

Volume 36, Issue 5  
June 2016



# THE RESOURCE

San Diego Society for Human Resource Management

## SD SHRM June Membership Mixer

*Council for Supplier Diversity*  
*10679 Westview Parkway*  
*Second Floor*  
*San Diego, CA 92126*

**Wednesday, June 15**  
**5:30 - 7:30 p.m.**

**Register  
Now**

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## Calendar

June 15

**Membership Mixer**

July 12

**Monthly Program / Complying with the New FLSA Minimum Salary Requirements: A California Perspective**

August 17

**Membership Mixer**

September 21

**Workplace Strategies Conference**

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Manpower

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My Efficient Edge

## Vice President, Marketing and Sponsorship

Meisha Sherman  
Hewlett Packard Enterprise

## Vice President, Diversity

Brett Pugliesi, SHRM-SCP, SPHR  
Superior Mobile Medics, Inc.

## Student Liaison

Debbie Te'o  
San Diego State University

## Executive Director

Michele Grassley Clarke  
The Grassley Group

# New Members

## *San Diego SHRM Welcomes All New Members Since May 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



# Communications Committee Update

*Ann Wilson, SHRM-CP, PHR, VP of Communication*

The Communications Committee, together with our executive management team, The Grassley Group, has begun planning for an update to the San Diego SHRM website to take place in the near future. We look forward to bringing you the resources that busy HR professionals need to know, as well as up-to-date news on chapter activities and opportunities for members to get involved, all in a clean and user friendly way.

Have you joined San Diego SHRM's LinkedIn group? With over 2,800 members, we have a dynamic and engaged LinkedIn group with current articles and dialog about a variety of HR issues, as well as information about San Diego SHRM programs and events. Also, be sure to listen to San Diego SHRM's semimonthly radio program, hosted by Nina Woodard, on topics such as Tapping Into Talent, Recruiting and Supporting Disabled Workers, Making the Leap From Tactical to Strategic, A Message for HR Professionals and Leaders and many other great topics.

[LISTEN HERE](#)



*Ann Wilson, SHRM-CP, PHR, VP of Communication*



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

*Christine Mueller, Esq., VP of Legislation*



*Christine Mueller, Esq., VP of  
Legislation*

## Legislative Update: Department of Labor Issues Rule on Overtime Regulations

On May 18, 2016, the U.S. Department of Labor (DOL) issued its long-awaited final revisions to the overtime regulations that define exemptions from overtime and minimum wage requirements of the Fair Labor Standards Act (FLSA). The changes will become effective on December 1, 2016. Employers will need to make any changes for the payroll period in which December 1 falls.

The final rule focuses primarily on updating the minimum salary levels needed to classify executive, administrative, and professional workers as exempt. Here are the highlights of the new rule:

- The minimum salary requirement will be set at the 40th percentile of earnings of full-time salaried workers in the lowest wage census region, which is currently the South. Therefore, beginning December 1, 2016, the minimum annual salary requirement under the FLSA will be \$47,476, which is more than double the current amount.
- The final rule sets a new requirement for exempt highly compensated employees to the annual equivalent of the 90th percentile of full-time salaried workers nationally, or \$134,004. California employers cannot rely on this exemption for California employees.
- Under the final rule, the salary and compensation levels will be automatically updated every three years, beginning on January 1, 2020, to maintain the levels at the above percentiles.
- For the first time, under the FLSA, employers will be able to use nondiscretionary bonuses and incentive payments, including commissions, to satisfy up to 10% of the standard salary level. However, the final rule imposes some limitations on this credit, and employers who wish to credit nondiscretionary bonuses and incentive payments are cautioned to read the rule carefully and consult with employment counsel if warranted.

In addition to the minimum salary levels needed to qualify for exempt status, exempt employees must also meet certain duties as defined by the regulations. The final rule makes no changes to the FLSA duties tests.

More information on the new rule can be found on the DOL website, including this Fact Sheet published by the DOL at <https://www.dol.gov/whd/overtime/final2016/overtime-factsheet.pdf>

California employers with workers in other states will need to comply with the new federal threshold if they are covered by the FLSA. California employers with in-state workers also need to take action. While California employers are already governed by strict exemption rules at the state level, if they are subject to the FLSA, they should ensure that exempt employees also meet the salary thresholds of the new FLSA rule. The new FLSA salary threshold is higher than the current salary threshold for exempt employees under California law (\$41,600 for 2016), which is based on the state minimum wage. Thus, a California employee making more than \$41,600 but less than \$47,476 could be exempt under California law but nonexempt under the FLSA. It will be a couple of years before California's salary threshold surpasses the FLSA threshold. Where differences exist between the California and FLSA exemption requirements, generally, the exemption imposing the higher standard applies. It is prudent for California employers to examine both the minimum salary test and the minimum duties tests for exempt employees under both California law and the FLSA, to ensure that exempt employees are properly classified under both laws.

