

"Building the Strategic" HR Department"

In many organizations strategy is seen as something that gets done by top executives alone, behind closed doors. Unfortunately, what happens behind those closed doors is often less exalted than the rumor mill would suggest. Instead of the high-powered war-rooms believed to be taking place, off-site meetings about strategy are frequently just goal-setting sessions, or analyses of which goals failed to get reached over the last year. They are very rarely detailed planning sessions that leave the participants with the tools and certainty that this year's goals WILL get accomplished.

Even more problematic is the fact that when there are real plans in place, they are almost never shared with or understood by anyone beneath the top executive team. That means that for those who will actually be executing the strategy, it is mysterious, and may only be suggested by a set of sales targets for the quarter or the year and a great deal of pressure from on-high to meet those targets.

When a strategy is really extraordinary, and has within it the necessities that will lead to certain fulfillment, it is most leveraged by teaching it to EVERYONE and measuring its execution through everyone. That way, people know why they're doing what they're doing, how their actions relate to the overall organizational goals, and how they can best serve the strategic aims of the organization. An educated workforce is the best tool to execute a strategy. When great strategy is well-executed the organization makes its goals, whether they are revenue, profit, sales, turnover or stock value.

When everyone knows and understands the strategy, it gets accomplished.

*Special thanks to our May sponsor,
David Berman with
Raymond James & Associates, Inc.*

Bio

Presenter

Ami Devero

Amie Devero has over fifteen years of experience in helping organizations and people produce extraordinary results.

She was educated at Bennington College, Harvard University and The London School of Economics, and holds two masters degrees.

Despite her formal education though, Amie says that life, business and occasional hardship have really been the best teachers. But every now and then it doesn't hurt to have read some books and written some term papers.

She has been a professional dancer, a business owner, a turnaround specialist and a radio talk host. Over the years she has spoken to hundreds of audiences and provided training to over 10,000 adults. She is well-published on a variety of subjects including organizational culture, living core values, increasing productivity and strategic thought and execution.

Amie is the founder of The Devero Group, a boutique management consulting firm that brings world-class thinking to organizations committed to producing outstanding changes in their results. She lives in Tampa, Florida where she hosts a show on WEDU television. When she isn't writing, speaking or consulting, Amie is an avid runner and swimmer, sometime triathlete and a devoted crossword puzzle and mystery lover.



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"The Coaching Conundrum"*

HR Tampa's April Dinner



L to R, A recent arrival from Boston, Lisa Parato with members Michael Levy and Ann Ladd with DATIS and HR Tampa's Communications Director.



Long time member Shirley Callaway with TempWise.

New members, Jim McDonald, President of Sudath Moving and Storage and employee Scott Quarterson.



Karen Drummond with speaker Diane Fojt.

IMPROVING ECONOMY IN 2004 AIDED JOB-SEEKERS & ENTREPRENEURS, SAYS RIGHT MANAGEMENT CONSULTANTS' SURVEY



consulting last year from **Right Management Consultants**, the world's largest career transition and

Job-search times for unemployed workers in 2004 were the best in the past few years primarily due to the more robust economy, according to a survey of more than 8,700 people who received job-search con-

organizational consulting firm.

- **73% of lower-to-mid-level managers** landed new jobs within three months in 2004, and 93% landed new jobs within 6 months
- **43% of senior executives**—such as department heads and senior vice presidents—found new jobs within four months in 2004, while 75% found new jobs within 8 months
- **45% of key executives**—executive vice presidents up through chief executive officers—found new jobs within 6 months in 2004, while 76% landed new jobs within 12 months.

Employee Category	2004 Job Search Statistics
Lower & mid-level managers	73% landed within 3 months 93% landed within 6 months 97% landed within 9 months
Senior executives	43% landed within 4 months 73% landed within 8 months 88% landed within 12 months
Key executives	45% landed within 6 months 76% landed within 12 months 88% landed within 18 months

A majority of those who started or acquired businesses, or began new consulting practices, in 2004 were able to launch these within 6 months. Entrepreneurs comprised 21% of those with new jobs in 2004—11% started or acquired businesses, and 10% started consulting practices. Of these:

- 34% who went into business for themselves did this within 3 months, 66% within 6 months, and 92% within 1 year
- 25% who went into consulting did this within 3 months, 54% within 6 months, and 85% within 1 year

"The job market began improving in the second half of 2004, and this had a positive effect on job search times," said **Thomas Shea, managing principal for Right Management Consultants' eight-office Florida/Caribbean Region.**

The national unemployment rate declined by 14% from a high of 6.3% in June 2003 to a low of 5.4% in December 2004, according to the Bureau

of Labor Statistics.

