



SHRM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Are

SHRM[®]

BETTER WORKPLACES
BETTER WORLD™

SHRM 2018 ANNUAL REPORT

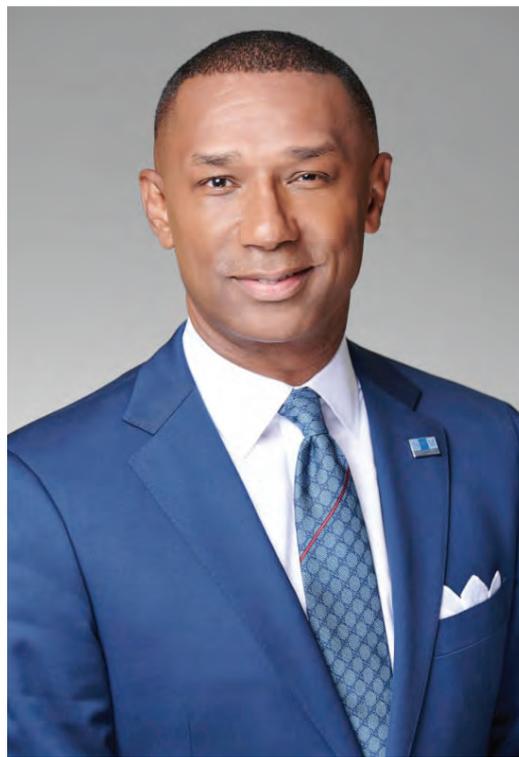
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT
**2018 ANNUAL
REPORT**

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MESSAGE FROM
PRESIDENT & CEO



In 2018, SHRM celebrated its 70th birthday with our strongest member growth in history as well as our highest revenue year. But that was not our greatest achievement.

What I am most proud of is how, together, in just 12 months, we have elevated our profession to become the leading voice for workplaces. This was evidenced when our members' advocacy around sexual harassment and workplace culture brought real change in terms of legislative policies and public awareness. And through our series of national TV ads on today's most critical workplace issues, our research and thought leadership reached more than 170 million people—more than 52 percent of the U.S. population.

This report is filled with examples and testimonials of SHRM accelerating its influence, leadership, advocacy, global reach, public recognition and development of our profession.

It is becoming clear to all: HR is a powerful force for good in society. It is a role and responsibility that we embrace and that will guide us forward as we seek to create better workplaces.

Thank you for choosing SHRM as your career partner, for elevating our profession and for being a critical part of our “Together Forward” movement.

Sincerely,

A handwritten signature in black ink, appearing to read 'Johnny C. Taylor, Jr.' with a stylized flourish at the end.

Johnny C. Taylor, Jr., SHRM-SCP

President & CEO



2017–2018

BOARD OF DIRECTORS

The Board of Directors provides leadership by maintaining the integrity of SHRM services and products developed for the benefit of SHRM members.



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#WeAreWork

SHRM IS THE VOICE OF
ALL THINGS WORK

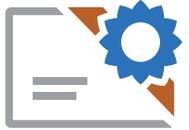
SHRM, the Society for Human Resource Management,
is creating better workplaces for a better world.



BY THE NUMBERS

SHRM, the Society for Human Resource Management, is creating better workplaces for a better world. As the voice of all things work, workers and the workplace, SHRM is driving social and economic change, shaping the way employers and employees thrive together.

SHRM is the foremost expert, convener and thought leader on issues facing today's evolving workplaces. With a membership of more than 300,000+ HR and business leaders in 165 countries, SHRM impacts the lives of 115 million workers and families.

558 
PROFESSIONAL CHAPTERS

TOTAL **304,770** INTERNATIONAL **9,488**

SHRM MEMBERS

IMPACTS THE LIVES OF
115 MILLION PEOPLE

51  STATE COUNCILS

SHRM'S 2018 ANNUAL CONFERENCE & EXPOSITION IN CHICAGO WAS THE LARGEST IN SHRM'S HISTORY, WITH ALMOST

24,000 PEOPLE IN ATTENDANCE





ELEVATED THE **HR PROFESSION**

In 2018, SHRM welcomed new leadership to continue the organization's long tradition of driving positive change in the workplace.

OVERVIEW

Under President and Chief Executive Officer Johnny C. Taylor, Jr., SHRM-SCP, SHRM challenged HR professionals to think differently about how they empower people and workplaces and actively worked to elevate the profession under the theme of “Together Forward.”

SHRM members, business leaders and policy-makers gathered in record numbers to attend SHRM conferences and various convenings

of global thought leaders and influencers to discuss key issues and big ideas facing today’s workplaces.

