

## Research Highlight

# Global Talent and Strategic Success: the HR Connection

Organizations and their leaders widely recognize human talent as a critical strategic element in global competitive advantage. Yet, few companies actually link people and strategy consistently and successfully, say Cornell's John Boudreau, Peter M. Ramstad, Personnel Decisions International, and Peter J. Dowling of the University of Canberra.

Authors of "Global Talentship: Toward a Decision Science Connecting Talent to Global Strategic Success," Boudreau and Ramstad created HC BRidge™, a framework that helps organizations link human resource investments and talent to long-term strategic success; and Dowling is the author of a top textbook in global human resources management. The article brings these two perspectives together.

"Most international organizations are challenged to link their human talent with their global strategies," says Professor John Boudreau. That's because until now, he says, global HR has tended to focus on implementation-oriented tactical programs like staffing, task forces and oversight committees, supplemented by functional expertise in compensation, labor relations, training, and other HR specialties.

"Many companies think about people issues only when it comes to strategy implementation, not strategy formulation, even for major corporate changes like cross-border mergers and acquisitions," says Boudreau. "As a

result, HR has remained largely tangential in global strategic decisions."

As a result, many organizations have been myopic about talent, using financial or other frameworks to make HR decisions. In several cases, dominant home market positions have actually reduced their ability to compete effectively worldwide. Instead of providing a growth platform, home market dominance can often lead top management to adopt culturally biased decision frameworks. "Without a framework for connecting talent with strategic imperatives, the biases and their effects often go undetected," says Professor Dowling.

Talentship, a decision science approach that enables companies to connect talent with strategic objectives, provides a powerful framework for enhancing organizational success.

"Talentship is to HR as finance is to accounting and marketing is to sales," says Ramstad. "Marketing and finance have shown the power of their frameworks for decision making, measurement, and management influence, and the Talentship (which provides a similar framework), contrasts with traditional HR, which focuses on programs and activities, organizational design and service delivery."

Talentship connects talent to strategic outcome through three levers:

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## Impact

How elements of strategic success (e.g., uniqueness, growth, profitability) link with talent pools.

- Sustainable strategic success
- Resources and processes
- Talent pools and structure

## Effectiveness

The effect of HR practices on ability, attitudes, motivation and actions of key talent groups.

- Aligned actions
- Human capacity

## Efficiency

The resources expended to produce the HR policies and practices. "Many HR organizations concentrate exclusively on efficiency," says Boudreau. "It must be embedded within impact and effectiveness for maximum value."

Assessing Talentship using a four-

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*Up Close With...*

## Susan Cook of Eaton Corporation

### *Agent of Change*

As Eaton Corporation nears the completion of its 10-year transformation program, the \$7.2 billion manufacturer has repositioned itself as a leading diversified industrial company.

Once characterized as a vehicle component supplier, Eaton's business base has undergone a significant transformation and sells its products in more than 50 countries. The diversified industrial manufacturer is a leader in fluid power systems; electrical power quality, distribution and control; automotive engine air management and fuel economy; and intelligent drivetrain systems for fuel economy and safety in trucks. Today, the company classifies its business into four distinct segments, which are, by size: Fluid Power, Industrial & Commercial Controls, Automotive, and Truck.

"We've shifted the way our company is run dramatically," says Susan Cook, Eaton's Vice President of Human Resources. Eaton and its 49,500 employees are now managed as an integrated operating company rather than a collection of separate stand-alone businesses. "This enables us to capture benefits of scale, strength and scope, leverage our size and strength and generate higher earnings on similar levels of revenue," says Cook, who joined Eaton in 1995. The transformation involved extensive infusions of new blood to reshape the company's product line and corporate identity.

To convince investors it was more than an automotive supplier, Eaton reoriented its offerings through 50 acquisitions and 48 divestitures over the past decade. "We've become a stronger company through a focus on higher-margin, higher-growth segments of our markets," says Cook. However, the company's existing structure and culture made it difficult to absorb new acquisitions, says Cook, who has driven much of Eaton's organizational transformation. "We had thousands of job titles. Eaton operations were silos with their own compensation

programs, benefits, training and technology, and people rarely moved within business units to build their careers. That wasn't very enticing to top talent," adds Cook.




