



Lincoln
Human
Resource
Management
Association



PO Box 81066, Lincoln, NE 68501-1066
www.lincolnhnr.org

Volume 1, Issue 2

October, 2010

**New nametags
are here!
Pick yours up at the
October meeting.**

October 2010 Program

Luncheon: **HR Harvest Time – Top 10 rewards you can reap from an HR Audit**
Paula Peacher, Senior Consultant - Human Capital, SilverStone Group

Workshop: **Championship Thinking for HR Professionals**
Jim Meier, Founder, The Training and Consulting Connection

When: Tuesday, October 12th, 2010

Where: The Grand Manse – Jasmine Room
129 North 10th Street
*Parking on street or in public garages:
Market Place Garage – 925 Q Street
Haymarket Garage – 848 Q Street
Que Place Garage – 1111 Q Street
Parking Validated by LHRMA*

PLEASE NOTE: There is now an additional \$10 fee for those who do NOT register or who register and do not show!

The deadline for registrations and cancellations is always 12:00 noon on the Friday before the meeting.

Registration: 11:00 a.m. – 11:30 a.m.

Meal/Program: 11:30 a.m. – 1:00 p.m.

Workshop: 1:15 p.m. - 3:15 p.m.

Cost: \$15.00 Luncheon Meeting * (Non-members \$25)
\$35.00 Workshop *

Meal: Catering by Tastefully Yours
Homemade Chicken Pot Pie Masterpiece Casserole
Assorted Specialty Salads
Rolls & Butter
Assorted Specialty Deserts
Beverages

*HRCI credits applied for

About our Program:

HR Harvest Time – Top 10 rewards you can reap from an HR Audit. You've planted the seeds and grown your HR Department. Now it's time to **Harvest**, reaping the rewards of all of your hard work. Take the time to learn how an HR Audit can reveal:

1. The effectiveness of your human resource function
2. Whether you have taken adequate steps to prevent discrimination
3. Whether you communicate effectively with employees
4. Whether your benefits comply with a variety of state laws

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President's Message

Mark Pankoke, President



Change, the Only Constant

As you know change is an interesting concept. When change happens to you it often feels like a negative. If you are involved in driving change, it seems like a real positive. I bring this topic to your attention as this column is going to ask you to look at change in two ways - your everyday job, and as it pertains to recent changes in LHRMA.

In our everyday job we often become involved in change initiatives. We might be driving the change, playing a support role, helping implement aspects of the change or possibly involved in all three roles. Sometimes these roles can be difficult to play as we may have mixed personal feelings as it relates to the changes.

Despite those feelings, in HR we often need to rise above the rest of the workforce and lead the way on change. We need to model the behaviors, follow the new processes to the last detail, etc. Although this is probably not a new thought to you, I would ask you to examine your behaviors as it relates to some of the last change initiatives you were involved in. Have you really been a leader or enthusiastic supporter? Have you modeled the processes in every way? Maybe you have and maybe you haven't. I suggest that each of us re-dedicate ourselves to being that supportive change agent/champion/role model in our organization. This will make us even more valuable to the other leaders in our organization.

As for change in LHRMA, you probably know we are continuing to make changes in things within the organization, too. Two specific, visible things quickly come to mind: the move to on-line membership information and the on-line newsletter. These changes were made only after gaining input from the membership, but like most things, 100% of the population was not in favor of the changes. As it relates to these changes, I ask you to play the role of supportive role model and give these changes a fair trial. To be that role model, use the membership information you can access through the website. Access the electronic newsletter and read the articles.

Lastly, if you want to help LHRMA grow, improve and become more dynamic, let me or another Board Member know. We have openings to join the Board in 2011. We want committed change agents for our Board. You can take this opportunity to be part of the driving change in LHRMA. Remember, "Change is the Only Constant".

— Mark Pankoke

Drawing Winner

Who Says There's No Such Thing as a Free Lunch? Congratulations to Sarah Kahler from Southeast Community College. She will receive free registration at the October, 2010 meeting!



"Sometimes these roles can be difficult to play as we may have mixed personal feelings as it relates to the changes."

Find us on Facebook. Become a fan and join the conversation.



Legal Update

Cancer in Remission May be a “Disability”

Mark A. Fahleson, Esq. ♦ Rembolt Ludtke, LLP

In 2008 Congress adopted the amendments to the Americans with Disabilities Act (“ADAAA”). These amendments clarified and, in many ways, expanded the reach of the original ADA, including the definition of “disability.” Among other things, the ADAAA provides that “an impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active.” Thanks to a recent federal court decision out of Indiana, we now have a better understanding of just how broad this expansion of the definition of “disability” is.

