

April 2011



*2011 People,
Profit, Progress
Conference*

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AN AMERICAN SOCIETY OF EMPLOYERS MAGAZINE

**Disney Institute:
From Inspiration
to Innovation**

Pursuing the Passion

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The mission of the American Society of Employers (ASE) is to provide prompt, high-quality service to member organizations as the state of Michigan's preeminent authority on human resource management issues.

TO OUR MEMBERS

By Mary E. Corrado

Welcome to the Conference Recap issue of **everythingpeople™**. As I look over the different articles on these pages, I am impressed at how much information came out that day. But I also realize that although the articles convey a lot of information, they really don't capture what the day *felt* like. I know I have said this same thing in this space every year for the last several years, but there is no other way to say it: *You simply had to be there*. I hope a few of the comments we got from attendees tell that part of the story:

Your conference gets better and better every year. ASE is outstanding and a first class organization.

This was a great conference. There were a lot of great individuals to network with and a lot of great information to take away.

I appreciated the insight into Gen Y that Zach and Brett shared. It was eye-opening! Jeff Noel was great—funny, enthusiastic, knowledgeable—everything a speaker should be.

You are no doubt thinking that I cherry-picked three of the most positive comments from the many we received in our feedback survey. Guilty! But please cut me a little slack—this is the kind of feedback that the ASE staff and I live for when we put on events like this one. Of course there were comments that weren't as complimentary as these. But not too many, and they were all constructive. They make us determined to put on a better than ever conference next year, and that is what we fully intend to do.

Speaking of conferences, I hope you are planning to attend our stand-alone Compensation and Benefits Conference on May 17. It will not literally be our first annual version of this event. You may remember that the Salary Survey Briefing ran as a stand-alone event for many years until we folded it into the first PPP conference in 2004. But we feel now the time is right to break it off from the PPP conference and let it stand alone again, but expanded from what it was. So the Survey Briefing itself will now cover benefits as well as cash compensation, and there will be a separate keynote speaker as well as breakout sessions on important compensation-related topics. See the promotional ad on the Conference on page 4 of this issue for more information, or go to the ASE website (www.aseonline.org.)

We are planning to set up a Membership Development Task Force. Its purpose will be to expand the ASE member network by spreading the word to non-member organizations about the benefits of ASE membership. Would you, or perhaps a peer in your organization or another organization, be interested in joining this task force? If so, email [George Brown](mailto:George.Brown@aseonline.org) or call him (248-223-8019) and let him know of your own, or someone else's, interest.

Last, I am not an alarmist but I am concerned about the potential impact of the nuclear disaster in Japan on our members' businesses, to say nothing of the potential health danger it poses. And what about the current trajectory of gasoline prices and what it might do to any number of HR issues you deal with every day? Feel free to email [me](mailto:me@aseonline.org) or call me (248-223-8037) to let me know what you are seeing out there, and what you think it means.

Go Tigers! I'll talk to you next month.

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DISNEY INSTITUTE: FROM INSPIRATION TO INNOVATION

By Suneetha Giridhar

Every year, the morning keynote presentation at the People Profit Progress conference is a much anticipated session. Expectations are very high from the audience that is used to the likes of Chester Elton, Margaret Morford, and Daniel Pink among others. And the Disney presentation delivered by Jeff Noel was as much an inspiration as it was entertaining.



Jeff started with the concept that everyone is creative and your ideas are separate from your identity. Jeff took the audience through the magic of Disney, and one man's dream that produced years of wonder in children all over the world. But the crucial message behind all the magic is the hard work it took to make all the magic happen. Jeff took the audience behind the scenes to look at the actual creative process that the Disney "Imagineers" used to come up with theme-park products, from conception to fruition.

Jeff defined an eight step process with examples and anecdotes, as well as video interviews with the key creative people at Disney.

The first step included "Blue Sky Brainstorming," which in the ideal world all businesses want to do but few actually do. This step was characterized by openness, teamwork, freedom to share and build on each other's view. Everything that this step entailed was encapsulated in the phrase, "Yeah, and" instead

of the negative "Yeah, but." Jeff brought the Blue Sky Brainstorming concept home in a little table exercise that the whole room engaged in to come up with ideas to sell helicopters to rich people.

Once the idea germinated, then came the second step, Concept Development. This is the stage where the ideas were evaluated, refined and researched to discard the totally outlandish ones and retain the ones that made the most sense. This is also the stage of hard work where the designers refined their concept, built models and ran management reviews.

Once the management review came back positive, then the process moved to the next step, Show Design. Business people can easily relate to this step, especially considering the scale of operations at Disney. A bad concept not subjected to a feasibility study could waste millions of dollars and many hours of hard work. The feasibility study included both technical and financial reviews. Jeff in his own fun way kept the audience engaged in the process by asking questions and rewarding the braver participants with miniatures of Disney characters.

After the design study came more hard work and even more hard work. These included the Pre-Visualization, Ride Production and Rockwork Engineering steps. The names are self-explanatory, but Jeff showed the audience the intensity of this stage through more videos and footage of the actual production work.

Show Installation was the next step. It involved making the experience more memorable and more unforgettable for the rider or the guest.

The last two stages included Test and Adjust, which was about retouching and fine tuning the little things that go into making the ride an experience of a lifetime.



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Compensation & Benefits CONFERENCE

2011



This inaugural conference includes a briefing on ASE's 2011 compensation surveys, a keynote speech, and breakout sessions on important compensation and benefit issues, and plenty of time for networking.

