



The Source

March 2008



Southern Wisconsin - Northern Illinois
SHRM Chapter 71

Letter From the President:

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Upcoming Event:
April 8— Bob Gregg
"The Lost Art of Verbal
Conversation and
Decreasing Your
Liability"
Milwaukee Grill
Janesville

Dear BHRA Members,

Welcome to March and, hopefully, more signs of spring! It's been a long winter and I know we are all looking forward to the opportunities presented by a new season. BHRA offers some good opportunities to get you out of the office, learn something new, and spend some time with your HR colleagues.

By now you've received the registration form for our March 11 meeting, 10 HR Challenges That Should Keep You Up At Night, presented by Martha Ramirez, North Central Regional Manager for SHRM. Martha will take a look at 10 of the hottest issues facing HR professionals and provide you with some sound advice on how to address each issue. Whether you are a seasoned pro or new to the HR profession, this is a presentation you won't want to miss.

On April 8 you can help us welcome Bob Gregg, who will tell us about Rediscovering the Lost Art of Verbal Conversation and Decreasing Your Legal Liability. Bob will address the increased use of e-mail as a means of conversation between employees and supervisors, and the employee relation pitfalls (and the legal dilemmas) created by the electronic documentation of those conversations. Join us to find out the latest on document retention requirements and why you might want to increase verbal communication in your company! Participation in our March and/or April meetings will earn you recertification credit toward PHR or SPHR renewal.

As you read on, you will also find information about the upcoming Annual BHRA Seminar. Mark your calendars to join us on April 17 at the Pontiac Convention Center in Janesville. This year's seminar offers a nice selection of training information for anyone in your company with supervisory or hiring responsibility. Our 2 keynote presenters speak from years of experience in hiring and communications; issues relevant to all of us. The breakout sessions offer an in-depth view of recruiting, hiring, discipline, discharge, and managing diversity. Not only will you learn a lot in this event-packed day, but our prices can't be beat! And last, but definitely not least, take note of the post-seminar networking event just down the road at Damon's. We are hoping that you'll join us for a drink and some good conversation after the seminar.

See you soon!

Lori Rhead, SPHR
President

Blackhawk Human Resources Association
Serving HR professionals, Advancing the HR profession.
www.bhraonline.org



Upcoming Meeting Information

2007/2008 BHRA Board Members:

President & Community Relations Co-Director,
Lori Rhead, SPHR:
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rheadl@beloit.edu

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Rhonda Bachman:
(608) 314-8408
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Mark Your Calendars!

Join us for the April breakfast meeting!

WHEN: Tuesday, April 8th, 7:30am Sign-in, Breakfast at 8:00am; Presentation to follow.

WHERE: Milwaukee Grill, 2601 Morse St. Janesville, WI

TOPIC: The Lost Art of Verbal Conversation and Decreasing your Liability

PRESENTER'S BIO:

Bob Gregg is an employment relations attorney with more than 30 years of speaking and training experience. Bob litigates and serves as an expert witness in a wide variety of employment cases. His main emphasis is helping employers achieve enhanced productivity, creating positive work environments, and resolving employment problems before they generate lawsuits. Bob has conducted more than 2,000 seminars throughout the United States.



If your organization would like to sponsor one of our meetings, please contact Lori Rhead, SPHR, rheadl@beloit.edu

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Board Members cont.

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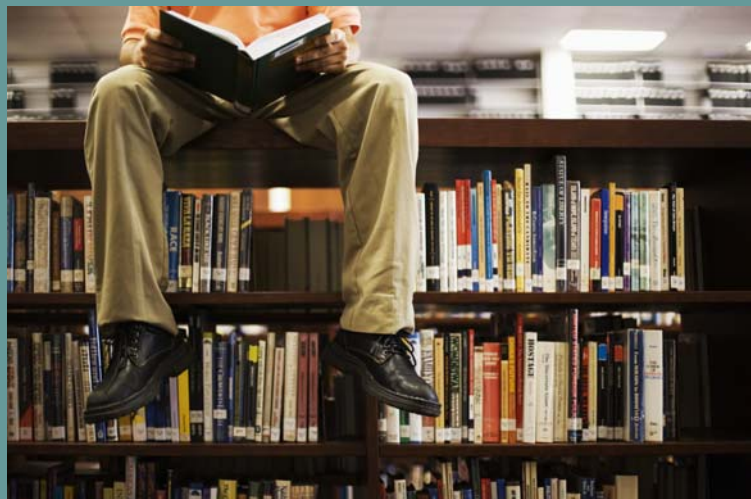
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Your Foundation @ Work ~ Effective Practice Guidelines

