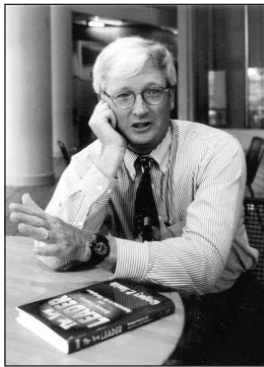




# The Human Resource

April 2001

## How to Transform your Workplace from High Turnover to High Retention



**Gregory P. Smith**  
**Dinner Speaker**  
**April 2, 2001**

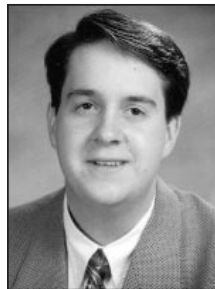
**W**hat does it take to get high performance from your employees? Discover the groundwork that builds employee motivation, morale, and pride. Learn how to create a work environment that attracts, keeps, and motivates Generation X, Y and Z—all of your workforce. Discover how to use achievement awards, praise, time off, no cost, or low-cost recognition systems. This session focuses on making your business the first choice. Learn how to make employees part of the solution, not the problem. Gregory P. Smith, President of Chart Your Course International, a management-consulting firm, and author of *Here Today,*

*Here Tomorrow* will present his proven strategy for energizing all employees.

Greg's 24 years of leadership and consulting experience has helped him become one of America's leading authorities on employee retention, motivation, and leadership. From 2nd Lieutenant to Lieutenant Colonel, Greg built his career on the front-line as a U.S. Army Officer. He worked for the U.S. Army Surgeon General as the Director of Quality and later was involved with the Vice President's project entitled "Reinventing the Government." Greg has conducted extensive research regarding workforce retention. (Continued on page 2)

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## President's Message

by Ed Wolff

### "Pitch In to Get Plugged In"

**O**ur focus in 2001 will be on Building Customer Loyalty and we will not forget that our #1 customer is you, our members. Our goal is to ensure that SHRM-Atlanta is loyal to its members and in turn enjoys the loyalty and advocacy of its members. This month we will focus on building a strong, committed volunteer base to make the Chapter run effectively and ensure that you find the right entry point for volunteering. Heather King, VP of Membership, and Rebecca Radvak, Volunteer Committee Chairperson, are committed to ensuring that we create an environment where you see the true value of volunteering your time with SHRM-Atlanta. When I joined the Chapter back in 1993, I did not fully understand the

value or benefit of volunteering for SHRM-Atlanta. I can honestly say that getting plugged in was one of the best decisions I have ever made. It has helped me grow as an HR professional and has afforded me the opportunity to network with fellow HR professionals and bring back to the organization for which I serve "Best Practices" to implement.

We would not be the successful organization we are today without all of you. We want to create an experience where you feel included, valued, and excited to be a part of SHRM-Atlanta. I encourage you to participate and join the rest of your colleagues in leading this effort. I look forward to seeing you at the next monthly meeting and hope you will make the decision to "Pitch In to Get Plugged In"! ■

# Reflections from Ramona



Ramona Brumley,  
SPHR

I've been feeling very stressed lately. One thing that can help to ease stress is "taking the day off." I don't mean a planned vacation, I really mean a mental health day. A sick day of sorts, but you aren't really sick... except of being responsible for everything and feeling as though you have too much work and not enough play. Remember when you would skip school or a class — especially in the beginning of spring. How the most ordinary day and the most ordinary things, became extraordinary because you were doing them when you shouldn't have been. You were playing hooky from the responsibilities of your life. It was refreshing, revitalizing, and helped you refocus on those horrible things you really did have to take care of. The beginning of spring, as I remember it, was one of the best times to play hooky.

I remember the beginning of spring as "Spring Fever." You would ask your teachers to hold class outside, so you could feel the sun on your face and enjoy the fresh, gentle breezes of the early spring days. Those days that made it so hard to concentrate on the things you were supposed to concentrate on but you couldn't concentrate on them, because it was so nice outside and the only thing you could concentrate on was how nice it was outside. When daydreams about all the things you could be doing are interrupted by those things that you have to do.

We had a couple of "spring fever" days in February and March, but... April is really the beginning of the true "spring fever" days. Do you notice that worker productivity decreases and lunch breaks increase on those first beautiful days. Those glorious days when it's not too hot, not too humid, not too anything, but everything is just right.

We've talked before about the many, many hats we have to wear. We are all good at taking care of others — after all, that's a lot of what HR is...looking out for the welfare of others. What about our welfare? Who's looking out for us? Who's taking care of our needs and putting us first? If you're like most people, it's no one...including yourself. When was the last time you truly relaxed? Turned off the pagers and cell phones and computers, let the answering machine get the call (or better yet, turn it off too), lay down in a meadow or field or park and look at the sky. When was the last time you made the clouds into animals or objects or anything other than clouds? Can you remember doing that when you were younger? How calming it was just to lay there, enjoy the day, do nothing, and feel as though you were capable of anything.

