

The Coaching Conundrum

If your organization mandates it, and your employees expect it, why aren't your managers coaching more?



A BlessingWhite survey report on the state of coaching indicates that while many managers believe in the value of coaching, employees, managers themselves, and their organizations have not gained much value from the coaching that occurs.

To make coaching work, organizations must be sure that managers understand the overall business priorities. They need to encourage managers to build trusting relationships with individual team members and to link individual needs to the organization's vision.

Organizations would be wise to take steps to create a "coaching culture" —one in which all senior leaders actively coach and expect managers at all levels to do likewise, and goals and compensation reflect not only business results but desired manager behavior —such as coaching.

Only then will they realize the business results they seek: greater bench strength, employee alignment with business strategy, and high employee engagement, retention, and productivity.

- **Registration starts at 7:30am**
- **Breakfast starts at 8:00am**
- **Location: The Centre Club**
123 S West Shore Blvd
Tampa, FL 33609

Bio

Presenter

Rosemary Flanagan

In her role as Vice President of Business Development for BlessingWhite, Rosemary Flanagan consults with clients to assure that their business issues are addressed with the appropriate solution. Her background includes more than 20 years experience in human resource and training consulting for organizations such as The Hay Group, Porter Henry and Co, and Drake Beam Morin. Working within a wide variety of industries—pharmaceuticals, consumer products, high-tech, insurance, banking, financial services, industrial, utilities, services—Rosemary has helped projects and consulted on the following initiatives: retention of technical talent, senior management leadership processes, career development, CEO mentoring/ coaching, change management, succession planning, global effectiveness, and merger/ integration critical success factors.



Her work at BlessingWhite focuses on two central areas:

Leadership and Culture:

- Creating high-performance organizations
- Transforming managers into leaders

Employee Alignment & Development

- Harnessing the talents and motivation of all employees to drive performance
- Maximizing the talents and energies of all employees to build commitment

Rosemary has both a B.A. in English and French from Rutgers University and a M.Ed. in Adult Education from West Chester (PA) University.

Rosemary Flanagan

"The Coaching Conundrum"



July 20th
Breakfast



August 17th
All Day

Fall Expo & Legal Conf.

"Politics in HR," Margaret Muford
Law Firms of Carlton Fields and
Ogletree Deakins

HR Tampa's Starship Dining Cruise

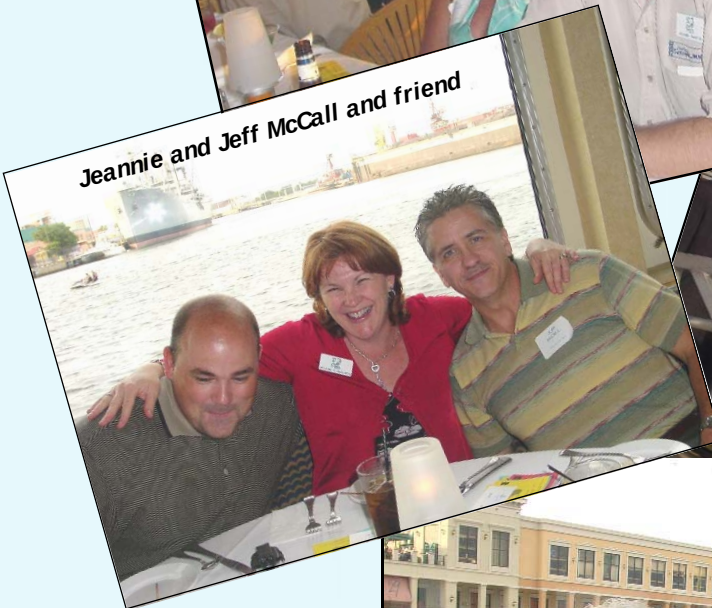


Members of the
College Relations
Committee.

Florida
Career Link
at dinner.



Jeannie and Jeff McCall and friend



The Perrys.



June 8, 2005



Hazel
and Aisha
Butcher.



A Time for Change

by Howard Adamsky

Freud once said that only love and work are important and in the absence of either, there can only be neurosis. I am not going to address the role of love but I bear ill tidings about the once valued institution that we refer to as work.

