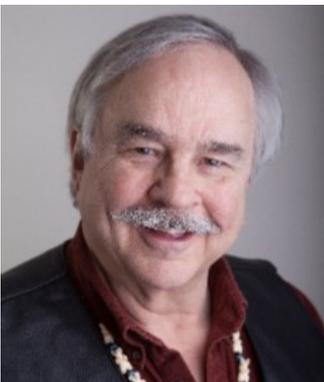
Little

Renea Saade counsels clients on a broad range of employment issues including wage and hour, accommodation and leave requests, enforcement and defense of noncompetition and nonsolicitation agreements, workplace investigations, discipline and terminations. She assists clients in the development, revision and enforcement of employee handbooks, policies and contracts and provides onsite employment law training on issues including prevention of harassment and discrimination, hiring do's and don'ts, wage laws and best practices for performance reviews. She regularly represents employers in federal and state court proceedings, agency audits and investigations.

CONSEQUENTIAL CONVERSATIONS

THURSDAY, SEPTEMBER 20 | 8:00 - 9:30 AM | ILIAMNA

Based on the book Crucial Conversations, this workshop will discuss the components of conversations with consequences, those that involve differences in opinion, have strong emotions and where there is a potential for loss. Have you ever been involved in a conversation like that? Did it go the way that you wanted it to go? You will also hear about the amygdala hijack and how that significantly affects the potential outcome of discussions. The workshop will cover the visceral reactions we typically have when we are involved in consequential conversations, how to recognize when conversations get off track, how to stop and develop a safe environment where productive conversations can take place and then how to work together with other participants to achieve the results you both are seeking. This workshop will present you with skills that you can use on the job, in the community and at home.



STEVE HINDS

Hindsight

As the principal of Hindsight, Steve Hinds began the organization with the vision of providing continual development opportunities to individuals and organizations throughout Alaska. Steve's background has involved training and development during the 35 years that he has worked in the field of Human Resources. He has a Bachelor's degree in Counseling and Guidance along with an MBA. He holds certification through FEMA for Workplace Violence Awareness and for Active Shooter training through DHS. Steve is also a member of American MENSA.

OCCUPATIONAL FRAUD

THURSDAY, SEPTEMBER 20 | 10:00 - 11:30 AM | DILLINGHAM

Occupational fraud is the use of one's occupation for personal enrichment through the deliberate misuse or misapplication of the organization's resources or assets. This presentation will identify the most common types: financial statement fraud, asset misappropriation, and corruption. The presentation will cover the Alaska Statutes as they pertain to crimes considered to be occupational fraud, how (and why) fraud is committed illustrated by real examples, prevention strategies including internal controls and hiring decisions, and ethics.



ANDREA JACOBSON

Alaska State Troopers

Andrea Jacobson has over 30 years of law enforcement experience. She is an experienced investigator with the Financial Crimes Unit of the Alaska Bureau of Investigations, part of the Alaska State Troopers. She retired from the Ketchikan Police Department after 21.5 years and has worked as the Security Manager at Northrim Bank. She holds a Masters of Art in Teaching, Elementary Education from the University of Alaska Southeast, a Bachelor's of Fine Arts in Photography from the San Francisco Art Institute and has been a Certified Fraud Examiner since 2006. She currently serves as the President of the Women Police of Alaska.

THE TEN PAYROLL RULES HR PROFESSIONALS NEED TO KNOW

THURSDAY, SEPTEMBER 20 | 10:00 - 11:30 AM | KATMAI

There is a reason why "generalist" is a word that many Human Resource professionals use to identify their main function. Whether we work in employee relations, benefits, compliance or recruiting, we are often faced with payroll related questions that we need to know how to answer. How does the relocation payment work? How do you respond to an employee asking how to record his hours when he or she worked on a holiday? What about recording FMLA leave? Join this session to learn the top 10 things that HR needs to know, from the payroll perspective.



ANNE-MARIE WALKER

Chenega Corporation

Anne-Marie Walker, CPP is the Payroll Manager for Chenega Corporation. She has over 18 years of payroll experience. She is a founding member of the Northern Lights Alaska Chapter of the American Payroll Association, Anchorage Chapter. She was recognized as the 2012 Alaska Payroll Professional of the Year.

THE BERMUDA TRIANGLE: HR EDITION (ADA, WC, FMLA)

THURSDAY, SEPTEMBER 20 | 10:00 - 11:30 AM | KING SALMON

Nothing can trip HR professionals up as much as the Bermuda triangle of leave laws including the ADA, FMLA and WC. Not only are these laws complicated and legalistic but they are difficult to apply and even more confusing when worker's compensation is involved. What is a "Serious Health Condition" under the ADA? Who is a "qualified individual with a disability"? When is a worker entitled to worker's compensation and how does it work when an employee is out on FMLA? What is a reasonable accommodation? How does light duty fit into all of this?



S. LYNN ERWIN

Kemppel, Huffman & Ellis, P.C.

Ms. Erwin has significant experience in counseling employers and handling employment and labor issues. She has litigated in front of administrative agencies, in federal and state courts, and in arbitrations and other hearings on a wide range of employment matters. These include claims regarding age, race and disability discrimination, wrongful termination and discipline, FML, overtime pay, sexual harassment and contract grievances. Ms. Erwin received her Bachelor's degree in Business Administration from Gonzaga University and earned her law degree from the University of Washington.