SHRM achieved the highest membership total in the organization’s 70-year history as it moved forward with a bold purpose. But this noteworthy success does not tell the full story of SHRM’s impact on the world of work. In 2018, SHRM shaped the narrative around the toughest issues facing today’s workplaces.

OVERALL MEMBERSHIP SURPASSED

300,000

DEMONSTRATING THE VALUE OF SHRM’S EXPERTISE AND EDUCATIONAL PROGRAMS OFFERED GLOBALLY



MORE THAN 68,000

NEW MEMBERS JOINED SHRM, THE MOST EVER IN A ONE-YEAR PERIOD

CALIFORNIA MEMBERSHIP EXCEEDED

25,000

AS SHRM CONTINUED TO IMPACT WORKPLACE POLICY AT THE STATE LEVEL



A RECORD-BREAKING
25,000+APPLICATIONS
FOR SHRM CERTIFICATION WERE RECEIVED



ELEVATING HR PROFESSIONALS

SHRM helps HR leaders create highly effective workplaces where employees are engaged, satisfied and committed to work, through highly sought-after trainings, resources, networks and conferences.

Thousands of essential resources are provided to help SHRM members stay at the forefront of the HR profession.



ANSWERED MORE THAN 57,000 MEMBER INQUIRIES THROUGH THE SHRM HR KNOWLEDGE CENTER



PROVIDED MORE THAN 110,000 UNIQUE DEVELOPMENT OPPORTUNITIES USED BY SHRM-CP AND SHRM-SCP PROFESSIONALS



SERVED NEARLY 8,000 HR PROFESSIONALS AND BUSINESS LEADERS THROUGH EDUCATIONAL SEMINARS



ORGANIZED ADVOCACY OPPORTUNITIES FOR SHRM'S 10,000 ADVOCACY TEAM MEMBERS



PROVIDED INSIGHT INTO THE LATEST WORKPLACE TRENDS THROUGH SIX RESEARCH REPORTS



POSTED ROUGHLY 40 ARTICLES PER WEEK ON SHRM.ORG COVERING THE LATEST NEWS AND INFORMATION ON WORKPLACE TRENDS



PRESENTED SCHOLARSHIPS, GRANTS AND AWARDS TO MORE THAN 300 RECIPIENTS THROUGH THE SHRM FOUNDATION



OFFERED NETWORKING OPPORTUNITIES TO HUNDREDS OF THOUSANDS OF USERS WITHIN SHRM CONNECT



POSTED A VARIETY OF TOOLKITS AND TEMPLATES ON SHRM.ORG

#WEAREWORK SERIES

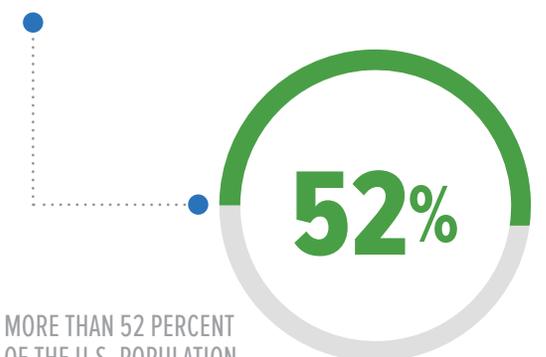
The most pressing challenges impacting people at work are the same ones that impact our society and our economy. The skills gap, employment-based immigration and workplace harassment made headlines again and again throughout 2018. SHRM responded by elevating these issues within the profession and shaping the ways HR professionals and employers approach these challenges.

SHRM's three-part #WeAreWork series highlighted thought-provoking conversations

between Johnny C. Taylor, Jr., and senior executives from Deere & Company, the Hershey Company and Booz Allen Hamilton. The commercials aired nationally, showcasing SHRM's research insights and thought leadership. The series reached more than 170 million people—more than 52 percent of the U.S. population. By highlighting these issues and viewing them through the lens of HR, SHRM called attention to the strategic role HR professionals and business leaders play in solving these critical workplace challenges.

THE SERIES REACHED MORE THAN

170M PEOPLE



52%

MORE THAN 52 PERCENT
OF THE U.S. POPULATION



EPISODE 1
CLOSING THE SKILLS GAP



EPISODE 2
MODERNIZING EMPLOYMENT IMMIGRATION



EPISODE 3
ADDRESSING WORKPLACE HARASSMENT



THE PROFESSION **CAME TOGETHER**

In 2018, SHRM and the HR profession joined together, proving that the profession can make not just incremental changes, but a monumental impact.

A SOCIAL FORCE FOR GOOD IN COMMUNITIES & WORKPLACES

As attention grew on the issue of sexual harassment, with many high-profile cases making headlines, SHRM stepped into the role of champion and educator for creating safe, respectful and inclusive workplaces. “Culture always trumps compliance” was the message SHRM brought to policymakers and business leaders.