## President Obama Signs Defend Trade Secrets Act into Law

Significant trade secret reform has been signed into law through the Defend Trade Secrets Act (DTSA), effective May 11, 2016. Among other features, this law for the first time creates a private federal right of action for trade secret misappropriation.

Until now, companies typically had to sue in state court under state law to protect their trade secrets. Different states apply their laws inconsistently and provide for different remedies. Under state law, efforts to obtain remedies for stolen trade secrets can be costly and not particularly effective, especially when the stolen trade secrets are taken to another state's jurisdiction. While the DTSA does not preempt state law, it does provide an additional layer of protection and uniformity. The DTSA now allows companies to file civil trade secret theft lawsuits in federal court, the forum that companies tend to prefer.

The DTSA broadly defines the term "trade secret" and provides for broad remedies, including injunctive relief, compensatory damages, punitive damages, attorneys' fees, and criminal penalties. The new law also provides for extraordinary ex parte seizure orders under which a company can seek to have federal marshals, without notice, seize property necessary to prevent dissemination of a stolen trade secret.

All employers should take note of the DTSA's whistleblower immunity provisions. In order for companies to avail themselves of punitive damages and attorneys' fees remedies, they must comply with the DTSA's notice provision, advising signatories to non-disclosure agreements, confidentiality agreements, and the like, of the whistleblower immunity. This can be accomplished by adding language to such agreements, or by providing a cross-reference to a policy document provided to the employee that sets forth the employer's reporting policy for a suspected violation of law. This may require immediate revisions to agreements entered into on or after May 11, 2016 containing confidentiality, non-disclosure and intellectual property ownership provisions, as well as to whistleblower and confidentiality policies in handbooks. Companies should talk with their employment counsel regarding entering into new confidentiality agreements with their employees or amending their existing agreements.

## EEOC Addresses Leave as a Reasonable Accommodation

On May 9, 2016, the U.S. Equal Employment Opportunity Commission (EEOC) issued a resource document titled "Employer-Provided Leave and the Americans with Disabilities Act." The EEOC specifically points out that some policies requiring employees to be 100 percent able to return to work without restrictions may deny some employees reasonable accommodations that would enable them to work. The EEOC also noted that employers sometimes fail to consider reassignment as an option to enable employees to return to work. This resource document does not carry the weight of official regulation from the EEOC, but it does provide guidance for employers when considering leave as a reasonable accommodation under the Americans with Disabilities Act (ADA). The resource document can be found here: <https://www.eeoc.gov/eeoc/publications/ada-leave.cfm>

## EEOC Releases Final Wellness Regulations under the ADA and GINA

Many employers offer workplace wellness programs which sometimes use medical questionnaires or health risk assessments or screenings to determine an employee's health risk factors. Some of these programs may offer financial and other incentives for employees to participate or to achieve certain health outcomes. On May 17, 2016, the U.S. Equal Employment Opportunity Commission (EEOC) issued final regulations addressing how the Americans with Disabilities Act (ADA) and the Genetic Information Nondiscrimination Act (GINA) each apply to employer-sponsored wellness programs. Links to the final regulations can be found here: <https://www.eeoc.gov/eeoc/newsroom/release/5-16-16.cfm>

## OSHA Publishes New Illness and Injury Recordkeeping Rule

On May 12, 2016, the Occupational Safety and Health Administration (OSHA) released its final rule requiring certain employers to electronically submit OSHA 300 Logs, 301 Forms, and 300A Summaries to OSHA each year instead of tracking and maintaining such information internally. OSHA will then publish the data online. Employers who are not exempt from OSHA's recordkeeping rules, and

who employ 250 or more employees, as well as smaller employers in high hazard industries, must submit their 2016 forms by July 1, 2017. Cal/OSHA will likely adopt similar requirements. The new rule also includes anti-retaliation language that covers the entire scope of employer policies on the reporting of workplace injuries and illnesses. These changes provide OSHA with new mechanisms for issuing citations. Employers covered by OSHA should examine their current injury and illness reporting policies and practices to ensure compliance.

## California Implements New Law Expanding Workplace Prohibitions on Smoking

Existing law prohibits smoking tobacco products inside an enclosed space at a place of employment. With the enactment of ABX2-7, this new law expands the prohibition on smoking in a place of employment to include an owner-operated business. The law also eliminates most of the specified exemptions that permit smoking in certain work environments, such as hotel lobbies, bars and taverns, banquet rooms, warehouse facilities, and employee break rooms. A companion bill, SBX2-7, increased the minimum age for smoking from 18 to 21.

