

The Official Newsletter of HR Tampa

**Join SHRMA, HR Tampa and NAAHR's
Tampa Bay Chapter for our annual
Joint Diversity Meeting!**

October Sponsor

Diversity Month with
SHRMA

November Sponsor



**“Can’t we just not talk about it? Sexual Orientation,
Gender Identity and Religious Practices in the
Workplace.”**

- **Location:** Marriott Hotel
12600 Roosevelt Blvd
St Petersburg, FL 33716
- **Date:** Thursday, October 20, 2011
- **Time:** 7:30am



HR Tampa can now be found on Facebook
and LinkedIn. Just search for HR Tampa.
However, you must be a HR Tampa member to join.



SHRM Chapter #0074

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Can we just not talk about it? *Sexual Orientation, Gender Identity and* *Religious Practices in the Workplace*

Join SHRMA, HR Tampa and NAAHR's Tampa Bay Chapter

Employers must create not only a tolerant and legally compliant workplace but one where diverse individuals are welcomed and respected as part of the team. That team often includes employees with religious practices that require accommodation as well as lesbian, gay, bisexual and transgendered employees who are increasingly more visible in the contemporary workplace. Leaders cannot avoid these issues or resolve them simply by placing standard non-discrimination policies in the employee handbook. Further, some strongly held religious beliefs may cause friction between openly LGBT employees and those who hold those beliefs. The key to gaining the benefit of workplace diversity involves education, appropriate policies and management support. Moreover, the program will elaborate on the employer's balancing act - the right to practice religion and the right to a workplace free of harassment, as well as religious practices an employee can engage in at work, appearance, holidays, schedules, work rules, and ultimately how to resolve workplace religious issues. The program will also incorporate the definition of a "religion" under state and federal law, the employer's obligations as well as accommodations the employer must make to ensure a harmonious setting. This program will present strategies and best practices for creating an inclusive and diverse environment, free from discrimination and harassment, where LGBT employees, religious individuals and their co-workers are valued and appreciated for their contribution.

Presented by Attorneys:



Monica J. Williams
Ogletree, Deakins, Nash, Smoak & Stewart



Kristen Allman,
Constangy, Brooks & Smith

Thursday, October 20th
Doors open at 7:30 am
Program begins at 8:00 am
Marriott Hotel
12600 Roosevelt Blvd
St Petersburg, FL 33716



Submitted for 1 hour General credit toward PHR, SPHR and GPHR recertification.





**Ogletree
Deakins**
Employers & Lawyers, Working Together

Attorney Monica J. Williams is a 1998 graduate of Florida A&M University's School of Business and Industry. A 2001 graduate of the University of Florida Levin College of Law, Ms. Williams is a second generation Gator lawyer (her late father was a 1975 graduate of University of Florida College of Law, and her sister is a 2005 graduate). Ms. Williams began her legal career in Tampa as an associate attorney with a mid-size national labor and employment law boutique firm. In 2005, she left private practice to accept a position as a federal judicial law clerk to a United States District Court Judge in the Middle District of Florida, a position she held for two years. Ms. Williams is currently Counsel with the national labor and employment law firm Ogletree Deakins Nash Smoak & Stewart, P.C., the third largest labor and employment law firm in the country. In her practice, Ms. Williams represents and advises national and local employers on employment related issues. Ms. Williams is not only licensed to practice in the state of Florida, but all federal district courts in the state of Florida. Ms. Williams is active in the local and state legal community, having served as First Vice President and Secretary of the George Edgecomb Bar Association, the African American Bar Association in Tampa as an Executive Board Member of the Hillsborough Association of Women Lawyers, and as a Board member of the Virgil Hawkins Florida Chapter National Bar Association.



