

Let This Be Our Last Battlefield

SHRMA And HR Tampa's Diversity Breakfast

The highlight of this year's joint SHRMA & HR Tampa Diversity Meeting promises to be an exciting and unique presentation.

Dramatic Solutions, an acting troupe from Central Florida, will be conducting a presentation on Sexual Orientation/ Gender Identification entitled "Let This Be Our Last Battlefield". This presentation/ skit is like no other presentation you have attended. It is meant to have HR professionals think about how to deal with situations that might occur in the workplace surrounding Sexual Orientation/ Gender Identification.

So if you are up for something different and can leave any preconceived stereotype thoughts behind, please join us with our sister chapter for this very unique meeting.

Registration starts at 7:30am - Breakfast starts at 8:00am

Feather Sound Country Club

2201 Feather Sound Drive
Clearwater, FL 33762
(727) 573- 5666



Networking Nite

HR TAMPA invites you to get to know your HR community for an evening of fun

November 2, 2005

Location to be announced

Go to www.HRTampa.org for more information.

Dramatic Solutions Presents . . .



. . . diversity-education that is humorous, poignant, and always button pushing. Geared toward senior level executives, mid-level supervisory staffs, and front line personnel a troupe of highly trained improv actors enact scenes that mirror some of today's workplace challenges and then faces audience feedback that makes a lasting imprint.

There are many facets to diversity training and workplace improvement issues and Dramatic Solutions puts together a scene, or series of scenes, that reflects relevant workplace issues and raises the participants' level of awareness to a new level of understanding.

HR Tampa New Member Orientation Luncheon

If you missed the New Member Luncheon in July come and join some of our volunteer board members on

Tuesday, October 26, 2005
11:30am-1:00pm
Maggianos Little Italy
Westshore Plaza

If you are a new first time paid member who joined in 2005 then mark your calendars for this FREE event. See our website and register online.

October 12th

Diversity Meeting

Breakfast

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



Breakfast

Employment Case

"How Your Employment Case Goes Through the Appellate Court"

November 16th

HR Tampa Crisis Communication



Presenters, Steven H. Newhouse and Rose Ann Froberg from Watkins Motor Lines with Paulette Beaudoin.



Jennifer Waldhauser and Angeleah Kinsler

Ellen Donegan and Stephanie Koch



Representatives from our meeting sponsor, Colonial Supplemental Insurance.



Employee Retention: Notes from the Underground

by Howard Adamsky



Part II

The Dirty Dozen

The following are what I call the "dirty dozen" of employee retention principles. Are there more and other variations on these ideas? Of course; but the

commitment to retain employees is akin to the commitment to lose weight. You must start today. Not tomorrow, but today. And starting small is far better than not starting at all.

Armed with this knowledge, consider beginning with the following. If you are successful at implementing all of them, you are clearly on your way to creating an organization that has employee retention as part of the corporate culture. And this, my friends, is a giant step in the direction of corporate greatness.

1. Hire only the best candidates.

The interviewers and those who make the final hiring decisions are the gatekeepers of an organization. They should be allowing only the cream of the crop to enter - no compromises. This should be upper management's standard as well as yours.

So often people join an organization because of the quality of the staff already in place. It is critical that you understand this point. If you let this standard slide, you eradicate this very significant reason for people to join your company. Great companies are, for the most part, made up of great employees. If you are fortunate enough to have, or be part of such a company, hiring only the best candidates is a good way to remain in that position. (Do you think Microsoft goes through difficult times in order to hire only the best candidates? I think so.)

2. Work to make sure employees are satisfied with their jobs.

Create reasons for people to join your organization and to stay. See that they enjoy their jobs, their responsibilities, and their possible

career paths. They should also have a good understanding of how their work supports the objectives of the organization, and you should offer ongoing feedback so they know if they are meeting expectations.

Talk to your employees on a regular basis. Never assume things are rosy because you have not heard otherwise. By the time you hear bad news, things are probably far worse than you expect. These surprises are seldom positive, and the results can be downright disastrous.

