

Bio Keynote Speakers Dr. Chris Howard



Chris Howard's career path has taken him from active duty with the US Air Force to the corporate arena to the university classroom, providing ample opportunity to interact with every generation at every level of the work world. Currently a leadership professor at the University of Oklahoma, He is able to quickly

connect with his audience to deliver a clear message, including tactical suggestions that can have an immediate impact back at the office. Howard has played an advisory role on numerous boards for both for-profit and not-for-profit organizations, bringing multiple generations together to work toward a common goal.

Bio J. Lenora Bresler



J. Lenora Bresler graduated from law school at age 20, she is an attorney, a certified senior human resource professional, and a professional public speaker in the National Speakers Association. Her specialties are leadership, motivation, change, and conflict

resolution. In addition to teaching Law at the University of South Florida and all modules of the Human Resources Certification courses at Valencia Community College, J. Lenora is the on-air legal personality for Fox-affiliate radio Florida Talks 1570 and was the long-time host of her own law and politics talk radio program.

HR Tampa Expo & Legal Conference

Changing Faces, Changing Times

The HR Tampa Expo & Legal Conference is your opportunity to learn new skills and network 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 Generational 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 seemingly 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 by asking simple, non-threatening questions that will give you the insight you need to motivate, teach, and empower anyone — instantly!

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 Liability in the Intergenerational Workforce"** - Kristen Allman from the firm of Ogletree Deakins

September 19th

2007 HR Tampa Expo & Legal Conference
The A La Carte Event Pavillion



October 10th

Diversity Meeting with Suncoast Chapter
Breakfast The Centre Club



August 15, 2007 *Networking with Your Peers*



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Will Rives & Beverly King

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... More Networking with your peers



Shelley Bevins



Lenore Balden & Patty Wade



Rhyana



Tanya Sosik



Sarah

... Just for Laughs



"Teach me to pronounce 're-engineering' without sounding totally sarcastic."



"Hasslemeyer, I want to know why the competition is luring away our best talent?... Hasslemeyer?... Hasslemeyer!... Are you still there?"

Senior Leaders HR Event

by Carol McDaniel

HR Tampa and the Suncoast chapters hosted the 2nd Quarterly meeting at the Centre Club, August 5th, 2007.

During the lunch meeting the attendees listened to a presentation given by Carol Barber, EVP, Bernard Hodes Group, on QuickSand; A Guide To Recruiting in a Wired World!

The group has been growing in numbers and seems to be a hit among the senior staff of HR.

The next event will be November 7th at the Radisson in Clearwater!



Darren Veneri & Kathy Davanzo

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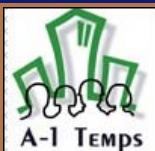
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Malinda	Compagnoni		Sr. HR Generalist	Vertical Communications
Wendy	Harkness		VP of Human Resources	Checkers Drive In Rest.

Relocation Corner

Types of New Hires



Large percentages of companies relocate both experienced and executive level new hires (95 percent and 89 percent respectively). Over three-fourths of respondents also relocate entry level employees or recent college graduates.

Types of New Hires Being Relocated

- Executives - 78%
- Entry-level/New College Graduates - 95%
- Experienced new hires (more than one year of experience) - 89%

For more information, please contact:
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Global Mobility in a Flat World: Six Steps to Improve the Effectiveness of International Assignments

Reprinted with permission of Worldwide ERC®, from the August 2007 issue of MOBILITY

The international assignment has become a must in the global business climate-however, many companies are struggling to make their assignments effective. Lowe lists six steps for working a global mobility program into tip-top shape.

by John A.K. Lowe

In the book, "The World is Flat," By Thomas L. Friedman, the author famously writes, "'Honey,' I confided, 'I think the world is flat.'"

With the onslaught of rapid globalization, high-quality executive mobility has become more critical than ever for the success of many U.S. companies. Nevertheless, many companies continue to struggle to make their international assignments effective.

A well-developed global mobility program must cover a comprehensive range of complex issues, such as housing, children's education, and income taxes. In addition, many companies now are investing in family counseling and in cultural and language training with good results. These issues offer many opportunities for continual improvement and, fortunately, experts and service providers now are available to help.

