Rogue Valley SHRM Newsletter

September 2013

President's Corner

Hello Chapter Members,

I hope you had some fun moments over the summer and maybe have a few more planned before the weather starts to turn cold.

It is that time of year again when we need you to vote for your 2014 Board of Directors. You will be receiving an email to vote via a link to Survey Monkey by the end of this week. If you do not receive that email, please let me know as soon as possible so we can ensure you get an opportunity to vote.

The following Rogue Valley chapter members are running for our 2014 board positions:

President	John Underwood, MBA, SPHR
President-Elect	Tanya Haakinson, PHR
Past-President	Shannon Stuver, SPHR
Treasurer	Suz Montemayor
Secretary	Valerie Wilson, SPHR
College Relations Director	Sarah Heiken, PHR
Diversity Director (CLA)	Patricia Forde, SPHR, GPHR
Hospitality Director	Sarah Elkinton, MS
HRCI Education Director (CLA)	Open – Are you interested? Write in your name on the survey.
Legislation Director (CLA)	Sarah Elkinton, MS
Membership Director (CLA)	Jill Auburn, PHR
Newsletter Director	Michelle Robison, MS
Programs Co-Director (Position 1 of 2)	Tabitha Carlson, MS Ed.
Programs Co-Director (Position 2 of 2)	Tanya Haakinson, PHR
SHAPE Director	Shannon Stuver, SPHR
SHRM Foundation Director (CLA)	Valerie Wilson, SPHR
Workforce Readiness Director (CLA)	Wendi Brown
Director at Large	Erica Hastings, PHR
Director at Large	Ainoura Oussenbec
Director at Large	Joe Rossi

I would like to thank Fred Holloway, our website guru, who is stepping down from the board in 2014 due to time restraints after serving for many years. He created something out of nothing for us as the internet was just getting started and helped to bring us into the 21st Century. Thank you Fred!

I would also like to thank Monica Weyhe, our 2012 and 2013 Secretary, who is stepping down due to other commitments and won't run again in 2014. Monica has been a great asset not just to our board of directors, but was extremely helpful to me as a new chapter president. Thank you Monica!

We will be closing the election process on Friday, September 27th. Please take a few moments to cast your vote once you receive the email.

Thank you in advance,
Shannon
2013 Chapter President

Inside this issue:

Special points of interest:

- 2014 Board Positons
- Upcoming RV SHRM Programs
- Legislative Update

Rogue Valley SHRM Chapter Scholarship Awards

Program Overview

In an effort to serve our membership and advance the Human Resource Profession, the Rogue Valley SHRM Chapter has committed to promoting the Professional Human Resources (PHR) and Senior Professional Human Resources (SPHR) Certifications from the Human Resources Certification Institute (HRCI).

Scholarships may be awarded to a chapter member for each of the following:
1) Taking and passing the PHR examination;
2) Taking and passing the SPHR examination; and
3) Recertification of your PHR or SPHR within six months of the certification expiration date.

The total amount of scholarship awards available is determined by the Rogue Valley SHRM Chapter Board of Directors each year and is shown as a line item in the budget, which may vary significantly from year to year depending upon available funding, other chapter priorities, and qualified applicants. If there are no qualified applicants, the funds may be carried over to the following year. A scholarship recipient who does not pass the exam after two attempts must reimburse the funds to the Chapter.

Scholarship Criteria

1) Applicants are required to have a current SHRM membership and;
2) Must be a current member of the Rogue Valley SHRM Chapter (Designation #0234) and;
3) Must participate in either the local chapter, state, regional or national level of SHRM:
e.g. regularly attend monthly meetings/programs, volunteer for SHRM events and/or serve on a SHRM board.

How to Apply

Submit a letter via email to the Rogue Valley SHRM Chapter President stating why you feel you meet the scholarship criteria along with supporting documents showing your intent to take one of the exams or receipt for one of the exams or recertification along with your SHRM membership number. Once awarded, the scholarship will be paid after receiving a receipt for the exam or recertification.

