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Does Your Global Performance Management System Perform Where It Counts?

WORKDAY

Globalization has radically changed the business world and workforce. Companies have offices all over the world, each with its own culture, making it a challenge to motivate a diverse pool of workers to perform at their highest level. Regardless of size, when a company gets the best out of its employees, it is able to maximize productivity, increase competitiveness, and improve profits. However, this can be elusive for even the most efficient organizations because of a missing key component: *the ability to tie individual and team performance back to the financial performance of the company.*

In order to maximize global productivity, a company should consider three specific criteria when evaluating a global performance management solution:

1. The ability to enforce consistency across the global workforce, while still allowing flexibility to accommodate regional and cultural differences.
2. The ability to roll up and review performance feedback across the entire global workforce for clarity and insight into which areas and teams are contributing most substantially.
3. Well-defined transparency between personal and group performance results and their financial impact for the company.

Consistency vs. Flexibility

Although seemingly opposite, consistency and flexibility in performance management programs are equally important. A company's success is based largely on aligning employees with company goals, and the ability to consistently measure whether those goals are being met. However, companies also need to give different groups and regions the freedom to determine the optimal approach for their own success. For instance, 360-degree reviews may be a useful and important tool in western countries, but they are largely avoided in most eastern countries because of cultural implications. A system that can handle such differences while still enabling consistent goal setting is critical in focusing and empowering global teams to work most effectively.

Learn From the Best

After performance data is collected, it is critically important for companies to analyze the results comprehensively to and gain a clear picture of the teams, groups, and departments that are performing beyond the standard set by the others. This is important for two reasons: 1) to identify and reward the parts of the organization that are most dramatically contributing to the company's success, and 2) to take best practices from these individuals and teams to help other employees and teams learn how to perform more effectively. Without a global, consolidated view, it is nearly impossible to gain a comprehensive understanding of the organization's true output.

In addition to learning best practices, having a consolidated view

also helps to identify struggling teams and regions. By recognizing these groups, a company can decide the best way to assist these teams and improve their performance.

It's All About the Bottom Line

Many existing performance management systems already handle the first two criterion listed above. However, these solutions lack the third and most critical need: the ability to help companies understand the connection between the productivity of each team and the impact on the financial success of the company. This objective has been difficult to achieve because a platform that contained all of this information collectively has never been available...until now.

Workday has taken the first steps to bridge this critical connection. Unlike traditional ERP systems and their bolt-on performance management solutions, *Workday offers the only single platform that contains performance management, human capital management, and financial management solutions for a global workforce.* Workday supports the flexibility and consistency needs for performance management processes through a configurable business process framework and dynamic security model. Built-in business intelligence capabilities allow for full visibility of results across a global workforce. And as a Software-as-a-Service (SaaS) solution, Workday is continually innovating and releasing new capabilities that tie performance to the bottom line.

For instance, Workday Projects provides an innovative way for companies to manage projects, budgets, and talent resources. With Workday Projects, companies can easily see into project's status and success, and immediately relate this success to the individuals and teams that contributed to the project. Workday Performance Management supports the creation of project goals, where an individual's rating can directly translate into reward and compensation programs. This helps companies identify and retain the highest contributors in an organization. Additionally, Workday Worker Spend Management can provide insight into the connection between all of the spend for, on, and by individual workers and their performance ratings.

Rather than struggling to bring together data from disparate performance, HR, and financial systems, Workday is constantly improving and building out new capabilities to help companies make real and valuable connections. Workday gives organizations the tools to understand how employee performance, techniques, and motivation are contributing to the success of the company. With Workday Projects, Worker Spend Management, Performance Management, and continuous innovation, Workday is committed to realizing the promise of Performance Management to maximize the effectiveness of your workforce and profitability of your business. ■

Find out more about Workday by visiting www.workday.com.

Trends Shaping Talent Development

SUMTOTAL SYSTEMS INC.

