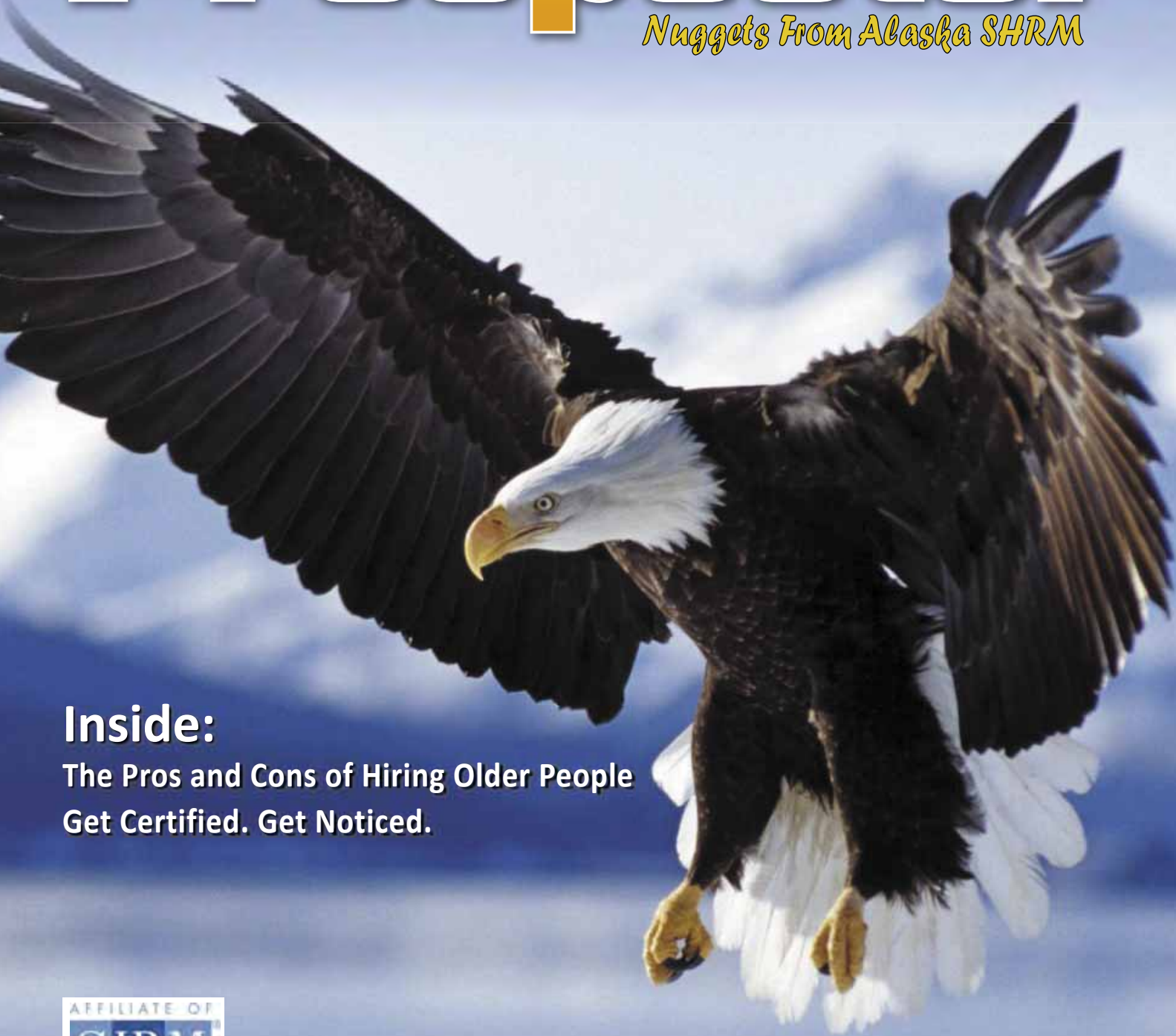


Council Prospector

ISSUE 1 | 2013

Nuggets From Alaska SHRM



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The Pros and Cons of Hiring Older People
Get Certified. Get Noticed.



