



The Butler/Warren County Buzz

August 6 Monthly Meeting

BWSHRM PRESENTS

Speakers: Mike Byam, Terryberry
Cost: \$13.00 for members, \$15.00 for non-members
Date: Thursday, August 6, 2009
Time: 7:15 AM – Registration/Networking
7:30 AM – Breakfast
8:00 AM - Presentation

**1 Hour
Strategic HRCI
Credit Pending!**

Location & Directions: Wetherington Country Club- Take I-75 to Tylersville and turn west. Go to the entrance of Wetherington Homes, which is just past Shell & Encore Café, turn right and follow to the stop at corner of Country Club Lane. Turn right at stop sign and follow road to left. It takes you into Country Club parking lot.

Building a Recognition Culture- the Time is Now to WOW!

During challenging economic times, businesses often need to ask more of their employees with little to give in return in the way of bonuses and wage increases. Leaders are called upon to maintain their team's morale and provide encouragement during difficult circumstances. Appropriate recognition for extra effort and dedication becomes more important than ever - not only to bolster flagging spirits, but as a strategic means to maintain productivity, profitability and retention of key employees.

We have all experienced the positive impact of recognition in our lives. In athletics, a word of praise from our coach vaulted us to higher levels of performance. The pursuit of a diploma made us bury our heads in our textbooks. In the workplace, recognition programs that are implemented correctly can have a significant return on investment. This presentation will demonstrate key findings on how recognition strategies impact business goals, and will provide practical strategies for implementing or enhancing a recognition initiative.

Mike Byam is the author of *The WOW! Workplace*, and Managing Partner of the Terryberry Company, an international firm that specializes in developing, implementing, and managing employee recognition programs for organizations worldwide. Mike has presented recognition seminars for groups around the globe. He has also consulted with hundreds of organizations - from family businesses to Fortune 500 companies - to develop recognition strategies for employee retention and performance improvement. When he is not busy championing the advancement of employee recognition awareness around the globe, Mike is an Ironman triathlete and multi-time marathoner. His experiences lend him a unique perspective on personal motivation and inspiration, and how they affect everyone in today's fast-changing workplace.

Please RSVP by **Friday, July 31st** to Angela Sherrick at asherrick@generalrevenue.com or 513-605-7402.

A MESSAGE FROM THE PRESIDENT

In recent weeks, the economy appears to have finally halted its downward slide and to have stabilized. Job loss, however, is predicted to lag for up to another year, into 2010. Much like 52% of the employers answering a SHRM Survey, our Company froze wages and salaries for 2009. We reduced our workforce by 27% (which matches our slide in sales). We are fortunate that some of our benefits such as our 401K Company match were kept intact – 30% of respondents indicated they would suspend this benefit.

In an all-employee address to our North American workforce today, our CEO addressed pointed questions about these compelling issues and he could not offer any definite relief to our people. His message strongly suggested that our executives do not believe we will reach the business levels we saw in 2006 – 2007 for quite some time, certainly not in the coming year. Consequently, most folks are simply happy to have a job at all.

We do, however, have to be concerned about the morale of our workforce. Although turnover is low, as soon as a thaw comes, we can expect our talent to start reviewing their options. To add to the equation, the Boomers will start to retire and there may not be the qualified people in the market to replace them.

Being a business partner is never an easy job, and it is made all the harder by external circumstances. Our August Program: *Building a Recognition Culture - Now is the time to WOW!*, may be a resource for an HR Professional (such as YOU!) to address this concern now and to plan for the future, as well.

-Linda P. Stryker, PHR

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BWSHRM LOCAL MEMBERSHIP DRIVE



Once again, we want to challenge our members to participate in another year of growth by inviting a new member to join our chapter. In return for a new member application, you are invited to join us at the next breakfast meeting at no cost to you. Together, we can make it happen!

To request a membership application, please contact our Membership Advocate:
Marc Fleischauer, SPHR – Partner, Porter Wright Morris & Arthur, LLP
1 S. Main St., Suite 1600, Dayton, OH 45402
937-449-6720 or mfleischauer@porterwright.com

Or visit our website at www.ohioshrm.org/butler and click on the membership link for more information. If you are a SHRM National Member, your local dues are only \$45 per year. If you want to join our local organization only, your local dues are only \$90 per year.

We hope to see you soon!