In *Hoffman v. Carefirst of Fort Wayne, Inc., d/b/a Advanced Healthcare* (Case No. 1:09-CV-251, 8/31/10) plaintiff Stephen Hoffman was hired in 2006 as a service technician by Advanced Healthcare’s predecessor and continued in this role with Advanced Healthcare. As a technician, he supplied patients with home medical devices such as oxygen and wheelchairs and typically worked 9 to 5 (40 hours per week). His written job description contained such essential functions as the ability “to . . . remain flexible within normal working hours and available after hours and on call,” to have “light day travel” and “to work from varying locations.”

In November 2007 Hoffman was diagnosed with Stage III renal carcinoma and underwent surgery to remove his left kidney. Hoffman informed his employer of his diagnosis and the employer was supportive and accommodating, placing him on short term disability. Hoffman returned to work on January 2, 2008, with no specific restrictions or limitations, and he began working his usual schedule with his cancer in remission. Hoffman also converted his residential garage into an office and was allowed to work out of his home in Angola, Indiana.

After returning from a Hawaiian vacation in January 2009, Hoffman was informed that the company had acquired a contract with a hospital system and that all service technicians, including Hoffman, were required to work overtime. Shortly thereafter Hoffman’s supervisor told him that he was concerned about Hoffman’s health and how the 65 to 70 hours per week of work would affect him physically. Hoffman replied that working that much would put him “in the grave.”

On January 29, 2009, Hoffman provided his employer with a doctor’s note stating “[p]atient may not work more than 8 hours/day, 5 days/week. Dx: Stage III renal cancer.” Over the course of the next 48 hours various discussions occurred between Hoffman and management regarding his ability to work, leading to the company presenting him with two options: immediately resign, or work the overtime like the other service technicians. Hoffman said he was not going to resign and couldn’t do the extra work. Discussions continued, and the employer said it would not fire Hoffman, but offered to let him work 40 hours per week, but out of the Fort Wayne office (requiring a 2-3 hour unpaid commute each day) rather than out of his home. Discussions continued (many of which Hoffman tape-recorded), but Hoffman concluded he had been terminated based upon the options presented. Hoffman’s physician opined shortly after Hoffman’s separation from employment that Hoffman was doing well and did not need to return for another 6 months.

Hoffman sued alleging he was terminated in violation of the ADA. Hoffman claimed that his renal cancer, even if in remission, constituted a disability under the ADAAA, and that Advanced Healthcare unlawfully terminated him when it failed to offer a reasonable accommodation. Advanced Healthcare contended Hoffman was not disabled given that his cancer was in remission, he had returned to work without restric-

(Continued from page 1)

5. Whether your benefits attract employees
6. Whether your pay scale is properly administered
7. Whether you are prepared for employment litigation
8. Whether you retain the right records
9. Whether your treatment of employees is consistent
10. Whether you anticipate problems or only react to them

WORKSHOP: Championship Thinking for HR Professionals

True Or False?

An organization's employees will individually and collectively grow and succeed if they 1) have purpose 2) timely, accurate and complete information and, 3) technical/professional ability?

Answer: False

Why? **There is this critical missing piece**-the ability to effectively engage in internal powerful, practical and positive thought processes about themselves.

This workshop will cover two thought provoking and action-oriented segments of the Championship Thinking course. Upon completion of the two hour workshop covering the self-efficacy and belief segments, participants will be able to:

- ♦ Explain how efficacy and belief effect actions towards growth and improvement
- ♦ Apply the concepts of efficacy and belief to their personal and professional life
- ♦ Understand and use forethought in a constructive, positive manner
- ♦ Know the difference between "settling for" something and "not wanting" something

About our Speakers:

Paula Peacher

Senior Consultant - Human Capital, SilverStone Group

Paula has more than 25 years of experience in human resources and leadership positions. She assists clients with total reward strategies, competitive market analysis, human resource compliance (including Affirmative Action Plans), policies and procedures, leave management, and human resource system deployments and conversions. Her diverse background results from work in various industries, including financial services, oil and gas, consumer products and technology.

Paula has a strong practitioner point-of-view regarding day-to-day human resource operations and strategic planning processes. She has extensive experience in full-life-cycle project management methodology, global human resource and payroll systems conversions, merger and acquisition human resource integration and the development and implementation of compensation programs.

In addition, Paula's experience also includes a complete review of business processes associated with any new system deployment or integration to ensure optimal value is realized from a company's investment in technology, allowing HR to add even greater value to an organization. As a consultant, Paula has honed her skills by conducting job evaluations, writing job descriptions, identifying market pay for positions, developing pay structures and incentive plans and assisting clients to meet compliance with Affirmative Action regulations. Through the HR Assist® program, Paula provides professional advice and support that allows smaller organizations to staff their human resource functions at an administrative level.

Paula is active with the Society for Human Resource Management and a member of its local chapter, the Human Resource Association of the Midlands. She is also a member of World at Work.