Well, there are clouds in the sky, the sun is shining, and the day is warm . . . I need to call the office, I think I'm coming down with something — SPRING FEVER! ■

## Speaker Info *(Continued from page 1)*

Greg's ability to set himself apart from others is his practical advice and natural ability to inspire clients to overcome status quo, make a positive difference, and become better leaders. Greg is a featured workshop presenter at the 2001 National SHRM Conference in San Francisco. ■

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Chad Shultz

## City of Atlanta Passes Broad Anti-Discrimination Ordinance

By Chad A. Shultz

**O**n December 12, 2000, Mayor Bill Campbell signed a broad anti-discrimination ordinance into law prohibiting discrimination in public accommodation, housing, and private employment in Atlanta. While it is unclear whether the ordinance will survive a constitutional challenge, the ordinance remains in effect until overturned by the Georgia courts. Accordingly, Atlanta employment agencies, labor organizations, and employers with ten or more employees should take heed of these new regulations.

Under the new law, it is an unlawful employment practice to fail or refuse to hire, terminate, or otherwise discriminate against an employee on the basis of race, color, creed, African-American males between the ages of 18 and 25, religion, sex, domestic relationship status, parental status, familial status, sexual orientation, national origin, gender identity, age, disability, or the use of a trained dog by a blind, deaf, or otherwise disabled person. It is also unlawful for an employer to publish any notice or advertisement indicating a preference on the basis of these protected characteristics or to use them as a motivating factor in making employment decisions.

While the ordinance possesses many similarities to anti-discrimination statutes such as Title VII of the Civil Rights Act of 1964 (Title VII) and the Americans with Disabilities Act (ADA), it also has some remarkable differences. Notably, the ordinance make sexual orientation and gender identity protected characteristics. While same-sex harassment is actionable under Title VII, discrimination based on sexual orientation and gender identity are not protected. Gender identity is expressly excluded from coverage as a disability by the ADA as well. The ordinance defines gender identity as the "self-perception as male or female" and includes transsexuals, transvestites, and transgendered individuals. Sexual

orientation is defined as male or female heterosexuality, bisexuality, or homosexuality.

An aggrieved party may bring a claim of discrimination before the Atlanta Human Relations Commission or may file an action in Atlanta Municipal Court or any other court of competent jurisdiction. If successful, a plaintiff could recover injunctive relief, actual and compensatory damages, punitive damages, costs, and attorney's fees. Unlike Title VII, the new ordinance does not require a plaintiff to file a complaint with the Human Relations Commission before bringing a civil action in Municipal Court. The Court could impose fines up to \$1,000 on violators, but also could serve as a venue for civil complaints seeking unlimited damages. It is this grant of unlimited power beyond imposing fines that critics contend exceeds the Georgia Constitution's grant of authority for municipalities. Even more significant, claims under this Atlanta City ordinance may be filed up to two years after the alleged discrimination.

Instead of filing a civil action, a party may also choose to file a complaint with the Human Relations Commission within 180 days of the alleged discrimination. After receiving a complaint, the Commission will investigate the charge and attempt to eliminate any discriminatory practices by conciliation. If no conciliation agreement is reached, the Commission may hold a hearing. If the Commission finds a violation of the ordinance it may: (1) issue an order of enforcement; (2) order the payment of expenses including attorney's fees; or (3) order the revocation, suspension or denial of a municipal license including liquor licenses, professional licenses, and business licenses.

Atlanta employers need to be aware of this sweeping new ordinance. While it remains to be seen if the ordinance will pass constitutional muster an employer would be well advised to follow these guidelines until such time as the court's strike down the law. ■

## Reach SHRM-Atlanta's Human Resource professionals!

**A** limited number of advertising spaces have been made available in *The Human Resource* newsletter, allowing for a potential sponsor to reach our 2,300+ member population. The 2001 rates are as follows:

Full Page	(7-1/2 x 10)	\$800
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1/8 Page	(3-5/8 x 2-5/16)	\$200

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# Leadership – Communicating for Results!



Kimberly Douglas, SPHR

Communication excellence can be your most effective leadership tool for attracting, retaining, and inspiring top talent. Yes, inspire – because without inspiration, there is no commitment. Without commitment, there is no discretionary effort. And without that critical extra effort, a company cannot achieve or maintain its competitive edge. To quote Michael Hammer, co-author of *Reengineering the Corporation*: “Instead of hero commanders who issue orders, companies need leaders who are team players and persuaders – who get others not to do what they want, but to want what they want.” Or listen to what Dr. John Seely Brown, Xerox’ chief scientist, has to say on the subject: “The job of leadership today is not just to make money. It’s to make meaning.”

