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THE RESOURCE

San Diego Society for Human Resource Management

Enhancing Diversity: The Experience and Practice of Inclusion at Work

Bernardo M. Ferdman, Ph.D.,

Distinguished Professor,

Alliant International University & Principal,

Ferdman Consulting

**Monday, May 9
8 a.m. - 9:30 a.m.**

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Calendar

May 9

Breakfast Education Program

June 15

Membership Mixer

August 17

Membership Mixer

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The Grassley Group

New Members

San Diego SHRM welcomes all new members since April 1!

Jose Alonzo

Martin Batstone

Mubeena Begum

Michael Budelsky

Kalie Christensen

Jessica Collins

Chris Edwards

Krystal Elam

Oluwatosin Kupoluyi

Andrea Pasley

Amarilis Rivera

Jennie Sperling

Miranda Watkins

Karen Wilcox

Ronald Williams



San Diego SHRM Member Spotlight

Jessica Collins

My name is Jessica Collins, and I was born and raised in Sacramento. I honorably served in the U.S. Navy, but chose to separate after 11 years to pursue a career in Human Resources. During my tenure in the military, my specialty was Cryptology, but I also performed in a dual capacity as an Operations Manager. As Operations Manager, I was exposed to a variety of HR functions such as training and development, employee relations and performance appraisals (to name a few). These experiences fueled my passion to learn more about Human Resources. I am currently pursuing my Master's in HRM, which I will complete this upcoming October, and I will work toward earning the SPHR certification. I will also be attending this year's SHRM Annual Convention in Washington D.C. as one of the scholarship conference winners! I am beyond humbled by this experience, and overly excited to be part of such a dynamic group of esteemed HR professionals. I look forward to what is to come.



Jessica Collins



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This is the third of a three part series of articles by San Diego SHRM Member, Kate Langmore, Esq., and is the capstone project for the Human Resources Certificate at UCSD Extension. Kate serves on San Diego SHRM's Communications Committee.

Exploring HR's Role as Credible Activist: Moving beyond Compliance to Values-Based Ethics

PART III

Kate Langmore, Esq.



Kate Langmore, Esq.

HR's Role in Compliance

The issues HR professionals face today, differ significantly from previous decades. Technology has led to a global workplace, which means a wider range of ethical guidelines and perspectives. HR must “understand how current business developments impact the day-to-day realities” of its organization.¹ For example, a for-profit organization may face additional ethical challenges during a recession as employees are tempted to cut costs at the peril of ethical guidelines. Employees may feel pressure to inflate a company's financials in the context of an upcoming initial public offering.

To succeed in today and tomorrow's business world, risk management is key. Today's HR professional must be a risk manager, and remain current with government mandates and ensure the organization is compliant.²

If HR takes on the role of risk management, do companies also need a compliance officer? In practice, that often depends on whether the company has the resources for both. In general, a smaller company (fewer than 100 employees) cannot afford to hire a compliance officer; also, if a company has a general counsel, it probably does not also need a compliance officer.³

One option is to retain an outside ethics investigator, only if an issue arises. An outside consultant can identify potentially troublesome issues and try to untangle problems in which a company has become enmeshed. Arguably, an outside investigator may be less biased than an inside HR professional when it comes to investigations because an insider is beholden to the company and has a strong incentive to keep his or her job. However, can an outside consultant truly be unbiased if he or she is paid by the employer and must rely on referrals for future business?⁴

Perhaps no perfect model exists, and the decision whether to conduct an investigation using internal staff or outside consultants depends on the company's culture and the facts of the situation at hand.

HR's Role in Effective Ethics Programs

It is hard from a practical standpoint to teach ethics. At a certain point, no one is “watching,” and a person's ethics determine how he or she will behave in a tricky situation.⁵ This is a difficult standpoint from which to begin, but recognizing these realities will help HR craft more effective programs.

Research has shown that an effective ethics program is balanced, “focusing on developing values but acknowledging that values and aspirations sometimes need to be supported by appropriate compliance activities.”⁶ Ethics programs need a compliance feature, but these serve as a baseline. For example, issues such as attendance are appropriate for compliance based approaches, and can be codified.⁷ Even with quantifiable issues such as attendance, however, problems can arise in the context of a real-world workplace. For example, when one department makes an exception to the company attendance policy and gives its employees a reward of leaving early on Friday, this can open a can of worms.⁸

Further, problems can arise when programs focus too heavily on compliance and focus employees' attention on avoiding punishment. Ultimately, such programs may fail if employees seek to avoid violations, but fail to aspire to better themselves ethically.

