



Human Resource Leadership for Improved Profitability

STRATEGIC WORKPLACE SOLUTIONS, LLC

# The Lighthouse Report

SEPTEMBER 2007

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## Legal Update: Jobs for Veterans Act

**This Act applies to certain federal contractors and first step subcontractors.**

A final rule implementing the nondiscrimination and affirmative action provisions of the Jobs for Veterans Act of 2002 (JVA) was published by the Office of Federal Contract Compliance Programs on August 8, 2007.

There are three basic changes.



1. JVA increased the threshold of covered federal contracts from \$25,000 to \$100,000.

2. JVA expanded the categories of veterans pro-

TECTED by the affirmative action provisions of the law.

3. JVA changed how covered contractors must list job openings.

The final rule was effective September 7, 2007 and applies to Government contracts entered into on or after December 1, 2003.

For more information about the JVA: [www.dol.gov/esa/regs/compliance/ofccp/JVA%20release.pdf](http://www.dol.gov/esa/regs/compliance/ofccp/JVA%20release.pdf)

## EEO-1 Report Is Due - 9/30/07

The Equal Employment Opportunity Commission (EEOC) collects workforce data from employers with more than 100 employees (lower thresholds apply to federal contractors). **Employers meeting the reporting thresholds have a legal obligation to provide the data; it is not voluntary.**

For most private employers, the data is collected using the EEO-1, otherwise known as **The Employer Information Report**. This information is used for a variety of purposes including enforcement, self-assessment by employers, and research. The EEO-1 collects data about gender and race/ethnicity by job group. This information is shared with other authorized federal agencies in

order to avoid duplicate collection of data and reduce the burden placed on employers. Although the data is confidential, aggregated data is available to the public.

**The filing deadline for the 2007 EEO-1 is September 30, 2007.**

Two major changes are effective for the 2007 report. For information regarding these **new EEO-1 requirements**, see page 3.

For answers to frequently asked questions about the EEO-1, see the EEO-1 Q & A sheet at: [www.eeoc.gov/eeo1/qanda.html](http://www.eeoc.gov/eeo1/qanda.html)

Source: US DOL website

# Meet SWS Team Member Carolyn Worthington

With more than 25 years of leadership experience in education, healthcare, and human resource development and administration, Carolyn has provided innovative approaches to challenges and strategic efforts within a variety of organizations.

Carolyn joined Strategic Workplace Solutions, LLC as a Senior Consultant in October of 2006. Prior to her early retirement at the end of 2005 from Mission Hospitals where she served as Director of Human Resources/Child Development Center/Staff Health Services, Carolyn was Human Re-

sources Director for Blue Ridge Healthcare in Morganton and Valdese, NC, with responsibility for the human resources and training functions for the system's two acute care hospitals, three long-term care facilities, and several physician practices.

Carolyn was recruited to North Carolina from Atlanta in 1995, having served for eight years as director of education and human resources consultant at Columbia/HCA West Paces Medical Center.



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***“First, you have to define your expectations for work performance and behavior. Then, you have to communicate them to your employees.”***

## Performance Management - Expectations

Your goal, as a supervisor, is for your employees to become competent and independent. How can you help them to get there?

First, you have to define your expectations for work performance and behavior. Then, you have to communicate them to your employees.

This sounds so simple, but

when you urgently need a new employee to get started, the clear communication of expectations can unintentionally be overlooked.

Your first contact is typically during the selection process. Make good use of this time to role model the behavior you would expect the applicant to exhibit as your em-

ployee. For, example, if punctuality is important in your organization, start your interview on time.

Be sure that your job description accurately describes the primary duties as well as performance expectations.

**Next issue:** Key components of an effective orientation program.

## Carolyn Worthington, cont'd.

Carolyn also served as adjunct professor in the College of Business Administration at Georgia State University. Her previous work was in Georgia hospitals and schools as a healthcare professional, educator, consultant, and director of educational services and marketing.

Carolyn's undergraduate degree is

in Education from the University of Georgia in Athens, and her Master's degree and Doctorate in Human Resource Development are from Georgia State University in Atlanta.

Carolyn is a past-president and current member of the Western North Carolina Human Resources Association, a member of the Society for

Human Resources Management, a Board member of the Diana Wortham Theatre, a graduate of Leadership Asheville, Vice President of the Woodfield Homeowners' Association, a member of the Personnel Committee of Smart Start, and active in various other community groups. Carolyn is committed to lifelong learning and helping individuals and organizations reach their full potential.

