



June 2008

# Leading, Educating & Inspiring HR Excellence!

# Connections

The Magazine of the Human Resources Association of Central Ohio

## Workshop and Meeting June 10

### Morning Workshop In the Face of Change, How Do You Get a Seat at the Table?

presented by  
**Deborah Spring Laurel**



This program has been approved for 2.5 of (Specified -Strategic) recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at [www.hrci.org](http://www.hrci.org).

Workshop require prepaid registration.  
See page 7 for details and registration forms.

### Luncheon Keynote The Link between Good Training and Retention

presented by  
**Deborah Spring Laurel**

Register to attend through Events Calendar  
at [www.HRACO.org](http://www.HRACO.org)  
Registration deadline Noon, Friday June 6

## SHRM Annual Conference...

June 22-25 Chicago, Illinois

**Joe Rotella, SPHR**  
HRACO's VP Membership will present:

### 10 Ways to Jazz Your Recruiting and Employee Self-Service Websites

Attract and retain top talent through your recruiting website and employee portal using the design concepts from Chicago's tourism site, a site that showcases Chicago as a world-class destination—positioning it as one of the top cities in the world. The site offers a rich, interactive and personalized experience—the same keys that will boost the effectiveness of your online HR presence.

**Workplace Application:** This session will help you use world-class marketing and usability techniques to boost the effectiveness of HR's presence on Internet recruiting sites and employee portals.

## Wanna Keep 'Em? Train 'Em!

Have you ever wondered how to better retain your employees? Training is always a good place to begin to look when seeking to increase retention throughout your organization because training can (and does) have a significant impact. Let's look at a couple of reasons why.

First, employees appreciate their company investing in them and the opportunity for professional growth and development and/or the chance to gain a better understanding of their current (or future) position. In this case, training provides the necessary skills to further develop employees, or help them perform their current roles more effectively. This leads to developing employees so they are ready for their next promotion within your organization. This also leads to higher loyalty among your employees as they feel that the company is investing in them in return for the work they are doing for the company.

Secondly, companies are better able to retain their employees when they provide continual training to advance their skills to maintain pace with the constant change in today's society. Today's business climate is changing rapidly every day as business and technology advances are made, making it necessary for businesses to keep their employees up to date with all new systems and information or changes in the ways business within the organization will be conducted so as not to lose their competitive edge.

While these are solid reasons why training can impact retention, it is important to recognize that in order for retention to be positively impacted, the training must be effective and aligned with the organization's business strategy. These steps will help ensure your training will aid your retention efforts.

*Conduct a needs analysis first.* It is important to conduct a thorough needs analysis before you begin your training sessions. Make sure that the training is appropriate for the current or future business needs. Make sure the resources (time, money, support and buy-in from upper management and employees) are available and that training is really an appropriate solution. Training will increase retention. However, your organization needs to take a closer look to be sure they are providing the needed training opportunities for employees to further their business operations and strategy.

*Ensure solid transfer of training.* As an organization you need to make sure that your employees are effectively and continually applying what they learn in training to their every day jobs. There are two major items that need to be considered for this to happen: training characteristics and design—the employee's ability/motivation to learn—and the learning environment. Trainers will need to make sure that the employees involved in the training are motivated to learn what is being taught and that they have the ability to learn the skills and/or information.

Trainers also need to create an environment that leads to effective training. This is done by creating a well organized and meaningful training session, providing ample opportunities for practicing the new material/skills the employees are learning, while providing thoughtful and effective feedback. Trainers also need to teach to all learning styles within their sessions. For example, some employees may be more visual than others, or other employees may need a more analytical approach to the material.

