



Practice the Five R's to Motivate Workers

By R. Bayton Bowen

Compensation pundits frequently suggest that the "right" reward system will drive performance by motivating workers to achieve new levels of performance. But rewards alone don't drive organizational behavior. In an age where loyalty is dead and at-will employment reigns, free agent workers are looking for currency that involves more than just pay. That's why successful managers are exchanging the old reward system for "new age currency," one minted in the five denominations of responsibility, respect, relationships, recognition and rewards. And, while it may not look like greenbacks, pesos or euros, rest assured you can bank on the results.

Responsibility

Few jobs are designed with a specific employee in mind. Job descriptions are more like extensive to-do lists with a catch-all phrase at the end, such as "...

and other tasks as directed by management." The underlying message is, "Do whatever I tell you," which shifts the responsibility of the job to the manager, not the employee. By creating a job description with your employees that profiles the work processes and desired outcomes, you empower your employees by assigning them accountability and responsibility. For example, Henry Ford was known for his straightforward approach to partnering with employees in designing jobs. He reportedly would take a difficult production job to the "laziest" (substitute "most resourceful") worker on the line to see how many shortcuts would be taken. To be sure, workers involved in this way felt valued and took full ownership for the production process once it hit their station.

To encourage responsibility, take the fol-

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Message From The President

Danny Garrick, SPHR



Last month SHRM national informed us that our chapter had been awarded Superior Merit Award status for 2003. The award recognizes excellence in chapter operations and a commitment to providing meaningful programs and services to chapter members. Congratulations to George Mabon for his leadership in 2003 and continuing what is becoming a tradition for our chapter.

The first half of the year is almost over and a lot has been accomplished so far to help us obtain this recognition again in 2004. I hope you were able to attend the half-day seminar a few weeks ago with our new partner, Young and Perl, PLC. The program was excellent and attendees received breakfast, lunch and also 3.75 hours credit toward their professional certification. What a bargain for only twenty dollars. Thanks to Cynthia Thompson and Ted Archdeacon, program VP's and once again, George Ma-

bon for obtaining sponsorships from the airport concessionaires. Don't forget to visit our website to see the great program lineup for the remainder of the year.

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lowing steps:

- Work with your HR department to see that jobs are properly profiled for your people and stated outcomes are relevant to the business. Done well, the profile should serve as a template for planning and managing performance, as well as a report card for review purposes.
- Talk regularly to your employees about ways to increase alignment between what they do and where the company is headed.
- Eliminate tasks and activities that are unessential to your primary mission.
- Continuously seek out ways to add value.

Respect

Jeffrey Pfeffer, Ph.D., a professor at the Stanford Graduate School of Business, maintains that organizations with “pro-people practices” tend to perform up to 40 percent better over time. Such organizations include Southwest Airlines, Men’s Wearhouse and Toyota Motor Manufacturing. “Respectful” organizations build cultures of continuous learning, teamwork and genuine caring and concern for all key stakeholders—employees, customers, communities, suppliers and investors.

In these kinds of organizations, performance review systems are aimed at building confidence and competence, unlike other systems seemingly designed to restrict pay increases and root out some percentage of the workforce regardless of their value.

Information—the lifeblood of every knowledgeable organization—flows freely throughout the system, as people are valued and respected for the intellectual capital they contribute. And, prudent risk-taking is encouraged in the interest of building excellent organizations. Managers attend to and show they value feelings, ideas and actions. People are appreciated not only for what they know and do but also for the emotional intelligence they bring to the organization.

Even if your organization isn’t into “pro-people” practices, you can follow that model with the people you lead, with the following tips:

- When preparing performance reviews, take time to educate and communicate as well as evaluate, and identify ways to succeed.
- Use language that is constructive and prescriptive. And

be sure to liberally add “please” and “thank you” to your vocabulary as a courtesy extended to employees and customers alike.

- Engage your people in developing “operating principles” or a “vision” that expresses how everyone will work with one another and with employees throughout the system, how customers are to be served and how communications are to flow.
- Build on the concept of teamwork—respecting differences, solving problems collaboratively, supporting one another and performing as a team.
- Avoid negative energy, such as gossiping, harassing, triangulating relationships, etc.
- Focus on positive energy by setting norms and performing beyond expectations.