SILVERSTONE
G R O U P



(Continued from page 4)

Jim Meier

Training Consulting Connection



**Training
Consulting
Connection**



Jim Meier is an author, coach, consultant, trainer and speaker with 35 years professional experience serving organizations: businesses, education, government, the military, professional associations, not-for-profits and sports organizations. His core specialties are leadership, innovation & creativity, progressive change, relationship development and sports psychology coaching. In 2007, Jim was selected to **Leadership Excellence** magazine's list of top 100 minds in personal leadership. In 2008, with Michael Maccoby, a globally recognized expert on leadership, Jim co-authored an application guide-workbook to Michael's book, *The Leaders We Need and What Makes US Follow*.

In 1991 Jim founded **The Training & Consulting Connection (TCC)**, following 15-years in corporate America, 3 years at the University of Nebraska at Omaha and 4 years military service. Over 300 small, mid-sized and large organizations have been served by TCC which Jim describes as a F⁵ business: **forward thinking, focused, flexible, fast and friendly**. What drives Jim is his desire to assisting people discover and unleash their ability to improve, innovate and thrive for the benefit of the common good as well as themselves.

In 2006, TCC received the Greater Omaha Chamber of Commerce **Excellence in Business** award. TCC's philosophy underlying this recognition is **Championship Thinking**™; a set of concepts, methods, and skills that draws heavily from studies, research and discoveries by cognitive scientists. Each successful customer applications of **Championship Thinking**™ have these three common realities; powerful, positive and practical breakthrough in the person's work or personal life.

In addition to the workbook mentioned earlier, Jim has written numerous professional articles, two sports psychology workbooks and three children's books. Since 2005, he has also hosted a weekly Internet radio talk show, **Championship Thinking Coach**™ which focuses his specialty areas to sports for coaches, players and parents. To further this work, in partnership with a colleague, John Pinkman, Jim has created a non-profit organization, **Project for Athletic Leadership (PAL)**.

As a sports psychology coach, Jim thrives on Building Mental Muscle with individuals and teams, both professional and amateur. Among many successes are: working with the National Champion Oregon State baseball team throughout the 2006 College World Series, HS basketball teams making first ever trip to the state tournament and reaching the finals, golfers who winning state and club championships and a professional nearly qualify for the PGA Senior Tour in his first attempt.

Jim holds a Master's Degree in International Business and Administration, a Bachelor's Degree in Economics and Business. He has also actively participated in many professional seminars, workshops and study programs. Jim is a native of Omaha, Nebraska. When people ask him "have you lived there all of your life?" he usually responds, "Not Yet." His wife, Cindy and he are quite proud of their adult children, Tate, Adam and Allison and former foster daughter, Anne.

**"Settle for nothing but the greatness that lives deep within you.
And forever seek to discover and use that very greatness."**

- Jim Meier

Upcoming Meetings



November 9 –

Luncheon: "HR and Business Ethics: Lesson from the Downturn" SHRM Speaker Laurie McIntosh

Workshop: HR Hot Topics – Round Tables

December 14 – Member Social



Member Changes

Todd Hoppe, PHR
 Director of Human Resources
 The Cornhusker
 333 S 13th Street
 Lincoln, NE 68508
 todd.hoppe@wcghotels.com
 402.474.7474

Contact Kathy Harper at
 402.483.4581, x. 339 or
lhrma0048@yahoo.com
 with any change in posi-
 tion, company or address.

**“It’s what you
 learn after you
 know it all
 that counts.”**

- John Wooden



Board Meeting Recap

- Late Fee for monthly meeting will increase from \$5 to \$10
- SHRM dues will increase—first time in 20 years
- Volunteers needed to fill Board positions

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tion and had worked an entire year without significant absences or other issues.

The employer moved for summary judgment, and on August 31, 2010, the Indiana federal district court overruled the motion. The court, noting that there is very little caselaw on the ADAAA since it went into effect on January 1, 2009, concluded that under the ADAAA Hoffman was not required to show a substantial limitation in a major life activity because he had cancer in remission and that cancer would have substantially limited a major life activity when it was active. Thus, Hoffman gets his day before a jury unless the case settles.

Lesson: Hoffman demonstrates what employment law practitioners have been saying since 2008--the ADAAA represents a significant expansion of potential liability for employers. Employers are strongly encouraged to: (1) educate their supervisors on the employer’s obligations under the ADAAA; (2) to engage in the interactive process with the employee where required; and (3) discuss and make reasonable accommodations for employees who are “qualified individuals with a disability” under the expanded ADAAA.

Fahleson is a partner with the Lincoln-based law firm of Rembolt Ludtke, LLP and may be reached at (402) 475-5100 or mfahleson@remboltludtke.com. This article is provided for general informational purposes only and should not be construed as legal advice. Those requiring legal advice are encouraged to consult with their attorney.

SHRM Member Discount Special

Now is your chance to join SHRM for only \$99.00!

This special rate applies to LHRMA members who have never been members of SHRM, or who have let their membership lapse for longer than one year. (This special rate does NOT include regular renewals).

