HR Alabama

Volume 5 ◆ May, 2015

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Welcome to the Alabama SHRM State Council

We are an affiliate of the Society for Human Resource Management. Whether you are new to the HR field or have many years of experience, we are a local starting point for networking, information, professional development and continued support of excellence in Human Resources. We welcome you to our conference and to our magazine. The Alabama State Council (ALSHRM) is made up of 15 local chapters. Below is a list of local chapters. If you have not yet plugged into a local chapter, I encourage you to do visit and get plugged in.

- *Birmingham SHRM*
- *Calhoun County SHRM*
- *Cullman Area - SHRM*
- *East Alabama SHRM (Auburn/Opelika)*
- *Escambia County SHRM*
- *Marshall County HR Mgmt. Assn.*
- *Mobile SHRM*
- *North Alabama Chapter of SHRM (Huntsville)*
- *Shoals Chapter - SHRM (Florence)*
- *SHRM – Montgomery*
- *SHRM – Selma*
- *Tennessee Valley Chapter of SHRM (Decatur)*
- *Tuscaloosa HR Professionals*
- *Wiregrass HR Management Association (Dothan)*

The ALSHRM State Council is a conduit of resources between members, chapters, and the SHRM organization. The Council provides leadership opportunities, grass roots legislative efforts on a statewide and national level, HR communication and supports thousands of human resource professionals who are either members of a SHRM chapter or members at-large in Alabama. The Society for Human Resource Management (SHRM) has more than 280,000 members and is the global voice for the human resources profession.

The ALSHRM State Council hosts one statewide conference each year and it continues to grow in popularity due to the innovative, timely programs and the professional development value delivered to the participants. Proceeds from our conference and our statewide human resource magazine support Alabama's SHRM chapters by providing financial and volunteer resources. For more information, visit us at: http://al.shrm.org/.

With this being our fifth annual magazine, we want to thank our editor Katherine Reeves, the Anniston Star and the sponsorship team for making this edition a huge success.

Michael Bean, PHR, MSHRD
2015 ALSHRM State Director

ALSHRM

HR Alabama

About HR Alabama

Volume 5, May 2015

HR Alabama Magazine is published annually by the SHRM Alabama State Council, an affiliate of the Society for Human Resource Management ("SHRM"). The publication is a volunteer effort that endeavors to provide HR professionals in Alabama with useful, thought-provoking information. HR Alabama is distributed free of charge to SHRM affiliate chapter members and non-chapter affiliated SHRM members throughout Alabama.

HR Alabama and the SHRM Alabama State Council would like to thank the many professionals that dedicated their time to contribute articles to this year's publication and to Demetrius Hardy and Patrick Stokesberry, of the Anniston Star, for their work in preparing the magazine for publication. The magazine and its distribution would not be possible without our advertisers. We thank them for supporting the HR Profession and HR Professionals in Alabama. I would also like to add a personal thanks to the women who served as the advertising/sponsorship team this year, Debbie McGee, Aurora Quiroz, Amy Smith, and Rebecca Dubach, and to Paula Watkins for her guidance and insight on this publication.

All positions and opinions expressed in the articles contained herein are those of the authors and do not represent the views of the SHRM Alabama State Council or SHRM.

HR Alabama is available for download in PDF format at http://al.shrm.org/. You can locate this publication and its predecessors by clicking on "About Us."

I hope you find some useful takeaways from this year's publication.

Respectfully,

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Meet the Writers

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Paula received her undergraduate degree from UCLA and her Masters from the University of Missouri-St. Louis. Paula is past director of the Alabama SHRM State Council and served on a national Board of Governors for SHRM. She continues to support her local chapter and the State Council by holding a variety of positions.

Carmen Douglas SPHR, SHRM, is currently the Personnel Director of the Montgomery City-County Personnel Department. Her professional background includes over 20 years of HR experience in manufacturing, distribution, higher education and public sector local government. Carmen has served in numerous board positions with the SHRM Montgomery Chapter, the Alabama SHRM State Council, and the College and University Professional Association-HR. She has served as the Alabama SHRM State Council Director and is currently serving as a District Director.

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Halogen Software offers an organically built cloud-based talent management suite that reinforces and drives higher employee performance across all talent programs – whether that is performance management, learning and development, succession planning or compensation.

Ben Eubanks, SPHR, is an HR Analyst with the Brandon Hall Group, an HCM research and advisory services firm. Ben is also the founder of upstartHR.com, an HR blog focused on making HR better--one HR pro at a time.

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Mary Ila Ward, SPHR, is the owner of Horizon Point Consulting, Inc. The organization's purpose is to drive passion in people by helping them connect and grow in careers while helping organizations build a fully engaged workforce that drives productivity. The organization achieves this mission through individualized coaching, leadership development and building effective talent management processes. Learn more about Horizon Point Consulting at www.horizonpointconsulting.com.

Dr. Kim LaFevor, DBA, SHRM-SCP, SPHR, serves as Dean for the College of Business at Athens State University. Concurrently, Dr. LaFevor instructs HR curriculum for Bethel University's MBA Program. She has taught collegiately for 24 years at both the undergraduate and graduate level, specializing in the areas of advanced human resource practices, labor relations, and employment law. Prior to her academic career, Dr. LaFevor had a 21-year career with General Motors.

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Fred Hughes is a Business Coach - reviewing people, process, and products for his clients. He has over twenty years experience teaching college courses in Business, Economics, and Political Science. He has a M.B.A. from Jacksonville State University and is currently pursuing a PhD in International Business at Northcentral University.

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ACA Dashboard

How to DRIVE Employee BEHAVIOR

With Incentive Compensation

By: Ben Eubanks, SPHR

Last week I was talking with some folks about using compensation to drive employee behavior, and it occurred to me that many HR pros probably have never been exposed to that sort of conversation. It's just not something that we have to do every day. There are a few basic principles that apply to organizations of virtually any size. Even small companies (I'm looking at you, Mr. /Ms. HR Manager of a company with less than 250 employees) can incorporate these elements into their compensation planning without too much hassle.

The other caveat I want to mention up front: money is not always a motivator for everyone. Often, we can drive performance or discourage behaviors through monetary incentives. While that may be the case at times, it's also worth noting that humans are unpredictable. That's why motivation discussions are based on theory, not law.

Sometimes "analysis paralysis" sets in when it comes to topics like variable pay. Nothing says you can't change if a certain compensation structure doesn't work for your company. It's about finding what works for your organization and your people and leveraging it to drive business results.

Everyone Needs a Variable Element.

When it comes to compensation there are two basic elements: base pay and variable pay. Base pay is what someone earns as a condition of their employment. We often call that salary, base salary, or base compensation. The real fun comes with variable pay, its elements, and how to use those pieces to really drive the behaviors we are looking for in the workplace.

This structure is most commonly seen with sales professionals. Base + Commission is the longstanding model, and it's fairly easy to understand. What's more difficult is figuring out how that sort of structure applies to other professionals, such as engineers, accountants, clerical staff, or even HR. How can you implement that? What sorts of activities should you tie incentives to, and which ones should be covered under their basic salary? What level of incentive compensation is required to drive performance without driving employees to ignore other critical parts of the job? Let's start with the various elements of variable compensation.

Common Types of Variable Pay.

So, what types of variable pay might you commonly see?

- Bonuses
- Profit sharing
- Deferred compensation
- Group incentives

Each of these can be combined and/or configured in a wide variety of ways to target specific jobs, workers, industries, and even company culture. Test, measure, and revise as necessary. There is no strict formula because this is very specific.

How to Afford It.

One of the first hurdles when it comes to getting management on board with a compensation change is pretty obvious: Can we afford it?

The good thing about incentive compensation that if it is tied to performance metrics like sales or profitability then, yes, you can afford it. Here's a good illustration for how that works:

Imagine that your friend has a lemonade stand valued at $5,000 that you want to purchase. You could go out and get a loan for $5,000 to buy it, but that increases your risk (what if you don't have the cash flow to make the payments? what if business gets scarce?) and jeopardizes the future operation of the business. The smarter, and less risky, way is to negotiate a purchase price that comes from periodic payments of net profits. If your net profit runs $1,000 per year, you'll pay for the business over five years, but you are not at risk if there is a downturn in the market–it just takes longer for the final payoff. Bottom line: you never have to pay if the performance/revenue isn't there to support it.

Variable compensation tied to business

"The other caveat I want to mention up front: money is not always a motivator for everyone."

performance works the same way. You are only on the hook for paying out when the business performance is good enough to cover the increased compensation costs. If you're familiar with the economics concept of fixed/variable costs, this discussion is virtually identical. Your fixed costs (base pay) will be there always. The variable costs/compensation will only be applicable if certain conditions are met. That is how you afford it. You structure the incentives so that the growth in revenue, sales, profits, productivity, or whatever metric you choose is enough to cover the cost of the incentive compensation.