I for one am fortunate. My years inside corporate America have allowed me the opportunity to do what I enjoy doing most - working with and observing people in the workplace. Sadly, most of my observations of late have not been filled with the great joy of seeing exemplary teamwork or the genuine solidarity of employees working hand in hand with management towards a common goal; nor of a united workforce emphasizing mutual support and encouragement to achieve a common objective. Usually it is more of the opposite; polarized and inflexible employees



jockeying for position, politics ruling the day and individuals hopelessly entrenched in their camps, positions and ideology, often taking a perverse satisfaction in the demise and ruination of those that do not share their mindset. Failures of leadership too obvious to spin,

intelligent initiatives abandoned and, as Thoreau said, people "living lives of quiet desperation." Today the American worker fights to survive both financially and psychologically while looking to find some real meaning in their work beyond a paycheck. Clearly, we are headed in the wrong direction. Even the most ardently optimistic of us should see that if there is indeed a time for all things under heaven, then this is the time for change.

Let's spend a quick moment to look at two simple examples that make up a part of our workplace environment; productivity and employee perception of senior management:

- "The productivity of the American worker is riding high. Unfortunately, this boost in productivity also comes with a very high price tag. According to a recent three part series in *The New York Times*, ("Sick of Work") sixty-two percent of American workers say their workload has increased over the last six months. Fifty-three percent say the work leaves them "overtired and overwhelmed." One reason stated in the article is that white collar workers take their work home with them. Furthermore, the American Institute



of Stress in New York states that "workplace stress costs the nation more than \$300 billion each year in health care and missed work." It should be obvious that we have wrung about as much juice out of our workforce as we are going to get. Furthermore, today's employees are being hard-pressed to

achieve these high levels of production not because of reasons that are intrinsic and prideful but because of layoffs that have resulted in having employees compensate by doing the work of two or even three of their missing coworkers; while they cope with the stress of wondering whose head is next on the chopping block. This is not a civilized way to live one's life.

- "According to Bruce Katcher, Ph.D., an Industrial/ Organizational Psychologist with more than two decades of experience conducting employee opinion and customer satisfaction surveys and President of The Discovery Group. "Our nation is suffering from major erosion in confidence in our business institutions and their leaders. Three of every five employees believe that their organization is not well managed." Dr. Katcher goes on to cite layoffs, management improprieties, and once-valuable stock options becoming worthless. One need not be a member of MENSA to know that angry and disenfranchised employees are not going to propel any organization to best of breed status anytime soon. The Russians have a saying; "They pretend to pay us and we pretend to work." I see the dark humor everyday in the form of a finely honed dance of mutual exploitation between those who have power and those who do not. As an aside, it is the worker that has the power. If ever they decide to stop working, it is all over. History shows us that management hasn't a prayer of getting the job done and you can take that reality to the bank.



The bottom line as it exists today is not good. I see little joy in the faces, the spirit or the lives of those individuals who perform the day-to-day work that make this country productive. Neville Kenneth Wran, Executive Chairman of Turnbull & Partners Limited said, "That's what being in the working class is all about -- how to get out of it." What a cheerless, unsatisfying and frustrating way to spend the best years of a lifetime. Sadly, that is the way things will remain until there is real and meaningful change within the workplace. This change will take courage and creativity; bold and innovative new initiatives that transcend the self-defeating vernacular of traditional business thinking, small-minded middle politics, and bloated executive egos.

But what group is capable of driving this change? Where does the last great bastion of hope lie? In a team of highly paid consultants armed with axis charts; with some freshly minted B-School graduates from the iPod generation? Perhaps with visionary new wave gurus from either coast arriving just after their Fast Company interview and photo shoot. No, I think not. It will start with the Human Resources community as they are uniquely positioned to examine our current state of affairs; to use their exceptional blend of people skills, business savvy and management by influence know-how to outline a vision, set a course and find a star by which to guide it.

