



# BALANCE *view*

NEWS AND INFORMATION ON HR AND AFFIRMATIVE ACTION ISSUES

Special Compensation Run Down Issue

Berkshire Associates Inc. Newsletter ~ Qtr. 2 ~ 2008

## WHAT'S INSIDE

FROM OUR EDITOR.....	2
Did You Know .....	3
OUT AND ABOUT.....	3
MANAGING THE PAY GAP .....	4
PAYING FOR PERFORMANCE.....	5
PREP SCHOOL .....	6
READER'S COMMENTS .....	6
NEW VETS-100A REPORT.....	7
TRAINING, MEETINGS & SEMINARS .....	7

### REFER BERKSHIRE!

THE HIGHEST COMPLIMENT OUR CLIENTS CAN GIVE IS THE REFERRAL OF THEIR COLLEAGUES AND BUSINESS ASSOCIATES.

BERKSHIRE WILL SEND YOU A \$20 SUPERCERTIFICATE FROM [GIFTCERTIFICATES.COM](http://GIFTCERTIFICATES.COM) FOR EVERY VALID REFERRAL YOU SEND US.



## WHAT DOES YOUR COMPENSATION STRATEGY SAY ABOUT YOUR ORGANIZATION?

By: Suzanne Keys, SPHR

Your organization's compensation strategy says a lot about your expectations, goals, and rewards. Effective compensation planning and implementation increases current employee satisfaction and helps in future recruitment efforts. Compensation plans should match the image a company wishes to portray, and express the values it holds dear in a tangible way.

Compensation planning should start in two places; one is with a leadership or management committee to define the image you wish to portray to the outside world. In other words, what your compensable factors will be. The next place to start is with your employees, to discover what they are looking for in an employer. Then brainstorm with them on how you can meet those expectations and work together to make it happen. Here are some questions you should consider:

- How do your employees see your organization now?
- How would they like to see it?
- Do they have any suggestions on how to improve any areas that are perceived as weak?

A 2008 WorldatWork survey released May 2008 by Randstad USA, an Atlanta-based employment services provider, showed employees are looking to be valued the same as their employer's customers. The survey identified 15

attributes of importance to employees, the number one being that the organization recognizes the value an employee brings to them.

Developing a compensation plan is only half the battle. How you *sell* it is going to be key in getting your message to employees. You want to keep the message simple. If the new compensation and reward strategy is complex, don't overburden your audience with information download. Break the communication up into segments and provide ways for them to gain more information on their own.

Another thing to consider when preparing to communicate your compensation plan is your target audience. This will affect how you communicate your message. There are generation differences, position types, and sometimes shift differences

*See COMPENSATION STRATEGY...cont. on pg. 6*

## Fast Facts

A recent survey by Workplace Options (WPO) found, "nearly three out of four U.S. workers are stressed due to financial concerns and nearly half (45 percent) reported their financial stress impedes their productivity at work." The survey indicated that many workers would like to have financial counseling available through their employers.

WPO also noted that workers who are stressed over finances have a harder time doing their jobs properly and are more apt to experience burn-out and reduced morale. What is your company doing to increase morale during times of economic hardship?

Source: The Compensation.BLR.com

## UPCOMING EVENTS

### 26<sup>th</sup> Annual Industry Liaison Group National Conference

July 29-August 1 | Orange County, CA

### Berkshire's Breakfast Seminar— An Introduction to Federal Contractor Compliance

August 6 | Columbia, MD

### Berkshire's Breakfast Seminar— OFCCP Compliance in the Age of Applicant Tracking

September 10 | Columbia, MD

# BALANCEview

## EDITOR IN CHIEF:

Dawn S. Hyde, SPHR

## EXECUTIVE EDITOR:

Carla A. Pittman

## MANAGING EDITOR:

Lauren Perry

## PRODUCTION MANAGER:

Nancy Mitroka

## DESIGN AND LAYOUT:

Kristen Perrin

## DISTRIBUTION MANAGER:

Greg Delaney

## CONTRIBUTING WRITERS:

Claudia Jones

Dawn S. Hyde

Lauren Perry

Michele Whitehead

Nancy Mitroka

Suzanne Keys

Will Charles

Berkshire Associates Inc.

