

ILR School

CAHRS

**Center for Advanced
HR Studies**

HR



What is CAHRS?

The Cornell Center for Advanced Human Resource Studies (CAHRS) is the world's leading partnership between industry and academia, devoted to global human resource management.

Advance the practice of HR in your organization through:

- **Connecting** with world class companies and faculty
- **Educating** your HR team
- **Achieving** your business goals

Founded in **1987**



Why Partner with CAHRS?

- Cornell ILR School is globally recognized as the best academic institution in the HR space
- CAHRS unique combination of research studies, faculty access, recruiting events, HR body of knowledge and opportunities to connect with other similarly sized HR organizations is unmatched
- CAHRS members have differential access to world class students and faculty
- CAHRS members have discounted access to ILR Executive Education to build HR skills and capabilities



CAHRS Member Benefits

Connect

- **Focused Networking:** interaction with other partners through Working Groups on specific topics of interest and a Partner Meeting that focus more in-depth on critical topics
- **Benchmarking:** opportunities to benchmark with other partners on custom topics
- **Student Access:** interaction with ivy-league Cornell students through Executive Roundtables, guest lectures and student networking

Educate

- **Research:** ready access to Cornell studies, ResearchBriefs, CAHRScasts, videos and participation in customized research
- **Library Access:** access to searches by world renowned Catherwood Library and its staff
- **eNews:** periodic newsletters (CAHRS Top 10, *hrSpectrum*, CAHRS Quarterly)

Achieve

- Support your business mission through research and best practices in CAHRS nine COEs

Connecting: Learning & Networking Opportunities



- **Partner Meetings** – annual session with a strategic theme, showcasing member company stories (in Vegas-style confidentiality), research on topic by Cornell professors and moderated discussion.
 - **Recent Themes:** Future of Remote Work; Mental Health & Well-being; HR Transformation; Emerging HR Practices & Capabilities; HR Innovations
- **Working Groups** – approximately 15 sessions per year offered inside and outside the United States. Limited to 25 attendees at a time to ensure robust discussion.
 - **Recent Topics:** Disruption & Talent Strategy; Role of HRBP, Diversity, Equity & Inclusion, Health and Wellbeing, HR Analytics, Contingent Workforce, Early Career Development

Connecting with Partners through Benchmarking



Member companies can request the assistance of five to seven other CAHRS companies in an area of interest to them several times a year

- **Examples of requests:** HR Learning & Development, Sponsorship Initiatives, Organization Designs and Structures, Employee Communications, eLearning, Diversity Metrics, Competency Models, HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.)

Connecting with Students



Differential opportunities to connect with both undergrad and graduate level students outside of recruiting

- **Executive Roundtables** – unique yearly opportunity to rotate through seven individual tables of five to six students each to answer their questions on the top challenges in HR today
- **Networking** – opportunities to meet informally with students at receptions held before or after partner meetings or other events
- **Guest Lectures** – come to an ILR class to present on a topic of interest to both you and the students and showcase what's happening at your company

Educating through Research Opportunities

ResearchBrief February 2020

www.cahrs.ilr.edu

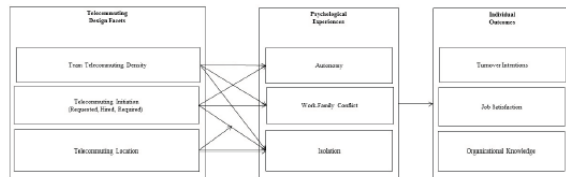
Not All Telecommuting is Created Equal: An Examination of the Effects of Telecommuting Design



Organizations are increasingly turning to telecommuting as a means of enhancing employees' work experiences, as well as their bottom lines. Some 43% of employees in the United States work remotely at least part of each week, although their specific arrangements vary considerably across – and even within – organizations. Previous research on this topic has largely ignored these variations, providing only limited guidance for program designers and managers. This study, in contrast, documents differences in three common facets of telecommuting and then examines their individual and collective effects on important employee experiences and outcomes (as shown in Figure 1). The analysis centered on the experiences of 2,115 full-time teleworkers in a large U.S. insurance company, all of whom telecommuted at least 60% of the time.

All three facets of telecommuting studied – initiation (i.e., whether employees become involved in telecommuting voluntarily or involuntarily), density (i.e., the percentage of team members involved in telecommuting), and location (i.e., the distances between telecommuters' homes and their home offices) – affected employees' sense of autonomy and/or feelings of isolation on the job (but not the extent of work-family conflict). In turn, those who felt less autonomous and/or more isolated at work were also more likely to lack important career-related knowledge (e.g., how to fit in, the identity of key decision-makers), to express dissatisfaction with their jobs, and to be actively thinking about leaving the organization.

