



CHAPTER NEWS

September / October 2006 Edition

This newsletter is for CIC-SHRM members only for informational purposes and not intended to render advice or judgment.



President's Message

It's another September! Hopefully everyone has had an enjoyable summer and has somehow found time to relax amidst varying career demands. After the professional demands in my job over the last few weeks, I must admit that it sometimes seems the career—or even the day—of an HR professional is the definition of diversity as we take on the role of coach, supervisor, teacher, advisor, judge, accountant, counselor, and so on.

At this month's chapter meeting, we will be focused on diversity—not as a member of a diverse organization but as a diversity leader. The concept of leading diversity within today's organization can be a daunting task. We are balancing the varied needs that come with family status or backgrounds, those that accompany racial and ethnic differences, the varied gender needs—even requiring consideration for transgender roles and sexual preference. We are balancing diverse cultures, religions, and value backgrounds. To complicate matters, this balancing act takes place within business cultures which sometimes encourage appreciation of differences but shy away from celebrating those differences. It is, at times, difficult enough to be a *member* of a diverse organization, let alone lead. How, then, do we each reach success as a diversity champion when forced to consider so many differing needs and challenges?

Martha Ramirez, PHR, the North Central Regional Manager for SHRM, Member Relations, will be presenting "Learning to Lead an Increasingly Diverse Workforce" at our September member meeting. She will be discussing the changes needed and the opportunities available if our organizations truly embrace diversity. By recognizing, valuing, and capitalizing on diversity within each of our businesses, we can actually have a positive impact on our bottom line while benefiting each individual employee by providing them with an accepting and positive work environment.

Don't miss this important discussion, helping you to recognize and achieve the full potential of your organization by learning to lead your increasingly diverse workforce. I look forward to seeing you each at our September meeting and at the many other events listed throughout this month's newsletter. Until then, have a great day!

Your CIC-SHRM Chapter President,
Penny L. McCarty, SPHR

Are you getting the most out of your member benefits?

If you're not sure, please join us for a free member presentation (lunch is on us!) on October 4, 2006 at LLCC's Trutter Center. Watch your e-mail for further details...

CIC-SHRM Calendar

2006 Luncheon Meetings

Third Wednesday of every other month. Registration begins at 11:15 a.m., luncheon begins at 11:30 a.m. at Hoogland Center for the Arts. Meetings will be held on the following dates:

- September 20
- November 15

Board Meetings

Second Wednesday of every month at 11:30 a.m. Meetings will be held as follows:

- September 13
- October 11
- November 8
- December 13

All members are welcome.

Special Events

October 4: New Member Orientation, LLCC

October 18: "Choose Your Altitude – Leadership Training for Your Organization to Take the Next Leap.

October 26: Employer's Association Conference, Dekalb, IL

Chapter Chatter

New Members – Welcome!

Lea Hudson - Vice President Marketing & HR Development - H&H Construction Services, Inc.

Amanda Long - Consultant - Unique Personnel Consultants

Theresa Clay - Human Resource Specialist - Department of Children & Family Services

Susan Whewell - Assistant Director for Human Resources - University of Illinois @ Chicago, Division of Special Care for Children

George Niehaus - Human Resources Manager - Kerber, Eck & Braeckel

Angela Nguyen - HR Generalist - Memorial Medical Center

Linda Waldron - President - Integrity Relocation, Inc.

Promotions

Abby Pillsbury was recently promoted to HR Coordinator at Associated Network Partners, Inc. in Springfield.

Melina Tomaras was promoted from Senior HR Consultant to Associate Director of Human Resources, Springfield Service Center, AIG American General.

Laura Rock was promoted from Director of Human Resources, Springfield Service Center, to Vice President of Human Resources, Independent Distribution Platform, AIG American General

Appointments

Donna Rogers consulting business, Rogers HR Consulting, was nominated for the “Small Business of the Year” Award.

Heather Dykes has been selected to serve as a Loaned Executive to the United Way of Sangamon County. In this capacity, Heather will provide assistance to other organizations who want to conduct a United Way campaign, or conduct a fund raiser to benefit the many programs that United Way offers in the Springfield community.

Charlotte Montgomery has been asked to serve another term on the American Institute of Certified Public Accountants' Government Performance and Accountability Committee. The committee is charged with promoting greater accountability and integrity of government operations, information, and information systems.