BEYOND SWOT ANALYSIS: A REVIEW OF FOUR PLANNING MODELS

THURSDAY, SEPTEMBER 20 | 10:00 - 11:30 AM | ASPEN/SPRUCE ROOM

What's wrong with the SWOT Analysis? There's nothing wrong with this "tried and true" model for strategic planning. However, organizations may fall into a comfortable pattern of limiting their strategy formation activities to the "same old, same old" planning model. This session equips HR leaders with supplemental planning approaches that will strengthen their organization planning efforts. We will review the traditional strategy formation SWOT Analysis Model; be introduced to four comprehensive and systematic planning models: Future Search, Whole Scale Change, Appreciative Inquiry and World Café; analyze each model's strengths, weaknesses and application and prescribe the best-suited strategy formation framework for their organization.



SCOTT MORRELL

Rebar Leadership

Scott Morrell is the Founder and President of Rebar Leadership based in Minneapolis, MN. Scott works with senior leaders, chief executives, boards and management teams in higher education, government and private business to execute more effective organizations leading to better performance. Scott also works with leaders in a broader context to design superior organizations by helping them to engage and motivate employees and tap into individual strengths. Scott's work includes: executive coaching, team coaching, action planning, strategic planning and program development.

MASTER OF CEREMONIES



BILL POPP, PRESIDENT & CEO

Anchorage Economic Development Corporation

Bill Popp has spent more than 40 years in both the Alaska private and public sectors. As President & CEO of the Anchorage Economic Development Corporation since 2007, he sets the strategic direction in marketing Anchorage and Alaska to companies and global industries considering Anchorage as a place in which to do business and assists local businesses looking to expand both within Anchorage and Alaska as well as Lower 48 and international markets.

KEYNOTE SPEAKER

LEADERSHIP SECRETS THAT WORK: FROM THE CLASSROOM TO THE BOARDROOM

THURSDAY, SEPTEMBER 20 | 12:00 - 1:00 PM | BALLROOM

Fifteen years ago, Alex was a struggling new teacher in one of California's poorest neighborhoods. His middle school students seemed unmotivated, unengaged and uninterested in the math he was teaching. Demoralized and desperate, he set out on a journey to turn his class, and his life, around. Today, Alex is lauded for his innovation and "real talk" on what it takes to effectively lead any organization. In his keynote address, Alex shares the leadership secrets that he has used throughout his career. Yesterday's students are today's employees, and today's students are the leaders of tomorrow. Thus, Alex connects the often awkward lessons we all experienced in middle school, to the profound challenges we face in managing our human resources, and how both require a similar skill set and belief in our employees to be successful. From pimples to payroll, and from class management to risk management, this session offers fresh, easy-to-implement strategies and proven results to ignite your HR professionals to return to work and make a difference in the companies and organizations they serve.



ALEX KAJITANI

Kajitani Education

*Alex is the 2009 California Teacher of the Year, and a Top-4 Finalist for National Teacher of the Year. Before teaching, Alex managed a successful, multi-million dollar seafood restaurant in Santa Barbara, CA, and attributes his success in both the classroom and the business world to the same skill set—which he now shares with education and business leaders across the country. Alex is a highly sought-after speaker and author, and often works with schools and companies that are looking to transform the culture of their organizations. One of his books, *Owning It*, was named "Recommended Reading" by the U.S. Department of Education.*

Finding an innovative healthcare solution shouldn't be as difficult as climbing Denali.



Alliant Employee Benefits helps organizations find innovative solutions. Together with our customers, we're changing how healthcare in Alaska is delivered. This means reducing costs and taking on a new status quo. Don't just renew an old problem, blaze a new trail.

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STRATEGIC PLANNING FOR HR

THURSDAY, SEPTEMBER 20 | 1:30 - 3:00 PM | DILLINGHAM

Strategic planning provides an understanding of where the organization currently stands and what direction it hopes to take in the future. HR professionals need to understand and become partners in the strategic planning process to ensure alignment between their department's functions and organizational strategy. This course explains the strategic planning process and the role of the human resource function in this process. Key strategic decisions during life cycle stages of an organization and how a cost-benefit analysis can help in making those decisions are discussed. This course also discusses how the HR function can support organizational budgeting – a key strategic planning activity, by providing data such as human capital projections and costs.



KAREN KIRK

Synergistic Solutions

With over 20 years of experience, Karen Kirk brings credibility, depth and distinction to her training and presentations. Her experience includes delivery of keynote and motivational presentations, retreats, counseling and coaching executives, implementation of organizational management directives, creation and orchestration of numerous change training initiatives and professional development programs, facilitation of workshops, etc. Her clients are located throughout the US and Canada. Karen holds a B.A. in Education & Theatre and a M.Ed. in Counseling & Guidance. Her diverse experiences in management and human development give her a firm foundation in 'creating unique people solutions within the business environment'.

HIPAA: COMPLIANCE AND REQUIREMENTS

THURSDAY, SEPTEMBER 20 | 1:30 - 3:00 PM | KATMAI

The Health Insurance Portability and Accountability Act (HIPAA) and its administrative simplification regulations provide administrative, privacy, and security standards for health plans and their business associates. The extent to which HIPAA applies to a health plan depends on the health plan's structure. This session will help plan sponsors understand their responsibilities under HIPAA including: review the basics of HIPAA, explain key terms, discuss different types of health plans to which HIPAA may apply, discuss how HIPAA applies to fully-insured and self-funded plans, the consequences of violating HIPAA and best practices in HIPAA compliance.



