

Crisis Communication

Regardless of What You Think You Know About
Crisis Communication, When It Really Happens
You Throw The Book Out The Window

Join HR Tampa for our dinner program on Wednesday September 28, 2005, as two representatives of Watkins Motor Lines, a national corporation with local roots, give a crisis communication presentation unlike any you've experienced before.

Steve Newhouse, Vice President of Human Resources for Lakeland-based Watkins Motor Lines and Rose Ann Froberg, the company's Director of Corporate Communications, are teaming up to give you an inside look at how they handled the effects of not one, but three violent and deadly workplace shootings within a three-year span. For this privately held company with a 72-year history of truly "Walking the Talk" of working together within its family culture, these events tested the organization's mettle in an unprecedented manner.

Learn from them why the books on crisis communication can never really prepare you for the real thing - and why in most cases, you throw the book out the window. They tell you how they dealt with what is the most important audience in any company crisis - the employees - and how they handled the press to protect the employees and the company.

HR TAMPA INVITES YOU TO

Our College Relations Orientation
September 8th at 5:30pm - 7:30pm

Advantec
4890 West Kennedy Blvd, Suite 500
Tampa, FL 33607

Bio

Presenters

Steven H. Newhouse &
Rose Ann Froberg

Steven H. Newhouse attended Western Michigan University in Kalamazoo, Michigan, where he obtained a BBA in Personnel and an MBA in Management. He began his career in human resource management with Kraft/ General Foods and since then has worked with the Jack Eckerd Corporation, Brown Group-Cloth World, and Scotty's Home Improvement Centers. Since 1991, he has directed the human resources function of Watkins Motor Lines, Inc., consisting of 10,000 non-union employees located in 42 States. Steve currently serves on the Board of Directors for the North American Transportation Employee Relations Association and for CUE, Inc. (Council for Union-Free Environment) and has previously served on the Board of Directors for The Blue Ridge Conference on Leadership and United Way of Central Florida.

Rose Ann Froberg graduated from Niagara University with a BA in communications in 1979. As a health, education and welfare reporter with the Fayetteville Times, in Fayetteville, North Carolina, she won the Grand Award from the Council for Advancement and Support of Education for her coverage of Fayetteville State University, a historically black university within the University of North Carolina system. She joined Westinghouse as a communications specialist at their Fayetteville plant where she designed and produced their first in-house publication and oversaw the Quality Circle program. In 1983, she and her husband David moved to Tampa and Rose Ann worked as technical trainer for Interconics, and electronics firm that had been a part of Honeywell. From 1986 to 1988, the Frobergs lived in the Republic of Panama and upon returning to the States, Rose Ann joined Watkins Motor Lines in 1989 and has been the company's corporate communications director for the past 16 years.

September 28th

Crisis Communication

Dinner

Steven Newhouse & Rose Ann
Froberg of Watkins Motor Lines



Breakfast

Diversity Meeting

"Let This Be Our Last Battlefield"
Joint with Pinellas County SHRMA

October 12th

HR Tampa's Expo & Legal Conference



Left to right, HR Tampa Board Members Dannie Perry, Treasurer and Ann Ladd, Director of Communications; Laura Benjamin, second keynote speaker.



Left to Right: props used in "Fear Factor" and "Amazing Race" presentations; Todd York, SPHR, President of HR Tampa and Margaret Morford keynote speaker; Mayor Pam Iorio and Carol McDaniel, HR Tampa President Elect with the Proclamation declaring August 17, 2005 HR Tampa Day.



Bottom left: Debra Nosse, Nicole Stubbs and Jodie Mutchle. Right: Greg Aarons, Director of Diversity and Dana Chatelain, SPHR, HR Tampa Secretary.



Thank You

to our Expo sponsors for their support and valuable data that was provided at the event

Our attendees enjoyed getting to know our sponsors and collecting worthwhile information. We appreciate your dedication and support to HR Tampa's organization.



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HR Tampa Expo, August 17th

FINDING YOUR CAREER SUCCESS

By Michael Levy

What does it take to reach career success? Heck, I don't know...but I'll bet you do. What's that? You're saying no way? Okay, let's stop right here and take a deep breath. I'll let you in on a little secret...your values are key to your own personal career success - that's right; it's about your values.