## Judicial Update:

### Ninth Circuit Rules for Employer in Rounding Claim

In *Corbin v. Time Warner Entertainment – Advance/Newhouse Partnership*, the Ninth Circuit Court of Appeals affirmed summary judgment for an employer regarding a time rounding policy.

Andre Corbin (“Corbin”) worked in a call center for Time Warner Entertainment (“Time Warner”). Time Warner used an online timekeeping platform that required employees to log in before taking customer calls. Employees were unable to answer customer calls unless they were clocked in to the timekeeping software, which was designed to prevent off-the-clock work. The timekeeping system rounded each time stamp to the nearest quarter-hour. For example, an employee who clocked in at 8:07 a.m. would see his time record reflect a clock-in time of 8:00 a.m. An employee who clocked out at 5:05 p.m. would see his time record reflect a clock-out time of 5:00 p.m.

Applying the federal regulations on rounding, the court determined that Time Warner’s rounding policy was neutral on its face and in practice. Time Warner rounded all employee time punches to the nearest quarter-hour without an eye towards whether the employer or employee was benefitting. Looking at all of Corbin’s shifts and the times that were rounded, Corbin gained compensation or broke even in 58% of them. Moreover, the system was mechanical and prohibited supervisory editing of time entries.

Corbin also sought compensation for one minute of time spent logging into an auxiliary computer program before logging into the timekeeping software. The court found that this time was *de minimis* and not compensable. This was an appropriate defense, even though Time Warner did not affirmatively plead the *de minimis* doctrine in its answer.

While this is a favorable decision for employers, it should not be interpreted as blanket approval of rounding practices. The California Supreme Court has not yet weighed in on the applicability of the federal regulations on rounding to California state wage laws. However, the California Division of Labor Standards Enforcement has adopted the federal regulations in its manual, and at least one California appellate court had followed the federal regulations. California employers who adopt rounding practices should ensure that such practices are neutrally applied so that they do not result in failure to compensate employees for all time actually worked.

## California Court of Appeal Articulates Standard for Combining Rest Breaks

In *Rodriguez v. E.M.E., Inc.*, a California appellate court discussed the practice of combining two 10-minute rest breaks into one 20-minute rest break. Juan Rodriguez (“Rodriguez”) worked as a painter at E.M.E., Inc. (“E.M.E.”), a metal finishing company that processes and paints metal parts. E.M.E. employees received a 20-minute rest break (combining two 10-minute rest breaks) either before or after their meal period, depending on their shift. Rodriguez filed a class action complaint against E.M.E. alleging that the practice violated California law. E.M.E. sought summary judgment of the rest break claim.

Applying the language of the applicable wage order as well as the *Brinker* case, the appellate court articulated that E.M.E. was obligated to provide a 10-minute rest break in the middle of the work periods occurring before and after the 30-minute meal period “insofar as practicable.” Employers may depart from the separate 10-minute break rule when the alternative rule (1) will not unduly affect employee welfare, and (2) is tailored to alleviate a material burden that would be imposed on the employer by implementing the preferred schedule.

In *Rodriguez*, there were triable issues regarding whether providing separate 10-minute rest breaks was not practicable. E.M.E. offered evidence that the combined rest breaks were preferred by employees, who were allowed other breaks when necessary. E.M.E. also offered evidence that separate rest breaks would unduly burden its production process, because workers required 10 minutes to prepare for a rest break and an additional 10 minutes to resume their activities after a rest break, due to operational needs on the painting and processing lines. Rodriguez disputed the evidence, claiming that shutting down for breaks only took a matter of seconds. The court found that the parties should be allowed to present their evidence at trial.

This case is a reminder that California’s rest break rules are very technical and often require a fact-intensive analysis. Deviation from the rules is likely to result in a class claim. Employers can be proactive by disseminating and enforcing rest break policies and training supervisors on how to implement those policies.

## California Appellate Court Provides Guidance on Use of Electronic Signatures

Jay Espejo (“Espejo”) electronically signed various documents as part of his employment with Southern California Permanente Medical Group (“SCPMG”). One of those documents was a dispute resolution procedure containing an arbitration clause. When Espejo sued SCPMG for wrongful termination and retaliation, SCPMG filed a petition to compel arbitration. But Espejo opposed the petition on the ground that SCPMG failed to properly authenticate his signature on the dispute resolution procedure.