To help organizations address the issue and promote harassment-free work cultures, SHRM launched a research report series evaluating the state of harassment in the workplace. The findings gave professionals real-time insights into the landscape of harassment, empowering them to make the right changes.

#MeToo topics were covered extensively in SHRM’s award-winning publications—including *HR Magazine*, SHRM.org and SHRM e-newsletters—showing how the movement drove workers to protest harassment in their workplaces and how HR can meet those protests with empathy and fairness.

SHRM also strove to improve legislation

around workplace harassment, working with the California Legislature to pass a series of bills to help create harassment-free cultures. Johnny C. Taylor, Jr., and SHRM members testified five times on the issue in California. SHRM also published a white paper on establishing harassment policy in the legislative workplace. These efforts influenced the development of the final harassment policy adopted by the California Legislature.

To emphasize the crucial role culture plays in creating harassment-free workplaces, Johnny C. Taylor, Jr., addressed more than 2,000 state legislators from across the country at the non-partisan National Conference of State Legislatures Legislative Summit. On the federal side, SHRM participated in four congressional roundtables, offering SHRM’s perspective on harassment-free workplaces.

Furthermore, SHRM’s 2018 Diversity & Inclusion Conference & Exposition in Atlanta addressed several important issues, including advancing diversity and representation in a digital and



... for many reasons, including fear of retaliation or a belief nothing would change.

January 2018

*SHRM’s Harassment-Free Workplace Series:
A Focus on Sexual Harassment*



report changing their behaviors to avoid any actions that could be perceived as sexual harassment, yet more than 1/3 of workers still report that their workplace fosters sexual harassment.

October 2018

*SHRM’s Harassment-Free Workplace Series:
The Executive View*

AWARD-WINNING PUBLICATIONS

HR Magazine and SHRM.org won more than 20 major print and digital awards in 2018.

Some highlights include:



Association TRENDS' 2018 All-Media Contest named *HR Magazine* the gold medalist in the Monthly Professional Society Magazine category.



The APEX Awards named SHRM a Grand Award winner in the Electronic Media category for *HR Storytellers*, an original video series in which human resource professionals share their stories about events that have made a difference in their careers.



The 2018 Azbee Awards of Excellence from the American Society of Business Publication Editors named SHRM.org a Regional Gold Award winner in the Online Web Feature Series category for the series "When HR Gets It Wrong."



HR Magazine won a Clarion Award from the Association for Women in Communications for the feature article "The Age of Rage."

social world; best practices to attract, hire and retain veterans in the workplace; and

integrating individuals with Down syndrome into the workforce.

"The experience of attending the [Diversity & Inclusion Conference & Exposition] far exceeded my expectations. It provided me with tools, resources and knowledge that not only opened my eyes and increased my awareness, but also compelled me to share it with other HR professionals, employers and hiring managers."

**RONDA WAKEFIELD,
2018 SHRM FOUNDATION SCHOLARSHIP WINNER**

REACHED AUDIENCES WORLDWIDE

Across the globe, HR professionals experience similar challenges, trends and disruption in the workplace. Accordingly, SHRM is expanding its worldwide influence and leadership and grew international membership by nearly 12 percent, to 9,488, in 2018.

Close to 1,400 HR professionals from 94 countries gathered at SHRM India's 2018 Annual Conference & Exposition to explore the theme "Thrive." Convening with other HR experts and professionals, participants discussed building trust in HR, reinventing the profession to be more holistic and fostering workplace innovation.

Each year, SHRM India also hosts SHRM Tech, Asia Pacific's premier conference for HR technology. As new tools and artificial intelligence increasingly disrupt the HR profession, more than 1,200 HR professionals and tech-trend experts alike gathered in 2018 to trade insights on digitally transforming workplaces, the latest HR technologies and bringing more women into high-tech jobs.

As secretariat to the World Federation of People Management Associations (WFPMA), SHRM had the honor of welcoming some of the top global HR leaders in the world to Chicago for the WFPMA's biannual World

Congress, held in concurrence with SHRM's 2018 Annual Conference & Exposition. More than 1,300 representatives from 80 national and international HR associations gathered to network, share strategies and form strong international bonds as they work to break down talent barriers and increase workforce mobility.

SHRM certification extended its global reach by offering its exams to HR professionals from 114 countries in 2018. This was due to SHRM's ongoing effort to partner with international education partners who help teach and offer the SHRM-CP and SHRM-SCP exams across the globe. In 2018, SHRM gained six new international education partners, reaching a total of 56 partners across 65 countries.

