



**Mark this date on
your Calendar!**

April 2011
David H. Black

May 2011
Spring Full Day Conference

June 26-29, 2011
SHRM Annual Conference
<http://annual.shrm.org/>

October 5-7, 2011
NHRMA Annual Conference
<http://www.nhrmaconference.org/>

Please continue to check our website
at www.wshrma.org
for updated information on the
above event.

Reminder: For all WSHRMA meet-
ings, "no shows" will be billed the
cost of the event, without exception,
unless the cancellation is received
prior to the RSVP deadline.

WSHRMA's chapter #0229



West Sound Human Resource Management Association
West Sound Happenings

WSHRMA's Full Day Spring Conference
May 11th, 2011

Leading During Times of Change



Go to www.WSHRMA.org for the conference brochure and
registration form.

"This program has been approved for 3.5 (strategic) and 1.25 (general) recertification credit hours and toward PHR, SPHR and GPHR recertification through the HR Certification Institute. Please be sure to note the program ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at www.hrci.org."

Date: May 11th, 2011

Last Day to Register
May 5, 2011

Time: 8:00 a.m. to 4:00 p.m.

Place: The Kitsap Conference Center
100 Washington Avenue
Bremerton, WA

Price: \$129 for SHRM members/ \$149 for non-members
\$79 for WSHRMA student members



Register 6 attendees from the same organization for the
Price of 5!

Become A Member

Are you interested in a SHRM Membership or transferring your membership to our chapter? Please contact Marie LaMarche, SPHR, VP of Membership with any questions: 360.415.6950 or mlamarche@harrisonmedical.org

Chapter # 0229



Job Bank

Please check out our website at www.wshrma.org for current job openings. If you would like to advertise an open HR position in the WSHRMA job bank, go to the WSHRMA website to upload your posting.

**West Sound Human Resource Management
May 11, 2011
Spring Conference Overview**

This years Spring Conference Raffle

We will be holding a raffle during the spring conference to win a Michael Kors handbag. Tickets will sale for \$2.00 each or 3 for \$5.00 during the conference. In the afternoon session a winner will be drawn and the proceeds will go to the SHRM Foundation. Come join us and win while supporting the Foundation...

Good Luck!

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Spring Conference Overview (Continued)

May 11, 2011

Go to www.WSHRMA.org for the conference brochure and registration form.

Registration, Breakfast and
Vendor Fair (8:00-8:30)

Morning Session: (8:30—12:00)

~~KEY NOTE~~

Leading During Times of Change

Speaker—Gary Ford (3.5 Strategic HRCI hours)

During these turbulent economic times, most of our organizations have experienced significant changes: downsizing, outsourcing, restructuring, and acquisitions. The uncertainty that comes with these changes decreases productivity and takes a toll on those who remain behind.

In this interactive session, participants will:

- Look at the typical human response to significant change.
- Explore the business case for tending to your teams during change.
- Review ways to build your own personal resilience during organizational change.
- Apply practical tools to identify where employees are in the transition and coach them where you find them.
- Review best practices for Human Resources professionals to support change across the organization

Lunch and Vendor Fair (12:00—1:00)

***Enter to win prizes from the Sponsor
and Vendor drawings

Be sure to purchase your raffle tickets
with proceeds to benefit the SHRM
Foundation

First Break Out Session (1:00-2:15)

Choose from: (1.25 General HRCI hours)

Risk Communication

Speaker—Cat Sergeson, SPHR

Risk communication is the science of communicating information about risk under circumstances involving some combination of low trust, high concern, perceived crisis, or differential interpersonal power. This session will help you understand individuals/employees ability to receive information in a risk situation and help you gain the best practices and tools needed to develop an effective risk communication plan to address risk communication situations involving one-on-one conversations as well as larger groups.

or

Conflict Management

Speaker—Wanda Thompson

Disagreements often quickly become heated conversations. This breakout session focuses on the skills needed to find balance during a disagreement. Keeping balanced is the first step to being successful in any heated conversations.

