



West Sound Human Resource Management Association

West Sound Happenings

August 2005



Monthly Luncheons

September 14, 2005
11:45 a.m. to 1:30 p.m.

**Workforce Readiness:
What is HR's Role?**

Presented by:
Sharon Tucker, PHR
HR Director
Kitsap Credit Union

October 2005
No Meeting due to
NHRMA Conference
Bend, Oregon
October 10 - 12

1/2 Day Conference
November 9, 2005
Alice Rowe, Ph.D

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



WSHRMA August Breakfast

Employee Relations: Understanding the

Complexities of EEO, Diversity, and Affirmative Action

Presented by: Cynthia Winder, PHR, EEO Officer, City of Tacoma

August 10, 2005— Olympic College, Dining Library

Cynthia will walk us through how these programs interface and how we can make them work for us. The session will include an interactive element using a "tolerance scale" - a scale you can use and bring back to your organization. She covers in an understandable methodology EEO Requirements, Affirmative Action Representation and Diversity Relationships. Cynthia Winder, PHR (Professional in Human Resources), MA in Human Resources Development from Webster University, 1994, M Ed. University of Illinois, 1994, BA in Psychology from Metropolitan State College at Denver. Cynthia has over 11 years of Human Resources experience with firms including the Clinton County Rehabilitation Center, the University of California at Davis, Personnel Management Systems, Inc. (PMSI), and currently serves as the EEO Officer for the City of Tacoma where she conducts EEO investigations, EEO and anti-discrimination and anti-harassment training. Cynthia administers workplace conflict and some EEO issues through mediation. Cynthia is an instructor for the University of Tacoma Washington, Key Bank Professional Development Center, conducting Employee Relations and Compensation, Reward Systems and Performance Management courses for the Human Resources Management Certificate program.

RSVP by August 5, 2005

Date: August 10, 2005
Time: **7:45 am—9:30 a.m.**
Place: Olympic College, Dining Library
Price: \$15.00 Member*
\$25.00 Non-Members*
RSVP: wshrma@artanderson.com
360-479-5600 x2265



*Add \$10 with no reservation. Cancellations must be received at least 2 days prior to receive refund.



IN THE NEWS

SHRM.ORG



Become A Member

Are you interested in a SHRM Membership or transferring your membership to our chapter? Please give Sharlene Harrigan, VP of Membership a call with any questions. 360-478-2366 or e-mail at sharlene@pchsweb.org

AFFILIATE OF



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@kpshealthplan.com

Survey: Many Retirees Take Knowledge, Skills with Them When They Go
By Theresa Minton-Eversole

Companies appear to be more diligent in collecting the identification cards and parking passes of those retiring from their jobs than they do about retaining and transferring the knowledge and skills those workers accumulated over their tenure, finds a new survey by global management consulting firm Accenture.

A survey of more than 500 full-time U.S. workers between ages 40 and 50 found that nearly half (45 percent) of the respondents' organizations do not have formal workforce planning processes or tools in place to capture their workforce knowledge.

Just 20 percent of respondents said they anticipate an intensive, months-long process of knowledge transfer prior to their departure, while only 28 percent said they believe the knowledge-transfer process would occur but would last only a few weeks. More surprising, one-quarter of respondents said their organizations will not pursue any knowledge transfer, and 16 percent said they will probably only have an informal discussion with others in the organization prior to retirement.

"If they don't act soon, organizations will face a major exodus of institutional knowledge, as their most experienced employees leave the workforce," says Kathy Battistoni, a partner in Accenture's Human Performance practice. "With more than 25 percent of the current working U.S. population reaching retirement by 2010, companies must undertake workforce development and training initiatives to capture knowledge and minimize its loss. Additionally, they must support these initiatives with technology, which can help capture critical information and distribute it directly to employees' desktops."

Companies still have time to implement a knowledge transfer program before potential losses of institutional knowledge begin to affect them, however. Numerous recent surveys have shown that many older workers are re-evaluating when they intend to retire primarily because of financial concerns, and Accenture's survey jibes with these findings.

While 58 percent of the survey respondents reported they haven't changed the age at which they plan to retire, 41 percent said they have. In fact, 74 percent of those who've changed their retirement plans said they plan to work longer, with more than half admitting the primary reason is due to financial concerns. More than two-thirds (68 percent) of respondents said they are somewhat or very concerned about the ability of their pensions and government-sponsored programs to provide comfortable support after retirement.

Despite the potential loss of workforce knowledge and experience, workers remain committed to their employers. More than two-thirds (70 percent) of respondents said they expect to retire from the organizations at which they're currently employed, and half (49 percent) said they expect to remain in their current positions until that time. The vast majority (88 percent) said they are willing to acquire new skills; 46 percent would relocate for their employers, and more than one-third (39 percent) are willing to work longer hours. But 41 percent said their companies are doing only a fair or a poor job of providing the training they will need to meet the skills challenges they will face prior to retirement.

SURVEY: Cont. Page 4

WORKFORCE READINESS: WHAT IS HR'S ROLE?