If you are like most HR professionals, you probably lack the time to keep up with the latest research findings in human resource management. To help make research-based knowledge more accessible, the SHRM Foundation has created a new series entitled *Effective Practice Guidelines*. The guidelines compile and summarize the HR practices in a given area that have been shown to be effective based on research studies. A subject matter expert with both research and practitioner experience distills all relevant findings and expert opinion into specific advice on how to conduct effective HR practice. SHRM members may download the following reports free from the SHRM Foundation website: Performance Management, Selection Assessment Methods and Employee Engagement and Commitment. New reports are added each year. This series is made possible by your contributions to the SHRM Foundation.

The SHRM Foundation: *40 Years of Advancing the HR Profession*



BHRA Programming Schedule 2008

DATE	SPEAKER	TOPIC	TIME	PLACE	CITY
February 15, 2008		Legislative Break-fast	7:30am	Pontiac Convention Center	Janesville
March 11, 2008	Martha Ramirez	"10 HR Challenges That Should Keep you Up at Night"	11:30am	Blackhawk Technical College	Janesville
April 8, 2008	Bob Gregg	Rediscovering the Lost Art of Verbal Conversation & Decreasing your Legal Liability	7:30am	Milwaukee Grill	Janesville
April 17, 2008	2008 BHRA Seminar		8:00 am to 3:30 pm	Pontiac Convention Center	Janesville
May 13, 2008		CEO Panel Discussion	5:00pm	Beloit Country Club	Beloit



2008 BHRA Annual Seminar—Save the Date!!



Mark your calendars for our 2008 Annual Seminar

2008 Blackhawk Human Resource Association Seminar
Date: Thursday, April 17, 2008
8:00 a.m. Registration
Location: Pontiac Convention Center in Janesville
***Certification Credits Pending*

2008 Blackhawk Human Resource Seminar

Thursday, April 17, 2008, 8:00am-3:30pm

Taking Performance to the Next Level

Tony Smith, Principal Consultant
Predictive Solutions, Inc.
www.piworldwide.com

Keynote Morning Workshop: 8:30am-9:30am

Tony Smith will start our day by providing very specific insights into the secret to engaging and motivating employees. His morning session will be continued in more detail in morning breakout workshop B.

Disciplining and Discharging Employees

Attorneys Troy Thompson, Saul Glazer
and Tim Edwards
Axley Brynelson
www.axley.com

Morning Breakout Workshop A: 9:30am-12:00pm

This workshop will begin with a discussion of the top issues all employers need to know before disciplining and discharging employees. Then the workshop will be turned over to the attorneys present as an expert panel with an opportunity for more in-depth questions and answers.

Eliminating the Guesswork from the Hiring Process

Tony Smith, Principal Consultant
Predictive Solutions, Inc.
www.piworldwide.com

Morning Breakout Workshop B: 9:30am-12:00pm

Learn how to:

- Define job requirements
- Attract the best candidates
- Predict workplace behavior

Workplace Communication

Rob Bell, President
FOCUS Consulting
www.bellfocus.com

Keynote Lunch Presentation: 12:15pm-1:15pm

Gain a real understanding of your co-workers, customers and everyone in between with Rob's easy approach to improved internal and external communication. Learn about the little things that make a big difference such as the importance of body language and effective listening skills.

Beyond the Job Boards— New & Emerging Media Technologies

Jennifer Lange, Account Mgr and
Christopher Stone, Director
Shaker Recruitment Advertising &
Communications (SRAC)
www.shaker.com

Afternoon Breakout Workshop A: 1:30pm-3:30pm

Advertising in local newspapers are down, and even the major career boards are starting to see a decline in the number of postings. So, where are recruiters turning to find and source qualified candidates? The answer all comes down to targeting the right audience. New media tools and advertising options enable recruiters to get their message closer than ever in front of the right candidates. Learn how you can utilize the newest recruitment tools to maximize your recruiting efforts. This workshop will cover the following topics:

- Social networking
- Search engine marketing
- Behavioral targeting
- Sourcing passive candidates
- Text messaging

Managing Diversity & Embracing Difference

Mamoon Syed, Director
Mercy Health System
www.mercyhealthsystem.org

Afternoon Breakout Workshop B: 1:30pm-3:30pm

This workshop will help you understand differences in others and the richness of a diverse team. Learn how to manage conflicts created by personality differences and your role in creating and nurturing a diverse work environment to help your company reach its strategic goals.