CHRISTOPHER K. BAO, ESQ.

Marsh & McLennan Agency

Mr. Bao works with Marsh & McLennan Agency clients across the nation to ensure compliance with increasingly complex state and federal regulations governing employee benefit programs. Currently, he chairs the Communication Committee for the overall Compliance Committee across the nation. Bao joined Marsh & McLennan Agency from the Salt River Pima-Maricopa Indian Community in Arizona as a staff attorney. Prior to that, he was an attorney at the law firm of Owens & Perkins in Scottsdale. He received a Bachelors of Science in American Political Studies from Northern Arizona University and completed his law school studies at Arizona State University in Tempe, Arizona.

BUILDING INCENTIVE COMP PROGRAMS THAT WORK—PART I

THURSDAY, SEPTEMBER 20 | 1:30 - 3:00 PM | KING SALMON

Incentives are in theory the most direct way of putting “Performance-based Pay” into practice. It turns out that both the “theory” and “putting into practice” parts are a lot easier to say than do. Learn how (and whether and when) to build, deploy and manage incentive programs that really are aligned with the company’s goals, really do focus employees on those goals, and reward employees when things go well and when they don’t.



THOMAS SHOWALTER

Alera ConnectHR

Thomas is the founding Director of Alera ConnectHR. Before joining The Wilson Agency, he managed HR for several mid- and large-sized companies in the Pacific Northwest and Alaska, including 3 of Alaska’s largest corporations. Across his 20 years of HR experience, he has built highly functional HR infrastructures working closely with operational leaders to deliver business oriented HR solutions and services. He has been active in addressing the unique challenges of Alaska’s healthcare market, creating a network of Alaska’s leading employers to address shared issues and concerns. He holds a Bachelor’s degree in Economics from the University of Oregon.

TEACH, LEAD, REPEAT: THE ESSENTIAL SKILLS REQUIRED TO SUCCEED IN TODAY'S GLOBAL ECONOMY

THURSDAY, SEPTEMBER 20 | 1:30 - 3:00 PM | ILIAMNA

Let’s be honest: Without leadership, no organization or individual can succeed in the 21st Century. Now more than ever, creating effective leaders in every office, hallway and staff meeting is crucial to our success as local and global communities. Join California Teacher of the Year, Alex Kajitani, for an interactive look at how we teach, determines how we lead; and how the most effective leaders teach others with passion, clarity and skill. Leave with practical, implementable ideas from fellow attendees and top organizations, on how to ignite the leadership potential of others and create a culture where real leadership skills and strategies lead to real opportunities and achievement.



ALEX KAJITANI

Kajitani Education

*Alex Kajitani is the 2009 California Teacher of the Year, and a Top-4 Finalist for National Teacher of the Year. Before teaching, Alex managed a successful, multi-million dollar seafood restaurant in Santa Barbara, CA, and attributes his success in both the classroom and the business world to the same skill set—which he now shares with education and business leaders across the country. Alex is a highly sought-after speaker and author, and often works with schools and companies that are looking to transform the culture of their organizations. One of his books, *Owning It*, was named “Recommended Reading” by the U.S. Department of Education. Visit www.AlexKajitani.com to watch his popular TED Talk.*

THE FUTURE OF HR: PROMOTING BUSINESS SUCCESS IN A CHANGING GLOBAL WORKPLACE

THURSDAY, SEPTEMBER 20 | 3:30 - 5:00 PM | DILLINGHAM

As an HR professional, you can play a significant role in promoting the success of your organization by understanding your business objectives and the changing environment – nationally and globally – in which you compete. In this session, you will learn the business skills you need to develop to become a strong contributor to the “bottom line.” You will also review ways to leverage three key tools – analytics, leadership development, and workplace flexibility – to more effectively engage your human capital assets in fulfilling your business goals.



DIANNA GOULD

SHRM

Dianna Gould, SPHR, SHRM-SCP, CAE has over 20 years experience in the human resources profession. Currently she is the Field Services Director for the Pacific West Region for the Society for Human Resource Management (SHRM). Prior to joining SHRM, she had experience as an HR professional for Fortune 500 companies to start-up firms. She has worked in the high tech, international export, manufacturing, and the service industry. Dianna has been an active member with SHRM since 1991 and has volunteered for a variety of leadership roles during that time. She has served as the President for the Portland Human Resource Management Association (Portland, OR) and in 2006 was the Director of the SHRM Oregon State Council Board of Directors.

TACKLE YOUR RISKS, BETTER YOUR BUSINESS

THURSDAY, SEPTEMBER 20 | 3:30 - 5:00 PM | KATMAI

There are problems in the world of insurance today. Businesses become victims of the very insurance that is supposed to protect them. You get quotes and comparisons, but are you really paying a fair price? Most employers and business leaders leave money on the table and don't get the best rates and coverage possible as they don't know how to. From employee benefits, administrative and compliance responsibilities, to covering your statutory liabilities, gain insight on how the best businesses manage risk – often by spending less on insurance as a result. When the time comes to make insurance carriers compete for your business, have a much better story to tell about how you are controlling risk.



