

Being A Strategic Player Takes Courage and Competence

"We are experiencing a fundamental shift in our profession unlike any seen before. In the past, both employees and employers were content with personnel administrators who administered benefits, processed payroll and arranged enjoyable employee events. Increasingly, our stakeholders are yearning for more -- they are now demanding passionate, highly competent, and courageous HR leadership. Our keynote speaker, Johnny Taylor, J.D., SPHR, Immediate Past Chairman of SHRM, will discuss with us his ideas about how we, as HR professionals, best respond to the new mandate"

Bio

Johnny C. Taylor, J.D., SPHR



Johnny C. Taylor, Jr. travels the world extensively as a business leadership speaker and human resource thought leader and is frequently sought out by national and international media outlets such as The Today

Show, CNBC, Reuters, HR Magazine, Time, Fortune, and The Wall Street Journal for his opinion and comments regarding complex human resource issues facing employers. He is the Immediate Past Chairman of the Society for Human Resource Management (SHRM), one of

the world's largest professional associations with 217,000+ members in 120 countries and serves as the Senior Vice President of Human Resources for IAC/ InterActiveCorp, parent company to well known companies like Ticketmaster, LendingTree.com, Ask.com, Home Shopping Network and Match.com.

Before his current role as chief HR executive for IAC, Mr. Taylor served as the Senior Vice President of Human Resources for LendingTree.com and President of McGuireWoods HR Strategies LLC, the human resources consulting subsidiary of the McGuireWoods law firm. Previous to that, he served as Executive Vice President, General Counsel & Secretary for Compass Group USA, Inc. and spent more than eight years in senior executive human resources and legal positions with Viacom subsidiaries, Blockbuster Entertainment and Paramount Pictures.

Mr. Taylor received his Bachelor of Science in Communication, with general honors, from the University of Miami; Master of Arts in Mass Communication, with honors, from Drake University; and Doctor of Jurisprudence, with honors, from the Drake University Law School, where he served as research editor of the Drake Law Review and argued on the National Moot Court Team. He is a member of the Florida, Illinois and Washington, D.C. bars, and holds a Senior Professional in Human Resources (SPHR) certification

HR Tampa Wishes Everyone

A Healthy & Happy 2007



January 17th

Happy New Year

Breakfast Meeting

The Centre Club



February 21st

Compensation - As Viewed from the Cube

Dinner

The Centre Club



December 6th, 2006

HR TAMPA'S Holiday Event



Patricia Gaudin, Dana Chatelain, Cheryl Brown



Don Not and Sarita Patel



Ann and Mike Ladd, and Frances Wray



Greg Aarons & his youngest daughter



The McDaniel Family



David Steffen, Gladys Garcia

Gina Potito, Debra Douglas, Lori Tindall



Kristin & Kyle Gwinner



Pam, Michael & Carol



Kathryn Woodling, Dannie & Dick Perry



Lori & Larry Goldsmith





2007 Officers & Board



Greg takes the Pledge



Kathryn Swears in Greg, Aaron

2006 - 2007 Board Members



2006 Officers & Board



Strictly for Laughs

Salary Negotiations



Reaching the end of a job interview, the Human Resources person asked a young engineer fresh out of MIT, "And what starting salary were you looking for?"

The Engineer said, "In the neighborhood of \$125,000 a year, depending on the benefits package."

The interviewer said, "Well, what would you say to a package of five-



weeks vacation, 14 paid holidays, full medical and dental, company matching retirement fund to 50 percent of salary, and a company car leased every two years, say, a red Corvette?"

The Engineer sat up straight and said, "Wow! Are you kidding?"

And the interviewer replied, "Yeah, but you started it."

New Members

First Name	Last Name	Certification	Title	Company Name
Kevin	Goyer Jr.	PHR		
Ashlee	Sprague		HR Manager	Granite Services, Inc.
Jamie	Easton			Raymond James & Associates
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Matt	Jaye		Sales Consultant	Corporate Screening Services, Inc.
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Daniel	Roberts		Sr. HR Representative	Bausch & Lomb
Bethany	Lopusnak	PHR	Recruiter/ HR Generalist	Quest Diagnostics

Employee Branding

Part 2: Identify/ Express

What's Your Story?

