

Dinner Meeting

Reach Beyond Your Limits

We all have something that we desire or want to achieve. Desire, however, is often times not enough. Join Cestine I. Herbert and Discover what are limiting factors for many, and how to reach beyond them.

- Improve Personal Performance
- Improve Leadership Skills
- Develop Proactive Thinking
- Develop Success Attitudes
- Develop Successful Behavior
- Reach Beyond Your Limits!

Cestine will help you identify your personal and professional challenges, then develop a personal strategy to reach beyond your obstacles, challenges or stress to success.

Three fundamental yet powerful principles will have you reach beyond your limits: Think Beyond, Plan Beyond and Perform Beyond.

Registration starts at 5:30 p.m. - Dinner starts at 6:00 p.m.

Location: The Centre Club

HR Tampa College Relations

2nd Annual...

CAREER WORKSHOP

April 14, 2007

Hosted by Keller Graduate School of Management of DeVry University

8:30am to 1:30pm

*For more information, contact Tonya Fletcher,
HR Tampa Director of College Relations
tfletcher@advantec-hr.com*

Bio

Cestine I. Herbert

Cestine I. Herbert is the founder and CEO of Divine Discipline, a life development company dedicated to empowering individuals and developing businesses, organizations and churches. Divine Discipline provides personal, professional and spiritual development through keynote speeches, training, teambuilding, coaching, planning and development.



Cestine calls herself an empowerment speaker because she empowers and inspires; educates and equips her audience with practical holistic tools to help identify their purpose and develop their mind, body and spirit.

Cestine Herbert has over 15 years combined experience in speaking, training, team development, organization development, grant and project management experience. She has developed strategic performance measures, quality controls and awareness programs, and has managed various internal projects with private sector firms. She has earned a Bachelors of Science Degree in Industrial Engineering; trained to design systems for people that are efficient and effective. Her experience includes running a quarter of a million dollar not-for-profit agency; assisting with planning and systematic efficiency

April 18th



Reach Beyond Your Limits

Dinner

The Centre Club



May 16th

Dealing With Difficult People

Breakfast



A Higher Standard Of Reliability

The Centre Club

March 21, 2007

HR TAMPA'S Breakfast Meeting

Grant Peterson, Our Speaker



Sponsors Charlie & Teresa Chadbourne



(Above L) Jill Conklin & Kristin Gwinner



(Above R) Sarah Williams, Teri Thompson & Inass Riyad



Norm Patry

Lee Bell

Networking Over Coffee





Strictly for Laughs

Differences Between You and Your Boss



When you take a long time, you're slow.
When your boss takes a long time, he's thorough.

■ ■ ■ ■ ■ ■ ■ ■

When you don't do it, you're lazy.

When your boss doesn't do it, he's too busy.

■ ■ ■ ■ ■ ■ ■ ■

When you make a mistake, you're an idiot.

When your boss makes a mistake, he's only human.

■ ■ ■ ■ ■ ■ ■ ■

When doing something without being told, you're overstepping your authority.

When your boss does the same thing, that's initiative.

■ ■ ■ ■ ■ ■ ■ ■

When you take a stand, you're being pig-headed.

When your boss does it, he's being firm.



When you overlooked a rule of etiquette, you're being rude.

When your boss skips a few rules, he's being original.

■ ■ ■ ■ ■ ■ ■ ■

When you please your boss, you're kissing up.

When your boss pleases his boss, he's being co-operative.

■ ■ ■ ■ ■ ■ ■ ■

When you're out of the office, you're wandering around.

When your boss is out of the office, he's on business.

■ ■ ■ ■ ■ ■ ■ ■

When you take a day off sick, you're always sick.

When your boss takes a day off sick, he must be very ill.

■ ■ ■ ■ ■ ■ ■ ■

When you apply for leave, you must be going for an interview.

When your boss applies for leave, it's because he's overworked.

Relocation Update

The 2007- New Hire Survey

This year's data reflect the efforts of companies and relocation professionals to provide targeted policies that both attract the right talent and manage costs. Also included in this year's report are new data on advance payments and recruitment strategies.

The majority (64 percent) have a tiered program choosing to vary the assistance based on various criteria. Another 11 percent have a menu-driven/

cafeteria-style plan. Only one-fourth report having a single policy to cover all new hires, a slight decrease from the 30 percent reported in 2002.