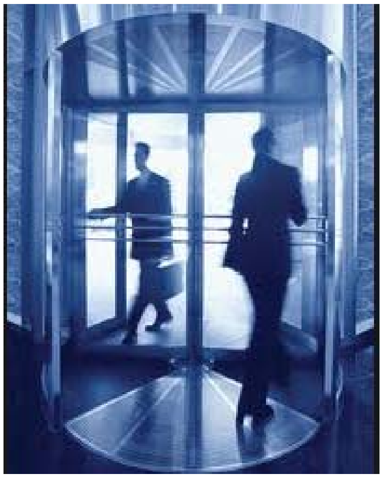
Timeline

March 25th : Applications due for the PHR/SPHR May/June testing period and for recertification.
October 25th: Applications due for the PHR/SPHR December/January testing period and for recertification.
April and November Board Meetings: Scholarship recipient(s) selected. Recipient(s) will be notified of their award within one week of the board meeting. (Board meetings occur on the first Thursday of the month).

Award Levels – Awarded Twice a Year

- $350 for PHR examination
- $475 for SPHR examination
- $100 for recertification for either PHR or SPHR certification

Thank you for investing in your profession!



Are You Making the Right Impression on Your Job Candidates?

~ Patricia (Trish) Forde, SPHR, GPHR

When it comes to employee recruitment, organizations are primarily focused on trying to find the right person for the job, and they often lose sight of the fact that all job candidates are simultaneously forming an opinion about your organization and its professionalism based on their interviewing experience. That's why it's essential for companies to ensure that they deliver a "best-in-class" interview experience and structure their recruitment process to be efficient, streamlined, and well-managed.

There are many stakeholders in your company who may want to be part of the selection team, however, they are often not prepared to ask the right questions, and often candidates experience consecutive interviews where they are being asked to answer the same questions over and over again. This can be frustrating and leave the job seeker with the impression that the company interview team is disorganized and extemporaneous. Such a negative experience is not what you want your external applicants to endure.

Therefore, human resource professionals need to consider the effects of their hiring process on the candidates, themselves, to enable crafting of a recruitment process whereby redundancies are designed out, as well as taking into consideration your overall employment brand.

Examples of a Recommended Interview Process might include the following maximum of four (4) rounds of interviews:

Round 1) Pre-screen telephone interview with candidate by HR recruiter/screener

Round 2) Telephone or video interview with the Hiring Manager for the position

Round 3) The "in-person" interview. In this round, the interview team would include the Hiring Manager (ultimately responsible for hiring decision) HR Business Partner, Subject Matter Expert, and potentially a Peer or key-client participant.

Optional Round 4) Second interview in-person or via Phone/Video with the HR Business Partner, Hiring Manager, Regional/Divisional Manager.

Regarding Interview Team Size, Google, who was notorious for 10-12 rounds of interviews, recently analyzed thousands of past interviews and came to the conclusion that beyond 4-5 interviews, there are "diminishing returns" (Sullivan, 2013).   So including more interviewers in your hiring process has no proven positive impact on how successful your new hire turns out to be.

The *negative effects* of large interview teams have the following impact on candidates:

- Forces the candidate to take multiple days off from work to travel for interviews with "everyone who wants to be involved".

- Frustrates them with long wait times between rounds of interviews
- Often leads to repetitive interview questions

Leaves the impression that the organization is not efficient in its recruitment process.

Also, the impact on *your organization* can have the following negative effects:

- Increases expenses associated with candidate travel, with interviewers' time, etc.
- Increases the time it takes to fill an open position
- Potentially damages the "employment brand" and company image

Decreases the potential to "close the deal" because of candidates' perception of layers of bureaucracy.

Finally, as HR professionals, it's our job to prepare the interview team members properly by having updated job descriptions to identify essential competencies, a prepared list of interview questions eliminating redundancies, a framework structure of the process, hospitality considerations, meeting facilitation, good communication between hiring stakeholders, and efficient follow-up with all stakeholders. In addition, the HR professional is responsible to ensuring candidates are feeling well-treated, and for demonstrating that the candidates time and efforts are respected and valued.