Member Spotlight



Kevin Epley received his Bachelor of Science degree in Psychology from Illinois State University and conducted his graduate work in Business Administration at the University of Illinois.

Nature of Work in HR:

Kevin began his work in human resources in the publishing industry with the Institute for Personality and Ability Testing, then McMillan Publishing. Both marketing positions involved working with testing and evaluation instruments for the Recruiting Industry. Kevin made the transition to recruiting and interviewing in the Wholesale Food and Beverage Industry. After 10 years this led to an opportunity to eliminate travel and work in Springfield. Currently, he takes on the HR function at Bansal Occupational Solutions and its various other operations, as well as managing several other functions for the clinics.

Biggest Challenge:

Kevin feels the biggest challenge he faces in HR is finding people who possess certain traditional work values and ethics.

Values and ethics help define a job as more than "labor and a paycheck", but a place to accomplish, achieve, stand out amongst work peers, take personal pride in their work and establish a reputation as a hard worker. Too often he has heard, "good luck in finding that."

HR Trends:

Kevin has had little time to focus on current HR trends; however, he sees the "service sector" continuing to grow. He sees a tremendous need to find and train young workers in the human services industry. Kevin believes that very soon there will be an overwhelming number of elderly living longer, and needing more services.

Future Plans:

Professionally, Kevin's plans are simple - continue to contribute to the growth and success of Bansal Occupational Solutions and Dr. Bansal's other medical operations. Kevin sees the challenges as both great and rewarding. Personally, Kevin is married with two sons, a stepson, and a stepdaughter. In the future, he hopes to have more time for his volunteer interests while still being focused on retirement at sixty.

Warm thanks to our September sponsor, **Employers' Association**. EA has been a service organization structured to complement and support the management of member organizations, with particular emphasis in the human resources function, since 1915. Employers' Association supports over 750 organizations.



Student Scholarship Available

CIC-SHRM is offering a \$500 scholarship to a student pursuing a degree in a human resources related field. Entry guidelines include enrollment in a field of study related to HR by the Spring 2007 semester, commitment to the HR field, and leadership ability demonstrated through involvement in campus, community or charitable organizations. Entries must include a resume, an essay, three letters of recommendation and an official transcript. Application deadline is September 30. If you are a student, or know someone who is, this is an excellent opportunity. For additional information contact WorkforceReadiness@cic-shrm.org or visit the Member Resources section of www.cic-shrm.org.

RSVPHQ.COM....DO NOT DELETE!!!

If you see an unusual e-mail in your inbox from rsvphq.com, this is our new method of accepting reservations. This will make it easy on you to respond, and easy for us to see the responses as well! Simply click on the link in the e-mail, indicate whether you are coming, and if so, your menu preference. You can also let us know if you are bringing a guest and their lunch preference. Feel free to let me know what you think of this new method of making reservations at PublicRelations@cic-shrm.org. Much Thanks to Pattie Curry and Dave Ryan for making this happen!

No More Long Lines

Having attended our July meeting, it became clear that the Chapter needs to do something to streamline the registration table at our meetings. There were up to 10 people standing in line at times, and that's too many!

So, at our September meeting Pattie Curry will have a *separate table for guest registration*. This should help quite a bit. That means *members will register at a different table*. The new plan will have members pay, or check-in at the member table, and then go to a *different table to get their name badges*. Prior to the meeting, we will lay out all of the name badges of members who have pre-registered for the meeting. They will be laid out in alphabetic order, so they are quick and easy to find. This will also help let us know who registered, but was unable to attend.

Lastly, if we could get members who write checks, *to write them out ahead of time*, so they could simply hand them to the person taking the money, this would also save time.

So to recap, we have four ideas to help speed up registration at the meetings, which should allow more time for networking. We will make these changes at the September meeting.

- Separate Guest Registration Table
- Members will register/check in/pay at a separate table
- Name badges laid out in alphabetic order at a different table
- Checks made out ahead of time

Thanks in advance for your assistance!



The Pension Protection Act of 2006: Provisions Likely to Spur 401(k) Plan Redesigns; Cash Balance Conversions---By Stephen Miller

Along with increasing funding requirements for defined benefit pension plans, the passage of the [Pension Protection Act of 2006](#) clears away legal hurdles so defined contribution 401(k)-style plans—including 403(b) plans used for educators and some nonprofit workers—can more readily use automatic enrollment, make automatic salary-deferral increases and provide employees with investment advice. Here's a look at some of the more important provisions likely to spur plan redesigns.