By Mary Stanton, Brand Project Manager
Shaker Recruitment Advertising & Communications

Think for a moment.

What companies, in your opinion, have strong employer brands?

We're all well aware of companies that have become career destinations. There's a reason that people feel compelled to work at Google or Nordstrom. There's a reason that top prospects want to be affiliated with companies such as Dell or Southwest Airlines. These organizations have taken concerted, deliberate steps to live their brand, from the inside out-to foster a culture of brand advocates. Research



tion is this: What experience does your company deliver? What is your "big idea"? What is your story to tell?

Phase 2: Identify/ Express

To make the most of your brand, you must identify who you are-and stick to it. Our role, using thorough research, is to uncover and articulate your differentiating brand promise-one that is credible and relevant, sustainable yet flexible. This process involves the following:

- Identify core employer brand attributes or employee value proposition (EVP).

Pinpoint the differentiators and "what's in it for me" elements lived throughout your company.

- **Identify target attributes.**

Just as certain qualities define you, certain types of people will thrive with you.

- **Evaluate existing corporate brand and brand promise.**

Specify how employer brand aligns with organizational objectives and employee values/ needs/ goals.

- **Craft employer brand concepts/ campaign.**

Establish emotional connection, company differentiators, and consistency across touch points.

- **Pilot-test concepts, internally and externally.**

Determine resonance with top performers and ideal candidates.

- **Establish brand messaging elements.**

Set forth key ideas and messages, in appropriate brand voice and tone.

Now think about this:

What comes to people's minds when they hear your company's name?

What do they feel? What do they believe? Would they want to be part of what you do and who you are?

Employer branding is about understanding and identifying the qualities that define you as a company and a people. It's about knowing what you want to achieve and strategically engaging the workforce that will get you there-attracting talented individuals aligned with your goals, values, and personality.

As we discussed in the first of this five-part series, you already have a brand. It's our job, as HR and communications professionals, to investigate closely and determine honestly the attributes that compose your employer brand. That's why we begin the branding process by getting to know you through extensive research. With that knowledge at hand, it's time to build optimal brand identity, in words and visuals.

Ultimately, your brand is a promise. It's about what you deliver. So the ques-



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PART II

The Carrot Principle's 200,000- Person Research Study

By Gostick & Elton

As a manager, why should you worry about being on the Nice List this holiday season? One word: *Trust*.

A study of 200,000 employees unveiled in our new book, *The Carrot Principle*, shows that there is a much greater level of employee commitment in organizations where leaders are trusted. And that creates greater profitability, since an employee who trusts his manager-and believes the manager has his best interests at heart-is motivated to give his best to his work and the company.

"To reduce costs, increase production and nurture a culture of innovation you've got to have high trust among your workers and partners," says leadership guru Stephen Covey. "If you don't have high trust, none of those things will happen."

Our survey results show an undeniably strong correlation between trust and recognition. The reason is simple: The moment you publicly recognize someone for her contribution, the trust meter shoots off the scale. In that moment, the recognized employee and everyone present for the celebration realizes they can trust you to share the credit. It becomes abundantly clear that you are a team player who values the contributions of others.

Frequent, specific and timely recognition reaches employees on a trust level that no other form of business communication can.

ARE YOU ON THE NAUGHTY LIST?

Yet despite the considerable results recognition can bring, our research shows a third of managers in North America are on the Naughty List-they do not believe their employees need recognition or that recognition will inspire greater trust or performance. And what does being on the wrong list bring you? Turnover, poor sales, lower trust ... coal.

TAKE A LOOK AT MANAGERS' PERCEPTIONS OF RECOGNITION:

- 26%are Positives: These are managers who know the power of recognition and incorporate frequent praise and recognition into their routine. Survey results show these managers



score the highest in employee trust and are by far the most productive. These managers make it a priority to recognize-with or without their company's permission.

