

Dinner Meeting ~ Compensation - as Viewed from the Cube Presented by Barry L. Brown, SPHR, CCP

This presentation addresses the most common compensation-related questions faced by HR professionals. Knowing how to respond with confidence, will make life a lot easier. Barry will cover issues such as cost-of-living increases, starting pay, career paths, pay for "additional duties" and more.

Registration starts at 5:30am - Dinner starts at 6:00pm



Human Resources - Return on Investment (HR-ROI) 2007 Conference:

Becoming a Talent Driven Organization

Thursday, February 15th

Clarion Hotel & Conference Center

2701 E. Fowler Ave.

8:30AM - 5:00PM



<http://chuma.usf.edu/~spector/alum/conference07.html>

Bio

Barry L. Brown, SPHR

Barry L. Brown, SPHR, CCP is a well-recognized forward-thinking human resources specialist.

Barry started his own consulting practice in 1988 following 20 years of corporate HR experience. The firm, Effective Resources, Inc. offers expertise in a variety of HR functions with special focus on compensation and incentive plans, custom salary surveys, employee opinion surveys, Affirmative Action Plan preparation, and performance management. The firm's clients are large, small, high-tech, and no-tech in a variety of industrial environments including aerospace, health care, food service, defense, manufacturing, and information services.

Active in community and professional associations, Mr. Brown is a past President of HR Tampa, an active member of the Suncoast Human Resources Management Association, Past President of the Suncoast Compensation and Benefits Association, a certified Senior Professional in Human Resources from the Society for Human Resources Management, a Certified Compensation Professional from the WorldatWork (formerly the American Compensation Association), 2005 Treasurer for the HR Florida State Council and an active member of the Bay Area Compensation Association. He earned his BS Degree from the University of Tennessee with major studies in Economics and Finance.



February 21st



Compensation - As Viewed from the Cube

Dinner

The Centre Club



March 21st

Pandemic Planning: Are You Prepared?

Breakfast

The Centre Club



January 17th, 2007

HR TAMPA'S Breakfast Meeting



Presenter Johnie Taylor, JD, SPHR, and Greg Aarons



**Past Presidents Carol McDaniel,
Todd York, SPHR, and Sherry
Moore, SPHR, GPHR**



**Pamela Baldwin, SPHR, CEBS,
Stephanie Siscoe, and Cynthia Davis-Gryce**



**Safeguard Dental Sponsors network
with Anne Permenter, PHR**



Corie Tregoe, PHR and friend



Jennifer Waldman and Chris Greene



Karen Drummond, SPHR and David Steffen, Esq.



Julia Stumpff, SPHR



Sherry Moore, GPHR and Ann Ladd, PHR

Student Chapter Members Start Off 2007 At H. Lee Moffitt Cancer Center

The student chapter started off the New Year with a meeting at H. Lee Moffitt Cancer Center on January 23rd. Students began the evening discussing a case study that challenged them to think about HR topics such as negligent retention, progressive discipline, unemployment compensation, age discrimination, FMLA and the ADA. Students then had the opportunity to network with Moffitt HR team members and spend 45 minutes asking questions regarding Compensation and Benefits, Organizational Development and Recruitment. To end the night, students received a tour of the Moffitt facilities. Thank you to Georgie Herrera, PHR

and team for hosting a great evening!

A special congratulations to Ted Emerson, Student Chapter Vice-President, who passed his PHR exam on January 25th. Congratulations Ted!

Upcoming activities include Job Shadow Day, our February meeting at Lanier Upshaw Business Solutions, and our annual Career Workshop hosted by Tampa Bay Workforce Alliance in the spring. Further information will be provided on the College Relations section of the HR Tampa website and e-news.



Georgina Herrera, PHR and Ted Emerson, PHR

Students of the facilities tour



Leadership Development Program at Moffitt





Strictly for Laughs

I Hate My Job?