In *Espejo v. Southern California Permanente Medical Group*, a California appellate court determined that SCPMG had in fact properly authenticated Espejo’s signature. First, the court ruled that SCPMG was not required to introduce such evidence when it filed its initial petition to compel arbitration, but only when the document itself was challenged. A defendant can meet its initial burden to demonstrate an agreement to arbitrate simply by attaching a copy of the arbitration agreement to the petition. Once the plaintiff challenged the validity of the signature on the agreement, the defendant was then required to establish that the signature was authentic.

Next, the appellate court found that SCPMG had met its burden to establish the electronic signature’s authenticity. SCPMG had submitted a declaration detailing the electronic review and signature process for employee agreements, the security precautions regarding transmission and use of an applicant’s unique user name and password, and the steps an applicant would have to take to place his or her name on the signature line of the agreement. The declarant was able to conclude that the electronic signature was made by Espejo on the agreement at the date, time, and IP address listed on the document.

Employees often attempt to challenge electronic signatures in litigation. Employers who use electronic signatures should fully comply with California’s Uniform Electronic Transactions Act and the federal ESIGN Act. Employers should also ensure that electronic signatures are affixed with an employee’s unique username and password, and that signatures are accompanied by an accurate date and time stamp, along with the IP address of the device used by the employee to sign the document. If an employer is unsure about its ability to authenticate an electronic signature, or simply wants to avoid the argument in future litigation, it should obtain a hard copy signature from the employee.

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

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

It's been a busy end of the semester for SHRM SDSU. Our chapter finished strong by attending the 2016 SHRM Student Case Competition and Career Summit in Salt Lake City, UT. We had a total of 12 attendees, including our faculty advisor and 11 chapter officers and student members. Our competition team consisted of five student officers (**Debbie Te'o, Lexi Saba, Travis Doderlein, Ryan Prout, and Jenna Coyne**).

This was an amazing experience for all SDSU students, as we had the opportunity to network with fellow student chapters from across the U.S., the Salt Lake City professional SHRM chapter and a host of HR Professionals volunteering for the event. We should note that **Nina Woodard** was one of the dedicated volunteers who made the journey to Salt Lake City to help SHRM put on a great event. Thanks, Nina, for your dedication to the development of the next generation of HR professionals!

At the SHRM conference, we were able to participate in a variety of developmental activities such as mentoring and networking opportunities with HR professionals, a leadership session, a panel discussion with HR professionals and the chance to observe other teams' presentations for the case competition. Through these events, we were able to receive career-related advice from experts in the HR field, connect with peers and advisors from other student chapters, learn how HR leaders can help employees succeed in a challenging workplace, gain insight into the success stories and careers of professionals in different HR areas and hear other students' perspectives on how to solve an HR case. Our team worked very hard, and we are so proud of their efforts and level of professionalism in representing SDSU. This year was our first time competing in Division II, placing 8th, we were pleased to place in the Top 10. Way to go team!

Our members and case team shared some of their thoughts on their conference experience:

*"This being my last semester, I was very fortunate to have this opportunity to experience an event that is so closely related to my major. Future trips like this would be a benefit to any student serious about the human resources field. Thank you so much for this chance. It was truly an inspiring event."*



*Faculty Advisor Michelle Dean and students*

*"The case competition gave students the chance to take a realistic HR scenario and present their solution to a panel of judges, who evaluated them and asked questions to test their knowledge of HR concepts. This exposes them to the actual job tasks and activities of HR professionals and consultants. Even the students who do not participate in the competition garner a better understanding of an HR career by watching the different teams."*

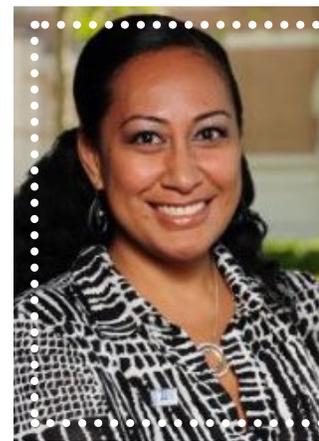
*"This event was beneficial for the team as a whole because it was a great chance for us to bond and get to know each other better. This is my first semester in SHRM, and it has been great making*

*a lot of friends with the same major as myself. Activities and events like these are a great way to expand our HR knowledge and learn outside of the classroom. I have also become much more comfortable meeting and talking with professionals, which I think will help me when searching for an internship or job."*

*"The case competition really helped the student chapter as a whole by seeing other teams' thought processes during the final presentations. I know the questions asked by the judges called attention to a lot of students in the sense of needing to pay attention*

*to even the smallest details in cases. It was a great experience to connect with HR professionals, and students from other SHRM chapters. I will take these connections with me and keep in contact with those with whom I interacted."*