However, while these are important issues for success, in the end, these issues deal with administrative policy, process, and financial costs. They do not address the effectiveness of the assignment. Global mobility programs and the managers responsible for them must be aligned with the overall business goals.

Basically, business executives are concerned about the contribution to results made by the international assignee. They want to know whether the assignment's objectives are being achieved. For example, has the new product been launched on schedule? Is the market expansion delivering results as planned? Have sales increased? What is the return on investment (ROI)?

Experience has shown that taking the following six steps will improve the overall effective-

ness of international assignment programs, with dramatic results.



Step 1: Get the selection right.

First and foremost, it is essential to select the right person. The company must clearly define the role of the international assignee before it can select the right person, and most companies still struggle to define the role. In addition, many companies then fail to set forth clear selection criteria because of the ongoing confusion about the role.

When defining the selection criteria, a company must not forget to include critical "soft" factors, such as cultural awareness, inquisitiveness, and flexibility. It often is stated in a different context that "the soft stuff is the hardest." As experienced practitioners, we all have seen first-hand the disastrous results of sending a second-string misfit to handle a challenging assignment overseas.

Step 2: Try before you buy! Any company can improve the success of its international assignments by trying out the prospective incumbent in real business circumstances before making a firm commitment.

Working internationally requires a different set of skills. Frankly, it is not for everyone. We all intellectually recognize this fact but frequently forget it in practice.

For example, a buttoned-up, hard-charging successful executive may not be able to handle the conflict-avoiding vagueness of some other cultures. The lack of direct responses will just frustrate the executive. Moreover, a raised voice simply exacerbates the problem. Would it not be much better to find out about these problems beforehand?

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LEGISLATIVE UPDATE

By David Steffen

Employment Verification And the Safe Harbor Provisions

In response to the political fight that has engulfed the debate regarding the County's enforcement of the existing immigration laws, the Department of Homeland Security ("DHS") released its regulation establishing what employers must do to ensure that all of their employees are authorized to work in the United States. The regulation's requirements are based upon DHS attempts to enforce the Immigration Reform and Control Act of 1986.

The new rule was originally scheduled to take effect September 14, 2007; however, on August 31, 2007, a judge issued a stay prohibiting DHS from sending its no match letters out pursuant to a lawsuit filed by the AFL-CIO. A hearing is currently scheduled for October 1, 2007. We will have a better understanding of whether or not the new rules will be implemented after this hearing.

Under the Immigration Reform and Control Act of 1986, employers are prohibited from knowingly hiring or continuing to employ illegal aliens. Knowledge can be either "actual" (meaning that the employer really knew that it was hiring illegal aliens) or "constructive" (meaning that the employer did not know, but should have known that the individuals were illegal aliens). In order to address this issue, reporting requirements have been established for companies to verify that their employees are authorized to work in the United States.

While the Immigration Reform and Control Act prohibits employers from knowingly hiring illegal aliens, the new regulation expands the definition of "constructive knowledge" to include the failure to take reasonable steps to ensure that the individuals are authorized to work in the United States. The additional situations covered by DHS's regulation include:

- An employee's request that his/ her employer sponsor him/ her for a labor certification or visa petition (in contradiction to information provided in employment verification process);



- The employer receives a "no-match" letter from the Social Security Administration; OR
- The employer receives notice from DHS, usually after an I-9 audit, that an employee's authorization documents presented for I-9 purposes do not match its records.

Social Security No-Match

Upon submission of the proper employment verification paperwork to the Social Security Administration, an employer may receive a notice indicating that an employee's Social Security number does not "match" the administration's records to the identified individual. In order to avoid any fines or criminal penalties, the employer must comply with the letter's instructions on how to correct the situation. If the employer does comply, it can avoid any civil or criminal penalties by utilizing the "safe harbor" provisions that have been built into DHS regulation. The safe harbor provisions require an employer, within 30 days of its receipt of a Social Security "no-match" letter, to check its records to determine whether the discrepancy was caused by a clerical error. The following must also be done within the 30-day period:

- If the no-match was indeed the result of a clerical error, the employer must correct the error with the Social Security Administration, and verify that the corrected name and Social Security number now match the agency's records. The employer should keep its own records of the manner, date and time of this verification. The rule also "suggests" that the employer may update the employee's **Form I-9** or complete a new I-9, *but the employer should not perform a new I-9 verification.*
- If the no-match does not appear to have resulted from an error in the employer's records, the employer must promptly request the employee to verify the employer's records of his/ her name and Social Security number.