CONSTANGY
BROOKS & SMITH, LLP
The Employers' Law Firm, Since 1946

Attorney Kristen Allman has been practicing labor and employment law, for more than 20 years. She is currently counsel to a national employment law firm, Constangy, Brooks and Smith, and was previously a shareholder at two other national employment law firms as well as former senior corporate counsel for a Fortune 500 subsidiary. Ms. Allman is certified in labor and employment law by The Florida Bar and is an adjunct at the University of South Florida's Continuing Education Program in employment law compliance. She recently published an article regarding settlements under the Fair Labor Standards Act in the Florida Bar's Labor and Employment Section's Checkoff publication. She has extensive litigation and counseling experience in all areas of employment law representing primarily private sector employers and non-profits. Ms. Allman has successfully handled a wide range of litigation matters in federal and state courts in Florida, as well as other parts of the country, including collective and individual wage-hour actions, discrimination, harassment, retaliation, family and medical leave, disability, ADA Title III, USERRA, workplace violence, breach of contract, defamation, negligent hiring/negligent retention, harassment, fraudulent misrepresentation, whistleblowing, wrongful death, ERISA and commercial claims. Ms. Allman has also successfully defended management before numerous government administrative agencies such the Wage-Hour Division, EEOC, OSHA and the NLRB.

HR TAMPA EXPO 2011



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Wednesday, November 2, 2011

7:30am – 4:45pm

Register NOW @ www.hrtampa.org

A LA CARTE EVENT PAVILION

4050 Dana Shores Drive, Tampa

- Premium Members – all inclusive – no charge
- Members & Affiliate Members: \$75
- Non-SHRM Members: \$125
- Non-Members who wish to join HR Tampa: \$225
(cost includes premium membership from 10.1.11 – 12.31.12 + Conference registration)

OPENING SPEAKER

- Patrick Grady, President – Today and Tomorrow Enterprises – “Who Packs the Parachute?”

MORNING & AFTERNOON SPEAKERS

- Laurel DeMattia, HR Administrator – URS – “Crafting Company Guidelines for Cross-Border Assignments”
- Joyce Chastain – HR Consultant, Chastain Consulting – “Executing HR with Dignity”
- Heather Vogel, Managing Director & Senior Partner – Vogel & Vogel, Inc. – Master Series 1 & 2 “HR’s Financial IQ”
- Cheryl Wilke – Hinshaw & Culbertson LLP – “Retaliation Claims – What Every Employer Needs to Know to Avoid and Defend Them”
- Michael Doyle, Vice President – General Manager, Southeast Division, Manpower – “Talent is the New ‘IT’”

CLOSING SPEAKER

- Barry Banther, President – Banther Consulting – “People, Productivity, Profit – Are All Three Possible?”

www.hrtampa.org



The Programs have been submitted to the HR Certification Institute for review.
Log on to our website and watch for future ads for updates!



The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.





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Did the Seventh Circuit Redefine the “Comparator” in Employment Discrimination Cases?

Author: Caren Skversky, Constangy, Brooks & Smith, LLP

When employers are sued for discrimination, one of the key issues at the summary judgment stage is how the employer treated similarly situated employees, also known as comparators. A recent case from the U.S. Court of Appeals for the Seventh Circuit (Illinois, Indiana, and Wisconsin) has led some legal bloggers and commentators to question the Court’s “unusual” decision, which held that a supervisor can be used as a comparator in cases of employee discrimination. But is the Seventh Circuit’s decision that unusual? Not really.

The use of comparators in analyzing employment discrimination cases has been around since 1973, when the United States Supreme Court issued its opinion in *McDonnell Douglas Corp. v. Green*. The Court held that when an employee lacked direct evidence of discrimination, which includes only the most blatant discriminatory remarks or acts, the employee still had an opportunity to prove his case using a burden shifting framework. The burden shifting framework has become a staple in analyzing discrimination cases and works as follows: First, the employee/plaintiff must begin by establishing a prima facie case of discrimination by showing: (1) he is a member of a protected class; (2) he was subject to an adverse action; (3) his employer treated similarly situated employees who were not members of his protected class more favorably; and (4) he was qualified to do the job. If the employee meets this burden, the burden shifts to the employer to put forth evidence of a legitimate, non-discriminatory reason for its actions against the employee. The burden then shifts back to the employee to prove that the employer’s proffered reason for its actions was pretext for discrimination; in other words, the employee must show the employer is lying. A common way to prove pretext is to present evidence of differential treatment of similarly situated employees. Therefore, comparators are important in two separate stages of the discrimination analysis.

