

HR UPDATE

A PUBLICATION OF THE CENTRAL FLORIDA HUMAN RESOURCE ASSOCIATION // // // // SECOND QUARTER 2011



100% Chapter

AFFILIATE OF
SRM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

SPEAKER SPOTLIGHT:

MAKING A DIFFERENCE



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2011

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PRESIDENT'S MESSAGE

Annette Wainey, MA



All too soon, another year has ended. Spring has always been my favorite time of year. Living in Ohio, and dealing with the brutal winters, it was always nice to know that if you could just get through February, you eventually would see a shining beacon of hope called Spring. Spring also meant that baseball season was not far behind!

I am a huge baseball fan and around this time of year, I start to feel hope. The hope is that my favorite team and city will finally get the recognition they so crave by winning a World Series! We have come so close, only to face defeat time and time again. What team and city you ask? Keep reading and you will see.

Mike Robbins, a keynote speaker and author, wrote a recent article about the 2010 World Series and talked about what baseball can teach us about life. The article states that there are seven key life lessons to be found in baseball.

Appreciate the moment – It's so easy to take things for granted, to focus too much on the outcome, and worry about our own agenda or performance. Doing this causes us to miss the magic of the moment. We need to enjoy and be grateful for the experiences we have right now. If we hold our breath and wait for it to "all work out," it often doesn't, and we lose the opportunity to appreciate what's happening while it's happening, which is the only way we can authentically enjoy anything in life.

Take it one step at a time – As most baseball coaches preach to their players, "Take things one pitch at a time,

one at-bat at a time, one inning at a time, one game at a time." The better you are at letting go of what just happened, not worrying about what's coming up, and staying in each moment of your experience as it happens, the more likely you are to enjoy yourself and perform at your best. You never know how things are going to unfold, and you don't want to be too far ahead of yourself.

Focus on what you can control – In baseball, work and life, there are so many things we can't control (i.e. what other people do, external factors, and ultimately the results), but we always have control over our attitude and our effort. Remembering what you can and can't control, and putting your attention on your attitude and effort are key elements in staying focused and positive, and in reducing stress and negativity. We spend and waste so much energy on stuff we have no control over. When we shift our focus to what we can control (our attitude and effort), we're empowered.

Failure is part of the game – There is so much failure in baseball, even when you're a really good player or team. Even when you're considered the "best," you still have to deal with a lot of failure. The question isn't whether or not we'll fail, it's how we'll deal with

it when it happens that's most important. Remembering that failure is an essential part of the game of life can help us let go of unnecessary fear, worry, and self-judgment.

Swing hard, just in case you hit it –

Our fear of failure or embarrassment often holds us back from really going for it. Swinging hard in life, just in case we hit it, is a great way to approach many of the important things we do. Imagine what your life and career would look like if you weren't afraid to fail or embarrass yourself?

Don't be a front-runner – During the post season, there are lots of "front-runners" (e.g. fans, media, and others jumping on the "bandwagon" when a team starts winning games and doing

well). We live in a culture that loves winners and makes fun of losers. While this makes sense in baseball and sports, it can be quite damaging in business, relationships, and life. Sadly, we're often front-runners with ourselves, thinking that we're only as good as our performance or liking ourselves better based on external factors (e.g. money, accomplishments, weight, status, etc.). Keeping it real with yourself and others and not being a front-runner is critically important to creating authentic success and fulfillment in life.

It ain't over till it's over – This is true in baseball and in life. So often teams and individuals get counted out. We are confronted on a daily basis in life with opportunities to give up, give in,

and quit. Remembering that "it ain't over till it's over" is important for us in those low moments when we feel like throwing in the towel. Don't give up. You never know what's going to happen, as we're continually reminded through the great game of baseball and the great experience of life.

"You teach me baseball and I'll teach you relativity...no we must not. You will learn about relativity faster than I learn baseball." — Albert Einstein

Happy Spring! Go Cleveland Indians!

Annette

CFHRA President 2011



200 WAYS TO IMPROVE YOUR CAREER

Because the next two years will be so vital to the recovery of our nation's workforce, we have taken additional measures to select the very best **educational programs** for local members such as yourself. These courses will feature the largest number of practitioners, business management sessions and health care sessions ever—plus the opportunity to network with a much larger group. For HR professionals such as yourself, we don't intend to provide courses that are just interesting. Instead, we want to educate you local chapter members with directly-related, easily-applied, and supremely-important tools and techniques that can be applied next day. This conference is not to be missed. Become a SHRM national member and you'll receive discounted conference pricing as well as year-round member benefits.



Sir Richard Branson, Michael J. Fox,
Tony Hsieh and Barry Rand

Register Today for the Best
Rates and Upgrade to the
Premium Package Today!

annual.shrm.org/chapters



the Inside Scoop

CFHRA strives to provide ongoing value to your membership. Networking is a key component of our chapter's success. In this feature CFHRA introduces you to chapter members from a variety of backgrounds and industries. We hope this offers yet another opportunity for you to grow and network in the HR profession as you learn about your fellow members. Please enjoy meeting this quarter's featured members.

Here's the *Inside Scoop* on CFHRA Board Member **AMY COUTS**:

WHERE ARE YOU FROM?

I am originally from West Lafayette, Indiana near Purdue University.

WHAT IS YOUR CURRENT POSITION?

I am the Senior Human Resource Manager for First Service Residential Realty.

WHAT PROJECTS ARE YOU WORKING ON CURRENTLY?

We are a fairly new company and currently working on breaking away from the parent company to become independent. In this process, my project is to define and build HR into an independent entity.

WHAT IS YOUR EDUCATION LEVEL?

I earned a Bachelor's of Art in Spanish Secondary Education and I have completed Master's level coursework in Human Resources.

WHAT LED YOU TO A CAREER IN HUMAN RESOURCES?

When I entered the business world I felt that HR would be a good fit for me, because I was drawn to and liked very much helping others in their jobs.

WHAT IS YOUR FAVORITE PART OF THE JOB?

I love helping people. Whether that is by helping a manager do a better job with employees, helping employees solve problems or making people more informed it is the part of my job that I enjoy the most. I also like to do things that will help the company save money!

WHAT IS A LITTLE KNOWN FACT ABOUT YOU?