We will discuss:

- How to decipher the multiple messages received from a single comment.
- How to avoid the “quicksand” in disagreements. Disagreements can quickly escalate into destructive conflict based solely on the wiring of the brain.
- How to combine perspectives to have a discussion versus a heated conversation.

Second Break Out Session (2:30—3:45)

Choose from:

Presentation Skills

Speaker—Gina Marken (1.25 General HRCI hours)

Have you ever needed to discuss an important topic or concept with your employees? Have you ever needed to get a group of individuals to work together cohesively as a group? Have you ever listened to a speaker attempt to do the same but came away thinking, “That was horrible! What was the point anyway?”

In this break-out session we are going back to the basics of putting a presentation together to make a point and hold the interest of your audience. This session will not teach you anything about using Power Point or Star Wars special effects. You will learn to identify the points you want to make, support them, and present them clearly and concisely. You’ll come away with a presentation outline you can use the very next time you need to make a presentation. You’ll leave your audience thinking, “Wow, I get it, I’m on board with it and he didn’t waste my time.”

or

Personal Effectiveness & Work Life

Balance (No HRCI hours available for this session)

Speaker—Michele Roberts, SPHR

Perhaps intuitively, great leaders and successful individuals throughout time have known the importance of having balance in their lives. Instead of living to work, they worked to live. In the process, they became much more well-rounded and balanced in their lives, characteristics which correlate to success.

You may be wondering how you, too, could achieve more balance in your life and reap the benefits that come with it. The first step is to determine which areas of your life are out of balance. During this session, we will do a Balance Wheel exercise to assess where we are and where we want to begin changing focus.

SHRM Certification News

Recently while browsing the SHRM Certification Blog, I came across the following valuable recertification information. You can view this, and additional recertification tips, by navigating to: <http://www.hrci.org/Blog.aspx?blogid=118>

Can I apply for recertification credit for activities and programs that don't have a pre-approved program ID? Yes you can! Just because a program or event is not pre-approved, does not mean it will not be taken into consideration for credit. As long as the event or activity that you attended has a direct tie to the Human Resources Certification Institute's Knowledge base, then there is a great chance you can receive credit for it.

To receive credit, follow the simple steps below:

1. Login to your HR Certification Institute online account
2. Go to, "Report or Add New Activity to Online Recertification Application"
3. Select the applicable category where your hours were earned, eg., Continuing Education
4. Enter the date of the activity
5. Enter the type of activity
6. Leave the Program ID blank
7. Enter the title and a detailed description of the program and how this tied to the HR Certification Institute's knowledge base
8. Enter the hosting organization or location
9. Enter the type and number of credit hours
10. Click submit and you're done!

A key reminder is to include as much information as possible about the activity - from the description of the course, to the learning objectives, to how it relates to the Knowledge base. This extra information will allow the Recertification Specialists to make a more informed decision when awarding credit for your activity. For additional information about Recertification, please visit our website, www.hrci.org.

By: Michelle Roberts SPHR, WSHRMA Certification Chair

Leadership Code: Five Rules to Lead By

Dave Ulrich (Author), Norm Smallwood (Author), Kate Sweetman (Author), Published by Harvard Business Press, 2008

Excerpt from chapter 1

The leadership rules we propose in this work offer a unified way of thinking about and being a better leader. We have examined the broad field, talked in-depth with the smartest leadership people we know, and passed all that information through the screen of our own 100 years of experience in the field. Through that process, we have discovered and validated what we now know to be the five essential rules all excellent leaders must follow. Since these rules form the basis for all good leaders just as our genetic code determines our elemental core as people, we call it the Leadership Code.