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The Pros and Cons of Hiring Older People

Robert Morgan, The Seattle Times

It used to be that most people died soon after retirement at 65. Those days are gone, and they aren't likely to come back anytime soon. As a responsible business owner, it's important to understand the benefits and risks behind hiring someone older.

Pros:

- They are already trained and experienced.
- They have a strong work ethic.
- They are often more loyal.
- They have a wealth of knowledge.
- They are often more physically fit than younger people.

Cons:

- They may have higher salary expectations.
- They may have more health issues.
- They may have more family commitments.
- They may have more difficulty learning new technology.

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Get Certified. Get Noticed.

The ASHRM Education & Certification Preparation Network is an exciting and fun way to gain HR professional certification and get noticed in your field. The network is designed to help you gain the knowledge and skills you need to succeed in your career. The network is designed to help you gain the knowledge and skills you need to succeed in your career.

2013 FALL SCHEDULE

2013 FALL SCHEDULE	2013 SPRING SCHEDULE
October 15 - November 15	February 1 - March 15

Interested in participating in ASHRM's Education & Certification Preparation Network? Visit the website at www.alaskashrm.org or contact us at info@alaskashrm.org.



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THEIR COMMITMENT KNOWS NO BOUNDS NEITHER SHOULD OURS



Alaska State Senator Kevin Meyer signed an employer Statement of Support with the Alaska Committee ESGR. Pictured are: Dick Dau ESGR, Chris Nelson ESGR, MG Tom Katkus Adjutant General Alaska National Guard, Charlie Smith ESGR, Senator Kevin Meyer. Photograph taken by Bob Anderson, ESGR

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Mission Statement

The mission of the Alaska State Council is to be a strategic partner with individuals, businesses, community organizations, SHRM and NHRMA in order to encourage the advancement and knowledge of dedicated human resources professionals by providing communication and professional development resources throughout Alaska.



Alaska SHRM State Council **message**

Patty Hickok, SPHR, GPHR



Happy New Year!

In behalf of the Alaska SHRM State Council Board of Directors, we want to wish you a safe, healthy and happy 2013!

The New Year brings a board you are already familiar with. We are pleased to have the majority of our board members continue. We welcome new chapter Presidents Molly Webb and Teresa Brand Sharpe, representing the Anchorage and Fairbanks chapter respectively and Barbara Burke (Anc), as our Membership Director.

2012 was a banner year for the Alaska SHRM State Council, and we would like to share some of our accomplishments:

- **Financial Audit** – we conducted a much needed financial audit that allowed us to revise and create policies and procedures, ensured our books were in order using an automated system, and ensured that our tax filings were current. This allowed us to complete submission of our 501 (c) status, which we expect to receive at some point in 2013.
- **Community Involvement was at an all-time high** – we participated as presenters for various organizations, including Alaska Career College, APU, American Payroll Association Alaska Chapter and more. We also conducted a food drive for the Alaska Food Bank and continue participation in the Healthy Alaskans 2020 planning process.
- **Workforce Readiness** – we partnered with the Department of Labor and several other community organizations for the Hiring Our Heroes Career Fair where we assisted job-seekers with resume reviews, conducted two recruiting panels and answered questions.
- **Legislative Area** – we partnered with the Anchorage chapter to conduct a Legislative Event to educate our membership on the legislative process.
- **Diversity is essential in a place as diverse as Alaska** – we embarked on a mission to provide awareness on Alaska Native Culture in partnership with the Alaska Native Heritage Center.
- **Webinar Program continues to grow** – we held 6 complimentary and HRCI pre-approved programs this year reaching members throughout Alaska, and every so often a handful of guests from the Lower 48.

Happy New Year! | *continued on page 6*



Happy New Year! | *continued from page 5*

- **NHRMA Conference** – the conference was successfully held October 1-3 at the Den’aina Center, with over 350 people in attendance!
- **SHRM Pacific West Regional Council** – we participated in 100% of the meetings, which gives us a forum to not only network with colleagues in our region, but to have a direct voice to SHRM leadership and be able to advocate.
- **Scholarships** – we instituted a first ever \$500 scholarship for the HRCI Certification and for the Student Chapter Members.
- **SHRM Foundation** – we continue to contribute to this worthy organization that supports research and education in our field.
- **Capitol Hill Visits** – we were able to meet with our elected representatives in Washington, DC last November to lobby on behalf of our Alaska members.
- **Membership** – we increased member chapter affiliation and increased membership by 3%, giving us now 900 members throughout Alaska!!