Sales is the best example because it's very simple understand. If we sell a widget and profit $1,000 from the sale, we could offer a $500 bonus to the salesperson as an incentive and still come out ahead in the transaction by $1,000. If the person doesn't sell the widget, we don't have to pay out the $500, so there is no risk to the business.

Everything Hinges on Performance.

If you haven't already figured it out, this setup is going to require something that might not already be in place. We have to be able to properly measure performance for our staff in order to compensate them appropriately. If you're not willing to measure performance and hold people accountable for it, then you might as well scrap this whole idea of incentive compensation.

But if you are willing, then you must find some objective metrics to tie into the jobs you're trying to create incentives for. In the initial planning and setup you'll need to determine those performance objectives, because they are the basis for who earns variable compensation, how much they earn, when they earn it. This step is critical because you have to offer incentives for the right reason. For instance, if you're offering incentives to engineers based on lines of code, then they could purposely complicate the coding to include more, even when it could ultimately detract from the user experience. Instead, consider offering a bonus for a low error rate in the overall code.

Another example would be paying a salesperson for making a set number of calls per week without having some sort of metric tied to the actual results. If the only measure the person is focusing on is a number of calls, then they could make 100 calls without closing a single sale because the incentive is tied to the process, not the results. It's easy to focus on rewarding people for following the process instead of actually achieving the desired results. Be leery of that common trap.

Shorten the Distance.

There are two things that really help to drive results - control and reaction time.

Control–the more influence an employee has over their work and performance, the more likely they will be to work toward the incentives placed before them. If an employee is in a group setting or farther from controlling the final result (profit sharing, for example, is heavily influenced by factors beyond an employee's control), then that employee will be less motivated.

Reaction time–the less time an employee has to wait between the activity and the reward, the better. If it takes six months to be rewarded for an activity completed today, employees will be less likely to perform the activity.

By shortening the distance, employees have more control and a shorter reaction time, and the rewards will be more meaningful.

Money Isn't Everything.

There are some things that motivate employees aside from money. In Dan Pink's book Drive, he discusses three of the key areas that most influence an individual's motivation in the workplace: autonomy in their work, opportunities to master a craft/skill/knowledge area, and finding a greater purpose.

If we truly want to motivate our employees, we need to think through those three opportunities to drive performance. Sometimes it's easier to assume money will work in all cases, but it's often a more complex arrangement of details that ultimately drives people to perform and excel.

ALSHRM
Spring 2015 visit to the Hill

Juanita Phillips, SPHR, SHRM-SCP
2015 Co-director of Governmental Affairs

Fourteen HR Professionals from around the state of Alabama were on the Hill in March, meeting with members of Congress about current employment issues. The trip was a great success.

Attendees represented nine professional chapters and two student chapters. Overall, the trip was a great success and offered a chance for camaraderie and networking for SHRM attendees.

Members discussed their support for the "Legal Workforce Act" (H.R.1147) and the "Forty Hours is Full-Time Act" (S.30). They also expressed gratitude to members of Congress for passing the "Resolution of Disapproval" (ROD), regarding the NLRB's Ambush Election Regulations, and shared their understanding that the same ROD route will likely be taken regarding the DOL's modification of overtime regulation.

Thanks to everyone who participated and helped continue the ongoing conversation with Congress and staffers. The highlight of the trip was a tour of the United States Supreme Court on the morning following the Hill visit, led by Tommy Eden, a member of the Supreme Court Bar.

Way to go, Alabama! Let's go make a difference.

How to BOOST Employee Engagement with Just One Role

By: Mary Ila Ward, SPHR

A friend called the other day to tell me about the first one-on-one encounter he had with his new boss. Prior to this conversation, my friend was nervous about the transition in leadership and what it would mean for his role as a mid-level manager of a growing organization.

My friend told me, "The new CEO asked me what I wanted my career to look like." "Although I know what I want for myself in my career, no boss has ever asked me this before especially not the first time I've met him. I'd expect our first conversation to be him telling me what he wants, not to ask me what I want."

Like most, my friend ultimately wants to be sitting where his new boss is, in the CEO chair. Once his boss saw his educational background and work accomplishments, he already assumed that was the goal. But his boss asked the question nevertheless, and proceeded to discuss with my friend how he, as his boss, could help get him to the CEO seat one day if he performed in a way that warranted this type of opportunity.

The CEO was acting as a leader by being a career agent.

Why do leaders need to be career agents?

With employee engagement statistics showing that upwards of 70% of the workforce these days is checked out, it is imperative for leaders and organizations to think about how to maximize talent in a way that leads to mutual gains. My friend, whose boss served as a career agent, is now more engaged than ever in his work. He wants to work hard for this leader because he knows his work will be noticed and will pay off, because his boss made it clear he is invested in his future. My friend wins by knowing he has an advocate to help him on this career path and the CEO wins by having an engaged employee that is productive, thus helping the organization reach its goals. If all executives were in the business of making more leaders by acting as career agents, we may be able to flip employee engagement statistics in a positive direction.

How to be a career agent.

If you are a leader, how do you seek to be a career agent? Here are some suggestions for establishing yourself as a career advocate:

Facilitate win-win conversations instead of one-sided conversations.

Ask people what they want out of their career from the get-go.

Create a game plan for career advancement with employees. Include next steps and what behaviors and results need to be seen on the job in order to facilitate those steps of upward progress. This game plan should be written down, tracked, discussed, and modified at least semi-annually. Give ownership of the game plan to the employee and provide input and opportunities when necessary.

Provide projects and assignments that help

"Provide projects and assignments that help facilitate skill development that is beneficial to the organization and helps facilitate career growth."

facilitate skill development that is beneficial to the organization and helps facilitate career growth.

Provide regular feedback, both positive and developmental, to help employees get to where they want to be. Incorporate next step dialogue into conversations when providing feedback that is behavioral based.

Make people aware of opportunities that arise, even if they are outside your organization. This may mean letting them go to another organization. If you're having career agent conversations with people, they are going to be more productive and you probably don't want to lose this type of employee. This may seem counter intuitive to an employee retention strategy, however, making employees aware of outside opportunities that are a fit for their career plans, and helping facilitate those opportunities is a good move in the long run. They become walking and talking recruitment ads for you and your company. It leads to a bigger picture recruitment and retention strategy. And who knows, their career path may lead them back to your organization, more valuable than when they left.

Realize that not all people want to climb the ladder they just may want to do a good job where they are and have a lifestyle that promotes their values. You can be a career agent by supporting this as well. But as a career agent, you still need to be asking the question, "What do you want out of your career?" From a more global perspective, asking people "What do you want out of your life?" may lead you to better able discern how to support them as a career agent.

Realize that the answer to the questions: "What do you want out of your career?" and "What do you want out of your life?" may change for people for a variety of reasons. Ask the questions often and calibrate your ongoing discussions with people accordingly.

How HR can support leaders as career agents?

Leaders of people should all be career agents. This should be the culture of the organization, not a function of the HR department. However, HR should play a critical supporting role in making sure the organization supports the "leader as career agent" mentality. So how can HR facilitate?

Train leaders on what it means to be a career agent through their behaviors. Involve specific stories where leaders have demonstrated the "leaders as career agents" mindset within your organization to drive understanding and implementation of career agent behaviors.

Provide tools and processes to facilitate career agent conversations. Tie your performance management processes to the agent function.

Recruit and promote leaders who demonstrate the career agent mindset through their behaviors. Consider how this can be evaluated and measured through interview questions, performance management processes and employee engagement and feedback mechanisms.

My friend called me back a few months later… "My boss just let me know about a CEO role that is available at a small organization. He said he had already recommended me for the role to the board chairman who was in charge of the hiring process and gave me information on what to do and who

"Realize that not all people want to climb the ladder they just may want to do a good job where they are and have a lifestyle that promotes their values."

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to contact if I was interested in the opportunity."

I told him that was great and asked how he responded.

"I think my boss thought I was surprised," he said. "Although we've had the conversation about where I want my career to go and ways for me to get there, I never thought he would be the one directly pointing me to advancement opportunities outside the organization. He smiled and told me that he would not be sitting where he is today if his former boss hadn't pointed him to opportunities."

If you are not doing what The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, calls "DWYSYWD" or "Do What You Say You Will Do," you are not really a career agent, and for that matter you are not establishing credibility as a leader. As the book states, "It's about practicing what you preach, putting your money where your mouth is, following through on commitments, keeping promises, walking the talk, and doing what you say." You can talk about helping people advance all day long, but if you don't actually let them advance when they have earned it, you erode credibility and trust.