Let's take a stroll down Psych 101 memory lane. Motivation is what drives us, correct? Join me in examining the following example of getting out of bed in the morning to go to work. This can take significant amounts of motivation--especially on Monday mornings! Why bother getting out of a nice soft comfortable bed in the morning? Perhaps you're thinking, because I have to go to work. Okay, that's a good answer, but not good enough. Why do you have to go to work? Oh, because you have to pay bills. Again, good answer, but not good enough. Why do you have to pay bills? Oh, so you can maintain good credit to buy more things and feed your family--all because of your value of being RESPONSIBLE. Yes, responsibility is a value that is driving your motivation which is causing the behavior to get out of that bed. Now, that's just one value, you may have many more that pushes you out of bed at the wee hours of the morning. Maybe it's just the good ole greenback and your powerful yearning to make as much as you can--MONEY is a value. However, we did have to dig a bit to find that you value responsibility, didn't we? That's because motivation is at our conscious level where values lie in our unconscious level. Not to say you can't distinguish whether you're responsible or not, but tying it into the WHY of doing things has a little different twist.

Let's see if we can put this into an equation:

Values (unconscious) +
Motivation (conscious) =
Behavior

Wow, that wasn't as tough as I thought it would be. So, your values and motivation together cause



the behavior. Hmmmm, the value of being responsible will motivate the behavior. Perhaps that is why we can recognize when someone whom we are familiar with is dealing with some problem, because their values are no longer in sync. Interesting, huh?

What are some of the other values that might be the driver toward finding career success?

Creativity (having the opportunity to express your ideas and yourself in your work; being innovative).

Competition (matching your abilities with others).

Achievement (accomplishing desired objective; mastery).

Aesthetics (attractiveness of work environment; contributing to beauty of the world).

Recognition (being acknowledged for your work in a tangible way).

I've had clients say to me that they don't care about recognition. I say, try working your heart out on a major project for three months and when it's complete, you don't even get a thank you. Then tell me recognition isn't important.

Once you are familiar with your own values, you can now put them into action to locate the right career fit, company, projects, or people. Do you see how values can help you focus more clearly? Let's face it; our values play a major role in our decision making and we make decisions daily. Some are routine, while others can have everlasting effects.

Ask two young people contemplating marriage to take some time and identify their values using an assessment tool; if their values

differ significantly, there's a good chance that their marriage is doomed from the start...unless they can come to a deep understanding.

Even companies consider values when selecting candidates and making hiring decisions.

Continued on Page 5



Help NOW??

Get it with LIVE HELP from SHRM

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LIVE HELP

What is Live Help?

Live Help is an interactive, one-to-one chat feature that connects you directly to an SHRM staff member for quick real-time assistance. It is provided for both customer service inquiries and quick answers to HR questions and is accessible during regular SHRM business hours (Monday through Friday, 8:30 am to 5 pm ET). The link for instructions to use this service can be found at <http://www.shrm.org/help/whatis.asp>.

How does it work?

Click the live help button and answer a few quick questions so SHRM can direct you to the appropriate department. You will then be greeted by a staff person and can submit your question. You will receive a response within seconds and may be able to get an immediate answer during your brief chat. If no one is available at that moment to respond, you will be given the option of sending an email instead.

Who are the "live persons" on the other end of Live Help?

Live Help is brought to you by the Information Center and the Customer Service Departments -- the same SHRM Staff who answer your questions via the SHRM phone and email services. Many staff take turns on Live Help, so different people may be "on" at different times of the day. The staff of the SHRM Information Cen-

ter provides the "Answers to HR questions" section of Live Help. The Customer Service Representatives, experts on SHRM membership benefits, conferences and seminars, provide Live Help for many non-HR questions.

Can I get a record of the discussion I have?

Yes. At the conclusion of your chat you may choose to provide an email address where a transcript of your session will be sent within seconds.

What if I have a follow-up question?

If it is necessary for you to be in touch with the same staff member you chatted with previously, and that individual is no longer available on chat, your request will be directed to them via email for a separate response. Complex issues are best addressed by phone or email in most cases. If your question takes more than a few lines to type, or you have several questions about an issue, it is probably best to ask it through email or the telephone. Live Help is best suited to one quick question.

Why does it sometimes take several seconds for a response?

