

Dallas HR Horizon  
October 2005



Dallas HR Breakfast Meeting

Tuesday, October 4,  
2005

7:30 - 9:00 am

"Forced Ranking:  
Making Performance  
Management Work"

presented by Dick  
Grote

"Forced ranking" may be the most controversial topic in management today. Dick Grote is a knowledgeable expert and vocal advocate of this touchy technique. In this provocative session he will explain why forced ranking, a relative comparison assessment approach, is an important adjunct to a company's conventional performance appraisal process.

**You Will Learn:**

- How an effective forced ranking system works
- How to develop a forced ranking

"This program has been approved for 1 recertification credit hour toward PHR/SPHR recertification through the Human Resource Certification Institute."



**Agenda:**

7:00 - Registration  
7:30 - 7:45 - Breakfast Served  
8:00 - 9:00 - Keynote

**Meeting Costs for those who Pre-Register:**

Members \$30.00  
Non-Members \$40.00

**Meeting Costs  
for those who Register On-Site:**

Members \$45.00  
Non-Members \$55.00

**Location:**

Radisson Richardson Hotel  
1981 N. Central Expressway  
Richardson, TX 75080  
(972) 644-4000

**Sponsorship:**

Please contact  
[Buffypeschka](mailto:Buffypeschka@hrca.org)  
for sponsorship  
information.

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system that's right  
for your  
organization

- How to reduce your exposure to legal challenges
- Why your company should consider adopting this highly controversial procedure

### **About Our Speaker:**

Dick Grote is a platform master and one of America's best known consultants. He has personally helped house-hold name organizations create forced ranking systems that work. He is the author of the management classics, *Discipline Without Punishment* and *The Complete Guide to Performance Appraisal*.

For five years, Dick was a regular commentator on National Public Radio's *Morning Edition* program. His articles have appeared in the *Harvard Business Review* and *The Wall Street Journal*. He is chairman and CEO of Grote Consulting Corporation in Dallas and the developer of GROTEAPPROACH, the web-based

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performance  
management system.

Payment is due before or at the meeting. No POs or requests for invoicing can be honored. Checks should be made payable and mailed (to be received no later than Wednesday, September 28, 2005) to:


Dallas HR  
4100 Spring Valley Road, Suite 300  
Dallas, TX 75244  
214-631-8775  
214-631-4533 - Fax

**IMPORTANT:** Advance reservations with payment are strongly recommended. Due to hotel catering requirements, we cannot guarantee seating for onsite registrants. Payment will be required for reservations made but not kept, unless cancelled prior to the registration deadline indicated. To receive cancellation credit, you must fax your cancellation request to Dallas HR by 5:00 pm, Wednesday, September 28, 2005. No-shows will be billed. Outstanding balances may result in exclusion from future meeting registration.

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### CALENDAR OF EVENTS October 2005

[Click Here for a 2005 Event Calendar](#)

<b>Tuesday, October 4</b>	<a href="#">Breakfast Meeting</a> Forced Ranking: Making Performance Management Work	 <p>The Dallas Morning News DallasNews.com</p>
<b>Tuesday, October 4</b>	<a href="#">Job Link Meeting</a>	
<b>Friday, October 14</b>	<a href="#">E-Link Meeting</a>	
<b>Tuesday, October 18</b>	<a href="#">Job Link Meeting</a>	
<b>October 25 - 28</b>	<a href="#">HR Southwest Conference &amp; Exposition</a> "HR: A Hallmark of Excellence"	

**Dallas HR Horizon  
October 2005**

**President's Letter**

**October 2005**



It's October! We always look forward to this month and the HR Southwest Conference and Exposition. This year's conference theme is "HR: A Hallmark of Excellence". I hope all of you are planning to attend October 25th through the 28th. Check out the website at [www.hrsouthwest.com](http://www.hrsouthwest.com) and register to attend if you have not already done so.

