

**REGISTER TO  
ATTEND BY:  
NOON  
FRIDAY, FEB. 10TH**

Members that receive e-mail notification of upcoming meetings and workshops can now register by replying to the notice. When replying, put "Registration" in the subject line. The body of the message needs to include the name of the person registering. If more than one person from an organization is attending the meeting, the e-mail can include multiple registrant names. Be sure to indicate if someone is a guest.

For those members that do not receive e-mail notification of upcoming meetings, you can also register via e-mail by sending a message to: [lhrma0048@yahoo.com](mailto:lhrma0048@yahoo.com).

Members can still register for meetings by calling LHRMA's automated voice mail system at 434-6554.

The same registration deadlines, late and no-show fees still apply if you register by e-mail or voice mail. The deadline to register for this meeting or to cancel your registration is by **noon on Friday, February 10, 2006. Let us know if you plan to attend.**

**Remember... cancellations need to be called in to the voice mail system at 434-6554 or by email at [lhrma0048@yahoo.com](mailto:lhrma0048@yahoo.com) by noon on Friday, February 10, 2006. Remember...**...if you registered but do not attend the meeting, you will be charged an extra \$5.00 in addition to the cost of the meeting! Accommodating for late registrations cause a big problem for the restaurant in terms of providing enough food and seating space for late registrants. **Please try your hardest to register by the noon deadline.**

## **FEBRUARY 14 LUNCHEON MEETING:**

### **ANSWERING YOUR COMPENSATION QUESTIONS**

**Panel Discussion:** Kent Mattson (Ameritas), Tammie Burns (Duncan) and Doug McDaniel (BryanLGH)

**When:** Tuesday, February 14, 2006

**Where:** The Cornhusker, A Marriott Hotel  
333 S. 13th Street

**Registration:** 11:00 a.m. - 11:30 a.m.

**Meal & Program:** 11:30 a.m. - 1:00 p.m.

**Cost:** \$15.00

**Meal:** Chicken Oscar, Chef's Rice, Fresh Vegetable and Big Red Velvet Cake

### **ABOUT OUR TOPICS: PANEL DISCUSSIONS —**

Compensation is a topic of interest to most HR professionals. Hear how some other organizations handle compensation management. Then utilize the panel to answer those pressing questions you and your organization are facing regarding compensation.

*Parking will be validated so bring your parking stub with you to the meeting!*

Please note: The Lunch Meeting is \$15, and the Compensation Workshop is \$35, so if you are registered for both, your total cost is \$50. However, you must have been registered for the workshop no later than January 20, 2006.

### **ATTENDANCE DRAWING WINNER**

*Who Says There's No Such Thing as a Free Lunch?*

Congratulations to Judy Ganoung, Fiscal and Human Resource Director with Nebraska Advocacy Services, Inc. Judy will receive free registration at the February, 2006 meeting!

## President's Message

Cindy Mefford, President



Well our first meeting of the year went very well. The food was excellent and the round table sessions were very informative. The only major complaint was the round table sessions didn't last long enough! Networking and sharing continues to be in high demand and an important part of Human Resources. Thank you to all the facilitators!

The Board held their first meeting as well. A lot of great ideas were discussed and some areas we want to focus on are membership, the programs, and how to get the college students more involved. If any of you have some suggestions for any of these areas do not hesitate to contact the Board Chair or myself. The Chairpersons are very excited about our organization and making it the best it can be. We think 2006 will be a productive and educational year for all members. Watch for a calendar listing of upcoming monthly meetings and locations in future issues.

The Board members will also attend a Leadership Conference coordinated by the Nebraska SHRM State Council. All the Nebraska chapters will be represented and it will be an opportunity

to exchange ideas.

Our next meeting in February will be on compensation. Tying into that is a WorldatWork workshop on "Compensation Basics for HR Generalists - Understanding the Role of Pay in HR Strategy". The cost of the workshop itself is only \$35 plus you earn two recertification credit hours towards your PHR/SPHR recertification! You won't want to miss this session!