When you have an "I hate my job day" try this: On your way home from work, stop at your pharmacy and go to the thermometer section. You will need to purchase a rectal thermometer made by "Johnson and Johnson." Be very sure you get this brand.

When you get home, lock your doors, draw the drapes, and disconnect the phone so you will not be disturbed during your therapy. Change to very comfortable clothing, such as a track suit, and lie down on your bed. Open the package and remove the thermometer.



Carefully place it on the bedside table so that it will not become chipped or broken. Take out the material that comes with the thermometer and read it. You will notice that in small print there is a statement: "Every rectal thermometer made by Johnson and Johnson is personally tested."

Now close your eyes and repeat out loud 5 times, "I am so glad I do not work for Quality Control at the Johnson and Johnson Company." Have a nice day and remember, there is always someone with a worse job than yours.

PART III

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

*By Gostick & Elton
©January 2007*

You know your job is tough when your work uniform includes a padded helmet and a mouth guard. So we couldn't help but cheer when the toughest among the nation's college football teams-Florida this year and Texas last year-won championship titles with orange in their jerseys. A mere coincidence? We think not. More like a sign to all the tough leaders out there: Some jobs are not for wimps..but they definitely are for Carrots.

Still, many managers persist in believing that recognition will make them seem soft. Especially managers in industries perceived as being rough and tough-manufacturing, oil and gas, engineering, finance, football..teaching high school.

You may even have experienced this unfortunate style of leadership firsthand. Have you ever heard a manager proclaim, "I don't care if you like me, as long as you respect me?"



Did you respect that manager? Of course not.

It's a simple concept: We all work harder for people we like and who root for us to succeed. As British industrialist John Ashcroft once said, "The worst mistake a boss can make is not to say 'well done.'"

In The Carrot Principle, we share real-life examples of recognition done right-many from some of the toughest hombres out there. One of our favorites occurred in the Phoenix area at 2:30 a.m. just as the Pepsi Bottling Group (PBG) morning delivery shift was about to head out.

At first glance, you might think these PBG drivers are a pretty irreverent crowd. They sit in their blue work shirts around a horseshoe of nondescript tables, firing back jabs as bulk delivery supervisor Henry Patton gives them some last-minute instructions.

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Employee Branding

Part 3: Plan/Strategize

Where do you go from here?

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

The days of HR as an administrative function are gone.

You must be a strategic marketer, building the workforce that will advance your company's goals.



On an ever-fluctuating, increasingly competitive talent landscape, how do you attract the superstars? After all, the best candidates out there tend to be employed and not actively looking for work. Classified ads are now just part of what

must be a broad-based strategy for positioning your organization as a career destination. It's vital to be where your ideal candidates are-to go where they go and foster your presence there. You must think and act like a strategic marketer to attract, hire, and keep the people who will flourish with your company- people aligned with your values and engaged in achieving your business goals.

At the core of this effort is your employer brand-your DNA, your promise. As discussed in the first two parts of this series, our job as HR and communications professionals is to pinpoint your organization's employment value proposition, to honestly identify and express your unique story, and-most important-to deliver on that promise. Because everything you do flows from your brand, we must keep in mind all internal and external touch points. And that takes planning.

- **Research**
- **Identify**
- **Plan**
- **Implement**
- **Assess**



Start here, recommends Shaker.

Internal: ERP

Referral programs are a vital component and natural extension of strong employer brands. Engaged employees are your best brand ambassadors: like-minded people recruiting other like-minded people.

External: Web site

Your Web site is your organization's front door. Its look and feel, its content, its functionality should be meaningful, relevant, and on brand.

Phase 3: Plan/Strategize

All right. You know who you are and what you want to say. So where do you say it? And when? It's important to consider, as your creative brand platform is being identified and crafted, your short- and long-term objectives. Then prioritize the order in which to implement your employer brand through internal and external communication channels. Develop an internal brand communication strategy.

