

CIPMA-HR

Channel Islands Public Management Association – Human Resources

June 2008

Message from the President

CIPMA-HR is a vital organization for public sector Human Resources professionals in the Santa Barbara and Ventura Counties! With over 50 members, CIPMA-HR continues to provide opportunities for professional development, training, networking and leadership in the field of Human Resources. Currently with the support and close affiliation of the International Public Management Association – Human Resources (IPMA-HR), our local chapter strives to stay connected and keep members informed of HR-related hot topics that impact all of us.

I encourage you to participate in CIPMA-HR by attending the bi-monthly luncheon meetings, reviewing the CIPMA-HR website for updates and newsletter information, and by providing input to the Board with suggestions on how we may better serve you and the needs of our membership. CIPMA-HR Board Member names and contact information are included on the CIPMA-HR website at www.cipma-hr.org and we welcome your comments.

As I conclude my term as CIPMA-HR's President for fiscal year 2007-2008, I am grateful for the opportunity to have served you. I am especially thankful to the current CIPMA-HR Board Members for their time, energy and commitment over this past year to furthering the mission of CIPMA-HR which is to "optimize organizational individual performance in the public service

by providing human resource leadership, professional development, information and services."

It is our hope as officers that you benefit from membership in CIPMA-HR. We welcome your feedback, encourage your participation and appreciate your membership! **Congratulations** to our newly elected Board Members for the 2008-09 fiscal year! I wish the new officers a rewarding and successful year!!

Elena Keenan

Welcome New Board Members

Please welcome the newly elected 2008-2009 CIPMA-HR Board.

President – Dee Emami
Vice President - Debbie Traffenstedt
Treasurer – Donna Smith
Secretary – Shelly Howell
Communications Officer – Patty Booker
Membership Officer – Lisa Yoshimura
Members-at-Large – Lynn Hutton
Kelly Shirk

We look forward to a year of quality HR-related programs for continued growth with active participation by all CIPMA members.

A special note of gratitude to our nominating committee, Nancy Rasmussen and Jenny Roney. Your efforts to ensure a successful election are greatly appreciated.

Appreciation to Outgoing Board Members

A big THANKS to the outgoing 2007-2008 Board Members. Your professional service and continued support are greatly appreciated.

President – Elena Keenan
Vice President – Tracey Pirie
Treasurer – Christie Lanning
Secretary – Donna Smith
Membership – Monique Nowlin
Armand Paez
Past President – Jenny Roney

Certified Corner

Do you recognize these esteemed HR professionals?

CIPMA-HR Vice President, Tracey Pirie, presented “Star” Awards to IPMA-CP recipients at our March luncheon meeting.



Susie Gonzalez, IPMA-CP



Cheryl Johnson, IPMA-CP



Nancy Rasmussen, IPMA-CP



Debbie Traffenstedt, IPMA-CP

For information about how you, too, can become an IPMA Certified Professional, visit the IPMA-HR website at <http://www.ipma-hr.org/content.cfm?pageid=35>.

Employment Opportunity

County of Ventura Sheriff's Department is recruiting for a Sheriff's Personnel Management Analyst (\$74,515 - \$104,321 Annually).

Please go to www.countyofventura.org or call Tracey Pirie, Manager-Sheriff's Personnel at (805) 654-3637 for additional information.

Member Announcements

If you have anything you would like to include in the CIPMA-HR newsletter, please send an email to Patty.Booker@ventura.org.

Upcoming Events

June 19, 2008

**Webinar: Emergency
Planning/Continuity of Services**

Contact Carrie Hoover by e-mail at
choover@ipma-hr.org for more information

June 19, 20, 26 & 27, 2008

**[IPMA-HR Developing Competencies for HR
Success](#)**

Hosted by Inland Area IPMA-HR
City of Corona, Calif.

Contact [Shari Daniels](mailto:Shari.Daniels@ipma-hr.org) at (951) 955-3885 for
more information.