***This offer is valid October 1st to November 30th, 2010!**

Check out all the advantages to help you grow in your profession at www.shrm.org. A SHRM membership application may be downloaded at www.shrm.org/about/membership.

Complete the SHRM application and mail it with your \$99.00 check, **made payable to SHRM**, to:

LHRMA Membership Chair
 PO Box 81066
 Lincoln, NE 68501

LHRMA will submit your application and the subsidy membership fees to SHRM for you with your check of \$99.00. If you mail your application directly to SHRM, LHRMA cannot contribute the difference. If you have questions, please contact Chantel Denker via email at chantel@hughesbros.com or by phone at 646-6237.

Enjoy the benefits of SHRM 24 hours/day, 365 days/year online, and stay in the forefront of the HR Management profession.

Wellness

Worksite Wellness Data Collection

By Lisa Henning, Executive Director
WorkWell, Inc.



In our last article, we reviewed the importance of having a wellness committee to organize wellness efforts. Once you have that committee established, whether it is a stand-alone committee or part of your safety committee, your next step is collecting data to drive your efforts.

The saying, “how do you know where you are going when you don’t know where you have been?” holds true in worksite wellness. Many companies that start a wellness program ask me to help them establish their budgets before doing any assessment. This is comparative this to asking how much will it cost to send your child to college in 20 years? We have estimates based on trend data that help us make an educated guess about how much money to put away for our children, but it is not the same as knowing the exact amount. In addition, wellness is an essential business principle. Business decisions are not usually made without a lot of research including market analysis to determine what the market can bear. The best wellness plans and budgets are crafted off of good data.

So what types of data are useful in worksite wellness? There are several pieces of health data that you can use to help your planning process:

- Health insurance claims data (including pharmaceutical information)
- Health risk data (determined by a health risk appraisal)
- Biometric data
- Health culture audits
- Health interest
- Worker’s compensation claims
- Injury reports

The first piece of data, health insurance claims data, is only available to businesses with 100 or more covered lives. Keep in mind that this is your utilization data. It shows you your big claimants, hospitalizations, visits with specialists, outpatient care, etc. Generally, only 30% of your population contributed to this data set. Minor medical costs are not usually reflected in this information unless you are self-insured. We caution all companies in using claims data to determine the direction of your wellness program because you would only be basing your program on a small fraction of your population. We are also struggling with our health care costs in our country partially because we are a reactionary society that chooses to focus on treatment rather than prevention. Using only claims data is reactionary and that will hurt you financially in the end.

The second piece of data is very important. A good health risk appraisal is essential to find out the hidden or potential risks of your workforce. For example, we know that approximately 65% of Nebraskan’s are overweight or obese based on body mass index standards, however a small percentage of these individuals are utilizing high cost medical interventions for obesity related illness. We do know however, that this does not mean that these individuals are immune from future major medical issues such as heart disease, diabetes, and certain types of cancers. It is extremely important to find out what percentage of your workforce is at risk and for what disease or illness. The information you get from your employees will be self reported, but good surveys will go through enough scientific rigor to validate self report information, and most people are honest. Ask your health risk appraisal provider to describe the science (weighting and cognitive testing) of their survey instrument. Free does not always mean good quality, however, expensive does not always mean better either. Good survey instruments range from free to more than \$100 per em-

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NEW MEMBERS

Carol Johnson
HR
Perry Reid Properties
cjohnson@perryreid.com

Kimberly Bowers
Director of Administration
HBE Beker Meyer Love, LLP
kbowers@hbecpa.com

Larry Hughes
Assistant Professor
Nebraska Wesleyan Univ.
lhughes@nebrwesleyan.edu

Kathleen Stephenson
Chief Financial Officer
NE Farm Bureau Federation
and Affiliated Companies
kathys@nefb.org

Lucy Sokolowski
Human Resources Assistant
Bosch Security Systems
lucy.sokolowski@us.bosch.com

Welcome to LHRMA!*(Continued from page 7)*

ployee. Lastly, it is extremely important to get a high percentage survey return so that you get a good picture of the health of your organization.

Aggregate biometric data is helpful. This includes a blood chemistry panel, blood pressure, body composition, flexibility, etc. On-site blood chemistry screenings are so convenient for the participant, that they are more likely to get their blood chemistry done at work rather than at the physician's office. This should not replace a physical exam or a visit with the physician if results are elevated. After 20 years in the worksite wellness business, I can tell you with confidence that on-site blood chemistry screenings have saved several individuals lives!

Health culture audits are simply an assessment to see if employees feel support for a healthy lifestyle from co-workers and the company. Health interest surveys are assessing what the employees want to participate in and what types of barriers they perceive as part of their participation in a wellness program. Several health risk appraisals have incorporated a culture audit and interest assessments as part of their survey instrument. Many successful wellness programs look at risk and interest to find common ground.