Today’s leaders, however, are faced with an incredible communications paradox. Our employees openly complain that they are inundated with too much information, while also telling us through exit interviews and company surveys that the company – and especially management – doesn’t communicate enough. The fact is our employees are saying that they do not have the information they need or want, or even worse, that they do not believe what they get.

To be an effective communicator (i.e. one who gets results), you must first be able to clearly formulate your vision of success for the organization – one that takes into account the needs and desires of all the key stakeholders.

Second, you must be able to use all of the communication vehicles at your disposal to communicate it in such a way that employees will embrace it and make it real.

One of the greatest strengths of an effective communicator is the ability to truly listen to another person, and yet this can be very difficult, given that many of today’s leaders rose in the hierarchy due to their ability to talk. But, how can you possibly learn what drives your key stakeholders without learning to listen? As the old adage says – “People don’t care how much you know until they know how much you care.” Or, think of the

story of the executive who stands with a key employee on a hill overlooking a beautiful mansion and grounds and says: “If you work very, very hard, someday this will all be...mine!” Does the vision that you have created enrich just yourself – or does it take into account the needs, hopes, and desires of those who must fulfill it?

Now, the question becomes how to put this compelling vision into words. According to John Kouzes

and Barry Posner, authors of *The Leadership Challenge*, successful leaders use the following tools to transform the intangibles of their vision into tangibles: metaphors, symbols, figures of speech, examples, stories, anecdotes, word pictures, quotations and slogans – all framed up in positive language. A recent *Harvard Business Review* article had this advice for executives trying to increase their skill of persuasion: establish credibility, frame goals in a way that identifies common ground with those you want to persuade, reinforce your position using vivid language and compelling evidence, and connect emotionally with the audience.

So, once you have created your compelling vision for success, how do you enlist the organization’s support?

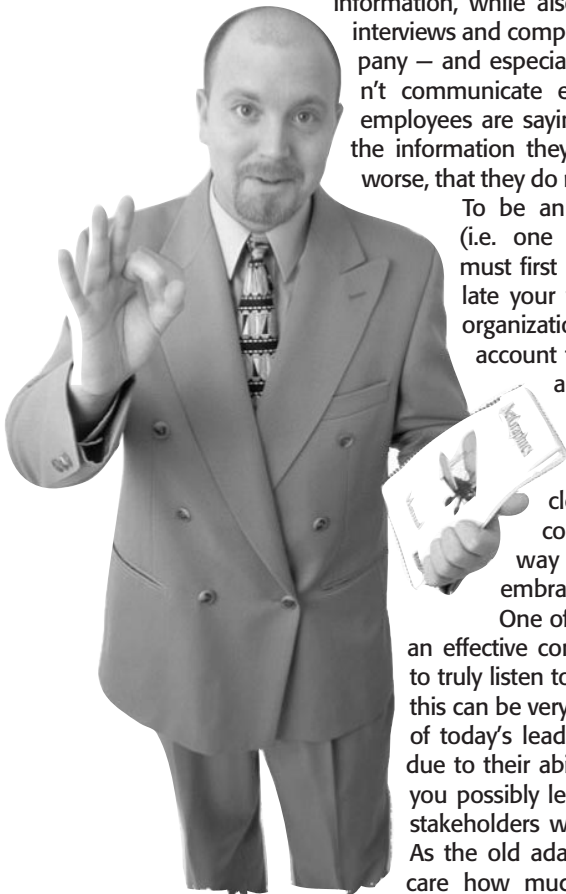
Most leaders, say Kouzes and Posner, are very uncomfortable sharing this inspiring vision with others, because they feel that they themselves are not inspiring or charismatic. In fact, when scientists researched the quality “charisma”, all they found was that those who were perceived to be charismatic were simply more animated than others – they smiled more, spoke faster, pronounced words more clearly, moved their heads and bodies more often, and were more likely to touch others during greetings. Thus, charisma is really just human expressiveness...and all of these are signals to others that you’re personally excited about what you are saying – that you believe in this vision for your company’s success.

You need to always be on the look out for opportunities to communicate your vision of success. Anytime you share company information or business results with your employees, it should be in the context of how it impacts the achievement of this vision. You must use a variety of communications vehicles to consistently and constantly communicate your vision. Every company has a communications channel that carries the most powerful symbolic value. Perhaps for your organization it is company-wide meetings, the newsletter, intranet, or email. The bottom line is that you need to know what your organization’s most effective communication vehicles are and how to use them to activate the vision.

In summary, as a leader, your greatest contribution to the organization is your ability to attract, motivate, and retain your best employees, so that they in turn can achieve optimal business results. You can accomplish this by creating a compelling vision for your company’s success and by enhancing your abilities to communicate your message, thus ensuring the organization’s willingness to carry out the vision. The time is now. Carpe diem!

