

CIPMA- HR

Channel Islands Public Management Association – Human Resources

August 2009

Message from the President

I hope my missive finds you all fairing well in spite of the budgetary blues that seem to have engulfed our beautiful state. As part of our training agenda for the year, which is based upon membership survey submissions, the CIPMA board has decided to provide a half-day training session that will cover classification and compensation. In the spirit of fighting our budgetary woes and helping us all do more with what we find ourselves left to work with, the training session, breakfast (fruit and Danish) and lunch will be provided at a low cost of \$30.00 for members and \$35.00 for non-members. Due to the size of the meeting facility, reservations will be accepted on a first-come, first-serve basis.

Reservations are absolutely essential for this training session. So please respond early in order to be able to participate in this training opportunity.

Dee Emami

Certified Corner

Developing Competencies for HR Success Online Course Features New Updated Training Materials

IPMA-HR unveiled its newly updated Developing Competencies for HR Success training program, a comprehensive training program that teaches the benefits of understanding HR competencies, how to apply them and how to integrate them into business plans, with the course that began on July 29. This is the first online course with the new material.

As a standalone training program, completing Developing Competencies for HR Success is the

best way to become a strategic player within your organization. This course will help you and your staff shift from managing “people issues” to managing “people-related business issues.”

Learn about self-assessment, building teams and coaching staff, resolving disputes and reaching consensus, creating a risk-taking environment, communication skills, building trust relationships, using consensus- and coalition-building skills, and more with IPMA-HR’s Developing Competencies for HR Success.

The online training consists of 11 weekly sessions. Benefits of taking part in the program online include the following:

- You decide when and where to take classes.
- You can complete the program in 11 weeks.
- You can continue to work full time while participating in the classes.

The entire program costs \$695 for IPMA-HR members and \$995 for nonmembers.

Completing IPMA-HR’s Developing Competencies for HR Success is a step toward certification. At the core of the IPMA-HR certification program is an appreciation of the importance of HR competencies. If you or any member of your staff desires to become certified as an IPMA-HR Certified Professional (IPMA-CP) or an IPMA-HR Certified Specialist (IPMA-CS), learning the concepts that are the foundation of this course is a necessary step.

Visit www.ipma-hr.org to learn more about IPMA-HR’s Developing Competencies for HR Success, or contact IPMA-HR, either by e-mail at training@ipma-hr.org, or by phone at (703) 549-7100.

Membership

Welcome to our new 2009 members!

Nina Acosta	Katie McKinney
Don Aguirre	Rita Peterson
Monique Aragon	Emy Russell
Kathy Campbell	Liz Sandoval
Debbie Hughey	Cheryl Walpole

BECOME A CIPMA - HR MEMBER

CIPMA-HR members are key executives, managers, supervisors, and related professionals responsible for a variety of human resources functions for federal, state, and local governments in the Tri-County area: San Luis Obispo, Santa Barbara and Ventura Counties.

Annual dues are \$50 if you are a current IPMA-HR National Member or \$75 for non-IPMA-HR Members.

If you are interested, please complete the membership application attached to this newsletter and mail it along with a check made out to Channel Islands Public Management Association - Human Resources (CIPMA-HR), to:

Joan Archer, Membership Officer, City of Moorpark – HR/Risk Management Division, 799 Moorpark Ave., Moorpark, CA 93021.

Or bring your completed form and check to our next luncheon meeting!

For more information about membership, contact Joan Archer by e-mail: jarcher@ci.moorpark.ca.us

Members should also join the International Public Management Association for Human Resources (IPMA-HR). The application is available on the IPMA-HR website.

http://www.ipma-hr.org/files/mem_app.pdf

Member Announcements

If you have anything you would like to include in the CIPMA-HR newsletter, please send an email to Patty.Booker@ventura.org.

Upcoming Events

September 9, 2009 – **Special Half Day Seminar**

Mark your calendars!

CIPMA-HR is happy to announce a half day training opportunity. The program will be presented by CPS Human Resource Services staff. The session will provide a brief overview of the philosophy and methodologies necessary to conduct classification and compensation studies in the public sector. Seating is limited, so members are encouraged to RSVP early.

See the flyer attached to this newsletter for further details on this exciting event.