Our 2013 Strategic Planning session is now in progress. We will share what we have planned for the year in the next publication.

Once again, we would like to thank each and every one of you for your

ongoing support and participation in our programs. Please check our website for information on our scholarships, certification resources, upcoming webinars, and more!

Happy New Year! ❁

Re: *Patty Hickok*

Patty Hickok
Director, Alaska SHRM State Council
hickok_p@yahoo.com

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The Pros and Cons of Hiring Older People

Susan Morgan, The newsLINK Group



8

It used to be that most people died soon after retirement at 65. Those days are gone, and they aren't likely to come back anytime soon. As a responsible business owner, it's important to understand the benefits and risks behind hiring someone older.

You already know the risks. In September 2006, the Society for Human Resource Management (SHRM) released the results from an email survey about hiring older workers that was sent to HR professionals.

Some HR professionals did report disadvantages:

- Older employees might be set in their ways and sometimes are not as adept at new technology as their younger

counterparts. They may need additional training, and they may lack flexibility.

- They might be old enough to have one or more chronic diseases, which makes them more expensive when it comes to medical care and insurance.
- They prefer flexible hours, but not all businesses can give them this benefit.

An older employee may have very real physical limitations that require accom-

modation. If the employee is on Medicare, there are earning limitations. You can also be sure that older employees are probably not going to stay with your business for thirty years, although they may well stay for ten or twenty. Older employees do value relationships more; there are benefits to this, but it is also true that relationships can affect efficiency and productivity. And although younger employees may not have the perspective yet to appreciate what older employees offer, that's a disadvantage for the younger employee, not the older one.

Interestingly enough, though, HR managers were positive about hiring older people. Some 71 percent of those surveyed thought older workers had invaluable career experience, but only 49 percent thought older workers



Perhaps the most compelling reason to hire older workers is this one. You need them. The truth is, there are more jobs than there are people to fill them.

didn't adequately keep up with technology, and only 36 percent thought health-care costs were an issue. These are not overwhelming statistics. The remaining percentages citing disadvantages were even lower; in fact, 24 percent said they didn't see any disadvantages at all to hiring older workers.

The top reasons for hiring older employees were as follows:

- Older employees have invaluable work experience, including diverse thoughts and approaches.
- They are usually able (and willing) to mentor younger, less-experienced employees.
- They can take on part-time or seasonal work. In fact, they often prefer it.
- They are reliable and have a strong work ethic.
- Older employees have a serious commitment to work, and they are loyal.
- Many times, they already have established, long-term networks of clients and contacts.

Of those surveyed in 2006, 100 percent thought hiring older people had advantages. Although these HR professionals were careful to note that it is wrong to stereotype any employee by age, they also said that older employees can make excellent team players and are often more patient than younger employees.

In fact, it is possible that some of the negative responses had more to do with bias than with reality. An article that appeared on Entrepreneur.com about hiring older employees echoed the results of the SHRM survey. It listed some reasons why it might be smart to hire older employees:

- Young employees can be careless. Older workers, who are dedicated to doing the best possible job, are often the ones who find and correct mistakes. That kind of person can potentially save your business a great deal of money along the way. For example, a 75-year-old clerical worker noticed that a mailing effort worth more than \$50,000 had a one-digit mistake in the zip codes. The mailing house and the marketing manager both missed this error; the 75-year-old did not. How many mistakes of that magnitude can your company afford to eat?
- Punctuality, honesty, and an insistence on doing things right even if it means staying late are old-fashioned virtues ... and older employees often have them in full measure. They take pride in what they do, and they can be extremely hard working.
- Training has as much to do with a willingness to listen and change direction as it does with having good hearing. Someone

who is older may actually be easier to train than someone who is younger, because older employees are less likely to need repeated reminders. Once they've got something, they don't usually just ignore it. Younger employees — impatient, ambitious, and not really team players yet — may do just that. Youth does not mean compliance. Sometimes it means rebellion.

