

CIPMA-HR

*Channel Islands Public Management Association – Human Resources
March 2008*

Message from the President

The New Year is well underway as we take this opportunity to reflect on our success as a Chapter over the past year and since our inception over five years ago. The Channel Islands Public Management Association – Human Resources (CIPMA-HR) has grown to nearly 50 members with individuals representing agencies from counties, special districts and cities in the Tri-Counties of San Luis Obispo, Santa Barbara and Ventura. The success of this organization is based in large part to the involvement of the members, participation in chapter events, and to continued support of CIPMA-HR through annual membership. It is once again time to renew or to consider joining CIPMA-HR and I invite you to seriously consider membership in CIPMA-HR!

CIPMA-HR is a local Chapter of the International Public Management Association-Human Resources (IPMA-HR), our national parent Association. This national Association, headquartered in Washington, D.C. is recognized as the premier association for providing training and HR-related services specifically geared toward human resources professionals working in the public sector.

In an effort to better strengthen and align all levels (local and national) of the Association, the IPMA-HR Executive Council, in March 2004 established a united membership structure, requiring local chapter members such as CIPMA-HR to also be national members of IPMA-HR. The Executive Council further established that beginning June

30, 2007 all local Chapters would be assessed a surcharge for every Chapter member who was not a member of the national Association.

Last year, the CIPMA-HR Chapter Board made a decision to pay the cost of this surcharge on behalf of our local members who were not IPMA-HR members. This year the cost of this surcharge has been included in the cost of CIPMA-HR Chapter annual membership. The cost for CIPMA-HR annual membership is now \$70.00 – still a great value considering all the great educational and networking services provided to members!

As a special bonus to CIPMA-HR members, the Chapter Board has approved a \$25.00 discount towards the CIPMA-HR annual membership fee for those Chapter members who maintain either an individual or agency covered annual membership in IPMA-HR.

The CIPMA-HR membership form may be downloaded off the CIPMA-HR website at cipma-hr.org and by clicking on “membership form”. IPMA-HR membership information may be found at http://www.ipma-hr.org/files/mem_app.pdf. Again, I encourage you to renew or to join CIPMA-HR and IPMA-HR for 2008.

The mission of CIPMA-HR is to “optimize organizational and individual performance in the public service by providing human resource leadership, professional development, information, and services.” The CIPMA-HR board

members and I are optimistic as we progress into the year 2008 that we will continue to provide our members with opportunities for professional development by attending informative luncheon presentations on current HR topics, networking with colleagues, and maximizing the benefits of being affiliated with IPMA-HR.

Finally, I would encourage you to become involved in CIPMA-HR by attending the upcoming luncheon meetings/programs and training opportunities. Also, consider taking an active role in CIPMA-HR by becoming a board member or serving on a Committee. In the next couple of months, we'll be looking for interested individuals and taking nominations for board member positions for the 2008-2009 fiscal year. The CIPMA-HR organization provides a tremendous opportunity to network with HR colleagues and to obtain and share important information about the HR profession. Please, stay connected!

Wishing you continued success throughout 2008!

Elena Keenan

Upcoming Events

March 25-28, 2008
IPMA-HR Federal Section Mid-Level Practitioners' Course
"Building HR Professionalism: Turning Vision Into Action"

Washington, D.C.

Contact [Jessica Allen](mailto:jallen@ipma-hr.org), jallen@ipma-hr.org, for more information.

April 2-4, 2008
2008 Western Region IPMA-HR Conference

"Panning for Progress: Finding the HR Nuggets"

Holiday Inn Capital Plaza
Sacramento, Calif. For more information go to <http://www.wripma-hr.org/conference.htm>

April 9, 2008
Webinar: GASB 45

Contact [Carrie Hoover](mailto:choover@ipma-hr.org), choover@ipma-hr.org, for more information.

May 7, 2008
Developing Competencies for HR SUCCESS Online Training

Contact [Carrie Hoover](mailto:choover@ipma-hr.org), choover@ipma-hr.org, for more information.

May 8, 2008
Webinar: Military Leave/Returning Veterans/Military Families

Contact [Carrie Hoover](mailto:choover@ipma-hr.org), choover@ipma-hr.org, for more information.

June 1-4, 2008
IPMA-Canada 2008 National Training Conference
"HR: Measuring Up!"