It is also important to consider that the trainer is effectively reaching each generation within the session. Different generations have different learning preferences which impact the effectiveness of the training. It is important to ensure that you are reaching everyone in the training sessions. Be sure employees gain an understanding of the information/skills provided. When every aspect of

*Continued on page 3*

## Your Foundation at Work: Regional Scholarships Available

The SHRM Foundation is committed to supporting the professional development of HR professionals and the scholarship program is a tangible example of this commitment. Exciting news! The SHRM Foundation now awards a total of \$100,000 to SHRM members, chapters and state councils, up from \$50,000 awarded in 2006. The 2008 program is being generously underwritten by the J. J. Keller Foundation. Scholarships will be awarded to national SHRM members pursuing an HR-related college degree, or SPHR, GPHR, PHR or California certification. The following will be awarded in 2008: 60 certification scholarships of \$750 each and 40 academic scholarships of \$1,375 each. Application deadline is July 15. The scholarships are allocated evenly among the SHRM regions. This guarantees that there will be winners in every part of the country. For application information, visit SHRM Education Grants at <http://www.shrm.org/foundation/foundguide.asp> ☘

## When Employers Need To Pay For Training Time: Navigating the FLSA

Generally, four criteria must be considered to determine whether training time qualifies as "hours worked" under the Fair Labor Standards Act (FLSA). Ask these four questions to determine whether you are required to pay non-exempt employees for training time:

- Is the training event outside the employee's normal working hours?
- Is the training voluntary?
- Is the training directly related to the employee's job?
- Is work performed during the training?

If you answered "yes" to the first two questions and "no" to the last two, it is likely that you are not required to pay your non-exempt employee for the training time. The following questions are intended to help you understand whether training for non-exempt employees is on or off the clock.

### What if the training is required for an employee to maintain his or her certificate or license?

Generally, an employer would not be required to pay for this training time because the employee is the primary beneficiary of the training the training allows the employee to gain or continue employment with any employer.

### Is training performed at home considered hours worked?

A recent Department of Labor Opinion Letter addressed online training that employees performed at home. Under the FLSA, employers are obligated to pay for all hours employees are "suffered or permitted to work," including work done at home, if the employer knows or has reason to believe that the work is being performed. Regardless of where the training takes place, it can be considered hours worked under the FLSA if the four part analysis is otherwise met. Another important consideration: if training time is considered hours worked, make sure that your employees keep track of their time, even if it is being performed at home.

### When do employers have to pay employees for training that involves travel?

We'll assume that the training is considered hours worked for the purpose of this question. Non-exempt employees must be paid for travel time that falls during his or her normal working hours. Generally, the Department of Labor will not consider time spent traveling outside of regular working hours as a passenger on an airplane, train, boat, bus or automobile to be hours worked, and therefore, you do not have to pay for this time. However, if your

non-exempt employee is the driver to the training, you need to pay for this time as well.

### Do I need to pay employees who are attending school, college or trade school after hours on his or her own initiative?

Generally, no, even if the courses are job-related.

### Do employers have to pay for pre-employment training time?

Generally, you do not have to pay trainees for training time if *all six* of these criteria apply:

The training, even though it includes actual operation of the employer's worksite, is similar to that which would be given in a vocational school.

The training is for the benefit of the trainees.

The trainees do not replace regular employees, but rather work under their close observation.

The employer receives no immediate advantage from the activities of the trainees; and on occasion, the training may actually impede operations.

The trainees are not necessarily entitled to a job at the end of the training period.

The employer and the trainees understand that the trainees are not entitled to wages for the time spent in training.

### Can employers have unpaid interns?

The six criteria for trainees come into play here, as well. If all six are met, where educational or training programs are designed to provide students with professional experience in the furtherance of their education, and the training is academically oriented for the benefit of the students, unpaid internships are permissible. Many employers make it their policy to require unpaid interns to earn college credit. This strengthens the argument that the internship is for the benefit of the student, not the employer. ❄

—Brigid E. Heid

Elizabeth P. Kuhn

Carlisle Patchen & Murphy LLP

## Speakers and Intern Hosts Wanted

HRACO's Workforce Readiness committee is seeking volunteers to help on two special projects. First, we are looking for members interested in speaking about their jobs, their industry or about HR related issues (hiring, resumes, business etiquette) to local school students. Second, we are looking for businesses, both large and small, that are interested in hosting central Ohio high school student interns for this summer and for the next school year. Anyone interested, please contact Rebecca Jeffries, SPHR at [education@hraco.com](mailto:education@hraco.com). ❄



### Special Membership Promotion

First-time members receive a **\$15 discount** on a one-year membership

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### Connections

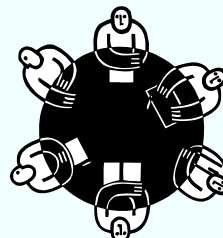


The magazine of the Human Resources Association of Central Ohio

Box 3021 • Dublin, OH 43016 • 614.760.0400

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### New Member Orientation June 10

10:15–11:15 AM

Learn more about HRACO and how you can become involved in the Association

Great things are not accomplished by those who yield to trends and fads and popular opinion.