June 24-26, 2008

**[IPMA-HR Caribbean Region Public Sector
HR Conference](#)**

Hyatt Regency Trinidad
Port of Spain, Trinidad

Contact Jessica Allen at jallen@ipma-hr.org
for more information

August 6

**[Developing Competencies for HR Success
Online Class](#)**

For information, visit [http://www.ipma-
hr.org/content.cfm?pageid=278](http://www.ipma-hr.org/content.cfm?pageid=278)

September 11, 2008

Webinar: HR ROI

Contact Carrie Hoover by e-mail at
choover@ipma-hr.org for more information

October 8, 2008

***IPMA-HR Developing Competencies for
HR SUCCESS Train the Trainer
Program***

Hosted by SCPMA-HR

City of Long Beach Civil Service
Department

Long Beach, Calif.

Contact Leah Salgado by e-mail at
Leah.Salgado@longbeach.gov, or by phone
at (562) 570-6238, or visit [www.scpma-
hr.org](http://www.scpma-hr.org) for more information.

October 9-10 and 16-17, 2008

***IPMA-HR Developing Competencies for
HR SUCCESS***

City of Long Beach Civil Service
Department

Long Beach, Calif.

Contact Leah Salgado by e-mail at
Leah.Salgado@longbeach.gov, or by phone
at (562) 570-6238, or visit [www.scpma-
hr.org](http://www.scpma-hr.org) for more information.

October 18-22

**[IPMA-HR International Training
Conference](#)**

November 13, 2008

**Webinar: Benchmarking Survey—
Employee Engagement**

Contact Carrie Hoover by e-mail at
choover@ipma-hr.org for more information

Challenging Work Most Important to MBA Students

According to a survey undertaken by the Aspen Institute Center for Business Education, MBA students cited challenging and diverse job responsibilities as the most important factor in their job selection. The survey was undertaken in 2007 and 1,943 students at 15 universities responded. Compensation and work/life balance were the second and third most important factors selected by the survey respondents. Of the 10 factors included in the survey, the least important factors were high ethical standards and job security. When deciding whether to accept a job offer, the survey respondents indicated that how well an organization treats its employees will be the most important consideration, with close to 70 percent citing it as being very important.

IPMA-HR HR Bulletin May 2, 2008

Partnership for Public Service and Booz Allen Hamilton Release Recommendations to Help Uncle Sam Bring on New Employees—And Keep Them!

WASHINGTON, D.C. – The federal government must do a better job integrating new employees into the workplace according to a report released recently by the [Partnership for Public Service](#) and [Booz Allen Hamilton](#), *Getting On Board: A Model for Integrating and Engaging New Employees*.

Teaming with management experts at Booz Allen, the Partnership assessed how to best integrate and engage new civil servants from the time they accept a job through their first year of service—a process defined as “onboarding”—in the report. Successfully onboarding employees

during their first year of service makes them more engaged, increases retention by as much as 25 percent, improves performance and ultimately accelerates time-to-productivity.

The report captures snapshots of new government employees’ experiences when they first started their jobs, including one federal employee who counted \$2.85 cents in change left in his desk drawer because he had no computer and nothing to do on his first day at work, and another who recounts that his supervisor didn’t come to see him for the first three days he was there.

These first impressions matter, according to the report, because 90 percent of employees decide whether or not they will stay at an organization or look for a new position within the first six months on the job.

The key recommendation of the *Getting On Board* report is for federal agencies to implement a four part strategic onboarding model that outlines steps to integrate and acculturate new employees, so they are welcomed, informed, gain a sense of commitment to the organization, and ultimately, so they are more effective and productive. The model steps include:

- Defining principles to ensure the onboarding process is aligned to the agency mission;
- Identifying specific roles for agency personnel and new employees;
- Implementing specific phases and activities to integrate new employees; and
- Measuring and reporting on onboarding outcomes.

The onboarding model was developed based on best practices from the private sector, and lessons learned from focus groups with federal employees and interviews with agency managers. “What federal agencies do or don’t do has a large impact on a new worker’s view of government service,” said Max Stier, Partnership for Public Service president. “And,

ultimately that will impact how effective agencies are at getting the job done.”