Fantasyland Hotel, West Edmonton Mall

Edmonton, Alberta, Canada

Contact [Bonnie Nixon, IPMA-CP](mailto:bonnie.nixon@ipma.ca), at (780) 459-5034, or contact [Loverne Gretsinger, IPMA-CP](mailto:loverne.gretsinger@ipma.ca), at (780) 451-5213. For more information go to <http://www.ipma-aigp.ca/conferences/2008Conference.pdf>.

June 8-11, 2008
32nd Annual IPMAAC
Conference

Oakland Marriott
Oakland, Calif. For more
information, go to
[http://www.ipma-
hr.org/content.cfm?pageid=19](http://www.ipma-hr.org/content.cfm?pageid=19)

June 19, 2008
Webinar: Emergency
Planning/Continuity of Services

Contact [Carrie Hoover](mailto:choover@ipma-hr.org),
choover@ipma-hr.org, 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](mailto:jallen@ipma-hr.org),
[jallen@ipma-
hr.org](mailto:jallen@ipma-hr.org), for more information.

July 10, 2008
Webinar: Creating the High-
Performance Public Sector
Organization Through Pay and
Rewards

Contact [Carrie Hoover](mailto:choover@ipma-hr.org),
choover@ipma-hr.org, for more
information.

Leadership Opportunity

Ready to lead?

Enhance your resume by serving on the
CIPMA-HR Board. We're accepting
nominations for the CIPMA-HR Board
through May 14, 2008.

Contact Jenny Roney at 654-7852 or
Nancy Rasmussen at 654-7886.

CERTIFIED CORNER

Join us in congratulating three CIPMA-
HR members on obtaining their IPMA-
Certified Professional Certificates:

- **Susan Gonzalez, IPMA-CP**
Human Resources Analyst
City of Santa Barbara
- **Connie Hickman, IPMA-CP**
Human Resources Director
City of Thousand Oaks
- **Cheryl Johnson, IPMA-CP**
Sr. Human Resources Analyst
City of Thousand Oaks

Susan completed the Developing
Competencies for HR Success in the fall
of 2007 and passed the exam after
completing the 4-day course.

Connie obtained her certification in the
fall of 2006 after completion of an
extensive application process.

Cheryl obtained her certification by
certification in early 2007 after
completing the Developing
Competencies for HR Success in the fall
of 2006.

Want to join the certified HR
professionals? Check out the IPMA-HR
website at: [http://www.ipma-
hr.org/content.cfm?pageid=36](http://www.ipma-hr.org/content.cfm?pageid=36)

CIPMA –HR Certified Members List:

Susan Gonzalez, IPMA-CP
Connie Hickman, IPMA-CP
Cheryl Johnson, IPMA-CP
Nancy Rasmussen, IPMA-CP
Debbie Traffenstedt, IPMA-CP

Member Announcements

Send your announcements to
Patty Booker at:
patty.booker@ventura.org

Honesty Still the Best Policy: CFO Survey Finds Integrity Most Desired Leadership Quality

MENLO PARK – The mark of a good leader may lie in his or her ability to be honest and upstanding, a new survey suggests. Nearly one-third (31 percent) of chief financial officers (CFOs) polled said the most important quality for a business leader to possess is integrity. Experience and communication skills followed, each receiving 27 percent of the response.

The survey was developed by [Robert Half Management Resources](#), a provider of senior-level accounting and finance professionals on a project and interim basis. It was conducted by an independent research firm and includes responses from 1,400 CFOs from a stratified random sample of U.S. companies with 20 or more employees.

CFOs were asked, "Which of the following qualities do you feel is most important in business leaders today?" Their responses:

Integrity	31%
Experience	27%
Communication skills	27%
Technical functional expertise	or 11%
Other	2%
Don't know/no answer	2%
	100%

"History has shown the importance of integrity in all aspects of business, from managing assets to managing people," said Paul McDonald, executive director of Robert Half Management Resources. "Corporate scandals of the recent past have underscored the need for sound corporate governance practices and transparency in financial reporting."

McDonald added that leaders also must be effective communicators. "Financial executives must be able to translate complex concepts into terms other audiences, from investors and board members to employees and the general public, can understand. The ability to motivate and inspire also is crucial for fostering loyal and productive employees."

[Robert Half Management Resources](#) has more than 140 offices throughout North America, Europe and the Asia-Pacific region.