Also don't forget to bring cash to the February meeting! Russ Roberts, SHRM Foundation Representative will raffle off baskets of goodies to raise money for the SHRM Foundation. The LHRMA Board will be donating one called the "Romantic Dinner Basket". If you win that one, you won't have to worry about dinner for your sweetheart for Valentine's Day!

I look forward to seeing everyone on the 14th!

Cindy Mefford  
President

### HR Tip Keeping Score

The Balanced Scorecard is a popular strategic management concept developed in the early 1990s by Robert Kaplan and David Norton. The balanced scorecard is a management and measurement system that enables organizations to clarify their vision and strategy and translate them into action. The goal of the balanced scorecard is to tie business performance to organizational strategy by measuring results in four areas: financial performance, customer knowledge, internal business processes, and learning and growth.

### HRESOURCEARTICLES

WE WELCOME YOUR ARTICLES.

IF YOU HAVE SOMETHING THAT IS NEWSWORTHY FOR OUR NEWSLETTER PLEASE SUBMIT A REQUEST TO PUBLISH YOUR INFORMATION.

YOU CAN DO THIS BY SENDING IT E-MAIL TO THE SECRETARY/PUBLICITY CHAIR, CATHY MADDOX AT: CMADDOX@HAMPTON1.COM

### New LHRMA Members

**Pamela Peters**  
HR Recruitment Coordinator  
Nebraska State Patrol  
ppeters@nsp.state.ne.us

**Kari Holman, HR Officer**  
Nebraska State Patrol  
kariholman@hotmail.com

**Eric Ruff**  
Business Development Manager  
Excel Personnel  
erin@excel-personnel.com

**Jai Bohl, Business Manager**  
Claritus  
jasonb@claritus.com

**Lois Fisher**  
Director of Human Resources  
The Ambassador Lincoln  
lfisher@ambhealthsys.com

**Deanne Schuldeis**  
HR Employment/EEO/  
Ethics Administrator,  
Teledyne Isco, Inc.  
dschuldeis@teledyne.com

**Jason Johnson, Recruiter**  
The Gallup Organization  
jr\_johnson@gallup.com

Welcome — you have joined an outstanding organization!

### LHRMA MEMBER CHANGES

Check and verify your name and address on this month's LHResource for accuracy. Please contact Kelly Riley, PHR our LHRMA Administrative Assistant, for any of your personal job and address changes. Please either email your changes to Kelly at [kelly@clarion-group.net](mailto:kelly@clarion-group.net), by telephone at 402.781-2054 or by mail to Kelly Riley, PHR, 1338 South 202nd St., Eagle, NE 68347.

**EXTRA!!** ★

## EAP CORNER NEWS

*We're here to help.*

### HOW ARE YOUR NEW YEAR'S RESOLUTIONS COMING?

By: *Mike Reynolds & Bill Hutto*

*You say your resolution to lose 20 pounds in 2006 is now up to 23 pounds? The extra hour of "quality time" you planned with the kids is still just a good intention? You are not alone, a recent survey found that over 90% of us feel the need to improve five or more things about our lives but less than nine percent report that they are actively doing anything about it.*

In a study conducted by the Gail Kasper Consulting Group\*, over half of the 104 adults over 18 years of age that she surveyed said they do not make New Years resolutions. When asked why past resolutions or goals were not achieved, the survey respondents pointed to: procrastination - 33%, lack of discipline - 24%, no game Plan - 19%, and doing it alone - 10%

Making resolutions and goals is easy! Follow-up and staying the course is the hard part. So, how can we improve the likelihood that our goals and intentions will become a reality?