CIPMA-HR Board Members

President –	Dee Emami County of Ventura Dee.Emami@ventura.org
Vice President -	Michelle Tellez City of Oxnard Michelle.Tellez@ci.Oxnard.ca.us
Secretary -	Shelly Howell Conejo Recreation & Parks District showell@crpd.org
Treasurer -	Donna Smith Ventura County Sheriff's Office Donna.Smith@ventura.org
Communications -	Patty Booker County of Ventura Patty.Booker@ventura.org
Membership -	Joan Archer City of Moorpark jarcher@ci.moorpark.ca.us
Members-at-Large -	Kelly Shirk County of Ventura Kelly.Shirk@ventura.org
	Lynn Hutton City of Oxnard lynn.hutton@ci.oxnard.ca.us
Advisor -	Nancy Rasmussen City of Ventura nrasmussen@ci.ventura.ca.us

College Class of 2009 Holds Ground With Average Starting Salary Offer

BETHLEHEM, Pa. – Despite the poor job market, the college Class of 2009 held its ground with its overall average starting salary offer, according to a new report published by the [National Association of Colleges and Employers](#) (NACE).

NACE's Summer 2009 *Salary Survey* report shows that the average starting salary offer for new college graduates now stands at \$49,307. That's off less than one percent from the average \$49,693 that 2008 graduates posted last year at this time.

As a group, graduates with bachelor's degrees in the business disciplines saw their average offer nudge up less than one percent to \$47,239. Accounting majors did better than the average, and posted a 1.9 percent increase for an average offer of \$48,993.

Conversely, the average offer to business administration majors fell 2.1 percent to \$44,944. (One factor in the decline: Many of their offers came from retail/wholesale firms, which offered an average starting salary of \$40,220—down six percent from the average offer of \$42,758 retail/wholesale employers offered business administration graduates just one year ago.)

Economics graduates also saw a decrease to their average salary offer, which fell by 1.3 percent to \$49,829.

In terms of salary, finance graduates and marketing graduates fared well in comparison to many of the other business disciplines. The average offer to finance graduates rose 2.9 percent to \$49,940, while marketing graduates posted a three percent increase for an average of \$43,325.

In spring 2009, the broad category of computer science-related fields (computer science, computer programming, computer systems analysis, and information sciences and systems) experienced a five percent drop off in the group's overall average offer compared to spring 2008. Currently, however, the average offer to this group is up 1.9 percent over last summer to \$59,418.

Among the specific disciplines in this group, computer science grads saw their average salary offer rise 1.6 percent to \$61,407. Information sciences and systems grads, however, saw their average offer slip slightly to \$52,089, down less than one percent from last year at this time.

As a group, engineering graduates enjoyed the highest salary increase. Overall, the average offer to engineering graduates rose 3.7 percent to \$59,254.

Chemical engineering graduates posted a 2.7 percent increase to their average salary offer, which now stands at \$64,902. Computer engineering graduates saw their average offer rise 3.6 percent to \$61,738. Much of that bump up can be attributed to the types of positions these graduates were offered. Software design and development jobs were the most common offering, and the average salary for these jobs rose 5.6 percent over last year, from \$62,155 to \$65,619. Electrical engineering graduates earned one of the larger increases; their average offer rose 5.6 percent to \$60,125. Civil engineering graduates, however, saw their average offer just nudge up slightly—0.8 percent—to \$52,048.

As a group, liberal arts graduates did not see much change to their average salary offers. Their overall average offer fell less than 1 percent from \$36,419 last year to \$36,175.

Among the liberal arts disciplines, English majors posted a 1.1 percent increase in their average salary offer, now standing at \$34,704. History majors also posted an increase; their average salary offer rose 1.7 percent to \$37,861. The average offer to those majoring in psychology increased 2.1 percent to \$34,284. Conversely, the average offer to sociology majors fell 4.4 percent to \$33,280.

NACE research indicates that many Class of 2009 graduates continue their job searches, but shows that those who have secured employment have starting salaries that are comparable to those offered a year ago, underscoring employers' reluctance to tamper too much with starting salaries, even in a tight economy.