There may be a brief delay before you see a response for many reasons, one of which is that they may be chatting with up to three visitors at one time. In addition staff may be pulling up a link to provide you or another member with a response to a question. They respond as quickly as possible, but complicated HR-related questions or those requiring system research may result in delays of a few seconds. Live Help is busiest late in the day when more individuals tend to be on the SHRM website conducting Internet research. You might want to try it again at a less busy time of day.

Finding Your Career Success

Continued from page 4

We choose our friendships based on similar values. So as you can see, our success has much to do with our values. Qualifications, credentials and education are all great, but values help get you to the next level.

One thing that I've learned is that companies typically make hiring decisions based on suitability and not qualifications alone. If you've ever been passed over for a job or promotion opportunity and you've had more tenure and experience, often the reason comes right back to values.



So how can you learn more about your own values? There are assessments designed specifically to identify and locate your values. Two of the most common are the Personal Interests, Attitudes and Values and The Workplace Motivator. Each is designed to make it easy to understand and provides information necessary to make better career and life choices by knowing how you rate your values.

After you have a thorough understanding of your own values, observe others and become more in touch with the motivation behind behaviors.

For more information on how you can take this assessment with consultation, contact Career Designers Services, LLC at (813) 655-1461 or (813) 767-6086.

LEGISLATIVE UPDATE

By William D. Mitchell

Unknown Disqualifying Factor Sufficient to Defeat Sex Discrimination Claim

The Eleventh Circuit has concluded that an Alabama woman who was turned down for a county truck driver position could not proceed with her federal sex discrimination claims because her speeding citations revealed that she was unqualified for the position, even though the county was unaware of the citations when it considered her application.

The woman applied for a county truck driver position several times. Her applications did not disclose that she had been cited for driving 15 or more miles over the speed limit on two occasions. Her name never was submitted for consideration, and she never received an interview. The county hired two males for the open positions.

In reaching its decision the court merely considered whether the woman was qualified to be a truck driver at the time she expressed interest in the position. The court concluded that the speeding tickets disqualified her and that the employer would have discovered the speeding tickets if the woman had gone through the full hiring process. *Underwood v. Perry County Commission*.

Network Engineer Not Eligible for Overtime

A Florida federal court has concluded that a network engineer is exempt from payment of overtime under both the administrative and professional exemptions to the Fair Labor Standards Act. In reaching its decision the court concluded that the engineer's job required the independent judgment and discretion that are the hallmarks of an exempt job under FLSA. The engineer has a wide variety of duties related to establishing the network infrastructure. Among other things he was responsible for assuring

proper installation of all cabling, maintaining network availability and security, interacting with clients and vendors, recommending purchases of equipment, and evaluating emerging technologies. *Bagwell v. Florida Broadband*



ESOP Pointer

What are the advantages to an S Corporation that establishes an ESOP (employee stock ownership plan) ?

ESOP's create significant tax planning opportunities for closely held S corporations. The ESOP unrelated business income tax exemption exempts the ESOP from taxation of the items of income, gain and loss that flow through to the shareholders. This means the ESOP's portion of the S corporation's net income would escape federal income taxation. Participants, however, are taxed on their ESOP distributions under Code § 402.

These rules can provide an ESOP-owned S corporation with a competitive advantage over a C corporation because the S corporation will not have any federal income tax liabilities. If the ESOP owns all or substantially all of the company's common stock, the S corporation will not be under as much pressure to distribute a portion of its earnings to non-ESOP shareholders to assist them in paying those federal income taxes attributable to the S corporation's

net earnings that flow through to the shareholders. These tax savings can provide ESOP-owned S corporations with a source of funding for future growth that would not be available to other corporations.