The report includes a tool kit for managers, an onboarding checklist, a new employee reference guide and pre-first day communications plan. The Partnership and Booz Allen are holding workshops for federal agency human resource managers beginning this week to help agencies apply the onboarding model.

The [Partnership for Public Service](#) is a nonprofit, nonpartisan organization that works to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works.

[Booz Allen Hamilton](#) has been at the forefront of management consulting for businesses and governments for more than 90 years. Providing consulting services in strategy, operations, organization and change, and information technology, Booz Allen works by their clients’ sides to help them solve their problems and achieve their missions.

To download a copy of the [Getting On Board](#) report (444k, PDF format), go to <http://www.ourpublicservice.org/OPS/publications/viewcontentdetails.php?id=128>

IPMA-HR HR Bulletin May 30, 2008

Retaliation Suits Allowed under ADEA and Discrimination Law, Rules Supreme Court

On May 27, 2008, the U.S. Supreme Court ruled that the Age Discrimination in Employment Act (ADEA) and 42 U.S.C. Section 1981 both prohibit retaliation. In the ADEA case, the Court ruled 6-3 that Myrna Gomez-Perez, a 45-year-old U.S. Postal Service worker, could sue the federal government for retaliation despite the fact that the federal ADEA provisions do not specifically mention retaliation.

Gomez-Perez worked for the [United States Postal Service](#) for many years and when her request to transfer back to a prior position was denied, she filed a complaint of age discrimination. She alleges that after filing the complaint she was accused of sexual harassment—without any basis—and that her hours were reduced and she was harassed and ridiculed.

The United States Court of Appeals for the First Circuit ruled against Gomez-Perez finding that the private sector provisions expressly allow for retaliation suits and the federal sector provisions do not. In reversing this ruling, the Supreme Court said that the provisions were written and passed by Congress at different times, not that Congress intended to deny federal employees a right of action for retaliation. The case is *Gomez-Perez v. Potter*, Docket No. 06-1321.

The Supreme Court reached a similar decision in the case *CBOCS West v. Humphries*, Docket No. 06-1431, where the Court interpreted 42 U.S.C. Section 1981. Section 1981 was passed by Congress in 1866 and predates Title VII of the Civil Rights Act of 1964. It gives “all persons” the right to make and enforce contracts “as is enjoyed by white citizens.” Humphries’ Title VII was dismissed because he failed to meet the deadline for the filing fees.

Hendrick Humphries sued after he was fired for allegedly complaining to management about the race-based firing of a coworker. After complaining, Humphries was accused of failing to lock a safe after the restaurant closed and fired without an investigation. The United States Court of Appeals for the Seventh Circuit agreed with Humphries that Section 1981 permits retaliation claims and the Supreme Court affirmed this in a 7-2 opinion.

IPMA-HR HR Bulletin May 30, 2008

Cell Phones Causing Problems for Public Employers

The [Detroit Free Press](#), on May 16, 2008, reported that Detroit Mayor Kwame Kilpatrick issued a citywide edict stating that all text messages are strictly personal—even those sent by city-owned electronic devices. Kilpatrick is currently facing several felony charges and text messages sent in the past are expected to play a role in the trial. On May 20, 2008, the [Associated Press reported](#) that a 17-year veteran employee of the town of Islip, N.Y., was fired after it was discovered he had racked up \$10,000 in personal calls on his government-provided cell phone. For the last 10 years the employee had been responsible for managing employee cell phone usage.

These recent news stories highlight some of the problems with employer-provided cell phones. If you have not reviewed your policy lately you may want to use the IPMA-HR Center Series packet as a resource to ensure that your policy complies with strict IRS regulations concerning the use of employer-provided cell phones.

IPMA-HR members have been fined by the IRS for failing to have a policy in place. The IRS requires that employers audit employee usage of cell phones and that employees pay for personal calls—including a pro-rata share of the monthly service charge. Failure to do so makes the cell phone a taxable benefit to the employee—one that employers and employees must pay taxes on.

