

Dinner Meeting A Night to Network With Your Peers

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

The meeting will be focused on your needs
and education development. We would like to
hear from you on three main topics:

Human Resource Development
Diversity in the workplace
Workforce Readiness

Come prepared to engage in dynamic discus-
sions on these topics with a diverse team of
professionals that can assist us in our continu-
ous learning and professional development.

Please join us for this very interactive meet-
ing.



Tampa Bay HR Student Chapter Meeting

August 28, 2007
5:45 PM 7:30 PM

Hinshaw and Culbertson LLP
100 South Ashley St., Suite 500
Tampa, FL 33602

HR Tampa Expo & Legal Conference

September 19, 2007

07:30 AM 4:00 PM

The A La Carte Event Pavilion

The HR Tampa Expo & Legal Conference is
your opportunity to learn new skills and net-
work with other area HR professionals and
industry experts, enhance your leadership skills
and help to shape the future of your profession.

Don't miss:

- **Morning Keynote Speaker Dr. Chris Howard**
speaking on *"Winning in Today's Four Genera-
tional Workforce."* The most important task of
any leader is to develop and to coach, mentor
and lead people. Come find out what happens
when a "Boomer" attempts to mentor a seem-
ingly tuned out "Millennial" or when a "Xer"
tries to assist an ostensibly stubborn "Mature"
re-entering the workforce after ten years.
- **Afternoon Keynote Speaker J. Lenora Bresler**
speaking on *"Instant Insight."* Jumpstart any
relationship -- especially employer-employee,
teams, even personal relationships.

The Breakout Sessions:

- **"Why Can't I Wear My Nose Ring at Work?"** -
David Steffen - Constangy, Brooks and Smith
- **"What's In Your Employee Benefits Toolbox?"**
- Lowell Walters, Gray Robinson
- **"Conflict Resolution"** - Cynthia Krosky, CSP,
President of Achieving Corporate Excellence,
Inc
- **"Hidden Areas of Potential Employment Liabil-
ity in the Intergenerational Workforce"** - Kristen
Allman from the firm of Ogletree Deakins

August 15th



Dinner

The Centre Club



September 19th

2007 HR Tampa Expo & Legal Conference

The A La Carte Event Pavillion

July 18, 2007

Develop Your Strategy Plan for HR



Get your new badge at the hospitality table



Speaker Kelley Rexroad



Pre-breakfast networking



HR Tampa Treasurer Kristin Gwinner



Fruit & Sweet Cakes

Continued on Page 3



Anne & Mary - Numara Software HR at breakfast



Lori Goldsmith & Ashley Sykes



Sharan Backus & S. Myers, sponsor from r'Club



Sarah Whitney-Mead



Ray Walsh & Jim Zufall



Sharon Matlock-Marsh & Walesca Alvarez

Your Biggest Résumé Mistakes

By Rosemary Haefner

Vice President of Human Resources for CareerBuilder.com

You formatted your résumé ingeniously. You bolded your name and sized it just enough so it will stand out from the masses. You've proof-read, spell-checked and edited it to death. You've even included creative (and of course, vital) information about why you're the best candidate for the job -- but have you gone too far?

In a recent CareerBuilder.com survey, hiring managers and human resource professionals across the nation shared the most unusual résumé blunders they've come across in their careers. Top slip-ups from the survey included:

- Applicant attached a letter from her mother.
- Applicant specified that his availability was limited because Friday, Saturday and Sunday was "drinking time."
- Applicant explained that he works well nude.
- Applicant explained an arrest by stating, "We stole a pig, but it was a really small pig."
- Applicant drew a picture of a car on the outside of the envelope and said it was the hiring manager's gift.
- Applicant explained a gap in employment by saying it was because he was getting over the death of his cat for three months.

Employers do appreciate creativity in job applicants because rooting through piles of résumés often times can be a monotonous task. The key however is to balance that creativity with professionalism. You want to stand out as someone unique but also someone with applicable experience who can add value to the company.