---

Kimberly Douglas, SPHR, is President of Douglas Consulting Group, a firm dedicated to facilitating energy into action by helping leaders create and activate their vision for success. You can reach her at 770-857-2244 or [kdouglas@bus-suites.com](mailto:kdouglas@bus-suites.com), 1950 Spectrum Circle, Suite 400, Marietta, Georgia 30067. ■





# CONGRATULATIONS!

Congratulations to our members who passed the December 2000 HR Certification Exam!

Kim Allen, PHR  
Monica Anderton, SPHR  
Tere Bishop, PHR  
Kimberly Bocian, SPHR  
Judith Brown, PHR  
Susan Brown, PHR  
Ursula Brown, SPHR  
Sondra Browning-Berry, PHR  
Robert Burns, PHR  
Kim Burnsworth, SPHR  
Jeanne Cashion, PHR  
Elizabeth Cervantes, PHR  
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Patricia Gantt, PHR  
Derek Goshay, PHR  
Priscilla Hammond, PHR  
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Muffy Harman, PHR  
Jacelyn Hertenstein, PHR  
Dave Jenkins, SPHR  
Carolyn Karmilovich, PHR  
Janene Kirkland, PHR  
Amy Kramer, PHR  
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Neal Lavender, PHR  
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Angela Martin, SPHR  
Teresa Merritt, PHR  
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Catherine Missildine-Martin, SPHR  
Margaret Mitchell, PHR  
Carol Mumbower, PHR  
Gail Oliveira, SPHR  
Kathy Pileggi, SPHR  
Bessie Reed, SPHR  
Michael Robertson, SPHR  
Mary Russell, PHR  
Susan Rutherford, PHR  
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Jennifer Smith, PHR  
Suzanne Smith, PHR  
Bonnie Southwick, PHR  
Cheryl Taylor, PHR  
Samuel Thayer, PHR  
Betty Turner, SPHR  
Laurie Wheeler, PHR  
Lisa Whitlaw, PHR  
Vickie Willenbrock, PHR  
Jim Yates, SPHR

- ✓ Are job openings with salary ranges regularly posted?
- ✓ Is the company reaping the rewards of a loyal workforce and using the success to attract the best candidates for future positions?

A negative response to any of these questions will require changes. After making the changes a company is better prepared to have an equal pay program in place. However, the systems may not remain static and have to be audited on a regular basis.

Equal pay is the law. In addition, companies have a big stake in equal pay issues. By observing these laws, employers can reap the benefits of the equal evaluation of their entire workforce. Global competitiveness requires that all companies band together to ensure recruitment and retention of the best talent.

For more information about the self-audit program, contact:

Director  
The Women's Bureau  
U.S. Department of Labor  
Room S 3002  
200 Constitution Avenue, NW  
Washington, DC 20210  
(202) 219-6611

## Welcome New Members

Nancy Allen - Assessment Plus  
Natasha Ashley - McKessonHBOC  
Beverly Bahmanyari - EDS  
Lauren Bergemann - DWP/Bates Technology  
Brent Borders  
Yvette Boykin  
Sheila Bracey  
Frances Breakfield - Agilent Technologies, Inc.  
Jeanette Brooker - AIG Specialty Auto  
Ursula Brown  
Jean Bryant - ADP  
Tangela Burks - Sema Group Telecoms  
Annette Carey - Headhunter.net  
Dawn Carrier  
Melissa Chapman - McKesson HBOC  
Mary Frances Cleveland  
Kiana Collier  
Tracie Collins - McKessonHBOC  
Millie Connor - Christian City  
Scott Cranford - Beers Construction  
Harry Crawford - GE Capital Card Services  
Ron Dahlin - Peach State  
Integrated Technologies  
Kelley Daviss, SPHR - Eastman Kodak Co.  
Suzette Duran  
Kelly Edwards - Rollins, Inc.  
Allison Elkins - AIG Specialty Auto

Jane Fadgen - CM Resources, Inc.  
Michael Fields - Rosser International, Inc.  
Jennifer Gibbs, SPHR - Hewitt Associates  
Dacia Gilkey  
Scott Green, Jr. - Tarmac America  
Bridgette Greer - Nextel Communications  
Jennifer Grossman, PHR - Headhunter.net  
Dawn Haden - Headhunter.net  
Teela Hadley - HR Solutions  
Sandra Hall - Bellsouth Advertising  
& Publishing Corp.  
Serena Harden  
Kim Harrison - The Prudential Bank  
Geraldine Henderson - Manheim Auctions, Inc.  
Jacki Hertenstein  
Hamilton Holmes, Jr. - Lockheed Martin  
Aeronautics Co.  
Melanie Huntington - CM Resources, Inc.  
Denetra Jackson  
Alison Jerden - Towers Perrin  
Kimberly Johnson  
Lynette Johnson  
Janice Jones  
Judy Kenney, SPHR - Synquest  
Anna Kindley - Pillsbury  
Rose Kinkead - Earthlink  
Todd Kramer - Turner Broadcasting