The IPMA-HR Cell Phone Policy Packet is available on the IPMA-HR Web site under HR Resources – HR Center Series. You must log onto the site to be able to view the packet.

IPMA-HR HR Bulletin May 23, 2008

Millennials Seek Security in First Job

BETHLEHEM, Pa. – Think young adults—members of the Millennial generation—are more willing to take risks than previous generations? Not when it comes to their careers, according to results of a new study conducted by the [National Association of Colleges and Employers](#) (NACE).

NACE's [2008 Graduating Student Survey](#), the complete results of which will be released in June, found that new college graduates are most focused on security when it comes to a potential job or employer. In fact, compared to those responding to a similar study NACE conducted in 1982, current graduates are more conservative about jobs and employers than were their Baby Boomer counterparts.

Current respondents were asked to rank 15 job attributes in terms of their importance. (See Figure 1.) Results often run counter to conventional wisdom.

“Our study found that new graduates are looking for a long-term relationship with an employer that can provide them with the fundamental security provided by a good insurance/benefits package, job security, and room for growth without risk to their financial security,” said NACE Executive Director Marilyn Mackes.

Interestingly, the study found that many attributes commonly associated with young adults, including the opportunity for personal development and the opportunity for self-expression and creativity, ranked toward the middle of the list.

Perhaps most surprising, as much has been made of the Millennial generation's community consciousness: “Respondents ranked the company taking an active role in the community much lower than expected, closer to the bottom than the top,” Mackes said.

NACE's [2008 Graduating Student Survey](#) focused on student behaviors and attitudes

related to the job search; questions focused on new graduate interest in pursuing a job, the manner in which they conducted their job search, and the attributes they considered important in choosing a job.

Figure 1: Job/Employer Attributes

Rank	Job/Employer Attributes	Mean Score
1	Company provides opportunity for advancement	9.74
2	Company offers job security	9.26
3	Company has good insurance package	9.20
4	There are friendly coworkers	8.93
5	The company's location	8.90
6	Company offers opportunity for personal development	8.88
7	Company offers high starting salary	8.85
8	There is recognition for good performance	8.54
9	Company offers opportunity for self-expression/creativity	7.69
10	There are clearly defined assignments	7.47
11	Casual atmosphere (non-competitive environment)	7.25
12	Company embraces diversity	7.15
13	Company takes an active role in the community	6.77
14	Company offers a signing bonus	6.21
15	Company is a recognized name	6.18

(Mean score scale in which a mean score of one is low, 15 is high.)

Source: 2008 Graduating Student Survey, National Association of Colleges and Employers Since 1956, the [National Association of Colleges and Employers \(NACE\)](#) has been a leading source of information about the college job market. NACE is headquartered in Bethlehem, Pa.

IPMA-HR HR Bulletin May 23, 2008

Roots of Worker Dissatisfaction Dramatically Different Than Previous Generations'
Labor Conditions, Overtime, Safety, No Longer the Primary Issues

DENVER – Throughout history, the working class has waged heroic struggles for better wages, human dignity and a greater voice in the workplace. But for this generation, and for much of today's workforce, the historic labor complaints of long hours, unsafe conditions and low pay have given way to frustration with glass-ceilings, poor leadership, lack of tolerance for self-expression and generally feeling undervalued for their contributions. This trend of "self" over "company" is catching traditional employers unprepared and ill-equipped to manage an often restless and frustrated workforce.

"We have undergone wholesale changes in a generation," says Steven Vannoy, CEO of [Pathways to Leadership Inc.](#) and coauthor of the book *Stomp the Elephant in the Office* (2008, Wister & Willows). "While our parents and grandparents were the beneficiaries of the early-century labor struggles, many of them felt fortunate to have a good job and spent their careers working for the same employer. Today's workers don't have the same mentality and expect more from their chosen vocations."