While the goal of a creative résumé is to make a lasting impression, you want to make sure it's a good impression. Not sure what kind of impact your résumé has? Try getting your résumé professionally reviewed... for free. Job seekers can go to cbRésumé.com, upload their résumés, and receive instant feedback on how to improve their chances of being hired.

Here are four sure-fire ways to ensure your résumé makes the right impression.

1. Your personal life is just that -- personal.

One candidate included that he spent summers on his family's yacht in Grand Cayman, while another included family medical history. Hiring managers

don't need to know personal information such as your waistline measurement or where you spend your summer vacations. Instead, include information on activities that are business-related such as memberships in professional organizations and community service involvement.

2. Simple. Bold. Professional.

Using pale blue paper with teddy bears around the border (like one candidate did) isn't going to strike anyone as anything but weird. Three key ideas to keep in mind when formatting your résumé are: simple, bold and professional. Instead of flashy formatting and stationery with borders or graphics, create a clean and polished document on résumé paper with consistent formatting for headings and bullet points. To gain a hiring manager's attention, use strong action words such as 'achieved' and 'managed' instead of unconventional fonts or colored text.

3. One size does NOT fit all.

If you're applying for a sales position, it wouldn't make much sense to focus on your experience in an unrelated field like education or information technology. Not only should you play up achievements and experience specific to the job you're applying for, but also provide quantifiable results. For example, it's easy to say that you have experience in sales, but employers will take note if you say that you were responsible for a 10 percent growth in overall sales.

Note: including a picture of you in a cheerleading uniform, as one applicant did, also doesn't make sense.

4. Two sets of eyes are better than one.

After you proofread your résumé a few times, ask someone else to review it. A second pair of eyes may be able to catch mistakes you missed and could provide a fresh perspective on how to improve your résumé.

Rosemary Haefner is the Vice President of Human Resources for CareerBuilder.com. She is an expert in recruitment trends and tactics, job seeker behavior, workplace issues, employee attitudes and HR initiatives.

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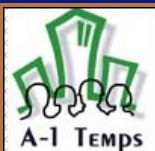
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LEGISLATIVE UPDATE

By David Steffen

Nonqualified Deferred Compensation Don't Miss the Deadline For Avoiding Penalties

The deadline for nonqualified deferred compensation arrangements ("NDCAs") to comply with the restrictive rules of Section 409A of the Internal Revenue Code is almost here. If an employer's NDCA is not amended to formally satisfy Section 409A by December 31, 2007, there will generally be substantial tax penalties² and these penalties would fall squarely on the executive employee participating in the defective NDCA. It is extremely important that you review the NDCAs that you participate in, as well as those that may have been adopted by the employers you work with, to avoid this result.

The new rules cover many different types of arrangements. Classic nonqualified arrangements under which an executive has a current entitlement to be paid compensation by the employer in a future year are generally subject to Section 409A, as are arrangements under which an executive may elect to defer a portion of his or her current compensation. Less obvious, arrangements such as severance payments under change-in-control agreements or in employment contracts, or under equity participation plans such as nonqualified stock options or phantom stock plans, may also be required to comply with the new rules. The short answer is that any arrangement which defers compensation to a future year, is not a "welfare benefit" plan (for example, health, disability, or life insurance plans), and is also not an exempt deferred compensation plan (for example, 401(k) plans, tax sheltered annuities or 457(b) plans sponsored by government and tax-exempt employers) might be an NDCA subject to the rules. It is crucial to identify all NDCAs that must comply, and ensure that they do, before the December 31 deadline.

Section 409A imposes a number of restrictions on NDCAs. These restrictions include the requirement that participant elections to defer compensation generally be made prior to the beginning of the year in which the deferrals will be made, or for a new participant in a NDCA within 30 days after the executive commences participation. Once made, elections may generally be changed only if the date of payment is pushed back at least an additional five years. Payments may generally never be accelerated

(even if the executive and the employer wish to amend the NDCA to permit the earlier payment). Distributions may only be triggered based on certain specified events, including the executive's death, disability, or termination of employment, or on a specified date.