As today's economy and evolving workforces shift the arena of human resources, the most obvious movement is toward the rapid adoption of integrated talent development functions. According to Bersin & Associates, the number of firms "developing strategy with some mature processes" has leapt to 46 percent¹—up from just a handful of organizations a few years ago. In turn, the talent development field is seeing its own shift in focus and capabilities. Here's a look at some of the key factors driving change today.

1. Reorganization and Alignment

Many companies are finally reorganizing to eliminate departmental silos that have been in place for decades. Why? Because a successful transition to an integrated talent development approach requires that human resources (HR) and learning organizations create aligned processes, standardized competency models and job profiles, and complementary training programs that ensure all stakeholders are ready to use the integrated technology.

2. Demand for Stronger Analytics Skills

As talent development leans more on business-critical analytics than on traditional process compliance reports, today's HR professionals need new skills to interpret data and better understand the return on investment (ROI) of talent development programs. Compensation professionals are proving very useful in developing the skills for a more analytic role.

3. Evidence-based HR Practices

According to recent research from the Conference Board business management practice think tank, organizations are now seeing the adoption of Evidence-Based Human Resources (EBHR)—a practice of using both empirical analysis and evidence to help organizations plan more strategic talent development initiatives². Findings indicate that HR should logically contribute to organizational strategy in a variety of areas, including goal alignment, employee skills development, or workforce and succession planning.

4. HR Marginalization Due to the Economy

The economy is hitting HR hard. Budgets and programs are being cut, while transactional functions, including benefits administration and payroll, continue a long trend toward cheaper outsourcing. Worst of all, many companies report that HR is being ignored altogether during reduction-in-force decisions³.

To protect against these risks, HR departments need to show how they are developing talent to achieve business objectives. Learning and Development groups need to demonstrate that their programs are necessary to accomplish strategic objectives and improve organizational competency. There is no better way to do this than by obtaining indisputable ROI data from strategically-aligned talent development processes.

5. General Specialist Roles on the Rise

Since talent development is both more strategic and better integrated across talent processes, organizations are now developing more Talent Management Generalist roles. According to research conducted by Bersin & Associates, this position "is a general support role often created to support line business leaders directly.

These individuals are expected to know 'a lot about a lot' and work with corporate processes experts to translate programs into business implementation."⁴

Developing this role is an important component of your organization's talent development transformation, primarily because these individuals will become the ambassadors of strategic talent development initiatives throughout the organization.

6. Confusing Baby Boomer Demographics

During 2007, everyone in HR fretted that baby boomers were about to walk out in droves, taking vast organizational knowledge with them. By 2009, many believed that the current economic climate would force baby boomers to extend their working years. Which will it be—turnover reduction and knowledge transfer, or the woes of managing an aging workforce? Organizations need a talent development strategy that accommodates both scenarios. Start by evaluating the specific distribution of talent within your organization, the number of critical roles filled by baby boomers, and which succession strategies you have in place.

7. Social Responsibility and Ethics

As headlines around the world report the latest corporate scandal, many companies are realizing how important sustainable, socially responsible, and ethical practices are to maintaining brand relevance and market share. Both of these emerging organizational trends can be supported and enabled with the implementation of a well-developed and integrated talent development system. In particular, look to talent development solutions that enable goal setting, accountability, and learning and knowledge management. In conjunction with an integrated and centralized talent development system, these capabilities allow organizations to communicate change initiatives and monitor for employee accountability.

8. Globalization

In the past, organizations clustered into geographically independent units, but in today's networked world, many are unleashing a 24-hour global work cycle that can achieve unparalleled productivity levels. Those same organizations are now seeing an increased need for a "one-stop" system that matches talent with work demands regardless of location. They're also working to leverage feedback to manage competency-based cultural awareness development, and link that feedback to a well-defined and monitored performance accountability method.

Clearly, change is in the wind for talent development. Over the next few years, as adoption of integrated talent development strategies continues to take hold, we'll see how organizations keep pace with the impact of these trends. ■

SumTotal Systems, Inc. is a leading provider of proven talent development solutions that automate and integrate learning, performance, and compensation to drive business results. Find out more at www.sumtotalsystems.com.

¹ 2009 Talent Management Factbook. Best Practices and Benchmarks in Talent Management. Bersin & Associates. July 2009.