"After a couple years of false starts—where hiring managers began the years expecting business to improve, only to have their hopes dashed—the economy started picking up steam last year, creating the need for additional employees," said Shea. "By the third quarter last year, many employers had run out of ways to stretch their current staffs and needed to hire more workers."

Job-search times for people receiving out-placement services from Right generally are significantly less than for those who conducted searches without experienced consultants or transition support services, according to Shea.

"Receiving practical, professional career advice, and using proven job-search strategies, helps people successfully move from one job or career step to the next, lessening the emotional trauma from being unemployed that can lengthen career transitions," added Shea.

WORKFORCE READINESS & SUCCESS IN THE 21ST CENTURY WORKPLACE

by Judie Flynn & Rachel LaPresti

As strategic business partners, Human Resources professionals recognize the on-going need to address concerns about positively impacting employee productivity, reducing turnover and the attendant costs, while streamlining the hiring process and finding adequate job talent with impending labor shortages. Ultimately, such Human Resources preparations impact the bottom line of the organization's position in the marketplace. Fortunately, state and federal entities, local and national business leaders, labor unions, educational systems, organizational chambers and a myriad of volunteers have recognized the opportunity to become involved under an effective partnership. That partnership is Workforce Readiness.

According to SHRM's Workforce Readiness Committee, business is clearly dependant upon the knowledge, skills and abilities of its workforce to maintain a competitive edge in the global economy. As a result, the Committee's objective is to create a plan to develop partnerships and promote collaborative efforts among education, employment and economic development organizations working with businesses to define, measure and certify workforce readiness. The Committee continues to present actions plans created for small, mid-sized, and large organizations with existing national programs such as Job Shadow Coalition, Chapter Mentoring Programs, Skill Set Partnerships and others that can be found on the SHRM Workforce Readiness Committee website at www.shrm.org/committees/sw.asp. In our state, Workforce Florida Inc. (WFI), a private not-for-profit corporation is designated as the principal workforce policy and oversight organization for the state. WFI's purpose is to design and implement strategies that help Floridians enter, remain in and advance in the workplace. WFI is the state oversight organization and regional workforce organizations implement local programs through local partnerships with business, economic development and educational organizations. WFI's website is [An illustration showing two hands, one in a purple sleeve and one in a blue sleeve, pointing upwards towards a rising orange line graph. The graph is set against a light blue grid background, symbolizing growth and progress.](http://www.work-</p></div><div data-bbox=)

forceflorida.com and has links to local workforce organizations throughout the state.

Workforce Readiness has become a national coalition to coordinate federal and state employment agencies and public and private sectors, programs to further prepare youth, the underemployed, and other job seekers with the skills they need to be fully competent entry-level workers. The goal is to increase employer involvement in identifying those critical workforce readiness skills to ensure job placement, advancement and retention, and also to engage employers in job creation. HR professionals can participate by partnering and creating coalitions with local schools and workforce organizations and sharing learning essentials for skills and requirements for various professions.

Workforce Readiness is much more than just "career day" at your local high school or participating in a job fair at your local workforce One-Stop Employment Center however. States have adopted Workforce Readiness to promote awareness of various state initiatives represented by state councils, SHRM Chapters, and civic leaders with the objective to create effective long term programs for future workers. The workforce readiness skills include communication, interpersonal, problem solving and learning skills as well as applied reading and math. The workplace responsibilities addressed include the following abilities:

acquire and use information to get the job done; use appropriate technology; work with others; solve problems; understand and use systems; demonstrate responsible behaviors at work; and learn new skills to meet new job challenges. The success must be measured by the programs desired results and ability to create positive change for those entering the workforce. As more and more jobs are being sent overseas, as minority populations with diversity of languages become more prevalent, as the baby boom population retires, and as professions in the medical field loom larger, just to name a few- action and greater involvement is necessary to build a stronger and more prepared workforce.