8924 McGaw Court

Columbia, MD 21045

800.882.8904 • fax: 410.995.1198

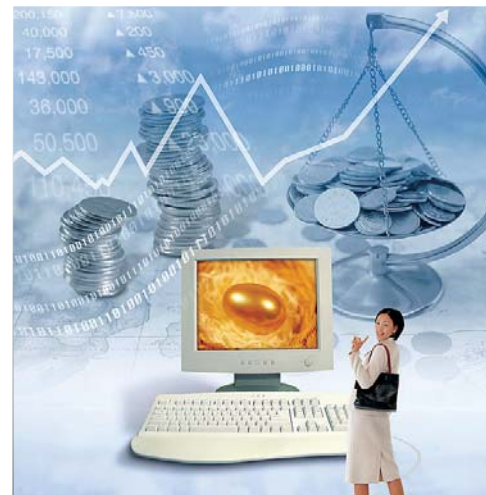
[www.berkshireassociates.com](http://www.berkshireassociates.com)

## From Our Editor

By: Dawn S. Hyde, SPHR

Strategic planning is an integral part of any business, and each year Berkshire's Leadership team gets together to analyze, deduct, and even guess what to expect in the upcoming year. Being a consulting firm, skilled employees are our most valuable commodity. So special attention is given to economic, political, and even social factors that affect the ability to attract and retain employees that are knowledgeable... which always brings us to the matter of compensation. How do we offer competitive pay in a tight economy? How do we retain our well-performing employees? These are questions, rather challenges, we sought to answer. What we uncovered is contained between the pages of this newsletter themed the Compensation Run Down. In *"What Does Your Compensation Strategy Say About Your Organization,"* Suzanne Keys, SPHR, writes about how strategy sets the groundwork for identifying what compensable factors support the strategic objective. The right strategy, followed by the right compensation practices, can ensure you are paying for what matters most to your company.

When discussing strategic planning with my team, there are often ping-pong matches of the mind. Ideas swatted back and forth until one rises triumphant. This can go on until we get to the topic of what matters most to Berkshire—customers and employees. No more back and forth, we know we can't win the bottom-line wars without that dynamic duo. Customers and employees are a priority, so we implement programs to watchdog customer service standards, and create employee programs to strengthen employee relations. Companies must remember employees are part of achieving your bottom-line goals. Motivation is key, and paying based on performance gives your employee control over their merit increase. In the article, *"Paying for Performance: Creating a Merit Program that Works,"* Michele Whitehead, PHR, discusses how critical a merit program is to employee relations



and productivity. Michele advises that having a program where employees can see the connection between merit and pay reduces the sense of entitlement, and gives employees control over their increases.

There are several helpful articles and stats in this newsletter that will help you weather this economic storm. We must also remember as human resource professionals, compensation goes beyond the dollar bill. Everyone prefers cash, but I would bet a yearly gas allowance would be appealing to both existing and prospective employees. Some fringe benefits can be turned into rewards by tying them to performance.

According to Susan R. Meisinger, SPHR, president and CEO of SHRM, "... employers are offering other valuable but less costly benefits, such as telecommuting, cross-training for non-job-related skill development, and allowing employees to bring their children to the office in emergencies."

Meisinger explained there was a decline in core benefits in 2008. However, companies replaced what they eliminated with other more popular benefits such as health screening programs, paid family adoption, paternity leave, legal assistance, on-site vaccinations, and IRA or 401(k) savings plans.

So during this trying economic time, remember to think outside the box, and embrace creative ways to increase existing benefits or develop new ones to balance your employees' needs with your company's goals and budget.

## Mission Statement

BALANCEview is Berkshire Associates voice to the HR Community. Our mission is to provide up-to-date information on trends and challenges facing HR professionals. BALANCEview is also an extension of Berkshire's mission to provide outstanding, balanced services and software solutions, to organizations of all sizes, shapes, and business focus. Berkshire's balance comes from its staff of expert HR consultants as well as its innovative team of software developers that turn your ideas into reality. The entire staff of Berkshire Associates wishes to provide you with outstanding service, products and information to help BALANCE your workforce.

## Did You Know?

By: Will Charles

In today's global economy, businesses that are able to attract and keep highly skilled and technologically proficient performers are at a competitive advantage.