Susan Cook

"To integrate new companies and assimilate their employees quickly and seamlessly, we standardized planning, budgeting, supply chain management and HR practices across Eaton," she says.

To manage as one integrated operating company, the company also introduced the Eaton Business System (EBS) as a framework for capturing the benefits of our size, strength and scope. This required Eaton's business units to use common management tools and processes including Six Sigma.

HR is still run on a matrix structure: Cook and her staff of 50 HR professionals report directly to CEO Alexander Cutler. They focus on compensation, benefits, employee/labor relations, executive development, health and safety, and college recruitment/relations. In addition, four operating segment HR vice presidents maintain small generalist staffs to handle day-to-day local issues supported by centralized staffing resources. For 2003 and beyond, Eaton continues to set aggressive targets in its pursuit of becoming a premier diversified industrial. "Our goal is at least a 10 percent growth in sales and earnings, and we're determined to reduce our fixed capital intensity and decrease inventory as well," says Cook. "The overall goal is to accelerate the realignment of our business and improve profitability by 30 percent." She adds that international business and new product lines, including breakout opportunities that will distinguish Eaton from its competitors, are also aims.

"From our earliest days, when Eaton invented, hand-manufactured and then sold some of the first truck axles in the industry, it has been a primary tenet of business to deliver breakthrough solutions to our customers," says Cook. "Innovative entrepreneurship continues to drive Eaton in the 21st century." 

*Eaton Corporation, joined CAHRS in 2000; the 'Up-Close With ...' profiles feature interviews with leaders of CAHRS sponsors.*

*HR Company Profile*

# Bayer Corporation

Following a year of transition, the company that created Bayer aspirin, One-A-Day vitamins and Alka-Seltzer has reorganized itself from a single diversified corporation into a management holding company with four independent operating companies supported by a service operation. Headquartered in Pittsburgh, Bayer Corporation had sales of \$9.5 billion in 2002 and is one of Fortune magazine's Most Admired Companies. The company employs 21,600 people in the United States. It is a member of the worldwide Bayer Group, a \$32 billion international health care and chemicals group based in Leverkusen, Germany.

Bayer's four operating companies CropScience, Chemicals, HealthCare and Polymers — produce a broad range of products that help diagnose and treat diseases, purify water, preserve local landmarks, protect crops, advance automobile safety and durability and improve people's lives. And, of course, they still make that wonder drug called aspirin that continues to provide new benefits after more than 100 years.

"Today's global marketplace demands a flexibility and speed that we are prepared to meet. Bayer has long been known for outstanding products, often breaking new ground in its categories, and providing industry-leading service as well," says Pat Payne, Bayer's vice president of human resources. "Our new structure is simply an evolution that positions us for long-term growth. We are now more nimble and better able to rapidly address the changing marketplace — wherever and whenever the need arises," Payne continued.


Aimed at strengthening core competencies, growth and performance as well as streamlining operations, Bayer's reorganization is the most far-reaching for the company to date. And with it comes the challenge of developing a set of truly global HR practices that will serve the new organization well into the future. "The decentralization of Bayer's HR function created a new system of complementary functions based on community thinking," said Payne. Bayer's matrix structure calls for HR professionals in each business to be responsible for their specific policies and procedures, day-to-day implementation and recruiting. Payne's group provides corporate compensation policy, top management recruiting, executive performance

management, global job evaluation benefits and other corporate-wide programs. Payne also serves as the U.S. representative for Bayer's global HR governance strategy, ensuring the consistency that is key to an organization with over 122,000 employees represented on every continent around the world.

"Finding the balance between corporate governance and business-specific needs is a fundamental challenge in the new organization," stated Payne, "and our solution is to do more networking and rely on collaborative mutual dependence." The corporate group also provides consulting and implementation services to the businesses. "We work closely with the HR heads in the businesses," says Payne. "Many of them are faced with deciding whether to use an outside consultant to manage a specific HR service. Our corporate HR professionals are often able to handle the job more effectively than can an outside consultant."