SHRM also expanded its work and research internationally by working with the government

“SHRM provided me with the benefit of becoming an international HR professional. Through the established knowledge, experience and best practices I acquired and the international professional network of dedicated and knowledgeable professionals I met, I had the chance to grow even more as a professional. Creativity, strategic thinking, critical evaluation and decision-making reinforced my credibility and helped me to advance HR in my company and be of real value for my employer and business partners, as well.”

**VASSO KONSTANTINIDOU, SHRM-CP
SENIOR HR BUSINESS PARTNER, PIRAEUS BANK (SA, GREECE)**

of Dubai to improve workplaces there. As the largest employer in the emirate, the government touches the lives of nearly every worker in Dubai. Through surveys, focus groups and interviews, SHRM was able to

make recommendations for new performance management practices and processes, improving a system that underlies the whole Dubai government and impacts approximately 3 million citizens.

A WORLD-CLASS WORKFORCE

 To be competitive in today's interconnected world, organizations must be able to access talent wherever it is found. One of SHRM's top policy priorities is supporting a modern immigration system that makes employing global talent simpler and safer for employees and employers.

 SHRM's commitment to a world-class, highly skilled workforce was demonstrated through its full integration of the former SHRM affiliate, the Council for Global Immigration (CGI), into SHRM's business operations. This function provides leadership, resources and support to advance the mobility of highly educated professionals worldwide. By moving into SHRM's core business function, SHRM's international business is able to be more strategic and streamline resources supporting the program.



WE CONTINUED
MOVING FORWARD

SHRM sharpened its focus on the future of the HR profession, advocating strongly for better workplaces and advancing mission-critical workforce development strategies.

EMPOWERING HR PROFESSIONALS

As more complex issues impact the workplace, it is more important than ever for HR professionals to grow their expertise and be recognized as leaders at their respective organizations.

Since the launch of SHRM's certification program in 2014, more than 110,000 HR professionals have acquired the SHRM-SCP or SHRM-CP worldwide, making SHRM's credential the fastest-growing HR certification in the world.

In 2018, SHRM received a record-breaking 25,000+ applications for SHRM certification.

SHRM certification stands out from all others because it focuses not only on what certified professionals *know*, but also on what they can *do*. SHRM-certified professionals are prepared to think critically when facing complex workplace challenges, identify and quickly solve problems, lead new initiatives, and



110,000 HR PROFESSIONALS

WORLDWIDE HAVE ACQUIRED THE SHRM-SCP OR SHRM-CP



25,000+ APPLICATIONS

RECEIVED FOR SHRM CERTIFICATION IN 2018

110,000 UNIQUE DEVELOPMENT OPPORTUNITIES

USED BY SHRM-CERTIFIED PROFESSIONALS

SPOTLIGHT ON MEMBERSHIP

“Within 6 months of completing my SHRM-SCP, I was being included in cross-division teams, working on companywide projects and advising the C-suite directly on HR-related initiatives and policies for the entire organization.”

CHRISTOPHER M. MAESTAS, SHRM-SCP

TAILORED EDUCATION RESOURCES

SHRM's Educational Programs are among the most comprehensive resources for ongoing HR learning experiences across all career levels. Delivering a robust, competency-based curriculum, SHRM's programs provide content in a variety of learning formats, including in-person, instructor-led classes; web-based sessions; synchronous programs; and blended learning experiences.

The SHRM curriculum is routinely updated to reflect future trends in the industry and to provide timely courses. In 2018, SHRM offered more seminars than ever before, serving nearly 8,000 HR professionals and business leaders, and growing registration by 20 percent.

In 2018, SHRM launched the SHRM Specialty Credential Program that includes SHRM California Law HR, Talent Acquisition and People Analytics. It was a banner inaugural year that far exceeded goals, with more than 400 people enrolled in SHRM Specialty Credential courses during their initial offering.

The exceptional performance of SHRM's Educational Programs in 2018 reflects HR professionals' desire to reskill and upskill, remain competitive in the current talent market, and partner with SHRM to shape the future of all things work.

demonstrate the flexibility to switch roles over the course of a busy day—and over the length of a career.

Through robust professional development opportunities, SHRM also helps certified professionals keep their skills sharp. In 2018, more than 110,000 unique development opportunities were used by SHRM-certified professionals through more than 2,500

recertification credit providers, making SHRM's education network the world's largest.

SHRM serves the entire workplace ecosystem through resources and tools, and a community of HR executives, HR People + Strategy (HRPS). Through HRPS, SHRM supports the specific needs of senior HR executives and thought leaders who lead change within their workplaces and are driving the future of HR.

INFORMING PROFESSIONALS THROUGH EVIDENCE-BASED INTELLIGENCE

Research is another key element SHRM uses to move the HR profession forward. In 2018, SHRM expanded its research scope and reach through several strategic partnerships that will enable the organization to increase its impact

and deliver insights that inform many more HR professionals and business leaders.

