



Joint SHRMA & HR Tampa October Meeting

MANAGING A MULTI-GENERATIONAL WORKFORCE

The workforce is more diverse today than ever before. One aspect of that diversity is the age of workers. Workers are living longer, generally healthier, and have financial considerations that are keeping them in the workforce much longer. For the first time in history we have four distinct generations coming together in the workforce simultaneously. Each of these groups has its own unique characteristics, attitudes, values, communication styles, and work ethics based on its generation's experiences. These differences create both challenges and opportunities for employers, HR professionals, and employees. Corporations must find ways to harness the diverse talents of these groups and operate productively. Meaningful strategies must be developed to bring employees together in cohesive, work oriented groups. Understanding the differences in how generations approach authority, leadership, and loyalty can be especially important. By understanding each generation's values and what drives them, corporations can better integrate the skills of diverse workgroups.

Learning Objectives:

- Identify the four generations in today's workforce
- Identify own generational identity

- 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

Wednesday, October 10, 2007

Radisson Hotel
12600 Roosevelt Blvd
St Petersburg, FL
(727) 572-7800
7:30am - 10:00am

Tampa Bay HR Student Chapter Meeting

30 Oct 2007

5:45 PM 7:30 PM

The Tampa Tribune

202 S. Parker St.

Tampa, FL 33606



October 10th



Diversity Meeting with Suncoast Chapter

Breakfast

The Centre Club



November 14th



A Night with International Flair

Dinner

Quorum Hotel

September 19th

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Presenters



"Why Can't I Wear My Nose Ring at Work?" - David Steffen - Constangy, Brooks and Smith



"Conflict Resolution" - Cynthia Krosky, CSP, President of Achieving Corporate Excellence, Inc



"Hidden Areas of Potential Employment Liability in the Inter-generational Workforce" - Kristen Allman from the firm of Ogletree Deakins



"What's In Your Employee Benefits Toolbox?" - Lowell Walters, Gray Robinson



Morning Keynote Speaker Dr. Chris Howard speaking on *"Winning in Today's Four Generational Workforce."*



Afternoon Keynote Speaker J. Lenora Bresler speaking on *"Instant Insight."*

College Students Expect to Remain

With First Employers Less Than Three Years, Says Survey

Most college students expect to stay with their first employers for less than three years, with the pace of their job-changing slowing down after their initial employment, according to the College Student Career Confidence Survey by Right Management, a wholly owned subsidiary of Manpower Inc.

According to the Right Management survey of 247 recent college graduates and college students throughout the U.S.:

- 61% of college students expect to remain with their first employers for less than three years
- Only 16% anticipate continuing to change jobs as quickly throughout their careers
- Instead, 34% said they plan to change jobs every 3 to 4 years, and 50% expect to switch employers every 5 years or longer.
- The top factors most important to college graduates when considering which employers to work for are:
 - Opportunities for career development
 - Work/life balance
 - Good rapport with bosses and co-workers
 - Employers valuing their opinions
 - Receiving positive feedback for a job well done
 - Getting information in a timely manner

"Understanding what motivates recent graduates is important if you want to keep them in your organization for more than three years," said

Douglas J. Matthews, President and Chief Operating Officer of Right Management (www.right.com). "Career development opportunities are one of the top motivators. Giving them a chance to develop professionally and advance in their careers will foster higher levels of engagement, productivity, and retention."

"And, according to Right Management's research, it costs an average of

2.5 times an individual's salary to replace an employee in recruitment, training, lost productivity, and severance costs. So, it pays to help get new hires committed to their jobs and organizations, and keep them fully engaged in their jobs, as early in their careers as possible."

Each year, Right Management - leader in the career transition industry and experts in helping individuals identify and achieve career goals - conducts complementary career planning seminars for the children of its clients.

In June, more than 600 college students and recent college graduates registered to attend The Right Steps to Career Success, offered in 40 cities across the country. The workshops, offered biannually, are designed to help participants better prepare for and successfully navigate the job search process.

About Right Management Right Management (www.right.com) is the leading global provider of integrated human capital consulting, services and solutions across the employment lifecycle.