*"I feel that the trip to the SHRM conference was incredibly beneficial both as a student, and as someone who will be entering the work force very soon. This event is an incredible opportunity to network with peers and professionals. I received a lot of helpful information from many of the professionals that I met in areas including resume recommendations, interviewing skills, graduate programs, the importance of getting involved and giving back, as well as how to maintain connections made through networking. Talking with these professionals allows you to ask someone questions that you don't get answered simply by going to class and reading the books."*



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

On May 6, we held our 4th Annual End-of-Year Celebration and Officer Recognition Dinner at Harbor House in Seaport Village. This annual event allows us to come together and recognize our outgoing officers for their hard work and to welcome our Fall 2016 officers into their new roles. We also love having SDSU SHRM alumni officers come back for this event. We would like to thank Jennifer Dar, Patricia Rosiles, Marie Huerta, Angelica Huerta-Saldana, Casie Martinez and Rebecca Delgado for their participation prior to the start of dinner for a brainstorming activity to start an alumni mentoring initiative with **Andy Esparza**, SDSU HR alumni, SHRM SDSU sponsor and our Chapter Advisor, **Dr. Michelle Dean**. Andy and Professor Dean are collecting ideas for how we can continue to support our alumni after graduation in navigating their early careers in HR. The dinner was a fun-filled event making connections with past, present and future SHRM SDSU student officers.

SHRM SDSU is pleased to offer scholarships to its members to take the SHRM Assurance of Learning (AOL) Graduate Examination. The AOL Exam is the new universal benchmark for students who are completing an HR degree, and who have little to no work experience in HR. It benefits students

by showing employers the student has gained the minimum knowledge required to be a successful HR professional, and it gives recent graduates an important advantage over other entry-level candidates by showing the student has achieved the Certificate of Learning upon passing. SDSU has a high pass rate on the AOL (82% compared to a 50% pass rate nationally). We are having our fourth group of students sit for the exam this year. Congratulations to our 2016 SHRM SDSU AOL Scholarship Recipients: **Kelly Barrios, Cristina Conde, Ryan Prout, Rochelle Rahe, Lexi Saba and Debbie Te'o**. We wish all of our recipients good luck as they prepare to take the exam this Fall!

In upcoming news, we are very excited that 10 of our members and Professor Dean will be traveling to Washington, D.C. June 18-22 to attend the 2016 SHRM Annual Conference and Exposition! We thank **Andy Esparza** for making it possible to send so many of our students to D.C. to attend this outstanding professional development event.

Lastly, we would like to congratulate our SHRM SDSU officers and members who recently graduated on May 19. We are proud of your individual and collective achievements, and wish you all good luck in your future endeavors!



*Dr. Michelle Dean and SHRM SDSU students at the 2016 SHRM West Regional HR Case Competition and Career Summit*



*Sightseeing in Salt Lake City*



*SHRM SDSU Salt Lake City conference attendees*



*2016 SHRM SDSU Officer Year End Celebration Dinner at Harbor House*



Dr. Michelle Dean, Andy Esparza and SHRM SDSU outgoing and alumni officers



Fall 2016 SHRM SDSU Officers



SHRM SDSU officers and members



Student President Debbie Te'o - Graduation Cap



Past and present officers: Sophie Zavala, Lexi Saba and Rochelle Rahe



Chapter Presidents Fall 2015 & Spring 2016 - Ryan Prout and Debbie Te'o



# Tapping into Talent: Recruiting and Supporting Disabled Workers and Students

## WS Radio's HR Insights Hour | May 6, 2016

During the May 6 program, host and San Diego SHRM Past President Nina Woodard, was joined in the studio by Dr. Loren O'Connor, Assistant Vice Chancellor, Office of Accessible Education and Counseling Services and Mr. Matt Venegas, Assistant Vice Chancellor, Corporate Relations at Brandman University. In their roles at Brandman University, Dr. O'Connor and Mr. Venegas work with the community and students who require and are entitled to support and services to aid in their ability to access education. Additionally, they work with corporate partners and the community to support educational and strategic needs to address the skill gap and other critical business initiatives.

Dr. O'Connor shares insights about the array of opportunities that are available for students which support their educational endeavors and also how employers can avail themselves of these practical tools to support employees with special needs in the workplace. The University has taken a very personalized approach to supporting students and works with the individual and the faculty to ensure that both get what is required for success in the class.

Both Mr. Venegas and Dr. O'Connor share insights into how employers can link with talent in the community of the disabled and work with the University to ensure that the appropriate steps are taken to support success on the job. They also share thoughts as to why many employees choose not to disclose their disability or special needs. There are fears that they will be singled out or treated too differently, or may even lose opportunities because of assumptions about their situation or needs.