We had a wonderful September Dallas HR monthly program -- "A View From the Top", a panel discussion presented by four senior-level HR professionals and moderated by Al Lucia. Three "take-aways" come to mind: (1) Having some operations background, and understanding how your company does business, is critical to a successful career in Human Resources. (2) Be sure that the administrative and compliance aspects of your responsibilities are handled before you move on to the "more exciting" subjects. The basics must be taken care of so you have a strong foundation in place. (3) It is critical to understand the metrics of the HR profession and the metrics of your industry, so you can prioritize and implement effective initiatives. Special thanks to Al Lucia and to our panelists -- Joe Bosch, Florence Ricks, Gloria Olson, and Jack Cunningham. Their experience, insight, and sense of humor made this an entertaining and informative program.

On September 28th, we held our third quarter Dallas HR Happy Hour at Sam's Boat in Addison. If you haven't attended a Happy Hour, plan to do so. These are great opportunities to network with your fellow HR professionals.

The 2005 DFW Area Salary Survey is now available. Thanks to Tamara Trummer, Jamie Bottorff and the Compensation Committee for making this happen. Also, E-Link is here! The E-Link group is for unemployed HR Professionals who have managed at least two levels of staff, with budget responsibility, and are looking for a position paying \$100,000 or more. Have fun and network with other HR Executives who are also in the job search process. The group meets from 8:30 a.m. to 10:00 a.m., the 2nd and 4th Friday of every month, at the Dallas HR offices. Thanks to Leisha Cadwallader and Sandi Stevens for their leadership of E-Link. See [www.dallashr.org](http://www.dallashr.org) for details on the Salary Survey and E-Link.

Our membership campaign continues, with a goal of 2005 members in 2005! We now have 1947 members, so please invite your fellow HR associates to join and take advantage of the networking, educational and professional development opportunities Dallas HR offers....and help us reach our membership goal.

Welcome to two new members of the Dallas HR leadership team. Sandi Stevens will serve as Director of Executive HR Programs, and Judy Martin has graciously agreed to oversee our Study Group. And, a new year for Dallas HR is just around the corner. The election process is complete and we have selected our new leaders for 2006. Carol Hollen will serve as 2006 Dallas HR President, and Karen Cunningham will be President-elect. (Also, congratulations to Karen on the arrival of her new baby

## **Dallas HR Horizon October 2005**

daughter, Avery.) Appointees for Directors and Chairs will be named soon and committees for 2006 will be determined in November and December.

Special kudos go to our Community Relations Committee, chaired by our Community Relations Director, Debi Dault. Since this program began in 2004, the committee members along with other Dallas HR volunteers, have provided training seminars for the Texas Workforce Commission – with 1000 people trained in 2004, they are on track to train over 2000 people in 2005. Dallas HR donated over 1000 new toys to Salvation Army's Forgotten Angel program, raised money to assist tsunami victims, collected 200 pounds of food for the North Texas Food Bank, donated diapers and other needed items to Bryan's House, provided 1000 toiletry items to Dallas Life Foundation, and donated clothing and accessories for Attitudes and Attire. More recently, thanks to all of the Dallas HR members and their companies who contributed, we raised \$10,000 for the American Red Cross and Hurricane Katrina relief efforts! Additional Hurricane Relief information is available on our website. Thanks again to all of you for your great community spirit!

Be sure to register for the upcoming November monthly meeting – “It's 2008. Do You Know Where Your Talent Is?” And, remember our Community Relations beneficiary for November is Attitudes and Attire.

I look forward to seeing you at the October HR Southwest Conference and at the November Dallas HR meeting!

Carla Williams, SPHR  
2005 President

*“Excellence Through Partnerships”*

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### **Dallas HR Member Survey Extended to Friday, October 7**

Good news! If you have not yet taken a few minutes to provide your candid and constructive feedback, there is still time. We have extended the deadline. Let us hear how we can better serve you by participating in our survey.

The survey will be available for input until Friday, October 7 and should take approximately 10 minutes to complete. Please let us know if you have any questions or require assistance to complete the survey.