Programs that include values and aspirational aspects are more likely to succeed in the long run.⁹ Employees who internalize these values are the ones who are more likely to do the right thing even when no one is watching.

Another pitfall of relying too heavily on a compliance-heavy program is the risk that it will run afoul of the organizational culture.¹⁰ If the organizational expectations conflict with ethical behavior expectations, problems can arise. For example, employees who work for a company that focuses on short-term high quarterly profits may feel that goal is inconsistent with an ethical expectation to provide clients with sound long-term financial planning advice. Another example is a company where employees are asked to advise clients about important issues, but those clients are known to disregard the advice; in this case, the employees may begin to discount the value of providing that advice altogether.

Additionally, employees may view a compliance-focused program as a reflection of the organization's distrust of employees.¹¹ When employees believe the employer suspects them despite no reasons for suspicion, a sense of procedural injustice can prevail.¹² In turn, employees may feel less aligned with the company and less likely to act in its best interests when no rule dictates their behavior or no one is "watching."

In contrast, a values-based program is less focused on discipline. From the start, during recruitment and on-boarding, it instead encourages the development of meaningful, shared ethical values; employees are included in the decision making; there is a collective commitment that applies equally to all employees.¹³ When ethics and values are integrated into the corporate culture, the company is more likely to thrive.

Conclusion

"HR is not a profession for wimps!" Today, the term "human resources" covers an enormous landscape: (1) credible activist, (2) business ally, (3) operational executor, (4) strategy architect, (5) culture and change steward, and (6) talent manager and organization designer. The credible activist role of HR is evolving and intersects with the compliance and legal functions in critical ways. In the role of credible activist, HR has an awesome responsibility and opportunity to positively impact the organizations they serve, from the lowest-level employees to the CEO.

By recognizing the unique challenges facing employers today, including a global economy, culturally diverse employees, widespread internet communication, and the infectious nature of cheating, HR can begin to craft effective ethics programs that focus on developing ethical employees from the start. When HR hires leaders with the highest ethics, they inspire employees to follow this path; when HR engages employees in an ethical company culture, these values become engrained; and when employees are engaged in this culture, everyone thrives.

¹ "Ethics: The Price of Admission in High-Performing Organizations" by Clarissa Peterson, *Advocates of the HR Profession*, Dave Ulrich, William A. Schiemann and Libby Sartain at 59.

² "HR and Transparency," by Susan Meisinger at 124 within *The Rise of HR, Wisdom from 73 Thought Leaders*, Dave Ulrich, William A. Schiemann and Libby Sartain, HR Certification Institute 2015 at www.riseofhr.com

³ Phone interview with UCSD Extension Professor Catherine Iste, November 19, 2015

⁴ Iste interview.

⁵ Iste interview.

⁶ "The role of human resources in ethics/compliance management A fairness perspective" by G.R. Weaver and L.K. Trevino, *Human Resource Management Review* 11 (2001) 113-134, at 119.

⁷ Iste interview.

⁸ Iste interview.

⁹ Weaver and Trevino at 119.

¹⁰ Weaver and Trevino at 120.

¹¹ Weaver and Trevino at 120.

¹² Weaver and Trevino at 120.

¹³ Weaver and Trevino at 120.

San Diego SHRM Legal and Legislative Update.....

Christine Mueller, Esq., VP of Legislation



Christine Mueller, Esq., VP of Legislation

Legislative Update:

EEOC Launches Online Charge Status System

The Equal Employment Opportunity Commission (EEOC) has been working on a multi-phase initiative to digitize its discrimination charge processing system. The “Respondent Portal” was implemented earlier this year, and the EEOC has now completed the launch of an online tool enabling both charging parties and respondents to check on the status of charges. The online system is available for charges filed on or after September 2, 2015, and can be found here: https://www.eeoc.gov/employees/charge_status.cfm

Department of Labor Issues “Persuader Activity” Final Rule

The U.S. Department of Labor (DOL) issued a final rule that will require employers to file public reports with the DOL when they use consultants, including attorneys, to provide labor relations advice and services that have the purpose of persuading employees regarding union organizing or collective bargaining. The rule is effective on April 25, 2016, but it applies to arrangements, agreements, and payments made on or after July 1, 2016.