For further information on this topic, please read this excellent article from a top recruiting industry consultant:

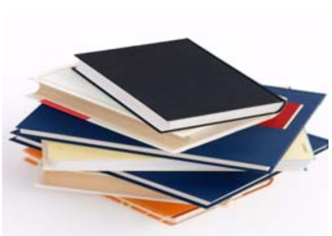
http://www.tlnt.com/2013/05/15/interviewing-to-death-a-hideous-practice-that-crushes-a-candidates-spirit/

Citations:

Interview Guidelines, The Hershey Company (2013). Structuring your team interviews

Sullivan, Dr. John (May, 2013). ERE Media Group, TLNT Magazine. Interviewing to Death: A hideous practice that crushes a candidate's spirit.

Study Group for GPHR Wanted



If anyone is interested in getting together to study for the GPHR (Global Professional in Human Resources) exam, please contact Joe Rossi at joe@freedomgrp.com

Workshop Date: **Thursday, September 19, 2013**

8:00 am – 10:00 am

Health Care Reform for Employers: Now What?

Ready or not, the Patient Protection and Affordable Care Act will impact every U.S. employer and employee. Health care reform calls for immediate action by all employers, regardless of their size or whether they offer group health insurance to their employees. This presentation is an opportunity for employers to sort through the influx of information on health care reform and get practical legal guidance regarding their responsibilities under the law. Topics that will be covered include employer reporting and disclosure requirements, employer shared responsibility penalties, the individual mandate, and Oregon's state insurance exchange. The presentation will also cover the most recent changes to the law and give employers an implementation timeline and key dates for compliance.

Presenter: Christine Moehl of Saalfeld Griggs PC

About the Presenter: Christine Moehl's practice is limited to legal matters related to the Employee Retirement Income Security Act (ERISA), including both health care plans and qualified retirement plans.

Christine assists public and private sector plan sponsors, third-party administrators and investment professionals in all aspects of establishing and operating employee benefit plans. She is particularly adept at designing health and retirement plans to fit the individual needs of her clients, as well as assisting plan sponsors and fiduciaries in complying with ERISA, the Internal Revenue Code, and Health Care Reform. She also has extensive experience in guiding clients through the process of correcting plan administration errors through the IRS Employee Plans Correction Resolution System ("EPCRS").

Christine is a Board Member and Program Chair of the Western Benefits Conference and she is a frequent speaker on employee benefits topics. She was selected by her peers for inclusion in *Super Lawyers–Rising Stars®*.

Date: **Thursday, September 19, 2013**

Networking: 7:30 am to 8:00 am

Workshop Time: 8:00 am to 10:00 am

Meeting Location: Smullin Health Education Center
2825 E. Barnett Road
Medford, OR 97501

Cost: $10.00 per member / No charge for first time guests and students
$15.00 for non-member

HRCI Credit: Approved for **2 hours** of **General Credit**

RSVP To: Jill Auborn at (541) 956-7895, aubornj@firemtn.com

September SHRM Foundation Fundraiser!

Attendees of our September program will have the opportunity to participate in a drawing for a SHRM messenger/tote bag filled with the following goodies:

- "The New HR Analytics – Predicting the Economic Value of Your Company's Human Capital Investments" by Jac Fitz-Enz
- Book: "2012 Guide to Bold New Ideas for Making Work Work", by The Families and Work Institute and SHRM.
- Video: "Serving Others "Dollar General's Commitment to the Military Community" - 20 minute video describes Dollar General's workplace culture, hiring policies and resulting business success in regards to hiring veterans.
- HRCI Notepad & pen
- SHRM Luggage "identifier"

We hope to see you all on September 19th for our program: **Health Care Reform for Employers: Now What? at Smullin Center from 8:00-10:00am**

We will have tickets available for the fundraiser at the price of $2.00 per ticket, or three tickets for $5.00. The drawing will help raise funds for the SHRM Foundation, and will take place at the end of the presentation – you must be present to win.

For more information on SHRM Rogue Valley Chapter events, please click below!

http://shrmroguevalley.shrm.org/events

-Erica Baker, SHRM Foundation Director

Legislative Update

By John Underwood, SPHR

Alert: Major changes announced for vets and disabilities rules for federal contractors

Employers with federal contracts will have significant new obligations in affirmative action compliance for veterans and people with disabilities, under new regulations announced by the Office of Federal Contract Compliance Programs (OFCCP). The final rules will likely take effect in late February or early March 2014 (180 days after they're published in the Federal Register, which should be any day now). Employers who already have written affirmative action plans (AAPs) in place on the effective date may wait until their next 12-month plan date to implement the new AAP format, but will still have to comply with other portions of the rule by the effective date. The regulations implement the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) and Section 503 of the Rehabilitation Act. Here are the highlights of the final rules:

- Pre-offer invitation to self-identify: Contrary to decades of enforcement under the Americans with Disabilities Act (ADA), federal contractors will be required to ask applicants to voluntarily self-identify their status as a person with a disability (and also as a protected veteran), before the job-offer stage. To assuage employers' concerns, the OFCCP obtained a letter from the Equal Employment Opportunity Commission (EEOC)'s Office of Legal Counsel, stating that federal contractors won't violate the ADA by complying with the OFCCP's new rule. The invitation may be made at the same time as the current pre-offer invitation for race/ethnicity and gender.

- Post-offer invitation to self-identify: The post-offer invitation to self-identify asks for more details than the pre-offer invitation, by asking protected veterans to specify which of the four veteran categories apply to them. It also continues to include questions about race/ethnicity, gender, and disability. Every five years after becoming subject to the new rules, employers must re-survey their workforce to ask individuals to self-identify their disability status. At least once in between those five-year gaps, employers must remind employees that they may self-identify as a person with a disability at any time. If someone fails to complete the self-identification form, but has an obvious disability (such as blindness), or has already disclosed their disability, then the company may take the initiative and record the individual as having a disability.

- Annual hiring benchmarks for veterans: For the first time, federal contractors will be required to establish a facility-wide hiring benchmark for hiring veterans. They may either use the OFCCP's suggested benchmark of eight percent, or else come up with their own benchmarks using certain federal data as well as consideration of their own unique circumstances. The OFCCP will periodically reevaluate its suggested benchmark based on available statistics.

- Annual utilization goal for people with disabilities: This is another first. Contractors must apply a utilization goal for employing people with disabilities. The nationwide goal is seven percent and must be applied to each job group, although companies with 100 or fewer employees may apply the goal to their workforce as a whole. The OFCCP will periodically reevaluate this numerical goal based on available statistics.

- **Data collection:** All of that self-identification data is being collected for a reason. Contractors will have to track the effectiveness of their recruitment and hiring processes, by examining their facility-wide hiring rates for protected veterans and people with disabilities. This data must be kept for three years (instead of the usual one or two-year record-keeping obligation), and as the years go by, employers will have to examine the data not only from the current year, but also from the two prior years.

- **Job ads:** In job advertisements, federal contractors will have to include new language stating that all qualified applicants will be considered regardless of their status as a protected veteran or a person with a disability. For employers who have been using the simplified "Equal Opportunity Employer" language permitted by the regulations under Executive Order 11246 (regarding affirmative action based on race/ethnicity and gender), this change will mean higher costs for per-word job postings. Under the current Executive Order 11246 rules, employers who don't say "Equal Opportunity Employer" in their job ads generally must be more specific by stating that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin. OFCCP says adding "protected veteran" and "disability" to that list shouldn't be a big deal.

- **Posting with the state employment service delivery system:** When posting external job openings with the state employment office as required under the veterans rules, an employer must follow that office's formatting requirements. The employer must also notify the state employment office that it is a federal contractor, provide contact information for the official responsible for hiring at that location, and update the information as needed. If the employer uses an outside organization to assist in hiring, such as a temporary employment agency, then that contact information must also be shared with the state.

- **Electronic posters:** If the company uses an electronic application process, the OFCCP wants to be sure applicants understand their rights. Federal contractors are already required to display certain employment posters where applicants as well as employees can see them. To address this requirement for electronic application systems, the OFCCP will require those same posters to be displayed electronically where applicants can see them. For employees who work in remote locations, the company may email the posters or post them on the company's intranet, as long as it's certain that the employees can access them.

- **Equal opportunity clause in subcontracts and purchase orders:** Employers who want to keep their subcontracts and purchase orders to a manageable length by incorporating the equal opportunity clauses by reference may do so, but now there is specific mandatory language (two full sentences each for veterans and for people with disabilities), which must be included in bold text. Just be grateful the agency backed away from its initial proposal to require contractors to include the full text of these clauses (12 paragraphs for the veterans regulations and 7 paragraphs for the disabilities regulations).