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May 17, 2011

The Management Education Center • Eli Broad Graduate School of Management • Troy, Michigan

For more details or registration [CLICK HERE](#)

THE LEGAL UPDATE: REQUIRED AT EVERY CONFERENCE

By Michael J. Burns



PRESENTS

Margaret Morford Returns to ASE!

ASE offers a unique opportunity for area HR professionals to learn from the best. Our 2007 Conference keynote brings her unique brand of humor and wit to her training sessions.

June 8, 2011

- [HR Means Business – How to Write A Human Resources Strategic Plan](#) (9:00 am - 4:00pm)

(Qualified for 6 Strategic credits towards PHR/SPHR certification)

We are also offering a great opportunity for Managers and Leaders to learn from Margaret:

June 9, 2011

- [What Eagles Dare – The Critical Difference between Managing and Leading](#) (9:00 am – 12:00 pm)
- [Creative Business Thinking for Success - When Pigs Fly](#) (1:00 pm-4:00 pm)

(Both half-day sessions qualify for 3 general credits each towards PHR/SPHR certification)

For more information contact [Wendy LoCicero](#) at 248-223-8006



You can bet one of the best-attended breakout sessions at any HR conference will be the session on legal issues and updates. This year's conference was no exception, with both of the two scheduled sessions being crowded, and one being Standing Room Only.



With no new major pieces of employment or labor law legislation in the last year to discuss, our presenter, Ms. Jacqueline Schulte, provided attendees with a fast-paced review of significant court decisions and new regulations on employment and labor law issues. Ms. Schulte reminded employers, "Spending a small amount of money up front on training managers and supervisors to be legally compliant saves a company tens of thousands of dollars in not having to defend litigation." The following provides a brief overview of Ms. Schulte's presentation:

Michigan Medical Marijuana – Michigan's *Casias v. Walmart* case was a general win for employers, providing those with substance abuse policies the confidence to discharge employees found under the influence, even if they hold a medical marijuana (MML) card.

Direct Deposit of Paycheck – One law that was passed amended Michigan's Payment of Wages and Fringe Benefits Act, giving employers the authority to require direct paycheck deposits instead of having to issue checks.

Genetic Information Non-discrimination Act (GINA) – Pursuant to recent regulations issued on this 2008 law, Ms. Schulte stated that employers should make sure their required posting is up to date.

Americans With Disabilities (ADA) – New regulations designed to expand the definition of what a covered disability is under the ADA compels employers more than ever to follow a three-part compliance analysis on any request for disability accommodation. Employers should remember to do the following:

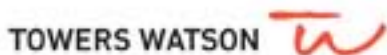
- Obtain from the employee a written notice of need for accommodation
- Human Resource determines QID (Qualified Individual with Disability) under four factors:
 - ✓ Does the individual have a disability covered by the ADA?
 - ✓ Is the disability permanent or long term?
 - ✓ Is the individual qualified for the job and the disability not directly related to the job?
 - ✓ Does the health/safety exception apply in this situation?
- Human Resources, manager and employee determine a reasonable accommodation offer

Employment Discrimination – Several court decisions of note provided guidelines for employers to follow to avoid or mitigate employment discrimination liability. Some were basic guidelines, such as making sure to document performance, disciplinary issues and agreements.

Allegations of retaliation against employees for exercising their legal right to make discrimination complaints are now a huge part of the employment discrimination legal landscape. The EEOC reported that over 36% of EEOC charges involved an accusation

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We thank our 2011
People Profit Progress
Sponsors for
helping us make
this year's conference
one of the best ever.



HEALTH CARE REFORM UPDATE

By Hema Mason

Employers continue to be concerned over the state of healthcare reform and what they need to do now to ready themselves for the full implementation of the healthcare reform law, due in 2014 unless repealed or amended before then. This breakout was knowledgeably facilitated by Elaine Coffman, Practice Leader and Principal with McGrawWentworth.



Ms. Coffman first reviewed the mandated changes that have already gone live under the new law. Following that, she addressed the potential cost impact that healthcare reform could have on employers. According to the 2010 Mercer *National Survey of Employer-Sponsored Health Plans*, 17% of respondents felt it would have no impact on their costs; 37% pegged impact at less than 1% to 2%; 25% put it at 3% or higher, and 21% could not predict its impact on their costs.

As amply reported in the press, there have been several attempts at repealing the healthcare law. Ms. Coffman, however, stated that while repeal during the current presidential term does not seem likely, many states will continue to challenge the individual and employer mandates, which appear to be the most contentious features of the law. The individual mandate, due to go into effect in 2014, would

require individuals above the poverty line to purchase a minimally comprehensive plan that, with the government subsidies that would be available, would not cost the individual more than 8% of income. If they are below the poverty level or the insurance costs more than 8% of their income, they would be exempt from having to purchase the insurance. The employer mandate would require employers above a certain size to provide healthcare insurance or pay fines if they choose not to.

Ms. Coffman shared more thoughts on a possible repeal. The percentage of employers backing repeal on healthcare reform tended to be lower when reform provisions included banning annual/lifetime limits on essential benefits, creating state health insurance exchanges, removing preventive care copays and defining minimum essential benefits. But a much larger percentage of employers backed repeal if the reform provisions would include eliminating over-the-counter drugs as eligible for FSA or HSA coverage, reporting health insurance costs on the W-2, and capping medical FSA limits at \$2,500 per year.

Beyond the changes that have already kicked in, those due to take place in 2014 received the most attention during the session because they constitute the most substantial structural changes to the country's healthcare system. It makes the most sense for employers to begin positioning themselves now for the arrival of those changes, even though whether they will actually come to pass remains a question for debate at this time.