Comparators are employees outside the plaintiff’s protected class who are similarly situated to the plaintiff in all relevant respects. Multiple factors are examined when determining the appropriateness of comparators including: (1) similarity in job responsibilities and rank, (2) answering to the same supervisor, (3) working under the same standards of conduct, and (4) engaging in the same conduct without such differentiating or mitigating circumstances that would distinguish the employee’s conduct or the employer’s treatment of the employee as a result of the conduct.

Often, courts have found that non-supervisory employees do not usually present an apt comparison to those who hold supervisory positions. This is true because often times, the supervisor is held to a different performance standard and likely reports to a different disciplinary authority. Nonetheless, in cases involving allegations of discriminatory discipline or termination, the most important factors in the comparator analysis are the nature of the offenses committed and the nature of the punishments imposed. The quantity and quality of the comparator’s misconduct must be “nearly identical” to the plaintiff’s misconduct, in order to prevent courts from second-guessing employers’ reasonable decisions.

The recent ruling from the Seventh Circuit does not deviate from this standard. In a decision issued September 2, 2011, the Seventh Circuit held that Mr. Rodgers, an African American maintenance worker, had sufficient comparator evidence to move past the summary judgment stage to trial. The best comparator, according to the Court, was Mr. Rodgers’s immediate supervisor.

Mr. Rodgers was the only African American employee on a crew of 27 maintenance workers employed by the State of Illinois. After he was terminated for workplace misconduct arising from two separate incidents, Mr. Rodgers claimed the termination was racially motivated. He alleged that two white employees engaged in similar misconduct but received more favorable treatment. One of the proposed comparators was Mr. Rodgers’ supervisor, Mr. Rusciollelli, who was involved in both incidents. The other comparator, Mr. Deffenbaugh, held the same job title as Mr. Rodgers but was only involved in one of the incidents. After the employer’s investigation, Mr. Rusciollelli was demoted and Mr. Deffenbaugh received no discipline at all. The employer moved for summary judgment arguing that the two alleged comparators were not similarly situated. The District Court agreed that the proposed comparators were not appropriate and ruled in favor of the employer.

On appeal, the Seventh Circuit acknowledged that supervisors typically make unrealistic comparators because, as relevant to the issues in a particular case, employees of higher rank commonly have different job duties or performance standards. The Court pointed out, however, that “usually does not mean always.” The Court observed that it has never held that a supervisor is never an apt comparator. In this case, the Court found Mr.

Rusciollelli was the most appropriate comparator.

Since the case involved the uneven application of discipline, the Court focused on the most relevant similarities – the employees’ alleged misconduct, performance standards and disciplining supervisor- finding that formal job titles and rank are not dispositive. The Court found that an employer cannot “insulate itself from claims of racial discrimination” by making formalistic distinctions between employees. Thus, when a plaintiff and his supervisor were accused of making similar mistakes, were equally responsible for avoiding those mistakes, and were disciplined by the same superior, the plaintiff can make a realistic comparison with his supervisor for purposes of establishing a prima facie case of discrimination. The Seventh Circuit compared the allegations of misconduct brought against the three employees and found that Mr. Rusciollelli and Mr. Rodgers engaged in the same conduct but received vastly differential treatment. The two employees were subject to the same standards (and in one of the incidents, Mr. Rusciollelli was actually held to a higher standard), were investigated by the same person and were disciplined by the same director. The difference in rank between the two employees was not dispositive in these circumstances. The Seventh Circuit vacated the District Court’s decision and remanded the case back to the District Court for trial.

The employer’s argument was focused on its allegation that Mr. Rodgers made more mistakes and engaged in a greater degree of misconduct than Mr. Rusciollelli and that alone should exclude Mr. Rusciollelli as a comparator. However, in noting that Mr. Rodgers’ termination was the result of the investigation of the same two incidents that involved Mr. Rusciollelli, in which both employees were alleged to have engaged in the same conduct, the Court found that the fact that the employer’s focus of the investigation and discipline on Mr. Rodgers was itself suspicious. The employer could not exclude Mr. Rusciollelli just by bringing more charges against Mr. Rodgers than Mr. Rusciollelli for the same behavior. The Court found the employer’s actions suspect and found that this attempt to exclude Mr. Rusciollelli as a comparator must fail.