Aside from my unabashed faith in the abilities they hold is the unique vantage point from which they can observe and the clear perspective they can bring to the problem at hand. As the perfect nexus between the business of people and the people of business, HR is the last great hope for creating and executing a new and grand design; to begin the enormous social, cultural and political task of giving meaning once again to the crumbling institution we call work. Not HR you think; then whom? Not senior management as in most organizations, leadership leads more due to position and entitlement than capability and morality. Certainly not middle management as they are so mired with their epic struggles to rise to the top, even a conversation about work having meaning would bring thinly veiled smiles and accusations of this writer seeking a utopia where none can exist.

Work does not have to be this way and the time for change is now. The American worker needs their work to have meaning and dignity. I implore all Human Resource professionals to see this work as their future and their calling; to do whatever is possible to support this worthy endeavor. It could be something evolutionary such as coaching a manager on the deep meaning of praising an employee that has done a good job. It could be revolutionary such

as a conversation with your leadership team about the real productivity to be achieved by tying values and humanity to meaningful work in order to genuinely impact the bottom line. Better yet, it could be both.

No other position has the purview, the understanding, the access or the ability; to persuade, to coach, to inspire or to influence the change necessary to make the American worker feel valued, secure and regain some of the dignity that once came along as the most satisfying part of a good day's work. This undertaking is clearly massive in scope and implications, both social as well as business. It is not however, defined by a soft heart or a socialistic viewpoint. I am a business person and creating this change will contribute to not just a better life for the American worker but a healthier bottom line as well. It is doing well by doing right and the time for this to become a reality is right now. Please be advised that this commentary was written by a thinker who has been called idealistic on more than one occasion and if luck and vision continue to hold, will live long enough to be called idealistic once again.

*Howard Adamsky (howard@hrinnovators.com) is the founder and president of HR Innovators, Inc. He is a management consultant, author and public speaker. As a consultant, Howard's sole purpose is to improve the condition of his clients' business (he has to or they don't pay him). His presentations, all customized to audience needs, include the importance of ethical and proactive leadership, creating the perfect candidate interviewing experience, and how to turn your company into an effective recruiting machine without really trying. Howard's new book, *Hiring and Retaining Top IT Professionals/ The Guide for Savvy Hiring Managers and Job Hunters Alike*, has been published by McGraw-Hill. He is currently finishing the last edits of his new book on people skills and has just completed development of an interviewing program entitled *The Other Side of Experience/ Six Critical Assessment Tools for Long Term Thinkers*.*



HR Seekers - Connecting HR Professionals

by Charlene S. Mixa, Project Manager HR Seekers, DBM, Inc.



HR Seekers is making an impact in the Florida marketplace with HR professionals who get caught in "transition". The word we use for individuals between jobs. In the past few months there have been successes and great stories to share where

individuals learned of new positions through HR Seekers and changed their job search approach due to coaching received in the program.

Is it working? Read on!

"I am a Regional HR Manager for a wireless company called MetroPCS. We are new to the Central Florida region and will soon be opening many stores in Tampa/ St. Pete, Sarasota, Orlando, Melbourne, and as far up as Jacksonville, FL. I learned of the opportunity with the e-mails of job leads from HR Seekers. It was so exciting because one day I received the posting and a week or so after I applied, HR Seekers sent out information on how to be creative in your interview to "win the job". Once I was scheduled for the interview, I created an awesome presentation showing my accomplishments in various disciplines of HR. The company was so impressed, it left them speechless! Actually, I had two companies I was interviewing with and both companies called with job offers on the same day; the calls came within 30 minutes of each other. I went from years of rejection and not getting positions I knew I was capable of performing, then all of a sudden, things turned around and I had two offers in the same day. Both were good opportunities, however, MetroPCS was over and above the better opportunity-not just compensation, but the team I work with is Awesome! They work hard however; believe strongly in family and having fun while you work. I am finally working for a true leader! I could go on and on, but I am grateful for learning of this opportunity and so thankful I am working somewhere I love! Thank you so much Charlene and HR Seekers for taking the time to keep the HR community abreast of career

opportunities! HR Seekers helped me find all that I was looking for in a job. I have it at MetroPCS."

Cheryl Brown, HR Manager, MetroPCS

What is it?