CALLING ALL MEMBERS

If you are interested in sponsoring one of our monthly membership meetings in 2006, please contact



Sharan Backus (813) 289- 6600 or

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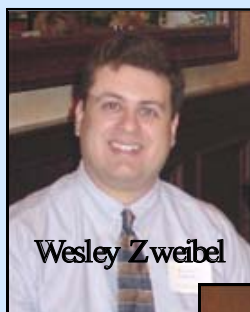
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More From HR TAMPA New Member Orientation Luncheon

Maggianos Little Italy
July 28, 2005



Carolyn Mecham, PHR and
Karen Christiansen



Wesley Zweifel



Maria Ventrano



Paulette Melvin

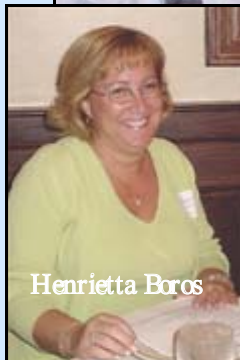


Jackie Payne



Carol Cohen

Robin Valdez



Henrietta Boros



Jennifer Hall

Nancy Cole Odem

Amber Kammers



Karen Gatto



Tonya Fletcher

Suellen Senkiewicz

Employee Retention: Notes from the Underground

by Howard Adamsky

Part I



If you are committed to building an organization that will someday achieve what Jim Mullen of Mullen Advertising calls "corporate greatness," employee retention should be at the top of your to-do list (right along with hiring the right people in the first place).

Philosophically, employee retention is important; in almost all cases, it is senseless to allow good people to leave your organization. When they leave, they take with them intellectual property, relationships, investments (in both time and money), an occasional employee or two, and a chunk of your future.

And from a more practical standpoint, retention is important for the following reasons:

- Replacing qualified employees can be extremely difficult, exceptionally expensive, and very often unnecessary.
- Training new employees is costly.
- Poor retention creates a "revolving door" culture within the organization, lowering morale and confidence.
- Poor retention affects your customers (no matter the type of business you have, your customers develop important relationships with their contacts within your organization).
- High turnover eats away at your organization's productivity, ability to deliver, and overall efficiency. This sad reality always manages to impact your customers negatively in one way or another.

The first thing to understand about employee retention is that there is no magic



wand, no single answer as to how to retain your employees. Many factors that you cannot control affect retention, including but not limited to:

- Shifting markets
- Demand for specific skills
- Business conditions
- Demographics
- Lifestyle changes
- Technology issues
- Trends in work/ life decisions as employees' needs change

Retention is not affected so much by the things you do as a company as the things you are as a company. Realizing this, to a small degree, senior management has tried to create many things they thought would be good for employee retention: for example, casual Fridays (soon to be casual every day); flex time; telecommuting, company-paid pizza lunches; wine, cheese, and nachos on Friday afternoons; cookies and prizes at meetings, and on and on. All of these things are nice, but they are not enough.

Employee retention is significant in theory, elusive in practice, and never-ending as a good and noble objective.



Part II, "The Dirty Dozen of Employee Retention" will appear in October.

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*.

The Book Corner

Borders Books, Music and Cafe in Carrollwood as an ongoing service to the membership of HR Tampa has the following books that may be of interest to the membership:

Please Don't Just Do What I Tell You, Do What Needs to be Done by Bob Nelson

The author has taken the message from *Message to Garcia* brought it to modern times. It is subtitled Every Employee's Guide to Making Work More Rewarding. Cover notes indicate that this book can be used by both employees and employers on an equal basis.

Escape From the Box by Ed Hubbard

We constantly get mailings describing how to train our employees to think out of the box. Escape from the Box teaches your employees the practical means to think out of the box from someone who truly lived that mantra. Ed Hubbard is Col. Ed Hubbard USAF Retired who spent 2,420 days in Hanoi Hilton where he truly learned how to think outside of his box that was a cell for prisoners of war during the Viet Nam War.

Return on Customer by Don Peppers and Martha Rogers

This new book from the authors of the One-to-One series of titles look at a revolutionary way to create maximum value from your scarcest resource--your customers. This applies whether we are talking about the customers who buy your products and the employees within your organizations.

The following books are due to be released during the next couple of months:



Common Sense Business by Steve Gottry.

This book offers a unique resource for small-business owners presenting Gottry's storied failures along with the subsequent success based on lessons he has learned on the way.

Presence: An Exploration of Profound Change by Peter Senge

C. Otto Scharmer, Joseph Jaworski and Betty Sue Flowers. The authors explore the work of more than 150

scientists and philosophers around breaking patterns and seeing the present as an intrinsic tool for shaping a knowable future.

Before You Quit Your Job by Robert Kiyosaki

This is the newest addition to the Rich Dad, Poor Dad shares 10 lessons to share on building a successful business.