Figure 1: Conceptual Model of Telecommuting Design



ILR School

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Access to Cornell studies, ResearchBriefs*, CAHRScasts, videos and participation in customized research (examples below)

- **Faculty Research:** Do Layoffs Encourage Quitting?, Good HR Practices and Inspiring Leaders Impact on Firm Performance, Inclusion Impact on Diverse Groups, How Well Does e-learning Work?
- **Student Research** – Executive Summaries on HR questions companies send to a class
- **Customized Research:** HR Career Development, The Future of Work, Workplace Design, Impact of #MeToo
- **CAHRScasts:** The Future of Work/HR Implications, Role of the HRBP, Early Career Development
- **Videos:** Emerging Technologies and the Future of Work, Income Inequality and the Future of Work, The Future of Work: What does it mean for the HR Practitioner?

* ResearchBriefs are executive summaries of Cornell's world-famous faculty's research work

Educating Your Team -- Library Access

- Access to Cornell's Catherwood Library resources – the most comprehensive resource on labor and employment in North America
- Assistance with two free custom searches by Cornell's Catherwood librarians annually; additional searches available at a nominal charge



Educating Your Team -- Electronic News

- Periodic compilations of the key developments in human capital space
- Summarized with links to full articles
- Easy to route to stakeholders in your organization
- Opt-in to receive information that is most relevant to you from CAHRS' Centers of Excellence (COEs)

CAHRS Top 10 December 2016



1. THE ECONOMIST: *Tech Firms Shell Out to Hire and Hoard Talent* SUMMARY: Do you think it's costly to hire top-talent? The technology industry does. According to this Economist report, "last year technology companies in America recorded expenses of more than \$40bn in stock-based compensation," with costs continuing to rise year-over-year. But is paying such a premium for top talent worth the cost? This article shares great insight as to why some companies are willing to go so far.

CAHRS PARTNERS: Consider signing up for the "Human Resources for Research & Development" Working Group on May 24, 2017 in Palo Alto to discuss the unique organizational and managerial challenges faced by businesses that rely on basic science.

2. THE NEW YORK TIMES: *Eying the Trump Voter, 'Right for \$15' Widens Its Focus*

The screenshot shows the header of the hrSPECTRUM newsletter from Cornell University ILR School. The header includes the Cornell University logo, the title 'hrSPECTRUM NEWS', and navigation links: HOME, CURRENT ISSUE, ARCHIVE, SIGN UP. Below the header, the issue is dated 'Summer 2016'. The main content area features three articles with photos and titles: 'CAHRS Welcomes New Research Assistants' (with a photo of four students), 'Exclusive Opportunity for CAHRS Partners' (with the Cornell University logo), and 'Sending the Right Message' (with a photo of a woman). Below these are four smaller article teasers: 'Are Performance Reviews on the Way Out?', 'Talent from Within or Outside?', 'The Buddy System: Not Just For Kids', and 'How Does the Global Economy Affect HR?'.

A collage of various CAHRS-related articles and videos. The items include: 'CAHRS Quarterly on Employee Engagement', 'CAHRS: HR Communications Video', 'Click on the article titles of interest and see what you may have missed!', 'Cornell HR Review: Telework is Work: Navigating the New Normal', 'NY Times CAHRS Partner Member, Beth Cornstock, vice chairwoman of GE, Talks About Granting Permission to Try Something New', 'Albuquerque Journal: In the Land of Incoming Calls - Cornell ILR Professor Rose Batt Provides Insight on the Industry', '5 Ways to Grow Employee Brand Advocates', 'NYTimes: Forget Beanbag Chairs. CAHRS Partner Company Amazon is Giving its Workers Treehouses', and 'NY Times: Behind the Green Apron: Starbucks'.

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Support your business mission through research and best practice sharing through our Centers of Excellence approach:



- CHRO/Future of the Function
- Diversity & Inclusion
- Employee Engagement
- Globalization
- HR Analytics/Metrics
- HR Business Partner
- HR Strategy
- Talent Management
- Total Rewards

CAHRS Membership Costs

- One yearly fee paid by member companies -- \$20,000
- Covers participation in all CAHRS events for any of your employees – as space allows (events first-come, first-served basis)
 - Travel expenses covered by member company



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<https://www.ecornell.com/certificates/human-resources>

Learn more:

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*Discounted for CAHRS Partners

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