If any of Section 409A's restrictions are violated, there are severe consequences for the executive participating in the NDCA. First, all amounts of deferred compensation under the arrangement are immediately subject to income taxation (even those amounts that were deferred in previous years). Worse, the executive is subject to a punitive 20% non-deductible penalty tax, plus imputed interest to the Internal Revenue Service dating back to the date the compensation was first deferred.

Although Section 409A became effective in 2005, final regulations were only issued earlier this year. In conjunction with the issuance of those regulations, the Internal Revenue Service declared that NDCAs would need to be amended to formally comply with the regulations by the end of the year. Up until December 31 of this year, an employer will only be required to be in "good faith" compliance with Section 409A (which may be attained in a number of ways), and an NDCA does not need to comply in form with the new rules. But after the end of this year, any language in an NDCA that violates the new regulations could result in collapse of the NDCA, and the disastrous tax results discussed above.

The Section 409A regulations are extremely complex and lengthy (almost 400 pages), and often raise issues as to how they need to be applied. But it is crucial that if you are participant in an NDCA yourself, or advise employers or executives who participate in such arrangements, that you begin immediately to determine which arrangements are subject to the new rules, and to make any required amendments before the end of this year to avoid the serious penalties under Section 409A.



I would like to extend a special thank you to David Pearson, Esq. of Constangy, Brooks & Smith for his extensive contributions to this column.

Recruiting and Leadership:

How to do the first in the absence of the second

by Howard Admansky

Lou Adler recently wrote an excellent article, and I sensed a bit of frustration in his tone. He even mentioned going off to Starbucks to write that novel he's been thinking about. Believe me, I can relate.

The tone of Lou's article also left an impression in this writer's mind that he is not always pleased with leaders for the less-than-inspired job they do in supporting recruiting. Actually, he was too kind.

Speaking frankly, the leadership of major organizations within the United States, for the most part, stinks. It is riddled with abuse of power, bureaucracy, endless process, politics, and outright theft by those wearing Baroni suits and talking through porcelain veneers & 151; the same material with which toilets are made; think about it. For further reference, I call your attention to MSN/ Money's The Worst CEOs for some fascinating reading.

Forget about why these people were CEOs; the question is how they ever got there in the first place. Think of the endless number of CEOs who breathed a sigh of relief because their kisses did not make it into print.

How does this relate to recruiting, you ask? In just about every way possible. Recruiters build the businesses that leaders are supposed to run. Unfortunately, most leaders don't understand the importance nor the challenges of what recruiters need to do to build those businesses, let alone what the daily battle to hire top talent is really all about. So what are we, as recruiters, supposed to do in the face of uninspired leadership in order to be successful? The choice of answers is simple; go with the flow (wrong choice) or build your own little recruiting function right inside corporate America, and set the tone for real excellence and genuine leadership.

Should you decide to accept this level of commitment and responsibility, you must understand that recruiting has evolved rapidly and will continue to do so. According to the AIRS Recruiting Competency Model, "Recruiting is moving from a practice to a profession... Recruiters are now seen as having an additive impact on the organization, advancing far beyond their own desktops." I believe this is the case, and as a result, more is expected of recruiters than ever before.

Today's recruiters must be successful on



many different levels and in many different venues. We must be a coach, a mentor, a leader, and a driver to a host of different factions that are often at odds with each other. This requires a level of finesse, intelligence, sensitivity, relationship building skills, and sales ability that is unprecedented in the history of our profession.