**JOIN US IMMEDIATELY AFTER THE SEMINAR FOR A RECEPTION AT
DAMON'S GRILL 3111 WELLINGTON PLACE, JANESVILLE, WI 53546**



Work First

At Community Action we recognize that the only effective path out of poverty is a good job. Because of this belief we have stepped up our efforts to help low-income members of our community prepare for and access employment. We are building our portfolio of program offerings and are working hard to build partnerships with local employers that create win/win/win scenarios. Consumers win if they get a job. Employers win if they hire a dependable, qualified employee. Communities win if we reduce unemployment and the collateral issues that follow.

Information Breakfast

We are inviting any employers interested in learning more to an informational breakfast to be held on Thursday April 3, from 7:30 am – 9:00 am. If you are interested in attending, please contact Jessica at 755-2443. We look forward to having you join us.

Programs Currently Included

Skills Enhancement: offered to adult members of working households with incomes at or below 150% of the Federal poverty level. Participants in the Skills Enhancement Program must be employed at least 20 hours per week while achieving their higher education. The focus of this Program is to help individuals obtain job training which will enable them to achieve long-term economic benefits. Community Action provides financial support to cover the costs of classes and training designed to increase marketability and ability to be employed. Participants receive assistance in developing individualized training plans, problem-solving, career assessment, accessing community services and job search. On average, completion of the program takes about 28 months and provides an average wage gain of \$11,163 annually.

Fatherhood: open to unemployed or underemployed fathers. Participants receive employment skills for 60-90 days followed by job and life skills support. Participation is full time with financial responsibility and self-sufficiency being the core focus of the Program.

Fresh Start: an intensive full-time program for at-risk youth. The focus is on earning a high school diploma or GED, developing employment soft skills, life skills and construction trade skills were participants build and rehab homes to be sold by Community Action. Fresh Start has been proven as an effective education and job-training program which provides opportunities for youth to help themselves while helping others in the community.



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Succession Planning, What's the Latest?

Astron Solutions

<http://www.astronsolutions.com/library/astronomy.htm>

The [Center for Workforce Preparation](#) (CWP), a not-for-profit affiliate of the U.S. Chamber of Commerce, has reported that "by 2010, the labor force will fall short of meeting the demands of an estimated 58 million job openings by more than 4.8 million workers." These numbers include significant percentages of people in leadership roles. It is also clear that there will be fierce competition for highly skilled leaders ready to serve in key roles.

[AchieveGlobal](#) conducted a survey of 307 United States business and government leaders, 65% of whom were in senior executive roles. The findings reveal a number of important insights into the current trends and practices in succession planning and management, also known as building leadership bench strength. Succession planning and management is used by 71% of the survey respondents. Fifty-five percent have used the process for at least 3 years. Between 70% and 78% of those respondents focus their succession planning and management activities on middle manager and senior executive positions.

A majority of the respondent organizations reported the use of six types of succession planning and management activities, as shown in the following data:

1. CEO as strategic owner and champion of succession planning strategy - 50%
2. Identifying competencies that are necessary for current and future needs of organization - 62%
3. Training and development - 65%
4. Conducting talent inventories - 65%
5. Identifying critical positions - 71%
6. Identifying high potential employees - 76%
1. Possession of global perspective - 43%
2. Emotional maturity - 44%
3. Desire to develop others - 44%
4. Cognitive ability - 52%
5. Problem identification and resolution skills - 59%
6. Potential to be successful in another function/department - 63%
7. Analytical skills - 63%
8. Drive for results - 66%
9. Degree to which current performance exceeds expectations - 74%
10. Decision-making skills - 74%

In addition to these findings, the survey identified the following 13 activities as critical to a successful succession plan:

1. Create a compelling case for the purpose, importance, and expected impact of a succession planning and management process that fits the explicit current and future needs of your own organization. Ground the case with data from thorough business and organizational assessment.