JOSHUA WEINSTEIN

RISQ Consulting

Joshua is President and the most senior benefits consultant for RISQ Consulting. He oversees the marketing, servicing, and renewing of clients, and provides consultative support for the internal benefit advisors. He works with employer groups to develop innovative, attractive, & affordable packages that help recruit, retain, and reward the employees that make their businesses and organizations successful. He partners with insurers and administrators to develop the best solution to help clients set their benefits apart from competitors and helps make the roles of benefits administrators less demanding with respect to benefits management and compliance. Josh has a degree in education and psychology from Alaska Pacific University.

WHY COMPLIANCE MATTERS IN BACKGROUND SCREENING

THURSDAY, SEPTEMBER 20 | 3:30 - 5:00 PM | KING SALMON

We will dive deep into the regulatory landscape that governs pre-employment background screening. From the application to the offer, to the decision to hire; attendees will learn what they need to know to protect the rights of the applicant while protecting themselves from costly litigation.



BRYCE BREWER

Pinnacle Investigations

Bryce has been serving in the non profit world for over 15 years, speaking to crowds of over 1500 high school students, to more intimate settings in breakout sessions, hosting weekly trivia games, and Emceeding many events. As the director of his own non-profit, Bryce has become an expert in leadership, motivational speaking, and culture. His knowledge of marketing, background checks and compliance, will create and informative and entertaining talk that will leave you laughing and help you understand the ins and outs of screening compliance.

IS PERFORMANCE MANAGEMENT REALLY DEAD?

THURSDAY, SEPTEMBER 20 | 3:30 - 5:00 PM | ILIAMNA

Is performance management as we know it really dead? Of the major Mega Trends to watch in 2018, the transformation of performance is one of the more hotly contested topics as it challenges us to consider management effectiveness and the impact HR processes have on employee morale and trust. A change is needed, but what is the right balance of new and evolving practices?? This presentation will explore the high costs of traditional performance management and share examples of successfully implemented alternatives, and finally will offer progressive steps to an alternative approach to driving performance.



CECILE ALPER-LEROUX

Ultimate Software

Cecile is VP of Human Capital Management (HCM) Innovation at Ultimate Software. Since 2010, she has focused on fostering a culture of innovation at Ultimate, resulting in the delivery of advanced, people-centric HCM technology solutions and services. She has served as Ultimate's VP of Product Strategy and Product Management. With 20+ years of experience in the HCM industry, she has served in several capacities across the globe, including as Director of Global HCM Product Strategy, where she led globalization efforts and strategic direction for the next generation talent management solutions. Passionate about people and technology in the workplace, she is a sought-out speaker and thought leader on HCM trends and global strategies.

BUSINESS MIXER | 5:00-6:30PM | EXHIBITOR HALL

DAY 2 SESSIONS & SPEAKERS

COMMUNICATION, FOR A CHANGE

FRIDAY, SEPTEMBER 21 | 8:00 - 9:30 AM | DILLINGHAM

Effective employee communication is critical to the success of any change initiative. You'll learn how to plan and implement a communication strategy for change that preserves morale and engages employees in a powerful vision for the future. Topics include assembling the right team for change communications, understanding and communicating context, identifying internal stakeholders, what employees want to know, and what they need to know, key messages for change, choosing the right communications tools and avoiding pitfalls in change communication.



BLYTHE CAMPBELL

Blythe Campbell Communications

Blythe Campbell has advised eight different CEOs and their leadership teams over a 30-year career in communication. She has worked in the engineering, telecommunications, energy, finance, government and nonprofit sectors. Blythe presents keynotes on a variety of topics for civic and professional groups, and leads breakout and pre-conference workshops at regional and national conferences. Her feature articles have appeared in local, regional and national magazines and newspapers.

HEALTH & WELFARE PLANS: STRATEGIC PLANNING AND DESIGN

FRIDAY, SEPTEMBER 21 | 8:00 - 9:30 AM | KATMAI

Understand and get practical knowledge of advanced concepts around the benefits design process. It puts fundamental knowledge around health and welfare benefits into play by addressing advanced concepts around how to evaluate, select, design, cost and fund health and welfare programs and a review and discussion of the ACA. Topics include strategic assessment, conducting a gap analysis, plan selection and design, costing benefits plans, funding arrangements, and gaining management buy-in and approval for implementation of the new and proposed benefits plan.



COURTNEY TOUW

Alliant Employee Benefits

As Executive Vice President with over 20 years, Courtney Touw advises clients ranging from 50 to 10,000 employees. His approach to consulting emphasizes creative solutions grounded in his clients' culture and budget. He is a frequent national and international speaker on healthcare, wellness, and consumerism.

PERSONNEL FILES, RECORD RETENTION AND TECHNOLOGY

FRIDAY, SEPTEMBER 21 | 8:00 - 9:30 AM | KING SALMON

One of HR's responsibilities is recordkeeping. Easy? Think again! The process of organizing, storing, archiving and destroying critical business documents is one that can't be taken lightly. It's imperative to know which information should be kept electronically and what checks need to be in place to keep that data secure. You must confidently keep your records management program in compliance with government regulations to protect your organization. This workshop covers everything you need to develop an electronic records management program, keep your system up-to-date and ensure that you're maintaining legal compliance.



RENEA SAADE

Littler

Renea Saade counsels clients on a broad range of employment issues including wage and hour, accommodation and leave requests, enforcement and defense of noncompetition and nonsolicitation agreements, workplace investigations, discipline and terminations. She assists clients in the development, revision and enforcement of employee handbooks, policies and contracts and provides onsite employment law training on issues including prevention of harassment and discrimination, hiring dos and don'ts, wage laws and best practices for performance reviews. She regularly represents employers in federal and state court proceedings, agency audits and investigations.