² Source: Press Release: The Conference Board Issues Guide to Effective Evidence-Based Human Resources. July 2, 2009. For more information regarding EBHR research see: *Evidence-Based HR in Action: A Practitioner's Guide and Evidence-Based HR in Action: Case Studies from The Conference Board*.

³ For more detail see: Harsh Reality: HR on the Edge as Economic Downturn, Layoffs Generate Stress. Workforce Management. By Jessica Marquez. June 2009.

⁴ Source: The Career Factbook for HR and Learning Professionals. Josh Bersin. June 2009.

Extending Reach and Ensuring Effectiveness of Leadership Development

SKILLSOFT

Introduction to Leadership Development

Leadership is a crucial element in organizations that experience enduring success, as pointed out in numerous business books and articles. While there is little debate about its value, there is a wide range of ideas on what defines good leadership and how it can be systematically developed within an organization.

One reason that leadership continues to fascinate people is that it involves the complex interplay of so many variables: personality, life experiences and the ability to connect emotionally with others are as important as having a grasp of specific management concepts or industry knowledge. Training can play a role in improving some aspects of leadership ability, but other elements are either innate or difficult to teach. One thing that is clear is that there is no one, single activity that is sufficient to develop leadership in an organization; successful programs are built upon a complex set of activities that focus on various aspects of leadership.

Recent research also shows that the definition of leadership development is evolving from a set of activities focused on developing leadership qualities in selected individuals, to the processes and environments that encourage leadership behaviors throughout an organization. This change of perspective is being driven by a number of business challenges, such as increasing competition, globalization, the need for continuous innovation, as well as the evolving nature of work teams. It also stems from recognition that leadership development focused on a chosen few creates a culture of haves and have-nots, which is not conducive to morale or retention.

Another factor in the evolution of leadership development is the overall trend toward talent management systems, which generally include a strong component of technology-based learning. As more and more companies adopt formal talent management systems, there is a tendency to make training in general, and leadership training specifically, more widely available to more parts of the organization at all levels. Recent research also shows that companies with high ratings for leadership tend to have robust talent management systems. Providing leadership training more widely has the potential to be costly, but is also likely to result in higher employee satisfaction and loyalty, as surveys of managers show that leadership development opportunities are highly valued.

What is the Role of Technology-based Learning within Leadership Development?

As mentioned above, leadership development involves a complex blend of activities, some of which are not training per se. Classroom teaching is often the centerpiece of leadership training, but in recent years there has been a growing recognition of the value that can be

derived from technology-based learning as an element of leadership development. Today the majority of companies use blended programs to deliver leadership training. This paper will examine how e-learning, electronic performance support systems and other online information resources can be used to broaden the reach of leadership development, increase return on investment and extend the positive effects of training over time.

Why is Leadership Development Important?

Leadership development is increasing as a percentage of training delivered in many organizations. Learning professionals also identify leadership development as their most challenging issue, more than succession planning, measuring ROI or talent management. Why do companies give it such a high priority? Leadership development is associated with many positive business benefits, such as:

- Financial return
- Employee satisfaction and retention
- Positive reputation in market place
- Ease of recruiting desirable employees
- Strategic advantage
- Productivity and faster resolution of problems
- Continuous innovation
- Organizational agility

Leaders are seen as drivers for performance throughout an organization. The higher the leader and the broader the scope of his/her responsibility, the greater the leverage that the individual can exert. So while it is difficult to measure exactly how much leadership development programs may contribute to something like financial return, it is generally accepted that good leaders produce higher performing teams that produce better results.