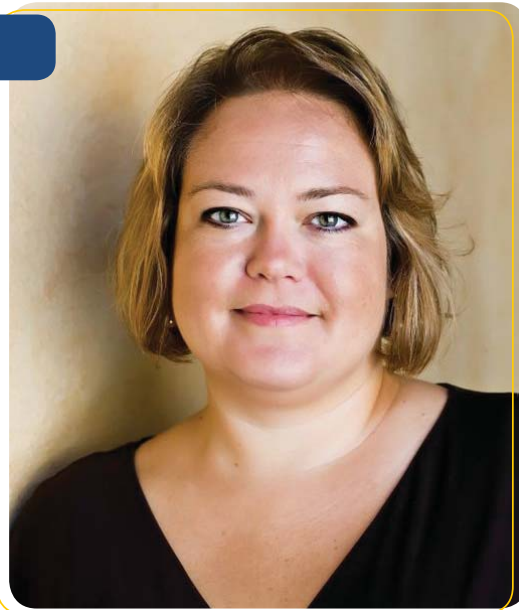
I lived in Guatemala for a year and a half, and traveled extensively in Europe and throughout the US.

COMPLETE THIS SENTENCE: I'VE ALWAYS WANTED TO LEARN OR DO THE FOLLOWING...

Travel to Australia and take some cooking classes.

WHAT POSITION DO YOU SERVE ON THE CFHRA BOARD? WHAT ARE YOUR RESPONSIBILITIES IN THAT ROLE?

I am the Director of Programs. I am responsible for booking speakers and all of the duties involved in getting the speaker to the meeting and presenting.



// AMY COUTS

“ I hope to be able to continue to establish a good network and to grow and learn more about the HR field. **I also hope to bring value to CFHRA and its members in any way I can.** ”

HOW HAS CFHRA HELPED YOU ACHIEVE SUCCESS?

CFHRA has connected me with many other HR Professionals that have provided me with a support group. The programs have also been beneficial by helping me to learn and understand many facets of HR and how to implement the topics on the job. CFHRA has also given me the opportunity to be a part of the HR community.

WHAT DO YOU HOPE TO GET FROM YOUR CONTINUED INVOLVEMENT WITH CFHRA?

I hope to be able to continue to establish a good network and to grow and learn more about the HR field. I also hope to bring value to CFHRA and its members in any way that I can.

Here's the *Inside Scoop* on CFHRA member **MARY ANN SALAZAR**:

WHERE ARE YOU FROM?

I was born in Gainesville, Florida, but only lived there two years, then spent the rest of my life here in Orlando.

TELL US ABOUT YOUR FIRST JOB:

My first real job was with the City of Orlando Police Department. I worked there for 27½ years and retired at the rank of Police Captain in 2005.

WHAT IS YOUR CURRENT POSITION?

I am the Recruiting and Background Manager for the Orange County Sheriff's Office.

WHAT PROJECTS ARE YOU WORKING ON CURRENTLY?

We do all the recruiting and processing of new employees. This is a process that must meet the high standards of the Sheriff's Office. In this organization, all sheriffs are hired by the sheriff but all civilians, volunteers and such are hired directly by me.

WHAT IS YOUR FAVORITE PART OF THE JOB?

I love working with people. Whether it is an applicant, current employee or colleague, I love being around people and helping people. I really enjoy the process of hiring people for the Orange County Sheriff's Office. The HR department is really a team that works together on

all levels of Human Resources and throughout the organization. The entire organization works together to make the best hiring decisions. The staff I work with is outstanding.

WHAT IS YOUR EDUCATION LEVEL?

My highest level of education is a Master's of Public Administration from University of Central Florida.

WHAT ADVICE DO YOU HAVE FOR SOMEONE NEW TO HUMAN RESOURCES?

Provide customer service to your internal and external clients. I suggest you treat everyone, applicants or otherwise, with a high level of service and respect. I promote this so that everyone I work with leaves with a sense that our organization is very professional and that they have had a positive experience.

WHAT IS A LITTLE KNOWN FACT ABOUT YOU?

I love spending time with my husband, my two teenage boys and my dog!

COMPLETE THIS SENTENCE: I'VE ALWAYS WANTED TO LEARN OR DO THE FOLLOWING...

I've always wanted to learn to play the piano. I would like to be able to reduce the amount of clutter (old family memorabilia). I would also like to spend more time at the beach.



// MARY ANN SALAZAR

“ I am looking forward to the educational content in the **CFHRA seminars**. I hope to also be a benefit to others within CFHRA. ”

TELL US ABOUT A BOOK, ARTICLE OR PUBLICATION YOU ARE CURRENTLY READING:

I am currently reading *Peaks and Valleys: Making Good and Bad Times Work for You—At Work and In Life* by Spencer Johnson, M.D. It re-emphasizes things that happen in business. It also has helped me reflect and bring some humor into my department.

WHAT DO YOU HOPE TO GET FROM YOUR CONTINUED INVOLVEMENT WITH CFHRA?

I am looking forward to the educational content in the CFHRA seminars. I like being around people, networking and learning from others. I hope to also be a benefit to others within CFHRA.



SAVE THE DATE

HR FLORIDA 2011

CONFERENCE & EXPO

August 29 – 31, 2011

Rosen Shingle Creek
Orlando, Florida

To register, visit
www.hrfloridaconference.org



EVENT RECAPS

FEBRUARY/MARCH 2011

FEBRUARY // HR as a Strategic Partner

CFHRA members were treated to an informative breakfast meeting at Wyndham Orlando Resort on International Drive on February 22, 2011. Speaker Jamie Chesler, Chief Consultant for HR Rx Solutions, shared with the 85 attendees the importance of moving Human Resources into the realm of strategic business, linking HR with company-wide strategies.

Jamie said that the one important indicator which determines whether Human Resource Management is truly strategic in an organization is when the Human Resource Management function is headed by a senior executive reporting directly to the CEO.

Jamie encouraged the audience to shed the traditional image of managing only the “soft side” of business operations. To do this and to fill that critical role of HR business partner, Human Resources professionals must recognize and follow 3 critical steps: deliver the numbers, maximize people performance, and understand and apply the latest business trends.



MARCH // Half-Day Legal Briefing & Vendor Showcase

Over 100 Human Resources professionals attended CFHRA's Half-Day Legal Briefing and Vendor Showcase at the Sheraton North on March 15, 2011.

Attorney Jessica DeBono of Jackson Lewis LLP discussed the impact of social networking on the workplace during the luncheon presentation that kicked off the afternoon events. While social media has exploded, employers must be cautious in developing policies and procedures related to its use in the workplace. Risks to employers run the gamut from improper disclosure of confidential company information to discrimination claims when employers use information obtained from social media in making employment decisions.

Sessions on Labor Law Updates, Affirmative Action and unions followed the luncheon presentation. Attendees were also able to connect with a number of vendors of HR-related services at our Vendor Showcase. Several great giveaways were provided by our vendors during the complimentary Happy Hour that followed. A raffle for an AMEX gift card garnered \$118 for the SHRM Foundation.