If you would like to review your current relocation Policy and review the trends: please contact:

Sharan Backus- 800-237-3831 or 813-289-6600 Coldwell Banker
Florida-Relocation Division
Sharan.backus@floridamoves.com

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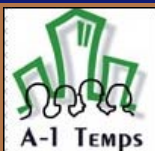


September 19th

A" La Carte
Pavilion
Tampa

Hurry

Hurry



Contact Our Non- Dues Revenue Director

Sharan Backus (Coldwell Banker) 813 289- 6600, Sharan.backus@floridamoves.com

Employee Branding

Part 5: Assess

Your brand lives. Adjust accordingly

By Mary Stanton, Brand Project Manager

Shaker Recruitment Advertising & Communications

The last in a five-part series about employer branding and Shaker's approach to it.



Your employer brand is you. It is your personality, your heart, the very essence of your being as an organization and a people. It is not static, nor does it exist in a vacuum. Your employer brand is impacted by experiences and perceptions.

As a living, breathing entity, it is constantly evolving.

As you embark on your employer branding journey—a process that we've explored in this series—you'll find that some things work, and that some things don't...and that all things change. Values shift. Communication methods diversify. Just as your organization, people, goals, and audiences evolve within the context of a dynamic world, you'll continue to refine your brand communications to meet your needs.

- Research
- Identify
- Plan
- Implement
- Assess

Phase 5: Assess

Employer branding is a matter of employee engagement: It's about knowing who you are and what you want to achieve—and finding and keeping the kinds of people to get you there. Assessing whether you're really getting there is an ongoing process. Here's a guide to evaluating your program. Operationalize the brand.

Your brand must be lived—from the inside out. It is a promise that you make—and keep. It must match reality, or all of your efforts will be

for naught. So make sure that you walk the talk and truly deliver on what you're saying.

What to Measure

- **Brand metrics**

Before rolling out your employer brand, establish a baseline for measurement by reviewing established brand metrics and setting barometers. Consider these indicators of your employer brand's impact:

- **External audience measurement.**

- Time to fill
- Cost per hire
- Percentage of declining candidates
- Candidate quality/quantity: attractiveness to top talent
- External brand awareness/recognition
- Customer satisfaction

- **Internal audience measurement**

Remember, your employer brand is a living component of who you are. Perform a pulse check: Evaluate the consistency between your employer brand and employees' perception of your brand promise. Explore how employee communications play a role in the engagement process—and gauge how effective they are.

- Brand awareness/perceptions—how employees perceive and express the culture
- Employee retention
- Employee referrals
- Employee satisfaction/pride
- Employee attrition—especially by high-value employees
- Internal communications use/effectiveness—for example, "Live the Brand" guides and ERPs



Continued on Page 10

HALF OF CFOS WHO LEAVE COMPANIES EXIT FOR REASONS OTHER THAN A NEW JOB

Fifty percent of the chief financial officers who left companies did so for reasons other than finding another job, including inability to fit culturally into the organization, the increasingly stressful demands of the position, and lack of current knowledge related to Sarbanes-Oxley, according to a survey by *Right Management*.

CFOs lasted in their positions for more than five years at 48 percent of the 191 organizations surveyed. However, CFOs stayed in their jobs for less than three years at 25 percent of companies surveyed.

It typically takes between three and five months to replace a departing chief financial executive, according to the survey.

Respondents included primarily human resource managers and executives at mid- to large organizations in all industries.

"Many chief financial officers had the same 'cultural fit' problems that are a leading cause of executive failure - their management styles and ways of doing their jobs did not fit in with the prevailing organizational culture," said Tom Shea, CEO, Florida/ Caribbean for Right Management, the world's leading outplacement and organizational consulting firm, with global resources to manage the entire employee lifecycle.

CFOs have also been under increased job stress since the implementation of the

Sarbanes-Oxley Act of 2002, the corporate disclosure law passed by Congress in the wake of accounting scandals at a number of major publicly held companies.

"The strains that Sarbanes-Oxley placed on the job are still present. Some CFOs have not adjusted to the greater duties and increased responsibilities that a chief financial executive for a public company must now confront," said Shea.

"In addition, the job market for CFOs has been good in recent years, with new opportunities at other public companies that are under greater Sarbanes-Oxley scrutiny, and with privately held companies that were not affected by the legislation," added Shea.