To access the survey, go to <http://www.perceptyx.com/dhrms58/dc>.

Thanks for your membership in Dallas HR!

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**2005 D/FW Area Salary Survey**

**Dallas/Fort Worth Area Compensation Survey of Nonexempt,  
Professional, Supervisory, and Management Jobs**

The **Dallas Human Resource Management Association** and the **North Texas Compensation Association** have partnered with **Deloitte Consulting** to conduct the **2005 D/FW Area Salary Survey**.

Thank you to those companies who participated in the survey! We appreciate your time and efforts invested in this survey.

The survey results will be available in hard copy or CD-Rom for purchase by mid September. Purchase information will be sent to you as the survey results become available. The purchase price of the survey is as follows.

	<b>Participants</b>	<b>Non-participants</b>
DHRMA/NTCA Member	\$495	\$895
Non-DHRMA/Non-NTCA Member	\$595	\$1,095

**Comprehensive compensation information at your fingertips!**

The survey collects and reports base salary, bonus and total cash compensation information for 199 nonexempt, professional, supervisory, and management positions in the areas of:

- Accounting, finance, and banking
- Customer service and marketing support
- Education and learning resources
- Engineering
- General office administration
- Healthcare
- Human resources
- Information systems
- Materials and logistics
- Production and maintenance
- Publishing

The survey also collects and reports, where possible, compensation statistics for all participating organizations by:

- Exempt and nonexempt status

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- Industry group and segment
- Geographic location within the greater D/FW area
- Total number of U.S. employees

You may contact Lina Jing via email or phone with any questions at [ljing@deloitte.com](mailto:ljing@deloitte.com) or 469/417-3576.

Jamie Bottorff  
Compensation Committee Chair

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### **Multi-Year Membership in Dallas HR Now Available!**

Dallas HR has expanded their member services by offering multi-year memberships at a discounted rate. Our flexible options allow you to renew up to three years with a savings of \$50.

Advantages include:

- Permits more organizational planning and budgeting processes within your company.
- Adds convenience by reducing the number of annual membership application submittals.
- Reduces annual fees.

Take advantage of this opportunity when you renew your membership or submit a new membership for Dallas HR! See our online application at [www.dallashr.org](http://www.dallashr.org) for more details.

*NOTE: Multi-Year renewal option is not currently available online.*

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### **Looking for HR Talent?**

#### **Job Link and E-Link have just the right individual to meet your needs!**

The Dallas HR Job Link group is comprised of talented, HR professionals who are seeking new career opportunities. Their skills include employee relations, recruiting, benefits, compensation, HR administration, generalist, HRIS, etc. The E-Link group is comprised of executive level talent who have HR experience at the Director or Vice President level.

If you would like these talented folks to have knowledge and access to your business, please send us a business card to include in our HR Southwest Conference Resource Book.

Please send your card: Attn: Resource Book, Dallas HR office.  
Dallas HR, Inc,  
4100 Spring Valley Road, Suite 300  
Dallas, TX 75244

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OR.... visit our **booth #1502** at the Conference, drop your card off, post any job openings and look at some great resumes on the spot.

Thanks,

Diane McClendon  
Executive Director  
Dallas Human Resource Management Association, Inc.  
4100 Spring Valley Road, Suite 300  
Dallas, TX 75244  
214-631-8775 x 21  
214-631-4533 – Fax  
[www.dallashr.org](http://www.dallashr.org)  
[www.hrsouthwest.com](http://www.hrsouthwest.com)

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**Community Relations Committee**

**Community Relations Committee Requests Your Help to  
Accessorize!!**

At our November meeting we will be collection donations for the agency Attitudes & Attire. This agency offers workshops for disadvantaged women on recognizing personal worth, presenting a positive image, overcoming barriers, developing self-esteem and work ethics. The goal of the workshops is to help women discover that their most valuable resources are themselves. Following every workshop, clients are paired with a volunteer image consultant to select professional clothing and accessories from the Attitudes & Attire Boutique. All clients are invited to return to the Boutique three months after their original visit to select another workplace outfit. During this visit, the women share success stories and information about interview experiences and employment opportunities. After the individual has found a job, support services are also available to promote job retention.