Payne, who managed a similar reorganization as Director of HR at Monsanto before joining Bayer in 1996, believes maintaining the Bayer brand will be another major HR challenge. "It's important that our businesses maintain cohesion when we approach the job market so we aren't viewed as four different companies."

The reorganization has transitioned the structure of the company, but Bayer has also undertaken several HR initiatives that are helping to evolve the company's culture. Two notable initiatives earned national recognition for Bayer: Their multi-faceted diversity program was instrumental in Bayer Corporation winning the coveted Catalyst Award in 2002; and Bayer's approach to work/life balance helped them earn a place for the first time on Working Mother magazine's list of Top 100 Companies. Payne notes that the commitment to these initiatives has remained steadfast amid the reorganization. "I believe the HR practices that we are instituting will allow these important initiatives to flourish."

Payne sees the current reorganization as an inevitable step for the company to remain a vital player for years to come. "Bayer people are what has made this a strong company — and I, for one, look forward to the amazing products Bayer people will continue to develop." 

*Bayer, joined CAHRS in 2003; the 'Company Profile' series feature a corporate HR view of new CAHRS sponsors.*

## In The News



James Rundle

**James Rundle Senior Extension Associate Moves On** – Jim Rundle, ILR Extension Labor Education Coordinator, has been with Cornell for 30 years. At the end of March, he left ILR after 14 years to join Service Employees International Union, Local 1199 in Syracuse, as a union representative. Mr. Rundle's most recent education workshop entitled "The Employer's New Rules - Unions and Workplace Change," was designed to teach union members and local leaders how to build solidarity and gain leverage between contracts to negotiate on-going change. Other programs he taught were: collective bargaining, internal organizing and member mobilization, labor and politics, and union approaches to Employee Involvement Programs. Mr. Rundle's experience includes: Workshops, seminars, and consulting for labor unions on bargaining, grievance handling, internal organizing, strategic planning, and political issues affecting labor. He has published research on the legal status of employee involvement programs, and on employee involvement and union organizing. Mr. Rundle also testified on these issues to the Senate Small Business Committee, and served as a fellow with the Labor Committee Counsel to Senator Edward Kennedy. Rundle worked in the Agricultural School as a technician, received his ILR M.S. in 1989, and then came to the ILR Extension Division as a labor educator.



Mary Adie

**Mary Adie Appointed Program Manager for Office of Executive Education** – In February Ms. Adie was chosen for this ILR position and has already begun working on this year's upcoming education programs. Her career background includes extensive experience in hotel operations, sales, marketing and convention management for Hyatt Hotels Corporation, TMD, an independent hotel management firm in Washington D.C., and several hotel chain franchises, including Sheraton and Holiday Inns. Ms. Adie's recent position as Executive Director of the International Visitors Council in Kansas City, Missouri, involved developing and executing professional exchanges for foreign visitors participating in the U.S. Department of State's International Visitors Program. Her work with the State Department was directly tied to U.S. foreign policy objectives, particularly with regard to developing democracies in the Former Soviet Union. Ms. Adie has a B.S. in Hotel, Restaurant, and Travel Administration from the University of Massachusetts, a B.A. in Spanish from Assumption College, and summer study at the International University of Santander in Spain. For more information on the upcoming ILR Executive Education programs please link to <http://www.ilr.cornell.edu/extension/execed>.



Clete Daniel

**Clete Daniel's Book Selected as Outstanding Scholarly Book for 2002** – "*Culture of Misfortune: An Interpretive History of Textile Unionism in the United States*," was published in May 2001 by Cornell University Press, and was selected by Choice Magazine for the award. Dr. Daniel, Professor of American Labor History, has guided the ILR School's credit internship program as the Director of Off-Campus Credit Programs, since 1989. He is author of numerous articles and several books, including "*Bitter Harvest: A History of California Farmworkers, 1870-1941*"; "*Chicano Workers and the Politics of Fairness: The FEPC in the Southwest, 1941-1945*"; and "*The ACLU and the Wagner Act: An Inquiry into the Depression-Era Crisis of American Liberalism*." Professor Daniel is currently at work on a book-length biography of United Farm Workers founder and president Cesar Chavez. He is a former chair of the Department of Collective Bargaining, Labor Law and Labor History. Daniel also served for ten years as chair of the prize committee for the Phillip Taft Labor History Award; headed the Governor's Task Force on Agricultural Labor Relations in New York State in 1990-1991; and, from 1985 to 1999, was a member of the editorial board of Labor History. He received his B.A. and M.A. in history from San Jose State University, and his Ph.D. in history from the University of Washington.