CFHRA NEWS & INFORMATION



CFHRA Participates in Rollins College MBA Networking Event

On January 27, 2011, CFHRA President Annette Wainey participated in the Rollins MBA Professional Association Fair. This fair provides Rollins MBA students with the opportunity to network with members from local chapters of national associations that focus on building careers and networks in professions such as marketing, finance, human resources, operations, engineering and accounting. Sponsored by the school's Career Development Center, the fair was held at Rollins College Crummer Graduate School of Business and provided a great opportunity for students to start building their professional networks before graduating from the Rollins MBA program.

Among the other professional associations joining CFHRA at the Rollins event were Orlando Young Professionals, National Association of Woman Business Owners, Central Florida Disability Chamber, American Marketing Association, National Society of Hispanic MBAs, Central Florida Urban League, National Black MBA Association, American Society for Training & Development and American Advertising Federation.



Giving Back to Central Florida

Please join CFHRA in helping those in need in the Central Florida community. Donations for the following charities will be accepted at the following upcoming meetings:

SECOND HARVEST FOOD BANK – June 21st

SCHOOL SUPPLY DRIVE – August 16th

TOYS FOR TOTS – December 13th

Thank you for sharing!





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CFHRA NEWS & INFORMATION



GOOD NEWS



Congratulations to member **Ramon Cordero**, who recently passed the SPHR certification test.

CFHRA also congratulates **Glenda Crow**, who was promoted to Corporate Liaison Manager at Ashford University.

CFHRA also sends its best wishes to CFHRA President-Elect **Aimee Brun**. She and her husband welcomed their first child, daughter Ella Marie Brun on February 24, 2011.

Congratulations!

Have a new job? Completed a degree? Had an article published? If you have good news you would like to share with other members of CFHRA, please email communications@cfhra.org or complete and return the Good News Form found on the homepage of www.cfhra.org.

College Relations Update INTERNSHIPS WANTED

If your company is interested in hosting a Human Resources Intern for the summer, we have student members who are interested. Please reach out to Heather McBride-Morse, Director of College Relations, at communityed@cfhra.org and she will help you connect to our student members.

WELCOME STUDENTS!

Students, are you looking for a way to learn more about your chosen profession from local HR professionals? If so, this is the opportunity for you. CFHRA is pleased to announce that students may now become members of the chapter for **only a \$10 annual membership fee**.

As long as you are an active student member of SHRM and meet their qualifications for eligibility, you may take advantage of this program by going to www.cfhra.org and clicking on "Join Now." Follow the prompts for applying for student membership.

Your CFHRA membership gives you:

- Access to one free designated professional meeting per quarter
- Access to the latest news, information and ideas in the Human Resources field

Benefits of being a student member also include:

- Job shadowing opportunities
- Mentoring programs
- Experiencing the real world of Human Resources through interaction with HR practitioners

Don't miss this opportunity. If you have questions, please contact Heather McBride-Morse, Director of College Relations at communityed@cfhra.org. Please check back for information and updates as we roll out this exciting new program!

CFHRA NEWS & INFORMATION

HELP WANTED



NEWSLETTER CONTRIBUTOR

Are you the official photographer for your family outings? Do you like to keep a journal? We are looking for aspiring photojournalists to document our many CFHRA events throughout the year. Contributors will provide coverage of an assigned event in photographs and a one-paragraph summary covering the “who, what, where and when” of the occasion.



Attendance at one CFHRA meeting is required, plus one additional hour to select photos and draft a brief written recap of the event.

Volunteer once or as often as you would like! Please contact Anne Rollins at communications@cfhra.org for details.

Interested in volunteering with CFHRA? Please contact President-Elect Aimee Brun for more information about our many opportunities at presidentelect@cfhra.org.

HR FLORIDA CONFERENCE VOLUNTEERS

Each year HR Florida's Conference & Expo is made possible by the efforts of volunteers. It is a great opportunity to network with your fellow HR colleagues and form lifelong friendships. If you are interested in volunteering, you can register online at www.hrflorida.org by following the links. You may volunteer in more than one target area or for multiple shifts.

HR Florida appreciates your participation in making this year's event a success. As a token of our gratitude, volunteers are provided with an appreciation gift; however, we are unable to offer discounts to the conference. For questions, please contact Heather McBride-Morse at communityed@cfhra.org.



SAVE THE DATES 2011 Meetings and Events

APRIL 19

Dinner Meeting
Sheraton North - Maitland

MAY 17

Dinner Meeting
Crowne Plaza - Downtown

JUNE 14

Dinner Meeting
Sheraton North - Maitland
*Food drive for Second Harvest
Food Bank of Central Florida*

JULY 26

Dinner Meeting
Sheraton North - Maitland

AUGUST 16

Breakfast Meeting
Crowne Plaza - Downtown
School Supply drive

AUGUST 29-31

HR Florida 2011
Conference & Expo
Rosen Shingle Creek

SEPTEMBER 20

Half-Day Workforce
Connections Conference
Rollins College

OCTOBER 18

Networking Event
Ember - Downtown

NOVEMBER 15

Half-Day Strategic
Program
Sheraton North - Maitland

DECEMBER 13

Holiday Party
Leu Gardens
Toy drive for Toys for Tots

CFHRA Vendor Showcase SPONSORS

THANK YOU to the following businesses for participating in the
2011 Vendor Showcase on Tuesday, March 15th.

**We encourage CFHRA members to reach out to these reputable
businesses with any HR needs:**

AAA Auto Club South

Renee Lewis
rlewis@aaasouth.com

Advantica

Rylan Sanchez
rylansanchez@
advanticabenefits.com

Aflac

Sally Nunziato
sallynunziato@gmail.com

Baker Hostetler

Kevin Shaughnessy (speaker)
kshaughnessy@bakerlaw.com

Bouchard Insurance

Andrea Stamper
andreastamper@
bouchardinsurance.com

Cross Fernandez & Riley

Sara Bokee
sbokee@cfr CPA.com

Ford & Harrison

Al McKenna (speaker)
amckenna@fordharrison.com

Fringe Benefit Plans, Inc.