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Building High-Potential Leaders

by Tom Pitts

Vice President of Consulting Services, Right Management

Growing leaders from within is essential for long-term, sustainable business success. That's why legendary Fortune 500 CEOs like GE's Jack Welch and IBM's Louis Gerstner Jr. spent a great deal of their time identifying high-potential leaders and developing their talents.

Companies and professional firms of all sizes need to identify future executives with the talent, skills and agility necessary to guide the organization through future challenges.

These high-potential -- or "HiPo" -- leaders typically come from two talent pools within the organization. Most businesses have "experts" who have shown consistent superior performance in their professional fields, but may not be considered promotable to a more senior position. Presenting them with new challenges or opportunities is an excellent strategy to determine if they have the range of skills and flexibility to become a leader in the organization.

Other HiPo leadership candidates are the "agile learners" who can handle different types of jobs and learn from their experiences. A good example is IBM's Gerstner, who was new to the technology sector, but had proven leadership skills, which he used to turn the company around in the mid-1990's. Gerstner focused much of his time on talent development, eventually replacing himself with another agile learner, Sam Palmisano, a 30-year IBM veteran.

While identifying a HiPo leader is as much an art as a science, there are assessment tools and processes that businesses of all sizes can use to identify and develop their future leaders:

- Analyze performance. Look at the person's accomplishments on the job and areas of excellence outside work.
- Create models of success. Analyze the skills and traits that have already led to on-the-job success. For instance, Office Depot identified common personality traits among high performers at its call centers and used that information to make its hiring and promotion criteria more effective.

- Interview potential leaders. Ask individuals how they see themselves in the future, and what skills they would like to enhance.
- Use personality and skills-assessment tools. They provide a more objective approach when comparing potential leaders.

Once HiPo leaders have been identified, accelerate their development with "stretching exercises" that extend beyond their normal responsibilities or place them in roles that require them to be both learners and mentors.

Businesses need to consider their own strategic imperatives and future human capital needs to ensure a good match with HiPo leaders. This may result in a formal succession management program or an informal assessment of the organization's "bench strength" to identify any talent gaps.

While an effective leadership development initiative improves the overall health of an organization --including higher levels of motivation, energy and productivity --there are several frequent mistakes that should be avoided.

First, it's essential for a company's CEO, president and line managers to recognize the importance of a talent development/ succession planning program and champion the initiative. Because leadership development is critical to business success, it must clearly be a top-down priority.

Senior executives must also understand the distinct cultural variations among employees from different generations: the Baby Boomers, Generation Xers in their 30s and 40s, and Gen Y/ Millennials in their late 20s and early 30s. Otherwise, subjective errors of judgment are likely to occur when assessing leadership potential.

Another common mistake is trying to "boil the ocean," looking for leaders at every level of the organization. A more limited program designed to intensively train a limited group is far more likely to generate results.

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LEGISLATIVE UPDATE

By David Steffen

Are Your Employees Leaving With More Than Memories?

By working in an employment at-will state, there are very few restrictions that are placed on employees who want to leave for a "better" job. However, this does not mean that every employee can leave with more than fond memories of working for your company. Contrary to popular belief, an employer can protect its most valuable business information through non-competition and non-solicitation agreements in Florida. In order to protect this information, an employer cannot wait until the employees leave the company. Instead, an employer needs to enter into written agreements with its employees while they work for the company.

Through a properly drafted agreement, employers can protect the company's "legitimate business interests." Florida law recognizes such things as trade secrets, valuable confidential business information, customers relationships, extraordinary/specialized training, customer goodwill, and a specific geographic location or marketing area as things that can qualify as legitimate business interests. Further, non-solicitation agreements can prohibit former employees from contacting the company's customers and taking the company's best employees with them when they leave.

Besides examining whether the agreement is seeking to protect legitimate business interests or not, a court will also look at whether the time and territory restrictions, and any definitions of competition, are unreasonably



broad. Unfortunately for companies, what may be reasonable and legitimate in one set of circumstances can be quite unreasonable and illegitimate in another. In fact, Florida law differentiates between jobs as to what it considers to be presumptively reasonable and what is presumptively unreasonable. Therefore, any restrictive covenant must be tailored to the company's business needs.