SHRM partnered with the Charles Koch Institute (CKI) to explore attitudes among HR

SPOTLIGHT ON MEMBERSHIP

“The resources, tools, content and up-to-date legislative information from SHRM provides me confidence that anything I need is just one click or phone call away.”

BECKY RAGSDALE, INDIANA

professionals, managers and non-managers about hiring people with criminal backgrounds. Too often, those who have been incarcerated are resented to joblessness after release because of long-standing biases about their value and safety as employees.

The SHRM/CKI research results enabled SHRM to educate HR professionals on the current landscape of evaluating and hiring this group.

Another SHRM partner, NORC at the University of Chicago, is a leader in public opinion research. The relationship grew in

2018 through the use of the AmeriSpeak Panel, a multi-client research panel that is statistically representative of the entire U.S. population. This panel and the NORC relationship have allowed SHRM's research team not only to provide HR's perspective on issues important to workplaces today, but also to understand the attitudes and opinions of all Americans.



In 2018, SHRM released its annual **employee benefits report**, *The Evolution of Benefits*, which gives insight into how companies attract and retain employees through an evolving array of benefits.

SHRM also offers ongoing benchmarking services to members so they can review how other companies perform regarding human capital, employee benefits, health care, paid leave and talent acquisition.

ADVOCATING FOR BETTER WORKPLACES

In 2018, SHRM elevated its voice in the public-policy space, going to the highest levels of government to advocate for improvements to workplaces across the country. SHRM and its members participated in more than 20 public-policy forums, including hearings before Congress and state legislatures, as well as roundtables with members of Congress and federal agency representatives.

In preparation for a new overtime rulemaking proposal in 2019, SHRM members testified at

each of six listening sessions across the country hosted by the U.S. Department of Labor. SHRM members provided input on the need to update the Fair Labor Standards Act's salary threshold using the familiar 2004 methodology and spoke against automatic updates and regional disparities. These efforts led to a revised proposal in 2019 that put SHRM's recommendations in place. SHRM's impact on policy was visible and measurable in 2018. Other public-policy efforts included the following: *(continued)*

SHRM's Advocacy Team, the group of SHRM member-volunteers who advocate for HR and workplaces within their respective states, passed a **membership milestone of 10,000 members in 2018**.

SHRM's Work

The Impact

FEDERAL

SHRM joined a broad coalition in support of criminal justice reform that includes job training for individuals with a criminal history.

Congress passed the First Step Act. The bill was subsequently signed into law.

SHRM has long advocated in Congress for full repeal of the excise tax. The Affordable Care Act's 40 percent excise tax (also known as the "Cadillac tax") on high-value health care plans was originally scheduled to take effect in 2018.

Implementation of the excise tax was delayed until 2022. Postponement of the tax provides much-needed relief to employers and employees.

STATE/LOCAL

SHRM urged the Louisiana State Legislature to amend a bill that would have precluded HR professionals who hold a SHRM certification from representing themselves as "certified" HR professionals.

Legislators amended the bill by striking all references to "certification" in the legislation, allowing HR professionals to continue to reference their certification in their job titles.

SHRM sent a veto request to then Gov. Jerry Brown arguing that arbitration in the California Fair Employment and Housing bill can be an advantage for employees. SHRM also maintained that state laws that explicitly or covertly discriminate against arbitration agreements, as compared to other contracts, are pre-empted by the Federal Arbitration Act.

Gov. Brown vetoed the bill and echoed SHRM's concerns. If passed, this bill would have prohibited employers from requiring employees or applicants to agree to arbitrate any future disputes related to claims of California Fair Employment and Housing Act (FEHA) violations.

SHRM, along with several other organizations, requested the amendment of a bill stating that all individuals, including HR professionals, may be held personally liable for taking retaliatory action against workers who assert their legal rights under the California FEHA.

The bill was amended to remove personal liability for HR professionals, and SHRM removed its opposition.

SHRM joined a lawsuit challenging the sick-leave mandate in Austin, Texas.

The one-size-fits-all leave mandate in Austin was stopped while the court completes its review.

WORKFORCE DEVELOPMENT FOR THE 21ST CENTURY

With the unemployment rate at an all-time low, many employers had a hard time filling positions, citing a lack of qualified talent. As the voice of all things work, SHRM took on this issue with a focus on the importance of developing the future workforce and considering underutilized talent pools to fill positions.

The SHRM Foundation continues to empower HR professionals and students. In 2018, the SHRM Foundation created the SHRM Foundation's Veterans at Work certificate program to help HR professionals, hiring managers and front-line supervisors learn how to best manage veteran hiring and engagement. The free program allows

participants to earn 10 professional development credits (PDCs) toward their SHRM-CP or SHRM-SCP recertification. Thousands have registered to complete the program.