My friend's boss put his money where his mouth was by letting him know about an opportunity and recommending him for the role. My guess is he may not have fostered the same mindset if his boss had not done it for him. I have a strong feeling my friend will now be prepared for what The Leadership Challenge describes as "Model the Way" by having career agent conversations with his subordinates and by actively helping them pursue their career goals. The phenomenon of leaders fostering leaders will continue if we all practice what we preach.

Are you ready to take the challenge and add "career agent" to your leadership role? Take the first step by asking your employees today one simple question, "What do you want out of your career?" Then DWYSYWD.

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GUNG-HO and BEYOND:

The Growing Need for an International Emphasis in HR

Fred M. Hughes, M.B.A.

While many HR professionals may fondly remember laughing at Michael Keaton in his portrayal of a union shop steward at a failing U.S. auto company purchased by a large Japanese company, they probably never expected they would actually one day see similarities in their own company. Gung-Ho is a must see for H.R. team-members in a foreign owned firm.

According to data obtained from the Alabama Department of Commerce, there are 430 foreign owned companies operating today in Alabama. While many can readily name off Mercedes in Vance, Honda in Lincoln, Hyundai in Montgomery, or even Airbus in Mobile, there are many other firms employing thousands of Alabama workers. For this and a multitude of other reasons, we in the HR profession must actively engage in building culturally sensitive, knowledge-based training programs.

Most think of Globalization as an outward process, from America to other parts of the world, but more and more we see it becoming an inbound process. As companies in foreign countries seek competitive advantages and the safety found in U.S. operations, it is incumbent upon HR professionals to prepare for continued growth in the firms locating in our state. Efforts aimed at standardization of policies and practices, along with teaching respect

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for customs and cultural differences among our own diverse workforces, will bring new and complex challenges to our desk. How will we approach the need for cross cultural training and development?

Much of the focus of current literature has been on expatriation or the global rotation of executives, exposing them to various cultures in order to add to their training and development. While this is indeed an excellent plan for outbound management training, what about those foreign nationals and their families coming to America for management training? How are we to assist in their training and development? More importantly, how are we to prepare our own workforce for the cultural differences they will experience working for foreign managers with different expectations, philosophies, and cultural mores?

Many behaviors common to the American worker are considered rude and offensive in other cultures. The hand gesture Americans commonly use to indicate something is O.K., to a Brazilian is the same as giving them the finger. Charges of insubordination anyone?

Sitting with one's feet propped up on the desk, coffee table, or in any manner showing the bottom of your feet in the presence of anyone of Arabic decent is a great insult. What do you do when that manager insists on firing such an individual? Maintaining more than fleeting eye contact (especially continual eye contact) with Japanese is considered rude. Anyone up for another harassment investigation? Without cultural training, unintentional, yet serious organizational stress may result.

If the goal of manager rotation, whether outbound or inbound, is leadership development through cultivation of situational awareness based upon cultural sensitivity, then it is incumbent upon HR managers to make such transitions as seamless and productive as possible. "The two themes for situational awareness are open mindedness and adaptability." Acceptance of diversity alone is not enough, both management and staff alike must embrace it for true open mindedness to prevail within the organization. Without such an emphasis on ensuring productive outcomes, scarce training resources and even company profitability may be lost or squandered. Training your fellow employees or associates on open mindedness requires dedicating the time necessary through teambuilding exercises and other training mechanisms that foster familiarization with and understanding of the process. Living in this instant gratification society, where wants are satisfied by the push of a button, will require a paradigm shift in our expectations and the

"Achievement of success would best be measured in terms of improved communication or consultation in exploring of areas of commonality and agreement."

metrics used to determine success.

We cannot expect immediate success or complete standardization of our training process. With the support of senior executive leadership and the establishment of organizational goals, including the recognition that complete standardization of the process is impossible, as Confucius said, the journey of a thousand miles begins with the first step. HR professionals love standardization of process, policy, practice and procedure. We must first recognize the complexity and impossibility of the task of complete standardization given the cultural, economic, educational, political, religious, and social differences both inside and outside our organizations. Our desire for standardization must therefore give way to a tendency toward greater flexibility.

Achievement of success would best be measured in terms of improved communication or consultation in exploring of areas of commonality and agreement. The desired outcome would be in order to increase harmonization and acceptance within the organization.

As our organizations are experiencing increased globalization pressures, this harmonization process will improve corporate competitive advantage. The development of a "Global Mindset" will be a beneficial outcome of this on-the-job development, learning and training process. Through exposure to different circumstances and situations both our leadership and staff will gain greater appreciation and understanding of what does and does not work in various situations and locations.

Initially the process may be uncomfortable, because many are reluctant to open up about deeply held beliefs or customs. However, as trust is developed and the program expands, your training should show real growth and cohesion within the entire organization. Clearly defining the goals and objectives of the training will ease the fear of change and of the unfamiliar. After all, anyone who has been on a battlefield knows it is your buddies on your right and left that matter. To develop that comradery and esprit de corps takes training, teambuilding, and massive amounts of trust.

On the corporate battlefield, success is measured by profit and loss. Victory depends on how well we have trained our talent for success and understanding that we are building something greater than ourselves. We are building organizations of divergent peoples, with different beliefs, behaviors, cultures, and expectations. Those people and organizations gather resources and work with understanding and appreciation of their differences and uniqueness toward a common purpose. After all, most of us are in the HR profession to make a difference and improve our organizations. So GUNG-HO… let's get it done.

JOSE TODAY, JORGE TOMORROW:

The Clash of Company Policy with the Law

Paula Watkins, SPHR, SHRM-SCP

Revising company employee handbooks is becoming a quarterly on-going task as federal, state and municipal laws, agency edicts and court decisions impact our workplaces. Same sex marriages are altering how we administer benefits. Legalized and medicinal marijuana can change our handling of workers' compensation claims. And, the impending details of the executive actions on immigration could rock our HR worlds.

Part of the clash is that even federal, state and municipal laws do not align with each other. By way of example, the Office of National Drug Control Policy web site states, "It is important to note that Congress has determined that marijuana is a dangerous drug and that the illegal distribution and sale of marijuana is a serious crime. The Department of Justice (DOJ) is committed to enforcing the Controlled Substances Act (CSA) consistent with these determinations." In a 2005 ruling in Gonzales v. Raich, the Supreme Court stipulated that the federal government has constitutional authority to prohibit marijuana for all purposes. This does not mean that the state laws are unconstitutional. The Court left it to Congress and the Food and Drug Administration to resolve the issue.

Federal penalties related to marijuana convictions range from a misdemeanor possession (carrying up to a year in jail, plus fines for a first offense) escalating to felony convictions for sales, cultivation and/or paraphernalia (including jail

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time for up to 3 years for a first offense). At the same time, individuals over the age of 21 can legally purchase marijuana in Colorado and Washington. Within those states some municipalities are creating zoning regulations and enforcement to prevent marijuana dispensaries from operating.

At the company level, most handbooks purport that the company has a "drug free workplace," which permits termination for failing or refusing to take a drug test pre-employment, post-accident, random or under reasonable suspicion. Even Colorado's Amendment 64 (which legalized marijuana) states that "nothing in the law will affect the ability of employers to have policies restricting the use of marijuana by employees". The Colorado Court of Appeals upheld this in a medicinal marijuana case in 2013. The decision posed that marijuana "must be permitted by and not contrary to both state and federal laws."

In the realm of immigration law, only the federal government (Congress to be exact) is supposed to have the authority to alter immigration law. Yet, several municipalities have designated themselves as "Sanctuary Cities," Washington, D.C., New York City, Los Angeles, San Francisco, San Diego, Austin, Salt Lake City, Dallas, Detroit, Honolulu, Houston, Jersey City, Minneapolis, Miami, Denver, Aurora (CO), Baltimore, Seattle, Portland (ME and OR) and Senath (MO) have statutes directing that law enforcement and city officials are not to notify or cooperate with the federal government when they become aware of illegal immigrants living in their jurisdictions.

The State of California passed a law in 2013 that allows illegal immigrants to obtain professional licenses. In 2014, Sergio Garcia became the first illegal immigrant to be admitted to the California Bar. Meanwhile, the United States Supreme Court has ruled that illegal immigrants cannot be prosecuted for identity theft if they use "made up" Social Security numbers that they did not know belonged to others.

Then enters the company policy; the employee handbook. Is there a handbook out there that does not include that employees found to have falsified their employment paperwork are subject to immediate termination? Is there a handbook out there that does not state the company's compliance with the immigration laws which include proper execution of an I-9; the presentation of valid documents that prove the applicant's authorization to work in the United States; and, for some states to include Alabama, completion of the eVerify process?