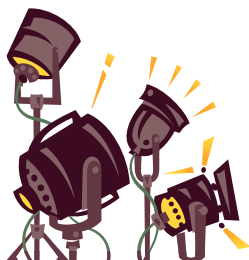
Florida’s courts, both state and federal, have taken a similar approach. Florida requires comparators to be nearly identical to the plaintiff to prevent courts from second-guessing a reasonable decision by the employer. Like the Seventh Circuit, in cases of discipline and discharge, comparators are appropriate when they are subject to the same standards of conduct, engaged in the same conduct and were managed by the same supervisor. This standard allows for differential treatment in the application of discipline when one employee, such as a supervisor, is held to a different or higher standard than a regular employee. It also allows for differential treatment of employees who have violated a policy with more frequency.

In practice, the employer should be mindful of its application of discipline. Prior to issuing discipline, the employer should determine whether other employees subject to the same standards of conduct were treated differently when faced with similar circumstances. The analysis must include employees of different ranks and titles if they are held to the same standards. Employers should be cautious if they chose to move forward with differential treatment after engaging in this analysis and should document all reasons for that decision. Differential treatment should not be arbitrary or else employers may find themselves explaining those decisions to a jury.

About The Author: Caren Skversky is an associate at Constangy, Brooks & Smith, LLP. Ms. Skversky has been practicing law in the Tampa Bay area since 2001. Ms. Skversky represents employers in all areas of employment law and with a focus on employment litigation. She represents private and public sector employers in workplace matters in federal and state court and administrative forums.



Debbie Dube,
MS, SPHR
Legislative Director



The Diversity Committee is looking for companies or organizations that have a focus and passion for Diversity to highlight in our monthly Newsletter. In December, one of the featured companies will be selected to receive the HR Tampa Diversity Award. If you would like to nominate your company, or know of a worthy organization that should be featured, please contact Diversity Director Ana Swinger for details, aoswiger@aol.com



Ana Swinger,
Director of Diversity

October Diversity Spotlight



As a leading provider of insurance in Florida, State Farm understands that being our customers' first and best choice begins with understanding who they are. And we can best understand our diverse customer base by first embracing the varied backgrounds, talents and experiences of our employees, according to Renee Bass, State Farm Claims Section Manager and Diversity and Inclusion Chairperson in the Tampa area.

"As a company, we know that embracing and understanding diversity allows us to be successful and remain competitive," Ms. Bass said. "State Farm encourages a diverse and inclusive work environment that values our team members for their unique contributions and talents."

Celebrating diversity and promoting inclusion is a major emphasis in Florida, including the Tampa area where a local State Farm Operation Center houses almost 200 team members – not to mention the nearly 100 State Farm agents in the Tampa area.

Efforts in Tampa have included a variety of programs and events to promote diversity and inclusion among team members. This year, during State Farm's annual "Founder's Day" event, a day set aside to honor State Farm's rich history and traditions, Tampa employees were encouraged to celebrate generational differences. The unique traits associated with each generation were highlighted in an effort to encourage acceptance of the differences among the generations, from "baby boomers" to "generation Y." To keep it fun, candy selections from each generation were featured, as well as a "graffiti wall" for employees to sign.

Additionally, a weekly "My Story" is shared among employees that highlights an individual's life story, background and family values. This series helps develop awareness and appreciation of differences. Other events and programs have included an employee event emphasizing the theme "Inclusion Spoken Here," in which our employee resource groups set up booths highlighting their efforts to promote diversity.

In an additional effort to encourage awareness of biases and stereotypes that find their way into our everyday conversations, a special series called "Ouch! That Stereotype Hurts" has been presented to various departments and working groups in the Tampa area. The sessions promote inclusiveness and help employees know what to do and say when conversation is not respectful to them or those around them. "Ouch" offers four simple steps and tools that help employees communicate more respectfully, and the program often is presented by designated Diversity Champions, volunteer team members who are enthusiastic and passionate about promoting diversity and inclusion in the work place.

"State Farm fully embraces a diverse and inclusive environment and is committed to creating an environment where our associates feel appreciated and respected for their unique contributions," said Ms. Bass. "The diversity of our associates enables us to better serve our marketplace and grow our business."

You Are Important to Our Future!

