



**Save The
Date**

**Mark this date on
your Calendar!**

September
No meeting!

October 8th, 1/2 day
Fall Conference
Presenter: Alice Rowe

November 12, Luncheon
To Be Determined

December 10th, Holiday
Luncheon
Eugenie Jones

January 14th, Luncheon
To Be Determined

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



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RESOURCE MANAGEMENT

2007 SHRM **SUPERIOR MERIT AWARD**
CHAPTER

West Sound Human Resource Management Association

West Sound Happenings

September 2008



West Sound Human Resource Management

October's 1/2 day Conference Leading the Leaders of our Organizations

Presented by: Dr. Alice Rowe

Plan to attend our half day conference to hear acclaimed Dr. Alice Rowe. Dr. Rowe brings a unique blend of corporate trainer, educator, and public speaker. She has worked in her profession for over twenty years and has consulted with over 100 diverse organizations, including government agencies, small businesses, mill and factory companies, professional associations, oil and engineering firms, churches, and colleges.

Alice will give us tools for defining or redefining our own leadership style and ability and how to creatively use it in working with our peers, upper management and our boards. She will address the difference in the working world today and how we as professionals can relate those changes to our organizations. Some of those changes are downsizing, mergers, age dynamics, communication styles, ethics and the list goes on... You won't want to miss this high energy morning!

Date: October 8, 2008

Time: 8:00 a.m. to 1:00 p.m.

Place: Kitsap Conference Center
At Bremerton Harborside
100 Washington Ave.
Bremerton WA 98337

Price: \$70 members/\$95 non-members

Last Day to Register
October 6, 2008



Register: Download registration form at www.wshrma.org and send to: Deanne Hull, c/o Art Anderson, 202 Pacific Avenue, Bremerton, WA 98337
or via email to: wshrma@artanderson.com.

Become A Member

Are you interested in a SHRM Membership or transferring your membership to our chapter? Please contact Rachael Taylor, VP of Membership with any questions: 360-792-3336 or rtaylor@kitsapsun.com



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, please contact Debbie Laudenslager at 360-415-6533 or e-mail to dlaudenslager@kpshealthplans.com.

The Right Balance: Aligning Cultural Fit With Diversity Goals

Lisa Whitmore, SPHR

July 2008

For years now, companies have made workforce diversity one of their key business objectives. The reason they normally cite is a belief that fully utilizing all of the perspectives, knowledge, experience and skills available in the workforce is essential to maximum business performance. Yet, even after a great deal of effort and investment, most companies still struggle to make any real progress. One reason that workforce diversity is so hard to achieve is that companies face a conflicting goal to employ people who fit their company's current culture. The 'fit factor' frequently results in a narrow profile that tends to screen out diverse candidates. Companies can widen the filter by clarifying the aspects of their culture really essential to strong performance and by building objective processes to ensure employment decisions are based on job and organizational requirements, including the need for diversity.



What Is 'Cultural Fit' and Why Is It Important?

Organizational culture is the personality of the organization. It is comprised of assumptions, values, norms and tangible signs of organizational members and their behaviors. Members of an organization learn the particular culture of an organization. While culture is difficult to express distinctly, everyone knows it when they sense it. You can tell the culture of an organization by looking at the arrangement of furniture, what people brag about and reward, what members wear--similar to what you can use to get a feeling about someone's personality.

The Right Balance continued on page 4.



Recertification Credits

With no luncheon in the month of September here are two free online courses to fill the gap. If you are interested in viewing these courses go online to www.shrm.org/webcast for more information.



How Healthy Employee Personal Finances Can Help the Employer's Bottom Lines.

Available Now! August 2008

Helping employees deal with today's challenging personal financial times enhances their financial wellness and improves employer profits. Employees who learn about and practice the basics of personal finance are not only surviving well in this economy, they are getting ahead. In this webcast, Dr. Tom Garman of the non-profit Personal Finance Employee Education Foundation (PFEEF), explores how you can make the business case for providing such support to your workers. This webcast is sponsored by DaveRamsey.com.

Communicating CDHPs to Your Workforce.

Available Now! June 2008

There is a growing interest, both among employers and employees, in consumer directed health plans (CDHPs) But, employers have many choices to make as they integrate such plans into their benefits package. This presentation by Suzanne McGarey and Lane Transo will explain how CDHPs are used, the health plan components that are available and how to select and implement the plan that's right for you. This webcast is sponsored by Workscape.

2008 Upcoming Events:

September—No Meeting
October 8th—Fall 1/2 Day Conference— Presenter: Alice Rowe
November 12th—Topic TBD
December 10th—Holiday Luncheon with Eugenie Jones
January 14th—Topic TBD



The Right Balance continued from page 2.

It includes the following attributes:¹

- Work style--the way work is done.
- Team orientation--hierarchical vs. egalitarian.
- Management style--collaborative vs. commanding.
- Political style--the importance of what you know vs. who you know.
- Culture--high achievement, team-oriented, cost-conscious, risk-taking.