While some agreements may not be worth the paper they are written on, there are a few basic elements that must be included in an agreement to ensure that it has some teeth. The essential elements include a written agreement, signed by the employee, supported by adequate payment or other consideration, and reasonableness as to time, territory, and line of business. Because the enforcement of non-competition and non-solicitation agreements often involves a company's most valuable information, these agreements cannot be "cookie-cutter" forms that have been recycled from unknown sources.

Each company's situation is different, and should be analyzed separately with agreements and programs tailored to its specific needs. While the burden is squarely on an employer when enforcing noncompete agreements, the good news is that unfair competition can be avoided, and that customers, marketing strategies, financial data, and other confidential information can be protected. The key is doing it in the right manner at the right time - and unlike Benedict Arnold, for all the right reasons.



Mortgage and Housing Corner

Understanding Your Credit Score

by Charlie Chadbourne, SPHR



The subject of credit scoring has become an increasingly hot topic, and for good reason. For many years, the general public only associated the concept of credit scoring with the need to purchase high-ticket items such as a new car

or a home. Today, credit scoring goes much further. Your credit score can affect your ability to get a good rate on commodities such as car insurance, cell phones, or even determine whether or not you get the job that you want. Indeed, the financial snapshot provided by the credit score has also become a gauge for many employers, especially those who seek to place employees in a position of financial responsibility.

Why Your Credit Score is So Important

The credit scoring model seeks to quantify the likelihood of a consumer to pay off debt without being more than 90 days late at any time in the future. Credit scores can range between a low score of 350 and a high score of 850. The higher the score, the better it is for the consumer, because a high credit score translates into a low interest rate. This can save literally thousands of dollars in financing fees over the life of the loan.

Only one out of 1,300 people in the United States have a credit score above 800. These are people with a stellar credit rating that get the best interest rates. On the other hand, one out of every eight prospective home buyers is faced with the possibility that they may not qualify for the home loan they want because they have a score falling between 500 and 600.

The Five Factors of Credit Scoring

Credit scores are comprised of five factors. Points are awarded for each component, and a high score is most favorable. The factors are listed below in order of importance.

PAYMENT HISTORY - 35%IMPACT

Paying debt on time and in full has the greatest positive impact on your credit score. Late payments, judgments and charge-offs all have a negative impact. Missing a high payment will have a more severe impact than missing a low payment, and delinquencies that have occurred in the last two years carry more weight than older items.

OUTSTANDING CREDIT BALANCES - 30%IMPACT

This factor marks the ratio between the outstanding balance and available credit. Ideally, the consumer should make an effort to keep balances as close to zero as possible, and definitely below 30% of the available credit limit when trying to purchase a home.

CREDIT HISTORY - 15%IMPACT

This portion of the credit score indicates the length of time since a particular credit line was established. A seasoned borrower will always be stronger in this area.

TYPE OF CREDIT - 10%IMPACT

A mix of auto loans, credit cards and mortgages is more positive than a concentration of debt from credit cards only.

INQUIRIES - 10%IMPACT

This percentage of the credit score quantifies the number of inquiries made on a consumer's credit within a six-month period. Each hard inquiry can cost from two to 25 points on a credit score, but the maximum number of inquiries that will reduce the score is ten. In other words, 11 or more inquiries within a six-month period will have no further impact on the borrower's credit score. Note that if you run a credit report on yourself, it will have no affect on your score.

Remember that the credit score is a computerized calculation. Personal factors are not taken into consideration when a credit report is generated. It is merely a snapshot of today's credit profile for any given borrower, and it can fluctuate dramatically within the course of a week.

How Does a Low Credit Score Affect My Interest Rate?

Lenders estimate your ability to pay back money based on your credit score. The risk factor they take on is built-in to your interest rate as a financing fee. Therefore, a low credit score results in a higher interest rate, higher monthly fees, and a higher amount of interest being paid over the total life of the loan.

Ultimately, experts say that it is best to have two to five credit cards, and no more than that. You should keep your balances as low as possible. If you have a credit account with a zero balance, do not close the account. Instead, make a small purchase so the card shows up as an active account on your credit report, and you will be awarded points for your long-term credit history.