2. Secure a high level of conviction and active involvement in the process by all senior leaders, led by the CEO. Crystallize roles and responsibilities for all players. Confirm the intent to use this process for all openings.

3. Set an overarching strategy for building leadership bench strength: right people, right place, and right time.

4. Define a meticulous, comprehensive, strategically aligned, fair, and equitable succession planning and management process that provides opportunities to everyone.

5. Create a detailed communications plan to accurately portray the full intent of what to expect -and what not to expect.

6. Identify an accurate list of leadership competencies (skills, knowledge, abilities, and motivations) - a talent portfolio - that will produce superior performance in likely future scenarios of the organization.

7. Identify key linchpin positions that can propel or inhibit strategic initiatives or opportunities.

8. Use the competencies to assess the current talent pool. Analyze the results to identify high potential candidates and create pinpointed developmental plans.

9. Align the succession planning and management process with the employee value proposition -why a promising leader will want to grow, develop, and contribute with this organization over the long term. Incorporate appropriate messaging in recruitment strategies.

10. Create a set of training and developmental experiences that are directly connected to building skill in the leadership competencies.

11. Link the process to the organization's performance management, promotion, reward and recognition, and related human resources systems, processes, and policies.

12. Engage in at least annual reviews with the process and all candidates. When there are triggering strategic circumstances, conduct an immediate review.

13. Periodically measure and evaluate the integrity and progress of the process, regulatory compliance, and the movement of high potential candidates, turnover and retention strategies, impact of developmental activities, and other metrics that tie to strategic fulfillment. Communicate and celebrate results.

Effective succession planning does not happen overnight. It takes time and effort to build a program that develops talent and receives the appropriate organizational buy in. If your organization doesn't have a succession plan in place, now is the time to develop one. If you're concerned about being overwhelmed, start small, focusing on key management positions or difficult, hard to fill roles requiring specialized knowledge. If you have a succession plan already in place, review the program to make sure you're getting the right results. Make updates as needed. With the upcoming Baby Boomer retirements, low US unemployment, and the high cost of turnover, now is the time to make sure your succession plan is in place. Don't wait to make a change until something happens and you have to rely on a less helpful replacement plan.

Office Romances: Looking for Love in All the Wrong Places

Bruce Weinstein, Ph.D.

For many of us, the workplace isn't just where we go to do our jobs. It's also the place where we spend a large percentage of our waking hours, eat many of our meals, and develop and maintain friendships that last beyond office hours and sometimes even the job itself.

Given the amount of time we spend at work, the workplace seems like the most logical venue to look for romance –or even a hook-up - and it's certainly the most practical. Fellow employees are more likely than total strangers to share at least some of our goals and values. At work, we get to know people in ways that are difficult to do in bars, on the Internet, or through a blind date set up by well-meaning friends and family members.

For all these reasons, it is tempting to pursue a romance with a co-worker, an assistant, or (gulp) the boss. But there are many more compelling reasons why we shouldn't. For all of their potential benefits, office romances are at best troublesome and at worst damaging to ourselves, our co-workers, and our employer.

Here's why.

THE SAD TRUTH ABOUT ROMANCE

Most romantic relationships do not work out. How many people do you know who are married or still in a committed relationship to the very first person they ever dated? Not many, I suspect, and it would be rather odd if that weren't so. After all, it is only through experience that we discover what we are looking for in a partner and what we ourselves need to do to make a relationship successful. For many of us, this process of trial and error takes a while. It took me, your humble correspondent, until the age of 46 to find the woman I wanted to marry (or perhaps more accurately, the woman who wanted to marry me).

The implications for the workplace are this: The odds against an office romance succeeding are just slightly better than what you'd find at the worst casino game in Las Vegas. When you lose at roulette or Keno, though, you're out only a couple of dollars (if you're smart), and that's the end of it. When you lose at the game of love at the office, you have to face the other person day after day. That constant reminder of a relationship that didn't work out is a painful burden to bear, and it can affect how well you are able to do your job, which is the main, if not sole, reason we're employed in the first place.

