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SOCIETY FOR HUMAN RESOURCES MANAGEMENT

SHRM Memphis Matters

AFFILIATE OF



Great News! SHRM national has informed us that our chapter has been awarded the **Superior Merit Award** for 2004. By achieving this award, our chapter has distinguished itself as an outstanding organization dedicated to serving the networking and professional development needs for our members and to the advancement of the human resources profession. This is something that should make us all proud.

Membership has been the driving force to our growth. As of July, we have had more than 86 new members this year. Our membership committee has done an excellent job under the leadership of Mario Musarra and Pat Myers. As a member of this chapter, each of us should help increase our membership by

HR Can Assist in Providing Relief from Katrina

Because so many have relocated temporarily to the local area after the effects of Katrina, many are searching for jobs, and organizations are looking for volunteers to assist with the relief efforts. If you know someone who could use the following information, please pass it on.

The Red Cross will desperately need help in staffing these shelters for refugees with available volunteers. If you or anyone you know could be a standby volunteer for these shelters or to man the phones at one of these disaster agencies, please log on to www.1-800-volunteer.org <<http://www.1-800-volunteer.org/>> and register to be a Hurricane Katrina Response Volunteer. Multiple media outlets are also posting local job availabilities on their websites as an available tool for local job seekers.

Message from the President

Don Ray

serving and advancing the profession. So the next time you're speaking with a fellow HR professional, ask if he or she is a member of SHRM-Memphis. If the answer is "no," please encourage that person to consider becoming a member by sharing the benefits you enjoy most. Also, direct them to our website or have them contact either Membership Chair who is listed on the website under "Board of Directors." Our chapter cannot continue its outstanding growth without your assistance.

Reminder! The **Tennessee State SHRM Conference** is scheduled for October 19-21 at the Renaissance Nashville Hotel. To find more information please visit www.mtshrm.org/2005.htm.

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Managing Weaknesses by Using Your Creativity

Bob Bookman

Creativity:

2, 4, 6 - What is the number rule here?

Answer: Most people say, "Add by two in sequence. Yet the more inclusive answer is: *Each following number is larger than the last.* Most people process the same information over and over until proven wrong, without looking for alternatives. *You cannot will yourself to look at things differently, no matter how determined you are to do so.* This is why we often need assistance from others when generating practical innovative solutions, particularly when it comes to re-defining the problem in a new way.

Mini-Case Study: MANAGING WEAKNESSES through a creative question:

Mary knew that she was not good at projecting empathy, or even picking up clues when employees were feeling angry, rejected, depressed, etc. The impact of her perceived lack of caring was that her employees didn't give her the 120% that some other managers received from their workers. She had been asking herself, "What can I do to pick up cues tell me that people need to talk about a problem?" With the help of a colleague she arrived at a novel, and ultimately great question:

How can I encourage my employees to know that I'm available to listen to their personal or professional problems, and to discuss possible solutions?"

With this new problem statement in hand, Mary

called a meeting of her subordinates and confessed to them that she lacked the intuition

most people have which enabled them to sense that others may be in distress. She said she knew she often came off coldly and this hurt her deeply. She wanted to talk about feelings and problems of others, but just didn't have the skills necessary for her to pick up on subtle cues.

"If you want me to know what you are feeling or tell me about a problem you are having," she told them, "please call me and we can talk. I want to talk with you because I feel deeply for the people that work in this office." As her employees reacted in surprise and delight, Mary continued, "To show that I'm serious about wanting to know about your feelings and problems, I am going to send out a memo every Tuesday saying, 'I have a problem – I am often clueless as to how people are feeling. So please, any time, come by my office and let's talk. And with every memo I'll include some appropriate quotation about feelings, so my memos won't become stale.' Mary totally won over her team by implementing this approach.

By confessing one of your weaknesses and announcing your intention to give it up, you may discover solutions to problems you never thought possible.

Bob Bookman is President of INSIGHTMirror 360°, which is a new and rapidly growing 360° assessment that the [GOVERNMENT TRAINING NEWS](#) called "The Rolls-Royce of online 360° assessments at Honda prices." Learn first-hand about this state-of-the-art assessment tool by further information contact us by visiting www.insightmirror360.com.

HR Audits: Important Questions and Answers Your Company Should Know

Barbara Richmond



What benefits will an HR audit provide?