- 20%are 'Fraidy Cats: These managers want to recognize their employees and realize it will drive performance, but will not do so without approval and tools from their company.
- 22%are Control Freaks: Leaders who would recognize their employees, but only with very strict policies and tools in place to protect the company from employee abuse and unfair recognition practices, fall into this group.
- 32%are Negatives: Managers who just don't believe in the power of recognition for one reason or another are the Negatives. As you would expect, the survey results show this group includes the most unproductive managers with the smallest percentage of engaged employees and the lowest trust scores.

As we examined the data, we weren't surprised to find unbelieving managers, but we were shocked to find such a high number (74%) who don't recognize for one reason or another. It's a feeling shared by those who organize recognition programs. Most of these professionals think if they roll out a recognition program, their managers will just automatically start to use it - like any other tool given them.

But recognition is not just another tool. And there are many excuses managers have for not using the recognition programs they have at their disposal. Some are afraid of jealousies arising on their team, others feel too busy to bother with it, others don't know what award to give for what achievement, and so on. We address about 20 of the most common concerns in *The Carrot Principle*.



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The Book Corner

January Book Suggestions

By Daniel T. Bloom



Hope your holidays went well with your families and friends and may 2007 be an excellent year. The publishers have started the New Year with releasing 144 new titles. Among those titles the following would be interest to the HR professional. Call me if I can be of further assistance.

Staffing Research by Society for HR Management

Focusing on the linkages between staffing strategy and the changing labor market conditions, this report provides an overview of some of the labor market data available to staffing specialists and includes a discussion of how to use this information to assess these issues in the workforce development process.

Crisis Management in Today's Business Environment: HR's Strategic Role by Society for HR Management

Recognizing the unpredictability of today's business world, this guide examines the vital role human resources leaders have in organizational sustainability during unexpected crises. It also emphasizes the importance of advance preparation to meet such challenges, including tactics in safety and security initiatives, leadership development, talent management, and solid communication plans.

Work Together and Achieve More by Robin Throckmorton

Because currently, there are five generations in the workplace: Radio Babies (born during 1930-1945); Baby Boomers (1946-1964); Generation X (1965-1976); Generation Y (1977-1991); even some Millennials (1991- present). Each of them has a different perspective, based on their upbringing and daily lives. The key to making encounters between generations successful is learning to understand the point of view of each generation and respect their differences. The individuals and organizations that do this will be the ones to succeed. This book will show you how.

knowledge to a wide variety of organizations and functional areas.

The Hamster Revolution: How to Manage Your Email Before It Manages You by Mike Song

Based on feedback from 2000 Capital One employees who attended the author's seminars, this book offers an appealing approach to managing e-mail. Written in parable form, it tells the story of an HR Director who finds himself paralyzed by the deluge of electronic data and email he must fight daily.



Arbitration Strategy for Labor and Management Advocates by Walt Baer

Providing guidance for labor and management advocates, this resource guide contains a practical analysis of arbitration from the participant side with a view to avoiding the problems and pitfalls of the process. It begins with the very basics of the arbitration concept, including discipline and discharge procedures. It then provides detailed guidelines for presenting an organization's position effectively, and it discusses important principles and practices every advocate should know. Building Profit Through Building People: Making Your Workforce the

Strongest Link in the Value-Profit Chain by Ken Carrig

This instructive field book will guide human resource professionals and company management in their use of the profit value chain to build profitability through good management. Instruction for human resource professionals on becoming successful strategic partners in their companies and includes information for company management on how strategic

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LEGISLATIVE UPDATE

By David Steffen

A New Year's New Rule

As a general rule I try to avoid writing about such things as the Federal Rules of Civil Procedure when discussing recent employment law developments, I cannot avoid the topic this month. The Federal Rules of Civil Procedure have been revised to address the electronic storage of information. In particular, the new rules address what a company must do to preserve electronic documents and avoid the potential pitfalls of failing to save the data.