Above all, be sure to communicate with new employees on a regular basis. Do not watch them "sink or swim." Set goals, coach, and give them every opportunity to succeed. I suggest a one-on-one with each new employee at least once a week. Do this for a few months to review progress and address concerns that arise both for the employee and/or the manager. In this way, you are being proactive rather than reactive, and it allows you to catch minor problems before they become major ones. Your new employees will feel valued, motivated to do their best, and will take pride in being part of a successful organization.

3. Let it be known your organization wants the best.

It is important that the organization informs its employees that, as a company, it is always on the lookout for exceptional talent and not just trying to fill open positions. But what happens if a stellar candidate arrives at your door and there is no position for that candidate? What do you do? You figure out a way to create a place because brilliance and ability demand a place.

If you locate a candidate who is clearly a "must have," make room for that candidate. Most importantly, it is more effective to change the position to fit the person than the other way around (people don't change all that easily). This behavior demonstrates your commitment to hiring the best and speaks volumes about your organization's overall commitment to seeking excellence.

4. Develop your employees.

Exceptional employees want to become even better. You can help by developing them in the following ways:

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Employee Retention: Notes from the Underground

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- "Develop a comprehensive career advancement program.
- "Utilize mentoring and coaching where appropriate.
- "Allow employees to move in different directions within the organization (this develops perspective).
- "Always look within before you look outside to promote. The employees who took your company to its present position deserve the first shot at the new job that will in turn help your company to get to the next level



6. Get to know your employees.

This is not easy, especially if you are a Fortune 500 company. But is your company that large?

If the answer is no, take a few minutes to step into your employees' offices and ask a question or two about their projects (even if your company is really that large, managers can still get to know their employees). Get their opinions on industry trends. If you see family pictures, ask how old their kids are (come into my office and I'll tell you all about my motorcycle).

You want to regard your employees as people, not only as workers in your organization. The five minutes spent may turn out to be the best investment of your day.

5. Create an atmosphere where fun is valued.

People want to have fun, but the wisdom of corporate America sees very little value to this most important and often overlooked attribute. I don't know about you, but I'd never want to

work for a company where no one ever laughed. (Don't tell me that work is work, and there is no room for fun in the workplace. That is "dark ages" thinking at best.)



Fun lowers blood pressure, releases tension,

eases stress, humanizes the workplace, and helps people to think. We all know that work is tiring, stressful, competitive, and demanding. This is all the more reason to create some diversion in the workplace.

Of course, your sense of fun may not be the same as your employees', so consider asking what they would prefer by conducting a survey, appointing a committee, or sending out emails. (As an aside, the workforce is aging. Lots of people feel that they have "paid their dues" and have little tolerance for organizations that are devoid of fun. Life is too short for that sad state of existence.)

7. Communicate often and honestly.

One of the complaints I hear most often from employees is the lack of communication from senior management and between departments. I recently finished working with a client whose marketing and sales departments do not communicate with each other. Can you believe that? How does an organization exist if sales and marketing do not communicate?

Set the tone at the senior management level and work on communication. Make certain information is disseminated among your employees. Employees kept in the dark on news both good and bad are generally not the happiest of employees. Regardless of the message, communicate often and effectively. An informed workforce is more effective than an uninformed workforce.

8. Make sure your leaders lead.

If you are the CEO of your organization, this is for you. Your position is all about leadership, working with your team to set and execute the vision,



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Employee Retention: Notes from the Underground

Continued from Page 4

and driving the process to achieve corporate objectives. Always remember that your staff is watching you very closely, and that they have invested their careers, mortgages, futures, and trust in your capable hands. Make sure you earn that trust everyday.

Be very careful of saying one thing but doing another. As employees settle into the organization, they will do far less listening to what you say and far more watching of what you do, since today's employees are probably the most savvy and sophisticated of all time. Lead with courage, conviction, and integrity. You might not have everyone agreeing with you all the time, but at least they will know you are acting in the best interests of the organization.