Defined Contribution Plans -Automatic Enrollment

The act allows employers the choice to automatically enroll employees in a 401(k) plan. Specifically, it:

- Clarifies that automatic contribution arrangements meeting certain requirements are treated as meeting the nondiscrimination rules for 401(k) plans and matching contributions, and as meeting the top-heavy rules.
- Requires that employees who are automatically enrolled be given a 90-day window to elect out of the plan and withdraw the contributions made on their behalf and the earnings related to those amounts.
- Provides for automatic elective contributions of up to 10 percent of compensation but at least 3 percent in the first year the employee participates, rising to 6 percent thereafter.
- Pre-empts any state law that would directly or indirectly prohibit or restrict the inclusion in a plan of an automatic contribution arrangement.

For workers who are automatically enrolled, the Department of Labor (DOL) is readying proposed regulations that would let employers default their employees into broadly diversified investments, including "age-based" or "lifecycle" funds in which stock and bond holdings are tailored to a particular expected retirement date. The act requires the DOL to issue final regulations within six months after enactment. The act also requires that:

- The contribution percentage must be applied uniformly to all employees.
- The employee must be informed of the ability to opt out of the 401(k) plan.

Plans that give automatically enrolled employees proper notice of their right to opt out and that invest automatic contributions in accordance with the guidelines to be established by the DOL will be treated as complying with section 404(c) of ERISA, which furnished limited protection against fiduciary liability. The bill also clarifies that ERISA preempts state laws that directly or indirectly prohibit automatic enrollment provisions, provided that the plan provides proper notice to affected employees within a reasonable period before each year.

These automatic enrollment rules are effective for plan years beginning after Dec. 31, 2007, except for the ERISA preemption rule, which is effective on the enactment date. The effective date, however, need not be a barrier to employers who want to set up an automatic system sooner. Prior to Dec. 31, 2007, plan sponsors can establish automatic enrollment in compliance with current IRS rules.

When Appearance and Belief Collide---By Rebecca R. Hastings

Knowing where to draw the line is the key to resolving disparities between company appearance policies and employee beliefs, experts say. Accommodation is the first step, but not if safety is compromised.

Private- and public-sector employers are permitted to have dress codes as long as they do not discriminate on the basis of race, national origin or other protected classes, said Jeanne Goldberg, Dianna Johnston and Peggy Mastroianni, lawyers from the Equal Employment Opportunity Commission Office of Legal Counsel during a recent [SHRM online chat](#). But employers must be prepared to make exceptions to the rules in cases where an individual has a sincerely held religious belief that conflicts with the rule and where no undue hardship for the employer would exist as a result of the exception, they said. Common disputes include those related to tongue and facial piercing, tattoos, loose clothing and head coverings. Determining if a request is legitimate may involve some discussion between the employer and the employee. "The question of whether a particular belief is or is not religious in nature is one that employers normally will not want to address," the lawyers said. "However, there may be situations in which the employer reasonably either questions the sincerity of the particular belief or whether it is in fact religious in nature; [in such cases] it would be justified in seeking additional information from the employee."

For example, Title VII does not prohibit an employer from treating tattoos worn for religious reasons differently than tattoos worn for secular reasons, they said, "Tattoos worn for secular reasons do not need to be accommodated under Title VII's religion provision."

But if an employee asks for an exception to policy that will permit the wearing of religious garb such as a [hijab](#), the employer can only deny the request if it would pose an undue hardship, such as a legitimate safety concern, said Goldberg, Johnston and Mastroianni. For example, in one case, the court held that the employer legitimately refused the request of a machine operator to wear her traditional religious dress where the facts established that there was a genuine safety risk that her garments would get caught in the machine. The rules regarding religious accommodation also apply to hairstyles or jewelry that may be linked to religious beliefs: "The question is whether it would be an undue hardship for the employer to allow dreadlocks for religious reasons," they said, for example, adding, "To the extent an employee's religious expression conflicts with the duties of the job, it would likely pose an undue hardship to accommodate the employee."

However, the employer cannot deny a request for exception to policy based merely on customer preference, or other unrelated factors. "Our Phoenix office litigated the case of *EEOC v. Alamo Rent-A-Car* in which the court ruled that an Alamo customer service representative could not be denied the right to wear a head covering at the rental counter merely because the employer feared that other employees would ask for exemptions from the dress code," they said.