HOW TO SOLVE A MURDER

FRIDAY, SEPTEMBER 21 | 8:00 - 9:30 AM | ILIAMNA

Learn how to properly deal with investigating and documenting a workplace incident. If you can solve a murder, you can investigate, document, interview and report on any incident which occurs within your company. Using actual case files and examples, learn from an actual homicide detective how to preserve and collect evidence, conduct interviews, and properly document everything from a simple employee complaint, to an employee fender-bender, to a major crime scene.



GLEN KLINKHART

Born and raised in Anchorage, AK, Glen has over 20 years of public safety, computer, and investigative experience. Glen's background includes tenure as a police officer, a computer crime investigator, as well as being a Homicide Detective for the Anchorage Police Department (APD). A professional trainer and author, Mr. Klinkhart has been recognized by many as a leading authority on safety, crime, and legal issues within the State of Alaska. He has been quoted in various print media articles, and has appeared on numerous radio and television shows, including Dateline NBC, and Primetime 20/20. His latest book, a true crime Alaskan memoir entitled, "Finding Bethany" quickly became a bestselling Alaskan book and has been optioned as a movie.

HOW TO CONDUCT AN ORGANIZATIONAL RISK ASSESSMENT

FRIDAY, SEPTEMBER 21 | 10:00 - 11:30 AM | DILLINGHAM

Conducting an Organizational Risk Assessment is a very powerful tool for identifying an organization's risks and areas in need of improvement and mitigation. Organizations have a moral and legal obligation to address the safety and well-being of their employees and operations. This presentation will explore Risk Assessment tools and procedures to help you identify risks and to measure, monitor and report those risks to your management and Board.



ROB BRIDGES

The Tatitlek Corporation

Robert Bridges has over 20 years of experience managing business operations and risk and previously served as the Associate General Counsel of Altisource and the Sr. Vice President/ General Counsel of Williams & Williams where he managed the Alaska real estate portfolio for many national banks. Mr. Bridges holds a Bachelor's degree in Mass Communication and Public Relations from West Texas A&M University, he attended Oxford University for Comparative International Law study and then received his JD from Southern Methodist University.

THE BUSINESS CASE FOR A HEALTHY WORKPLACE

FRIDAY, SEPTEMBER 21 | 10:00 - 11:30 AM | KATMAI

A healthy workforce is a core competency for organizations, thus the need to have a business case for creating one! This presentation will define what a healthy workplace is, its components, discuss the steps needed to create a business plan and the three broad strategic business reasons for creating a healthy workplace: the financial costs, the organizational profile (becoming an "employer of choice" and being seen as demonstrating Corporate Social Responsibility in the community, and thus creating added value for shareholders and other stakeholders) and finally, the legal case.



DR. RICHARD BUNCH

Worksaver Systems

Dr. Bunch is CEO and co-owner of WorkSaver Employee Testing Systems. With over 40 years of experience, he is recognized as a specialist in ADA and EEOC-compliant post-offer employment functional testing, ergonomics, and occupational wellness. He is the creator and founder of the proprietary CBES credentialing ergonomics and occupational wellness training program that integrates ergonomics and behavioral (wellness) interventions to achieve maximum benefit for injury prevention and employee wellness. He has been accepted as a legal expert in federal and state courts in ergonomics, FCEs, clinical biomechanics, and physical therapy. He is a published author and consults and lectures world-wide for industries and professional organizations.

PLEASE SUE ME: ALASKA EDITION

FRIDAY, SEPTEMBER 21 | 10:00 - 11:30 AM | KING SALMON

This session will provide you with takeaways on the latest tips, techniques and practical HR policies to manage productivity, maintain harmony and stay out of court. This session blends employment practices, humor and the law to answer some of today's toughest management issues. Recent cases will be shared as an example of the various things that will get you in trouble and how to avoid that.



ELIZABETH HODES & KRISTAL LEONARD

Davis Wright Tremaine

Liz Hodes is an experienced litigator who focuses largely on labor and employment matters. She counsels employers on how to prevent workplace disputes and comply with employment laws. For her corporate clients, Liz litigates disputes related to corporate governance, contracts, unfair trade practices, and other issues.



Kristal Leonard assists in counseling employers on how to comply with employment laws and regulations. She also helps defend employers against workplace disputes in agency and state court proceedings, including a petition for review to the Alaska Supreme Court.

A ROADMAP TO RECRUITING AND RETAINING TOP VETERAN TALENT

FRIDAY, SEPTEMBER 21 | 10:00 - 11:30 AM | ILIAMNA

Hiring veterans is the right thing to do, but for those unfamiliar with the armed forces, it can be difficult to understand how to get started, where to find talent, tax benefits and how to implement and sustain successful initiatives. Join us as we explore the value of veteran hire, learn who veterans really are, why you need them, where to find them and determine if veteran hires are right for your situation. We will provide unique perspectives on translating military skills into your technical/leadership needs, discuss leveraging military benefits to reduce costs, and help you position your organization as a great home for top veteran talent.