Fran Blau



Larry Kahn

**Fran Blau and Larry Kahn's Book Selected as Outstanding Scholarly Book for 2002** – "*At Home and Abroad: U.S. Labor Market Performance in International Perspective*" (New York: Russell Sage Foundation, 2002) has been selected as an outstanding scholarly book for 2002 by Choice Magazine. Both Larry and Fran are ILR Professors and notable authors in their field. Larry Kahn is Chairperson, Department of Labor Economics; Research Fellow at the Center for Economic Studies/Ifo Institute for Economic Research, Munich, Germany; former Visiting Scholar at the Russell Sage Foundation, New York; and former Visiting Scholar at the Institute of Economics, Academia Sinica, Taipei. He is also former Visiting Scholar at the Office of Labour Market Policy Evaluation, Uppsala, Sweden; former Visiting Fellow, Australian National University; former Professor of Economics and Labor and Industrial Relations, University of Illinois; and

former Vice President, Midwest Economics Association. Larry is currently the Associate Editor for the ILR Review, a Member of the Editorial Board for the *Journal of Sports Economics*; and Former Member on the Board of Editors for the publication, *Industrial Relations*. He has published widely in the areas of union impact on labor markets, the economics of sports, and the causes and consequences of international differences in wage-setting institutions. He is the co-author, with Wallace E. Hendricks, of *Wage Indexation in the United States: Cola or Uncola*. Francine D. Blau, Director of the Institute for Labor Market Policies, is also the Frances Perkins Professor of ILR and Labor Economics. She is also a Research Associate of the National Bureau of Economic Research in Cambridge, Massachusetts, and a Research Fellow of the Center for Economic Studies/Ifo Institute in Munich, Germany. She has served as President of the Industrial Relations Research Association, Vice President of the American Economic Association, and President of the Midwest Economics Association. She is currently on the Advisory Board of the *Journal of Economic Perspectives*, and was formerly an editor of the *Journal of Labor Economics*, on the Board of Editors of the *American Economic Review*, and an Associate Editor of the *Journal of Economic Perspectives*. She has written extensively on gender issues, wage inequality and international comparisons of labor market outcomes. She is the author of *Equal Pay in the Office*, and coauthor, with Marianne Ferber and Anne Winkler, of *The Economics of Women, Men, and Work* currently in its 4th edition.



Nick Salvatore

**Nick Salvatore Appointed the Maurice Neufeld Professorship Chair** – Dr. Salvatore, also a historian, has an important intellectual kinship with Maurice Neufeld. Maurice was the chair of the search committee that hired Nick when he applied for the position in the spring of 1981, and this makes him particularly suited to being the first occupant of the Neufeld professorship. He holds a joint appointment as a professor of American history in the ILR School and in the American Studies Program, and is an excellent, dedicated teacher and community-oriented member of the ILR School. Outstanding research and scholarship is the primary qualification for this position, along with teaching quality, School and University service, and an affinity with the original intent of the chair. Honoring faculty who were founders and/or shapers of the ILR School in its early days and beyond: Maurice Neufeld, along with Jean McKelvey, were the two initial faculty of the School; in fact, they are said to have sketched the school's initial curriculum on a napkin over lunch. Professor Salvatore has an unusual capacity to analyze and understand a historical period through the life and experiences of an important figure. He is the author of two influential, award-winning books, *Eugene V. Debs: Citizen and Socialist* (1982), which received the Bancroft Prize in History and the John H. Dunning Prize from the American Historical Association, and his second book, *We All Got History: The Memory Books of Amos Webber* (1996), received the New England History Association's Outstanding Book Prize. His third book is a biography of Reverend C. L. Franklin (1915-1984), who was one of the most influential preachers of his generation in the Afro-Baptist tradition and an important social activist. This book is tentatively titled, *Singing In A Strange Land: The Life and Ministry of C. L. Franklin*, which is likely to be a major scholarly work as were his previous books.