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Legislative Report Continued

“Unlike the Americans with Disabilities Act, Title VII does not require employers to keep [religious] accommodation requests confidential,” Goldberg, Johnston and Mastroianni said, suggesting that such perceptions of unfair treatment could be addressed openly if needed. However, they added that as a general rule, it is a good practice to keep employees’ individual situations confidential.

Addressing inappropriate dress on a case-by-case basis may be appropriate in lieu of “an across-the-board rule that may have unintended consequences,” according to the EEOC, such as when a job applicant is dressed inappropriately during an interview. However, such discussions should not extend to asking the applicant if the manner of dress is tied to a religious belief, they cautioned, because “if the applicant is not selected, the fact that the employer asked this question in the interview may be used as evidence of bias.”

“The employment discrimination laws give employers wide latitude in imposing dress and grooming requirements, as long as the standards do not discriminate on the basis of race, religion, gender, etc.,” Goldberg, Johnston and Mastroianni said, adding that employers should train managers to know when Title VII requires that they make an exception to dress and grooming codes. “The best approach for employers is to be consistent but flexible.”

7th Circuit Action: Court lowers bar on how much evidence needed to prove retaliation --- By George C. Kraehe

The [7th U.S. Circuit Court of Appeals Circuit](#) let an employee proceed with a retaliation claim on the basis of circumstantial evidence showing her employer set her up to be insubordinate, making it easier for employees to prove retaliation claims.

Rosemary Sylvester worked for SOS Children’s Villages Illinois Inc., a home for foster parents and children. Sylvester was one of four female employees who signed a letter submitted to the chairman of the home’s board of directors. The letter accused the home’s executive director, Job West, of abusing them by commenting on the sexuality of staff members and making sex-based remarks. The facts were not enough to prove a case of sexual harassment.

The board of directors met to consider the letter. One of the board members, a lawyer, characterized the letter as an attempt by two of the signatories to protect themselves from termination for poor performance. The board fired both of them. A few days later, the board chairman and lawyer met with West and discussed the possibility of firing Sylvester for poor performance, even though she had received a positive performance evaluation shortly before. They decided instead that they would not decide whether to terminate Sylvester until they had seen her reaction to news that the other two employees had been terminated.

The next day, West gave Sylvester news that the other two employees had been terminated. She responded by stating, “What guarantee do I have from you that you will stop talking about me in a profane, derogatory and untrue manner?”

West asked her to leave his office. Sylvester stated, “I will, but just tell me one more thing—when you mentioned . . . [the meeting the night before] you failed to disclose that you had legal counsel present. Is it true that Mark Roth, your legal counsel, was also in attendance at that meeting?” West replied “Yes,” and Sylvester left his office. She was immediately fired for insubordination.

Sylvester brought a retaliation claim. The trial court granted summary judgment in favor of the employer. The court of appeals reversed, holding that Sylvester had enough evidence to prove retaliation, because a reasonable jury could conclude that she “was being set up.”

The court concluded “that the defendant’s officers who met the night before knew she was sure to be upset by the firings, and that West was being invited to interpret that predictable reaction as insubordination.” The court seemed to have lowered the bar on how much circumstantial evidence is necessary to prove a direct case of retaliation, holding that less than a “rich mosaic” is enough.

Practice Pointer: Employers should be extremely careful how they react to employee discrimination complaints. Even if the complaint has no merit, very little evidence is necessary to prove a case of retaliation. Employers should not intentionally anger their employees and then fire them for getting angry.

Irrational decisions weren’t prohibited by Title VII---By Scott M. Wich

Discharged employees claiming unlawful discrimination often seek to challenge the validity of their former employer’s decision. As recently clarified by the [7th U.S. Circuit Court of Appeals](#), arguing that a worker’s termination resulted from poor judgment, an erroneous investigation or an incorrect interpretation of the facts is insufficient to maintain a Title VII claim.

Ray Forrester had worked in varying positions for Rauland-Borg Corp. in Skokie, Ill. In July 2001, following an investigation of allegations of sexual harassment against Forrester, he was fired. Forrester asserted that the company’s investigation was “shoddy,” arguing that the harassment allegations were based on misunderstandings between him and his female co-workers. He alleged that the true reason for his termination was his race in violation of Title VII.