Please help us to "top off" the accessory bins for the Attitudes & Attire Boutique. We need items such as belts, purses, scarves, stylish jewelry and new pantyhose in any skin tone - preferably large sizes.

Members bringing contributions to our October meeting will be entered into a drawing for a door prize. Thanks to Mercer HR Consulting for providing the door prizes for our meeting

For more information about Attitudes & Attire please log on to their website at <http://www.attitudesandattire.org>. If you have questions or would like to volunteer your time to help in other ways, please contact the Dallas HR Community Relations contact for A&A - Lisa Hayes at [lisahayes@srcp.com](mailto:lisahayes@srcp.com).

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### Dallas HR Supports Hurricane Relief Efforts

The Dallas Human Resource Management Association (Dallas HR) offers several opportunities for local HR professionals to provide assistance for Hurricane evacuees.

Members are encouraged to submit their companies' job openings at <http://www.katrinarelief.com> in an effort to assist with job placement for Hurricane evacuees. In addition, members can volunteer their time and talents to provide job search training and assistance through the Texas Workforce Commission, or to assist in various other ways as noted on our [Hurricane Relief Resources](#) web page. The page also lists local Job Fairs, resources for donating time or financial contributions and important press releases.

Over the past two years, Dallas HR has established community relations partnerships with several organizations that are now providing relief for hurricane victims. Members can continue to support these organizations by providing much-needed supplies and financial contributions. The Dallas HR community relations partners include: The American Red Cross, The Salvation Army, North Texas Food Bank, Attitudes and Attire, Bryan's House, Dallas Life Foundation and Texas Workforce Commission.

For additional information, please refer to the Dallas HR web site, [www.dallashr.org](http://www.dallashr.org), and click on Hurricane Relief Resources.

Thank you for your continued support of our organization.

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### 2006 Committees Forming Soon!!!

If you are interested in volunteering for any of the following committees, please contact Stephanie Sottong, Member & Chapter Relations Manager, at 214.631.8775 x35 or [stephanie@dallashr.org](mailto:stephanie@dallashr.org).

**Professional Development:** Facilitate in the professional development of your peers.

- Job Link
- Professional Emphasis Group
- Students
- Compensation
- Study Group

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**Community Relations:** Partner with local non-profit organizations and make a positive impact in your community!

**Diversity:** Help develop understanding and awareness of the many facets of diversity.

**Legislation:** Keep members apprised of pending legislation that may impact HR.

**Member Services:** Assist in researching ways to improve the benefits of membership.

**Programs:** Participate in the coordination of Dallas HR's Monthly Meetings, Educational Sessions, and Special Events.



### Diversity Corner

#### A Blueprint for Successful Diversity Initiatives

By Tasnim McCormick Benhalim and Kim Malcolm

American companies are increasingly aware of the link between diversity initiatives and prosperity. Over 68,000 companies in the United States are spending over \$10 billion annually in their efforts to build more cohesive and productive workforces to compete in our global marketplace.

That said, just envisioning how diversity could work in your company may seem daunting. Perhaps some team members are afraid of not being politically correct, or perhaps confusion over what diversity actually means is holding your organization back. It doesn't have to - although successful diversity initiatives are customized to meet the unique needs of each organization, they all contain key elements that form a blueprint for success.

Before beginning, it's important to grasp that working with diversity now includes not only race and gender but also differences in religion, age, sexual orientation, education, culture, work title/status, family relationships, geographical location and personal style. In short, diversity has evolved to a simple, but profound premise: "All the ways in which we are different." This larger picture of diversity includes everyone and matters to everyone. It also serves to draw lines of relationship between people who may be outwardly different but share common values, skills, styles or backgrounds - a ready reminder of our common humanity. The most important decision you'll make is this: will diversity continue to be seen as a problem that bogs your systems down, or will you leverage your organization's diversity to your advantage?