Technology has provided so many tools to support the

disabled, with voice to text and text to voice tools, tablets with larger print, amplified sound systems, as well as architectural accessibility and mobility assistance, to mention just some of the tools, that the opportunity has never been better or more affordable to provide tools for success. Dr. O'Connor has been working globally to share tools and practices that can support special needs in work and education across the globe. There is substantial interest globally in learning and understanding the value of engaging and employing individuals with special needs.

Dr. O'Connor and Mr. Venegas share student and corporate success stories in utilizing policy and practice to enable and support success for both students and employees. Additionally, they share insights about how to engage and provide support as faculty or as an employer when dealing with those with special needs.

Brandman University of the Chapman University System, provides guidance with policy and practice to support the community of the disabled and helps to provide a conduit to connect job opportunities with talent who fit their needs. Brandman provides job fairs, job posting opportunities for corporate partners, as well as advice and support for potential employees.

### **Loren O'Connor, Ph.D.**

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# Scholarships for HR Professionals through the SHRM Foundation!

The SHRM Foundation has substantially increased its award funding and increased the individual award amounts. We are proud to offer five awards of \$2,500 each to those pursuing undergraduate degrees, plus 15 awards of \$5,000 each to those pursuing graduate education. Funds may be used for any combination of tuition, books or other course-related fees. Each scholarship is a one-time award; however previous applicants and past scholarship recipients are eligible to re-apply. Twenty academic scholarships are awarded annually, four in each SHRM domestic region.

## Who is Eligible

To be considered for these scholarships:

- You must have a current SHRM membership as of July 15, 2016 and throughout the rest of the year. SHRM student members are not eligible for this program. (View scholarships for SHRM student members.)
- You must be enrolled in a degree-seeking program pursuing an undergraduate, masters or doctorate degree in an HR-related field (includes business, psychology, organizational development, etc.) through an accredited institution of higher learning. Full-time, part-time, online and distance learning programs are acceptable. Scholarships are for college degree programs only, and may not be used to attend professional development seminars.
- You must be accepted and ready to begin your studies within six months following notification of the award. Scholarship recipients will be required to provide evidence of acceptance or enrollment in an HR-related program of study in order to claim their award. Applicants who have already completed their studies are not eligible for this award and may not apply for a scholarship to cover past expenses.

Each scholarship is a one-time award; however previous applicants and past scholarship recipients are eligible to re-apply.

Employees or board members of SHRM or the SHRM Foundation and members of their immediate family are not eligible to apply for SHRM Foundation grants, awards or scholarships.

## How to Apply

To apply for this scholarship, just complete and submit the online application using the link at the end of this page. It includes contact information and a series of short answer questions about your volunteer experience and your career aspirations. You will also be asked to upload a current resume that includes your SHRM/SHRM Foundation volunteer experience, and two letters of references.

Reference letters should be addressed to the “SHRM Foundation Scholarship Review Committee” and should provide insight into your character, career and volunteer accomplishments, work ethic, values and need for the scholarship.

## Selection Criteria

Scholarship recipients will be selected primarily on merit. Scholarship applications are reviewed and scored by groups of SHRM volunteers based on the following criteria. All decisions are final.

- 50% Work experience/progression (HR involvement & future career plans)
- 30% Volunteer activity (SHRM experience preferred, but not required)
- 20% Financial need

Volunteer judging committees are formed in each of the five SHRM domestic regions to review the scholarship applications. Each region will award certification scholarships and academic scholarships to members in their states, so applicants are competing only with other applicants in their own region.

Applicants selected for an award will be required to provide a Social Security number or tax ID and evidence of acceptance or enrollment in a degree program prior to receiving their scholarship.

## Timeline

Applications must be completed and submitted online by July 15, 2016. All applicants will be notified of the scholarship results by October 7. Scholarship checks will be distributed by the end of the year, after receipt of tax ID and enrollment verification.

- Apply for an Academic Scholarship

## San Diego Zoo Global's Tim Mulligan Receives Top HR Award for Nonprofits

San Diego Zoo Global's Chief Human Resources Officer, Tim Mulligan, was recognized by *HRO Today* as one of the top professionals in his field, at an awards gala May 2 at the *HRO Today* Forum North America in Chicago. The award recognized Mulligan for his efforts to build employee engagement and organizational resilience at an employee level, referencing a number of programs instituted at the well-known zoological organization over the last decade.

*HRO Today* recognized chief human resources officers who have the capabilities to deliver HR transformation with its 2016 CHRO of the Year Awards. This year's winners include HR executives who have provided the leadership needed to ensure business growth, excellent talent management practices and a culture of leadership that can effectively compete in a global economy.