Vicki Lane - Troutman Sanders, LLP  
Norb Leahy - NTL Human Resources  
Management Consulting  
Jawwaad Lofton  
Monique London - Headhunter.net  
Jeffrey Lowell - Kilpatrick Stockton LLP  
Lynn McCarthy - S1 Corp.  
Charlotte Miceli - Christian City  
Demetria Mitchell  
Holly Morrison  
Christel Mullins  
Jeannine Mullins, PHR - Imaging  
Technologies Services, Inc.  
Stephen Nadeau, SPHR - Gwinnett  
Hospital System, Inc.  
Danielle Nichols  
Maggie Odenbrett, PHR - The Network, Inc.  
Suzanne Oesau, SPHR - Dade Behring, Inc.  
Alisa Perdue, CBP - answerthink, Inc.  
Karen Pierce - Turner Broadcasting  
Alison Raymond, PHR - The  
Coca-Cola Company  
Sue Recko, PHR  
Beverley Reid - MCI  
Tara Rice-Hill - Marsh USA  
Mary Robert - Informix Software

Mike Robertson, PHR - Graphic  
Packaging Corporation  
Alison Ronning  
Jeanene Rushing - JLS Technical Staffing, LLC  
Morcine Scott-Warren - Circuit City Stores  
Britt Sessions  
Lori Sheats - Georgia Trane  
Stacey Sloan, PHR - Enkia  
Meri Smith - Branch Banking & Trust  
Meredith Soree, PHR - Computer Associates  
Sasha Stephens - McWilliamsCarole Summers,  
CHRE - Suburban Lodges  
of America, Inc.  
Sharon Sweat, PHR - Motorola  
Jennifer Telander - AnswerThink  
Samuel Thayer - Suburban Lodges  
of America, Inc.  
Amy Thomas - Eagle Rock Distributing Co.  
Tina Toliver - Ehrhardt  
Ray Towle - Ray Towle & Associates  
Rebecca Warren  
Madelyn Warrenfells - Nextel Communications  
Katie Weems - Headhunter.net  
Sonya Westfield  
Rodger White

# Committee Corner

## SHRM-Atlanta North Atlanta Regional Group (NARG)

The North Atlanta Regional Group (NARG) was formed in July 2000 to serve members who live and/or work in the North Fulton and Forsyth County areas. It provides professional development and networking opportunities for human resource professionals who are not able or willing to attend SHRM-Atlanta monthly meetings.

NARG meetings are held 6 times per year at the Marriott on Windward Parkway in Alpharetta. The group promotes SHRM-Atlanta programs related to education, certification, and service opportunities. Issues related to this high growth area of Atlanta such as transportation, recruiting, and retention are explored as well as general human resources issues of talent management, compensation, benefits, and the impact of technology.

Our March meeting was on the subject of *Technology on the Move: Managing Telecommuting and Electronic Communications for Employees at Work and Home*. The program was presented by D. Albert Brannen and Tracy L. Moon of Fisher & Phillips LLP, a nationwide law firm specializing in training and defending matters related to employment, labor, employee benefits and immigration.

For more information about this group contact David Andress at (770) 753-5660 or Jean Zoller at (770) 667-0346.

## Volunteer Opportunities

### The Education Committee needs volunteers!

Volunteers are needed to help women with resume writing, interviewing skills, dressing for an interview and role-playing.

The Education Committee is working with Cobb Family Resources Women's program called WISE (Women Inspired to Seek Excellence). This program will be held April 21, June 16, September 18, October 20, and December 8 from 9:30 am - 2:30 pm at Cobb Family Resources; 377 Henry Drive; Marietta, GA 30064; 770-428-2601.

Cobb Family Resources helps their families become more self-sufficient by helping them find housing, teaching survival skills, providing tutoring, and employment education.

If you can help, please contact Vicki Lauter at 404-739-7847 or [vlauter@sparkfly.com](mailto:vlauter@sparkfly.com)

The Education Committee would also like to let you know of a great opportunity starting in March with several Atlanta area Boys and Girls Clubs. The Job Ready program helps prepare high school age youth to enter the work force, and provides them with basic training in areas such as interviewing, expectations, attitude and attire. As a SHRM-Atlanta member and HR professional, you possess the best knowledge in these areas. Sharing your expertise can help prepare these young people to be successful employees. If you would like to participate in this very worthwhile opportunity, you may contact the SHRM-Atlanta Education committee by sending an email to Elaine Hecht [ehecht@paceacademy.org](mailto:ehecht@paceacademy.org), or call 404-240-9113 or Vicki Lauter at 404-739-7847 or [vlauter@sparkfly.com](mailto:vlauter@sparkfly.com).