Since the enactment of the Immigration Reform and Control Act of 1986 (IRCA), the federal government has placed the burden on employers to

"Since the enactment of the Immigration Reform and Control Act of 1986 (IRCA), the federal government has placed the burden on employers to monitor the legal authorizations of their workforces."

monitor the legal authorizations of their workforces. Any workplace dealing with volume hiring, multiple locations and/or turnover at the I-9 signature level, knows the difficulty in consistently obtaining properly executed and timely documents. IRCA requires that employers only accept "facially valid" documents from potential employees. For companies in eVerify states or companies choosing to use eVerify, the process also includes that the employee/applicant "eVerify." Anyone who uses the system knows that if the name and the Social Security number match, the individual will pass the system verification. Therefore, it is possible that despite complying with all the legal requirements, an employer could have illegal immigrants on their payroll.

This is clearly the case. According to a Pew Hispanic Center study, there are 11.3 million undocumented persons living in the United States as of September 2014. Of those 11.3 million, Pew Hispanic Center estimates that 8 million (or 71.4%) are working.

The Federation for American Immigration Reform estimates that there are 11.9 million undocumented persons, but they use the Pew percentage for those employed, putting the number at 8.5 million. For example, in Alabama, that represents 89,550 workers, Georgia 322,375 working, Texas 1,296,670 employed and Tennessee has 85,965 on payrolls.

Sixty-two percent of all illegal immigrants are from Mexico. Combining El Salvador (5%), Guatemala (4%) and Honduras (3%) totals the illegal immigrant

population speaking Spanish to 74%. In 2003, then Mexican President, Vicente Fox, told reporters that the money sent from Mexican workers in the United States to their families in Mexico "is the biggest source of foreign income, bigger than oil, tourism or foreign investment." Most of these workers are not working under the table. It is believed that illegal immigrants contribute 7 billion dollars a year to Social Security. That means they are being paid through legitimate payroll processes.

The employment numbers are impressive. In 2006, the single largest raid was conducted against Swift and Company. Thirteen hundred illegal immigrant employees were rousted in 6 states. In 2005, Walmart paid 11 million dollars to settle a federal investigation into hundreds of illegal workers used as cleaning contractors. On any given day, 31,000 illegal immigrants are held in over 200 detention centers, jails and prisons. In November 2011, Immigration and Customs Enforcement (ICE) officials reported that they had the resources to only deport 400,000 illegal immigrants each year. While illegal immigrant population growth has slowed, the median length of residence has increased. In 2012, Pew Hispanic Center proposed that 85% of illegal immigrants have resided in the United States for over 5 years; 62% for over 10 years and 21% for over 2 decades.

In November 2014, President Obama announced executive actions which could extend at least temporary legal status to nearly half of all illegal immigrants. Therein lies our HR quandary. In employee handbooks it states that employers will terminate employees for falsifying employment paperwork. In fact, Part I of the I-9 form states, "I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form."

Now, employers are faced with the probability that employees will self-identify that the name and Social Security number that was originally provided is not really theirs. That pivotal event is the basis of this article's title: "Jose today, Jorge tomorrow." In fact, if the first name and Social Security number passed eVerify, it was probably "stolen" or "leased." Leasing arrangements are when individuals "rent" their name and Social Security number for monthly payments. People may make up Social Security numbers, but having the name match as well has worse odds than winning the lottery. Routinely running Social Security verifications will turn up employees who claim Social Security numbers that have never been issued. Therefore, employers may have an employee who is possibly involved with identity theft.

On top of that, it is unclear how breaking the law by entering the country illegally will be

"Consistent application of policy is a rock solid mainstay in HR delivery. The question becomes whether to terminate in compliance with company policy or retain in contradiction to company policy."

handled. Of the 4 million who have children born in the United States, 3.7 million do not have protection under the President's Deferred Action for Childhood Arrivals (DACA) or Temporary Protected Status (TPS).

Consistent application of policy is a rock solid mainstay in HR delivery. The question becomes whether to terminate in compliance with company policy or retain in contradiction to company policy.

The vast majority of illegal immigrant employees are most likely going to receive employer preference for retention. So, what becomes of the policy about falsifying employment paperwork? For the employee claiming a degree but having none? For the nurse failing to retain her license? Is the option to change the policy and effectively imply falsifying employment paperwork is permissible? And what about the value of criminal background checking when employees are retained who may have broken the law by stealing someone else's identity?

Perhaps the single biggest concern for HR is going to be how the government is going to require employers to document actions related to the final stipulations of the President's executive actions. It may be that decisions to terminate for violating the company policy discussed will be taken out of the employer's hands. "Consistency," in face of conflicting state, local and federal laws, is an HR mine field and what makes the discipline such an interesting challenge.

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HOW SUCCESSION PLANNING SOFTWARE

Can Help Identify, Nurture, & Retain High Potentials

Costa Constantakis

Here's a critical question: What characterizes a truly world-class succession planning program?

The wrong answer, but one put into practice by many organizations, is a program that keeps a list of potential candidates being groomed for a few senior roles. But succession planning that's truly effective should identify, nurture, engage, and help retain high performing and high potential employees at all levels of the organization. It should help your organization build "bench strength" throughout the ranks, while providing your executive team with confidence in HR's ability to promote from within for all roles that are critical to the success and growth of your talent pipeline.

Why is this important today?

For one, factors in developing and maintaining a strong talent pipeline and a lack of leadership readiness in general, have both been ranked among the top concerns in executive surveys from Harvard Business Review, PwC, Deloitte and Gartner, year after year. Second, as baby boomers exit the workforce at rapid rates, the loss of their knowledge and expertise poses a serious risk to business continuity. At the same time, Millennials, who now make up more than half the workforce, have drastically different expectations of their employers, including accelerated responsibility, clear paths to leadership, and flexibility in work arrangements.

There are significant implications to consider from a business context, as well. According to the Corporate Executive Board, "superstar employees" produce up to 12 times more than the average employee. Furthermore, the cost of losing good talent is one and a half times the salary of the employee who has to be replaced, according to Human Capital Institute research.

The question then becomes: How do we address these issues?

One of the most effective approaches is to put in place a system that helps you build deep talent bench strength across all critical areas of your business, supporting long-term continuity while ensuring your organization develops strong leadership competencies among your most highly skilled workers.

1. Know Who Your Real "High Potentials" Are.

The first step is to know who your high potential employees really are. It's a common mistake to think that all high performing employees also have high potential. Bersin by Deloitte defines a high potential employee as one "who has been identified as having the potential, ability, and aspiration for successive leadership positions within the company."

It's important to determine whether your high performing employees want to move up in your organization. That's the aspiration component of being a high potential employee. Also keep in mind that leadership doesn't necessarily mean climbing the management ranks. An individual contributor who has the potential to increasingly specialize and demonstrate leadership in their area can also be a high potential employee.

Start by identifying what constitutes "high potential" in your organization. Here's where tools like succession planning software can help you identify, nurture and retain your high potential employees. Succession planning software can be used by managers to systematically rate their employees' potential and their readiness for promotion. It can also show the risk of them leaving the organization, which can then get the wheels in motion to prevent that from happening. Once you start to repeat these assessments yearly to maintain a current data set, you can begin to compare results year over year. Automating this assessment means you can easily gather the data you need and then use the software's tools to analyze it in order to plan for engaging and developing the high potentials as needed.

2. Generating a 9-Box Grid.

Next, use your software to plot all your high potentials on a 9-box grid that maps their potential against their current performance. This will give you a good visual indication of who needs what kind of attention: development planning, career coaching, etc. Here, too, it's a good idea to generate this grid at least annually as you look for new up-and-comers.

3. Develop Your High Potentials.

Now that you know who your true high potential employees are, put plans in place to further develop them in support of their career progression. Good succession planning software will let you create talent pools that define the competencies required for success in a particular area — such as executive leadership, customer service team management, and R&D leadership. It will help you enforce the level of skill or proficiency required for each competency before someone is eligible for promotion, while prescribing learning activities that can help to develop their skills in those key competency areas.

You can then assign your high potential employees to appropriate talent pools and assess their development regularly. Research consistently shows the benefit to this type of practice dramatically improves the engagement levels of your high potentials. That special attention being placed on their developmental needs shows your organization's commitment and confidence in their ability to take on higher levels of responsibility.

Here again, succession planning software makes the tasks easier and lets you aggregate and analyze ratings to track everyone's progress. And it should give managers and employees easy access to the employees' development plans, so they're acted on, not set aside and forgotten.

4. Take Action to Retain Your High Potentials.

If managers flag any high potential employees as being at risk of leaving, you have the tools to quickly

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identify this and take appropriate action to retain them where possible. Sometimes, simply being acknowledged as a high potential employee, and being given the opportunity to develop and progress in their career, is enough to retain someone. Other times, you'll need to take additional actions, like adjusting compensation, giving challenging work assignments, or perhaps even assigning a mentor. Succession planning software can help you identify those high potentials at risk of leaving and ensure the actions you take are reducing that risk.