Dave Gentry
daveg@fbplans.com

JGI

Jay Weiss
jay.weiss@jginfo.com

Jackson Lewis

Jessica DeBono (speaker)
debonoj@jacksonlewis.com

Joanne Lambert (speaker)
lambertj@jacksonlewis.com

**Keller Graduate School
of Management**

Laureen Goodwin
goodwin_laureen@comply.com

Motiv8 Communications

Ron Hess
motiv8comm@aol.com

Newland Associates

Robert Newland (speaker)
rnewland@newland-associates.com

Suddath Relocation Systems

Stephanie White
swhite@suddath.com

Webster University

Deborah Strabinger
dstrabinger31@webster.edu

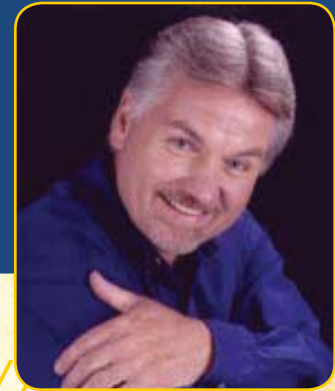
ZeroChaos

Sean DeAvila
sdeavila@zerochaos.com

THANK YOU for participating!

SPEAKER SPOTLIGHT

STEVE GILLILAND



MAKING A DIFFERENCE

Tom Peters stated, “Instant, mindless cutting of marketing, salaries, and bonuses in the face of a downturn is often counter-productive – or rather, downright stupid. Tough times are golden opportunities to get the advantage on those who respond to bad news by panicky across-the-board slashing.” With everyone’s attention still centered on the economy, naysayers forecasting the worst, and the media continuing to fan the flames just a bit, it has become alarmingly obvious to me that people are overreacting and sending the wrong message to themselves and others.

Earlier this month I read a newsletter from a colleague in the speaking industry who outlined what it would take to survive these tough times. I couldn’t help but wonder if his

advice would make a difference or make the state of affairs seem even worse. In the same article he touched on the fight that loomed within our government regarding the bailout and whether or not it actually helped. Again, my opinion is that it was a negative outlook on a controversial subject that made me say, “How is this helping me endure these challenging times?” And just last week, I was on a conference call with a potential client who said the committee who selects the keynote speaker for their conference was leaning towards hiring an economist. No disrespect towards the committee or the economist, but is listening to someone tell people the economy will continue to get worse before it gets better, that this is a long term cyclical challenge, and they will be asked to prolong tightening their belt

and do more with less going to really make that much of a difference?

We can’t direct the economy or set policies that unravel the fiscal challenges we are facing. But we can make a difference. Prior to boarding a flight to Chicago, I observed a gate agent for American Airlines handling a disgruntled passenger. She was polite, focused, and extremely calm. When she resolved the issue I approached her and offered a compliment. She smiled and said, “It only takes a kind word to repel a bad attitude and make the situation appear endurable.” She went on to say, “Just because the economy is tough right now, it’s no excuse for being negative. I believe that if you let your surroundings control your attitude then it says something about who you really

are.” This woman had just confirmed for me that in spite of what seemed to be an insurmountable situation, she was able to change a person’s outlook by simply staying positive. She made a difference!

There is no handbook that tells you how to make a difference and navigate challenging times. However, there are two things that you can do daily that will have a wonderful impact on your outlook. Count your blessings and remind yourself of what is really important. Regardless of the current situation there is always something to be thankful for. I am appreciative for the birth of my first grandson (Karter Paul). I’m indebted to over 750 clients who have hired me to speak over the last ten years. I am even thankful for the great cup of coffee I just consumed at Dunkin Donuts after speaking here in Boston. As for the important things in life, they are usually free. Your spouse, your children, and your friends don’t change when the economy is depressing. You need to amend the way you define success and realize that it isn’t something you acquire or achieve. Success is the journey

you take your whole life. It is how content and happy you are no matter what the circumstance.

I firmly believe it is a time to refocus, reignite your passion, and climb to another level. It is time to accept the reality that everyone can make a difference despite the challenges we face. Making a difference doesn’t require a college degree. You don’t even have to make your subject and verb agree. It doesn’t require money, fancy clothes, or even a nice car. It isn’t held in reserve for a select few and only worth something if given by a particular person. It has no age, race, or gender requirements. It is about a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life or situation around. You only need a heart filled with love and a soul that cares. It has been said that giving makes you wealthy. Count your blessings, reassess your priorities, and stop listening to the cynics. God-given ability, and numerous circumstances may be out of your control, but the ability to make a difference isn’t.

CFHRA is pleased to host Steve Gilliland at its **APRIL 19th** dinner meeting at Sheraton North in Maitland.

Mr. Gilliland’s topic is “Enjoy the Ride,” revealing the way for HR professionals to face conflicting demands in an unforgiving world.



Steve Gilliland is one of North America’s premier keynote speakers and has been the #1 rated speaker at the SHRM National Conference for the last four years (2007-2010). The 750 clients who have heard his message in the last eleven years is a who’s who directory of Fortune 500 companies, national and state associations, and companies both large and small. He is the author of several books, including *Enjoy the Ride™*, *Mum’s the Word*, and *A License to Chill*, and has appeared on radio and television across the nation. For more information, please visit his website at www.stevegilliland.com.



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NEW MEMBERS

FEBRUARY/MARCH 2011



welcome

Jennifer Anderson
CEMEX

Michael Berry
Hilldrup Companies

Elva Bonilla Torres
CURA, Inc.

Brett Bordwine
Aerotek

Karen Brown
Pitney Bowes

Lisa Chester
Central States Enterprises, LLC

Catherine Cox
Florida's Blood Centers

David Fake
Bonnier Corporation

Jessica Fiorica-Rosales
KAEGAN Corporation

Frank "Bud" Gardner
Franklin Associates, Inc.

Debra Gaskin
Right Management

Ashakia Gibson
TriNet

Sam Gillispie
Adecco Engineering & Technical

Vilma Gonzalez
Wyndham Vacation Ownership

Joanne Helbourg
Wet 'n Wild

Rachel Jones
Paychex HR Solutions

Sara Joyner
Aerotek

Maria Legarda

Karl Lieb
The Character Corporation

Cindy Loman
TopTalent LLC

Daisy Lopez

Shelley Loughrey
Prestige Concrete Products

Linda McCauley

Seymour Mintzer
Westchester Health Associates

Trena Moreali

Ajda Nguyen
Jackson Lewis LLP

Karen Olsen
Mutual of America

Elizabeth Riegel
PNC Bank

Laurie Rutherford
SKY Hotels & Resorts

Andria Salim
Grand Bohemian Hotel Orlando

Nicole Smith
Paychex

Sharon Stout
DSI Management, Inc.

Lisa Swingle
Ashton Woods Homes

Aparna Terdalkar

Weida Tucker
University of Florida

Bennette Whisenant
Campus Crusade for Christ, Inc.

STUDENT MEMBERS

Karem Alonso

Ruth Arrieta

Sheila Bonilla

Will Collier

Jessica Garcia

Corrina Hoggard

Natalie Jurado

Jacqueline Kania

Robert Kennedy

Karly Knuckles

Grace Powell

Bienvenida

Ramirez

Beverly Roach

Karla Rodriguez

Torres

Julie Rojas-Damir

Raquel Rolo

Alicia Spann

Ashley Wheeler



// New Members Enjoy the March Meeting

CFHRA MAILBAG



Have a question for the CFHRA Board of Directors?