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Is Your Performance Appraisal Form Making Matters Worse?

by Linda L Bailey, SPHR

Is your organizations' performance appraisal form keeping your managers and supervisors from having productive two-way conversations with their employees? If it is designed like most of them - it is. Has your performance appraisal form hindered your managers and supervisors from having in-depth developmental conversations with their employees? If employees are stuck on their 2.8 or 3.65 score - it has. When employees fixate on a numerical rating they receive (or didn't receive or somebody else received), they are missing the point and purpose of a good performance appraisal. The purpose of a good performance appraisal is to assist employees with their professional development and growth. A performance appraisal form which includes a numerical rating, by design, takes the focus off of the major intent of the performance appraisal.

Many of the performance appraisal forms currently being used have 5 rating categories with the middle category usually defined as "satisfactory" (or some other term which equates to average). Each category also contains a number, usually from 1 - 5, with the middle category being a "3". Many organizations devise their merit budgets assuming most of their employees will fall in the middle category. Being in the middle of the 5 categories reminds us of being average, in the middle of the bell-shaped curve, the equivalent of a "C" grade in school. Is it any surprise our employees come



out of their performance appraisal meetings upset with their ratings instead of focusing on their development and growth?

As a Human Resources professional, we know many of our managers and supervisors are reluctant to assign their employees to the "C" or middle category as it can have some serious repercussions. It can be demotivating to downright derogatory. So the middle category is avoided. A higher category may not be entirely deserved, but a little over-inflation is justified when considering the alternative - giving employees a "C" and reaping the repercussions. Many of the performance appraisal forms we suggest our organizations use are literally driving some of our inflated appraisal results.

We don't hire "C" level employees - at least not on purpose. We certainly don't design our compensation plans and benefits plans to attract and retain "C" level employees. I believe most of us strive to attract and retain "A" players. And I believe most of those "A" players are doing exactly the job we want them to do most of the time. This shouldn't make them average, but some of our performance appraisal forms force our managers and supervisors to go there.

If you, or your organization, absolutely insist on using a numerical system, consider using a range of 70 - 80 - 90 - 100 - 110. It would make more sense to our employees. It would certainly feel much better than being a "3.65" (or whatever). Receiving a score of less than "100" wouldn't be as difficult to explain. Best of all, it might help our employees, and their managers and supervisors, focus on the real purpose of the performance appraisal process and conversation.

Linda Bailey, SPHR, is a consultant, speaker, trainer and teacher in Human Resource issues facing employers, emphasizing the employer-employee relationship. With a goal of "helping employers from needing employment lawyers", her expertise covers both crises intervention and continuing management solutions. Linda can be reached at (727) 528-0556 or e-mail at Linda@BaileyCG.com. Website is www.BaileyCG.com.





The Book Corner

February Book Suggestions

By Daniel T. Bloom



As we enter the middle of the first quarter of the New Year, the publishers have scheduled the release of 150 new business management titles for the next thirty days. Among these titles, the following should be of interest to human resource professionals and their employers. If we can be of further assistance call me at (813) 908-1845. Staffing Research by Society for HR Management

Supervisory Management: The Art of Inspiring and Developing by Donald Mosely

Your best path to becoming a successful, effective supervisor begins with the practical knowledge, the many opportunities to develop your supervisory skills, and the solid understanding of management principles you will gain in Supervisory Management . With understandable "hands-on" coverage, the authors inspire you --emphasizing a positive approach of working cooperatively WITH people to develop and empower you to better perform in a supervisory role. Including cutting-edge information throughout as well as real world cases and Skill Builders that help you practice what you are learning.

The Essential Supervisor's Handbook: A Quick and Handy Guide for Any Manager or Business Owner by Brette McWhorter Sember

The key to a good business is good employees. The Key to good employees? A great supervisor. The Essential Supervisor's Handbook provides a guide for both new and experienced supervisors featuring expert explanations, advice and motivation. It is a quick reference guide that covers a wide range of topics, from employee relations, team leadership, and motivation to the legal aspects of hiring, firing , and disciplining employees.