~Jack Kerouac  
1922–1969

## Wanna Keep 'Em? Train 'Em! (continued from page 1)

the training is considered, there is a higher probability of achieving solid transfer of training, and thus obtaining the desired ROI increasing retention and other organizational goals.

*Follow-up!* Training cannot be effective if there is not adequate follow-up to see if good a transfer of training was achieved. Each training session can be improved upon for future sessions. Learn from past training sessions so that each new training session is more effective. Design and administer a survey for trainees to complete after each session that provides feedback on the session.

Check with management a month or two later (or whenever appropriate for the material presented) to assess how well the new skills/information are being applied, or if they being applied at all? This is an easy way to gain a quick perspective of how well each employee retained the knowledge provided in the training. Be sure to allow enough time for them to practice and continually apply the new information/skills on the job before checking the progress!

Follow-up at regular, appropriate intervals to see if the information is still being applied and if it has led to more productivity, better quality, effectiveness, etc. Once you have learned how effective the training was, apply your new knowledge to future sessions, adjusting them for better retention of the information/skills leading to more effective employees.

When done properly, training can be an effective way to increase an organization's retention. Be sure to take the time to assess whether or not the training is needed, develop an effective training session, and follow-up to see if the desired results were obtained. You will find your organization one step closer to keeping your employees! 🌸

—Hailey Dunn, MLHR, SPHR  
Cellucom  
HRACO Newsletter Editor

### No meeting in July

### August 12: Dining with an Expert



### Welcome to New Members

**Sally Armstrong**  
Honda Transmission  
Associate Rel. Generalist

**Annie Campbell**  
Chipotle Mexican Grill  
HR Coordinator

**Robin Clay**

**Teri Decker**  
Capital Forklift & Battery  
HR Consultant

**Dawn Facemyer**  
HR Manager

**Ronald Guisinger**

**Emmalee Hardman**  
KForce Professional Staffing  
Account Manager

**Malinda Lindimore**  
Kimball Midwest  
Sales Recruiting Manager

**Walter Malys**  
Ohio Dept. of Rehab. &  
Correction  
Personnel Dir./HCM Sr. Analyst

**Jason Nickoloff**  
The Standard  
Employee Ben. Consultant

**Brittany O'Reilly**  
Verizon Wireless  
HR Coordinator

**Amy Peyton**  
Spherion  
Branch Manager

**Tiffany Psychogios**  
Fitch  
Director Human Resources

**Cathy Schmelzer**  
South Central Power Co.  
HR Administrator

**Rich Siegenthaler II**  
Buren Insurance Group  
Director Ben./Wellness Div

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Chase  
Vice President

To update contact information  
log into the member area of  
[www.hraco.org](http://www.hraco.org); select My  
Membership; click on Profile

**Total Membership = 985**  
April 30, 2008



### Meet a Volunteer: Becky Melton, SPHR

**How long have you been an HRACO member?** I was a member around 1987, then got wrapped up in other priorities. About three years ago a good friend reminded me how important HRACO is for my career and networking. So, I'm back!

**What volunteer services have you been involved within the HRACO organization?** I served as a member of the Professional Development Committee and have served at the registration desk.

#### Would you share a few memorable highlights of your volunteer activities?

Collaborating with the team for last year's Diversity Conference was fun and challenging. It was exciting to see such experts come into town to train us, and to see HR professionals really embracing diversity. Getting to know new people through committee work. Learning new things...and passing things I know on to others. That's the beauty of belonging to a wonderful group.