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Mortgage and Housing Corner

Monitoring Your Credit Score

by Charlie Chadbourne, SPHR



Now more than ever your credit report can have a dramatic impact on your financial stability. With good credit, you can obtain benefits of all kinds--a home mortgage or lease on an apartment, a job, an auto loan, low-interest credit

cards, and more--with ease. But if your credit history is poor, many of these financial options may be unavailable to you. Either way, you have a right to know what to expect when any lender runs a credit check on you.

Aside from paying your bills regularly and on time, the single most important thing you can do to ensure that when others check into your credit they'll find you to be a good risk is to be aware of the contents of your credit report.

Studies have shown that many credit files contain inaccuracies that can harm your credit rating, leading to rejections when you apply for loans, insurance, even a job. Often the result of simple human error, they can be caused by anything from a clerical error to a computer glitch in which your file is mixed with that of someone with a similar name.

That's why it's essential that you check all of your credit files--and monitor your credit regularly--to protect your good credit standing, even if you always pay all your bills on time.

And if your credit is less than perfect now, checking your report will help you identify lingering problems so you can deal with them effectively and move on toward an improved credit standing. Whatever your situation, reviewing your report regularly is the only way to be sure that you will go into any credit conversations knowing everything lenders will know.

How you can monitor?

Under the Fair Credit Reporting Act, every American consumer can obtain one free credit report every 12 months from each of the three main credit reporting agencies (CRAs); Equifax, Experian, and TransUnion. The bureaus have created a central website, www.annualcreditreport.com to accommodate any consumer who wishes to obtain their free credit report. You can request your report online or via phone (1-877-

322-8228) and mail (PO Box 105281, Atlanta, GA 30348-5281).

The Federal Trade Commission advises consumers who order their free annual credit reports online to be sure to correctly spell annualcreditreport.com to avoid being misdirected to other websites that offer supposedly free reports, but only with the purchase of other products. While consumers may be offered additional products or services while on the authorized website, they are not required to make a purchase to receive their free annual credit reports.

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

September Book Suggestions

By Daniel T. Bloom



School is back, summer vacation is over and the publishers have released 164 titles in the business management field in the next 30 days. They offer a wide range of concepts, perspectives, and ideas to enhance your business on a daily basis. If you

need more information on any of these titles call me at (813) 340-1126.

2006 Strategic HR Management by SHRM

Looking at the extent to which human resource departments participate in strategic planning at their organizations, this report summarizes survey reports and measures the specific functions described by the respondents; potential barriers to participation are analyzed and a comparison is made of HR departments with and without formal responsibilities for strategic planning. Recommendations for ways to develop the strategic skills of an HR staff are included, and interpretations of current practice are used to predict future trends.

2006 Weapons in the Workplace by SHRM

The results of a human resource survey, this report presents and comparatively examines the practices and policies various organizations implemented to address the issue of employee-owned or acquired weapons in the workplace. The report answers questions such as: what types of weapons policies were developed? What types of weapons were included in them? How were the policies communicated to employees and other persons at the work site? How were they enforced? Also addressed is how to respond to violations and convey the policies to visitors.

2006 Workplace Diversity and Changes to the EEO-1 Process

by SHRM

Human Resource managers' perspectives on company diversity are presented and interpreted in this report. Based on a survey of the most commonly used practices for recruiting and training; diverse job candidates, the report also seeks to interpret future trends and analyze the overall impact of diversity on corporate cultures and bottom lines. Responses to questions about changes in the EEO-1 reporting form are incorporated into the discussion.