9. Pay your employees well.



Compensation is extremely important. It buys all the things people need, and more to the point, it buys all the things people want. It reinforces their sense of value and worth to the organization.

Is compensation the most important element in employment? No. Studies have shown that it is generally fourth or fifth in terms of importance. But rest assured, that order will change quickly if employees feel they are under-compensated for their contributions; no one wants to feel underpaid. Employees must feel good about their compensation package. Allowing good people with track records to leave the organization because of inappropriate compensation is indefensible.

10. Conduct exit interviews.

Exit interviews are as important as employment interviews and are invaluable to the organization. They provide the kind of sincere insight that will allow you to craft a better organization.

In an exit interview, the employee tends to be honest since he or she has no reason to lie or to embellish (as might be tempting in an employment interview). This brutal honesty can evolve into an unpleasant experience for you. Try to make it as relaxed as possible or have another more neutral manager from a different department conduct the interview. You will hear things in exit interviews that you may not want

to hear, but should. It is vital that you try to understand issues from the employee's perspective and give him or her the opportunity to be heard. There is a great deal to be learned from exit interviews. Are you listening?

11. Be properly prepared for your employee's first day of work.

I have conducted numerous exit interviews where the employees mention their first day of work as the first negative experience with the organization. Can you imagine that? Their first impression of



their new company is one of negativity? Can it get any worse than that? Some of these employees had been there for 20 years or more so you can see how indelible an impression the first day of work can make.

Unfortunately, this is not surprising; people never forget their first impressions. It is burned in employees' minds forever, especially if it was a bad experience. You do not want to dash the hopes of a new employee by saying, "I'm sorry. Is today your first day? I thought you were starting next Monday." Or worse, "I'm sorry, I'm embarrassed. I don't know who you are." Your lack of preparation tells the candidate how much you value him or her.

12. Make sure your managers can and want to manage.

How often does this happen? Your employees do well in their positions and are promoted to managers - and then, the beginning of disaster.

People are not necessarily good managers because they are capable employees. Some don't even want the role or the responsibility. But as companies grow, you need more good managers, so your best contributors are given the golden opportunity to manage. With a raise and reassurances, they are sent out into the cruel managerial world with no training and no



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Employee Retention: Notes from the Under ground

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real understanding that their new role will be significantly different from the old one.

Develop a training program for first-time managers. That will sensitize them to their new role and teach them the basics of managing people and problems. (Beware of the ones who tell you they do not need this training. They probably need it more than the rest. Besides, would you like to be an employee under the newly promoted manager who never managed anyone before and believes he does not need any training to do so?)

Make no mistake. Implementing the above mentioned ideas and making them a part of your organization's culture is no easy task. It is not done in a day, nor done by executive order or edict. Rather, it is a gradual process that should be championed by your organization's leaders and led by examples that are highly visible in an ongoing and consistent manner.

Organizational change can be a slow and arduous task, but once again, if management is willing to lead by example, they can do virtually anything. The commitment to employee retention is clearly worth the effort if you are trying to build a business

Howard Adamsky (howard@hrinnovators.com) is founder and president of HR Innovators, Inc. and author of "Hiring and Retaining Top IT Professionals/The Guide for Savvy Hiring Managers and Job Hunters Alike," and the soon to be released "The Other Side of Experience/Six Critical Assessment Tools for Long Term Thinkers."



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HR Tampa Successfully Launched the Student Chapter This Past Month!



Toni Mayros, Student Chapter President

The first meeting was Sept 8th and there were about a dozen students that first night. Each meeting is hosted by a local company and students have the opportunity to hear a business speaker, get a company tour, and network with HR professionals. Each month the student chapter will be hosted at a different

company - our hosts this fall include Advantec, Olgetree Deakins, *The Tampa Tribune*, and TECO Energy. Students also have the opportunity to participate in our mentor and internship programs.