**In what ways do you see yourself partnering/"being a strategic player" within your organization?** My agency is a wonderful example of how HR is a strategic partner. I have a seat at the "big table" and am able to discuss employee morale, performance management, training and other HR issues in alignment with the business goals. Our people who provide service to clients with disabilities are an amazing group of talented and dedicated HUMAN resources. We work daily to balance efficiency and effectiveness with being a heartfelt place to work. That is strategy!

**How do you see your position changing or evolving in the next five years?** With three promotions in the last three years, actually, I am hopeful to perfect my current role as Chief Operating Officer. Externally, we are launching an initiative to partner with local employers as a premiere resource on accommodating people with disabilities. We want to make it easier for employers to hire, promote and retain folks, recognizing the return on the reasonable investment.

**What are some innovative ways your company develops its niche in the industry?** We listen to what employers want and need and respond accordingly. Each of our stakeholders our clients, families, community organizations, employers and our partners who refer people with disabilities have a say in our business.

**What has been the most important influence on your professional development?** Willingness to see my areas of strength and areas needing growth...then learning, applying, learning some more. I have been blessed with many who have shared their knowledge, expertise and sometimes just their viewpoint. Thanks to each of you. You know who you are!

**Finally, is there anything else you would like to share about yourself or your family?** Married to my soul mate, Paul, for 14 years in June. Six cats for unconditional love whenever I need it. 🌸

—Suzette Rathke, PHR  
Group Benefits Agency

# 1st Annual HRACO GOLF OUTING!!

Happy Hour and Dinner, too!!

Interested in being a sponsor?  
Contact Beth Anne Hardy at  
[bizmgr@hraco.com](mailto:bizmgr@hraco.com)

Registration for golf, dinner and/or sponsorships through  
Events Calendar at [www.hraco.org](http://www.hraco.org) for details



**Tuesday, July 8 ❖ Pinnacle Golf Club**



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## Top Ten Way Training Impacts Retention

1. When an employee is formally trained for their position, they are less likely to be surprised later by specific tasks and aspects of their position. They have a clearer idea of what to expect and will rarely exit a job due to the "surprise factor" of what a job entails.
2. Properly trained employees ask fewer questions as they move ahead in their position and have more time to focus on the quality aspects of their work. Employees creating exceptional work will be retained readily.
3. Employees that go through training have the same knowledge that all others completing the same training have had. Therefore, they are less likely to feel discriminated against in any capacity—especially as they move ahead.
4. Detailed training results in less error, thus employees will be retained more easily as they are being more effective in their positions.
5. Trained employees often form a bond of camaraderie with others in their training class. This familiarity results in happier employees and those ties often keep employees linked to the workplace.
6. Employees are less likely to complain and make false statements if you have provided them with clear and concise goals and rules of employment during training.
7. If a company has a "bad trainer," this can immediately reflect poorly on the candidate. When a candidate begins a job with a bad impression, it can make the immediate work environment seem unbearable, make them feel incapable, and make them dislike an entire team based on a first impression of the one who trains them.
8. Good trainers set the path for a pleasant environment, clear framework for success, and a positive image of the workforce. A good trainer also provides the employees with a mentor as they move forward in their job.
9. Poorly trained employees will often blame the company when they are frustrated and this negativity can spread like wildfire to the entire workforce. The result may be that the company will have a huge increase in loss of retention.
10. Training is an integral part of preparing an employee for the road ahead. If structured training is not mandatory, you will see employees learning several styles and processes to complete the same work. This environment may lead to chaos, and chaos leads to dismissals. ❖

—Rachael Kerns  
CBS Companies



## Mentor Tomorrow's HR Professionals

HRACO's mentoring program is gearing up for next year as the current academic year draws to a close. We are searching for HR professionals who want to impact the profession by mentoring HR students.

### What is HRACO's Mentoring Program?

HRACO's Student Mentoring program began with the 2003-04 school year, in a partnership with and at the request of The Ohio State University Graduate Human Resource Association (GHRA). The program has expanded to include other area university HR programs.