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6 Thank You!

BEST PLACES TO WORK PANEL DISCUSSIONS

By Kevin Marrs



One of the key purposes of the People Profit Progress conference is to help employers build and maintain best-in-class HR organizations. More specifically, the conference is about learning from Subject Matter Experts and peers as a means to build or improve HR programs that help attract and retain the best talent and motivate employees.



To that end, the conference hosted two panel discussions, one for larger employers and one for mid-size and smaller employers. Each panel comprised three members from organizations that have been recognized as great places to work.

The large employer panel included leaders from Domino's Pizza, Valassis Communication, and Botsford Health Care. The mid-size/small employer session was made up of representatives from the Detroit Athletic Club, Plex Systems, and Amerisure Mutual Insurance.

It's More than Just a List

One of the first questions posed to the panel participants in both sessions was about the benefits of getting your company's name on one of the many lists that are out there to recognize great places to work. First and foremost,

the panelists suggested that the primary benefit is the positive impact these programs have on an organization's recruitment efforts. To be sure, these awards help employers attract prospective employees by enhancing their employment/marketing brand. This recognition can be one more tool to separate you from the field of employers that, in some years, can be very crowded.

Additionally, these lists can serve as encouragement for incumbent employees to promote your company to others. And, employees are more likely to promote the organization to others, and feel good about where they work, if the organization is well respected in the market place.

Another important byproduct of winning recognition as a great place to work is that the effort itself compels an internal dialogue about what it means to be a great place to work. It then makes you identify the work and effort it will take to create the environment that will win the desired recognition. Most panelists agreed that seeking recognition for the sake of recognition can have a negative impact if the company is not sincere about being a great place to work.

Creating an Environment Worthy of Recognition

The sessions also focused on programs and practices the panelists have implemented, and how those programs have contributed to their recognition as great places to work. The discussion also focused on some of the keys to a successful strategy of becoming great place to work. Among the keys identified were these:

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Leadership Charisma

This program will help thought leaders better understand Leadership Charisma and the positive impact it can have on their organizations. Each attendee will receive a copy of the recently released best-selling book, Leadership Charisma.

At the end of this program, attendees will:

- Better understand the impact Leadership Charisma has on employee engagement.
- Learn how Leadership Charisma is measured.
- Learn about the six main behavior groups that impact Leadership Charisma ratings.

Presenters

Jim McKelvey

Great Lakes Profiles, Inc.

Michael R. Pacholek

Executive Coach

When

Friday, April 29, 2011

Where

ASE Livonia Headquarters

Cost

ASE Members \$20

Non-members \$40

CLICK HERE to Register or contact [Wendy LoCicero](#) at 248.223.8006 for more information

SOCIAL MEDIA IN THE WORKPLACE

By Wendy LoCicero

Social media have been on the workplace scene for some time now. But most employers and HR professionals still struggle with strategies to leverage this powerful tool and at the same time create flexible but effective controls on the way their employees use them. The speakers for this session were Brandon Chestnutt, Social Media Director at Identity Marketing and Public Relations, and Scott Patterson, Labor and Employment Law Attorney at Butzel Long.



Brandon spoke first and focused on what you should know about social media, and what you can do to use it to make your business successful. He first pointed out that “social media” is more than just the networking sites most of us are familiar with, such as Facebook, LinkedIn and Twitter. There are sites out there devoted to virtually anything you can think of from blogs, to document sharing, to discussion boards and forums. He introduced the Conversation Prism, which highlights all of the social media outlets that are available today, along with what they should be used for. You can view or download the Conversation Prism at www.conversationprism.com.

Brandon stated that B2C and B2B businesses already are actively involved in social media. Social media touches all aspect of a business from customer service all the way to administration. This means that the entire

company needs to be involved when it comes to deciding what type(s) of social media the company will get into.

Social media is going to be the preferred method of communication for the next generation of clients, customers and employees. This being the case, organizations need to educate their employees on how to properly use these sites. They do not want employees sending mixed messages or sending out improper information about the company. Social Media influences search engines, so whatever your employees are sharing will end up on Google. There are ways to block information from being indexed on search engines. But if your employees do not know how to do that, then whatever they say will be out there for everyone to read—good, bad, or indifferent. Chrysler is just one company that experienced the “bad” recently. A tweet came out through the Chrysler Twitter account saying “I find it ironic that Detroit is known as the #motorcity and yet no one here knows how to (expletive) drive.” The tweet was actually posted by an employee of New Media Strategies, the firm that handles Chrysler’s social media marketing. He intended it to go up on his personal Twitter account. Chrysler has since ended its relationship with New Media Strategies, and the employee was fired from the company. This is just one example of how not ensuring properly educating employees on social media can affect an organization’s reputation.

Brandon pointed out that even with the risks, you cannot ignore the opportunities social media can bring to your organization. He suggested that in order for companies to use social media to its fullest potential, they should first have the conversation on what they want to accomplish. Then before launching their social media marketing strategies they need to assess their “digital health” by asking these key questions:

- Who owns social media within the organization?
- How do we actively monitor mentions of our brand?
- Is there an index of our digital assets?
- Do we have a response strategy?

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GLOBAL MOBILITY: PAST, PRESENT AND FUTURE

By Teresa Turner



PRESENTS

By Popular Demand: ASE hosts

“The Social Media Revolution” Roundtable!

You still aren't sure whether you should embrace social media, encourage its use or turn your back to it. Share with a group of your peers your views, challenges and/or success stories on social media and how it has impacted your business—for better or worse, or both.