For those who are recruiting leaders or who wish to become such, I suggest considering the following ideas as you build your teams as well as your futures:

1. **Number of recruiters.** Do whatever is necessary to have the right number of recruiters to support recruiting activities and service your internal customers. The exact number depends upon such variables as type of positions to be filled, experience level of current recruiters, organizational culture, and a host of other factors. I cannot tell you an exact number, but I suggest that you do not try to support a 2,500-person company with two recruiters; it probably will not work.
2. **Type of recruiters.** There are many articles in the ERE archives on how to hire recruiters. Please review them. Opinions of the writers such as Homula, Sullivan, and yours truly do not always agree, but the bottom line is simple: If you hire recruiters who only wait for candidates to apply, you will never have a great recruiting team. Hire recruiters who can find those candidates who do not wish to be found, and do what it takes to get them in the door for interviews.
3. **Sourcing methodologies.** Once again, different ideas abound, but I am comfortable telling you that the more diverse and aggressive the methodologies, the more successful you will be. When I first started in the recruiting business, I made a placement off of a wrong number I dialed. Was this bad sourcing methodology? It's hard to say, but the candidate and the client seemed pleased. Good sourcing methodologies are usually found where creativity meets aggressive intent.

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Mortgage and Housing Corner

What Happens When Your Credit Report is Pulled

by Charlie Chadbourne, SPHR



As you can see from the constant press in the media, there is lots of information on what is going on in both of these closely related industries. I plan on providing a wide variety of information that will be helpful to you and

your employees.

Prescreened Offers of Credit

Have you ever wondered where some of those prescreened offers of credit come from? You know the ones that you are pre approved for a mortgage of up to a certain amount of money at a certain rate? Did you know that when you authorize a mortgage company to pull your credit from the credit bureaus, the credit bureaus (Equifax, Experian, Innovis and TransUnion) may place your personal information on a prescreened list (also called a trigger list)?

Within hours the credit bureaus may sell the list to hundreds or thousands of companies. Within days you begin to receive phone and mail solicitations for mortgage products from numbers and companies you don't recognize.

What to look out for in these offers?

"Bait-and-switch" scheme. This scheme is run by companies who get business by luring consumers in with low rates and then switching the **loan product**.

Solicitations (phone and mail) that appear to be from your current mortgage company. Always confirm who you are speaking with.

Solicitations asking for pin numbers, passwords, your mother's maiden name and/ or your social security number.

If you believe that you have been the target of one of these deceitful practices or some other abuse of the system, please report the incident to the Federal Trade Commission at 1-877-FTC-HELP (1-877-382-4357); TTY: 1-866-653-4261.

What else can you do?

Opt-Out of prescreened offers by visiting www.optoutprescreen.com or through the toll-free telephone number, 1-888-5-OPT-OUT (1-888-567-8688). When you call or visit the website, you'll be asked to provide personal information, including your home telephone

number, name, Social number, and the date of birth. The information you provide is confidential and will be used only to process your request to opt out.

Sign up for the National Do-Not-Call Registry by visiting www.donotcall.gov or call 1-888-382-1222; TTY 1-866-290-4236.

It is important to note it does not improve your credit score when you Opt-Out. It also does not affect your ability to apply for credit. If you do apply for a mortgage, you just won't see a lot of additional prescreened solicitations that are based on lists purchased from the major credit bureaus.

Charlie Chadbourne, SPHR, Licensed Professional Mortgage Consultant. If you have any questions or want more information, please email me at cchadbou@ampabay.rr.com or call me at (813)335-4713.



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The Book Corner

August Book Suggestions

By Daniel T. Bloom



Summer is ending. School is starting up again for our children and the publishers are not letting up with 121 new business management titles being released in the next 30 days. The following titles can be of interest to human

resource professionals and other business management. If we can be of further assistance call me at (813) 340-1126 or email me at dbloom@borderrsgroupinc.com.

Special Recommendation: Awhile back I had mentioned a book entitled **The First 90 Days** by Michael Watkins. I just finished reading his sequel entitled **Shaping the Game: The New Leader's Guide to Effective Negotiating**. It discusses methods for negotiating with your teams and colleagues in achieving the business outcomes you are trying to complete.

Training Solution: Borders Corporate Sales can now provide access to the **Playaway books**. They are great for the busy executive. Each unit is a MP3 player loaded with a single title. There are over 400 total titles including Winning and Tipping Point.