Rose Batt

**Rose Batt Appointed the Alice Cook Professorship of Women and Work Chair** – Honoring faculty who were founders/shapers of the ILR School in its early days: Alice Cook was a towering figure of inestimable proportion in the School, at Cornell and beyond. Rose has been appointed the Alice Cook Professor of Women and Work for a five-year term. Outstanding research and scholarship is the primary qualification for chair positions, but teaching quality, School and University service, and an affinity with the original intent of the chair also are factors in these decisions. This chair is designed to nurture faculty research and teaching on women and work, and is for faculty at any career stage. Professor Batt is a distinguished scholar and rising star in the areas of industrial relations and human resource studies. She is co-author of a well-known book, *The New American Workplace* (1994), which examines high-performance work systems cross nationally, and she is conducting a major study of the telecommunications industry with grant support from the Sloan Foundation. A key focus of this research is low-level service employees, who are primarily women and minorities. She has extended this to a study of "call centers" in a variety of industries. Among the topics she is examining are human resource practices (e.g., pay systems), workplace changes (e.g., technology), and work/family issues. Rose has a unique blend of interests, which enables her to integrate ideas from diverse fields and break new ground in her research. She knew and benefited directly from close contact with Professor Alice Cook, has a deep understanding of her legacy, and she is a particularly appropriate first occupant of the Alice Cook professorship.

## CAHRS Spring Sponsor Meeting

May 7-8, 2003 in Ithaca, NY

### Act Globally, Act Locally: Balancing Global and Local Needs in HR Systems

In a competitive environment increasingly characterized by global organizations, firms must make decisions regarding where responsibility for the development and implementation of HR systems lies. Global HR systems provide efficiency (reducing the need to create systems in each locale) and integration (similar processes across the globe foster better global decision making). However, such a "one-size-fits-all" approach often runs directly counter to the needs of operations in countries or regions with diverse cultures and regulatory environments. This meeting will examine how firms are seeking to balance the global/local tradeoff in ways that maximize efficiency across the globe while also maximizing

the effectiveness of these systems within each local operation.

Cornell University HR Professors and CAHRS Sponsor companies will present and discuss future challenges of balancing global and local needs in HR systems. Interactive roundtables will be used to discuss what companies are doing now to address this issue and what we need know to eliminate barriers and create viable solutions.

Please note that this meeting will only be 1 day instead of 2. We will begin with a reception and dinner on the 7th, and a full day of meetings on the 8th. Please visit our website at:

<http://www.ilr.cornell.edu/CAHRS/Spring03.html> .

**Inquiries, please contact: Jo Hagin, Executive Staff Assistant**

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### Executive Guest Lecture

## Federico Castellanos of IBM

Vice President of Human Resources for IBM Global Sales & Distribution, Mr. Federico Castellanos visited Cornell University this past April. He is responsible for consolidating human resources support globally across IBM's sales and distribution organization in the Americas, Asia Pacific and the Europe/Middle East/Africa continents.

His presentation "Developing Leadership and Culture at IBM," was well received by the ILR students, April 8th. He states, "The most important cause of stress in today's working place is reality." The changing modern enterprise provides leading executives and companies with increasing opportunities, positive and negative, for change. It is hard to keep up, especially in today's global environment. "Individual change and learning is at the core of sustained cultural change, and leadership is best developed 'experientially'."


Federico described the "IBM



Federico Castellanos

Leadership Landscape," their strategy and key success factor for building executive talent as "300 of IBM's best leaders appointed as change agents and champions of building organizational capability." Their general management development model helps them place high potentials in key assignments to accelerate their development. To develop global leadership they encourage their leaders to experiment, network, and explore all areas of communication inside and outside the company.