Relationships

If you recall your childhood school days and some of the styles of your teachers, you’ll probably remember what was productive and counterproductive in motivating you. The strict disciplinarian who taught by fear and intimidation never focused on the “joy of learning.” On the other hand, if you had a teacher who used a constructive strategy that focused all attention on the process of discovery and personal development, you learned to think for yourself and to strive continuously for rewards of enlightenment and mastery. Similarly, the strategy of the effective manager is one of facilitation and education. Because motivation is an inside job—something individuals choose to unleash under the right circumstances—the effective manager must focus on creating environments that are conducive to workers getting motivated. Coaching, teaching, supporting and guiding—all are strategies that have the best chance of producing the right outcomes. And above all, being authentic, honest and ethical is absolutely critical. Indeed, the No. 1 attribute of leaders most valued by employees is honesty. Without trust employees will not take risk, get motivated or run the gauntlet.

Recognition

Recognition has more to do with being appreciated than getting credit, but too many organizations waste valuable time, energy and resources on gestures of questionable value, such as parking spaces for employees of the month or tickets for two at an upscale restaurant. A better motivator is recognition that comes in the form of assignments to join a special project, lead a study team or scope out a new system.

Of course, recognition also comes in the form of promotions and public accolades. In organizations where the emphasis is on achieving as a team, internal politics and

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Practice the Five R's to Motivate Workers (cont)

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aggressive competition are appropriately low, while crediting others with a job well done is the standard. For any number of employees, particularly in entry-level and minimum-wage positions, the psychic income of being openly and regularly appreciated goes a long way toward enhancing worker retention and commitment.

Rewards

While rewards are important, they are fifth in importance with respect to the five R's. If people are paid fairly and competitively and they are informed as to how the system works, pay is a "satisfier," to quote Frederick Herzberg, but not a motivator. To provide optimum return on investment, rewards must be an integral part of an overall recognition and reward strategy—linking business goals and objectives with the other four R's.

Beginning with job profiles, rewards must be aligned to compensable factors centering on responsibility, such as "satisfying customers," "building quality products" and, as an example for managers, "increasing workforce competence." Outcomes such as these can be quantified, and managers and employees can mutually agree on goals. By identifying the right goals, attributes and competencies for your people, you can be a resource for HR because when it comes to the work and what it takes to be successful, you're the expert.

Other reward elements, such as employee stock ownership plans, 401(k)s and the like, should be clearly linked to company performance. You can help here by providing important operational and financial objectives for your area. Moreover, such dimensions as respect can be measured and compensable in terms of building self-esteem, enhancing company reputation, exemplifying company values, etc. Effective relationships can be equated to teamwork, strategic leadership (for managers), and customer relations. And both intrinsic and extrinsic rewards can then be awarded and allocated for recognition purposes.

R. Brayton Bowen is the author of Recognizing and Rewarding Employees (McGraw-Hill, 2000) and leads The Howland Group, a strategy consulting and change management firm based in Louisville, Ky. A best practice editor and contributing author to BUSINESS: The Ultimate Resource (Bloomsbury Publishing and Perseus Books, 2002), he currently serves as executive advisor for the McKendree College Center for Business Excellence. He can be reached at Brayton@howlandgroup.com.

Message From The President (cont)

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As most of you are aware, the Tennessee State Conference and Legal Seminar will be hosted by our chapter on September 22-24th at the Peabody Hotel. The theme this year is the Soul of HR. All the details can be viewed on our website as well. Thanks to Don Ray and Jill Stem and the rest of the conference committee for all of their efforts so far in putting this together. It should be a great conference.

Last month we awarded scholarships to students at our two sponsored student chapters at the University of Memphis and Crichton College. Congratulations to these deserving students. They along with other student chapter members attend many of our monthly meetings. Seek them out and spend a few minutes with them. You may find your next addition to your HR staff. Thanks to Michael Law, Student Chapter Liaison for our chapter.

One other thing I would like to mention is our new Sponsorship Program, initiated by Bill Burtch and set to begin at our June meeting. Vendors will be sponsoring our meetings and the funds that are raised will be used towards future programs, so that we can provide our membership with the best speakers and program topics that are available.

You may remember from the last newsletter that our focus this year is STP/ATP, which is, Serve the Professional and Advance the Profession. I think you can see that your Board is working hard to accomplish this. As always, we welcome your input and participation in our meetings and on our various committees. Have a great summer and I look forward to seeing you on the 3rd Tuesday of each month at the Racquet Club.