Vannoy notes that American workers have grown up in a culture offering tremendous personal freedoms and a voice in almost every aspect of their lives—except the workplace. "They won't hesitate to leave for greener pastures if they feel undervalued, disrespected or unfulfilled," Vannoy said. "Or, worse yet, they won't leave at all, and instead will take out their frustration on [others]."

Surveys show that worker dissatisfaction in America is at record levels and increasing. So why are other countries not facing the same challenges of motivating and retaining both management and rank-and-file workers? "Just blame our culture," said Craig Ross, Pathways president and coauthor of *Stomp the Elephant in the Office*.

According to Ross, “Too many [organizations] tout ‘their people’ as their greatest asset. But for the vast majority, their people are actually their greatest weakness.” The problem, Ross explained, “is that American workers bring phenomenal skills, experience, perspective and creativity to the workplace, but those qualities are rarely acknowledged or nurtured by managers. Employee frustration is bleeding over into their attitudes and actions in the workplace.”

Vannoy points to the plethora of ways Americans have to express themselves including: [YouTube](#), [MySpace](#), blogging, reality shows, talent competitions and more. But he also points out that those freedoms typically end at the employer’s front door. He notes the irony of the typical hiring process that looks for life experience, unique perspective and creativity in an applicant, but then expects those same traits to be tucked away once the worker is hired.

“The American workplace is toxic and business leaders simply don’t get it,” Ross said. “The human potential and creativity being lost everyday in America is staggering. Imagine if one percent of the ideas, improvements and solutions that are swimming in the minds of our workers were just acknowledged, considered and implemented. Our world would change in remarkable ways and America would gain a huge economic advantage. But it’s just not happening,” Ross said.

Ross insists that, contrary to the assertions of frustrated employers, there is no such thing as a “bad worker” and that everyone wants to be great. He says that true leadership is not about motivating workers, but about helping them to be great by nurturing their gifts. He further purports that the organizations that find creative ways to involve their employees, and make them a part of decisions and solutions, will reap tremendous rewards. Those that don’t simply won’t be able to compete.

Estimates Show More Precise Retiree Health Savings Needs

WASHINGTON – The nonpartisan [Employee Benefit Research Institute](#) (EBRI) recently published a new, more comprehensive set of estimates of the amount of money individuals and couples will need to cover certain health care expenses in retirement. The new estimates attempt to provide more information to allow men, women and couples to deal with the financial consequences of longevity and investment risk as well as the various types of medical care coverage available when they reach age 65.

The new estimates, published in the [May 2008 EBRI Issue Brief](#), use a Monte Carlo (random) simulation model to estimate the amount of savings needed to cover health insurance premiums and out-of-pocket health care expenses in retirement.

Separate estimates are presented for individuals and couples who supplement Medicare with employment-based retiree health benefits and for those who use a combination of individual health insurance through Medigap and Medicare Part D outpatient drug coverage.

In each case, estimates are presented for individuals and couples to determine the assets needed to cover retiree health costs 50 percent, 75 percent and 90 percent of the time. The estimates vary widely, depending on how much risk the individual or couple is willing to assume. For example, the amount of money needed to cover these costs under “average” conditions (the 50 percent figure) is much smaller than the 90 percent figure; however, in the 50 percent case, assets will be insufficient half of the time, as opposed to only 10 percent of the time under the higher figure.

Here are the results.

Savings Needed for Employment-Based Health Premiums, Medicare Part B Premiums, and Out-of-Pocket Costs for Retirement at Age 65 in 2008

	Employer Subsidizes Premiums	No Employer Subsidy of Premiums
Men		
Median	\$64,000	\$102,000
75th Percentile	96,000	154,000
90th Percentile	122,000	196,000
Women		
Median	86,000	137,000
75th Percentile	112,000	179,000
90th Percentile	140,000	224,000
Married Couple		
Median	154,000	246,000
75th Percentile	198,000	317,000
90th Percentile	235,000	376,000

Source: Authors' simulations based on assumptions described [here](#).
http://www.ebri.org/pdf/PR_802a_3June08.pdf

(Additional data are available in the full [May 2008 EBRI Issue Brief](#))

As high as these estimates are, the [Issue Brief](#) notes that many individuals will need even more money than the amounts projected because the analysis does not factor in the savings needed to cover long-term care expenses, nor does it account for the fact that many individuals retire early (before they become eligible for Medicare). Also, these estimates do not include savings needed to cover any basic costs of living, such as food, clothing or shelter.