This Leadership Code, like any other code, provides both structure and guidance, and helps you know what to do to be a better individual leader as well as how to build better leadership capability. Some leaders seem born to the Code, others need to learn it, but it is the sine qua non of effective leadership. The Code also avoids the trap of emphasizing one element of leadership over others. For example, when we ask thoughtful participants in programs where we teach, "what makes an effective leader?" we often get a long list of outstanding ideas. Some focus on the importance of having a vision for the future; others on executing in the present; others on personal charisma or character; others on engaging people; and others on building long term organizations. Shopping lists of leadership attributes are useful, but they may distort the fundamentals of effective leadership. Purchasing food on a whim from a last minute shopping list may not lead to healthy eating across all four food groups. The four food groups offer a decision architecture that ensures balance in purchasing food and healthy eating – if the framework is followed. Having a Leadership Code that captures the entire domain of what makes an effective leader helps leaders avoid fads and quick fixes that offer the illusion of true leadership, but like snack foods, fail to sustain success.

So, we do not disagree with most of the current hot topics that entice leaders. We agree that leaders need to have innovative (blue ocean) strategies, forge long term relationships with customers, innovate, execute, build high performing teams, ensure accountability, manage people, communicate, engage others, create workforce plans, exercise judgment, have emotional intelligence, and be noble with honorable character. Any one of these topics deserve (and have received) extensive research, thinking, and practice. What we offer in this book is a synthesis of these ideas, a way to cover the landscape of leadership so that we see the whole of what makes an effective leader, not just one of the parts.

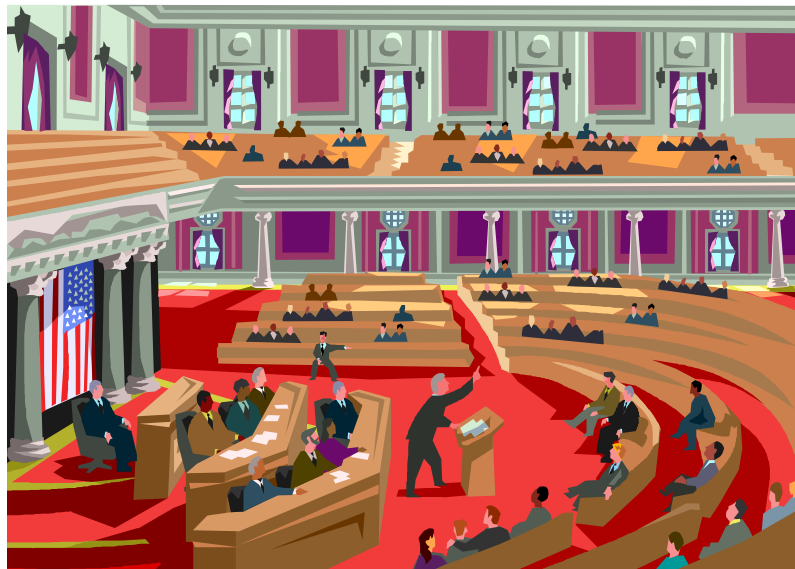
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Legislative Update

It's that time again for another legislative update. Not much legislation has been happening on the State level or the Federal level. However, there has been one bill that has passed on the state level. I have also included a reminder about a Federal act that will take effect in June.

First on the state level, on March 14th, Governor Gregoire signed a worker's compensation bill (SB 5801) that could save over \$200 million dollars by the end of 2015. Senate Bill 5801 was created to help return injured workers to their jobs faster and will be effective July 1, 2011. This bill directs the Department of Labor and Industries to expand the Centers for Occupational Health and Education to widen access to all injured workers by December 2015. It also requires that the department of Labor and Industries create electronic methods of tracking evidence-based quality measures and outcomes. This law also requires that the department of Labor and Industries create a network of doctor's that provide best practices to prevent disabilities to injured workers.

Second, on the federal level, President Obama signed, "The Claims Resolution Act of 2010 in December of last year. This act expands the ability of the Federal Government to recover from individual income tax overpayments certain Unemployment Compensation debts that are due to an individual's failure to report earnings. This act also adds the requirement to report the date services for remuneration were first performed by the Employee Directory of New Hires of the state in which a newly hired employee works. This act will take effective June 8, 2011. So, what does this mean for employers? It means that you should review your use of "date of hire" and "date of rehire" fields in your HR Information System to ensure that it populates the correct day the employee first works for remuneration.