For more information visit www.chad-bournemortgage.com or contact me at cchadbou@ampabay.rr.com or (813)335-4713.



The Book Corner

October Book Suggestions

By Daniel T. Bloom



Summer is over. Hopefully fall is coming and we will see cooler temperatures (we can wish can't we?). To those of the Jewish religion reading this, happy New Year. The publishers have increased their number of new releases with 202 books being

released during the month of October. Among those titles that might be of interest for HR professionals are:

Harvard Business Review on Managing Health Care by Harvard Business School Publishing

As the population ages, the USs already strained health care system faces the possibility of a life-threatening crisis. At stake are the quality of care for millions of Americans and the financial well-being of individuals and employers squeezed by skyrocketing premiums--not to mention the stability of state and federal government budgets. How can we fix it before it's too late? HBR lends its wisdom and insight to this collection of articles, which explores the problems endemic to the industry, and demonstrates how we can and should invest in change now.

Reward Management: A Handbook of Remuneration Strategy and Practice (Revised) by Michael Armstrong

Based on British practice but also of interest to American HR professionals, Reward Management has been judged "the undisputed 'bible' on the topic" by the Journal of Administrative Management. This definitive book explains reward management, which is concerned with formulating and implementing policies and strategies that aim to reward people fairly, equitably, and consistently in accordance with their value to the organization. It examines in detail the processes and various approaches that can be adopted to achieve and reward outstanding skill and

competence levels in the workplace. Comprehensive and highly practical in its approach, it takes a strategic perspective and addresses the wide gap that exists between theory and practice, with a focus on the implications for practitioners.

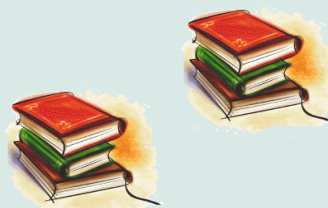
One Foot Out the Door: How to Combat the Psychological Recession That's Alienating Employees and Hurting American Business by Judith Barwick

Based on extensive research showing how costly bad management really is, this eye-opening book offers concrete prescriptions for combating alarming trends such as high turnover, low productivity, and lackluster performance in the workplace.

Performance Management: Multi-Disciplinary Perspectives by Richard Thorpe

There is a plethora of research findings from management and social science, all offering prescriptions for better performance management. However, the complexities and ambiguities of how performance might be understood in single complex organizations often have multiple causes that discipline approaches may not fully address. This book develops our understanding of performance management from a multi-disciplinary perspective. In so doing it traces the evolution of how performance has come to be understood and explores how we might integrate thinking through inter-disciplinary research, informed by management practice.

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Book Corner

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Spiral Up: And Other Management Secrets Behind Wildly Successful Initiatives

by Jane Linder

When it comes to unique management endeavors, what does it take to work wonders? In this book, Jane C. Linder proposes a new way of managing. Based on her study of more than 40 wildly successful projects, she had identified five characteristics that fly in the face of conventional practice. From developing a virtual reality simulator for underwater mining equipment to saving an Ohio oil refinery from closure, this book presents accounts of everyday project champions who have produced breathtaking results... and shows readers how to do the same.

Human Resource Management

by Gary Dessler

This classic, readable book does the best job at covering the current issues within HRM, and provides a complete, comprehensive review of essential personnel management concepts and techniques. Considering the intensely competitive nature of business today, this book focuses on practical applications that all managers can use to deal with their HR-related responsibilities, while being able to defend their plans and contributions in measurable terms. A five-part format begins with an introduction, and then covers recruitment and placement, training and development, compensation, and labor relations and employee security. For all human resource personnel and managers.

Business Background Investigations: Tools and Techniques for Solution Driven Due Diligence

by Cynthia Hetherington

It is easier to paint a pretty picture than to hide a checkered past. In business, a company's future can depend upon what it knows about a competitor, vendor, customer or potential partner. The difference between entering a profitable relationship or costly litigation can hinge on an effective business background investigation. A smart businessperson checks to see if there are hidden past financial problems, principals with criminal records, or a history of lawsuits. Business

Background Investigations provides the tools and techniques needed to investigate any business entity and uncover the details essential for success in a highly competitive environment.