Worker's compensation and injury data is also very important to a successful wellness effort. Repetitive motion injuries and other injuries such as back strains are very closely tied to wellness and health. For example, the rate of back injuries for overweight or obese individuals is much higher than lean populations. In addition, programs such as pre-work stretching programs can have a dramatic impact on injury prevention.

All of this seems very cumbersome, but the key is to try and know as much about your workforce before you write a wellness plan and assign a budget! Often you will find overlapping data. This just means that you have a great opportunity to impact lives. Our next article will discuss development of a wellness plan. Again, while this seems simple, it is actually as complex as many business models. If you would like assistance in determining quality survey instruments, please feel free to contact me at any time, lhenning@lincoln.ne.gov.

Volunteers Needed for LHRMA Board Positions

If you have an interest in assuming a position on the LHRMA Board for 2011, please contact Mark Pankoke at mpankoke@madonna.org or 483-9595.

Board position information:

- ◆ The term of office is January 1, 2011 – December 31, 2011
- ◆ Commit to attend 12 monthly Board meetings and conduct other important LHRMA business, depending upon the position
- ◆ You get to work with a dedicated team of Board Members
- ◆ You will meet and develop friendships with other HR professionals
- ◆ Practice leadership skills
- ◆ Help set the course for the organization

EAP Corner

“Live the Dream” - Get Enough Sleep!

By Directions EAP, LLC ♦ Lincoln, Nebraska

A lot has been said lately about sleep and its importance. Trouble is, many of us aren't sleeping “well”, or enough. According to the National Institute of Neurological Disorders and Stroke, “Each year, there are about 40 million people in the US who suffer from sleeping disorders. Additionally, 20 million have occasional sleeping problems.” That's a lot of people trying to function in our fast paced world with less than optimal body and mind restoration. Are YOU one of them?

A study at the University of Pennsylvania published in 2006 documented a growing list of health risks from sleep deprivation, linking it to increased risk of heart disease, diabetes, and obesity. The Department of Transportation reports each year on the number of car crashes that can be directly linked to sleep deprivation – the latest report citing well over 100,000 crashes. Some folks don't even realize they are too impaired to drive because they've been chronically sleep deprived.

Feeling tired occasionally is perfectly normal, but it becomes not normal when sleepiness interferes with activities like: dozing while reading the newspaper, during business meetings, or while sitting at a red light. Slowed thinking, trouble paying attention, heavy eyelids, and feeling irritable are all signs your sleep is not adequate. Sleep needs vary from person to person, from 7 to 9 hours per night, on average between 8 and 8.5. The important thing is to know your own patterns and functionality. **The bottom line is that you should sleep for the number of hours it takes for you to feel rested, refreshed and fully alert the next day.**

If you are sleeping an adequate amount and you still feel drowsy during your day, or if adjusting your sleeping habits hasn't helped, then talk with your health care provider. Overwhelming daytime sleepiness could be due to a number of sleep disorders. Some people sleep, but the quality of their sleep is not good. If you look at the brain as a rechargeable flashlight, some people don't hold the charge very well. Treatment is available and a sleep study could help detect your sleep issues.

When was the last time you slept like a baby? **Quality of sleep is as important as quantity.** People whose sleep is inadequate in time or interrupted by apnea, insomnia, frequent urination problems or other health issues miss out on the benefits of deep restorative sleep. The kind of sleep that effects growth and repair of cells, learning and memory function, total relaxation of muscles, modulation of blood sugars and all the basic systems of the body. To say nothing about how restorative sleep allows for better emotional well-being. **Sometimes a good night's sleep can be the best bridge between hope and despair.**

Do yourself a favor. Make a concerted effort to improve your sleep, quantity and quality. Doesn't everything you do during the day – driving, working, spending time with family and friends.....deserve your best effort? If you continue to have issues with sleep and have consulted your physician for any needed medical help, maybe visiting with your EAP counselor could help with yet unmanaged anxiety or stresses that interfere. Don't miss another day not being alert, awake, alive, enthusiastic!

Article submitted by Directions EAP, LLC. Please call (402) 434-2900 or (800) 563-8201 today to see how we may be of help to you or your organization.

Coach's Corner

Strategizing within HR: Where are you going?

By Jane Weddle, M.A. ♦ Weddle Performance Group



“If you don't know where you are going, you might wind up someplace else.” by Yogi Berra

Do you have an HR strategic plan? If you don't have a plan, then how do you know where you are going?

What is the value of taking time to develop an HR strategic plan?

- ♦ It will aid in moving you beyond day to day tasks and firefighting to contributing to the strategy of the overall organization. Building your image as a Strategic Partner!
- ♦ The plan will identify goals and strategies for achieving them. It will also help you align your department with the broader needs of the organization.
- ♦ The plan helps you step back and take a look at the external and internal environment, capabilities, strengths, problem, weaknesses and opportunities
- ♦ It creates holistic thinking—helps you to see the organization as a system and how various things within that system impact each other.