Demographic shifts are also forcing many companies to re-evaluate their leadership development efforts. With 76 million baby boomers planning to retire in the next 10 years, there will be significant impact on the leadership pipeline, and it can be expected that the cost of recruiting and retaining talented managers is going to increase. Making matters worse, while the number of qualified candidates is decreasing, the number of management jobs is projected to increase by 17%. It is little surprise, therefore, that many organizations are willing to increase the resources applied to developing leaders from within. ■

For the complete white paper, please visit our website at http://www.skillssoft.com/infocenter/white_papers.asp

Best Practices in Talent Management

Virtualizing Human Resources

Improving Efficiencies in Day-to-Day HR Operations

CITRIX ONLINE

Many HR organizations are finding new ways to take their operations “online,” placing more and more content on the Web and conducting more and more HR activities online. Topline benefits include greater reach and increased productivity. But do the benefits go deeper? Are there other, more novel ways to use web conferencing for a functional area that traditionally has relied on face-to-face contact and paperwork?

To find out exactly how web conferencing works in practice for Human Resource professionals, Citrix conducted an online survey of over 330 HR professionals. Wainhouse Research then supplemented this survey with follow-up, in-depth interviews with select survey respondents. The results provide direction to any HR professional seeking new ways to be productive and effective.

Where HR Professionals Spend Their Time

Not surprisingly, half of all HR professionals spend 25% or more of their time dealing with regulatory and compliance updates or benefits administration, while 1/3 spend 25% or more of their time doing employee training / development. New hire orientation is important to 28% of HR professionals surveyed, and even coordinating company-wide meetings occupies 24% of those surveyed 25% or more of their time.

All of these tasks—and many others—can easily be moved online using web conferencing. The fact is, web conferencing can easily become the vehicle for handling the most important HR tasks, such as ensuring regulatory compliance and fast review of benefits changes.

Traditional HR vs. Online HR

HR traditionally is very people-, travel-, and communications-intensive. Brick-and-mortar events require physical space, an extended team, and loss of productivity based on travel time; plus, they can be expensive. The result? High costs, lost productivity, less reach, and hidden delays in getting employees hired and trained and benefits delivered. Online HR takes a different approach by enabling just-in-time and scheduled meetings, information delivery, compliance training, benefits training, and follow-up capabilities.

Top Uses for Web Conferencing in HR

HR professionals are making inroads in using web conferencing to increase their productivity. On a scale of 1 (never) to 5 (always), employee training/development (2.8) is the top application. This is followed closely by regulatory/compliance updates (2.3), benefits administration (2.2), and all-hands/company meetings (2.2). This

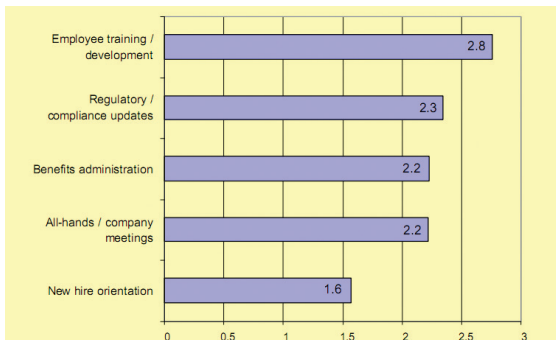


Chart 1: Top Uses for Training in HR

mix of online activities maps to the set of activities on which HR professionals spend more than 25% of their time, except for new hire orientation. Some HR professionals tell us they do deliver orientation to new hires in remote offices, but most likely a high value is placed on in-person orientations. See chart 1.

Does Web Conferencing Improve Productivity and Reduce Travel?

Web conferencing appears to be a tool that offers productivity improvements and travel savings for a wide variety of tasks. While employee training/development is tops, providing updates concerning regulatory/compliance issues is close behind, followed by all-hands meetings, benefits administration, and new hire orientation. Many of these improvements are realized because web conferencing can effectively replace on-site training and information dissemination activities while bringing additional benefits including the ability to reach multiple locations with a single session.

What to Look For

In a separate survey conducted by Wainhouse Research for Citrix, we found that ease of use, reputation, and customer support are the top three aspects e-Learning professionals seek in a service provider. We think the needs of HR professionals—who have much information to convey to large numbers of stakeholders—are somewhat similar to e-Learning professionals. The style and approach of discussing benefits may differ from “training,” but the need to convey information is similar. Other things to look for include transparent installation, audio and web integration, security, flat pricing, scalability, low price, and web-based account management. See chart 2.