The program is for students pursuing a career in human resources who want to learn how their studies apply outside the academic world. Students are paired with HR professionals from HRACO. These HR professionals act as mentors for the students. Typical mentor involvement includes talking with HR students about anything related to their educational pursuits of a career in HR and about the real world application of human resources. Structured activities could involve resume review, interview preparation, mock interviewing, job shadowing, networking and anything the student would find helpful.

### Mentor Expectations:

The mentor must be able to commit to one to two hours per month for the entire school year.

The mentor will offer professional advice to his/her protégé.

The mentor should tailor the experience to what the protégé wants or needs from the program.

The mentor must be serious about helping the protégé develop into a productive HR professional.

The mentor must be willing to provide feedback to the protégé and program so both can be improved.

### Benefits of Being a Mentor:

Involvement in a meaningful HR mentoring relationship for one school year.

Supporting the educational and professional development of an HR student.

Assisting a student with networking and gaining some relevant experience.

Giving back to the HR profession and local community with development of the next generation of HR.

Being part of a program that has already helped hundreds of new HR professionals transition more successfully into the workforce.

### How to sign up to be a Mentor:

1. Go to <http://www.hraco.com/Mentoring.aspx>.
2. Submit Mentor-a-Student Registration form and resume.

For additional information about the program, visit the Student Center at [www.hraco.org](http://www.hraco.org). ☘

—Stacy Toki  
KEMBA Credit Union  
HRACO Student Services Director

## April InTransition Meeting: Dialing Down

Workforce Readiness committee member Joan Backe-Kuhl was the first InTransition meeting presenter in April. She spoke about Dialing Down—going from full time to part time or consultant. Here are a few of her tips for employees:

1. be fully engaged in your decision—don't waiver
2. know what you want to do with your life
3. to find what you want to do, volunteer or experiment with different ideas
4. assess your professional and personal risks prior to dialing down (benefit needs)
5. under-schedule yourself to begin with you never know how busy you will really be
6. know how you learn and be prepared to present that to your new employer
7. keep your skills updated
8. overcome your fears
9. know you are not alone
10. know your professional and personal worth
11. understand the tax ramifications of retiring and going back to work
12. don't be afraid to try something new
13. have fun
14. check with your company first they may have others that have dialed down before you
15. get what you can in writing from your company
16. be prepared when you talk to your boss about the benefits of your going part time or consultant, those areas include tax changes, less on boarding expenses, you are ready to work and do not need training, you have a proven track record, your insurance rates may be lower do to not having dependents, etc.

Here are tips for employers:

1. know your HR strategy and prepare for labor needs
2. realize the differences in recruiting needs
3. keep up with all laws—ADEA, ERISA, etc.
4. understand benefit issues
5. understand leave needs
6. understand discrimination issues
7. know what a 1099 employee is and how to use them appropriately
8. be careful what you put into writing unless you want an employment contract

Our next InTransition meeting will be August 12. We will be discussing the personal and professional benefits of certification. ☘

—Rebecca Jeffries, SPHR  
Group Benefits Agency  
HRACO Workforce Readiness Director

## SHRM/Rutgers LINE® Index Forecasts Soft Labor Market for May 2008

Alexandria, Va.—HR professionals who recruit and hire employees across the country say manufacturing and service sector hiring will drop sharply in May 2008 compared with one year ago. Their responses are summarized in the latest numbers from the SHRM/Rutgers Leading Indicators of National Employment® (LINE®). LINE data also show that increases in wages for new hires in the manufacturing sector dropped modestly in April compared to one year ago while those in the service sector fell slightly.

"HR professionals tell us that the job slowdown will likely continue into May," said Jennifer Schramm, SHRM manager of workplace trends and forecasting. "Firms in both the manufacturing and service sectors have significantly lower expectations when it comes to hiring compared with this time last year," said Schramm.

These are the findings of the May 2008 LINE employment report, a set of economic indicators that forecast changes to four national employment measures: job expectations, job vacancies, new-hire compensation and recruitment difficulty.