IPMA-HR HR Bulletin 6/8/07

Sunny Skies and High Temperatures Have Employees Suffering From Seasonal Absence Syndrome

CHELMSFORD, Mass. – As temperatures begin to rise, so may unscheduled absences in the workplace. Today, the [Workforce Institute](#) announced the findings of a new survey conducted by [Harris Interactive](#) and sponsored by [Kronos Incorporated](#) (Nasdaq:

KRON). According to the "Summer Absenteeism" survey, an overwhelming 39 percent of employees working full time have called in sick to work to enjoy a day off during the summer vacation season. The survey of 1,077 U.S. employed adults suggests that Seasonal Absence Syndrome (SAS), or employees calling in sick to enjoy a day off, fuels the issue of employers balancing the needs of employees and the business.

With the arrival of summer, approximately 30 percent of employees may call in sick this season to enjoy a day off. This startling finding validates that SAS is a huge issue for employers. The "Summer Absenteeism" survey uncovered the drivers behind SAS and explored how employers can curb the problem. When asked why they call into work sick to enjoy a day off, the most-cited responses were: "I needed a mental health day," "the weather was great and I wanted to enjoy the day," and "my workload is heavy so I spontaneously take time off when I can." As employees look for ways to extend their weekend, the most popular days to call in sick are Friday and Monday.

The survey also suggests that SAS can have a negative impact on all employees in the workplace. Some employees agreed that when employees call in sick when they are not really sick it impacts their productivity because there are fewer people to get the work done and it sets a precedent that encourages other employees to call in sick when they are not ill. The survey also identified strategies employers can adopt to curb the

issue of SAS. Full-time employees suggested establishing "summer Fridays" or enabling employees to take a half or full day off on Fridays during the summer season. Other popular responses included providing more flexibility at work such as telecommuting, compressed workweeks and flex-time, as well as providing employees with paid time off programs that give employees a bank of time to use at their discretion.

Sick Time an Outdated Benefit

According to "[Sick at Work](#)," another recent study sponsored by Kronos, an overwhelming 98 percent of employees working full time have gone to work when they were sick. This information, coupled with the "Summer Absenteeism" survey results, illustrates the growing trend that employees are forcing the evolution of sick time use in the workplace. In fact, the recent abuse of sick time may compel organizations to consider this an archaic employee benefit.

"Because today's workplace is dynamic and constantly evolving, organizations must implement programs and strategies to support this change. The dramatic shift in how sick time is being used by employees is just one example," said Jim Kizielewicz, vice president of corporate strategy at Kronos Incorporated. "With five different generations in the workforce, organizations can't take a one-size-fits-all approach to benefits. Best practice organizations are implementing innovative programs to overcome the generational gap in today's workforce."

[Harris Interactive](#) is a market research firm providing innovative research, insights and strategic advice to help its clients make more confident decisions which lead to measurable and enduring improvements in performance.

[Kronos Incorporated](#) empowers organizations around the world to effectively manage their workforce.

IPMA-HR HR Bulletin 5/31/07

Caregiver Discrimination Topic of Recent EEOC Guidelines

On May 23, 2007, the [Equal Employment Opportunity Commission](#) (EEOC) issued a guidance document, *Unlawful Disparate Treatment of Workers with Caregiving Responsibilities*, describing how Title VII and the Americans with Disabilities Act (ADA) impact employees with care giving responsibilities. "With this new guidance, the Commission is clarifying how the federal EEO laws apply to employees who struggle to balance work and family," said agency Vice Chair Leslie E. Silverman. "Fortunately, many employers have recognized employees' need to balance work and family, and have responded in very positive and creative ways."

The guidance covers disparate treatment based on six categories of caregivers as well as retaliation. The six categories discussed are women with care giving responsibilities, men with care giving responsibilities, women of color, pregnancy discrimination,

stereotyping under the ADA and hostile work environment.

Example 1: Unlawful Discrimination Against Women with Young Children

Charmaine, a mother of two preschool-age children, files an EEOC charge alleging sex discrimination after she is rejected for an opening in her employer's executive training program. The employer asserts that it rejected Charmaine because candidates who were selected had better performance appraisals or more managerial experience and because she is not "executive material."

The employer also contends that the fact that half of those selected were women shows that her rejection could not have been because of sex. However, the investigation reveals that Charmaine had more managerial experience or better performance appraisals than several of those selected for the executive training program and that she was better qualified than some of those selected for the program, including both men and women, as weighted pursuant to the employer's written selection policy. In addition, while the employer selected both men and women for the program, the only people selected for the program who had children of preschool age were men. Under the circumstances, the investigator determines that Charmaine was subjected to discrimination based on her sex.