Diversity affects every aspect of your organization, and addressing diversity as an integral part of business in today's global marketplace. Whether you're working to improve emerging markets, recruitment and retention, customer service, or employee morale and productivity, diversity is a critical element for success. Obviously, achieving diversity takes time and sustained effort. It's a journey, not a destination. But it can be attained with small, incremental steps that focus on creating an inclusive and respectful workplace for everyone, to everyone's benefit, and the company's advantage.

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So, what are the essential elements for the blueprint of success? There are four: full support from senior leadership, a dedicated diversity manager, a diversity action team, and employee resource groups.

### **Senior Leadership:**

Corporate support is critical. The first key is to acknowledge that successful diversity initiatives are envisioned, endorsed, and supported from the very top levels of the organization. The diversity process, however well-intentioned, simply cannot work unless it is embraced and modeled by senior management. The tone and message of any organization are set at the top, and a company directive to which leaders only give lip service fools no one. Leadership provides verbal, behavioral and financial support to the diversity process in order to ensure its viability. So it is critical for leaders to communicate across the organization why diversity is so important for their business, and their future success.

In a large corporation, a second critical component is the **diversity manager**, a full-time employee who is dedicated full-time to the diversity process. Small organizations may not be able to afford a full-time diversity manager, but ensuring an employee has been charged with managing the diversity process and has consistently scheduled time to do so can also be effective. The diversity manager is endorsed by and works closely with the organization's senior leadership, the diversity council, and the employee resource groups.

A **diversity action team**, or a diversity council, is another critical piece of the puzzle. So how are effective diversity action teams assembled? The mix is important: representing a wide range of diversity, they're drawn from every level of the company, from the loading dock to the board of directors' suite. The diversity manager and one or more members of senior leadership must be fully engaged participants of the diversity action team. Each member needs to be committed to the organization and support its goals, has a commitment to diversity, and each needs to be respected as valued team members in their work area.

It's important to note what diversity action teams are, and are not. They are not policy makers, or spies for management. They do not represent a quick fix, or only represent the agenda of their particular group. So what are they? Effective diversity action teams are the eyes and ears of the organization. They are guided and endorsed by senior leadership, and the diversity manager. The diversity action team serves an advisory function, and most critically, is charged with dealing with current issues and business opportunities, as well as identifying future ones.

**Employee resource groups** are the final component, and also play an important role. They are the voices of the diverse groups they represent, and perform a variety of roles, including being an educational resource or mentor or supporting professional development in the organization. Each employee resources group also provides a representative to the diversity action team. They are involved in connecting the organization to the larger community, and can effectively serve as business resources for the organization's goals to access emerging markets and client groups, and improve recruitment and retention.

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Examples may include women, African-Americans, Latinos, the disabled, religious groups, single parents, GLBT, retired management, veterans, working parents, native Americans, and the list goes on. Examine your organization carefully to be sure you are tapping into all your available resources.

So what exactly are these four elements tasked to do? Essentially, they're there to help the organization answer the following questions:

**What?** As in, what is diversity, and why a diversity initiative will make your organization stronger and more profitable. This process links your organization's business vision, strategies, and objectives to diversity, and establishes a clear business case.

**So what?** Education is the primary focus of this next level, where everyone in the company goes through some form of diversity awareness and skills training. The overriding goal of this training is to engage each person in the organization in such a way that they see the work of diversity is about them and for them, and is of benefit to themselves and the organization. The effects will include managers who have the skills and tools to work with today's diverse work teams, and employees who are better able to work within diverse workplaces, and to attract and serve diverse clients, customers, and guests.

**Now what?** At this stage, the role of diversity is well defined, and policies and practices are in place to support the ongoing effort. With attention and careful planning, environments develop where people can flourish, where people are respected, valued, and heard, and that show increases in employee and customer satisfaction, market share, productivity, and organizational success.