As part of the SHRM Foundation's Veterans at Work initiative, the Foundation launched the Innovation Grants program to drive veterans' employment at the local level. It asked SHRM chapters and state councils for their biggest, boldest ideas to inspire and teach HR professionals best practices on attracting, hiring and retaining members of the military community. The Foundation awarded six Innovation Grants totaling more than \$53,000.

MAKING AN IMPACT THROUGH INNOVATION GRANT AWARDS

The South Central Minnesota SHRM chapter used its \$10,000 Innovation Grant award to launch Operation Employment, a program to educate local small and midsize companies on the benefits of employing service members and their families. In September 2018, Operation Employment partnered with Employer Support of the Guard and Reserve (ESGR) to host a "Boss Lift"—a trip on a Chinook helicopter for 27 local professionals to learn more about what soldiers and their families experience during times of separation while on duty.

Through Innovation Grants, HR professionals have the opportunity to understand firsthand the impact they're making in their community through their commitment to military hiring. This SHRM chapter plans to continue its work into 2019.



is a 501(c)(3) non-profit affiliate of SHRM. Its mission is to champion workforce and workplace transformation through:

1

Research-based HR solutions for the challenging inclusion issues facing employers.

2

Scholarships to educate and develop HR professionals.

3

Opportunities for HR professionals to make a difference in their communities.

Investing in youth and their education is a part of developing the future workforce. In 2018, SHRM created a pilot program with JAG, Jobs for America's Graduates. Introduced in SHRM chapters and state councils in seven states—Alabama, Indiana, Iowa, Kentucky, Michigan, Missouri and New Hampshire—this pilot program provides mentorship and resources to JAG students to prepare them for jobs after high school. The JAG pilot program also exposes these students to the HR profession, a career field they may have never considered pursuing or had knowledge of. SHRM pledged \$155,000 over the next two years to support JAG and its work to prepare youth for workplace opportunities.

In 2018, the White House aimed to improve workforce training and better prepare Americans for the jobs of today and tomorrow. President Donald Trump signed an executive order establishing the National Council for the American Worker to bolster workforce training and lifelong learning. As part of this, the administration asked committed companies and trade groups to sign the Pledge to America's Workers. SHRM joined other organizations, including Walmart and IBM, in signing the pledge and committing to educate 127,000 HR professionals through the SHRM-CP and SHRM-SCP certification programs over the next five years.

EDUCATING & INSPIRING OTHERS THROUGH THE INCLUSION CAPTAIN PROGRAM

To maximize the reach of the SHRM Foundation's Veterans at Work initiative, the SHRM Foundation implemented an Inclusion Captain program. Through the program, the Foundation engaged with 50 HR professionals and volunteer leaders representing their local SHRM state council or chapter. The inaugural cohort of Inclusion Captains in November 2018 received in-person training and was provided resources designed to be shared with other employers within their local communities—with the goal of educating and inspiring other HR professionals to create inclusive workplaces and develop effective recruitment and retention strategies.

STRENGTHENING THE RELATIONSHIP BETWEEN EDUCATION & EMPLOYMENT

- Employers look to educational institutions for talent, and historically black colleges and universities (HBCUs) are a critical conduit.
- In 2018, Johnny C. Taylor, Jr., was appointed to chair the President's Board of Advisors on HBCUs to help strengthen the relationship between educators and employers.



EXPANDING & ELEVATING SHRM'S REACH

HR professionals aren't the only stakeholders who should understand today's evolving workplaces. Every executive and employee has a vested interest, too. SHRM found a consistent channel to bring HR issues and solutions to the general public through a new weekly column in *USA Today*, one of the largest newspapers in the U.S., reaching approximately 123 million consumers across mobile, Web and print platforms. The weekly column, "Ask HR," features questions from *USA Today* readers with answers from Johnny C. Taylor, Jr. By answering workplace-related questions, SHRM sheds light on topics many employees are afraid to ask their own HR departments.

In 2018, SHRM raised its profile across all media. SHRM was mentioned in more than 10,000 print, online and broadcast media reports, with an audience reach 37 percent higher than the year before.

In 2018, Johnny C. Taylor, Jr., was quoted extensively in the media on the changing workplace, helping to raise SHRM's brand as the authority on all things work. As a result of this executive visibility, SHRM was mentioned in top-tier media outlets, including *Fortune*,

"In 2018, I spoke coast to coast discussing practical solutions to the skills gap, how to improve our behavioral competencies and more. Each time, I was inspired by SHRM's members as they work to overcome challenges to make the workplace better."