Policy notice to subcontractors: As part of its obligation to externally share its affirmative action policy, each federal contractor will have to notify all of its subcontractors, including vendors and suppliers, of its policy, requesting appropriate action on their part. The OFCCP says employers may accomplish this by sending a copy of the affirmative action policy statement that is already posted on company bulletin boards for workers. For example language, see Vigilant's Model Policy, "Equal Employment Opportunity Policy" (1603).

- **Allowing workers to see the AAP:** The new rules continue to require federal contractors to allow applicants and employees, upon request, to see the AAPs for protected veterans and people with disabilities, but fortunately employers will be permitted to exclude the newly required numerical data, because it raises confidentiality concerns.
- **Temporal scope of affirmative action audits:** The agency stood fast on its proposed clarification that it has the right to request data on personnel actions that occur after the date an employer receives an audit scheduling letter. Normally the agency just requests data on activities for the past one or two years. This means that a really sticky audit could continue on and on without an end in sight, as new personnel actions occur and the agency investigates those actions. In practice, this would be an unusual occurrence, since the OFCCP has limited resources and wants to audit as many employers as possible.

A little good news: The agency backed off of some of its original proposals, including a requirement for employers to sign "linkage agreements" with at least six outreach organizations (three for veterans and three for people with disabilities). Another proposal that was dropped was a requirement to track how many veterans and people with disabilities were referred by specific organizations.

Removal of old veterans categories: The "old" veterans regulations which applied to employers with federal contracts worth at least $25,000 that were signed before December 1, 2003, and never modified since then, will be deleted because as far as OFCCP knows, there aren't any such contracts still hanging around. But to be on the safe side, the OFCCP says if there are any employers holding those old contracts, then the veterans who were protected under those old rules are still protected from discrimination (special disabled veterans, veterans of the Vietnam-era, veterans released from active duty within the past year, and veterans who served on active duty during a war or campaign or expedition for which a campaign badge was authorized).

Workshop Date: **Thursday, October 17, 2013**

8:00 am – 9:30 am

The Coaching Curve

Leaders are often caught between treating everyone equally and responding to the strengths and weakness of individual team members. Many leaders are also fixed in their style of leadership; either by habit or in an effort to be consistent. In all these situations, team members are not motivated to perform at their highest levels and leaders become disconnected from their people and even burnt out.

The Coaching Curve describes various styles of leadership on a continuum and proposes an approach that is both consistent and flexible to meet the needs of the situation. The Coaching Curve also defines the term "coaching" and helps leaders understand when to coach and when not to coach.

The Coaching Curve is one of several foundational tools developed by Centerpoint Leadership Services for the Leadership Development Forum, a three month intensive professional development program offered in partnership with SOU's School of Business.

Presenter: Guy Perrin of Centerpoint Leadership Services

About the Presenter:

Guy is President of Centerpoint Leadership Services. He has over 20 years experience in leadership and executive coaching, consulting, facilitation, counseling, and human resources management. Guy coaches leaders and consults to organizations regarding talent management and development in a wide variety of organizations.

Previously, he was a Senior Consultant for KPMG Consulting in Vancouver, BC, Guy provided career consulting, outplacement services, and developed a practice in executive and professional coaching. He was Labor Relations Manager for two daily newspapers and Industrial Relations Supervisor for a manufacturing company.

Guy is a Licensed Professional Counselor and Certified Employee Assistance Professional. He has a Masters Degree in Counseling Psychology from Antioch Graduate School, a Commerce Degree in Organizational Behavior from the University of British Columbia, and a Certificate in Dispute Resolution from the Justice Institute of BC.