When

Wednesday, April 27, 2011
9:00 AM – 11:00 AM

Where

ASE Livonia Headquarters

Cost

Complimentary to members

To Register, [CLICK HERE](#),
or contact Hema Mason at
248-223-8021

Driven by globalization, emerging markets, technology and large-scale mergers and acquisitions, mobility programs have become more complex than ever.

According to ASE guest speaker Maggie Lundervold of PricewaterhouseCoopers in Chicago, trend data from her firm's *Survey of Expatriate Policies and Practices* confirms that assignee populations have grown and program demographics have changed over the past decade, with mobile populations increasing in large organizations.

Evolution of mobility strategies can be attributed to several factors:

- Transformation into a global sourcing model
- Increased assignment activity to and from developing markets
- Growing emphasis on mobility at earlier career stages
- Global harmonization in policies and practices

From a market perspective, talent mobility trends link to talent management and career plans as well as candidate identification and assignee criteria. The global mobility manager needs to recognize that there is a link to talent management and career plans. Therefore, there needs to be clear candidate identification and assignee selection criteria. Assignment objectives should include repatriation plans as part of the assignment approval process. In addition, companies successful in managing such programs should keep an eye on their assignee inventory.

Furthermore, organizations should be aware of evolving types of mobility assignments and packages. They need to have more flexible policies that address the varying needs of stakeholders. These could include policy “tiers” that are tied to assignment rationale and talent. They also should include flexible provisions, since mobility programs are increasingly expanding to non-traditional assignments (e.g., commuter, one-way transfers, frequent travelers and programs that are employee-initiated).

Other considerations in establishing such program are the trailing liabilities including tax reimbursement options. In turn, these include non-equalized packages for no-tax locations and the treatment of personal income and equity income for equalized packages. Additional considerations include program governance regarding ownership and accountability, service delivery models and success measures to be used.

Additionally, it is important to consider and evaluate policy trends in global mobility. These trends vary depending on the individuals involved in the program. For the frequent business traveler (short-term assignment durations of 1-3 months, or frequent travel to the same location within a 12-month period), policy guidelines should address immigration and tax compliance. For example, under short-term assignments, consideration should be given to the number of trips home and per diem allowances. For long-term assignments, approaches to compensation, tax reimbursement, lump-sum allowances and housing provisions become increasingly important.

When considering or evaluating intra-regional programs, there is less focus on geography and more focus on the talent type. In this case, focus should include harmonization across regions and the approach that will be taken to compensation and tax reimbursement issues. Employee-initiated programs should include considerations



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AFTERNOON KEYNOTE: PURSUE THE PASSION

By Suneetha Giridhar

To say the least, the afternoon keynote speakers at the 8th annual People Profit Progress Conference represented a dramatic contrast to the morning keynote. Brett Farmiloe and Zach Hubbell, Gen Y guys *extraordinaire*, gave the audience their perspectives—and by extension those of an entire generation—on finding passion in the workplace.



Refreshingly innocent in appearance and delivery, Brett and Zach regaled the audience with the story of their quest to find passion in the workplace. Classmates at the University of Arizona, their journey began with their dream to travel along with a shared disenchantment with their first jobs out of college. Both had graduated with Accounting degrees, took conventional jobs, and discovered within months that their hearts were not in their work.

Then came their quest. Finding a sponsor for their project (www.jobing.com) after numerous rejections, they began an epic cross-country RV trip, traveling to 37 states and covering 16,000 miles. They interviewed people ranging from chefs to bartenders to executives, always asking them the same question: What makes you passionate about your work?

Their whole research led them to refine three main factors that they believe ensures happiness at work:

Significance: Employees need to know that their work matters in some way to somebody or to a higher cause. Without that, they are just cogs in a huge economic wheel, and it makes no real difference to them whether



they do their work or not.

Trust: Employees need enough freedom and empowerment to feel in control of their own destiny. Employers must not stifle young blood. This is especially true of Generation Y, which is eager, creative and wants to be heard.

Measurability: Gen Y workers like to see results. They need to know that what they did matters. Zach stressed that this is a generation that grew up under the semester system. Every project had typically a three-month timeline. They are conditioned to expect and receive results quickly. They need feedback and assistance in knowing that they have made a difference.

Brett and Zach also touched on the fact that there are four generations in the workplace today, and the best way for them to work together is to find commonalities and shared interests. In a style that was both serious and lighthearted, Brett and Zach outlined the four generations. First there is the Aging Workforce (also described as the Silent, Beat, Depressed and Lost generation). Then comes the Hippie (or Baby Boomer) generation. Most executives in today's workforce come from this generation. Today's

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RECRUITMENT AND RETENTION STRATEGIES

By Brady Binkley

The completion for top talent is heating up. As the employment market continues to improve, some of your key employees may be seeking other opportunities. You may also be looking for new talent to add to your organization. This breakout session led by Dr. Rhonda Laurencelle, VP at Right Management, and Stephanie Thornton, Director of Talent Acquisition for Blue Cross Blue Shield, was about devising recruitment and retention strategies that work.

Dr. Laurencelle began the discussion with how the pressure on companies to do more with less has awakened them to the importance of human potential. Human potential will be a major agent of economic growth in the future. To unleash the true power of human potential in the future, employers will have to engage their people on a more human level. This will make a significant change in complexity and opportunity in the marketplace.

