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Central Arkansas Human Resources Association
Chapter 090

The Interview

Transforming the Culture

It’s hard to define but it makes the difference between a great company and one that just gets by. Working in an organization with a poor culture can take its toll on employees and ultimately impact the bottom line. Come and learn how you can diagnose culture problems and formulate strategies for creating a strong, positive culture in your organization.

Panel Discussion that will address how to deal with negativity that drives the work culture.

Rick Roderick, J.D.  
Louise Miller, Ph.D  
Peter-Paul Seidenschnur, Ph.D

Union Station’s - Next Level Events
Genesis III Room
(formerly Slick Willy’s)
1400 West Markham
Little Rock, AR 72201

Going east on W. Markham, turn left onto Woodlane
You will see the train station and parking lot ahead.

Luncheon Agenda - July 13, 2006

11:15 a.m. Registration  
11:30 a.m. Lunch  
12:00 p.m. Opening Remarks  
1:00 p.m. Adjourn

$13.00 Members  
$16.00 Non-members and Guests  
$10.00 Students  
$15.00 Members without a reservation

Please make reservation by Tuesday, July 11th  
If you make a reservation and do not cancel, you will be billed.
Our Speakers

Richard (Rick) A. Roderick is a Director in the firm of Cross, Gunter, Witherspoon & Galchus, P.C. He received his Bachelor of Science degree in mathematics and Master of Science degree in operations management from the University of Arkansas and his Juris Doctor from the University of Arkansas School of Law at Little Rock.

Mr. Roderick has over 20 years of human resources experience having served in various executive management positions, including Executive Director of Human Resources with a large multi-state corporation. He has extensive experience in labor relations, union negotiations, and employment law. Mr. Roderick works primarily in the areas of wrongful discharge, employment discrimination, unfair labor practices, and wage and hour matters. He also advises management regarding human resources systems, policies and procedures, and performs supervisory training, and is a frequent speaker on labor and employment law matters.

Mr. Roderick is a member of the American Bar Association and is past Chair of the Arkansas Bar Association's Labor and Employment Law Section.

Louise Moore Miller is an industrial/organizational psychologist who provides management consulting services to business, industry and government organizations. She holds the M.S. and Ph.D. degrees in psychology from Memphis State University in addition to the B.S. in chemical engineering from the University of Arkansas. She has had extensive experience as a practicing manager, teacher and consultant in a broad range of organizations. She first established her consulting practice, Management Psychology Services, in 1977. Services are directed toward helping organizations identify problems, analyze opportunities, and change management processes, relationships or systems to optimize the motivation and productivity of people. Special areas of interest include management and employee development, team development and performance management.

In addition to her consulting experience, Dr. Miller served for nine years as Senior Vice President of Human Resources for Systematics, Inc. (now Fidelity Information Services). She has also worked extensively with Zenger-Miller, Inc., one of the leading providers of skill-based training in leadership and teamwork.

Dr. Miller has maintained continuing involvement in professional and community service activities. She is a member of the American Psychological Association, the Society for Human Resource Management and the Arkansas Personnel Association. She is a former member of the Little Rock Chamber of Commerce Board of Directors, and currently serves on the Youth Opportunities Unlimited Board of Directors.

Peter-Paul Seidenschnur, Ph.D is Vice President of Bensinger, Du Pont & Associates and Director of Emax, a private consulting firm for creating drug free work place and providing employee assistance services.

He has 23 years in the employee assistance field. He has worked with the nuclear industry and state police for many years. His experience includes critical incident debriefing, drug & alcohol training, security and violence in the workplace, stress management, organizational efficiency, etc.

He is a frequent presenter locally and nationally. Peter-Paul is a member of numerous professional groups.
House Panel Recommends Minimum Wage Boost

WASHINGTON (AP) — In a surprise move, a House panel voted Tuesday for a hike in the minimum wage from $5.15 to $7.25, which would be the first increase in a decade.

In a surprise move, a House panel voted Tuesday for a hike in the minimum wage from $5.15 to $7.25, which would be the first increase in a decade.

But the move by the Appropriations Committee, as an amendment to a bill funding health and education programs, is likely to be stripped out when the measure comes to the House floor.

That's because the panel does not officially have jurisdiction over the issue, and Rep. Howard McKeon, R-Calif., chairman of the Education and the Workforce Committee, said will strike the provision on the floor.