5. Promote From Within.

When a new position opens up in the organization, look first to fill it internally from your talent pools. It's cheaper and onboarding times are shorter, among other benefits. Succession planning software can help you determine your high potential employees' readiness for a promotion or new assignment and give you data to consider a potentially larger pool of candidates for a role than you initially had in mind. It can also aid in identifying areas where your talent pools are too limited or where development activities aren't effectively preparing high potentials for career advancement. In both cases, you can then take action to ensure you strengthen your talent pools.

6. Succession Planning Software: a Critical Tool for Success.

Succession planning is critical for any organization. Developing succession planning programs tied directly to your organization's business strategy sets your organization up for success by forming a strong talent pool of individuals with the right skills who are ready to step into unexpected vacancies or newly established roles to support business growth. By automating the processes and tasks that make up effective succession planning, and by aggregating vital data about performance, potential, and development, succession planning software helps you build these comprehensive programs while making them easy to administer.

EACH ONE, REACH ONE

Carmen Douglas, *SPHR*

It seems like it was just yesterday when I was a young and eager college student looking for an opportunity to gain valuable human resources experience. I speak to so many HR colleagues that tell me they had similar dilemmas. All too often after college, we were not considered for employment because of our lack of human resources experience.

Early in my human resources career, I made a commitment that given the opportunity I would reach out to college students pursuing careers in human resources. The hope was to give them the opportunity that I, and so many of my colleagues, did not have. This commitment has benefited me and my employers as much, and sometimes greater, than it benefited the students.

Many of us are faced with the "new normal" – doing the same amount of work, and sometimes more, with fewer employees. Utilizing college interns has helped the human resources departments that I have worked with adjust to the new heightened demands. I have been fortunate to have the ability to provide paid internships for the students. However, do not let the inability to pay interns deter you from providing them with an educational opportunity. Many students are eager to take unpaid internships to gain the experience necessary to find jobs after graduation.

I recommend assigning short term projects such as: employment file/I-9 audits, research for policy development or new initiatives, creating desk manuals, updating job descriptions, developing presentations for training programs and assisting with technology updates. The work students provide is value added. Many times they are able to work on projects that have been on the to-do-list, but the not-able-to-get-to-list. Plan in advance and set a line item in your budget for the paid internships. Prepare a cost benefit analysis that will support paying an intern. If a paid internship is not an option, try reaching out to a college in your area and ask for a student who is available for an unpaid internship for 10 hours per week to assist with human resource projects..

Most importantly, I challenge you to ensure that you are providing the students with meaningful work. At the same time, you want to provide the necessary guidance for the internship to be a positive developmental experience for the students. This is also a great opportunity to introduce the students to SHRM, its benefits, and the importance of volunteering. Our profession has evolved tremendously over my career. However, it is important that we continue to make the positive strides. As seasoned HR professionals, we need to embrace and mentor a new generation of volunteers. The college students of today hold the future of the human resources profession in their hands. That is why I encourage each one of you to reach one.

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CAN I TRUST YOU?

By: Juanita Phillips, SPHR, SPHR-SCP

Have you ever been in a conversation where you start to say something you intend to remain confidential and preface it by asking, "Can I trust you?" I suspect if you have to ask, you probably do not truly trust that person. Trust tends to be an all-or-nothing, you either do or you don't.

Trust is a connection between people on an individual level. It allows you to assume that a person's actions are honorable and impacts expectations. You know right now, without having to put a lot of thought into it, who you trust in your work group. You know who you can count on, who is sincere in their efforts, and who has the best interests of the company in mind. You also know who is motivated by their own self-interest. Along with operating on a relational level, trust may also operate situationally.

It is easiest recognize and understand trust paradigms in your own work group. That perspective can be applied to your company as a whole. Employees know who they trust and who they do not – among supervisors, HR, staff, executives, and co-workers.

Trust has to start at the top. As HR professionals, we often have the ear of the C-suite and can help instill that message and promote a culture of trust. How often have you said you do not want your managers to just complain about employees – you want them to be proactive -- connect with those employees, engage them, encourage them, coach them, develop them, and guide them to achieve results. By the same measure, we have the ability to facilitate a culture of trust by helping and challenging those at the "top."

Even within human resources, trust among colleagues can prove invaluable. It can also be lost over a single interaction, never to be regained. Likewise, trust within your immediate HR staff is imperative. It is equally necessary among fellow managers, directors, and C-suite members. It is most critical with the top leader. For us to be effective as HR professionals, we must engender trust on every level.

So, where does trust come from? How do you build it? How do you protect it?

Trusting people usually step into situations or relationships expecting others to do "the right thing" and act in everyone's best interest. On the other hand, untrusting people, typically assume others are motivated by self-interest. In either of these scenarios, the individual has developed his/her view from past life experiences and relationships. It takes time to alter perspectives built by the past. Employees of both types exist within your workforce, and every single interaction that takes place impacts the "proving" component of trust. "Moments of interaction" include formal moments (such as how recognition is handled, how pay is managed, how employee performance plans are managed), as well as informal interactions (like the passing on instructions, sharing outcomes, giving credit, and delivering constructive criticism).

To build trust, a company must communicate clearly and openly. Do not leave employees to understand changes and issues through word of mouth, rumor, or innuendo. Do not leave them to come up with their own assumptions, which they will do if no one provides information or perspective. Hold meetings to answer questions or talk about upcoming change. Utilize face-to-face communication. Make expectations clear. Remember, actions speak louder than words and transparency is vital.

Let us turn from "Can I trust you?" to evaluate whether your employees trust you. Think about your actions and interactions from an outsider's perspective. Look for evidence or signs of trust and of distrust, then work at building what may be missing and continue to foster the foundations you have built.

Be aware of "trust destroyers" in your workplace. These include favoritism, unfair treatment (perceived or actual), deception, lies, exaggeration, manipulation or the belief that the company really does not care about the individual as a person. Missteps during an investigation are also huge trust-eroders for HR professionals. Make sure that your role in any workplace investigation is professional, thorough, intelligent, and impartial.

It takes real work to be approachable and accessible. Make yourself easy to talk to and give straight answers. That takes wisdom and tact, but when properly executed it establishes trust. If that is not your strong suit, seek out someone who handles tough interactions well and learn from them. In addition, stay well informed and in front of issues. This will allow you to keep management well-informed, which will increase their trust in your ability.

In every business interaction, be honest and ethical, and remember actions speak louder than words. Help employees have a clear view of where the company is going and how each person can help get there. Know your own role in that process. Be accountable for your results. Be very aware of how important it is that you personally engender trust. Be honest with yourself and brave enough to examine your own motives. Understand which of your coworkers should be communicated with directly about an issue and which do better with indirect messages.

As a daily reminder, make a goal list of trust building behaviors and put it in the front of a drawer that you open frequently. Look at it regularly. We are shaped by our habits and we get good at what we practice. Practice responding to situations in ways that protect your trustworthiness. This is not always the easy road. It takes intentional, brave action sometimes. It requires not throwing up your hands and quitting.

The key to establishing trust is shifting the question of "Can I Trust You?" to "Would I Trust Me?"

Here's to good companies.
May we know them.
May we be them.
May we help create them.

"WORK-LIFE" IN ALABAMA

By: Elisabeth A. Doehring, SHRM-CP, GPHR, PHR

Modern Day Challenges.

Alabamians stand zombie-like glued to their cell phones. The checkout line finally stumbles forward on a Monday night. The scene plays out the same in Auburn, Hoover, and even in Daphne. Time to leave America's retailer and head home to pay bills. However, not without first grabbing a few cartons of fast food for faster times. It's past 7p.m. and the weary spouse is caught up again working late. End-of-quarter reports are due tonight. The "smart phone" screen suddenly lights up. A frantic text—"carpool no show." One last stop now by soccer practice to pick up the twins.

College football tailgating with the exhalted "to do" list. Weekends in Alabama were once reserved as a time of rest--allotted for carefree moments and rejuvenation. That has all changed. Like the rest of the nation, times and culture are changing in Alabama's workforce. Something is missing, and progressive companies are figuring it out. It's called "work-life."

Work is life. Then life is work. It's all a blur.

Work-Life Definition.

World at Work defines "work-life" as "a specific set of organizational practices, policies, programs, plus a philosophy, which actively supports efforts to help employees achieve success at both work and home. Work-life programs encompass compensation, benefits and other HR programs, and together they address the key intersections of the worker, his or her family, the community, and the workplace."

According to NPR in 2010, "When you talk about Gen-X or Gen-Y or the millennials, they've taught us that we can't necessarily say work-family balance," says Lisa Horn of the Society for Human Resource Management (SHRM). "The preferred term now is 'work-life', because young workers apparently value their flexibility just as much as a working mom."

Momentum Builds.

SHRM notes that the concept of work-life balance has now crossed both sides of the political aisle. Public

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opinion polls during the 2008 presidential election showed that both Democrats and Republicans supported reforms promoting greater work-life balance. In addition, the business case is extensively documented, according to a recent study from the Center for Work-Life Law at the University of California-Hastings and the Center for American Progress.