CARSON HONEYCUTT

UAA

Carson is a leading veteran transition educator, consultant, and professional speaker. He has worked with hundreds of veterans in the fields of strategy, innovation, leadership, ethics, diversity, and interpersonal relationships. He founded The Zen Veteran to help transitioning military members navigate their new civilian lives. He developed the Vanguard Vetting Process to help organizations connect with top-tier veterans to drive organization success. From fostering breakthrough thinking to managing change, from building winning relationships to mastering self-leadership, Carson delivers a solid foundation of ready-to-use information in an inspirational, highly entertaining, and motivational style.

TOOLS, TECHNIQUES, AND TECHNOLOGIES FOR CREATING INCLUSIVE WORKPLACES

FRIDAY, SEPTEMBER 21 | 12:00 - 1:00 PM | BALLROOM

The World Health Organization (WHO 2011) reports that globally there are more than 1 billion people with disabilities. Increasingly, chronic health conditions and disabilities are becoming more common in the workplace. Therefore, creating workplaces inclusive of people with disabilities is a business imperative. Inclusion results when good processes and practices are normalized into the workplace. Normalizing inclusion requires numerous tools, techniques, and technologies. In this session, participants will gain access to tools and techniques included within the JAN Workplace Accommodation Toolkit. This Toolkit packages JAN's deep knowledge into an online platform with the information businesses need to create inclusive workplaces while complying with disability-related employment laws. Participants will also learn of inclusionary technologies such as the Mobile Accommodation Solution App, a first-generation mobile workplace accommodation case management app. Having good tools, techniques, and technologies enables companies to normalize their accommodation process, create an inclusive workplace culture, and benefit from an innovative and productive workforce.



LOU ORSLENE, MPA, MSW, CPDM

Job Accommodation Network

Mr. Orslen serves as the Co-Director of the Job Accommodation Network (JAN), the leading source of free, expert and confidential guidance on workplace accommodations and disability employment issues. As a service of the US Department of Labor's Office of Disability Employment Policy, JAN's professional consultants manage more than 50,000 inquiries and conduct more than 100 trainings annually. Lou's presentations are informed by 25+ years in the field of disability employment and through collaborations with groups such as the US Business Leadership Network, Disability Management Employers Coalition, Assistive Technology Industry Association, and the American Association of People with Disabilities among others. He has a dual Master degree in Public & International Affairs and Social Work from the University of Pittsburgh; a BA in HR Management; a certification in Disability Management and a certificate in Managing Public and Non-profit Organizations.

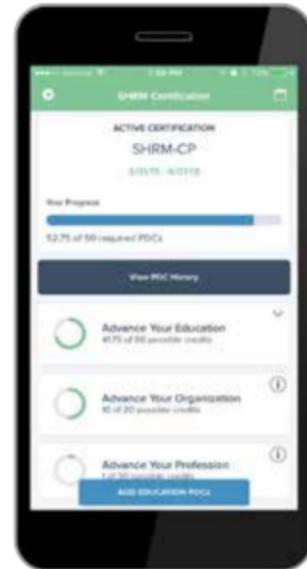
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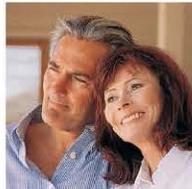
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STRATEGIC MANAGEMENT OR STRATEGIC LEADERSHIP

FRIDAY, SEPTEMBER 21 | 1:30 - 3:00 PM | DILLINGHAM

Managers and leaders are titles often used interchangeable, but they apply two different skill-sets and focuses. We will examine the different skill-sets and focus of strategic managers and strategic leaders, and argue that strategic thinking appears to be the key difference. You will learn to define and describe the process of strategic thinking as a primary skill-set and focus of strategic leaders, and list and describe critical skills required to develop strategic thinking.



DR. DAVE RAMBOW

Wayland Baptist University

For the past 24 years, Dr. Rambow has served as Professor of Management at WBU. For the past 10 years he has served as the faculty advisor to the WBU, Anchorage Campus SHRM Student Chapter. He holds a Bachelor of Science in Construction Engineering, Washington State University; a Master of Arts in Human Resource Development, Webster University; and a Doctor of Education in Leadership, University of La Verne.



SHIRLEY KELLY SHORT, PHR

Wayland Baptist University

Shirley has over 10 years of HR experience, currently serving as the Northwest Regional HR Team for Stantec Consulting. She is an adjunct professor for Wayland Baptist University, where she teaches management and HR management courses. She holds a Master of Arts degree in Management with a concentration in Human Resource Management.

DISCRIMINATION, HARASSMENT & RETALIATION: TRENDS & CASES

FRIDAY, SEPTEMBER 21 | 1:30 - 3:00 PM | KATMAI

This session will provide an overview and update on federal laws that prohibit harassment, discrimination and retaliation in the workplace. Familiarity with these regulations and trends is essential for HR professionals. Not only can workplace discrimination and harassment affect employee productivity, it can divert resources from the organization's real business. Improper conduct can also lead to liability for the organization and/or individual employees.



SEAN HALLORAN

Little

Sean Halloran has been advising clients on a wide variety of employment law matters for two decades. He regularly counsels employers in a variety of industries on employment related matters, including compliance with federal, state, and local statutes and regulations. He assists clients with compliance audits and with the drafting of personnel policies. He regularly defends employers in administrative proceedings before the Mine Safety and Health Administration, the Equal Employment Opportunity Commission, the Alaska State Commission for Human Rights, the Alaska Department of Labor, and other federal, state and local agencies.