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- The do's and don'ts of networking
- Ways to network with an individual, a group, or a room full of business targets

**When:** Wednesday, April 18, 2001  
4:30 - 6:15 p.m. (4:30 Networking, 5:00 Program)

**Where:** Palisades Office Park  
5909 Peachtree Dunwoody Road, First Floor  
(See flyer for directions)

**Cost:** Consultant's Forum PEG Members: \$15;  
Non PEG members: \$25

**Registration:** Registration will be limited to 40. Cancellations will be accepted until noon April 17, 2001. Because we have guaranteed your reservation, you will be requested to make payment if your

cancellation is not received by the deadline. Register through SHRM-Atlanta at [www.shrmatlanta.org](http://www.shrmatlanta.org) or at 770-886-1800.

**Future Meetings:** May 16 – Legal Contracts

Interested? But not available? For more information contact Gwen Thomas (Chairperson) at (770) 506-0438 or at [Gwen.Thomas@mindspring.com](mailto:Gwen.Thomas@mindspring.com).

## Organization Development PEG Workshop

A workshop entitled Appreciative Inquiry: A Positive Catalyst for Change will be presented on April 23rd, 2001 from 8:00 AM to 11:00 AM, sponsored by the Organization Development PEG. The workshop will be presented by Edythe Nash, Principal, Human Resources, Inc., and Karen James, President, Graphic Transformations. Edythe will lead the workshop, and Karen will provide graphic facilitation.

### A new approach to organizational change

Appreciative Inquiry is the name for an approach to organizational change developed by David Cooperrider, a professor of organizational behavior at Case Western Reserve University in Cleveland. Introduced in the early 1980s, Cooperrider defines Appreciative Inquiry (AI) as the art and science of ferreting out the best in an organization through skillful questioning, and bringing key stakeholders together with that knowledge to plan the future or change the present.

Traditionally in organizations, planning and improvement efforts start with problem-solving or gap analysis processes. The focus is on  
*(Continued on page 10)*

**What's  
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8100 Roswell Road Suite 100  
Atlanta, GA 30350  
Phone: 770-730-5950 Fax: 770-730-5989

## COMMITTEE CORNER *(Continued from page 9)*

identifying what is wrong, determining why it occurred, creating possible solutions, and developing an action plan. This implies that fixing the problem will automatically result in the vision being accomplished. Rarely is that the case.

AI is based on a different set of assumptions. Instead of seeing an organization as a set of problems to be fixed, these assumptions suggest that organizations are solutions to be embraced. This "appreciative" approach begins by discovering the factors that give life to the organizations—valuing and building on the best of what is. OD practitioners and managers who have seen results often call AI exciting and revolutionary.

### What you will learn

This interactive session will introduce concepts, provide experiential opportunities, and allow time for reflection. Participants will gain an understanding of AI and how it works, see examples of how organizations have used AI as a positive catalyst for change, and gain personal experience through actual practice of AI.

### Edythe S. Nash

Edythe has over twenty years of experience in human resource development in a wide variety of industries and organizations, including engineering, sales, retail, education, direct marketing, finance, manufacturing, and non-profit. As Vice President of Human Resource Development for a \$3.5 billion national retail company, Edy led a team of organization development, training, and career development professionals engaged in a wide variety of interventions.

Edy is experienced in using Appreciative Inquiry for leadership development, teambuilding, and change initiatives. She is also a

certified accountability consultant who uses proven techniques and methods to help clients measure the return on investment in human resources, training, and performance improvement programs. Edy earned her Master of Arts in Teaching from New Mexico State University.

### Karen N. James

A professional in organization development, Karen uses large graphic displays created in real time to help the client "see the big picture." Karen records the group's discussion using words and images to stimulate further thinking and creativity and to create a collaboratively developed group memory. Her experience includes work in healthcare, manufacturing, insurance, retail, and non-profit organizations.

Karen is the founder and president of Graphic Transformations. She has a Master of Science degree in Organization Development from American University/National Training Laboratories (NTL) and a Bachelor of Science in Business Administration from Florida A&M University.

Together Ms Nash and Ms James have collaborated on a number of projects using Appreciative Inquiry including a leadership summit for OfficeMax and a project using TRW Automotive's 40th Anniversary Celebration as the pivotal point for change.