If any members would like to become involved in Work Readiness, please contact Judie Flynn at (813) 664-8162 or judith_flynn@imeinc.com.



2005 Education and Certification Scholarships Now Available for SHRM Members

The SHRM Foundation Regional Scholarship Program is a flexible awards program designed to assist working SHRM members in meeting their professional development goals. Individuals may apply for either an Education Scholarship or a Certification Scholarship, and applicants may specify the amount of money they are requesting up to \$3000.

Application Deadline: May 15, 2005

Who May Apply: National SHRM professional, general and associate members pursuing a college degree or working towards PHR or SPHR certification are eligible to apply. SHRM student members and local-only members are not eligible for these awards. Chapters and state councils may also apply for scholarship funds to support certification-training programs.

Award Amount: Individuals may request any amount that meets their educational needs up to \$3000. For example, if your organization does not reimburse you for taking the certification exam, you could request a scholarship for the amount of the exam fee. Or if you are working on your master's degree and your tuition reimbursement does not cover your full college costs, you could request a scholarship to cover the additional expenses. The number of scholarships and the individual award amounts will vary depending on the number of applicants and their financial needs. A total of \$6000 in scholarship money is available for each SHRM region, and a total of \$30,000 will be awarded nationwide in 2005.

How to Apply: Visit http://www.shrm.org/foundation/2002_scholguidelines.asp or <http://www.shrm.org/foundation> to print out an application and to learn more about the scholarship program.

These scholarships are made possible by your generous donations to the SHRM Foundation.

Thank you for investing in your profession!

CRAFTING AN HR SCORECARD THAT WORKS

The Ten Dimensions of an Effective Measurement System

by Brian D. Lowenthal

Recent interviews with senior executives asked them to rate the issues most important to them. Among the most frequent responses was *the need to measure the effectiveness and ROI of their HR organizations*.



HR has struggled with this issue for years. The advent of Balanced Scorecards provided a structure for establishing a company wide measurement system. Many organizations stopped here because they became frustrated with not having methodology to provide direction on the measures themselves. The successful companies turned to their finance organizations for help.

Finance functions have been affectionately known as "the number crunchers." When in need of data, numbers, counts, metrics, we could always turn to Finance for the answers. As HR is being held accountable for measuring its contribution to organizational performance, we turn to our Finance partners for help.

The 10 Dimensions of Successful Measurement.

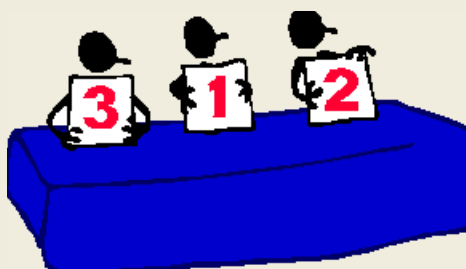
1. **Senior Management Champion.** As is the case with any organization wide initiative that is expected to have a lasting and material effect, there needs to be a Champion from the ranks of senior management. The role of the Champion is to insure that the measurement process receives constant and regular visibility, credibility, and priority. Through proactive communication, consequence management, and recognition, lead by the Champion, the measurement initiative will provide a level of importance that all employees can acknowledge.
2. **Alignment.** The foundation for an HR Scorecard or Measurement System is its alignment with the company's overall Strategic Plan. Each of the measures contained in the HR Scorecard must align with at least one initiative from the Strategic Plan. This alignment will provide HR with focus, prioritization, and an ability to demonstrate that it is a Strategic Business Partner. At the point that HR initiatives are seen as Business initiatives, HR can say that they have not

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The Ten Dimensions of an Effective Measurement System

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2. only aligned with the business strategy, but they have achieved convergence within the company strategy. Convergence is like a perfectly complete jigsaw puzzle where every piece interlocks to form the picture. Each piece of the organizational measurement puzzle is essential to create the picture that each employee must see to insure organizational success.