Federico's previous position was Vice President for the Europe/Middle

East/Africa region in IBM's Paris, France office. He joined IBM Spain in 1979 as a labor law expert, and holds a M.S. in Law from the Madrid Faculty of Law. He is currently the VP of the Board of Directors of the European Foundation for Management Development, and a member of the advisory boards of Instituto de Empresa, INSEAD, IMD, and the London Business School. 

If you would like more information regarding this guest lecture, please contact Dr. Pamela Stepp, Managing Director, CAHRS, at [pls8@cornell.edu](mailto:pls8@cornell.edu) or via telephone at 607-255-9358.

## Global Talent and Strategic Success *Continued from Page One*


dimensional Value-Chain, Culture, Product and Process matrix, pinpoints the process-based issues behind people questions, and often reveals new solutions and clarifies leadership development challenges.

Incorporating a Value-Chain approach to competitive advantage, Talentship enables companies to integrate an external perspective on industry and competitive realities with a hard look at organizational resources. Says Boudreau, "It helps them address the global/local issue in a more sophisticated manner."

Wal-Mart, for example, revolutionized the consumer goods

industry through cost-cutting, and sophisticated logistics and inventory management, integrated databases and computer modeling. Because the talent implications are often worldwide, Wal-Mart finds it appropriate to manage many processes such as advertising and product placement, globally. Other processes may depend more on local considerations, so Wal-Mart treats both these processes and their supporting talent decisions locally.

Finally, Talentship is proactive. It aims investments in talent areas most critical to the organization's strategic success — as opposed to simply

assessing whether programs are affecting talent they target. "Identifying pivotal global talent pools should precede the development of HR practices and measurements, not follow it, and combining the tools of process analysis with talentship makes that possible," says Dr. Boudreau. 

*For more information regarding this research please contact John Boudreau via email: [jwb6@cornell.edu](mailto:jwb6@cornell.edu), or Tel: (607) 255-7785. This article references research from the CAHRS Working Paper #02-21, which can be found on our website: <http://www.ilr.cornell.edu/cahrs/WPapers.html>.*

## CAHRS Executive Briefing Profiling Shell

June 26-27, 2003 in London, UK

Royal Dutch/Shell Group of Companies will host a one-day briefing on June 27th in London, England at the Millennium Gloucester Hotel London Kensington. The briefing will start with a dinner on the evening of June 26th, hosted at the Shell Centre. Transportation will be arranged from the hotel. Our hosts will be:

**Sir Philip Watts, Chairman**  
**John Hofmeister, Group Director for HR**

The objective of the day is, through a mixture of formal input, and active and informal interchange and dialogue, to explain and discuss what HR in Shell is doing to deliver world-class quality products and services to the businesses, operating in a diverse and complex world.

The Chairman of the Royal Dutch/Shell Group of Companies, Sir Philip Watts, will outline the challenges of the global business environment and impact of these on the Employee Value Proposition for our people. The overall business case for HR that flows from this, the linkage with sustainable development, and the resulting Group People Strategy will be outlined by John Hofmeister, Group Director for HR.

Senior HR business leaders and Heads of Global HR Practice, will then present the HR strategies and key initiatives in their areas. Examples will be given from some of the current work being done in the areas of global attraction, leadership assessment and development, the 'engagement' of supervisory, operational and customer-facing staff, our response to the

challenges from HIV/AIDS in our operations, particularly in Africa, the future of shared HR services in a world of constant cost pressures, and the essential enabler of a world class global HR IT system. We hope you will attend this event. Please inform and encourage your European colleagues to attend as well.

### MEETING and HOTEL INFORMATION

Our meeting on June 27 will be held at the Millennium Gloucester Hotel London Kensington located at 4-18 Harrington Gardens in London. A block of overnight rooms has been reserved for our guests. To make a reservation, please contact the hotel directly at 44 20 7331 6195 and be sure to refer to the group "Shell 2406" for a discounted room rate.