- Older employees often have strong organizational skills. This is significant, because businesses lose about a million hours of work each year because of disorganization within the workplace.
- Most older people have developed communication skills and tact. They aren't seeing workplace politics for the first time, and they often know exactly how to deal with it.
- They aren't shy about sharing what they know, they tend to know a great deal, and they have the maturity to put it all into perspective. Sometimes younger employees are intimidated by the mere fact of being within an organization. Every company needs people who will speak up when it counts, but sometimes that's easier to do for older employees than it is for younger ones. It's like a 50-year-old taking a class from a 30-year-old professor. The dynamic is totally different than it would be for someone who is 18 years old and on campus for the first time. The older student will still be respectful, but will also have the confidence that comes from life experience.
- Their salary and benefits may be less expensive than those for someone who is younger. If they own their own home and have insurance from some other source, or even a pension from another company, they can focus more on what they want to do and less on just covering their living costs. Older employees may not be there for the money as much as they are for the satisfaction and involvement of still being productive and valued. If they have debts, they are very motivated to make sure they take home that all-important paycheck.
- It sets a good example. Employees are smart enough to know when a company respects all its employees, regardless of age, and older employees are often excellent models who are more than happy to mentor and train. And it is just smart business to teach the lesson that your business values diversity, including the diversity that comes from age. At some point, most employees will get older themselves. It's good for them to know they work for a company that values them regardless of age.

Perhaps the most compelling reason to hire older workers is this one. You need them. The truth is, there are more jobs than there are people to fill them.

Hiring Older People | *continued on page 10*



Hiring Older People | *continued from page 9*

- Even when the economy is bad, 20 to 30 million jobs still have to be filled. But you don't see many large families anymore in the U.S. Those who do have large families are often from other countries and may not have the same strength when it comes to education as those who are older.
- Most companies haven't thought far enough into the future. They have been so busy cutting costs and exporting jobs offshore in order to stay in business that they've neglected training new talent. As Colin Powell observed in his book *It Worked for Me*, the military pays a great deal of attention to mentoring future leaders because they don't hire from outside. Yes, the U.S. is very large, and outsourcing work has been a popular strategy for many companies ... but far too often, the profits erode and the work comes back home again. That places business owners in the same situation as the military: you need to mentor, too.

An older employee is someone who has verifiable history. That's a tremendous advantage, but they are also often more motivated than their younger counterparts. One expert said their motivation score is higher (at 78.4 percent) than the 71.2 percent for someone between the ages of 18 and 29.

Research has shown that, far from being a burden, older employees actually miss fewer days than younger ones. According to SHRM, their turnover rate is less than the one for younger ones, too. That matters, considering that turnover costs are about a third of an employee's annual salary. And many of them are healthier than the last generation. Many older employees are obviously still healthy and vital.

It's important to hire the right person for the job, but the right person might well be someone older. If that's the case for your own business, then you should give older potential employees serious consideration. It'll keep you on the right side of the law — always a good idea — and if you select the right people, they will make your company stronger and better.

And isn't that the thing that really counts? ❁

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ASHRM'S EDUCATION & CERTIFICATION PREPARATION NETWORK

CONGRATULATES THOSE RECENTLY CERTIFIED!

2011/2012

Education & Certification Preparation Network's Recently Certified

- » Barbara Burke, PHR
- » Bethany Ordway, PHR
- » Charisse E. O'Donnell, PHR
- » Christopher P. McDonald, PHR
- » Jennifer Childers, PHR
- » Joni N. Andreasen, PHR
- » Jordan McCullum, PHR
- » Rachel Miller, PHR
- » Sandi Weber, PHR
- » Terrie Stark, PHR

ASHRM's Education & Certification Preparation Network thanks its terrific team of Volunteers!

HR Professionals from all over our community have enjoyed the benefits of these sessions! These sessions would not have been possible without the energy, motivation and commitment of the volunteers that make this program successful.

The following volunteers served as Subject Matter Experts and presented some of the SHRM Learning Materials to participants or helped facilitate one of the boot camp sessions. **Some even did both!**

Brandi Kirk, PHR and Rose Pisciotta, SPHR would like to publicly thank them for their time and dedication!