One of the best ways to achieve this goal is having a compensation structure that not only motivates, but also accurately rewards employees for their efforts. The challenge most mid-size firms encounter is the inability to match the in-house capabilities of larger companies. As a result, they are left with cumbersome spreadsheets or time-consuming, complex software. Larger companies, on the other hand, face the daunting task of structuring, evaluating, and implementing incentive compensation plans that are efficient, as well as satisfactory to manager and employee. Consequently, preparing pay equity analyses is only done when it becomes mandatory. If it is not done accurately, it can be a costly mistake. According to ERS Group, there are many things to consider such as:

- Total years of company service
- Level and type of work performed
- Relevant and type of work experience with other employers
- Amount and type of education, certification, skills and training
- Employer's compensation and budget

How best, then, to address these issues? The solution: *BALANCEpay*. *BALANCEpay* is an easy way to manage fair pay. It checks errors to ensure data integrity, and has a CompDesigner feature to ensure pay for what a company values. The preliminary and regression analysis highlight all areas of concern, and show you factors affecting pay. According to eMediawire, "BALANCEpay with Compensation Designer is the only software on the market that allows companies to establish and assign value to compensable factors determined by the company, providing the framework needed for sound and consistent pay practices."

*BALANCEpay* makes creating a complicated analysis economical, efficient, and most importantly, identifies the company's risk of compensation lawsuits.

To find out how *BALANCEpay* with CompDesigner can help you, please contact Berkshire Associates Inc. at 800.882.8904 or email [bai@berkshireassociates.com](mailto:bai@berkshireassociates.com).

## Out and About

By: Lauren Perry

Berkshire's second quarter was one of the busiest yet as we continued to focus on our clients' needs, keeping them compliant and up-to-date with the latest industry regulations and trends. This quarter we spent a lot of time traveling the country, meeting with fellow professionals to learn more about their needs, and providing innovative resources and solutions to meet them.

We started off in Nashville, TN, from April 14-16 for SHRM's Annual Staffing Management Conference & Exposition. Our Manager of HR Services, Michele Whitehead, PHR, was selected to speak about applicant tracking compliance, giving attendees practical information on how to define an effective and compliant applicant tracking process. Our next stop was the Chesapeake Human Resources Association's Annual Conference on April 22 in Columbia, MD, where we met with some of our local clients and fellow professionals, learning more about their needs and challenges.

Next we made our way to Falls Church, VA, from April 23-26, where our Senior HR Consultant, Kristyn Hurley, SPHR, presented at the American Association for Affirmative Action's 34<sup>th</sup> Annual Conference. Kristyn discussed surviving an OFCCP audit; specifically how college and universities could prepare and ensure the most successful outcome possible when dealing with an audit. For copies of Michele or Kristyn's presentations, please contact Lauren Perry at [laurenp@berkshireassociates.com](mailto:laurenp@berkshireassociates.com).

The next location on our list was Rosemont, IL, where we attended the ITW HR Managers Conference on May 6, and met with HR Managers throughout the country. We then made our way to Philadelphia, PA, from May 20-23, for the WorldatWork Total Rewards Conference & Exposition, meeting with compensation professionals from across the globe, showcasing our *BALANCEpay* with CompDesigner software, and learning more about the latest compensation trends. Our final stop was the windy city of Chicago, IL, from June 21-25, where we attended the 60<sup>th</sup> Annual SHRM Conference & Exposition where we showcased our latest affirmative action, compensation, applicant tracking, workforce planning, and workplace training software and services.

Amidst our travels, we continued to conduct numerous on-site training sessions and seminars. We have also been diligently working on audit plans, ensuring OFCCP compliance for all of our clients. One of the highlights of the quarter was our Fundamentals of Affirmative Action Planning seminar which took place in beautiful San Francisco, CA, on May 13-14. We met with HR professionals from around the country to train them on the latest affirmative action plan preparation techniques and regulation updates. Our next Fundamentals on the road will take place October 7-8, in Atlanta, GA. For more information or to register for this class, please visit <http://www.berkshireassociates.com/aap/>.

Berkshire finished the quarter by finalizing our newest white paper written by our expert consultant and Client Services Manager, Sonia Chapin, SPHR, titled, 'OFFCP Trends in Applicant Tracking.' To view this informative white paper and learn about the latest trends to impact applicant tracking, please visit: <http://www.berkshireassociates.com/infocenter/whitepapers.aspx>.

To find out what Berkshire has in store next, make sure you check out the third quarter issue of *BALANCEview*.

### EXPERIENCED VS. INEXPERIENCED EMPLOYEES—MANAGING THE PAY GAP

By: Claudia Jones

Attracting new talent and retaining experienced and knowledgeable employees has always been a challenge for organizations. In an effort to fix this ongoing problem and to keep a competitive edge, companies often choose to recruit new talent—at a higher price tag. This trend of high-dollar recruitment has resulted in a narrowing pay gap between those with many years of related company experience, and those who have considerably less experience. Employers are hopeful that the expense of hiring employees at a higher price point will generate an influx of cutting-edge knowledge and ideas needed to propel the company forward.