A global Manpower survey of 35,000 companies identified the top ten jobs that there seems to be a shortage of employees for. The top category is Skilled Manual Trades, but the list also includes Sales Representatives, Technicians, and Engineers to name a few. Thirty percent of the companies that took this survey said they are struggling to fill the jobs they describe as needed. She said that because of the shortage of talent, qualified candidates will have the upper hand in making their employment decisions in the near future.

Stephanie Thornton, Director of Talent Acquisition for Blue Cross Blue Shield, said that the role of the recruiter is going to have to change. There has to be a new way of thinking about how to attract and recruit candidates to the company. Recruiters of tomorrow will no longer be transactional, but more the PR/Sales professionals for the organization. They will work in an advisory role, be relationship driven, have to do more passive candidate recruitment, and become subject matter experts in the industries they work in.

As a recruiter, you have to do things that will attract talent to your organization. Important things will be how to appeal to the passive job seeker, to the Millennial Generation, having a website that accurately reflects the organization, and having an excellent internship program. Using social media like LinkedIn and Facebook can enable candidates to find out more good things about your organization.

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Benchmark Surveys Now Available:

2011/2012 Michigan Policies and Benefits

2011 Holiday Schedule and Practices

2011 Severe Weather Policy Survey

2010/2011 Salary Budget Survey

2010 Automobile Policies and Practices

2010 Education Assistance & Training

2010 Engineering, Production and Trade Wage and Salary Survey

2010 Policies, Practices and Benefits

2010 Quarterly Economic & Employment Survey—Fourth Quarter

2010 Recruitment & Retention Survey

2010 Salary Survey

2010 Starting Salaries for Co-op and Recent College Graduates

2010 Vendor Satisfaction Survey

2011 National Economic Trends Survey

2011 National IT and Engineering Compensation Survey

2011 National Salary Budget Survey

2011 National Sales Compensation

2011 National Wage and Salary Survey

2010 National Executive Compensation

Questionnaires Out Now:

2011 Quarterly Economic & Employment Survey—First Quarter

For details of ASE surveys in progress, go to the [Survey Schedule](#) page on ASE's website.

Emotional Intelligence and Organizational Effectiveness

Emotional Intelligence (EQ) is as important to leadership as IQ or technical skills. Leaders who lack high EQ will probably have little success managing organizations.

Join ASE for this exciting new program to see how you and your leaders can improve your EQ and increase your organizational effectiveness!

When

May 18-19, 2011
9:00 a.m. to 4:30 p.m.

Where

ASE Livonia Headquarters

Cost

ASE Members - \$325
Non-Members - \$385

To register, [CLICK HERE](#) or call Wendy LoCicero, 248-223-8006

This program has been approved for 13 strategic recertification credit hours required for PHR and SPHR recertification through the Human Resources Certification Institute (HRCI).

EMPLOYEE DEVELOPMENT AND SUCCESSION PLANNING

By Jason Rowe

This breakout session was focused on the importance of a Talent Management Strategy and how organizations should go about creating such a strategy focusing specifically on competencies and workforce planning.

The presenter was John Jones, Director of Talent & Rewards of ASE member Towers Watson. Mr. Jones started by showing that organizations with an integrated talent management strategy typically have higher financial returns and outperform their competitors.

Talent management refers to a set of practices that include attracting highly skilled workers, integrating new workers, and developing and retaining current workers to meet current and future business objectives. Organizations engaging in a talent management strategy shift the responsibility of employee relations from the HR department to all managers throughout the organization.

With the economy steadily improving, employees (particular key employees) have more opportunities available to them in the job market now than in recent years. At the same time, the expanding economy is providing employers the chance to show their employees why they should continue their careers where they are. Employers can do this by effectively communicating their talent management strategy and showing employees what their career development opportunities are with the organization.



The heart of all talent management strategies are competencies. Competencies can be a great mechanism that converts the organization's strategic priorities into distinct employee expectations. An effective competency model covers the four points laid out in the general model below.

| | | |
|---|----------------------|---|
| 1 | Strategic | • Reinforce the linkage between employee behavior and execute the strategic business priorities |
| 2 | Comprehensive | • Include organizational competencies applicable to all employees and competencies to differentiate functions and pivotal roles |
| 3 | Scaled | • Provide behavioral expectations for different levels within the organization |
| 4 | Integrated | • Are used across the talent management lifecycle (and enabled by technology) |

As shown in the chart, competencies need to be created for each unique environment. Not all employees are equal; therefore their competencies shouldn't be either. The following four competency categories provide an excellent structure that allows competencies to be both consistent and flexible for all situations:

- **Organizational Competencies** – Competencies that are common across the organization and differ based on a company's strategic priorities.

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COACHING IN THE WORKPLACE

By Joe DeSantis



PRESENTS

ASE Services Orientation

Learn how ASE can deliver value to your organization! For over 100 years, the principal function of the American Society of Employers has been to provide its members with information and services about people management. The purpose of these services is to help organizations grow their bottom lines by growing the effectiveness of their people.

When

May 13, 2011
8:30 a.m. to 10:00 a.m.

Where

ASE Livonia Headquarters

Cost

Complimentary

To register, [CLICK HERE](#)
or call George Brown at
248-223-8019

The speakers for this session were Karen Andrews, Chief Development Officer for ASE member McKinley, Inc., and Kathleen Wheelihan, Strategic Performance Consultant for ASE training partner Michigan Business Consultants. Ms. Andrews focused on the in-house coaching role of HR, and Ms. Wheelihan focused on issues related to using external coaches.