Some key tips in developing an HR Strategic Plan?

Tip 1: If your organization has a strategic plan—then utilize that information to aid in your planning process—make sure they link together. If your organization doesn't have a plan—then my question would be: what is contributing to that and how can you support the creation of an organization wide plan? No, luck in getting key decision makers to do an organization wide strategic plan—then don't let that stop you from creating an HR strategic plan!

Tip 2: Identify your process—far more important than the planning document is the planning process itself. Make sure you involve others—don't plan in isolation. Identifying the process up front really helps you identify what data to gather and what tools to use in the process.

Tip 3: Gathering information is one of the MOST important aspects of the strategic planning process because the information gathered provides the basis for decisions to be made. There are several tools and processes that one can tap into when gathering information—you will want to use several in your process—because they each tell you something different. One that works well is the Context Map: It allows you to scan the external environment: trends, factors, forces impacting various categories for example: trends in the profession, customer needs, political factors, economic climate, uncertainties, assumptions, technology factors, etc.

Other tools and sources for gathering information:

- ♦ SPOT: looks at Strengths, Problems, and Opportunities and Threats in relation to Human Resources
- ♦ Pull out the most current employee survey—if you don't have one – consider doing one prior to the strategic plan or some how develop a way to hear the voice of your customers within your organization!
- ♦ Investment portfolio: What should you keep doing, stop doing, start doing and what should you refine.
- ♦ Scenario Planning

Tip 4: Have a neutral facilitator! Find someone internally or externally who isn't vested in the outcome to facilitate the process. That way you can concentrate on what is most important --developing the plan.

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Past Presidents Appreciation at October Luncheon Meeting

Past LHRMA Presidents:	1971-72	Stuart A. Maseman	1990-91	Doug McDaniel	
1953-54	William F. Stenton	1972-73	Jerry L. Sellentin	1991-92	Cheryl Vavra
1954-55	Walter F. Roberts (Deceased)	1973-74	Harvey Schwartz	1992	Jane Goertzen
1955-56	R. "Max" Peterson	1974-75	Ray Oepping	1993	Dennis Seaman
1956-57	Victor Seymour (Deceased)	1975-76	Georgia Schmitt	1994	Nancy Conway
1957-58	Richard M. Bourne (Deceased)	1976-77	James P. Spangler	1995	Judy Backhaus
1958-59	R. D. Andersen	1977-78	David L. Bornholdt	1996	Chris Matousek
1959-60	W. "Tom" Tompkins	1978-79	Linda G. Larsen	1997	Peggy Storm
1960-61	Ann Scott	1979-80	Dick Whitcomb	1998	Rebecca Ferguson
1961-62	Joe Hartley	1980-81	Sally Schneider	1999	Mary Crook
1962-63	Don Fahleson (Deceased)	1981-82	Reid E. Devoe	2000	Laurie Kortum
1963-64	Dave Hendricks (Deceased)	1982-83	Patricia A. Kant	2001	Trish Reimers
1964-65	James E. Geist	1983-84	Bob Hanrath	2002	Toni Beyer
1965-66	Robert L. Murphy	1984-85	Neal Westphal	2003	Ruth Jones
1966-67	John D. Beecham (Deceased)	1985-86	Connie Soucie	2004	Chris Gantz
1967-68	Earl R. Fell	1986-87	Chriss Lloyd	2005	Michele Spadt
1968-69	Walter J. Mitchell (Deceased)	1987-88	Linda Shafer	2006	Cindy Mefford
1969-70	William M. Cords (Deceased)	1988-89	Kent Mattson	2007	Carmen Wiles
1970-71	Joseph R. Ruschetti	1989-90	Lovie Magruder	2008-09	Cathy Maddox

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Tip 5: Involve others—helps give new perspective!

Tip 6: If you do the SPOT—do it in the right order! Look at Strengths, then Threats, then Problems and last but not least Opportunities.

Tip 7: Focus in on Performance Based goals vs. Activity Based Goals. “Performance begins with focusing on outcomes instead of activities. In my experience, most people in most organizations most of the time do the reverse. They concentrate their efforts on the pursuit of activities instead of outcomes. As a result, they rarely set or achieve performance results that matter.” *Douglas K. Smith—author of Make Success Measurable.*

Tip 8: Develop Game/Action Plans that have clear tasks, owners, completion dates, etc that relate back to your Performance Based Goals

Tip 9: Create an HR Dashboard or Balance Scorecard—it will give you a way to quickly see how your performing and allow others outside of your HR group to see your Key Measures of Success and it is a quick way to review how your performing.

Tip 10: Strategic Plans should be a flexible and active document. Many people perceive once it is developed that you can't change it—That is a Myth. I always tell people things change and the plan needs to be flexible and adaptable to the internal/external environment and new barriers/challenges that arise. THEREFORE, THE PLAN SHOULD BE REVIEWED AT LEAST ON A QUARTERLY BASIS!