Read the entire report at [http://www.shrm.org/press\\_published/CMS\\_025406.asp#P-4\\_0](http://www.shrm.org/press_published/CMS_025406.asp#P-4_0)

## 2008 School-To-Career Grant Winners

The goals of HRACO's School-to-Career Grant Program are to encourage a wide range of activities that promote career awareness for elementary students; help middle school students explore careers; assist high school students in preparation for careers; and provide staff development opportunities for school personnel, which demonstrate the correlation and relevance of subject matter and its application in the workplace.



L-R: Leslie Jordan, St. Timothy School; Caroline Davis, Eastland-Fairfield; Katie Rychener, Bellefontaine High School; Michelle Resch, Tremont Elementary; Max Lallathin, Northland Preparatory & Fitness Academy; Scott Schmidt, Chapelfield Elementary; HRACO committee members Roger Brown; Joan Backe-Kuhl; Rebecca Jeffries, SPHR; Mary Kay Ruwette, SPHR

### Here are our School-To-Work 2008 Grant Award Winners!

#### St. Timothy School (Columbus)

Grant \$970

Their grant will add *Career Discover Encyclopedia*, *Exploring the World of Work* video, *Discovering Careers for Your Future*, and *Career Ideas for Kids* to their career library. These will supplement their annual Career Day program for fifth through eighth grade students. Leslie Jordan accepted the award for St. Timothy.

#### Bellefontaine High School (Bellefontaine)

Grant \$1000

These funds will purchase lesson plans and materials on money management, senior high strategies, career development, food industries, community service and character building to add to their Young Professionals Internship Program. This is an 18 week class where high school students explore careers, develop leadership skills and focus on practical experiences. Katie Rychener accepted the award for Bellefontaine High School.

#### Tremont Elementary (Upper Arlington)

Grant \$262

Their project is titled *Find Out Whether or Not Tremont Elementary is Ready for 21<sup>st</sup> Century Careers!* The grant will purchase the Weather Bug program. This program sets up a weather station at the school where students learn about career paths such as broadcasting, computers and environmental engineering. Michelle Resch accepted the award for Tremont Elementary.

#### Eastland-Fairfield Career & Technical Schools (Groveport)

Grant \$1000

Test Drive Your Future Career Exploration Summer Camp 2008 is Eastland Fairfield's summer project and offers free attendance for middle school students. Eighteen career exploration sessions are offered over three days. The grant will purchase robot kits to highlight

computer, engineering and science careers and wood to build bird houses, helping create an awareness construction and engineering careers. Grant funds are matched by the school district. Caroline Davis accepted the award for Eastland-Fairfield.

#### Chapelfield Elementary (Gahanna)

Grant \$945

This grant helps 63 fifth grade students attend Junior Achievement Biz Town where they spend a day operating a simulated city's commerce as business owners and employees. Biz Town is the culmination of a seven week program that teaches students about economics and careers. They learn about for profit careers, the importance of nonprofit organizations, their roles as citizens in their communities, and setting career goals and aspirations. Scott Schmidt accepted the award for Chapelfield Elementary.

#### Northland Preparatory & Fitness Academy (Columbus)

Grant \$1000

Their school-to-career awareness program is part of the social studies curriculum with the goal of students going into the community to experience what society is like in the workforce. This program inspires children to see and seek a more promising future than they ever dreamed of. They will purchase Dream Catchers Career Based Lesson Program *The Young Person's Guide to Getting and Keeping a Good Job* resource materials and will take a field trip to Capital University to explore higher education as it relates to their potential careers. Max Lallathin and Gary Tate accepted the award for Northland.

#### St. Brendan School (Hilliard)

Grant \$690

Their project, Preparing for the Future, will be required for all sixth, seventh and eighth grade students. Sixth graders will take online learning assessments to identify learning preferences. Seventh graders will take the online Interest Inventory for Choices Explorer to identify careers matching their interests. Eighth graders will also take the Interest Inventory and work on real-life projects researching high school and college courses that align to their career choices and they will attend an annual Career Fair. The HRACO grant will be used to purchase the online Interest Inventory for seventh and eighth grade students. Stephanie Bobek was unable to attend, but received the award for St. Brendan.