- » Barb Burke, PHR
- » Chris Ross, CSP, CPLP
- » Corina Ovod-Everett, SPHR/GPHR
- » Dave Perry
- » Dave Rhodes, PHR
- » Doug Miller, SPHR
- » Hank Wiedle
- » Heather Kinzie, SPHR/GPHR
- » Jacquelyn Hoflich, SPHR
- » Jordan McCollum, PHR
- » K. Michael Ward, SPHR/GPHR
- » Molly Webb, PHR
- » Patty Billingsley, SPHR
- » Yana Valinski

Many thanks to the BP Energy Center and First National Bank Alaska for allowing ASHRM to use their conference space each and every week!



Get Certified. Get Noticed.

The Anchorage chapter of the Society for Human Resources Management (ASHRM) understands the constraints that make it difficult to pursue professional development opportunities, but now isn't a good time to be immobile in your career. The job market is changing and earning your PHR or SPHR designation can give you an advantage to:

- Advance your career
- Increase your professional confidence
- Handle the ever-changing HR laws and regulations
- Provide you with additional skills to set you apart from the crowd

HR certification is a career-long commitment that proves to your peers and your organization that you are driven to be successful in HR management.

12

ASHRM's Education & Certification Preparation Network is an excellent tool for helping HR professionals prepare for the PHR/SPHR certification exams or to simply gain knowledge in all areas of HR Management. This program is based on the SHRM Learning System and is offered twice per year to align with HRCI's exam testing windows.

2013 FALL SEMESTER	2013 PHR/SPHR EXAM TESTING WINDOWS
Each Tuesday and some Thursdays September through December, 2013	Winter Exam Window December 1, 2013 - January 30, 2014

With the help of many talented and committed volunteers, participants review and apply the HR body of knowledge required for the exams, learn about their own learning styles and develop testing strategies to help overcome the anxiety associated with taking the exam. Moreover, these sessions have proved to be an excellent medium for networking.

Certification is a great tool for HR practitioners to have as part of their professional portfolio. Now is the perfect time to pursue certification if you haven't done so already! ❁

Interested in participating in ASHRM's Education & Certification Preparation Network?

Visit the ASHRM webpage at www.shrmalaska.org or contact:
 Rose Pisciotta, SPHR at rpisciotta@FNBAlaska.com or
 Sandi Weber, PHR at sandi.weber@kiewit.com or
 Brandi Kirk, PHR at bkirk@anchoragemuseum.org





Are You Looking for a Way to “Pay It Forward” in the HR Community?

Have you participated in ASHRM’s Education & Certification Preparation Sessions in the past? Do you remember how thankful you were for all those volunteers who cared about your success? Now is your chance to help others be successful!

ASHRM’s Education & Certification Preparation Network (ECPN) is seeking volunteers to lead an intensive PHR Boot Camp for a two-week timeframe in the first half of June 2013 and/or January 2014.

The PHR boot camp is an intense review of the HR Body of Knowledge (BOK), which our participants have been studying for the past 3 months. These optional sessions provide an opportunity for participants to test their knowledge, review their testing strategy, and work on test anxiety.

The boot camp facilitators will not lecture or present any information. Their role is to ask questions/drill, clarify and explain, facilitate discussions and keep the group focused. We provide you all the materials needed for the review.

The boot camp is made up of multiple groups of 3 or 4 participants. The facilitator may be someone from outside the sessions or may be a participant that is playing both roles. Either way, facilitators are volunteers who dedicate their time to keep the group focused, on task, and “ready” for their exam.

You don’t have to do it alone! Tag another friend in HR and share the responsibility!

But wait! There’s more!! There are benefits to you, too!

- Looking for a way to earn HRCI recertification credits? You may be able to earn up to 20 credit hours for volunteering in this capacity!
- You can feel great about giving back to the HR community.
- This is a terrific opportunity for networking.
- Thinking about studying to take the PHR or SPHR exam yourself? This is a terrific way for you to refresh on the full body of knowledge.
- We reward our wonderful volunteers!