The importance of an employer's compliance has been highlighted in some recent cases ranging from employment discrimination claims to securities fraud. For instance, an employee was awarded \$29MM in New York in large part because the employer failed to preserve its electronic evidence and the court provided the jury with an "adverse inference" jury instruction. Through the instruction, the judge told the jury to infer that the missing documents were favorable to the plaintiff.

Further, Morgan Stanley & Co. was hit with a verdict of \$1.5 billion in a fraud case. Again, the judge gave an "adverse inference" jury instruction after the firm failed to comply with the court's orders regarding electronic discovery.

Due to the potential ramifications of failing to preserve electronic evidence, employers need to begin implementing some straightforward procedures to preserve their computer files. Here are the highlights of the new federal rules, which were implemented at the end of 2006.

A "DOCUMENT" IS A DOCUMENT. For litigation purposes, electronic documents are no different from any other documents. They must be maintained and produced during discovery just like tangible, paper documents.



PRESERVE INFORMATION & AVOID "SPOILIATION."

Companies have a duty to preserve information relating to a litigation matter. This duty arises as soon as one knows, or reasonably should know, that a dispute will result in litigation. It is particularly important in the electronic environment where documents, e-

mail correspondence and other electronic information is subject to being altered or routinely purged from the host computer system. Therefore, companies must implement procedures for placing a "litigation hold" on all e-documents, e-mail correspondence and other electronic information relating to any matter that may result in litigation to preserve it and exempt it from being automatically altered or deleted from the computer system.

DON'T WAIT TO BE SUED. Don't wait until you get a lawsuit to start preserving electronic evidence. When an employee threatens to sue, or files an administrative charge, that is the time to start preserving the evidence. Remember that the guideline is whenever the company knew or reasonably should have known that litigation would result.

"EVERYDAY FORMAT" IS OK. Unless otherwise requested or ordered by the court, electronic information may be produced in the form in which it is maintained in the ordinary course of business or in a form that is reasonably usable.

DON'T PROCRASTINATE. When litigation begins, the rules require the parties to discuss electronic discovery issues early in the discovery process and to address any issues involving the discovery of electronic information in a joint discovery plan. In light of this requirement, parties must consult with counsel at the earliest possible opportunity about the nature and scope of electronic discovery issues raised by the litigation.

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Employee Branding

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- **Identify brand visual elements.**

Identify imagery, design, colors, and typography with appropriate look, feel, and style.

- **Develop employer brand guidelines/identity standards manual.**

Design platform for branded messaging and visuals, to ensure internal/external brand consistency.

The process of employer-brand expression is undertaken with these goals in mind:

- **Create a consistent theme.**

Find the thread that runs throughout your company-one on which resonant creative can be built and from which targeted initiatives or "sub-brands" might extend.

- **Craft the image of the employment experience.**

It's your personality that people ultimately will or will not find compelling. So what does your company feel like, look like? What images and messages will shape beliefs and feelings?

- **Connect with and extend your corporate brand.**

Not only does it make sense to leverage your existing brand equity, but it also makes sense in terms of perception. Your company should not be one thing in the consumer arena and another thing in the employment realm. Employee engagement is about this relationship.

- **Engage the right candidates.**

You know who you are and the kinds of people you need to succeed. Don't try to be everything to everyone. Be true to yourself-and to your prospects. Be clear about the "deal." By taking the steps to uncover your brand identity, you can express it honestly and clearly. You can manage your employer brand, rather than having a "default brand."

We'll discuss the internal and external planning process in the next installments of this series.



Since 1951, Shaker Recruitment Advertising & Communications has helped organizations attract and retain top talent. Shaker's services include recruitment advertising, interactive communications, employer branding, employee communications, and global advertising. The largest, privately held firm of its kind, Shaker is headquartered outside Chicago, Illinois, with offices in New Jersey, Florida, and Boston.