We invite you to send your questions to communications@cfhra.org or complete a question slip at the registration table at each month's meeting. If you include a name and email address, we will make sure your question is addressed if not included in the newsletter.

Q. *Why isn't the CFHRA website message board more actively discussed/marketed? It would be such an incredible resource? (Linda S.)*

A. CFHRA is making plans to establish a LinkedIn group where members can share knowledge with other HR professionals in Central Florida. The biggest impediment to using social networking tools like our Message Board and LinkedIn group is having a volunteer dedicated to actively managing content. If you have an interest in committing to this role please contact our Communications Director, Anne Rollins at communications@cfhra.org.

Q. *When are your Board meetings? Are they open to members? (John W.)*

A. The CFHRA Board of Directors meets on the first Thursday of each month at Baker Hostetler in downtown Orlando. At present, only Board members and invited guests may attend. If you are interested in Board activities, please contact Annette Wainey at president@cfhra.org.

Q. *How do I access HRCI CEU's online and record it? (Dave G.)*

A. The HR Certification Institute (HRCI) handles PHR/SPHR/GPHR certification and recertification. You can check out their website, www.hrci.org or call them toll-free at 866-898-4724. Each certified professional is assigned a login to record all recertification activities. Events, such as most CFHRA meetings, which have been pre-approved for HRCI credit have a Program Number attached to them so you can easily enter the activity for recertification.

CFHRA includes the Program Number on the receipt for each event. Receipts can be found on our website, www.cfhra.org under the "Meetings and Events" tab. For more information about certification, please contact Sandra Green, Director of Member Education at membered@cfhra.org.

MEMBERSHIP IN CFHRA— IT'S A GREAT THING!

Lee Ricci, SPHR

CFHRA Co-Director, Membership & Dues

The Central Florida Human Resource Association (CFHRA), serving HR professionals in Orlando and surrounding counties, is an affiliated chapter of the Society for Human Resource Management (SHRM), the world's largest Human Resource management association. SHRM has more than 250,000 members and 575 chapters throughout the United States.

Chapters are a critical link in SHRM's structure, providing a local forum for members' personal and professional development, a networking arena, and a focus for legislative attention to local, state, and national Human Resource management issues.

CFHRA'S MISSION STATEMENT

Central Florida Human Resource Association, a preeminent, professional association, promotes diversity, community service, education, and leadership opportunities for the Human Resource practitioners and students of Central Florida.

CFHRA has been recognized by SHRM as a Superior Merit Chapter for achieving excellence in operations and service to its members. According to CFHRA President Annette Wainey, "CFHRA serves as an important local voice, providing leadership on key business and workplace issues and helping to improve the practice of Human Resource management within our membership and within the community."

CFHRA was founded in 1957 and now includes over 600 Human Resource professionals. Our members include a cross section of manufacturing, retail, entertainment, education, financial, healthcare, engineering, construction, hospitality, and consulting companies in the Central Florida area.

We thank you for your membership in CFHRA and remind you that you may enhance your experience by volunteering on a committee or becoming a new member ambassador, etc. Please contact any one of the Board of Directors listed in this publication to express your intention to be more involved.

Membership in CFHRA - it's a great thing!



LEGISLATIVE NEWS: SUPREME COURT ENDORSES “CAT’S PAW” THEORY OF EMPLOYER LIABILITY FOR DISCRIMINATORY EMPLOYMENT ACTIONS

by Patrick M. Muldowney, Esq. and Alastair J. Gamble, Esq.

On March 1, the U.S. Supreme Court, in *Staub v. Proctor Hospital*, No. 90-400, endorsed the controversial “cat’s paw” theory of liability. Under that theory, the discriminatory motive of a non-decision maker may be imputed to an employer even if the decision maker was not himself or herself motivated by any illegal motive.

The case concerned the termination of Army Reservist Vincent Staub, who worked as an angiography technician at Proctor Hospital (“Proctor”). According to the evidence produced at trial, Staub’s immediate supervisors at Proctor did not care for his obligations to his U.S. Army Reserve unit. They ultimately recommended to their supervisor, Linda Buck, that Staub be fired, pretextually citing violations of company policy. Buck, who had no apparent animus toward Staub’s military affiliations, took the termination recommendation under advisement, but decided to terminate Staub only after an independent review of Staub’s personnel file.

Upon his termination, Staub sued Proctor for violating the federal Uniformed Services Employment and

Reemployment Rights Act (“USERRA”), which prohibits an employer from terminating an employee because of his or her “membership” in, or “obligation” to, the military. Staub’s theory of liability was based on the comments and behavior of his immediate supervisors. Proctor argued in response that the ultimate decision maker, Buck, did not have any apparent anti-military bias.

Thus, because she made the decision only after an independent review of Staub’s personnel file, Proctor was shielded from liability as a matter of law. The district court rejected Proctor’s argument and let the case go to a jury, which found for Staub and awarded him damages.

The U.S. Seventh Circuit Court of Appeals reversed the trial court’s judgment in favor of Staub, holding that where liability is founded on a “cat’s paw” theory, there must be a threshold determination that the non-decision maker had a “singular influence” over the decision maker. The Supreme Court disagreed, however, and held that – because it is the employer’s (i.e., Proctor) liability at issue – so long as the non-decision maker engages in acts intended to result in the plaintiff-

employee’s adverse employment action, and so long as those acts were the proximate cause of the adverse employment action, then “the discriminatory motive of one of the employer’s agents . . . can be aggregated with the act of another agent . . . to impose liability” on the employer, even if the ultimate decision maker was not motivated by illegal motive.

In other words, because it is the employer’s decision – and not the decision of an individual supervisor – that is the basis for liability under USERRA, the acts of non-decision-making employees can create liability for the employer, so long as those acts proximately caused and “were designed and intended to produce” the adverse employment action.

Though this decision was based on the statutory language of USERRA, the holding in this case may be far-reaching with respect to other civil rights and fair employment statutes. The Supreme Court itself noted the similarity in statutory language between USERRA and Title VII of the Civil Rights Act, which

serves as the basis for considerable employee-employer litigation.

Should this case be applied to other statutes, it will be more difficult for employers to defend terminations and other adverse employment actions generally since each level in the decision-making process will be subject to greater scrutiny. Practically speaking, employers should consider doing a thorough review of the

recommendations of non-decision makers as to, for instance, disciplining, demoting or terminating employees in order to determine whether those recommendations are motivated by any discriminatory or retaliatory animus.