California Governor Signs Law to Increase Paid Family Leave Benefits

On April 11, 2016, Governor Brown signed AB 908 into effect. Under California’s family temporary disability insurance program, employees may receive up to 6 weeks of wage replacement benefits when taking time off to care for specified persons (e.g., child, spouse, parent, etc.) or to bond with a minor child within one year of the birth or placement of the child in connection with foster care or adoption. This law increases the wage replacement benefits. Specifically, this law modifies the formula to ensure a minimum weekly benefit of \$50, and increases the wage replacement rate from the current 55% to 70% for most low-wage workers and to 60% for higher wage earners. Although the new law is effective January 1, 2017, the benefit increase is for periods of disability commencing on or after January 1, 2018. The new law also removes the 7-day waiting period for these family leave benefits, effective January 1, 2018.

California Implements Minimum Wage Increase

A deal was reached by Governor Brown and state legislators to raise California’s minimum wage incrementally on an annual basis. The Governor may choose to temporarily suspend any scheduled increase if certain economy or budget conditions are met.

Assuming no increases are suspended, the scheduled minimum wage increases are as follows:

25 Employees or Fewer	26 Employees or More	Minimum Wage
January 1, 2018	January 1, 2017	\$10.50 per hour
January 1, 2019	January 1, 2018	\$11.00 per hour
January 1, 2020	January 1, 2019	\$12.00 per hour
January 1, 2021	January 1, 2020	\$13.00 per hour
January 1, 2022	January 1, 2021	\$14.00 per hour
January 1, 2023	January 1, 2022	\$15.00 per hour

California employers are reminded that as the minimum wage increases, the salary basis test for exempt classifications also increases.

Judicial Update:

U.S. Supreme Court Permits Representative Evidence to Support Class Certification

In *Tyson Foods, Inc. v. Bouaphakeo*, the Supreme Court of the United States ruled that employees of Tyson Foods could use representative evidence to establish liability and damages for class certification purposes.

Employees of Tyson Foods who worked in a pork processing plant brought a class action alleging that they were entitled to be paid for donning and doffing protective gear. Tyson Foods did not record the time that each employee spent on those activities. Accordingly, the employees relied on a study performed by an industrial relations expert which determined that, on average, it would take 18 to 21.25 minutes for donning and doffing activities. This time could then be added to the timesheets of each employee. Tyson Foods objected to class certification, arguing that because of the variance in protective gear each employee wore, the claims were not sufficiently similar to be resolved on a classwide basis. The employees took different amounts of time to put on and take off their gear.

The Court determined that it was proper to certify the class because using the expert report was a permissible means of establishing hours worked. The employees worked in the same facility, did similar work, and were paid under the same policy, which meant that they were similarly situated for purposes of the expert's study.

The holding in this case is a narrow one. The Court did not adopt a broad and categorical rule governing the use of representative and statistical evidence in class actions, and noted that the ability to use representative samples to establish classwide liability will vary in each case. Employers may still challenge the evidentiary value of statistical or other representative evidence offered by plaintiffs to support class certification.

California Supreme Court Addresses Suitable Seating in the Workplace

Most California wage orders provide that employees "shall be provided with suitable seats when the nature of the work reasonably permits the use of seats." In *Kilby v. CVS Pharmacy, Inc.*, the Supreme Court of California for the first time provided an explanation of the meaning of this requirement.

First, the "nature of the work" does not mean the entire range of job duties at the job site throughout the employee's shift. Nor does it mean each task viewed in isolation. Instead, "nature of the work" refers to an employee's tasks performed at a given location, which is any point within the worksite around which a cluster of activities takes place. For example, in a retail store, a checkout stand might be a given location, and the sales floor might be a separate given location. A clerk might have the right to a seat at the checkout stand, but not while working on the sales floor.

Second, whether the nature of the work reasonably permits sitting is a question to be determined objectively based on the totality of the circumstances. An employer's business judgment and the physical layout of the workplace are relevant but not dispositive. The inquiry focuses on the nature of the work. In essence, a seat is required for employees when it would be reasonable to provide one.