An individualized HR audit is a proactive strategy to help a company

What is an HR audit?

An HR audit is a review of an employer's systems and processes to determine if they meet current and projected HR needs and whether they provide sufficient protection from legal liability. The HR audit includes a review of the employer's documents, policies, procedures, and daily practices.

avoid legal liability by identifying areas of concern that need attention. This review will enable employers to make changes in current practices and procedures in order to comply with applicable employment laws. In addition to focusing on compliance, an audit can provide a strategic assessment of HR practices in order to ensure that they are aligned with the goals of the organization. De-

pending on the needs of the employer, an audit can also incorporate a review of best practices (a comparison with companies that have been identified as having exceptional practices) and/or be limited to an examination of specific functions (e.g. wage and hour, recordkeeping practices).

Why should a company have an HR audit conducted?

State and federal laws govern practices in areas such as employment, harassment, compensation, workplace safety, termination, corrective action, policies and procedures, benefits administration, records maintenance, and overtime. Although employment laws are continuously changing, failure to comply with regulations can result in costly fines, retroactive penalties, and in the most extreme cases, imprisonment for employers. Lawsuits are not only costly in terms of dollars and the employer's time but also the potential for damage to the organization's reputation.

(continued from page 2, HR Audit)

What should an employer expect from an HR audit?

An audit generally encompasses all areas of HR and may require the review of numerous documents and policies, as well as interviewing HR staff, selected employees, and managers from various areas of the company. The amount of time involved and the effort required will depend on the size and type of the company, the type of information that the company would like to acquire from the audit, the scope of the audit, and the number of people included on the audit team.

When should an HR audit be conducted?

Proactively scheduling an audit on an annual basis allows employers to stay current, maintain the discipline of a regular review, and avoid lengthier reviews required when more time has lapsed. In addition

to annual reviews, there may be events that signal the need for more frequent audits. Triggering events may include the point at which the business reaches threshold employee numbers where various regulations/laws apply (e.g. 15,

20, 50, 100 employees), significant organizational changes, major regulations/legal changes, the addition of facilities in another state or country, and/or morale or other employee issues that impact the organization.



Who should conduct an HR audit? The company's HR professionals can conduct an audit in-house if they have the expertise, time, objectivity to acknowledge inadequacies in current practices and procedures, and the ability to gain necessary buy-in for necessary organizational changes. An audit can also be conducted by an HR consulting firm or an employment law firm of the employer's choice.

What feedback should an HR audit provide?

When the review is concluded, findings are normally reduced to a written report with recommendations that are prioritized based on the risk level assigned to each item (e.g. high, medium, and low). An action plan can then be developed to determine the order in which to address the issues raised in the audit review. As with the implementation of any action plan, follow-up and tracking are required. By engaging in this continual observation of policies, procedures, and practices, an organization will foster a climate of continuous improvement.

Barbara Richman, SPHR, is a Senior Consultant with HR Mpact, a human resource consulting firm providing services that include training, management HR support, policies and procedures, compliance, employee relations, and communications. Her e-mail address is barbara@hr-mpact.com.



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Visit www.shrm.org/conferences/annual for details or call (800) 283-SHRM (U.S.) or +1 (703) 548-3440 (Int'l).

Professional Development in the MidSouth

Bill Burtch

Are you looking for opportunities to develop yourself or your staff members? Are you curious as to the professional development opportunities in the MidSouth or nearby cities? Are you in need of credits for re-certification for your S/PHR designation? Well look no further than the Memphis-SHRM website. The professional development committee has created a page on the site listing various professional development opportunities for human resource professionals.

They vary from conferences and multi-day seminars to one day or hour-long workshops. They are provided by a number of sponsors in places such as Memphis, Little Rock, Nashville, and Jackson.

The committee wanted to provide our membership a single source of information on programs so that they could pick and choose the opportunities that are right for each member. So, check it out and continue to grow your KSA's today. And, if you're aware of any programs that should be listed on the site, please send them to the committee chair, Bill Burtch, at bburtch@harmonycc.net

Your Foundation at Work: Effective HR Measurement Techniques

Tracy Avery

What is the SHRM Foundation?

The SHRM Foundation was founded in 1966 as a 501(c)(3) not-for-profit affiliate of the Society for Human Resource Management (SHRM). It is governed by a volunteer Board of Directors from the HR profession, including academics, practitioners and representatives from 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. All contributions to the Foundation are tax-deductible. The 2005 campaign chair is Judy Clark, SPHR, a member of the national SHRM Board of Directors.