**PRESENTED BY: SHARON TUCKER, PHR
HR MANAGER, KITSAP CREDIT UNION
WSHRMA BOARD MEMBER**



SEPTEMBER 14, 2005, 11:45 A.M. TO 1:30 P.M.

Workforce Readiness includes the preparation of a qualified workforce through various methods such as the public schools, vocational and technical colleges, adult education opportunities and internal training. With the baby boomer generation starting to retire the labor shortage must be addressed and HR must be involved in this evolving process. Such efforts mandate collaboration between business / industry, local, state, and national government, educators, and the local community.

This highly interactive presentation will give you some ideas on how you can get involved in our community to help mold the future workforce and leaders of our organizations. We need to work together for solutions with the new workforce!

Sharon has been in the Human Resources field for 18 years. She obtained her PHR certification in 1997 and continues to be active with the SHRM Washington State Council, currently serving as the SW District Director and is the VP of Programs for WSHRMA. She is currently employed as HR Manager for Kitsap Credit Union.



**CONGRATULATIONS
TO OUR NEWEST CERTIFIED MEMBER!!!**

**Christine Shuffield, PHR
TeleTech**



WAY TO GO!!!



HRCI STUDY GROUP



The WSHRMA study group for the Human Resource Certification Exam is scheduled to begin in September. Meeting days and times are to be determined. If you are interested in joining the group contact Cynthia Crisp at 360-475-7306 or e-mail at Ccrisp@oc.ctc.edu.

You may access detailed information on the HRCI exams, including cost, application process, registration deadlines, and other valuable information by visiting the website www.shrm.org/hrci. You must be a SHRM member to be eligible to participate in the WSHRMA study group.

Fees: WSHRMA members— free.

All other SHRM Members (at large and other chapter members)— \$125



MONTHLY FEDERAL LEGISLATIVE UPDATE—THE INSIDER— July 2005

2005 FMLA Expansion Proposals in Congress

This year several bills have been introduced in the U.S. House of Representatives and Senate that propose to expand the Family and Medical Leave Act of 1993. SHRM continues to monitor all of these bills; however, at this time there is no activity on any measure discussed below.

If you would like to read more about one of these proposals, go to www.thomas.loc.gov and type the bill number (e.g. H.R. 279) in the Search Bill Text 109th Congress (2005–2006) box and click Search.

H.R. 279 The Family and Medical Leave Protection Act of 2005—Sponsored by Representative Juanita Millender-McDonald (D-CA), this legislation amends the Family and Medical Leave Act to include nurse practitioners as health care providers and domestic partners as spouses, for FMLA coverage purposes. It also extends from 12 to 24 work-weeks the period of family or medical leave for spouses employed by the same employer.

H.R. 475 The Family and Medical Leave Inclusion Act—Sponsored by Representative Carolyn Maloney (D-NY), this legislation amends the Family and Medical Leave Act to provide for employee leave to care for a same-sex spouse as determined under applicable state law, domestic partner, parent-in-law, adult child, sibling, or grandparent (as well as for a spouse, child or parent), if such person has a serious health condition.

H.R. 476 The Family and Medical Leave Enhancement Act of 2005—This legislation, sponsored by Representative Carolyn Maloney (D-NY), amends the Family and Medical Leave Act to cover employees at worksites that employ 25 or more employees within a 75-mile radius. It also allows up to four hours during any 30-day period and up to 24 hours during any 12-month period for parental involvement leave to participate in or attend a child or grandchild's educational and extracurricular activities. The measure allows leave for transporting children and grandchildren to medical and dental appointments and for visiting elderly relatives in nursing or group homes.

H.R. 1667/S. 798 The Military Families Leave Act of 2005—Sponsored by Representative Tom Udall (D-NM) and Senator Russell Feingold (D-WI), this legislation amends the Family and Medical Leave Act and federal law relating to the Armed Forces. It would entitle eligible employees to certain leave because of qualifying exigency's arising out of the fact that a spouse, son, daughter or parent is a member of the Armed Forces serving on active duty in support of a contingency operation or has been notified of an impending call or order to such active duty.

H.R. 1902/S. 932/S. 1085 The Healthy Families Act—This legislation, sponsored by Representative Rosa DeLauro (D-CT) and Senator Ted Kennedy (D-MA), would require employers with 15 or more employees to provide a minimum paid sick leave for each working day during 20 or more workweeks a year. This would include seven days annually for those who work at least 30 hours per week and a prorated annual amount for those who work less than 30 but at least 20 hours a week, or less than 1,500 but at least 1,000 hours per year. Employees are able to use such leave to meet their own medical needs or to care for the medical needs of certain family members.



SURVEY: Cont. from Page 2

At the same time, few companies take advantage of the experience and expertise of their retired workforce. Just one-third (34 percent) of respondents reported that their companies hire retired employees as contractors so those former employees can transfer their knowledge and skills to their replacements.

“Companies should take three critical steps to meet the challenge of transferring knowledge from retiring employees,” Battistoni says. “First, they must understand the extent of the problem, including the skills at risk, and their organization's ability to tackle it. Second, they must develop a strategy to capture and transfer core skills from retiring employees and to identify, attract and retain new workers with critical skills. Finally, they must manage and measure the progress of the entire effort. The bottom line is that leaders in this arena know that capturing critical workforce knowledge and skills can't be left to chance.”