McKeon said he has no plans to move a stand-alone bill raising the minimum wage.

Seven Appropriations panel Republicans voted with Democrats to approve the wage hike on a 32-27 vote: John Sweeney and Jim Walsh of New York, Ray LaHood of Illinois, Jo Ann Emerson of Missouri, Don Sherwood of Pennsylvania and Mike Simpson of Idaho.

"Now we'll see what they do with it," said Minority Leader Steny Hoyer, D-Md., who sponsored the wage hike, based on a bill by Rep. George Miller, D-Calif., to raise the wage in three increments over two years. "We're going to make a very pointed issue out of this."

When adjusted for inflation, the $5.15 per hour wage is the lowest it has been for 50 years, according to a study by Center for Economic and Policy Research, a liberal-leaning think tank.

"The minimum wage is lower than it has been at any time since 1956," said Miller, the top Democrat on the House Education and the Workforce Committee. "Congress' refusal to raise the minimum wage shows an utter disrespect for millions of Americans who work hard every day and still struggle to meet even the most basic needs."

But Republicans counter that raising the wage would provoke inflation and lead to job losses, especially for young people just entering the job market.

At $5.15 per hour, a worker who works 40 hours a week for 52 weeks a year earns $10,712 per year.

Arkansas to Increase Minimum Wage in October

During a the first Extraordinary Session in April, the General Assembly passed Act 15 to increase the minimum wage. Effective October 1, 2006, the minimum wage in Arkansas ($5.15 an hour) will be increased from $1.10 to $6.25 an hour.

The bill, sponsored by Rep. Benny Petrus (Speaker of the House for the 2007 Regular Session) and co-sponsored by several other legislators, was signed into law Monday, April 10, 2006, by Governor Mike Huckabee. The Arkansas Democrat Gazette reported on April 12, 2006, "The minimum wage increase passed by the Legislature was part of a compromise with a campaign that wanted to put a $1.00 minimum wage increase on the November general election ballot. That proposal would have included in the increase in the state's constitution, making it harder to change, and would have required an annual inflationary adjustment."

ARSHRM will work to get clean-up legislation passed in the 2007 Regular Session to address certain changes made to the exemptions. The Arkansas State Chamber and the Arkansas Department of Labor have been contacted about our position and hope to get it through the next session without any problems.
If employees respond favorably when furnished with the most routine and perfunctory training opportunities, imagine how gratified they will be to find an employer both genuinely interested and heavily invested in their careers.

An emerging school of thought, aptly termed by Mercer Human Resource Consulting "the career joint venture," challenges benefit managers to regard career development as a three-way partnership between the employee, the employee's manager and the organization. Instead of writing career training off as a pure perk and just another drain on the budget, the joint venture integrates career development into overall business strategy.

Mercer has been applying joint venture techniques for about half a dozen years. Last year, it rounded up those ideas in a white paper.

"We've had a lot of clients coming to us to work on career solutions," says Kim Nugent, a Mercer principal who co-authored the white paper. She offers examples of companies fighting drastic turnover or staffing key positions for an expansion or product launch.

Mercer contends its approach can help an organization build brand, attract and keep key talent, and motivate employees. Adopting career joint venture principles can replenish the internal talent pool and fortify key positions.

From this perspective, establishing a career program can be regarded as an investment in human capital. Mercer bandies "integration" as its watchword for the program - making sure the goals and interests of both company and employee line up.

In ideal form, the program involves six key components: defining career commitment, identifying talent dynamics, building career infrastructure, making people decisions, executing actions, and achieving career outcomes that lead to improved business results.

Nugent cites two prerequisites for making career joint ventures work: having the CEO on-board and offering commensurate compensation to personnel as they motor along their career paths.

Mercer's avant-garde thinking on career training comes at a time when recruitment and retention is foremost on every employer's mind. Employee surveys have cited issues related to career development as 6 out of the top 10 drivers of their commitment. An aging workforce is also exacerbating the need for cultivating new talentship more," Nugent says.

How to grow in Ohio
Mercer didn't look very hard to find a guinea pig to put the career joint venture plan in action. Adena Health System, a two-hospital network near Columbus, Ohio, adopted much of Mercer's joint venture career training as part of its aggressive expansion plans to grow by more than 50%. Adena recognized that achieving such growth would depend on the ability to attract and retain nurses, therapists and technicians, professions plagued by shortages.