Debbie Lambert, CCP, CBP
Managing Partner

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2004 Tennessee State
HR Conference &
Legal/Legislative Seminar
September 22 – 24, 2004
The Peabody Hotel
Memphis, Tennessee

You are cordially invited to attend the 2004 Tennessee State Human Resource Conference hosted by the SHRM Memphis Chapter. Featured speakers include Susan R. Meisinger, President and CEO of SHRM National, and other highly acclaimed HR professionals. Obtain credit towards PHR/SPHR recertification. Socialize and network with both old and new friends! Have fun on historic Beale Street and downtown Memphis...the Home of the Blues and the Birthplace of Rock and Roll!

The Conference Social will be a night of "Rockin' and Rollin' O the River" with a buffet dinner at Isaac Hayes' Music-Food-Passion Restaurant and dancing to the oldies with a musical extravaganza featuring [The Bouffants](#).

Be sure and register by July 31st in order to take advantage of discounts on conference fees.

Visit the conference website for all registration and conference information:

www.shrm-memphis.org/stateconf

Vendor Sponsorships Announced

The Vendor Relations Committee announced, at the April meeting, a program designed to bring the HR Vendor community together with HR practitioners. HR vendors will now have the opportunity to sponsor the monthly SHRM-Memphis Luncheons. The open application period to be considered for a sponsorship through November has passed but opportunities still exist for sponsors for the December Holiday Social. Opportunities for 2005 will be announced in the fall so stay tuned for the open application period. Some of the features the sponsoring vendor will receive at the monthly meeting include:

- Display table for marketing materials and for representatives of the sponsoring organization to meet and greet members
- The ability to have a "fish bowl" for cards and to provide "door prize(s)"
- The ability to place marketing materials on the tables and chairs in the meeting room
- Two reservations for the luncheon meeting
- Attribution on the web site and any e-mail notifications that are distributed announcing the meeting
- A maximum 60 second business summary read by the meeting facilitator during the main body of the meeting
- Acknowledgement of sponsor at the beginning and ending of the meeting

"It's a great opportunity for vendors to market to a very targeted customer and an opportunity for HR practitioners to be introduced to products and services that may be helpful to them," states Bill Burtch, Chair of the Vendor Relations Committee. The cost of a sponsorship is \$450 and all funds will go towards the enhancement of our monthly speaker and professional development programs for the SHRM-Memphis Membership. It's a win win for all of the members!!

For more information contact Bill Burtch @ bburtch@harmonycc.net or 901-272-7390.

2004 Membership Meetings

July 20, 2004

Judy Slagle, Dir. of Health Information & Reimb., Blue Cross Blue Shield
The Effects of Predictive Modeling on Health Insurance Premiums
Meeting Sponsored by New Horizon

August 17, 2004

Harold Ford, Jr., United States Representative
Legislative Update on HR Issues
Meeting Sponsored by Marsh McClelland

September 22 - 24, 2004

Tennessee State Conference
Peabody Hotel

October 19, 2004

Joint Meeting with ASTD
CEO Panel
John Vines, CEO of Campbell Clinic, PC
Larry Cox, CEO of Memphis Shelby County Airport Authority
Susan Stephenson, CEO with Independent Bank
David Stevens, CEO of Accredo Health
Meeting Sponsored by Right Management Associates

November 16, 2004

Kathy Carmean, VP Director Professional Services,
Lee Hecht Harrison Succession Planning
Meeting Sponsored by Murray Guard

December 4, 2004

Holiday Social
TBA
Sponsored by Information Technology Staffing

Additional Sponsorships Available

Community Outreach



Mark your calendars for July 31st as SHRM-Memphis members will be working as volunteers for the Ronald McDonald House's "Big Scoop!" We have agreed to work this charitable event from 10:30 a.m to 4:15 p.m. that day and we need VOLUNTEERS! Anyone that is interested in volunteering or would like some additional information on the project, please contact Chris Van Hekken @ VANHECH@kellyservices.com.

Something new that will begin with this project is that all SHRM members who volunteer for a charitable event will receive SHRM VOLUNTEER T-SHIRTS to be worn at the event. The t-shirts will be yours to keep to use again at other projects, and as a thank you for volunteering.