Finally, if an employer argues that there is no suitable seat available, the burden is on the employer to prove unavailability.

Legal claims regarding suitable seating are likely to increase as a result of this ruling. California employers should examine the job duties that are performed at particular work locations, and determine if seats should be provided at those locations. It is important to remember that these rules apply to all employees, whether disabled or not. In addition, employers must still take reasonable steps to accommodate employees with disabilities, even when the nature of the work at a given location in the worksite does not reasonably permit the use of seats.

Non-Disabled Employee May be Entitled to Reasonable Accommodations under Associational Disability Discrimination Claim

In *Castro-Ramirez v. Dependable Highway Express, Inc.*, a California appellate court expanded the application of California's Fair Employment and Housing Act (FEHA) in an associational disability discrimination case. The FEHA provides a cause of action for associational disability discrimination. In such cases, the "disability" suffered by a plaintiff is his or her association with a disabled person. The court held that the FEHA also creates a duty to provide reasonable accommodations to an applicant or employee who is associated with a disabled person.

Luis Castro-Ramirez ("Castro-Ramirez") was hired as a truck driver at Dependable Highway Express, Inc. ("DHE") in 2010. He had a disabled son who required daily dialysis, and Castro-Ramirez was responsible for administering the dialysis. He requested, and was granted, work schedule accommodations so that he could be home at night for his son's dialysis. In 2013, a new supervisor changed his work schedule. After Castro-Ramirez explained that the new shift would not allow him to be home early enough to tend to his son, the new supervisor terminated Castro-Ramirez's employment for being unable to work the new shift. Castro-Ramirez brought claims including disability discrimination and retaliation against DHE.

The court allowed Castro-Ramirez to proceed with his claims, stating that a jury could reasonably infer from the evidence that his association with his disabled son was a substantial motivating factor in the supervisor's decision to terminate his employment. The supervisor knew of Castro-Ramirez's need to be home early, yet scheduled Castro-Ramirez for a later shift, even though other earlier shifts were available. The court also found that the supervisor's refusal to accommodate could support a retaliation claim.

This case expands the group of persons entitled to reasonable accommodations under the FEHA, and departs from federal law on this issue. The decision is likely to be appealed. However, it is recommended that employers engage in a thorough interactive process, even when an employee requests an accommodation to care for a family member, friend, or associate.

Certification Committee Update

Andy Covell, SHRM-SCP, SPHR, VP of Certification

2016 is off to a great start! We have recently ended our Spring Certification Prep Classes. There were a total of 14 participants in the S/PHR Course and nine in our SHRM S/CP Course. Thank you to Laurie Chua for passing along her valuable knowledge to our SHRM S/CP participants! Now we just wait to hear everyone has passed! It has been proven that HR Professionals who attend one of our prep courses are beating the national pass rate of all exams! This is fantastic! With that, there will be some new and exciting course options that will be presented for the Fall 2016 session. Stay tuned for those exciting details to come.



Andy Covell, SHRM-SCP, SPHR, VP of Certification

So why become certified? That's the million dollar question. In today's ever evolving and changing HR arena, companies are looking for just the right person. By having either one or both of the HR certifications, this will set you apart from your competition and get you that next level position you're looking for. There is also a personal sense of pride in obtaining the certifications. It's also a great conversation starter for those who don't know, or understand, what the certifications are and mean.

Start the process now. Start thinking about these important questions, so come the Fall, you're ready to sign up for a San Diego SHRM prep course to take that next step in your professional development.

1. How will I benefit from obtaining a certification?
2. How will my company benefit?
3. What are my career goals?
4. Am I happy with my current position?
5. Will I be able to make a difference within my company from my newfound knowledge?

These are just a few of the important questions you need to stop and ask yourself before diving into getting a certification. So start thinking about these now, and get excited to take the next step in your professional development and become certified!

We look forward to seeing you in one of our certification prep classes in the Fall of 2016!