#### St. Mary School (Delaware)

Grant \$156

St. Mary's will purchase career search assessments for all eighth grade students. The Career Occupational Placement System and Career Ability Placement Survey helps students identify clusters areas of personal interest such as science, technology, communication, clerical, outdoor, arts and service. They further their career area search by learning about professions within their identified career cluster and what skills they need to develop to work in those fields. Becky Piela, principal of St. Mary's School, was unable to attend but will be accepting the award.

**Congratulations to all our 2008 Workforce Grant winners and thank you to the entire Workforce Readiness Committee Mary Kay Ruwette, SPHR; Roger Brown; Joan Backe-Kuhl; Jan Gerber, SPHR; Susie Allen, SPHR; Amy Moore, Lyndell Williams, SPHR; Corrine Sullivan, SPHR; Carla Moore; Ken Lazar; Barbara Purdom, SPHR; Susan Douglas, SPHR; and Sally Moser, PHR. ☘**

—Rebecca Jeffries, SPHR  
Group Benefits Agency  
HRACO Workforce Readiness Director



## Meet a Volunteer: Mariann D. Stopyra, SPHR, CEBS

**How long have you been an HRACO member?** Since 1996

**What volunteer services have you been involved with in the HRACO organization?** I have served on the board of directors as Newsletter Editor (2001-2002), VP Membership/President Elect (2003), President (2004), and Past President (2005) and as a mentor in the Mentoring Program since its inception. While not a true volunteer role, I also participated as one of the facilitators for HRACO's HRCI Review Course for five to six years.

**Would you share a few memorable highlights of your volunteer activities?** That is very difficult to do, since it has all been memorable! It has been privilege and pleasure to participate. As a few examples, it was fun to chair the annual Silent Auction (I think that was the year we auctioned the first signed OSU football...crazy bidding), and it was an honor to be President when HRACO won a Pinnacle Award from SHRM. Actually, having the opportunity to serve as President of HRACO was one big memorable year and I am thankful for the volunteers who served with me...I would say that no one person can lead HRACO single-handedly!

**In what ways do you see yourself partnering/"being a strategic player" within your organization?** My primary HR strategy is to understand the goals of the business, then facilitate managers and employees to successfully achieve their goals. This occurs through participation in the annual strategic planning process and planning HR strategy accordingly, or in response to changes that arise during the year. It can be anything from revising the performance evaluation tool and process, to facilitating the ongoing review of key objectives throughout the organization, to meeting with managers periodically to ensure HR strategy stays aligned with the business.

**How do you see your position changing or evolving in the next five years?** Basically, I believe it will be more of the same—HR as strategic business partner, coach and consultant in support of the business achieving its strategic objectives and staying competitive. Though I think the focus of this role will continue to evolve in relationship to challenges that HR professionals face overall, primarily impacted by advances in technology such as facilitating appropriate connection across the global workforce and change management due to ongoing adaptation of organizational structures and associated human resources allocation.

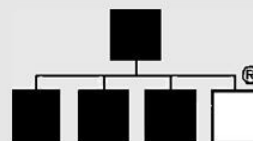
**What are some innovative ways your company develops its niche in the industry?** As an oncology CRO (contract research organization—www.procro.com), we focus on continuing to build and maintain the depth of our knowledge and experience in management of oncology clinical trials—both by hiring experienced individuals and encouraging the ongoing development of our employees. It has been exciting to see employees grow as the company has grown.

**What has been the most important influence on your professional development?** I think there are three categories of influence which have had a profound impact on me. One is managers who gave me opportunity to take on new projects/roles that provided avenues for developing leadership skills—from taking on a special outside sales project as an inside sales rep to designing a company's approach for handling Day One of an acquisition. I also recognize HRACO and SHRM in this category. I consider myself fortunate to be involved in both, through membership and associating with other HR

meetings and conferences (including SHRM's national leadership conference) and volunteering. I've tried to be open to learning from every person or event I encounter. The second is learning how to choose my attitude and overcome failure, real or perceived. Like many HR professionals I have known, I tend to expect perfection of myself and be harder on myself than anyone else is when I don't perform up to expectations, mine or others'. Through association with mentors both inside and outside of HR, as well as a lot of reading (and prayer), I've learned that I can choose not to wallow in defeat and instead press on, remember it's not all about me and know that "tomorrow is a new day with no mistakes in it yet" (thank you, Anne of Green Gables and Maud Montgomery). Last, but not at all least, is the deep appreciation I have for God's amazing grace and the difference it has made in my life.