Leadership Code: Five Rules to Lead By (continued)

We characterize the Leadership Code as a set of 5 rules. Rules lay out how a game is played; they suggest the basic elements of any endeavor. Knowing the rules enables you to adapt your behavior and succeed. In sports, rules determine the type of talent and game plan that teams adopt. In writing, rules shape the use of language to communicate. In politics, rules often establish who wins and loses. In driving, rules ensure safety and fluidity. In leadership, rules resolve what makes an effective leader.

Rule 1: Shape the future. This rule is embodied in the strategist dimension of the leader. Strategists answer the question “where are we going?” and make sure that those around them understand the direction as well. They not only envision, but can create a future. As practical futurists, they figure out where the organization needs to go to succeed, they test these ideas pragmatically against current resources (money, people, organizational capabilities), and they work with others to figure out how to get from the present to the desired future. Strategists have a point of view about the future and are able to position their organization to create and respond to that future. The rules for strategists are about creating, defining, and delivering principles of what can be.

Rule 2: Make things happen. Turn what you know into what you do. The Executor dimension of the leader focuses on the question “How will we make sure we get to where we are going?” Executors translate strategy into action. Executors understand how to make change happen, to assign accountability, to know which key decisions to take and which to delegate, and to make sure that teams work well together. They keep promises to multiple stakeholders. Executors make things happen, and put the systems in place for others to do the same. The rules for executors revolve around disciplines for getting things done.

Rule 3: Engage today's talent. Leaders who optimize talent today answer the question “Who goes with us on our business journey?” Talent managers know how to identify, build and engage talent to get results now. Talent managers identify what skills are required, draw talent to their organizations, develop people, engage them, and ensure that employees turn in their best efforts. Talent managers generate intense personal, professional and organizational loyalty. The rules for talent managers center around resolutions that help people develop themselves for the good of the organization.

Rule 4: Build the next generation. Leaders who are Human Capital Developers answer the question, “who stays and sustains the organization for the next generation?” Talent Managers ensure shorter-term results through people while Human Capital Developers ensure that the organization has the longer-term competencies required for future strategic success. Just as good parents invest in helping their children succeed, human capital developers help future leaders be successful. Human capital developers throughout the organization build a workforce plan focused on future talent, understand how to develop the future talent, and help employees see their future careers within the company. Human capital developers ensure that the organization will outlive any single individual. Human capital developers install rules that demonstrate a pledge to building the next generation of talent. We found in our work that most individuals have predispositions in one of these four roles. Some enjoy living in the abstract and future world of strategy; others in the concrete and actionable execution space; others are comfortable with the social setting required of talent; and others are gifted at developing future talent. We also found that as leaders move up the organization into more senior roles, they need to expand on their predisposition and learn to successfully master the rules to play all four roles. This book offers specific actions that leaders can master in each of the four roles so that even if the role does not come naturally, it can be learned.

Rule 5: Invest in yourself. At the heart of the Leadership Code – literally and figuratively – is Personal Proficiency. Effective leaders cannot be reduced to what they know and do. Who they are as human beings has everything to do with how much they can accomplish with and through other people. To distinguish between what one does – even with excellence – from who one is, consider the following passage from Mathieu Ricard in his book “Happiness”:

The striking individuals with whom I'd crossed paths each had his or her own special genius. I'd have liked to play piano like Glenn Gould, or chess like Bobby Fisher, to have Baudelaire's poetic gift, but I did not feel inspired to become what they were at the human level. Despite their artistic, scientific, and intellectual qualities, when it came to altruism, openness to the world, resolve, and joie de vivre, their ability was neither better nor worse than that of any of us...I was inspired through my readings of great figures like Martin Luther King, Jr., and Mohandas Gandhi, who by sheer strength of their human qualities were able to inspire others to change their way of being.