THE LIVES OF OTHERS

"But I know a couple who met at work a long time ago and are still together," you say. Even if that's true, we often overlook the downside such relationships have for other employees. If co-workers Jane Doe and Joe Schmoe are still going strong, and they're in the same department, when Joe goes into Jane's office and closes the door, will others think that two need for privacy for work-or for something spicier? If Jane and Joe break up, will the tension in the air make it difficult for others to do their jobs effectively? The workplace shouldn't be a sexualized environment or one fraught with the unpleasantness from what the rock group Bad Company called good lovin' gone bad.

In short, a romance between two people at work affects more than just those two people. The love-struck couple may not notice or care about this, but they should. Since ethics is fundamentally about considering how our actions affect the rights and well being of other people, romantic relationships on the job raise bona fide ethical concerns.

A QUESTION OF POWER

Dating a fellow employee is tricky enough when the parties in question have the same or similar levels of power and authority within the organization. When there is a significant imbalance of power, such as between a senior and junior level executive or an executive

Office Romances: Looking for Love in All the Wrong Places Cont...

and his or her assistant, the stakes are even higher, and the ethical problems are more pronounced. Suppose, for example, that you are a manager, and a new member of your team seems particularly friendly toward you. Are her smiles meant to be warm, flirtatious, or alluring? Is she simply a kind and caring person, is she interested in you romantically, or she is trying to curry favor with you? It's hard to know, especially when you are attracted to her, and there is nothing like physical attraction to make it difficult to think straight.

But let's also suppose that you are convinced she is not just a lovely person but is genuinely attracted to you. You summon the courage to ask her out. Here is what can happen next:

- A) She is aghast that you have misunderstood her, and she now feels uncomfortable around you.
- B) You have read the signs correctly, and she happily accepts your invitation, because she really would like to get to know you better.
- C) She is thrilled that she has been able to manipulate you and is confident that she will be able to get what she wants from you and the company.

It doesn't matter which one ends up taking place (or, for that matter, what the gender of either party is). All of the above are deeply problematic. If "A" happens, you have taken steps toward the creation of an offensive or hostile working environment and may have opened yourself and your company to a legitimate charge of sexual harassment. If "B" is what you get, the going may be great for a while, but when the relationship fizzles, as it probably will, one or both of you will in all likelihood have to go. "C," of course, has disturbing implications in another direction, which I need not make explicit.

By the same token, if you have a fling with your boss that flames out, and you later don't get the promotion or raise you were counting on, can you be sure that the broken romance wasn't the reason why? Can your boss?

We all know of a couple that met under inauspicious circumstances (boss/assistant, professor/student, therapist/patient), and today they are happily married or have been living in a committed relationship for many years. To borrow an expression from jurisprudence, however, hard cases make bad law. Just because a few folks here and there have been able to overcome the odds does **not** mean that this practice is, for most people, wise, healthy, or ethical.

...BUT IF YOU MUST....

You may still find yourself irresistibly drawn to someone at work and, in spite of the above arguments, you intend to follow your heart (or whatever). I propose the following guidelines for such circumstances:

1. **Proceed with your eyes wide open.** Be prepared to accept the consequences, whether or not the relationship succeeds. If co-workers complain, or your work suffers, you may have to be transferred to another department, or you may even lose your job, so have a back-up plan for employment.
2. **Be discreet.** Even if everyone in the workplace knows that love is in the air, do your best to avoid PDA's (i.e., physical displays of affection, not personal data assistants. I'll discuss those distractions in a future column.)
3. **Just don't do it** if the object of your affection is your boss or assistant. There is no good way to effectively handle such relationships other than preventing them from happening in the first place.

In the workplace, the duties to do no harm, be respectful, and be fair mean we ought to think carefully about how our actions can affect our employer, our co-workers, and ourselves. Thus, there are good reasons to turn down Cupid's call for a chance at romance on the job. When Freud suggested that work and love are the two essential components of a happy life, I don't think he meant that we should find them in the same place.

Certification Study Group Forming

Interested in testing for your PHR/SPHR/GPHR certification? If so, please contact Melissa Benson, Certification Chairperson at melissa.benson@bourns.com. We have a study group already formed at this time. BHRA has SHRM Learning Systems that will be utilized in the study group and are available for individual check out. Next Testing Window is May 1, 2007-June 30, 2008.