The Business Rules by David Eichenbaum

Thou shalt succeed in business--with these seven rules. There are seven fundamnetal

business truths. Following them has led Coke to prosper over Pepsi, Microsoft over Apple, and Southwest over larger carriers--and ignoring them caused Amazon.com to lose \$3 billion since its

inception. The author reveals the seven commandments, rules he has uncovered after 20 years of study -- rule that have been in effect since the very first business. By following these commandments, you will increase your profits, reduce your costs, increase customer satisfaction, and attract top-notch employees. Management theories come and go. The commandments are enduring and timeless -- and essential to the existence of your business.



Coaching, Counseling and Mentoring: How to Choose & Use the Right Technique to Boost Employee Performance by Florence Stone

Coaching, counseling and Mentoring can dramatically improve employee productivity and satisfaction. But there's a big difference between continuously encouraging employees to do their jobs well (coaching), attempting to fix poor performance (counseling), and helping top performers excel (mentoring). Unfortunately, most managers don't truly understand how and when to do each. Coaching, Counseling and Mentoring provides helpful tools like self assessments and real-life scenarios, and gives managers specific, practical guidance on using these techniques to improve the performance of their people.

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LEGISLATIVE UPDATE

By David Steffen

Are your staffing needs met for 2008?

As many employers that rely on well-trained foreign workers already know, attracting candidates is only half the battle. Often times the bigger problem may be getting the new recruits their proper visas before they are scheduled to work.

In an attempt to help employers compete, while combating a shrinking pool of specialized applicants, congress created the H-1B visa program in 1990. It allows U.S. employers who depend on foreign nations as part of their workforce to hire these individuals on a temporary basis. While the process is far from perfect its purpose is to provide employers the ability to hire "the best and the brightest" can.

Currently, one of the biggest problems is a shortage of visas. For fiscal year 2008, the number of visas is capped at 65,000 with an additional 20,000 visas for individuals with advanced degrees from a U.S. institution of higher learning. (Out of the 65,000 visa 6,800 of them are reserved for individuals from Chile and



Singapore under the U.S.-Chile and U.S.-Singapore Free Trade Agreements.) While this may seem like a significant number of visas, it usually does not take long for the allotment to be depleted. For instance, in fiscal year 2006 it took approximately four months for the standard H-1B visas to run out and advance degree visas were gone in eight months. The 2007 fiscal year was even worse. The H-1B visa cap was reached in only eight weeks and advanced degree numbers were also exhausted in four months.

Petitions for standard and advanced degree H-1B visas may be filed six months before the prospective employee is scheduled to begin work. The U.S. Citizenship and Immigration Services (USCIS) has announced that it will begin accepting advanced H-1B filing petitions for the 2008 fiscal year, which begins on October 1, 2007, on April 1, 2007. Because it is safe to assume that the number of applications will exceed the number of available visas, employers must be ready to file the necessary paperwork as soon as possible.

NEWLY CERTIFIED HUMAN RESOURCE PROFESSIONALS



HRTampa proudly congratulates the following individuals who have recently earned the prestigious PHR (Professional in Human Resources) and SPHR (Senior Professional in Human Resources) certification:

Rebekah Bickling, PHR

Cheri Farnham, PHR

Kathleen Greer, PHR

Stephanie Koch, SPHR

Sharon Matlock-Marsh, SPHR

Student Status (PHR): Ted Emerson

Inass Riyad, PHR

Denisse Vargas, SPHR

Melissa Webber, PHR

The PHR/ SPHR certification, awarded by the Human Resource Certification Institute (HRCI), signifies that these HR professionals are committed to personal excellence and possess the theoretical knowledge and practical experience in human resource management necessary to pass a rigorous examination demonstrating a mastery of the body of knowledge in the field.



