

The Strategic HR Coach

March 19th, 2008

**7:30 AM 10:00 AM
Centre Club
123 S West Shore Blvd
Tampa, FL 33609**

From leaders to line managers -- it seems everyone brings their issues to Human Resources for solutions, or better yet, let HR handle it for them. The better solutions you give, the more requests you get. But, solving other peoples' management problems not only hinders your own productivity, our experience shows it actually stifles the development of your managers and ultimately prevents you from being viewed as a strategic business partner.

There is a better way. A way that establishes a new pattern of interaction, increases your reputation as a trusted advisor who is honest and insightful, elevates your conversations to the more critical underlying issues, and ensures the solution is their responsibility, not yours.

Anne E. Doster will introduce you to:

- Your role and opportunity as a coach and advisor ;
- The difference between consulting and coaching and when to do which;
- How to transform your interactions from a problem solver to a strategic advisor;
- Tips to enhance your coaching success, including a successful coaching model .

Bio

Anne Doster, Ed.D



Anne Doster is a nationally recognized executive coach and an authority on issues related to change management, team building and effective communication. She has over 17 years of experience in devising career development initia-

tives and conducting leadership development, and competency-based training for managers, supervisors, and employees. She has worked in a broad range of industries: healthcare, finance, technology, education and computer/software training.

Anne holds a doctorate in Training and Development from North Carolina State University.



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March 19th

The Strategic HR Coach

Breakfast

The Centre Club



April 16th

Dinner

The Centre Club





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2008 HR Tampa Expo and Legal Conference

A' La Carte – Pavilion, Tampa, FL

September 17, 2008

<u>(1) Platinum Sponsor - \$3000–(Early Bird 5/30/08) \$2500</u> ◆ One (1) booth in expo hall – in location of choice with banners displayed if provided ◆ Five (5) minutes of microphone time from the podium at the Main Lunch general session. ◆ Sponsor of Lunch with company Table top signage acknowledgement ◆ Four (4) full Conference Registrations including lunch ◆ Logo in Tampa Tribune Conference advertisement ◆ Logo on all major HR Tampa Conference mailings ◆ Logo displayed in on-site conference program ◆ Logo displayed on dual screen set-up at beginning of all general sessions ◆ Full page ad in HR Tampa E-Newsletter ◆ Description of company and products/services (up to 40 words) included in on-site conference program ◆ Sponsorship ribbons for four staff members ◆ Ribbon identifying sponsorship level at booth	<u>(2) Gold Sponsor - \$2500 –(Early Bird 5/30/08) \$2200</u> ◆ One (1) booth in expo hall ◆ Introductions of concurrent speakers and two minute company announcements ◆ One (1) general session announcement from HR Tampa officers thanking company ◆ Two (2) full Conference Registrations including lunch ◆ Breakfast or afternoon Break Table Top signage acknowledgement ◆ Logo in Tampa Tribune Conference advertisement ◆ Logo on all major HR Tampa Conference mailings ◆ Logo displayed in on-site conference program ◆ 1/2 page ad in HR Tampa E-Newsletter ◆ Description of company and products/services (up to 40 words) included in on-site conference program ◆ Sponsorship ribbons for two staff members ◆ Ribbon identifying sponsorship level at booth
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Deadlines

Early Bird Rates Expire after 5/30/08

All Sponsorship payments must be received by 7/15/08

Company 40 words must be submitted by 7/15/08 and must be in “Word”

Company Logo must be in Web-ready JPG (15 K max) and received by 7/15/08

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FEBRUARY 20th

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Career Workshop and Expo...

3rd Annual Event for the Student Chapter

by Toni Mayros, Director of College Relations



On April 19th the student chapter will host their Third annual Career Workshop and Expo. The event is the student chapters opportunity to promote the benefits of membership, available programs (such as the mentor/ internship program), and available networking opportunities.