Networking: 7:30 am to 8:00 am

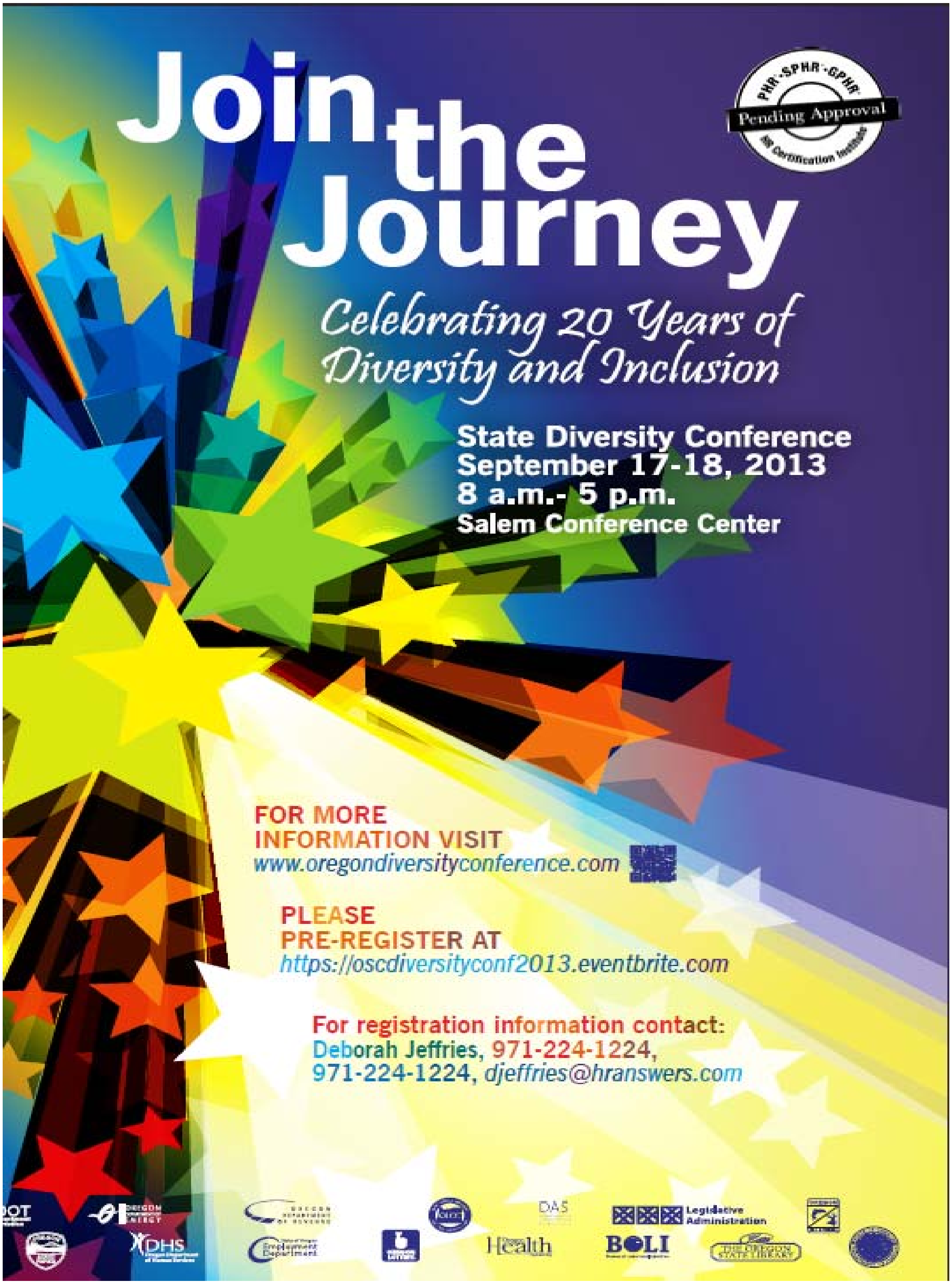
Workshop Time: 8:00 am to 9:30 am

Meeting Location: Smullin Health Education Center
2825 E. Barnett Road
Medford, OR 97501

Cost: $10.00 per member / No charge for first time guests and students
$15.00 for non-member

HRCI Credit: Approved for **1.5 hours** of **General Credit**

RSVP To: Jill Auborn at (541) 956-7895, aubornj@firemtn.com


Join the Journey
Celebrating 20 Years of Diversity and Inclusion
State Diversity Conference
September 17-18, 2013
8 a.m.- 5 p.m.
Salem Conference Center
PHR SPHR GPHR
Pending Approval
HR Certification Institute
FOR MORE INFORMATION VISIT
www.oregondiversityconference.com
PLEASE PRE-REGISTER AT
https://oscdiversityconf2013.eventbrite.com
For registration information contact:
Deborah Jeffries, 971-224-1224,
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