While skills and knowledge may appear to be more important, the reality is that current knowledge and skills become outdated and require continuous improvement. Company values, on the other hand, are more lasting and are difficult to change. Learning how to adapt to different cultures takes time and unique skills. Research shows most people do not have these skills and would first need to develop them to enable effective cultural adaptation.²



Understanding culture is important to hiring and strong employee engagement. When employees fit into their company's culture, they are engaged and help complete the picture of what the organization strives to be and what it works to achieve.

Hiring for 'Fit'

When making hiring selections, traditionally, companies have focused on a candidate's ability to perform the job duties. While skills and experience are important, research and practice point to organizational fit—and particularly cultural fit—as a key differentiator in the selection process.

'Fit' is defined in two distinct ways: job fit and organizational fit. *Job fit* refers to the degree to which the candidate is qualified and suited for the role. *Organizational fit* refers to the candidate's compatibility with the company's values and mode of operation. While organizational fit covers a range of attributes, the most common and frequently cited element centers on the congruence between individual and organizational values. This is often referred to as *cultural fit*.

Research shows that individuals selected on the basis of culture fit will contribute faster, will be perceived as more successful and will stay longer.³ Job fit ranks high among employees as a factor in their job satisfaction. High-performing employees place more value on their job fit as compared with all other employees. Conversely, poor fit results in poor morale, decreased productivity, unsatisfied customers and costly employee turnover.⁴ A majority of involuntary terminations take place because of poor fit.⁵ To build a high-performance workforce, companies should carefully match employees to their positions.

To read more on this subject visit www.shrm.org/hrresources/whitepapers.

Legislative Update

Washington: State Legislature Considering Workplace Bullying Law

Washington's state legislature is considering a bill that would give victims of workplace bullying the right to take their claims to court.

Senate Bill 6622/House Bill 2142 would make it an unlawful employment practice to subject an employee to an abusive work environment or to retaliate against an employee for opposing workplace bullying.

"Abusive work environment" is defined as a workplace where an employee is subject to severe abusive conduct that causes physical or psychological harm. "Abusive conduct" is conduct of an employer or employees in the workplace that a reasonable person would find hostile, offensive, and unrelated to an employer's legitimate business interests. Abusive conduct may include repeated verbal abuse, threatening, intimidating, or humiliating verbal or physical conduct, or the gratuitous sabotage or undermining of a person's work performance. Aggrieved employees would have one year after the last act making up the unlawful practice to take their claim to court.

Washington: Labor and Industries Dept. Creates State Leave Chart

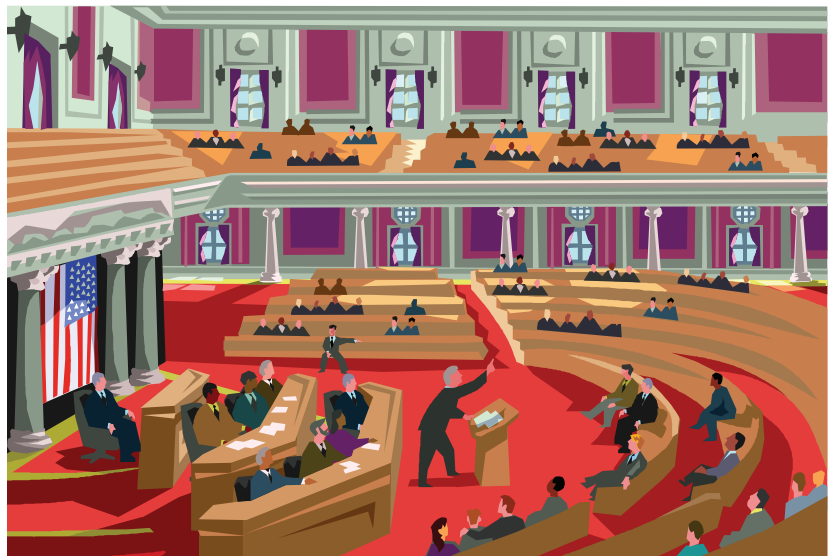
The Washington State Department of Labor & Industries has posted a family leave chart that shows employers and employees what the leave entitlements are under the state's Family Care Act, Family Leave Act, Leave for Victims of Domestic Violence, Sexual Assault & Stalking, Leave for Spouses of Deployed Military Personnel, Family Leave Insurance and Protection From Discrimination laws, and the federal Family and Medical Leave Act.

The chart's columns show at a glance the enforcement agency for each law, whether paid accrued leave can be used, when the law provides for unpaid leave, which family members are covered, what leave is allowed, and the criteria for coverage of employers and employees. The Family Leave Insurance Act (RCW 49.86), which

Washington: Workplace safety division has new head, initiatives and name.

The state's Department of Labor and Industries (L&I) has changed the name of the division responsible for workplace safety and health from the Washington Industrial Safety and Health Act (WISHA) Services Division to the Division of Occupational Safety and Health—DOSH, for short.

"We think the new name will help people understand more clearly what the division does," said L&I Director Gary Weeks. "It also brings Washington's workplace safety and health program more in line with the titles of similar programs in other states, and with the federal Occupational Safety and Health Administration. We talked to many business and labor organizations about the name change, and the support we received has been great." Weeks said the change coincides with a restructuring of the state's workplace safety and health program to better ensure consistent enforcement statewide, and the naming of a new assistant director for workplace safety, Steve Cant.



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Check out our
website at
www.wshrma.org

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