Ms. Andrews presented first. She began by differentiating between coaching and mentoring. Mentoring relationships are important in any organization but mentoring is a different process from coaching. A good mentor is a sounding board who brings her or his life experiences to bear on a relationship with a mentee. The mentor helps the mentee keep his or her work and life in healthy perspective. In a mentoring relationship that works, the mentee achieves an emotional balance that helps him or her function successfully both on and off the job.

By contrast, coaching involves a planned, deliberate process of behavior change. The coach's job is to help the subject pinpoint behaviors that are non-productive or counter-productive, and change them. With the help of an effective coach, the client becomes measurably more effective in his or her organizational role, whatever it may be.

For coaching by HR to work, the organization's basic HR infrastructure needs must first be strong. The important metrics need to all be in place, legal compliance must be flawless, and HR policies must be well aligned with the organization's business strategies. HR must always find ways to say "yes," not "no," when it comes to furthering the organization's business goals. Only then will the HR professional have the credentials to be an effective internal coach.

The foundational elements of coaching are Forging a Partnership, Building Trust, Increasing Understanding, Doing What You Say You Will Do, Guiding People to Learn for Themselves, and Orchestrating Resources and Learning Opportunities.

The effective coach will get the client to try out new skills without fearing to fail; will reward progress, not perfection; will support the client through the uncomfortable early stages of change; and will provide meaningful feedback, both good and bad. The coach will also walk the talk at all times by constantly working to develop himself or herself along with the client.

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MEASURING HR EFFECTIVENESS

By Frances Chapman

How do HR professionals become more effective and valuable in their organizations? Jim Lewis, Vice President of HR at NSF International, helped to answer that question in the breakout session “Measuring HR Effectiveness.” Jim challenged the audience to expand the traditional limits of HR by being an active participant in business operations, and then using metrics to engage senior leadership and the numbers that drive the business. By knowing what is important to measure, how to measure it, and how to show its value, HR professionals can become greater assets in their organizations.

There is more value to Human Resources than processing paperwork, maintaining employee databases, and keeping everyone happy. Jim pointed out that HR employees truly need to be resources to a company; therefore, they should ultimately generate revenue. Measuring the costs and benefits of processes and programs that HR manages is necessary. Without these measurements, the true value of HR can be unclear to the firm’s leadership.

Before digging into measurements and crunching data, it is important to know what makes the organization tick. HR needs to figure out what each department brings to the table, what the financial forecast is, and what the language of leadership is. Firmly grasping these issues allows HR to get in sync with the goals of the company and generate data and metrics that have real meaning.

If HR is to be an expert in the area of managing human capital, there needs to be data behind the discussions of what is effective and what is not. Where to start? Jim advised that the metrics quest should start small. You should not try to measure everything at once. Rather, you should find out what numbers are already available from the finance or accounting team. Jim laid out some areas to measure depending on your goals:

- Rewards (benefits, compensation)
- People (productivity, turnover, engagement)
- Work Processes (time, efficiency, customer satisfaction)
- Managerial Structure (authority, career paths)
- Information and Knowledge (training)

When deciding on an area to measure, consider the current “pains” the organization is facing. This will help you identify what you should measure. Once you have that, decide on the best way to measure it. Look for data that already exists first. Be sure to take into consideration factors that may cause variances in data. For example, organizations with different locations across the country or world could face cultural, legal, or cost structure differences. Again, lean on IT or the finance department to get the data or assistance you may need.

As the numbers come together, make sure there is a direct relationship that makes sense. Do not just present your numbers, but translate them into solutions and a cost for those solutions. Always explain the formulas or sources that you used in reaching your final outcome. Jim reminded the audience to dig deep when collecting survey data. Questions should be carefully crafted to make sure the responses are not vague and therefore meaningless.

In conclusion, Jim reminded the audience that it is important for HR to present itself as a valuable asset to the organization. As the organization’s expert in human capital, HR can leverage its carefully thought-out metrics to become a critical contributor to business decisions. But HR’s data must be based on areas that are of interest to senior leadership and the direction of the company. And finally, present solutions and their costs, not just numbers. ASE

DISNEY PAGE 3

Then it was Show Quality Standards, which we in lay terms can translate to mean Continuous Improvement.

Jeff told the audience that the Imagineers' work is never done. They are constantly working and reworking to ensure that the rides never get old and the guest that returns after a few years is always pleasantly surprised by the new element that has been

added. A key takeaway for the audience was Disney's standards to maintain the same high quality vision that Walt Disney originally had for the park. It does not sustain itself; it takes hard work to sustain it and make it happen. But Jeff challenged the audience members to go back to their worlds with a spark of excitement to change things for the better. ASE

THE LEGAL UPDATE PAGE 5

of retaliation. Plaintiffs are almost guaranteed to get in front of a jury, and allegations of retaliation are relatively easy to prove.

To determine whether retaliation occurred, the EEOC and the courts look at three elements: 1) Did the employee engage in protected activity? 2) Did the employee suffer an adverse employment action after protected activity occurred? 3) Was there proximity between the occurrence of 1) and 2)?

Family and Medical Leave Act (FMLA) – The status of *In Loco Parentis* was recognized by a court where an employee asked for FMLA time to care for the child of his/her domestic partner. The Court ruled that domestic partners can act *in loco parentis* to the child of a partner.