**JENNIFER CURRENCE, SHRM-SCP
PRESIDENT, ONCORE MANAGEMENT SOLUTIONS & SPEAKERS BUREAU PRESENTER**

The Washington Post, Los Angeles Times, Financial Times, CNBC.com, Fox and NBC TV stations, NPR, PBS and more.

The new Speakers Bureau emerged as an important channel for SHRM's voice. In 2018, the bureau added 22 workplace experts and inspirational leaders who fanned out across the country to deliver more presentations than ever before.

Historically, SHRM's speakers solely supported the speaking needs of SHRM chapters. In 2018, they expanded to non-SHRM audiences, including major organizations like Zebra Technologies Corporation; Association of Indiana Prosecuting Attorneys, Inc.; Amherst College; and more.

SPEAKERS BUREAU'S IMPACT

Number of U.S. states visited: **46**

Other countries visited: **Bahrain, India**

Total speaking engagements: **155**

Total speakers: **31**

Most requested speaking topics:
leadership, diversity and inclusion, global HR, government affairs, the skills gap, attracting and retaining talent

ASK HUMAN RESOURCES

Workplaces are evolving to meet future demands



Your Turn
Johnny C. Taylor Jr.
Specialist USA TODAY

Johnny C. Taylor Jr., a human-resources expert, is tackling your questions as part of a series for USA TODAY. Taylor is president and CEO of the Society for Human Resource Management, the world's largest HR professional society. (Questions are submitted by readers, and Taylor's answers have been edited for length and clarity.)

No matter what job you do or where you work, you are experiencing a changing workplace. Technology, Demographics, Economics, Social Issues.

These and other factors are transforming work. What does this mean for workers and the companies that employ them? For some interesting answers, I turned to three corporate executives who lead human resources. We had a conversation about the issues affecting work at a Society for Human Resource Management summit this month.

Johnny C. Taylor, Jr.: How do today's workplaces need to change to

meet the future?

Betty Thompson, chief people officer, Booz Allen Hamilton: "Every organization in America is transforming itself to keep up with this pace of change. We are going to have to upskill our workers to keep up. People may say, 'Change has never come about this fast,' but the reality is that change will never be this slow again."

Marc A. Haring, senior vice president and chief administrative officer, Deere & Company: "Our business has changed a lot. We started with a plow, and now we've been making autonomous vehicles for two decades. We have thousands of software engineers who work for us. So when you think about the amount of data that comes off a machine, we need a different type of employee."

Hollie Delaney, head of people operations, Zappos.com: "We're looking at distributed authority and self-management in our workplace to provide more of an opportunity for employees to have a voice in how the company is run and what they want their company to be."

Taylor: You each talked about



Sometimes it's important to look for competencies vs. experience in hiring. [MEDIAPHOTOS/GETTY IMAGES](#)

workers. Why should you, as employers, invest in employee training and development? What have you experienced?

Howze: "The future is the difference between strategic and transactional work. If you're in something that doesn't require judgment, your job can pretty much be done by a bot. For a lot of us, if we're not able to skill up, our jobs we won't be here."

Thompson: "We've upped our tuition reimbursement so it covers university courses and also certifications and conferences, because technologies come along so quickly that there isn't certifi-

cation for them. There are ways you can expose your talent to those skills and help them get what they need to stay ahead."

Howze: "In the United States, a lot of our facilities are in rural areas, so we have to focus on K-12 education to continue to have a workforce. Additionally, when you think about data analytics, data scientists, embedded software engineers and machine learning, we're competing for talent. One way we have to do that is by sponsoring talented employees for educational and advanced-degree programs."

Delaney: "It's very important that you look for competencies versus experience in hiring. Someone could have tons of experience in a job and actually not know how to do the job at all. And someone else without any experience could learn a new and exciting way of doing something and really bring positive change to a business. One of the other things we've started to look at is individual skills, focusing on the things that people are good at. We want to build teams with a mix of people who work as a whole, so you have people who, together, are good at all things."

ASK HUMAN RESOURCES

Do I have to let employer know that I'm a reservist?



Johnny C. Taylor Jr.
Columnist
Specialist USA TODAY

Johnny C. Taylor Jr., a human-resources expert, is tackling your questions as part of a series for USA TODAY. Taylor is president and CEO of the Society for Human Resource Management, the world's largest HR professional society. (The questions submitted by readers and Taylor's answers have been edited for length and clarity.)