Lastly, "If you keep on doing what you've always done, you'll keep on getting what you've always got." *W.L. Bateman.* Taking time to develop an HR Strategic Plan is one of the best investments HR can make.

Jane Weddle is the Sr. Performance Consultant and Certified B-Coach for Weddle Performance Group. To find out more about the services and products that WPG offers or for more information on other organizational needs go to www.partnerinperformance.com or call 402-429-5224.

Three Leaders Answer Three Questions

Three local Senior HR professionals agreed to answer three important questions posed to them. The following are some very interesting and enlightening responses to questions of interest to all of us in HR.

The Sr. HR Leaders:

Dan Krick – Vice President People Resources, Lincoln Industries and Nebraska HR Professional of the Year, 2010

Kent Mattson – Human Resources, Ameritas Life Insurance Corp and former President, LHRMA (1988-1989)

Ruth Jones – Manager Human Resources, Nebraska Book Co. and former President, LHRMA (2003)

#1— What is the biggest HR issue facing you today, and what are you doing to address it?

Dan: I believe the biggest HR issue today is the same as it has been for years – Culture Development. This may sound broad and nebulous but in reality it should be the focal point of all that we do as HR professionals. Your culture will ultimately be the engine for your company's success. On rare occasions a company may have a product or service so exceptional that the company grows in spite of their culture – but this would truly be the exception and I believe long term the company will not be successful. We need to be builders of great cultures. This is from selection, development, recognition, communication, wellness, safety – all that we do aligns with the culture we need to be successful. That way whether the lights are on or off – the culture is embedded deep into the organization and people do the right thing – give of their discretionary effort

Kent: A major responsibility for me is managing the benefit programs, including medical which is significantly impacted by health care reform. A major challenge is staying on top of what the requirements are so that we can continue to provide competitive and cost effective programs yet comply with the array of regulations that now apply or will at some point in the future. The compliance or regulatory issues apply to most areas of HR and require significant ongoing attention. Another major issue is continuing to manage the associate value proposition in a cost effective and competitive manner so that we can continue to attract and retain qualified, high performing associates as the economy improves.

Ruth: The biggest HR issue facing us today is really a leadership crisis. Businesses are operating on a leaner staffing level and continuing to act cautiously with labor dollars. We need more from employees and the push is to keep employees productive and engaged. Supervisors are essential to engagement and productivity. They need to have the skills to hold employees accountable, set work standards, manage project, communicate and handle personal issues with tact and professionalism. That's just the management requirements; most supervisors also need strong technical skills in their area of expertise. HR has to have the tools to help recruit individuals with the right skills set and the training and coaching to develop those skills. We are constantly evaluating how we recruit and train, finding new business partners and new solutions to help us in our process and communicating expectations.

#2— What future trends do you see hitting the HR community in the next few years?

Dan: The two that come to mind immediately are:

The continued evolution of the make-up and needs of people in the talent pools from which we are selecting. We need to clearly understand how work is being performed in the future and provide the necessary platforms.

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Articles from members who attended SHRM National Conference

Submitted by Cindy Mefford, SPHR

This was only my 2nd time ever to attend the SHRM National Conference (the 1st time was when LHRMA sent me while I was President. I was thrilled with the opportunity to be able to go again – not only for HRCI credits, but for the chance to get re-charged about my profession. Where else can you go networking with thousands of HR professionals??

This time I was smart and narrowed down my selection of break-out sessions I wanted to attend in advance so that I just had to make the final decision once I was in San Diego. With so many choices, it really can be hard to decide! I like to choose a hotel that is within walking distance of the conference center so I can walk everyday and skip riding the bus. A very important tip is to wear comfortable shoes. This conference is not the time to try out those new 4” spiked heels!

At this conference the speaker I enjoyed most was Steve Gilliland. I went to his mega session “Enjoy the Ride”. His session was not only funny and interesting but it was on living life in general. Some very good points I took away from this session:

- Ask yourself – “if every job paid the same, would you be doing what you do?”
- Love what you do & never forget why you do it.
- Watch out for “Destination Disease” – where you’re always in a rush for the next thing (I’m guilty of this one!!)

We’ve let the trivial, which is immediate, take over our lives.

I liked Steve’s style and presentation so much that I went to his other mega session too – “Leading with Heart”. I took away three key points from this one:

1. Value People. Ask – could you work for yourself? Focus on people, not the task.
2. Develop People. Ask yourself if what you’re going to say or do – will it improve the situation? Steve also shared a quote from his mother, “A closed mouth gathers no feet.” I need to practice this one at home!
3. Influence People.

These annual conferences are amazing! I think I’ve finally convinced my employer that it’s important I attend at least every three years. I come away with a LOT of great information, some contacts and freebies from the hundreds of vendors; I feel invigorated and ready to dive into my work at work again. Everyone should try it once.....you’ll be hooked!