If you are interested in volunteering to lead a boot camp or would like more information, please contact Rose Pisciotta, Sandi Weber, or Brandi Kirk. ❁

Rose Pisciotta, SPHR
Rpisciotta@fnbalaska.com
777-3489 (work); 310-8330 (cell)

Sandi Weber, PHR
Sandi.weber@kiewit.com
222-9350 (work); 306-9293 (cell)

Brandi Kirk, PHR
Bkirk@anchorage-museum.org
929-9217 (work); 952-5061 (cell)



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SHRM Leadership Conference

Each year, a group of Alaska SHRM leaders travel to Washington, DC for the SHRM Leadership Conference. Part of the conference includes the popular “Capitol Hill Visit” where SHRM staff schedules appointments with our elected representatives. The program is designed to promote advocacy efforts, to educate us in the legislative process, make us aware that our voice does count, and to give us a good leadership experience by having us lobby on a couple topics.

This year we were represented by Sonya Conant, MatSu Chapter President, Molly Webb, Anchorage SHRM President-Elect (2012) and Patty Hickok, Alaska SHRM State Council Director. The group had the opportunity to meet in person with Senator Lisa Murkowski and Congressman Don Young and with one of the staffers in Senator Begich’s office.



14

One of the issues that we lobbied for was on **EMPLOYER PROVIDED EDUCATIONAL ASSISTANCE**.

Background: Section 127 of the Internal Revenue Code allows an employee to exclude from income up to \$5,250 a year in assistance provided by their employer for any type of educational course at the associate, undergraduate and graduate level. Employers are not required to provide assistance under Section 127 to their employees. Congress has extended Section 127 nine times since it was created in 1978, most recently in 2010. Section 127 will expire at the end of this year unless Congress acts to renew it or make it permanent.

Issue: Providing tax-free educational assistance is an important tool for employers. Section 127 helps to build and maintain an increasingly skilled workforce, and positions the United States to remain

competitive in the global economy. Almost 20 percent of Section 127 recipients are pursuing science, technology, engineering and mathematics (STEM) degrees. More than 35 percent of all degrees pursued by Section 127 beneficiaries are master’s degrees and, according to the National Postsecondary Student Aid study, more than 1 million employees use Section 127 benefits.

Results: Due to the timing of our visit and publication of this newsletter, we can share that under the American Taxpayer Relief Act of 2012—i.e., the fiscal cliff legislation—Congress has extended the ability of employers to pay or reimburse an employee on a tax-free basis for up to \$5,250 in educational assistance (which does not have to be job-related) under a written plan of the employer. All three of our Alaska representatives voted for the Act that included that extension. ❀

I truly enjoyed the opportunity to visit Capitol Hill and meet our state legislators. It was amazing to learn the process for how decisions are made in the trenches, so to speak. Senator Murkowski was a wonderful person to meet and really took the time to listen and have a candid discussion about SHRM needs.

– Molly Webb, Anchorage Chapter President

I really enjoyed the opportunity to actually meet with Senator Murkowski and Representative Young. Having a face to face interaction allowed for engagement as well as our ability to gauge sincerity and support regarding the issues.

– Sonya Conant, MatSu Chapter President

This is my third visit to Capitol Hill and every time it feels like the first -an amazing experience. Never in my wildest dreams (while still in Mexico) could I see myself meeting with and lobbying directly with the 2nd ranking Republican member and the 6th ranking overall member of the House of Representatives- Congressman Young and with Senator Murkowski, a woman that made Alaska history with the write-in campaign. And here I am, doing just that –thanks to SHRM

– Patty Hickok, Alaska SHRM State Council Director



NHRMA

Conducting Activities to Advance the HR Profession

The Northwest Human Resources Management Association (NHRMA) conducts activities to advance the HR profession, recognize outstanding achievement of HR professionals, and provide support for SHRM, State Councils, Local Chapters, Students, and SHRM Members.

In 2012, the NHRMA Board did much work behind the scenes related to building infrastructure for future boards as well as provided outstanding professional development and recognition for our profession. Here are some highlights from this year and a sneak peek into 2013.