According to the survey:

CFOs who left companies did so for the following reasons:

- * Accepted another job offer 50%
- * CFO did not fit into culture of organization 23%
- * Work environment and/ or job was too stressful 22%
- * Lack of current knowledge around Sarbanes-Oxley regulations 5%

The average tenure of a CFO is:

- * Six to 10 years 28%
- * Three to five years 27%
- * Up to three years 25%
- * More than 10 years 20%

It typically takes this long to find a replacement CFO:

- * Three to five months 34%
- * Six to 12 months 26%
- * One to two months 22%
- * Less than one month 11%
- * More than 1 year 7%
- * One to two months 22%

Right Management (www.right.com) is the world's leading outplacement and organizational consulting firm, with global resources to manage the entire employee lifecycle. Right Management is a wholly owned subsidiary of Manpower, Inc. (NYSE:MAN), a world leader in the employment services industry, creating and delivering services that enable its clients to win in the changing world of work. Right's Florida-Caribbean Region has offices in Fort Lauderdale, Miami, Boca Raton, Jacksonville, Tampa, Orlando, and San Juan, Puerto Rico.

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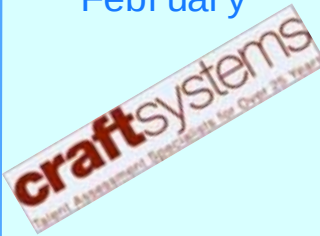
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2007

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LEGISLATIVE UPDATE

By David Steffen

Legislating Your Workplace

After years of rather favorable legislation, proposed bills in both the United States Congress and the Florida Legislature are poised to significantly alter the control employers have over their employees. The bills range from legislation dictating minimum amounts of paid leave each employee will receive to permitting guns in parking lots. The individual bills are largely supported by special interest groups who see this as an opportunity to advance their agendas through sympathetic elected officials.

The one piece of legislation that has received the most attention is the Employee Free Choice Act. As many of you are aware, the bill would significantly alter union organizing in America by eliminating secret ballot elections and requiring employers to recognize unions based upon union card checks. The United States House of Representatives recently passed the bill, on essentially a party line vote, as a thank you to organized labor's support in the 2006 election. Despite its passage in the House, it has stalled in the Senate because its sponsors, including Florida Senator Bill Nelson, are still trying to get enough support in order to ensure its passage.

While the Employee Free Choice Act has gotten most of the headlines, there are other pieces of legislation that will dictate the benefits that employers must provide to their employees. For instance, Senator Ted Kennedy (D-MA) and Representative Rosa DeLauro (D-CT) plan to introduce the Healthy Families Act, a bill that would require organizations with 15 or more full-time employees to provide at least seven days of paid sick leave every year to employees that work 30 hours a week. It would also prohibit employers from eliminating existing leave and allow employees to sue their employers if they fail to provide the paid sick leave.

The Florida Legislature is also considering legislation that would significantly impact every workplace in the



state. Even though a similar bill was defeated during the 2006 legislative session, the Senate Committee on Criminal Justice recently approved the "Individual Personal Property Protection Act of 2007." The bill would prevent employers and other property owners from prohibiting people, including employees, from bringing amongst other things, guns onto private property

if the person may legally carry the gun and it is locked in the person's trunk. In addition, any employer who terminates employees from carrying weapons on to its property may be sued.

The personal property legislation is being supported by groups that appear to have very little in common. Currently, the three most vocal supporters of the bill include the National Rifle Association ("NRA"), the AFL-CIO, and the Florida trial lawyers. Each group is supporting the bill for its own unique reasons. In particular, the NRA is trying to expand gun rights in Florida, organized labor wants to weaken employers' property rights, and the Florida trial lawyers see it as an opportunity to generate new business through personal injury, wrongful death, and wrongful termination lawsuits. As a result, legislators from both political parties are being encouraged to support the legislation by some of their biggest backers.

Despite this support, business interests are fighting back. Both the Society for Human Resource Managers and HR Florida are actively lobbying against these bills and others that are being considered. In order to bolster their efforts, they have asked us to contact our legislators in order to discuss the potential ramifications the individual bills could have on our worksites. Therefore, in the upcoming weeks you will be receiving e-mail notices from HR Tampa requesting that you join us in writing our representatives in an effort to combat the special interest groups driving legislation that is harmful to Florida's employers.





The Book Corner

March Book Suggestions

By Daniel T. Bloom



Welcome to Spring and as we enter the warmer weather the publishers have released 153 titles in the next 30 days for you to enjoy on those pleasant evenings when you are sitting at home. If we can be of any assistance please call contact Dan Bloom at (813) 908-1845 or dbloom@bordersgroupinc.com.