- Start with intentions that are attainable. It's great to set lofty goals that will challenge you as an individual, but if you've set the bar too high, the most likely outcome is disappointment. You may need to stretch the goal out over a longer period of time or break it into smaller steps or mile points. There is no law or rule against revising goals so do make adjustments as needed to make your final goal accomplishment more likely.
- Go public with your intention and find someone to help you. Now we are not suggesting a notice in the news paper or that you make an announcement over the company PA system, just bring one or more of your trusted friends in on your plan. Knowing that someone will be watching us adds to our motivation especially when they become our cheerleader.



- Review your progress. Enter a reoccurring (weekly, monthly, quarterly) line in your planner, calendar, PDA, etc to check in on your progress. If possible, have measurable results that you would like to have achieved associated with each review. For example, if your goal is weight loss and you intend to shed a pound a week, you can easily project your new desired weight for each time you review your progress. Oh yes - it also helps to reward yourself for meeting interim mileposts.
- Never give up! One experience that almost every one of us has in common is

*Continued on Page 8.*

#### HELP ACHIEVE

#### THE SUPERIOR MERIT AWARD

You can help achieve the LHRMA Chapter Superior Merit Award by notifying Elly Hardekopf, Workforce Readiness Chair, with any dates that you provide service to local schools or adults in regards to: career days, mock interviews, speaking on the HR profession, provide internships to students to gain HR knowledge, etc.. The following information would be needed: name, date of event, location/school name, hours spent or duration of program. Email your information to [elly.hardekopf@molex.com](mailto:elly.hardekopf@molex.com) throughout the year. We are getting close to the end of the year, and all volunteer efforts need to be recorded in order to qualify for the award.

#### JOBS, JOBS & MORE JOBS!

**DO YOU HAVE ONE TO ADVERTISE OR ARE YOU LOOKING FOR ONE?**

CHECK OUT OUR WEBSITE:

**[www.lincolnhhr.org](http://www.lincolnhhr.org)**

IF YOU ARE AN EMPLOYER WHO HAS A LHRMA MEMBER EMPLOYEE, THEN YOU CAN POST YOUR HUMAN RESOURCE JOB OPENING ON OUR WEBSITE BY CONTACTING KELLY RILEY AT: [KELLY@CLARION-GROUP.NET](mailto:KELLY@CLARION-GROUP.NET) OR CALL **402.781.2054**

IF YOU ARE LOOKING FOR A HUMAN RESOURCE JOB THEN YOU CAN CHECK OUT OUR WEBSITE:

**[www.lincolnhhr.org](http://www.lincolnhhr.org)**

#### BOARD MEETING RECAP:

- Discussion was held on student chapter involvement.
- A digital camera will be purchased for use at the meetings and events.
- Bruce Stec will meet with the legislative committee.
- 309 membership dues statements were sent out, as of now 235 have renewed.

# Military Leave Update

by Jack L. Shultz, HARDING, SHULTZ & DOWNS • Lincoln, Nebraska

On October 31, 2005, the United States Court of Appeals for the Eighth Circuit, which covers Nebraska, issued a decision involving the Cintas Corporation which answered some important questions and provides guidance to all employers concerning military leave obligations. The employee in question (Darold Maxfield) served in the United States Army, either in an active duty or reserve status since 1985. He was hired by Cintas in 1999 as a service sales representative and was transferred and promoted to several other positions, including an outside sales representative position, which paid a weekly draw plus commissions on sales and quarterly bonuses. During his first nine months of work in the outside sales position, Maxfield's commissions exceeded his draws, but over a period of several months, his draw exceeded his commission, resulting in a deficit.

In July 2001, Maxfield was granted a military leave for reserve duty from July 15 to September 28, 2001. During the leave, someone from Cintas who identified himself as Maxfield's "boss" called his military base, spoke to the sergeant who was responsible for preparing Maxfield's orders and asked whether Maxfield had reported for duty, and whether it was "imperative" for him to be on military leave at that time. The sergeant responded in the affirmative to both questions.

