



Human Resource Leadership for Improved Profitability

STRATEGIC WORKPLACE SOLUTIONS, LLC

The Lighthouse Report

NOVEMBER 2007

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US Dept. of Labor

EEOC

NC Dept. of Labor

IRS

WNC Human Resource Assoc.

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New I-9: Employment Eligibility Verification Form

On Wednesday, November 7, 2007, the USCIS released a revised Employment Eligibility Verification Form (I-9), which is now available for use. The new form will officially become effective when posted in the federal register at a later date; however, to avoid confusion, we suggest that you begin using the new form immediately. **You do not have to go back and have current employees complete the new form.**

It is a federal requirement that US employers complete an I-9 form for all employees within the first three days of employment, and retain the form for one year after termination of employment *or* three years, **whichever is longer.**

The new form has removed from List A of the List of Acceptable Documents the following documents:

- Certificate of U.S. Citizenship Form (Form N-560 or N-561)
- Certificate of Naturalization (Form N-550 or N-570)
- Alien Registration Receipt Card (I-151)

- Unexpired Reentry Permit (Form I-327)
- Unexpired Refugee Travel Document (Form I-571)

The USCIS has also added to List A the use of the following document:

- Unexpired Employment Authorization Document (I-766)

All of the Employment documents with photographs in circulation are now included as one item on List A including:

- I-688
- I-688A
- I-688B
- I-766

Strategic Workplace Solutions has attached the following documents to the email that brought you this Lighthouse Report:

- USCIS Press Release
- New Employer Handbook
- Revised I-9 Form

Source: SHRM & USCIS

Meet SWS Team Member Debra Milstein Gardner

Carol and Debra became acquainted about 15 years ago when Carol needed another seasoned HR professional to support client projects. Debra had an established consulting practice in Maryland and a strategic alliance was formed.

For all these years, Carol and Debra have worked collaboratively on many

client projects while maintaining their separate consulting practices.

With over 27 years of broad HR experience, including leadership positions with the EEOC and Marriott Corporation, Debra serves as the affirmative action expert for SWS.



Performance Management - Effective Feedback

Feedback is information given to employees to help them achieve good work performance. Feedback is used to **reinforce good performance/behavior**; it is also used to **improve performance and/or change inappropriate work behavior**.

Briefly stated, you use feedback to convey what the employee is (or is not) doing, why it's a problem, and what needs to happen to correct the problem.

Feedback is only effective when the employee has sufficient information to be held accountable for his/her subsequent performance and/or behavior.

The following outline briefly describes eight primary characteristics of effective feedback and/or gives examples:

Balanced

e.g.—Negative feedback is easier for the employee to hear if it's balanced with positive feedback. Pay attention to

what your employee is doing right and reinforce it through positive feedback.

Descriptive, not Evaluative

e.g.—If an employee is late, you say, "you're late;" not, "you're inconsiderate."

Specific, not General

e.g.—If an employee arrives late to work several times during a work week, you say, "you've been late three times this week;" not, "you're always late."

Considerate

e.g.—In the above situation, you talk with the employee in private, not in front of other employees. Unless the problem is common to other employees and you intentionally talk with them as a group, it is not useful to give negative feedback in front of others.

Well-Timed

e.g.—In the above situation, you wait until the employee finishes a task before talking with him/her. This will help the

employee to give you full attention.

Checked to Ensure Mutual Understanding

e.g.—Ask the employee to summarize the actions s/he will take. His/her summary will tell you if s/he really understands. If you ask, "do you understand," the employee may say yes. But, this response does not actually confirm understanding.

Reciprocal

e.g.—Ask the employee what you, as the supervisor, could do differently to help him/her to be successful. Employees will respond better to negative feedback when they believe that you value their input, which reciprocal feedback helps to convey.

Directed toward Behavior that the Person Can Change/Control

If an employee simply can't do something, giving feedback will not help no matter how effective it is.

"Pay attention to what your employee is doing right and reinforce it through positive feedback."

IRS Code Section 44 Disabled Access Credit for Small Business

There are tax incentives available to help employers cover the cost of accommodations for employees with disabilities and to make their places of business accessible.

What is it? Small businesses may take an annual tax credit for making their businesses accessible to persons with disabilities.

Who is eligible? Small businesses that in the previous year earned a maximum of \$1 million in revenue or had 30 or fewer full-time employees.

What is the amount? The credit is 50 percent of expenditures over \$250, not to exceed \$10,250, for a maximum benefit of \$5,000. The credit amount is subtracted from the total tax liability.

What expenses are covered? The credit is available

every year and can be used for a variety of costs such as:

- sign language interpreters for employees or customers who have hearing impairments;
- readers for employees or customers who have visual impairments;
- the purchase of adaptive equipment or the modification of equipment;
- the production of print materials in accessible formats (e.g., Braille, audio tape, large print);
- the removal of barriers, in buildings or vehicles, which prevent a business from being accessible to, or usable by, individuals with disabilities; and
- fees for consulting services

(under certain circumstances.)

- Expenses must be paid or incurred to enable a small business to comply with the requirements of the Americans with Disabilities Act.

What expenses are not covered? The tax credit does not apply to the costs of new construction or modifications to a building placed in service before November 5, 1990.

Source: US DOL

For more information:

Office of Associate Counsel, IRS
Passthrough & Special Industries
1111 Constitution Avenue, NW
Washington, DC 20224

202-622-3110

“Tax incentives help employers cover the cost of accommodating employees with disabilities.”

November is American Indian and Alaska Native Heritage Month

What started at the turn of the century as a day of recognition for the traditions and significant contributions that the first Americans made to the establishment and growth of the U.S., has resulted in a whole month being designated for that purpose.

Dr. Arthur C. Parker, a Seneca Indian who was the Director of the

Museum of Arts and Science in Rochester, NY, persuaded the Boy Scouts of America to set aside a day for the “First Americans,” and they did so for three years.

Although the Congress of the American Indian Association formally approved a plan regarding an annual day of recognition in 1915, there is no record of a national day

being proclaimed until 1990, when President George H. W. Bush approved a joint resolution designating November as “National American Indian Heritage Month.”

Similar proclamations have been issued each year since 1994.

Source: US Dept. of the Interior, Bureau of Indian Affairs



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STRATEGIC WORKPLACE SOLUTIONS, LLC

**71 Broadway, Suite 201
Asheville, NC 28801**

Phone: 828-545-6130

info@strategic-workplace-solutions.com

SWS helps organizations to:

Improve individual and organizational performance

Identify and resolve HR challenges

Enhance employee relations/communications

**The right human resource decision today
improves your profitability tomorrow.**



Strategic Workplace Solutions News

Carol will be representing the WNC Human Resource Association at the 2007 Society for Human Resource Management (SHRM) Annual Leadership Conference.

This conference brings chapter leaders together for three days of intense leadership and networking activities. A highlight of the conference is the open house at SHRM's international headquarters.

The Leadership Conference is just one of many ways that SHRM helps local chapters to advance the HR profession and serve the HR professional.

Carol was selected to present a program for the Smoky Mountain Human Resource Association.

"The HR Leader as Organizational Change Agent: A Strategic Approach" will be offered at the chapter's November 29th meeting on the campus of Western Carolina University.

This program has been approved for 1.5 HRCI recertification credits.

Members/Guests may register at: judy.barclay@drakesoftware.com



We are grateful for our many blessings this Thanksgiving season.

We wish you a safe and joyful celebration.

Happy Thanksgiving!