Host companies are needed for Tampa Bay HR Student Chapter monthly meetings.

The purpose of SHRM student chapters is to educate and mentor our future HR professionals. Meetings can be held the third or fourth week of the month from 5:30p to 7:30p and the host company can choose the day of the week that is most convenient for them.

As the host, you will have the opportunity to facilitate a presentation or discussion relevant to HR issues affecting your company or industry. To learn more about available dates, contact Diane Berry, Tampa Bay HR Student Chapter Director of Corporate Relations, at diane.berry@phoenix.edu or 813-342-5641. The difference between try and triumph is a little umph. ...



CHAPTER STUDENT MEETING

Mark Your Calendar!

October 27, 2011

TUI Marine, Clearwater FL

Check online for more details!



PERSPECTIVE FROM A STUDENT MEMBER by Giovanna Dodson

The experience found in the HR Student Chapter can help student members to develop their career objectives and to prepare them for the demands of today's HR professional. The Chapter also provides an opportunity for interaction between students from different countries and the opportunity to share experiences that help to develop a fuller understanding of diversity and globalization. Moreover, the HR Student Chapter meetings offer an environment for student members to network with HR professionals within different areas of expertise.

The interaction between students and the effective networking with HR professionals increases a student's potential in identifying opportunities within the HR field. This network is a good way to contact companies for future internships or jobs. In addition, the topics that are discussed during the meetings help students to understand different points of view on specific topics that will contribute to their academic performance and future job interviews.



SHRM's Assurance of Learning

is the new universal benchmark for undergraduate-level HR students. The Assurance of Learning Exam will be what students need to distinguish themselves when applying for entry-level HR positions. When a student passes the exam, they receive a certificate of learning informing hiring managers that they have sufficient knowledge to enter the workforce. The goals of the assessment are:

- To help universities meet their accrediting body's assurance of learning requirements by showing that the HR degree program teaches its students what it says it will teach them.
- To show that the student has acquired the knowledge required to enter the HR profession at the entry level.
- To provide HR students with an achievement by passing an exit exam to help them differentiate themselves in the job marketplace.
- To replace a student's eligibility to take the Professional in Human Resources (PHR) certification offered by the HR Certification Institute.

Test content reflects the topics that HR faculty indicated they teach frequently in HR degree programs, cross-mapped with the knowledge that hiring managers indicated they require when hiring entry-level HR professionals. A certificate of achievement will be issued to every examinee who passes the exam.

This exam covers the HR content areas outlined in SHRM's HR curriculum guidelines and skill areas identified as important by hiring managers who hire entry-level HR professionals. The following 18 content areas are covered on the exam:

- Employee and labor relations
- Employment law
- HR and organizational strategy
- Managing a diverse workforce
- Performance management
- Staffing: recruitment and selection
- Total rewards
- Training and development
- Workforce planning and talent management
- Leadership
- Career planning
- Employee benefits
- HR mergers and acquisitions
- Measuring HR outcomes: metrics and the bottom line
- Risk management: occupational health, safety and security
- Negotiation skills
- HR and globalization
- HR information systems

To be eligible for the Assurance of Learning Assessment Exam, you must be studying HR or an HR-related field such as industrial and labor relations, organizational development or industrial/organizational psychology, etc.

Testing Windows

2011: October 15-November 15, 2011

2012: March 15-April 15, 2012

July 15-August 15, 2012

October 15-November 15, 2012

In 2012, the Spring test window will shift to March-April so it does not coincide with or occur after spring commencement.



HR students and graduate HR students with no work experience in HR may apply to take the exam. You may apply to take the exam one year before graduation or up to one year after graduation. Examinees approved to take the test may only take the test once in each test window during the two-year eligibility timeframe. Details on this certificate and how to reference that you have passed the test on your résumé can be found at: <http://www2.shrm.org/assuranceoflearning/index.html>.

This test is one of mastery and, as such, what you study in your degree program through required and elective course work is the major form of preparation to take the exam. Additionally, HR Tampa hosts a Certification Study Group which will be forming a new study group in early 2012. Please go to www.hrtampa.org and click on the HR initiative tab at the top for additional information under Certification or contact Sue Styx, Director College Relations, at ssstyx@hinshawlaw.com, 813-868-8846.