**NOTE:** *This block of rooms will be released to the general public soon, so please be sure to make sure you have your reservation made well in advance.*

Please visit our website:  
<http://www.ilr.cornell.edu/CAHRS/Shell03.html>.

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# Highly Qualified: Why Aren't They Being Hired?

by Bryan Randall

Many say that because of the economy it is a good time to be a student, but what if you are an international student looking for work? And what if you are an international student looking for experience within the U.S.? With the current economy and uneasy global situation, this has been a very challenging year for international students in terms of finding work. Hiring international students is straightforward, and there are many benefits and pluses often overlooked to employing international personnel.

For instance, there are no initial additional costs to hiring international students who already have work authorization, most of the paperwork is required by the student, and employment approval is possible for graduates for up to six years without a requirement to recruit U.S. workers for the same position.

In terms of benefits to your company, many international students know the HR practices of their home countries, speak more than one language, add to the company's diversity and are considered very dedicated. Employers often overlook how flexible and mobile these students are. If you are conducting business in their home country, they can easily be sent for assignments or positions.

Despite the uncomplicated hiring process, the many benefits and legality of hiring international students, their job search is quite frustrating and difficult. Many experienced, dedicated and talented individuals go unnoticed. There are a number of students with large amounts of HR related experience that are overlooked because of visa status. There are currently over 3000 international students enrolled at Cornell University.

Over a quarter of ILR graduate students are international students with temporary visas. The Bureau of Citizenship and Immigration Services, formally known as the Immigration and Naturalization Service, allows employers to hire students who have completed their courses of study, or who are within a course of study in a status called 'optional practical training' or 'curricular practical training'. Summer employment is available as well (please refer to the Quick Facts box.) Most students with F-1 or J-1 type Visas are readily eligible for employment. Graduates available for full-time work, holding H1-B type Visas, do require initial paperwork from the company.

Many international students come to Cornell's Industrial and Labor Relations (ILR) program because of its reputation as the leading school of its kind. It is a great

STUDENT	QUICK FACTS
<i>Visa Type</i>	<i>Definitions</i>
<b>F-1</b>	A non-immigrant, student traveling to the U.S. to pursue academic study. Duration 12 months, paperwork required by the student and the university.
<b>J-1</b>	A non-immigrant, cultural exchange student, research scholar or professor. Duration 1 to 3 years, paperwork required by the student and the university.
<b>H1-B</b>	A non-immigrant visa issued to holders of a Bachelor's degree or the equivalent, traveling to the U.S. for work in a professional position requiring specialized training. Duration up to 6 years, paperwork required by the employer.
<i>Visa Status</i>	<i>Definitions</i>
<b>OPT</b>	Optional practical training, work authorization designed to provide opportunities for employment to F-1 and J-1 visas who wish to work in their field of study. During the period of OPT, a student will maintain student visa status since it is considered to be part of the program of study.
<b>CPT</b>	Curricular practical training, work authorization designed to provide opportunities for employment to F-1 students where the training is considered to be an integral part of the curriculum or academic program; usually internships, co-ops or practicums; a student will maintain student visa status since it is considered to be part of the program of study.
<b>Summer Employment</b>	Summer employment, work authorization for F-1 and J-1 students during their academic stay.


chance to study under world-renowned scholars and professors. Many of these students are considered to be the best and brightest of their country. They have taken great risks to enter a new environment, culture and situation, to collect the benefits of a Cornell degree. For many international students part of their goals include gaining American experience in the field of human resources.

As many large corporations are multinational and becoming increasingly global, highly intelligent international students realize the potential that an international degree and experience can provide. The biggest difficulties many international students face are overcoming the stereotype some U.S. citizens feel about non-U.S. students. The general stereotype is that an international student's main goal is using American universities as a stepping-stone to gain permanent residence in the U.S., and are not dedicated to their careers.

Most international students are motivated and dedicated to their profession, have plans to work for long periods of time in the U.S., and may seek immigration. Other foreign students are very interested in contributing to the quality of their culture and home country, and simply seek additional high-level education and work experience. This increases their employability and recruitment desirability.