DIVERSITY AND INCLUSION ARE PRIORITIES FOR TOP EXECUTIVES, SHRM RESEARCH FINDS

Workforce diversity is becoming a top-level initiative around the world, according to *Global Diversity and Inclusion: Perceptions, Practices and Attitudes*, a Society for Human Resource Management (SHRM) study conducted by the Economist Intelligence Unit (EIU) and released June 2009. At 60 percent of companies surveyed, the main advocates of workplace diversity and inclusion are the CEO and top management or the board of directors. But human resource involvement is key.

In 59 percent of companies surveyed the point person for diversity efforts is usually the head of HR or one of his or her direct reports. A further 6 percent of companies named the chief diversity officer. And in a significant minority (26 percent) of companies surveyed, the point person for diversity and inclusion is a direct report of the CEO.

Of the 546 senior executives from five continents who participated in the study, 257 were C-level executives. Thirty percent of respondents are in North America.

Participants were asked what diversity means in their regions, the challenges they face, the goals they have, the groups they target and the business motivations they have for doing so.

“Perhaps the most basic finding of our study—and a most welcome one—is that companies worldwide overwhelmingly recognize that diversity and inclusion (D&I) strategies are important for them,” according to Shirley Davis, director of diversity and inclusion initiatives for SHRM. “More than half—55 percent—of the respondents have policies in place that promote diversity and inclusion either ‘strongly’ or ‘very strongly.’ Another 31 percent have policies that support D&I ‘moderately.’ That makes a total of 86 percent with moderate to very strong D&I programs.”

Moreover, diversity efforts are increasingly tied to specific business objectives. The SHRM/EIU study identified four main drivers of diversity in companies around the world:

- Fairness and justice—ensuring an equal chance for members of disadvantaged groups.
- Guaranteeing a large enough talent pool in the future.
- Mirroring the customer base, increasing cultural competence and delivering decisions that are based on a broader palette of considerations.
- Legal compliance.

Overcoming Resistance

Diversity efforts with a direct connection to business aims and which are driven from the top down are more likely to be able to overcome any resistance employees might have to including those perceived as different.

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The survey confirms that the main barrier to diversity and inclusion is cultural resistance from within the company itself, particularly at the middle management level. Nearly half (46 percent) of respondents say the task of changing HR practices and policies to encourage diversity is either “somewhat difficult” or “very difficult.”

“Middle managers typically have time horizons of anywhere from one year to five years, and much of their work is measured with hard numbers: how many widgets did we produce, how many new accounts did we open, how many cases did we win, etc.,” according to Eric Peterson, manager of diversity and inclusion initiatives for SHRM. “More than the top or the bottom of the organization, those in the middle often don’t see the benefit of investing time and resources into diversity and inclusion, and all too often, organizations don’t do anything to incentivize those in the middle to do any work in this area.”

Participants who were interviewed said diversity programs must focus on changing the company’s own culture to make employees receptive to differences of background and view.

Yet such change takes time.

“Diversity does not necessarily enable speed,” cautioned Deborah Elam, chief diversity officer of General Electric, in the report. “When people are alike, they will reach the same conclusions more quickly. Diversity, in contrast, is like having 360-degree vision. It may take a little longer to reach a decision, but the company will have a better and more robust solution as a result of including diverse views.”

This means employers must create opportunities for employees to understand each others' work styles.

Alice Leong, vice president and global head of diversity for software giant SAP, headquartered in Walldorf, Germany, told SHRM/EIU researchers that team-building efforts for diverse teams are essential: "In the German offices alone, SAP has more than 75 nationalities represented in its workforce. If that diversity is not managed properly, the workplace could become a Tower of Babel," she said. "We move at the speed of light on many projects, and that means that teams sometimes start working before a team-building discussion has taken place. This can lead to miscommunication, particularly when groups are working internationally or virtually."

Regional Differences Exist

"The notion of 'thinking globally and acting locally' is one that is particularly apt in this business environment, where the marketplace is increasingly globalized each year, but there's still an absence of a single 'global business culture,' with widely accepted norms and values," Peterson added. "Cross-cultural competence has never been more important, and this report provides an excellent business case to support that statement."

This means global employers must understand regional differences and adapt their diversity and inclusion efforts to fit local needs.

For example, when compared to other parts of the world, North American companies are more receptive to organizational changes that promote diversity, open to the need for strong diversity measurements, attuned to increasing diversity in the very senior ranks, and committed to diversity efforts that target many underrepresented and underincluded groups.