The issue of whether the greatest value lies in attracting fresh talent or whether it lies in retaining those already employed by the organization will always be an ongoing debate. Talented employees who are engaged help in generating the financial outcome many companies desire. This appeal to an organization's brand is varied by generation and requires research by the employer. Employers must be able to objectively assess their organization to determine *why* an individual would want to join, and stay a part of, the organization.

To appeal to job seekers, companies must continuously re-evaluate and invest in their recruitment practices, compensation and reward packages, and short and long-term incentives. Many companies are desperate to attract the attention of the most talented job seeker. As a result, pay compression has become an issue at all levels. This occurs when less experienced employees earn as much as or more than longer-term



employees due to recruitment at a higher starting salary. This is an issue that can quickly escalate to becoming an EEOC complaint if other employees are knowledgeable about the variances and perceive it as discriminatory. An employer should be able to substantiate the reason for a broad range of salaries within a certain level of the organization. These variances in pay can occur for many reasons, but should be assessed at least bi-annually.

To resolve such discrepancy in pay issues that have resulted from compression, companies sometimes seek out assistance in re-evaluating compensation by redesigning pay structures and linking performance with merit. Organizations should also have steps in place to ensure those with the greatest experience and skills earn more than the average, and should continually evaluate whether their organization's compensation is at or above market level. Increasing merit pools, creating incentive programs, and providing employee development can support career progression and promotion of those within the organization. This can offset the negative stigma that results from compression. Taking such steps can redirect any negative impact into a positive outcome for the organization—helping to bridge this pay gap.

The immense cost to the business can quickly add up when there is a

failure to retain the knowledge of the organization. Companies have to continuously appeal to those already onboard and should assess perspectives from employees on pay and rewards, career opportunities, development, and desired company culture. The pay and other benefits must be competitive to keep employees onboard and to maintain a positive organizational culture. Conducting regular employee surveys helps identify positive and negative employee perceptions about the organization and can help companies anticipate possible changes or turnover. The positive feedback helps companies to better support the initiatives that work well for the organization. Identifying negative trends can bring focus to underlying problems related to turnover, management issues, or potential crises that will eventually impact the client base.

Employees are engaged when they are committed to doing their best work and have an intense desire to stay connected with the company. Employers need to assess by generation the perspectives on pay, career opportunities, and development. To hold on to these valued employees, organizations must conduct surveys to constantly reassess the needs of their employees and respond to the results of these surveys.

Paying to keep experienced workers onboard is worth it for the organization. When a key employee leaves the



company, the expert knowledge gained over the past several years leaves as well. Recruiting new talent is not a quick solution since it can take years to infuse the critical knowledge developed on-the-job. Although it eventually becomes inevitable that all employees will leave the organization, companies must take responsibility and create an organization that strides to keep valuable knowledge, and experience in the door. It is crucial the skills and knowledge are transferred from more tenured employees to those who are new to the organization. The costs can be as high as tens of thousands of dollars to replace knowledgeable employees.

When employees are satisfied with the company and their jobs it is reflected in low turnover rates. A company will reap the maximum benefit when it manages to continuously appeal to its current employees and has the compensation and other programs implemented. When companies do not have both the intangible and tangible rewards that job seekers and current employees expect, there is no attraction for the outsider, and the employees quickly become disengaged. The right type of survey can reveal focal issues that can be rectified before they become a problem. When organizations are forced to bring in less experienced employees at higher salaries, it can still be a *win* for the organization, its current staff, and those newly hired.

An effort must be made to offset the impact by periodically reassessing the compensation of the entire workforce and implementing other bonus, merit, and reward programs in order to bridge the pay gap.

---

## PAYING FOR PERFORMANCE— CREATING A MERIT PROGRAM THAT WORKS

By: Michele Whitehead, PHR

Merit pay is the most common method of rewarding individual contributions in an effort to motivate employees to be high performers. However, without a formal merit plan employees often don't see the connection between their performance and pay, and so pay increases are seemingly an entitlement for ongoing tenure with the organization. To link performance and pay effectively, your company's compensation strategy should include a formal merit program.