Further, reports show that "nearly a third of U.S. workers now consider work-life balance and flexibility to be the most important factor in considering job offers. Compensation finished second (at only 23%), behind lifestyle, for the 1,634 U.S. workers who were asked the primary reason why they accepted their current positions.

Paternal Role Changes.

Fathers are now seeking work-life balance too. However, when they put their families first it carries a stigma. Witness New York Mets second baseman Daniel Murphy. The star infielder took off for two games after the birth of his first child. Sports commentators ridiculed Murphy for "bucking the presumed code of machismo among professional athletes," reports SHRM Magazine.

More Staggering Numbers.

According to a Strategy One online survey, work-life balance is a problem in the U.S. for 89% of 1,043 Americans surveyed in 2010. Furthermore, of the 89%, an additional 54% called it a "significant" problem. According to Bradley Honan, Vice President of StrategyOne "Far from having disappeared from public consciousness, the issue for work life balance remains a concern for American workers, because of, or in spite of, the recession."

The Good News.

SHRM Foundation funded research shows that: "Employees who use work-family programs have lower work-to-family conflict than those who don't and this lower conflict translates into improved attitudes and performance." Business Week highlighted this increasing trend in March 2009, noting that: "Employees who feel they have good work-life balance work 21% harder than those who don't, according to a survey by the Corporate Executive Board, which represents 80% of the Fortune 500 companies."

Back Home in Bama.

Within Alabama, a number of companies are blazing paths in the work-life arena. They range from manufacturing, to consulting, to legal firms. These organizations realize the value of employee engagement and enhanced return on investment. It's all about the bottom line.

AMERICAN CAST IRON PIPE COMPANY (ACIPCO):

One man envisioned and emulated employee work-life before it was a reality. John Eagan was both a maverick and a guardian. A precursor to Bill Gates and Warren Buffett, Eagan took care of his workers. With a hefty tobacco inheritance, Eagan made a complete value shift by setting a vision and work-life approach that encompassed body, mind, and spirit.

In 1905, Eagan was one of seven investors in ACIPCO, and was eventually named President. Nearly a decade before the rollout of the New Deal, Eagan set up both black and white baseball teams; an onsite pharmacy and medical dispensary; sick leave; life insurance; employee bathhouse showers with hot running water; free dental services; and an employee federal credit union. Schools were set up onsite. Pension plans were enacted in 1917. During 1918, ACIPCO paid overtime for more than eight hours--- two decades

> **"Employees who use work-family programs have lower work-to-family conflict than those who don't and this lower conflict translates into improved attitudes and performance."**

before passage of the Fair Labor Standards Act. A company store was started with only a five percent markup. The first industrial YMCA in the Southeast was established at ACIPCO.

Eagan assumed sole ownership in 1921, refusing to take salary or dividends until all employees were making what they considered to be a “living wage.” Profit sharing was also implemented in 1922. Eagan walked two miles each way to work everyday to personally observe the living conditions of his employees. Forever farsighted, he hired a city planner to develop the community around ACIPCO. Two years later, Eagan died and left ACIPCO in trust to his employees.

Fast forward to1990, when ACIPCO established a wellness committee to study ways to reduce medical costs and to promote health and fitness. A Wellness Coordinator/Manager was hired in 1993. A tobacco cessation program was implemented in 1994. Back then, and even today, ACIPCO covers this employee program at 100%. The Well-Body Club, ACIPCO’s signature wellness program, includes screenings for height, weight, BMI, exercise frequency, and bloodwork evolved in 1996. Well-Body Club’s annual health screening and health coaching program has grown to over an 80% participation rate. Since 2010, Well-Body Club’s high level of employee engagement has resulted in a significant health risk reduction of 9%. ROI was $1.70 for every dollar spent over the last five years.

In 2000, an on-site physical therapy program was started. Hours off-the-job for physical therapy went from 2.5 to 1. The following year, the Eagan Center for Wellness was established—featuring free weights, elliptical, treadmills and bikes. Savings in increased productivity paid for the entire construction of the center, as well as equipment and staff within three years. A 35,000-square foot medical clinic staffed with physicians, an optometry clinic, and x-rays was built in 1984. Employees and their dependents pay no copays for the medical clinic services.

Additional work-life employee benefits include a 17% discount for vendor purchases on Dell computers and Verizon wireless plans. ACIPCO team members also enjoy discounted event and concert ticket purchases. Work-life has paid clear dividends at ACIPCO. Not surprisingly, turnover for the 1,600 Birmingham employee base is at less than 1%.

In 2014, ACIPCO received the C. Everett Koop National Health Award. ACIPCO's current wellness leader, Sheri Snow, says: "It's truly humbling to work for an employer that cares so much for its employees, that actually operates according to the Golden Rule. As a business we've known for years that it's the smart thing to do. At ACIPCO it's also the right thing to do."

BURR & FORMAN:

Burr & Forman LLP is a century old full-service law firm with a forward-thinking approach to providing legal solutions. The firm has attorneys and staff at sites throughout Alabama, Florida, Georgia, Mississippi, and Tennessee. Burr & Forman offers a wide range of business and litigation services to diverse clients with local, national, and international interests.

Cathy Ogletree, Director of Human Resources, says: "We try to create a family culture where employees feel valued." A "Staff Appreciation Week" work-life program is held every spring. Days begin with employee breakfasts and distribution of gift cards. An "Employee of the Year" is recognized. During this same week, teaching artists arrive at the offices. This onsite offering allows the inner child to escape. "We spread plastic rolls on the floor and supply our team with canvasses, paints, and brushes. Then we let them go after it!" says Ogletree.

Employees also enjoy an annual community service day. This ties employees to the community and provides the gift of mutual personal and community gratitude. A twelve-week walking program is now in its eighth year. Prizes and drawings are awarded. Annual biometric health screenings are held for employees and their spouses with the incentive of annual health insurance monthly premium discounts. When a team member works late to meet a client deadline a nightly meal ("Starlight") with health choice options is delivered to the office. Employees wishing to further their education are awarded up to $2,500 in annual tuition reimbursement.

"Our trademark is to treat our employees well. You can have all the technology in the world; however, it's the people who are most important. Teamwork and diversity are key at Burr & Forman. We want to attract and hire the best people, and it is these people who take care of our valued firm clients," adds Ogletree.

SOUTHLAND TUBE, INCORPORATED:

Southland Tube, Incorporated is a leading manufacturer of carbon steel pipe and tubing located in Birmingham. Situated on 40 acres, Southland employs 250 people. "It's about quality of work-life that makes people land here first and then stay here.

We offer a high quality of life to our employees and their families. Our on-site clinic is a key factor in the adoption and sustained success of our wellness program," says Tom Claud, Director of Human Resources.

An onsite 1,000 square foot wellness clinic with a pharmacy is open to employees, spouses, and children ages two and up. Clinic visits carry no copays and prescriptions are filled at no charge. In addition, MDs from Baptist Health Systems arrive onsite to meet and present employee programs on stress management. A smoking cessation program is also available free of charge. Other work-life enhancements include huge employee discounts at local YMCA locations in the Birmingham area. A flex-work schedule is being considered as a future employee offering. The company is also looking into reduced event tickets.

Innovations abound at Southland. "Our employees view us as much more than a paycheck and a kick in the bottom on a Thursday," explains Claud. To encourage work-life engagement, Claud and his team allow "any and everything Auburn and Alabama." A popular weight loss program called "Southland Slimdown" was held over a twelve-week period. Each week employees would chart and move the Auburn and Alabama footballs based on cumulative team weight loss numbers. Weekly prizes included gift cards, culminating in a larger denomination grand prize. Plans for "Southland Slimdown" 2015 include the added giveaway of a pair of Iron Bowl tickets.

Claud credits the work-life program at Southland with enhancing the company's recruiting efforts. In addition, last year Southland received First Place in the "Healthiest Employer" Award. The program, hosted by the Birmingham Business Journal, recognizes leaders in corporate wellness within the Birmingham area.

TELEDYNE BROWN ENGINEERING:

Based in Huntsville, Teledyne Brown Engineering is an industry leader in engineered systems and advanced manufacturing. The award-winning company provides high-quality technical services, manufactured products, and engineered systems to customers in the marine, aviation, space, missile defense, energy, and environment markets.

Work-life resonates and is embedded within the company culture. Employees are engaged. Teledyne Brown is a highly sought after employer-of-choice, not only within the state of Alabama, but nationwide. Jennifer A. Geist, MS, is Teledyne's Wellness Manager and a recognized national leader in worksite wellness. Geist's mantra is simple: taking care of your employees is the right thing to do!