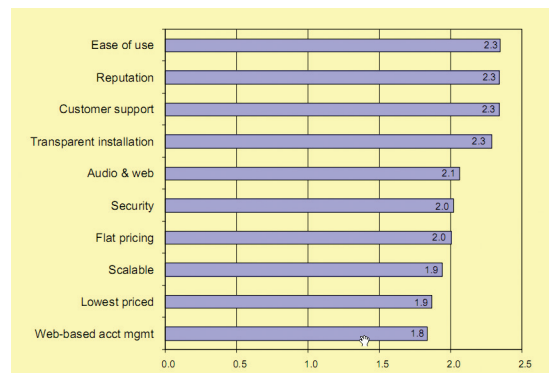


Chart 2: What to Look for.

The Future of Web Conferencing in Human Resources

Two-thirds (65%) of respondents who currently use web conferencing for HR plan to increase their usage in the next six months. This is a telling number. Yet more than half of HR professionals do not yet use web conferencing. Wainhouse Research expects that number to drop dramatically in the next few years. The utility of webinars and online meetings make them a natural for HR organizations seeking workflow efficiencies and faster, more consistent communications. And with the costs of doing business and the need to improve productivity rising every day, web conferencing increasingly will become the tool of choice for getting things done in HR organizations. ■

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Guiding the Candidate Through the Interview Process

5 steps can help ensure success with a qualified candidate

THE LADDERS

In this challenging market, it's not enough to simply deliver a qualified candidate to a potential employer. Even in circumstances where the person brings almost perfect credentials for the position, plenty can still go wrong—and the failure reflects as much on the recruiter with the client as the candidate.

There are five specific areas where a recruiter's preparation and coaching can both serve the needs of the client company by ensuring that you're delivering a high quality candidate, and help the candidate make the most effective presentation of their qualifications for the opening:

- Set clear expectations—the job description, a sense of what the employer is looking for in a candidate, and compensation expectations—well before the interview.
- Make sure the candidate knows as much about the company as possible before the interview—both in terms of the business and the culture of the company.
- Guide the candidate to refresh their knowledge and skills in the areas that the employer will place greatest emphasis on and ensure their experience is a good match—not just their resume.
- Coach them to close the deal, express interest and put the ball in the interviewer's court for further action.
- Follow-up, both before and after each interview, to keep the candidate on track and focused and provide feedback.

The first best step in guiding a candidate through the interview is to make sure that the candidate is comfortable with the job. Going over the job description in detail with the candidate is important, and something recruiters often miss. It's also important to discuss generally with the candidate what attributes the company is looking for in the ideal candidate.

Make sure the candidate has the right expectations about compensation well before the interview. Discussing salary can be a touchy subject early in the recruiting cycle and candidates may be reluctant to screen themselves out of an interview by discussing it too early. It's critical that recruiters find a way to feel out expectations in advance. Clearing this hurdle early also ensures that the conversation about salary will be easier for the candidate to enter into organically during the interview process.

It's important to make sure the candidate has both hard and soft knowledge of the company prior to the interview. The candidate can research much of the “hard” knowledge—company background, information on its business lines and products and information on its executives and even the people they expect to meet during an interview.

“Soft” knowledge of the company—issues of corporate culture, idiosyncrasies of the interviewing process and other issues that will affect how well the candidate will perform in the interview—is essential for the recruiter to pass on to make the process successful. It's also important to review some the details of the hiring and interview process so that the candidate isn't caught by surprise with details like how long interviews usually run, and even issues like where to park.

Even with a well-qualified candidate, it's important to review with them where their skills are and how they match up with the position. Get them to consider how they might be able to refresh skills they may not have been using as much in their most recent position. Recruiters should make sure that candidates expect challenging questions about processes and procedures related to their experience.

Recruiters working in a specific skill area should build up a “toolkit” of sources to stay abreast of developments in that area and help prepare candidates. That toolkit could include blogs and other online sources, current literature, and subject matter experts and associations that a candidate could talk to familiarize themselves with a specific skill set.