The event, held at Devry University's Keller School of Management, hosts break out sessions, resume review, interview skills/ practice, vendor booths and a business panel comprised.

The workshop is designed to assist student chapter members and guest who are beginning or fine tuning their job search campaign by providing break out sessions with topics such as "Building Your Job Search Campaign" and "How to Market Me!" The resume review station puts attendees one on one with HR Professionals who provide guidance to create a professional resume. After a little resume assistance, attendees have the opportunity to brush up on their interview skills in a mock interview. Vendor booths are also a part of this annual event. Organizations participating

in this portion of the event are seeking candidates to fill open positions or relay information to attendees.

A highlight of the workshop is the business panel. The panel is comprised of Bay Area business professionals in the fields of HR, Management and Leadership. Panel members share their experiences within their specific industry and answer any questions attendees may have.

The event will be held on :

April 19, 2008

at Devry University's Keller School of Management

Registration begins at 8am, with no cost to premium student chapter members. Attending chapter members and students (must show a current class schedule or student ID) are \$25 with pre-registration, \$35 at the door.

Interested in becoming an event sponsor, vendor, speaker or volunteer for this event?

Please contact Toni Mayros, Director of College Relations at: tmayros@gmail.com.

New Members

First Name	Last Name	Cerification	Title	Company
Sherry	Lemen	PHR	Employee Services Manager	University Comm. Hospital
Ana	Swiger		HR Manager	Travelers of Florida
Ann	Holmes			
Belle	Fobare			
Renee	Juergens			
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2008

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Presented by

Horace Mann once said: "Education, then, beyond all other devices of human origin, is the great equalizer of the conditions of men -- the balance-wheel of the social machinery." In our ever-changing world of employment law, employers must continually seek education and training to prepare themselves to match wits with litigious employees, overzealous regulators, and union organizers. The Constangy, Brooks and Smith, LLC Labor & Employment Law Workshop is an interactive program for human resource professionals, managers and supervisors, designed to prepare them for the challenges of a changing world.

Whether seeking knowledge on new rules on worker eligibility to work in this country, the pitfalls of hiring and employee leave laws, technical payroll laws, new benefits laws, new ways to prevent employees from stealing company secrets, or the keys to successfully dealing with an aging work force, this program will provide practical information which will be useful on a day-to-day basis in dealing with the changing world of employment law.

Included is breakfast, workshop manual, lunch, and a chance to learn about the most recent developments in labor and employment law in the company of a group of dedicated and highly motivated management labor attorneys.

Examples of the sessions to be offered include:

- No Hazing Involved--Next Generation Harassment and Harassment Investigations
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- Academic Probation--The 12 Most Common Employer Mistakes
- Studying Abroad--Immigration issues Update
- Cutting Class--Managing Employee Attendance
- Benefits Blackboard
- Freshman Orientation--Best Practices in Employment and Pre-Employment



For more information, [click here](#).



LEGISLATIVE UPDATE

By David Steffen

What Changes are Ahead for the Family and Medical Leave Act?

In what could amount to some significant changes to the Family and Medical Leave Act, the United States Department of Labor recently issued its long-promised proposed new regulations. While I have tried to summarize some of the key points, it is important to remember that these are merely proposed changes; therefore, I do not recommend modifying your current FMLA policies at this time. Rather, changes should be made once the regulations are finalized.

Nonetheless, I thought it would be important to discuss some of the proposed changes now, as the DOL is seeking comments on the proposed regulations before they are finalized. The following are some highlights of the proposed changes:

GENERALLY

New Forms - The DOL has revamped the employee leave request notice and medical certification forms. Among other things, the proposed regulations explicitly provide that a health care provider can include the employee's (or family member's) diagnosis on the medical certification.