Upon beginning their career search, international students are increasingly finding there are fewer

opportunities for both internships and full-time positions. When asking an international student from Canada how she felt about getting work experience in the U.S. she stated, "If you could compare it to driving a car, it would be like hitting all the red lights." Much of these difficulties can be attributed to a lack of information by the recruiters and their departments.

For the past year, the ILR Office of Career Services (OCS) has hired a graduate assistant to assist international students in finding work. There have been many workshops, information sessions, and additional support provided to increase their visibility to employers. The OCS has also begun working with employers to assist them in hiring foreign students. If you are interested in recruiting an international student or want more information on the benefits of hiring international students, please contact Regina Duffey Moravek, Director of Career Services, at (607) 255-7467, or email: [rmd5@cornell.edu](mailto:rmd5@cornell.edu) . 

*For more information on the guidelines for hiring international students, contact the ILR International Graduate Assistant for OCS, Bryan Randall, via email: [bgr22@cornell.edu](mailto:bgr22@cornell.edu) .*

*Another article of interest recently written by the Washington Post newspaper's College Journal is entitled, "Doors are Closed for International M.B.A.s." This documents a similar situation for MBA students, <http://www.collegejournal.com/mbacenter/mbatrack/20030214-alsop.html> .*

## BENEFITS TO HIRING INTERNATIONAL STUDENTS

### CULTURAL DIVERSITY

- Enhanced communication; many students speak more than one language.
- Many have an understanding of the HR and IR practices of their home countries.
- Proven abilities to work within diverse populations and succeed.
- They bring fresh ideas and can increase global networks.

### DECISION MAKERS AND RISK TAKERS

- These students have left their home countries to study in the U.S. at the number one program for ILR studies; this shows their determination and drive to succeed.
- In doing so they have adapted to new environments cultures and situations.
- They are considered to be the best, brightest and most motivated from their home countries.

### DEDICATION

- Due to visa limitations, international students are less mobile; they are known to keep their jobs once they have them.
- The U.S. economic situation is often much better than in many students' home countries, which motivates them to succeed in their work environments.
- Few companies realize the benefits and realities of hiring international students, so international students are left with fewer job opportunities and are more likely to accept your offer.

# CAHRS EVENTS CALENDAR

## 2003

### Executive Guest Class Speakers

Garrett Walker, Director, Learning Investment & Performance, IBM . . . March 13, 2003 Ithaca, NY  
and Elizabeth Hoane, Manager, Global Services HR Strategy

Bob Calamai, Director of HR Global Research, IBM . . . . . March 31, 2003 Ithaca, NY

Shawn Lancaster, Human Capital Specialist, The Hartford . . . . . April 10, 2003 Ithaca, NY  
and Lynn Farrell, Assistant VP, Human Capital

Executive Guest Lecture . . . . . April 8, 2003 Ithaca, NY  
Federico Castellanos, VP of Human Resources Global Sales and Distribution  
*Developing Leadership and Culture at IBM*

CAHRS Spring Sponsor Meeting 2003 . . . . . May 7-8, 2003 Ithaca, NY  
*Act Globally, Act Locally: Balancing Global  
and Local Needs in HR Systems*

CAHRS Executive Briefing Profiling Shell . . . . . June 26-27, 2003 London, UK

CAHRS Sponsor Executive Roundtables . . . . . August 26, 2003 Ithaca, NY  
for the ILR Student Orientation

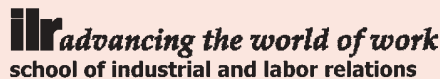
CAHRS Fall Sponsor Meeting 2003 . . . . . November 12-14, 2003 Ithaca, NY

### Other ILR Events

Managing for Impact: Driving Firm . . . . . March 20-21, 2003 Chicago, IL  
Performance through HR

Creating Competitive Advantage through People . . . . . September 28-October 3, 2003 Ithaca, NY

*For more information, contact Jo Hagin at 607/255-9358 or email: [jap7@cornell.edu](mailto:jap7@cornell.edu), or visit our website at:  
<http://www.ilr.cornell.edu/cahrs/Calendar.html>*



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