On Sept. 23rd the student chapter established its bylaws and elected its officers. Toni Mayros, University of Phoenix - President; Taneisha Graham, Nova Southeastern University - VP; Dorothy Nappi, DeVry University - Secretary; Alicia Spence, University of South Florida - Treasurer. The student chapter has ambassador positions at each university as well.

A lot of people have been working very hard these last few months to make this happen. We would like to recognize and thank our College Relations Committee: Christy Foster who will be our Student Chapter Advisor, Jill Conklin, Michele O'Nale, Ignacio Garcia, Amanda Osmera, Amy Pressley, Kari Roberts, and Toni Mayros.



Jason Drake, Michelle O'Nale, Amanda Osmera, and Rosalind Brown

We look forward to the student chapter continuing to grow and we will need the continued support of the regular members of HR Tampa. Give your support to up and coming HR professionals! If you would like to get involved and become a mentor, have a student internship, or host a student chapter meeting at your company please contact Tonya Fletcher via the College Relations section of the HR Tampa Website.

WHY WORKING HARD JUST ISN'T ENOUGH TODAY

By Barry L. Brown, SPHR, CCP



When I was just starting my career in HR (Personnel back then), my Dad told me to "work hard, do a good job and you'll always have a job." I found out pretty quick that his advice on this particular issue just didn't make much difference in this day and time.

Maybe you've found the same thing - work hard, take work home, stay late, work weekends, don't take vacations, go the extra mile - only to receive a pink slip and the company's best wishes in your job search. No fault of your own ...just that the company had to cut back.

Then, you find that you're competing not only with anyone else in Florida who may be in the same situation, but with anyone in the whole doggone country that has ever thought about working in Florida! Sounds all too familiar to many of us.

Well, this article isn't going to address that particular issue. Suffice it to say that our only job security in HR is really how well our skills and competencies stack up against the rest of the HR population. Having said that, how do you think you compare? Kinda scary, huh?

Instead, this article focuses on HR professionals who are already working hard - but may not be working hard on the right things. Yes, working hard is important, but based on the recent magazine article in *Fast Company*, August, 2005, HR is missing the boat big time.



The article says, in so many words, that HR people just don't get it - they don't understand how business works, the business strategy, key clients/ customers, and so forth. And, because of this shortcoming, HR people are seldom invited to the senior-level meetings to discuss business strategy or offer advice on long-term HR issues.

SHRM has already started work in responding to this direct attack on HR professionalism and value in today's business. Having been a member of SHRM since 1974, I'm sorry to say they've missed the whole point of the article. There is

no need to draft a defense. Instead, HR professionals should take a good look in the mirror. When was the last time you were invited to participate in a senior-level strategy session? When was the last time you were asked for your input on long-term HR-related issues? When was the last time senior management asked for any serious thinking from HR?

Do you think maybe it has to do with their complete lack of confidence in us? Rather than defending ourselves, let's figure out what we can do to add



value to the organization. Once we become truly valuable, the likelihood of a pink slip isn't nearly as great. And if it should come to that, at least your ability to understand the business of business will put your way at the top of the list.

So, how do you really stack up against the competition? When was the last time your senior management really wanted some strategic thinking from HR? What are you doing about it?

Barry Brown is President of **Effective Resources, Inc.**, a Florida-based consulting firm specializing in Compensation (including incentive design), Affirmative Action Plans, Salary Surveys, and Employee Opinion Surveys. For more information call toll-free (800) 288-6044 or visit their websites: www.EffectiveResources.com and www.SalarySurveyOnLine.com.



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LEGISLATIVE UPDATE

By William D. Mitchell

Bill is Running for Congress

Bill Mitchell, HR Tampa's legislative director is running for Congress as a Democrat in District 9, which covers parts of North Hillsborough, North Pinellas, and West Pasco counties. Bill's campaign website is www.billmitchellforcongress.com. You can google him by typing Bill Mitchell for Congress.