**Finally, is there anything else you would like to share about yourself or your family?** I am the proud wife of a marvelous husband of 21 years (no children, one cat, one box turtle) who embarked on an adventurous career path five years ago after being downsized due to the burst of the dotcom bubble—he became an over-the-road truck driver! He has been very successful and has taught me a lot about safe driving, mostly that the primary cause of accidents is not keeping a safe following distance and while it can be a challenge to maintain that distance—try it sometime, as well as coming to a complete stop at a stop sign—a driver will never be sorry for doing so. I've had a few opportunities to ride with him...what we call "camping in the hard shell tent"...from Cincinnati to Seattle and back, back and forth across Iowa three times, from Salt Lake City to Santa Cruz and around the west and Pacific northwest. It has been quite an experience! I keep telling him we need to write a book about his adventures, particularly coming from the high tech world to "life at the speed of truck." So, look for that title someday.... ☘

—Suzette Rathke, PHR  
Group Benefits Agency



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## In The Face of Change, How Do You Get a Seat at the Table?

Presented by: Deborah Spring Laurel

Tuesday, June 10, 2008 • 9:00 – 11:30 AM (registration begins at 8:30 AM)

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This program has been approved for 2.5 of (Specified -Strategic) recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at [www.hrci.org](http://www.hrci.org).



When management decides to make a change, it is typically looking at the bottom line. Both large and small change decisions focus on the most cost-effective way to maximize resources to increase productivity and meet customer needs. Whether this involves staff redeployment, partial restructuring, or complete reorganization is ultimately unimportant. What matters is how quickly the change can be accomplished.

However, **making** a change is very different from **managing** change. Even a small change can have a domino effect on the entire organization, creating stresses and strains that undermine its success if the change is not managed in a conscious and considered manner.

**This is where human resources can prove its worth to the organization.** It can look at the big picture from a human resources perspective, identify the critical change management questions that need to be asked, and offer organizational solutions that can increase the probability that the desired changes will be successfully implemented and maintained. **These are the keys to getting a seat at the table.**

**Deborah Spring Laurel** has been a trainer and a consultant in the areas of workplace learning and performance improvement for over thirty years. She has twenty years of experience as president of Laurel and Associates, Ltd., an international human resource development training and consulting firm that specializes in enhancing interpersonal dynamics within organizations. She has designed and presented hundreds of different skill-building participant-based and accelerated learning workshops on various topics, all of which have been tailored to meet the specific needs of her clients.

Since studying with Dr. Madeline Hunter of UCLA to become proficient in the Mastery Teaching Model, Deborah has provided train-the-trainer seminars and certification programs both nationally and internationally. In 1992 she was selected the Wisconsin Trainer of the Year by the Small Business Development Center. She has facilitated the three-day national Trainer Certificate Program for the American Society for Training and Development (ASTD) since 2004.

She taught management and supervisory topics for the Executive Management Institute and the Small Business Development Center in the School of Business at the University of Wisconsin–Madison for over thirty years. From 1998-2002 she consulted with the University of Osijek in Croatia to design the first Eastern European participant-based Masters Degree program in Entrepreneurship. Deborah is a Certified Professional Consultant to Management, with over twenty-five years of experience in human resource management, organizational development, executive coaching and performance consulting. A former President of the South Central Wisconsin Chapter of ASTD, she has her Masters Degree from the University of Wisconsin–Madison.



### Registration Form: In The Face of Change, How Do You Get a Seat at the Table?

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#### HRACO Member

☐ Workshop = \$100

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#### HRACO Non-member

☐ Workshop = \$125

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Registration/Cancellation deadline is June 6, 2008  
Payment must accompany the registration.  
No refunds after Friday, June 6, 2008.

**Make check payable to HRACO and  
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