If you are interested in taking the PHR, SPHR, or GPHR exam during the next window, the registration deadline is *March 14, 2008*. Go to www.hrci.org for more information, or to register online.



Online Recertification is Easy

For those of you that do not know, HRCI provides an online recertification file that allows you to track your recertification events as they are earned. Simply record your professional development credits as they are achieved. When you've accumulated 60 hours of credits, complete the payment information and submit your application online. It is advised you keep your supporting documentation on file for about six months after your certification expiration date in the event your application is audited. It is very simple!

You should have received a letter from HRCI with a unique HRCI ID number and password to take advantage of online recertification. If you did not receive this mailing or have misplaced this letter, simply to go www.hrci.org and click on "My Recert File." There is a place to click if you don't know your logon information. Simply follow the instructions and you can get set up.

If you have questions about the process, please contact HRCI at hrci@hrci.org, or contact Melissa Benson.



Remember to Recertify!

Recertification demonstrates your continued dedication to stay up to date with the rapidly changing HR profession. To retain the PHR, SPHR or GPHR designations, HRCI requires all certificants to recertify every three years. Go to HRCI.org for details on recertification.



HR Games—Congratulations UW Whitewater Students!!!



Whitewater Team #2 won the HR Games Competition held February 22 and 23 at UW-Whitewater! This team was comprised of Matt Perry, Katie VanBeek and Tricia Wollerman. They defeated an Eau Claire team in the semi-finals, and then defeated Madison #3 in the finals. This team will next compete in the Regional Competition in Omaha in April. BHRA is a proud sponsor of UW-Whitewater for this event. This year BHRA donated a used Learning System and is reimbursing the college chapter for up to \$500 in expenses to take part in the HR Games. Congratulations to this team and the other UW-Whitewater teams that represented our area so well in the event.

UW-Whitewater
Society for Human Resource Management

Congratulations for Passing the PHR!!!

Anne Lindstrom recently passed her PHR exam. Anne will receive her PHR certification once she fulfills the experience requirement. She is an HR Coordinator at Staples, Inc. in Beloit.

Congratulations, Anne!!!



HR Career Opportunity Human Resource Analyst



Join our team of Human Resource professionals in the recruitment, selection, and development of talented candidates for public service. The Human Resource Analyst assists in monitoring the City's Affirmative Action program; coordinates, prepares and conducts training for City employees; works closely with payroll in the administration of the City's automated Personnel system; conducts job analysis and prepares job descriptions for examinations and classification studies. Other responsibilities include developing and completing surveys and reports, orientation of new hires, and assists in wage and salary administration, labor relations, and other areas as assigned. This position also serves as staff person for Police & Fire Commission, which requires attendance at evening meetings.

Candidates must possess knowledge of theories, standards and methods of public personnel administration usually acquired through a Bachelors Degree in HR Management, Business Administration or Public Administration from an accredited College or University, or at least 5 years experience in the human resource field; excellent communication and organizational skills; advanced computer skills including MS Office Suite applications. The ideal candidate will have prior experience working in the public sector and recruitment experience with protective service positions.

Starting salary range \$41,000 - \$51,000 DOQ. Interested applicants must submit a completed City of Beloit application, along with a cover letter and resume detailing their experience and accomplishments as it relates to this position no later than March 7, 2008 for consideration.

The City of Beloit is an Equal Opportunity Employer

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Beloit, WI 53511

E-mail: el-amins@ci.beloit.wi.us

Web Site: www.ci.beloit.wi.us

Other Contact information:

Wisconsin SHRM
www.wishrm.org

National SHRM
www.shrm.org

HR Certification Institute
www.hrci.org

HR Voice
<http://www.shrm.org/government/hrvoice>



Welcome!!!

BHRA extends a warm welcome to the following new members....

Cindy Stout, Staples Beloit Fulfillment Center

Brett Culver, Spherion

Marisa Franks, Semex USA

Next Month's Issue of The Source:

If you know a human resource professional that would be interested in joining our association, please spread the word! We can all benefit from each other's experience!

If you have anything you would like to submit or suggestions for the BHRA Newsletter, please let us know!

Contact Information:

Nicole Larson at Freedom Plastics, Inc. at (608)754-2710 Ext. 1279 or email nlarson@freedomplastics.com.