### The Right Approach

Successful diversity initiatives avoid blame and shame. They focus on behaviors - civility, respect, and inclusion - not belief systems. They emphasize that understanding and respect for others in no way imply agreement. One size never fits all - how diversity will work for your organization is unique to your organization's workforce, customers, and organizational goals.

What isn't unique is how a substantive diversity program that's supported by all levels feels. Organizations that effectively work with diversity have higher employee satisfaction and retention rates, and overall outperform their closest competitors.\* The diversity voyage is not about a major culture shift, but a planned strategy that leverages diversity to reach short and long-term goals. As we said earlier, it takes time, and a concerted effort. But the payoffs are tremendous. Organizations working effectively with diversity can discover a wealth of talents and strengths in their organization that they never knew they had.

**Tasnim McCormick Benhalim** is the principal of [DiversityWealth](http://DiversityWealth.com), a firm dedicated to bringing the benefits of diversity and improved productivity to organizations large and small. **Kim Malcolm** is lead writer at DiversityWealth, and has a deep interest in diversity issues. A Katy Award winning journalist, she has worked in public broadcasting for ten years, with the Canadian Broadcasting Corporation, NPR, and KERA 90.1 in Dallas/Ft. Worth.

*For more information: The National Urban League - [www.nul.org](http://www.nul.org) - click on "Publications," and then "Diversity Study".*

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**Legal Briefs**

October 2005

Welcome to Legal Briefs for HR!

Dear HR Friends and Family –

The U.S. Department of Labor announced 09/14/05 it is launching **Katrina Recovery Job Connection**, a web-based service to connect displaced workers and employers who want to hire them, including temporary jobs cleaning up and rebuilding in the affected areas. The info and web links are in the embedded message below.

On 9/8/05, the U.S. Department of Treasury and the IRS announced that employees may donate the cash value of their vacation, sick or personal leave to qualified tax exempt organizations (e.g., Red Cross, Salvation Army) via their employer, and the money will not constitute taxable wages. The funds must be sent to a 170(c) organization, earmarked for Katrina relief, and the payments must be made before January 1, 2007, to qualify for this special treatment. Similar treatment of donated leave was afforded after 9-11, but the response was minimal. For a copy of the press release and Notice 2005-68, go to [www.treasury.gov/press/releases/js2705.htm](http://www.treasury.gov/press/releases/js2705.htm). Thanks to Maureen Kelley of i2 Technologies for this information!

Stay tuned,

Audrey E. Mross  
Labor & Employment Attorney  
Davis Munck, P.C.  
900 Three Galleria Tower  
13155 Noel Road  
Dallas, TX 75240  
[amross@davismunck.com](mailto:amross@davismunck.com)  
[www.davismunck.com](http://www.davismunck.com)

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Dallas HR Horizon  
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Are you an HR professional working in a specialized industry? Would you like a chance to network and share best practices with other HR professionals in similar situations?

**Dallas HR Professional Emphasis Groups are for you!**

PEG	When	Contact
<a href="#">Compensation</a>	11:30 am – 1:00 pm 2 <sup>nd</sup> Wednesday of the month	Mary Beseda, SPHR (972) 987-5905 <a href="mailto:mbeseda@yahoo.com">mbeseda@yahoo.com</a>
<a href="#">HR Healthcare</a>	11:30 am – 1:00 pm 3 <sup>rd</sup> Thursday of the month	Barbara Rathwick 214-349-0673 <a href="mailto:brathwick@tiertwoservices.com">brathwick@tiertwoservices.com</a>
<a href="#">Benefits HR Professionals</a>	11:30 am – 1:00 pm First Tuesday of the month Bimonthly	Linda Miller, SPHR 214-265-6301 <a href="mailto:lmiller@holmesmurphy.com">lmiller@holmesmurphy.com</a>
<a href="#">Independent Consultants</a>	Contact David for meeting schedule.	David W. Byers 972-618-0481 <a href="mailto:dbyers@elcg.com">dbyers@elcg.com</a>

**Compensation PEG** - HR Professionals who wish to expand their knowledge and networks in the dynamic field of Compensation and Total Rewards are invited to join this PEG. No matter what your level -- Beginner, Intermediate, or Advanced -- you will find a myriad of timely topics, trends, best practices, and educational seminars to enhance your skills and knowledge in the Compensation field. For more information, contact Mary Beseda at [mbeseda@yahoo.com](mailto:mbeseda@yahoo.com) or 972-987-5905.