Everything You Ever Needed to Know about Training: A One-step shop for Everyone Interested in Training, Learning and Development

by Kaye Thorne

The role of trainer has evolved in recent years to include internal consultant, learning adviser, facilitator of learning, e-learning designer and workplace coach, and as a result there is now a need for professional trainers to be able to identify their contribution to organizational performance. Now in its fourth edition, this title highlights the main stages of identifying, designing, and delivering learning and development programs. It provides key points to help the reader assimilate the concepts quickly and develop individual pathways to learning, and it incorporates new information on areas such as employer branding and how to become an employer of choice. Complete with detailed appendices that include checklists and surveys, evaluation forms, recommended reading and useful website addresses, it is the perfect tool for beginners and those who want to lead in the field of training and development.

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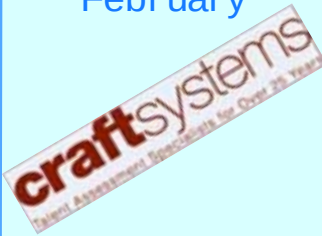
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Book Corner

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Toxic People: Decontaminate Difficult People at Work

by Marsha Sue

A proven way to deal with difficult people, poor communication, and unforeseen conflict in the workplace. The truth is it is up to us to change the way we deal with each other. There are some people who seem to exist for no other reason than to make others miserable—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.

The Essential Guide to Workplace Investigations

by NOLO Publishing

This is both a legal and practical book, packed with tips and strategies that will help you sort out your workplace problems, quickly and legally. It offers a step-by-step plan that you can use to resolve all kinds of workplace complaints, including: harassment, discrimination, workplace violence, employee theft. Workplace investigations explains how to conduct an investigation that will stand up in court, helping you decide whether to investigate, do interviews, gather evidence, write an investigation report and make disciplinary decisions. It also provides checklist, sample policies and legal resources for all 50 states.

Information, Organization and Management

by Arnold Picot

Information, Organization and Management is a comprehensive treatment of the primary theoretic, management, economic, and technical foundations for new organizational forms, relations and processes. It provides a wide range of underlying concepts and frameworks that help the reader understand the major forces driving organizational and mar-

ketplace change, rather than presenting these changes as simple outcomes of technological or management fads.

Taming the Abrasive Manager: How to End Unnecessary Roughness in the Workplace

by Laura Crawshaw

Taming the Abrasive Manager is an ideal resource for managers, human resource professionals, coaches, and anyone who works for or with an abrasive boss. Executive coach Dr. Laura Crawshaw; known as the Boss Whisperer; for her work in this field; shares her discoveries on how to tame the deep fears that drive abrasive managers to attack their coworkers. In her straight-shooting style, Crawshaw offers invaluable insights gained from her encounters with abrasive bosses in corporate jungles who aggressively defend against threats to their dominance in the high-risk business of survival. These insights, combined with lessons learned from employees and organizations who have successfully reined in their unmanageable bosses, provide realistic solutions that will improve the workplace for everyone.

Deep Strengths: Getting to the Heart of High Performance

by Price Pritchett

What do 300 CEOs know? The strengths your organization must use for breakthrough growth. In his latest work Hard Optimism, thought leader Price Pritchett showed how to develop the attitude of a winner by incorporating resilience and innovation throughout a company. Deep Strengths argues that an organization's true power is derived from 10 qualities that reflect its ability to be performance driven. Drawing on exclusive research with contributions from more than 300 CEOs, Pritchett explores the foundation of high performance, introducing techniques you as a manager can use to retool your behavior and cultivate a high-performance culture.

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Global Mobility

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In the end, international success depends on relationships. To learn about the prospective assignee's ability to function within the reality of the overseas business environment, the company should set up a special project assignment. Then, the company should follow up with local management and staff to obtain their feedback about the candidate's performance and behavior in the local business culture.

Obtaining this direct feedback is essential. It will raise any potential red flags as well as identify possible areas for future professional development.

Step 3: Tailor-make each assignment. The company must individually create each assignment to fit the specific needs of the business. Nowadays, a company must be much more flexible in designing its international assignments individually instead of trying to force-fit the assignments into a pre-established bureaucratic format.