Assuming you already know what performance standards you want to reward, you now need to establish how merit increases will be awarded. If you have pay grades, you might consider basing merit increases on performance and position in the pay range.

Individuals at the bottom of the pay range will receive a higher percentage increase than individuals at the upper end of the range. This accelerates new hires to the midpoint of the range, but keeps them from hitting the maximum of the range where pay may be frozen. A simpler method is to base merit increases solely on performance. This approach is easier to administer and communicate; however, it is not as effective in controlling pay inequities over time.

As with most HR programs, successful implementation of the merit program hinges on management buy-in. Since the biggest concern is likely to be cost control, make the merit budget process an annual activity where senior management determines the merit increase budget for the year. The budget, which is usually a percentage of payroll, should be based on factors such as the company's net profit, projected national, regional, or industry salary budget increases, and cost-of-living. For continued success of the program, you will need to communicate effectively the plan to managers and employees. Managers must understand the company's merit program philosophy and policy to administer the program appropriately. Employees should know the performance appraisal program and process, general information about the compensation system, and have a complete understanding of how their individual contributions align to corporate objectives. Companies will also want to obtain feedback periodically on employee satisfaction with the performance and merit pay programs, and look for trends between actual performance ratings and pay increases to make sure the merit program is serving its purpose.

With a well designed and communicated merit program, employees know how they control their own pay, and the company gets performance results that drive its success—a win-win for everyone.

For more information on how to design or communicate a merit program for your company, please contact Berkshire Associates Inc. at 800.882.8904 or email [bai@berkshireassociates.com](mailto:bai@berkshireassociates.com).

# Prep School

By: Nancy Mitroka

There's a very important connection between human resources and compensation departments, yet many companies have yet to take notice. In the following interview, Berkshire's Manager of Client Services, Sonia Chapin, SPHR, gives insight and advice on how to bridge the gap between these two departments, and how effective communication and awareness can lead to a greater return on investment, and lessen liability.

## **Question: How important is the connection between HR and compensation, and why?**

Sonia Chapin (SC):

A compensation department is usually a smaller unit or division of an HR department, but often with larger companies they are two separate units. Regardless of the organizational structure, it is essential to work together and have an understanding of what each unit does.

For instance the compensation department would have the responsibility of determining the salary structure and comp strategy for a company, but it's ultimately the HR department that would implement this strategy across the organization. An HR department should share with the compensation department what new hires are asking for, and what the current trends may be with salaries and comp packages. In turn, the compensation department would do the research and analysis to determine what is suitable to implement.

There is a requirement in the affirmative action regulations that states you must conduct a compensation analysis and make any updates as needed. Regular review and adjustments of salaries and compensation packages is not only the correct practice, it is a contributing factor to attracting and retaining both talented and diverse employees.

## **Question: What type of relationship should a company's HR department and compensation department have, and why?**

SC:

The compensation department needs to understand the strategic direction of the HR department, and the HR department needs to understand how the compensation department derives the comp structure for the company. There needs to be trust, and opportunities to share information and ideas. The HR department needs to maintain good business and partner relationships with the operations management of a company to communicate the compensation packages and the reasons for ongoing monitoring and adjusting of such policies.

## **Question: How important is it for these two departments to communicate?**

SC:

Ongoing information exchange is vital in the relationship between these two departments. They need to be onboard to the policies, standards, and regulations that guide each other. Ideally, the two departments work hand in hand to help the company reach their HR and operational goals.

## **Question: What are the risks of HR and comp departments not being on the same page?**

SC:

The pay scale and comp packages a compensation department recommends may not be fully utilized when recruiting and retaining if HR doesn't trust in the resources and research used by the compensation department. From a compliance standpoint, there could be a risk of having incorrect classification for exempt and non-exempt positions without a full understanding of the job titles and pay scales.

## **Question: What advice would you give to HR professionals and compensation professionals who want to begin bridging the gap in communication?**

SC:

Both departments should be more forthcoming in sharing information, especially about how compensation derives salary structures. This can be done by holding regular meetings or having a liaison to communicate between them. A company could use a job sharing or shadowing opportunity for professionals to watch and learn

what other's jobs entail. They should make the effort of continual sharing of information obtained with surveys, updates to policies, and industry trends, which would result in more strategic decisions.

For more information on bridging the gap between these two departments, please contact Berkshire Associates Inc. at 800.882.8904 or email bai@berkshireassociates.com.