**Date:** April 23, 2001

**Time:** 8:00 AM to 11:00 AM

**Place:** UPS offices at 55 Glenlake Parkway

**Cost:** \$15 per person

Register online at [www.shrmatlanta.org](http://www.shrmatlanta.org) or by calling the SHRM Atlanta office 770-886-1800. ■

[moralesurveys.com](http://moralesurveys.com)  
The Ultimate Human Capital Index

# April Calendar

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Monthly Meeting Swissotel 3:00-8:00 p.m.	3	4	5 Certification Course 6th Class 6:00-9:00 p.m. Marriott Century Center	6	7
8	9	10	11	12 Certification Course 7th Class 6:00-9:00 p.m. Marriott Century Center	13	14
15	16 Executive Committee Meeting 6:00-8:00 p.m. Douglas Consulting Group	17	18 Consultants Forum PEG Meeting Location and time to be announced	19 Certification Course 8th Class – 6-9 p.m. Marriott Century Center Gwinnett Group Meeting 5:30-8:00 p.m. Marriott/Norcross	20	21
22	23 OD PEG Workshop 8:00-11:00 a.m. UPS/Glenlake Parkway	24	25	26 Certification Course 9th Class 6:00-9:00 p.m. Marriott Century Center	27	28
29	30	31				

Please visit our web site for reservations and further information!

[www.shrmatlanta.org](http://www.shrmatlanta.org)

April 2, 2001

Both workshops will be held concurrently from 3:00-5:00 p.m.

## **THE HEALTH CARE COST CRISIS: A Look at the Facts, Causes, Choices, and Solutions**

Employers are looking at overall health care costs that increased by 8.1% from last year and pharmacy costs that escalated at 17.5%. On top of this, health plan service and quality continue as top concerns from employees. How should you be responding?

In this interactive workshop, Mark Stroman and David Foster will share the findings of The 15th Annual Mercer Survey of Employer-Sponsored Health Plans. This, the most comprehensive survey of its kind, is a benchmark for employers, media, and public policy makers. The session will help you to navigate a sea of choices and understand emerging solutions that can address your priorities in 2001.

Mark Stroman and David Foster are Atlanta-based consultants in William M. Mercer, Incorporated's Health Care and Group Benefits practice.

A 14-year veteran of the managed care industry, Mark assists employers in evaluating and implementing managed care alternatives, including HMO, PPO, and POS plans. He also assists clients in negotiating renewal agreements with insurance carriers and managed care vendors. Mark holds a bachelor's degree in economics from Clemson University and Certified Employee Benefits Specialist (CEBS) certification from the Wharton School of the University of Pennsylvania.

David participates in a broad range of issues with particular emphasis on the evaluation, implementation, and performance management of managed care programs. Some of his client projects have included the customized evaluation of managed medical care networks for multi-site employers and the derivation of annual health care benefit budgets, including vendor renewals, trend analysis, and plan change pricing. David attended the University of Georgia, from which he holds a bachelor's degree in business administration with emphasis on risk management and insurance.

## **IMPROVING THE RECRUITING PROCESS Recruiting in Technology**

*Sponsored by the SHRM-Atlanta Employment PEG and High Tech PEG*

From sourcing to closing the candidate, each component of the recruiting process is critical to overall success. Tom Darrow consults with companies on improving their recruiting process to reduce time to fill, improve quality of hire, and to increase the overall recruiting return on investment.

Tom will review best practices that he has implemented with clients relative to recruiting infrastructure models, turning employees into recruiters, effective recruiting strategies, choosing and closing the right candidate, and implementing metrics to assess, and report on the recruiting process.

Thomas M. Darrow is the Founder and Principal of Atlanta-based HR Connections & Consulting, Inc.

Tom has over 13 years of experience in the Human Resource and Recruitment profession — including 9 years of combined experience with the global professional services firms Price Waterhouse (now PricewaterhouseCoopers) and Andersen Consulting (now Accenture). He also developed and implemented all company recruitment programs while working for an Atlanta based software company. Additionally, Tom was a consultant for an international retained executive search firm.

Tom earned a BBA in Accounting from the University of Notre Dame. He is a member of the national and Atlanta chapters of SHRM. He is the founder and immediate past Chair of the SHRM-Atlanta Consultant's Forum and coordinated the War for Talent track of the SHRM 2000 Southeast Conference and Exposition. He serves on the Board of Directors of the Southeast Employment Network (SEN).

# SHRM-Atlanta Needs You!

To learn about a variety of volunteer opportunities that are available, please visit our website at

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

Volunteering is a great way to get involved, gain experience, network and support your chapter!



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# Look what's happening to [www.shrmatlanta.org](http://www.shrmatlanta.org)!

- We're getting a new web site design!
- We're getting more user functionality!
- We're putting the membership directory on line!
- We're adding credit card capabilities!