"We recognize the CHRO of the Year winners for their pursuit of excellence in the practice of HR, their commitment to innovation and their ability to relate business outcomes to HR programs," said Elliot Clark, CEO of SharedXpertise. "All of them certainly demonstrate their commitment to advancing the impact and importance of HR to their organizations. We congratulate all 17 finalists and the four winners for their success and recognition by their fellow CHROs."

"I am delighted to have received this award, and have to share credit for this honor with my team and the leadership of San Diego Zoo Global," said Tim Mulligan. "We have worked hard to take the leadership that San Diego Zoo Global shows for animal care and conservation, and apply it to human engagement, through efforts to build a resilient and inspired workforce."

These efforts are detailed in a new book, *"ROAR: How to Build a Resilient Organization the World-Famous San Diego Zoo Way."* Authored by Sandy Asch and Tim Mulligan, the book reveals the strategies San Diego Zoo Global has implemented to get where it is today—creating a world-famous Zoo and Safari Park, then expanding on that legacy to become an influential global conservation organization.

SAN DIEGO ZOO GLOBAL  
PRESENTS



## JOIN THE ROAR

Thursday, June 9TH, 2016

5-7:30 p.m.

Wegeforth Bowl

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### BOOK LAUNCH EVENT

Join authors Sandy Asch and Tim Mulligan for a ROAR keynote presentation of our exciting new book for leaders, HR professionals, and anyone who wants to learn:

**How to Build a Resilient Organization  
the World Famous San Diego Zoo Way!**

5-6 p.m.: Key Note Presentation

6-7:30 p.m.: Reception and Book Signing

**REGISTER ONLINE AT [WWW.THEROARBOOK/LAUNCH](http://WWW.THEROARBOOK/LAUNCH)**

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#### YOUR REGISTRATION INCLUDES:

- Free admission to the Zoo
- Roar keynote presentation
- Reception and book signing
- Complimentary Resilience assessment

#### JOIN THE ROAR CONVERSATION ONLINE:

-  [/theRoarBook](https://www.facebook.com/theRoarBook)
-  [@theRoarBook](https://twitter.com/theRoarBook)
-  [www.TheRoarBook.com](http://www.TheRoarBook.com)

**WHAT MAKES YOUR ROAR WITH PASSION AND PURPOSE?**

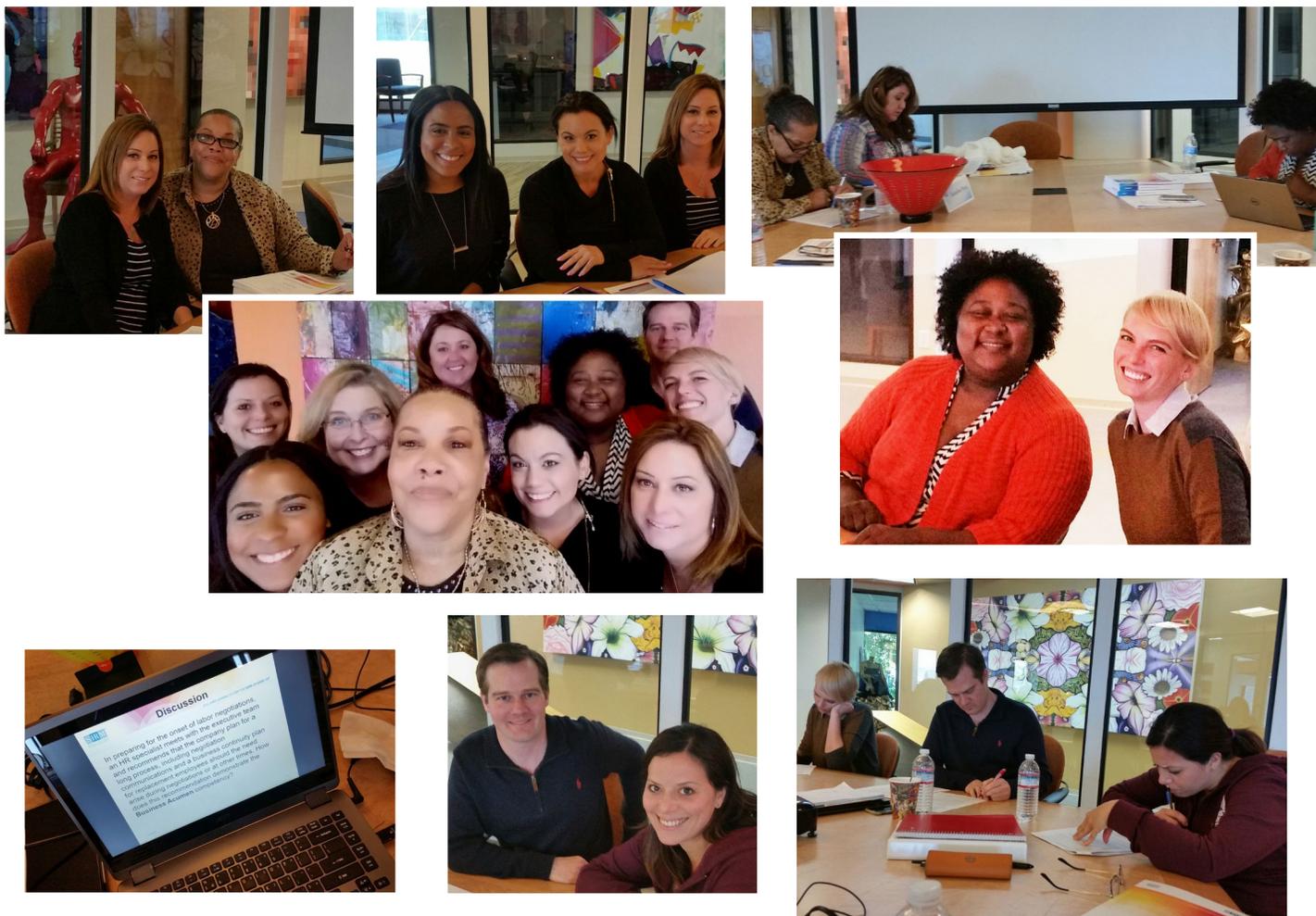
Post your comments, photos, videos and audio online **#RoarUp**