Patrick M. Muldowney is a partner in Baker Hostetler's Orlando office. Alastair J. Gamble is an associate in the firm's Los Angeles office. Both gentlemen concentrate their practice in the representation of employers with respect to labor and employment issues. Pat can be reached at pmuldowney@bakerlaw.com. Alastair can be reached at agamble@bakerlaw.com.

LEGISLATIVE NEWS: BREAKS FOR NURSING MOTHERS

compiled by John Kinloch, PHR



One of the least-publicized provisions of the new Patient Protection and Affordable Care Act ("PPACA"), signed by President Obama in March, 2010, requires that all employers who are subject to the Fair Labor Standards Act ("FLSA") provide an unpaid break for mothers to express breast milk for one year after the birth of a child.

In addition to requiring an unpaid break, the amendment to the FLSA, entitled "Reasonable Break Time for Nursing Mothers," also requires the employer to provide a place for the employee to express her milk in a location that is shielded from view and "free from intrusion from co-workers and the public," other than a bathroom.

H. R. 3590 Patient Protection and Affordable Care Act SEC. 4207.
REASONABLE BREAK TIME FOR
NURSING MOTHERS.

Section 7 of the Fair Labor Standards Act of 1938 (29 U.S.C. 207) is amended by adding at the end the following:

"(r)(1) An employer shall provide—
"(A) a reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child's birth each time such employee has need to express the milk; and

"(B) a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk.

"(2) An employer shall not be required to compensate an employee receiving reasonable break time under paragraph (1) for any work time spent for such purpose.

"(3) An employer that employs less than 50 employees shall not be

subject to the requirements of this subsection, if such requirements would impose an undue hardship by causing the employer significant difficulty or expense when considered in relation to the size, financial resources, nature, or structure of the employer's business.

"(4) Nothing in this subsection shall preempt a State law that provides greater protections to employees than the protections provided for under this subsection."

Don't wait for an employee challenge. Start modifying your policies appropriately and identifying suitable locations today.

LEGISLATIVE NEWS: HR FLORIDA MEMBERS DESCEND ON TALLAHASSEE

On February 23, 2011, enthusiastic members of HR Florida, including CFHRA Board Members Kim Ouellette and John Kinloch, descended on the state capitol in Tallahassee for “A Day on the Hill.” This event was the first time HR Florida members (pictured on the steps of the Old State Capitol) had made a group visit to the legislature of the Sunshine State.

In individual meetings, they educated lawmakers about the role HR plays in today’s workplaces and shared their views on workplace-related bills pending before the legislature. Issues included legislation mandating the use of E-Verify by employers in Florida, a bill expanding the rights of holders of concealed-carry permits to bring weapons onto worksites, and measures broadening the definition of misconduct that disqualifies a claimant from unemployment compensation.

HR Florida members had been briefed on HR public policy issues pending in Washington, what to expect during their meetings with Florida legislators, and provided a legal analysis of the state issues they would be discussing prior to their face-to-face meetings with their legislators.

“The purpose of this inaugural Day on the Hill program is to introduce HR business professionals to Florida’s legislative process and educate elected officials on how state regulatory efforts affect employers and employees alike,” said HR Florida President Heather Vogel, SPHR. She added, “By putting a credible face behind the Human Resources function, we can help chart a new and better course for all Florida businesses, large and small, while meeting the needs of Florida’s workforce both today and tomorrow.”

This event is a prime example of the type of advocacy SHRM is coordinating with state councils and chapters through its Advocacy Team (A-Team) initiative.





New Certification Option for Students and Recent Graduates

Background:

In 2006, SHRM created its Academic Initiative -- an effort to set the agenda for the future of HR education, based on a multi-year, multi-method research study to define minimum standards for HR education at the undergraduate and graduate level. Part of the long-range strategy for the Academic Initiative was the development of an assurance of learning assessment for graduating HR students. SHRM commissioned the American Institutes for Research (AIR) in November 2009 to conduct a series of studies to inform the potential development of a new assessment for graduating HR students.

Purpose of the Assurance of Learning Assessment:

- Help universities meet their accrediting body's assurance of learning requirements by showing that the HR degree program delivers what is promised.
- Show that the student has acquired the knowledge required for an entry level HR position.
- Provide HR students who pass the exam a means to differentiate themselves in the job marketplace.
- Serve as a substitute requirement for eligibility to take the Professional in Human Resources (PHR®) certification offered by the HR Certification Institute.

Exam Windows:

EXAM WINDOW	REGISTRATION PERIOD	ELIGIBILITY GRADUATION DATE *
MAY 15 - JUN 15, 2011	JAN 1 - APR 30, 2011	MAY 1, 2010 - JUN 15, 2012
JUL 15 - AUG 15, 2011	MAY 1 - JUN 30, 2011	JUN 16, 2010 - AUG 15, 2012
OCT 15 - NOV 15, 2011	AUG 1 - SEP 30, 2011	AUG 16, 2010 - DEC 31, 2013

** If your graduation date falls within this range of dates, you are eligible to take the exam during the associated exam window. If it does not, select an exam window that corresponds with your graduation date, and register for that exam window during the associated registration period.*

Eligibility Requirements:

Undergraduate students and graduate students in HR or HR-related degree programs are eligible to take the exam beginning one year before graduation and ending one year after graduation. The registration web site will require the applicant to provide information on a variety of areas, including but not limited to the degree program sought, the university the student attends and the number of HR-specific courses in the major area of study or concentration. Any applicant who meets the eligibility requirements will be given a registration number and information about selecting a test-taking site.

How to Prepare for the Exam:

The content of the exam reflects SHRM's HR Curriculum guidelines under both required and integrated content areas. Although completing coursework toward an HR or HR-related degree program is the primary method of preparation, SHRM has created preparation materials that will help students acquaint themselves with the style of questions they can expect to see on the exam. Sources used as the basis for individual items on the assessment, as well as the rationales for correct answers, are included in the preparation materials. This will enable a student to supplement texts, research and websites studied as part of his or her degree program with additional sources used by item writers. Preparation materials are available through the SHRM Store.

HR COUCH

Dr. Mimi Hull, Hull & Associates



? **Dear Dr. Mimi:**

I am shocked that we have turnover, given this economy. We pay our younger employees well and they are still leaving. Yes, we have high expectations but not unreasonable ones. When we do exit interviews, we get standard answers like, "The new position is a better fit for me." When I try to probe, I really don't get anything tangible. I have even offered to match the new salary and that does not seem to matter. Where is the loyalty and commitment?