In a second case of note impacting FMLA case law, the Sixth

Circuit Court of Appeals ruled that an employee had to be given the full 15-day notice period to produce proper certification for FMLA leave. Ms. Schulte recommended employers never accept just a doctor's note for FMLA certification. They should use the DOL's approved certification form and follow a consistent process as outlined below:

- Employee notice (DOL form) provided
- Designation notice
- Documentation

For more information about these employment law issues, ASE encourages its members to contact ASE's Research Services at (248) 223-8021 and speak to Hema Mason, or go to its on-line Virtual Library at www.aseonline.org. ASE

HEALTHCARE REFORM PAGE 6

The impact of the 2014 changes on individuals:

1. A requirement for all U.S. citizens to have coverage
2. Penalties for not securing health coverage
3. An exemption for individuals with income below the tax filing threshold or the inability to find premiums under 8% of their income
4. The launch of the exchange market, which will provide an opportunity for private insurers to bid their products on the exchange.

... on employers:

1. The employer mandate, requiring employers with 50 or more full-time employees to offer coverage
2. Penalties for not offering health coverage

Ms. Coffman summarized by saying that companies should prepare for the changes that are likely to impact their organization in one way or another. For now, there are still many questions with few clear answers. As the time grows nearer, Coffman anticipates that information resources will improve. ASE

GLOBAL MOBILITY PAGE 9

on length of assignment—is it temporary or permanent? In these cases, salary may be tied to home-country benefits. Considerations should be given to “right of return,” relocation support, as well as immigration and tax preparation assistance.

Additional information shared during this session included an analysis of selected policy provisions, which including the following key points:

- Regarding expatriate compensation, home-based compensation predominates
- Incentive Premiums decline

- Home housing assistance on the wane
- Home-country deductions down sharply
- Principle residence sales assistance down
- Tax equalization remains a key reimbursement approach
- Limits on personal income equalization
- Tax equalization primarily a U.S. approach
- Lump-sum home leave payments on the upswing
- Family assistance comes in many varieties ASE

AFTERNOON KEYNOTE PAGE 10

senior managers comprise Generation X (also called the Latchkey Generation and Slacker Generation).

Finally, the future of the organization rests on the shoulders of the Spoiled, the I, the Connected Generation—in other words Generation Y. No one doubts that this generation will sooner or later redefine the rules and relationships in the workplace. How

they will do it, and the practices and mores that will emerge from the process, is the great unknown at this point. The question no doubt on the minds of all the HR professionals in the audience was this: Are you ready for the onslaught? ASE

BEST PLACES TO WORK PAGE 7

- **Communication:** If you have done an employee satisfaction survey, you know that communication is often a contentious issue for employees. These panelists' organizations all work to strengthen their internal communications. And, listening being a key element of communication, they use employee surveys, focus group, employee committees, town hall meetings, and Intranets to actively listen to, as well as communicate with, their employees.
- **Uniqueness:** Imitation may be the sincerest form of flattery, but it may not help you become a great place to work. The panelists urged attendees to work to discover what matters to their employees. From employee demographics to industry type, every situation is unique, and one size will not fit all. The programs a small employer can implement will likely be very different from those a large employer can implement. And not every program will be successful at first, but with patience and perseverance, it can be tweaked until it is successful.

- **Senior Management Engagement:** The panelist all agreed that the effort critical for recognition as a great place to work starts with support from top leadership. An awesome HR program can easily fail if it lacks buy-in and support from the top levels of management.

ASE would like thank the panelists in these two sessions. From the large employer panel moderated by Kathleen Wheelihan, thanks to Joseph Abraham from Domino's Pizza, Linnea Bernardo from Valassis Communications, and Barbara Palmer from Botsford Health Care. From the small employer panel moderated by Michele Ruppel, thanks to Matt Bertman of Amerisure Mutual Insurance, Ted Gillary of the Detroit Athletic Club, and Taya Johnston of Plex Systems. ASE

SOCIAL MEDIA PAGE 8



Scott Patterson, Labor and Employment Attorney at Butzel Long, then spoke about the legal risks of launching social media for their organizations. He first listed what the potential issues and benefits of social media could mean to an organization. Some of the concerns would be lost employee productivity, the blending of work and personal lives, the potential for harassment and discrimination, and sharing "too much information." The benefits of social media for an organization include being another avenue for marketing/business development, recruiting, knowledge gathering, and increased communication among employees.

Scott talked about several key areas that employers need to be aware of before using social media or creating social media policies. The first is using social media in the hiring process. He noted that the Internet and social networking sites can be a valuable source of information on candidates, but they can also be a minefield of potential problems. The biggest questions to be answered when using social media in vetting a candidate are whether you have the right person's information, and how old the information is. You may also be exposed to potentially protected

information, such as medical history, disability status, genetic information, and religion or other lifestyle information.

He then talked about using social media in the workplace, and how employers do have the right to monitor Internet use during work hours or on company computers. But there are some risks there as well. Employers could be exposed to information about a protected status, and there is the potential for the information gathered to be misused. As to privacy issues, the two laws employers should most be concerned with are 1) the Electronic Communications Privacy Act of 1986, which does permit monitoring of oral and electronic communications as long as you can show legitimate business purposes, and 2) the Stored Communication Act, which requires authorization from an authorized user who has personal access to the site. This means you cannot access password protected information without permission.

Lastly, Scott discussed social media and union activities. Section 7 of the National Labor Relations Act (NLRA) protects the right to join a union and "engage in other concerted activities for the purpose of collective bargaining or other mutual aid and protection." Scott noted that social networking or Internet posts may be considered "other concerted activities" under the NLRA. Discipline for postings that complain about the company or workplace issues may violate NLRA, and the mere act of monitoring employees' "concerted" activities may be enough to give rise to a Section 7 charge.