Employees have always enjoyed work-life features at Teledyne Brown. After the onsite barber (Gene) retired, employees opted to expand the site into a dual gender, full-service salon. Business is booming. In addition to a cut and style, employees now have access to manicures. "It has been really popular," says Geist.

Other offerings include an onsite cafeteria with a full nutritious salad bar, a 3,300-square-foot fitness center with locker rooms and showers, a nearby childcare center offered at a discounted rate, an onsite recreational park for outdoor gatherings. Tennis courts, a softball field, and basketball courts also make up the Teledyne campus. Topping it off is a comprehensive wellness program that also provides incentives to help employees create and maintain a healthy lifestyle.

Employees have three categories of work status---full-time, part-time, and special part-time. Teledyne Brown Benefits Specialist Shanna White works 32 hours a week. Yet she is still entitled to fringe benefits (at an increased rate). This allows

White the extra time during the workweek to pick up her children from school. Flextime is also offered.

A shared vacation leave policy helps employees who encounter personal hardship or a medical emergency and may have exhausted all of their leave. In time of need, the company and other team members rally to care for their own Teledyne Brown family. A "Buck-of-the-Month Club" was set up in 1989. Employees donate $1 per month. The money is given (based on an employee board team decision) to employees who experience catastrophic conditions. Devastating EF5 tornadoes rocked Huntsville in 2011. Several employees lost their homes. Even with insurance, employees had to incur a waiting period before receiving actual assistance. The Buck-of-The-Month Club provided immediate assistance to bridge the gap for employees until they received their own insurance checks.

Geist has been at Teledyne Brown since 2006. Clearly company leaders see the value of work-life for their employees. "People want to work where they are treated well," says Geist. "We have that here at Teledyne Brown."

Future Trends.

Work-life is a staple at these leading Alabama employers. This focus will become a more valued piece of organizational culture as more companies see the value of work-life and adopt this important part of worksite wellness.

One of last year's most popular books was OVERWHELMED (Work, Love, and Play When No One Has The Time), by Brigid Schulte. The New York Times bestseller was a sign of the times. In her book, Schulte offers an often times humorous blueprint of how to put the pieces back together, and to find time for the things that matter most in life. Daydreaming and downtime clearly have a role in work-life. The softcover offers readers help in how to live more fulfilling and balanced lives, something so many people are looking for at home and in the workplace here in Alabama.

THE STATE OF THE GLASS CEILING:
This Isn't your Father's Workplace Anymore...Or Is It?

By: Kim LaFevor, DBA, SPHR, SHRM-SCP

The Glass Ceiling—What is it and Why is it a Concern?

Are we there yet? Such a familiar phrase I must concede I too often repeated to my parents during long road trips as a child. As karma would have it, later, as a parent, I reaped what I sowed as I was relentlessly hounded by the same words from my own daughters. While we likely have all been victims of these somewhat agitating words, I find the question most appropriate in assessing the context and framework in describing the state of the "Glass Ceiling."

It has been 29 years since Carol Hymowitz and Timothy Schellhardt coined the phrase in their 1986 Wall Street Journal article, "The Glass Ceiling: Why Women Can't Seem to Break the Invisible Barrier That Blocks Them from the Top Job," which addressed the limited opportunities that women had in reaching the top echelons of the career ladder. As traditional gender roles have evolved, the number of women in the workforce has increased substantially in practically every occupation, except at top levels of leadership. (Wilson, 2014). This raises questions about the past and present to understand the journey of female integration into the workplace. What is the current state of the "Glass Ceiling?" What does it means to HR practitioners and employers. The question is "Are we there yet?"

Increased Female Participation in and Preparation for the Workplace.

Female participation in the labor force has increased substantively since World War II when less than 30% of women made up the workplace. Since that time, women began to progressively increase their labor participation rates, most significantly spiking between 1960 and 1980 and then somewhat plateauing in the 1990s, with a rate of 60% of women employed in the job market. By 2013, the number of women employed had decreased slightly to 57.2%. Women presently account for more than half of the workforce in several sectors including: 1) Financial (53%), Education and Health Services (75%), and Leisure and Hospitality (51%). However, by comparison, women are underrepresented in: 1) Agriculture (24%), 2) Mining (13%), 3) Construction (12%), 3) Manufacturing (9%), and 4) Transportation and Utilities (24%). (Women in the Labor Force, 2014).

As women have grown in numbers in the workplace, they have also equivocally increased their academic preparation. In 1970, 34% of women had less than a high school diploma, but by 2013 this number had dwindled to 6%. Also, as of 2013, 39% of women between 25 and 64 years of age held college degrees compared to 11% in 1970. (Women in the Labor Force, 2014). According to

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the U.S. Department of Education National Center for Education Statistics (2012), women earned the majority of all college degrees, although there are variances among ethnic groups. Based on data collected in 2010, we know that women earned 60-68% of associate's degrees, 57-66% of bachelor's degrees, 64-71% of master's degrees, 55-65% of all doctoral degrees. While these college graduation rates reflect substantive academic preparation to support career trajectories, as a group, there is mixed success in career outcomes.

Catalyst, a non-profit research organization, reported that women represent 51.5% of those with management, professional, and related occupations. While this suggests substantive rates of participation in management ranks, the data also concluded that women represented only 15.7% of Fortune 500 board members, 7.6% of Fortune 500 top earners, and 2.8% of Fortune 500 chief executive officers (CEOs) in 2011. (Eisner, 2013). This raises the question –Why women have not kept pace with men in the highest levels of management? The only exception to these trends are in instances of weak performing organizations in which the likelihood of naming a woman or minority as CEO increases disproportionately and substantially as to men. Coined as the "glass cliff," research over the past 15 years of CEO transitions in Fortune 500 companies has demonstrated this phenomenon. (Cook & Glass, 2014). In the broad instances where there are disparities, there are several arguments raised about the basis for such underutilization: 1) there are few women qualified with relevant work experience and educational credentials in mid-level "pipeline" positions, 2) social, attitudinal/stereotypical and organizational barriers, and 3) women's predisposition to self-accept self-limitations (known as imposter syndrome).

The Pay Gap: Is it Real or Imagined?

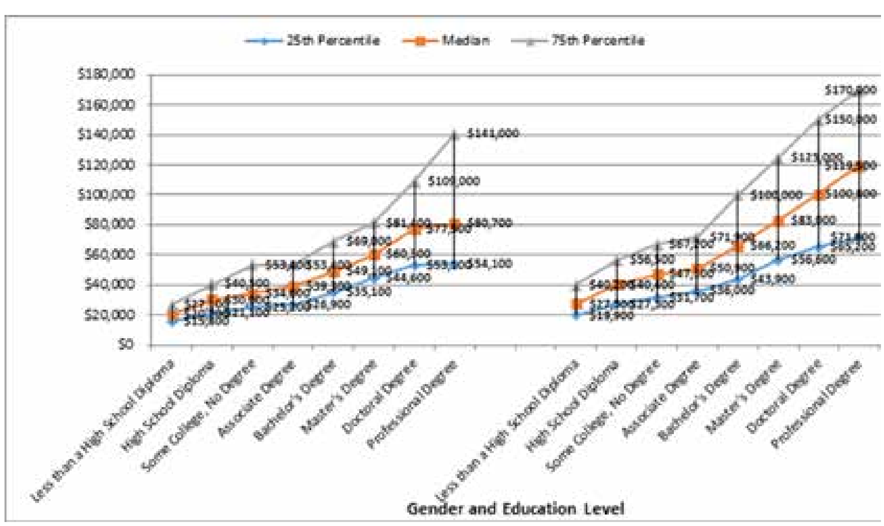
There remains the ongoing debate of whether gender disparity in pay really exists. In a 2013 Bureau of Labor Statistics (BLS) report, women were shown to have weekly earnings of $706 compared to $860 by men (i.e., 82% of men's pay). However, these numbers can be deceptive without also considering the data in the BLS report regarding ethnic group earnings which substantially differ. Asian women earn a weekly wage of $819 (95%). Caucasian women earn on average $722 (84%). African American women average $606 (70%), and Hispanic women come in substantially lower at $541 (63%). These numbers indicate clear gender and ethic differences in compensation.

By comparison, Weinberger (2011) also assessed differences between pay and concluded that pay between men and women were comparable in most occupations. However, she found that gender gap differences were predominantly found in two primary groups of women: 1) young mothers who have slower earnings early in their career in comparison to men of the same age and 2) women with exceptionally high earning levels.

Taken holistically, the analysis on pay suggests that there are instances where virtually no gender differences exist in compensation, but other instances where they greatly vary and are disproportionate. Assessing these differences and where they exist can lead to identifying causes and generating solutions.

Median, 25th Percentile, and 75th Percentile Earnings of Full-Time Year-Round Workers Ages 25 and Older, by Gender and Education Level, 2011

Source: Baum, S., Ma, J., & Payea, K. (2013). The Benefits of Higher Education for Individuals and Society. College Board- Trends in Higher Education Series.