Later in July 2001, the Company human resources manager and Maxfield's immediate supervisor went to the base so that Maxfield could complete paperwork for his leave and to discuss the Company's concerns about Maxfield's sales deficit. When Maxfield returned from leave in August, he was transferred to a different position which involved training at a weekly salary and a

quarterly bonus possibility based upon the performance of individuals he trained. In January 2002, Cintas granted Maxfield a military leave of absence through June 15, 2002, and in March, eliminated his training position. When Maxfield returned from leave, he was placed in a telemarketing position at an hourly rate of pay. Maxfield again received orders over a weekend in August to report for duty and leave was granted. Maxfield asked a payroll clerk if he could be signed up for accrued emergency and vacation leave while he was on military leave and she told him she would take care of the request. Maxfield's immediate supervisor concluded that Maxfield was improperly attempting to use emergency (sick) leave while he was on military leave and concluded that Maxfield could either resign with a severance package or be terminated after he returned from military leave. Upon returning from military leave, Maxfield was suspended and then terminated.

The District Court granted summary judgment for Cintas, and the Circuit Court reversed. In reversing the judgment for Cintas, the Circuit Court answered the following questions:

1. **Burden of Proof.** The Circuit Court noted that the Uniform Services Employment and Reemployment Rights Act (USERRA) provides a more stringent burden of proof for employers than other anti-discrimination statutes such as Title VII. For example, the Court noted that an employer violates USERRA if an individual's membership in the uniformed services is a "motivating factor" in the adverse action unless the employer can prove that the action would have been taken in the absence of such membership or obligation for service. Unlike the burden of

proof in Title VII cases, the burden of proof in USERRA cases shifts the burden of persuasion as well as production to the employer who must prove by a preponderance of the evidence that the action would have been taken despite the protected status.

2. **Demotion.** Maxfield claimed that the transfer to the training position was a demotion, because he was not in a position to earn commissions or bonuses based upon his own performance and could only earn bonuses based upon the performance of other employees. Moreover, the prior sales position was a more stable position than the training position as evidenced by the fact that the training position was eliminated while he was on military leave. Cintas argued that the transfer was not a demotion, but even if it was a demotion, a demotion is not actionable under USERRA. The Circuit Court disagreed and concluded that any transfer or demotion is subject to challenge under USERRA.

3. **Timing.** Maxfield was transferred the day he returned from military duty which the Circuit Court found to be sufficiently proximate to support his USERRA claim. In addition, the telephone call from his "boss" to his base asking about whether his presence was "imperative," combined with the follow-up visit by Company officials to discuss, in part, his sales deficit, was viewed by the Circuit Court as being sufficient inference of "discriminatory motivation" to support the USERRA claim.

4. **Conflicting Reasons.** The Circuit Court was very interested in the

*See Legal Update on Page 7.*



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SOCIETY FOR  
HUMAN  
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MANAGEMENT

**2006 PHR/SPHR SPRING  
CERTIFICATION PREP COURSE**

**PLACE:** BryanLGH East, S. 48th  
Room to be announced  
**DATE:** Jan. 30 - Apr. 24, 2006  
**TIME:** 5:30 - 8:30 PM  
(Monday Evenings)  
**CERTIFICATION EXAM:** May 1 - June 30

**THIS PROGRAM IS DESIGNED FOR:**

Professionals desiring a review course in preparing for the HRCI exam. *To earn the PHR or SPHR designation, the candidate must have 2 years of exempt-level HR experience or meet student eligibility requirements.* Individuals applying for the PHR/SPHR Certification Exam must submit their application with payment by the dates specified to HRCI. Any questions re: the Certification Exam or eligibility should be directed to HRCI. HRCI's Certification Handbook can be accessed on line at [www.brci.org](http://www.brci.org).

**CERTIFICATION COURSE INSTRUCTIONAL FORMAT AND MATERIAL:**

**The Certification Course uses a lecture format that encompasses the six functional areas that make up the new test specifications effective with the May 2002 HRCI Certification Exam.**

- Strategic Management • Workforce Planning & Development • Compensation and Benefits •
- Human Resource Development • Employee & Labor Relations • Occupational Health, Safety & Security •

Classes are held one night per week, three (3) hour sessions, for 13 weeks. LHRMA instructors are certified practitioners in Human Resources and are able to provide both practical and technical expertise to participants. The Certification Guide written by HRCI will be provided to all participants.