For more information or to register for the exam, please also visit <http://www2.shrm.org/assuranceoflearning/index.html>.

Upcoming Events

Oct. 15-Nov. 15, 2011: Assurance of Learning Assessment Exam Testing Window www2.shrm.org/assuranceoflearning/index.html

Dec. 1, 2011: Applications for SHRM Foundation Student Scholarships Due www.shrm.org/about/foundation/scholarships/Pages/default.aspx#2

Have Breakfast or Dinner On Us!

By referring a NEW member to HR Tampa who successfully joins, you will be eligible to have a meal on us!* E-mail hrtampamembership@yahoo.com with your name and the person who you referred or have them add your name in the referral box when they sign up!

*Premium members will eligible to bring a guest for a breakfast or dinner meeting on us!



Reminder from the Membership Co-Directors:

Please keep your profile current at all times including your SHRM information. We are presently looking for Ambassadors to greet guests and new members at the monthly meetings. If interested, please contact Jill Conklin or Layla Jamil at hrtampamembership@yahoo.com.

We wish everyone a successful year and please do not hesitate to contact us with any questions.



Jill Conklin, PHR,
Membership C0-Director



Layla Jamil, PHR
Membership C0-Director

Workforce Readiness

Workforce Readiness Needs You

The success of the Workforce Readiness Intern program depends on the generosity of our sponsors. If you or your organization would be interested in getting involved by donating toward our scholarship fund, or if you are a HR Professional who would be interested in giving the students a tour of your HR department and discuss your role, please contact Cheryl Brown at (813) 414-6215 or cheryl.brown@gtefcu.org.

Workforce Readiness is thrilled and privileged to work with our high school community! This is one of the ways your membership is giving back, so thank you!!



Cheryl Brown,
MBA, PHR
Workforce Readiness
Director

Welcome New Members & Guests

Name	Certification	Company	Title
Stephen N LaHurd			
Dee Reboredo		Pilot Bank	HR/Learning & Development
Nikki M Schnell	PHR		
Monica Weaver		New Birth Charlotte	
Nerav Halevi		Allied Aerofoam Products	Human Resource Manager
Yusminda Rutledge			
Brian Roebuck			
Rebecca Armacost		World Vision International	Director of People & Culture
Terri Allred Melli		PrimePay	HR Director
Matt Smith	PHR	Cerner	Advisory Sales Executive
Wanda Sanchez		Mainsail Suites Hotel	Director of Human Resources
Lynnette Goldich		Ovation Food Services, LP	



Member News

We Want To Know

Did you win an award?

Any personal accomplishments?

Any major events?

Are you retiring?

We would like to share information about our members who deserve some recognition. Please contact Maureen Stanton at mstanton@lazydays.com to share your accomplishments.



Maureen Stanton
Communications
Director

HR SUPER HERO VOLUNTEER OPPORTUNITIES

Would you like to become more involved with HR Tampa?

Check out the exciting volunteer opportunities below and make the difference today!

Hospitality Committee

Volunteers are needed for our Hospitality Committee! Hospitality Committee Volunteers assist at the registration desk before our monthly meetings. Duties include greeting members as they enter the meeting, checking names against the registration list, collecting meeting fees, and issuing badges to attendees. Hospitality Committee volunteers stay busy, but also have fun and have the opportunity to meet many HR Tampa members. After the registration process has finished, volunteers are free to enjoy the HR Tampa program and meal.

Volunteers are needed for both our morning and evening meetings. We ask morning volunteers to arrive at the meeting by 7 am and evening volunteers to arrive by 5 p.

For more information, please contact Shaun Androff at shaun@hiregy.com or at 813-767-9974.

Certification Committee

Want to get more involved in HR Tampa Certification? We have volunteer opportunities for study group speakers.

If you are a current certified member of HR Tampa and would like to help facilitate one or more of the study sessions, please contact Patricia Sullivan at certificationhrtampa@yahoo.com. The study groups meet once per week for 12 weeks to provide an overview of the major areas of Human Resources: (1) Strategic Management, (2) Workforce Planning and Employment, (3) Human Resource Development, (4) Total Rewards (formerly Compensation and Benefits), (5) Employee and Labor Relations and (6) Risk Management (formerly Occupational Health, Safety, and Security). The Study Groups focus on learning through participation and shared learning.