Help Support ‘Achieve the Superior Merit Award’

You can help achieve the LHRMA Chapter Superior Merit Award by notifying Tara Jennings, 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 workforce.readiness@lincolnhr.org throughout the year.

Three Leaders Answer Three Questions

(Continued from page 12)

Continued globalization of business. Friedman's "The World is Flat" is moving extremely fast and we need to understand first how our business responds to this and then how we drive the necessary change.

Kent: More organizations getting out of the "benefits business" because they either can't afford it or keep up with the compliance requirements. Getting back to the basics in manager training due to managers' significant impact on retention and engagement. A stronger focus on succession management as the baby boomers retire or near retirement. Delayed retirement due to economic conditions that creates challenges in attracting and retaining later generation associates. Continued automation of HR functions and service delivery.

Ruth: Controlling health care is going to be the biggest discussion over the next few years. There are dramatic changes coming through the Patient Protection and Affordable Care Act. As those changes occur and we see first hand the impact, health care will continue to be the primary topic of discussion in HR and the general community. HR really has a unique perspective on health care because we see data and trends from many sources including; our own employees on Medicare and state aide, the dollars spent, utilization, the relationship between lifestyle and illness, impact of wellness activities, and our own personal experiences. That unique perspective gives us a viewpoint that will help us come up with solutions. In the next few years, HR will be further drawn into the health care debate and every HR person should take those opportunities to express their opinions and ideas.

#3— How have you been successful taking a "strategic approach" with your organization?

Dan: Unfortunately, a lot of the HR community thinks "inwardly" instead of "externally". We, as a profession, often propose and build processes, systems, policies that make our world neat and tidy – i.e. "this would sure be nice to have this" thinking vs. what do we need to be successful to win. We must truly think of our roles as providers of growth to the business. Forget this support stuff – that should be about 5-10% of what we do. If we get excited about new attendance programs, performance management review processes, or other "assumed" services, we are going to be continued to be an afterthought. Think as an owner – if you need to have more sales and profitability tomorrow, the next day and the day after, how would you go about doing that? If you think that way and behave that way you won't need an invite to the table, because you will be leading the meeting.

Kent: At our organization, our SVP, HR is a member of the senior management team and strategic planning group, so HR is engaged in the strategic direction of the organization. We have established "relationship manager" arrangements with our major business units who are actively engaged in their strategic planning and direction.

Ruth: Everyone is looking for that "magic bullet" to become strategic. Conferences are filled with ideas on sitting on boards, proposing metrics, etc. These are tools. Strategic is a mindset. We take the time to know our competition and what's happening in the business world and our community. We have an understanding of what helps drive our business and we keep that mindset with us during every day of employment. Do we know everything about every department? No, they are still the experts. However, we can understand the larger picture of what they are trying to accomplish and look at each situation in the business context and then offer solutions that serve the business needs as well as the legal and employment needs. As we do that, we move from a "compliance role" to a "trusted advisor" role. Offering sound solutions and new ideas helps departments see HR's potential and it paves the way for those departments to bring HR into the future, long-term, strategic planning events.

Change for the Foundation

Each month you will find a small jar with some spare change rattling around in the bottom. As the SHRM Foundation Representative, I hope to use this small effort to increase our annual SHRM Foundation gift. I hope that when you see it, you will be excited to make a small, yet significant donation to help advance the HR profession through the research, scholarships, publications and advancement opportunities that the SHRM Foundation provides. For more information on the SHRM Foundation, visit www.shrm.org and click on SHRM Foundation. Thank You! - Tami Lewis-Ahrendt, PHR



Save a Tree—Go Green!



Your LHRMA Board has decided to do its part in the campaign to GO GREEN. In a recent survey, members voted they would be interested in receiving their newsletter via electronic format.

You will no longer receive a paper copy. Instead an electronic copy will be e-mailed to you each month.

Also, you can now access the current and past newsletter issues online under the members tab of the LHRMA website.

Reach Out to the Students

LHRMA members can use the LHRMA website to advertise Student Internships or summer jobs. The three Student Chapters will be told that they can look on the LHRMA website throughout the school year to find job openings as well as internships.

Please use this as another FREE advertising tool to get qualified, interested candidates to help fill your open positions. Send job postings to Kathy Harper at lhrma0048@yahoo.com.

Jobs, Jobs and More Jobs!

Do you have one to advertise or are you looking for one?

CHECK OUT OUR WEBSITE—<http://www.lincolnhr.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 Kathy Harper at lhrma0048@yahoo.com or 402.483.4581, x. 339.

If you are looking for a human resource position, then you can check our website at www.lincolnhr.org.

This will be an excellent resource for students who are seeking an HR position. It is also an excellent forum for companies to advertise if they have summer internships available. Please take advantage of this great resource—you can't beat the price!





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