News from San Diego State University's Student SHRM Chapter (SHRM SDSU)

Debbie Te'o, SHRM SDSU President and San Diego SHRM Student Liaison

This past month was a busy one for SHRM SDSU, as we held four professional development events for our students, as well as having a successful social gathering. One of our most anticipated events of the year, our 3rd Annual HR Professional Mentoring Event, took place on March 22. It was a huge success thanks to the collaborative effort of SHRM SDSU officers and its members, our faculty advisor and of course, our wonderful mentors who volunteered their time to give us valuable career advice. This speed-mentoring setting allowed our student members to connect with 22 HR professionals. Student mentees were given six minutes with each mentor, and each student was able to meet with 10 mentors during the speed mentoring rounds. Our members found this event to be incredibly beneficial, as they experienced networking with HR experts in a relaxed, fun environment. Our mentors gave us positive feedback as well. Some comments received via our feedback survey included: "Great opportunity for students to gain access to real-life information that will benefit them." "Great insight for mentors into what students face in the job market." "It was great ... something I would have loved when I was finishing up college."

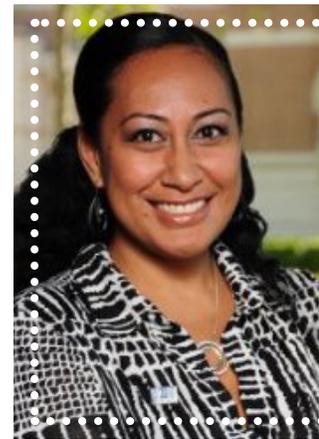
We were pleased to present our first Natasha Sandrock Arthur Outstanding Service Award. We were so pleased to have Natasha's husband, George Arthur, in attendance to let him know how much Natasha meant to our chapter, our annual mentoring event and how much we miss her. We were pleased to present a plaque to George in honor of what Natasha meant to our chapter and acknowledge the role she played in our accomplishments and the lasting legacy she

made on our chapter. We would like to give special thanks to our mentors and San Diego SHRM board member, Trisha Zulic, for her sponsorship of this award.

We were likewise pleased to award our first Natasha Sandrock Arthur Outstanding Service Award to former San Diego SHRM board member and all-around great person, Peter Kane.

Peter has been "all in" for our chapter since day one. He reached out to us prior to our chapter being chartered by SHRM, he was our first guest speaker, he arranged our first meeting with San Diego SHRM leadership to talk about how our organizations could support each other, he passes along internship and other information of interest to our members, he goes out of his way to make us feel welcome at San Diego SHRM events, and he just completed his "three-peat" serving as a mentor for us at our mentoring event. We appreciate his contributions to the development of the next generation of HR professionals, and look forward to more of the same in the future! Congratulations Peter, and thank you again to all of our wonderful mentors! We hope to see many of you back again next year at our 4th annual mentoring event!

On March 22, we were inspired by best-selling author and leader in employee recognition, motivation and engagement, Dr. Bob Nelson. Dr. Bob's talk was based on this book, *Ubuntu! An Inspiring Story about the African Tradition of Teamwork and Collaboration*. Dr. Bob introduced us to the principle of Ubuntu, the South African philosophy of unity and connectedness that Nelson Mandela used to unify that country after the fall of apartheid. Dr. Bob encouraged students to look for ways to connect with others and find commonalities to build those connections. He noted that establishing a sense of teamwork can build employee engagement, and he shared organizational examples in which Ubuntu principles have been successfully applied including Zappos, Disney, Mary Kay, Lands' End and the Boston Celtics. He shared many Ubuntu-inspired quotes including, "A person is a person through other people," "I am because we are," and "To go fast, go alone. To go far, go together." We thank Dr. Bob and the SDSU Business Alumni Network for their generous sponsorship which made it possible for all attendees to receive a free Ubuntu book. Thanks again to Dr. Bob for sharing his passion for employee engagement through creating shared experiences, employee recognition and empathy.



Debbie Te'o, SHRM SDSU President and San Diego SHRM Student Liaison



Lexi Saba, Casie Martinez, George Arthur, Michelle Dean, Debbie Te'o

On April 12, we hosted Troy Markowitz, VP of University Relations for Portfolium, who presented a workshop on Portfolium for our students. Portfolium is an online platform upon which students may showcase work samples from their college coursework, as well as the co-curricular experiences in which they engaged while in college for potential employers to get to know them beyond their GPA or one-page resume. This platform is another way for students to show that they have the requisite KSAs for the job, as well as highlighting experiences that show the soft skills that they have acquired inside and outside the classroom. Troy gave a very informative talk and showed students how they can provide direct links to projects to send to employers, how to link projects and experiences to skill sets and how employers use Portfolium to search for students/ recent graduates with the skills they need. All the CSUs, including SDSU, have made Portfolium available for all of its students and alums. For more information on how employers are using Portfolium, check out their website: www.portfolium.com/employers to see how employers are using Portfolium to source career-entry candidates.