Scott and Brandon both suggested creating a social media policy whether you intend to use social media at your organization or not. This is because even if you ban social media sites at work, they will inevitably come into the workplace. Both speakers concluded by advising participants to be aware of the risks, but don't miss out on the benefits that social media can bring to your organization. ASE

RECRUITMENT AND RETENTION PAGE 11

Ms. Thornton said that BC/BS has developed a 12-week paid internship program, and is working with a number of schools to fill those positions. This allows them to work with students and try them in positions before they make a commitment to hiring them. They plan events for interns to help them meet others. They are seeing more interns stay with the company, and feel it has been a very successful approach to attracting talent. She also feels it is cost effective, and a good way to keep students in Michigan.

BC/BS is also working to make its onboarding process a better experience. Small personal touches like a phone call from the hiring manager, a "Welcome" email or a "Welcome" box sent to the home can help smooth the transition to the new position for the employee.

To retain your workforce you must unleash its potential. You should inject flexibility into the workforce with a mix of contingent and permanent staff. Leverage technology for efficiency, productivity, and innovation. Figure out ways to market faster, adapt quicker, and be different from others.

The overall message of this session was that there will eventually be a talent shortage, and organizations are going to have to continue to be innovative in finding ways to recruit top talent to their organization and retain them. ASE

EMPLOYEE DEVELOPMENT PAGE 12

- **Functional Competencies (Skills)** – Competencies specific to the technical requirements of a specific function (e.g., IT) or job family (e.g., Compensation)
- **Manager Competencies** – Competencies specific to people managers, regardless of company or industry
- **Leadership Competencies** – Competencies specific to leaders that differ based on a company's strategic priorities

In addition to providing employees a clear path of what is expected of them in order to continue with their career advancement, employers must also routinely review and make necessary changes to their workforce plans. An outline of the typical steps of a workforce analytics and planning project could look like this:

Review Business Plan & Workforce Data → Analyze & Model to Identify Gaps → Develop Strategy & Road Map → Execute & Measure.

Once the workplace planning review is completed and any potential gaps are identified, the organization should take steps to begin filling the gaps. Several approaches can be used: 1) Use in-house talent [i.e., key employees]; 2) Use outside talent; and 3) Reconsider outside talent previously not considered because of geography, and consider the potential for telecommuting by such a worker.

Overall, the breakout's message was that organizations benefit from talent management strategies both financially and in attracting and retaining employees. ASE

COACHING PAGE 13

As for the need for coaching in organizations, Karen cited the wisdom of celebrity CEO Jack Welch, former head of General Electric: "People who are coaches will be the norm. Other people won't get promoted."

Ms. Wheelihan, who has coached many clients in many organizations, began by speaking in broad terms about the need for coaching at all organizational levels, from executives down to hands-on employees and for teams as well as individuals. Coaching, said Kathleen, is no longer exclusively an executive service. Nor is it exclusively for key performers with so-called "fatal flaws." Most leaders, no matter how effective, tend to plateau at some point in time and only grow further with the help of a coach. Sometimes, also, organizations find themselves needing to advance a high-potential performer sooner than planned and before that performer is truly ready to move. All of these circumstances call for coaching.

Why go to the outside for coaching help? There are a number of different circumstances that call for this approach. It could

be that the organizational culture has not supported coaching in the past and has not yet changed sufficiently to support an internal coach now despite changed intentions; it may be that workload demands make it impractical for a potential internal coach to put in the time needed to coach someone effectively; it may be that reporting relationships preclude a given internal coach working with a given client; it may be that there is simply no one internally who could provide the hard-to-find but critical "fit" needed for a coaching relationship to succeed; or it may be simply that the organization has decided it would benefit more from the perspectives of an outside coach rather than an internal one.

Altogether, this session provided participants with a 75-minute overview of the key issues that HR leaders need to consider when pondering, and then planning and designing, effective coaching programs in their organizations. ASE

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| Livonia | Roundtable | April 27 |
| | “The Social Media Revolution” Roundtable! | |
| Livonia | Selected Insights Series..... | April 29 |
| | Leadership Charisma | |
| Livonia | Conversations in Affirmative Action... .. | May 11 |
| | Regulatory Update | |
| Livonia | Service Orientation..... | May 13 |
| | Learn How ASE Can Deliver Value to Your Organization | |

LIVONIA CLASSES

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| Creative Thinking: Becoming a Leader of Innovation | May 3 |
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| Consultative Selling Techniques..... | May 5 |
| Principles and Practices of Supervision II | May 5, 12 & 19 |
| Principles and Practices of Supervision I | May 10, 17 & 24 |
| Humor in the Workplace: The Elusive Qualitative Difference | May 10 |
| Conducting Effective Performance Appraisals | May 11 |
| Managing Leaves of Absence..... | May 11 |
| Team Building II: Inspiring Growth and Motivation | May 11 |
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| Emotional Intelligence & Organizational Effectiveness | May 18-19 |
| Advanced Wage and Hour Law: Exempt and Non-Exempt | May 19 |
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SAGINAW CLASSES

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| Essentials for the New HR Professional..... | May 3 |
| STAR Service: Quality Customer Service | May 4 |
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| Conducting Job Analyses and Writing Job Descriptions | May 10 |
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| Workplace Investigations: What You Don't Know Can Hurt You..... | May 12 |
| Dealing with Professional and Personal Stress | May 17 |
| Advanced Wage and Hour Law: Exempt and Non-Exempt | May 18 |
| Telephone Techniques: Connect with Customers Over the Phone..... | May 19 |
| Conflict Prevention & Resolution..... | May 24 |
| Designing and Planning a Successful OnBoarding Program..... | May 25 |
| COBRA Compliance | May 26 |

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