By helping to present at one of the study group sessions or helping with the facilitation of the study group, the individual will be eligible to receive re-certification credits.

This is a wonderful opportunity to receive re-certification credits and help others become a professionally certified member of SHRM!

College Relations Committee

The College Relations Committee focuses on the future of the HR profession, overseeing the Tampa Bay HR Student Chapter, the mentor and internship programs and career workshop.

Volunteer Opportunities Include:

- College Relations - general volunteer assisting with monthly meetings and student chapter events
- Monthly Meeting Host
- Career Workshop - resume review, mock interview, speaker, vendor or sponsor
- Become a mentor
- Host an intern

For more information, please contact Susan Styx at ssstyx@hinshawlaw.com

Diversity Committee

The Diversity Committee is responsible for spearheading the effort to diversify HR Tampa's membership and to publicize successful diversity programs in the Tampa Bay community.

We meet on a monthly basis at a time that is convenient for most of the committee members. As a volunteer on the Diversity Committee, you could participate by helping to organize diversity-related events, writing newsletter articles, researching Tampa area resources and events, developing materials to distribute to our members, helping out at monthly meetings or special events, or by participating in the initiatives that the committee develops each year.

For more information, please contact Ana Swiger at aswiger@travelers.com

Membership Committee

Do you want to be a Membership Ambassador?

If you can give an hour before the meetings to be a greeter and resource to our guests and new members, then the HR Tampa Membership team wants you! Please contact Jill Conklin or Layla Jamil to find out more at hrtampamembership@yahoo.com.



Non-Dues Committee

We are seeking individuals who are willing to make a commitment and donate their time and energy to assist in promoting HR Tampa to the Hillsborough-area Community. We need forward-thinking, creative individuals with a marketing background, excellent relationship building and communication skills and a good reputation within the media. You will also need to have the support of your company since some of the projects will require the ability to work during normal business hours.

A sound understanding of social media is essential to help promote our organization through your LinkedIn, Facebook and Twitter accounts.

You must be a member in good standing of HR Tampa and SHRM. The rewards are endless if you are willing to give of your time and energy. You'll make lifetime friends while being recognized for a job well done! Email: chris.greene@shaker.com

SHRM Foundation Committee

The SHRM Foundation was founded in 1966 as a non-profit affiliate of SHRM. The Foundation funds research, publications and education to advance the HR profession and enhance the effectiveness of HR professionals. To support its important work, the SHRM Foundation conducts an annual fundraising campaign.



As mentioned, the Foundation promotes research, innovation and the use of research-based knowledge. Some of the major research projects the Foundation is currently funding are: Aging Workforce, Changes in the HR Function and Roles, and Global HR just to name a few.

Individuals and Chapters are encouraged to donate to this worthwhile cause; HR Tampa truly believes in the Foundation's efforts and is one of the leading chapter's in the Nation for contributions.

Committee members will assist in continuing the Chapter's efforts for the Foundation and their cause by determining, assisting and participating with Chapter activities to raise money for the Foundation. Become a committee member – let's have fun, raise money and give back to the profession to continue its growth!

For more information, please contact Lisa Murfield at murfieldld@yahoo.com



Workforce Readiness Committee

Workforce Readiness' vision is to reach out to the community to strengthen the workforce through skill and professional development, coaching, and mentoring programs by a collaborative effort between HR Tampa members, the local community, State and Federal government, and local businesses. We also advance the Human Resources professional by partnering with local schools, technical colleges, and two and four year colleges.

We assist individuals in developing their skills to become more competitive in our local and global economy. We partner with small businesses by providing expertise, training, and support in Human Resources practices through education and hands on training. We also encourage students' interest in the field of Human Resources profession through education and on-the-job-training.

For more information, please contact Cheryl Brown at cheryl.brown@gtefcu.org (or 813-414-6215).

Developing Your Leaders – Know What it Takes!