SHRM Officers Joanne Moran, Gabriela Verendia and Jessica Sandoval

Congratulations to our 2016 recipient of the
Natasha Sandrock Arthur Outstanding Service Award

Peter Kane



Gabriela Verendia and Nina Woodard



Travis Doderlein and Trisha Zulic



Dr. Bob Nelson

Our mission centers around professional development, but we also want to have a little fun, so we held a Sushi-making social on April 8 at Sushi-On-A-Roll to allow officers, members and those interested in joining SHRM SDSU to meet and talk in a more casual atmosphere. In doing this, we were able to recruit new members, generated interest in having current members serve in upcoming officer positions (reinforcing our succession planning) and made new friends.

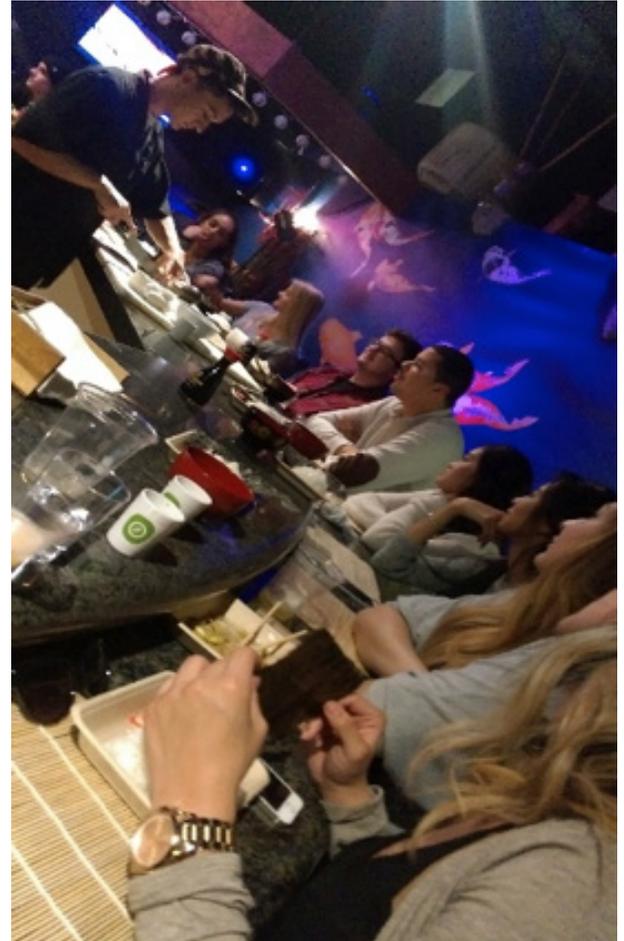
It has been a busy month, but we still have many exciting events to wrap up the year. We will send our fourth group of students and third case competition team to the 2016 SHRM West Regional Student Case Competition and Career Summit in Salt Lake City. SHRM SDSU will be well-represented with 11 students and our faculty advisor attending the conference. We are all very excited and wish our case competition team good luck!



Dr. Bob Nelson and SHRM SDSU



Portfolio Workshop with Troy Markowitz and SHRM SDSU



SHRM SDSU Sushi-making Social



Workforce Readiness Committee Update

Jennifer Dar, VP of Workforce Readiness

The Workforce Readiness Committee is gearing up for the San Diego SHRM Workplace Strategies Conference taking place later this year. In preparing, we remember the success of the In-Transition programs that were offered during last year's conference in which veterans and students/young careerists participated in an interactive panel discussion with HR experts. We anticipate the same success with the In-Transition track this year as well, by offering similar programs to assist those veterans and students/young careerists looking to kick-start their careers in HR.

Are you or your organization interested in helping students/young careerists? San Diego SHRM Career Day for students is coming soon (August), and would love your help in having a student shadow an HR professional for a day. An organization that utilizes job shadowing is exposed to fresh, new talent and has the opportunity to measure educational trends, among other things. For more information on how you or your company can participate in job shadowing as part of San Diego SHRM Career Day, please email jdar@innovative-es.com.