BUILDING INCENTIVE COMP PROGRAMS THAT WORK—PART II

FRIDAY, SEPTEMBER 21 | 1:30 - 3:00 PM | KING SALMON

Incentives are in theory the most direct way of putting “Performance-based Pay” into practice. It turns out that both the “theory” and “putting into practice” parts are a lot easier to say than do. Learn how (and whether and when) to build, deploy and manage plans that utilize insurance or retirement programs (qualified or non) that really are aligned with the company’s goals, really do focus employees on those goals, really do help with retention, and really do reward employees when those goals are achieved.



TERRY ALLARD, CEBS

The Wilson Agency, an Alera Group Company

Terry has over 30 years experience in employee benefits and has been with The Wilson Agency since 1997. She specializes in groups with 50+ employees, executive compensation strategies, and disability plans for highly compensated individuals. She is a charter member and Past President of the AK Chapter of the National Association of Health Underwriters.



JEFF ALBERS, CFP, CLU, CHFC, AIF

The Wilson Company, an Alera Group Company

Jeff heads the Financial Services division from the Tacoma office of Albers & Company. He joined the company in 1995 as VP of Financial Services, where he provides both big picture financial strategy as well as individual wealth management guidance. A graduate of the University of Washington in Business and Finance, he holds several licenses and industry certifications.

THE ENEMY IN THE MIRROR

FRIDAY, SEPTEMBER 21 | 1:30 - 3:00 PM | ILIAMNA

There are many steps we can take to improve health and avoid injuries at work. Dr. Bunch learned this as a cadet at West Point U.S. Military Academy. The concept of “no excuse sir!” and taking 100% self-responsibility for one’s actions had a profound impact on his health and career goals. This session helps attendees understand the importance of the proactive approach to preventing disabling workplace injuries. Unsafe work behaviors and poor ergonomics, along with poor nutrition, lack of exercise, and mental stress collectively lead to injuries and illnesses. This program will provide invaluable, well-researched and proven methods that can significantly help individuals and employers prevent these problems and help protect a company’s most valuable asset, the employee, helping impact the bottom line of your organization.



DR. RICHARD BUNCH

Worksaver Systems

Dr. Bunch is CEO and co-owner of WorkSaver Employee Testing Systems. With over 40 years of experience, he is recognized as a specialist in ADA and EEOC-compliant post-offer employment functional testing, ergonomics, and occupational wellness. He is the creator and founder of the proprietary CBES credentialing ergonomics and occupational wellness training program that integrates ergonomics and behavioral (wellness) interventions to achieve maximum benefit for injury prevention and employee wellness. He has been accepted as a legal expert in federal and state courts in ergonomics, FCEs, clinical biomechanics, and physical therapy. He is a published author and consults and lectures world-wide for industries and professional organizations.

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POWERFUL PURPOSE

FRIDAY, SEPTEMBER 21 | 3:30 - 5:00 PM | BALLROOM

As HR Professionals, we must accept our roles as influencers. Regardless of our title, we influence. Regardless of the org chart, we influence. Regardless of our willingness, we influence. Simply put, HR has been and will continue to be in a position of influence and its professionals should fully understand what this means and commit to doing it well. Heather will share her stories about her successes and failures in such hopes that you can have improved outcomes! In addition to that of the influencer, HR Professionals have lots of informal titles. Fire extinguishers, planners, and strategists are some of the roles we play when we are not being partners, collaborators and facilitators. The variety of roles can sometimes be overwhelming and we often find we've lost our way, drifted off course, etc. from our "official role" or our "official title." This drift occurs because we may have lost our focus or otherwise lost sight of our purpose. Heather will highlight what she believes are the four main "purposes" of HR. Hopefully, this can enable us to rethink our roles and perhaps re-align our priorities. Finally, there is no doubt that HR is challenging; often, the trials of our noble career choice wear us down. Likewise, it is not always easy to give service with a smile. Heather will offer her ideas on how to encourage and sustain an adventurous spirit, positivity and resilience in a career where change and challenge are unyielding.



HEATHER KINZIE

The Strive Group

Heather has been an HR and Organizational Performance Professional for 20+ years and is proud of the positive differences she has made in people and organizations she has come in contact with. She's worked in almost all disciplines of HR and OD, in public and private enterprise, and in both the profit and non-profit sectors. She's been consulting for 10+ years and offers numerous hours of pro-bono work for her favorite non-profits. She has volunteered or served as a Board Member for a variety of organizations in her community, including her local SHRM Chapter where she served as a Board Member for 8 years and continues to be an active volunteer. She is a writer and public speaker covering topics such as leadership, workforce engagement and collaboration, strategic planning and organizational performance. She is from the south and loves to tell stories so watch out! She is uber excited to be presenting to her Alaska colleagues who are committed and dedicated to their organization's success.