NACE will take a final look at starting salaries for 2008-09 graduates with the Fall issue of *Salary Survey* in September. Also in September, NACE will offer a first look at the job market for the college Class of 2010 with its Job Outlook 2010 Fall Preview study.

Salary Survey is a quarterly report of starting salary offers to new college graduates in 70 disciplines at the bachelor's degree level. The survey compiles data from college and university career services offices nationwide. Salary Survey is issued in Winter, Spring, Summer, and Fall, with the Fall issue serving as the year-end report. (Salaries reported in this press release reflect offers to bachelor's degree candidates.)

The [National Association of Colleges and Employers](#) (NACE), headquartered in Bethlehem, Pa., has been a leading source of information about the college job market since 1956.

Mature Job Seekers Considering Entry-Level Jobs, Internships, Relocation and Starting Their Own Business, CareerBuilder Survey Finds

CHICAGO – In a market shaped by mass job loss, mature workers are a critical workforce segment that has been hit particularly hard. Twenty-eight percent of workers age 55 and older who were laid off in the last 12 months found new jobs, the lowest of all age groups. This compares to 71 percent of those ages 25 to 34. A new study from [CareerBuilder](#) shows mature workers are expanding their job search to include entry-level positions, internships, relocation and other options to secure gainful employment—and employers are open to it.

Starting Over at Entry-Level

The majority (63 percent) of workers age 55 and older who were laid off in the last 12 months said they have applied for jobs below the level at which they were previously employed; 44 percent have been told by employers that they are overqualified.

In an effort to bring in a steady paycheck and get their foot in the door with a new organization, mature workers are now competing with recent college graduates and other new entrants to the workforce for entry-level positions.

One-in-four employers (26 percent) reported they have received applications from workers over the age of 50 for entry-level jobs (but not retired); an additional 11 percent have received entry-level applications from retirees. The vast majority of employers (65 percent) said they would consider experienced candidates who apply for jobs for which they're overqualified.

Applying for Internships

Mature workers are also exploring internships as a way to land a longer term employment opportunity. Seven percent of employers reported mature workers have applied for internships at their organizations. Four percent have hired mature workers while 55 percent would be willing to consider mature workers for internships.

Considering a New Location

Embarking on a new adventure by moving to a new location is another option for some mature workers. Of mature workers who were laid off in the last 12 months and did not find a new job, 41 percent stated they would consider relocating to another city or state to find employment.

Becoming Their Own Boss

Some mature workers are using a challenging job

market as a catalyst to entrepreneurship. Of mature workers who were laid off in the last 12 months and did not find a job, 23 percent are considering starting their own business.

“Mature workers offer a wealth of knowledge and experience that has translated into a significant competitive advantage for employers,” said Rosemary Haefner, vice president of human resources at CareerBuilder. “Employers are considering mature job candidates for a variety of positions ranging from entry-level to senior-level to consultants to leverage their intellectual capital and mentor other workers. Twenty-nine percent of employers have hired a worker age 50 or older for a permanent position within their organization over the last six months.”

Of those mature workers who were laid off in the last 12 months and found another job, 26 percent took a job in another field with the vast majority (75 percent) reporting that they are enjoying the experience. In terms of compensation, 40 percent landed positions with similar pay and another 13 percent found jobs with a higher compensation rate than what they were previously earning. Forty-eight percent took a pay cut.

Postponing Retirement

In addition to applications received by mature job candidates, employers are also receiving requests from staff members to stay with the company longer. One-in-five employers (21 percent) reported, over the last six months, current employees approaching retirement age have asked them to postpone their retirement. Of that 21 percent, the vast majority (86 percent) said their organizations are open to postponing retirements, pointing to the following benefits:

- Employers want to hold on to their intellectual capital (65 percent)
- Mature workers can help train and mentor others (61 percent)
- Mature workers know how to weather a tough economy (42 percent)
- Employers have more time to transition responsibilities (36 percent)

For more information on job opportunities for mature workers, visit [PrimeCB.com](#), CareerBuilder's job search site tailored for mature workers and retirees.