"We said, We're going to have all this expansion, we need to know where we're going to get these people," recalls Debra Palmer, training director for Adena.

With Mercer's help, Adena instituted leadership workshops, a talent review process that goes all the way up to company president, and a talent investment program that sends 15 medical professionals a year back to school full-time with salary and benefits.

As a result, annual turnover has continued to drop, down to 9% from 12%. Adena has identified 110 high-potential employees it intends to groom for leadership positions. But the most dramatic results could be seen in the OR in April, where the hospital conducted its first open-heart surgery.

Nugent, who spoke on global career management at WorldatWork's annual conference last month, has found international colleagues perplexed by Americans' often consuming obsession with the bottom-line of compensation.

"In countries like India and China there is often more focus on learning and being challenged enough," she says. "It's going to become more interesting as we become more of a global economy, for us to find out how different cultures value learning and development."
Hurdles to Cross Cultural Business Communication

International businesses are facing new challenges to their internal communication structures due to major reforms brought about through internationalization, downsizing, mergers, acquisitions and joint ventures.

Lack of investment in cross cultural training and language tuition often leads to deficient internal cohesion. The loss of clients/customers, poor staff retention, lack of competitive edge, internal conflicts/power struggles, poor working relations, misunderstandings, stress, poor productivity and lack of co-operation are all by-products of poor cross cultural communication.

Cross cultural communication consultants work with international companies to minimize the above consequences of poor cross cultural awareness. Through such cooperation, consultancies like Kwintessential have recognized common hurdles to effective cross cultural communication within companies.

Here we outline a few examples of these obstacles to cross cultural co-operation:

**Lack of Communication**

It may seem obvious to state that non-communication is probably the biggest contributor to poor communication. Yet it continues to prove itself as the major problem within most companies.

Lack of communication with staff is not solely due to lack of spoken dialogue. Rather it relates to access to information.

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**Lunch break becomes briefer as 'hour' shrinks**

by Stephanie Armour, USA TODAY

What lunch hour? More employees today are forgoing the traditional long lunch and taking an abbreviated afternoon break instead, using the time they'd normally eat to keep working or get other errands done.

It's a sign of just how time-starved employees have become: More than half of employees take 30 minutes or less to eat, according to a survey of more than 1,000 workers on behalf of KFC.

Sixty-three percent say the lunch hour is the biggest myth in office life today.

American workers today are taking less time for lunch than they used to. Fifty-five percent of workers take half an hour or less, according to a 2005 study by Grand Rapids, Mich.-based office furniture maker Steelcase.

Workers in 2005 were spending 14% less time breaking for lunch — 31 minutes — compared with 1996, when workers spent an average of 36 minutes a day for lunch.

Blame it on too much work, not enough time for personal errands, the value of face time and greater productivity demands.

Riza Berkan, CEO of New York-based Hakia, a search engine, has employees in Turkey, England, India and Russia.

Trying to accommodate the different time zones means his lunch is usually downing something small while walking the streets of Manhattan.

"It's the nature of business today," Berkan says.

Some lunches are being forfeited by employees, but companies also have come under fire for not granting their workers enough of a break.

In 2005, a California jury awarded more than $172 million to more than 100,000 current and former Wal-Mart workers who claimed they were illegally denied lunch breaks and asked to clock back in before their breaks were over.

Executives, professionals and other non-hourly employees are generally not entitled under federal law to any break for lunch, according to Robin Bond, an employment lawyer in Wayne, Pa.

(See Shrinks on page 6)
But employees who are paid hourly or who are covered under union collective bargaining agreements typically are supposed to get regular breaks, including a 30-minute lunch for five hours of work.

Employers could face legal claims from eligible hourly workers who aren't given those breaks, or even from eligible employees who voluntarily work through lunch.

Some states, such as California, also have their own statutes mandating lunch breaks for workers.

"I see more and more in our culture where being overworked is a badge of courage. It's a major mistake to let work encroach even further on this time," Bond says.

"People really need a break."