Once the candidate is properly prepared, it's important to maintain contact with them both before and after each interview in the process. Use whatever method works best for your candidate—email, text or a phone call. There will be topics that arise that can't be discussed in writing, so in some cases an email may have to be limited to a message such as “call me to check in.”

Contact the employer to review the interview and follow up with the candidate to share what you learn about their performance, both good and bad. In the end, the more care and coaching you give your candidates—both the ones who succeed in placing with a client and those who are rejected during the process—the better you'll serve them and the hiring manager. ■

Talent Information *is* Business Information

MIKE DITSON, DIRECTOR OF PRODUCT MARKETING | PEOPLECLICK AUTHORIA

Information generated by an integrated approach to talent management is of particularly high value to decision makers at the top level of any organization. The reason for this is the shape management takes on in more senior positions in an organization. The higher in an organization someone is positioned, the more his or her work is characterized by leadership and supervision and less about direct “hands-on” work. The responsibilities involved with leading at a senior level are *inherently* talent management questions around the business. That is, the questions that integrated talent management seeks to answer are the same questions and activities that take up a disproportionate amount of any senior leader’s time:

- Do we have the right people in place to meet our goals for growth?
- How well are the people leading our key initiatives doing?
- What risks do we have around those key people? Are they motivated and engaged?
- If we lost key people or if we wanted to grow faster and required more people like them, where would we find them?

One of the reasons that top business people are often compensated so well is the reality that “*making good business decisions is hard!*” Business is hard because of the level of ambiguity in so many situations that a business person confronts. Business decisions are not math equations—there is often no single “right” answer to a business question. In many industries the market a business serves never sits still. Good business management inevitably means getting better and better at making decisions. Because leading an organization and making key decisions often does not have an obvious forward path, one thing that senior managers invariably covet is...data.

HR’s Missed Opportunity

The driving reason for the integration of talent management processes is to produce data and talent information that help an organization achieve its goals. The success (or failure) of a business is largely made on the skills and efforts of the people that make up the organization. HR professionals are often personally involved with talent decisions for senior positions in the organization. Unfortunately, most HR organizations have grown in such a way that makes it impossible for them to use their various domain expertise to help their company *systematically* make better talent decisions.

In each case where a human resources domain has grown, they have built out processes and methodologies for delivering the

specific service they provide. Naturally, each of these functions has evolved in a way that is optimized for the goals for that function, as well as the metrics that go along with them. For a Recruiting professional time and cost to hire might be the driving metric by which he is measured. For the leader of an Organizational Development team it could be metrics on the depth of a succession plan. While the results of focused effort on any one domain are there for their specific area, the practical reality for many organizations is that many of their HR functions are built out in a “silo-ed” fashion. The result is various metrics that support either a single process or only a narrowly defined piece of the business. To support business decisions around talent, HR needs to correlate the data across domains to deliver better information about the business.

Fact-based Decisions on Talent Drive Business Results

Good data, properly distilled and analyzed to become information is a decision maker’s best friend. Good managers understand that the best business decisions are supported by timely data. Business decisions around which markets to target or which projects to fund are always supported by the best information available. Decisions about talent should be made the same way.

The collective set of functions that make up talent management, Recruiting, Performance Management, Compensation, Succession, etc., can be likened to other systems that are actually made up of various sub-processes. Think of all of the different systems that go into an automobile. There is a structural system, a chassis, on which all the other systems are built. There is an acceleration or power train, a braking system, a steering system, a diagnostic or dashboard system all of which are built together to make a system that gets the driver from point A to point B. It is the integration of processes, vocabulary, and definitions where Talent Managers from different HR domains can jointly put their overall talent initiatives into overdrive, and better support business decisions around talent.

Senior management understands that a large portion of the most important decisions they make are about people. Who do I put in charge? Who do I need to remove from a certain responsibility? It is questions like these that most affect the overall performance of the business. It is for this reason that Talent information *is* business information. ■

For more information please visit <http://www.authoria.com/talent-management/smartgrids-resource-center-overview>.

Best Practices in Talent Management

For more information on the companies that contributed to this white paper, visit their web sites, or contact them directly at:

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