Don't miss out on a good time and a worthwhile project! Volunteering is a great way to network and get to know your fellow SHRM members.

Board Member Spotlight Shirley Scott, PHR—Social Chair



Think of me as your friendly neighborhood social ambassador! Seriously, my goals as Social Chair are busy, fun and exciting. I work monthly with the Banquet and Events Manager of The Racquet Club to provide a monthly luncheon menu that is appetizing, provides variety while keeping

within the SHRM budgetary guidelines and ensuring that any speaker's audio/visual requirements are met. In addition, I maintain a spreadsheet of reservationists for each monthly luncheon, handle cancellations, provide assistance with SHRM members having problems with making their reservations, and answer any general questions they may have.

It's also my goal to make each SHRM member or guest feel like they are part of a special monthly event, and their membership and participation is important to us. So, for each tabletop, I like to add a special message and provide a gift – it may relate to a certain upcoming event or an upcoming holiday. A message and gift to hopefully aid in making the luncheon meeting experience informative and fun! It's the same feeling I hope to inspire in the SHRM members at the annual Holiday Party at the end of year – another event I am looking forward to planning. This is my first year as Social Chair and I know I have my work “cut out for me” – replacing the irreplaceable, Nancy Simon, the former Social Chair!

When I am not performing the duties as Social Chair or VP of Human Resources for American Home Shield, I enjoy a variety of activities. I love watching old movies and summer blockbusters, shooting pooling, reading, working out on the treadmill (whew!) and playing with my 7 month year old Miniature Schnauzer named Sebastian.

Being Social Chair has certainly enhanced my Human Resource professional experience and increased my personal and professional relationship with my peers. Hopefully I have proven, and will continue to prove, myself as an effective member of the SHRM Board!

BULLETIN BOARD NEWS!

VOLUNTEERS WANTED FOR THE 2004 SHRM TENNESSEE STATE CONFERENCE

Committees are hard at work and plans are underway! If you have been looking for a way to become more active in SHRM-Memphis this is a perfect vehicle. To volunteer please contact Mario Musarra at Mario.Musarra@stjude.org.



SAVE THE DATE!

The 2004 SHRM Tennessee State Conference will be held on September 22nd - 24th at the Peabody Hotel. The theme of the conference will be “The Soul of HR.” We encourage everyone to put this date on your calendars and plan to attend. Additional information regarding the program, social activities and registration will be forthcoming.

CHARGE IT!

You can now pay for your lunch meeting with your MasterCard, Visa, American Express, JCB or Diner's Club Credit Cards on our SHRM-Memphis website. Go to the Meeting Info Menu, and when you register to reserve your seat for the next meeting, simply check the box that you wish to pay online for the meeting. You will be transferred to a secure website with Secure Socket Layer (SSL) prior to entering any credit card information. It is so easy and convenient!

UPDATE YOUR CONTACT INFORMATION

It is quick and easy to update your address, phone number or email address online. Click on the following link: https://commerce.shrm.org/TnetTPRO/timssnet/login/tnt_login.cfm, enter your SHRM membership ID number and make the necessary changes. Name changes must be made by a SHRM Customer Service Representative at 1-800-283-SHRM, 703-548-3440 or shrm@shrm.org. You may also go to the SHRM-Memphis website and access Member Pages, Membership Directory, and it will provide you with a direct link to the national website.

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The SHRM Foundation promotes the use of "research-based knowledge." What does that mean for you? It means enhanced credibility. Imagine proposing a new program to senior management and being able to cite solid research to demonstrate the benefits of your proposed change. The

Foundation is funding practical research every year to help you do just that. Current research projects focus on critical areas such as Technology & HR, HR Measurement, Global HR, and The Changing Role of the HR Professional. Research results will help provide research-based answers to questions such as: How should an organizational mentoring program be structured for maximum effectiveness? How does HR leaders make a strategic impact on their organizations? To review SHRM Foundation research findings, visit www.shrm.org/foundation.

For Meeting Presentation

The SHRM Foundation promotes the use of "research-based knowledge". To review SHRM Foundation research findings, visit www.shrm.org/foundation.

Let's show our support for the human resources profession by donating to the SHRM Foundation. Donations may be made at our monthly chapter meetings.

Career Corner



Click on the link below to view job opportunities available.