OSHA Commission Rules Newspaper Distributor, Not OSHA Employer

The OSHA Safety and Review commission has determined that a newspaper distributor was not an employer of newspaper street vendors for OSHA purposes. Because it was not an employer the distributor was not responsible for failing to provide street vendors with reflective vests. Patrick McDonough was struck by a car and killed while selling newspapers at an intersection in Boca Raton, FL. The applicable OSHA standard states that personal protective equipment must be provided to employees who are exposed to workplace hazards that could cause injury through physical contact.

In reaching its decision the commission determined that the newspaper distributor did not control the means and manner by which the street vendors sold the newspapers. The distributor did not bar the vendors from selling newspapers for other distributors. Although the street vendors were guaranteed \$26.50 a day, which amounted to the proceeds of 53 newspapers, the vendors could sell as many newspapers as they wanted to, for as long as they chose. The distributors did not provide the vendors with leave or retirement benefits and did not pay workers' compensation or Social Security taxes for the vendors. *Secretary of Labor v. AAA Delivery Services*.

Eleventh Circuit Requires Reasonable Accommodation for Employees Regarded As Disabled

The Eleventh Circuit has decided that the Americans with Disabilities Act requires the reasonable accommodation of employees regarded as disabled.

Oris D'Angelo was fired after ConAgra determined that the symptoms of vertigo she experienced while watching conveyor belts rendered her unqualified for her job. The court concluded that the plain language of the ADA yields no statutory basis for treating individuals differently who are disabled in the actual-impairment sense and those who are disabled only in the regarded-as sense.

Although it recognized that a majority of circuits have held that "regarded as" employees are not entitled to reasonable accommodation, the Eleventh Circuit concluded that under the plain language of the ADA, employers are obliged to provide reasonable accommodations for individuals falling within any of the ADA's definitions of disabled, including those " 'regarded as' being disabled." It concluded that the statutory language of the ADA offered no grounds for differentiating between the types of disability defined in the Act.

The court drew support from a 1987 U.S. Supreme Court case decided under the Rehabilitation Act of 1973 and the ADA's express incorporation of many of that Act's implementing regulations. It reasoned that "Since the Rehabilitation Act required employers to accommodate employees who were disabled in the regarded-as sense, we can find no principled basis for concluding that the more expansive ADA does not." It regarded as unpersuasive rationale used by courts that took a contrary view--that requiring employers to accommodate individuals they merely regard as disabled would produce anomalous results. It concluded that this rationale ignored the principle that courts are not authorized to rewrite a statute because they might deem its effects susceptible of improvement. It also questioned whether the results might be as "bizarre" as suggested. *D'Angelo v. ConAgra Foods Inc. d/ b/ a Singleton Seafood Fla.* deem its effects susceptible of improvement. It also questioned whether the results might be as "bizarre" as suggested. *D'Angelo v. ConAgra Foods Inc. d/ b/ a Singleton Seafood Fla.*



Only One- Third Of Companies Say Their Employees Understand & Live Business' Strategy In Daily Jobs

Leaders Also Not Effectively Communicating With Workers At Almost Half Of Employers, According To New Study



Fort Lauderdale - September 26, 2005 -

Only about one in three companies has been successful in motivating employees to understand, be committed to, and carry out their employer's business strategy in their daily jobs, according to a new study. In addition, only about half of companies have effectively involved their management and leadership teams in communicating with employees.

Aligning employees to the strategy of their businesses, and engaging managers and senior leadership in communicating with workers, rank as the top two employee communications challenges in a survey of 472 organizations worldwide by Right Management Consultants and the International Association of Business Communicators (IABC) Research Foundation.

63% of companies said that aligning their employees to the strategy of their business is their No.1 employee communications goal, but just 37% report that their efforts have been successful, according to the report, *Best Practices in Employee Communication: A Study of Global Challenges and Approaches*, which provides examples of winning internal communication strategies.

42% of companies said actively involving managers and company leadership in communicating with workers is the second-biggest employee communications goal, but almost half - 48% - said they weren't effectively doing this.