New deadlines - The current regulations require an employer to designate leave as FMLA-covered within two business days of the request, or of the time that the employer receives enough information to know that the leave is FMLA-qualifying. Under the proposed regulations, this deadline would be expanded to five business days. The proposed regulations would maintain the current 15-day deadline for employees to provide a medical certification, but they would also require employers to provide an additional seven calendar days to cure "incomplete" or "insufficient" medical

certifications following the expiration of the original 15-day period. If the employee failed to meet the 15-plus-7 day deadline, the employer would normally be able to deny FMLA leave. Further, the failure to return a medical certification within the 15-day deadline would normally permit employers to deny the leave at the expiration of the 15-day period.



COMMUNICATIONS WITH EMPLOYEES

Designations of leave - The proposed regulations would incorporate the Supreme Court's decision in *Ragsdale v. Wolverine World Wide, Inc.*, which provides that under normal circumstances employees do not get a "windfall" of extra FMLA leave just because the employer failed to designate their leave properly. Under the proposed regulations, such a "windfall" applies only if the employee can show that he or she was actually prejudiced by the failure to designate the leave as being covered under the FMLA.

On a less positive note, the proposed regulations would require the designation to include the number of days and hours that had been designated as FMLA-qualifying, and if that information is not immediately available, the employer would have to inform the employee every 30 days that the leave had been designated and the amount of FMLA time that had been designated during that 30-day period.

ABSENTEEISM

Attendance bonuses - One of the most disliked aspects of the current regulations has been its requirement that attendance bonuses be provided to employees whose absences during the relevant time period were FMLA-covered. The proposed regulations recognize the

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negative impact that this has on the workplace, and allows employers to deny attendance bonuses, as well as other types of bonuses, to employees who were out for FMLA-covered reasons; however, there is a big catch - if the employer pays attendance bonuses to employees who are absent for other reasons (including vacation), then the employer must pay the bonus to employees who are absent because of FMLA leave.

Call-in procedures - The proposed regulations specifically provide that employers may lawfully require employees on FMLA leave to use the employer's absence reporting procedures and may be held accountable for failing to do so. This is ambiguous in the current regulations.

MEDICAL ISSUES

HIPAA clarification - The proposed regulations provide some guidance on the interaction of HIPAA privacy regulations and the FMLA, and also provide that an employee seeking "serious health condition" leave who refuses to provide a HIPAA authorization to his health care provider may be denied leave.

Medical certifications - In addition to changing the medical certification form, the proposed regulations would allow an employer to provide with the certification form a listing of the essential functions of the employee's job, and to ask the health care provider to indicate which specific essential functions the employee cannot perform.

Light duty - On the negative side for employers, the current regulations say that time spent performing "voluntary" light duty may be counted toward the employee's FMLA entitlement. The proposed regulations eliminate this provision, and the comment section indicates that the DOL removed it deliberately. Therefore, the "silence" of the proposed regulations can be construed as meaning that this option is no longer permitted.

Communication with health care provider. The proposed regulations allow direct communication between employer and health care provider for this purpose, so long as the employee has provided a HIPAA authorization to the health care provider. (And, as stated above, if the employee refuses, the employer may lawfully deny leave to the employee.) The employee must also have been given the 15-plus-7 oppor-

tunity to cure any "incomplete" or "insufficient" areas on the medical certification form before the employer may communicate with the health care provider.

Fitness for duty certifications - The current regulations do not provide an employer with any recourse if it questions whether an employee with a fitness-for-duty certification is really able to return to work safely. The proposed regulations are a slight improvement: they allow the employer to require that the certification address the employee's ability to perform the essential functions of his or her job (as long as the essential functions were provided to the employee with the original FMLA notice), and the employer is permitted to communicate directly with the health care provider to "authenticate" or "clarify" the certification. In the case of an employee on intermittent or reduced-schedule leave, the employer may require fitness-for-duty certifications as frequently as every 30 days "if reasonable safety concerns exist regarding the employee's ability to perform his or her duties," based on the condition that created the need for leave. Like the current regulations, the proposed regulations would not allow second or third opinions with respect to fitness-for-duty certifications.

