

**Robert recently spoke at the Southern California Public Management Association – Human Resources Annual Training Conference, Thursday, April 16, 2009**

*“Chasing Zero Risk: The Key to Successful Background Investigations”*

Surveys have shown that organizations can assume it will cost up to three times the employee's salary should that employee need to be replaced. The challenges facing today's municipal leaders are constantly evolving, and so must Human Resources Managers. This presentation provided clear, concise examples of the background process. Our goal was to assist agencies by providing a user friendly framework for a comprehensive, consistent approach to background investigations based on lessons learned and best practices. Participants gained comprehensive, in-depth knowledge to deal with background issues that will affect their success and that of their organization; and learned from seasoned executive search veterans on how to reduce their risk during the background investigation process.