Western European companies, meanwhile, are highly engaged in promoting diversity and inclusion and are more likely to have hands-on CEOs, but are more concerned with complying with equal opportunity laws than companies located in other parts of the world. And companies there tend to focus more efforts on the needs of women rather than those from other groups such as workers over the age of 50 and ethnic minorities.

By their own estimation, companies in the Asian/Pacific region are already diverse, with a broad representation of ethnic, religious and caste minorities. That's why Asian companies tend to allow diversity to grow within the organization organically, rather than forcing it through management programs, incentives, and measurements. However, being "different" inside the company is not necessarily rewarded in Asia; persons with disabilities and individuals holding unpopular social/political views tend to fare worse there than elsewhere, according to the report.

And diversity by nationality is at the top of the agenda in the Middle East because some countries, particularly oil-rich Arab nations, want to hire more local nationals to replace expatriate workers, with the aim of avoiding a type of cultural colonization by guest workers. Middle Eastern companies are therefore more likely to track whether their workforce is representative of the local population with this aim in mind.

Common Focus on Women

Though regional differences exist, the SHRM/EIU study finds that all regions tend to focus on women in their diversity and inclusion activities.

Forty-five percent of survey respondents say their organization's diversity and inclusion efforts are most strongly directed to women. And when asked to name up to three groups that should be better represented in the company, the vast majority (79 percent) of survey respondents cite women, followed by 46 percent naming people over 50 years of age and 39 percent ethnic minorities.

The major reason for this is that women, who make up 50 percent of the population, represent a large, untapped (or undertapped) resource, which companies will need in the future as Baby Boomers begin to retire. Women are also comparatively easy to integrate into organizations, since—gender issues aside—they typically have grown up in the same country as their male colleagues, and hence tend to share the prevailing cultural norms.

But some companies have other reasons to target women. "We are fighting corruption [in Brazil] and we believe the [anticorruption] idea is held more profoundly by women than by men," Michael Haradom, chief executive officer of Brazilian fertilizer and agricultural products manufacturer Fersol, is quoted in the report as saying. "We have also seen that women have less of a tendency than men to jump from one branch to another. They are also cleaner and more organized. In other words, women are really fantastic human beings to work with."

As a result, many diversity policies target issues of particular concern to women such as work/life balance, flexible hours and work-at-home opportunities.

Yet women aren't the only ones who can reap the benefits of diversity and inclusion efforts worldwide, the study finds.

The SHRM/EIU study reveals a systematic underrepresentation of three kinds of workers: those over 50 years of age, religious and ethnic minorities, and individuals with disabilities.

But ensuring a representative workforce is not enough, respondents said. "Inclusion is about making sure people can make the contribution they were brought in to make," said Hugh Mitchell, HR Director of Royal Dutch Shell, a multinational oil company. "If I hire someone because he or

she is different, and then I don't draw that difference into my business thinking, then what is the point?"

Best Practices

The report lists a number of best practices that emerged from interviews with senior diversity and inclusion executives from 40 companies worldwide, along with examples from specific companies that have put these strategies into place. The practices fall into four broad categories:

Management structures—Companies are encouraged to lead diversity and inclusion from the top, make diversity a core value, build an infrastructure to support diversity, focus on diversity in the entire talent pipeline, network intensively with business-unit managers, leave room for national variation in implementation, and revise business processes to support diversity.

Metrics and rewards—Organizations should set clear diversity targets, establish metrics and track progress and offer appropriate management incentives.

Internal communications and training—It is important to make diversity training a way of life, use training programs to learn from employees, emphasize mentoring and coaching, include employees through employee networks, allocate resources for team-building, pay attention to diversity of thought and to focus on the business case for diversity.

External outreach—Employers are encouraged to cast a wide recruiting net, partner with outside organizations to broaden recruitment efforts and use employee networks to support external outreach.

SHRM Diversity Readiness Index

An added resource of the SHRM/EIU study is the Diversity Readiness Index, a ranking of 47 countries from five

continents on a scale of 0 to 100, with 100 being the best, based on their readiness to effectively manage and leverage diversity and inclusion.

