

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, playbooks, and participation in customized research
- **Learning Series (new):** small live/virtual sessions led by faculty on HR trends and skill building
- **Big Red Books (new):** Academic-practitioner research collaborations producing playbooks
- **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:** Leading HR in a Changing World; Post-Pandemic Talent Challenges; 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:** Systemic Shifts in DEI&B; Talent Planning; Pay Transparency; Role of HRBP; Optimizing Hybrid Work; Engaging & Retaining Key Talent; Intersections of ESG & HR; Building HR Capabilities

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:** Digital Learning Strategy, Pre-Employment Screening, Disability Accommodations, HR Early Talent Rotation Programs, University Recruiting, Onboarding, The Offer Process, 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

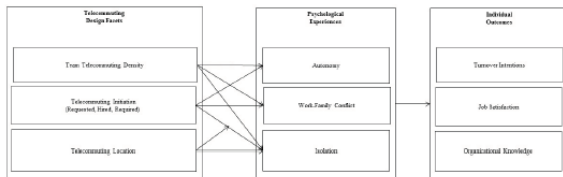
Not All Telecommuting is Created Equal: An Examination of the Effects of Telecommuting Design



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



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

- **Faculty Research:** How Promotions Impact Internal Talent Market applicants; Do Layoffs Encourage Quitting; How do Training & Development Programs Influence Org Outcomes; Leading Virtually
- **Student Research** – Executive Summaries on HR questions companies send to a class
- **Customized Research:** Talent Strategies in an Ever-Changing World; Employee Value Proposition; Evolution of Total Rewards; Evolution of DE&I
- **CAHRScasts:** Managing Talent in an Ever-Changing World; Optimizing Hybrid Work; HR Issues for 2023; Total Rewards Landscape
- **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?



ILR School

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* 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 \$46bn 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: Eyeing the Trump Voter, Fight for \$15 Widens its Focus**

Cornell University
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hrSPECTRUM NEWS

HOME CURRENT ISSUE ARCHIVE SIGN UP

Summer 2016

CAHRS Welcomes New Research Assistants
Four Students Will Assist in HR Research in 2016

Exclusive Opportunity for CAHRS Partners
CAHRS Partners Can Submit Topical Research Questions for Cornell Course

Sending the Right Message
CAHRS Managing Director Reflects on HR Communications Working Group

Are Performance Reviews on the Way Out?
CAHRS Takes a Look at the World of Performance Management

Talent from Within or Outside?
ILR School's HRG Assistant Professor Examines Repercussions of Talent Selection

The Buddy System: Not Just For Kids
CAHRS Partner Companies Discuss the Ins and Outs of Women Sponsorship

How Does the Global Economy Affect HR?
CAHRS Explores Challenges and Opportunities in the HR Function

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 & 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

NY Times: Forget Beanbag Chairs. CAHRS Partner Company Amazon is Giving its Workers Treehouses

NY Times: Behind the Green Apron: Starbucks Does, Bada, Bada, Bada...

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Achieve

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

New for 2024

CAHRS Big Red Books

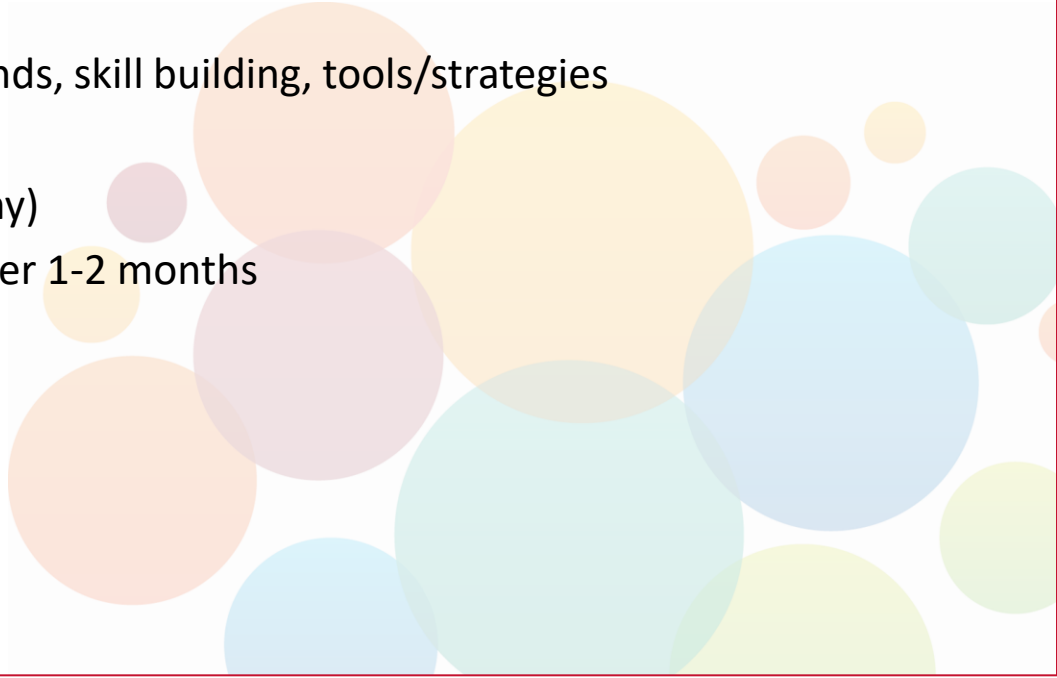
- Academic-practitioner research collaborations
- Focused on the Future of Work
- Producing comprehensive playbooks for our partners

CAHRS Learning Series

- Faculty led sessions focused on trends, skill building, tools/strategies
- Designed for HRBPs/HRGs
- Cohort capped at 35 (1 per company)
- Series of 3-4 live virtual sessions over 1-2 months

Revamped CAHRS Website

- Enhanced user experience
- Better searchability



CAHRS Membership Model

- 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



CORNELL UNIVERSITY EXECUTIVE EDUCATION

ACCESS TO BREADTH AND DEPTH OF OFFERINGS

ILR Senior Leader Programs*

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- Modern Chief Diversity Officer
- Strategic HR Business Partnering
- Advanced Certificate in Executive Talent
- Executive Masters of HR Management

<https://www.ilr.cornell.edu/senior-leader-programs>

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- 800+ On-Demand Learning Lessons
- 100+ Cornell University Faculty

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

Learn more:

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*Discounted for CAHRS Partners

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<http://www.ilr.cornell.edu/cahrs>