There is no legal requirement for a veteran to mention that she is a military reservist when applying for a position. [GETTY IMAGES](#)

Question: My friend is an Air Force veteran who is now a member of the reserves. She has been trying to get an entry-level IT job at a New York financial firm and has had two final interviews but has not been hired. I believe she was turned down because of discrimination against her reservist status. She trained as a medical technician for 10 years but then used the GI Bill to get her bachelor's degree in IT from a good school. How do you recommend she address HR questions related to her military service? Are there any recruitment firms that help military members with entry-level jobs where their past skills are not a perfect match? — Tony

Johnny C. Taylor Jr.: In my experience, most employers welcome the skills that returning veterans and reservists bring to the civilian workforce. But, of course, bad recruiting practices and discrimination still happen sometimes. Interviewers may avoid helping find the connection between the skills used during military service and those needed for civilian jobs.

While it is disappointing to your friend not landing a job after making it to the final interview may just speak to the competitive nature of certain positions and the need for specialized skills that your friend does not have. But this is her opportunity to reflect on how she can best position herself moving forward.

Here's my advice to her:

- 1. Educate the recruiter: Help the interviewer understand what skills she brings by using examples from previous work. This is how job candidates distinguish themselves from the competition, especially someone who might need to help a civilian interviewer translate military experience into the skills the job requires.

- 2. Speak their language: Because your friend trained as a medical technician and now has a degree in IT, she should be ready to answer a couple questions that address her expertise. How do the skills you used as a medical technician apply to the position you now seek? How does your new IT degree build upon the skills you already have?
- 3. Don't mention it (if you don't

- want to): There is no legal requirement for your friend to mention that she is a reservist. If she does, she should let the interviewer know that her reserve requirements won't normally interfere with her ability to do her work. The Uniformed Services Employment and Reemployment Rights Act (USERRA) prohibits discrimination in hiring, retention, promotions or other benefits of employment. Her reserve unit can provide information on its protections.
- 4. Use free veteran resources: Before spending money on a recruitment firm, your friend should take advantage of free resources that can help with everything from polishing up her resume to accessing career counselors. Her local reserve installation, the Department of Veterans Affairs and the U.S. Department of Labor Veterans' Employment and Training Service all have helpful, free resources.

- 5. She also should seek out employers that identify as "military friendly" and there are many.

Remember, interviewers may not be aware of how skills acquired in military service apply to a civilian job. It's often up to the job candidate to connect the dots.

When you share this with your friend, please send along my thanks for her service and my best wishes for success in her job search.

5 things employees should consider during open enrollment

Open enrollment will be a hot topic at work during the next few months. Many of you will be focused on choosing health care insurance, retirement savings plans and other employee benefits as HR professionals work with employees to finalize their benefits for 2019. Some of you may feel a little overwhelmed by the choices offered and de-

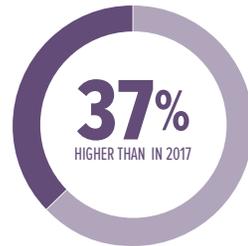
- cision to be made.
- 6. Stop for a minute, catch your breath and keep in mind that your HR department is there to help.
- 7. To get you started, here are five questions from SHRM.org to ask as you make decisions about employee benefits.
- 8. Does your employer offer any technology tools (webinars, calculators, apps, etc.) to help you select and manage your benefits?
- 9. Are there major changes to your health coverage for the coming year, and, if so, how do they affect cost, and who is your family covered?
- 10. Will your prescriptions be affected by changes in your coverage?
- 11. What's new with your employer's wellness plan?
- 12. Are there new or expanded supplemental or voluntary benefits?
- 13. Also, don't forget to take advantage of any materials or meetings about benefits offered by your HR department to help navigate open enrollment.



Excerpts from the weekly column, "Ask HR," featuring questions from USA Today readers with answers from Johnny C. Taylor, Jr.

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SHRM'S STRATEGIC DIRECTION IN 2019

BUILDING BETTER WORKPLACES FOR A BETTER WORLD

SHRM is committed to making work, workers and workplaces better. We are shaping the way businesses and employees thrive together through greater awareness of workplace issues and their larger impact on people and society.

We are empowering the HR profession to drive strong and dynamic workplace cultures that are highly effective and productive. And we are purposely advocating on workplace public-policy issues that impact the world of work around us.

As people spend more hours on the job, the workplace plays a larger part in the lives of millions. Workplaces matter, and SHRM is moving forward, boldly, to make them and the world better.

Beyond those who carry the HR title, there are many other stakeholders who have an impact on workplace policy and culture. In order to truly elevate HR, HR professionals must position themselves strategically to make an impact on their respective organizations. To support them, SHRM will empower and educate other workplace decision-makers, such as executives and People Managers, so they better understand HR and how their roles have an impact on the workplace.

SHRM will continue to elevate HR by developing HR professionals and championing better workplaces, advocating for policies that build positive workplace cultures, and addressing workplace issues through research and thought leadership.



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