The Winning Spirit: 16 Timeless Principles that Drive Performance Excellence by Joe Montana and Tom Mitchell

The authors offer the lessons that they learned from both the gridiron or the boardroom

The Wisdom of Crowds by James Surowiecki

This best selling book explores the somewhat counterintuitive proposition that collective humanity makes better decisions than the smartest individual members. Being released in paperback for the first time.

Daniel T. Bloom, Corporate and Educational Sales for Borders Books, Music and Cafe.

HR TAMPA NEW MEMBERS

First Name	Last Name	Certification	Title	Company Name
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Brenna	Arch			
Karen	Wingler		HR Coordinator	Aston Care Systems
Jennifer	Waldhauser		Director of Business Development	Apartment Hunters
Rick	Tribble	SPHR	Human Resources Manager	Florida Metropolitan University Online
Annick	Miller	SPHR	Human Resource Consultant	Gevity
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Trudy	Contessa	PHR	HR Director	ISPE
Scott	Feraro	SPHR	Consultant	Coldwell Banker
Ann-Loretta	Maxey			



Announcement

HR Tampa's Past President Joins Catalina Marketing

Sherry Moore, SPHR/ GPHR, Immediate Past President/ Foundation Director of HR Tampa has joined Catalina Marketing as Senior Director of Human Resources - International. Sherry's responsibilities include Europe and Japan.

Sherry began her new position on August 15th after spending nine years at VeriFone, Inc.

Good Luck, Sherry



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This program has been approved for 9.75 recertification credit hours toward PHR and SPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org.

HR Florida's 27th Annual Conference & Expo offers renowned speakers and comprehensive educational sessions, exciting networking forums, and a first-class venue for exposure to the newest HR products, techniques and services.

<http://www.hrflorida.org/displayconvention.cfm>

HR.com Employers of Excellence Program

by Carol McDaniel

What makes one employer better than another? Despite being in an information age, finding the right match for you - whether you are a company or an employee - is still very much like trying to find that proverbial needle in a haystack.

Most companies spend much of their time with their eyes on Wall Street and their noses to the daily grindstone. The bottom line is that many organizations are missing a very important point ...one that can make or break their business. Do they have what it takes to attract, manage and retain the best employees?

Prospective employees are in a similar position. They often have very little real quantifiable data available to them to help them make the best employment decisions relying on word-of-mouth, referrals and anecdotal information when looking for new positions.

What if employees and employers could have easy access to quantifiable, reliable consistent data? Would the landscape of the regional workplace change or improve?

The *Tampa Tribune* "Employers of Excellence Program" is about to answer that question.

The result of a partnership between HR.com and the *Tampa Tribune* - the Employers of Excellence Program - is looking to provide the best information on workplaces within the Tampa Bay area. Open to companies with 10 or more employees, this program is looking to provide prospective employees and employers with a fuller picture of the opportunities that exist within the regional employment market.

The program is comprised of an assessment and supportive educational resources. The program concludes with a regional "best employer" competition, which will be published in a special edition of the jobs section of the *Tampa Tribune* on Dec. 4, 2005.



The *Tampa Tribune* and HR Tampa, a local affiliate of SHRM are active partners in the program and look forward to

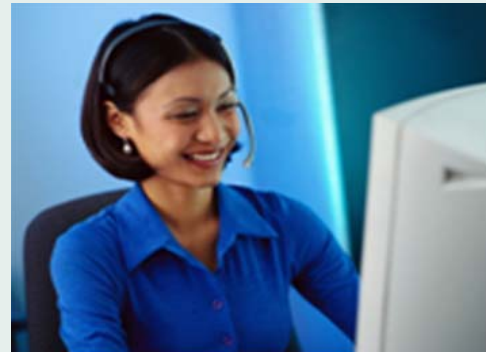


being able to provide Tampa employers and employees with valuable information to help them proactively improve their work environments.

HR.com, a membership-based human resources organization that helps companies effectively manage the people side of business, is spearheading this joint study. The human resources company provides its members with the best practices; research and metrics related to their human resources needs. Bernard Hodes Group, eePulse, Saratoga PwC and EMERGE International are also involved, sharing their expertise with the study.

The assessment portion of the program measures companies on six key dimensions found to impact overall business including: culture, leadership, diversity, workforce performance, business performance and HR effectiveness.