Leaders are learners: from success, failure, assignments, books, classes, people, and life itself. Passionate about their beliefs and interests, they expend an enormous personal energy and attention on whatever matters to them. Effective leaders inspire loyalty and goodwill in others because they themselves act with integrity and trust. Decisive and impassioned, they are capable of bold and courageous moves.

Confident in their ability to deal with situations as they arise, they can tolerate ambiguity. Think of the steadfastness of Winston Churchill or of Nelson Mandela or of Aung San Suu Kyi persevering in the face of certain danger, and probable disaster. Leaders who demonstrate Personal Proficiency follow rules about developing and increasing personal insight so that they model the change they want to see in others.

In the last few years, we have worked with these five rules of leadership. As we have done so, we can make some summary observations.

All leaders must excel at Personal Proficiency. Without the foundation of trust and credibility, you cannot ask others to follow you. While individuals may have different styles (introvert vs. extrovert, intuitive vs. sensing, etc.), any individual leader must be seen as having personal proficiency to engage followers.

All leaders must have one towering strength. Most successful leaders have at least one of the other four roles in which they excel. Most are personally predisposed to one of the four areas. These are the signature strengths of your leaders.

All leaders must be at least average in his or her “weaker” leadership domains.

The higher up the organization that the leader rises, the more he or she needs to develop excellence in more than one of the four domains.

Leadership Code: making it real for you and your organization

If you want to be a better leader or build more effective leadership in your organization, you need to learn these five rules of leadership. As an individual leader, some of these rules will come naturally; some will have to be learned. Each person's leadership will look and feel somewhat different based on personality as well as more external circumstances (position, job level, industry, company culture). That said, every leader must master the fundamentals. Without owning these basics, an individual cannot lead and CEOs cannot invest in future leaders because they won't know what they are looking for.

You may ask yourself which of the five rules come more naturally to you. Where do you enjoy spending time? What work comes more easily? What work energizes you? Knowing your predisposition enables you to develop a signature leadership strength. It also focuses your attention on what you must learn to progress in becoming a more effective leader. If you are strong as a strategist, you may need to pay particular attention to the rules for talent management, execution, and human capital development. A simple personal exercise is to take the abbreviated Leadership Code survey find out your predispositions. To be more informed, you may want to solicit feedback from others on how they see you and compare yourself with others national scores.

Leadership Code Short Assessment

At a company level, we have used the Leadership Code template to track if the organization has the right competency model. Often when we place a company's 7 to 12 competencies into the five rules, we find that the model is un-balanced. In one company, they identified 12 competencies they wanted their leaders to demonstrate, then they built a leadership 360, training, and compensation systems to encourage these 12 competencies. When we matched their 12 to the 5 rules, 11 of their 12 were in Personal Proficiency. They had a flawed model of the basics of leadership. Even if their leaders excelled at mastering their proposed competencies, they would not be doing all the basics well. They were eating only from one food group and wondering why they were not healthy. A simple organization exercise is to match your organization's competency model against the five rules we have suggested. Do you want leaders who are effective in all five areas?

The purpose of this book is to synthesize what we know about the basics of leadership so that we can each understand how to be and build better leaders. Leadership can be developed through education, experience, mentoring, coaching, job assignment, and leaders teaching leaders. There is no magic bullet. The essential thing is to know what leadership dimensions need to be developed, and then develop them. By defining the basic rules of leadership, you can examine your own leadership style and you can organize effective leadership development efforts to build future leaders.

If you want to be a better leader or build more effective leadership in your organization, you need to master these rules. Some of these characteristics will come naturally; some will have to be learned. Each person's leadership will look and feel somewhat different based on personality as well as more external circumstances (position, job level, industry, company culture). That said, every leader must master the fundamentals. Without owning these basics, an individual cannot lead and leaders cannot invest in future leaders because they won't know what they are looking for.



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WSHRMA's Chapter #: 0229

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