Jennifer Dar, VP of Workforce Readiness



2015 September Workplace Strategies Conference In-Transition program featuring five expert HR panelists. From left to right: Jennifer Dar (moderator), Jaime Reynoso, Danielle Brescia, Linda Kurtz, Angel Alvarez and Michele Brenner

2016 HR Insights Hour Radio Programs



HR INSIGHTS HOUR

Listen to the HR Insights Hour radio program hosted by San Diego SHRM Past President, Nina Woodard, Nina E. Woodard & Associates, for timely and engaging topics for HR professionals.



EMPLOYEE ENGAGEMENT: Tips and Techniques from ESET

Celeste Blodgett, Vice President, Human Resources and Learning and Development, ESET
[CLICK HERE](#)



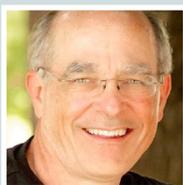
MAKING THE LEAP FROM TACTICAL TO STRATEGIC, A MESSAGE FOR HR PROFESSIONALS AND LEADERS

Dr. Sharon R. Floyd, Associate Dean for Student and Faculty Affairs, and Assistant Professor, School of Business and Professional Studies, Brandman University, Chapman University System
[CLICK HERE](#)



EXECUTIVE PRESENCE: HOW TO ACT LIKE A CEO

Elizabeth Fried, Ph.D., BCC, Executive Coach, President, N.E. Fried and Associates, Inc., dba The Learning Engine and My Executive Coach
[CLICK HERE](#)



WHY EMPLOYEES ARE ALWAYS A BAD IDEA

Chuck Blakeman, Author, Founder and Chief Transformation Officer, Crankset Group
[CLICK HERE](#)



SHRM NEWS – JON DECOTEAU

Jon Decoteau, SHRM-SCP, Divisional Director West, State of California Field Service Leader for the Society for Human Resource Management
[CLICK HERE](#)



CERTIFICATION LEARNING SESSIONS WITH ANDY COVELL

San Diego SHRM Vice President, Education, Andy Covell
[CLICK HERE](#)



2016 SDSHRM CHAPTER PRESIDENT HEATHER WHITLEY SETS THE AGENDA FOR HER YEAR

SD SHRM President, Heather Whitley-Quinn
[CLICK HERE](#)

CA-Knowledge Bowl Questions

1. **An organization is in the strategy formulation phase of strategic planning. Which of the following is an example of an action to take during this phase?**
 - A. Creating an effective organizational structure
 - B. Deciding on the organization's mission
 - C. Conducting feedback focus groups
 - D. Preparing budgets
2. **Of the 4 elements associated with marketing, which includes supply management?**
 - A. Product
 - B. Place
 - C. Price
 - D. Promote
3. **Decentralization works best in organizations where?**
 - A. A uniform policy is important
 - B. Contracts are negotiated with outside agents
 - C. A quick response to problems is desired
 - D. Employees do not want additional responsibility
4. **To attract Generation Y workers, organizations will need to:**
 - A. Offer more management-related activities
 - B. Provide collaborative work opportunities
 - C. Provide healthcare benefits that extend to their aging parents
 - D. Meet their needs with a healthy work life balance
5. **What best illustrates the external force of politics on an organization?**
 - A. Older employees decide to postpone retirement
 - B. Applicants expect domestic partner benefits
 - C. Employment visas for skilled workers are delayed due to additional screening requirements
 - D. An increasing percentage of the organization's employees are non-native speakers
6. **Environmental scanning should be used to:**
 - A. Evaluate internal conditions affecting human resource supply and demand
 - B. Identify economic trends that could influence the organization's strategy
 - C. Assess the effectiveness of the company's pollution control system
 - D. Obtain an overall view of the company's forecasting system
7. **Which of the following would MOST likely be an essential job function?**
 - A. Devotes approximately 8% of time to direct customer contact
 - B. Regularly reviews engineering design documents
 - C. As time permits, participates in an ongoing employee committee assignment
 - D. May delegate template preparation to administrative support
8. **The FIRST step in determining which candidates are qualified for an open position is a(n)**
 - A. review of the job description.
 - B. assessment of the organization's ability to pay.
 - C. review of the candidates' résumés.
 - D. evaluation of internal candidates.

Answers

1. B 2. B 3. C 4. B 5. C 6. B 7. B 8. A

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