"Companies with employees who understand and can carry out their employer's business strategy tend to have higher worker retention rates and are generally more productive than those with disengaged work forces," said Tho-

mas H. Shea, Managing Principal for the eight-office Florida/ Caribbean Region of Right Management Consultants, the world's largest career transition and organizational consulting firm.

According to Paul Sanchez, Chair, IABC Research Foundation, "There has been much dialogue in recent years about the value of communicating effectively with employees. However, the daily struggles faced by internal communicators worldwide have largely been unaddressed. In this latest research from the IABC Research Foundation, Right Management Consultants offers professionals key insights into the critical challenges in employee communication and diverse approaches to deal with each challenge." The top reasons why managers and senior leaders are not effectively involved in employee communications at many organizations, according to the report, include inconsistent messages being sent to employees; lack of visibility of leaders - especially during tough times; lack of employees' trust in leadership; and managers who don't understand their roles in employee communication, or do not have the required skills or tools.

Two other employee communications challenges are cited in the report. They are: managing the overload of information confronting employees in their daily work lives, and measuring the return on investment from internal communication.

About Right Management Consultants

Right Management Consultants (www.right.com) is the world's largest career transition and organizational consulting firm. It offers services to corporations of all sizes through a global network of more than 300 service locations and the Internet.



The Book Corner



October Book Suggestions

As we enter the fall, here are several titles due to be released in October that may be of value for your company. If you have any questions about the titles feel free to contact us.

151 Quick Ideas to Inspire Your Staff by Jerry Wilson

The basic concept behind 151 Quick Ideas is to inspire

employees to create and maintain delighted repeat customers. This book demonstrates that business owners don't have to constantly replace employees or use artificial incentives and harsh methods to get employees to help the business succeed.

Brand Failures: The Truth about the 100 Biggest Branding Mistakes of All Time by Matt Haig

Uses real examples and comments from leading business experts to describe branding disasters and why they happen. Each scenario includes a checklist of lessons learnt designed to provide how not to advice for those looking at their brand.

Brief Coaching for Lasting Solutions by Insoo Kim Berg

Explains the use of solution-focused psychotherapy to the coaching of individuals to create effective and transformative conversations with your employees.

Building on the Promise of Diversity by Thomas R Roosevelt

Explores how our organizations can move to the next level in our work environments in order to further enhance the diversity programs that have been introduced in the marketplace.

Creating the New E-Business Community by Michael Gendron

E-Commerce is a new mindset. It is a new way for management to think about these emerging new technologies in a total corporate context, not just a means to an end, but as intrinsic to the organization's structure and mission. The book looks at technologies we're already familiar with and the new ones on the drawing board.

Creating the Performance-Driven Organization by Mark Stiffler

The author discusses how the balanced scorecard, six sigma, economic value added yield positive results but could bring higher results if corporate America fully executed their strategy/ Becoming performance-driven is about motivating everyone in your operation to work together to execute the strategy of the organization. This includes employees, partners, suppliers, agents and others both inside and outside the organization.

Dealing with Problem Employees: A Legal Guide by Amy Delpo

Part of the NOLO series of legal guides, this book is essential for anyone who employs and manages workers. It combines both practical and legal information that is needed when you are dealing with problem employees. This is the 3rd Edition of the book by the author.

Focus: The Future of Your Company Depends on It by Al Ries

Discusses the concept that the premise to long-lasting success depends on focusing on the core products and avoiding the temptation to diversify into unrelated enterprises from your central business purpose. Using real-world examples, the author shows that the companies that resist diversification, and focus instead on growing a category in the customer's mind dominate their market.

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

New Members

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HR Florida's 27th Annual Conference & Expo



HR Tampa members
gather in the Outer
Rim Lounge at the
Contemporary Resort
on Monday.



Mini/aka Beverly King



Sherry Moore &
Ashley

Look for more photos in the next e-News

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