In July 2004, the HR Florida State Council kicked off "HR Seekers" sponsored by DBM, Inc. to assist HR professionals in transition. In the past 10 months over 375 individuals have joined HR Seekers. The goal was to provide a forum for HR professionals who were unemployed or underemployed to gain job search insight through training sessions, have the opportunity to network with other HR professionals and share job leads. Monthly meetings are conducted in the local DBM office on job search strategies. We even provide a virtual meeting for individuals who are not able to attend the local office meetings. Each month topics are selected that address job search strategies and challenges faced by individuals in transition. The meetings provide great opportunities for getting the latest on job search strategies and for networking with other HR professionals. Additionally, we continue to market to companies to share job leads with us to pass along by e-mail to HR Seekers.

Who is it for?



HR Seekers is for individuals who are unemployed or underemployed. You do not have to be a Society for Human Resource Management (SHRM) member or even local chapter member. This is our way at HR Florida State Council and

DBM, Inc. to give back to our HR friends who get "caught" between positions.

Share HR Seekers with friends you know in transition. It is easy for them to sign up at www.hrflorida.org. If your company is seeking great HR talent, just send your job lead, a brief description of the position and how to apply to hrseekers@dbm.com. There is no fee related to HR Seekers as it is supported by the sponsorship of DBM, Inc.

Join us in helping HR professionals to connect!

HR SEEKERS FLORIDA

Sponsored by
DBM, Inc. and HR Florida

A forum for Human Resource professionals in transition.



If you are an HR professional in transition seeking a new position, you are invited to join our HR Seekers Forum. Our purpose is to provide networking opportunities, career transition training and a central source for HR professionals to connect to opportunities in Florida. The format will be a program on job search strategies, a networking session and sharing job leads. These are offered at your local DBM office and also web-based. You will also be sent job leads as received by DBM, Inc. for HR Seekers. To sign up for this complimentary program go to <http://www.hrflorida.org>.

UPCOMING PROGRAMS

□ Develop an Effective Marketing Plan □

Do you have a strong marketing plan? Learn techniques to get organized and stay on track.

Boca Raton, Miami, Orlando, Tampa
Friday, 07/29/2005 (1:00 pm □ 3:00 pm)

Jacksonville
Wednesday, 07/20/2005 (12:00 pm □ 1:30 pm)

□ Networking □ Generating 100 Contacts! □

Networking is the door opener for jobs. Have you connected with your 100 contacts? Learn how!

Boca Raton, Miami, Orlando, Tampa
Friday, 8/26/2005

Jacksonville
Wednesday, 08/17/2005 (12:00 pm □ 1:30 pm)

□ Career Shifting □

Are you seeking to open doors in another career direction? Determine how to evaluate choices.

Boca Raton, Miami, Orlando, Tampa
Friday, 09/30/2005 (1:00 pm □ 3:00 pm)

Jacksonville
Wednesday, 09/15/2005 (12:00 pm □ 1:30 pm)

Can't make it into the office?

Join our virtual sessions the 3rd Wednesday of the month from 12:00PM □ 1:30PM

Click the link below to attend the virtual session:

URL: <http://www.placeware.com/cc/dbm/join?id=Pedro+Garcia&role=attend&pw=627043>

Audio Information: 1-866-667-5326

Passcode: 7147631

Hosted at DBM Florida Offices

Boca Raton
7900 Glades Rd.
Suite 110
Boca Raton, FL 33434
561.998.9797

Jacksonville
Concourse III
5200 Belfort Rd., Suite 220
Jacksonville, FL 32256
904.363.2535

Miami
5200 Blue Lagoon Dr.
Suite 110
Miami, FL 33126
305.269.9660

Orlando
1000 Legion Place
Suite 1450
Orlando, FL 32801
407.855.7800

Tampa
2502 Rocky Point Dr.
Suite 890
Tampa, FL 33607
813.281.0225

Please pass this information on to HR Professionals in transition. Have an opening to pass along?
E-mail it to HRSeekers@dbm.com.



WORKPLACE & EMPLOYMENT TRENDS



Newly promoted? Watch your step. A new survey of 100 HR managers by Right Management Consultants reveals that nearly one-third of newly promoted leaders fail in their new jobs in the first 18 months. Key stumbling points: failure to build strong relationships with subordinates and peers; inability to accomplish the most important objectives expected of them; and lack of internal political savvy.