This benchmarking model assesses 18 separate indicators within five areas of diversity and inclusion including the heterogeneity of a country's general population, levels of diversity and attitudes in the workplace, societal attitudes toward minorities, diversity and inclusion among publicly elected officials and the existence and enforcement of equal-rights laws.

The top 10 countries scored between 64.3 (Ireland) and 73.0 (Sweden). The United States came in at number 14 on the list with a score of 61.5. The lowest ratings were assigned to Nigeria, at 31.3, Indonesia, at 30.8 and Saudi Arabia, at 22.7.

Scandinavia, North America and Western Europe demonstrate the best regional performance for diversity and inclusion while Asia, Eastern Europe, South America, Africa, the Middle East and South Asia score below the world average. This does not mean that Scandinavian, European or North American countries have fulfilled their potential for diversity and inclusion, SHRM noted. The best regional score is only 70 out of 100, and the world score of 52 out of 100 suggests that much work is left to be done on diversity and inclusion globally.

An appendix to the SHRM study provides further details about the index. An interactive online tool will be available on *SHRM Online* in summer 2009.

Rebecca R. Hastings, SPHR, is an online editor/manager for SHRM.

ICE ISSUES I-9 AUDIT NOTICES TO MORE THAN 650 EMPLOYERS

By Robert H. Cohen, Esq. & Marc L. Fleischauer, Esq.

U.S. Immigration and Customs Enforcement (ICE) announced on July 1, 2009 that it had presented I-9 audit notices to 652 employers across the country.

Employers are required to complete and retain a Form I-9 for each individual they hire for employment in the United States. This form requires employers to review and record each individual's identity documents and determine whether the documents reasonably appear to be genuine and related to the individual.

This new initiative seems to make good on the Obama administration's promise to change the focus of immigration enforcement from undocumented employees to non-complying employers. By contrast, only 503 similar notices were issued to employers during all of fiscal year 2008 – a nearly 30% increase so far this year. The ICE announcement points out that these employers were not randomly selected but have been identified from tips and other investigative information.

If past experience is a guide, we can expect that at least some of these audit notices will result in further enforcement actions against the identified employers. More than ever, HR managers should be familiar with their companies' obligations under immigration law and consult with experienced labor counsel if their compliance status is in doubt.

Marc L. Fleischauer, J.D., SPHR, is a BWSHRM member and an employment lawyer with Porter Wright Morris & Arthur, LLP. Contact him with questions at 937-449-6720 or at mfleischauer@porterwright.com. Rob H. Cohen, Esq., is an immigration attorney with Porter Wright's Columbus office. Contact him at 614-227-2066 or at rcohen@porterwright.com.

HRCI UPDATE

The Global Professional in Human Resources (GPHR®) certification exam, designed for HR professionals with cross-border responsibilities, was recently updated, and in March, the first group of candidates took the updated exam. The GPHR Body of Knowledge upon which the exam questions are based was updated to reflect the current state of global HR practice. As a result, the certification has a more global focus, the content domains have been updated, and general knowledge of major local employment laws has been limited to the following countries/regions: Canada, China, European Union, India, United Kingdom and the United States.

The pass rates from the March paper-and-pencil exam, which was administered in Toronto, Canada, and the exams administered during the May testing window are consistent with those of previous testing periods, reflecting that the exam updates are current with the changes in international HR practices. There are more than 1,400 HR professionals throughout 37 countries or territories who currently hold the globally recognized GPHR certification.

Now is the perfect time to encourage your members to take the GPHR exam. Only three testing windows remain until the exam eligibility requirements change in 2011, requiring GPHR applicants to have a minimum number of years of demonstrated international HR work experience. In the current economic environment, adding these letters to their name will help your members differentiate themselves from their peers and demonstrate that they are on the forefront of the changing global environment for the HR profession. Applications for the December 2009 testing window will be accepted from July 13 until October 9, 2009, at www.hrci.org. Late registrations will be accepted until November 13, 2009, with the addition of a late payment fee.

A great way to encourage members to take the GPHR exam is to provide opportunities to prepare for the exam, such as offering a GPHR study group for your chapter or supporting the local college/university prep course in your area if there is one. The HR Certification Institute offers two knowledge assessment tools that complement any study program. The first is the *Official GPHR Certification Guide*, which is available from the SHRMStore. The second tool is the GPHR online assessment exam that will be available online at www.hrci.org in late September 2009.

Go to www.hrci.org for more information on the GPHR certification!

HR Certification Institute

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