- The NHRMA Annual Conference and Tradeshow in Alaska was incredible. It had everything from a winning sled dog team, to a calorie burning, laugh out loud comedienne. The professional development opportunities got great reviews from our attendees. NHRMA sponsored a successful Leadership Workshop where participants explored and shared best practice including strategies to recruit, engage, and retain chapter and state council volunteer leaders. Moreover, you have to admit the venue was incredible. During breaks, I saw people go outside the conference center to simply enjoy the breathtaking view of snow-capped, sunlit mountains. We hope you join us for our great line-up for our 75th Annual Conference & Tradeshow October 9–11, 2013 in Tacoma, WA.
- The 37th HR Foundations seminars in OR & WA were awarded 19.5 recertification credits and had over 250 attendees this year. Next year look for the new name HR Academy that more accurately reflects the advanced level. Sign-up early as we expect to sell out this next year. In 2013, we will also be doing one in AK.
- The NHRMA Student Conference and Case Competition was a huge success with over 55 students in attendance at Portland State University. This year we had six teams participating in the case competition and a tie for first place. The two first place winners attended the SHRM Annual Conference in Atlanta GA. Overall, we supported student & young professionals' programs with donations of over \$14,700. Join us next year in April at Lake Washington Institute of Technology in Redmond, WA. If you would like to volunteer for the event, please contact me as the Advisor at LWIT at Mangini@msn.com or Jennifer Schwope at jennifer.schwope@avanade.com.
- NHRMA feels it is important to provide the SHRM Foundation with financial support to ensure that they can continue their important work in advancing the HR profession. NHRMA is a long-time supporter and a top contributor with contributions of \$2,000-\$4,000 annually. In addition, we send an annual donation to be used in the auction at the SHRM Leadership Conference. NHRMA provides financial support to the SHRM Foundation in two major ways. First, we hold a silent auction each year at our NHRMA Annual Conference and Tradeshow with all the proceeds going to the SHRM Foundation. This year's auction raised over \$2,358. Second, we offer matching funds of \$100 each donation to encourage all SHRM chapters and State Councils in Alaska, Oregon, and Washington to support the SHRM Foundation. To take advantage of this, visit our website at www.nhrma.org and look for the 'matching funds' link toward the bottom of the home page.
- In 2012, NHRMA gave \$51,000 to support SHRM Members, Chapters, & State Councils in our area with our profit sharing program.
- NHRMA achieved one of our top goals by recognizing the outstanding achievement of HR Professionals. \$10,000 in awards was bestowed upon deserving HR colleagues and we awarded our first Sharon Koss Graduate Student Award. You can read more about this year's award recipients in this newsletter.
- From a communications standpoint we have updated and revamped our website to provide more information and easier access. We have published four quarterly newsletters for AK, OR, & WA and will continue to do this for years to come. We created Facebook (www.facebook.com/pages/Nhrma/301830629870692) and Twitter (@NHRMA72) accounts and are looking to expand communication on these new mediums. Please join us!
- NHRMA has added a new board position, Partnership Director, which will better collaborate with our conference sponsors to give them the maximum exposure possible and to support the SHRM members in our three states. We are currently recruiting to fill this volunteer opportunity so if you are interested in volunteering please contact me directly. If you would like to sponsor the HR profession please contact anyone on the board.



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CORE LEADERSHIP AREA DIRECTORS

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Ethical Issues



Ethics is an important part of our business society and we all have our own moral principles that we were either taught by experience or books. Since every nation has a different economy, culture and law, including business culture, standards and laws, you may be faced with unusual situations and different ethical dilemmas when working abroad.

Ethical Issues Concerning Briberies

Working in an another country, you may be faced with a difficult situation of being involved in corruption without even knowing it. In some cultures, it is acceptable to offer bribes to get a certain business transaction done. Briberies come in many forms such as small scale, large scale, gifts, favors and entertainment. Giving any sort of bribe is illegal and unethical in the United States. However, in some countries you may have no other way of getting any business done if you don't offer bribes. Also, giving a gift in appreciation to someone is considered as a bribe in United States, but it is a normal act in some countries. This may be the hardest ethical dilemma you have to face. Although there is a law called Foreign Corrupt Practices Act which prevents paying bribes to foreign governments and businesses, it is not certain that the law is strictly followed in other countries.