The core text for the certification study course is "Human Resource Management" (11th edition) by Robert L. Mathis and John H. Jackson. You may purchase the text books **on your own**. The best rates available are at the SHRMstore ([www.shrm.org](http://www.shrm.org)). Prices are listed below. You must be a SHRM member to get the best rate. Other sources may be Amazon.com, textbooks.com or the University of Nebraska bookstores. If purchasing a used book, be sure to purchase the 11th edition.

- o Human Resource Management (Mathis) \$126.95/\$115.95
- o Text plus Study Guide \$175.95/\$155.95
- o Study Guide only \$46.95/\$42.95

CERTIFICATION COURSE ENROLLMENT AND FEES/CANCELLATION POLICY:

Fees: \$35 for LHRMA members } (NOTE: Fees do not include the cost  
\$45 for non-LHRMA members } of the HRCI Certification Exam.)

Registration Deadline: **January 30, 2006**

Cancellation Policy: Registration fees will be refunded in full for cancellations received by Monday, 1/30/2006. Refunds will not be given for any study materials received.

**TO ENROLL COMPLETE THE REGISTRATION FORM BELOW AND MAIL WITH PAYMENT**

*You will only be contacted prior to the start of class if there is a problem with your registration. Your cancelled check is your receipt. Contact Ruth Jones, Certification Director, at (402) 479-9332, via fax (402) 479-9315 or [jones@danacole.com](mailto:jones@danacole.com) if you have any questions.*

-----

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

COMPANY: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE: \_\_\_\_\_ FAX: \_\_\_\_\_ E-MAIL: \_\_\_\_\_

Do you plan on taking the Spring exam?  YES  NO If yes, which exam will you take?  PHR  SPHR

MAIL FORM WITH A CHECK PAYABLE TO LHRMA: LHRMA, P.O. Box 81066, LINCOLN, NE 68501



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# LEGAL UPDATE

*Continued From Page 4.*

testimony of the Cintas human resources manager who stated that Cintas allowed all employees to take accrued emergency (sick) leave while on military leave which conflicted with that of Maxfield's immediate supervisor who testified that the Company never allowed employees to take sick/emergency leave while on military leave. This inconsistency and the apparent concern by the immediate supervisor about the number of absences from work due to military leave by Maxfield convinced the Circuit Court that the order granting summary judgment to the employer must be reversed and that the USERRA claims of Maxfield should be allowed to proceed to trial.

The message in this decision for all employers is clear. Military leave rights for employees will be interpreted broadly in any litigation. An employer's burden of proof in a USERRA case is higher than it is in other anti-discrimination litigation. All employers should be sure to carefully observe their obligations to not discriminate against employees who take military leave or are called to temporary military duty. Employers should be careful not to allow immediate supervisors to circumvent the USERRA rights of employees even though they may be

concerned about the impact of the military leave on company operations. USERRA obligations for employers are significant and all employers should take the necessary steps to inform all members of management about such obligations.

**\* Publication Notice Updated.** The U.S. Department of Labor published a revised USERRA employee rights notice poster in December of 2005. All employers should be using the revised notice poster as of January 18, 2006. The notice may be distributed to employees in hard copy or e-mail or simply be posted on a bulletin board where employee notices are customarily posted. The revised notice can be downloaded from the DOL website: [www.dol.gov/vets/programs/userra/poster.htm](http://www.dol.gov/vets/programs/userra/poster.htm).