3. **Context.** As alignment provides a clear and understandable relationship of the HR Scorecard measures to organizational performance, context provides insights into the connection of the specific initiatives and activities to the culture of the company. For example, a company whose Value Discipline is *Operational Excellence* may design a compensation process that looks very similar to that of a company whose Value Discipline is *Innovation*. However, the measurements used to determine process effectiveness will be very different. Process effectiveness in the *Operational Excellent* company is cost as a percent of revenue, while process effectiveness in the *Innovation* company may be number of new products. Adapting your measurement system to the context of the organization is a critical component to insuring measurement success and effectiveness.

4. **Accountability.** Who is responsible for the result? There are two types of accountability embedded in an HR Scorecard and Measurement System. The first and most important level of accountability revolves around the successful execution of the initiative. If retention of High Potential employees is one of the measures, then who is in the best position to achieve this result. In this case, it is the line manager. HR has the accountability to implement a policy, practice or procedure that has the highest likelihood of retaining the High Potential Employee, as well as collecting the data to support the measure. The line manager has the accountability to execute the policy, practice, or procedure to ensure retention. The line manager also has a responsibility to provide feedback to HR on the policy, practice, and procedure and its likelihood of producing the desired result. For the result to be achieved, there must be accountability.

5. **Validity.** Can the numbers be Trusted? The HR measurement system must contain measures and metrics that are clearly understood, meaningful to the initiative, and that have been rigorously examined. There is nothing that will inhibit the successful implementation of an HR Scorecard or Measurement System more than numbers that cannot be verified. If the credibility of the measures becomes questionable, then the trust in the measurement system is broken. Broken trust results in failure.

6. **Measure Results.** The HR Scorecard and Measurement System must focus on results. Measuring the time to fill an open job simply tells us the length of time it took to complete a search.

It is a process measure.

The more important measure is productivity of the individual who filled the position. This is a result measure. Result measures are the primary way you will be able to determine if the company's Strategic Plan will be achieved. Result measures are what senior

managers use to determine if HR is contributing to organizational success. Result measures will be a determining factor in your ability to be seen as a Strategic Business Partner. Result measures create the convergence of HR to the organization.

7. **Lag and Lead Measures.** Lag measures tell us what happened in the past. Year-end financial reports are lag measures. We learn the result of our efforts. Lead measures are an indicator of what the future result might be. Lead measures tell us either to continue what we're doing, or stop, because the result is not what we want. It is very important that our HR Measurement System contain a combination of Lag and Lead measures. For example, the results of an Employee Engagement Assessment may tell us that our employees feel that to meet their career goals, they have to work in another company. This is a Lead indicator of turnover. Higher than expected turnover within a group of employees who have been targeted as High Potentials, is a Lag indicator that our retention efforts are not working. It is very important that your HR Measurement System contain a balance of Lag and Lead measures. It's too late to lock the barn door after the horse has already gotten out.

8. **Actionable.** To quote Albert Einstein: "Everything counts, but everything doesn't need to be counted." For an HR Measurement System to be meaningful, it must contain only those measures that are most important to the HR Strategy and the Strategic Plan of the company. One of the failures of many HR Scorecards and Measurement Systems is the belief that more is better! In reality, the vital few measures provide much greater insight and the ability to take action. We all know what happens when we try to address too many issues at one time: our efforts lack focus, are not of the highest quality, and fall short of expectation.

9. **Dynamic.** Things change. Forces outside our control require us to rethink our plans. The HR Measurement System must contain the flexibility to be dynamic in an ever changing world. The "bend but don't break" defense is an excellent model to deploy to insure the success of your HR Measurement System.

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The Ten Dimensions of an Effective Measurement System

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10. Distributed. The HR Scorecard and Measurement System must be communicated throughout the organization. Many of the initiatives will be carried out and implemented by the line organization. They must know how these initiatives are going to be measured. Communication of the HR Scorecard and Measurement System will also bring valuable visibility to the HR function. Communicating HR success, done in a positive way, will bring credibility, respect, and trust to HR. Communication will also go a long way in enabling HR to be seen as a Strategic Business Partner, providing additional opportunities to bring convergence of HR to the business.