Turning to the tried and true. With the economy picking up, organizations are increasingly hiring back former employees who were displaced during earlier downsizings. Fifty-four percent of employers surveyed by Right said they are at least occasionally rehiring former workers. The top reason for hiring back a former employee, cited by 52 percent of respondents, was their familiarity with the jobs. Ten percent of organizations said there was no compelling reason to rehire a former employee.

This is not your father's company. Employers are discovering that the needs of younger employees are often vastly different from those of older workers.

High on the list of requirements for twenty-somethings is job flexibility. One of the leaders in adapting workplace cultures to respond to the needs of multiple generations may surprise some - it's the federal government.

Should I give plumbing a try? 60 percent of laid-off workers report considering making a complete career change, according to a new Right Management Consultants' survey of 2,500 outplaced employees.

Americans' job searches shortened noticeably in 2004. A new survey by Right reveals that the average mid-level manager needed three months to find a new job after being laid off last year. 43 percent of senior executives landed new work within four months; another 30 percent landed within eight months.

But the need to relocate to find work has increased in some regions of the country. In markets like Pittsburgh and Cleveland, out-of-work employees must consider leaving the area to find new work. One Right executive estimates that four out of seven executives end up moving for a new job, compared to the one or two out of seven who had to relocate four years ago.

About Right Management Consultants

Headquartered in Philadelphia, Right Management Consultants (www.right.com) is the world's largest career transition and organizational consulting firm. From offices around the world, the firm offers a complete range of outplacement services and consults with clients to help design customized solutions for enhanced assessment, leadership development, strategic talent management and strategy execution.

New Members

First Name	Last Name	Certification/Designation	Company Name	Title
Carol	Delaney		U.S. Foodservice	Vice President, HR
Beth	Ruza		Ultimate Staffing	Account Executive
Kristy	Duffy	MBA	American Bedding Industries	Director, HR Admin.
Daniel	Bloom		Borders Group	Corporate Sales
Dana	Terrigino	PHR	Bisk Education	HR Generalist
Erin	Cockley		Northlake Foods, Inc.	EVP Support Services
Beverly	Mack	MHRM	Robert Wood Johnson University Hospital	HR Resources Manager
Maria	Vetrano		SITEL Corporation	HR Administrator
Amy	Hale		Mentor 4, Inc./ Allegis Group	Internal Recruiter
Toni	Mayros		The Institute. for Instructional Research and Practice/ USF	
Livia	Wright		Reptron Manufacturing Services	Manager, HR
Beth	Conway	SPHR	Computer Associates	Regional Manager, HR
Sue Ellen	Pharr		Renaissance Steel, LLC	Executive Admin. Assist.
Jacki	Webb		Health Integrated, Inc.	HR Assistant
William	Moline		Wakefield Hall International	
Carla	Miller		Renaissance Steel, LLC	HR Manager
Paulette	Melvin		Raymond James Financial	HR Project Coordinator
Michael	Longo	CCP	Depository Trust & Clearing Corporation	Director
Jennifer	Hall		Reynolds, Smith & Hills, Inc.	Exec. Assist./Office Mgr.

HR Tampa's Fun Cruise Benefits the SHRM Foundation



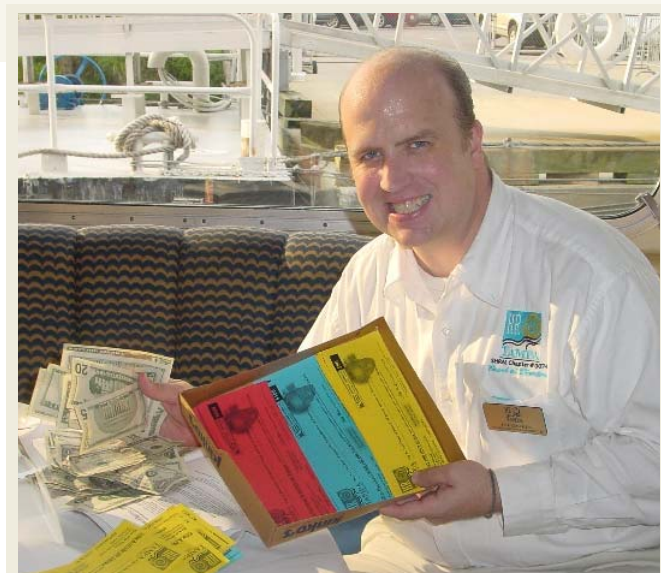
The SHRM Foundation:

- "is a 501 (c)(3) charitable, not-for-profit organization that operates as the research and development arm of the HR profession.
- "advances the profession and enhances the knowledge and competency of HR professionals through its funding of research, publications and educational programs.
- "is governed by a volunteer Board of Directors from the HR profession. It includes academics, practitioners and representatives from the Society for Human Resource Management.
- "is supported by tax deductible contributions from individuals, companies and organizations. The Foundation recognizes all contributors in its Annual Report and in a special insert in HR News, and in other materials.
- "funds major research projects that have a direct and practical impact in advancing the profession. It no longer funds doctoral dissertations.
- "funds practical publications on specific issues (such as Issues on Employee Leave). And supports scholarships, SHRM chapter educational matching grants and other educational initiatives.

This means they spend money on HR Professionals like us, and we give them the funds to do so. Where do we get the resources to be so philanthropic? Well, on June 8, 2005, we did it by going on a dinner cruise and having FUN!

Those of you who were there will remember that the mysterious "White Elephant" auction items ranged from the sublime (an iPod) to the ridiculous (14 carrots, painted gold)! We raised \$900.00 for the SHRM foundation; the gleeful expression on the face of Non-Dues Revenue Director Lee Hawken is one of those pictures that speaks a thousand words.

HR Tampa President Todd York, Immediate past President Sherry Moore and President-Elect Carol McDaniel are shown assisting "Auctioneer" Scott Goldbach, from Eastern Financial Florida Credit Union.





Financial Planning Services Give Boost to 401(k) Plans

by Sherri Ferguson

The Institute of Management & Administration conducted a study of 401(k) plan participation and found:

- "Only two thirds of employees want to manage their own investments in the plan.
- "Only three-quarters of 401(k) plan sponsors offer retirement planning services.
- "Fewer than one-half of 401(k) plan sponsors offer individual investment counseling while 88% of employees stated a desire for the service.

Not all plans and employers are alike so some plans may meet the needs of employees. Does yours? Better employee benefits make for a more content workforce that is reflected, presumably, in greater productivity, efficiency and profitability. Is your company or firm's employees getting the most from the benefit?

For more information and the full article, "Attention Employers: Financial Planning Services Give Boost to 401(k) Plans, e-mail Sherri Ferguson, CFP®** at sferguson@bh.com, or call 813-289-0004, ext. 272. Sherri is a member of HRTampa.

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H R T A M P A invites you to get
to know your H R community
for an evening of fun, prizes,
and raffles on

Wednesday, August 3, 2005

from 5:30 p.m. to 7:30 pm

at the Blue Martini

2223 N. West Shore Blvd.

Tampa, FL 33607

\$10 (regardless of membership status)

**Includes ONE DRINK TICKET
and Appetizers**

*If you have to cancel your reservation,
please email or call our*

*Volunteer Hospitality Director
Beverly King, PHR (813)882-6579*

<http://www.bluemartinilounge.com/>





As the treasurer of HR Tampa, I am charged with keeping tabs on the finances. I'm sure that many of you may be able to relate to the challenges I face as an HR professional doing accounting work! At times, it is a bit like mixing oil and water!

Undaunted, I have forged ahead by first tackling Quicken to maintain our records, and more recently, converting the system to Quick Books On-line. Quick Books On-line allows more flexibility of use as well as being the preferred system when it comes time for audits, tax preparation and passing the torch on to a new incoming treasurer. In the past, we have had to rely on the treasurer to utilize their own computer to house these records.

We are currently in the process of finalizing the IRS requirements to obtain tax exempt status. Once we have this exemption, we will be able to move forward with offering additional credit card options among other benefits.

As with most positions, there are busier times of the year - namely around the first of the year with our membership renewals. Just a reminder that whenever a check is sent for payment, please note the purpose of the check, i.e., membership and the name of the individual. When this information is included, it is greatly appreciated as it avoids me having to make phone calls to determine how the funds should be credited and activates your membership more promptly.