Evidence offered with respect to Title VII claims is often subject to a burden-shifting framework. An employee must present evidence indicating that a protected characteristic, such as race, may have been a reason for an adverse employment decision. Upon making such a showing, the burden of production shifts to the employer to articulate a legitimate, nondiscriminatory business reason for the challenged action. To succeed on a Title VII claim, the employee must show that the articulated reason is a pretext for prohibited discrimination.

The district court ruled that Forrester failed on a number of elements of his proof, including his inability to disprove the
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reason given for his discharge—the results of the harassment investigation. The appellate court affirmed the dismissal of Forrester's claim and reiterated the standard for analyzing the reasons given by employers to support their employment decisions.

The court of appeals stated that a correct interpretation of the law requires a determination of whether the employer's stated nondiscriminatory reason for the complained-of action is true. The question of whether the decision is correct, the court opined, is irrelevant. "The question is never whether the employer was mistaken, cruel, unethical, out of his head, or downright irrational in taking the action for the stated reason, but simply whether the stated reason was his reason: not a good reason, but the true reason."

An employee pursuing a Title VII claim must be able to show that the reason provided by the employer is a "pretext" for unlawful discrimination. The court concluded, "A pretext, to repeat, is a deliberate falsehood. An honest mistake, however dumb, is not, and if there is no doubt that it is the real reason it blocks the case at the summary judgment stage."

Professional Pointer: Improper discharge claims can be brought in different forums and, consequently, subject an employer to varying burdens of proof. For example, the burden of proving just cause in labor arbitration is higher than the burden of merely producing a legitimate reason for an adverse employment action, as highlighted in *Forrester*. Thorough investigations of employee misconduct and proper documentation of employment decisions can bolster an employer's defense against claims of improper discharge regardless of the tribunal hearing the dispute. In addition to the legal benefits, a fair investigation and reasoned decision-making communicated to a disciplined employee can help avoid misunderstandings concerning the basis for an adverse employment action. Otherwise, confusion may motivate employees to pursue legal claims for treatment they perceive as unfair.

Your Foundation at Work: HR Student Scholarships

Each year, the **SHRM Foundation** provides \$13,000 to support the development of future HR leaders through national student awards and scholarships. The Leonard R. Brice, SPHR, Undergraduate Leadership Award and the **SHRM Foundation** Graduate Student Leadership Award, presented each June, are designed to recognize and encourage the development of leadership skills in students preparing to enter the HR profession. The **SHRM Foundation** Student Scholarships, awarded in the fall, recognize outstanding academic achievement. In recognition of the important work of SHRM chapter advisors to the student membership program, the Foundation sponsors the annual Advisor of the Year Award. For more information on Foundation sponsored awards & scholarships, visit www.shrm.org/foundation.

CIC-SHRM Silent Auction – November 15

I want to invite you to participate in a very special event. Our Chapter will hold its annual silent auction at our November 15th meeting, proceeds from which will go to benefit the SHRM Foundation. We need your help to make it a success.

The SHRM Foundation is a not-for-profit organization that operates as the research and development arm of the HR profession. The Foundation advances the profession and enhances the knowledge and competency of HR professionals through its funding of research, publications, and educational programs. The work of the SHRM Foundation is supported by tax deductible contributions made by individuals, companies, and organizations.

Here's how you can help:

1. Please consider contributing an item to the silent auction. You, your employer, or both can donate the item. Some items that have sold well in other Chapters' auctions are gift baskets, wine, holiday items, children's items, food items, gift certificates, electronic equipment, artwork, and books. Please contact me at PresidentElect@cic-shrm.org for a donation form.
2. Mark your calendar now and plan to attend the auction on November 15th. The auction will be held in conjunction with our regularly scheduled Chapter meeting at the Hoogland Center for the Arts. You will receive more information as the meeting time grows closer. We encourage you to bring a guest (they will get a free lunch!) and your checkbook.

Thank you in advance for your support of this important event. Together we can make a difference!

Sincerely,

Nicole Ralph
President-Elect, CIC-SHRM

NEED TO BRAND YOUR RECRUITING?

CIC-SHRM has teamed up with .jobs, now making it easier for you to attract candidates to your open positions by creating a web presence. For more information, click on the yellow .jobs logo on the CIC-SHRM homepage.