Recruit or Die: How any Business Can Beat the Big Guys in the war for Talent
by Chris Resto

"Recruit or Die" is the first practical guide to the entry-level recruiting game which is very different from the other kinds of recruiting and vitally important to every company- large or small.

Wiley Pathways to Human Resource Management
by Harold Messmer

The corporate landscape has dramatically changed over the last couple of years and it's more critical than ever to maintain a productive environment. This book walks readers

through the steps involved in managing the most important component of a company -- it's employees. It covers everything from designing a new position and the interview process to administering benefits and managing workplace safety. Readers will also discover how to apply this information with the help of real-world examples.

Change Management Masterclass: A Step-By-Step Guide to Successful Change Management

by Mike Green

Change management, handled badly, can create enormous problems for business. A recent McKinsey survey suggested that only 6 percent of change management projects are completed successfully and that the process causes feelings of anxiety and confusion among the employees. There is obviously a great need for support during any transition. Change Management Masterclass explains the whole process in accessible terms. It looks at why organizations need to change, the different ways change can be approached, and what makes a process of change management successful. It analyzes the change process in an ordered and structured way to help the reader understand the concepts and deal with the unexpected problems that arise. Change Management Masterclass provides a model for change that will help readers manage change better in the future, benefiting their own performances as well as the performance of their organizations.

Management Mistakes and Successes
by Robert Hartley

For over 20 years, Robert Hartley has compiled a collection of classic and current mistakes, successes and turnarounds of today's most prominent players. During that time current and future business leaders have used this book to analyze the actions of prominent

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Book Corner

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businesses and the results of these actions. Readers develop the critical thinking skills necessary to strategize like top-notch managers. It is the only casebook on the market to use the mistakes vs. successes approach.

High Performance Business Strategy: Inspiring Success Through Effective Human Resource Management

by Ap Eigenhuis

The authors see a natural alliance between the CEO and the HR executive. HR executives, they argue, must position themselves in the forefront of solving new business challenges. In *High Performance Business Strategy*, they show senior management -- both within HR and outside of it -- how to analyze the weak points in a business and focus HR on transforming the problem areas. They introduce a unique outline checklist that identifies areas of corporate weakness, and they explain how to use the results to build a new HR strategy. Throughout the book and the checklist, the authors have incorporated state-of-the-art knowledge on what works in large, international organizations. This knowledge is based on their experience working with CEOs and senior executives in large, international corporations and on exclusive access to research conducted by the Hay Group.

The Three Signs of a Miserable Job: A Fable for Managers and their Employees

by Patrick Lencioni

In his sixth fable, bestselling author Lencioni reveals the three elements that make work miserable --- immeasurability, anonymity, and irrelevance -- and gives managers and employees the keys to make any job fulfilling and rewarding.

The Dream Manager

by Matthew Kelly

Drawing on the idea that people who are happy in their lives make the most loyal employees, best-selling author Kelly draws the connection between dream fulfillment and work satisfaction. Offering a revolution-

ary parable, the author poses an innovative solution for companies to help their employees.

Assessment Methods in Recruitment, Selection and Performance

by Robert Edenborough

Assessment centers, psychometric testing, and structured interviews are methods that are regularly used to select and recruit employees. The book offers clear explanations of the principles behind these methods along with their history, practice, and implementation. It also explores how these methods can be used to determine the competencies to shape performance management systems. Complete with case studies, figures, and illustrations, the book links selection and performance management by examining a number of issues including: recruitment methods, the background and approaches to measurement within performance management; and the use of information and communication technology in assessment and performance management.

Managing the Unexpected

by Karl Weick

Using high reliability organizations -- such as ER or firefighting units--as the model, the author shows executives and managers the competencies their organizations need to develop in order to handle surprises and crises effectively and with a high degree of reliability without sacrificing speed.