— *Perplexed*

Dear PERPLEXED:

You are dealing with a different generation of workers who have different expectations and career desires. Having done a tremendous amount of research and training with the various generations, we have learned that money isn't as important as other factors in persuading this generation to remain part of your workforce and perform at a high level. Training, personal development, flexible hours, challenging work, and feeling part of a team are the keys to retention, especially for the Millennials. When you hire and do performance reviews, consider asking them what is important for them on the job and what you can do to support them in reaching their goals. They are more likely to be candid at that stage than when they are leaving. By the way, their definition of loyalty is giving you two weeks notice! — *Dr. Mimi*

? **Dear Dr. Mimi:**

Is the customer always right? We have a customer that we just can't seem to please. They are the only ones that constantly complain and it is wearing on my employees. This is a large contract and I would hate to lose it. However, I have had one employee quit over this client. What should I do?

— *Worn out in Winter Park*

Dear WORN:

I prefer the term "customer management" to customer service. It's estimated that as many as 90% of customers who perceive themselves as having been wronged never complain; they just take their business elsewhere. So, angry, complaining customers care enough to talk to you, and have not yet decided to take their business to the competition. Meet with them and tell them that their complaints do not seem to be valid and that it does not seem possible for you to satisfy them. While you want to keep their business, if they continue to complain and cause dissention, they will need to take their business elsewhere. In 8 out of 10 cases, they will beg you to keep them! Having said that, there are some customers that are simply not worth the effort it takes to deal with them. — *Dr. Mimi*

? **Dear Dr. Mimi:**

I have worked in a small office for five years, and recently we had a younger, and, well -- let's be honest -- prettier member join our team. She prances around and flirts with the boss. This past week we presented a project to a client to which "younger and prettier" gave little input but somehow managed to get all the credit from the boss. Whom should I confront to get the recognition I deserve?

— *Older but wiser*

Dear OLDER BUT WISER:

Your boss may currently be blinded by "young and pretty" but he will soon recognize who works the hardest and on whom he can rely. I would not confront either party. Encourage this new employee to be a team player and share her ideas. Perhaps she has them but is afraid to speak up. Show her how she can incorporate her ideas with yours and how together you are both better. As for your boss, let your input on the project be known. Make an appointment and inform him about which parts of the project were yours and where others helped. That way, he will know where to give credit, not only to you but to others as well.

— *Dr. Mimi*



Dr. Mimi Hull is the owner of a training and consulting firm that helps leaders improve organizational and personal performance. Do you need advice on unruly employees, or help with a conflict at work? Here is your chance to receive valuable advice from a licensed professional! ADDRESS YOUR QUESTIONS TO: Hull & Associates, ATTN: Dr. Mimi Hull // 225 S. Swoope Ave., Suite 210 // Maitland, FL 32751 // DrMimi@hullonline.com

RECRUITING BYTES

RECRUITING YOUR NEXT EMPLOYEE WITH A FACEBOOK AD

by Roger Lear, OrlandoJobs.com



I am a huge Philadelphia Phillies fan. They had never won a World Series until 2008, when they finally beat the Tampa Bay Rays in five games to claim baseball's top prize. I will always remember the last out like it happened yesterday. Also jogging my memory will be all the t-shirts, bats and photographs I purchased online in the days after the big win.

After the Phillies won, I had to tell the world . . . or at least my friends on Facebook. After all, isn't that the official protocol these days? After getting many digital high fives from friends that I have not talked to since I accepted their friend request, I noticed on the right side of my Facebook wall an ad for a championship Phillies jersey. I clicked on the ad (something I never do) and to my surprise, purchased a \$90.00 Phillies jersey. It was destiny and perfect timing.

How did Facebook know that I was a lifelong Phillies fan? Most likely, it was the wall postings and the keyword "Phillies" in the interest section of my Facebook profile. The manufacturer of the Phillies jersey was able to "serve" the ad to anyone on Facebook that had the word Phillies in their profile. Pretty cool stuff and very targeted.

Why can't you recruit your harder-to-find future employees on Facebook the same way?

You can with a Facebook advertisement. It works like this:

- Create an advertising account on Facebook.

(facebook.com/advertising)

- Create your ad with the ad generation technology provided.
- Select your audience.

Facebook will ask you to enter specific demographics and specific keywords. Your ad will be placed on any Facebook member's profile fitting your target audience.

- Select method of payment. You will be able to "pay per click" or "pay per impression". Pay by click means that you only pay when a Facebook user actually clicks on your ad. Pay by impression is an amount you pay for the number of times your ad appears. Best of all, you control how much money you want to spend by setting daily limits.



For this ad you would be able to reach 2,420 people who like human resources.

For example, to place an ad for a Human Resources Generalist in Florida, all you would have to do is create the ad like the one above.

Work for the Best!



Top Orlando company looking for an **Awesome Human Resource Generalist in Orlando, FL.** 4 weeks vacation-click on picture for more info.

Notice you have a headline and a lot of room to capture the attention of your audience so potential candidates will click on it. You can then link this directly to your job link.

Anyone in Florida with "Human Resources" in their Facebook profile will have the ad put directly on the right side of their Facebook wall. Facebook even tells you how many people meet your search criteria before you place the ad.

I like the fact that Facebook allows you to really zero in on your target audience. Give it a try and see what happens. Who knows, but maybe you will find your next hire after an HR professional logs on to Facebook and sees your well-written ad. It works. I have a Phillies jersey to prove it!

ROGER LEAR, President of **OrlandoJobs.com** and Lear & Associates, has long been a leader in the executive search and internet recruiting industry. Since 1987, he has recruited for some of the finest companies in Central Florida and around the nation. Reach him at: Roger@OrlandoJobs.com.

YOUR CAREER PARTNER

CAREER AND JOB SEARCH TIPS FOR HR PROS

NETWORKING: BACK TO THE BASICS

by Robert Newland, Newland Associates, a CPI Partner



Many professionals who are job searching have this idea that networking is about asking for jobs or just collecting business cards at networking events. Well, I'm here to tell you that this is not the case. Let's start by defining what networking really is.

Networking is about establishing and maintaining relationships with people who are connected to you and to each other. It's a reciprocal process that allows you to give as well as gather information and leads, thus enabling you to build ongoing mutually beneficial professional relationships.

There are many reasons why you should network and stay connected, even after landing a job.

Remember, networking is not difficult, unless you make it so. Networking the right way will give you access to the hidden job market, help you meet new people and broadcast your availability.

Here are some tips you can start using when creating your networking strategy.

Create your contact list: It's extremely important that you write down and track your contact list. Don't just rely on a digital contact list (i.e., LinkedIn or your cell

phone contacts); create an actual list or spreadsheet. Remember to segment your list into three categories: A-level contacts, individuals that could hire you or create a position for you; B-level contacts, influential individuals who can open doors for you within target companies; and, C-level contacts, individuals who possess some potential to be an A- or B-level contact.