BUSINESS PERFORMANCE



The overall business performance of an organization is easily measured through financial data. It can, however, be difficult to link business performance to human-resources practices. The Employers of Excellence program will work with HR staff members in participating companies to determine how these two key areas are linked. The study will provide concrete numbers that will allow organizations to compare their business performance with other companies. Metrics will include analysis of the amount of per-capita money spent on training, financial performance and evaluations of HR practices through key business data.

WORKFORCE PERFORMANCE

How efficient is the organization? The bottom line may determine success, but it relies on an environment that unites all workers to create a productive and profitable workplace. Are good behaviors rewarded and is unproductive behavior corrected? Is management approachable?

Continued on Page 12

HR.com Employers of Excellence Program

Continued from Page 11

LEADERSHIP

It's true that effective change in an organization begins at the top. Without a strong executive team with a clear vision and a commitment to quality, no organization can truly achieve operational excellence. The Employers of Excellence program allows employees to evaluate the strengths and weaknesses of their leadership group and provide feedback on where improvements can be made. This information will then be collated into metrics and data that can be compared with other firms in the region.



welcomes different ideas from its workforce creates a strongly united company and a happier employee base.

HR DELIVERY

What is HR? Most see it as hiring and administering benefits. True HR affects every aspect of a company's administration, but HR is more than that, it's the recruitment, training, development of people resources, managing of change, and guiding of leadership. It's helping employees through life experiences and creating a solid foundation for the culture of the organization. HR

touches all aspects of a company; in essence it is the engine for the largest and most expensive capital resource companies have.

Educational and networking meetings will be made available to employers after the assessment portion of the program is complete. These meetings will help companies understand and act on the results of their findings.

Opportunities also exist within the program to recognize talented individual contributors to the world of work. If you know a Tampa Bay based employee, boss, or CEO that deserves recognition for a job well done, submit a nomination online.

Companies are encouraged to open their doors to the Employers of Excellence program to learn more about themselves. Companies complete the program before Aug. 31, 2005 and be eligible to win rewards for your company, assessment administrator and your employees. Registration for the program is open until Oct. 31, 2005. Information about the program is available online at www.hr.com/tbo.



ORGANIZATIONAL CULTURE

"A healthy organizational culture means more motivated and productive employees," says Debbie Imboden, HR.com's Product Manager. "It also means that in the long term, employees are happier, more stable and assist companies in not only accomplishing growth, but also sustaining a company through difficult times."

Companies that are able to create a positive workplace can hire and retain their employees better than other organizations. It means lower turnover, reduced recruitment costs and an improved bottom line. Employers of Excellence through the employee surveys will help companies determine what their company's culture is - and how it affects the quality of their work environment.

DIVERSITY

How would you define diversity? Most would say it's a workforce composed of people of different races, religions, sexual orientations and genders. But, it's more than that. It's about creating an environment that values and integrates ideas and innovations that reflect a wide range of perspectives. An organization that

SHRMA's Silent Auction

**You are invited to attend SHRMA's silent auction to be held from
5:30 pm to 9:00 pm December 14th
at the new Radisson Hotel in St. Petersburg**

This is your chance to do a little holiday shopping and support your profession all at the same time. All proceeds from the auction will go to the SHRM Foundation, the research and development arm of the HR profession. Please plan to attend our holiday "fun"ction; bring a friend, and bring your checkbook.

If you have anything you would like to donate, please contact Grace Ignico at gracei@stahlinsurance.com or call 727-391-9791. We look forward to seeing you there.

Hello HR Florida State Council Members!

In just a little less than three weeks we will be gathering for the 27th annual conference. Our attendance numbers continue to grow and we are hopeful that there will be chapters receiving a share of the profits in January.

Part of the excitement of this event is the recognition of an outstanding HR Professional at the closing General Session. HR Florida is searching for the **HR Professional of the Year**, so if you wish to nominate someone or to nominate yourself, click on the attachment tab and complete the nominating form. Let us know which person should receive this prestigious award. I am relying on you to make this effort on behalf of the wonderful accomplishments of our chapter members. The deadline for submission is September 6, 2005. In advance, I thank you for submitting a nomination for HR Professional of the Year: 2005.

Libby Anderson SPHR
HR Florida State Council President

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