CEO Dad: How to Avoid Getting Fired by your Family by Tom Stern

The author delivers a humorous business book that is packed with dozens of spot-on cartoons that illustrate the serious real-life conflicts that business executives everywhere have with the people they love.

Special Recommendation

I have just finished one of the most thought provoking books I have read in quite awhile. For what it is worth here is the must read book of the business arena at the moment. It has led to an article on HR.com and a monthly column in Fast Company Magazine.

Made to Stick by **Chip and Dan Heath**

Made to Stick is a book that will transform the way you communicate ideas. It's a fast-paced tour of success stories and failures: The Nobel Prize winning scientist who drank a glass of bacteria to prove a point of stomach ulcers; the charities who use the "Mother Teresa effect"; the elementary school teacher whose simulation actually prevented racial prejudice. Provocative, eye-opening, and often surprisingly funny, Made to Stick shows us the vital principles of winning ideas and tells us how we can apply these rules to making our messages stick.

April Releases

Fun Works: Creating Places Where People Love to Work by Leslie Yerkes

The author (Yerkes) offers tips, examples and motivation to help readers, their co-workers, and their customers unleash the power of fun in the workplace. Through real-life case studies and interviews with dozens of leading authors and everyday people, the author illustrates 11 principles of what she calls the work/ fun fusion, the ultimate self-development and growth experience.

The Human Asset Manifesto by Jonathan Ledwidge

While dysfunctional human relationships are a widely studied topic, it isn't common to equate dysfunctionality to the relationships between organizations and their workforce. In his new book, the author makes the bold assertion that organizations are not only socially dysfunctional but they subjugate and destroy the human spirit! Managers often say good things about the importance of people but they seldom mean it. This can be seen from the rightsizing, downsizing, reorganizing and outsourcing that happens with unabashed frequency. These actions represent a failure to comprehend the true value of people and people processes. Worse still, this cycle is constantly repeated even when it obviously doesn't work.

Flexibility and Stability in Working Life by Bengt Furaker

Flexibility has become a key concept in discourses on developments in working life. However, it is an ambiguous concept in several ways, and theoretical clarity is lacking. Further, large parts of the literature are prescriptive and ideological rather than empirical and analytical. This book contributes both theoretically and empirically to expound the importance of clearer concepts in the national and international debates on economic systems, labor markets, work organizations, and experiences of work. flexible learning strategies and methods,

Continued on Page 11

Employee Branding

Continued from Page 5

How to Measure It Measurement Tools

- **Career site tracking**

Track your Web site's careers-area activity and measure changes in that activity-for example, number of hits, popular areas, how long visitors are staying, extent of interactivity, applications received, and other factors. Monitor your site on a continuing basis, such as once a month, to evaluate trends.

Internal and External

- **Surveys**

Disseminate and evaluate surveys exploring the extent to which you're successfully infusing your brand through various communication channels.

Internal and External

- **Focus groups**

Investigate brand recognition, relevance, and resonance according to your specific segment needs, values, and goals.

The Nitty- Gritty Basic Questions

- **WHO measures?**

HR and Marketing own the measurement process. The employer brand is integrated across an organization; it is about engaging, training, recognizing, and developing top talent in all functional areas. As such, HR and market-

ing/ communications teams should work together closely to do the measuring.

- **HOW long?**

Expect to monitor results in about two years. Branding takes time. Getting a sense of whether your program is effective should take at least 18 to 24 months; two years is standard in the world of change management. Be sure to measure (survey or focus groups) only once a year.

- **WHAT then?**

Revise, re-strategize, and re-implement.

As you learn your brand program strengths and areas for enhancement, adjust and tactically implement revised strategies, creative, and communications as appropriate. It's a matter of understanding: When you are clear about your organization's promise and goals, you can bring on and keep the kinds of people who embrace them—who are aligned with you to succeed, personally and organizationally.

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.



New Members (Continued on Page 12)

First Name	Last Name	Certification	Title	Company Name
Jacqueline	Mattiaccio		HR Director	J2 Engineering, Inc.
Donna	Ritz	PHR	HR Manager	Chugach Management Servies Inc.
Nicole	McCoy		HR Manager	Transitions Optical, Inc.
James	Sullivan		Account Executive	Stahl & Associates Insurance
Steve	Nichols	SPHR		Meta-4 HR
John	Woolsey			Art Institute of Tampa
Barbara	Matsumoto	PHR	Assistant HR Manager	Lear Corporation
Lucy	Goldsmith		Account Executive	PDI
Cassandra	Harris			Idearc Media
Glen	Fields		Chief, Manpower & Organization	USCENTCOM/ CCJ1-MPM
Rima	Kazemekaitis	PHR		Logoscript
Jeanette	Mattern		Ex. Director, Employment	Catalina Marketing Corporation
Kate	Sumsion	SPHR	Divisional HR Director	LabCorp
Clare	Worley			National Preferred Employer Program
Mary	Persky	SPHR	Sr. Hr Generalist	METLIFE