Carrot Principle's

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Another place to address the concerns of managers is during an in-depth training session. Realize it takes more than a letter from the CEO and a short orientation meeting to get most managers to change their minds about the impact of recognition. At the minimum it takes several hours in a facilitated session to debunk myths, learn from peers what's working and what isn't, and then be shown how to properly use the tools at their disposal.

Express giant DHL has provided this type of training to their managers around the world. Here is just one leader's comments after a

"The recognition session was great and the timing was perfect. In the heat of battle perhaps we think we are recognizing our folks enough, but I haven't. It was a great reminder to ensure I do so not only in day-to-day business but also formally."

As evidenced, the good news is that just about every manager can get it. And the results are always delightful-a little like finding Santa has left a package of loose diamonds in your Christmas stocking ...or the keys to a European

sports car. Sure beats a lump of coal.

For more recognition tips and techniques based on our 200,000-person study, order your advance copy of The Carrot Principle today.

Today's Carrot A Day: Improve Yourself

At this time of year, we are often asked, "Isn't the holiday party or holiday gift a bygone from the 1950s?"

Well, even Scrooge danced at Fezziwig's party, and that was certainly long before the '50s. The holiday party and gift have been around for a long time, and they'll be in place many years after we are retired to our condos in Florida.

As a manager, first realize you must do something. Managers who try to carry on as if the holidays aren't happening can do real harm to employee loyalty and morale. Simply put, there is no substitute for a sincere thank you from your manager to help you feel valued and appreciated. And the holidays are the perfect time, since frankly, employees are expecting some form of recognition.

Miss this opportunity, and you give employees one more reason to look for greener pastures. The good news is, if holiday giving is done right, it can be one of the many positive memories your employees will have when the ubiquitous headhunters start to call in January.



Book Corner

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human resource can contribute to an organization's financial success. It focuses on practical, how-to steps in implementing value profit chain principles using the experiences of SYSCO, Continental Airlines, and other large, well-known organizations.

Global Sourcing Logistics: How to Manage Risk and Gain Competitive Advantage in a Worldwide Marketplace

by Thomas Cook

More than ever, global sourcing is an economic necessity for companies large and small, and in every industry. But with advantages in price and terms come new risks that businesses must approach effectively lest their supply chain and ultimately the whole enterprise be undermined. Global Sourcing logistics offers businesses a blueprint for creating standard operating procedures for managing the risks of their inbound supply chains.

Training Older Workers and Learners: Maximizing the Workplace Performance of an Aging Workforce

by James Moseley

Training Older Workers and Learners is a groundbreaking resource that focuses exclusively on age-40 plus workers. This much-needed resource offers trainers expert guidance and practical tools designed to deliver effective training and re-training to older worker -learners. Based on sound theory and best practices, the book shows how to maximize the workplace learning and performance potential of late-life learners.

The Wellness Matrix: The HR Managers Guide to a Healthy and Profitable Workplace

by Gerry Smith

The U.S. has legislation that provides fewer lines of recourse for workers should they be working in an unhealthy environment, which means that companies must take the initiative to ensure their people are working in a safe environment. The Wellness Matrix details HR and senior managers just how key wellness is to corporate culture, outlining such specific benefits as improved morale, reduced stress, and higher productivity. Arguing that the benefits and cost savings of a wellness culture far outweigh the costs of creating the culture, the author includes a return on investment scenario with actual cases that illustrate his point.

How to Say it Performance Reviews

by Meryl Runnion

A practical, user-friendly guide to the most dreaded of all business tasks. Written by two top business trainers, this guide reveals the strategies and language skills needed to make the most of performance appraisals- for both the reviewers and the reviewed. It breaks the process into five simple steps and explains what to say with hundreds of winning phrases organized by topic (and hundreds of counterproductive phrases too). Also included is advice on preparing an agenda, body language, and tone of voice-plus true success and horror stories.