This graph shows earnings by education level separately for male and female full-time year-round workers ages 25 and older. The bottom line shows the 25th percentile; 25% of the people in the group earn less than this amount. The middle line shows median earnings for the group. The top line shows the 75th percentile; 25% of the people in the group earn more than this amount.

Be Part of the Solution: Shattering Paradigms and Biases.

Let's go back to the opening question: "Are we there yet?" Have we arrived at the place we want to be with female representation in the workplace? While working as a labor relations supervisor with a Fortune 50 company, I had to select a dissertation topic in the final stages of my doctoral studies. I chose the topic of employee discipline with the realization that exclusively positive or progressive, did not always yield the best behavioral and organizational outcomes. After concluding the project, I found that the answer was – "it depends." The reality is that given the context of the situation, the disposition of the individual, and the desired outcomes, a tailored approach would lend itself to a more favorable outcome. In essence, it is situational.

The same is true with the state of the "Glass Ceiling." Are women in more proportionate numbers in the workplace in all career fields, types of organizations, and at all management levels? Are they paid equitably as compared to men? The answer mirrors my research on employee discipline because the answer is situational and "it depends." Definite and measureable strides have demonstrated improvements. Some degree of parity was realized over the last half century in terms of women's participation in the workplace and in the impressive majority percentages of advanced college degrees to prepare themselves for taking on unique and diverse challenges of the workplace. However, other empirical evidence suggests that there is more work to be done to bridge existing gaps, particularly in differences in pay among minority women and female representation in the C-Suite.

As HR professionals, we understand the power and promise that diversity can bring to organizations. It is real, relevant and can be measured in terms of return

on investment (ROI). So, then, why have we not made greater strides? We have certainly realized positive change with no gender distinctions in most areas, but other areas (young women and minority pay inequities, C-Suite participation) there are glaring differences. It can be argued that this is not just a gender issue, it is an equality problem. As former Attorney General Eric Holder once said, “Progress has been made. However, we must remember that progress is not the goal, equality is still the prize.” While the framework of this article has been to examine and assess the progress in breaking the “Glass Ceiling,” there is an even broader issue of corporate ladder barriers based on a host of other factors, such as ethnicity, age, national origin, color, and race. (Wilson, 2014).

If we are honest about the real problems and their roots, then we can better solve them. As HR professionals, we can use our leadership and influence to help spread the message of the utility in embracing personnel practices that promote diversity and inclusion. We can also demonstrate that this is really not a problem, but a missed opportunity if we fail to make these necessary changes. By directing our efforts at not only sustaining areas in which we have realized successes in diversity and inclusion, but also focusing on implementing strategies aimed at improving the diversity capital of our organizations, we can optimize our distinct competencies to strategically compete in today’s global marketplace. We can change business as we know it, for the better. As Warren Buffett once said, “I only had to compete with half of the population. The more people who get in the race, the faster the running lines will be.” With that in mind, imagine what it could look like if we are all equally in the race.

SPECIAL EDITORIALS

A Boomer’s Perspective—Are We There Yet?
By Dr. Kim LaFevor

I grew up in the suburbs of Detroit in a blue-collar family. Both of my grandmothers were homemakers who remained devoted to the service of the family. Both of my grandfathers were the breadwinners. My mother’s father worked in the coal mines in Southern Kentucky, and my father’s father for one of the “Big Three” in Detroit, a career path my own father followed as well. However, my mother, who was seen as progressive by some and lacking in family devotion by others, made a bold, new move to take a job outside the home. She was a revolutionary woman of her day, especially to our family. While she desired to partner with my father to provide for the family and ensure a better quality of life for us , she also held traditional views about a woman’s role in society. I remember her giving me advice about expectations others may have of a woman if she chooses to pursue a career outside the home—“A woman can work, but she must do everything she would have done otherwise as a homemaker.” In other words, I could have two jobs, a full-time career outside and a full-time career inside the home, and that was okay. I adopted this autobiographical script and stereotypes that a woman’s real place was in the home, but could be afforded the chance for career if she could manage both equivocally well.

I remember when I was in 6th grade, my teacher asked me about the key I wore on a long chain around my neck. Not realizing at the time I was the typical model of a latchkey child, I quickly explained that I was responsible for getting my siblings home from school each day because both my parents worked. I remember being quite confused when my teacher responded with an apology, as if on behalf of my mother for having to do so. I remember being told it was very sad that my mother worked, but the conversation also left me greatly perplexed because my teacher was female who worked outside her home. Having such responsibility was “normal” to me, and I must admit I learned a great deal about life skills, time management, and accountability.

In the 1970s, my family moved to a farm in rural North Alabama. Yes, as you might guess, the path from the suburbs of Detroit to rural North Alabama was a bit of culture shock. Later that decade, at the encouragement of my father, I decided to approach my guidance counselor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(who was male) at the county high school I attended to seek direction on how to have a successful track to college admission. As I arrived to his office full of excitement and vision of promise for the future, he sincerely replied, “Honey, you are good looking and you do not need to go to college. Just find you a good man and he will take care of you.” Needless to say, I left the meeting feeling confused, insecure, and unsure of my future and next steps.

I married in 1981 and several years later, my husband confessed that his mother was less than pleased when we originally married because he married someone who had ambitions of a career, in lieu of someone with a lifetime commitment as a homemaker and caregiver to her grandchildren. I did spend some time second guessing whether I really had a right to a career and questioning my own self-efficacy. It made me rethink whether I was being selfish by wanting a career.

When I began my career as a young professional full of eagerness and ambition I knew there was an important role that mentoring could play. So, logically I sought out a very successful female leader who had accomplished with her career what I aspired to achieve. The response I received from her was both unexpected and surprising. She said, “Kim, if you want to achieve success in the organization, you must find a successful white male leader to mentor you.” While this idea went against everything I idealistically believed about equality and leveraging diversity in the workplace, it turns out there was wisdom in her advice. White men represent the vast majority of leadership and hold the power to influence decisions about placement and promotion. Without their support, opportunities to achieve my career goals were likely unattainable.

The reality is that I likely would have never pursued a career outside the home had it not been for the encouragement, foresight, and tolerance of my parents, a deeply supportive husband, and many individuals along my journey that took the time to believe in me and show me the path to realize both my academic and professional goals. This left a desire in me to pay it forward, especially to young people who I often caution to follow their own dreams and not to borrow the expectations or constraints that others may place on them---gender related or otherwise. As Althea Gibson, the first African American woman to win a Grand Slam title, once said, “No matter what accomplishments you make, somebody helped you.” So, I say, as men and women we look for ways to create access and build communities that embrace these possibilities for others.

A Millenial’s Perspective—Are We There Yet?
By Kristina Minyard

From a young age, both of my parents constantly encouraged me to be anything I wanted to be. They never tried to push me towards female oriented careers or make me feel like my choices were confined. I grew up in a world knowing that a female President was possible. To a little girl, if a woman can be President of the United States, then a woman can be anything. I did not realize it was because I am a millennial and that women years before me had made so much progress for me in the workplace.

When I started my professional career I was 20 and worked in an office with only women. There were two men in the entire company, and one of them was the owner. Pay equality wasn’t an issue for me. I was completely oblivious. In fact, I was oblivious to all of the gender equality issues in the workplace.

Last year, I heard Dr. Condoleezza Rice speak at a Girls, Inc. event in which she addressed the “glass ceiling” and gender equality. Her advice was to not let your gender dictate what you should be good at and to be broadly educated. She also shared that it is important to know your history so you can overcome it. The most profound thing she asked us to consider was, “Maybe they don’t have a problem with you because you are a woman. Sometimes when you look for sexism and racism you will find it.” This is consistent with a women’s’ leadership class that I took in which experienced women leaders shared with millennials some of their challenges advancing in the workforce. The phrase that I heard each one of them echo was, “Sometimes it was just because I am different, not because I am a woman.”

Dr. Rice and all of the leaders that presented to my class were very insightful and inspiring. By stepping into a workforce where women were already accepted, I have not faced issues that the generations of women before me faced.

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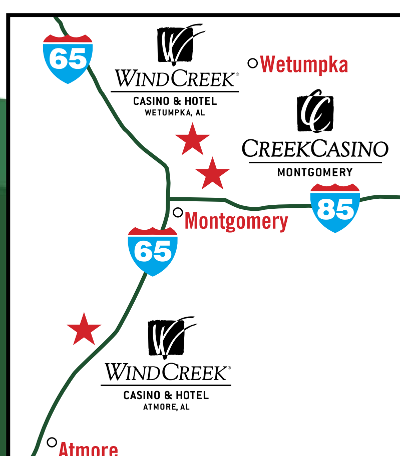

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