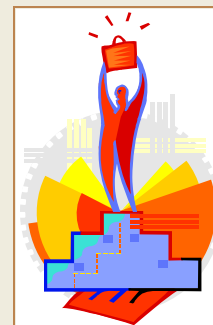
These **10 Dimensions of Measurement Success** are the key to the successful implementation of an HR Scorecard and Measurement System. Evaluating your current measurement system against these 10 Dimensions will enable you to diagnosis the effectiveness of your current system. These dimensions should be used as the cornerstone to build an HR Scorecard, which will provide a strong, lasting foundation. Whether you are just getting started, your HR Scorecard is being used successfully, or your results have been less than you expected, assessing your efforts against these dimensions will enable you to strengthen your measurement initiative and exceed the expectation of senior management. An effective and efficient HR Scorecard and Measurement System is the surest way to demonstrate HR Effectiveness and ROI.

One final note: In the work we've done with companies on their measurement systems, we've encountered some confusion in the dif-

ference between an HR Scorecard and an HR Measurement System. An HR Scorecard should be considered an HR Measurement System, while an HR Measurement System should not be considered an HR Scorecard. The distinguishing characteristics are:

- An HR Scorecard is aligned with the Strategic Plan of the Company.
- An HR Scorecard provides focus, accountability and prioritization to all HR initiatives.
- An HR Scorecard is used to determine the individual performance expectations of HR staff members and line management.
- An HR Scorecard is used by the entire organization, not just HR.
- An HR Scorecard identifies the role employees outside of HR play to impact results.

We invite you to assess your own measurement efforts. Click on the link below to answer 10 questions about your measurement system. You will receive a benchmark report that compares your measurement practices and provides insight into the success of your measurement process.



<http://www.thebenchmarkpartners.com/survey/TakeSurvey.asp?SurveyID=m3l183105o66M>

The **Benchmark Partners, LLC**, is dedicated to **helping companies create a great workplace for all employees**. Using a comprehensive set of measurement tools, they provide their clients with insights, analysis, and recommendations that ensure a meaningful return on their Human Capital investments. Having worked with a diverse set of companies across all industries and size, The Benchmark Partners bring to each client engagement a unique set of solutions that are guaranteed to improve business results.

Brian D. Lowenthal is a co-founder and Managing Partner of The Benchmark Partners and may be reached at 216.295.9589, e-mail: blowenthal@thebenchmarkpartners.com.

New Members

First Name	Last Name	Certification/Designation	Company Name	Title
Rosanna	Matucan-Carson	SPHR	Sykes Enterprises, Incorporated	Director, Human Resources
Martha	Cortes		TECO Transport	Employee Benefits Admin.
Scott	Quarterson		Suddath Relocation Systems	
Lisa	Murfield	PHR	Health Advocates, Inc.	Director, Human Resources
Helen	Dahlhauser		East Bay Counseling	
Nora	Schaeffer			
John	Gaffney	PHR	SP Industries	Director, Human Resources
Bryan	Shields		Fifth Third Bank	HR Relationship Manager
Katrina	Brake		Trans Form - LLC	Business Manager

The Job Network Connection

by Carol McDaniel

(This article appeared in the "Tampa Tribune," 4/22/2005)



Have you been working your network? Is your network at work for you? These are the questions that you should be asking yourself as your job search continues, as well as after you have secured your new position. Even when you land your "dream job," you still have to keep your network working for you!

There are many ways to stay connected to those you've networked with during your job search. In addition to phone and email, we now have Digital Networks available via a click of the mouse. Over the course of the past six months, I have been "invited" to join what can be called social networks, or virtual networks. My initial thought was that this was just another way for a spam company to capture my information and share it with the rest of the virtual world, so I didn't respond. But then an e-mail invitation came from a colleague, so I checked it out.

I was amazed to see so many people I knew! There were people who work in my company, colleagues in the HR industry and even some of my personal friends! Here was an entire side of networking that seemed to be an unbelievable and unending resource in which to reach out to other professionals.

I've done a little additional research so that you, and all my readers, can understand what these online networking sites have to offer. Networking sites are beginning to pop up all over, and while some are better than others, the jury is still out. The more common sites out there are LinkedIn, Monster Networking, and Contact Span. Some of you may have heard of these, but I venture to say there are quite a few of you who haven't, and my guess is that if you've not yet been "invited", just wait...it's coming!