**Editor's Note:** This article is not intended to provide legal advice to our readers. Rather, this article is intended to alert our readers to new and developing issues and to provide some common sense answers to complex legal questions. Readers are urged to consult their own legal counsel or the author of this article if the reader wishes to obtain a specific legal opinion regarding how these legal standards may apply to their particular circumstances. The author of this article, Jack L. Shultz, can be contacted at 402/434-3000, or at Harding, Shultz & Down, P.O. Box 82028, Lincoln, NE 68501-2028, or [jshultz@hsdlegal.com](mailto:jshultz@hsdlegal.com).

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# LHRMA HAPPENS!

HERE'S WHAT'S HAPPENING ON THE HOME FRONT.

## Mark Your Calendars



### FUTURE PROGRAMS

**March:** Wednesday, March 22, 2006 Joint Meeting with ASTD — **Special Date and Special Speaker** — Cy Wakeman, nationally recognized speaker and consultant, will address the attendees on the topic of Change Management, Succeeding in Spite of the Facts!

**April:** April 11, 2006 Legislative speaker to be announced

*Sounds like we are going to have some informative and educational programs — don't miss out!*

## COMPENSATION BASICS WORKSHOP

**TUESDAY, FEBRUARY 14, 2006**

On February 14, LHRMA will be hosting a WorldatWork Building Block workshop on "Compensation Basics for HR Generalists - Understanding the Role of Pay in HR Strategy". This workshop will identify the specific components of typical compensation programs, including compensation philosophy, base pay and salary ranges, job evaluation and market analysis, and pay for performance.

The presenter will be Tom Whalen, Principal with the Silverstone Group in Omaha. Tom has over 30 years of experience in human resource management. Tom is a graduate of Midland Lutheran College and serves on the Board of Directors of the Nebraska Chamber of Commerce and Industry and the Nebraska Industrial Alliance.

The workshop is separate from the regular February lunch meeting. Preregistration was required and the registration deadline has passed.

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## HOW ARE YOUR NEW YEAR'S RESOLUTIONS COMING?

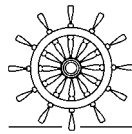
*Continued From Page 3.*

learning to ride a bicycle. Do you remember? We were so excited and could not wait to climb on and ride away. Then the dreaded moment arrived and something that looked so simple – something that our older siblings made look so easy seemed impossible for us. Our knees and elbows were bloodied; scratches and dents covered our shiny new bike, and we just knew that we would never learn to ride. But, we got back in the saddle and eventually mastered the skills needed to keep our balance and propel our bikes. That same “try and try again” approach will help us achieve almost anything we set our minds to.

- Pay attention to your intention. More than any other tool or technique you take to achieving your goals – keeping your attention on your intention will go further than anything else to insure your ultimate success. Just as in so many sports it is critically important that you “keep your eye on the ball,” in the process of achieving our intentions it is critical that we keep our eye (attention) on the outcome we want. When we do, we will see and take opportunities that advance our goals.

Employee Assistance Programs are about helping people find timely and effective solutions to personal problems. If Directions is your EAP and you need help getting started on your goals call (402) 481-5998 or (800) 563-8201 for an appointment. If you are interested in establishing an EAP for your employees call Mike Reynolds at either of the numbers above.

\* [Why New Year's Resolutions Fail](http://www.aisling.net/bus/kaspar-newyrs2005.htm), Gale Kasper, the Gail Kasper Consulting Group, [www.aisling.net/bus/kaspar-newyrs2005.htm](http://www.aisling.net/bus/kaspar-newyrs2005.htm).



# DIVERSITY HUB

## DIVERSITY MANAGEMENT IN A GLOBAL CONTEXT

BY NANCY R. LOCKWOOD, SPHR, GPHR

*Workplace diversity in a global context*—The division of the workforce into distinct categories that (a) have a perceived commonality within a given cultural or national context and (b) impact potentially harmful or beneficial employment outcomes, such as job opportunities, treatment in the workplace and promotion prospects, irrespective of job-related skills and qualifications.

Source: *Managing Diversity Toward a Globally Inclusive Workplace*, 2005.