For example, we saved more than \$10 million in costs at a high-tech company on a single international implementation project by partnering with the business executives to design each individual assignment based on the project's schedule and needs.

Step 4: Reduce the assignment duration. This is an elementary but powerful step. Shorter-duration assignments will make a greater talent pool available to the company. In many industries, critical talent already is in scarce supply. In addition, the shorter assignment duration will reduce a company's costs. With an international assignment now costing anywhere from three to five times base salary, reducing assignment costs has become important to most companies.

At your company, why not specify that from now on the standard assignment duration will be 12 to 18 months rather than three years? Based exclusively on financial analysis, the old thinking was to spread the initial set-up costs over a longer duration. We now know that, in principle, this was misguided thinking and had other unintended consequences. By changing the paradigm, the issue of initial set-up costs becomes moot. Moreover, many employees will choose to undertake a shorter duration assignment on an unaccompanied

basis, further reducing assignment delays and costs.

Step 5: Plan the succession early. Unfortunately, most companies do not plan well for the end of the assignment. Most companies neglect to plan for the issues of succession, local successor development, and repatriation until late in the final phase of the assignment. A company must mandate the early identification of a successor as soon as possible.

The early identification of a local successor also will tend to reduce or limit the length of the international assignment. It helps forestall continual extensions sometimes caused by the lack of a qualified replacement. Indeed, early identification forces real progress on the leadership developmental activities for the successor. The required motivation can be ensured by tying incentive compensation into the early appointment of a successor.

Still, too many international assignments are perceived as failures. Although there are many reasons for these "failures," an organization can improve its success rate through the timely planning of the repatriation process. The plan should include a smooth hand-off of responsibilities and a challenging role for the expatriate on re-entry.

Step 6: Involve the senior executives. Nowadays, the company's executive leadership team must take ownership of the global mobility program, and not leave it just to human resources (HR). There is simply too much at stake. The company must own the global mobility program, and not view it as just another HR program. Global mobility represents a very substantial financial investment for a company and should contribute to its financial success. More important, it directly affects people and their careers. A senior company executive must assume responsibility for authorizing each individual international assignment.

In addition, the company must integrate international assignments with the human capital plans, such as leadership development and talent management. The senior executive team must formally review the effectiveness of the international assignment program periodically and make any adjustments needed to ensure its success.

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Book Corner

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The Power of Mobility: How Your Business Can Compete and Win in the Next Technology Revolution

by Russ McGuire

A practical guide to succeeding in the new Mobility Age. Illustrating how companies have integrated mobility into their products and services to change the rules of competition in their industries, *The Power of Mobility* provides realistic strategies to ensure every organization's place and survival in the Mobility Age. Comprehensive and insightful, this timely book gets companies looking forward, envisioning the Power of Mobility in their business, and most importantly, implementing the seven steps required to turn vision into reality.

Work, Life, and Family Imbalance: How to Level the Playing Field

by Michele Paludi

Educators, attorneys, and management consultants present cutting-edge insights and practical new approaches to help organizations enable their employees to achieve a healthy work/ life balance.

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Global Mobility

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Moving Forward

These six steps may seem simple but their execution is not easy. Each individual step will require a major change of mindset to ensure successful implementation; however, the effort is worthwhile. A company will achieve a significant improvement in the effectiveness of its international assignments by taking immediate action on these steps.

HR Tampa member John A. K. Lowe is president and principal of Hilltop Global Associates, LLC, Treasure Island, FL. He can be reached at +1 727 367 4646 or e-mail johnlowe@hilltopglobal.com.



Joint SHRMA & HR Tampa October Meeting

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- Identify the general characteristics, attitudes, values and work styles of each generation currently in the workforce
- Develop strategies for recruiting, supervising, motivating and retaining a multi-generational staff
- Improve performance and increase profits, productivity, and employee morale by capitalizing on the diversity of the workforce
- Develop strategies to create and maintain a workplace that is responsive to, and respectful of, changing demographics

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