The Human Side of Leadership: Navigating Emotions at Work

by Rick Ginsberg

How to tap into the influence of emotions in the workplace -- to achieve more effective decision making, problem solving, and people management.



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Recruiting & Leadership

Continued from Page 7

4. **Employee referral programs.** I am not one to run from a problem, but if your company has no such program, I suggest you take the next train out of Dodge. John Sullivan's research tells us that aggressive and visible referral programs will be one of the prime generators of great candidates and organizational growth. You must have an employee referral program if you are to build a great company.
5. **Candidate interviewing experience.** The candidate interviewing experience must be a great one. Hammer this point home to your recruiters first, as well as to your hiring managers. If your culture does not value this experience, it does not value people. Sensitize those who are candidate-facing to the importance of creating a great candidate-interviewing experience; there is no time to go back and be nice the second time around.
6. **Branding.** I define branding as everything a person can expect that is based upon everything you do to create that expectation. (Pretty good, huh?) From better employment websites to blogs to community outreach to employee success stories, there are endless things you can do to brand the organization as a good place in which to work. Looking for a place to start? Consider doing three or four things well. Then, identify and implement three or four more, because becoming a good brand is the right thing to do. (Ask Nike.)
7. **Technology.** Technology is like salad dressing. You want enough to hold the salad together but not so much that it becomes the main ingredient. Technology is a wonderful thing, but be advised that it is there to support great recruiting, not be a substitute for it. As an example, do you have an applicant tracking system? If not, this is a good place to start. They are not cheap, but if you focus on the value as opposed to the cost, you will see how a great technology married to a great recruiting function can really make great things happen.
8. **Training.** Not much to say here. If you do not send your recruiters to training sessions and seminars so that they can keep up with the changing landscape of their business, the best they will ever be is the day you hired them. This is not good. I can tell you

from personal experience that every recruiter should be AIRS-certified.

9. **Metrics.** It is hard to improve upon something if you do not measure it. It is also hard to justify expenditures if you can't measure the benefit derived. On the other hand, you can measure everything you do, which will make you and everyone else slowly go insane. I suggest you measure things that fall into the following three areas and call it a day: cost, contracted time to fill, and quality. I will discuss more on this in another article.
10. **Compensation.** Randall Birkwood of Birkwood Associates says it best in his article "Recruiter Incentives: It's Time for a Change," but I will make a quick comment. Compensation drives behavior; so if you want your recruiters to recruit, develop some type of incentive compensation program, because if you don't, why should they go the extra mile to hire great employees? Besides, recruiters, just like other sales folk, should be paid on the results they achieve.

The previous 10 concepts are not the end-all to what recruiting leaders should be thinking about, but they are a good start. If you wish to groom, lead, and make a recruiting team flourish as we evolve from practice to profession, this is as good a time as any to lead the charge and do great things. Remember that history is not just being read; it is being written as well, so why not go out and make some history? Just try not to let the leaders get in your way.

*Howard Adamsky (howard@hrinnovators.com) has been recruiting since 1985 and is still alive to talk about it. A consultant, writer, public speaker, and educator, he works with organizations to support their efforts to build great companies and coaches others on how to do the same. He has over 20 years' experience in identifying, developing, and implementing effective solutions for organizations struggling to recruit and retain top talent. An internationally published author, he is a regular contributor to ERE Media, a member of the Human Capital Institute's Small and Mid-Sized business panel, a Certified Internet Recruiter, and rides one of the largest production motorcycles ever built. His book, *Hiring and Retaining Top IT Professionals/ The Guide for Savvy Hiring Managers and Job Hunters Alike* (Osborne McGraw-Hill) is in local bookstores and available online. He is also working on his second book, *The 25 New Rules for Today's Recruiting Professional*.*

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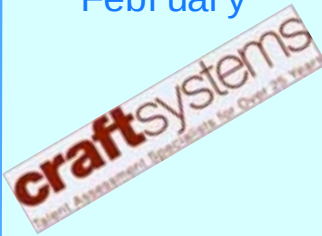
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