Today, workplace diversity increasingly focuses on creating a respectful, inclusive work environment where every employee has the opportunity to meaningfully contribute in the workplace. Regardless of the size of the company or its domestic or international status, HR practitioners everywhere are dealing with the impact of change (or anticipated change) in workplace diversity due to significant worldwide demographic changes. In a global context, different groups with diverse backgrounds and/or diverse factors (e.g., gender, age, race, ethnicity, disability, sexual orientation, religion) bring differences in perspectives, values, work ethics and ways of working into an organization, as well as differences in language, national origin and culture. Further, some aspects of diversity may be “visible” while others are “invisible.” These changes in workplace diversity require HR leaders to rethink, reconsider and re-strategize their approach to organizational goals and HR policies, practices and programs, as well as their view of how to craft a company culture that best fits today’s demanding marketplace.

While the concept of workplace diversity is beginning to catch on in other regions outside of the United States, due in large part to trends in immigration and other demographic changes, the term “workplace diversity” is not understood worldwide. In the U.S. corporate environment, diversity is generally about gender, race, ethnicity, age, physical disability, religion and sexual orientation. In Europe, diversity tends to refer to language, culture and nationality. For example, to someone who is Dutch, diversity may mean ethnic differences. Or in China and

Mexico, “workforce diversity” does not make sense when directly translated and does not yet have a widely understood human resource connotation. Thus, it is important to realize that the term “diversity” is heard differently in different parts of the world.<sup>1</sup>

Global and national changes in the world population will continue to have a significant impact on various workers available in different countries (e.g., differences in ethnicity, age, gender). For example, in 2000, more than 60% of the world’s population aged 39 or under was in Asia, compared with only 4% in North America. Asia and Africa are anticipated to have the greatest sources of new workforce entrants in the next decade. However, the potential impact of HIV/AIDS on population growth in Africa will affect the working population numbers. The working-age population in the most developed countries will likely decline (e.g., Japan, Italy, Germany). In addition, people are living and working longer due to longer life expectancies. Yet, the aging working population in North America and Europe and decreasing fertility rates in these regions will result in fewer people to fill positions in the coming years.<sup>2</sup>

HR professionals utilize different approaches to diversity management. Yet while HR leaders grapple with challenges—such as developing global leaders, supporting global teams, training for cross-cultural competencies, keeping pace with changes in immigration law and working with clients and colleagues worldwide—applying U.S. diversity initiatives in a global context can be problematic. For example, conducting sensitivity diversity training may not be acceptable in all cultures (e.g., in Asia, saving face means not putting people in embarrassing or uncomfortable situations).

Further, challenges regarding managing workplace diversity in a global context are often related to underlying differences that affect intercultural relations in the workplace, such as stereotyping, degrees of language and cultural fluency, nonverbal communication, and different cross-cultural communication

*Continued on Page 9.*



## 2006 WorldatWork CERTIFICATION COURSES

World at Work is a professional association dedicated to knowledge leadership in compensation, benefits, and total rewards. Certification can be achieved for a Certified Compensation Professional (CCP), Certified Benefits Professional (CBP), and Global Remuneration Professional (GRP).

For more information on WorldatWork or the certification program visit [www.worldatwork.org](http://www.worldatwork.org).

The Human Resources Association of the Midlands (HRAM) is hosting the following WorldatWork certification courses in 2006:

### February 15-17, 2006

B1 - Fundamentals  
of Employee Benefits

### May 10-12, 2006

T2 - Accounting and Finance

### September 13-15, 2006

T3 - Quantitative Methods

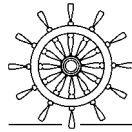
### November 15-17, 2006

T6 - Mergers and Acquisitions

*LHRMA members can attend these courses at the HRAM member rate so when registering indicate that you are an LHRMA/HRAM member to receive the discounted registration fee of \$800 (compared to the normal rate of \$985 for a WorldatWork member or \$1,485 for a non-member). For registration information visit the LHRMA website at [www.lhrma.org](http://www.lhrma.org) or the HRAM website at [www.bram.org](http://www.bram.org) under Committees/ Professional Development/ Certification/WorldatWork Courses.*

## DUES ARE DUE

Statements have been sent out to members on our current roster. If you did not receive a statement, please contact Kelly Riley immediately so one can be sent to you. If a statement was sent to your place of business, and that person is no longer employed there, please also contact Kelly, as we are constantly trying to keep our roster updated.