---

**Shelter Needs**

The following items are greatly need by Women & Children First:

- Cleaning Supplies
- Toilet Paper
- Children's over the counter medications
- Children's shorts, sandals and bathing suits - all sizes
- Juice boxes and snacks

**ALSO NEEDED:**

Cell Phones. When you get an upgrade, don't throw your cell away— donate it to Women & Children First. Phones are given to clients for use as 911 phones and added safety. Remaining phones are given to another company for recycling. WCF receives funding from the company for the phones collected.

If you would like to donate any of these items, call:

Nancy Martinsen, PHR  244-2332  •  Martha Jones, PHR 6-8200
TOPICS YOU WILL HEAR:
- Being a Better Leader with NFL Referee, Walt Coleman
- Hiring Basics: Hiring the Right Person the First Time
- Evaluating, Appraising, and Providing Feedback to your Employees
- Improving Employee Retention
- Tools Every Manager Needs
- Dealing with Problem Employees
- Handling Employee Issues & Complaints
- Keeping You and Your Company out of Legal Trouble
- Basic Labor & Employment Laws
- Managing the Intergenerational Workforce
- S.E.L.F. Profile: Understanding How Behavioral Styles Affect Teamwork
- Changing Your Work Culture - A Peacock in the Land of Penguins

WHO SHOULD ATTEND:
All levels of managers and supervisors from the newly promoted to the senior level manager.

REGISTRATION COST:
$50.00 per person, includes lunch.
Visit www.wcashrm.org for registration information or call 501-244-2332.

REGISTRATION COST
$50.00 per person, includes lunch
Registrations received after 8/1/06 or on-site: Add $10
Submit separate registrations for each registrant.

Full refunds, less a $10 fee per person, will be made if cancellations received in writing by C.O.B. 7/24/06. Cancellations received after 7/24/06 and no-shows are non-refundable. Substitutes allowed.

VENDOR BOOTH
$175.00 Booth and one (1) free registrant
$50.00 Additional representative from Company

WHAT YOU WILL HEAR:
Born out of need and demand, the Conference is intended to educate and motivate HR professionals in legislative issues vital to the HR profession and Arkansas employers. In addition, the conference focuses on important employment law trends and updates and lawmakers will discuss current and pending legislation affecting employers.

We are always excited about featuring Keynote Speakers of state or national prominence that bring extra special interest to our conference program. This year, we will go to the William J. Clinton Presidential Library and Museum for a tour, and a reception to be held in the Great Hall at the Library.

BE A SPONSOR!
Contact a committee member for more information!

Diamond Level New This Year!
( Opportunity for Individual Event Sponsorship—Minimum $3,000)
Special Recognition for ONLY the Individual Sponsor at their Sponsored Event!
Two (2) Gratis Conference Registrations, and all other benefits listed under Platinum Level below.

Platinum Level ($1,500)
Listed in hand-outs/mailings/web site
Table Top Cards at luncheons
Link to company on conference web site
Special feature Ad in on-site Conference Program
Signage adjacent to meetings
One Gratis Registration
Exhibit Space adjacent to meetings
(limited and on “first come/first served” basis)

Gold Level ($1,000)
Listed in hand-outs/mailings/web site
Table Top Cards at luncheons
Link to company on conference web site
Special feature Ad in on-site Conference Program

Silver Level ($650)
Listed in hand-outs/mailings/web site
Table Top Cards at luncheons
Link to company on conference web site

Bronze Level ($300)
Listed in hand-outs/mailings/web site
Table Top Cards at luncheons

WATCH FOR MORE REGISTRATION DETAILS.

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Rebecca Miller
Committee Member
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Our Foundation at Work: The Masters Series

When you attend the SHRM Annual Conference, you'll have the opportunity to participate in the Masters Series. The SHRM Foundation sponsors this series of in-depth learning sessions featuring internationally known experts in the field of management science. The Masters Series focuses on timely and provocative issues that affect your career and industry. Open to all attendees, these senior-level programs offer insight into the HR profession from thought-leaders and top academicians. For more information on Foundation sponsored educational programs, visit www.shrm.org/foundation.