***Look for details on these  
added features in May 2001!***

# Members on the Move



## Contact David Battaglini for Members on the Move

Phone: 770-818-0414

Fax: 770-818-0458

E-Mail: [dbattaglini@hr-works.com](mailto:dbattaglini@hr-works.com)

SHRM-Atlanta's 1998 President, **Marilyn Draper, SPHR**, has recently joined Workbrain, Inc. as Senior Account Executive, responsible for the Southeastern United States. Workbrain is a leading provider of Employee Relationship Management (ERM) solutions that enable large enterprises to better service, manage and retain employees. Marilyn can be reached at [mdraper@workbrain.com](mailto:mdraper@workbrain.com) or 678-713-6014, ext. 245.

**Steve Lovig** has recently become HR Manager for Quest Education Corporation. Quest has 30+ private post-secondary schools and colleges across 13 states. Quest is owned by the Kaplan Test Prep team and by the Washington Post. Steve can be reached at 770-510-2000.

**Dee Ann Turner** has recently been promoted to VP of Human Resources with Chick-fil-A, Inc. She is responsible for the overall selection of the corporate staff and Chick-fil-A restaurant Operators. She also consults the restaurant Operators on recruiting and retention issues. Dee Ann can be reached at 404-765-8189 or through email at [deeann.turner@chick-fil-a.com](mailto:deeann.turner@chick-fil-a.com)

**Angela Fletcher McNeal, SPHR**, was recently been promoted to Eastern North America Group Director with Coca-Cola Enterprises Inc. She can be reached by phone at 770-989-3347 or email [afletchermcneal@na.cokece.com](mailto:afletchermcneal@na.cokece.com)

**Lisa Blume** was recently promoted to HR Product Director with ADP. She is responsible for standardizing the HR product offerings and for providing support and training to the HR people who provide service to ADP clients. She can be reached at 5800 Windward Parkway, MS B120 Alpharetta, GA 30005 678-319-6829 (direct), 770-751-3186 (fax), 770-329-1685 (mobile) [lisa\\_blume@totalsource.adp.com](mailto:lisa_blume@totalsource.adp.com)

**Nancy Bache** has recently re-joined The Coca-Cola Company as a Talent Acquisition Consultant. She can be reached at [nbache@na.ko.com](mailto:nbache@na.ko.com), 404-515-0630 or home office [nrbache@mindspring.com](mailto:nrbache@mindspring.com), 770-242-8153. ■

## Web Site Job Postings

The Bulletin (job listings) can be reviewed by accessing our website:  
**<http://www.shrmatlanta.org>**  
under the Employment Assistance option.

The user id is: MEMBER and the passcode is: SERVICES.  
(These are case sensitive.) Follow the on-line instructions.

## The next SHRM-Atlanta meeting is April 2, 2001.

<b>Location:</b>	Swissotel
<b>Workshops:</b>	3:00-5:00 p.m.
<b>Volunteer Expo:</b>	5:00-6:00 p.m.
<b>Registration:</b>	5:00-6:00 p.m.
<b>Orientation:</b>	5:20-6:00 p.m.
<b>Dinner/Speaker:</b>	6:00-8:00 p.m.

**The reservation and cancellation deadline is NOON on Wednesday, March 28, 2001. No cancellation exceptions allowed.** Individuals missing the reservation deadline will be requested to wait on a standby, space available basis at the meeting and will incur an additional \$5.00 late registration fee. Because we have guaranteed your reservation and are required to make payment to the hotel for you and

for your guest's reservations, you will be requested to make payment if your cancellation is not received by the deadline.

Please register for the meeting via our web site, [www.shrmatlanta.org](http://www.shrmatlanta.org), or fax the enclosed form to (770) 886-1900.

If you need an accommodation, such as an interpreter, large print materials, or assistive listening devices, please inform the Business Office one week prior to the meeting. Vegetarian plate is available on request.

### MEETING POLICY:

Each non-member may attend two meetings per calendar year. Non-members who are not guests of a member are required to pay in advance. Individ-

uals with overdue balances will not be able to reserve or attend any future meetings until their prior balance is paid in full.

### Cost for Meal and Workshop(s):

Members:	\$25.00
Non-Members:	\$40.00
Student Members:	\$15.00

### Cost for Workshop(s) Only:

Members:	\$10.00
Non-Members:	\$40.00
Student Members:	\$10.00

*In the event that the monthly meeting is cancelled due to unforeseeable circumstances (weather, floods, war, disaster, etc.), we request you make payment for the function if SHRM-Atlanta is required to make payment to the hotel.*

## EXECUTIVE COMMITTEE

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Ed Wolff - 404-260-2541

Valerie Zaleski, SPHR - 404-249-1871

## COMMITTEES

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### MENTORSHIP

Cherie Pritchard - 770-232-2214

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Ramona Brumley, SPHR - 770-308-1502

### PROFESSIONAL EMPHASIS GROUPS (PEGS)

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## The Human Resource

is a monthly publication of SHRM-Atlanta

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