Dismissing an Employee

by Harvard Business School Publishing

While no one likes to be the bearer of bad news, managers are sometimes faced with the difficult task of having to dismiss an employee. In this book, you'll learn how to effectively manage a dismissal--including making key decisions before, during, and after the critical event. Handled skillfully, dismissing an employee can set your team--and your company--on a positive new path.

Dealing with Problem Employees: A Legal Guide

by Amy Delpo

This practical guide covers everything from performance evaluations and discipline policies to the law of wrongful termination and post-firing issues. It explains the law, how to decide whether to fire, how to break the news, severance packages, and more.

Global Capitalism Unbound: Winners and Losers from Offshore Outsourcing

by Eva Paus

The rapid growth of offshore outsourcing in manufacturing and IT-based services is unleashing dramatic changes around the world. This book brings together leading scholars and practitioners to analyze the implications of this huge transformation. For some observers, offshore outsourcing promises more rapid economic growth for both developed and developing countries. For others, it unravels the social contract in today's rich countries, as labor and governments lose bargaining power vis-a-vis globally mobile capital. For yet others, it offers some developing countries the opportunity to leapfrog, while pushing others even further to the sidelines. This book provides a uniquely comprehensive, yet diverse account of the winners and losers from offshore outsourcing and of how policy might be used to spread its benefits more widely and equally

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Book Corner

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Disaster Preparedness and the Law

by Margaret Jasper

This Almanac provides general business owners with the information they need to successfully develop a disaster preparedness plan. These plans are created to increase the viability of businesses in the event of a major disaster. Key topics include business continuity planning, assessment and management, insurance issues, equipment and data protection, and employee preparedness. Written in an accessible format for general readers, this almanac sets forth practical steps business owners need to take to safeguard their busi-

ness in case of disaster. The Legal Almanac Series serves to educate the general public on a variety of legal issues pertinent to everyday life and to keep readers informed of their rights and remedies under the law. Each volume in the series presents an explanation of a specific legal issue in simple, clearly written text, making the Almanac a concise and perfect desktop reference tool.

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Building Leaders

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On the other hand, a leadership development program can equip all employees to understand their role in the organization, to improve and excel. Those opportunities should be communicated clearly to the entire organization. That approach can help a business achieve an "Iceberg Advantage:" inspiring the employees who have the greatest potential to be future leaders, and encouraging every person on the team to take greater responsibility for performance and continuous improvement.

Launching a HiPo company-wide initiative

will help motivate and retain top performers, elevate the business' reputation or brand and provide a competitive edge in the marketplace. By carefully planning and executing a HiPo leadership development program, companies can strengthen their day-to-day operations, while building a solid foundation for long-term success.

Tom Pitts is Vice President of Consulting Services with Right Management's Florida/ Caribbean Region. Right Management (www.right.com) is the world's leading outplacement and organizational consulting firm, with global resources to manage the entire employee lifecycle

... Just for Laughs



"No problem...we'll just give you comp time, and you can finish the job at home."



"I got a blank memo too. Management must have added another unwritten rule."

NEW MEMBERS

First Name	Last Name	Certification	Title	Company Name
Christine	Upp			Lazydays
Jennifer	McIntosh	SPHR	Manager, HR	AACSB International
Ivonne	Acevedo		HR Administrator	Lear Corporation
Sarah	Michaud		Account Manager	MISource Inc
Allison	Williams			H. Lee Moffitt Cancer Center & Research Institute
Diane	Brown		Dir., Empl. Relations	AAA Auto Club South
Rachael	Salley		HR Site Manager	TAC Worldwide
Susanne	Perla	SPHR	Sr. Mgr. Consultant	North Highland
Steven	Reiske		Business/ H.R. Mgr.	Old Meeting House Ice Cream
Sandra	Franklin	PHR		United States Marine Corps
Lisa	Circhirillo	PHR		Gevity
Phongeun	Wilson	PHR		
Jeannie	Taylor		HR Manager	Achieve Tampa Bay
Elizabeth	Blanco			Sessions, Fishman & Nathan, LLP
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