MISCELLANEOUS

Intermittent/reduced schedule leave - temporary reassignment - The proposed regulations clarify an ambiguity in the current regulations, clearly providing that the "temporary reassignment" option applies only to employees on intermittent or reduced schedule leave that is foreseeable due to planned medical treatment. In other words, employers may not use the "temporary reassignment" option with employees who have unscheduled, unforeseeable absences. This is a negative for employers, but the DOL has invited comment. **Employers are encouraged to ask the DOL to allow the "temporary reassignment" option in cases of intermittent leave due to unscheduled, unforeseeable absences at least where regular, reliable attendance is critical to the employee's position.**

USERRA - The proposed regulations have added provisions reflecting the existing law that employees who are away from work because of

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reservist or National Guard duty are entitled to be credited with time that they would have worked for the employer but for such duty, for purposes of meeting the 12-month, 1250-hour requirement for FMLA eligibility. (NOTE - this provision is not to be confused with the new "military" FMLA provisions enacted in the NDAA, which are discussed below.)

REQUEST FOR COMMENT ON "MILITARY FMLA" PROVISIONS

The DOL also requested comment on virtually every aspect of the new "military" FMLA leave recently authorized under the National Defense Authorization Act. The DOL does not know what a "qualifying exigency" should be. That is understandable, because the NDAA provides that the DOL should define "qualifying exigency" and that those provisions will not take effect until it does. But the provisions relating to leave for a service member's "serious injury or illness" were effective immediately, and the DOL admits that it does not know whether this 26 weeks is a one-time entitlement, or a once-every-12-months' entitlement. Therefore, the potential confusion that may exist under the "Military FMLA" provisions will require careful attention to detail to ensure that employers are complying with its provisions.

While the "military" FMLA leave issue is unresolved, employers should try in good faith to address such requests as they arise, but make sure that their communications are carefully crafted to ensure compliance with the ambiguities with military leave. In fact, employers may want to consider drafting a "model memorandum" that can be provided to employees. (Should you be interested in a model policy, please give me a call and I will be glad to work with you on putting one together.) This memo should briefly explain "serious injury or illness" and "qualifying exigency" leave and says that the employer is awaiting more guidance from the government, but the company will address requests for such leave on a case-by-case basis.

While the proposed regulations are just that, the potential changes could be significant. Therefore, if you would like to submit a comment on the regulations I encourage you to do so. As always, if you have a question about this article or anything I have written in the past, please feel free to ask me at the next chapter meeting.

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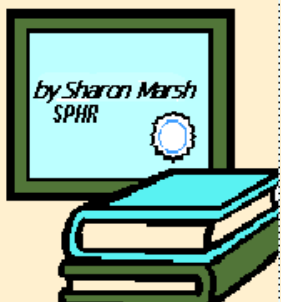
HRTampa proudly congratulates the following individuals who have recently earned the prestigious PHR (Professional in Human Resources) and SPHR (Senior Professional in Human Resources) certification:

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



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CEO's report in survey after survey that their top two problems are hiring and leadership. They tell us that the key to hiring is the ability to see into the future and project how a candidate will perform in a wide range of situations. They tell us that the key to leadership is the ability to give leaders the insight to be able to motivate each employee to do their very best. For the last 50 years we have accomplished these two goals. Simply put, we help companies hire the right people and motivate them to their best through the insight gained in the Predictive Index (PI) Assessment. Our clients tell us that no other tool has given them the measurable results that PI does. Whether it is driving sales up or turnover down, increasing employee satisfaction or reducing errors, PI is a proven leader.

To be effective, we require the support of proactive HR professionals who can help us develop programs that are targeted to their company's needs. If you would like to see if PI can help your organization, ask us for a free demonstration. Only by working together can we truly find the solution that will accomplish your goals. We can be reached at 904-269-2299 or steve@predictiveresults.com.

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