Book Corner

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The Sexual Harassment Handbook: Everything You Need to Know Before Someone Calls a Lawyer

by Linda Howard

Do you think you have to put up with inappropriate sexual behavior to get ahead in your career? Or have you been the victim of sexual harassment and don't know what to do about it? Are you concerned that anything you do or say could be interpreted as sexual harassment? What are the rules and boundaries? The Sexual Harassment Handbook is the first book that gives you the insight to assess a sexual situation on the job and take effective action, before the lawyers are called in.

Understanding and Managing Organizational Behavior

by Jennifer George

This book makes an authoritative and practical introduction to organizational behavior. It contains leading-edge coverage of topics and issues combined with a wealth of learning tools that help readers experience organizational behavior and guide them to becoming better managers. Chapter topics discuss individual differences: personality, ability, and job performance; work values, attitudes, moods, and emotions; perception, attribution, and the management of diversity; learning and creativity at work; pay, careers, and changing employment relationships; managing stress and work-life linkages; leadership; power, politics, conflict, and negotiation; communication flows and information technology; organizational culture and ethical behavior; and organizational change and development.

The Essential Guide to Managing Talent: How Top Companies Recruit, Train and Retain the Best Employees

by Kaye Thorne

Losing top talent can cost businesses big money. This guide provides management strategies for talent-rich companies, identifying ways to create an employer brand to attract and retain the best employees out there. Case studies show how market-leading brands identify and nurture talent, positioning themselves to be employers of choice. Written in an accessible style, this guide is a comprehensive introduction to managing talent with examples from Virgin, Universal Music Group and Peter Honey, an expert on learning and behavior.

Boost Your Hiring IQ

by Carole Martin

From the author of *Boost Your Interview IQ* comes the essential interviewing manual for managers. This interactive hiring guide is an absolute must, whether you're a manager, HR professional, or a small business owner. Its powerful hiring IQ test helps you determine what kinds of answers they should look for when asking questions in an interview- and what those answers really mean. The book is filled with practical advice on what to look for when filling a position, techniques for asking the right interview questions that really show the capabilities of a prospective employee, and questions that reveal how to hire the best person for the job.

The Strategic Community-Based Firm

by Mitsuru Kodama

This book describes the strategic community concept, which integrates knowledge possessed by people, groups, or organizations across organizational boundaries to create new products and services, or new business models. Through detailed case studies of Japanese high-tech industries, including joint product innovation with US based companies, the author suggests that strategy, organization and leadership that realize knowledge integration across multiple organizational boundaries represents the dynamic view of strategy that a company needs to obtain organizational capability with a competitive edge.



HRTampa Student Chapter Meeting

02/23/2007

5:45 PM 7:30 PM

Lanier Upshaw Business Solutions

8875 Hidden River Parkway

Suite 560

Tampa, FL 33637



Carrot Culture

Continued from Page 5

But looks can be deceiving. They are listening and engaged. They care about the success of PBG, their team, and each other. This quickly becomes clear as Henry calls the meeting to a close. We'll join the discussion as Henry uses recognition to accelerate all he has done so far in the meeting:

Henry: I want to finish our meeting today with some well-deserved recognition. This person came to Pepsi Bottling Group fifteen years ago looking for a good career. He's taken on a lot of challenges in that time. That person is Roger Carey.

(Laughter from the group. Ribbing.)

Henry: I know he doesn't like to be in the spotlight much, so we'll keep it short. In his 15 years, Rog has been in full-service vending—that's where he started—and then he decided to be a sales rep for a while. Then he brought all that experience over here to bulk delivery and has been enjoying that ever since. Come on up here Roger, I've got a nice award for you.

(Clapping from group as Roger shakes Henry's hand.)