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

SHRM FOUNDATION
REGIONAL SCHOLARSHIPS
DEADLINE - JULY 15, 2006

$50,000 in the Southwest Central Region Scholarships Available

One tangible benefit of the SHRM Foundation is its support of scholarships for SHRM members. The Regional Scholarship Program will award 60 scholarships totaling $50,000 in 2006. The awards program is designed to assist working SHRM members in meeting their professional development goals. SHRM members pursuing a college degree or professional certification are eligible to apply for either a $1300 education scholarship or a $600 certification scholarship. Twelve scholarships will be awarded in each of the five domestic regions (Northeast, Southeast, North Central, Southwest Central, and Pacific West regions), so applicants compete only with members in their own area. (Members outside the U.S. are also eligible to apply.) The application deadline is July 15, 2006. You must be a National SHRM member to apply. Student members and non-shrm members belonging to local chapters only are also not eligible.
Welcome New Member
The following members were approved at the June Board meeting.

Derek Moore, SPHR
Director of Career Services
Remington College
19 Remington Dr.
Little Rock, AR  72209
(501) 312-0007    Fax: (501) 225-3819
derek.moore@remingtoncollege.edu
CAHRA Professional

2006 Calendar of Events

<table>
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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>August 10</td>
<td>Legislative RoundTable Legislators from the Central Arkansas Area</td>
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<td>September 14</td>
<td>Pre-Session: Domestic Violence</td>
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<td>HR Millionaire Preparation for HRCI Certification Exam</td>
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<td>October 12</td>
<td>Diversity Summit Clinton Library</td>
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<td>November 16</td>
<td>Honors Night Volunteerism Johnny Taylor</td>
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<td>Chair, SHRM Board of Directors Union Train Station</td>
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<tr>
<td>December 7</td>
<td>Those Tricky Triangles C. W. Miller</td>
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<td></td>
<td>Custom Training Concepts</td>
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HR CERTIFICATION
R e s p e c t.  C r e d i b i l i t y.  C o n f i d e n c e.

Want all that? Get certified this winter! Register now for the next testing window, December 1 - 31 for the GPHR and December 1 - January 31 for the PHR and SPHR. The regular registration deadline is September 30.

Download and read the HRCI Certification Handbook and then apply online today.

Track Your Points

CAHRA members have received top-quality programs this year, as recognized by the Human Resource Certification Institute (HRCI). To date, 3 of our programs have received recertification credit hours toward PHR and SPHR recertification. Look for more to come!

Those of you who are tracking points will want to include the following on your recertification account:

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tr>
<td>April 13</td>
<td>ROI, The Bottom Line</td>
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<td>May 11</td>
<td>Harassment - How to Detect,</td>
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<td>Investigate, Take Action</td>
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<td>May 11</td>
<td>Selecting a Financial Vendor -</td>
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<td>July 13</td>
<td>Changing the Culture</td>
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TOTAL POINTS  4.00
The seminar will feature three tracks:

- **Personal Effectiveness**
- **Business Skills**
- **Employment Law**

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**Taylor to Speak at Honors Night**

Johnny Taylor is the Senior Vice President of Human Resources for IAC/InterActiveCorp and has overall responsibility for the human resources strategy and execution for the Company. IAC, parent company to well known companies like Ticketmaster.com, LendingTree.com, AskJeeves, and Home Shopping Network, operates leading and diversified businesses in sectors being transformed by the internet, online and offline.

Most recently, Mr. Taylor served as the Senior Vice President of Human Resources for LendingTree and the other businesses in the IAC financial services and real estate division. Prior to joining LendingTree, Mr. Taylor was President of McGuireWoods HR Strategies LLC, a human resources consulting subsidiary of the McGuireWoods law firm and served as Executive Vice President, General Counsel and Secretary for Compass Group USA, Inc. Previous to that, Mr. Taylor spent more than eight years in senior executive human resources and legal positions with Viacom subsidiaries, Blockbuster Entertainment and Paramount Pictures.

Mr. Taylor is the Chairman of the Society for Human Resource Management (SHRM), one of the world’s largest professional associations with more than 207,000 members in 100 countries. He also serves on the following professional and community organizations boards: Drake University Board of Trustees; University of Miami President’s Council; Queen’s University/McColl School of Business Board of Visitors; and the Charlotte Law School Board of Trustees.