## *COMPENSATION STRATEGY.....cont. from page 1*

that require some creative thinking in how you deliver your message. What media are you going to use? Will it be Web-based, paper-based, or face-to-face meetings? Most importantly, remember to go back and evaluate the effectiveness of your communication. It can be an uncomfortable thought, but often it may be necessary to go back to the drawing board and take a different approach.

Sending the right message about who your organization is through your compensation strategy is a very large undertaking that should be well thought out. Everyone who may be affected should be considered, even those who are not yet employees.

For more information on effectively developing your compensation strategy and plan, contact Berkshire at 800.882.8904 or email bai@berkshireassociates.com.

## Reader's Comments

Want to throw out a question to other HR professionals?  
Send them to Lauren Perry at  
lauren@berkshireassociates.com.

INTERESTED IN HAVING A  
BERKSHIRE EXPERT SPEAK  
AT YOUR NEXT EVENT?



CONTACT

LAUREN PERRY AT

LAURENP@BERKSHIREASSOCIATES.COM OR

800.882.8904

EXT. 1307

## NEW VETS-100A REPORT REQUIRED

Effective June 18, 2008, the new VETS-100A report is required of all Federal Contractors.

For more information and a summary of the new reports, please visit: [http://www.berkshireassociates.com/news/2008/6/18/New\\_Vets100A\\_Report\\_Required.htm](http://www.berkshireassociates.com/news/2008/6/18/New_Vets100A_Report_Required.htm).

## Training Schedule

### FUNDAMENTALS OF

#### Affirmative Action:

August 12-13 • September 16-17  
October 7-8 in Atlanta, GA

#### BALANCE<sup>aap</sup> SOFTWARE TRAINING:

July 17 • August 14  
September 18 • October 16

#### Affirmative Action Plan Workshop:

(software purchase and training are required)

July 18 • August 15  
September 19 • October 17

#### AAP BOOT CAMP:

(register for four days in a row  
for the above three classes  
and save \$170)

August 12-15 • September 16-19

### BREAKFAST SERIES:

*Contractor Compliance*  
August 6

*Applicant Compliance*  
September 10

*Performance Management*  
October 15

*Pay for Performance*  
November 12

*The Marriage of Diversity &  
Affirmative Action*  
December 17

Our classes are available at our facility or a location of your choice. Additional customized HR training options are also available.

For more information, or to register online, visit:  
[www.berkshireassociates.com/training](http://www.berkshireassociates.com/training)  
or call 800.882.8904 ext. 2001.

## Meetings & Seminars

### WE HAVE ROOM!

#### TRAINING / MEETING ROOM AVAILABLE

Located in the Washington, DC or Baltimore, MD area?  
Planning a business meeting, seminar, or training session? Consider renting one of our training rooms. We offer a computer lab that can hold up to 12 people, as well as a larger meeting space that can hold up to 30 people!

For details and rates, please contact Berkshire at 800.882.8904 ext. 1220.

#### Audio Visual PRESENTATION

2 LCD Projectors  
White Boards  
Microphone System

#### COMPUTERS

Windows XP operating system  
512 MB RAM  
2.6 GHz Celeron Processor  
Two HP 4000 Laser Printers  
15" Flat Panel LCD displays  
with 32bit color

# Fundamentals of Affirmative Action Planning

Berkshire's signature Fundamentals of Affirmative Action Planning class is going regional!

You get 100% of the same great class-usually offered at our Maryland facility-now at a location most suitable to you.

**Seminar Topics:**

- Overview of Affirmative Action and all Reports
- Creating a Written Affirmative Action Plan
- Analyzing your Workforce and Personnel Actions
- Calculating Availability and Setting Goals
- OFCCP Audit Process
- Developing Applicant Flow Log using the OFCCP
- Definition of an Applicant

**Who Should Attend:**

- All managers responsible for compliance
- Affirmative action managers
- Equal opportunity managers
- HR professionals

**Location:**

## Atlanta, GA

## October 7<sup>th</sup>-8<sup>th</sup>

For more information call 800.882.8904 or visit [www.berkshireassociates.com/aap](http://www.berkshireassociates.com/aap).



**BERKSHIRE ASSOCIATES INC.**  
*Your Partner in Human Resources and Affirmative Action*



www.berkshireassociates.com  
Columbia, MD 21045  
8924 McGaw Court

**BERKSHIRE ASSOCIATES INC.**  
*Your Partner in Human Resources and Affirmative Action*



PRSRST STD  
U.S. POSTAGE  
PAID  
PHM