Memphis
www.shrm-memphis.org/hr_jobs.htm

Nationwide www.shrm.org/jobs.htm

Let SHRM Work For You

HR Jobs – www.shrm.org/jobs

Post or locate HR jobs online anywhere in the world. Receive free email notification when new jobs are posted. For more information on this membership benefit visit the website listed above.



Know The Law: Can You See Me Now? Keith R. Thomas, JD



James Bond, Maxwell Smart, and Ethan Hunt watch out! With the recent advent of one of society's latest technological gadgets, the camera cell phone, virtually anybody can be a spy with \$150 and little effort. Unfortunately, this also includes a company's employees, ex-employees, or visitors.

Since 2002, when camera phones were first introduced on a wide scale, there has been a virtual explosion in the number of camera phones sold worldwide. In 2003, approximately 2.5 million camera phones were sold in the United States and this number is expected to rise to 27 million for 2004. It is anticipated that, by the end of 2005, 25% of the global handset sales will be camera phones.

With good reasons, many employers are watching this new trend very carefully and with a jaundiced eye. The reason is simple: unlike traditional cameras, in which the film and camera itself would have to be "smuggled" in and then out of the workplace, camera phones appear to be innocuous and generally do not raise suspicions. Once inside the workplace, the camera phone can be used to photograph virtually anything and can then be immediately e-mailed or transmitted to others or even a website.

The scenarios for misuse of a camera phone in an employer's workplace are limited only by one's imagination. The most obvious example that comes to mind is an employee or visitor using the phone as a form of industrial espionage to photograph and transmit proprietary information or company secrets, such as research documentation, customer lists, product development data, and other trade secret information. Several major U.S. companies, including DaimlerChrysler, Intel, General Motors, and Texas Instruments have either banned or significantly restricted the use and possession of camera phones in the workplace to prevent the loss of proprietary information. Interestingly, Samsung, the largest manufacturer of camera phones, also has a ban against such phones in its own plants.

Another concern is the use of camera phones in the labor context, such as a union trying to file an unfair labor charge or organize a workforce. As many of the phones are equipped to record short video clips as well as still pictures, union organizers could easily use camera phones to record certain conversations with supervisors without their knowledge.

In addition to such security concerns, camera phones present real problems with respect to issues of harassment (sexual or otherwise) and privacy. Camera phones could easily be used in an employee locker room or restroom or could be used to take unauthorized pictures of co-workers and distribute such pictures over the company's intranet, or worse. It takes little effort to imagine a scenario where an employee claiming sexual harassment alleges, in part, that her supervisor has been taking "pictures" of her for his own "private" enjoyment.

Is the answer simply a ban on all camera phones in the workplace? Maybe so, but it will depend on the nature of the company and its business. Obviously, companies that have substantial trade secrets and other proprietary information, such as a research and development company, are more likely to need a complete ban than the local bakery down the street. If, however, the local bakery has been plagued with problems of harassment, it may want to consider a complete ban as well, since implementing a ban is likely to be easier than defending a lawsuit.

In addition, over the next few years, certain companies may develop a reliance on camera phones for the operation of their business such that a complete ban would not be feasible. For instance, construction site managers could use the phone to update the home office on the progress of construction projects. Real estate agents that spot a new house while driving around town can quickly send a client a picture of the house, without leaving their car. Thus, each business will need to examine its needs and potential risks to determine the type of policy needed. What is important, however, is that each company consider the possible risks that camera phones present and adopt *some* kind of policy.

At a minimum, the company's camera phone policy should strictly prohibit the use (and possibly, the possession) of the phone in any area where privacy is commonly expected, such as the restroom or company locker rooms. If the company is concerned about protecting proprietary information, the policy should also have a provision prohibiting the acquisition and/or transmission of proprietary information through *all* electronic devices, which would include not only camera phones, but digital cameras, handhelds, faxes, and e-mails as well. In addition, if certain areas of your company's workforce contain proprietary information, such as a product development or research area, consider a complete ban on phone in those areas in addition to a less restrictive ban on the use or possession of camera phones elsewhere. The policy could also require that the camera lens be covered at all times, either with a lens cap (if one is available) or a piece of tape, and require that, before anyone's picture can be taken, the

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2004 Board Members

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Co-Vice Pres- Membership
Co-Vice Pres- Programs
Co-Vice President - Programs
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Vendor Relations Chair
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Suggestions/comments are welcomed and may be emailed directly to the editor by clicking on her name above.