## DIVERSITY HUB

*Continued From Page 8.*

styles. The level of cultural diversity is also a factor in the complexity of intercultural communication and understanding. For example, culturally, there are different ways to make sense of a situation or convey bad news or different degrees to which one mixes business with personal life.<sup>3</sup>

Finally, change does not occur in a vacuum. HR leaders, in the role of change agents, need to be aware of the macro issues that impact organizations and relationships across borders. Sometimes, initiatives need to change, temporarily be placed on hold or have their pitch adjusted.<sup>4</sup>

Diversity initiatives affect many key aspects of an organization, such as organizational culture, the work environment and company policies and procedures. HR leaders can use diversity initiatives to open the company to many changes, from improving productivity of global teams to gaining access to new markets (see examples below).<sup>5</sup>

- Create a workplace environment supportive of diverse perspectives.
- Encourage intercultural cooperation among employees.
- Design structures and systems that consider the underlying values and beliefs of various business practices.
- Develop organizational initiatives to consider and respond to diverse perspectives.
- Help broaden the organization's business strategy perspectives through

quicker recognition of new market opportunities.

As HR leaders develop diversity initiatives and directives and update company policies, programs and procedures to support organizational strategic goals and objectives, they will want to take into consideration the global context of their company. Networking with other HR professionals to learn of best practices and lessons learned regarding diversity management in a global marketplace will be invaluable to ensure strategies around diversity management are successful, effective and fit the organizational culture.

Kossek, E. E., & Lobel, S. A. (1996). Introduction: Transforming human resource systems to manage diversity: An introduction and orienting framework. In E. E. Kossek & S. A. Lobel (Eds.), *Managing diversity: Human resource strategies for transforming the workplace*. Cambridge, MA: Blackwell.

### Endnotes

<sup>1</sup>Barak, M. E. M. (2005). *Managing diversity toward a globally inclusive workplace*. Thousand Oaks, CA: Sage Publications.

<sup>2</sup>Ibid.

<sup>3</sup>Ibid.

<sup>4</sup>Gardenswartz, L., Rowe, A., Digh, D. & Bennett, M. F. (2003). *The global diversity desk reference: Managing an international workforce*. San Francisco: John Wiley & Sons, Inc.

<sup>5</sup>Hayles, R., & Russell, A. M. (1997). *The diversity directive: Why some initiatives fail and what to do about it*. New York: McGraw-Hill.

## DO YOUR LAST MINUTE VALENTINE SHOPPING WITH US!

Come to the February 14th, 2006, LHRMA meeting prepared with cash in hand to purchase raffle tickets for chances to win one of the wonderful baskets donated by local HR Professionals and their employers. For only \$1.00 per raffle ticket, or six tickets for \$5.00, you will have the opportunity to win a basket full of fun! As a sneak preview, we can tell you that Lincoln Plating is providing one basket entitled "Wellness," Continuum EAP is contributing one to "Soothe Your Stress," and our own

LHRMA Board of Directors is building a "Romantic Dinner Basket" for some

lucky recipient. You may be seen as the most romantic person in your house hold if you win one of the baskets and take it home as a gift! So, don't panic if you have not gotten your Valentine something special yet - what a great deal - a fantastic basket and the SHRM Foundation benefits too!

All proceeds from this adventure in "Basketry" (no merit badge included) will go to the Society for Human Resources Management (SHRM) Foundation. The foundation in turn supports human resources professionals in our community, state and nation. Come prepared to join in the fun.



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