The Foundation promotes research, innovation, and the use of research-based knowledge. With an annual budget of approximately \$1 million, it funds major research projects that have a direct and practical impact in advancing the HR profession. The Foundation puts out RFPs to the research community and then evaluates the research

proposals it receives. Using its "LIVE" criteria

(L=Leverage, I=Impact, V=Visibility, E=Enhances the profession), the Foundation selects projects to fund.

The Foundation also funds practical publications on specific issues such as the highly acclaimed book, *Making Mergers Work: The Strategic Importance of People* and the new DVD *HR in Alignment: The Link to Business Results*. Other Foundation projects include educational scholarships for HR professionals, the college HR Games, the Masters' Series, SHRM White Papers, the Effective Practice Guidelines series, and online directories of undergraduate and masters degree programs in human resource management. For more information about the Foundation, go to www.shrm.org/foundation.



SHRM-Memphis Chapter New Members

Mario Musarra



Linda Lloyd, SEACAP Financial Inc.

Eula Smith, Sr HR Generalist, Methodist LeBonheur Healthcare Systems

Karen Hayes, Director, Career & Employment Services, The University of Memphis

Naseera Lewis, HR Generalist, AutoZone, Inc.

Christy Showalter, Vice President Human Resources, Armstrong Relocation

Fawn Hentrel, Partner Mahogane Management

Tara Johnson, Senior HR Specialist, Nike, Inc.

Dave MacIllroy, Compensation/ HRIS Manager, Sedgwick CMS

Alma Nunley, HR Supervisor, TBC Corporation

Richard Harrell, Director-Employee Counseling, Shelby County Sheriff's Department

Chandra Brooks, HR Special Projects Coordinator, Memphis City Schools

Melody Deener, Region HR Manager, AutoZone, Inc.

Colleen McMahan, HR Generalist, Campbell Clinic

Rhnea Hall, Administrative Services Manager, Gastroenterology Center of the MidSouth

Candace Clemons-Sneed, Board Liaison, Workforce Investment Network

Venicellon Williams, HR Manager, Supportive Oncology Services

Clay Woemmel, Assistant Director, Career and Employment Services, The University of Memphis

Darlene McNealy, HR/ PR Coordinator, DDN Pharmaceutical Logistics

Jessica Randolph, Recruiting Coordinator, Career and Employment Services, The University of Memphis

Sarabeth Beekman, Internship Coordinator Career and Employment Services, The University of Memphis



HRCI Recertification: Is It Time to Renew?

Once certified as a Professional in Human Resources (PHR), a Senior Professional in Human Resources (SPHR), or a Global Professional in Human

Resources (GPHR), you must recertify every 3 years (from date of original certification or last recertification).

- Answers to ALL your recertification questions can be found at www.hrci.org.
- A recertification form can be found at <http://www.hrci.org/Recertification/PDFAPP/>.
- If you have changed jobs or addresses, notify HRCI (not just SHRM) at hrci@hrci.org. HRCI sends recertification reminders via email, so they must have your current/correct email address.

Finding Mature Workers Through Free Community Programs

The old saying is “You spend 80% of your time dealing with 20% of your employees”. It can be tough to find workers who are flexible, eager to learn, and dependable - unless perhaps, you happen to work for one of the growing number of progressive organizations that are tapping into the pool of mature workers. For years, it has been popular to rehire retirees to help out part time or as consultants as a way to deal with the loss of employee knowledge. What many employers find out is that they are loosing much more. Older workers are dependable and because they have seen it all, they are very skilled at overcoming adversity. Mature workers benefit the organization at all levels. They tend to have an outstanding work ethic, are willing to learn, and are glad to be involved in contributing to the employer’s success.



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The fastest growing segment of our society is that of the productive, youthful senior. This is not only impacting the labor pool, it is the driving force of the shift in consumer spending. Many can afford to retire. Many can’t. But at any income, in baby boom numbers, their choices move markets. Often entry level or part time job that may seem uninteresting the average applicant is actually ideal for a person completing one of our country’s Title V older worker training programs such as Senior Community Service Employment Program (SCSEP). The best part is companies can support our community while bringing traditional work values to their people. SCSEP is offered locally by Senior Services. Contact Casondra Amos at 901-766-0170 or casondra_amos@enablinglives.org

An illustration showing three stylized human figures climbing a staircase that is shaped like a bar chart with three bars of increasing height (yellow, green, red). The figures are carrying bags and holding tools, symbolizing career advancement and success.