[CareerBuilder](#) is the global leader in human capital solutions, helping companies target and attract their most important asset—their people. Its online career site, [CareerBuilder.com](#), is the largest in the U.S. with more than 23 million unique visitors, 1 million jobs and 32 million resumes. CareerBuilder works with the world's top employers, providing resources for everything from employment branding and data analysis to talent acquisition. More than 9,000 Web sites, including 140

newspapers and broadband portals such as MSN and AOL, feature CareerBuilder's proprietary job search technology on their career sites. Owned by Gannett Co., Inc. (NYSE:GCI), Tribune Company, The McClatchy Company (NYSE:MNI) and Microsoft Corp. (Nasdaq: MSFT), CareerBuilder and its subsidiaries operate in the U.S., Europe, Canada and Asia.

IPMA-HR HR Bulletin July 24, 2009

Most Sponsors of Defined Benefit Pension Plans Remain Committed to Plan Viability

STAMFORD, Conn. – While the financial crisis has negatively affected the financial health of most defined benefit (DB) plans, most executives of U.S. firms with DB plans remain committed to the financial viability of their plans, according to the third CFO Research Services study conducted in conjunction with professional services firm [Towers Perrin](#).

However, more than 70 percent of senior finance executives from U.S. companies indicate that recessionary pressures are “causing a long-term shift in how companies and workers prepare for retirement.” In addition, 40 percent of U.S. respondents said they would be “very likely” to reconsider their long-term commitment to their DB plans if pension accounting rules made income statements more volatile.

“There is no doubt that the current financial crisis has significantly hurt the financial health of most DB plans,” said Sylvia Pozezanac, managing principal of Towers Perrin's Retirement Risk Solutions business practice. “However, while cash and credit are generally scarce, the overwhelming majority of companies—more than 80 percent—say they are confident that they will have the cash to meet plan funding requirements. Companies are telling us that they are committing to returning their plans to a better funding status for the longer-term, but their ongoing commitment to the plans rests on economic recovery and reasonable regulations.”

More than 71 percent of respondents indicate that they currently plan to pursue the long-term viability of their DB plans rather than seek alternatives to DB plan sponsorship. Of those committed to sticking with their DB plans, more than 76 percent say they are shifting their DB strategy to focus more on reducing risk than on seeking additional investment returns.

Furthermore, survey respondents who remain committed to DB plans are much more likely to be using structured investment products, such as derivatives, futures and inflation swaps, to better manage their exposure to interest rate risk or to increase investment returns. According to survey data, pensions that have used financial instruments to manage risk have suffered less during the economic downturn.

Interestingly, while most DB plans have been hurt financially, one in five executives say their plans have actually fared well despite the current financial crisis.

“What's most noteworthy is that the vast majority of companies with plans that have done well use financial instruments such as swaps, futures, forwards and options to manage risk in their DB plans,” said Sam Knox, vice president and director of research, [CFO Research Services](#). “Conversely, those respondents whose plans were hardest hit by recent economic events—and who are now considering DB alternatives—are less likely to have used synthetic instruments.”

Finally, senior financial executives report that the portion of their pension portfolios devoted to equities is significantly lower today than it has been historically, and most don't expect to see equities return to their pre-recession levels. Alternative investments remain popular, however, with 73 percent of executives noting they have some private equity investments. The rate is highest for the largest organizations and for those who express a long-term commitment to DB plan viability.

“As plan sponsors look forward, they will have to balance their near-term and long-term objectives with their appetite for risk,” said Mike Archer, Towers Perrin principal and chief actuary. “They should consider how their pension plans will perform under a broad range of potential economic and capital market conditions, and how that performance correlates with—or deviates from—overall company performance. Many will recognize that this holistic approach leads to a dynamic strategy that produces optimal financial results.”

The third annual “[CFO Pension Risk Survey](#)” was developed by Towers Perrin and [CFO Research Services](#) in an effort to understand the effects of the economic downturn on companies' DB plans. The research program focused on plan funding policies, investment strategies and risk management and plan alternatives. The study included 439 senior finance executive responses from large U.S., U.K. and Canadian organizations across all industries as well as an extensive interview program with senior finance executives. The online survey was conducted during April and May 2009.

IPMA-HR HR Bulletin July 17, 2009

Engagement Since the Recession: Case of the Disengaged

CHICAGO, Ill. – It comes as no surprise that over the course of the recession, the amount of “engaged employees” has increased, as exerting extra effort and showing commitment at work have become vital to protecting one's own job security. It does come as interesting, though, that, according to [HR Solutions'](#) research, the number of “disengaged employees” has

decreased by the exact same amount as the increase in engaged employees, while the number of “ambivalent employees” remains unchanged.