# Spring SHRM-CP/SCP Prep Course Facilitated by Laurie Chua, SHRM-SCP

Steven Beck  
Maria Gotes  
Alyssa Hilliard

Patrese Magliazzo  
Jacqueline Pierce  
Amarilis Rivera

Raina Rutlen  
Diana Stillwagen  
Heather Whitley-Quinn



The course was held at Manpower in San Diego and combined an experienced facilitator with the learning modules and online tools of the 2016 SHRM Learning System. The students expanded their human resource knowledge skills to prepare them for the SHRM Certified Professional (SHRM-CP) or the SHRM Senior Certified Professional (SHRM-SCP) exam.

***Best of luck on your exam!***

# CA-Knowledge Bowl Questions

1. **An organization made 30 offers, and 18 were accepted. What is the yield ratio of acceptance to offers?**
  - A. 35%
  - B. 45%
  - C. 55%
  - D. 60%
2. **An interviewer assumes that a woman will do poorly in a job that requires math and analytical skills. This interviewing bias is known as**
  - A. horn effect.
  - B. cultural noise.
  - C. stereotyping.
  - D. negative emphasis.
3. **Which type of employment situation would MOST likely warrant a written employment contract?**
  - A. A part-time employee
  - B. A salesperson
  - C. A graphic artist
  - D. A department manager
4. **An organization is laying off 15% of its workforce due to declining global markets. What can HR do to help the remaining employees through the transition?**
  - A. Run a series of regional focus groups with mid-level managers.
  - B. Publicize that exit interviews were conducted with all separated employees.
  - C. Regularly communicate with employees about ongoing business challenges.
  - D. Hold an organization-wide teleconference to address rumors.
5. **A layoff may reduce overhead but increases other costs such as...**
  - A. Unemployment compensation/tax contribution
  - B. Outplacement services costs
  - C. Costs associated with severance agreements
  - D. All of the above
6. **The OWBPA requires that employees signing a waiver of their ADEA rights must**
  - A. be given at least 14 days to consider the agreement
  - B. receive severance pay or something of value
  - C. consult an attorney prior to signing the waiver
  - D. have at least three days to revoke the agreement after it is signed
7. **Which of the following factors would indicate independent contractor status?**
  - A. Opportunity for profit and loss
  - B. Regular oral and written reports presented to a manager
  - C. Right to end the relationship with the organization at any time without incurring liability
  - D. Services provided to a single organization
8. **Which of the following is true under the Equal Pay Act?**
  - A. Seniority systems cannot result in pay disparity.
  - B. Companies should provide all employees with the same working conditions.
  - C. Employees doing equal work should receive the same pay.
  - D. Jobs filled primarily by women should have the same salary as similar jobs filled by men.

## Answers

1.D-  
 Calculation:  $18 \div 30 = 60\%$   
 2.C 3.B 4.C 5.D 6.B 7.A 8.C