Know The Law?

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“photographer” obtain that person’s consent.

Regardless of the extent of the company’s policy, employers should be proactive in their approach to address the concerns related to camera phones, rather than waiting until over one-half of the workforce regularly uses camera phones and such devices are so commonplace that employees resist giving up their “right” to use the phone in the workplace. As Benjamin Franklin once said, “You may delay, but time will not.”

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Welcome To Our Newest Members!

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Michael Dote
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Congratulations To The Following Members:

Memphis SHRM Chapter, on receiving a Superior Merit Award for 2003 from SHRM National.

Weintraub, Stock & Grisham, PC, is proud to announce it's selection for the Pat Summerall Champions of Industry 300 Award for 2004. The Award is given annually to 300 small to medium size companies that are selected on the basis of excellence and achievement in their fields. The firm is one of only three law firms in the United States selected for this honor. Weintraub, Stock & Grisham, PC, was founded in 1959 and is a management-side employment & labor law firm.

Judy Bell, on her recent promotion to Senior Vice-President Administration, Memphis Area Teacher's Credit Union.

George Mabon, on being selected into the Leadership Memphis Class of 2005.



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<i>Full Page</i>	\$200

If you would like to place an ad, please contact the [Editor](#).

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Legislative Update

By James Francis Barna
Jimbarna@weintraubstock.com

Tennessee Workers' Compensation Reform

The Tennessee Workers' Compensation reform proposal was signed into law on May 20, 2004, which marks a significant achievement for Tennessee businesses. In the final days leading up to the vote, with the help of Carol Twyman, we were able to get two email blasts out to the SHRM-Memphis membership requesting them to call their state legislators to urge passage of the bills. While I do not know how many members took up the charge, I believe that we contributed to the bills' passage.

The legislative change is intended to remove enough employer costs from the system to allow Tennessee businesses to be competitive with surrounding states. The legislation lowers a multiplier used to determine how much money can be paid to injured workers who return to their jobs. The prior rate is 2.5; the new rate will be 1.5. That change would lower a worker's benefits by about 40 percent, saving companies an estimated \$42 million a year. An effort to increase the multiplier to 1.75 was defeated. So was an effort to allow injured workers to file suit before they participate in mediation, which will become mandatory under the legislation.

Update on Progress of Fair Labor Standards Act Changes

On April 23, 2004, the Department of Labor (DOL) published the proposed final regulations revising the Fair Labor Standards Act tests for the administrative professional and executive exemptions. The final rule is effective on August 23, 2004. The final rule differs significantly from both the current regulation and those proposed on March 31, 2003.

On May 11, 2004, the Senate passed legislation designed to implement the "Harkin Amendment" to the new rules. The Harkin Amendment would guarantee that any worker who currently receives time-and-a-half pay for hours worked beyond 40 in a week would remain eligible for overtime compensation under the new rules. This would make significant changes to the final version of the DOL regulations, which were set to take effect in August. The Harkin Amendment was attached to S. 1637, an import tax bill, which passed by an overwhelming vote of 92-5.

The legislation must still win approval from the House of Representatives and be signed into law by the president.

Proponents of the effort to block key provisions of the overtime rule changes said that they were confident that the Senate's overwhelming approval of S. 1637 could provide the momentum needed to push the measure through the House. However, last summer the House rejected an attempt by Democrats to attach an amendment to a DOL appropriations bill that would have prevented the rule changes from taking effect.

Survey Finds that One in Four Private Companies Have been Sued by an Employee

One-quarter of privately held U.S. companies have been sued by a current or former employee in the past few years, according to a survey sponsored by the Chubb Group of Insurance Companies. Executives at as many as half the firms surveyed said it is likely that in 2004 a worker will sue them, their board members or their companies, or lodge a discrimination complaint against them with federal or state authorities. Nearly one-third of survey respondents said they believe that an allegation or actual case of wrongful termination, discrimination or harassment has the potential to inflict financial or other serious damage to their company in the near future. The "Chubb 2004 Private Company Risk Survey" found that 44 percent of executives said it is likely that an employee or former employee will sue them this year, and 50 percent said it is likely that a worker will file a complaint against them with the U.S. Equal Employment Opportunity Commission.