FIRST ARTICLE IN A SERIES OF FIVE

BUILDING COMPETENCE FOR CRUCIAL CONVERSATIONS:

PART I—GET UNSTUCK

BY: DOUG NATHAN, MEDIATOR AND CONSULTANT

SOUND OPTIONS GROUPS, LLC

As an HR practitioner, you enter into sensitive conversations daily with a cool head, a structured approach, and a clear resolve to understand the issues and take effective actions. At least, that's how you start. But all too often, just moments into the conversation, you realize your emotions are charged and you have either stopped talking or are verbally sparing. What started out as a professional task has become a personal challenge.

To engage effectively with others, you first need to notice when a conversation turns crucial, and then use your skills to increase your self-awareness and make it safe for you and for others to engage.

What is a Crucial Conversation?

A crucial conversation has three elements—strong emotions, differing opinions, and high stakes. When faced with conversations like these, you'd think most of us would step forward and deal with them. Instead, we often fall into patterns of behavior we've perfected since childhood—only we've become more sophisticated. We suppress our emotions and ideas to try to avoid conflict—and then we let a bomb drop. In an attempt to protect ourselves in a charged situation, we either withdraw our input, or force our views onto others. We might use sarcasm to hide our true thoughts, and then verbally attack an idea or a person. When we perform poorly like this, we get stuck with poor results, and move forward creating new problems only to get stuck in new areas.

Get Unstuck

So, how can you get unstuck? Start by looking at your results.

1. Identify a result that is not what you intend, such as an investigation you are handling that is going poorly or a lack of camaraderie and teaming in your own workgroup.

Now, move from that poor result back to the crucial conversation that you need to hold or to need to hold better. Ask yourself: What conversations am I not holding or not holding well?

Once you have identified the crucial conversation that is keeping you stuck, you need to determine whether you are holding the conversation at the right level—content, pattern, process or relationship.

Often we get stuck at the *content* level because that's the most visible level of the problem. After all, if you are running an investigation that is going poorly, the conversation you need to hold is about the facts of the investigation or how you are implementing it, right? If you are dealing with the problem for the first time, deal with it at the content level. "I needed the report by the deadline you agreed to so I could be prepared when I met with the employee."

But if you are dealing with a *pattern of behavior*, focus the conversation at that level. "It's not that you missed the deadline this time. The last three times I needed the reports, you missed your deadlines."

Or if you notice ineffective behavior, stop the conversation about content, and address the *process* (the conditions of the conversation). "When you raise your voice I have a hard time listening to your concerns."

If the problem is affecting the *relationship*, hold the conversation at that level. "It's beginning to affect our working relationship. I'm not sure I can count on you. I'd like to talk about how we can work together more productively."

Ask yourself: Am I holding the conversation at the right level? (Content, Pattern, Process, Relationship)

Identifying the conversation that is keeping you stuck, and making sure you are holding it at the right level, give you useful insight with which to approach a crucial conversation. Next, you need to clarify what you really want to achieve by having the conversation. Without clear intent, it's easy to get hooked by emotions (yours and others) and get off track fast. *Read next month's article to learn how to stay focused on what you really want.*



SOUND
OPTIONS
GROUP

Doug Nathan is a mediator and consultant with [Sound Options Group, LLC](#), offering consulting, training, and facilitation services for over eleven years. Sound Options Group helps local, state-wide and national organizations hold difficult conversations so they can manage change, develop leaders, and build high-performance teams. Doug is a certified trainer of *Crucial Conversations*[®], a two-day course based on the *New York Times* best selling book that equips people with the tools to handle life's most difficult and important conversations and achieve positive results.

West Sound Human Resource
Management Association
PO Box 1285
Bremerton, WA 98337



WSHRMA
West Sound
Human
Resource
Management
Association

Check out our
website at
www.wshrma.org

2005 WSHRMA Board of Directors

President

Annie Davis, SPHR
360-479-0781
Adavis@oc.ctc.edu

Past President/Foundation

Linda Yerger, SPHR
360-475-7305
Lyerger@oc.ctc.edu

President—Elect

Marie LaMarche, SPHR
360-792-3330
mlamarche@thesunlink.com

VP Membership

Sharlene Harrigan, PHR
360-478-2366
sharlene@pchsweb.org

VP Programs

Sharon Tucker, PHR
360-662-2125
Stucker@kitsapcu.org

Secretary

Lisa Hecker, PHR
360-779-4431 ext.137
Lisah@fredhillmaterials.com

Treasurer

Deanne Hull
360-479-5600
Dhull@artanderson.com

Legislative Reporter

Sarah Pagel
(360) 394-1300
spagel@watsonfurniture.com

Education & Certification Ad- vocate

Cynthia Crisp, PHR
360-475-7306
Ccrisp@oc.ctc.edu

Community Liaison/Diversity Director

Linda Corpe
360-373-2686
lcorpe@amiinter.com

Job Bank Coord./Publications Director

Debbie Laudenslager, SPHR
360-415-6533
dlaudenslager@kpshealthplans.com