LinkedIn is a networking tool that helps you discover inside connections to recommended job candidates, industry experts and business

partners. You can accelerate your business effectiveness and career success by leveraging the network you already have. LinkedIn makes it easy to receive and seek out opportunities through your extended network, while protecting your privacy, your inbox, and your existing professional relationships.

On March 1, 2005 the company released LinkedIn Jobs - a relationship-powered job network that connects applicants with hiring managers, HR professionals or recruiters representing the jobs listed on LinkedIn. On LinkedIn Jobs, candidates not only find open positions that match their interests, but also get background information on the job posting that can help them tailor their cover letter.

MonsterNetworking is part of the Monster.com job board. When you become a member, you can search for contacts, view member profiles and access industry-specific job boards and expert-led discussions.

Contact Span is an online business network that leverages your relationships, and those within the Contact Span Express Network, to help you connect to decision makers, close deals, recruit employees, find jobs, and develop business. Contact Span helps you discover who you know, and introduces you to key people you need to know. The service helps you efficiently reach professionals through a secure, private method for personal introduction and business development.

For more information about online networking sites, read the article, Social "Network" Recruiting, by Jennifer C. Berkshire in the April issue of *HR Magazine*. Online at: www.shrm.org/hrmagazine/05April. All things being equal, bosses tend to hire someone they know and like. That was the great insight of John Krumboltz, a Stanford University psychologist and education professor who is regarded as America's preeminent career counseling guru. Those two ingredients rank much higher in the mind of a manager than a job seeker's corporate pedigree or gray matter.

Networking has become such a prevalent part of today's job search and it's now easier than ever to reach out to professionals in your industry. While I think the use of networking sites is a good idea, it should not be the only resource you consider. Be sure to attend local



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The Job Network Connection

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networking events and practice your “meet and greet” in person! I’m attending a networking meeting of the International Association of Business Communicators (IABC) this month, not only to network, but also to find out what types of professionals would benefit from being in attendance. I will review this networking group and others in next month’s column.



“Networking works well when you employ the two-word secret: Show Up. Networking works well when you employ the three-word

secret: Show Up Prepared.” —Jeffery Gitomer’s *Sales Caffeine Issue 177*.

Monthly Networking Events in the Tampa Bay Area:

May 1-3, 2005: Inspiring Women’s Success Conference & Expo; Renaissance Hotel, RSVP: www.tampabayareawomen.com



May 3rd, 2005: SMEI Peak Performers Dinner Honoring Sales & Marketing Professionals; Hyatt Regency, RSVP: www.smei.org



May 11th, 2005: Suncoast HR, Pinellas County; 7:30am; Holiday Inn Select, RSVP: www.shrma.org



May 18th, 2005: HR Tampa, Hillsborough County; 7:30am; Centre Club, RSVP: www.hrtampa.org



May 19th, 2005: Bay Area Manufacturer’s Association (BAMA); 5:30pm; Embassy Suites, RSVP: www.bama-fl.org

Starship Dining Cruise



Come and enjoy

A wonderful evening

With your HR Tampa colleagues

On a Starship Dinner Cruise.

Aboard StarShip, you’ll enjoy exceptional cuisine brilliantly prepared by Yacht StarShip’s Executive Chef and galley staff. Yacht StarShip’s menus feature a magnificent selection of specialty cuisine and traditional favorites, including award winning appetizers, four-star cuisine and incredible desserts.

When: June 15, 2005
6:00 PM to 9:00 PM

Sponsor: [Eastern Financial Credit Union](#)

Located in downtown Tampa, Florida, **StarShip Dining Yacht is docked at 603 Channelside Drive** between the Ice Palace Arena and the Florida Aquarium next to Channelside’s shopping and entertainment complex.



LEGISLATIVE UPDATE

By William D. Mitchell

Supreme Court Decides that ADEA Authorizes Recovery in Disparate-Impact Cases.

The Supreme Court has decided that the ADEA authorizes recovery in disparate-impact cases brought under the Age Discrimination and Employment Act. This means that an age discrimination case may be brought when an employer action such as a reduction in force disproportionately affects workers age 40 or older. Smith V. Jackson, Miss. Both employers and employees found good news in the decision. Employees point to the establishment of a cause of action based on disparate impact, while employers found comfort in the language permitting a disparate impact if based on reasonable factor other than age. In Smith the Supreme Court concluded that a wage increase that disproportionately disfavored older workers was reasonable because it was designed to eliminate perceived differentials in police salaries between Jackson and other cities. The Court reasoned that the city's goal of retaining policemen was legitimate and that the existence of other reasonable methods of meeting that goal did not result in a violation of the ADEA.