Book Corner

Continued from Page 9

Coaching the Team at Work

by David Clutterbuck

Much has been written about coaching individuals, yet there has been little investigation of coaching teams at work. Even in organizations that have made strides towards becoming coaching cultures, the focus has been on the individual, not the team. This failure is now a serious weakness in the abilities of managers at all levels. In this book the author bridges the gap between what is known about team learning and coaching as how team coaching differs from individual coaching, what skills underpin effective team coaching and how team coaching can be made a sustainable, automatic process.

The Now Habit

by Neil Fiore

Originally published in 1988, *The Now Habit* has sold more than 58,000 copies, and is as relevant as ever: The author offers the first comprehensive strategy to overcome the causes of procrastination and to eliminate its deleterious effects. His techniques will help any busy person get more things done more quickly, without the anxiety and stress brought on by failure to meet the workplace's pressing deadlines. This revised, redesigned edition includes a new introduction and a section that provides strategies to understand and deal with the complex role technology plays in procrastination today.

Human Capital Management

by Angela Baron

This book uses the optic of human capital to examine business performance, suggesting ways to improve performance by implementing HR and business strategies derived from the field of Human Capital Management. Drawing on results of case studies from the Chartered Institute of Personnel and Development, a leading UK professional organization, this book offers expert advice on how organizations can apply HCM to maximize performance. It also includes a comprehensive toolkit that enables organizations to introduce HCM effectively.

Learning and Development

by Stephen Gibb

This text provides a complete and integrated introduction to the processes, practices and perspectives of learning and development in the workplace. The new edition is fully updated to include the latest research and developments in the field. The chapter opening and closing case

studies have been replaced with topical new material and increase coverage of this important topic within Modules. The theoretical side of the new edition is given greater emphasis by the introduction of Theory in Focus boxes and reflective questions pepper the text, providing students with an opportunity to reflect on the material and consider the debates from a more critical perspective.

Ring in the Rubble

by Gary Brandt

In *Ring in the Rubble* the author presents an intriguing metaphor of a golden ring buried beneath the rubble of sudden change and offers 10 guideposts for navigating uncertainty, recognizing this ring of opportunity, and seizing hold of it at the right time. He also asks revealing questions that help readers dig a little deeper understanding the nature of this opportunity, using it to their best advantage and finding lasting success in an ever-changing world.

Dim Sum for Managers

by Adrian Furnham

Eighty general management-related issues, such as young managers, chronic e-mail disorder, rumor at work, and stress, are addressed in this creative business handbook. Much like Chinese dim sum, where small helpings and variety are the rule, the chapters are bite-sized and differ in content but ultimately compliment one another. Whether looking for advice on devising new courses, increasing employee morale, or improving customer service, managers seeking exposure to a variety of ideas, techniques, and processes to help them navigate the ever-changing world of business will enjoy this look at management.

Best Practices: Evaluating Performance

Author not identified

Successful management relies on identifying and promoting high-performing employees and targeting underperformers for serious improvement. This volume is a comprehensive and essential resource for any manager on the run, shows you how. Learn to: a) Monitor day-to-day performance; conduct productive formal reviews, reward consistent, excellent performance through promotions. Terminate underperforming employees. Create a company-wide performance management system. The book offers new and seasoned managers the essential information they need to achieve more, both personally and professionally.



New Members (Continued from Page 10)

First Name	Last Name	Certification	Title	Company Name
Edward	Reyes		President	Preferred Physicians Group
John	Scott			Gulf Coast Financial Strategies
Daniel	Roberts		Sr HR Representative	Bausch & Lomb
Molly	Warfel		Manager, Recruiting	University of South Florida
Beth	Martinez		Recruiter	Sterling Management Resources
Christina	Smith		HR Administrator	Lighthouse Financial Group, Inc.
Lorraine	Kindberg		HR Business Partner	WellCare Health Plans
Cynthia	LeMasters		Director of HR	Mortgage Contracting Services, LLC
Grace	Ortiz	PHR	Sr. HR Representative	Bausch & Lomb Pharmaceuticals



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