Recruiting, Retaining and Releasing People: Managing Redeployment, Return, Retirement and Redundancy

by Adrian MacKay

The greater part of an HR budget is spent on recruitment and retaining good people is key to a company's success. This book contains essential and up-to-date material around recruitment and retention including those issues that are currently pressing on companies with regard to flexibility, returning to work, coaching and skills shortages. The problems of retirement, redundancy and dismissal are also addressed which is an integral part but included in many texts. contract termination. Meets the management standards set out by the Chartered Management Institute and the CIPD.

Employee Benefits in Mergers and Acquisitions: 2006-2007 Edition

by Ilene Ferenczy

Employee Benefits in Mergers and Acquisitions is an essential tool in assisting both the benefits and M&A professional in handling these complicated issues. This is the first book to fully examine every major employee benefit concern likely to arise in the wake of a merger or acquisition. Includes legal and tax compliance issues, strategies to avoid costly litigation and the soundest business practices for administering benefits and compensation plans in a merger and acquisition setting. Corporate mergers and buyout transactions affect large and small companies alike, and each merger or acquisition creates a wide range of legal and tax implications. The most important concerns are employee compensation and benefits issues, which are frequently overlooked in the midst of a merger or acquisition. Employee Benefits in mergers and Acquisitions provides expert guidance on how to deal with these issues.

Legislative

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KNOW WHAT YOU ACTUALLY HAVE IN YOUR FILES

With all due respect to the legal profession, lawyers are not particularly well-equipped to know how to preserve and retrieve relevant electronic evidence. Therefore, any consultations about preserving electronic evidence should include the client's IT specialists and, if necessary, outside IT consultants. IT specialists should be integrated into the litigation team to provide access to the party's electronic data and technological support as appropriate during the course of the lawsuit.

INSTANT MESSAGING. Employers should be aware that instant messages are discoverable, too. Many employees will load their "private" instant messaging programs onto their workplace computers, and send instant messages throughout the workday. Retrieval of instant messages through "private" programs may be difficult and expensive. Moreover, instant message communications tend to be even more casual and more potentially "inappropriate" than

e-mail communications. Employers have two good options for dealing with instant messaging by employees: (1) ban it completely, and make sure the system blocks the operation of all such programs; (2) allow it, but make sure a system is in place to preserve all instant message communications and - most importantly - make sure all employees understand that even their casual communications about office gossip may now be made available for everyone to read as part of a discrimination lawsuit.

While it is not clear how much of an impact these rules will have on an HR department's daily routine, there will probably be numerous issues that will need to be addressed. For starters, employees will need to be trained on the company's procedures for preserving electronic information and the obligations each employee has to comply with them. It will not be enough for a company to implement a procedure for retaining the electronic data if the relevant data is not saved because individual employees were never notified of the new policies.



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2007

January



February



March



April



May

June



July



August

HR Tampa Annual Expo

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September



October



November

December

President's Corner

It is in the spirit of peace that I greet you during this wonderful time of year. At the start of the New Year, I send best wishes for 2007 to every member of HR Tampa. The year behind us is filled with your accomplishments on behalf of the HR professionals and companies you serve, and I congratulate you for these achievements, often in spite of very difficult circumstances.



a larger operational plan your board will implement. We will strive to increase our annual core membership by 35% obtaining the status of Super Mega. We will become an instrumental resource to the HR community within Tampa Bay by securing sponsorships and speaking engagements to inform others about our profession. We will continue to develop future leaders of our organization by providing

opportunities for all members to attend events, training and conferences.

A new year brings with it the ideas of fresh starts and another chance to change things up at work as well as at home. Now is a great time to re-evaluate goals, set new ambitions and change up some work habits so that 2007 can be an outstanding year. As a dynamic organization, our chapter activities change and evolve in response to what we hear is most needed from our membership. This board will continue to exceed in meeting your needs.

The board is proud of the accomplishments HR Tampa has made in the last year to serve the profession; and we are energized by the needs and challenges that lay ahead of all of us. With your ongoing participation, we are confident our programs and related services will continue to meet your needs.

On behalf of all the board, our very best wishes for 2007.

Membership growth, increased community partnerships and development of future leaders are just three segments of

Greg Aaron
HR Tampa President

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