Back to Reality for 2005 HR Tampa Annual Expo & Legal Update

August 17th
8 am - 4 pm

Main Presentation - Straight from the 2005 SHRM National Conference:
"Survivor: H R Island - H R & Politics"

with Margaret Morford, HR Edge

Also Showing:

- "The Contender and There is an 'I' in Team" with **Laura Benjamin** from Colorado
- "The Simple Life - Balancing Work" - **Katie Lang**, Wachovia Bank
- "Fear Factor for Hurricane 101 for HR Professionals" - **Diane Fojt**, Corporate Crisis Management
- "Amazing Race with Legal Updates" - **Kirsten Alman**, Law Firm of Ogletree Deakins
- "The Mole with Retaliation Claims and Whistle blowing" - **George Barford & Leslie Schultz-Kin**, Law Firm of Carlton Fields
- "The Apprentice Lunch" - **Kathy Davanzo**, HR FL Workforce Readiness Chairman



Tentatively approved for 4.5 hours for
Recertification Credits

Sponsored in part by:

**Florida Career Link; Franklin Templeton
and Eckerd College: Leadership Development Institute**

LEGISLATIVE UPDATE

By William D. Mitchell

COMPANY MANAGING ST. PETE TIMES FORUM COMMITTS UNFAIR LABOR PRACTICE



A sports and entertainment company involved in running the St.

Pete Times Forum committed unfair labor practices when it discouraged and threatened employees from discussing efforts to organize.

The company prohibited employees from talking about organizing, interrogated employees about union activity and their communications with the NLRB, and threatened employees for cooperating with the NLRB or supporting the union.

The company also fired one employee for swearing at another employee while encouraging union membership. In evaluating the legality of this firing the court concluded that to find a violation the NLRB had to show that the employee was engaged in a protected activity, the employer knew the activity was protected, the employer's basis for discipline was an alleged act of misconduct during the course of that protected activity, and the employee was not guilty of that misconduct. The court concluded that protected activity can occur regardless of who initiates a conversation about joining a union.

In determining whether the firing was lawful the court concluded that the NLRB should have asked whether the employer would have taken the same action in the absence of anti-union animus, not whether the employer was reasonable in discharging the employer after a single, questionable allegation. It returned the case to the NLRB so the NLRB could decide that issue. *Palace Sports and Entertainment v. NLRB*.



ELEVENTH CIRCUIT RULES DEFENSE CONTRACTOR HAD NO DUTY UNDER USERRA TO HIRE WORKER

An employee of a Florida defense contractor who went on active military service for one year was not entitled under the Uniformed Services Employment and Reemployment Rights Act of 1994 to be hired by a different contractor that later won the contract that covered the employee's former job. The question was whether the new contractor was a successor in interest for purposes of USERRA.

USERRA defines "employer" to include a "successor in interest" but the statute does not define "successor in interest." In deciding the case the Eleventh Circuit decided that it was unnecessary to use a multi-factor test because there was no merger of the old and new contractors and no transfer of assets between them. The multi-factor test, which might be applicable in other circumstances calls for examination of whether there is substantial continuity in the business operations, continued use of the same facility, continuity in the workforce, similarity in jobs and working conditions, similarity in supervisory personnel, similarity in machinery, equipment and production methods, and similarity in products or services. *Coffman v. Chugach*

HR Tampa New Member Orientation Luncheon

If you missed the New Member Luncheon in March, come and join some of our Volunteer Board Members on

Thursday, July 28, 2005
11:30am - 1:00pm
Maggiano's Little Italy
Westshore Plaza

If you are a first time paid member who joined in 2005 then mark your calendars for this FREE event. Check out our website and register online or email Charlie Chadbourne, Volunteer Membership Director at cchadbou@tampabay.rr.com.

They're Back from San Diego

2005 Annual SHRM Conference

San Diego Convention Center

Todd and Greg review potential speakers for HR Tampa.



The famous SHRM bookstore.



The historic heart of San Diego.



Johnny Taylor, Jr. 2005-2006 Chairman of the SHRM Board.

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