Currently, engaged employees make up 27 percent of the work force, a number which has risen from 25 percent since the recession began. The amount of disengaged employees, a group defined as showing lackluster commitment, little loyalty, and bare motivation, has also undergone a change of two percentage points, only in the opposite direction; 14 percent of employees are disengaged now, compared to 16 percent pre-recession. The amount of ambivalent employees, who often work simply for a paycheck and exert minimal effort, has stayed at a consistent 59 percent.

HR Solutions’ research on how the recession has also impacted job security for disengaged employees also makes the data interesting. Prior to the recession, 41 percent of disengaged employees surveyed worried about job security. Since then, the percentage of the group maintaining concern for job security has dropped by nearly half, landing at 21 percent.

Hence, when considering a group who is disinterested and defiant to begin with, and has become significantly less concerned about personal job security despite economic circumstances, it exists as interesting that the number of disengaged employees has decreased since the recession.

IPMA-HR HR Bulletin July 17, 2009

Workplace Ethics Survey Examines Social Networking

According to the third annual [Deloitte LLP](#) Ethics and Workplace Survey, 60 percent of executives believe they have a right to know how employees portray themselves and their organizations in online social networks. More than half of the employees believe that their social networking activities should not be of concern to their employers. This belief is more prevalent among younger workers, with 63 percent of 18- to 34-year-old respondents stating employers should not be checking on their online activity. Despite the views of employees, 74 percent acknowledge that the use of online social networks make it easier to damage an organization’s reputation.

“With the explosive growth of online social networks, such as Facebook and Twitter, rapidly blurring the lines between professional and private lives, these virtual communities have increased the potential of reputational risk for many organizations and their brands,” said Sharon Allen, chairman of the board, Deloitte LLP.

Only 17 percent of executives surveyed say they have programs in place to monitor and mitigate the possible risks related to the use of social networks. Less than 25

percent of employers have formal policies on the use of social networks, with almost half of the employees indicating that guidelines will not change their behavior online.

The survey consisted of telephone interviews of 2,008 employed adults as well as an online survey of 500 business executives. Additional information on the survey is available [here](#).

IPMA-HR HR Bulletin June 19, 2009

Partnership for Public Service Releases 2009 Best Places to Work in the Federal Government Rankings

The [2009 Best Places to Work in the Federal Government](#) rankings released May 20 evaluate employee satisfaction across government in 278 federal agencies and subcomponents. Overall, employee satisfaction is up 2.4 percent, from 61.8 to 63.3, with 71 percent of agencies improving their Best Places to Work index score since the last rankings in 2007.

The *Best Places to Work* rankings, compiled by the [Partnership for Public Service](#) and [American University’s Institute for the Study of Public Policy Implementation](#), are based on a survey conducted by the [U.S. Office of Personnel Management](#) that represents the views of 212,000 federal employees. Agencies are ranked in three categories: large (2,000 or more employees), small or subcomponent. They are also ranked in 10 workplace categories, including leadership, work/life balance, and pay and benefits.

“You can’t manage what you don’t measure,” said Max Stier, president and CEO of the Partnership for Public Service. “The *Best Places to Work* rankings are an important tool for federal managers who understand that employee satisfaction drives agency performance. They provide both transparency and accountability—and they are an important benchmark for this administration.”

“The whole idea of employee engagement is to make the workplace more productive,” added Robert Tobias, director of American University’s Institute for the Study of Public Policy Implementation. “These rankings provide an incentive for agencies to focus on their employees, they give a roadmap for improvement, and they help Congress fulfill their oversight responsibilities.”

Top honors for large agencies go to:

- 1) [Nuclear Regulatory Commission](#)
- 2) [Government Accountability Office](#)
- 3) [National Aeronautics and Space Administration](#)
- 4) [Intelligence Community](#)
- 5) [Department of State](#)
- 6) [Environmental Protection Agency](#)
- 7) [Department of Justice](#)

- 8) [General Services Administration](#)
- 9) [Social Security Administration](#)
- 10) [Department of Commerce](#)

Top honors for small agencies go to:

- 1) [Surface Transportation Board](#)
- 2) [Overseas Private Investment Corporation](#)
- 3) [Congressional Budget Office](#) (tie)
- 3) [Office of Management and Budget](#) (tie)
- 5) [National Science Foundation](#)

The Partnership for Public Service and American University honored the top 10 large, five small and three most improved agencies May 20 in Washington, D.C.