Have you wondered why the “best” candidate for a leadership position for your organization falls short of expectations? Have you wondered how someone so intellectually gifted and technically competent has no success in leading, motivating, or engaging others? Are you finding it impossible to find the right interventions to make adequate managers exceptional leaders? You are not alone! Based on externalities like the shift to a global economy and the impending talent shortage, HR, HRD and Talent Professionals will be challenged to find solutions to remain competitive. It is now time for organizations to create strategies that retain and develop current talent and train new entrants into the workplace in the skills needed to be most effective and most successful in their roles. In the June 2011 HR Magazine, Eric Krell discusses in his article “Global Talent Mismatch” research results that “provides compelling evidence that the talent crisis will affect every region of the world in the coming years. The widespread talent scarcity will persist for decades. That scarcity will redefine human capital practices and ways of doing business for a long time to come.” Preparing now, and including a strategic leadership development program, will help to minimize the skill gap that is projected over the next several decades.

1. Be Strategic: Externalities are a primary reason organizations benefit from the strategic planning process. It is the changes in the external environment (economic and political conditions, demographics factors, technology, global factors, industry trends, competitor products and services, and customer demands) that often create the strategies of the organization. The strategic planning process generally includes a SWOT analysis, with the SW representing internal Strengths and Weaknesses, and the OT reflecting external Opportunities and Threats. Frequently, the internal strengths and weaknesses are more clearly defined after the external environment is better understood. In Krell’s article he quotes Lisa Calicchio, SPHR, vice president of corporate human resources for Princeton, N.J.-based drug development services company Covance and member of the Society for Human Resource Management’s Organizational Development Special Expertise Panel, “HR managers need to obtain and interpret information about their employees’ skills, identify gaps and map those against what’s needed in the future.” Several prominent authors identified the importance of creating a culture of learning in which individuals are continually developed to help ensure that they have the skills and abilities required for their organizations to address strategic initiatives effectively (Kouzes & Posner, 1993, Senge, 1990).

2. Know What it Takes for Optimal Leadership: As businesses strive to succeed in this global economy, HRD professionals will need to provide the right professional development interventions to make their good leaders optimal.

According to Daniel Goleman in *Working with Emotional Intelligence*, “At the top executive levels, everyone needs cognitive skills, to a certain extent, but being better at them does not make a star leader. Rather, emotional competence made the crucial difference between mediocre leaders and the best. The stars showed significantly greater strengths in a range of emotional competencies, among them influence, team leadership, political awareness, self-confidence, and achievement drive. On average, close to 90 percent of their success in leadership was attributable to emotional intelligence.”

“To sum up: For star performance in all jobs, in every field, emotional competence is twice as important as purely cognitive abilities. For success at the highest levels, in leadership positions, emotional competence accounts for virtually the entire advantage.”

Emotional Intelligence (EQ) is an awareness of our own feelings and emotions, managing our emotions in a healthy way, recognizing emotions in others and how emotions impact every situation; it includes influencing conversations so that there is an optimal outcome. High EQ involves taking good situations and making them better for all involved and taking potentially disruptive and threatening situations and bringing about the best end results.

For your leaders, the T&D objectives are to raise EQ by understanding it and its impact on relationships; and so your leaders understand the importance of identifying their own thoughts, intentions, goals, feelings, and perceptions, and how these impact the decisions they make each day.

3. Create a Plan: There are two main actions needed for HRD, HR, and Talent Professionals to enhance EQ. First, you will need to understand what it is, and how it can be increased for yourself and for your leaders. And, of course, you will also need to conduct a formal needs assessment. As you conduct this needs assessment, you may determine that there is a corporate level need for cultural change via EQ interventions (e.g., creating truly open dialogue, providing a safe environment for people to discuss concerns and recommend solutions, etc.). You may also find one position may require different learning initiatives (new supervisors or executive level managers may need to differ their approach in bringing out the best in their workforce), and, of course, you will find individual training development needs (where actual performance of a person is not meeting expected performance).

The options for professional leadership development are so varied. But, to provide best solutions, you will want to understand practices that improve emotional intelligence. This could include Interpersonal and Intrapersonal Training; Leadership Coaching; Mentoring Programs; Monthly Book Clubs within your Organization; and much more.

I have no doubt that, as you enhance your knowledge, skills, and abilities with emotional intelligence, you will bring your leaders to a level of excellence they, and their staff, will see!

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