Title VII does not prohibit discrimination based solely on

parental or other caregiver status, so an employer does not generally violate Title VII's disparate treatment proscription if, for example, it treats working mothers and working fathers in a similar unfavorable (or favorable) manner as compared to childless workers.

Other instances of potentially discriminatory conduct include denying new fathers the opportunity to take leave to care for an infant when the same leave might be available to new mothers, reassigning pregnant women for the purpose of having them avoid contact with customers, and assuming that the parent of a disabled child will be unable to fulfill their work obligations.

The EEOC is the agency responsible for enforcing discrimination laws such as Title VII but it is important to note the guidance document does not have the force of law, although courts may give deference to the EEOC's interpretation of the laws it enforces. Click [here](#) or go to <http://www.eeoc.gov/policy/docs/caregiving.html> to view the online guidance document.

IPMA-HR HR Bulletin 5/31/07

Supreme Court Rules 5-4 for Employer in Pay Discrimination Case

On May 29, 2007 the U.S. Supreme Court ruled in favor of Goodyear Tire & Rubber Company in a pay discrimination suit brought by a long term employee. Justice Samuel Alito delivered the opinion for the 5-4 majority in which

Justices Clarence Thomas, John Roberts, Antonin Scalia and Anthony Kennedy joined. The Court ruled that Lilly Ledbetter could not sue for pay discrimination that allegedly occurred over a 19-year career at Goodyear because it was time-barred.

Lilly Ledbetter began her career at Goodyear in 1979 and by the time she retired in 1998 she was working as the only female area manager and earned \$559/month less than her lowest-paid male colleague. She filed a questionnaire with the Equal Employment Opportunity Commission (EEOC) in March 1998 and a formal charge in July 1998. In November of 1998, she sued under Title VII of the Civil Rights Act of 1964. (The Equal Pay Act claim was dropped earlier in the course of her lawsuit.)

The Court found that because the law requires a plaintiff to file a charge of discrimination within 180 days and because Ledbetter does not allege any acts of discrimination within the 180 days, her claim is time-barred. Ledbetter argued before the Court that each paycheck was a continuation of the pay discrimination and that she should be allowed to proceed.

In rejecting Ledbetter's arguments, Justice Alito stated, "A new violation does not occur, and a new charging period does not commence, upon the occurrence of subsequent nondiscriminatory acts that entail adverse effects resulting from past discrimination." Later in the opinion, Alito notes that the 180-day time period is short by anyone's standards but is designed to protect employers from the burden of defending claims based on employment decisions that are

long past. He states that the time period "...reflects Congress' strong preference for the prompt resolution of employment discrimination allegations..."

Justice Ruth Bader Ginsburg wrote the minority opinion and argued that pay discrimination is difficult to prove because it occurs slowly over time. A small difference in pay will add up over time and may not be noticeable at first. Ginsburg noted too that it may take time before such a difference comes to light. In this case, Ledbetter provided evidence that some of her very small pay raises were in fact due to gender discrimination. Goodyear had argued before the lower court that Ledbetter's small raises were due to poor performance.

The case is [Lilly Ledbetter v. Goodyear Tire & Rubber Co.](#), Docket No. 05-1074.

IPMA-HR HR Bulletin 5/31/07

Aging Population Will Mean More Older Workers in Years to Come

According to a recently released report by the [Bureau of Labor and Statistics \(BLS\)](#) titled "[Labor force projections to 2016: more workers in their golden years](#)," by Mitra Toossi, one in seven men 75 or older will be in the labor force by 2016, which is double the percentage of those who were working or looking for jobs in 1996.

The rate for women 75 and older in the workforce is also expected have doubled by 2016, although

that means that only 7.6 percent of them will be in the labor force in 2016.

Sixteen- to 24-year-olds will continue to opt out of jobs in the meantime, partly because they are in college longer, wrote Vickie Elmer in her article, "The Graying Workforce," published in the Jan. 1, 2008 issue of [The Washington Post](#). So, continued Elmer, "most of their workplace activity will fall in the next decade."

Toossi wrote, "As the U.S. population ages, the labor force will grow more slowly during the next decade; the older labor force is projected to grow more than five times faster than the overall labor force, which will become ever more racially and ethnically diverse." According to the report, workers ages 75 and older will be the fastest growing age group, with a 5.1 percent annual growth rate, followed closely by 65- to 74-year-olds, who are expected to have a 2.3 percent annual growth rate.

IPMA-HR HR Bulletin 1/3/08