SHRM Battles to Obtain Modification of FMLA Regulation

SHRM is lobbying to obtain a higher threshold for serious health condition status under the FMLA. The focus is on the rule that provides that a serious health condition exists if the employee has a period of incapacity of more than three consecutive calendar days (including any subsequent treatment or period of incapacity relating to the same condition), that also involves either:

- a. Treatment two or more times by a health care provider, by a



nurse or physician's assistant under direct supervision of a health care provider, or by a provider of health care services (e.g., physical therapist) under orders of, or on referral by, a health care provider; or

- b. Treatment by a health care provider on at least one occasion which results in a regime of continuing treatment under the supervision of the health care

provider.

The Department of Labor has SHRM's proposal under consideration. Although it is uncertain when any new regulations will be proposed, this illustrates the kind of legislative advocacy that SHRM is most likely to succeed at.

Florida Hospital Pays \$1.9 Million in Back Overtime for Hurricane Duty

A central Florida hospital has paid \$1.9 million in back overtime wages to more than 9,000 hourly employees who worked around the clock during the hurricanes of 2004. The payment followed an investigation by the Labor Department's Wage and Hour Division. The Department received numerous complaints of overtime violations. The payment was based on a FLSA regulation that permits an employee required to be on duty for 24 hours or more to agree with the employer to exclude from hours worked bona fide regularly scheduled sleeping periods of not more than eight hours, provided adequate sleeping facilities are furnished by the employer and the employee can usually enjoy an uninterrupted night's sleep. No reduction in pay is permitted unless at least five hours of sleep is taken. Because of crowded conditions at the facilities during the storms, the Department of Labor concluded that the affected hourly workers did not receive sufficient rest periods.



President's Corner

Well, I just returned from vacation in Hawaii and I can't tell whether my shoes are melted from walking on active lava fields or because we are moving at such a fast pace with HR Tampa this year. I am very pleased with the progress we are making this year as an association in achieving our goals of **"Serve the Professional. Advance the Profession."** Sometimes I wonder if we are trying to do too much, but your dedicated board members have taken on the additional responsibilities and are making it happen for you.

So far this year, we have: (1) successfully had our first quarterly New Member Orientation Lunch at Maggiano's Little Italy; (2) developed several branding products to promote the profession and HR Tampa, including our new screen banners, HR Tampa brochures, t-shirts, pens, etc., some of which we will be giving away at various events; (3) successfully launched our new quarterly Networking Night, which drew 80 attendees at the inaugural meeting; and (4) started planning our Employer and HR Professional of Excellence Program for December.

Other board members are busy working on future projects, including our Workforce Readiness program, a Student SHRM Chapter for Tampa Bay (currently there are no student chapters at any of the colleges in Tampa Bay), and a special "crash course" for the SPHR exam in the fall. We are planning to create a vendor section on our website for those businesses that cater



to the HR profession. Our Legislative Director just returned from Washington DC and will provide us with updates on how to become more involved in the legislative process.

We are also beginning a massive new member campaign to reach out to our 500+ at large members that currently belong to SHRM nationally but not our chapter locally.

We have instituted special training to update our accounting programs. We are currently working to obtain our own merchant accounts so that we can accept credit cards easier at functions (currently some business credit cards are not useable with our system).

Additionally we have created partnerships with various organizations that will be very beneficial to our association. If at any point you would like to present a proposal for a mutually beneficial partnership or have a suggestion that you would like the Board of Directors to consider, please contact me directly. Our board meetings (held the second Wednesday of the month 5pm-7pm) are always open to our members and we would be glad to have you as a guest if you have business that you would like to discuss.

If you have a suggestion or request or need assistance, please feel free to write, email, or call us. Our doors, mailboxes, and phones are always open. So, it must be all the running around for HR Tampa that is melting my shoes.

Todd A. York, SPHR
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