More Thoughts on the Internet

By Dave Ryan

Over the last few newsletters I have shared with my fellow chapter members several little nuggets I have picked-up over the years on how to better utilize the internet. In this newsletter I wanted to focus on one thing we have done here at Mel-O-Cream, which was single-handedly engineered by the Human Resources staff (that's me). A couple of years ago I had a request for information by one of our employees. At that time, I thought, I have all of this information that I want employees to know. Many of the employees want to know what I know, but how do I get that information to them?



For example, our staff calls with questions about the production schedule (changes weekly) as well as the vacation schedule, policies and procedures, etc. The answers to these questions do not change, and were taking up a large portion of my time. I had this grand idea...a page on our web-site dedicated to employee information. Now, you need to understand, I am a good computer user, but I am not a web master, or full-blown I.T. guy/geek. All I was looking for was some space on our web site and the authority to upload files to the site.

Essentially, our employee page is just a place where we put files. The files are mostly adobe pdf files, word documents, or picture (jpeg) files. This really is not terribly difficult to do and requires little assistance from your IT folks. If you don't have a web site, you could even look into buying some space on an off-site server (just a computer to somewhere to store your files and keep them posted on the internet). You should be able to buy some web space for \$50 to \$100 a year.

Mel-O-Cream's employee web page is protected by a user name and a password. This is really just to keep gawkers out, although I do change the user name and password from time to time. If you want to go and see what I have created follow this link http://www.mel-o-cream.com/company/staff_info.html. Now you will be prompted for a use name. It is **moc**, all lower case. Then you will need to put in the password. The password must be typed in just like this M3L0CREA#. Just to make it clear, understand the fourth character in the password is a ZERO (next to the number nine). That should get you into the site. As you will see, I have simply posted some stuff. Visitors can view or download files. Your needs for employee information may be different than mine.

Taking this to the next level, I recently read where some company's are now putting podcasts on their website to disseminate information to employees. A podcast is simply an uploaded audio file which can be downloaded to a computer/ipod/mp3 player. The employee can then listen to the information at their leisure. This might be a message from the president of the company discussing a new sales strategy, or a human resource officer describing upcoming benefit changes. It is just another way to communicate with your employees.

If you have questions about this or would like to talk about it give me a call. Please, somebody call, that way I'll know someone read the whole article! You can reach me at (483-7272) or email me dryan@mel-o-cream.com.

Your Foundation at Work: Research-Based Knowledge

The **SHRM Foundation** promotes the use of "research-based knowledge". What does that mean for you? It means enhanced credibility. Imagine proposing a new program to senior management and being able to cite solid research to demonstrate the benefits of your proposed change. The Foundation is funding practical research every year to help you do just that. Current research projects focus on critical areas such as *Technology & HR*, *HR Measurement*, *Global HR*, and *The Changing Role of the HR Professional*. Research results will help provide research-based answers to questions such as: How should an organizational mentoring program be structured for maximum effectiveness? How do HR leaders make a strategic impact on their organizations? To review **SHRM Foundation** research findings, visit www.shrm.org/foundation.

The SHRM Foundation: *Investing in Your Future as an HR Leader*

Leadership Team

Please call us with your questions or suggestions. We want to hear from you.

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LUNCHEON MEETING NOTICE

September 20, 2006

Hoogland Center for the Arts
420 S. Sixth Street

Program: Learning to Lead an Increasingly Diverse Workforce.

Speaker: Martha Ramirez, PHR, the North Central Regional Manager for SHRM, Member Relations

***Remember to RSVP for the September 20 luncheon by Wednesday September 13**

Reservation Reminders

- ◆ We prefer registrations via rsvphq.com (reply to e-mailed invitation). You may also leave a message on the chapter's message line at 698-6919 or e-mail Reservations@cic-shrm.org.
- ◆ Cost for the luncheon is \$15/person. All reservations must be paid at the door unless prepaid Advantage Member. No charge for attending the meeting only (no meal).
- ◆ Guests of members are welcome to attend; guests will receive one complimentary meal.
- ◆ An RSVP is required in order to secure a meal for each member or guest attending. Reservations made after the deadline will not include a meal. Non-registered attendees will not be eligible for a meal but are welcome to enjoy the meeting and network with fellow members.
- ◆ Please remember to state a menu selection in your RSVP for each person you register.
- ◆ Cancellations after deadline and no shows will be invoiced.