Henry: Fifteen years, Roger. That deserves our congratulations. You know, one thing I like about Roger: No matter what we ask him to do, he's there to help us out. He lives the Pepsi Bottling Group philosophy of Act Now, Do it Today, and Get Results. Let me give just one example. Roger will often call me from an account when he's found something loaded improperly—say he has a pallet of 12-pack cans on the truck and the sales rep ordered two-liter bottles. Sometimes we can send out the right product, but if it's too late, Roger doesn't hesitate in coming back here to get the right product and taking it back out to the store so there are no lost sales or revenues—not to mention upset customers and store managers. The great thing about Roger is that he's committed to doing whatever it takes so that our stores have the right product the same day so there's no out-of-stock situation.

Does anyone else have anything to say about Roger?

Several employees then added their thoughts on Roger. Here's just one example of what was said:

Co-worker: I'd like to thank Roger. I was coming from full-service, and I was struggling. I'd

never done sales. And he made my transition a lot easier. I really appreciate that.

Henry: Yeah. We do appreciate you, Roger. If every plant in this company had a Roger Carey, we'd be doing just outstanding. So once again, thanks, Rog.

Think about what just happened in this example: First, Henry appreciated the wealth of experience Roger brought from other departments to his role in bulk delivery. Next, he talked about Roger's dependability and how he lived Pepsi Bottling Group's values of Act Now, Do It Today, and Get Results. He told a poignant but brief story about Roger and how he lived those values—doing whatever it took after a system error to get the right product to the right store on the right day. Next, Henry didn't hog the spotlight, but allowed other employees to speak up. One talked about Roger's role in Teamwork, another PBG value.

Does Roger feel more engaged after that two-minute exchange? You bet. Does everyone in attendance know what Henry values? Act Now, Do It Today, Get Results. Teamwork. Dependability. Loyalty. All of these are important at PBG.

And finally, Henry is more trusted as a leader because of this simple exchange. The guys know that he values the people in his charge and notices the unique skills they bring to the organization. He's not afraid to hear what other employees think. He's willing and happy to take the time—in a very busy day, with 30 direct reports and pressing customer demands to hit the road—to single out an employee for exemplary behavior.

With the right tools, tough managers like PBG's Henry Patton are using recognition every day to accelerate trust in their organizations. Real leaders use Carrots; and the resulting success is much more than mere coincidence.

Today's Carrot A Day: You Can't See Everything

You may be a great manager, but you can't be everywhere and see everything at once. So ask for help in creating a Carrot

Culture. Give your people a stack of thank-you cards and ask them to write a handwritten note to recognize co-workers when they see them furthering company values.



Employee Branding

Continued from Page 6

Develop an internal brand communication strategy.

- **Nurture** your brand platform through internal communications to ensure that you have a brand-engaged culture of employees who live the brand "from the inside out."
- **Identify internal channels** for brand exposure-such as ERP, education/training, newsletters, benefits marketing, development, interview and onboarding processes, performance management, and recognition/rewards.

Develop an external brand communication strategy.

- **Identify external channels** for brand execution-such as Web, vendor marketing, community relations, and recruiting efforts.
- **Carefully develop** media plans.
- **Consider the competitive landscape** to distinguish your company in a thoughtful, deliberate way.
- **Develop creative campaigns**-customizing your brand messaging to lines of business, departments, positions, or demographic targets.

Incorporate public relations and community-based components.

- **Your presence at the community level** affects how people perceive your organization and keeps you front of mind with a population that may be your employees or consumers.
- **The impact of public relations efforts is twofold:** Internally, PR serves to recognize and enlighten your employees. Externally, PR lends third-party credibility to your key messages.

Ensure consistency of brand across all candidate touch points-major and minor.

- **Do sweat the small stuff.** Your brand isn't what you say; it's what you do. Current and potential candi-



dates form their perceptions based on each interaction they have with you.

- **Keep in mind that your top prospects don't necessarily see your job descriptions.** They go to your Web site. They research. They read. They talk to friends and family. And they listen.

Employer branding is a long-term solution to establishing yourself as a career destination and building-and nurturing- your talent pool. It takes commitment managing your external and internal presence.

We'll discuss the implementation process in the next installment of this Branding 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.



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