Ethical Issues Concerning Illegal Activities

When working in another country, it might be easy to forget your moral standards and fall into the greed of making profit without any limitations. Sometimes if people aren't held responsible for their actions, it could make them become careless about other countries' resources, environment and people. Polluting the country's environment, not following standard employment practices, and evading taxes are all unethical and illegal. However, when everyone else around you is doing all these illegal activities you feel like you will never be held accountable for your actions if you also commit these acts. This is a difficult ethical problem only you have the power to avoid.

Ethical Issues and Political Affairs

In many countries, political officials are deeply involved with the commercial businesses. You may not even be able to work there without knowing someone in the government. In a country where the government is heavily corrupted, the officials expect to be befriended and bribed. International businesses could gain advantages by offering bribes to government officials. However, it puts other companies at disadvantage and is an unfair practice of business. ❖

HR Profession | *continued from page 15*

- One very critical thing we worked on this year was ensuring we had policies, and a decision history for operations to better streamline our volunteer board members' time and add consistency for future boards. We are continuing this project by reviewing history and archiving it for easy accessibility for future reference. We renewed our contract with Conference Solutions and updated the conference guidelines for host chapters so they have the tools needed for success. We have also revamped the NHRMA host chapter bidding process.
- We have started to create more awareness of what NHRMA has to offer SHRM members in our area by visiting and speaking about "The NHRMA Advantage" at all the state conferences and other chapter meetings. We hope that the word spreads and more individuals take advantage of all that we offer.

I am so very excited to introduce our 2013 board who will take the lead next year. Please consider joining their committees to advance our profession.

- President - Laurie Roe, SPHR
- Vice President - Lisa Snively
- Past-President - Ren'ee Mangini, SPHR, GPHR
- Secretary - Sallie M. Stuvek, SPHR
- Treasurer - Kelly Cameron, SPHR
- College Relations Director - Jennifer Schwope, SPHR, GPHR
- Awards and Recognition Director - Patty Billingsley, SPHR, CCP
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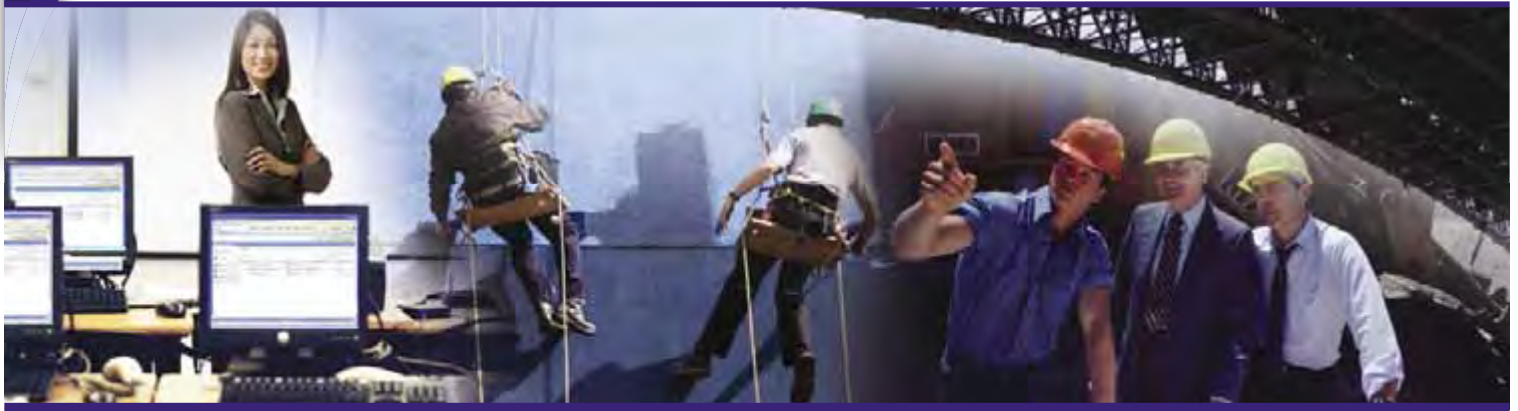
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