**HR Professionals in Healthcare** - Our common interest is talent and current issues relevant to the healthcare field. This Professional Emphasis Group meets monthly to compare HR notes and needs, to share information and to discuss topics relevant to our profession. For more information, please contact Barbara Rathwick, Tier Two Services at [brathwick@tiertwoservices.com](mailto:brathwick@tiertwoservices.com) or 214-349-0673.

**Benefits HR Professionals** - For HR professionals specializing in benefits or working in a benefits-related organization, this is a great opportunity to network and discuss your current challenges and concerns! Please contact Linda Miller, SPHR at [lmiller@holmesmurphy.com](mailto:lmiller@holmesmurphy.com). A special thanks to Holmes Murphy for being a corporate sponsor.

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**Independent Consultants** - If you are an actively practicing Independent Human Resources Consultant and would like to network with fellow HR consulting professionals, please contact David W. Byers at 972-618-0481, [dbyers@elcg.com](mailto:dbyers@elcg.com), for more information.

If you are interested in participating in a PEG in Recruiting, International HR, Real Estate or other HR areas, please don't hesitate to contact Janet Blair at [janet.blair@ericsson.com](mailto:janet.blair@ericsson.com).

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**HR Southwest,  
Human Resources Conference and Exposition  
HR: A Hallmark of Excellence  
October 26 – 28, 2005**

**It's time to start planning for the  
2005 HR SOUTHWEST Conference and Exposition!!  
“HR: A Hallmark of Excellence”  
October 26 – 28, 2005**

The HR Southwest, Human Resources Conference and Exposition, wishes to acknowledge the contributions and perseverance of the volunteers on the following pages. Their dedication and loyalty to the Conference and the Human Resource profession provides the foundation for our future. Additionally, the Conference would like to extend a sincere thank you to the employers of these individuals for supporting and encouraging their participation.

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*2005 Conference Directors*

The HR SOUTHWEST, Human Resources Conference and Exposition wishes to acknowledge the contributions and perseverance of the following volunteers. Their dedication and loyalty to the Conference and the Human Resource profession provides the foundation for our future. Additionally, the Conference would like to extend a sincere thank you to the employers of these individuals for supporting and encouraging their participation.

*Conference Director*

Cathy White, SPHR  
The Mansion on Turtle Creek

*Conference Director Elect*

Jennifer Davis  
PFSweb, Inc.

*Ambassadors and Registration*

Ashley Wunch  
Human Resources Consultant

*Arrangements*

Marcus Humphrey  
McQueary Henry Bowles Troy

Laura Ketchum, SPHR, ARM, CCP  
Viscarn

*Bookstore*

Kim Williams  
SettlePou

*Educational Sessions*

Kathleen Knight  
TRS- RenTelco

Linda Miller, SPHR  
Holmes Murphy and Associates

*Finance*

John McGregor, GPHR, PHR  
Mary Kay Inc.

*Media*

Angela Carter, PHR  
Trammell Crow Company

*On-Site Communications*

Jonette Lingenfelder  
City of Frisco

Ella Namaksy, JD  
Brinker International

*Publications*

Julie Frank, SPHR  
Quest Diagnostics

*Special Events*

Shannon Dean, PHR  
Westcorp

Kelli Eddy  
Grand Hyatt DFW

*Student Services*

Jude Coward  
Fairmont Dallas

*HR SOUTHWEST and  
Dallas HR Staff*

Karen Brueckner  
Bookkeeper

Diane McClendon  
Executive Director

Buffy Peschka  
Business Development and Exhibits Direc

Stephanie Sottong  
Member and Chapter Relations Manager

Amy Westerman  
Conference Services and Marketing Direc

Nikki Williams  
Administrative Manager

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*2005 Conference Committees*