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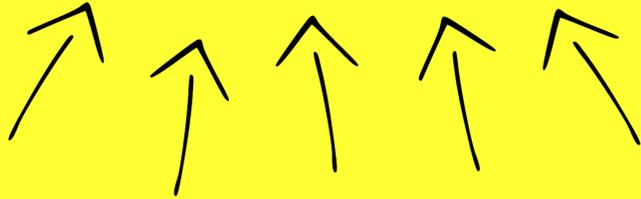
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Advisor

Kris Racina

Dr. Charla Brown

Dr. Dave Rambow

Contact

khracina@alaska.edu

cabrown12@alaska.edu

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From the Classroom to the Boardroom
Hosted by the Alaska SHRM State Council

Attended by:

Name of Attendee

P. Hickok

September 20-21, 2018

Patty Hickok, SPHR, GPHR, SHRM-SCP
Conference Chair

Date of Program

SHRM Activity ID: 18-CKDXV | SHRM PDC(s): 14

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Activity Documentation Form

331472 - 2018 Alaska State HR Conference

Activity ID: 331472

Activity Type: Conference

Start Date: 9/20/2018

End Date: 9/21/2018

Total Credit: 14

Credit Type(s) HR (General)

Instructions for submitting this activity for recertification credit:

1. Login to your profile at <https://hrci.org/login>
2. Click the My Recertification link
3. Review your progress dashboard and requirements
4. Find the Continuing Education: Pre-Approved Activities section of your learning plan
5. Click **Add Activity**
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9. Review the activity details, agree to the attestation and click **Submit**

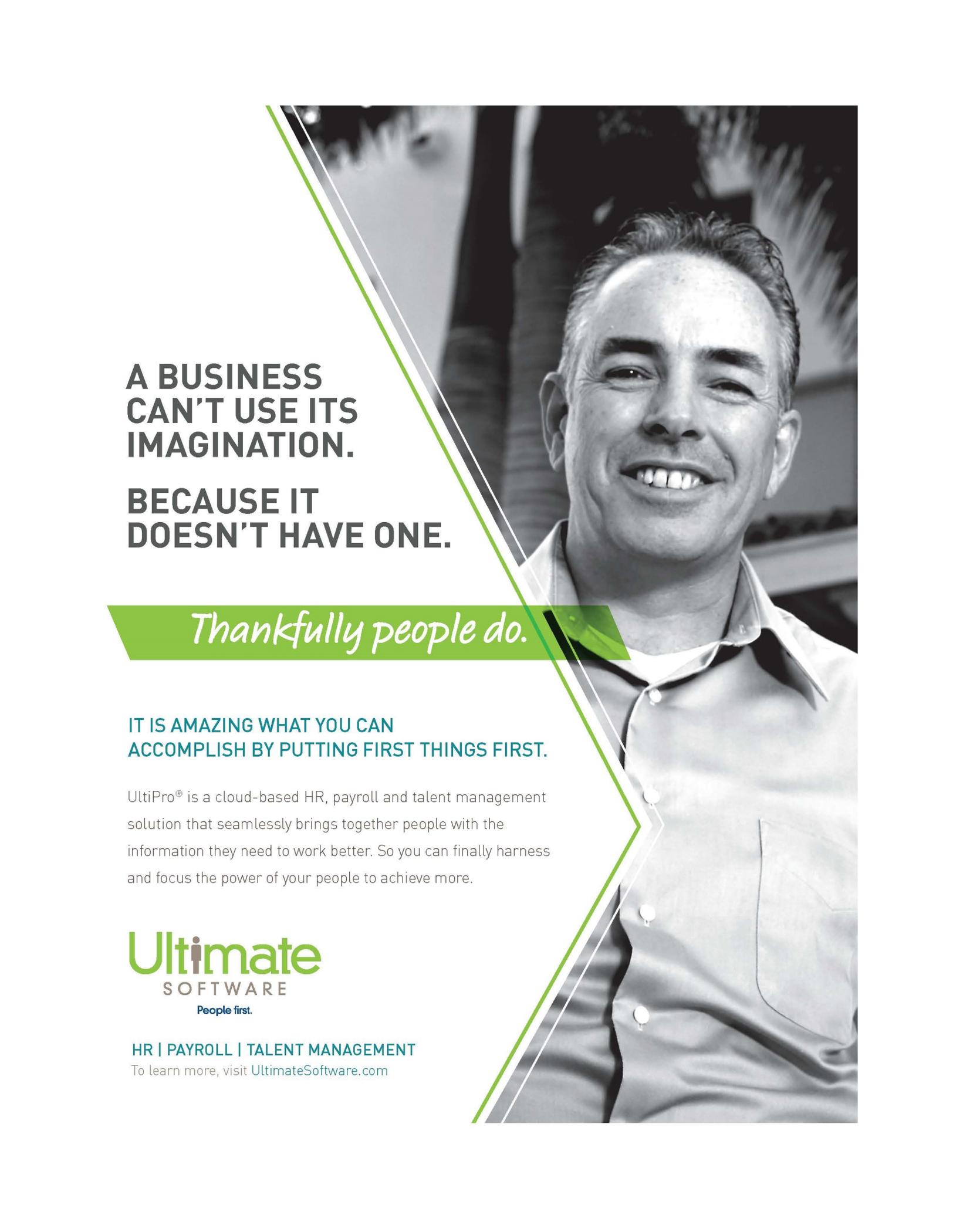
* Because some activities are ongoing throughout the year, the Start and End Dates are left intentionally blank.

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To earn Business recertification credit for sessions pre-approved for Business credit, do **NOT** use the Activity ID Number assigned to the conference. Submit one record for each credit hour category, listing all session titles in the Program Description and total hours for each entry. Additional documentation can be found at <http://alaska.shrm.org/presentations>.

This conference has been pre-approved for **14.0 HR (General) recertification credit hours**. To earn 14.0 HR recertification credit hours for attending this conference, please enter the **Activity ID # 331472** with the conference dates to your online learning plan at www.hrci.org.



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