Arrange a meeting: Decide how you will attempt to contact individuals on your list, whether it be by phone, email or in person. Be ready to briefly describe yourself. Also, the best way to arrange a meeting is to get an introduction from another contact.

Manage the message: If you haven't done so already, prepare and practice your 30-second commercial and public statement. Be prepared to cover 3-5 key achievements and a list of potential target employers. Make sure you have an agenda with insightful questions to ask and, if possible, obtain some background information on the person before your meeting.

The meeting and follow-up: This is your time to shine! Don't forget to bring your marketing collateral

(resume) and arrive at least 15 minutes early. Think of ways you can give back to your contact because networking IS a reciprocal process. Show appreciation, input and ask thoughtful questions. During the meeting, ask if you may check back in periodically with an update. Always, always, always send a "thank you" note or message. After meeting with a referral, call them to say "thank you." The goal here is to create a long-term relationship with your contact. Finally, let them know when/where you land your next position.

The Central Florida Human Resource Association (CFHRA) has partnered with Newland Associates to offer its members a free career transition service specially designed for them. The JumpStart HR program is available to all members in good standing. The program consists of 1 one-on-one coaching session, free weekly enrichment webinars, an online reputation assessment and access to a world-class online career portal. To learn more about JumpStart HR, visit www.Newland-Associates.com, click on the "Career Services" link and look for the "CFHRA Members" icon.

GIVING BACK CAN BUILD CULTURAL COMPETENCE, PART 1

by Rebecca R. Hastings, SPHR

Part 2 of this article will be included in CFHRA's HR Update for Third Quarter 2011 to be published in July.

Volunteer opportunities, when done right, can provide employees and leaders with rich opportunities to build cultural competence and inclusive workplaces — that is, if an organization makes a connection between volunteering and diversity.

Covance Inc., a global drug development services company, is one organization that has made such a connection. In 2008, SHRM reported that the company's efforts in Rwanda helped employees learn about themselves, the world and humanity. Diversity isn't about race, gender, sexual orientation or anything else, said Don Kraft, the company's senior vice president of Human Resources at the time. "It's about me relating to you."

Yet formal volunteerism programs — most common at larger companies, according to the Institute for Corporate Productivity (i4cp) — tend to be viewed primarily as a boon to recruitment, branding and engagement efforts, said Lorrie Lykins, i4cp's managing editor, rather than as a way to boost cultural competence or enhance an organization's diversity and inclusion effort.

Research reveals that the benefits of employee volunteerism programs can be grouped into three key business areas, according to Bea Boccalandro, an instructor at the Boston College Center for Corporate Citizenship, adjunct

faculty member at Georgetown University's Center for Public and Nonprofit Leadership, and president of a consultancy specializing in community involvement:

- Corporate brand, image, reputation, public relations and sales.
- Employee recruitment, teamwork, morale and retention.
- Employee skills and corporate capabilities.

The Novartis Pharmaceuticals Canada-International Volunteer Program launched in fall 2009, for example, covers travel expenses of up to \$5,000 in Canadian dollars for employees selected to participate in an existing Novartis Global volunteer program, such as those focused on malaria and leprosy.

"Employees who have participated are extremely motivated and engaged," said Silvie Letendre, executive director of communications for Novartis Canada, and the co-founder of the program, "They return to work energized and wanting to do more to help these developing countries." But, like many organizations, Novartis has not made a direct link between the program and the company's diversity and inclusion efforts, she told SHRM Online. Rather, she said, "It is the right thing to do. It reminds us of why we do the job we do."

Link to Cultural Competence

Novartis' experience is not unusual. Volunteer programs and diversity initiatives are generally treated as distinct programs, according to Boccalandro. "However, companies are

increasingly discovering the natural link between the two and leveraging it to support both initiatives," she said. "Aetna, for example, has representatives from its local employee resource groups serve on its volunteer councils and vice versa, and has these two groups conduct joint events.

"Several other companies, including Bank of America, have self-reported data indicating the majority of employee volunteers considered that their participation in workplace volunteer programs increased their ability to get along with individuals from diverse backgrounds," she added.

"Although few companies measure the effect of employee volunteering on cultural competence, those that do tend to find positive results," Boccalandro said. She pointed to a paper published in March 2009 by the Harvard Business Review which indicated that employees in IBM's Corporate Service Corps who were sent to developing countries to perform service had significantly higher scores on a cultural intelligence test administered post-travel than they did on the test administered before the trip.

But Boccalandro cautioned that it's too soon to tell how well such programs work.

"Corporate practices in using volunteering to develop cultural competencies are still emerging and are not sufficiently developed to have parameters of success, or even best practices," she told SHRM Online.

Choose Wisely

Kevin Horan, vice president of Human Resources at TechnoServe Inc., a Washington D.C. based nongovernmental organization that helps entrepreneurs in developing countries build their businesses, knows just how important it is to take care when selecting candidates for such opportunities.

Many of TechnoServe's volunteers are sponsored by their employers -- mostly global companies and management consulting firms -- to participate in an assignment of at least three months. "Their organizations agree to sponsor them to do this assignment not only to diversify their experience and to assist with the organization's corporate social responsibility [efforts]," Horan told SHRM Online, but also so they can bring their experiences back to the workplace and grow into an even better executive.

In turn, TechnoServe's volunteers bring their own diversity of experience to the countries in which they serve. "We count on them to introduce different ways of thinking and doing business ... to help open the minds of our local employees and create an environment of global inclusion," Horan explained.

Thus, the first consideration, according to Horan, is whether the individual being considered is worth whatever investment a company will be making to support the volunteer assignment.

In addition, he said companies should consider:

- Whether the person is culturally adept or not, and otherwise prepared for the psychological aspects of cultural immersion.
- If the person is likely to take away the right kinds of things from the experience.
- Whether the person likes to learn.
- The individual's comfort with "going into a truly different environment."

"Part of the criteria should be how well-travelled this person is," Horan added, though that is not as important as an adventurous spirit, comfort with ambiguity and an understanding that things will go wrong. He noted that a 24-year-old working for a large consulting

firm, whose only global exposure was a vacation to Cancun, "took it all in stride" when he travelled to Nigeria and ended up in a deportation cell, Horan said.

But that's not always the case.

"Occasionally you make a bad match," he observed. "No matter how much you tell people what to expect they just don't realize they'll be in a one-room hut in Tanzania."

To be continued . . .

Rebecca R. Hastings, SPHR, is an online editor/manager for SHRM.

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