*Arrangements*

Carole Buys - Michela, SPHR  
Virbac Corporation

Sandi Denton, PHR  
Edward Don and Company

Tonie Elliott, SPHR  
Human Resources Professional

Laura Meisel, SPHR  
Administaff

Georgia Oakes, PHR  
Benny Hinn Ministries

Linda Tilley  
National Athletic Trainers'  
Association, Inc.

*Bookstore*

Tamira Griffin, SPHR  
Plano ISD

Teresa Kirk, SPHR  
Cingular Wireless

William Peterson, Jr.  
DBM

Thasha Vacek, PHR  
Foxworth-Galbraith Lumber Co.

Arlene Wilkins

Debbie Wood, PHR  
Sixth Floor Museum

*Educational Sessions*

Janet Baselice, PHR  
City of Irving

Barbara Brooks, PHR  
Walco International

Jeff Erts  
La Madeleine

Cheryl Reed, SPHR, GBA  
GuideStone Financial  
Resources

Michelle Simmons, PHR  
Choice Homes, Inc.

Lynne Stewart  
Superior Search and Staffing, LTD

Steve Wenger, PHR  
ADP National Account Services

Andrea Westmoreland, SPHR  
Stewart Enterprises

*On-Site  
Communications*

David Comeaux, SPHR  
DFW International Airport

Kathy Harcastle, PHR  
Harris Methodist HEB Hospital

Karen Stevens, SPHR  
U.S. Oncology

Stacy Thiele  
AMS Production Group

*Registration*

Cindy Allen  
BDO Scidman, LLP

Stacey Barnes  
American Heart Association,  
National Center

Kevin Clinton  
C.H. Guenther & Sons, Inc.

Traci Hamblet  
Baptist Foundation of Texas

Margie McGovern, SPHR  
Administaff

Elisa Miller  
Sabre Holdings

Brenda Newton  
Quest Diagnostics

Myndi Savoy, PHR  
Ryan's Restaurant Group

Larry Sheard, PHR  
7-Eleven, Inc.

Sherrie Stevens  
Harper House, Inc.

Jim Wilkins, SPHR

*Special Events*

Jim Briggs  
Barnes Bredall, Inc.

Heather Etheredge  
Hotchkiss Insurance Agency, Inc.

Holly Frankum, PHR  
FedEx Kinkos

Rhonda Jones, PHR  
Prime Therapeutics, LLC

Kimer Moore  
Ericsson

Stephanie Smith  
Palm Harbor Homes

## **Food For Thought...**

### **Constructive Complaining**

I had a boss who would not allow me to bring a problem to his attention without a proposed solution. At times, I found this to be very frustrating because I was having difficulty thinking of a viable solution.

Now I realize it was not the solutions he was looking for but instead the training of my mind to seek them out.

He also didn't realize he was an early pioneer in the "no whining" approach to leadership.

Problems stated without potential solutions can regress into whining but the constructive offering of ideas for improvement can elevate the entire activity.

So what if your boss doesn't ask for solutions? Do you think there would be any complaint if you offered them? I don't think so.

Keep in mind that your solutions may get rejected or even laughed at, but why should you expect any better than Thomas Edison, The Wright Brothers or Sam Walton? In addition, your solutions to problems that are harmful to your organization become your contribution to the environment where you spend half your awake life.

People who are negative or not engaged can be found everywhere but you can be different by adopting a personal policy of constructive complaining.

Your boss may still not want to see you approaching but he/she may be much happier afterwards...and not just because you are gone.

Al Lucia  
ADL Associates, Inc.  
[al@adlassociates.com](mailto:al@adlassociates.com)  
[www.ADLassociates.com](http://www.ADLassociates.com) - Your Business Solutions Connection