The most improved large federal agency is the [Small Business Administration](#), increasing its score by 30.1 percent and moving up in the rankings from 30 in 2007 to 26. The Office of Personnel Management also has a significant score increase of 14.3 percent, moving up from a 2007 ranking of 25 to 20 in the large agency rankings. The [Federal Maritime Commission](#) was the biggest mover among small agencies, with a 28 percent increase, moving from 23 in 2007 to six in the new rankings.

The complete *Best Places to Work* rankings of all 278 agencies and subcomponents can be accessed at www.bestplacestowork.org. Visitors to the site can also access trend analysis, demographic data and all 10 workplace categories, as well as generate custom reports and conduct side-by-side comparisons for up to three agencies.

The Best Places rankings are compiled from the U.S. Office of Personnel Management's Federal Human Capital Survey. The Best Places rankings were first produced in 2003, and again in 2005 and 2007.

The Partnership for Public Service is a nonpartisan, nonprofit organization working to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. To learn more, visit www.ourpublicservice.org.

The Institute for the Study of Public Policy Implementation, a center within American University's School of Public Affairs, is dedicated to identifying and creating solutions to public policy issues facing federal leaders. To learn more, click [here](#).

IPMA-HR HR Bulletin May 22, 2009



CIPMA-HR

Channel Islands Public Management Association - Human Resources

Membership form

Calendar Year Dues:

For IPMA-HR National Members Discounted Rates: (Select one option)	For Non- IPMA-HR National Members (Select one option)
<input type="checkbox"/> \$45.00 - 2009 (If payment received by March 15, 2009)	<input type="checkbox"/> \$70.00 - 2009 (If payment received by March 15, 2009)
<input type="checkbox"/> \$50.00 - 2009 (If payment received after March 15, 2009)	<input type="checkbox"/> \$75.00 - 2009 (If payment received after March 15, 2009)
<input type="checkbox"/> \$85.00 - 2009-2010 (\$5.00 discount)	<input type="checkbox"/> \$135.00 - 2009-2010 (\$5.00 discount) <input type="checkbox"/> I wish to receive IPMA-HR membership Info.

Name: _____ Title: _____
(Last) (First) (MI)

Mailing Address _____

(Your mailing address will be used for all correspondence, etc. from CIPMA)

City _____ State _____ Zip Code _____

Agency Name: _____ Phone _____

E-Mail Address: _____ FAX _____

IPMA-HR Membership Number _____ (Required for CIPMA-HR Discounted Membership Rate)

Signature: _____ Date: _____

To assist the Board in selecting topics of interest, please check areas of your greatest interest:

- Classification/Compensation Affirmative Action Grievance Administration Recruitment/Selection
 Labor Relations Other Benefits Administration Training
 Please check here if you are interested in participating in a professional mentorship program.

Please check the Chapter activity in which you would be willing to participate:

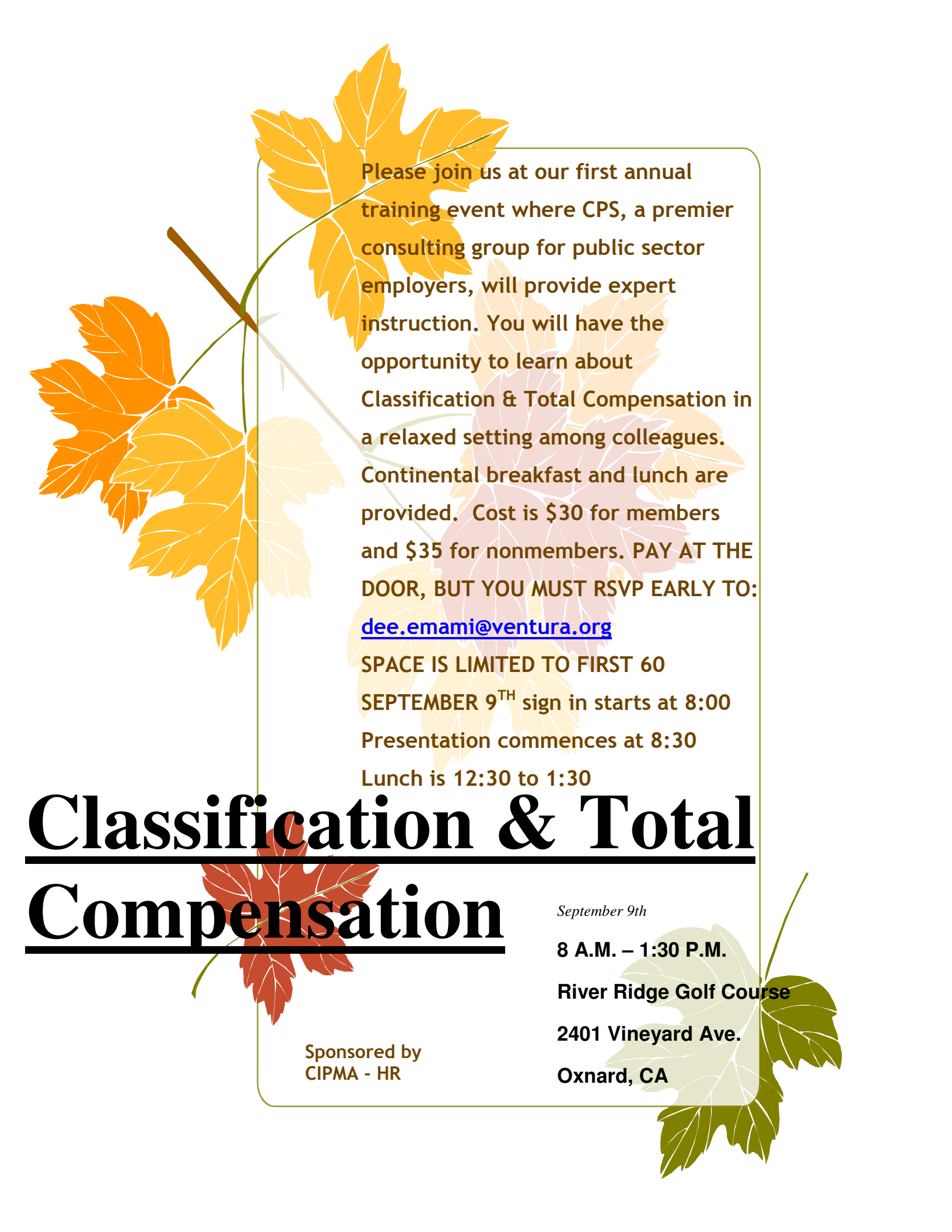
- Annual Workshop Audit Awards/Reception Board By-Laws
 Legislative Review Membership Programs Training

Do you hold the IPMA Certification? Yes No

Please indicate the Certification held: CP (Certified Professional), CP-Executive or, CS (Specialist) certification _____

Please provide name and address of anyone you would recommend for membership in CIPMA-HR:

Return this form and your check made payable to CIPMA-HR to: Joan Archer, Membership Officer,
City of Moorpark – HR/Risk Management Division,
799 Moorpark Ave., Moorpark, CA 93021,
or e-mail: jarcher@ci.moorpark.ca.us.



Please join us at our first annual training event where CPS, a premier consulting group for public sector employers, will provide expert instruction. You will have the opportunity to learn about Classification & Total Compensation in a relaxed setting among colleagues. Continental breakfast and lunch are provided. Cost is \$30 for members and \$35 for nonmembers. PAY AT THE DOOR, BUT YOU MUST RSVP EARLY TO:

dee.emami@ventura.org

SPACE IS LIMITED TO FIRST 60
SEPTEMBER 9TH sign in starts at 8:00
Presentation commences at 8:30
Lunch is 12:30 to 1:30

Classification & Total Compensation

September 9th

8 A.M. – 1:30 P.M.

River Ridge Golf Course

2401 Vineyard Ave.

Oxnard, CA

Sponsored by
CIPMA - HR