Honors Night will be held at the Union Train Station on Thursday, November 16. SHRM Chapters statewide are invited to participate.
Stephen Gower is the country's foremost behavioral modification specialist in the area of perception and assumption and is billed as "Your Performance Resource." His success is attributed to his experience and his energy. As best selling author of eleven books, a Certified Speaking Professional, and one who has given more than 4,000 presentations, Stephen is internationally recognized for his explosive energy and his fresh approach to leading change. CEO's, Human Resource Development Professionals, and their teams describe Stephen as captivating, humorous, and insightful. His dynamic content is built upon 30 years of study and experience.

He will speak to us on "Perception: What Do They See When They See You Coming?"

How they perceive you is your business! Your introspection can lead you to a second opinion ... their opinion! Discover the eight critical areas of perception.

Join CAHRA for our Diversity Summit on Thursday, October 12th
William J. Clinton Presidential Library

Our other distinguished speakers include:

Adam Arroyos, Ph.D, is Director of Diversity and Inclusion Initiatives at SVI, an organizational development company. He has a passion for researching and developing diversity and inclusion initiatives, which has reflected throughout his career. Adam has also undertaken several research projects on diversity and inclusion that have sought to assess and improve practice through empirical research.

Shawn Coker is the Vice President of Diversity Business Practices for Tyson Foods, Inc., based in Springdale, Arkansas. Shawn is responsible for designing strategies and implementing programs to recognize, retain, attract, and develop diverse talent among the Tyson Foods workforce. His broad base of experiences as a human resources generalist and a corporate diversity leader has enabled him to have an immediate impact on the company's diversity initiatives, which are being implemented among both internal and external stakeholders.

Myra Holloway is Vice President of Human Resources for Heifer International. In this position, she is part of Heifer’s strategic team. Their focus is on strategic, long-term opportunities for the entire organization in an effort to provide continual direction.

Registration: 8:00 a.m.
Event: 8:30 a.m. - 4:00 p.m.

Registration Fees:
CAHRA Members/SHRM Chapter Members/SHRM Members At-Large: $100.00
Non-Members: $125.00

Lunch is included

WATCH FOR MORE INFORMATION COMING SOON!
Job Opportunity

Senior HR/Organizational Performance Specialist

Barloworld Truck Center, a leading distributor of heavy and medium-duty trucks and a division of Barloworld Industrial Distribution, currently has an opening for a Full Time Senior HR/OP Specialist in the Little Rock, AR area.

The successful candidate will be responsible for complete HR/OD services, including:
- Maintaining a thorough understanding of business strategic and financial plans; developing a customized HR/OP Services Plan to manage delivery of services to contribute value to business success
- Actively support our Value Base Management and Employee Value Creation initiatives
- Enabling the recruitment and orientation of high performing talent
- Developing leaders and teams, including effective succession planning and team and individual development planning, and delivery of training
- Enabling effective performance management, recognition, and rewards
- Contributing to and leading continuous improvement projects

Candidates must have:
- Bachelor’s degree in HR, Organization Development, Business or equivalent experience. Masters preferred.
- 4-6 years HR/OD experience; preferably with an organization across multiple states/sites
- Excellent customer service orientation and ability to work effectively with individuals at all levels of the organization
- Problem solving capabilities; prefer experience in total quality management or Six Sigma
- Ability to travel as needed
- Proficient with Microsoft office products and HR information systems (ADP, SAP preferred)

If interested, please send resume to Randall Bauder via e-mail at rbauder@handling.barloworld.com or via fax at 704-588-4266.

Barloworld Industrial Distribution offers an excellent benefits package.

Barloworld is an EOE.

STRATEGIC HR CONFERENCE

Think and act strategically and learn from the experts!

October 4-6, 2006
The Westin Kierland Resort & Spa • Phoenix, Arizona

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The INTERVIEW is published by volunteers of the Central Arkansas Human Resources Association, a Chapter of the Society for Human Resources Management, for its members. Any information or correspondence for this publication should be directed to:

CAHRA  
P. O. Box 251824  
Little Rock, AR  72225

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On The Move? On the Go? Let Us Know!  
Have you recently made a change (new address, title, etc.)? We want to know! Use this form to mail to:

CAHRA  
P. O. Box 251824  
Little Rock, AR  72225

Email: info@cahra.info  
Phone: (501) 244-2472  
FAX: (501) 244-2333

---

Name
Title
Company
Address
City  State  Zip
E-mail Address

---

Central Arkansas Human Resources Association  
P.O. Box 251824  
Little Rock, AR  72225