## EEO--Affirmative Action--Diversity: What's the Difference?

**Equal Employment Opportunity** (EEO)-related federal laws prohibit discrimination based on specifically identified characteristics, including race, color, national origin, sex, religion, age, citizenship, disability, and military/veteran status. States typically have their own EEO-related laws, which may identify additional protected characteristics.

You discriminate against an applicant or employee when you treat him/her differently because of a legally protected characteristic. Harassment is a form of discrimination where an applicant or employee is subjected to unwelcome behavior or condition that is based on a legally protected characteristic. This unwelcome behavior is severe and/or pervasive enough to interfere with the person's ability to do their job, resulting in an offensive, intimidating, or hostile work environment.

Whether or not the EEO laws apply to your business is

typically determined by the number of employees you have.

For a free chart of federal EEO-related laws and their criteria for applicability, send your request to: [info@strategic-workplace-solutions.com](mailto:info@strategic-workplace-solutions.com)

**Affirmative Action** refers to specific activities that certain federal contractors (and first step subcontractors) must conduct in order to both prevent discrimination and address barriers to employment that have prevented women, minorities, individuals with disabilities, and/or certain veterans from being hired/promoted at your company.

These employers must conduct a self analysis to determine if they have any employment barriers for the identified groups. This self-analysis is used to develop an Affirmative Action Plan, which establishes goals and timetables to address problem areas.

If you are a federal contractor

or subcontractor and are not sure if the affirmative action requirements apply to you, you may contact us or go to the Office of Federal Contractor Compliance Programs at: [www.dol.gov/esa/ofccp/index.htm](http://www.dol.gov/esa/ofccp/index.htm)

All organizations have **diversity**, which is the simple existence of differences. Some differences are visual, but most are not. These differences affect how people interact with each other. When differences are not only acknowledged, but valued, your employees are encouraged to work together.

When your employees work comfortably and cooperatively together, productivity increases and retention improves. Studies have shown that positive work relationships and good communications help employees to do their best work.

A diverse workforce helps you to better serve diverse customers/clients. And, that is always good for business.

*“Diversity is the existence of differences. Diversity exists in all organizations. It's what you do with it that counts.”*

## Use the New EEO-Report

In 2007, the EEO-1 report was modified. One change involved dividing the job category of "Officials and Managers" into the following two levels: Executive/Senior Level Officials and Managers and First/Mid Level Officials and Managers. These subcategories are intended to mirror the employers own well

established hierarchy of management positions. Smaller employers should do the best they can to report their management employees in the appropriate categories.

The revised race/ethnic categories include:

- Hispanic or Latino (H/L)

- White (not H/L)
- Black or African American (not H/L)
- Native Hawaiian or Pacific Islander (not H/L)
- Asian ((not H/L)
- American Indian or Alaska Native (not H/L)
- Two or more races (not H/L)

For more detail regarding these categories: [www.eeoc.gov/eeo1/qanda-implementation.html](http://www.eeoc.gov/eeo1/qanda-implementation.html)



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

**SWS helps organizations to:**

Improve individual and organizational performance

Identify and resolve HR challenges

Enhance employee relations/communications



## Strategic Workplace Solutions News

SWS welcomed North American Roofing Systems, Inc. as a new client in August.

Since North American Roofing Systems was founded in 1979, it has steadily expanded its roofing product lines and services. After the turn of the century, the company name was changed to North American Roofing Services, Inc. to better reflect its comprehensive roofing system choices. The company's corporate offices are located in Asheville.

**WCBJ 2007 Diamond Award**  
SWS President Carol Rovello

was one of 12 business women selected for the Western Carolina Business Journal 2007 Diamond Award. Winners of this annual award are selected for their outstanding business leadership by an independent panel of judges.

The awards were presented by Victoria Dunkle, of WLOS, and Rick Corbett, publisher of the WCBJ, during an awards luncheon on August 15th.

**NC SHRM State Conference**

We are excited to report that this conference sold out before the end of the early bird period!

SWS will have a table at the Exhibitor's Hall all day on Thursday, September 27th. In addition, Carol is presenting a concurrent session on Thursday from 1:00 to 2:30 in the Coolidge Room at the Grove Park Inn. "Building Teams Across Difference" is an interactive session that explores both the benefits of teams and the opportunities and challenges presented by differences among team members.

If you are planning to attend the conference, please stop by and say hello.