The [Issue Brief](#) also contains estimates for individuals who retire at 65 in 2018 (meaning those currently age 55) and a detailed analysis of the decline in the number of private-sector employers offering Medicare supplemental health insurance.

[EBRI](#) is a private, nonprofit research institute based in Washington, DC, that focuses on health, savings, retirement, and economic security issues. EBRI does not lobby and does not take policy positions.

IPMA-HR HR Bulletin June 6, 2008

Employer Use of Financial Incentives to Reward Healthy Behavior Expected to Surge

WASHINGTON – The number of employers offering workers financial incentives to better manage their health is expected to jump sharply next year, according to a survey by [Watson Wyatt Worldwide](#), a leading global consulting firm, and the [National Business Group on Health](#), a national nonprofit association of large employers.

The survey of 453 large employers found that half currently use incentives to encourage their workers to participate in health improvement activities, such as smoking cessation or weight management programs. By 2009, however, that number is expected to leap to 74 percent.

“Some employees need a little extra inspiration to address their own health and develop healthy habits,” said Ted Nussbaum, Watson Wyatt’s director of group and health care consulting in North America. “Financial incentives can be a valuable investment that provides that essential push. And the payoff from improved workforce health and productivity cannot be overstated.”

According to the survey, employers are using a wide range of financial incentives to promote healthier lifestyles—from completing health risk appraisals to participating in health improvement and disease management programs. While the vast majority of employers are rewarding healthy lifestyles, six percent are penalizing employees for poorly managing their health conditions.

Companies Use Financial Incentives to Encourage a Healthier Lifestyle

Employee action/behavior	Employers offering financial incentive (%)
Full coverage of preventive services	53
Completion of health risk appraisal	53
Participation in health improvement or disease management program	42
Participation in smoking cessation program	40
Participation in weight management program	31
Management of cholesterol level, blood pressure	21
Completion of consumer education module	12
Maintaining a personal health record	7

Employers use cash or an equivalent reward most frequently as an incentive for participating in health engagement activities. However, some employers now tailor their programs, matching desired rewards with a specific behavior or activity. For example, premium or deductible credits are more effective than cash at boosting health risk appraisal (HRA) participation. Seventy-three percent of companies that offer premium credits and 67 percent that offer deductible credits have at least half of their workforce enrolled in an HRA compared with 17 percent that offer cash and 12 percent that offer no incentive.

“Companies are targeting specific results with incentives that align with their business goals and matter most to their workers,” said Bruce Kelley, senior group and health care consultant at Watson Wyatt. “For these types of rewards to

be effective, it’s a matter of tailoring the incentive to the desired behavior and ensuring that employees are more involved in the process.”

Employers with a consumer-directed health plan (CDHP) are more likely to offer incentives. Twenty-six percent of companies with a CDHP offer financial incentives for managing health risk levels (e.g., weight, blood pressure) compared with 17 percent of companies without a CDHP. Similarly, 50 percent of CDHP companies offer incentives for participation in health improvement or disease management programs versus 35 percent of non-CDHP companies.

“A second generation of incentive programs that rewards a new range of health care choices such as selecting high-quality doctors and providers is around the corner,” said Nussbaum. “Employers view this as a big picture. They realize the broad power of targeted incentives in building a healthier and more productive workforce.”

To view the 13th annual [National Business Group on Health/Watson Wyatt](http://www.watsonwyatt.com/purchasingvalueinhc) Report, click [here](http://www.watsonwyatt.com/purchasingvalueinhc).