Career Corner

Visit the website link below to view job opportunities available.

www.shrm-memphis.org/hr_jobs.htm

Congratulations!

Congratulations to **Kathy Mosgrove** for completing her recent SPHR Certification.

HRCI to Provide Two New Certifications

Bill Burtch

positions, or the certification may serve as an entry point for further development

The HRCI Board of Directors has approved the development of two new certifications that will encourage the mastery of knowledge at an entry/administrative level and assess key competencies at a strategic business competency level. Both certifications were approved after conducting practice analysis studies in 2004, as well as feasibility studies that demonstrated both the need and interest.

Administrative-Level Certification

One new certification will reflect the knowledge needed in administrative-level HR positions (nonexempt-level employees). Candidates for this certification will include those who do not meet the exempt-level experience qualifications for PHR certification but nonetheless need and use HR knowledge on the job. These individuals might continue their careers in strictly administrative

within the profession.

Strategic Business Competencies Certification This new certification will focus on strategic business competencies--outside the conventional functional areas of HR--needed by senior-level HR professionals. The new certification will complement the SPHR and will be of particular interest to those professionals who are aspiring to obtain a top HR job within an organization. Applicants will need to be able to demonstrate mastery of key business competencies needed in executive positions. The addition of this certification will help to advance the HR profession.

More information on the above can be found at www.hrci.org as it becomes available.



SHRM brings e-Learning to a new platform! SHRM e-Learning is an online educational environment that delivers just-in-time training to HR professionals through a series of HR-related mini-courses. Browse the course catalog to create a learning journey that is unique to you. SHRM e-Learning courses are facilitated by leading industry experts and presentations range from sixty to ninety minutes in length. These courses can be taken right at your desk and are pre-approved for HRCI recertification credits!

Recertification Credits

For those of you looking to earn credit for your PHR, SPHR, or GPHR recertification, all SHRM e-Learning courses are HRCI-approved for recertification credit and will earn 1.25 recertification credit hours to those successfully passing a quiz on the course content. HRCI's recertification requirements are 60 recertification hours over a three-year period. For more specific HRCI recertification criteria, visit www.hrci.org/recertification.

Cost-effective On-demand Low-cost Training
SHRM e-Learning's cost-effective training will aid

in your own professional development by bringing you the most current HR topics right to your computer desktop. You can learn at your own pace and on your own schedule without the need to travel. You can also sign up your employees for these programs!

SHRM e-Learning courses are \$24.95 per course for SHRM members and \$29.95 for non-members, but SHRM members will also receive additional Volume Discount Pricing!

Corporate Discounts

Let SHRM e-Learning enhance your company's training offerings through the SHRM e-Learning Corporate Discount plan. SHRM will manage the database and SHRM e-Learning courseware, while allowing the flexibility for the company to enroll, track and monitor the training of their own employees. An exclusive administrative website will be developed for each company or organization participating in the SHRM e-Learning Corporate Discounts program. Statistical data and status reports will chart the progress of participants enrolled in the plan.

For more information about e-Learning go to www.shrm.org/elearning.



Leading Indicator of National Employment (LINE)

The Society for Human Resource Management (SHRM) and the Rutgers University School of Management and Labor Relations are working in collaboration to produce and publish a new monthly indicator, the SHRM/Rutgers Leading Indicator of National Employment (LINE).

The SHRM/Rutgers LINE index is based on a monthly survey of Human Resource professionals at manufacturing firms. LINE measures change in five components: number of employees, number of vacant positions, difficulty in recruiting highly qualified employees, compensation offered to new hires, and hiring plans for the upcoming month. You can sign up to receive updates when the SHRM/Rutgers LINE is released each month. To find out more about LINE, go to www.shrm.org/line.

Advertise with Us!

We are currently selling advertising space for the next newsletter. Only HR-related products/services will be accepted. The cost is as follows:

- Business Card Size \$25
- Quarter Page \$50
- Half Page \$100
- Full Page \$200

If you would like to place an ad, please con-



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Suggestions/comments are welcomed and may be emailed to the editors.



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